

MINISTRY OF FIJIAN AFFAIRS, CULTURE AND HERITAGE

Annual Corporate Plan

For the Year ending on
31 December 2006



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1. Our VISION and MISSION

Our vision is: “AN ENLIGHTEN AND PROGRESSIVE FIJIAN SOCIETY”

What we mean: An enlighten and Progressive Fijian Society will be realized when the Fijian people are made more aware of the world around them, through increased formal and informal modes of communication and education and through their greater empowerment, and through their greater and more active participation in national development .

Our Mission is: We will strive to create an “**Enlighten and Progressive Fijian Society**” through:

- ✚ The development of relevant policies, programmes and legislations;
- ✚ The arrangement and nurturing of smart partnerships with our stakeholders;
- ✚ The conduct of focused capacity-building initiatives, and;
- ✚ The empowerment of the Fijian people through and appropriate institutional framework of governance.

What we mean: The Ministry of Fijian Affairs provides the leadership role in the pursuit of the Vision. The good governance and well being of the Fijian people will be achieved by the development and implementation of sound policies that will not only serve to protect the culture, but indeed will facilitate its growth and enrichment by ensuring increased interaction and learning between and with the other communities of Fiji.

2. Our Key Result Areas

The Ministry’s **KEY RESULT AREAS (KRA)** are :

1. Policy & Legislative Development
2. Effective Partnerships
3. Protection and Promotion of Fijian Culture & Heritage
4. Training and Education for Fijians & Rotumans
5. Review of Structures and Systems
6. Sound Entity Management

3. Structure of the Annual Corporate Plan

This Annual Corporate Plan is arranged along the basis of **Key Result Areas** that have been identified under the NSDP. For each Key Result Area there are specific targets. Each target has a **Performance Indicator**.

The ACP also provides insight into the organizational arrangements that exists within the Ministry and the nature and scope of authority levels that are delegated to the managerial positions. It is formatted along the following lines:

Key Result Area – major area of focus of the Ministry.

Strategies – major strategic concern

Performance Target / Objective – specific output to be produced

Performance Indicator – a measure to indicate that the output has been produced.

Key Sponsor – designation of Manager or unit head responsible for the output.

4. Management Structure and Authority Levels

The management structure of the Ministry is as outlined on the last page of this plan. Under the management structure for the Ministry, the following are the levels of authority for the various managerial positions. These are subject to any controls that may be introduced by the Ministry of Finance from time to time.

Officers	Purchase Limits
Chief Executive Officer	Policy direction and executive management. Purchase authority for up to \$20,000 Final decision (prior to PSC consent) for all staffing matters.
Deputy Secretary	Co-ordination and routine management. Purchase authority for up to \$15,000
Director, CATD	Co-ordination and routine management.
Chairman, NLC	Co-ordination and routine management.
Director, IFLC	Co-ordination and routine management.
Director, Culture and Heritage	Co-ordination and routine management.
Manager, FEU	Co-ordination and routine management.
Manager, Corporate Services	Co-ordination and routine management. Purchase authority for up to \$10,000
Manager Finance	Purchase authority of up to \$10,000

5. Nature and Scope of Activities

The Ministry is charged with developing and implementing programmes for the good governance and welfare of the Fijian people. These are done through the programmes under the Ministry's and listed in the KRA of this Plan.

In order that Government's development objectives are achieved, the Ministry's key outputs for the 2005 Programmes are as follows:

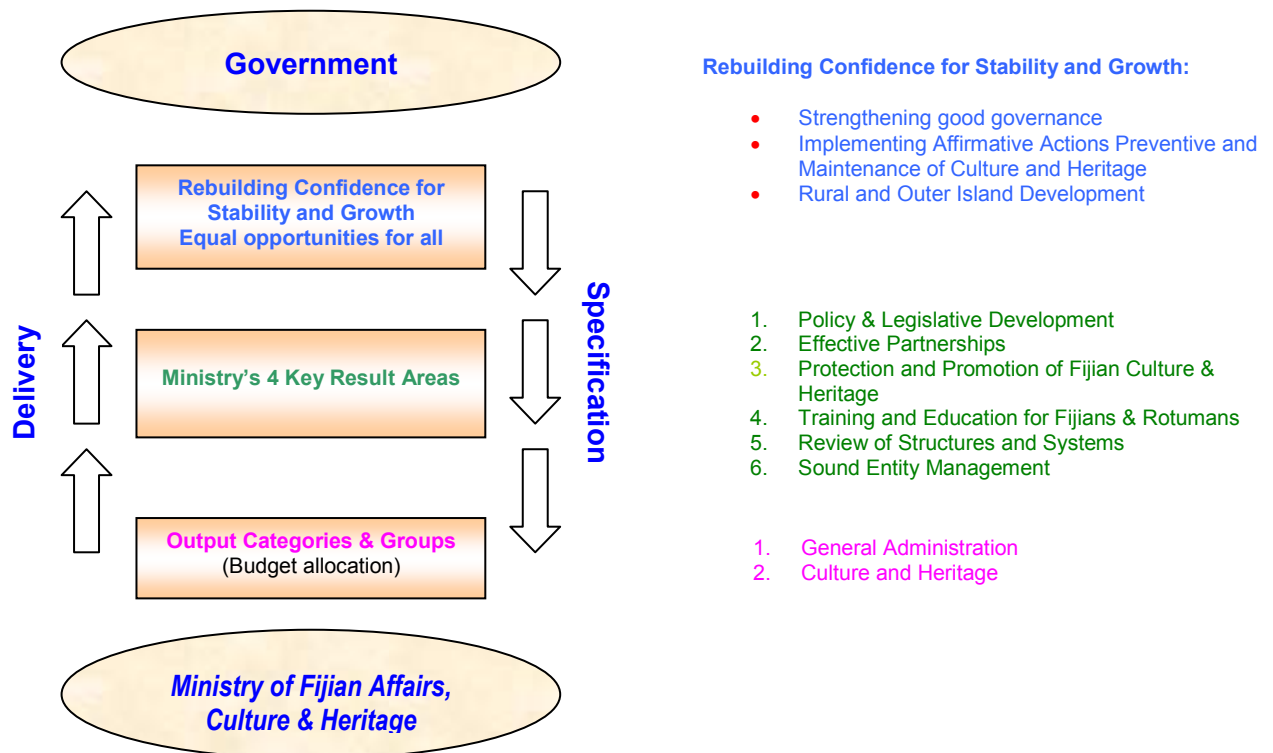
General Administration: covers the general administration at headquarters, and the administration of the annual grants paid to the Fijian Affairs Board and Provincial Councils, the Institute of Language and Culture, the Centre for Appropriate Technology and Development at Nadave, the Native Lands and Fisheries Commission and the Fijian Affairs scholarship Fund.

