



# OFFICE OF THE PRESIDENT



# Strategic Plan

2018 - 2022



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# OFFICIAL SECRETARY'S STATEMENT

**THIS OFFICE OF THE PRESIDENT'S STRATEGIC PLAN 2018-2022 BUILDS ON THE EXPERIENCES OF THE PAST YEARS. THIS NEW FOUR-YEAR PLAN IS COGNIZANT OF THE FACT THAT GOVERNMENT IS CURRENTLY GUIDED BY A 5-YEAR AND A 20-YEAR NATIONAL DEVELOPMENT PLAN.**

These overarching National plans will form the basis for the review of the Office of the President's Strategic Plan and other corporate documents.

In addition, the 2013 Constitution of the Republic of Fiji lays the platform as far as His Excellency the President's obligations to the Nation are concerned and guides the operations of the Office of the President. This includes, facilitating all State and ceremonial functions apart from His Excellency the President's community engagements. Aside from this, His Excellency the President is also guided by the Honours and Awards Act 1995, which outlines the roles and responsibilities of the College of Honour of which His Excellency is the Chancellor.

At the operational level, the Office is guided by Government's central agencies, in particular the Office of the Prime Minister, the Ministry of Economy and the Ministry of Civil Service.

It is a pleasure to be able to compile a strategic document that can be upgraded in conjunction with Government's overarching strategic plans.

**P. N. BALEINABULI**  
**OFFICIAL SECRETARY TO THE PRESIDENT**

# CORE DELIVERABLES

## AIM

The Strategic Plan 2018-2022 aims to highlight services rendered by the Office of the President in facilitating the

- (i) roles of the President of the Republic of Fiji and;
- (ii) roles of the Head of State as governed by the 2013 Constitution towards achieving required Government priorities.

## CORE BUSINESS

The main role of the Office of the President is to support His Excellency the President in fulfilling his obligations as the Executive Authority of the State.

## SUMMARY OF SITUATION ANALYSIS

- Meeting Government's priorities
- Reporting Forecasts/Future Developments
- Appropriate and new Technology
- Staffing

## VISION

National Unity

## MISSION

- Support the President to fulfill his obligations as the Head of State and Executive Authority of the State
- Work within the 2013 Constitution and 5-year and 20-year National Development Plan
- Provide outstanding facilitative services
- Emphasise human resources
- Work within resources and invest in technology

## VALUES

- High Standards of Professionalism
- Prompt and Faithful Implementation of Government Policies.
- Free from Corruption
- Effective, Efficient and Economic Use of Public Resources
- Prompt Response to Requests and Questions and Delivery of Service to the Public in a Respectful, Effective, Impartial, Fair and Equitable Manner
- Accountability for Administrative Conduct
- Transparency including:
  - ▶ timely, accurate disclosure on information to the public
  - ▶ prompt, complete and candid reporting to Parliament as required by Law
- Cultivation of good Human Resource Management and Career Development Practices, to maximise Human Potential
- Recruitment and Promotion based on:
  - ▶ Objectivity, Impartiality and Fair Competition
  - ▶ Knowledge, Experience, Skills, Abilities, Qualification and other Characteristics of Merit





## STRATEGIC PRIORITIES

The National Development Plan Section 2 titled 'Strengths & Enabling Environment', links to the Office of the President's responsibilities.

The core role of the Office of the President is to enable an effective and efficient Presidential performance. This is done through the provision of advice, and administrative and logistical support to the President as Head of State of the Republic of Fiji.

We will align ourselves to the Government's priorities of good governance, inclusive socio-economic development, structural reforms, and climate change.

The Office of the President's strategic priorities on the following pages are based on the 2013 Constitution and the 5-year and 20-year National Development Plan in addition to the outcomes of the Office situation analysis and strategic needs.

## PRIORITY 1

Attendance to the President's roles as Head of State

I. The main role of the Office of the President is to support the President fulfil his obligations as the Head of State governed by the Constitution. Listed below are the various sections of the 2013 Constitution that govern the role of the President:

### **Constitution:**

*Chap. 2* S45 (2,3) Bill of Rights – Human Rights and Anti-Discrimination Commission [appointment];

*Chap. 3* S46 (1) Legislative Authority and Power of Parliament, S48 (1-3) Presidential assent,

S58 (2-3) Term of Parliament [proclamation], S59 (1-2) Writ of election [issue],

S62 (1) Early dissolution of Parliament [resolution], S67 (1,3,4) Sessions of Parliament,

S75 (4,5,7) Electoral Commission [report, appointment], S76 (4) Supervisor of Elections

[appointment], S77 (7) Speaker [resignation], S79 (2) Secretary-General to Parliament

[appointment], S80 Remunerations;

*Chap. 4* S81 (1-4) the President of Fiji, S82 President acts on advice, S83 (1-3) Qualification for appointment,

S84 (1-5) Appointment of President, S85 (1,3) Term of office and remuneration, S86 Oath of office, S87 Resignation, S88 Chief Justice to perform functions in absence of President, 89 (1-5) removal from office,

S92 (2) Office of the Prime Minister [inform], S93 (2-5) Appointment of Prime Minister [oath, resignation], S94 (4) Motion of no confidence [sworn], S95 (2) Appointment of Ministers [oath/ affirmation];

