



Republic of Fiji Military Forces

STRATEGIC PLAN

Beyond 2022



Table of Content

Foreword	4
5 Years Strategy	5
Strategic Priorities	7
Key Investments Areas	12
Force Structure Beyond 2022	17
Capability Process	22
Mitigating Strategic Risks	25
Conclusion	



FOREWORD



The role of the Republic of Fiji Military Forces mandated in the 2013 Constitution places a lot of responsibility on the RFMF to “ensure at all times the security, defence and well-being of Fiji and all Fijian.” The RFMF Strategic Plan, ‘Beyond 2022’ positions the RFMF to successfully meet Fiji’s contemporary and future security challenges.

The forces of globalization, rapid advances in technology and geopolitical tensions are creating security conditions that are becoming uncertain, complex and dangerous. The rise of non-traditional security threats like transnational crime, terrorism, environmental degradation and the impact of climate change, all have a major impact on the security of Fiji. They exacerbate existing vulnerabilities of small nations like Fiji, resulting in security conditions that may impact on the RFMF’s role.

The RFMF Strategic Plan, ‘Beyond 2022’ is aimed at building the RFMF to successfully meet these complex security challenges. It outlines the steps for the transformation of the RFMF into a modern Defence Force. A Force that is competent, dedicated, adaptable, that can overcome and win. The RFMF values, ethos and laws will continue to be the foundation of the RFMF. On this foundation, the RFMF will build and strengthen. The strategic plan can only succeed by the commitment of all members of the RFMF. A commitment to communicate and continuously improve. Remaining the same is not an option.

I want all members of the RFMF to commit themselves to successfully achieving the outcomes of this Strategic Paper, and in the process transform the RFMF. Fiji and its people expect this of the RFMF.

Vinaka Vakalevu and God Bless these aspirations of the RFMF.

A handwritten signature in black ink, appearing to read 'Jone Kalouniwai'.

Jone Kalouniwai LOGAVATU

Major General

Commander Republic of Fiji Military Force

RFMF 5 YEAR STRATEGY Beyond 2022

RFMF Vision: *The Pursuit of Operational Excellence*

The pursuit driven by professional desire to keep improving professionally until it is filled with the capacity to pursue innovation and growth.

This pursuit of operational excellence is all encompassing, having no boundaries but related to the way the RFMF operates continuously and is integrated in its systematic management of operations and its never-ending commitment to a winning culture that focuses on producing competent and dedicated service-personnel that have a clear understanding of the RFMF goals and plans, always taking the initiative, and is able to confidently come up with thoroughly considered options during complex situations.

Attaining Operational Excellence (OE) is crucial to the RFMF Soldier under a joint operating concept. Flexible, adaptive, and competent Soldiers infused with the RFMF's ethos and values should certainly help The RFMF overcome challenges in meeting its objectives. Sustained operations will be the norm, and not the exception.

The RFMF will redesign its structure to provide flexible, capabilities-based organizations, increasing their relevance and responsiveness to the government's requirements.

The RFMF will invest in its leaders and soldiers and sailors, an unprecedented level of adaptability. We must have balance in our forces, with the ability to operate decisively in an uncertain environment against an unpredictable threat that will make every attempt to avoid our strengths.

The RFMF will re-examine its doctrine, processes, education, training methodology, and systems to develop and institutionalize a Joint and Deployable Force mindset. The RFMF must not allow solutions to be constrained by processes, policies, and systems designed for a system that no

ROLE

The RFMF is mandated under the National Constitution of 2013, "to ensure at all times the security, defence and well-being of Fiji and all Fijians."

longer exists. Processes and policies can and will change. Systems must adapt to the needs of the Soldier, its environment, and the joint capabilities concept.

To successfully prosecute the emerging security conditions and its complexities and ensure our Nation's security, the RFMF will raise a Headquarter Joint Task Force Command (HQ JTFC) that can draw and build its relevant and ready capabilities and forces to support the governments National Security and Defence requirements. The RFMF will provide a HQ JTFC with the deployability to sustain quality outcomes, combat support, and combat service support capabilities necessary to conduct sustained operations. The RFMF will address the transformation of its organizations, processes, doctrine, and culture so that it is better able to

establish a HQ JTFC in a more prompt and rapid manner. The RFMF will deliver the right force elements at the right place and time, a vital requirement to the Joint Task Force commander's ability to defeat any adversary or control any situation across the full range of military operations and more crucially across the non-traditional security spectrum itself.

