



MIMS

MINISTRY OF INFRASTRUCTURE
AND METEOROLOGICAL SERVICES



STRATEGIC DEVELOPMENT PLAN
2021 - 2026



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Acronyms and Abbreviations

CCTV	Closed circuit television
CO ₂	Carbon Dioxide
CSAs	Commercial Statutory Authorities
DBGA	Department of Building and Government Architects
DCS	Department of Corporate Services
DEs	Divisional Engineers
DOE	Department of Energy
DOW	Department of Works
DWS	Department of Water and Sewerage
DMet	Department of Meteorological Services (same as FMS)
FJD	Fijian Dollar
FMS	Fiji Meteorological Service (same as DMet)
GIS	Geo-spatial Information System
ICT	Information and Communication

	Technology
MJ	Megajoules (unit for measuring energy)
MCS	Ministry of Civil Service
MOA	Memorandum of Agreement
MoE	Ministry of Economy
MOU	Memorandum of Understanding
NBI	New Business Initiative (Department of Works)
NDC	Nationally Determined Contribution
NDP	National Development Plan
OHS	Occupational Health and Safety
RCC	Regional Climate Centre
RIC	Regional Instrument Centre
RSMC	Regional Specialized Meteorological Center
RTC	Regional Training Center
SDP	Strategic Development Plan
SLA	Service Level Agreement

1. FOREWORD FROM MINISTER



It is my pleasure to present this five year Strategic Development Plan (SDP) Y2021 – 2026 for the Infrastructure and Meteorological Service sectors of the Ministry of Infrastructure, Meteorological Services, Lands and Mineral Resources.

This SDP has been formulated to set the direction for the departments involved, and it sets out our strategic priorities, goals and includes indicators with set timelines.

The achievements of the last SDP (2019-2022) were promising. The restructuring of the Ministry and the departure of three departments, have required this early review and reprioritizing of deliverables.

We now face the ongoing pressure of the Covid 19 pandemic, which has been fueled by globalization and the ease of international travel. In addition we have seen the increasing impact of climate related challenges on our national infrastructure. This “new normal”, requires us to adapt, to adopt new strategies and methods of operation, and a new work culture across the whole Infrastructure and Meteorological sector.

We will continue to provide policy guidance for agencies established by Government to provide direct services such as the Water Authority of Fiji and the Fiji Roads Authority. The Ministry will also continue to develop and refine policy for the Energy sector. All of this will be done to deliver on the transformative strategic thrusts, laid out in the National Development Plan 2017 - 2036. In keeping with this, the Ministry will continue to strengthen its research, planning, policy and oversight capabilities.

The Ministry will maintain direct operational arms where this is deemed necessary in areas such as Meteorological Services, Rural Electrification, Works and Architectural/Engineering services.

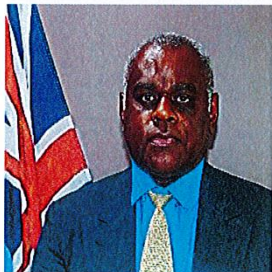
I commend this Strategic Development Plan to all, and look forward to engaging with all stakeholders as we work together on the journey of pursuing excellence, and continuing to transform our beloved Fiji.



HONOURABLE JONE USAMATE

Minister for Infrastructure, Meteorological Services, Lands and Mineral Resources

2. Introduction from Permanent Secretary



I am honored to provide the Strategic Development Plan 2021-2026 for the Ministry of Infrastructure and Meteorological Services.

This SDP is aligned to the five (5) year and twenty (20) year National Development Plan (NDP), SDG targets, the National Disaster Risk Reduction Policy and other national legislations and policies.

The Ministry has adopted a new vision of “A Resilient and Reliable Infrastructure and Meteorological Service”.

This Strategic Development Plan focuses on the strategic priorities derived from the NDP, which shapes the goals over the next 5 years. Each of these goals, have strategies and tasks to be achieved and are measured with specific key performance indicators.