*Chap. 5* S104 (1, 12, 15, 16,17) Judicial Services Commission [appointment, remuneration, medical, suspension, recommendation], S106 (1-4) Appointment of Judges, S109 Oath of office,

S111 (2-4) Removal of Chief Justice and President of the Court of appeal for cause,

S112 (2-5) Removal of judicial officers for cause, S113 (2) Remuneration of judicial officers,

S114 (5,10) Independent Legal Services Commission [appointment, remuneration],

S115 (12) Fiji Independent Commission Against Corruption [remuneration],

S116 (5,6) Solicitor [appointment, acting], S117 (3-4) Director of Public Prosecutions [appointment, acting],

S119 (2,3,5,7,11) Mercy Commission [appointment, pardon, acting, remuneration],

S120 (2,5,13) Public Service Disciplinary Tribunal [appointment, acting, remuneration],

S121 (2,5,11) Accountability and Transparency Commission [appointment, acting, remuneration];

*Chap. 6* S125 (2-4) Public Service Commission [appointment, acting],  
 S129 (4) Fiji Police Force [appointment] ,  
 S130 (4) Fiji Corrections Service [appointment], S131 (4) Republic of Fiji Military Forces [appointment],  
 S132 (2,9,12-14) Constitutional Offices Commission [appointment, remuneration, medical, suspension, recommendation],  
 S133 Functions of the Constitutional Offices Commission [appointment],  
 S136 (1,2) Remuneration and allowances, S137 (3-5) Removal from office for cause [recommendation];

*Chap. 7* S147 (1) Standing appropriation of Consolidated fund for payment of certain salaries and allowances;

*Chap. 8* S149 Code of Conduct [application], 151 (2,3) Auditor-General [appointment, acting],  
 S153 (4) Reserve Bank of Fiji [appointment];

*Chap. 11* S160 (3,6) Procedure for amendment [notification, assent], S161 (1-2) Amendments;

*Chap. 12* S165 (1-4) Transitional-Office of the President [appointment].

#### **A. Independence Day**

The Office will facilitate the His Excellency the President’s engagements during the Fiji Day celebrations each year and prepare for the 50th Anniversary –Independence celebration in 2020, which will include commemorating Fiji’s many achievements since 1970. His Excellency the President has invited the Prince of Wales to be the Nation’s Guest of Honour during the anniversary celebrations. Preparation for the anniversary must commence by 2018 with every city and town targeted as focal points for the celebrations. The Office will also prepare anniversary medals for the occasion.

#### **B. Constitution Day**

The Office will facilitate His Excellency the President’s engagements during the Constitution Day celebrations each year to commemorate and celebrate the principles of equality enshrined in the 2013 Constitution and to remind Fijians of our constitutional rights and the spirit of multiculturalism.

II. The need to attend to the President’s roles must also correlate with Government’s priority on service delivery and this is part of the **Office Situation Analysis 2018–2021**; Input 1.

III. The Office in its service delivery will ensure Good Governance is observed at all times in accordance with *‘the fundamentals for democratic and accountable governance set out under the Constitution’* as per the NDP and will also ensure *‘that the law applies equally to all’*; will *...limit corruption, and allow active participation in political, economic and social affairs, ensure safe and secure communities and protect the basic freedoms and human rights of all Fijians’* (p.15). These are stated in the NDP under **2.5 Good Governance**.



## PRIORITY 2

Attendance to the President's roles as Chancellor of the Order of Fiji

I. His Excellency the President is, by law, the Chancellor of the Order of Fiji. Hence the Office of the President supports His Excellency in fulfilling his roles under the Honours and Awards Act 1995. His duties are listed as follows:

### Honours and Awards Act 1995

*Part II S4* (2-3) Establishment of Honours and Awards, *S5* (1,3) Chancellor of the Order of Fiji, *S6* Functions of the Chancellor

*S9* (1,2,4,5) College of Honour [appointment], *S10* Functions and duties of the College of Honour [recommendation],

*S11* Recommendation for other awards.

*Part III S12* (2) Announcement and Investiture, *S13* Decision to be final.

II. As Chancellor of the Order of Fiji, the President awards deserving citizens and non-citizens in recognition of their services to Fiji or humanity at large. This is also related to the need to meet Government's priority on service delivery and in cultivating a 'culture of appreciation' in line with civil service reforms '*where effort and hard work are recognized and rewarded*' [NDP p.15].

Hence the **Office Situation Analysis 2018–2021**; Input 1 and the NDP are also source documents for this priority.

## PRIORITY 3

Provision of Services in alignment to Government's priorities

I. Services provided by the Office of the President will be structurally aligned to '*... ensure there is strong leadership and service delivery*'. The Office will take into consideration compliance with systems and processes of the Civil Service Performance Management (NDP p.134)

Recruitments carried out must be 'merit based with everyone given equal opportunities, and at the same time the Office must ensure that '*... high performers are retained*'.

For improved service delivery, there must be '*provision of better training with an improved work environment, institutional reviews and job evaluation exercises to improve the work environment*' '*Work processes must result in accountability and transparency*' (p.15) as per the cross-cutting issues of *human resource development and employment and productivity* (NDP p.134) and the **NDP 2.4 Structural Reforms and 2.5 Good Governance**.

