



**DRAFT
FIJI MEAT INDUSTRY BOARD
STRATEGIC PLAN
&
BUSINESS PLAN
2024–28**

Acknowledgments

The FMIB relies on dedicated people who have a commitment to deliver humane and cost-effective slaughter operations including veterinary public health inspection of carcasses to ensure the health and safety of Fiji's meat supply.

The strategy was developed in 2021 by FMIB, informed by input from a consultation questionnaire, interviews and a meeting of meat chain key stakeholders in April 2021. These stakeholders were drawn from Government, private sector butchers and meat outlets, farmers, The Fiji Crop and Livestock Council, transporters and the Fiji Veterinary Association.

The contribution that all parties have made to this revised strategy is recognized and gratefully acknowledged.

Acronyms

FCLC Fiji Crop and Livestock Council

FMIB Fiji Meat Industry Board

MOA Ministry of Agriculture

PwC PricewaterhouseCoopers

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5 YEARS STRATEGIC & BUSINESS PLAN

2024-28

CHAIRPERSON'S STATEMENT



Fiji Meat Industry Board is mandated by the Meat Industry Act to protect and preserve the Meat Industry in Fiji. Our core function is to construct and operate public slaughtering facilities to ensure people receive safe and hygienic meat for consumption.

The Meat Industry Strategic Plan 2024 – 2028 was created with the purpose of delivering tangible value for Fiji's meat industry over the next five years. I am pleased to present a plan that recognizes the importance of working together with the industry stakeholders to deliver on this purpose. This is the first major strategic planning activity undertaken by the Board since 1976 and it has also been one of the most inclusive one.

Under Board's guidance, the plan will reflect this industry's importance to the Fijian economy and to the supply of vital food to Fiji's growing population. It will shine a light on the direction our industry must take to stay ahead of the global challenges of environmental responsibility, animal care, production technology, the nurturing of its people and its ongoing battle for market share here and around the region.

In this highly dynamic and complex operating environment, it is more important than ever to strike a balance between managing and responding to short-term issues and planning around long-term strategic priorities. That balance is reflected in this plan which focuses on both strengthening the core activities that underpin the success of our industry. This plan focuses on four strategic themes, indicative of the depth and breadth of the red-meat and livestock industry domestically. These are:

- Business model and commercial sustainability
- Legal framework and Governance
- Aged facilities and suitability of location
- Quality standards, people and processes.

In order to achieve the Board function, the 2024 – 2028 Corporate Plan has set out various objectives and strategies in order to efficiently fulfill the functions in the Meat Act and Public Enterprises Act 2019.

Being centrally placed in the meat supply chain, FMIB has to lean both ways to consult and incorporate the suggestions of the meat industry stakeholders during the Corporate Planning exercise. In taking a co-design approach, we were able to explore the livestock supply chain priorities in the next five years and understand FMIB's role in helping to address these. The importance of collaboration was something that all our stakeholders acknowledged.

I would like to acknowledge everyone involved throughout the consultation process. Every conversation, meeting and workshop provided valuable contribution to this plan. The Board is committed and confident that the strategies and objectives set out in the Corporate Plan will pave the way to a progressive and self-sustaining future of FMIB and the Meat Industry as a whole.

As we look to 2028, I am confident that FMIB will deliver outcomes that contribute to a prosperous industry where profitability and sustainability go hand-in-hand.



Joann Young
Chairperson
Fiji Meat Industry Board

CHIEF EXECUTIVE OFFICER'S STATEMENT



I would sincerely like to thank the Board members for their commitment to this planning process, their patience and good humor, and for their fortitude in seeing it through to the end. We are also deeply grateful to the various stakeholders of FMIB who participated in the facilitated planning workshop and contributed to the success of the planning exercise. This plan was developed by PricewaterhouseCoopers in collaboration with all relevant stakeholders of FMIB.

Strategic planning keeps an organization on track over time and allows the organization to respond to change while remaining faithful to their mission and vision. The process itself may have as much value to the organization as the final plan, since so much can be learned from surveying both the position of FMIB and the state of the environment in which it operates.

The opportunity to step back and scrutinize, evaluate, consider and question our activities is crucial, and not afforded by the daily pace of the organization. FMIB's Strategic Plan defines the overall directions and organizational objectives for the year 2024 – 2028. The plan identifies and addresses the various challenges faced by the meat industry in Fiji. Furthermore, it sets out the targets, programs and strategies that will meet and deliver the objectives and outcomes for the next five years.

FMIB will monitor the progress of the implementation of the plan and scrutinize it very closely and report on a regular basis throughout the plan period. These reports will be utilized to inform stakeholders and employees of the achievements against the plan to ensure that we are on track all the time.

A consistent theme throughout this strategic plan is the need for our industry to operate in a sustainable manner, reflecting the environmental and ethical challenges faced by the agricultural sector.

While progressing to provide the highest standard of service delivery, FMIB will always ensure that the meat hygiene and food safety is paramount.

We look forward to working closely with all our stakeholders to realize this value and together build a stronger and prosperous industry to 2028 and beyond.



Vimal Chand
Chief Executive Officer

FMIB Board Executive Members



Back (L-R) Rajnal Prasad, Kamni Naidu, Kenneth Cokanasiga, Shandiya Gounder, Vimal Chand
Front (L-R) Joann Young, Joel Abraham



FMIB Executive Management



Back (L-R) Salesh Chandra, Ratish Lal, Armogam Mudliar, Rajnal Prasad.
Front (L-R) Shareen Sharma, Vimal Chand, Salome Naiova.

FMIB Staffs



1. INTRODUCTION



1.1. Background

Fiji Meat Industry Board is mandated by the Meat Industry Act ("the Act) to protect and preserve the Meat Industry in Fiji. The Board's core function is to build and operate public slaughtering facilities so that people receive safe and hygienic meat for consumption.

The Board has struggled to achieve sustainable commercial returns necessary to modernise its facilities and in order to deliver on its above core function.

This primarily has been due to insufficient and inconsistent livestock supply. The wider challenge has been a lack of strategic focus and constraints imposed by the above Act.

The function of the Fiji Meat Industry Board as defined under the Meat Industry Act of 1970 is to:

- Construct and operate public slaughtering facilities
- Take steps deemed desirable for the protection, preservation and expansion of the meat industry in Fiji
- Borrow funds as and when required to effectively discharge its function
- Purchase, trade or deal in livestock, meat and its by-products.