We are determined to fully utilize the skills and talents of all our people to achieve these deliverables as they are the real asset of the Ministry.

This SP has transitioned from department output focused to Ministry outcome focused. There are two strategic priorities, seven goals, 29 strategies and 29 KPIs.

Overall, I believe that this Strategic Development Plan 2021 – 2026 is equipped to ensure that the Ministry is well positioned to perform to the highest standards in fulfilling its role through its various departments.

It is through the application of our values, a clear shared vision and effective management that we will achieve our strategic targets.


Taitusi Vakadravuyaca
Permanent Secretary

3. Vision

Resilient and reliable Infrastructure and Meteorological Services

4. Mandate (Mission)

The vision is achieved through;

- Policy & regulation
- Strategic insight
- Research and information management
- Project design and implementation

In the field of infrastructure (water, sanitation, energy, buildings, roads) and meteorological services

5. Values (LIPTI)

Leadership
Integrity
Professionalism
Teamwork
Innovation

6. Our Services

The Ministry of Infrastructure and Meteorological Services consists of the following departments;

- Water and Sewerage,
- Energy,
- Building and Government Architects,
- Works,
- Meteorological Services and
- Corporate Services

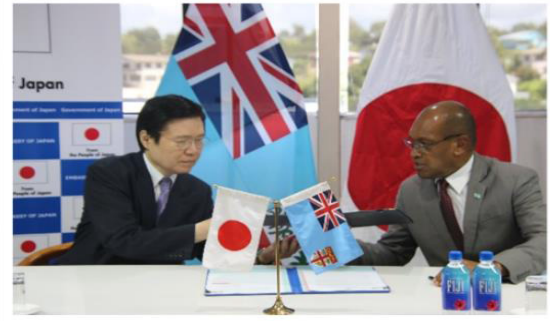
The Ministry also oversees the infrastructure programmes of the following CSAs;

- Fiji Roads Authority and
- Water Authority of Fiji

In line with the Ministry's vision, these departments provide an enabling and accommodating environment through research, policy, regulations and strategic insight for implementation of resilient and sustainable infrastructure services in water, sanitation, energy, buildings, roads and hydro-meteorology to improve the lives of all Fijians. We are also committed to meeting regional and international targets through collaboration with related agencies.



Figure 1: JICA - Fiji Partnership for the Tamavua I Wai Bridge



In the 2021-2026 Strategic Plan, the various departments are committed to providing the following services;

- The Department of Water and Sewerage is responsible for the formulation of policies, legislation and regulatory frameworks for the provision of a sustainable water and sewerage sector. The Department is the focal Government Agency that provides policy and technical advice and also monitors the sector's compliance to legislation,

policies and standards;

- The Department of Energy is committed to ensure that all Fijians have access to some form of electricity. The Department is focussed towards renewable, modern and sustainable energy initiatives in its effort to meet national and international carbon emission reduction targets;

Figure 2: Nabouwalu NFA Office



- The Department of Buildings and Government Architects is committed to providing professional support services in architectural building design, engineering and structural designs, quantity surveying services to meet the needs of Ministries and Departments and to strengthen the nations compliance to the National Building Code for resilient building structures Fiji wide;

- The Department of Works is committed to strengthen community and stakeholder partnership in supporting reasonable access to infrastructural development, whilst maintaining rapid response capability during times of natural disasters and

maintenance of existing government building assets;

- The Department of Meteorological Services is committed to improving capabilities through upgrading of resources and facilities, meeting regional and international obligations, and transitioning towards a 'centre of excellence for weather, climate, hydrological and ocean services that raise level of preparedness relating to disasters;
- The Department of Corporate Services is committed to facilitating effective administrative and financial management, professional and technical development, human resources engagement and best practices. There is also a focus to prioritize policies, strategic planning, modernization and ICT capabilities, customer service and effective media coverage. Data management and research are also integral items to be addressed in this plan.

