

MINISTRY OF SUGAR INDUSTRY



2020 – 2021 **ANNUAL REPORT**

Parliamentary Paper No: 169/24

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ACRONYMS

 ACP	Annual Costed Operational Plan
 CAR	Cane Access Road
 CPG	Cane Planting Grant
 FSC	Fiji Sugar Corporation
 GIS	Geographical Information System
 iTLTB	iTaukei Land Trust Board
 MoSI	Ministry of Sugar Industry
 SCGC	Sugar Cane Growers Council
 SCGF	Sugar Cane Growers Fund
 SGS	Small Grants Scheme
 SIT	Sugar Industry Tribunal
 SPFL	South Pacific Fertilizer Limited
 SRIF	Sugar Research Institute of Fiji
 PSC	Project Steering Committee
 RIE	Requisition to Incur Expenditure

About the Sugar Industry

The sugar industry in Fiji has historically been a cornerstone of the country's economy, playing central role in both agriculture and trade. Sugarcane farming is largely concentrated in the Western and Northern regions of Fiji, on the main islands of Viti Levu and Vanua Levu.

The Fijian sugar industry has a rich history, with sugarcane cultivation being introduced by the British in the late 19th century. Over the years, sugar became the country's one of the most important agricultural commodity, providing livelihoods for thousands of families. The raw sugar produced in Fiji is primarily exported to international markets, with major trading partners including the European Union, and the United States of America.

However, the industry has faced numerous challenges in recent years, including fluctuating global sugar prices, climate change, and the impact of natural disasters like cyclones, which can severely damage crops. Additionally, issues such as aging sugar mills, limited access to modern farming technology, and the migration of younger generations away from farming have put pressure on the industry. Furthermore, the environmental impact, including water logging, salt-water intrusion and land degradation, has raised concerns.

Despite these challenges, the Fijian Government continues to support the sugar industry through various initiatives aimed at modernizing and sustaining the industry. Efforts to improve infrastructure, invest in new milling technology, and support to farmers through training programs are helping to ensure the continued relevance of the sugar industry in Fiji's economy. In 2020, a total of 1.7 million tonnes of sugarcane were produced. There were 11,622 active farmers with 36,733(Ha) area under cane. A total of 152,000 tons of sugar was produced at 11.4 tonnes cane to tonnes sugar (TCTS) in 2020.

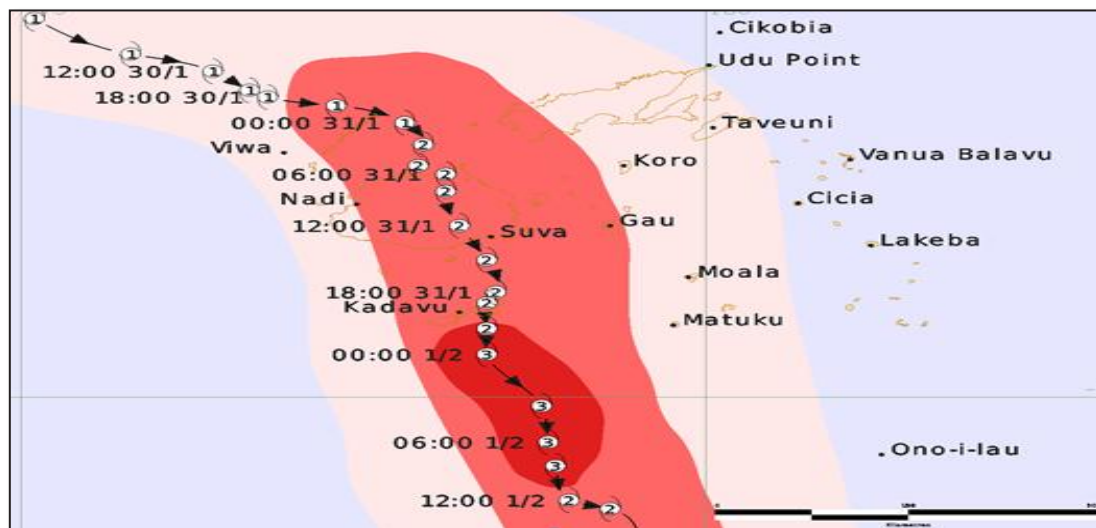


Cane carted via rail network to sugar mill

INDUSTRY CHALLENGES

Year Highlights

The 2021 crop season was affected by two tropical cyclones – Tropical Cyclone (TC) Yasa, which hit Fiji in the Northern Division in December 2020 and Tropical Cyclone Ana that affected Fiji in January 2021. TC Ana caused a total value of \$24 million damage while TC Yasa contributed to total damage of \$27 million to the sugarcane industry. A total of 3,360 cane farms with an area of 10,197 hectares of cane were damaged in Vanua Levu. Approximately 700 hectares of cane were completely destroyed by tidal waves in Wailevu sector alone, forcing farmers to plant rice to immediately support their livelihoods. TC Yasa also brought severe damage to farmhouses, crossings, cane access roads, floodgates and nearly 20 kilometers of rail tramline networks in Wainikoro and Daku sector were damaged while TC Ana caused waterlogged farms by floods, damaged infrastructure and crops. The Government allocated over \$4 million to support the rehabilitation of the farms.



Path of Tropical Cyclone Ana

Contamination of Freshwater Sources: TC Yasa's storm surge contaminated nearby freshwater sources, including rivers and wells, which are crucial for irrigating sugarcane fields. Salt-water intrusion into these freshwater systems makes them unsuitable for irrigation, and sugarcane farmers may find it difficult to access the clean water needed for replanting and growing new crops.

Lower Sugar Content: Salt-water intrusion into the soil can also reduce the sugar content in the cane itself. Salt affects the plant's ability to store sugar, leading to lower-quality cane and reduced sugar production.



Damage caused by TC Yasa to Rail Tracks in Daku Sector

Damage to Rail Tracks: The Fiji Sugar Corporation (FSC) faced several challenges in repairing rail tracks in the Daku sector following the damages caused by TC Yasa in December 2020. The cyclone caused extensive damage to rail tracks, which was vital for transporting sugarcane from farms to mills. This disruption delayed the harvesting and transportation of sugarcane, impacting the timely processing of the sugarcane.

FSC was required to implement coordinated recovery and repair strategies, in collaboration with Government agencies and other stakeholders, to restore rail operations in the affected sectors.

Logistical Challenges: Access to affected areas was hindered by damaged roads and infrastructure, making it difficult to transport materials and personnel to the repair sites.

Labor Shortages: The impact of the cyclone affected communities, leading to labor shortages as workers were displaced or engaged in recovery efforts. This shortage slowed down the repair process.



Damage sustained by Intrusion of Sea Water through Storm Surge that destroyed 100 % of the cane crop in an area of 700 hectares.

The Intrusion of Sea Water: The storm surges during TC Yasa caused severe damage to sugarcane farms, ranging from soil contamination and crop loss to infrastructure damage and long-term economic hardship. The sugarcane crops directly exposed to the sea water had suffered severe damage, with significant portions of fields becoming unproductive. The plants absorbed the salt, which inhibited their ability to take up water and nutrients, leading to premature death or poor growth.



Damages to cane by TC Yasa

Flooding and Winds: The cyclone brought heavy rains and strong winds, leading to severe flooding and crop destruction. Large portions of sugarcane crops were damaged or destroyed, which directly affected the quantity of sugarcane available for processing.

Reduced Yield: Even where the crops were not completely destroyed, the cyclone's impact on the sugarcane plants, combined with delays in harvesting, led to lower yields, further diminishing sugar production.

SUGAR INDUSTRY INSTITUTIONS ACHIEVEMENTS



FIJI SUGAR CORPORATION

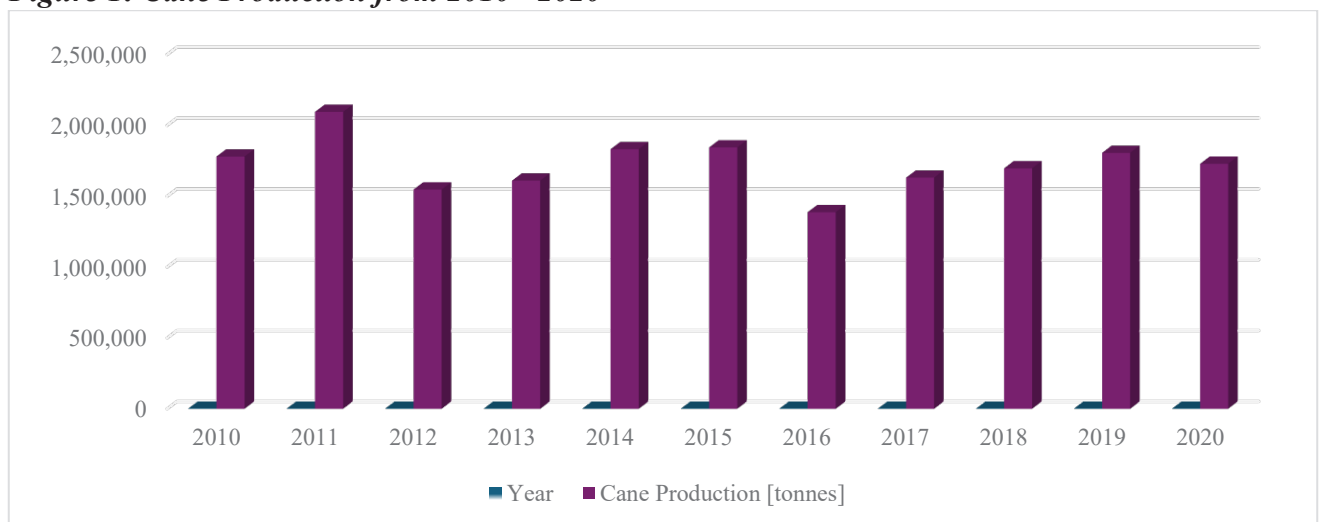
The Fiji Sugar Corporation (FSC) as a sugar milling company in Fiji plays a crucial role in the country's sugar industry. Established in 1961, FSC was formed to streamline and modernize the management of Fiji's sugar mills. FSC oversees the milling, manufacturing, and marketing of sugar, and currently it operates three sugar mills across the country, providing essential services to farmers, including technical assistance, training, and providing inputs like fertilizers and weedicides. Over the years, FSC has faced numerous challenges, including aging infrastructure, fluctuating global sugar prices, and the impacts of climate change, but it remains an integral part of Fiji's agricultural and economical landscape.

During the financial year 2020/2021, the FSC achieved several key milestones. FSC established specialized Board subcommittees, including Finance & Audit, Remuneration & Nomination, Governance & Risk, Property, Cane Development, and Sales & Marketing, ensuring efficient oversight and independent governance of the organization.

FSC successfully expanded its market presence by entering the New Zealand retail sugar market and strengthening its footprint in regional markets for both bulk and retail sugar. In collaboration with the Ministry of Sugar Industry, FSC provided tractors and implements to growers, offering subsidized land preparation services. Additionally, FSC supported mechanical harvesting and managed cane lorries to assist growers.

FSC continued to operate its estate farms, which contributed approximately 3% of the total cane production, and managed four joint ventures in Labasa. It also oversaw the use of lorries and supported growers through Government-funded lorry purchases, providing competitive cartage rates.

Figure 1: Cane Production from 2010 - 2020



Source: FSC



SUGAR CANE GROWERS FUND

The Sugar Cane Growers Fund (SCGF) supports Fiji's sugar industry by offering affordable loans to farmers for farm development, recovery, and sustainability. It promotes green farming, provides disaster recovery support, and partners in healthcare and loyalty programs to improve farmer welfare.

The year was marked by the resilience and commitment of the industry, overcoming the challenges posed by the global COVID-19 pandemic, TC Yasa and Ana, and flooding, which tested the industry's operations. Business continuity plans were effectively implemented, ensuring that despite lockdowns, self-isolations, and other disruptions, operational excellence was maintained.

Key achievements of SCGF included winning of the Business Excellence Award, enhancing the policy environment, nearing completion of a major Information Technology project, and strengthening relationships with cane growers. These efforts contributed to an excellent financial performance, with a net surplus of \$3.06 million, driven by prudent financial management, investment returns, and a reduction in impaired portfolios. The year saw 2009 loan applications approved, valued at \$8.57 million, a reduction compared to the previous year. Due to COVID-19 restrictions, the Government requested waiver of repayments, and cautious loan approvals in the cyclone-impacted Northern Division. Despite these challenges, the industry continued to function as an essential service, ensuring the health and safety of staff through advanced technology platforms and strict adherence to safety protocols.

Employee morale remained high, with team bonding activities following the relaxation of COVID-19 restrictions. No jobs were lost, and training continued as needed. The organization's commitment to the community was upheld through staff-led social engagements. Looking ahead, the board approved a 5-year Strategic Plan to focus on core lending activities for cane growers, with a vision for sustainable, inclusive transformation of the industry.



Permanent Secretary signing grant with Sugar Cane Growers Fund and Sugar Cane Growers Council.