As the RFMF repositions and reconfigures its organization structure, the RFMF will expand the HQ JTFCs ability to rapidly deploy, employ and sustain its force elements throughout the strategic battlespace in any environment and against any opponent. A HQ JTFC capability recognizes that it is an organization in contact, engaged in ongoing operations and ready to rapidly respond to the next crisis as it evolves.

For the RFMF this is the very essence of its vision of Operational Excellence, an attitude and spirit – infused across all Doctrine, Organization, Training, Materiel, Leader Development, Personnel, and Facilities activities – that embraces a forward leaning, flexible, interoperable and capabilities-based Force led by aggressive, intelligent and empowered Soldiers who recognize opportunities and confidently apply the appropriate capabilities of the RFMF in support of its mandated role and responsibility.

RFMF ETHOS

Dina, Dodonu, Savasava

VALUES

Will to Win

Family

Courage

Dedication to Duty

Teamwork

Integrity

RFMF Strategic Priorities

The RFMF Strategic priorities is being defined in the context of its relevance not just domestically but very critically at the Regional and Global level. In this context the RFMF becomes a strategic enabler for government when engaging bilaterally and multilaterally amidst its growing strategic environment. For the next 5 years beginning 2022-2027, the undermentioned RFMF strategic priorities will drive the institutional transformation efforts to modernize the RFMF. The thorough process of breaking down each strategic priority analytically and understanding its impacts will help the RFMF identify realistic, affordable and compatible capabilities that would be required to be integrated with each key investment area to realize the full implementation of the RFMF strategic deliverables over its given timelines.

Strategic Priority 1 - Climate Change

The RFMF has already experienced how it has been mobilized in supporting responses to floods or the devastating impacts of hurricanes both locally and abroad. It is fair to assume that, with climate change, such operations both at home and abroad will only increase in frequency and scope. It is highly likely that there will also be operational demands in responding to sudden unrest or mass movements of people. Climate change will affect a wide range of geographies, whether through increased temperatures in hot and humid or dry conditions, or storms and rising sea levels on shorelines. New or exacerbated humanitarian crises are essential scenarios for defence or foreign aid planners to consider, especially in those localities most affected by both. New pandemics, originating as a result of some or all of these factors should also be considered. With those considerations come some inevitable questions of the likelihood of familiar HADR peace and stabilization missions, and of less familiar missions to counter secondary effects: perhaps to prevent unsustainable and destabilizing economic circumstances, and their associated criminal activities, from developing in a way that begins to impinge upon Fiji's national interests.

Strategic Priority 2 - Regional Cooperation & Security

The BOE Declaration on Regional Security established in 2018, recognizes that the Pacific Islands region as facing 'an increasingly complex regional security environment driven by multifaceted security challenges. This raises the question of how the RFMF can respond to these wide-ranging, but frequently interconnected, challenges, including what role regional security cooperation can play. The RFMF recognizes that through multiple security



declarations that security cooperation can help address the increasingly transnational and globalized nature of threats — such as pandemic diseases, climate change and transnational crime — that are difficult for states to respond to individually. These declarations reflect a broadening

understanding of ‘security’ that has occurred globally, particularly in the past decade, with security challenges no longer narrowly defined as primarily military matters, but now cover a wide range of multidimensional and transnational issues.

Strategic Priority 3 – Peacekeeping

The governments support to global peace is a strong indication to the RFMFs long history of deploying with UN peacekeeping missions. The change towards a more robust approach in PKO, the RFMF will improve its performance, by working with bilateral partners to strengthen “capabilities, preparedness, skills and overall performance.” The requirement for more protected mobility to reinforce and extract in potentially hostile environments, Road clearances with EOD specialist, electronic jammers, ISR and PPEs are



immediate areas of investment critical for raising the RFMF PKO effectiveness and reliability. The support by the ADF through its ‘Vuvale’ partnership has seen the significant development of the Black Rock UN Training facility which would add to its strategic significance in terms of UN PKO.