1.2. Purpose of the Plan

This plan is for the FMIB slaughter operations in Fiji and has been developed to enable the Business to:

- Deliver the relevant obligations as mandated in the Act;
- Define service requirements to inform other key strategies such as financial management, asset management, people management and governance;
- Ensure that there is an understanding across Government on the long-term aspirations and desired outcomes for FMIB's business;
- Ensure connection between the FMIB's goals and objectives to its day to day operations and

- Provide a basis for decision making to continuously improve FMIB's operations and as such, inform long term capital and operational expenditure plans.



2. Development of the Strategic Plan

PwC was engaged by FMIB to develop a 5-year Strategic and Business Plan for the business. The review team comprised two experienced PwC personnel, supported by an industry-based expert. The external consultant has knowledge and experience of the Fiji operations and global expertise was also part of the team.

The scope of work, as communicated in the Terms of Reference (ToR), was as follows:

- Review the vision and mission of the FMIB
- Undertake stakeholder mapping and analysis
- Carry out consultations with key stakeholder representatives through meetings and workshops
- Identify focus areas and develop strategic objectives
- Review the organizational capacity against the FMIB's functions and identified strategic objectives, and make recommendations
- Propose a strategy for achieving the strategic objectives and key results of the FMIB
- Develop a Strategic Plan and Results and Resources Framework for the plan period

The assignment was undertaken in four phases, with both client-facing and office-based inputs. The following steps were used to develop this plan:

- A review of documentation was undertaken;
- An inspection of the FMIB two abattoirs was conducted;
- A questionnaire was developed for stakeholders and some farmers, butchers, FMIB staff and key stakeholders were interviewed;

- A workshop of key stakeholders, FMIB staff and Board Members was conducted on 8 April 2021.

The plan was developed from the above actions.



3. Where are we now?

3.1. Profile of FMIB

The Board was established in 1976 and later declared a Public Enterprise under the Public Enterprise Act 2019. Section 1.1 provides a background on the Board. Whilst it has managed to earn small profits and survive, it is now at a crossroad where it needs to make some strategic decisions on how it progresses from here.

As listed below, some of these decisions are in the Board's control and some require Government support:

- **Suitability of the Act:** The Act concerns the Meat Industry in Fiji. Considerable aspects of the Act are not within the mandate or control of the Board and therefore burdens the Board with responsibilities it has no control over.
- **Throughput:** there has been a decline in livestock supply over the years. This is beyond the Board's control as it relies on demand for its services from the Butchers. Lack of supply leads to lower revenues, inefficient operations and the inability to make sufficient profits for investment purposes.
- **Funding model:** the current slaughter fee charged by the Board is dictated by the Act. This fee has not been revised since 2005 and it can only be revised through an amendment to the Act (which requires Parliamentary approval). The Board had discussions with the Government on the review of slaughter fee and the Government agreed to provide funding for short-term and medium-term for important capital expenditure for a period of 5 years. At the end of 5 years, FMIB in consultation with the Ministry will review its financial position and determine whether there should be an increase in slaughter fee.

Ageing and location of infrastructure: current abattoir buildings and equipment are old and requires investment to introduce new technology and efficiency with latest processes and food safety standards. Additionally, these facilities are in residential areas with potential for near to medium term environmental implications.

3.2. Public value of abattoirs

The Abattoirs deliver a mix of public and commercial value that should be understood and captured as part of this Strategic and Business plan. Based on its financial performance over the past few years, the Abattoirs are operating at a "break even" level and exist because of a strong social responsibility to the broader community rather than operating as a purely commercial enterprise.

The Abattoirs are being run on a "profit for purpose" basis with profits reinvested back into the facility. They are a vital piece of infrastructure for Fiji and its economy. There is a focus on ensuring appropriate levels of investment in the facility so that it remains functional, safe and compliant for the purposes for which it is used.

This FMIB Strategic and Business Plan directly supports the Ministry of Agriculture's Strategic Development Plan 2019-23 at <https://www.agriculture.gov.fj/documents/SDP2019-2023.pdf>

The FMIB facilities provide an essential 'public good' service by:

- Providing facilities where livestock farmers can have their animals humanely slaughtered.
- Providing meat inspection of all carcasses, managing the risk of animals with diseases of public health concern (e.g. Tuberculosis, Brucellosis) entering the food chain.
- Supporting MoA policies to increase livestock production in Fiji, especially in the small holder sector.



3.3. Key statistics

Operating levels and capacity

	Suva			Vuda			
Cattle	Monthly capacity	Average for 2020	Plant utilization	Monthly capacity	Average for 2020	Plant utilization	Overall utilization
Beef	1,200	450	37.5%	850	190	22.4%	31.2%
Poultry	2,400	780	32.5%	1,050	516	49.1%	37.6%
Goat	500	150	30.0%	250	20	8.0%	22.7%
Sheep	500	23	4.60%	250	20	8.0%	5.7%
Overall	4,600	1,403	30.5%	2,400	746	31.1%	30.7%

Financial performance

In FJD	2019	2020	2021	2022
Revenue	3,206,872	2,764,285	2,794,497	2,860,261
Other income	577,937	389,891	348,867	446,467
Income from land sales	-	-	-	-
	3,784,809	3,154,176	3,143,364	3,306,729
Changes in inventory – finished goods	1,050,553	782,095	709,803	624,026
Raw materials and consumables used	175,167	204,361	192,140	100,722
Staff costs	1,016,861	949,014	949,014	980,068
Depreciation expense	312,616	338,018	352,500	342,873
Other operating expenses	1,349,016	1,053,164	1,069,274	1,111,352
	3,904,213	3,326,652	3,272,731	3,159,041
Profit/(loss) from operations	(119,404)	(172,476)	(76,237)	147,688
Finance costs	43,537	44,495	39,509	39,738
Profit/(loss) before tax	(162,941)	(216,971)	(115,746)	107,950

3.4. SWOT – Strengths, Weaknesses, Opportunities, Threats

Based on the responses from the questionnaires and the key stakeholder workshop and discussions with the Board, the following issues were identified as relevant to informing the Strategic Plan:

<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none"> • Monopoly • Statutory body – government support • Specialized machinery & skill set • Good asset base - including excess land • Animal welfare – pre-slaughter stunning • Location – ideal for customers • Hygienic slaughtering • Meat inspection process to protect the public 	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none"> • Outdated legislation – limits exploring opportunities • Unsustainable slaughter fees (includes cost of transport) • Current business model not feasible • Poor quality and hygiene (including waste disposal) • Insufficient throughputs • Current pricing scheme – single pricing (no grading) • Lack of funding • No HACCP/ ISO certification • Unable to attract & retain technical expertise • High turnover of workers • Lack of training opportunities for workers • Lack of animal welfare plan and designated animal welfare officers on site • The Act is not enforced. • Inefficient operations and staff under-utilised.
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> • Pricing & grading • Improve/ modernize legislation • Improve technical expertise • Improve facilities & increase quality standards • Venture into exports/ tourism sector • Increase manufacture of Rendered products • Mobile slaughter trucks • Retail focus (boxed/ packaged meat) • Capitalise on unused capacity • Import premium meats and sell locally • Explore with donors and government on building a new facility • Professionalise the structure and governance • Develop assets (land) to generate income 	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> • Location • Age of current plants • “Bush killing” • Current business model – reliant on supply chain • Farm disease outbreaks • Reliant on government • Environmental risks – waste disposal • Privatisation • Decline in throughputs

4. VISION, MISSION & VALUES



4.