SOUTH PACIFIC FERTILIZER LIMITED

South Pacific Fertilizers Limited (SPFL) plays a crucial role in supporting Fiji's sugar industry by ensuring the consistent production and supply of fertilizers for sugarcane farming. SPFL operates with a strong focus on the needs and interests of local farmers. The ministry implements fertilizer and weedicide subsidy through SPFL. The company manufactures and distributes key fertilizer blends, such as Blend C, which is widely used by over 12,000 sugarcane growers across the country collaborates with other major stakeholders in the industry, including the Fiji Sugar Corporation, the Sugar Research Institute of Fiji, and the Sugarcane Growers Council, to support strategic planning and development initiatives aimed at boosting the productivity and sustainability of the sugar sector.

Below is the breakdown of the number of bags of fertilizer distributed for the 2020/2021 period (August 2020 to July 2021), the key achievements of SPFL.

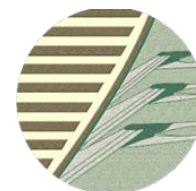
Table 1. Fertilizer Subsidy Program:

Blend	Quantity (50 kg bags)	Percentage of Target
Blend A	17,184	82%
Blend B	63,042	73%
Blend C	402,406	90%
Total	482,632	87%

Table 2. Weedicide Subsidy Program:

Product	Quantity	Percentage of Target
Diuron	87,135 kg	96%
Amine	220,875 liters	90%
Glyphosate	40,270 liters	47%
Glufosinate	71,150 liters	445%
Valpar	38,740 kg	93%





SUGAR CANE GROWERS COUNCIL

The Sugar Cane Growers Council (SCGC) plays a crucial role in supporting and representing sugar cane farmers, advocating for their interests in policy and market access. It provides technical assistance, training, and research to improve farming practices and productivity, while ensuring the quality of sugar cane through standards and quality control. The SCGC works to secure fair pricing, resolve disputes, and promote sustainability within the industry. Additionally, it facilitates financial support, and lobbies for favorable policies to ensure the long-term viability and profitability of sugar cane farming.

The SCGC faced several challenges during the 2020/2021 period but achieved notable successes. The second wave of COVID-19 brought a surplus labor force from the tourism and manufacturing sectors into the sugar industry. This influx motivated growers, although travel restrictions prevented mechanical harvester operators from India travelling to Fiji to operate harvesters. However, this opened opportunities for local operators to get trained and take charge of harvesting operations. The Ministry provided \$0.6 million operating grant to SCGC for its operations.

SCGC introduced the Micro Bundled Insurance Product for active cane growers, with an annual premium of \$52. This product provided coverage for Term Life, Funeral Benefits, House Fire, and Personal Accident, offering a total package of \$10,000. In 2021, claims totaled \$294,500, which benefited 85 growers and their families.

In collaboration with the Unit Trust of Fiji, SCGC launched the Farmers Investment Plan to promote savings among cane growers. This voluntary scheme allows growers to invest in a structured savings program at the farming level.

Additionally, SCGC facilitated consultations with 2,536 growers, providing forums for awareness on Government grants, initiatives, and addressing issues such as milling and transportation. These consultations helped address grower grievances and informed about the available support programs. These initiatives played a crucial role in sustaining the sugar industry amid challenges like labor shortages and adverse weather impacts.



Signing of MOU between Sugar Cane Growers Council and Unit Trust of Fiji.

SUGAR RESEARCH INSTITUTE OF FIJI

The Sugar Research Institute of Fiji (SRIF), established in 2006, supports Fiji's sugar industry through research, development, and extension services. It focuses on areas like sugarcane breeding, pest control, soil health, and fertilizer recommendations. SRIF also works on disease-free seedcane production, farm management, and exploring diversification options. It helps enhance the efficiency and sustainability of Fiji's sugar industry. The Ministry provided \$0.67 million operating grant to SRIF for its operations.

In 2021, SRIF made significant progress. A total of 554 crosses were made, including the use of 29 new clones for crossing purposes. Additionally, 206 fuzz were sown, achieving 51% germination rate. In trials, 8,032 seedlings were planted in Stage 1, and 738 clones were raised in Stage 2. SRIF also certified seed cane planting on 248 farms and produced 10,400 disease-free seedlings through its tissue culture unit.

For disease management, 139 varieties were screened for Fiji Leaf Gall Disease, with 88.5% showing resistance. The institute inspected 2,312 farms and removed 3,547 diseased clumps. Monitoring of Cane Weevil Borer damage was conducted on 85 farms, with a 10% damage rate recorded. SRIF also used 72 traps to monitor the presence of Fall Armyworm.

SRIF's laboratories analyzed 2,781 soil samples, and 2,159 soil test results with fertilizer recommendations were provided to farmers. Additionally, five Farmer Field School information days were organized to demonstrate results from harvested plots, and four new grower demo plots were planted to showcase best agricultural practices.



Program Awareness carried out by Ministry to Industry Staffs at FSC Lautoka Training Center.



Sugar Industry Tribunal

The Sugar Industry Tribunal (SIT) in Fiji plays a crucial role in regulating the sugar sector, which is a significant part of the country's economy. Its primary responsibility is to establish and maintain the Master Award, which governs the contractual relationship between sugarcane farmers and the Fiji Sugar Corporation (FSC). The Tribunal determines key terms such as payment rates and delivery obligations, ensuring fair practices between stakeholders and maintaining industry stability. The Tribunal is responsible for overseeing the financial transactions of the sugar industry, ensuring that farmers are paid fairly for their cane. It also holds regulatory authority over the industry, including determining mill areas and sector boundaries.

During the financial year 2020/2021, the SIT achieved several important milestones despite the ongoing challenges facing the industry. The SIT successfully facilitated dispute resolution between cane growers and millers, which helped maintain industry stability and minimized disruptions during the crushing season. SIT also played a crucial role in ensuring compliance with the Sugar Industry Act by overseeing fair and transparent contractual agreements across the supply chain. The Tribunal strengthened its coordination with stakeholders-including growers, millers, and mechanical harvester operators-through regular consultations aimed at improving communication and addressing field-level concerns.



Registrar of the Sugar Industry Tribunal Mr. Timothy Brown thanking the Fiji International Commission Against Corruption for campaign against bribery.

LETTER OF TRANSMITTAL

The Honorable Minister,

Dear Sir,

I present to you the Annual Report of the Ministry of Sugar Industry for the year ended 31st July 2021.

This report has been prepared for the purpose of *Financial Management Act 2004*, which requires that I submit an annual report for presentation to the Parliament of Fiji.

The report consists of the Ministry's Annual Performance Statement in accordance with the Annual Corporate Plan, together with its audited Financial Statements.

In presenting the Annual Report, I am pleased to commend the exceptional efforts of our staffs in achieving the strategic objectives as outlined in the Annual Corporate Plan of the Ministry of Sugar Industry.

Yours sincerely,



Reshmi Kumari
Permanent Secretary (Acting)

ABOUT THE REPORT

2020-2021

The Ministry of Sugar Industry Annual Report highlights the Ministry's performance in accordance with the Annual Costed Operational Plan (ACP) and Annual Budget for the year. The report consists of details of performance measures from 1st August 2020 to 31st July 2021.

This report will provide achievements of the Ministry in areas of:

- 1) Overview of the Ministry including Ministry's Corporate Profile, Stakeholders, Ministry's Service plus Purpose, and Strategic Priorities.
- 2) Human Resource Administration
- 3) Analysis of the Ministry's Annual Performance
- 4) Ministry's Annual Financial Statements

Permanent Secretary Statement



I am pleased to present the Ministry of Sugar Industry's 2020-2021 Annual Report in accordance with the General Order 1108(a).

The year saw many challenges to the industry and the Ministry. There were two tropical cyclones that hit Fiji, Cyclone Yasa and Cyclone Ana causing extensive damages where properties, homes, farms and infrastructure were damaged.

For the 2020/2021 financial year, the Ministry was allocated a sum of \$50.9 million to execute seven capital programs namely; Sugarcane Development and Farmers Assistance - FSC (\$500,000); Cane Cartage (Penang to Rarawai) - FSC (\$3,000,000); Weedicide Subsidy - FSC (\$500,000); Cane Access Roads – FSC (\$1,000,000); Fertilizer Subsidy - FSC (\$15,620,136); New Farmers Assistance (\$250,000); and Sugar Stabilization Fund - FSC (\$30,000,000).

In addition, operational grant was also provided to Sugar Research Institute of Fiji (SRIF), Sugar Industry Tribunal (SIT) and Sugarcane Growers Council (SCGC) to meet their administrative cost enabling them to continue improving service delivery to the industry.

During the year, a total of 152,984 tonnes of cane were carted under the Cane Cartage Program. Under the Sugar Development & Farmers Assistance Program, a total of 424.5 hectares of cane were planted. In terms of inputs under Fertilizer Subsidy Program a total of 482,632 bags of fertilizer, 220,875 liters of Amine, 87,135 kilograms of Diuron, 40,270 liters of Glyphosate, 71,150 liters of Glufosinate, and 38,740 kilograms of Valpar were distributed to farmers. Moreover, the program saw an upgrade of 2,921.1 kilometers of cane access roads, enhancing transportation infrastructure for the farmers.

It is to be noted that part of the 2020 harvesting season (August to November) and part of the 2021 season (June to July) falls within the Government's 2020-2021 financial year. Therefore, it is prudent to report production for both the 2020 and 2021 season. In the 2020 season, a total of 1.7 million tonnes of cane were produced while 1.4 million tonnes of cane were produced in the 2021 season. The production declined due to major damage caused by TC Yasa and TC Ana.



Reshmi Kumari
Permanent Secretary (Acting)

OVERVIEW OF MINISTRY OF SUGAR INDUSTRY

I. MINISTRY CORPORATE PROFILE

VISION

- To create a vibrant, sustainable and globally competitive sugarcane industry

MISSION

- To successfully facilitate the implementation of sugarcane reforms and ensure timely, effective and efficient delivery of services to relevant stakeholders for a viable sugarcane industry

VALUE

- Integrity and Professionalism
- Transparency and Accountability
- Honesty and Commitment
- Customer Satisfaction
- Teamwork

II. MINISTRY OF SUGAR INDUSTRY'S STAKEHOLDERS



III. MINISTRY'S SERVICES AND PURPOSE

Approximately 20% of Fiji's population directly or indirectly rely on the sugar industry for their livelihood. The Ministry of Sugar Industry (MoSI) is responsible for laying down a stable foundation for a sustainable sugarcane industry.

The MoSI's responsibility is to coordinate activities and functions of industry institutions that make up the sugarcane industry with the sole objective of ensuring that Government's commitment to revive the industry is achieved through sound policies and reforms.

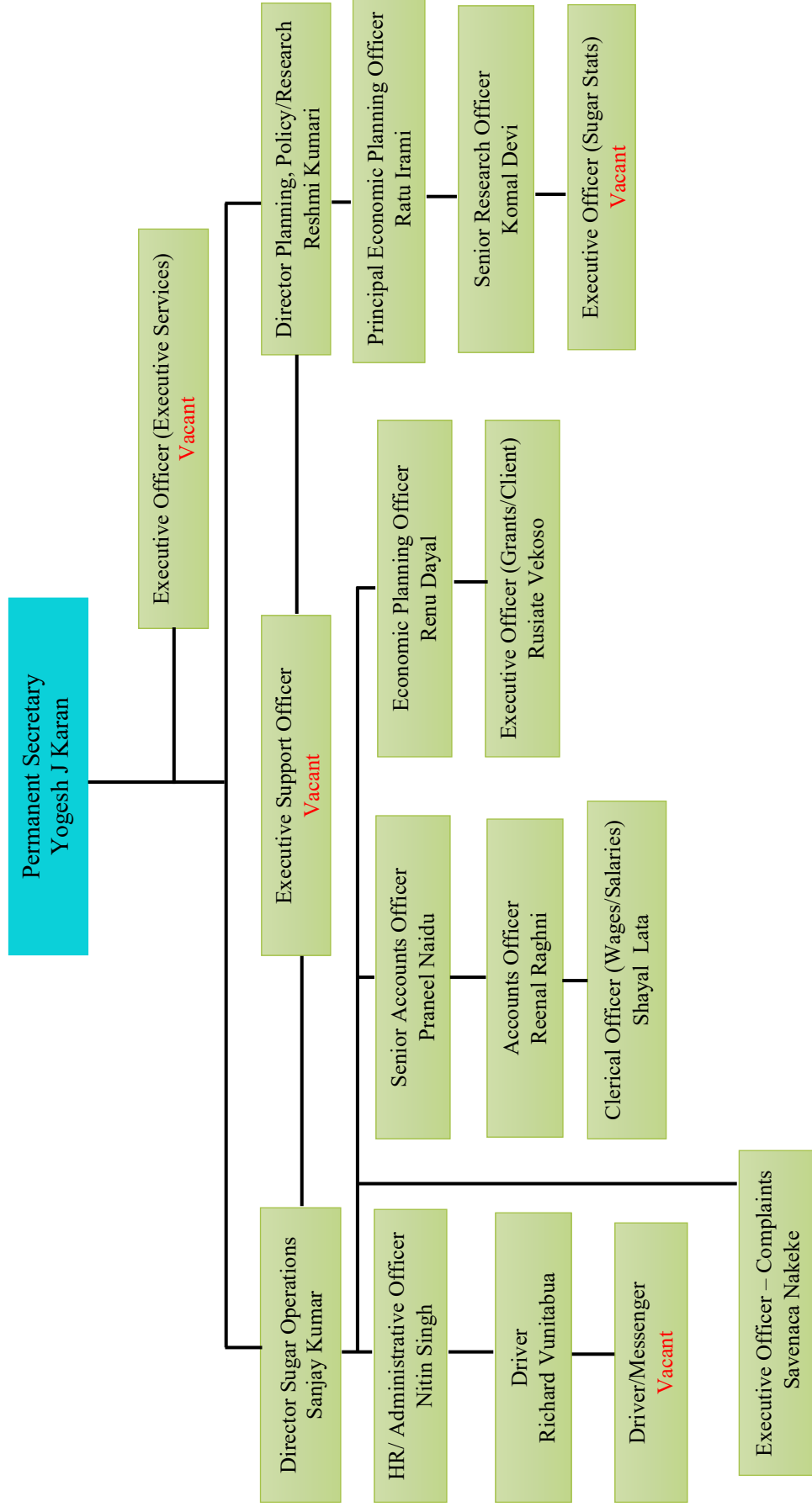
The MoSI implements key policies and plans to achieve higher economic growth whilst ensuring sustainability of Fiji's sugar industry. Ongoing partnership with relevant industry stakeholders will enable more land availability for productive purposes, encouraging cane cultivation, increase cane yield and sugar production.