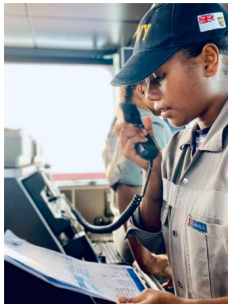
Strategic Priority 4 – Terrorism

Globalization and the rapid development of technology has amplified how connected we are and provides an environment for violent extremism whether it is religious, ethnic, economic, environmental and political to thrive and spread. National events can rapidly regionalise and internationalise due to connectivity and technology. Fiji can no longer use its geographical location as a buffer against regional or international terrorism. Due to their complexity, terrorism is a huge challenge for small countries like Fiji and its security forces. The understanding of the causes, the environment, a ‘whole of nation’ approach, regional and international cooperation are critical to combatting terrorism. The RFMF will need to be continuously aware of the security environment, its forces will need to be highly trained and responsive, and adaptable, to be able to overcome the wide variety of challenges.

Strategic Priority 5 - Situational Awareness

The establishment of the Fiji Navy MESC, a restructured Intelligence apparatus and new HQ JTFC necessitates the RFMF to build on new and existing platforms that can broaden its situational awareness capability. Information sharing with our Defence partners is critical given the growing unpredictability of our security environment over the next five years. These growing complexities and the ever-evolving strategic environment with numerous challenges, each amplified by persistent conflict, such as hybrid threats which includes a combination of conventional, irregular,

terrorist, and criminal elements require a consistent availability of intelligence that can be managed and utilized judiciously with a solid C2 capability.



Key Areas of Investment

Critical to the full delivery of these Strategic deliverables is the implementation of our Key Investment Areas (KIAs). These full implementation of these KIAs places the RFMF on a strategic advantage within its immediate region when it comes to supporting and facilitating a world class training facility in Blackrock for UN PSO and HADR in a region that is susceptible to a growing fragility towards natural disasters. Other co-existing enhancements that increase its strategic significance is a HQ JTFC complex at BlackRock Camp (to include a Level 1+ Hospital, UN & HADR Standby arrangement facilities), Strategic Reserve Capability and a Rapid Response group capability. Regionally and globally, it offers a significant platform that further entrenches the RFMF's strategic significance, relevance and legitimacy when strengthening its relationships and cooperation with its strategic defence partners in the greater Pacific region and more significantly internationally with UN PSO. The delivery of the Fiji Navy HQ and MESC by 2024 adds more value to the RFMF's Naval capability to support the south west pacific maritime domain more significantly. Both these state-of-the-art facilities has the capacity of drawing much strategic leverage throughout the region and the wider Indo Pacific when it comes to its UN PSO, HADR and our Maritime domain.

However, what is critical is the enabling capabilities that make these strategic deliverables create those strategic effects for the RFMF within its strategic environment. With the thorough defining of its strategic priorities in line with its strategic 5-year plan, a much clearer sense of direction becomes available in preparing the RFMF for the emerging security conditions of the future.

The full delivery of these Strategic deliverables places the RFMF on a strategic advantage within its immediate region when it comes to supporting and facilitating a world class training facility in Blackrock for UN PSO and HADR in a region that is susceptible to a growing fragility towards natural disasters. Other co-existing enhancements that increase its strategic significance is the Headquarters Joint Task Force Command at Blackrock Camp (that includes a Level 1+ Hospital, UN & HADR Standby arrangement facilities), Strategic Reserve Capability and a Rapid Response group capability. Regionally and globally, it offers a significant platform that further entrenches the RFMF's strategic significance, relevance and legitimacy when strengthening its relationships and cooperation with its strategic defence partners in the greater Pacific region and more significantly internationally with UN PSO. The delivery of the Fiji Navy HQ and MESC by 2024 adds more value to the RFMF's Naval capability to support the south west pacific maritime domain more significantly. Both these state-of-the-art facilities has the capacity of drawing much strategic leverage throughout the region and the wider Indo Pacific when it comes to its UN PSO, HADR and our Maritime domain.

STRATEGIC PRIORITIES

- Climate Change - HADR
- Regional Cooperation & Security
- Peacekeeping
- Terrorism
- Situational Awareness



KEY INVESTMENT AREAS

- Capability Development -Immediate need to leverage Technology
- Deployability / Force Modernization
Need for upgrade and rebalance existing capabilities – High state of Readiness
- Strategic Reach & Operational Sustainment – New capabilities required - Affordability
- C2 and Situational Awareness – Information Sharing
- Relevant Management frameworks

Capability Development & Re-Balancing

Crucial for the RFMF today is its ability to develop and balance its organizational capabilities to effectively meet its core outcomes when responding to an emerging security condition in a complex security environment. In the context of the RFMF, developing and balancing a capability to respond effectively should not be solely focused on procuring equipment and platforms but more about investing in its personnel with the necessary Training Systems and Processes that prepares the RFMF for the various tasks aligned to the full spectrum of conflict.