Noting the ever-increasing demand of the Ministry's services to all Fijians, the Ministry is fully committed to progress Governments reform initiatives which support its vision of a streamlined and modern economy across all sectors.

7. Agency Situation

This Strategic document is derived from various high level targets and documents which include but are not limited to the following;

- National Development Plan,
- Sustainable Development Goals,
- National Disaster Risk Reduction Policy
- Fiji's NDC Implementation Roadmap
- Fiji's Low Emission Development Strategy
- Regulatory, legislations and National Policies

The above set the scene for this strategic plan in terms of the priorities and goals. This plan takes into consideration the national intent, changing business environment, climate change, COVID-19 pandemic, economic situation and above all, the needs of the people.

Considering the Ministry's core deliverables, risks are eminent. Therefore, clear mitigation strategies are required to be put in place to address these.

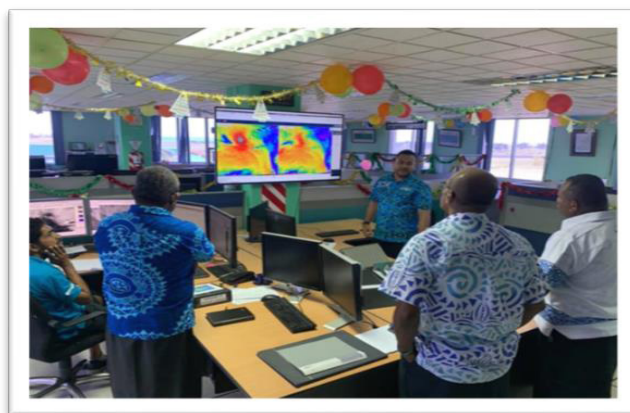
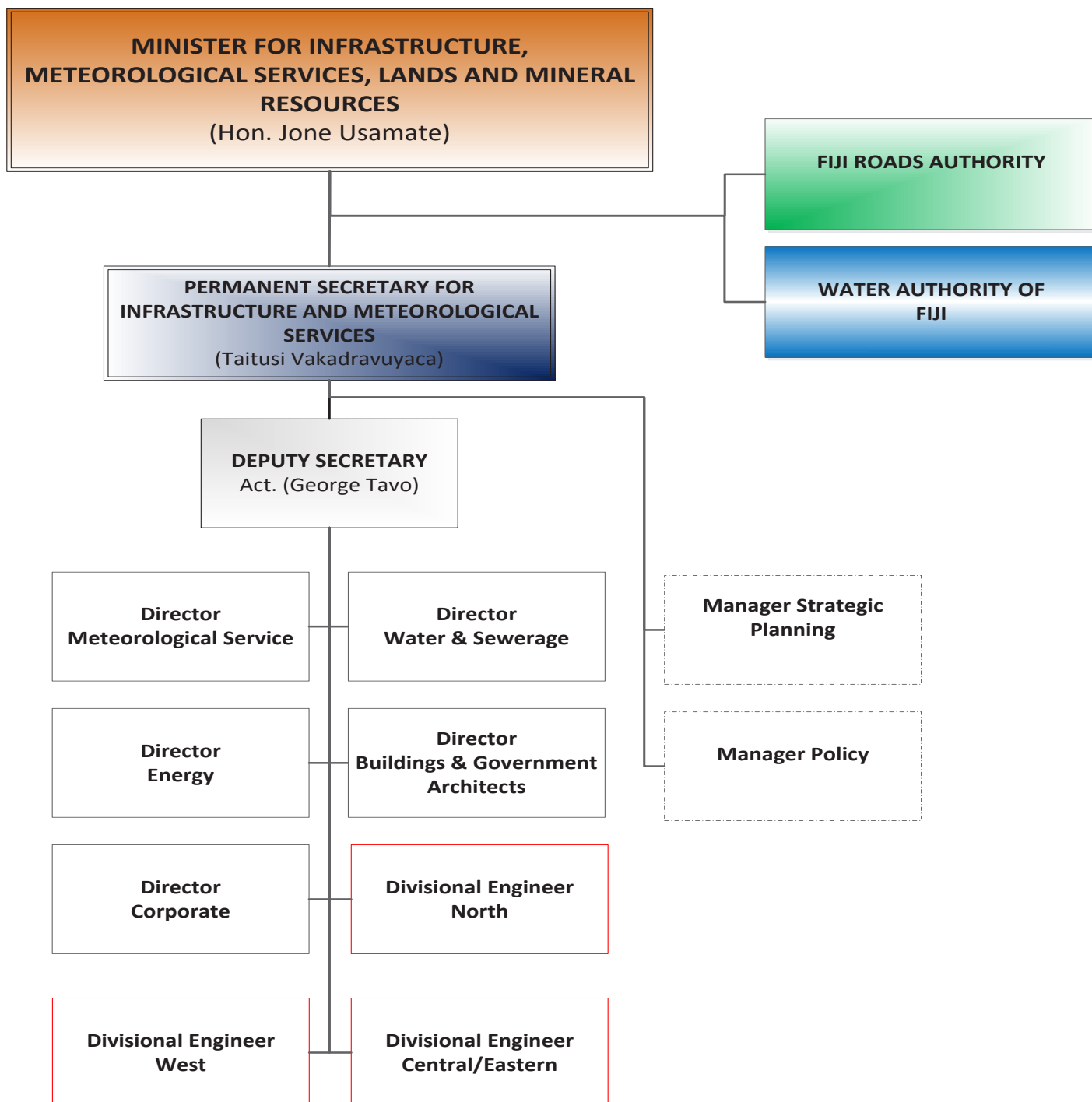