II. For compliance with systems and processes of the *Accountability Framework* (NDP p.134), the Office will ensure improved financial management for the Office through '*reforms to improve management of [public] finances...and financial accountability* and will include *identifying areas of improvement and reforms*' (p.15). The Office will work towards various financial reforms including updating its asset register and implementing financial standing orders.

III. Good Governance in service delivery will include '*effective administration and enforcement of standards of conduct for senior public officials*' which will be enshrined in the reviews and reforms (p.15) and be part of the performance management assessment.

IV. Further to the cross-cutting issue of *employment and productivity* (NDP p.134), and to '*raise productivity and enhance service delivery*, the Office hopes to invest in...' information and communication technology (ICT) in the form of software programmes. (p.129) **NDP 3.2.18 Information and Communication Technology**.

	<p>V. As per Input 1 of the <b>Office Situation Analysis 2018–2021</b>, there is a need to meet Government’s priority on service delivery through the formulation and implementation of various reforms and standard operating procedures.</p> <p>VI. Having new and appropriate technology and training of staff members for improved performance and competency are needs that are linked to Inputs 3 and 6 of the Office Situation analysis. The Office intends to have all the members of staff fully qualified and knowledgeable in their respective roles to achieve all the goals of the Office. On the same note, investment in appropriate technology will improve efficiency and reduce turnaround time.</p>
<p><b>PRIORITY 4</b></p> <p>Attendance to the President’s roles towards transformational strategic thrusts through enhancement of International Trade and Foreign Relations</p>	<p>I. Services rendered by the Office to support the President’s diplomatic roles, will be carried out in liaison with the Ministry of Foreign Affairs and will be in support of ‘<i>international trade</i>’ including ‘<i>seeking beneficial trade and political relationships with new and non-traditional partners..., ...capitalising on Fiji’s position as the hub of the Pacific ...working towards the ultimate goal of increasing exports for Fijian made products and services ...promoting and strengthening Pacific regionalism based on equality and genuine partnership, and strengthening regional dialogue and consensus-building,...strengthening the regional standing through South-South Cooperation, as a development partner in the region promoting cooperation to enhance regional integration and active cooperation in addressing common regional issues ...</i>’ (p.126–127). These are all enclosed in the <b>NDP 3.2.17 Enhancing International Trade and Foreign Relations</b>.</p> <p>II. As per Input 1of the <b>Office Situation Analysis 2018–2021</b>, the Office needs to meet Government’s priority on service delivery that enhances diplomatic relations.</p> <p><b>C. Commonwealth Day</b></p> <p>The Office will facilitate the reception for Commonwealth Day celebration each year as a means of increasing Fiji’s awareness, understanding, appreciation and contribution towards the ideals of the Commonwealth group of nations.</p>
<p><b>PRIORITY 5</b></p> <p>Attendance to the President’s social obligations towards various Social-Economic Developments within the Presidential Properties</p>	<p>I. The Office through the maintenance and upgrading of presidential properties and implementation of the Properties Development Plan will be ‘<i>investing in tourism-related infrastructure... and strengthen linkages to the tourism industry</i>’ (p.122). Upon the completion of the projects, the facilities could become a landmark in Suva for visitors. This is also a means of ‘<i>development of heritage places and monuments for tourism purposes</i>’ (p.59) as per <b>NDP 3.2.16 Tourism</b>.</p> <p>II. <i>Major development challenges and issues that are cross-cutting in nature</i> (NDP p. 134) such as will be addressed through the installation of solar panels as a means of promoting ‘<i>efficient technology to support energy</i> (p.25), ‘<i>adoption of more environment-friendly technology and practices</i>’ (p.94), <i>having ‘renewable energy and adopting energy efficiency practices</i>’ (p.99). The installation of solar panels is part of the <b>NDP 3.1 Energy</b>.</p> <p>III. In addition, the Office hopes to ‘<i>develop organic [gardening] methods ... and invest in greenhouse ...</i>’ (p.109) as a means of promoting climate change as part of the <b>NDP 3.1.4 Food and Nutrition Security p.31</b>.</p> <p>IV. For the cross-cutting issue of <i>disaster risk management</i> (NDP p.134), the Office will ensure future developments are OHS compliant, intrinsic in value and linked to Government’s priority to promote tourism as linked to Input 2 of the <b>Office Situation Analysis 2018–2021</b>.</p> <p>V. The need to encourage the better implementation of food and nutrition security through backyard gardening using organic practices is linked to <i>green growth and climate change adaptation and</i> Input 3 of the <b>Office Situation Analysis 2018–2021</b>.</p>

## PRIORITY 6

Attendance to the President's social obligations towards various Social Developments including Health, Youth and Sports and Women in Development

I. By supporting the President's advocacy to combat Non-Communicable Diseases (NCDs), the Office also takes into consideration the cross-cutting issues of *human resource development and employment and productivity* (NDP p.134), through the facilitation of His Excellency's engagements that '*reduce illness from communicable diseases*' (p.13) and '*... tackle NCDs in the country*'. In addition, engagements that promote '*...changes in lifestyle, healthy diets and physical activity [as] crucial for the prevention of NCDs*' (p.39) will be supported as mentioned in the NDP 2.3 Health.