The MoSI also initiates analysis on its policy and conducts research in finding out adequate policies and strategies to help improve sugarcane production and farming systems. It also ensures that effective and timely customer services are provided. The Ministry relentlessly does its utmost in improving its services, not only within its Government agencies but to the industry as a whole.

The MoSI also promotes an enabling environment for efficient delivery of services to the stakeholders throughout the sugarcane belt issues. The adoption of 'professional' services by the MoSI intends to promote maximum cane and sugar production annually together with increased investments in cane and mill technology. The aim is to ensure that right cane variety is cultivated to increase cane yield and that sugar mills operations are efficient to increase sugar production; thus, achieving better returns for both the miller and the farmers.

The MoSI ensures that funds provided by the Government are dispersed to responsible institutions and utilized in an efficient manner, such that these institution's programs are effectively implemented without hindrances.

Figure 2: Organization Structure



IV. MINISTRY OF SUGAR INDUSTRY'S STRATEGIC PRIORITIES

Table 3: Sustainable Development Goals (SDGs)

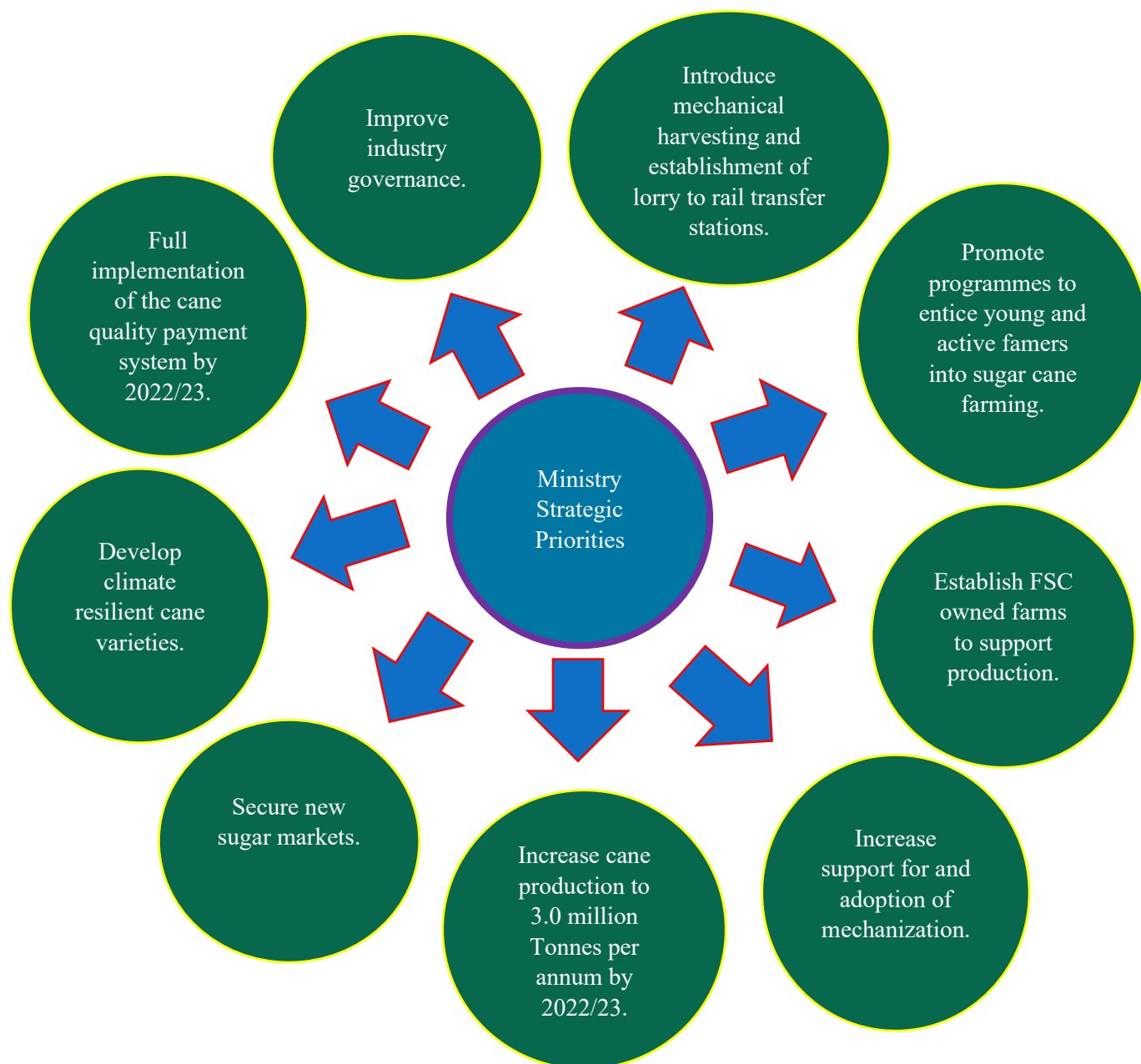
<p>SDG 1: No Poverty</p> <p>Target 1.1: By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than \$1.25 a day.</p> <p><i>Indicator 1.2.2: Proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions.</i></p>	<p>To address Indicator 1.2.2 and contribute to SDG 1, initiatives such as the New Farmers Assistance Program and the Sugarcane Development & Farmer Assistance Program (where a total of 424.5 Ha of cane were planted) were implemented. These programs aimed to improve the livelihoods of farmers and reduce poverty within the sugar industry. By enhancing agricultural productivity and providing targeted support to farmers, the initiatives sought to reduce the proportion of individuals living in poverty. This aligns with national poverty reduction strategies and directly contributes to the broader objectives of SDG 1.</p>
<p>SDG 2: Zero Hunger</p> <p>Target 2.3: By 2030, ensure that all small-scale food producers have secure and equal access to land, resources, and inputs, as well as financial services, markets, and opportunities for value addition and non-farm employment.</p> <p><i>Indicator 2.3.1: Volume of production per labor unit by classes of farming/pastoral/forestry enterprise size.</i></p>	<p>To address Indicator 2.3.1 and contribute to SDG 2, the Fertilizer Subsidy Program and Weedicide Subsidy Program were implemented. The two programs aimed to increase cane production and improve crop yields; 2,550 Ha of cane were planted in the year. A total of 482,632 bags of fertilizer, 220,875 liters of Amine, 87,135 kilograms of Diuron, 40,270 liters of Glyphosate, 71,150 liters of Glufosinate, and 38,740 kilograms of Valpar were distributed to farmers.</p> <p>Furthermore, a total of 2009 loan applications were approved to ensure land is secured and farmers could continue with farming. By enhancing agricultural productivity and optimizing resource utilization, these initiatives improved food security, reduced hunger, and ensured sustainable farming practices, ultimately working towards the broader goals of SDG 2.</p>
<p>SDG 5: Gender Equality</p> <p>Target 5.5: Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making.</p> <p><i>Indicator 5.5.1: Proportion of seats held by women in local governments.</i></p>	<p>To address Indicator 5.5.1, the industry also empowers women in leadership roles. Notably, a female Chairperson served on the SCGC Board and also represented the industry on the SRIF Board. These actions demonstrate the industry's commitment to the broader goals of SDG 5.</p>

<p>SDG 8: Decent Work and Economic Growth:</p> <p>Target 8.2: Achieve higher levels of economic productivity through diversification, technological upgrading, and innovation, including through a focus on high value added and labour-intensive sectors.</p> <p><i>Indicator 8.2.1: Annual growth rate of real GDP per employed person.</i></p>	<p>To address Indicator 8.2.1 and contribute to SDG 8, efforts were undertaken to create a sustainable and globally competitive sugarcane industry. These efforts included initiatives such as worker training, improvements in working conditions, and support for mechanical harvesting to increase operational efficiency. Amidst the Covid-19 pandemic, the industrial nurses of FSC in coordination with safety representatives, diligently monitored the movements to limit risks.</p> <p>FSC had also improved their safety culture by introducing hazard risk identification and injury management programs. There are a total of 89 mechanical harvesters available to support in harvesting. By enhancing productivity, promoting decent work, and fostering a competitive industry, these initiatives aimed to increase the annual growth rate of real GDP per employed person. In doing so, they directly support the broader goals of SDG 8.</p>
<p>SDG 9: Industry, Innovation, and Infrastructure:</p> <p>Target 9.5: Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including encouraging innovation and substantially increasing the number of researchers per million inhabitants and public and private research and development spending</p> <p><i>Indicator 9.5.1: Research and development expenditure as a proportion of GDP.</i></p>	<p>To address Indicator 9.5.1 and contribute to SDG 9, investments were made in key areas including infrastructure (such as cane access roads, and mill upgrades), technology (including mechanical harvesting, and information technology), and research (through the Sugar Research Institute of Fiji). FSC had increased its fleet of mechanical harvesters by two additional harvesters in this financial year, totaling to a total of 89 harvesters to improve operating efficiency.</p> <p>A total of 39 grower demonstration trials were established by SRIF. A total of 37 grower field days were held to inform the growers of the new advancements in trials. These strategic investments were designed to increase research and development expenditure as a proportion of GDP. By fostering innovation, enhancing technological capabilities, and improving infrastructure, these efforts contribute meaningfully to the broader goals of SDG 9.</p>
<p>SDG 13: Climate Action:</p> <p>Target 13.1: Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.</p> <p><i>Indicator 13.1.1: Number of countries with national and local disaster risk reduction strategies.</i></p> <p>Target 13.2: Integrate climate change measures into national policies, strategies and planning.</p>	<p>To address Indicator 13.1.1 and contribute to SDG 13, the TC Yasa Rehabilitation Program was implemented. This was a direct response to the climate-related damage caused by the cyclones. The program focussed on supporting recovery efforts and strengthening resilience by providing timely assistance and promoting adaptive measures, the program aimed to reduce the number of directly affected persons by future climate related disasters. The program provided \$5,000 loan packages for over 600 cane farmers and full loan repayments for 591 growers. Under the rehabilitation plan, affected farmers received a total of 34,236 bags of blend C fertilizers and 26,104 liters of Amine and 26,104 kg of Diuron weedicides. Assistance was also provided for 195,213 meters of drainage works and replanting.</p> <p>Furthermore, the SRIF prioritises developing sugarcane varieties that are resilient to climate change, helping the sugar industry adapt to the impacts of climate change, such as increased</p>

<p><i>Indicator 13.2.1: Number of countries that have communicated the establishment or operationalization of an integrated policy/strategy/plan which increases their ability to adapt to the adverse impacts of climate change, and foster climate resilience and low greenhouse gas emissions development in a manner that does not threaten food production (including a national adaptation plan, nationally determined contribution, national communication, biennial update report or other),</i></p> <p>Target 13.3: Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.</p> <p><i>Indicator 13.3.2: Number of countries that have communicated the strengthening of institutional, systemic and individual capacity-building to implement adaptation, mitigation and technology transfer, and development actions,</i></p>	<p>frequency of extreme weather events. The SRIF maintains a meteorological station and uses climatic data to advise farmers on appropriate farming activities, helping them to adapt to changing weather patterns.</p> <p>To address Indicator 13.2.1 and contribute to SDG 13, the FSC co-generates electricity, which is supplied to the national grid during its operation. This is used to provide electricity to Labasa during the operation period of the Labasa mill. This aligns with Fiji's low emission strategies. To add on, the SRIF practices and promotes green manuring which are essential to sugarcane. By improving soil health and increasing organic matter, green manure practices enhance carbon sequestration in soils, reduce greenhouse gas emissions, and help mitigate climate change.</p> <p>To address Indicator 13.3.2 and contribute to SDG 13, the outreach programs and technology transfer initiatives improve education, awareness, and capacity-building related to climate change adaptation and mitigation among farmers. The SRIF maintains a meteorological station and uses climatic data to advise farmers on appropriate farming activities, helping them to adapt to changing weather patterns.</p> <p>These efforts contribute to the broader goals of SDG 13.</p>
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The 5-year and 20-year National Development Plan highlights the goal of the MoSI: *A Sustainable Sugar Industry*. The strategies aligned to achieve the overall goal of the Sugar Industry are as follows:

Figure 3: Ministry Strategic Priorities

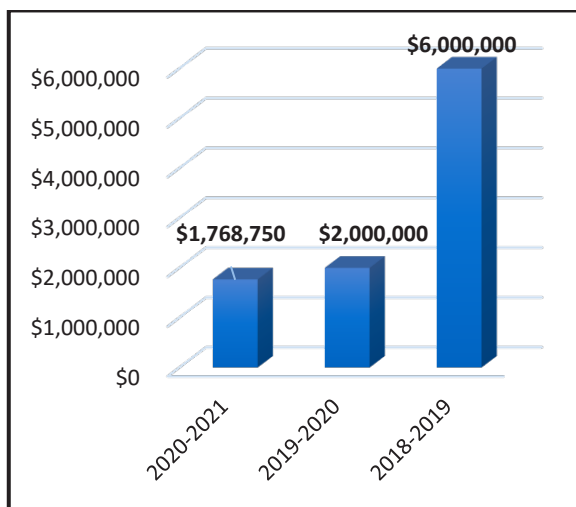


The Ministry of Sugar Industry's strategic priorities in 2020-2021 were shaped by the need for recovery from Cyclone Yasa, responding to the challenges posed by COVID-19, and addressing long-term sustainability and profitability concerns within Fiji's Sugar Industry. The Ministry aimed to rehabilitate infrastructure, support farmers, diversify revenue streams, and foster innovation to ensure that the sugar sector could adapt to challenges and thrive in the coming years.

