



# SUVA HIGH COMMISSION BUSINESS PLAN 2018 - 2021

*Representing Vanuatu  
National Sustainable  
Development Goals in  
the Republic of Fiji*

Photo: Credit of NSDP

National Sustainable Development Plan 2016 to 2030

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## Foreword

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The High Commission of the Republic of Vanuatu was set up seven years ago with the purpose of representing the national interests of the People and Government of Vanuatu, in the Republic of Fiji. The degree of success with which the High Commission can accomplish this fundamental mission, depends very much on its capacity to carry out its functions and special responsibilities assigned from time to time.

Building this capacity began under the first Cooperate and Business Plans, covering the period 2013 – 2015. The Business Plan was reviewed in 2015, but the review process was never completed after the High Commissioner was recalled in mid-2015.

The Suva High Commission Business Plan covering the period 2018-2021 is developed based on the experience of the first Plan, and takes into account clearly articulated measures to strengthen the capacity of the High Commission to represent and promote the National Sustainable Development Goals of the People of Vanuatu in Fiji.

The objectives, strategies and work program activities set out in this Business Plan are ambitious and may not be achieved during the implementation period of the Plan, given limited staffing, budgetary and other required resources the High Commission continues to be faced with. Moreover, the changing demands from policy evolutions on the ground in the Republic of Fiji, in the region and internationally would most probably ensure that strategies pursued in this Plan will take longer to accomplish.

Nonetheless, I want to acknowledge the strategic policy directions stipulated under the 2015 – 2018 Ministry of Foreign Affairs, International Cooperation and External Trade (MFAICET) Corporate Plan, that inspired the Vision of this Business Plan of *representing the Sustainable Development Plan goals of Vanuatu in Fiji*.

I know that every staff member of the High Commission is personally committed and professionally capable of executing their respective work program activities pursuant to the Mission Statement of this Business Plan. I want to thank each and everyone of them for their substantive inputs towards the realization of this Business Plan.

*H.E, Mr. Nikenike Vurobaravu, High Commissioner*

## Background Situation Analysis

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1. The High Commission of the Republic of Vanuatu in Fiji, located in Suva (the Suva Mission), was established in accordance with Vanuatu's Strategic Overseas Representation Policy. On 28 March 2018 the office of the Suva Mission will reach its seventh year of operation, having been officially opened by former Prime Minister, Hon Sato LIVTUNVANU Kilman Sato, [MP], on 28 March, 2011.
2. Originally the Mission's office was located in Gordon Street, Suva. It was re-located in 2013 to 17 Mariko Street, and in 2014 the first High Commissioner, H.E. Mr. Nikenike Vurobaravu, was appointed to head and manage the capacity building of the office. The office is expected to re-locate eventually to a Chancery to be constructed in Muanikau Road, the property donated by the Government of the Republic of Fiji.
3. Building the substantive capacity of the Suva Mission to coordinate diplomatic, consular and economic representation work began with the formulation of the first three-year Corporate Plan in 2013, which stipulated the vision, mission, values and strategies of the Mission. Pursuant to this the Mission's first Business Plan was formulated covering the period 2013 – 2015. However, the revised Business Plan of the Mission covering the period 2015 – 2018, was never implemented after the High Commissioner was recalled in mid-2015.
4. The organizational structure of the Suva Mission was developed and approved in 2014, and was further revised in 2017. Under the current structure<sup>1</sup> the work of the Suva Mission is divided into six functional areas, as follows:
  - I. Overall Representational Coordination;
  - II. Development Cooperation;
  - III. Regional Economic Integration;
  - IV. Consular Services;
  - V. Protocol Services; and

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<sup>1</sup> See Figure 1 on page 15.

## VI. Program Planning and Budgeting.

5. From the outset, the Suva Mission's activities were focused on establishing development and economic cooperation ties with Fiji Government at bilateral, sub-regional and regional levels. Thus in 2013 the Prime Minister of Fiji, Hon Josaia Voreqe Bainimarama and Vanuatu's Prime Minister, Hon Moana Carcasses Kalosil, [MP], signed a Memorandum of Understanding (MOU), which listed the following sectors as initial areas of development cooperation:- bilateral trade and investments; education, youth and human resource development; labour mobility; immigration; commerce, retail and taxation; fisheries cooperation; air and sea transportation; health and pharmaceuticals; climate change, environment, security and energy; and livestock development.
6. Continued increases<sup>2</sup> in the number of Vanuatu students entering Fiji annually to study at various Fiji-based tertiary educational institutions such as the University of the South Pacific (USP), Fiji National University (FNU), University of Fiji (UF), Advance Aviation Training (AAT), Pacific Flying School (PFS) and Fulton College, convinced the Vanuatu Ministry of Education and Training to recruit and deploy to the Suva Mission in 2014 an Education Attaché, Mr Johnson Vora, to be accredited with the diplomatic rank of Second Secretary (SS)<sup>3</sup>. His arrival began the process of building capacity for coordinating the travelling, admissions, accommodation placements, timely payment of allowances and on-the-spot monitoring and evaluating of all student academic and social welfare issues throughout Fiji.
7. The Second Secretary also assists the High Commissioner in negotiating development cooperation arrangements relating to training and capacity building, with Fiji Government. Optimism for a dynamic expansion of development cooperation began with the conclusion and implementation in 2014 of the MOU on recruiting and deployment of Fijian Volunteer Teachers to strengthen the teaching of mathematics and science in selected Vanuatu Secondary Schools. Owing to its success the MOU was reviewed and renewed in 2016, and is scheduled for a further review in 2018.
8. Another MOU on the setting up of exchanges in sporting activities was concluded in 2014, but needed further elaboration in areas of focus before

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<sup>2</sup> In 2014 there were 460 Vanuatu students studying in Fiji, as compared with well over 600 in 2018

<sup>3</sup> To facilitate his engagements and liaisons with Fiji Government officials and authorities pursuant to international Agreements as the Vienna Convention on Consular and Diplomatic Relations



implementation. A Memorandum of Agreement (MOA) to facilitate halving of international school fees for ni-Vanuatu government sponsored student including their children attending Fiji schools, was signed in 2014 and was supposed to be reviewed in 2017 – and its renewal has become important in view of the increased number of ni-Vanuatu children going to school in Fiji. Discussions continued on possible establishment of further relevant frameworks for exchanges of public sector personnel and experts, especially to strengthen capacity building in strategic areas of sustainable development.