Vision, Mission & Values

4.1. Vision

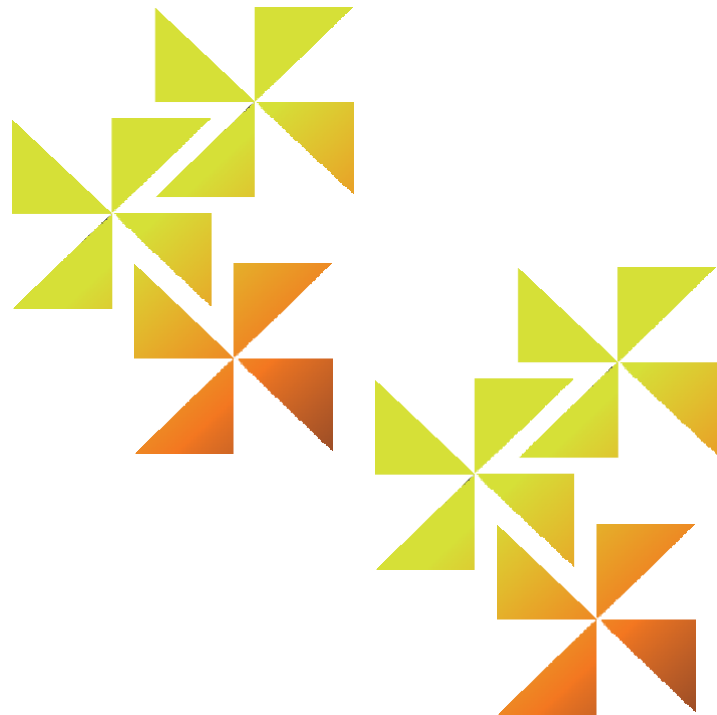
Provide safe and humane slaughtering services in an environmentally & commercially sustainable manner.

4.2. Mission

Being recognised for delivery of high quality slaughtering services in a sustainable and humane manner underpinning Fiji's meat supply, whilst managing the waste and produce by-products in an environmentally sustainable way.

4.3. Values

Quality service
Integrity
Care
Teamwork
Environment



5. What are our Key Strategic Issues?

5.1. Business model and commercial sustainability

- 5.1.1. Business model – Under the Act, the Board is responsible for providing slaughter services in Fiji. Due to a combination of insufficient throughput and a slaughter fee which was set long ago, the Board does not generate sufficient revenues which allows it to operate sustainably and invest in its assets. Other sources of income are necessary (e.g. increasing maqiti sales, expanding rendered operations, sale of dressed meat, etc).
- 5.1.2. Idle land – the Board has considerable land which is not being utilised and has potential for being an on-going source of income to supplement existing revenue sources.
- 5.1.3. Lack of control over throughput – demand for the Board's services are dictated by the Butchers. The Butchers control the supply of cattle to the slaughterhouses, based on their demands / requirements. Throughput has reduced over time and the slaughterhouses are operating at below capacity, unable to recover operational overheads.
- 5.1.4. Unsustainable slaughter fee – the fee was set in 1976, when the Act was passed and revised in 2005. It can only be revised through an amendment to the Act (which requires Parliamentary approval). The Board had discussions with the Government on the review of slaughter fee and the Government agreed to provide funding for short-term and medium-term for important capital expenditure for a period of 5 years. At the end of 5 years, FMIB in consultation with the Ministry will review its financial position and determine whether there should be an increase in slaughter fee.

5.2. Legal framework and Governance

Legal framework – The Board operates under the Act. The Act concerns the Meat Industry in Fiji. Considerable aspects of the Act are not within the mandate or control of the Board and therefore burdens the Board with responsibilities it has no control over. Because the Act concerns matters beyond just FMIB, it is cumbersome and burdensome for any changes to be made to the Act. Furthermore, it is argued that certain aspects of the Act (eg setting of slaughter fee) ought not to be enshrined in the Act itself but through another mechanism outside of the Act.

- 5.2.1. Governance – the appointment of the Board of Directors is governed by the requirements of the Public Enterprise Act 2019. It also has provisions for the appointment of a Chairperson and Deputy Chairperson, membership number and their terms.

5.3. Aged facilities and suitability of location

- 5.3.1. Ageing facilities – current abattoir buildings and equipment (including refrigerators) are old and outdated. They do not promote hygiene and quality, are energy inefficient, and has lacked basic maintenance over the years. Additionally, these facilities are in residential areas with potential for near to medium term environmental implications.
- 5.3.2. Location of the abattoirs – over time, areas surrounding the abattoirs have developed and there are considerable residential developments now. A medical facility has also developed next to the Suva operations. The locations therefore pose increasing risk to public health from an environmental perspective in the near future.

5.4. Quality standards, people and processes

- 5.4.1. Quality standards – through the stakeholder consultations, there are concerns with lack of quality standards within the Board. There is perception of unhygienic practices (including how waste is disposed) and lack of animal welfare.

5.4.2. People and processes – Over time, staff training and upskilling has suffered which may be one of the causes for quality issues. Worker turnover is high, and the Board struggles to attract and retain technical expertise. Internal processes have also lent to inefficient operations.



6. Where do we want to go? Strategic Objectives

6.1. Business model and commercial sustainability

- 6.1.1. Business model – Expand the Board’s sources of income and products.
- 6.1.2. Idle land – Research and carry out feasibility on how to maximise return on land excess to the Board’s needs.
- 6.1.3. Lack of control over throughput – Research, prepare and implement plan to secure increased supply by targeting smaller farmer holdings.
- 6.1.4. Unsustainable slaughter fee – ascertain and make application for a revised fee structure, in conjunction with review of the Act (refer 6.2.1).