PERFORMANCE RESULTS

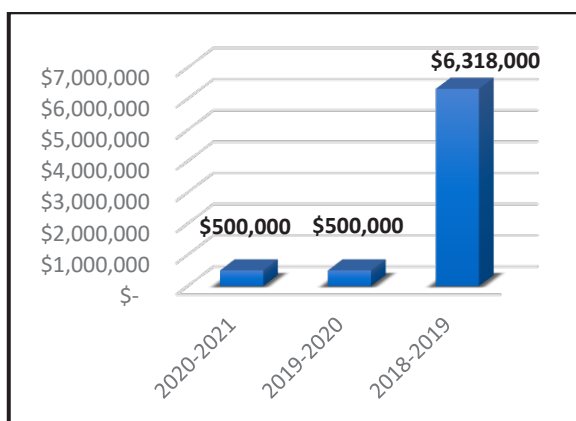
PART 1.0: FINANCIAL HIGHLIGHTS 2020-2021

Figure 4: Cane Access Road Program



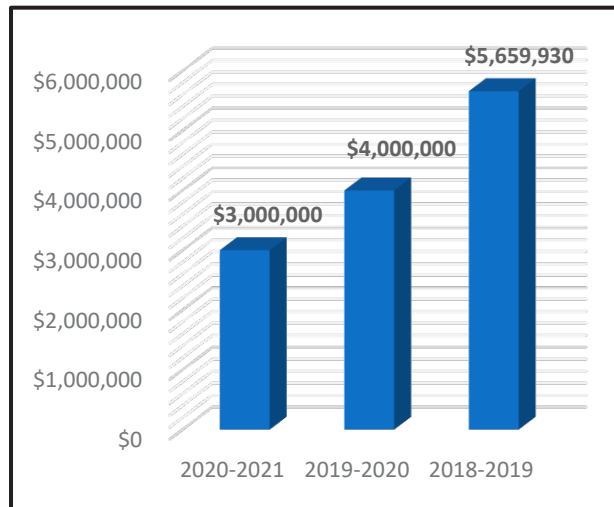
The initial budget of \$1.0 million was allocated for Cane Access Road under the Ministry of Sugar Industry's 2020/2021 budget, which was insufficient. Hence, the balance of \$1.77 million from the previous year's funds had been utilized in 2020/2021 for cane access road works.

Figure 5: Weedicide Subsidy Program



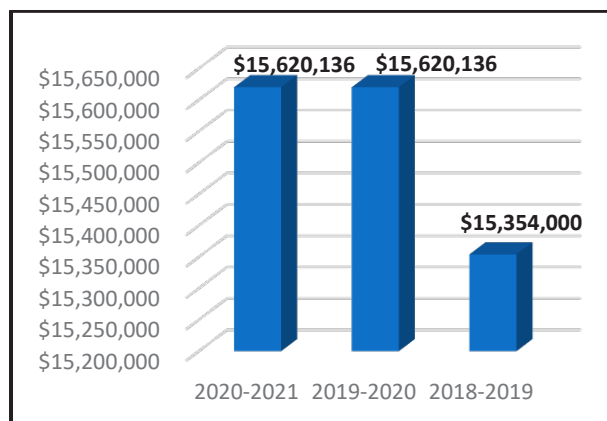
For the financial year 2020/2021, a total of \$0.5 million was allocated for the Weedicide Subsidy Program. However, this fund had been reallocated to support Sugar Development and Farmers Assistance Program. The Weedicide Subsidy Program continued in 2020/2021 with the \$3.17 million unutilized funds available at SPFL from previous years.

Figure 6: Cane Cartage Program



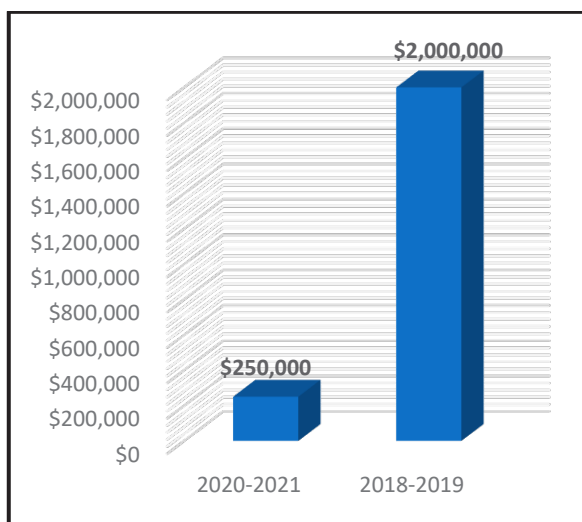
For the financial year 2020/2021, a total of \$3.0 million was allocated for Cane Cartage Program. This was used to pay for cartage of cane from Penang to Rarawai Mill.

Figure 7: Fertilizer Subsidy Program



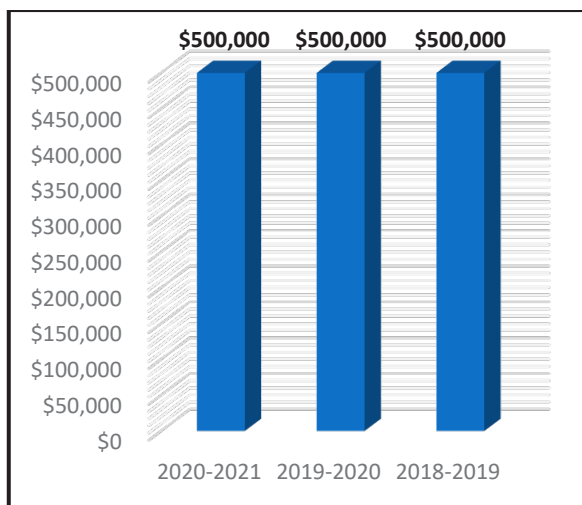
In 2020/2021, the Government allocated \$15.62 million to distribute 552,829 bags of blended fertilizers (Blend A, B, C). Through this subsidy assistance, the growers would be able to increase fertilizer application to the recommended rate of 15-18 bags per hectare or 750-900kg/ha that would ensure crop yields are improved.

Figure 8: New Farmers Assistance Program



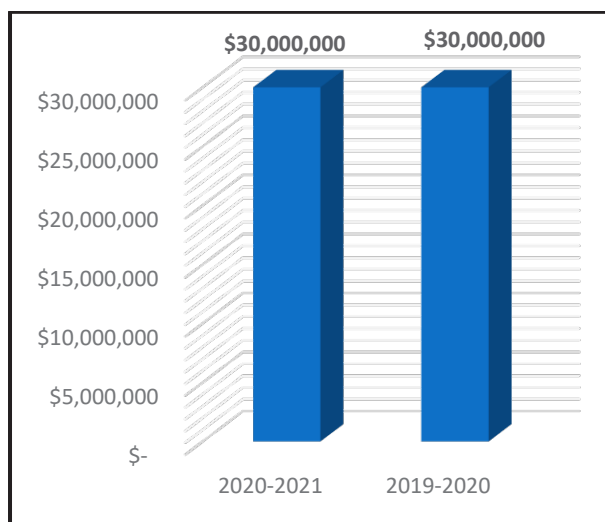
The New Farmers Assistance program, launched by the Government in the 2017/2018 financial year, aims to support and encourage new and potential cane farmers. In the 2020/2021 financial year, the Government allocated \$0.25 million to this initiative.

Figure 9: Sugarcane Development & Farmers Assistance Program (SDP)



In the 2020/2021 financial year, the Government had allocated a total of \$0.5 million for the SDP. An additional \$0.7 million had been re-allocated from the Weedicide and Fertilizer Subsidy program to cater for the needs and high demand for cane planting from growers.

Figure 10: Sugar Stabilization Fund



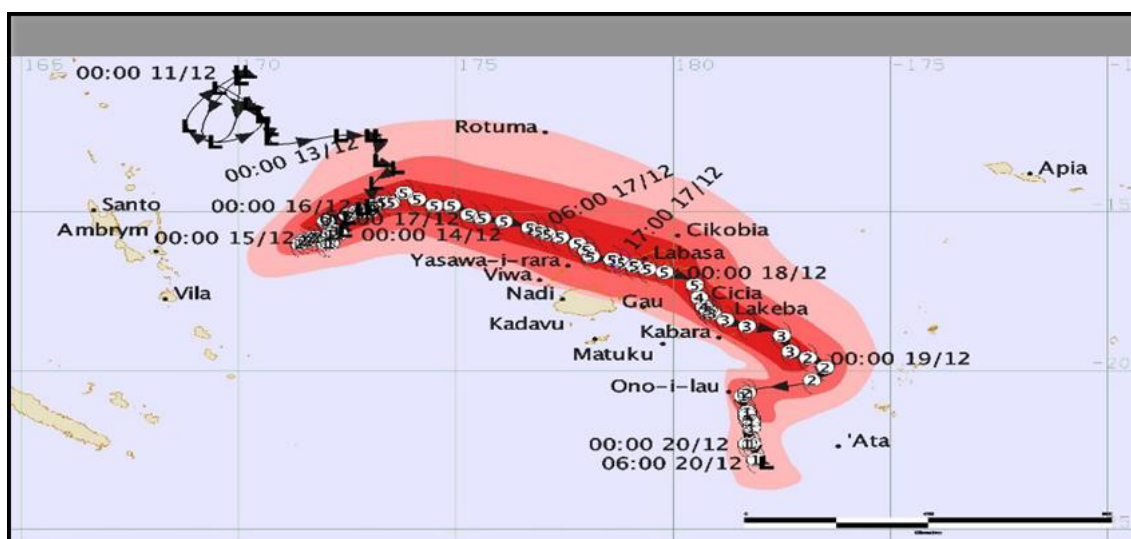
In 2020/2021, the Government allocated \$30.0 million to pay for final cane payment for 2019 season and partly for the 2020 season crop.

Mill Mud Supply Program

For this program, the unutilized funds from the 2019/2020 budget allocation were used. The total allocated amount for 2019/2020 was \$0.20 million (VIP), from which VAT amounted to \$16,514, leaving available funds of \$183,486. After utilizing \$22,495 in 2019/2020, the remaining funds available for use in 2020/2021 totaled to \$160,991.

TC Yasa Rehabilitation Program

- The Sugar Industry TC Yasa Rehabilitation Program was launched following the devastating impact of TC Yasa in December 2020. The cyclone caused extensive damage to sugarcane crops and farmers' infrastructure, especially in the Northern Division. The program, led by the Government in collaboration with industry stakeholders, SCGF provided financial aid, including \$5,000 loan packages for over 600 cane farmers and full loan repayments for 591 growers.
- A total of \$27 million worth of damage were recorded by the Sugar Industry during the TC Yasa.
- The MoSI prepared the TC Yasa Rehabilitation and Recovery Plan for a value of \$6.1 million and submitted the Cabinet Paper on 26 January 2021 for decision.
- However, the Cabinet had endorsed TC Yasa Recovery and Rehabilitation Plan only for a value of \$4.01 million due to budget constraints.
- **Weedicides and Fertilizers:** Under the rehabilitation plan, affected farmers received a total of 34,236 bags of Blend C fertilizers and 26,104 liters of Amine and 26,104 kg of Diuron weedicides at no cost. Slashing services were also provided to clear damaged crops.
- **Drainage and Replanting:** Assistance was provided for 195,213 meters of in-field drainage works and replanting activities, conducted in two stages to enhance cane production.
- This comprehensive rehabilitation initiative aimed to restore the sugar industry and support the livelihoods of those affected by the cyclone.