The RFMF will acquire this by developing and re-balancing a combined effect that is derived from its current and available organizational generic capabilities and existing support enabling systems that include RFMF combat elements, combat support elements and combat service support element inputs from both its Land and Naval components. These combined elements when grouped together, will be at a DLOC to form potential mission specific Task Groups. The further developing of these combined elements to achieve the desired OLOC effect will be achieved through the appropriate evaluating, monitoring and training against a specific deployable condition and sustaining that OLOC effect for the designated period required.

Deployability

The RFMF will build and hold force elements at OLOC on a routine basis noting its financial requirements and the demand on equipment readiness and personnel availability and training. When a force element is activated to perform a military task, additional funding may be required to enable that force element to transition from DLOC to OLOC (i.e., to resource the additional training and stores usage), for the deployment and for the sustainment of the activated force element for the expected duration of the operation. A force element achieves OLOC at the end of its response time, and is ready to deploy to the specific mission it has been activated for.

Strategic Reach and Operational Sustainment

The RFMF will deploy Joint Task Groups to conduct and sustain operations within Fiji's maritime space and nearby island neighbors. Critical is its ability to respond and deploy quickly and effectively across large distances, by land, sea or air into unstable and potentially hostile environments, and sustain them once there. This also includes responding to HADR situations within Fiji and the region. Given its limitations, this should not stop its further engagements with key defense partners and stakeholders in the provision and support towards acquiring such a capability.

Command & Control (C2) and Situational Awareness

Effective C2 is crucial for the RFMF. Enabled and integrated by Computers and Communications further enhances its ability to facilitate better situ awareness & coordination between its Land and Naval Components and potential joint response to WOG or WON requirement. This will be fully realized with the relocation and development of the Naval HQ and the activation of its Maritime Emergency Coord Center for maritime situational awareness. The activation of a HQ JTFC organization strategically located at the Blackrock training facility to coordinate and enhance its ability to lead such complex operations would certainly augur well in the facility being projected for its capacity to serve the region with UN PSO and HADR capacity building initiatives.

RFMF Modernization Framework

The desired long-term strategic outcome for the RFMF nested in the strategic plan is to have a modern and competent force that is capable of operating with other nation's capabilities and platforms as part of an integrated Joint Force across an array of contemporary threat and crisis scenarios. These outcomes should allow the RFMF to integrate smoothly and decisively engage initially as part of a Joint Force effort in the relevant domains of warfare and any crisis short of war

by 2035. The strategic plan describes the RFMF's support to achieving the strategic outcomes through a Decisive Conditions (DC) matrix outlining the desired outcomes and responsibilities.