6.2. Legal framework and Governance

- 6.2.1. Legal framework – Revisit the Act and consider feasibility to either revamp the Meat Act or split the Act to have a specific Act for FMIB and another for the Meat industry.
- 6.2.2. Governance – In conjunction with 6.2.1, work with the line Ministry to develop a Board Charter, incorporating appropriate corporate governance provisions.

6.3. Aged facilities and suitability of location

- 6.3.1. Ageing facilities – Carry out a cost/benefit analysis of investing in new facilities or refurbishing the existing ones (in conjunction with 6.4.1).
- 6.3.2. Location of the abattoirs – Consider the need to relocate the Nakasi facility or investment / technology required to deal with environmental issues (in conjunction with 6.3.1).

6.4. Quality standards, people and processes

- 6.4.1. Quality standards – Analyse quality and hygiene related issues and prepare and implement an improvement / implementation plan to improve standards. Obtain HACCP certification.
- 6.4.2. People and processes – Review resources and build capacity in-line with future needs. Prepare and implement a training plan.



7. How do we get there? Strategies, Actions, Outcome & Performance measures



7.1. Business model and commercial sustainability

Strategies	Actions	Outcomes	Timeline	Performance measure
7.1.1. Expand sources of revenue	<ul style="list-style-type: none"> • Prepare plan to expand retail opportunities into increase in maqiti sales, sale of dressed meat, and other products such as sausages. • Consider and assess opportunities in expanding rendering operations such as fish / pet food • Consider feasibility of importing meat products and supplying to the tourism industry • Prepare a marketing plan; incorporate plan for own website and an online / social profile 	<ul style="list-style-type: none"> • Retail expansion plan, supply chain considerations, sale / demand estimates and financial impact. • Demand study with a cost / benefit analysis • Feasibility study which includes a supply / demand study and financial impact. • Marketing plan, which includes development of website, social profile etc. 	<ul style="list-style-type: none"> • 30 June 2025 • 31 December 2024 • 30 June 2025 • 31 August 2025 	<ul style="list-style-type: none"> • Plan approved by the Board by 31 December 2024. • Study approved by the Board by 31 March 2023 • Study approved by the Board by 31 August 2024. • Plan approved by the Board by 30 September 2024

<p>7.1.2. Maximise return on excess land</p>	<ul style="list-style-type: none"> • Explore opportunities arising from excess land. Consult with Government and industry expert(s) to identify opportunities and prepare a plan to execute 	<ul style="list-style-type: none"> • Results of consultation with Government on options available/ approval from relevant Ministry • Prepare a feasibility document and an implementation plan • Tender for survey works/ scheme plan • Engage surveyor to get relevant approvals and subdivide • Engineering/ earthworks & related development works • Engage real estate (or the like) to review and advise on opportunities 	<ul style="list-style-type: none"> • 31 August 2025 • 31 August 2025 • 30 September 2026 • 31 December 2026 • 31 December 2028 • 30 June 2028 	<ul style="list-style-type: none"> • Approval from Ministry by 31 August 2024 • A feasibility document approved by the Board by 30 September 2024 • Preferred vendor for survey works approved by Board by 31 December 2025 • Subdivision with approved titles by 31 December 2025 • Develop plots ready for sub-leasing 31 December 2027 • Project commences by June 2027
<p>7.1.3. Secure increased throughput</p>	<ul style="list-style-type: none"> • Research, prepare and implement plan to secure increased livestock supply by targeting smaller farmer holdings (in conjunction with 7.1.1) • Carry out a supply chain analysis 	<ul style="list-style-type: none"> • Prepare a throughput expansion plan which includes assessment on expansion of livestock supply and an analysis of other supply chain considerations. 	<ul style="list-style-type: none"> • 31 December 2025 	<ul style="list-style-type: none"> • Throughput expansion plan approved by the Board by January 2024

7.1.4. Assess and implement capital investment funding option	<ul style="list-style-type: none"> Assess funding needs under 9.2 and explore the funding options available and make initial enquiries to establish which options are most feasible. 	<ul style="list-style-type: none"> Prepare a funding plan for board approval. Funding plan to incorporate feasibility of the funding options and viability for the Board to undertake such commitment. 	<ul style="list-style-type: none"> 31 December 2025 	<ul style="list-style-type: none"> Funding plan approved by the Board by 31 January 2025 Funding applications / submissions done and obtained by 30 April 2025
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7.2. Legal framework and Governance

Strategies	Actions	Outcomes	Timeline	Performance measure
7.2.1. Refresh legislative framework	<ul style="list-style-type: none"> Explore feasibility to either revamp the Act or split the Act to have a specific Act for FMIB and another for the Meat industry. If feasible, prepare an implementation plan. 	<ul style="list-style-type: none"> Discussion with Ministry of Agriculture to start the review process Consultations made with necessary authorities and preliminary approvals obtained on proposed approach 	<ul style="list-style-type: none"> 30 June 2025 	<ul style="list-style-type: none"> Ongoing consultations with Ministry of Agriculture to refresh the legislative framework by 31 December 2024
7.2.2. Improve governance	<ul style="list-style-type: none"> In conjunction with 7.2.1, develop a Board Charter, incorporating appropriate corporate governance provisions 	<ul style="list-style-type: none"> Board Charter with a corporate governance framework 	Completed	<ul style="list-style-type: none"> Board Charter approved by the Board on 20 May 2024

7.3. Aged facilities and suitability of location

Strategies	Actions	Outcomes	Timeline	Performance measure
7.3.1. Refurbish and or invest in new facilities	<p>Carry out a cost/benefit analysis of investing in new facilities or refurbishing the existing ones. Consider other options such as investing in a new facility for Suva and refurbishing the Vuda one. Prepare a plan (in conjunction with 7.4.1).</p>	<ul style="list-style-type: none"> A feasibility plan which incorporates research, analysis, etc for Board review and approval 	<ul style="list-style-type: none"> 30 June 2025 	<ul style="list-style-type: none"> Feasibility document approved by the Board by August 2024 Implementation to commence by 31 January 2025

7.3.2. Consider suitability of location	<ul style="list-style-type: none"> Consider need to relocate the Nakasi facility or investment / technology required to deal with environmental issues (in conjunction with 7.3.1) 	<ul style="list-style-type: none"> Engage consultants (or the like) to review and advise on opportunities to deal with environmental issues Feasibility study which includes a cost/ benefit analysis for both options 	<ul style="list-style-type: none"> 30 June 2025 	<ul style="list-style-type: none"> A feasibility document approved by the Board by August 2024
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7.4. Quality standards, people and processes