9. Whilst climate change, environment, security and energy are identified priority areas for developing cooperation with Fiji Government authorities, these also encapsulate key issues of Blue-Green Development which the Pacific Islands Development Forum (PIDF) was formed in 2013 to address. Since then PIDF continued to secure external funding support for convening annual meeting of leaders to obtain mandates for coordinating establishment of Blue-Green Development Frameworks in member countries. After Vanuatu become full member of PIDF in 2015 the Vanuatu High Commissioner to Fiji, was instructed to continue to represent the Vanuatu Government in the PIDF annual Council, Summit and Conference. However, lines of official communications and program planning coordination with the PIDF Secretariat still remain to be clarified.
10. The Governments of Fiji and Vanuatu have embraced the principles and goals of Blue-Green Economic Development since the 2012 Rio Summit. Both have proceeded to develop and implement respective Sustainable Development Frameworks since 2015, aimed at promoting environmentally and socially sustainable economic development. Vanuatu's vision for its Framework, covering the period 2016-2030, is - *a stable, sustainable and prosperous Vanuatu*.
11. Fiji's appointments as 2017 President of COP 23 and as Co-chair of the UN Ocean Conference, provided opportunities for stakeholders from Vanuatu, and other Pacific Island Countries, to inform the international community of their visions and goals for building climate and disaster resilience. If the PIDF were to become a Pacific regional hub for coordinating international financial and technical assistance for climate change adaptation<sup>4</sup>, and for Pacific

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<sup>4</sup> Under the Paris Agreement

implementations of SDG 14<sup>5</sup>, the role of the Suva Mission relating to PIDF activities would then need to be reassessed.

12. The Suva Mission continues to maintain close liaison with a number of bilateral diplomatic missions in Suva, concurrently accredited to Port Vila, on aid coordination matters. Those with established bilateral aid programs with Vanuatu, as the Japanese<sup>6</sup> and the Korean Embassies, engage on project funding follow-up processes and on seeking support for their sponsored candidates contesting vacant positions in international organizations. Those keen to establish development cooperation in various areas of climate and disaster resilience building, as the Indian High Commission, engage on grant aid programming towards supporting climate change adaptation and renewable energy development programs in Vanuatu<sup>7</sup>.
13. Meanwhile, Forum Leaders, at the end of their 2017 annual Meeting in Apia, Samoa, issued the Declaration entitled *The Blue Pacific – Our Sea of Islands – Our Security Through Sustainable Development, Management and Conservation*. This Declaration encapsulates a wide range of regional development cooperation policy principles and goals not only in the areas of security, climate change and sustainable development, but also in ocean resource management and conservation, trade, investment, and labour mobility.
14. To implement such wide ranging regional development cooperation policies, the Pacific Island Forum Secretariat (PIFS) has undertaken to put in place appropriate regional planning and programming arrangements and processes at official and ministerial levels, as well as across Council of Regional Organisation in the Pacific (CROP) agencies. The CROP Agencies, in particular the South Pacific Community (SPC) and the South Pacific Regional Environment Programme (SPREP) will have to re-orient their policies and programming mandates to be in line with the new Forum policy principles and priorities enunciated in Apia. Participation by Vanuatu Government, private sector and civil society stakeholders in such regional planning and programming re-orientations during the next three years will require considerable facilitation and support, including from the Suva Mission.

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<sup>5</sup> Ambassador Thompson, Special UN Envoy on Oceans, has co-hosted with PIDF in January 2018, the first Pacific Workshop on Pacific follow-up on the UN Ocean Conference outcomes.

<sup>6</sup> As new Japanese Embassy opens in Port Vila, they engage mainly on regional PALM coordination issues

<sup>7</sup> India gives Vt20 million Vatu grants annually to Vanuatu

15. While SPREP maintained its strategic role of coordinating Pacific regional participation in and inputs into the UN Framework for Climate Change Conference (UNFCCC) negotiation processes up to the Paris COP 22 in 2016, SPC continued to consolidate its capacity to provide technical and scientific assistance to support member countries pursue their sustainable development objectives. For instance, SPC's sub-regional centre in Suva, Fiji, hosts the biggest gene bank of natural resources in the Pacific region. It is from this bank that many national rehabilitation programmes had been able to obtain genetic materials for producing fast growing agricultural food crops following major tropical cyclones. Genetic materials could also be obtained to reproduce over harvested marine species.
16. Scientists from SPC, USP and other regional research institutions are collaborating in many conservation projects funded by bilateral donors and international NGOs as the International Union for the Conservation of Nature (IUCN) and World Wildlife Fund (WWF) in many Pacific island countries, including Vanuatu. Preserving the biodiversity and ecosystems of Vanuatu is crucial for ensuring food and nutrition security and equitable economic development. Thus maintaining effective liaison with the sub-regional offices of SPC and IUCN in Suva is strategically important for the Suva Mission, because these have mandates to provide professional, technical and scientific assistance towards expanding the productive base of Vanuatu's national economy. Preserving the biodiversity and ecosystems of Vanuatu is also crucial for enhancing potential for developing more products and services for the local and Pacific regional niche markets.
17. Unfortunately, Vanuatu has benefitted negligibly from the emerging Pacific regional economic integration process, even though it is signatory to all the enabling agreements. By contrast Fiji had availed itself of the MSG Trade Agreement, the Pacific Island Countries Trade Agreement (PICTA), PICTA Trade in Services, and the Pacific Agreement on Closer Economic Relations (PACER)<sup>8</sup>, to establish and maintain dominant positions in relation to trade, investment and skills movements with Vanuatu. Posting of the First Secretary, Mr. Joe Pakoa Lui, to the Suva Mission in 2017 began the capacity strengthening process of the Mission for providing professional advice and facilitation of information to Vanuatu Government authorities and businesses towards expanding trade, investment and skills movement links with Fijian partners under existing regional economic integration arrangements and processes.

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<sup>8</sup> Until PACER Plus comes into force, or Fiji becomes a party to PACER Plus.



18. Vanuatu exporters require up to date data and timely expert advice to establish and expand Fijian niche markets for their products and services like kava, coffee, chocolate and telecommunication services. This facilitating role also involves undertaking strategic liaisons with Fiji importers, especially those seeking to investigate potential markets for targeted Vanuatu goods and services.
19. In terms of investment promotion, the Suva Mission's priority is to provide data and information on timely basis to assist Vanuatu authorities, promotion agencies and businesses incentivize more Fiji-based companies to establish subsidiaries in Vanuatu, especially in key service industries as renewable energy, tourism, health, pharmaceutical, insurance and retail. Foreign investors interested in processing or manufacturing products for export would be encouraged to seek opportunities where energy costs could be rendered more competitive<sup>9</sup>.
20. On skill movement, the main Vanuatu niche employees are francophones because they can also speak English. University qualified francophone teachers available in the market could see more Fiji secondary schools recruit French language teachers from Vanuatu <sup>10</sup>. The Mind Pearl Limited, a European call centre company based in Suva has already recruited over one hundred francophone ni-Vanuatu employees. The number of professional ni-Vanuatu working in intergovernmental agencies based in Suva had not grown significantly over the last two decades. Increasing move towards professionalizing sports in Fiji could also create a lucrative market for ni-Vanuatu. However, as the number of Vanuatu citizens working in Fiji increase further<sup>11</sup> it will become more strategically important to assist these employees access waivers on residential and work permit taxes already available under Fiji's MSG Skill Movement Scheme (SMS). Such preferential treatment would encourage Vanuatu employees to remit more of their earnings back to Vanuatu.
21. With enhanced movement of goods, services and people between Fiji and Vanuatu the demand for consular services also grew. The Suva Mission was instructed in 2015 to levy charges for consular services provided to Vanuatu

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<sup>9</sup> For instance, Vanuatu Utility Infrastructure's electricity prices can be regulated by the Utility Regulating Agency.