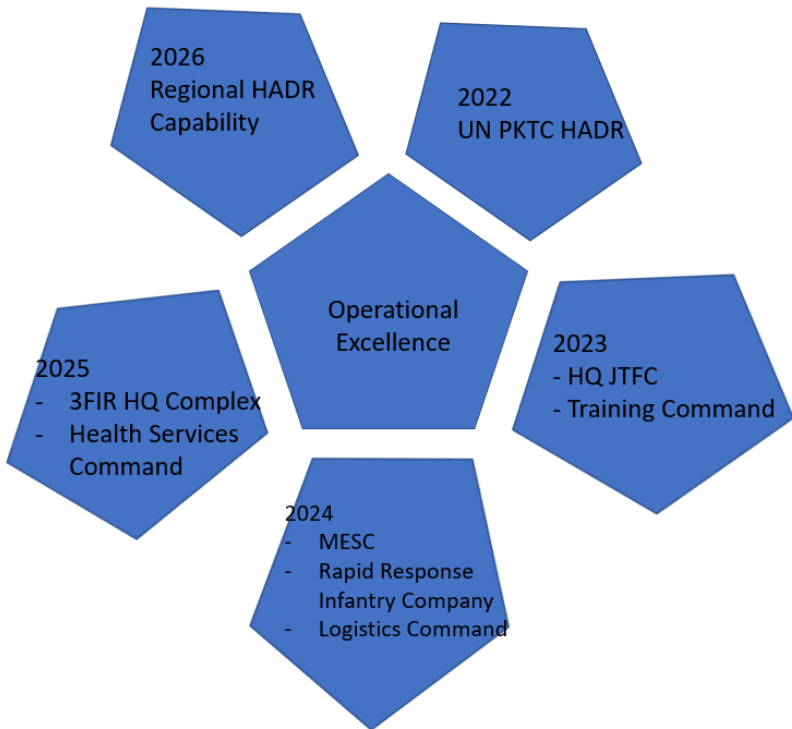


The RFMF Strategic plan is based on the strategic themes of Capacity Transformation, Capability Development & Rebalancing and Structural Reconfiguration. These strategic themes when dissected have further being developed into our strategic objectives to further assist the RFMF in providing a more focused roadmap of where our line of effort (LOE) will be oriented towards as we build the RFMF of the future.

These LOEs will be based around the following critical timelines to achieve the following Key Deliverables:

1. Delivering a fully functioning International and Regional accredited HADR and UN Peacekeeping Training Center by 2022;
2. Establishment of a fully functioning HQ Joint Task Force (HQ JTFC) by December 2023;
3. Establishment of fully functional Training Command by December 2023;
4. Delivering a fully functioning International and Regional accredited Naval Maritime Essential Surveillance Center by 2024;
5. Delivering a Directed Level of Capability (DLOC) for a Rapid Response Infantry Company Group by 2024;

6. Establishment of a fully functional Headquarters Joint Logistics Command by December 2024;
7. Delivering a fully functioning HQ complex for the Third Battalion Fiji Infantry Regiment by 2025;
8. Establishment of a fully functional Health Services Command by December 2025; and
9. Delivering a deployable Regional HADR capability and a dedicated UN Standby arrangement capability at Operational Level of Capability (OLOC) in place by 2026.