Strategies	Actions	Outcomes	Timeline	Performance measure
7.4.1. Improve quality standards	<ul style="list-style-type: none"> Analyse quality and hygiene related issues and prepare an improvement / implementation plan to improve standards and execute Explore requirements for HACCP certification and prepare an action plan. Prepare an animal welfare plan 	<ul style="list-style-type: none"> An implementation plan to improve quality and hygiene standards Undertake HACCP audit to identify gaps in achieving HACCP certification Action plan in response to findings from HACCP audit HACCP certification Animal welfare plan 	<ul style="list-style-type: none"> August 2025 31 December 2024 March 2025 December 2025 June 2025 	<ul style="list-style-type: none"> Implementation plan approved by the Board by September 2024 HACCP audit report presented to the Board by March 2025 HACCP certification action plan approved by the Board by 30 April 2025 HACCP certification completed by December 2025 Animal welfare plan approved by the Board by 31 August 2025

<p>7.4.2. Invest in people and processes</p>	<ul style="list-style-type: none"> • Review resources and build capacity in-line with future needs, including an animal welfare officer • Undertake a training needs analysis and prepare a training plan • Analyse and prepare a succession plan. 	<ul style="list-style-type: none"> • Capacity assessment undertaken inhouse or by external consultant • Training needs analysis and a training plan • Succession plan • Refresh Human Resources Manual 	<ul style="list-style-type: none"> • 31 August 2025 • 31 December 2025 • 31 December 2025 • 31 December 2025 	<ul style="list-style-type: none"> • Capacity assessment presented to the Board by 30 September 2025 • Training plan approved by the Board by 31 January 2023 • Succession plan approved by the Board by 31 January 2026 • Human Resources Manual approved by the Board by 31 January 2026
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8. Financial Strategy

The following projections have been prepared by the Fiji Meat Industry Board, taking into account the various strategies, actions and outcomes listed under Section 7 of this strategic plan. Given that a number of these strategies and/or actions are currently being worked through or are yet to be undertaken, FMIB has used high level estimates for purposes of the projections presented in this section hence these are subject to change as and when the strategies are implemented.

8.1. Projected operating parameters and capital requirements

Revenue is driven by animals which are brought to the slaughterhouses for slaughtering as well as in response to magiti sales. In line with strategies, actions and outcomes as described in section 7, growth in revenues is being projected to come from:

- Charging \$150,000p.a for delivery cost from 2022
- Increase in magiti sales at the rate of 10% from Jan/2022.
- Introduction of dressed meat and other products (such as sausages) for sale from existing outlet from Dec/2021.
- Introduce meat supply into the tourism industry from June/2022.

8.1.2. Revenue parameters and estimates

	2023	2024	2025	2026	2027	2028
Revenue and revenue parameters for income from slaughter services						
Cattle weight (kg)	81,667	89,833	98,000	103,717	107,800	111,883
Cattle numbers	480	528	576	610	634	658
Pig weight (kg)	38,333	42,167	46,000	48,683	50,600	52,517
Pig number	958	1,054	1,150	1,217	1,265	1,313
Goat weight (kg)	833	917	1,000	1,058	1,100	1,142
Goat number	69	76	83	88	92	95
Sheep weight (kg)	3,333	3,667	4,000	4,233	4,400	4,567
Sheep number	278	306	333	353	367	381
Total revenue from slaughter services (\$)	1,100,000	1,250,000	1,350,000	1,375,000	1,400,000	1,450,000

	2023	2024	2025	2026	2027	2028
Revenue projections for maqiti sales						
Cattle	220,000	242,000	264,000	279,400	290,400	301,400
Porkers	380,000	418,000	456,000	482,600	501,600	520,600
Goat	10,000	11,000	12,000	12,700	13,200	13,700
Sheep	40,000	44,000	48,000	50,800	52,800	54,800
Sale to butchers	100,000	110,000	120,000	127,000	132,000	137,000
Meaty bone	100,000	110,000	120,000	127,000	132,000	137,000
Meat packs	70,000	77,000	84,000	88,900	92,400	95,900
Pork legs	20,000	22,000	24,000	25,400	26,400	27,400
Pork pieces	60,000	66,000	72,000	76,200	79,200	82,200
Total revenue from maqiti sales (\$)	1,100,000	1,250,000	1,350,000	1,375,000	1,400,000	1,450,000



8.1.3. Capital requirements

In line with strategies, actions and outcomes as described in section 7, the following estimates have been incorporated into the projections:

- Capital / investment

Project	Estimate implementation timeline	Estimated cash outflows (year and amounts)	
		Year	Amount
a) Refurbishment of existing slaughterhouses (Nakasi and Vuda)	2024-2027	2024-2027	\$2,000,000
b) Relocate and construct new slaughterhouse (Nakasi facility). Construct Vuda facility	2028 2028	2028 2028	\$10,000,000 \$10,000,000
c) Surveyor/sub division	2025	2025	\$100,000
d) Real estate	2025	2025	\$50,000

- Loan / funding estimates

Project	Mode of funding	Estimated cash inflows	Repayment terms
a) Refurbishment of existing slaughterhouses (Nakasi and Vuda)	Govt Grant	\$2,000,000	
b) Relocate and construct new slaughterhouse (Nakasi facility). Construct Vuda facility	Donor funding/ Govt Grant	\$10,000,000 \$10,000,000	
c) Surveyor/sub division	Equity	\$100,000	
d) Real estate	Equity	\$50,000	

8.2. Projected Income and Expenditure

	\$	\$	\$	\$	\$	\$	\$
INCOME	2022	2023	2024	2025	2026	2027	2028
	Actual	Forecast	Budget	Budget	Budget	Budget	Budget
Abattoir	1,430,791	1,100,000	1,250,000	1,350,000	1,375,000	1,400,000	1,450,000
Rendering	434,521	400,000	540,000	600,000	650,000	700,000	750,000
Magiti	994,950	1,000,000	1,100,000	1,200,000	1,270,000	1,320,000	1,370,000
Other	446,467	250,000	270,000	275,000	280,000	285,000	290,000
	3,306,729	2,750,000	3,160,000	3,425,000	3,575,000	3,705,000	3,860,000
<u>LESS:</u>							
Changes in inventory	624,026	675,000	759,000	828,000	876,300	910,800	945,300
Raw materials and consumable	100,722	160,000	175,000	185,000	190,000	195,000	200,000
Staff costs	980,068	900,000	915,000	920,000	930,000	940,000	950,000
Depreciation	342,873	345,880	350,000	350,000	353,000	355,000	360,000
Other operating expenses	1,111,352	1,030,000	1,076,000	1,100,000	1,125,000	1,140,000	1,160,000
	3,159,041	3,110,880	3,275,000	3,383,000	3,474,300	3,540,800	3,615,300
Profit / loss from operations	147,688	-360,880	-115,000	42,000	100,700	164,200	244,700
Finance costs	39,738	40,400	35,000	37,000	38,000	39,000	39,000
Profit / loss before tax	107,950	-401,280	-150,000	5,000	62,700	125,200	205,700