II. With the need to promote the vision of the Office of the President which is National Unity, the Office will facilitate the President's engagements that '*empower... youth to be agents of change and promote sports for development*' through *i-tatau functions amongst others* (p.52) and '*empower women to reach their full development potential*' (p.55). *These assist in tackling poverty alleviation* (NDP p.134) and are noted in the **NDP 3.1.8 Youth and Sports** and **NDP 3.19 Women in Development**.

III. The need to assist in decreasing premature mortality due to NCDs is also part of the **Office Situation Analysis 2018–2021; Input 1**.



The State House.

# BUDGET FORECAST

Agency Budget Categories	YEAR 1 <b>2018</b> <b>2019</b> (APPROPRIATION)	YEAR 2 <b>2019</b> <b>2020</b> (PROJECT ESTIMATES)
<b>Operational Budget</b>	<b>\$ 3,315,607.00</b>	<b>\$ 3,500,000.00</b>
<b>Capital Budget</b>	<p><b>\$2,000,000.00</b></p> <p>Construction of an Executive Office, administration building, garage, operations facility - security team, landscape office, public rest rooms, upgrade of existing laundry facilities</p>	<p><b>\$3,105,000.00</b></p> <p><b>Landscape Upgrade Phase 1</b></p> <p><b><u>Priority Project 1</u></b></p> <ul style="list-style-type: none"> <li>• Improve the street appeal of the State House from frontage to Queen Elizabeth Drive</li> <li>• Upgrade of the State House main entrance</li> <li>• Enhance the frontage of the State House</li> <li>• Upgrade of the porte cochère perimeter</li> </ul> <p><b><u>Priority Project 2</u></b></p> <ul style="list-style-type: none"> <li>• Construction of a new Presidential Villa at Taunovo</li> </ul> <p><b><u>Priority Project 3</u></b></p> <ul style="list-style-type: none"> <li>• Construction of new staff quarters</li> </ul>
<b>Total</b>	<b>\$5,315607.00</b>	<b>\$6,605,000.00</b>



<p>YEAR 3 <b>2020</b> <b>2021</b> (PROJECT ESTIMATES)</p>	<p>YEAR 4 <b>2021</b> <b>2022</b> (PROJECT ESTIMATES)</p>	<p>YEAR 5 <b>2022</b> <b>2023</b> (PROJECT ESTIMATES)</p>
<p><b>\$ 4,000,000.00</b></p>	<p><b>\$ 4,000,000.00</b></p>	<p><b>\$ 4,200,000.00</b></p>
<p><b>\$2,700,000.00</b></p> <p><b>Landscape Upgrade Phase 2</b></p> <p><b><u>Priority Project 1</u></b></p> <ul style="list-style-type: none"> <li>• Roadside enhancement and installation of new feature lightings</li> <li>• Asphalt works on existing road and new driveway pavements</li> <li>• Establish tropical gardens and creation of a coastal, tropical native forest</li> <li>• Enhance and substitute existing flagpole gardens with concrete</li> <li>• Construction of new staff and VIP car parking</li> </ul> <p><b><u>Priority Project 2</u></b></p> <ul style="list-style-type: none"> <li>• Construction of a new staff quarters</li> </ul> <p><b><u>Priority Project 3</u></b></p> <ul style="list-style-type: none"> <li>• Upgrade of the existing swimming pool facilities</li> </ul>	<p><b>\$2,050,000.000</b></p> <p><b>Landscape Upgrade Phase 3</b></p> <p><b><u>Priority Project 1</u></b></p> <ul style="list-style-type: none"> <li>• Establish new garden beds and palm avenue</li> <li>• Upgrade of the Coronation Ground turf</li> <li>• Construction of pedestrian walkways</li> <li>• Creation of a native forest park</li> </ul> <p><b><u>Priority Project 2</u></b></p> <ul style="list-style-type: none"> <li>• Construction of a new caretakers quarters – Tavakubu, Lautoka</li> </ul>	<p><b>\$1,850,000.00</b></p> <p><b>Landscape Upgrade Phase 4</b> (Optional subject to opening of State grounds – members of the public)</p> <ul style="list-style-type: none"> <li>• Construction of seating areas</li> <li>• Construction of pathways</li> <li>• Construction of a pool on main axis from the State House garden</li> <li>• Planting of flora and herbal plants for medicinal and cuisine purposes</li> <li>• Construction of a new Presidential Bure and support facilities – Tavakubu, Lautoka</li> </ul>
<p><b>\$6,700,000.00</b></p>	<p><b>\$6,000,000.00</b></p>	<p><b>\$6,050,000.00</b></p>