<sup>10</sup> Presently Marist and Suva Grammar Secondary Schools have ni-Vanuatu French language teachers recruited by Alliance Francaise.

<sup>11</sup> Aim would be to get an equitable share of the 400 annual quota Fiji is according to MSG countries under its MSG SMS.

citizens, foreign persons and companies conducting business in Vanuatu. The Suva Mission's capacity to provide consular services was strengthened with the recruitment of a fulltime Consular Officer, Mrs Josephine Tokona, who is also assisting the Second Secretary in ensuring the welfare of Vanuatu students in Suva and throughout Fiji.

22. As more Vanuatu citizens come to Fiji in search of tertiary health care, their demands for affordable accommodation in Suva will worsen the already acute shortage of low rental housing for Vanuatu students<sup>12</sup>. While continuing to assist students find affordable accommodation outside their training institutions, the Suva Mission has begun to liaise with Vanuatu Government authorities and Fiji realtors, with a view to brokering suitable public/private strategic partnerships for investing in affordable and quality housing for Vanuatu students and patients in Suva.
23. The increased demand by Vanuatu students and employees in Fiji for travel facilitation assistance convinced the Vanuatu Immigration Department in 2015 to divest authority to the Vanuatu High Commissioner to Fiji to issue travel documents and assist citizens apply for passport at their own cost. The Mission will also continue to ensure it has full authority to confirm marriage certificates of Vanuatu citizens; certify single status of the Vanuatu citizen wanting to marry a Fiji citizen; assist Vanuatu citizens and Fijian diasporas obtain identity documents as birth certificates and police clearances in Vanuatu; and authenticate copies of identity documents for Vanuatu citizens.
24. Demands for business and other entry visas into Vanuatu by investors, tourists and employees of Fiji-based businesses and intergovernmental agencies have grown significantly, and have created a growing source for raising public revenue through the Suva Mission. The growing demand by long-haul tourists arriving in Nadi, and also booked to travel to Vanuatu, has created an important niche market, for which the Suva Mission will have to put in place appropriate visa issuing administrative arrangements and processes.
25. Requests for apostille services from Fiji-based foreign companies registered in Vanuatu, such as foreign fishing companies seeking authentication of renewed registration certificates, has also been a lucrative consular service the Suva Mission has provided to clients in the past.

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<sup>12</sup> Many patients stay with students in Suva.

26. Increased frequencies in air services between Port Vila, Nadi and Nausori are enabling more Vanuatu Government leaders and officials to arrive at and transit Fiji ports of entry to other international destinations. More frequent arrivals, departures and transits of Fiji ports of entry by Vanuatu Government VIPs have added significantly to the costs of protocol duties provided by the Suva Mission. To ensure cost-efficiency the Suva Mission has introduced a user pay service, to assist Vanuatu officials not entitled to state protocol services provided by Fiji Government authorities.
27. At the same time the Mission continues to accord priority to attending Fijian traditional ceremonies, formal opening of meetings and projects, and social functions in order to foster coordination with Fiji Government authorities, private sector, civil society and regional/international development partners.
28. The role the High Commissioner's Office plays in coordinating the protocol duties continues to be strengthened. The Consular Officer continues to assist the High Commissioner receive, prioritize, plan and respond to instructions on assisting Vanuatu Government VIPs, as well as to invitations to ceremonies and social functions. The ability of the High Commissioner to consult and communicate electronically with the First Secretary and the Second Secretary on protocol issues and tasks from anywhere, enables the Suva Mission to provide cost-efficient and timely protocol services. The ability of the Driver-Protocol Officer, Mr. Viliame Hicks, to liaise effectively with Fiji Government protocol and security personnel, as well as with Fijian community and traditional authorities, is an asset which the High Commissioner's Office has utilized to foster good coordination with Fiji authorities on protocol liaison work.
29. To address the representational policy issues, priorities and tasks articulated above, the 2018-2021 Business Plan of the Suva Mission will be guided by the following objectives:
- I. Strengthened capacity for representing Vanuatu's National Sustainable Development Goals in bilateral and regional settings within the Republic of Fiji;
  - II. Enhanced benefits of development cooperation frameworks established with Fiji Government, development partners and regional institutions, organizations and agencies

- III. Enhanced benefits for Vanuatu stakeholders from Fijian trade, investment and skill movement niche markets under the regional preferential arrangements of the MSG Trade Agreement, PICTA, PICTA Trade in Services and PACER;
- IV. Affordable consular services to facilitate safe, legal and increased movement of goods, services and people between the Republic of Fiji and the Republic of Vanuatu;
- V. Correct state protocol services accorded to facilitate the arrivals, visits, transits and departures of Vanuatu Government Leaders; and attendance of priority ceremonies and social functions to foster desired coordination with Fiji Government authorities, private sector, civil society and with regional/international partners/donors;
- VI. Strengthened capability to formulate and implement corporate and business plans, and to prepare and submit Mission budgets, bi-annual/annual expenditure/revenue reports, and quarterly/annual staff performance and program implementation reports.

30. This Business Plan objectives are aligned to the goals and strategies of the Department of Foreign Affairs Business Plan 2018, the MFAICET Corporate Plan and the National Sustainable Development Goals of Vanuatu. Each objective is pursued through a number of strategies comprising appropriate program activities in identified Key Result Areas (KRA). Outputs achieved by officers responsible for coordinating activities in each KRA, are monitored and assessed on the basis of Key Performance Indicators (KPI's) and the indicated timelines of achievement.

31. Officers who perform well are rewarded with salary increments, promotions or renewal of contracts. This is why the approach of the performance appraisal adopted by the Suva Mission is 'Outputs-Driven, rather than 'Process-Driven' towards accomplishing its work objectives during the 2018-2021 period.

32. However, implementing this Business Plan effectively requires capacity based on the professional abilities and experiences of current staff (High Commissioner, Minister Counsellor, First Secretary, Second Secretary, Consular Officer, Driver-Protocol and Administrative Assistant), adequacy of operational funds released to the Mission, required office equipment and vehicle, and effective policy coordination from Headquarters.

# Vision and Mission

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## Vision

Vanuatu's National Sustainable Development Goals are represented and promoted in the Republic of Fiji.