Culture and Heritage : covers the programmes aimed at the preservation, maintenance of Fijian culture and national heritage and the administration of grants to the Fiji Arts Council, the National Trust and the Fiji Museum.

6. Ministry's Policy Objectives

- Government's medium term strategy for affirmative action and for protection of our culture and heritage sets the strategic direction for the Ministry of Fijian Affairs that would ensure the efficient and effective delivery of its goals in maximizing the impact and delivery of Government's development services.

The key outputs of the Ministry for Fijian Affairs are directly linked to the Ministry's key result areas, its policy objectives, Government's strategic priorities and the output categories and groups as illustrated in the diagram below:



7. Output Categories & Groups with Costs

The table below provides a summary of the output categories, groups and costing for the Ministry of Fijian Affairs as approved in the 2005 Budget.

SEGS	ITEMS	5_1_1	5_1_2	5_1_3	5_2_1	TOTAL
1	Established Staff	679,300	472,700	216,500	182,200	1,550,700
	PE	582,950	419,800	200,500	162,800	1,366,050
	FNPF	48,700	33,600	16,000	13,000	111,300
	Allowances	46,950	5,200		6,400	58,550
	Overtime					
	Relieving Staff	400				
	Honoraria for Appeals Tribunal		14,100			14,100
	Other Allowances	300				
SEGS	ITEMS	5_1_1	5_1_2	5_1_3	5_2_1	TOTAL
2	Un-established Staff	45,500	16,100	22,100	8,400	92,100
	Wages	38,000	14,800	20,300	7,800	80,900
	FNPF	3,000	1,200	1,600	600	6,400
	Allowances	100		100		200
	Overtime	4,300				4,300
	Relieving Staff	100	100	100		300
						92,100
3	Travel & Tele-Communication	33,300	13,000	10,800	24,600	81,700
	Travel	5,000	4,000	3,500	7,100	19,600
	Subsistence	10,000	4,000	3,000	5,000	22,000
	Telecom	18,300	5,000	4,300	12,500	40,100
4	Maintenance & Operations	14,400	2,500	1,200	9,500	27,600
	Fuel & Oil	8,000	1,500	1,000	2,500	13,000
	Repairs and Maintenance	5,900	1,000	200	2,000	9,100
	Accident Repairs (if any)					
	Maintenance of Office Equip.	500				
	Power Supply				5,000	
5	Purchase of Goods & Services	275,200	22,300	1,400	55,300	354,200
	Books, Periodicals & Publications	1,000			2,000	3,000
	Supplies and Stores	300				300
	Power Supply	10,000	15,000			25,000
	Stationary/Printing	2,000		400	4,700	7,100
	Printing				1,000	
	Water, Sewerage & Fire Services	100	800			900
	Occupational Safety	5,000				5,000
	NLTB – Landowners Comp. Pay.	245,000				245,000
	Postage	10,200				10,200
	Maintenance of Office Com.	1,600				1,600

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SEGS	ITEMS	5_1_1	5_1_2	5_1_3	5_2_1	TOTAL
	Consultant Fees		4,900			4,900
	Office Supplies		1,600	1,000	3,000	5,600
	Incidentals				3,600	3,600
	National World Heritage Comm.				10,000	10,000
	Sitting Allowance				26,000	26,000
	Furnitures & Fittings				5,000	
6	Operating Grants & Transfers	6,585,400		8,000,000	566,800	15,152,200
	FAB	2,532,400				2,532,400
	Provincial Council	1,474,100				1,474,100
	CATD	966,700				966,700
	IFLC	112,000				112,000
	Fijian Court	200,000				200,000
	Na Mata	100,000				100,000
SEGS	ITEMS	5_1_1	5_1_2	5_1_3	5_2_1	TOTAL
	Turaga ni Koro Allowance	701,400				701,400
	Mata ni Tikina Allowance	498,800				498,800
	Scholarship			8,000,000		8,000,000
	Fiji Arts Council				41,900	41,900
	Grants to Fiji Museum				260,000	260,000
	Grants to National Trust				161,000	161,000
	Preservation of Momi Gun Site				3,400	3,400
	World Heritage Organisation				500	500
	Preservation Historical Sites				100,000	100,000
7	Special Expenditures	1,421,700	10,000			1,431,700
	Native Reserve Commission	321,700				321,700
	Review of Fijian Admin. Review Report & Imp.	1,000,000				1,000,000
	Review of Fijian Affairs Act & GCC Regulations					
	Review – NLTB and NFLC					
	Levuka World Heritage					
	Indigenous Intellectual Property	100,000				100,000
	Cultural Mapping Programme					
	Veivakabulabulataki		10,000			10,000
8	Capital Construction				100,000	100,000
	Upgrading Fiji Museum				100,000	100,000
9	Capital Purchase	100,000	30,000			130,000
	Local Area Networking	100,000				100,000
	Maint. & Preservation of NLC Rec. Doc		30,000			30,000
10	Capital Grants & Transfers	3,400,000	100,000		120,000	3,620,000

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SEGS	ITEMS	5_1_1	5_1_2	5_1_3	5_2_1	TOTAL
	Development Ass. Scheme for Fijian & Rotumans	1,400,000				1,400,000
	Vanua Development Operation					
	Capital Grants to NLTB	1,000,000				1,000,000
	Fijian Heritage Foundation	1,000,000				1,000,000
	Survey of Native Lands, Fishing & Village Boundaries		100,000			100,000
	National Trust of Fiji				120,000	120,000
13	Valued Added Tax	321,200	70,800	31,500	47,500	471,000
	TOTAL	12,876,000	737,400	8,283,500	1,114,300	23,011,200

Note: 1. **Output Category** = Programme, 2. **Output Groups** = SEGS, 3. **Output-subgroups** = Items