Comments:

- Increase in cost of goods sold from increase in revenue activities – dressed meat and sale to tourism industry and online sales
- Depreciation costs to increase due to refurbishment being planned for the next 5 years
Increase in production/revenue in rendering dept as both cookers now refurbished and fully operational

8.3. Capital / fund raising and cashflow

	2022	2023	2024	2025	2026	2027	2028
	\$	\$	\$	\$	\$	\$	\$
	Actual	Forecast	Budget	Budget	Budget	Budget	Budget
Cash flows from operating activities							
Receipts from customers	3,160,303	2,975,000	3,480,000	3,703,500	3,791,550	3,927,800	4,091,300
Payments to suppliers and employees	(2,842,365)	(3,249,730)	(3,210,000)	(3,406,500)	(3,449,150)	(3,578,800)	(3,672,300)
Interest and finance costs paid	(39,738)	(40,400)	(35,000)	(37,000)	(38,000)	(39,000)	(39,000)
Net cash from operating activities	278,200	(315,130)	235,000	260,000	304,400	310,000	380,000
Cash flows from investing activities							
Payments for plant and equipment	(449,871)	(433,891)	(510,000)	(500,000)	(554,400)	550,000)	(690,000)
Government Grant	396,027	400,000	400,000	400,000	400,000	400,000	400,000
Net cash used in investing activities	(53,844)	(33,891)	(110,000)	(100,000)	(154,400)	(150,000)	(290,000)
Cash flows from financing activities							
Net (repayments) of long term loan	(58,576)	(20,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)
Net cash used in financing activities	(58,576)	(20,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)
Net increase / (decrease) in cash held	165,781	(369,021)	65,000	100,000	90,000	100,000	30,000
Cash and cash equivalents at the beginning of the financial year	438,240	604,021	235,000	300,000	400,000	490,000	590,000
Cash and cash equivalents at the end of the financial year	604,021	235,000	300,000	400,000	490,000	590,000	620,000

9. Strategic Plan Modification

Over time as actions and projects are carried out and completed and new information becomes available there would be the need to change the strategic plan to better meet the strategic goals of the FMIB. This strategic plan should be revisited on an annual basis, to take stock of actions achieved, revisit the strategies and the associated actions and timelines. As a result, the financial strategies would also require appropriate modifications.



Appendix I: Strategic Plan Development – timelines

Phase	Deliverables	Details	Timeline
Phase 1	Inception report	<ul style="list-style-type: none"> • Understanding of scope • Meetings with FMIB representatives • Engaging with consultants 	January 2024
Phase 2	Develop survey questionnaire	<ul style="list-style-type: none"> • Draft survey questions • Feedback from FMIB • Finalise questionnaire 	19 January 2024 to 15 February 2024
	Stakeholder consultations	<ul style="list-style-type: none"> • Consultations with all stakeholder groups (including FMIB Board) – face-to-face, e-mail & phone calls 	23 February 2024 to 19 March 2024
	Stakeholder workshop	<ul style="list-style-type: none"> • Face-to-face workshop with key stakeholder groups 	8 April 2024
Phase 3	Draft strategic plan & business model	<ul style="list-style-type: none"> • Meetings with FMIB representatives to discuss timelines for key strategic goals • Develop draft strategic plan 	16 April 2024 & 21 April 2024 21 April 2024 to 19 May 2024
	Presentation to FMIB Board	<ul style="list-style-type: none"> • Presentation of draft strategic plan to FMIB Board 	20 May 2024
Phase 4	Final strategic plan & business model	<ul style="list-style-type: none"> • Finalisation of strategic plan & business model based on comments from FMIB 	August 2024



Appendix II: Stakeholder Survey Questionnaire

This survey will help FMIB to better understand its stakeholders and consider their viewpoints of the organisation. We thank you for filling out this interest form and letting us know how FMIB has had an impact on your business.

***Required**

1. Please select the category below which best describes your association with the FMIB. *

Tick only one box.

- | | |
|--|-----------------------------|
| <input type="checkbox"/> Farmers | <i>Skip to question 2</i> |
| <input type="checkbox"/> Butchers | <i>Skip to question 21</i> |
| <input type="checkbox"/> FMIB Management and Staff | <i>Skip to question 44</i> |
| <input type="checkbox"/> Government | <i>Skip to question 87</i> |
| <input type="checkbox"/> Fiji Veterinary Association | <i>Skip to question 112</i> |
| <input type="checkbox"/> Transporters | <i>Skip to question 126</i> |

FARMERS

The following questions are intended for farmers only. We would appreciate if all the questions are answered appropriately as this will help us to analyse the responses accordingly.

Details of the person completing this questionnaire

2. Name _____
3. Email address _____
4. Location (Town/City) _____
5. Phone contact _____

A. LOGISTICS

6. What is your dealing with FMIB?

Tick all that apply.

- Slaughtering Supplier
- Feed Buyer Magiti Buyer
- Other:

7. How many years has your association with FMIB been?

Tick only one box.

- Less than 5 years
- 5 to 10 years
- 10 to 20 years
- More than 20 years

B. FUTURE SCOPING AND LIMITATIONS

8. What stock do you supply FMIB with?

Tick all that apply.

Cattles

Pig

Sheep

Goat

Other: _____

9. What portion of your stock do you supply to FMIB versus other parties? (If more than one party, why do you choose to share your stock amongst various parties?)

10. Are you interested in increasing your activity and supply to FMIB?

Tick only one box.

Yes

No

11. If not, please state why

12. What are the reasons stopping you from supplying more of your stock to FMIB?

13. The current slaughter fees charged by the FMIB for animals ranges from \$0.24/kg to \$0.55/kg depending on the type of animal. Do you consider these charges to be reasonable?

Tick only one box.

Yes

No

14. If not, please state why.

C. OPPORTUNITIES

15. How satisfied are you with FMIB'S customer service?

Tick only one box.