## Mission Statements

1. To strengthen capacity in the Suva Mission for representing Vanuatu's National Sustainable Development Goals in the Republic of Fiji, and for supporting the participation of Vanuatu leaders and officials in regional meetings, workshops and conferences convened in Fiji;
2. To negotiate expanded development cooperation with Fiji Government, development partners and regional institutions, organizations and agencies towards enabling Vanuatu stakeholders to maximize benefits from bilateral, sub-regional and regional cooperation arrangements and processes;
3. To provide professional advice and timely facilitation support to Vanuatu Government authorities, businesses and workers towards maximizing their socio-economic benefits from the growing economic integration process between Fiji and Vanuatu;
4. To provide affordable consular services for ensuring the wellbeing of Vanuatu citizens in Fiji; assisting Fiji diaspora access family documents in Vanuatu; issuance of Vanuatu entry visas to foreign persons; processing travel and other documentations for Vanuatu citizen in Fiji, and for apostille work on authenticating documents of foreign companies registered in Vanuatu;
5. To engage in the provision of state protocol services by Fiji authorities to facilitate the arrival, visit, transit and departure of Vanuatu Government Leaders, Ministers and officials; and to participate in ceremonial protocol towards fostering desired coordination with Fiji Government authorities, private sector, civil society and with regional/international partners/donors; and
6. To strengthen administrative, technical and professional capabilities in the Suva Mission for effective corporate and business planning, and for staff performance, program implementation and financial management reporting to Headquarters.



## Core Values

1. We treasure our Christian values, our indigenous Melanesian heritage and respect the cultural diversity of Vanuatu and Fiji;
2. We uphold and promote the principles of transparency, integrity, accountability, social equity, fairness and rule of law;
3. We are committed to promoting environmentally and socially sustainable economic development;
4. We work to promote economic integration between Fiji and Vanuatu; and
5. We strive for quality leadership, high performance and efficient customer service.

## High Commission Organizational Structure

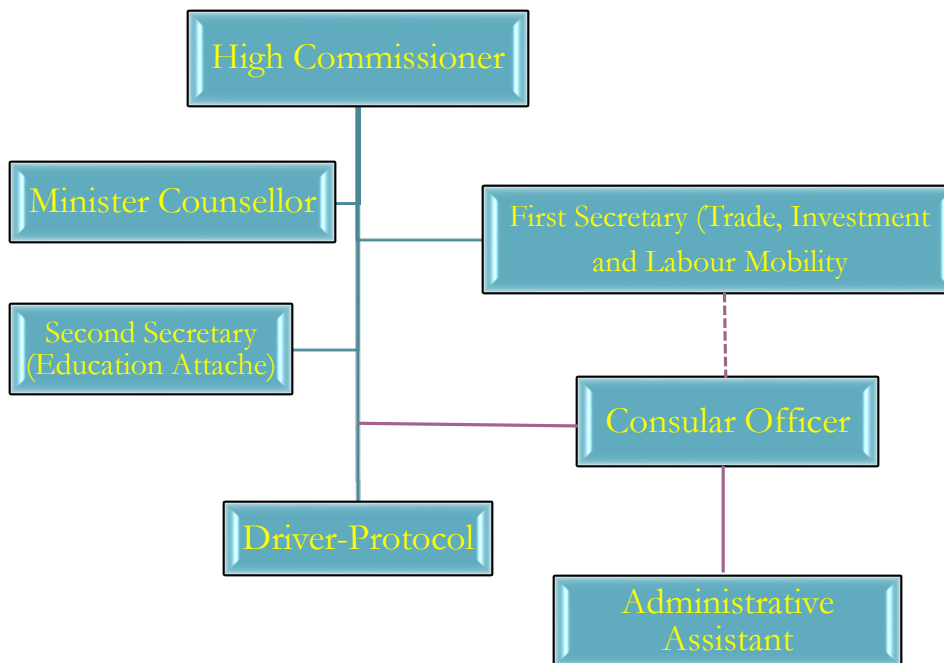
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1. The first Vanuatu High Commissioner to Fiji, H.E. Mr. Nikenike Vurobaravu, was appointed in February 2014 in line with the strategic representation policy of the MFAICET. Initially, his main responsibility was to lead, manage and report on the Mission's capacity building processes. He was recalled in June 2016, but was re-appointed for another term of three years in November 2017.
2. The Minister Counsellor, Mr. Yanrui Li, was appointed on November 2016 as Deputy Head of Mission to assist the High Commissioner manage the economic representation work of the Suva Mission, especially in the context of promoting Vanuatu's National Sustainable Development Policy objectives at bilateral, sub-regional and regional settings.
3. The First Secretary, Mr. Joe Pakoa Lui was posted to the Suva Mission on August 2017, to coordinate the Mission's work on aid, trade, investment and skill movement developments in the Republic of Fiji. The First Secretary also assists the High Commissioner in the Mission's corporate and business planning processes, staff performance appraisal, and the Mission's budgeting and program/financial reporting to Headquarter.
4. The Second Secretary, Mr. Johnson Vora, was recruited in June 2014 by the Ministry of Education and deployed to the Suva Mission to coordinate Vanuatu students' travelling, admissions at training institutions, accommodation

arrangements, visas and on-the-spot handling of general welfare issues. He also assists the High Commission in negotiating related training and capacity building arrangements with the Fiji Government. He completed his first term of three years contract in June 2017, and was immediately re-appointed for another term of three years.

5. The former Personal Assistant to the High Commissioner, Mrs Josephine Tokona, had her job terms of reference reviewed in mid-2017. She was re-appointed as a Consular Officer (CO) on a two-year contract, and is being assisted by the Driver/Protocol, Pastor Viliame Hicks on protocol duties. She is deputized by the Administrative Assistant (AA), Ms Christina Tuibailagi, in coordinating administrative support for Mission's program activities from the High Commissioner's Office.
6. The High Commissioner has overall responsibility for the diplomatic and consular representation activities of the Suva Mission, whilst the coordination of the various strategies and activities of the Mission are the responsibilities of the various staff concerned. The Mission organizational structure is depicted below.

**Figure 1. Organizational Structure of the Suva Mission, approved in 2014 and revised in 2017**



## Linkage to the 2018 Business Plan of the Department of Foreign Affairs and the National Sustainable Development Goals

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1. The Suva Mission's Business Plan for 2018-2021 is formulated in line with the 2018 Business Plan of the Department of Foreign Affairs - which was established in accordance with the 2015-2018 Corporate Plan of the MFAICET stipulating the Ministry's visions, missions, objectives and strategies.
2. The Business Plan of the Department of Foreign Affairs 2018, stipulates the following objectives:
  - I. To project a positive image of Vanuatu internationally and to maintain healthy relations;
  - II. To ensure strategic representation through Diplomatic and Consular Appointments abroad;
  - III. To have an ethical, professional and responsive high performing Department;
  - IV. Increase economic opportunities through Development Cooperation and Consular initiatives;
  - V. To provide efficient Diplomatic, Protocol and Consular Services;
  - VI. To manage Vanuatu's unresolved maritime boundaries and territorial disputes
3. The Vanuatu 2030 People's Plan, covering the period from 2016 to 2030, reflects the Peoples' firm commitment to achieve their vision for **a stable, sustainable and prosperous Vanuatu**. To this end fifteen National Sustainable Development Goals within three key pillars of development (six social pillar, five environment pillar and four economic pillar) are stipulated as follows:
  - I. **Social Pillar:** To maintain a vibrant and cultural identity underpinning a peaceful, just and inclusive society that is supported by responsive and capable institutions, delivering quality services to all citizens the following goals are stipulated - vibrant cultural identity; quality education; quality health care; social inclusion; security, peace and justice; and strong and effective institutions.
  - II. **Environment Pillar:** To ensure pristine natural environment on land and at sea that continue to serve our food, cultural, economic and ecological needs, and enhance resilience and adaptive capacity to climate change and natural disasters the following goals are

stipulated – food and nutrition security; blue-green economic growth; climate and disaster resilience; natural resource management; and ecosystem and biodiversity.