Figure 3: Ministry Structure



8. Risks

Risks are an inherent component of any organization's planning requirements. It is continually evolving and therefore, mitigation strategies also change. This document evaluates risks identified at a strategic level within the Ministry.

Operational risks are captured in the Ministry Risk Management Policy and within each department's planning document.

These risks are organized by likelihood and scored according to the following scale. From this assessment, the trigger events are prioritized to be addressed accordingly.

Likelihood		Degree of Impact	
Certain/Stable	5	Extreme	1
Highly likely	4	Large	2
Likely	3	Significant	3
Unlikely	2	Minor	4
Highly unlikely/Highly Unstable	1	Negligible	5

Note: a high score indicates a positive rating, a low score indicates a high need for mitigation

Risk Category	Trigger Event	Likelihood	Impact on Ministry
Governance	Stability in governance and direction	4	2
	Relevance of legislations and policies	3	2
	Strength of regulatory and compliance	2	3
	Funding availability	2	2
Strategic Insight	Established National Infrastructure Master plan	1	2
	Data/Information availability and management	2	2
	Accessibility to essential services	3	1
Human Resource	Level of capacity and competency	2	2
	Stable organisation structure	3	2
Disasters	Severity of loss of life, livelihood & property	2	1

Risk Mitigation Strategies

Some mitigation strategies already identified are listed below:

Mitigation of Governance Risks

- Review of old policies for relevance and development of new policies in relation to change in direction
- Proper Contract-Service Level Agreement, MOU, MOA
- Well Planned Budget proposals with genuine justification with excellent financial utilization
- Network and partnership with donor agencies

- Development of 'Government-Community' partnership projects

Mitigation of Strategic Insight Risks:

- Strategic documents developed and aligned to national intent, policies and annual plans prepared based on these documents
- Integration of FRA, WAF, EFL and Ministry plans to develop the National Infrastructure Plan
- Develop an integrated infrastructure database that is secure, updated and accessible in real time (including GIS mapping and analysis)
- Improve data collection and data management systems

Mitigation of Human Resource Risks:

- Build competency through the implementation of new training plan
- Implement HRMIS to improve efficiency in HR processes and information update in real time
- Review of relevance of job roles before any advertisements

Mitigation of Disaster Risks:

- Preparation and implementation of Work Place DRR Plan
- Design improvements for cyclone proof buildings and infrastructure. Response plans in place.
- Staff trained to manage disaster responses
- COVID19 - Work from Home strategies, social distancing strategies, work bubbles, mandatory vaccinations



Figure 4: Solevu Solar Hybrid Project

9. Our Priorities

The Ministry has two strategic priorities, which are adopted from the National Development Plan. These priorities are further refined into 7 specific goals that provides the direction for the next 5 years.