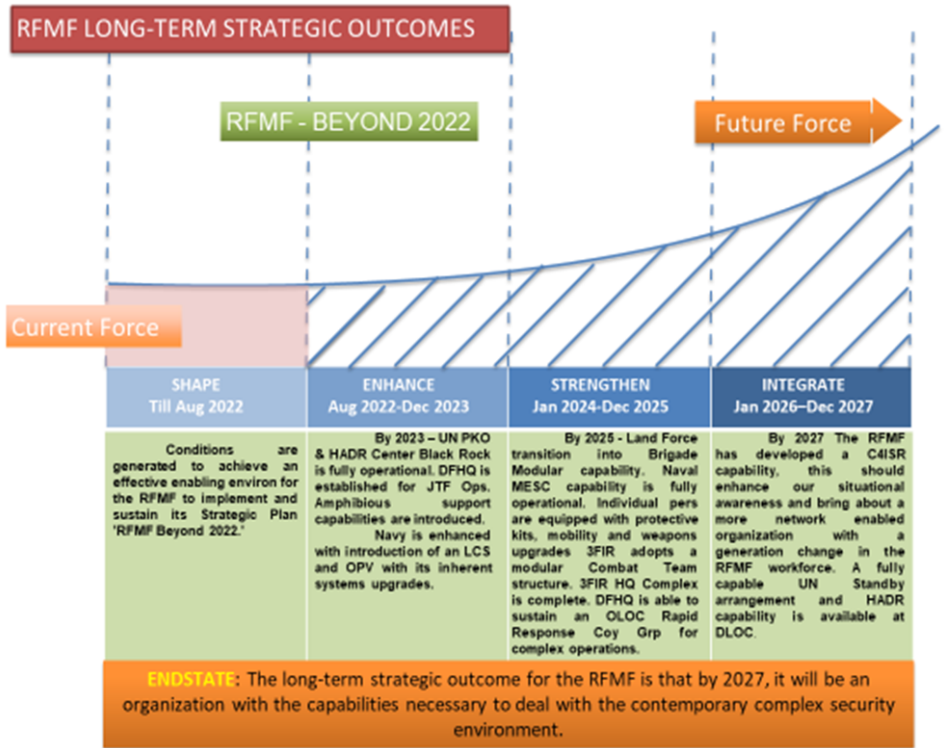


LINE OF EFFORT DECISIVE CONDITIONS MATRIX

LOE 1 CAPACITY TRANSFORMATION			LOE 2 CAPABILITY DEVELOPMENT & REBALANCING			LOE 3 STRUCTURAL RECONFIGURATION		
Decisive Conditions	Associated Tasks	Criteria for Success	Decisive Conditions	Associated Tasks	Criteria for Success	Decisive Conditions	Associated Tasks	Criteria for Success
DC1: Estab TRADOC Comd.	Build Leaders of Character	Leadership knowledge imparted teaching and learning	DC7: Force Capability Concept established	Capability Gaps identified	Organizational Capability rebalanced	DC13: Strategic Defense Review:	Consultation with MOD and other Key Stakeholders	Def policy is established confirming RFMF desired outcomes
DC2: Force Training Review	Centralize training under a single Command	Robust Training Policy that outlines Joint Force doctrine & system	DC8: Force Deployability	Modular Force designed	Land Force Transitions to Combat Brigade with platform for JTF Ops	DC14: Reconfiguration of the RFMF Org structure	Structural gaps in org capability identified	Org capabilities identified and balanced with developed capabilities
DC3: Individual Intellectual Optimization	Review & Redesign RFMF education and Training System	Competent Staff Officers integrate smoothly into Multinational HQ	DC9: Rapid Response Grp established	Infantry Coy Grp reconfigured to Combat Team	Acquires OLOC with OLOC generation process	DC15: Force Org Policies	Force policies reviewed and edited	New policies reflect structural realignment and changes
DC4: Collective Training enhanced	Develop Collective Training Policy	Unit Proficiency is achieved by Force Training Ex	DC10: Combat Capabilities Enhanced	Force Equipment Table reviewed. Gaps identified in PPE, Mobility, OFS, ISR and Sustainment	Equipment Table Updated. Capability procurement is implemented throughout RFMF mid to long term plan	DC16: Joint Approach	TRADOC designs Joint training	Joint Ops curriculum is implemented raising interoperability
DC5: Soldier – Leader Integration Trg	Review Decision Making at all levels of Command	CPX for HADR is successfully completed	DC11: Force Projection and Sustainment	DFHQ established	All deployable Ops is trained to OLOC and sustained effectively.	DC17: Fiscal Sustainability	Identify realistic and affordable capability budget plans	Budget is able to sustain RFMF Ops and changes over next 5 years
DC6: Professional Development Education	PME syllabus for higher learning is designed	PME Policy is adopted.	DC12: C4ISR Integration	Optimal CIS program to estab an integrated info environment is identified	RFMF has networked and integrated a joint force networked C4ISR capability	DC18: Force Generation HRM	RFMF identifies a HRM system compatible to RFMF HRM requirements	RFMF HRM process enhances soldier/sailor and leader effectiveness to optimal levels.

The achievement of the desired end state of reforming the RFMF by 2027 will be achieved implementing the identified Decisive Conditions designated for each of the specified lines of effort:

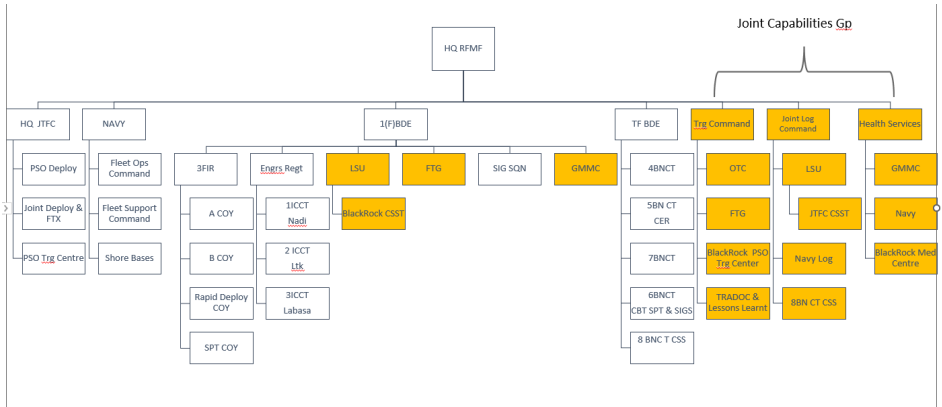
1. The ‘Structural Reconfiguration effort that will drive how we will train and prepare in the conduct of our business or fight our battles through policy gaps development, doctrine, organization and training material;
2. The ‘Capability Development & Rebalancing’ effort will identify what capabilities we will require to procure or reconfigure to balance in terms of equipment, platforms and infrastructure to conduct our operations with; and
3. The ‘Capacity Transformation’ effort is about building competent leaders and develop all RFMF personnel’s understanding of who they are, and their role in the implementation of the RFMF strategic plan – ‘Beyond 2022’.