7.1. PERFORMANCE PLAN – GENERIC AND SPECIFIC KEY RESULT AREAS

Outputs – 2006

Key Result Area	Key Performance Indicators Intended Outcomes	Measures Strategy	2006 - 2008 Targets Success Indicator	2006 Targets	2006 Performance Indicators
<p>1. Policy & Legislative Development</p> <p>To develop relevant policies, programmes and legislations that will assist in ensuring the social, economic, political, and cultural well being of Fijian people in the future.</p>	<p><i>Policies, programmes, and legislations that lay the foundation for the greater well being of the Fijian people.</i></p>	<ul style="list-style-type: none"> Develop a policy document to guide all sectoral agencies in the conduct of programmes that will contribute to Fijian wellbeing. 	<ul style="list-style-type: none"> Sectoral agencies develop/align specific programmes to improve Fijian well being. 	<ul style="list-style-type: none"> Consultation with all stakeholders on the development of the policy document. 	<ul style="list-style-type: none"> Stakeholders consulted.
		<ul style="list-style-type: none"> Develop internal monitoring policy capability to ensure sectoral Ministries implement programmes to facilitate Fijian wellbeing. 	<ul style="list-style-type: none"> Monitoring capability developed. 	<ul style="list-style-type: none"> Approval of central agencies - for staffing and funding - sought. 	<ul style="list-style-type: none"> Central agencies approval obtained.
		<ul style="list-style-type: none"> Reassign Village Reserves responsibility to Reserves Commission of the NLTB. 	<ul style="list-style-type: none"> Reserves Commission assumes all responsibility for the demarcation of Village Reserves. 	<ul style="list-style-type: none"> Regular consultation with NLTB and other stakeholders on policies of reassignment. 	<ul style="list-style-type: none"> Cabinet paper prepared by 20/12/2006.

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Key Result Area	Key Performance Indicators Intended Outcomes	Measures Strategy	2006 - 2008 Targets Success Indicator	2006 Targets	2006 Performance Indicators
		<ul style="list-style-type: none"> ▪ Review current CATD programmes in view of new government policies and introduce programmes to meet current and future needs. 	<ul style="list-style-type: none"> ▪ New and focused CATD programmes. 	<ul style="list-style-type: none"> ▪ Review current CATD programmes. ▪ Introduced new training programmes to meet community needs in line with government policies. 	<ul style="list-style-type: none"> ▪ CATD Programmes reviewed. ▪ New focused training programmes introduced at CATD.
		<ul style="list-style-type: none"> ▪ Develop a Cultural Policy and facilitate the development of a National Language Policy and the Review of the National Research Policy. 	<ul style="list-style-type: none"> ▪ New policies in place and awareness conducted. 	<ul style="list-style-type: none"> ▪ Complete work on the development of a National Cultural Policy. ▪ Facilitate in the language policy formulation. ▪ Consult with stakeholders on the review of the National Research Policy. 	<ul style="list-style-type: none"> ▪ Cabinet approval on the adoption of a National Cultural Policy. ▪ Consultation with stakeholders completed. ▪ Consultation with stakeholders completed.
		<ul style="list-style-type: none"> ▪ Complete amendments to the Fijian Affairs Act to enhance effective governance mechanisms. 	<ul style="list-style-type: none"> ▪ Revised Fijian Affairs Act promulgated. 	<ul style="list-style-type: none"> ▪ Consultation continues with AG's committee. 	<ul style="list-style-type: none"> ▪ Consultations completed.

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Key Result Area	Key Performance Indicators Intended Outcomes	Measures Strategy	2006 - 2008 Targets Success Indicator	2006 Targets	2006 Performance Indicators
		<ul style="list-style-type: none"> ▪ Review Native Lands Act to enhance transparency and accountability of the NLFC. 	<ul style="list-style-type: none"> ▪ Revised Native Lands Act promulgated. 	<ul style="list-style-type: none"> ▪ Identifies specific areas for review 	<ul style="list-style-type: none"> ▪ Consultation completed with Stakeholders on review by 31/12/2006.
		<ul style="list-style-type: none"> ▪ Encourage regular interaction between ethnic groups to develop mutual understanding, tolerance and goodwill. 	<ul style="list-style-type: none"> ▪ Increased numbers of interactive forums conducted. 	<ul style="list-style-type: none"> • Organize participation of artists & crafts people in local and overseas festivals, national events and celebrations and facilitate art exhibitions, craft fairs & workshops. 	<ul style="list-style-type: none"> ▪ Successful organization of the 2006 Melanesian Arts Festival. ▪ Successful organization of cultural events, art exhibitions, craft fairs and workshops.
		<ul style="list-style-type: none"> ▪ Actively promote the increased and meaningful involvement of women and other disadvantaged groups in national development 	<ul style="list-style-type: none"> ▪ Increased participation by target groups in the national development processes. 	<ul style="list-style-type: none"> • Increased participation of women in National Development process. 	<ul style="list-style-type: none"> ▪ Increased in participation of women and women's group in cultural activities – craft fairs, exhibition, workshops, etc. ▪ Increased participation of women in cultural activities identified through cultural mapping programme. ▪ Women identified and trained for Community empowerment.

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Key Result Area	Key Performance Indicators Intended Outcomes	Measures Strategy	2006 - 2008 Targets Success Indicator	2006 Targets	2006 Performance Indicators
		<ul style="list-style-type: none"> ▪ Review Scholarships policy and guidelines 	<ul style="list-style-type: none"> ▪ New policy and guidelines adopted. 	<ul style="list-style-type: none"> • Consultation with stakeholders initiated and completed. 	<ul style="list-style-type: none"> • Revised Policy & Guideline booklet & Students Manual in both English and Fijian published by 31/12/2006.
		<ul style="list-style-type: none"> • Improve monitoring system for all grants made to the Fijian Administration and other grant aided bodies. 	<ul style="list-style-type: none"> ▪ Improved monitoring system established. 	<ul style="list-style-type: none"> ▪ Consultation with stakeholders and central agencies. 	<ul style="list-style-type: none"> ▪ Consultation completed. ▪ Monitoring unit established.
		<ul style="list-style-type: none"> ▪ Review policy on the survey of unsurveyed Fijian lands. 	<ul style="list-style-type: none"> ▪ New policy guideline adopted. 	<ul style="list-style-type: none"> ▪ Identify constraints and challenges to substantiate policy guideline. 	<ul style="list-style-type: none"> ▪ Quarterly consultation with Lands Department on Land Management Technologies and Budgetary provisions and submit report to Headquarters before 20/12/2006.
		<ul style="list-style-type: none"> ▪ Develop a new National and Cultural Heritage Legislation. 	<ul style="list-style-type: none"> ▪ Legislation enacted 	<ul style="list-style-type: none"> ▪ Review existing legislation and map out strategy for new legislation. 	<ul style="list-style-type: none"> ▪ Review completed. ▪ Indigenous IPR [TK&EC] legislation enacted.