Very satisfied

Satisfied

Indifferent

Dissatisfied

Very dissatisfied

16. How can FMIB improve its customer service?

17. What do you think FMIB can do to encourage you and other farmers to increase supply?

18. What is your impression of FMIB's reputation in the market? Why do you think that is the case?

D. PURPOSE

19. What do you think is FMIB's purpose?

20. What would happen if FMIB didn't exist?

BUTCHERS

The following questions are intended for butchers only. We would appreciate if all the questions are answered appropriately as this will help us to analyze the responses accordingly.

21. Organization name

Details of the person completing this questionnaire

22. Name

23. Position

24. Email address

25. Location (Town/City)

26. Phone contact

A. LOGISTICS

27. What is your dealing with FMIB?

28. How many years has your association with FMIB been?

Tick only one box.

- Less than 5 years
- 5 to 10 years
- 10 to 20 years
- More than 20 years

B. FUTURE SCOPING AND LIMITATIONS

29. Other than slaughter services, do you buy any other products or services from FMIB?

Tick only one box.

Yes No

30. If yes, please elaborate.

31. Are there any other products or services you would be interested to buy from FMIB? (If yes, please answer question

If no, please answer question 33).

Mark only one oval.

Yes No

32. What other products and services you would be interested to buy from FMIB?

33. What are the reasons you are not interested in buying any other products or services from FMIB?

34. How satisfied are you with the quality of service from FMIB?

Tick only one box.

- Very satisfied
- Satisfied
- Indifferent
- Dissatisfied
- Very dissatisfied

35. If not satisfied, what are the reasons?

36. How can FMIB improve its services?

37. The current slaughter fees charged by the FMIB for animals ranges from \$0.24/kg to \$0.55/kg depending on the type of animal.

Do you consider these charges to be reasonable?

Tick only one box.

Yes No

C. OPPORTUNITIES

38. What is your view of quality and hygiene at FMIB?

39. What do you think FMIB can do to encourage you to increase your spend with them?

40. Why do you think that is the case?

D. PURPOSE

42. What do you think is FMIB's purpose?

43. What would happen if FMIB didn't exist?

FMIB MANAGEMENT AND STAFF **The following questions are for FMIB Management and Staff only. We would appreciate if all the questions are answered appropriately as this will help us to analyse the responses accordingly.**

Details of the person completing this questionnaire

44. Name

45. Designation

46. Email Address

47. How long have you been in the organisation

48. Phone Contact

A. PURPOSE

49. What are your views on the current Vision, Mission, and Values of the organisation?

Tick only one box.

- Very relevant and current
- Out of date
- Relevant but can be improved
- Don't know what they are

50. How clear are you on what the company's strategy and/or vision is?

Tick only one box.

- Very clear
- Somewhat clear
- Don't know what they are

B. OPPORTUNITIES

51. What is your impression of FMIB's reputation in the market?

Tick only one box.

- Very good
- Good
- Average
- Poor
- Very poor

52. Please explain your above response.

53. In your view, what are the key strengths, weaknesses, opportunities and threats for the company?

C. STRATEGIC AND OPERATIONAL

54. If you were in charge of strategic planning for FMIB, what changes would you make?

55. How effective is FMIB's strategic vision?

Tick only one box.

- Very effective
- Effective
- Not effective

56. Please explain your above response.

57. When developing and implementing strategy, does FMIB effectively balance short and long-term priorities?

Tick only one box.

- Yes
- No

58. How efficient is your organization from an operational standpoint?

Mark only one oval.

- Very efficient
- Efficient
- Average
- Poor
- Not efficient at all

59. How well does your organization utilize its people as an asset to help it improve, stay competitive, and strategically meet goals? Are people used efficiently or is talent wasted due to lack of effective strategy? People and talent are:

Mark only one oval.

- Efficiently utilized
- Utilization is average
- Under utilized

60. How well does your organization strategically differentiate from the competition in terms of its products or services?

Mark only one oval.

- There is a high level of differentiation
- There is some level of differentiation
- There is no differentiation

61. How clear is your organization's strategy for this (i.e. product/service differentiation)?

Mark only one oval.

- Very clear
- Not clear

62. Do you consider the current training and resources provided by your organization to be adequate?

Mark only one oval.

- Yes
- No

63. What sort of changes would you recommend?

D. DELIVERY, DISTRIBUTION AND COMPETITION

64. How effective is your organization's delivery model?

Mark only one oval.

- Very effective and wouldn't suggest any changes
- There is scope to rethink and strategize
- Haven't given it much thought

65. How much ease and expense is required for your customer to switch to a competitor's offering?

Mark only one oval.

- Very easy and not costly
- Some level of effort and cost involved
- Would be difficult and costly

66. How often does your organization analyze the competition in order to understand competitive advantages and disadvantages as well as identify areas for investment or needs for improvement?

Mark only one oval.

- Done regularly
- Once in few years
- Hardly
- Never been involved in such a process

67. How well does your organization maximize existing resources in order to deliver the product/services offering?

Mark only one oval.

- Resources are very well utilized
- Average utilization of resources
- Resources are underutilized

68. How aligned are your organization's offerings to meet market demand?

Mark only one oval.

- Very much aligned
- Somewhat aligned
- Not sure

E. BUSINESS DEVELOPMENT AND CONNECTIVITY

69. How often does the organization have discussion on new business, market developments and growth?

Mark only one oval.

- Frequently
- Not frequently
- Never been involved in such discussion

70. Based on your knowledge of current efforts to promote your services, what are the major internal barriers to selling your services to clients?
-
-

F. DIVERSIFICATION AND INNOVATION

71. Does your product allow the customers to innovate and value add? (E.g. selling dressed carcasses for custom events, selling different products / cuts / etc.)

Mark only one oval.

- Yes No

72. How well do the organization's products solve the customers' problems and meet their expectations?

Mark only one oval.

- We consistently get very good feedback from our customers
 We occasionally get good feedback but we also occasionally get negative feedback from our customers
 We consistently receive negative feedback from our customers

73. How frequently does your organization deliver new value-adding ideas (e.g. product ideas) to your customers to keep them engaged?

Mark only one oval.

- Very frequent
 Occasionally
 Hardly

74. What is the direction and state of our innovations?

Mark only one oval.

- We continuously seek to innovate
 We sometimes seek to innovate
 We hardly have such discussions

75. Is the direction of innovations right for now, 5 years from now, and 10 years in the future?

Mark only one oval.

- Yes
 No
 Not sure

G. MARKET KNOWLEDGE AND PROMOTIONS

76. Considering factors such as competition and timing of discounts, does your organization provide the right amount of discounts and at the right price?

Mark only one oval.

Yes No

77. Does your organization's pricing strategy match with the availability of your current resources?

Mark only one oval.