This will involve capacity building in the areas of leadership development; Professional Military Education; Ensuring that the RFMF is a well-trained force; Organized; Efficient in the art of war and its modern weapon systems and the evolving nature of conflict and warfare.

As part of the RFMF capability proficiency process from OLOC generation to Force modernization, the RFMFs posture, capabilities, and policies will require a constant evolution - driven by measuring its current capabilities against assessed conditions of deployment and a tailor-made Performance Management System and Key Performance Indicators to determine capabilities

Force Structure Beyond 2022



In line with the RFMF Strategic Deliverables, the reconfiguration and rebalancing of the RFMF capabilities does cause structural changes to the RFMF Force structure raising the following new Capability Commands:

1. **HQ Joint Task Force Command.** This command is an enhancement of the Directorate of Peace Support Operations and Deployable Force HQ. The transition to a Joint reference is its responsibility for the command and control of RFMF units deployed on joint operations, as well as those undertaking major joint training operations. Both the Land Forces and the Navy are responsible for training and sustaining combat, combat support and combat service support Force Elements, which are assigned to Comd JTF during Force Exercises and Operational deployments. HQ JTFC is an operational level Headquarters. Comd HQ JTFC a 1 Star rank reports directly to CRFMF and HQ JTFC is staffed by members of both the Army and Navy;
2. **Training Comd.** This command draws in all Force Training Institutions under a single command. The function of Training Comd is to design, develop and build the Joint Force concept. It is charged with overseeing training of RFMF personnel and the development of operational doctrine; and
3. **Health Services Command.** With the added level of medical capability within the GMMC and the level 1+ hospital at Black Rock, the establishment of a Health Services Command is appropriate given the recent and ongoing collaboration with the Ministry of Health and Medical Services during the COVID-19 pandemic here in Fiji, The RFMF Medical Capability has proven its capacity to provide the much-needed support and response in assisting the government of Fiji Health Services when required.

4. **Land Forces.** The adoption of a Modular Army structure is a key change involved transitioning the Land Force into a brigade-based force, a concept that has come to be known as "modularity." Some important capabilities that were formerly part of the RFMF Land Forces are also now made organic to the brigade to form a combat team organization. 3FIR will form a Bn Combat Team and the Independent Companies of Echo, Delta and Golf are designated as Independent Company Combat Teams sharing the same capabilities as the Bn but at lesser degree. These independent Company's will become the TF Cadres for their affiliated TF Bns; 4FIR, 5FIR, and 7FIR.
5. **TF Brigade.** 1 FIR and 2FIR become part of the Regular Force component administratively, under the HQ JTFC, becoming two additional maneuver units for the RFMF deployed operationally in the Middle East. 4FIR & 7FIR become maneuver TF units for the west and north respectively. 5FIR becomes affiliated to the Engineers Regiment. 6FIR is affiliated to the Signals Regiment. 8FIR becomes affiliated to the Combat Service Support functions of the Medical Command and LSU Bn.
6. **Joint Logistics Command.** The Joint Logistics Command will integrate all combat service support functions across the RFMF. This is to improve efficiency, standardization of logistics support, reduce duplication and wastage. Critical to this will be due consideration given to the uniqueness of CSS that is required by different arms and services across the RFMF.



Capability Process

The RFMF will be guided by a Capability Proficiency Framework that is simple, practical and affordable. The RFMF will work within the confines of the resources available to generate, enhance and prepare the RFMF for the growing security complexities of today and the future.

Given the RFMF role to ensure the security, defence and well-being of Fiji and all Fijians, the RFMF will ensure that it has available at all times a credible Operational level of capability (OLOC) Force to mitigate and deter any potential threats or security conditions requiring the deployment of the RFMF both directly and in-directly. The RFMF must first understand its security environment, then identify the likely emerging security conditions that would basically describe and represent a security event that could likely expect the Government of the day in deploying the RFMF in response to that particular security condition. The RFMF must select these conditions through the continuous analysis and assessment of Fiji's geo-strategic environment and its evolving security trends.