Key Result Area	Key Performance Indicators Intended Outcomes	Measures Strategy	2006 - 2008 Targets Success Indicator	2006 Targets	2006 Performance Indicators
<p>2. Effective Partnerships</p> <p>To establish and nurture special partnerships with stakeholder organisations and groups in order to facilitate the implementation of strategies and programmes.</p>	<p><i>Improved networking and bonding with stakeholders</i></p> <p><i>Ensuring wide participation in assistance initiatives for Fijians</i></p> <p><i>Facilitating cross-sectoral programmes</i></p>	<ul style="list-style-type: none"> Develop relationships with agencies to establish alternate funding streams for all programmes. 	<ul style="list-style-type: none"> New sources of funding established. 	<ul style="list-style-type: none"> Formulate program proposals for funding for submission to funding agencies. Submission of funding proposals to donor agencies for cultural sector projects. Develop relationship with agencies to establish alternate funding streams for programmes at CATD. 	<ul style="list-style-type: none"> Program proposals submitted to funding agencies by June, 2006. Funding requests for the Melanesian Arts Festival submitted by 1st quarter 2006. New sources of Funding established.
		<ul style="list-style-type: none"> Develop MOU's to enhance networking and cooperation. 	<ul style="list-style-type: none"> New MOU's established with key agencies 	<ul style="list-style-type: none"> Develop MOU with all stakeholders (FAB, FAC, FM, NT, Archives, Fijians Trust Fund, FIT, FAVC and Ministry of Education, etc). 	<ul style="list-style-type: none"> Consultations completed.

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Key Result Area	Key Performance Indicators Intended Outcomes	Measures Strategy	2006 - 2008 Targets Success Indicator	2006 Targets	2006 Performance Indicators
		<ul style="list-style-type: none"> ▪ Create awareness amongst stakeholder agencies of the focus and strategic direction of the Ministry. 	<ul style="list-style-type: none"> ▪ Establishment of the Public Relations and Information Unit for the Ministry. ▪ Stakeholder awareness of the Ministry's programmes. 	<ul style="list-style-type: none"> ▪ Consultation with central agencies. ▪ NLFC to develop and execute information through Veivakabulabula-taki programme, monthly tour and Provincial and Tikina Council meetings. ▪ Strengthen promotional activities of IFLC through radio broadcast, newspaper & TV. Develop a bi-annual newsletter. ▪ Closely work with Ministry of Education & Principals of Form 7 schools in regards to scholarship scheme awareness. 	<ul style="list-style-type: none"> ▪ Consultations completed. ▪ Visit to 2 Tikina and Quarterly meet with other relevant stakeholders on awareness programmes. ▪ Strengthen promotional activities of IFLC ongoing 2006. Bi-annual newsletter produced by June and December, 2006 ▪ All Form 7 schools visited by 31st October 2006. ▪ Increased number of meetings with parents while on careers expo.

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Key Result Area	Key Performance Indicators Intended Outcomes	Measures Strategy	2006 - 2008 Targets Success Indicator	2006 Targets	2006 Performance Indicators
				<ul style="list-style-type: none"> ▪ Work closely with FAB in the use of the Sunday programme & Na Mata publication. ▪ Create awareness amongst stakeholder agencies of the focus and strategic direction of CATD 	<ul style="list-style-type: none"> ▪ Increased participation in Sunday programme. ▪ Increased use of Na Mata publication for awareness of M&M programmes. ▪ Stakeholders awareness of CATD Programmes improved.
		<ul style="list-style-type: none"> ▪ Explore sharing of skills with partner agencies. 	<ul style="list-style-type: none"> ▪ External skills sets available to address the Ministry's needs. 	<ul style="list-style-type: none"> ▪ Request for attachment of IFLC staff with institutions such as SPC & TV One for media production. 	<ul style="list-style-type: none"> ▪ Attachment arranged before June 2006.
		<ul style="list-style-type: none"> ▪ Assist stakeholders with sectoral /organisational programmes to enhance relationships. 	<ul style="list-style-type: none"> ▪ Assistance given to implement sectoral programmes by the Ministry. 	<ul style="list-style-type: none"> ▪ Seek assistance from regional & international organizations for special expertise in research, data management, desk top publication etc. 	<ul style="list-style-type: none"> ▪ Request for assistance submitted by December 2006.

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Key Result Area	Key Performance Indicators Intended Outcomes	Measures Strategy	2006 - 2008 Targets Success Indicator	2006 Targets	2006 Performance Indicators
		<ul style="list-style-type: none"> ▪ Create network with international and regional research institutions and museums to enhance exchange of information. 	<ul style="list-style-type: none"> ▪ Improved information access for culture and heritage institutions. 	<ul style="list-style-type: none"> ▪ Establish MOA with academic/research institutions overseas. ▪ Create a media/ Information Officer for the Department ▪ Update DCH website, Publish pamphlets, brochures 	<ul style="list-style-type: none"> ▪ MOA with institutions developed by December 2006. ▪ Information/ Research Officer position establish by 2006. ▪ Regular updating of DCH website.
		<ul style="list-style-type: none"> ▪ Strengthen linkages with stakeholder agencies to enhance policy advisory capability and service delivery. 	<ul style="list-style-type: none"> ▪ Improved policy advisory capability and service delivery efforts by all stakeholder agencies. 	<ul style="list-style-type: none"> ▪ Improve communication & coordination with sponsored students to develop a friendly relationship with students. ▪ Increase involvement with stakeholder agencies such as Retired Teachers Association, Ministry of Education, etc. 	<ul style="list-style-type: none"> ▪ Visits to sponsored students abroad & offshore USP campuses. ▪ Increased communication with students. ▪ Increase involvement in stakeholder agencies ongoing.