# STRATEGIC PRIORITIES AND TARGETED PERFORMANCE

STRATEGIC PRIORITIES	GOALS	STRATEGY	OUTCOMES	OUTCOME MEASUREMENT	TARGETED PERFORMANCE (KPI)
1 Attendance to the President's roles as Head of State.	1.1 Facilitation of the Head of State's constitutional and ceremonial responsibilities.	1.1.1 Facilitate the President's attendance to his constitutional roles as Executive Head of State.	1.1.1.1 The President fulfils his constitutional roles as required by the 2013 Constitution.	Timely and effective service delivery in facilitating the President's constitutional and ceremonial roles in:	• Efficient and effective facilitation of the President's attendance to his constitutional roles as the Head of State for at least 5* engagements in a year.
		1.1.2 Facilitate the President's attendance to his constitutional appointments (Swearing-in, appointments/ rescission, etc.)	1.1.1.2 The President fulfils his constitutional appointments as required by the 2013 Constitution.	<ul style="list-style-type: none"> <li>• The Annual opening of Parliament.</li> <li>• Attending to advice as required by law.</li> <li>• Assent to Bills.</li> <li>• Swearing-in of officials.</li> <li>• Making appointments.</li> <li>• Attending to RFMF functions.</li> </ul>	• Efficient and effective facilitation of the President's attendance to at least 15* constitutional appointments in a year.
		1.1.3 Facilitate the President's attendance to all ceremonial functions and responsibilities as Commander-in-Chief of the Republic of Fiji Military Forces.	1.1.1.3 The President as Commander-in-Chief of the Republic of Fiji Military Forces fulfils all his constitutional and ceremonial requirements as required by the 2013 Constitution and protocol.	Timely and effective service delivery in facilitating the President's constitutional and ceremonial roles in:	• Efficient and effective facilitation of the President's attendance to at least 10* ceremonial functions and responsibilities as Commander-in-Chief of RFMF in a year.
		1.1.4 Facilitate the President's attendance to other national roles.	1.1.1.4 The President fulfils his other national roles.	<ul style="list-style-type: none"> <li>•Facilitating Fiji Day celebrations to promote national identity/unity.</li> <li>•Facilitating Fiji's 50th Independence Anniversary celebration – 2020.</li> <li>•Facilitating the Constitution Day celebration.</li> <li>•Facilitating the Commonwealth Day reception.</li> </ul>	<ul style="list-style-type: none"> <li>• Efficient and effective yearly facilitation of the President's attendance to the Fiji Day celebrations.</li> <li>• Efficient and effective preparations and attendance to the 50th Independence Anniversary celebration for Fiji in the year 2020.</li> <li>• Efficient and effective yearly facilitation of the President's attendance to the Constitution Day celebrations.</li> <li>• Efficient and effective yearly facilitation of the President's attendance to the annual Commonwealth Day reception when required.</li> <li>• Successfully implement 90 percent of matrix requirements for each national function.</li> <li>• Efficient provision of high level standard of domestic services for all functions with the achievement of at least 90 percent satisfactory formal feedback.</li> </ul>

STRATEGIC PRIORITIES	GOALS	STRATEGY	OUTCOMES	OUTCOME MEASUREMENT	TARGETED PERFORMANCE (KPI)
2 Attendance to the President's roles as Chancellor of the Order of Fiji.	2.1 Facilitation of the President's Chancellor roles.	2.2.1 Provide Secretariat support services for the execution of the President's roles as Chancellor of the Order of Fiji.	2.2.1.1 The President fulfills his role as Chancellor to the College of Honour as required by the Honours and Awards Act 1995.	<ul style="list-style-type: none"> <li>Efficient facilitation of the College of Honour meetings.</li> <li>Enhancement of Secretariat Support services.</li> </ul>	<ul style="list-style-type: none"> <li>Timely and effective facilitation of 4 College of Honour meetings per year.</li> <li>Yearly submission of research reports to include recommendations for Awards.</li> <li>Study visit/attachment to benchmark the Fiji College of Honour against prominent countries.</li> </ul>
				<ul style="list-style-type: none"> <li>Efficient facilitation of National Awards.</li> </ul>	<ul style="list-style-type: none"> <li>Timely and effective facilitation of a yearly National Awards.</li> </ul>
				<ul style="list-style-type: none"> <li>National awareness on College of Honour Awards and nomination.</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate national awareness of awards through the various forms of media.</li> </ul>
				<ul style="list-style-type: none"> <li>Effective review of the Honours and Awards Act 1995.</li> </ul>	<ul style="list-style-type: none"> <li>Timely facilitation of the Honours and Awards Act 1995 review by 2019.</li> </ul>
				<ul style="list-style-type: none"> <li>Purchasing of required medals for awards.</li> </ul>	<ul style="list-style-type: none"> <li>Compile data base of medals.</li> <li>Plan for required medals.</li> <li>Purchase required medals for the year.</li> </ul>
3 Provision of Services in alignment to Government's priorities.	3.1 Provision of public services inclusion of SOPs and risk management implementation, improved financial delivery and accountability including technological investment, improved staff performance and competency.	3.31 Provide required public services and have SOPs and risk management plans compiled and implemented.	3.3.1.1 Services expected of the Office of the President will be promptly delivered by respective HOS and management.	<ul style="list-style-type: none"> <li>Efficient support and facilitation of administrative services by the Office.</li> </ul>	<ul style="list-style-type: none"> <li>Efficient delivery of administrative services by the Office.</li> <li>Effective formulation and submission of relevant documents and related reforms coordinated by Government's central agencies within the time-frames given including, but not limited to: <ul style="list-style-type: none"> <li>Compilation and implementation of a HR manual by 2019.</li> <li>Compilation and implementation of a Strategic Workforce Plan by 2018.</li> <li>Compilation and implementation of a Risk Management Plan.</li> </ul> </li> <li>Yearly reviews of mentioned plans.</li> </ul>
			3.3.1.2 Relevant policies including SOPs will be compiled and adhered to.	<ul style="list-style-type: none"> <li>Efficient compilation/ review and implementation of policies and SOPs .</li> </ul>	<ul style="list-style-type: none"> <li>Effective formulation and implementation of at least 2 SOPs for each section for each year.</li> <li>Effective compilation and implementation of relevant policies within the time-frames given including but not limited to the following: <ul style="list-style-type: none"> <li>OMRS Policy.</li> <li>Job Evaluation Policy.</li> <li>Performance Management Policy.</li> <li>Discipline Policy.</li> <li>Training Policy.</li> </ul> </li> </ul>

