

### PROGRAM POLICY MATRIX

Principal Objective	Subprogram 1 Policy actions (January 2017–February 2018)	Subprogram 2 Policy actions (March 2018–May 2019)	Subprogram 3 Policy actions (May 2019–April 2020)
1.1 Public financial management regulatory framework, systems and processes	1.1.1 Cabinet approved the Fiji Public Financial Management Improvement Programme 2016–2019 to enable the government to promote fiscal discipline, to manage strategic allocation of resources and improve the efficiency of service delivery.	1.1.1 Ministry of Economy has carried out consultations with Government stakeholders on the review of the Financial Management Act 2004 and associated regulations and financial instructions.	
	1.1.2 Fijian Government improved budget transparency and accountability through (i) Ministry of Economy publicly disclosing budget kits in a newspaper circulated in Fiji following approval by Parliament; (ii) Parliament approval, and publishing of the Audit Report on the Whole of Government Financial Statements and Annual Appropriation Statement for the year ending 31 July 2016; and (iii) Ministry of Economy publishing quarterly budget in-year reports on its website, starting with quarterly reports on the FY2018 National Budget.	1.1.2 Ministry of Economy has continued to implement the Fiji Public Financial Management Improvement Programme 2016–2019 through improved recording and monitoring of revenue arrears, including preparing an aging debtors report, and publishing a summary of revenue for FY2017–FY2018 in the FY2019 national budget supplement.	1.1.2 The Ministry of Economy completed a public expenditure review (PER) that includes high level sector reviews on education, health, capital spending, personnel, and transfers and subsidies, and a synopsis of the PER was published on the Ministry of Economy’s website.
	1.1.3 Ministry of Economy commenced a diagnostic study to scope readiness of MOE’s institutional capacity to implement the MTEF.	1.1.3 Permanent Secretary for Economy has approved the updated budget templates to be released to ministries for the FY2020 budget that requests new information to enable forward expenditure estimates.	1.1.3 The Ministry of Economy implemented the MTEF through the incorporation of forward estimates and clear links between investments and recurrent cost requirements in the FY2021 budget submission template.
	1.1.4 Civil Service Reform Management Unit drafted a planning framework that will aid ministries to better align their service delivery,	1.1.4 Ministry of Women, Children and Poverty Alleviation; Ministry of Health and Medical Services; and Ministry of Education, Heritage and Arts have trialed the planning framework that will	1.1.4 All Ministries have adopted use of the planning framework that will aid Ministries to better align their service delivery, staffing, and corporate planning requirements.

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	staffing, and corporate planning requirements.	aid Ministries to better align their service delivery, staffing, and corporate planning requirements.	
			1.1.5 The Ministry of Economy (i) completed a Public Expenditure and Financial Accountability (PEFA) Assessment and the final report has been published on its website; and (ii) completed a PEFA self-assessment of gender responsive public financial management, which has been approved by the PEFA Secretariat.
			1.1.6 Parliament passed a supplementary COVID-19 Response Budget for FY2020 that allocates additional resources for COVID-19 containment and treatment and reduces total budgeted expenditure to contain the fiscal deficit in a fiscally sustainable manner.
1.2 Debt management	1.2.1 Ministry of Economy fully implemented FY2017/2018 Debt Management Strategy and Cabinet approved the FY2017/18 Debt Management Strategy as part of the FY2017/18 National Budget.	1.2.1 Ministry of Economy has implemented the Debt Management Strategy for FY2019.	
1.3 Financial management		1.3.1 Ministry of Economy has reviewed the current Financial Management Information System (FMIS) to identify whether software is user friendly and fit-for-purpose.	1.3.1 The Minister responsible for finance approved the recommendations of the FMIS review, and the Ministry of Economy commenced development of business and technical requirements to enable procurement of software modules (budget reporting and monitoring, and business intelligence) that include capability to tag gender expenditure.
	1.3.2 Fijian Government joined the UN Better Than Cash Alliance, committing to increasing the percentage of	1.3.2 At least 75% of government payments have been made through digital platforms.	1.3.2 92% of government payments have been made through digital platforms during 1 August 2019–31 March 2020.