Key Result Area	Key Performance Indicators Intended Outcomes	Measures Strategy	2006 - 2008 Targets Success Indicator	2006 Targets	2006 Performance Indicators
<p>3. Protection and Promotion of Fiji's Cultural & National Heritage</p> <p>To implement various programmes designed to preserve and protect Fijian culture and heritage, and Fiji's national heritage, and to promote these actively as key tools in national development and in particular multi cultural understanding, tolerance, and goodwill.</p>	<p><i>Protection and preservation of Fijian Culture and Maintenance of Fijian Identity.</i></p> <p><i>Wider understanding and appreciation of Fijian culture and its traditions.</i></p> <p><i>Protection and preservation of national heritage sites.</i></p> <p><i>Wider understanding of the Fijian language amongst all peoples in Fiji and its dialects by the owners.</i></p> <p><i>Greater tolerance, goodwill, and understanding amongst ethnic groups.</i></p>	<ul style="list-style-type: none"> Maintenance and updating of NLFC records. 	<ul style="list-style-type: none"> Records maintained and updated. 	<ul style="list-style-type: none"> Close consultation with Printing, ITC, HQ, Provincial Council, and Registrar General on new entry, deletion and maintenance of record. 	<ul style="list-style-type: none"> VKB records maintained and updated by end of each calendar month.
		<ul style="list-style-type: none"> Management of disputes on native land and customary fishing rights boundaries and ownership, and customary headship of landowning units. 	<ul style="list-style-type: none"> Prompt management of all disputes. 	<ul style="list-style-type: none"> Prompt settlement of disputes on native Land, Fishing Right Boundaries and ownership and Customary Headship of landowning Unit. 	<ul style="list-style-type: none"> NLFC to provide maximum of three informal visits before Formal procedures taken after any disputes is registered.
		<ul style="list-style-type: none"> Continue demarcation/surveys of unsurveyed native lands. 	<ul style="list-style-type: none"> Surveys undertaken. 	<ul style="list-style-type: none"> Continue demarcation of unsurveyed native Land. 	<ul style="list-style-type: none"> Monthly progress monitored and consultation with Lands Department (Control Section) for the demarcation and survey of Namosi, Nacula and Cawa by 21/12/2006.

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Key Result Area	Key Performance Indicators Intended Outcomes	Measures Strategy	2006 - 2008 Targets Success Indicator	2006 Targets	2006 Performance Indicators
		<ul style="list-style-type: none"> ▪ Advocate for the consolidation of the NLFC as the supreme body on matters regarding traditional titles regulated by law. 	<ul style="list-style-type: none"> ▪ Relevant advocacy strategies implemented. 	<ul style="list-style-type: none"> ▪ Regular consultation with Solicitor General's office. 	<ul style="list-style-type: none"> ▪ Discussion paper and recommendation submitted to the BLV by 20/12/2006.
		<ul style="list-style-type: none"> ▪ Continue Veivakabulabula-taki Exercise to enlighten Fijians on their respective traditional roles and kinship relationships. 	<ul style="list-style-type: none"> ▪ Increased understanding by Fijians of traditional roles and kinship relationships. 	<ul style="list-style-type: none"> ▪ Visit 24 Tikina after consultation with Provincial Council. 	<ul style="list-style-type: none"> ▪ 24 Tikina completed.
		<ul style="list-style-type: none"> ▪ Advocate for the NLFC to retain responsibility for deciding Customary Fishing Rights boundaries and ownership – <i>proposed Customary Fisheries Commission.</i> 	<ul style="list-style-type: none"> ▪ Relevant advocacy strategies implemented. 	<ul style="list-style-type: none"> ▪ Regular consultation with Solicitor General's office and Provincial office. 	<ul style="list-style-type: none"> ▪ Discussion paper and recommendation submitted by 31/03/2006.

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Key Result Area	Key Performance Indicators Intended Outcomes	Measures Strategy	2006 - 2008 Targets Success Indicator	2006 Targets	2006 Performance Indicators
		<ul style="list-style-type: none"> ▪ Facilitate the preservation of indigenous folklore and traditional skills sets through the identification of Living Human Treasures. 	<ul style="list-style-type: none"> ▪ Living Human Treasures identified and traditional folklore and skills sets preserved. 	<ul style="list-style-type: none"> ▪ Provision of funding and staff support to IFLC ▪ Develop strategies to identify Living Human Treasures. 	<ul style="list-style-type: none"> ▪ Finalize Aid funding on LHT project by 1st quarter 2006. ▪ Identify Living Human Treasures traditional folklore and skills sets preserved ongoing 2006.
		<ul style="list-style-type: none"> ▪ Advocate for school programmes to teach Fijian language and culture. 	<ul style="list-style-type: none"> ▪ Relevant advocacy programmes undertaken with the Ministry of Education. 	<ul style="list-style-type: none"> ▪ Consultation with the Ministry of Education. 	<ul style="list-style-type: none"> ▪ Consultation completed.
		<ul style="list-style-type: none"> ▪ Facilitate the rapid digitilisation of audio and video tapes to ensure safe custody of records. 	<ul style="list-style-type: none"> ▪ Digitilisation of materials completed. 	<ul style="list-style-type: none"> ▪ Continuation of the digitalization process. 	<ul style="list-style-type: none"> ▪ Digitalization of 500 audio tapes and 10 video tapes by December 2006.
		<ul style="list-style-type: none"> ▪ Research and document aspects of Fijian anthropology. 	<ul style="list-style-type: none"> ▪ Reservoir of materials increased. 	<ul style="list-style-type: none"> ▪ Continuation of research & documentation. 	<ul style="list-style-type: none"> ▪ Continuation of satisfactory advisory services – ongoing 2006.

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Key Result Area	Key Performance Indicators Intended Outcomes	Measures Strategy	2006 - 2008 Targets Success Indicator	2006 Targets	2006 Performance Indicators
		<ul style="list-style-type: none"> ▪ Facilitate information on Fijian language & culture through appropriate media to create increased awareness. 	<ul style="list-style-type: none"> ▪ Information sessions developed. 	<ul style="list-style-type: none"> ▪ Continuation of the radio broadcast sessions & newspaper supplementary. Explore possibility of using TV. ▪ Participate in radio and TV programs Media outlets 	<ul style="list-style-type: none"> ▪ Production of 50 radio programmes, 26 newspapers supplementary, explore using TV and other radio stations. ▪ Finalise appointment of Project Officer with FAC to work in partnership with IFLC.
		<ul style="list-style-type: none"> ▪ Provide Fijian language & culture advisory services to individuals, researchers, and institutions. 	<ul style="list-style-type: none"> ▪ Advisory services provided. 	<ul style="list-style-type: none"> ▪ Continuation with the provision of advisory service over the counter, use of IFLC library & distribution of brochures & printed materials. 	<ul style="list-style-type: none"> ▪ Continuation of satisfactory advisory service – ongoing 2006.
		<ul style="list-style-type: none"> ▪ Facilitate on-going review of Fijian Monolingual Dictionary 	<ul style="list-style-type: none"> ▪ Review undertaken on annual basis. 	<ul style="list-style-type: none"> ▪ Review of the Monolingual Dictionary. 	<ul style="list-style-type: none"> ▪ Review of Dictionary completed by December, 2006.
		<ul style="list-style-type: none"> ▪ Increase archival storage of primary & secondary documents, audio & visual collection, photographs. 	<ul style="list-style-type: none"> ▪ Facilities for archival storage improved. 	<ul style="list-style-type: none"> ▪ Continuation of archival storage. 	<ul style="list-style-type: none"> ▪ Improvement of archival storage. Storage of 250 audio tapes by December, 2006. ▪ Support provided in 2006