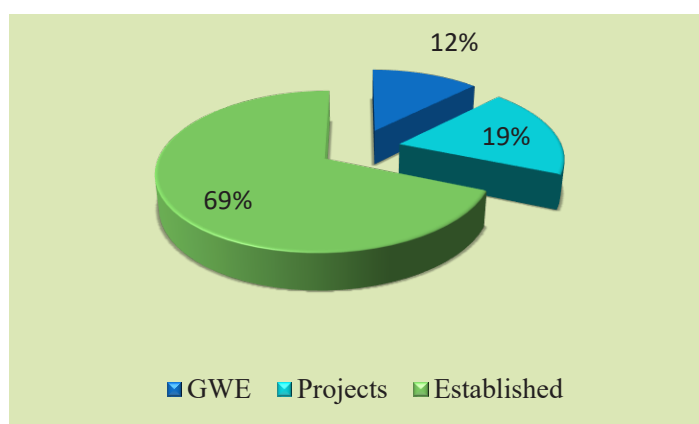
Path of Tropical Cyclone Yasa

1. HUMAN RESOURCE

1.1 Staff Establishment

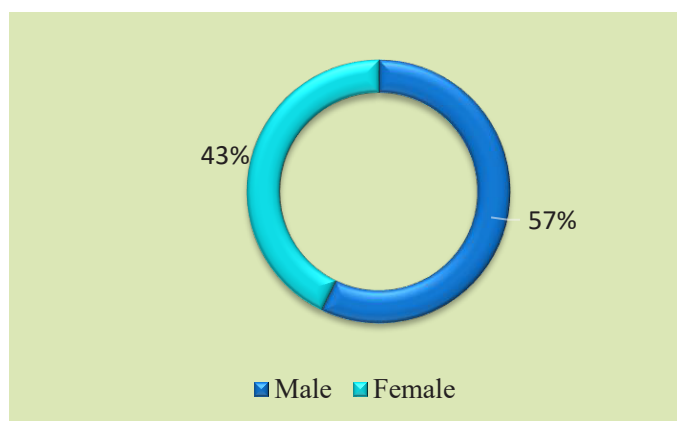
The Ministry of Sugar Industry (MoSI) employed a total of sixteen (16) staff members for the 2020/2021 period. This composition reflects a strategic mix of contracted and Government wage earners to fulfill the Ministry's diverse operational needs and objectives. Specifically, the staffing structure included eleven established employees, comprising 69% of the total workforce, three (3) project officers, accounting for 19%, and two (2) general wage earners, making up the remaining 12%. This balanced approach ensures that the Ministry can effectively address both its ongoing projects and general operational requirements.

Figure 11: Staff Ratio per Establishment



The MoSI staff gender ratios for the 2020/2021 period revealed that 57% of the staff were male, amounting to a total of eight (8) employees. While female staff constituted 43% of the workforce. This gender distribution underscores the Ministry's commitment to maintaining a balanced and inclusive working environment, ensuring diverse perspectives and contributions within its operations.

Figure 12: Gender Ratio at the Ministry



1.1.1 Recruitment and Selection

The MoSI conducted its recruitment and selection process in strict adherence to the Open Merit Recruitment and Selection (OMRS) process. During this period, four (4) positions were advertised to attract qualified candidates. Two (2) of these positions were successfully filled, with the selected officers signing three-year contracts, ensuring stability and continuity in their roles. The remaining two (2) positions, however, did not find suitable candidates and had been re-advertised to ensure that the best possible candidates are selected to meet the Ministry's needs. This approach reaffirms the Ministry's commitment to transparency, fairness, and meritocracy in its hiring practices.

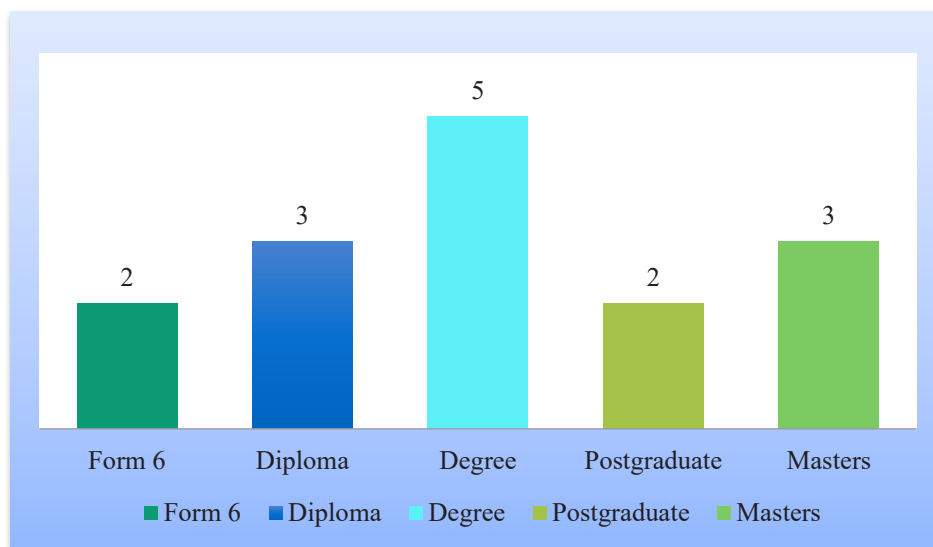
1.2 Staff Training

1.2.1 Training & Development

Training and development is one of the key functions of Human Resources at the MoSI. The MoSI maintains that training and development are integral to human resources development and recognizes that continuous training is essential for improving competence and enhancing organizational performance. To this end, a total of 365.50 hours of training was provided to the staff during the 2020/2021 period.

This investment in training reflects the Ministry's commitment to improving employees' capacity and performance, ensuring that they are well-equipped to meet the dynamic demands of the industry. By fostering an environment of continuous learning, the MoSI aims to cultivate a highly skilled and proficient workforce, ready to tackle the challenges of today and tomorrow.

Figure 13: Staffs Qualification



1.2.2 Part-Time Studies

The MoSI prioritizes employee development by actively supporting part-time studies. This commitment was recently exemplified when they granted leave to one officer pursuing a Master's program at the University of the South Pacific. This action demonstrates MoSI's dedication to fostering advanced education and professional growth among its staff, ultimately contributing to a more knowledgeable and skilled workforce.

1.3 Staff Turnover

During the reporting period, the Ministry experienced a staff turnover rate of 3%. This translates to two (2) valued employees resigning from MoSI. While the specific reasons for their departure was not provided, the Ministry is conducting exit interviews to gain insights into their experiences. This information will be used to identify potential areas for improvement, such as workload management, career development opportunities, or compensation and benefits packages. We are committed to fostering a positive and engaging work environment that retains our talented staff.

1.4 Discipline

The Ministry adheres to the Public Service Act (1999), specifically Part 2 Section 4 (1) - (14), which outlines the Public Service Code of Conduct and Values. These principles guide staff behavior and ensure ethical conduct in all aspects of their work. Any breach of this code constitutes grounds for disciplinary action.

During the reporting period, two (2) cases of alleged misconduct were referred to an investigation committee for further review. This demonstrates the Ministry's commitment to upholding the highest ethical standards and taking appropriate action when necessary.

1.5 COVID-19

During the 2020/2021 period, the Ministry faced major challenges due to the COVID-19 pandemic, which affected its operations in various ways. Lockdowns, travel restrictions, and health-related concerns impacted staffing levels, training programs, and overall productivity. Training and capacity-building initiatives were put on hold due to limitations on gatherings and travel.

In response, the Ministry prioritized staff health and safety by introducing new workplace protocols. Measures such as social distancing, mask-wearing, and regular sanitization were enforced to maintain a safe working environment.

Despite these challenges, the situation became an opportunity for innovation and adaptability. The Ministry pushed for the use of digital technologies to facilitate remote work, virtual meetings, and online training initiatives. "Work bubbles" were also introduced to further minimize physical contact, reflecting a creative and flexible approach to managing the workplace.

During this difficult period, the Ministry placed greater focus on hygiene and employee well-being, leading to improved sanitation practices and a stronger emphasis on safety. Flexible work arrangements were adopted to boost staff morale and support a healthy work-life balance. Through these efforts, the Ministry successfully sustained its operations while navigating the challenging circumstances of the time.

PART 3.0: ANNUAL PERFORMANCE ANALYSIS

1. Inclusive Socio-Economic Development

OUTCOME 1: SUSTAINABLE ECONOMIC DEVELOPMENT

1.1 CANE ACCESS ROAD PROGRAM

In the 2020/2021 financial year, the Ministry of Sugar Industry allocated \$1.0 million for the Cane Access Road Program. This funding aimed to enhance infrastructure supporting sugarcane farmers by improving access roads, thereby facilitating efficient transportation and boosting productivity within the sugar industry.

Table 4: Cane Access Road Achievement 2020-2021- Target Vs Actuals

Cane Access Roads Program	Target	Actual
Number of Roads Upgraded	3,338	2,899
Total Km	3,367.5	2,921.1
Number of Culverts	0	0
Number of Crossing	13	1

1.2 CANE CARTAGE PROGRAM

Cane Cartage Program is an existing program funded under Ministry of Sugar Industry's budget since 2017-2018.

The MoSI has provided cane farmers financial assistance through its Cane Cartage Program where the Ministry is bearing all cost of transporting cane from Penang to Rarawai mill.

In the 2020/2021 crushing season, \$3.0 million was allocated as cane transfer subsidy to assist Penang farmers transport cost. The grant was distributed to the cane farmers through FSC as the Ministry's implementing agency.

At end of 2020 crushing season, a total of 1,143 sugar cane farmers were assisted from Penang areas and a total of 152,984 tonnes of sugar cane were carted from Penang to Rarawai mill. The target for achievement for 2020-2021 as per the annual work plan was 155,105 tonnes.

As illustrated in table 2 below, performances for year 2020-2021 has increased by 4.69% as compared to 2019-2020.

Table 5: Comparisons of Cane Cartage Program for Year 2018/2019 and 2019/2020

Year	Famers Assisted	Tons Carted	% Difference in Cane Cartage
2019-2020	1,148	145,809	4.69%
2020-2021	1,143	152,984	



Green manuring trial plot on SRIF research farm

2. Increase Cane Production to Ensure Sustainability of the Sugar Sector

2.1. SUGARCANE DEVELOPMENT AND FARMER ASSISTANCE (SDP) PROGRAM

A sum of \$0.5 million was allocated under the Sugar Development and Farmers Assistance Program of the Ministry of Sugar Industry's 2020-2021 budget to assist farmers with cane planting grant that covers cost of land preparation, cane planting, inputs, seed cane and labor charges.

An additional \$0.7 million has been re-allocated from the Weedicide and Fertilizer Subsidy Program to cater for the needs and high demand for cane planting from growers. Therefore, for 2020/2021 financial year, a total of \$1.2 million was allocated for SDP.

In the initial work plan, an additional component of the SDP program, which is green manuring, was introduced with a budget allocation of \$0.7 million whilst the other component of planting was allocated a total of \$0.5 million. The slow progress of green manuring implementation was attributed to prolong rainy condition in the later months of the year and due to the Tropical Cyclones Yasa and Ana that wreaked havoc in some parts of the country during the green manuring program implementation period. The climatic condition was not conducive for green manuring program implementation.

As a result of delay in implementation of green manuring, the review of the initial SDP implementation manual was undertaken in May 2021. The review incorporated the: Redeployment of the balance of utilized funds from green manuring to augment planting.

The target was to plant 1,609 acres of cane on fallow land/replanting and plant 137 acres of cane under green manuring technology. The aim was to assist the new cane farmers with one acre grant assistance.

The table shows below the actual achievement for cane planting 2020-2021 fiscal year.

Table 6: Cane Planting Achievement

Mill Area	No. of Farmers Assisted	Acres Planted	No. of Farmers Assisted Green Manuring	Acres Planted Under Green Manuring	No. of New Cane Farmers Assisted	Acres Planted By New Farmers
Lautoka	152	152	34	34	6	6
Rarawai/Penang	427	427	83	83	27	27
Labasa	423	423	20	20	14	14
Total	1002	1002	137	137	47	47

2.2 WEEDICIDE SUBSIDY PROGRAM

Weedicide Subsidy Program was introduced in 2017/2018 with an allocation of \$6.3 million to subsidize price of four (4) recommended weedicides for cane crops. However, this fund was reallocated to support Sugar Development and Farmers Assistance Program. The Weedicide Subsidy Program continued in 2020/2021 with the \$3.17 million unutilized funds available at SPFL from previous years.



Visit to Sugar Research Institute of Fiji trial plots, in Drasa, Lautoka

The 2020/2021 financial year, a total of \$0.5 million had been allocated for Weedicide Subsidy Program. Below is the breakdown of the weedicide distributed to farmers and versus the target in 2020/2021.