III. **Economic Pillar:** To have a stable economy based on equitable, sustainable growth that creates job and income earning accessible to all people in rural and urban areas the following goals are stipulated – stable and equitable growth; improve infrastructure; strengthen rural communities; and create jobs and business opportunities.

4. Therefore, the overall purpose of updating the Suva Mission's Business Plan is to ensure it is aligned to the visions, missions, objectives and strategies of the Department of Foreign Affairs Business Plan 2018, so as to be able to contribute to the MFAICET's inputs for implementing the National Sustainable Development objectives of Vanuatu.
5. To this end the Suva Mission will provide its implementation contributions by engaging strategically with Vanuatu's key regional partners in security, climate and disaster resilience, sustainable development, economic development and integration, and ocean management and conservation – i.e. the Fiji Government, private sector, civil society and regional/international development partners.
6. The basic aim of such engagement is to ensure that the influence of Vanuatu partners continue to impact positively on on-going processes of implementing Vanuatu Sustainable Development Goal into the future. Thus the objectives, strategies and activities to be pursued by the Suva Mission are presented in the matrix below.

## Strategies and Implementation Matrix

**Objective One:** Strengthened capacity for representing Vanuatu's national sustainable development goals in bilateral and regional settings, within the Republic of Fiji.

STRATEGIES	ACTIVITES (KRA)	PERFORMANCE MEASURES (KPI)	RESPONSIBILITY	TIMELINES
<b>1.1. To provide professional leadership and competent management of Mission's staff activities, operational funds, equipment and assets</b>	Tasking consultations daily via face-to-face and e-mail communications	Emails confirming timely accomplishments of assigned tasks	HC	On-going
	Meeting staff monthly to discuss arising work process issues	Minutes of staff meeting recording decisions on issues discussed	HC/FS	Monthly
	Reviewing operational costs and service delivery efficiency	Quarterly expenditure and activity Reports	HC/FS	Quarterly
	Assessing staff performance as a bases for according salary increment, promotion and/or renewal of contracts	Rewarding staff performance	HC	Quarterly
	Servicing the Mission vehicle regularly	Service agreement and service receipts	D-P	On-going
	Reviewing regularly supply and servicing needs for computers, printers and IT connectivity	Supply and service agreements	FS/CO	On-going



	Reviewing regularly supply and servicing needs of Office air-conditioners	Supply and service agreements	FS/CO	On-going
	Renewing of the Mission Office Tenancy Agreement	Renewed and signed Tenancy Agreement for Office at 17 Mariko Street	FS/HC	Every three years
	Pursuing lease for new Chancery land at Maunikau	Accusation of lease title	HC	On-going
	Liaising with Vanuatu Provident Fund (VNPF) on funding of Chancery project	A draft MOA on Project Funding		2018
<b>1.2. To strengthen the Suva Mission Office coordination capability</b>	Training of support staff in front desk client reception and protocol liaison	completed training provided on reception and customer service for Administrative Assistant, and protocol duties for Driver is reported	HC/CO	On-going
	Ensuring professional staff have IT and computer skills	Email communications, word processing and spreadsheet presentations	HC	On-going
	Updating contact address of Fiji government and Suva-based diplomatic missions regularly	Up dated Fiji Government portfolios and Diplomatic Corps Listings	CO	On-going

	Attending briefings by Fiji Ministry of Foreign Affairs on diplomatic, consular and protocol policy matters.	Briefing outcome Reports	HC/MC/FS/SS	On-going
	Attending Diplomatic Corps monthly meetings	Attendance Reports	HC/MC/FS/SS	Monthly
	Attending sensitization workshops organized by regional agencies as PIF Secretariat	Meeting Reports	HC/MC/FS/SS	On-going
	Attending Talanoa sessions organized by regional Private Sector or Civil Society agencies	Meeting Reports	HC/MC/FS/SS	On-going
<b>1.3. To support participation by Vanuatu Government leaders in regional meetings</b>	Ensuring timely advice on delegation details and travel itinerary	Regular reminders sent out to Vanuatu stakeholders	HC/CO/FS/SS	On-going
	Circulating via email meeting agendas, papers, and documents to Government and other stakeholders	Coordination Reports via email	HC/FS/SS	On-going
	Writing briefs, or contributing inputs for writing briefs, for Vanuatu delegations to regional meetings	Briefing documents and Reports on meeting outcomes	HC/FS/SS	On-going

	Arranging appointment for delegation members to meet Fiji counterparts and development partners	A TPN is sent to Foreign Affairs with its Programs and reports	FS/SS/CO	On-going
	Booking or confirmation of accommodation arrangements	Travel itinerary and tickets	CO/AA	On-going
	Booking or confirmation of delegation members' return flight arrangement	Accommodation is confirmed	CO/D-P	On-going
<b>1.4. To support private sector and civil society leaders participate in regional meetings</b>	Posting in Mission website visit facilitation information for stakeholders not eligible for Fiji government state protocol assistance	Updated prices and other information on vehicle hire, hotel accommodation and useful contact addresses	CO/D-P	On-going
	Booking transport and hotel as directed	Booked hotel accommodation and/or transport	CO/D-P	On-going
<b>1.5 To develop an upgraded Information and Communication Technology (ICT) system with efficient capabilities for linking and communicating with Headquarter and Stakeholders</b>	Developing a Mission website for publicizing information on Mission activities and services	An established Website going live online	FS	2018
	Updating the Website regularly	Updated information uploaded to the website	FS/SS/CO	On-going
	Developing an external server for storing office files, official documents, reporting forms and templates - only accessible by staff	External Server created and operationalised	FS/SS/CO	2018

	Establishing direct link connecting the Suva Mission with the Vanuatu Virtual Private Network (VPN) with Headquarter	Cost efficient ITC connection	FS	2018
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**Objective Two:** Enhanced benefits of development cooperation from frameworks established with Fiji Government, development partners and regional institutions, organizations and agencies.