Key Result Area	Key Performance Indicators Intended Outcomes	Measures Strategy	2006 - 2008 Targets Success Indicator	2006 Targets	2006 Performance Indicators
		<ul style="list-style-type: none"> ▪ Continue Cultural Mapping programme 	<ul style="list-style-type: none"> ▪ Cultural mapping programme implemented and databases developed. 	<ul style="list-style-type: none"> ▪ Conduct cultural mapping in the Province of Rewa & two tikinas in Tailevu. ▪ Regular financial and human resources support to IFLC. ▪ Continuation with input of cultural mapping information into the database. 	<ul style="list-style-type: none"> ▪ Completion of cultural mapping programmes for Rewa Province and district of Bau and Nakelo in Tailevu in December, 2006. ▪ Regular participation in Provincial and Tikina Council meetings ▪ Inputting of Cultural information of Namosi, Serua and Rewa by December, 2006.
		<ul style="list-style-type: none"> ▪ Develop national heritage sites 	<ul style="list-style-type: none"> ▪ Increased number of national heritage sites preserved for prosperity and inventory of all heritage sites completed. 	<ul style="list-style-type: none"> ▪ Continuation with the identification of cultural sites for preservation through Cultural Mapping. ▪ Undertake awareness programs to communities ▪ Provision of financial & technical support to heritage preservation & development programmes. 	<ul style="list-style-type: none"> ▪ Identification of sites – ongoing. ▪ Regular participation in Provincial and Tikina Council meetings. ▪ Provision of funding for the development of 10 national heritage sites by 31/12/2006. ▪ Advanced work on the listing of Levuka to the World Body.

Key Result Area	Key Performance Indicators Intended Outcomes	Measures Strategy	2006 - 2008 Targets Success Indicator	2006 Targets	2006 Performance Indicators
<p>4. Training and Education for Fijians & Rotumans</p> <p>To conduct relevant and focused training and capacity building programmes for Fijians and Rotumans in terms of formal and informal education.</p>	<p><i>Improved and relevant skills sets</i></p> <p><i>More Fijians and Rotumans with tertiary qualifications</i></p> <p><i>Greater empowerment through more intellectual capabilities and a reduced "dependency syndrome"</i></p>	<ul style="list-style-type: none"> ▪ Award of scholarship to Fijians and Rotumans. 	<ul style="list-style-type: none"> ▪ Scholarship awards managed within approved guidelines. 	<ul style="list-style-type: none"> ▪ Advertise approved programmes for overseas & local awards for 2007. ▪ Timely interviews & confirmation of awards to avoid unnecessary delay & pressure on all parties involved. ▪ Timely payment of allowances to avoid unnecessary pressure on sponsored students. ▪ Adopt new academic assessment measures to improve pass rates. 	<ul style="list-style-type: none"> ▪ 2007 scholarships to be advertised by 31st May 2006 and local awards by 31st August 2006. ▪ Interviews to be held no later than 1 month after close of applications (for overseas awards) and 2 months for local awards. ▪ Living allowances received by overseas students 2 weeks before due date. ▪ Local students allowance paid within one month of enrolment. ▪ Increased pass rates and reduction in failure rates.

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Key Result Area	Key Performance Indicators Intended Outcomes	Measures Strategy	2006 - 2008 Targets Success Indicator	2006 Targets	2006 Performance Indicators
		<ul style="list-style-type: none"> ▪ Improve monitoring and counseling of FA scholarship students to improve success rates. 	<ul style="list-style-type: none"> ▪ Mentoring and monitoring programmes implemented. 	<ul style="list-style-type: none"> ▪ Extend counseling visits to students in other local institutions to increase monitoring. ▪ Actively organize M&M activities to increase awareness & attendance by sponsored students and stakeholders. 	<ul style="list-style-type: none"> ▪ Increased number of monitoring programmes and counseling sessions. ▪ Increased number of participants in organized M&M programmes.
		<ul style="list-style-type: none"> ▪ Support strengthening of traditional leadership roles – chiefs and the Roko Tui of each province. 	<ul style="list-style-type: none"> ▪ Ministry support provided to relevant programmes. 	<ul style="list-style-type: none"> ▪ Consultation with Stakeholders on training guideline and training plan for rural leaders when required. 	<ul style="list-style-type: none"> ▪ Facilitate training programmes when organised.
		<ul style="list-style-type: none"> ▪ Undertake relevant technical and vocational training programmes for rural participants. 	<ul style="list-style-type: none"> ▪ Relevant training programmes implemented. 	<ul style="list-style-type: none"> ▪ Undertake relevant technical and vocational training programmes for rural participants. 	<ul style="list-style-type: none"> ▪ Long term technical training programmes (18 months) implemented.