STRATEGIC PRIORITIES	GOALS	STRATEGY	OUTCOMES	OUTCOME MEASUREMENT	TARGETED PERFORMANCE (KPI)
					<ul style="list-style-type: none"> <li>• Learning and Development Policy.</li> <li>• Transport Policy.</li> <li>• Financial Manual.</li> <li>• Leave Policy.</li> <li>• HR Policy.</li> <li>• Social Media Policy.</li> <li>• Risk Management policy.</li> <li>• Annual reviews of the mentioned policies.</li> </ul>
		<p><b>3.3.2</b> Comply with financial regulations.</p>	<p><b>3.3.1.3</b> Financial regulations will be complied with for improved delivery and accountability.</p>	<ul style="list-style-type: none"> <li>• Effective submission of Agency Financial Statement to the Office of the Auditor General.</li> <li>• Effective submission of the Annual Operational Report.</li> <li>• Efficient compilation and implementation of financial SOP for improved service delivery.</li> <li>• Efficient compilation of financial reports.</li> </ul>	<ul style="list-style-type: none"> <li>• Timely submission of the Agency Financial Statement to the Office of the Auditor General.</li> <li>• Timely submission of the yearly Annual Operational Report.</li> <li>• Effective formulation and implementation of at least 2 financial SOP for improved and speedy service delivery.</li> <li>• Timely monthly submission of relevant financial reports.</li> <li>• Timely Internal Audit being effectively carried out in the agency for assets and finances procedures on a biannual basis.</li> <li>• Review of the Agency's Financial Manual.</li> </ul>
		<p><b>3.3.3</b> Invest in technology and staff training/ awareness to improve performance and competency for enhancement of service delivery.</p>	<p><b>3.3.1.4</b> Technological investment to improve staff performance and competency for enhancement of service delivery.</p>	<ul style="list-style-type: none"> <li>• Effective purchasing and utilisation of technology.</li> </ul>	<ul style="list-style-type: none"> <li>• Timely purchasing of required technology including software programmes for database to improve work delivery.</li> <li>• Successfully set up the Office website by 2019.</li> <li>• Compilation and implementation of a Social Media-Website Policy by 2019.</li> <li>• Weekly updates uploaded on the website once it is installed.</li> <li>• Installation of clientele survey on the website.</li> <li>• Implementation of website app on mobile phones by 2020.</li> </ul>
				<ul style="list-style-type: none"> <li>• Efficient upkeep and investment in vehicles.</li> </ul>	<ul style="list-style-type: none"> <li>• Timely servicing of vehicles.</li> <li>• Reasonable investment in vehicle accessories.</li> <li>• Submission of quarterly vehicle reports.</li> </ul>



STRATEGIC PRIORITIES	GOALS	STRATEGY	OUTCOMES	OUTCOME MEASUREMENT	TARGETED PERFORMANCE (KPI)
			<p><b>3.3.1.5</b> Investment in staff training will result in improved performance and competency.</p>	<ul style="list-style-type: none"> <li>All staff members through relevant training and professional development will be fully qualified and knowledgeable to perform better.</li> </ul>	<ul style="list-style-type: none"> <li>Compilation of yearly Learning and Development Plans after identification of training needs of all staff members.</li> <li>Effective implementation of staff training plans by ensuring that each staff member attend at least two required training sessions or professional development courses per year as part of up-skilling.</li> </ul>
				<ul style="list-style-type: none"> <li>Staff members to inculcate civic pride and responsibility by engaging in community activities.</li> </ul>	<ul style="list-style-type: none"> <li>Effective participation in at least 2 community activities in a year outside the boundaries of the presidential properties. Reflection of community engagements in the staff KPI.</li> </ul>
			<p><b>3.3.1.6</b> Reward staff members for innovation and best management practices.</p>	<ul style="list-style-type: none"> <li>Outstanding staff members of the year are rewarded as a means of positive reinforcement.</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly/ biannual assessments of staff members to gauge performances- MYAPA.</li> <li>Annual rewards through performance appraisals .</li> <li>Issuing of Commendation Letters.</li> </ul>
			<p><b>3.3.1.7</b> Open Forums that allow staff members an opportunity to capture knowledge, voice concerns, and provide constructive feedback.</p>	<ul style="list-style-type: none"> <li>Open discussion between management and staff members culminating in possible solutions or clarity to concerns.</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of monthly Open Forums where staff members learn and raise concerns.</li> <li>Implementation of at least 2 In-house Training during Open Forums.</li> </ul>
				<ul style="list-style-type: none"> <li>Staff members fill survey forms to gauge elements that affect their work engagements.</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of monthly assessment survey to gauge work commitment and satisfaction.</li> <li>Compilation of an annual Happiness Index which assesses the sustainable well-being of staff members in the work place through written feedback.</li> </ul>
<p><b>4.</b> Attendance to the President's roles towards transformational strategic thrusts through enhancement of International Trade and Foreign Relations.</p>	<p><b>4.1</b> Facilitation of the President's ceremonial roles towards International Trade and Foreign Relations.</p>	<p><b>4.4.1</b> Facilitate the President's attendance to ceremonial functions for foreign dignitaries (Courtesy, and Farewell Calls, Presentation of Credentials, etc.)</p>	<p><b>4.4.1.1</b> Services for the various diplomatic ceremonies and functions that the President attends will be well facilitated.</p>	<ul style="list-style-type: none"> <li>All diplomatic ceremonies and functions at the State House will be well facilitated.</li> </ul>	<ul style="list-style-type: none"> <li>Efficiently facilitate 50* ceremonial functions for the His Excellency the President in accordance to protocol each year.</li> <li>Efficient provision of high standard domestic services of which there is at least 90 percent positive feedback as per debriefs.</li> <li>Successfully implement 90 percent of matrix requirements per ceremonial function.</li> <li>Efficient provision of one-page summaries on His Excellency the President's engagements.</li> <li>Timely submission of weekly Activity Reports.</li> </ul>