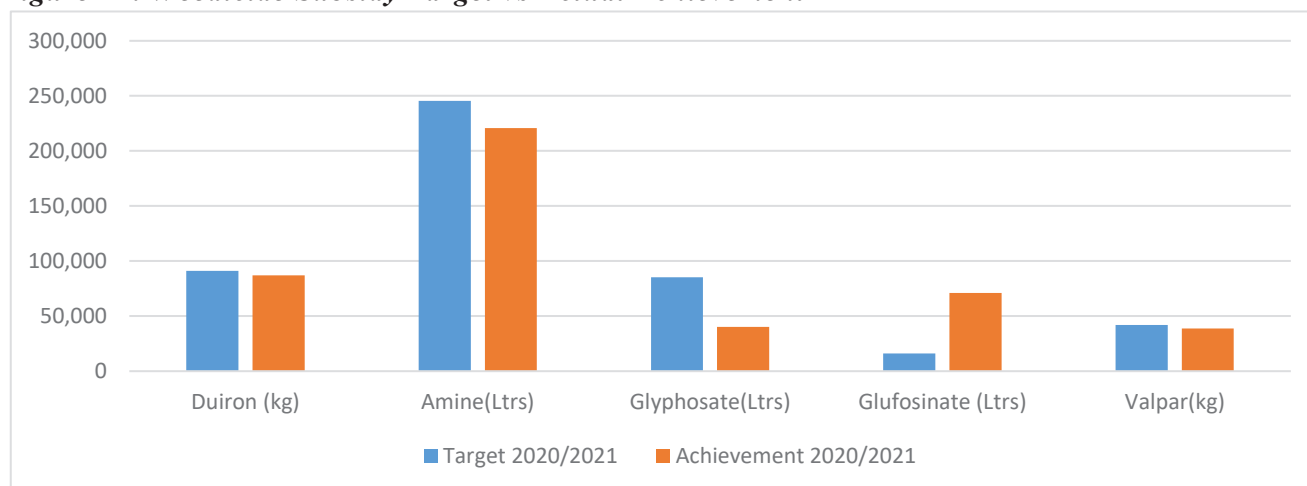
Table 7: Amount of Weedicides Purchased by Farmers by District

AUGUST 2020 - JULY 2021 WEEDICIDE CONSUMPTION DISTRICTS						
District	Diuron (kg)	Amine (litres)	Glyphosate (litres)	Glufosinate (litres)	Valpar (kg)	Total (\$)
Rakiraki	11,412	4,357	850	1,894	3,225	289,482
Tavua	5,414	3,291	546	1,394	3,838	204,113
Ba	23,712	10,658	1,722	3,284	11,701	676,424
Lautoka	13,528	5,264	562	1,486	3,999	321,255
Nadi	13,486	5,137	831	1,704	2,377	307,309
Sigatoka	2,720	1,812	395	233	1,767	92,630
Labasa	13,144	9,817	2,784	2,689	5,670	483,777
Seaqaqa	3,681	3,339	638	702	5,909	197,787
Total	87,097	43,675	8,328	13,386	38,486	2,572,777

Table 8: Target vs Actual Achievement –Weedicide Subsidy

Types of Weedicides	Target 2020/2021	Achievement 2020/2021
Duiron (kg)	91,100	87,135
Amine(Ltrs)	245,375	220,875
Glyphosate(Ltrs)	85,250	40,270
Glufosinate (Ltrs)	16,000	71,150
Valpar(kg)	41,830	38,740

Figure 14: Weedicide Subsidy Target vs Actual Achievement



2.3 FERTILIZER SUBSIDY PROGRAM

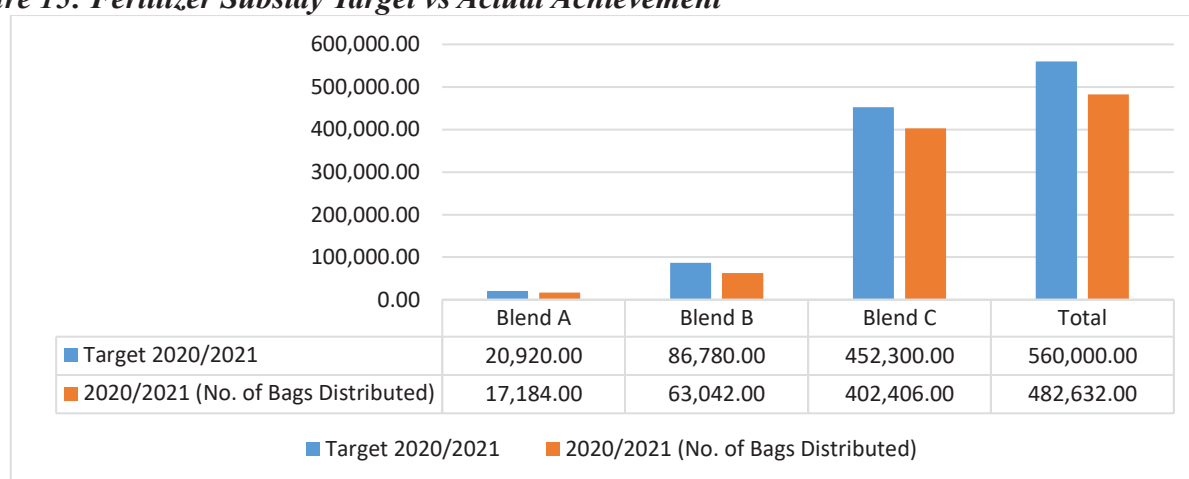
Over the years, the price of fertilizer has increased thus reducing revenue for farmers. To elucidate this issue, the Government had introduced Fertilizer Subsidy Program to assist farmers by reducing input costs and enabling SPFL to procure the required raw materials, blend and sell to farmers at a much lower price.

For 2020/2021 a sum of \$15.62 million was allocated to this program. \$200,000 was reallocated for Sugar Development & Farmers Assistance Program and the balance of \$15.42 million was for fertilizer. Below is the breakdown of the number of bags of fertilizer distributed in 2020/2021 versus the target.

Table 9: Fertilizer Distribution- Target vs Actual Achievement

Blended Fertilizer	Target 2020/2021 (bags)	2020/2021 (Bags Distributed)
Blend A	20,920.00	17,184.00
Blend B	86,780.00	63,042.00
Blend C	452,300.00	402,406.00
Total	560,000.00	482,632.00

Figure 15: Fertilizer Subsidy Target vs Actual Achievement



2.4 SUGAR STABILIZATION GRANT PROGRAM

To encourage cane planting and continuous supply of cane, the Government together with FSC had established Sugar Stabilization Fund to ensure the farmers are paid a guaranteed price of \$85 per tonne of cane. This Sugar Stabilization Fund intends to instill confidence and provide price certainty for farmers.

The fund covered the difference between the cane price (forecasted price of \$56.81 per tonne for 2019 season) and the \$85.00 per tonne price floor to be paid to farmers amounting to \$30.0 million. The budget of \$30 million was provided to FSC in 2020-2021 fiscal year for this program.

The Ministry requested an additional sum of \$11.15 million for the 2020 cane crop. Therefore, the total funding for Sugar Stabilisation Grant for 2020/2021 was \$41.15 million.

Table 10: Total Growers Assisted by Sugarcane Stabilization Grant 2020/2021

Mills	Harvested (tons)	No. of Growers Assisted
Lautoka	418,149	3,229
Rarawai	486,832	3,889
Labasa	671,316	3,361
Penang	152,984	1,143
Total	1,729,281	11,622

The table above depicts that total of 11,622 farmers have benefited from this grant scheme. The total of 1,729,281 tonnes of cane was harvested.



Lautoka mill farm advisors training on cane planting.

3. Strengthen Research and Transfer Technology to Cane Farmers

3.1 IMPROVE FERTILIZER ADVISORY SERVICES, KNOWLEDGE AND TECHNOLOGY TRANSFER TO GROWERS, PEST, AND DISEASE CONTROL

3.1.1 Improve Fertilizer Advisory Services

The SRIF laboratory services had successfully registered and analyzed 2,057 soil samples in 2020 and 2,781 soil samples in 2021 for both farmers and research purposes.

Table 11: Total Soil and Plant Samples Analyzed for 2020 - 2021

Sample Type	2020	2021
Soil samples analyzed	2,057	2,781
Plant samples analyzed	4	708

To improve fertilizer advisory services and enhance the timely delivery of soil and plant results, SRIF had set up an analytical laboratory in Labasa similar to the one at Drasa. This lab was officially opened in March 2020 and became operational by April 2020, significantly improving the delivery of soil and plant results to farmers and researchers in the Labasa region.

3.1.2 Knowledge and Technology Transfer to Farmers

3.1.2.1 Grower Demonstration Trials

In 2020, a total of 39 grower demonstration trials were established in the sugar belt across Viti Levu and Vanua Levu. In 2021, the number of demonstration plots decreased due to the impact of 2 tropical cyclones, TC Ana and TC Yasa.

Table 12: Total Grower Demonstration Trials Established in 2020 - 2021

Location	2020	2021
Lautoka	7	12
Penang	3	0
Rarawai & Tavua	14	0
Labasa	15	8
Total	39	20

3.1.2.2 Grower Information Day

Due to COVID-19 restrictions in 2020, a limited number of field days were held for demonstration trials; however, 13 grower field days were successfully carried out in 2020. In 2021, the number of field days increased to cover more sectors and topics, resulting in 24 grower field days.

Table 13: Total Grower Information Days in 2020 - 2021

Location	2020	2021
Penang, Tavua & Rarawai	5	8
Lautoka, Nadi & Sigatoka	4	7
Labasa & Seaqaqa	4	9
Total	13	24



Weed identification training for sugar industry stakeholders



Farmer Field School on farm No. 5278 at Cuvu sector

3.1.3 PEST & DISEASE CONTROL

3.1.3.1 Asian Subterranean Termites

In 2020/2021, comprehensive pest management strategies were implemented to control Asian Subterranean Termites, involving community awareness programs and field treatments. A survey was undertaken from mid-October 2019 to December 2020. Over 334 farms were surveyed, with 13% infested and 62% of infestations which previously were uninfested farms. A Memorandum of Understanding was developed between SRIF and Biosecurity Authority of Fiji to ensure termites do not spread to other sectors in the sugarcane belt.

3.1.3.2 Cane Grub

Efforts to control cane grub included the application of biological control agents and regular monitoring of infested areas. A total of 309 farms were surveyed in the Lautoka Mill area from 2019 to 2020, with a 3% infestation recorded. The number of infested farms decreased from 36 to 8. With the incidence level being low, cane grub is considered a minor pest; however, the roguing team continues to monitor this pest.

3.1.3.3 Fiji Leaf Gall Disease (FLG) Screening

Screening for Fiji Leaf Gall Disease (FLG) is a strategy to manage the disease by evaluating resistant varieties. The program aims to produce disease-resistant varieties to minimize economic losses. In 2021, 139 clones were screened, with 88.5% resistant, 9.4% moderately resistant, and 2.2% susceptible.

Table 14: Series of New Varieties Screened from Stage 3 of the Breeding Program

Year	Series Screened	No. of Clones Screened	% Resistant	% Moderately Resistant	% Susceptible
2021	LF2016 & LF2017	139	88.5%	9.4%	2.2%

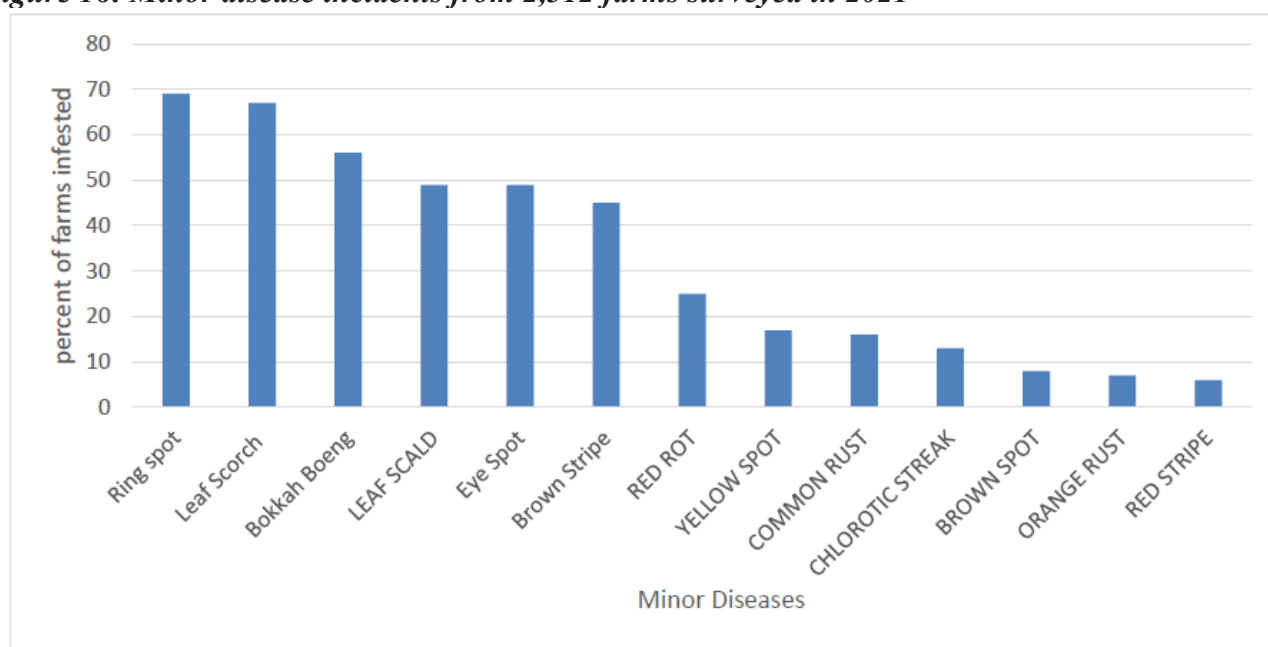
3.1.3.4 Management of Fiji Leaf Gall Disease in Commercial Sugarcane Farms - Roguing of Commercial Farms

The roguing of commercial farms involves thorough inspections by the disease control unit of SRIF. This exercise protects the sugar industry from Fiji Leaf Gall Disease by removing diseased stools.