Key Result Area	Key Performance Indicators Intended Outcomes	Measures Strategy	2006 - 2008 Targets Success Indicator	2006 Targets	2006 Performance Indicators
					<ul style="list-style-type: none"> ▪ Rural technical community training programmes undertaken in the following areas: <ul style="list-style-type: none"> - Outboard motor and small engine service and maintenance. - Diesel generator operators maintenance training programme - Village sanitation programme [flush toilet installation] - Rural Fijian women training programme. - Appropriate technology programme. - Coordination of seminars and workshop

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Key Result Area	Key Performance Indicators Intended Outcomes	Measures Strategy	2006 - 2008 Targets Success Indicator	2006 Targets	2006 Performance Indicators
		<ul style="list-style-type: none"> ▪ Encourage more participation from Provincial Councils and communities in the training and development of rural youth and women through focussed awareness programmes utilising the broadcast and print media. 	<ul style="list-style-type: none"> ▪ Focused awareness programmes implemented. 	<ul style="list-style-type: none"> ▪ Radio programmes organized ▪ CATD information brochure compiled and printed. ▪ Provincial and Tikina Councils informed when required. 	<ul style="list-style-type: none"> ▪ 3 Radio interviews undertaken. ▪ Printer brochures distributed to Tikina and Provincial Councils. ▪ All Provincial and Tikina Council request attended.
		<ul style="list-style-type: none"> ▪ Establish a system and network with Provincial offices to identify rural community training needs for CATD. 	<ul style="list-style-type: none"> ▪ Rural community training needs established. 	<ul style="list-style-type: none"> ▪ Training needs assessment undertaken in Provinces. ▪ Training advisory committees established in provinces. 	<ul style="list-style-type: none"> ▪ TNA reports produced. ▪ TNA systems established in Provinces.
		<ul style="list-style-type: none"> ▪ Establish income-generating training programmes to assist in funding training programmes. 	<ul style="list-style-type: none"> ▪ Income-generating programmes developed. 	<ul style="list-style-type: none"> ▪ Organize community workshops on the development of cultural resources for income generation. ▪ Agro based training programme developed. 	<ul style="list-style-type: none"> ▪ 3 community workshops conducted in 2006 ▪ Agro based training programme implemented.

Key Result Area	Key Performance Indicators Intended Outcomes	Measures Strategy	2006 - 2008 Targets Success Indicator	2006 Targets	2006 Performance Indicators
		<ul style="list-style-type: none"> ▪ CATD to link up with Vocational Schools/Other Rural Training centres to enhance training for rural youth. 	<ul style="list-style-type: none"> ▪ Linkages with vocational schools/other rural training centres, established. 	<ul style="list-style-type: none"> ▪ List of all vocational schools and rural training centres compiled. ▪ Discussion held with selected vocational and rural training centres. 	<ul style="list-style-type: none"> ▪ List of identified technical schools are produced. ▪ MOU signed with identified vocational schools and rural training centres.
		<ul style="list-style-type: none"> ▪ Provide technical and financial support for traditional skills training. 	<ul style="list-style-type: none"> ▪ Training programmes undertaken with financial and technical support. 	<ul style="list-style-type: none"> ▪ Identify skills training required. ▪ Source external funding ▪ Develop traditional skills training programme. 	<ul style="list-style-type: none"> ▪ List of identified traditional skills training programme compiled. ▪ Funding source secured for implementation. ▪ Implement training programme.

Key Result Area	Key Performance Indicators Intended Outcomes	Measures Strategy	2006 - 2008 Targets Success Indicator	2006 Targets	2006 Performance Indicators
<p>5. <u>Review of Structures and Systems</u></p> <p>To redefine and redesign various structures and systems to improve efficiency and effectiveness.</p>	<p><i>Flexible and dynamic organisational systems and processes.</i></p> <p><i>Improved fairness and accountability in decision making.</i></p> <p><i>Improved response times to customer and stakeholder needs.</i></p>	<ul style="list-style-type: none"> Review NLFC structure to improve transparency and accountability. 	<ul style="list-style-type: none"> Evaluate structure and procedures to improve transparency and service delivery. 	<ul style="list-style-type: none"> Develop database and information system to improve delivery of core functions. 	<ul style="list-style-type: none"> VKB Data entry to be updated monthly. NLFC records to be logged into the Scanner. Review of NLFC operational procedures completed by 30/03/2006.
		<ul style="list-style-type: none"> Review IFLC and DCH to streamline all "culture" activities and to improve organisational systems. 	<ul style="list-style-type: none"> Review of IFLC and DCH undertaken. 	<ul style="list-style-type: none"> Review current systems and structure for DCH/IFLC. Prepare proposal for the reorganization and restructure for DCH/IFLC 	<ul style="list-style-type: none"> Restructure and systems reviewed by June 2006. Submission of proposal for re-organisation and re-structure completed by 31/12/2006
		<ul style="list-style-type: none"> Review CATD with a view to expanding and decentralizing its capabilities to the Northern and Western Division, and to establish a Board and Training Advisory Committee to enhance decision making. 	<ul style="list-style-type: none"> Review of CATD undertaken. 	<ul style="list-style-type: none"> CATD Review undertaken. CATD Board & Training Advisory Committee appointed. 	<ul style="list-style-type: none"> Flexible and dynamic organizational systems and processes. Improved fairness and accountability in decision making.
		<ul style="list-style-type: none"> Review Scholarship Database. 	<ul style="list-style-type: none"> Database established 	<ul style="list-style-type: none"> Develop Phase 2 of the database. 	<ul style="list-style-type: none"> Phase 2 database operational by end of March, 2006.

Key Result Area	Key Performance Indicators Intended Outcomes	Measures Strategy	2006 - 2008 Targets Success Indicator	2006 Targets	2006 Performance Indicators
<p>6. Sound Entity Management</p> <p>To ensure the conduct of best management practice, and high standards of professional integrity in undertaking the business of the Ministry.</p>	<p><i>Improved business flows and financial management</i></p> <p><i>Focused management of human resources</i></p> <p><i>Reduced discrepancies</i></p> <p><i>Improved statutory compliance</i></p>	<ul style="list-style-type: none"> Regular Senior Management Consultation. 	<ul style="list-style-type: none"> Monthly meetings conducted 	<ul style="list-style-type: none"> Twelve meetings to be conducted in 2006. 	<ul style="list-style-type: none"> Meetings conducted.
		<ul style="list-style-type: none"> Regular staff board meetings. 	<ul style="list-style-type: none"> Monthly meetings conducted. 	<ul style="list-style-type: none"> Twelve meetings to be conducted in 2006. 	<ul style="list-style-type: none"> Meetings conducted.
		<ul style="list-style-type: none"> Regular Boards of survey 	<ul style="list-style-type: none"> Three boards of survey conducted for all units. 	<ul style="list-style-type: none"> One board of survey per unit. 	<ul style="list-style-type: none"> Board of survey completed by June 2006.
		<ul style="list-style-type: none"> Develop dedicated training facilities and training unit. 	<ul style="list-style-type: none"> Training Unit established with appropriate facilities. 	<ul style="list-style-type: none"> Obtain central agency approval for staffing and funding. 	<ul style="list-style-type: none"> Central agency's approval obtained.
		<ul style="list-style-type: none"> Conduct comprehensive training needs analysis and develop in-house and external opportunities to address skills gaps. 	<ul style="list-style-type: none"> TNA conducted. 	<ul style="list-style-type: none"> January – compile training needs from appraisal forms. Organise training programs. Continue to liaise with CTD Training Facilitators for any assistance for guidance in the designing and delivery of courses. 	<ul style="list-style-type: none"> TNA conducted in January, 2006 and relevant training organized – December, 2006. All training needs to be completed by 30/01/2006 and Training Plan by 30/02/2006.