STRATEGIC PRIORITIES	GOALS	STRATEGY	OUTCOMES	OUTCOME MEASUREMENT	TARGETED PERFORMANCE (KPI)
		<p><b>4.4.2</b> Facilitate the President's attendance to diplomatic social functions (National days, engagements, visits, etc.)</p>	<p><b>4.4.1.2</b> Diplomatic social functions that the President attends will be well facilitated.</p>	<ul style="list-style-type: none"> <li>All diplomatic functions that the President attends will be well facilitated.</li> <li>Facilitation of the Commonwealth Day reception.</li> </ul>	<ul style="list-style-type: none"> <li>Efficiently facilitate 15* diplomatic social functions for the President's attendance each year.</li> <li>Efficiently host dignitaries during official social functions in accordance to protocol and ensure a 90 percent favourable feedback.</li> <li>Timely facilitation of the President's engagement to celebrate Commonwealth Day each year.</li> </ul>
		<p><b>4.4.3</b> Facilitate the President's overseas travels for international functions.</p>	<p><b>4.4.1.3</b> Logistics for the President's overseas travels will be well facilitated.</p>	<ul style="list-style-type: none"> <li>All logistics for the President's international travels will be well facilitated and done in a timely manner.</li> </ul>	<ul style="list-style-type: none"> <li>Timely facilitation of at least 15 Presidential engagements regarding diplomats and overseas travels.</li> <li>Meet with MFA and International Cooperation protocol officials at least twice a year for improved service delivery.</li> </ul>
5. Attendance to the President's social obligations towards various Social-Economic and Security.	5.1 Development and maintenance of the Presidential properties including the Properties Development Plan, solar panel installation, compounds and gardens, and the provision of Domestic services.	<p><b>5.5.1</b> Facilitate the implementation of the various phases of the property and building upgrades.</p>	<p><b>5.5.1.1</b> The various phases of the Presidential properties and building upgrades will be implemented accordingly.</p>	<ul style="list-style-type: none"> <li>Be a landmark property in Suva.</li> </ul>	<ul style="list-style-type: none"> <li>Timely completion of the State House maintenance in 2018.</li> <li>Timely completion of the Presidential administration building upgrades and renovation in 2019.</li> <li>Timely implementation of the Properties Development Plan phases by 2022.</li> </ul>
		<p><b>5.5.2</b> Facilitate relevant maintenance works at the Presidential properties.</p>	<p><b>5.5.1.2</b> Maintenance works carried out at the Presidential properties will be routine in nature.</p>	<ul style="list-style-type: none"> <li>Effective and regular implementation of maintenance works.</li> <li>Have OHS compliant buildings and properties.</li> </ul>	<ul style="list-style-type: none"> <li>Compilation of annual maintenance plans at the beginning of each fiscal year.</li> <li>Compilation and submission of monthly reports of maintenance works carried out.</li> <li>Timely certification of each Presidential property as OHS compliant upon completion of maintenance, upgrade, and renovation works by 2022.</li> <li>Compilation of maintenance tools inventory with monthly report submissions.</li> </ul>
		<p><b>5.5.3</b> Facilitate and maintain proper landscaping, cleanliness and beautification of the Presidential grounds and outposts.</p>	<p><b>5.5.1.3</b> Presidential properties will be well maintained and beautified.</p>	<ul style="list-style-type: none"> <li>Timely landscaping, upkeep and beautification of the Presidential grounds and outposts.</li> </ul>	<ul style="list-style-type: none"> <li>Efficient coordination and implementation of landscape duties and beautification programmes by the Landscape section evident through weekly feedback and monthly reports.</li> <li>Compilation of annual Property Development and Maintenance Plans at the beginning of each fiscal year in alignment with Government's requirements.</li> <li>Provision of monthly work plans against actual work implemented.</li> </ul>