Table 15: Roguing Data from 2019 to 2021

Year	No. of Farms Inspected	Area Inspected (Ha)	No. of Disease Stools Removed	% Commercial Farm Area Covered	% Farm (inspected) Infested by FLGD
2019	1,959	6,424	3,112	17	5
2020	1,997	10,061	4,046	27	6
2021	2,312	5,750	3,547	16	5

Figure 16: Minor disease incidents from 2,312 farms surveyed in 2021



3.1.3.5 Seed Cane Certification

The seed cane certification program aims to control cane diseases by ensuring growers adopt approved and quality seed cane. The program started in 2019 and continued through 2021.

Table 16: Percentage of Cane Qualified as Seed Cane to be planted

Year	No. of Farms Certified	Plant Cane Certified (ha)	Tons of Cane Certified	% Qualified as Seed Cane
2020	195	184.77	7,391	17%
2021	236	165.68	8,285	21%

OUTCOME 2: STRUCTURAL REFORMS

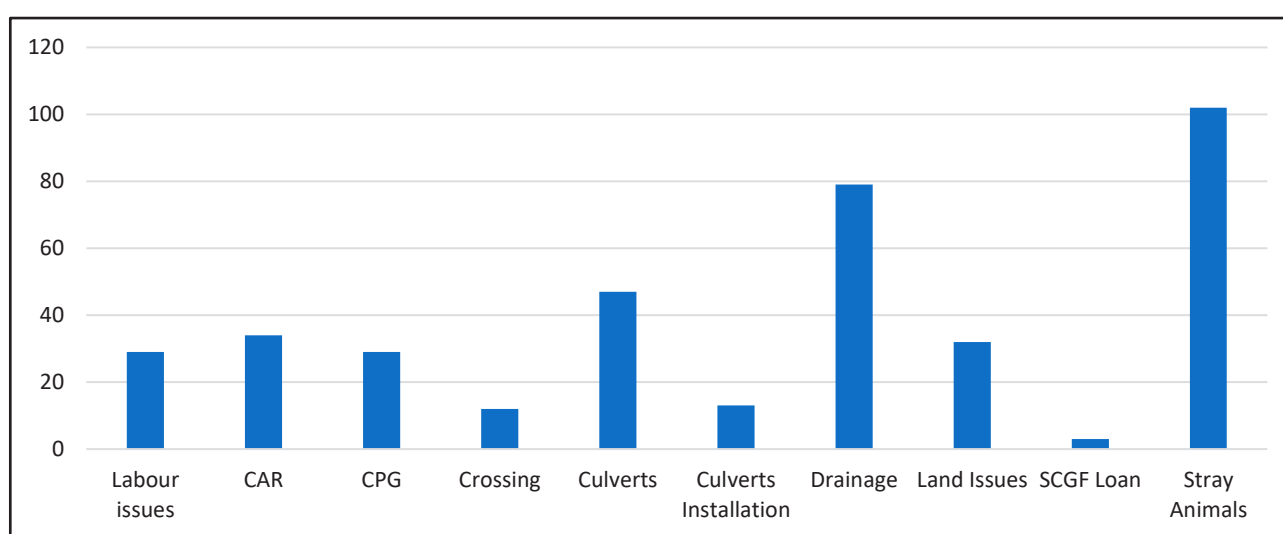
2.1. IMPROVE MINISTRY'S SYSTEMS & PROCESSES

2.1.1 Innovation and Best Practice in Public Service Delivery

The MoSI had prepared two out of four Quarterly Grant Utilization Progress reports. Reporting were affected due to COVID-19. These reports highlighted the utilization of each program of the MoSI and implemented by either external or internal stakeholders. The targets and achievements of each program were monitored through these progress reports provided on quarterly basis. Ministry developed complaints book to capture those clients coming into the Ministry as well as the issues and concerns raised.

2.1.2 Complaints and issues arising from Farmers

Figure 17: The graph below depicts the summary of complaints received for the year 2020-2021.



Note:

- 1. Less complaints were received due to the COVID-19 Pandemic restrictions.*
- 2. Most of the complaints received via phone call due the COVID-19 movement restrictions.*

2.2 IMPLEMENTATION, MONITORING AND EVALUATION OF SUGAR INDUSTRY REFORMS

2.2.1 Policy shifts to expand development and support transforming the Sugar Industry

There were five major activities that were carried out under these Policies.

2.2.1.1 National Sugar Industry Policy

The MoSI drafted National Sugar Industry Policy in consultation with stakeholders.

2.2.1.2 Cabinet Papers

The Ministry formulated the following Cabinet Papers and implemented decisions for the following policies:

1. Cabinet (Discussion) Paper on Tropical Cyclone Yasa Rehabilitation – 26.1.2021
2. Cabinet (Written Opinion) Paper on Guaranteed Cane Payment for 2020 crop season - 30.3.2021
3. Cabinet (Discussion) Paper on Guaranteed Cane Payment for 2020 crop season – 21.5.2021
4. Cabinet (Discussion) Paper for funding to host 60th ISO Workshop and Council Meeting in Fiji in 2022 - 25.6.2021

2.2.1.3 International Sugar Industry Related Conference & Meetings

During the year, the Minister of Sugar Industry had several consultations with the cane farmers in western division. The Ministry also carried out consultations and meetings with industry stakeholders including the Project Steering Committee (PSC). The PSC comprises of all the heads of Industry institutions and some key management staff that make up the sugar industry. As per the terms of reference, the PSC was required to oversee the implementation of the 2020/2021 Government funded capital projects to ensure that these projects are implemented in most efficient and effective manner to achieve the intended objectives of each project. Part of their role is to provide advice to Permanent Secretary for Sugar Industry in relation to these capital projects. The PSC regularly meets to discuss policy matters and had met four (4) times during the year.

The consultations and meetings for the year are listed below:

Table 17: Consultations/meeting during the year.

Date	Venue	Engagement Details
3.8.2020	Sugar House	Project Steering Committee Meeting
10.9.2020	FSC Training Center, Labasa	Capital Program and Policy awareness to industry stakeholders
11.9.2020	FSC Training Center, Lautoka	Capital Program and Policy awareness to industry stakeholders
14.10.2020	Tunalia, Nadi	Grower Consultation and Field Day - Tokatoka Sautorotoro . Best Management Practice for Plant Crop Establishment
14.10.2020	Meigunyah Sector, Nadi Back Road	Visit Mr. Mohammed Aneez's cane farm in Meigunyah Sector, Nadi To see SRIF demonstration of green manure and Naidiri cane plot
14.10.2020	Sabeto, Nadi	Visit inmates engaged in cane harvesting
14.10.2020	Lautoka (Beside Anjaan Rd)	Visit Mr. Shiu Nadan's cane farm in Lovu Sector, Lautoka. Plot 1 Mana variety 1.1 ha/ 141 tonnes; plot 2 Naidiri 0.8 ha/ 90 tonnes – all cane has been harvested this year. SRIF will demonstrate mechanized fertilizer application on this farm,
15.10.2020	FSC Board Room, Lautoka HQ	Briefing by FSC Board to Hon. Prime Minister
15.10.2020	Lautoka Mill	Tour Lautoka Mill
15.10.2020	Rarawai Mill, Ba	Handover of Agreement for Insurance where Government has paid 6-month Premium of \$300,731.76 to growers

15.10.2020	Drumasi Sector, Tavua. (Beside Balata College)	Visit Mr. Mohammed Mustak's cane farm in Drumasi Sector, Tavua, and the grower is a full time farmer and productive grower. He manages 3 other farms, has own cane lorry. He brings laborers for manual harvesting; harvests cane for the whole gang. He harvests total of 1,000 tonnes of cane annually. Demonstration of manual harvesting of green cane in his gang.
12.4.2021	Sugar House, Lautoka	Project Steering Committee Meeting



Project Steering Committee Meeting at Sugar House, Lautoka.



Grower Consultation

2.2.1.4 Participation in Parliament Session on Sugar Related Issues

The Ministry actively participates in Parliament matters to provide responses on sugarcane industry matters raised in parliament through order papers. During the year, the Ministry prepared parliamentary responses on the following:

1. Response of Oral question 91 of 2020 – 28.8.2020
2. Response for Schedule 2: End of Week Statements “Fourth Cane Payment” - 26.5.2021
3. Response for motion for debate for Ministry of Sugar Industry Annual Reports - 5.6.2021
4. Response for Sugar Cane Growers Council Annual Reports - 5.6.2021
5. Response for Sugar Industry Tribunal Annual Reports - 5.6.2021
6. Response for Sugar Research Institute of Fiji Annual Reports - 5.6.2021
7. Response for FSC Annual Reports - 5.6.2021
8. Response for SCGF Annual Reports - 5.6.2021



Sugar Industry Stakeholder Meeting at Pullman, Nadi

2.2.1.5 Promotion and Adoption of Policy

The MoSI prepared and submitted 19 Requisition to Incur Expenditure (RIE) in the year. All the RIE's were approved.

2.2.1.6 Promotion of Cane Farming through New Cane Farmer Assistance Program

COVID-19 restricted movement. NFA programme additional assistance of 5 acres cane planting, weedicide and fertilizer was stopped due to the COVID- 19 budget.

The Ministry assisted the recipients by offering support and advice through its stakeholders.

2.2.1.6.1 Policy Development

2.2.1.6.1.1 Policies for Capital Programs

One of the major roles of the Ministry is to develop policies. In consultation with the PSC, the Ministry developed policies for eight (8) programs that was included in the work plan for Capital Grants Manual for 2021-2022 financial year. During the year, the Ministry also reviewed the policies for the capital grants.

List of programs for which the plans and policies were prepared include:

1. Cane Access Road Program (CAR)
2. Sugar Cane Development & Farmers Assistance Program (SDP)
3. Fertilizer Subsidy Program
4. Weedicide Subsidy Program
5. New Farmers Assistance Program
6. Cane Cartage Program
7. Sugar Stabilization Fund
8. Mill Mud Application Program

During the year, the CAR and SDP programs plans were revised following the events of TC Yasa and TC Ana.

The Ministry also developed an additional plan after the Cabinet's approval was sought to allocate an amount of \$4.01 million for TC Yasa Rehabilitation and Recovery Plan. This plan included works for Drainage Program valued at \$1.0 million and the funding was sourced from the Cane Development Fund, \$1.15 million of free fertilizer supply for which \$1.0 million was sourced from Fertilizer Subsidy Program and \$0.15 million from New Farmers Program, \$0.86 million worth of free Weedicide inputs from Weedicide Subsidy Program while FSC provided support for land preparation of a value of \$1.0 million for replanting. A total of \$0.6 million was reallocated from CAR to repair damaged rail tracks in Daku and Wainikoro sectors.



Following the approval of the work plan, the Ministry carried out awareness to the industry staff and field officers on the approval policies of the programs to ensure efficient and effective implementation of the programs.

2.2.1.7 International Relations

The Ministry actively participates in meetings, workshops, and conferences. Fiji is also an active member of the International Sugar Organization (ISO).

Table 18: Engagement at International Level

Event	Date	Details
Meeting	25.8.2020	Meeting was held with JICA to discuss the needs of the sugar industry and possible funding from JICA
Project Proposal	22.9.2020	Ministry submitted proposal to request technical support (Deputation of experts) from Government of India for Sugar Research Institute of Fiji
Correspondences	21.9.2020	The ministry facilitated the requests for amendatory agreement with Government of India on EXIM Bank Loan
Conference	17.11.2020	Fiji's (virtual) participation in 57 th session on ISO
Meeting	17.5.2021	Ministry of Sugar Industry elected as Chair of the Credentials and Administrative Committee
Conference	14.6.2021 – 18.6.2021	Fiji participated (virtually) in 58 th ISO Council Meeting held in Columbia

2.2.2 Strengthening governance in Ministry and implementing partners

2.2.2.1.2 Capital Program Monitoring for 2020-2021

In the year, a total of 257 farms were monitored by two (2) staff for seven (7) programs.