Yes No

78. Does your organization promote itself through its people?

Mark only one oval.

Yes No

79. Do your people actively promote your organization?

Mark only one oval.

Yes No

80. How often are your organization's web strategies updated in order align with current organization news and capabilities?

Mark only one oval.

- At least monthly
 At least quarterly
 At least six monthly
 At least annually
 I am not sure

81. Is your organization's website professional, visually pleasing, and effective at generating customer revisits?

Mark only one oval.

- Yes
 No
 I am not sure

82. How effective is your organization at ensuring loyalty of current customers by extending various incentives for loyalty to your offerings?

83. How often does your organization convert leads for potential sales into actual sales in the long run?

Mark only one oval.

- All the time
- Sometimes Rarely
- I am not sure

H. ENVIRONMENTAL & OHS

84. Do you consider the current working environment provided by your organization to be ideal?

Mark only one oval.

- Yes
- No

85. If not, what changes would you recommend?

86. What do you see as the major environmental concerns or challenges for your organization?

GOVERNMENT

The following questions are for government only. We would appreciate if all the questions are answered appropriately as this will help us to analyze the responses accordingly.

87. Organization name

Details of the person completing this questionnaire

88. Name

89. Designation

90. Email address

91. How long have you been with the organization?

92. Phone contact

A. GOVERNANCE

93. Are you satisfied with the service provided by FMIB and its abattoirs and slaughterhouses, in line with the Fiji Meat Industry Act and its provisions?

Mark only one oval.

Yes No

94. What financial support does the Government/your organization provide to FMIB to assist operations?

95. Does Government inspect or license livestock transport vehicles?

96. Does Government/police stop and regularly inspect livestock transporters to check on the design of the vehicle and welfare management of transported livestock?

Mark only one oval.

Yes No

B. STRATEGIC AND OPERATIONAL

97. Does the Government support the current vision, mission, Corporate Plan 2020-2022?

Mark only one oval.

Yes No

98. How can the FMIB become more financially sustainable?
-
-

99. Does the Government provide veterinary staff for pre- slaughter inspection?

Mark only one oval.

Yes No

100. Does the Government pay the FMIB for collection of abattoir disease surveillance data to assist its official disease surveillance reporting obligations?

Mark only one oval.

Yes No

101. Does the Government assist or oversee training of meat inspectors?

Mark only one oval.

Yes No

102. How can the FMIB better deal with environmental issues such as proper waste disposal?
-
-
-

103. Should abattoirs and slaughterhouses have an animal welfare plan and designated animal welfare officer to ensure the welfare of animals at unloading, inspection and management at lairage, low stress handling through races and pre-slaughter stunning, post stunning management until death confirmed?

Mark only one oval.

Yes No

C. BUSINESS DEVELOPMENT AND CONNECTIVITY

104. How can Government assist FMIB to increase the supply of livestock from farm to slaughter?

105. Is Government able to assist FMIB with capital grants or overseas funded development project grants (e.g. EU, World Bank, etc.) to upgrade facilities?

Mark only one oval.

Yes No

106. How can Government assist FMIB to be an increased supplier of rendered meat and bone meal for Fiji's livestock producers?

107. Government is investing in breeding genetics to improve livestock. Should FMIB instigate a pricing scheme that recognises superior conformation and carcass score rather than live weight only at the farm gate?

Mark only one oval.

Yes No

108. What are the Government's views with regards to opening another abattoir in the North for the FMIB considering most of the cattle is sourced from there?

109. Should the FMIB consider divestment and relocation?

Mark only one oval.

Yes No

110. Please provide your reasons for the above response.

111. Do you have any other comments? If yes, please comment below

FIJI VETERINARY ASSOCIATION

The following questions are for the veterinary association only. We would appreciate if all the questions are answered appropriately as this will help us to analyze the responses accordingly.

Details of the person completing this questionnaire

112. Name

113. Designation

114. Email address

115. How long have you been in the organization?

116. Phone contact

A. LOGISTICS

117. Describe the relationship between the Fiji Veterinary Association (FVA) and FMIB

118. Does the FVA support FMIB's current vision, mission, Corporate Plan 2020- 2022?

Mark only one oval.

Yes No

119. Please provide FVA alternate suggestions

120. Is the FVA satisfied with the quality of training of meat inspectors in Fiji?

Mark only one oval.

Yes No

B. OPPORTUNITIES

121. How can FVA assist FMIB to increase the supply of livestock from farm to slaughter?

122. Is FVA satisfied with the level of training of livestock handlers for low stress stock handling?

Mark only one oval.

Yes No

123. Does FMIB assist the training of vets and veterinary students by access to facilities and expertise?

Mark only one oval.

Yes No

124. Does FVA think that FMIB should have an abattoir/slaughterhouse animal welfare plan and designated animal welfare officers on site?

Mark only one oval.

Yes No

125. Do you have any other comments? If yes, please comment below

TRANSPORTERS

The following questions are intended for transporters only. We would appreciate if all the questions are answered appropriately as this will help us to analyse the responses accordingly.

126. Organization name

Details of the person completing this questionnaire

127. Name

128. Email address

129. Phone contact

A. LOGISTICS

130. Please explain your commercial arrangements with FMIB.

131. How many vehicles do you have in your company?

132. Which livestock species do you mainly transport to abattoirs/slaughterhouses?

133. What training do your drivers receive in loading, driving and unloading animals to minimize the stress of animals?

Appendix III: Participants at Strategic Planning Event on 8 April 2021

Stakeholder	Category	Organization
Avinesh Dayal	Government	Ministry of Agriculture
Sujeet Chand	Government	Department of Public Enterprise
Dorris Kumar	Government	Department of Public Enterprise
Simon Cole	Government/ Management/ Farmer/ Butcher	Vuda Pigs
Sabid	Butcher	Tebara Meats
Christopher Yee	Butcher	Leylands Pte Limited
Steven Yee	Butcher	Leylands Pte Limited
Subhash Chand	Farmer	N/A
Rajnal Prasad	Management	Fiji Meat Industry Board
Shareen Sharma	Management	Fiji Meat Industry Board
Salesh Chandra	Management	Fiji Meat Industry Board
Vimal Chand	Management	Fiji Meat Industry Board
Kenneth Cokanasiga	Management	Fiji Meat Industry Board – Board member
Kamni Naidu	Management	Fiji Meat Industry Board – Board member
Joann Young	Management	Fiji Meat Industry Board – Board member
Joel Abraham	Management	Fiji Meat Industry Board – Board member

References

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