STRATEGIES	ACTIVITES (KRA)	PERFORMNACE MEASURES (KPI)	RESPONSIBILITY	TIMELINES
<b>2.1. To expand dialogue on bilateral and regional development cooperation</b>	Undertaking official meetings with Fiji Government Ministers and Officials responsible for development cooperation areas listed in the MOU of 2013	Reports of meetings analysing prospects of concluding more MOUs	HC/FS/SS	On-going
	Representing Vanuatu Government in high level regional policy and planning meetings	Reports on meeting outcomes relevant to Vanuatu's sustainable development objectives	HC	On-going
	Accompanying Vanuatu delegations to Summits and intergovernmental Ministerial Meetings and Conferences convened in Fiji	Reports on meeting outcomes relevant to Vanuatu's sustainable development objectives	HC	On-going
<b>2.2. To effectively manage Vanuatu students studying in various institution in the Republic of Fiji.</b>	Addressing student issues pertaining to student social <u>welfare in Fiji</u>	Students accommodations, allowances and banking arrangements, Traveling and permits and medical issues are dealt with on timely and effective manner	SS	On-going
	Counseling, documenting and reporting students on disciplinary issues.	Report completed and followed up	SS	On-going



	Addressing issues pertaining to students' <u>academic welfare</u> in collaboration with the Training and Scholarships Coordination Unit (TSCU), study Institutions and students	Reports on student Placements, registration, counseling and performance monitoring and evaluation completed and submitted on time.	SS	On-going
	Uploading essential information pertaining to student studying in Fiji, in the mission website.	Orientation information uploaded and updated regularly in the mission website	SS	Bi-annually
<b>2.3. To strengthen concluded bilateral cooperation MOUs in education, youth and sporting development</b>	Review to extend MOU on Deployment of Fiji Volunteer Teachers to Vanuatu	Renewed MOU	SS	2018
	Review to implement concluded MOU on Sporting Exchanges	Renewed MOU	SS	2018
	Review to extend the MOA for halving international fees for Vanuatu children going to school in Fiji	Extended MOA	SS	In 2020
<b>2.4. To negotiate cooperation frameworks relating to tertiary and vocational training</b>	Facilitating engagements between the Chairs of Fiji and Vanuatu Public Service Commissions, to explore scope for in-service training	Reports of meetings reflecting desire and/or commitments for cooperation	SS	2020

	Assisting Fiji School of Medicine (FSM) establish post graduate program in Vanuatu, with capacity to certify registrars eligible for Master's program	MOU concluded between FSM and Vanuatu Ministry of Health	SS	By 2019
	Assisting Fiji College of Agriculture, Forestry and Fisheries (FCAFF) establish course accreditation links with Vanuatu Agriculture College (VAC)	MOU concluded between FCAFF and VAC	SS	By 2020
	Assisting Vanuatu Institute of Technology (VIT) implement Franchising MOU concluded with Fiji Institute of Technology (FIT) in 2017	MOU with FNU implemented	SS	2018
	Liaising with the Fiji government counterparts on policy and legislative framework relating to Fiji Tertiary Education Financing.	Copies of Policy documents and legislation to assist applicability in Vanuatu	SS	2018
<b>2.5. To access financial and technical assistance on Climate and Disaster Resilience</b>	Researching experiences of other Pacific Islands' success in accessing financial assistance on climate change adaptation	Reports on relevance of terms of financial assistance for Vanuatu	FS	On-going
	Liaising with regional agencies on technical assistance programs for building disaster resilience	Reports on relevance of regional program for building climate and disaster resilience in Vanuatu	FS	On-going

	Liaising with Suva-based diplomatic Missions on international initiatives for promoting transition to renewal energy	Reports on international arrangements for financial and technical assistance on developing renewal energy in Vanuatu	FS	Ongoing
<b>2.6. To access technical assistance on sustainable management and conservation of ocean resources</b>	Liaising with Suva-based agencies on Vanuatu's voluntary commitments on implementing Ocean Conference outcomes	Reports on availability of funding for marine resource management and conservation projects in in line with Vanuatu ocean policy	FS	On-going
	Liaising with regional agencies on technical assistance to support ocean resource management and conservation projects in Vanuatu	Reports on availability of technical assistance for supporting Vanuatu's ocean resource management and conservation projects	FS	On-going
	Liaising with the Office of the Commissioner of Oceans on technical assistance for concluding Vanuatu's maritime boundary delimitation and continental shelf negotiations	Reports on quality advisory services available under the Office of the Commissioner of Ocean	FS	On-going

**Objective Three:** Enhanced benefits for Vanuatu stakeholders from Fijian trade, investment and skill movement niche markets available under the regional preferential arrangements (RTA) of the MSG Trade Agreement, PICTA, PICTA Trade in Services and PACER.

STRATEGIES	ACTIVITES (KRA)	PERFORMNACE MEASURES (KPI)	RESPONSIBILITY	TIMELINES
<b>3.1. To promote dialogue on advancing the processes of economic integration between the Republic of Fiji and the Republic of Vanuatu</b>	Making calls on Fiji Government authorities on implementing frameworks for expanding trade, investment and skill movements between Fiji and Vanuatu	Report of meeting specifying issues discussed and follow up action plans	HC/FS	On-going
	Liaising with Suva-based organizations and agencies on aid for trade coordination issues, including project funding options	Reports on available project funding programs to facilitate growth in trade and investments	FS	On-going
	Attending technical policy review and assessment meetings on trade and investment preferential frameworks, organized by regional organizations and agencies in Fiji	Reports on outcomes and follow up action plans to enhance trade and investments with Fiji	FS	On-going
	Facilitating participation of Vanuatu business representatives in regional symposiums, exhibitions or roadshows	Report on at least one participation in the regional event concern	FS	On-going
<b>3.2 To expand niche markets for Vanuatu exports to Fiji</b>	Providing quality advice to Vanuatu exporters to assist market research for targeted merchandize goods and services	Confirmed orders importing at least one more Vanuatu product or service, into Fiji	FS	By 2019

	Organizing private sector forums in Suva to promote selected products and services, amongst invited Fijian importers and industry people	Report analysing interest generated by the presentations	FS	On-going
	Participating in Fijian Trade Shows and Road Shows to showcase Vanuatu niche products and services.	Reports analysing interest in products and services	FS	On-going
<b>3.3 To incentivize more Fiji based companies to set up subsidiaries in Vanuatu</b>	Developing investment profiles specifying incentives for investing in prioritized areas or sectors, and advertising profiles in Mission website	An investment profile is developed including Regularly updated profiles in website	FS	On-going
	Facilitating dialogue with the Vanuatu Investment Promotion Authority (VIPA) and with possible business partners in Vanuatu	At least one confirmed new application submitted for investing in Vanuatu.	FS	By 2019
	Assisting investors lodge registration application with VIPA	Receipts of registration payments	FS	On-going
<b>3.4. To negotiate public/private strategic partnerships (PPP) for investments in Fiji of benefit to Vanuatu Government</b>	Negotiating a MOA between Vanuatu and Fiji investors to invest in a Vanuatu Students Accommodation Building in Suva	Concluded the MOA	HC/SS	2019



	Negotiating with the Vanuatu Provident Fund to fund and construct the Vanuatu High Commission Chancery in Muanikau, Suva	Concluded Chancery Project MOA	HC/FS	2019
<b>3.5. To assist maximize benefits for Vanuatu employees working in Fiji-based businesses and regional institutions</b>	Placing in the Mission website updated information on required skills and expertise under Fiji's MSG SMS	Reports on employment market in Fiji for Vanuatu employees with niche skills and expertise	FS	On-going
	Encouraging Francophones, also fluent in English, to seek employment opportunities in Fiji	Reports verifying preferential treatment of Vanuatu employees under Fiji's MSG SMS	FS	On-going
	Encouraging more semi-professional sportsmen and women to sign contracts with Fijian clubs	Reports verifying preferential treatment under MSG SMS or signed MOU between Vanuatu and Fiji Sport council	FS/SS	On-going
	Disseminating widely in Vanuatu advertisement of vacant positions in regional organizations and agencies based in Fiji	Reports successful application for the post in regional organisation.	FS	On-going

**Objective Four:** Affordable consular services to facilitate safe, legal and enhanced movement of goods, services and people between the Republic of Fiji and the Republic of Vanuatu.