Strategic Priorities (High Level)	Goal/s
A) Inclusive socio-economic development (NDP 1.1)	1. Access to clean and safe water in adequate quantities, proper and adequate sanitation for every Fijian household 100% access to clean and safe <u>water</u> and (SDG 6.1) 50% access to central sewerage systems (SDG 6.2) 2. Access to affordable, reliable, modern and sustainable <u>energy</u> services for all Fijians 100% access to some form of electricity (SDG 7.1) 100% <u>renewable electricity</u> supply by 2036 (SDG 7.2) 20% <u>carbon reduction</u> by 2030 (SDG 7.3)
B) Transformational strategic thrusts (NDP 1.2)	3. A resilient design focus towards infrastructure that ensures sustainability and considerations for the changing climate conditions, including energy efficiency 4. Strengthen 'Government – Community' partnerships in developing rural and maritime infrastructure and accessibility to entice economic growth 5. Transition towards a Centre of excellence for weather, climate, hydrological and ocean services that raises the level of preparedness towards disasters 6. Strengthen Coordinated Master Planning, Policy Direction, Information Management and Monitoring to improve the livelihood for all Fijians 7. Productivity improvement, modernization and professional development



Figure 5: World Water Day Celebration 2021

10. Goals and KPIs

Goal/s	Strategies	Dept	Outcomes (i.e. impact of achieving the goal)	Targeted performance (i.e. KPI)
<u>1</u> Access to clean and safe water in adequate quantities, proper and adequate sanitation for every Fijian household 🇫🇯 100% access to clean and safe <u>water</u> and (SDG 6.1) 🇫🇯 50% access to central sewerage systems (SDG 6.2)	a) To develop plans and policies for <u>strengthening freshwater resources, water services, and water catchment management</u> b) Develop plans and collaborate with stakeholders for safe water systems and proper, <u>communal and sewerage systems</u> in rural communities c) Develop policies for <u>accessibility for informal settlements</u> to proper, communal and centralized sewerage systems d) Strengthen the regulatory role for water accessibility and safe drinking water quality. e) Improve data collection and management and sharing and reporting to relevant stakeholders f) Enhance awareness on water conservation	DWS	All Fijians have access to clean and safe water 50% of all Fijian homes are connected to a central sewer system	100% access to clean and safe <u>water</u> by 2031 Current urban coverage: 98% Current rural coverage: 62% National coverage: 760,650 2022 – 82% 2023 – 88% 2024 – 92% 2025 – 95% 2026 – 97% 60% access to central sewerage system and proper sanitation by 2036 (DWS) Current urban coverage: 27% Current rural coverage: 0% National coverage: 163,685 2022 – 27% 2023 – 28% 2024 – 30% 2025 – 34% 2026 – 39%