STRATEGIC PRIORITIES	GOALS	STRATEGY	OUTCOMES	OUTCOME MEASUREMENT	TARGETED PERFORMANCE (KPI)
					<ul style="list-style-type: none"> <li>• Compilation of maintenance and garden tools inventory with monthly report submissions.</li> </ul>
		<b>5.5.4</b> Facilitate the installation of solar panels in the Presidential property.	<b>5.5.1.4</b> Solar panels will be installed to contribute towards climate change initiative.	<ul style="list-style-type: none"> <li>• Savings in electricity consumption and subsidies.</li> </ul>	<ul style="list-style-type: none"> <li>• Efficient and timely implementation of solar panels at the Presidential property, Suva by 2019.</li> <li>• Efficient and timely implementation of solar panels at the Presidential property, Deuba, by 2020.</li> <li>• Timely monthly compilation and comparison of electricity consumption before installation from 2017–2018 and post installation 2019–2020.</li> </ul>
		<b>5.5.4-1</b> Promote environmental sustainability through organic gardening.	<b>5.5.1.4-1</b> Gardens will be organic with recycling and composting of natural waste to contribute towards climate change initiative.	<ul style="list-style-type: none"> <li>• Effective implementation of organic gardening in the Presidential properties.</li> </ul>	<ul style="list-style-type: none"> <li>• A green house for flowering plants will be constructed by 2019 to ensure the Presidential grounds gardens are well maintained.</li> <li>• Composting site to be effected by 2018 for the provision of organic manure for Presidential gardens.</li> </ul>
		<b>5.5.5</b> Provide professional domestic support services.	<b>5.5.1.5</b> Domestic services provided befitting the Head of State.	<ul style="list-style-type: none"> <li>• Timely and effective cleaning and provision of domestic services for the Presidential residential properties.</li> </ul>	<ul style="list-style-type: none"> <li>• Daily upkeep of the State House residence and domestic services with works carried out recorded.</li> <li>• Provision of monthly work plans against actual work implemented.</li> </ul>
		<b>5.5.6</b> Procure soft furnishings including cutlery and equipment for the State House.	<b>5.5.1.6</b> Soft furnishings including cutlery and equipment for the State House are procured as required.	<ul style="list-style-type: none"> <li>• Timely and effective procurement of soft furnishings including cutlery and equipment for the State House.</li> </ul>	<ul style="list-style-type: none"> <li>• Compilation of annual procurement plans for soft furnishings including cutlery and equipment for the State House.</li> <li>• Compilation of soft furnishings including cutlery and equipment inventory.</li> <li>• Compilation and submission of quarterly records and reports of soft furnishings including cutlery and equipment.</li> </ul>
	<b>5.2</b> Provision of Security services for His Excellency's household and the Presidential properties.	<b>5.5.7</b> Provide professional security services.	<b>5.5.1.7</b> Professional security services provided is encompassing and inclusive.	<ul style="list-style-type: none"> <li>• Timely and effective provision of professional security services that is encompassing and inclusive.</li> </ul>	<ul style="list-style-type: none"> <li>• Compilation of a security policy by 2019 aligned to the National Security Strategy that would provide the basis for a robust, effective and modern structure with the capacity to respond to evolving security needs.</li> <li>• Implement and record quarterly drills to ensure timely security evacuations of possible risks.</li> <li>• Development and implementation of SOP to ensure food security in times of natural disasters.</li> <li>• Submission of quarterly security reports.</li> </ul>

STRATEGIC PRIORITIES	GOALS	STRATEGY	OUTCOMES	OUTCOME MEASUREMENT	TARGETED PERFORMANCE (KPI)
6 Attendance to His Excellency the President's social obligations towards various Social Developments including Health, Youth and Sports and Women in Development.	6.1 Facilitation of the President's social obligations as the Champion advocate against NCDs with interests in promoting national unity through youth and sports development and women in development.	6.6.1 Facilitate the President's engagements as the Champion advocator against NCDs.	6.6.1.1 Services for engagements that the President attends regarding NCDs will be facilitated.	• Promote the fight against NCDs.	• Timely facilitation and promotion of the President's engagements related to awareness for NCDs for at least 15* engagements in a year.  • Development and implementation of wellness-related SOPs for the health security of all members of staff by 2018.
		6.6.2 Facilitate the President's engagements that promote youth and sports development.	6.6.1.2 Services for engagements that the President attends regarding youth and sports development will be facilitated.	• Promote and support youth and sports development.	• Timely facilitation and promotion of the President's engagements related to youth and sports development for at least 10* engagements in a year.
		6.6.3 Facilitate the President's engagements that promote women in development and poverty alleviation.	6.6.1.3 Services for engagements that the President attends to promote women in development and poverty alleviation will be facilitated.	• Promote and support women in development and poverty alleviation.	• Timely facilitation and promotion of the President's engagements related to women in development and poverty alleviation for at least 4* engagements in a year.

\* Activities beyond the control of the Office.



## NOTES

## NOTES





OFFICE OF THE PRESIDENT

# STRATEGIC PLAN 2018 - 2022