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	government payments channeled through digital platforms.		
1.4 Gender-responsive budgeting			1.4.1 Ministry of Economy submitted a Cabinet information paper that outlines the steps taken to introduce gender-responsive budgeting principles in the annual budget process.
			1.4.2 The Ministry of Economy issued budget submission templates that include gender-responsive budgeting principles, and, as a pilot, the Ministry of Commerce, Trade and Tourism and Ministry of Fisheries, are required to make budget submissions for at least 2 programs in line with the new methodology.
2.1 State-owned enterprise reform		2.1.1 Fijian Government has strengthened the legal framework for public enterprises through the Minister responsible for public enterprises tabling the Public Enterprises Bill 2019 to Parliament which (a) harmonizes all public enterprises under a single framework with commercial mandates, (b) establishes a non-commercial obligation regime, (c) makes the Minister for Public Enterprises solely responsible for public enterprises with clear duties and responsibilities, (d) strengthens the director appointment process and director's duties and responsibilities.	2.1.1 Minister responsible for public enterprises made regulations under the Public Enterprises Act 2019 in relation to the percentage of share ownership or control for the purposes of section 43(2)(e).
			2.1.2 The Department of Public Enterprises conducted training programs for 76% of directors and 80% of senior management (defined as chief executive officer and chief financial officer, or

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			equivalent positions), including 90% of women directors and senior managers, of public enterprises on the compliance requirements of the Public Enterprises Act 2019.
	2.1.3 Cabinet approved the Privatization Guidelines, establishing a process for preparing and executing privatization transactions.		2.1.3 Privatization Guidelines came into force and the Ministry of Economy published the guidelines on its website.
	2.1.4 Cabinet approved a Public Private Partnership Policy, establishing a robust and transparent process for the undertaking of PPPs.	2.1.4 Public Private Partnership Policy has come into force and the Fijian Government has made the policy available to the public.	2.1.4 Cabinet approved, and the Ministry of Economy published on its website, the Public Private Partnership implementation guidelines.
		2.1.5 Ministry responsible for finance has approved a new fiscal risk assessment framework to monitor fiscal risks associated with public enterprises.	2.1.5 Cabinet approved, and the Ministry of Economy published on its website, a new policy framework for onlending to government entities, including public enterprises.
		2.1.6 Cabinet has approved a new policy framework for government guarantees for public enterprises.	
		2.1.7 Strengthened recruitment methods for public enterprise directors (including a public call for expressions of interest for director positions) have supported merit-based appointments focusing on skills, knowledge and expertise, and have resulted in an increased representation of women on public enterprise boards.	
2.2 Divestment and PPPs		2.2.1 Fijian Government has progressed a minimum of one transaction comprising either (i) a reform of a public enterprise or Government department or agency which may consist of a corporatization, (partial) privatization,	2.2.1 Two public enterprises, Food Processors (Fiji) Limited and Fiji Rice Limited, have restructured their balance sheets, including through the sale of non-core assets.