	Goal/s	Strategies	Dept	Outcomes (i.e. impact of achieving the goal)	Targeted performance (i.e. KPI)
2	Access to affordable, reliable, modern and sustainable <u>energy</u> services for all Fijians  100% access to some form of electricity (SDG 7.1)  100% <u>renewable electricity</u> supply by 2036 (SDG 7.2)  20% <u>reduction in CO₂ emission</u> by 2030 (SDG 7.3)	a) Accessibility - Strengthen grid extension and Rural Electrification programs especially in the rural and maritime areas - Develop programs for accessibility to informal settlements - Develop programs to provide clean cooking fuels	DOE, Works	All Fijians have access to some form of electricity	a) Accessibility Currently 96% of the population have access to some form of electricity. Target is to enable access to the pending 4% who don't have any access to electricity - 0.5% in 2022 - 0.5% in 2023 - 1% in 2024 - 1% in 2025 - 1% in 2026 and also the 12% that have inconsistent access by 2026; - 2.5% in 2022 - 2.5% in 2023 - 2.5% in 2024 - 2.5% in 2025 - 2% in 2026 Currently, 51% of the population have access to clean cooking fuels, the target is to have 70% with access by 2026 - 3% in 2022 - 4% in 2023 - 4% in 2024 - 4% in 2025 - 5% in 2026

Goal/s	Strategies	Dept	Outcomes (i.e. impact of achieving the goal)	Targeted performance (i.e. KPI)
	b) Renewable Energy - Promote and expand renewable energy facilities like hydro power mini grids, solar home clusters, wind farms, etc. - Review and Implement research, data collection (wind, hydro, solar) and investment identification program to accelerate the renewable energy share in electricity generation	DOE	reduction of carbon footprint for a cleaner environment	b) Renewable energy Increase in the % of renewable energy sources from 55% to 58% by 2026 - 2022: 0.1% - 2023: 0.1% - 2024: 0.8% - 2025: 1% - 2026: 1% increase in public private partnership (PPP) programs from 3 to 5 by 2026
	c) Carbon Reduction - Implement programs to ensure efficiency in energy use	DOE	reduction of carbon footprint for a cleaner environment	c) Energy efficiency To reduce the energy intensity (consumption of imported fuel per unit of GDP in MJ/FJD) from 2.86 in 2020 to 2.80 by 2026

	Goal/s	Strategies	Dept	Outcomes (i.e. impact of achieving the goal)	Targeted performance (i.e. KPI)
<u>3</u>	A resilient design focus towards infrastructure that ensures sustainability and considerations for the changing climate conditions, including energy efficiency	a. Improve the national construction standards b. Strengthen resilient designs and incorporate disability requirements for all state-owned buildings c. Research and promote local, affordable and sustainable alternative building materials and green designs d. Provision of the best technical and professional expertise to client agencies for improving existing and new facilities (NDP) e. Strengthen the regulatory role for construction and quality standards.	DBGA, Works, DOE	Buildings are; - Resilient - Strong - Secure - User friendly - Energy efficient - Code Compliant Safer communities	i. Update and review the building code by 2022 ii. Reduction of buildings destroyed or damaged after a natural disaster iii. All designs to incorporate energy efficiency, disability requirements and compliant to the Building Code iv. Identify and promote one new 'green design' by 2026 v. Ministry facilitated constructions to be compliant to the National Building Code and incorporated designs
<u>4</u>	Strengthen 'Government – Community' partnerships in developing rural and maritime infrastructure and accessibility to entice economic growth	a. Prioritized improvements in infrastructure and provision of adequate public utilities with a focus on accessibility b. Support Localized/Rural hub development concept c. Strengthen partnerships with Commissioners and Divisional stakeholders for integrated planning and optimizing implementation "multi-package approach"	Works DBGA	A vibrant rural sector with enhanced economic and social activities	2022 – integrated data collation and rural communities identified with nil infrastructure and accessibility 2023 – facilitate implementation programs for infrastructure and accessibility to all rural communities 2024 – increase in infrastructure and accessibility for all Fijians by 2% 2025 - increase in infrastructure and accessibility for all Fijians by 2% 2026 - increase in infrastructure and accessibility for all Fijians by 2%
<u>5</u>	Transition towards a Centre of	a. Strengthen the multi hazard early warning systems and impact based	FMS	A consistent approach to communicating the risk	MHEWS 1) 2022 – MOU with NDMO for MHEWS (NDRRP