Table 19: Overall Monitoring in 2019-2020

Programs Monitored	2020-2021 No: of farms Monitored
Cane Access Roads Program	79
Cane Planting Grant Program	62
New Farmers Assistance Program	19
Farm Mechanization Program	15
Weedicide Subsidy Program	35
Fertilizer Subsidy Program	31
Small Grants Scheme	16

2.2.2.2 Annual Reports

The Ministry of Sugar Industry, being the line Ministry is responsible for tabling annual reports to the Cabinet and Parliament of the sugar industry institutions that report to the Ministry. During the year, the Ministry tabled the following annual reports to the Cabinet and Parliament:

- Sugar Research Institute of Fiji for the years 2016, 2017, 2018 and 2019
- Ministry of Sugar Industry for the years 2016/2017 and 2017/2018
- Fiji Sugar Corporation for the year 2019
- Sugar Industry Tribunal for the year 2016
- Sugar Cane Growers Council for the years 2018 and 2019
- Sugar Cane Growers Fund for the years 2018 and 2019
- The Ministry also provided responses to Economic Affairs Committee on Annual Reports



Demonstration of Trailer cage bin with mechanical harvester

**MINISTRY OF SUGAR INDUSTRY
AGENCY FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2021**

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OFFICE OF THE AUDITOR GENERAL

Promoting Public Sector Accountability and Sustainability through our Audits



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INDEPENDENT AUDITOR'S REPORT

Ministry of Sugar Industry

Report on the Audit of the Financial Statements

I have audited the financial statements of the Ministry of Sugar Industry, which comprise the statement of receipts and expenditure, appropriation statement and statement of losses for the year ended 31 July 2021, and the notes to the financial statements including a summary of significant accounting policies.

In my opinion, the accompanying financial statements are prepared, in all material respects, in accordance with the Financial Management Act 2004, the Finance Instructions 2010 and Finance (Amendment) Instructions 2016.

Basis for Opinion

I have conducted my audit in accordance with International Standards on Auditing (ISA). My responsibilities under those standards are described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report. I am independent of the Ministry in accordance with the International Ethics Standard Commission for Accountant's Code of Ethics for Professional Accountants (IESBA Code) together with the ethical requirements that are relevant to my audit of the financial statements in Fiji and I have fulfilled my other responsibilities in accordance with these requirements and the IESBA Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Management's Responsibilities for the Financial Statements

The management of the Ministry of Sugar Industry are responsible for the preparation and fair presentation of these financial statements in accordance with the Financial Management Act 2004, the Finance Instructions 2010, and the Finance (Amendment) Instructions 2016 and for such internal control as the management determines is necessary to enable the preparation of financial statements that are free from material misstatements, whether due to fraud or error.

The management are responsible for overseeing Ministry's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion.

Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISA will always detect a material misstatement when it exists. Misstatements can arise from fraud and error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

Auditor's Responsibilities for the Audit of the Financial Statements (con't)

As part of an audit in accordance with ISA, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Ministry's internal control.
- Evaluate the appropriateness of accounting policies used and related disclosures made by the Ministry.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- I communicate with the Ministry regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



Sairusi Dukuno
ACTING AUDITOR-GENERAL



Suva, Fiji
25 May 2022

**MINISTRY OF SUGAR INDUSTRY
MANAGEMENT CERTIFICATE
FOR THE YEAR ENDED 31 JULY 2021**

We certify that these financial statements:

- (a) fairly reflect the financial operations and performance of the Ministry of Sugar Industry and its financial position for the year ended 31 July 2021; and
- (b) have been prepared in accordance with the requirements of the Financial Management Act, the Finance Instructions 2010 and Finance (Amendment) Instructions 2016.



Yogesh Karan
Permanent Secretary

Date: 18/5/22



Sanjay Kumar
Director Sugar Industry

Date: 18/05/22

MINISTRY OF SUGAR INDUSTRY
STATEMENT OF RECEIPTS AND EXPENDITURE
FOR THE YEAR ENDED 31 JULY 2021

	Notes	2021 (\$)	2020 (\$)
RECEIPTS			
State Revenue			
Commission		17	50
Previous Years Recovery		100	507
Agency Revenue			
Board Member Fee	3 (e)	17,511	14,266
Total Revenue		17,628	14,824
EXPENDITURE			
Established Staff	3 (a)	470,692	505,929
Government Wage Earners		40,319	38,424
Travel & Communications	3 (b)	26,058	93,975
Maintenance & Operations		393,899	408,898
Purchase Of Goods & Services	3 (c)	7,969	14,416
Operating Grants & Transfers		1,710,343	1,710,329
Special Expenditures		---	625
Total Operating Expenditure		2,649,279	2,772,597
Capital Expenditure			
Capital Construction		---	---
Capital Grants & Transfers	3 (d)	61,978,102	109,390,772
Total Capital Expenditure		61,978,102	109,390,772
Value Added Tax		26,778	35,105
TOTAL EXPENDITURE		64,654,159	112,198,474

MINISTRY OF SUGAR INDUSTRY
APPROPRIATION STATEMENT
FOR THE YEAR ENDED 31 JULY 2021

SEG	Item	Budget Estimate (\$)	Changes (Note 4) (\$)	Revised Estimate (\$)	Actual Expenditure (\$)	Lapsed Appropriation (\$)
	Operation Costs					
1	Established Staff	589,079	0	589,079	470,692	118,387
2	Government Wage Earners	62,339	0	62,339	40,319	22,020
3	Travel & Communications	30,000	-3,503	26,497	26,058	439
4	Maintenance & Operations	256,300	144,258	400,558	393,899	6,659
5	Purchase of Goods and Services	13,000	557	13,557	7,969	5,588
6	Operating Grants and Transfers	1,710,000	343	1,710,343	1,710,343	--
7	Special Expenditures	30,000	-18,426	11,574	---	11,574
	Total Operating Costs	2,690,718	123,229	2,813,947	2,649,279	164,668
	Capital Expenditure					
8	Capital Construction	---	---	---	---	---
9	Capital Purchase	---	---	---	---	---
10	Capital Grants & Transfers	50,870,136	11,158,619	62,028,755	61,978,102	50,653
	Total Capital Expenditure	50,870,136	11,158,619	62,028,755	61,978,102	50,653
13	Value Added Tax	29,600	11,091	40,691	26,778	13,912
	Total Expenditure	53,590,454	11,292,939	64,883,393	64,654,159	229,233

MINISTRY OF SUGAR INDUSTRY
STATEMENT OF LOSSES
FOR THE YEAR ENDED 31 JULY 2021

Loss of Money

There was no loss of money recorded for the financial period ended 31 July 2021.

Loss of Revenue

There was no loss of revenue recorded for the financial period ended 31 July 2021.

MINISTRY OF SUGAR INDUSTRY
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2021

NOTE 1: REPORTING ENTITY

More than 200,000 Fijians directly or indirectly rely on sugar industry. To support these Fijians - and the Fijian economy as a whole - the Ministry of Sugar Industry is responsible for laying down a solid foundation for a vibrant and sustainable sugar industry that remains prosperous in the face of modern challenges.

The Ministry will be soon finalizing its first-ever Sugar Industry Policy, which will become the guiding document that drives the industry toward its goal of achieving more than 3.0 million of tonnes of cane in next five years. The policy will address ongoing and emerging issues affecting the growth of the industry, including changing weather patterns, depleted soil health, declining youth participation, mill inefficiency, insufficient farm mechanization and modern technology and lack of close collaboration and partnership between industry stakeholders.

The establishment of a dedicated Ministry of Sugar Industry provides the enabling environment for direct efficient delivery of services to the stakeholders and cane districts and sectors throughout the cane belt. The adoption of the 'professional' service delivery by the ministry will promote maximum cane and sugar production annually through increased investments in cane and mill efficiency operation which lead to high quality sugar for export to existing and potential global markets.

Through the grant assistance to the relevant sugarcane institutions, the Ministry delivers the following services to the sugarcane growers by way of fertiliser and weedicide subsidy, cane variety research, effective administration of cane contracts, upgrading of cane access roads, cane planting and replanting assistance, cane cartage, and new farmers assistance to venture into sugar cane farming.

Government is fully committed to the revival and future viability of Fiji's sugar cane industry.

NOTE 2: STATEMENT OF ACCOUNTING POLICIES

(a) Basis of Accounting / Presentation

In accordance with Government accounting policies, the financial statements of the Ministry of Sugar Industry is prepared on cash basis of accounting. All payments related to purchases of fixed assets have been expensed.

The financial statements are presented in accordance with the Financial Management Act and the requirements of Section 71(1) of the Finance Instruction 2010. The preparation and presentation of a Statement of Assets and Liabilities is not required under the current Government policies, except for that of the Trading and Manufacturing Accounts.

(b) Accounting for Value Added Tax (VAT)

All income and expenses are VAT exclusive. The Ministry on a monthly basis takes out VAT output on total money for expenditure from Ministry of Economy. VAT input on the other hand is claimed on payments made the suppliers and sub-contractors for expenses incurred.

MINISTRY OF SUGAR INDUSTRY
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS *(continued)*
FOR THE YEAR ENDED 31 JULY 2021

The VAT payment as per the statement of receipts and expenditure relates to the VAT input claimed on payments made to the suppliers and sub-contractors for expenses incurred and VAT payments to FRCS. Actual amount paid to FRCS during the year represent the difference between VAT Output and VAT Input.

(c) Comparative Figures

Where necessary, amounts relating to prior years have been re-classified to facilitate comparison and achieve consistency in disclosure with current financial period amounts.

NOTE 3: SIGNIFICANT VARIATIONS

- (a) The decrease in Established Staff by \$35,237 (7%) was due to resignation of Executive Support Officer and Senior Research Officer.
- (b) The decrease in Travel and Communications by \$67,917 (72%) was due to reductions of budgetary allocation under SEG 3 in Travel and Subsistence Allocation.
- (c) The decrease in Purchases of Goods and Services by \$6,447 (45%) was due to virement of fund out from SEG 5 to meet shortfall in other operating SEGs.
- (d) The decrease in Capital Grants and Transfers by \$47,412,670 (43%) was due to the removal of budgetary allocation for Support to FSC in '2020 – 2021 Budget'
- (e) The increase in Revenue by \$3,245 or 23% was due to the appointment of Director Research and Policy as a board member for Biosecurity Authority of Fiji.

MINISTRY OF SUGAR INDUSTRY
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 JULY 2021

NOTE 4: APPROPRIATION MOVEMENTS

There were two redeployment of funds approved in the fiscal year 2020-2021. Cabinet has approved \$11,158,619 for Sugar Stabilisation Fund – FSC from Head 50 on 30 March, 2021 and \$134,389.61 for Cane harvest – Correction Services from Head 24 on 8 June, 2021.

Redeployment No.	To Expenditure Group	Amount (\$)
REDY01	SEG 10	11,158,619.00
REDY02	SEG 4	123,299.00
REDLY2	SEG 13	11,090.61
TOTAL		\$11,293,008.61

There were virements approved by Permanent Secretary for Sugar Industry and the Permanent Secretary for Economy during the period. The appropriation movement for the financial year ended 31 July 2021 are detailed below:

Virement No.	From Expenditure Group	Amount (\$)	To Expenditure Group	Amount (\$)	Approved By
V35001/20-21	SEG 10	200,000.00	SEG 10	200,000.00	PS - Economy
V35002/20-21	SEG 10	500,000.00	SEG 10	500,000.00	PS - Economy
V35003/20-21	SEG 10	153,910.00	SEG 10	153,910.00	PS - Economy
V35004/20-21	SEG 10	1,000,000.00	SEG 10	1,000,000.00	PS - Economy
DV3501/20-21	SEG 7	343.00	SEG 6	343.00	PS - Sugar Industry
DV3502/20-21	SEG 7	754.00	SEG 4	754.00	PS - Sugar Industry
DV3503/20-21	SEG 7	7,100.00	SEG 3	7,100.00	PS - Sugar Industry
DV3504/20-21	SEG 7	3,682.00	SEG 4	3,682.00	PS - Sugar Industry
DV3505/20-21	SEG 7	5,990.00	SEG 4	5,990.00	PS - Sugar Industry
DV3506/20-21	SEG 7	557.00	SEG 5	557.00	PS - Sugar Industry
DV3507/20-21	SEG 3	7,603.00	SEG 4	7,603.00	PS - Sugar Industry
DV3508/20-21	SEG 3	3,000.00	SEG 4	3,000.00	PS - Sugar Industry
DV3509/20-21	SEG 4	3,673.00	SEG 4	3,673.00	PS - Sugar Industry
DV3510/20-21	SEG 4	3,404.00	SEG 4	3,404.00	PS - Sugar Industry
TOTAL		\$1,890,016.00		\$1,890,016.00	

MINISTRY OF SUGAR INDUSTRY
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS *(continued)*
FOR THE YEAR ENDED 31 JULY 2021

NOTE 5: REVOLVING FUND ACCOUNT – MISCELLANEOUS

As at 31 July 2021, the Ministry had a zero balance in the Revolving Fund Account (RFA) Miscellaneous account made up of Advances.

NOTE 6: DRAWINGS ACCOUNT

At balance date, there were no un-presented cheques under Drawings Account as at 31 July 2021.

NOTES

[illegible]

NOTES

[illegible]

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