STRATEGIES	ACTIVITES (KRA)	PERFORMNACE MEASURES (KPI)	RESPONSIBILITY	TIMELINES
<b>4.1. To register and regularly update registration of Vanuatu citizens in Fiji</b>	Developing a software facility for registering and regularly updating data on Vanuatu citizens living, working and studying in Fiji	Software launched on Vanuatu citizen registry database on identity, address and purpose of presence in Fiji	HC/FS/CO	By 2020
	Liaising with Electoral Commission for using the registry as basis for establishing electoral roll for local and national elections	An Electoral roll for Vanuatu citizens in Fiji to vote in local and national elections is created	HC/CO	By 2020
	Using registry contact addresses for contacting citizens during times of natural disaster or civil emergencies	Warden appointed to coordinate contact of citizens in Fiji during time of disaster	FS/CO	By 2020
<b>4.2. To assist Vanuatu citizens in distress</b>	Assisting Vanuatu citizens arrested by the police and prosecuted in court, to ensure citizen's right to fair legal representation are respected	Reports of citizen's predicament are brought to the attention of next of kin in Vanuatu	FS/CO	On-going
	Liaising with family of deceased citizens repatriate body of lost loved ones back to Vanuatu	Report of repatriation	CO/D-P	On-going

<b>4.3. To assist Vanuatu citizens with travel and identity documents at normal rates</b>	Issuing application forms for Vanuatu ordinary, official and diplomatic passports, sending completed forms to HQ and delivering issued passports	Issued passports fees deposited in Vanuatu Government Bank Account	HC/CO/D-P/AA	On-going
	Issuing laissez-passer travel documents	Issued travel fees deposited in Vanuatu Government Bank Account	HC/CO/D-P//AA	On-going
	Issuing birth/death certificates	Birth certificates fees deposited in Vanuatu Government Bank Account	HC/CO/D-P/AA	On-going
	Issuing marriage and single status certificates	Marriage certificate fees deposited in Vanuatu Government Bank Account	HC/CO/D/P/A A	On-going
	Issuing police clearance report	Police clearance report fee deposited in Vanuatu Government Bank Account	HC/CO /D-P/AA	On-going
	Authenticating identity documents	Document fees deposited in Vanuatu Government Bank Account	HC/CO/D-P/AA	On-going
<b>4.4. To issue Vanuatu entry visas to tourist, investors and employees of private businesses and regional and international agencies and institutions</b>	Issuing tourist visas	Signed and stamped visa approval letter, and Visa fee Bank deposit slip	HC/CO/D-P	On-going
	Issuing business single and multiple entry visas	Signed and stamped visa approval letter, and visa fee Bank deposit slip	HC/CO/D-P	On-going
	Issuing permanent resident visas for retirees and investors	Signed and stamped visa approval letter, and visa fee bank deposit slip	HC/CO/D-P	On-going

	Issuing special and official category visa for officials of partner organizations and agencies	Signed and stamped fee exemption letter	HC/CO	On-going
<b>4.5. To provide apostille services to foreign companies registered in Vanuatu</b>	Authenticating registration documents in accordance with provisions of the Hague convention	Authenticated documents fees bank deposit slip	HC/CO	On-going

**Objective Five:** Correct state protocol services accorded to facilitate the arrivals, visits, transits and departures of Vanuatu Government Leaders; and attendance of priority ceremonies and social functions to foster desired coordination with Fiji Government authorities, private sector, civil society and with international partners/donors.

STRATEGIES	ACTIVITES (KRA)	PERFORMNACE MEASURES (KPI)	RESPONSIBILITY	TIMELINES
<b>5.1. To coordinate, with Fiji authorities, visits by Vanuatu Government leaders, Ministers and officials to Fiji</b>	Notifying Fiji Government authorities, through the Fiji Ministry of Foreign Affairs, and requesting airport facilitation assistance	Third Person Note covering duly completed Airport Facilitation Form, sent to Fiji Ministry of Foreign Affairs one week before arrival date.	HC/FS/SS/CO/D -P	On-going
	Preparing program of visit for the President of the Republic and Prime Minister only – and provide transport for activities not provided for by Fiji Government	Program of Visit sent to HQ two days before arrival	HC/FS/CO	On-going
	Meeting President and Prime Minister upon arrival and farewelling them	Report on visit and issues discussed	HC	On-going
	Meeting Ministers upon arrival, and farewelling them.	Reports on arrangements and costs	HC/D-P	On-going
	Assisting Officials arriving, and departing Fiji	Reports of any meetings attended with them	CO/D-P	On-going
	Accompanying ministers on their calls on Fiji counter part	Reports on courtesy calls	HC	On-going

<b>5.2 To attend Fijian traditional 'Sevusevu' ceremonies</b>	Accepting invitations to ceremonies that profiles the Vanuatu High Commission and fosters coordination with Fiji Government authorities and communities	Reports of relevant speeches or liaison	HC/MC/FS/SS	On-going
	Demonstrating respect for visiting dignitary the welcome ceremony is organized for	Reports on relevant speeches	HC/MC/FS/SS	On-going
	Attending the opening ceremony of important international meetings or conferences	Reports on relevant speeches	HC/MC/FS/SS	On-going
	Demonstrating interest in Fijian infrastructure or commercial projects being opened	Reports on potential policy or financial benefits	HC/MC/FS/SS	On-going
<b>5.3. To attend official social functions hosted by bilateral and multilateral development partners</b>	Attending working lunches and dinners	Reports on outcome of discussions	HC/MC/FS/SS	On-going
	Attending welcome and farewell cocktails of Diplomatic Corps colleagues	Reports on speeches of policy interest	HC/MC/FS/SS	On-going
	Attending welcome or closing receptions during regional meetings	Reports on speeches of policy interest	HC/MC/FS/SS	On-going
<b>5.4. To attend Diplomatic Corps' Monthly meetings</b>	Exchanging news on political situation in Fiji, and raising concerns about consular and protocol issues that need raising with Fiji Ministry of Foreign Affairs	Report on any decision on any issues affecting welfare of Vanuatu High Commission's staff	HC/FS/SS	On-going

	Joint hosting of Diplomatic Corps Meeting with fellow MSG Missions (PNG and Solomon Islands High Commissions)	Report on expenditure on shared costs	HC/FS	On-going
<b>5.5. To host Vanuatu Independence and flag raising Cocktail</b>	Inviting Fiji Government officials and members of the Diplomatic Corp to toast the good health of the Vanuatu President, Government and People – as per existing practice in Fiji	Speech delivered by High Commissioner aligned to the PM's independence speech	HC/FS/SS/CO	On-going
	Inviting Vanuatu citizens to the Chancery for flag raising ceremony	Reports by the Committee on the final Program of ceremony organized by citizens and its outcome	AS	On-going

**Objective Six:** Strengthened capability to formulate and implement Mission corporate and business plans, and to prepare and submit Mission budgets, bi-annual/annual expenditure and revenue reports, as well as quarterly/annual program implementation reports.