Goal/s	Strategies	Dept	Outcomes (i.e. impact of achieving the goal)	Targeted performance (i.e. KPI)
excellence for weather, climate, hydrological and ocean services that raises the level of preparedness towards disasters	forecasts b. Systemically eliminate 'black spots' in the weather, climate, hydrology and oceans observing networks c. Meeting meteorological and hydrological legislations and standards d. Strengthen collaborations and partnerships with key stakeholders and overseas NMHSs e. Maintain and strengthen regional specialized services like the RSMC, RCC, RTC and RIC f. Collaborative and applied research projects for hydro meteorological phenomena and service improvements		associated with hydro-meteorological hazards and for more informed decision making Lives, livelihoods and property are better protected by more accurate and timely warnings and advice improved products lower maintenance costs and improved instrumentation and capacity	65) 2) 2023 – Hazard database established Blackspots and catchment mapping 3) 2023 – 5 new hydromet stations installed, 2 river basins mapped 4) 2024 – 5 new hydromet stations installed, 2 river basins mapped 5) 2025 – 10 new hydromet stations installed, 2 river basins mapped 6) 2026 – 10 new hydromet stations installed, 2 river basins mapped Compliance to standards 7) Promulgation of Met Bill by 2022 8) Review of compliance to Hydromet standards completed by 2022 9) Priorities developed and implemented for standards compliance from 2023 Partnerships 10) Develop and sign service agreements with all relevant national and international partners by 2026 Regional roles 11) Maintain RSMC role in the region 12) RCC – member state for regional nodes by 2022 13) RTC – establish RTC by 2025 14) RIC – recognized RIC by 2024

	Goal/s	Strategies	Dept	Outcomes (i.e. impact of achieving the goal)	Targeted performance (i.e. KPI)
6	Strengthen Coordinated Master Planning, Policy Direction, Information Management and Monitoring to improve the livelihood for all Fijians	(master planning, policy direction) Facilitate mechanisms for identifying and developing strategic needs and planning opportunities with other ministries and organizations. (information management) Identification of tools, including technology, to facilitate coordinated infrastructure development. - Establish a National Infrastructure Information Centre - Build and Improve the Fiji Energy Database - Modernize material estimating and costing capabilities Establish a robust and user-friendly information systems that is reliable and convenient to use (Monitoring and regulatory) Stronger monitoring and regulatory authority over CSAs	Corporate Policy Planning GIS	- Ease accessibility to all infrastructure information - Well defined and integrated plan for Fiji's Infrastructure development - All Fijians are provided with the best services - A compliant CSA in accordance to implementation of National plans - Continuous improvement and accountability	1. Policy Implementation Monitoring by 2022 2. Create a national repository for all infrastructure data by 2022 3. Development of a National Infrastructure Master Plan by 2023 4. Policy formulation and legislation review to empower the Ministry's monitoring and regulatory role by 2024 5. CSA Strategic plans and implementation programs monitored and reported annually to Minister

Goal/s	Strategies	Dept	Outcomes (i.e. impact of achieving the goal)	Targeted performance (i.e. KPI)
Z Productivity improvement, modernization and professional development	Systematic strengthening of human resource capacity and capabilities, with emphasis on technical and scientific fields; (HR) Continual review of processes and systems for improvements in service delivery (process) Research and incorporate modern technology and equipment for efficiency (equipment)	Corporate (lead) All depts.	- Return on investments - Efficiency - Knowledgeable workforce	i. 2022/2023 - Partnerships with FHEC and Academic institutions to strengthen the tertiary level programs in architecture and quantity surveying ii. Facilitate engagement of at least one experts in hydrology, water & sewerage, architecture, engineering by 2026 iii. Increase by 3% the professional/technical staffing ratio to total establishment iv. Facilitate transition for the NBI in partnership with MOE and MCS by 2023 v. Initiate ISO QMS program for the Ministry by 2022 vi. Benchmark level of equipment and technology against best in market by 2022 vii. Upgrade the level of equipment and technology in all departments by 2026

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