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Key Result Area	Key Performance Indicators Intended Outcomes	Measures Strategy	2006 - 2008 Targets Success Indicator	2006 Targets	2006 Performance Indicators
		<ul style="list-style-type: none"> ▪ Complete all Standard Operating Procedures and Position Descriptions. 	<ul style="list-style-type: none"> ▪ SOP's and PD's completed. 	<ul style="list-style-type: none"> ▪ Review BP, PD's & IWPs. ▪ Close consultation both internally and externally to formulate SOP and PD. ▪ Focused management of Human Resources. 	<ul style="list-style-type: none"> ▪ Business Plan and PDs ready by 31/01/06. ▪ IWP by 28/02/06 ▪ SOP ready by 31/03/06. <p>All SOP's and PD's completed.</p>
		<ul style="list-style-type: none"> ▪ Conduct Table Top and Mock Exercises to test revised SOP manuals. 	<ul style="list-style-type: none"> ▪ Table Top and Mock Exercises conducted. 	<ul style="list-style-type: none"> ▪ Table Top & Mock Exercises to be conducted before SOP's are finalized. 	<ul style="list-style-type: none"> ▪ Mock exercise on SOP's conducted from March-June, 2006.
		<ul style="list-style-type: none"> ▪ Refine performance management systems for MFACH units and for individual staff. 	<ul style="list-style-type: none"> ▪ New Performance Management systems established. 	<ul style="list-style-type: none"> ▪ Conduct awareness sessions on the new PMS. ▪ Supervisors to coach & review performance of subordinates. ▪ Improved statutory compliance. 	<ul style="list-style-type: none"> ▪ Awareness sessions on PMS conducted from April – June 2006. ▪ Two improvement projects for 2006. ▪ New performance management systems – established.

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Key Result Area	Key Performance Indicators Intended Outcomes	Measures Strategy	2006 - 2008 Targets Success Indicator	2006 Targets	2006 Performance Indicators
		<ul style="list-style-type: none"> ▪ Review MQR's for selected positions in IFLC, DCH, NLFC, and FASU. 	<ul style="list-style-type: none"> ▪ Revised MQR's developed. 	<ul style="list-style-type: none"> ▪ Review MQR for submission. 	<ul style="list-style-type: none"> ▪ Review completed.
		<ul style="list-style-type: none"> ▪ Arrange for the transfer/secondment of technical staff from the Lands Department to the NLFC to assist surveying commitments. 	<ul style="list-style-type: none"> ▪ Technical staff acquired from the Lands Department. 	<ul style="list-style-type: none"> ▪ Close consultation with lands Department. 	<ul style="list-style-type: none"> ▪ Survey teams increased.
		<ul style="list-style-type: none"> ▪ Facilitate statutory compliance with the relevant legislation & financial regulations. 	<ul style="list-style-type: none"> ▪ All legislation complied with. 	<ul style="list-style-type: none"> ▪ Provide awareness on relevant legislation. ▪ All relevant legislation and financial regulations complied with. 	<ul style="list-style-type: none"> ▪ Awareness on relevant legislation. ▪ Improved business flows and financial management.
		<ul style="list-style-type: none"> ▪ Conduct regular awareness sessions and meetings with staff on changes in overall policy direction by Government. 	<ul style="list-style-type: none"> ▪ Regular awareness sessions for staff conducted. 	<ul style="list-style-type: none"> ▪ Conduct awareness session as and when required. ▪ Skilled and motivated staff. 	<ul style="list-style-type: none"> ▪ Awareness conducted as and when required. ▪ Regular meetings and awareness programmes conducted for staff.

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Key Result Area	Key Performance Indicators Intended Outcomes	Measures Strategy	2006 - 2008 Targets Success Indicator	2006 Targets	2006 Performance Indicators
		<ul style="list-style-type: none"> ▪ Develop Work Improvement Teams to address operational issues. 	<ul style="list-style-type: none"> ▪ Work Improvement Teams established. 	<ul style="list-style-type: none"> ▪ Encourage staff to engage in WIT's to help improve work performance. 	<ul style="list-style-type: none"> ▪ WIT's in operation by 31st Jan 2006
		<ul style="list-style-type: none"> ▪ Strengthen IT capability within the Ministry 	<ul style="list-style-type: none"> ▪ Improved IT capabilities and extensive networking. 	<ul style="list-style-type: none"> ▪ Improve IT support system. 	<ul style="list-style-type: none"> ▪ Improvements in IT support system and conduct in-house training.
		<ul style="list-style-type: none"> ▪ Facilitate information sharing with key sectoral agencies through an appropriate IT approach. 	<ul style="list-style-type: none"> ▪ New IT strategy developed and implemented. 	<ul style="list-style-type: none"> ▪ Develop and implement new IT strategies to improve IT efficiency. 	<ul style="list-style-type: none"> ▪ Improve network efficiency – ongoing 2006.
		<ul style="list-style-type: none"> ▪ Facilitate Government's Service Excellence Programme and Financial Management Reform Programme. [ALL] 	<ul style="list-style-type: none"> ▪ Service Excellence and Financial Management Reform Programmes implemented. 	<ul style="list-style-type: none"> ▪ Preparation of Service Excellence Report. ▪ Conduct awareness training on Service Excellence and Financial management Reform. ▪ Develop and implement approaches and service excellence strategies. ▪ Implement financial management reform strategies. 	<ul style="list-style-type: none"> ▪ Report submitted by 27/01/06. ▪ Service excellence and Financial management reform awareness Jan – March, 2006. ▪ Service Excellence Strategies developed and implemented – ongoing 2006. ▪ Financial management strategies implemented – 2006.

8. MFCH Management Structure as at 01.01.2006