STRATEGIES	ACTIVITES (KRA)	PERFORMNACE MEASURES (KPI)	RESPONSIBILITY	TIMELINES
<b>6.1. To formulate and implement the Suva Mission Business Plan for the period 2018-2021</b>	Formulating the Mission 2018-2021 Business Plan	Business Plan submitted to HQ	HC/FS/SS/CO	2018
	Preparing and submitting bi-annual staff performance appraisal reports	Staff performance appraisal reported	HC	On-going
	Preparing and submitting quarterly and annual program implementation reports	Quarterly and annual program implementation report	HC/MC/FS/SS	On-going
<b>6.2 To formulate and implement annual Mission budget estimates</b>	Developing Mission annual budget estimates based on Mission Business Plan	Budget estimates and narratives aligned with the approved mission business plan	HC/MC/FS/SS	2018
	Preparing and submitting bi-annual and annual expenditure and revenue reports including in respect to education funds	Bi-annual and annual expenditure and revenue reports	HC/FS/SS	On-going



## Key Challenges

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1. Key challenges to the full and timely implementation of the 2018-2021 Business Plan of the Suva Mission, include:
  - I. **Capacity** While the revised organisational structure implies relatively enhanced capacity of the Suva Mission as compared to that for the 2015 – 2018 Business Plan, the rapidly changing policy environment has brought on new demands and priorities on the ground. These can only be met over and beyond the three-year life span of the 2018 – 2021 Business Plan;
  - II. **Budgeting Constraints** The competing demands for equitable allocation of limited MFAICET budgetary resources to individual overseas missions requires the Suva Mission to strengthen its capacity to focus its work program activities on strategic representation activities that contribute to realizing Vanuatu's national sustainable development plan goals. Thus the extent to which the objectives, strategies and activities enunciated in this Business Plan provide the basis for allocating the operational budget funds for the Mission will be very important.
  - III. **Host Country's Development Cooperation Policies.** As reflected in the background situation analysis optimism for rapid expansion of development cooperation with Fiji hinges on the extent to which Fiji Government is able to position Fiji national interest on top of bilateral, sub-regional and regional arrangements and processes of development cooperation. For instance, Fiji's ascendancy to the Presidency of COP 23 and Co-chairmanship of the UN Ocean Conference in 2017 provided Fiji Government the opportunity to position the PIDF as the Pacific regional conduit for international development assistance to support sustainable development in Pacific Island countries.
2. Nevertheless, the Suva Mission, under the leadership of the current High Commissioner assisted by Professional and Competent Staff, is fully committed to implementing this Business Plan. Through annual work programs all staff are committed to give their best performances towards realizing the Vision of the Suva Mission, and by so doing contribute to the inputs that MFAICET is obliged to provide towards achieving the National Sustainable Development Goals of Vanuatu.

# Agreement Clause

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Both parties, the Acting Director General for the Ministry of Foreign Affairs, International Cooperation and External Trade (MFAICET), Mrs. Roline Lesines Tekon, and the High Commissioner of the Republic of Vanuatu to the Republic of Fiji, H.E Mr. Nikenike Vurobaravu, have mutually agreed herein on the Outputs and Key Performance Indicators as contained in the 2018-2021 Business Plan of the Suva Mission, which are aligned to the MFAICET's Corporate Plan 2015 - 2018.

.....  
**H.E. Mr. Nikenike Vurobaravu**

**High Commissioner**

.....  
**Mrs. Roline Lesines Tekon**

**Acting Director General**

## Acronyms

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<b>AAT</b>	Advance Aviation Training
<b>AA</b>	Administrative Assistant
<b>AS</b>	All Staff
<b>CO</b>	Consular Officer
<b>COP23</b>	23th Conference of Parties
<b>CROP</b>	Council of Regional Organisation in the Pacific
<b>D-P</b>	Driver-Protocol
<b>FNU</b>	Fiji National University
<b>FS</b>	First Secretary
<b>FSM</b>	Fiji School of Medicine ( <i>Now College of Medicine, Nursing and Health Sciences</i> )
<b>FCAFF</b>	Fiji College of Agriculture, Forestry and Fisheries
<b>FIT</b>	Fiji Institute of Technology ( <i>Now College of Engineering and Applied Sciences</i> )
<b>HC</b>	High Commissioner
<b>H.E</b>	His Excellency
<b>IUCN</b>	International Union for the Conservation of Nature
<b>ICT</b>	Information and Communication Technology
<b>KPI</b>	Key Performance Indicators
<b>KRA</b>	Key Result Areas

<b>MOA</b>	Memorandum of Agreement
<b>MC</b>	Minister Counsellor
<b>MoET</b>	Ministry of Education and Training
<b>MFAICET</b>	Ministry of Foreign Affairs, International Cooperation and External Trade
<b>MP</b>	Member of Parliament
<b>MSGTA</b>	Melanesian Spearhead Group Trade Agreement
<b>MOU</b>	Memorandum of Understanding
<b>NSDP</b>	National Sustainable Development Plan
<b>PACER</b>	Pacific Agreement on Closer Economic Relations
<b>PICTA</b>	Pacific Island Countries Trade Agreement
<b>PICTA TIS</b>	PICTA Trade in Services
<b>PIFS</b>	Pacific Island Forum Secretariat
<b>PFS</b>	Pacific Flying School
<b>PIDF</b>	Pacific Island Development Forum
<b>PNG</b>	Papua New Guinea
<b>PM</b>	Prime Minister
<b>SMS</b>	Skill Movement Scheme
<b>SPC</b>	South Pacific Community
<b>SPREP</b>	South Pacific Regional Environment Programme
<b>SS</b>	Second Secretary

<b>UF</b>	University of Fiji
<b>USP</b>	University of the South Pacific
<b>UNOC</b>	United Nation Ocean Conference
<b>UN</b>	United Nation
<b>UNFCCC</b>	United Nation Framework for Climate Change Conference
<b>VAC</b>	Vanuatu Agriculture College
<b>VHC</b>	Vanuatu High Commission
<b>VIP</b>	Very Important People
<b>VIT</b>	Vanuatu Institute of Technology
<b>VIPA</b>	Vanuatu Investment Promotion Authority
<b>VNPF</b>	Vanuatu National Provident Fund
<b>WWF</b>	World Wildlife Fund