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		divestment, liquidation, or substantial restructuring; or (ii) a formation of PPP.	
	2.2.2 Fijian Government appointed a transaction advisor for a PPP transaction for Lautoka and Ba hospitals.	2.2.2 For any PPP transaction undertaken, the Fijian Government either appointed a transaction advisor or incorporated the advice of a transaction advisor.	
3.1 Foreign investment and trade	3.1.1 Parliament passed the International Arbitration Act which provides for the conduct of international arbitration as a means of settling international commercial disputes and gives effect to the New York Convention on the Recognition and Enforcement of Foreign Arbitral Awards.	3.1.1 International Arbitration Act 2017 has come into force.	
	3.1.2 Ministry of Industry, Trade and Tourism shall have carried out consultations with stakeholders for review of the Foreign Investment Act.	3.1.2 Cabinet has approved an Investment Policy Statement and the draft Investment Bill has been circulated to stakeholders for comments.	3.1.2 Cabinet approved the Investment Bill for tabling in Parliament; and the Solicitor-General has notified the Secretary-General of Parliament that the Bill will be introduced as soon as practicable in a regular 2020 sitting of Parliament through the Solicitor-General's letter of 23 June 2020 on <i>Introduction of Certain Bills to Parliament</i> .
	3.1.3 Fijian Government ratified World Trade Organization Trade Facilitation Agreement; which provides for expedited movement, release and clearance of goods; and National Trade Facilitation Committee drafted National Action Plan.	3.1.3 Fijian Government shall have completed at least 4 Category B commitments under the WTO Trade Facilitation Agreement.	3.1.3 The Fijian Government completed five commitments under the World Trade Organization Trade Facilitation Agreement.
3.2 Access to finance	3.2.1 Parliament passed the Personal Property Securities Act, which regulates the lending of money secured by personal property as	3.2.1 Minister responsible for finance has made regulations under the Personal Property Securities Act 2017 to give effect to the Act in relation to	3.2.1 The Fijian Government established the Personal Property Securities Registry that captures sex-disaggregated data.

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	collateral and which facilitates greater access to credit for businesses and individuals.	the appointment of the Registrar and prescription of fees.	
3.3 Ease of doing business	3.3.1 Parliament passed Regulation of Building Permits Act, which expedites the process for obtaining building permits for non-residential purposes.		3.3.1 Regulation of Building Permits Act 2017 came into force; the Minister responsible for industry and trade made regulations under the Act that include harmonized forms and appointed the Building Permits Evaluation Committee members; and an online information portal on obtaining a building permit was launched.
		3.3.2 Solicitor-General's Office has circulated draft Bills relating to trademarks, designs, and patents to stakeholders for comments.	3.3.2 Cabinet approved (i) a Bill relating to trademarks, (ii) a Bill relating to designs, and (iii) a Bill relating to patents, in each case for tabling in Parliament; and the Solicitor-General has notified the Secretary-General of Parliament that the Bill will be introduced as soon as practicable in a regular 2020 sitting of Parliament through the Solicitor-General's letter of 23 June 2020 on <i>Introduction of Certain Bills to Parliament</i> .
		3.3.3 Ministry of Industry, Trade and Tourism has carried out consultations with government stakeholders and private sector on the review of the Fijian Competition and Consumer Commission Act 2010.	3.3.3 Cabinet approved a policy statement and drafting of a Bill relating to competition and consumer law which includes recognition of the specific needs of women, rural and disadvantaged groups and a commitment to supporting women's consumer rights.
		3.3.4 Parliament passed the Employment Relations (Budget Amendment) Act 2018, which (i) increased women's rights on maternity leave, (ii) introduced men's rights on paternity leave, and (iii) introduced	

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		family care leave; and which makes it easier for women with children to enter and remain in the paid workforce.	
3.4 COVID-19 response			3.4.1 Government introduced, via the supplementary COVID-19 Response Budget for FY2020, measures to assist the private sector and workers, including (i) a reduction in employers' statutory Fiji National Provident Fund contributions until 31 December 2020, (ii) 21 days Government-paid sick leave for workers who test positive to COVID-19, (iii) tax deductions afforded to employers for wages and salary paid to employees who are self-quarantined, (iv) additional contributions to financial sector schemes that boost SME lending, and (v) relief payments to informal sector workers, including for women-owned micro-enterprises such as hawkers, in lockdown areas.
			3.4.2 The Ministry of Women, Children and Poverty Alleviation: (i) prepared and presented to Cabinet a guidance note on the gendered impacts, of COVID-19 in Fiji, including recommendations on supporting women's economic empowerment, and (ii) established a multi-stakeholder COVID-19 response gender working group.

COVID-19 = coronavirus disease, FMIS = financial management information system, FY = fiscal year, MTEF = medium term expenditure framework, PEFA = public expenditure and financial accountability, PER = public expenditure review, PFM = public financial management, PPP = public-private partnership, SMEs = small and medium-sized enterprises, UN = United Nations.