These 'deployable conditions' (DC) will be selected on the basis of its likelihood to occur given the history of Fiji's security climate and the ability of the RFMF providing an appropriate response through its capabilities. As such these Deployable Conditions (DC) can be further utilized to form the Force Training guidance to better guide, prepare and drive the RFMF's response options in accordance with the associated operational taskings that can be achieved by the mission specific developed capability being enhanced progressively from DLOC to OLOC through the OLOC generation and Force modernization process as illustrated below.

The undermentioned Deployable Conditions (DepCon) have been the most common scenarios that have necessitated the government's decision to deploy RFMF personnel and assets over the past few decades to meet its defense outcome of ensuring the security, defense and well-being of Fiji and all Fijians.

THREAT DEPLOYABLE CONDITIONS



These Deployable Conditions when activated will require the RFMF to put together a combined effect of our organizational generic outcomes and systems to form a Rapid Response Group at its desired level of DLOC capability. The RFMF will place the DLOC Rapid Response Group under the Capability Proficiency Process to undergo the OLOC generation process to reach the desired level of OLOC capability to be able to respond at its most optimal level of effectiveness. At the same time under a training regime, the modernization process follows subsequently identifying lessons learnt and best practices and the necessary R&D for further capability development and procurement plan.



The Capability Process does also allow the RFMF to use the process as an opportunity to gauge our readiness levels as well. The following imperatives will guide the capability development process throughout the RFMF.

1. Maintain a Strategic Situational Awareness;
2. Adopting a Joint Approach towards the conduct of Operations;
3. The Land Force is to transition towards a Modular Force Capability;
4. A Practical and Smart Navy; and
5. Ensure Fiscal Sustainability.

The RFMF will implement an annual Fit-For-Role (FFR) program that augments the Force Capability Proficiency Process. The FFR will be measured against a Performance Rating Scale and Key Performance Indicators (KPI) in the areas of Readiness, Combat Viability, Deployability and Sustainability.

On conclusion of the FFR, the RFMF will conduct an annual Joint Exercise over the next 5 years based on the identified DepCons and the Capability Proficiency Process to determine RFMF capability gaps and reviews for policy designs and potential procurement of new capabilities. This will also shape our Force Training Policies for the succeeding years ahead. Formation HQs are encouraged to start their planning and filed exercises based on these calendared activities. The calendared annual Joint Force Exercises are defined in the Table below.

Deployable Condition	Ex Description	Date	
		From	to
<u>DepCon1</u> <i>Internal Security: Civil Disturbances / Industrial Actions affecting essential services</i>	Ongoing Protest encourage Civil disturbances and riots to occur simultaneously throughout the country	2023	
<u>DepCon2</u> <i>HADR, & PSO - Natural Disasters posing a serious threat to life, property or the environment</i>	A Major natural disaster posing a serious threat to life, property and environment	2025	
<u>DepCon3</u> <i>Incursion into Fiji's EEZ threatening Fiji's Interest</i>	Foreign armed drug peddlers traveling by sea take over an Island	2026	
<u>DepCon4</u> <i>Terrorism and Acts of Sabotage</i>	Terrorist attack on a major hotel / critical infrastructure	2024	
<u>DepCon5</u> <i>Asymmetric conflicts</i>	Counter-insurgency operations	2027	

Mitigating Strategic Risk

Strengthening the 'RFMF' Brand

To avoid and mitigate any risk to the implementation of the RFMF Strategic Plan - 'Beyond 2022', the RFMF will create the conditions that will bring about a receptive attitude towards change, the RFMF will strengthen and build a corporate culture that will be based on these two key imperatives.

1. **Good governance.** Generate confidence in our institutional system through good governance;
2. **Trust.** Build a strong culture of trust that can facilitate coordination and cooperation for mutual benefits and for broadening people's sense of identity from the "I" to the "we".



The RFMF will focus on these key areas to generate confidence in our institutional system of governance:

1. **Relations.** The RFMF will re-build and strengthen our relations as individuals within the RFMF and as an organization externally. The evolving security climate, has taught the RFMF that it can no longer fight its battles alone. The RFMF must, reach out, engage and collaborate with key stakeholders within government, non-government and civil society. The RFMF must strengthen our bilateral relationship with its Defense partners in its areas of HADR, PKO, and nation building;
2. **Policies, Plans and Doctrine.** The RFMF will review, redraft and strengthen our institutional policies, plans and doctrines to better address these current and emerging issues to provide leadership stability, decisiveness and moral clarity in decision making; and
3. **Organization and Individual Ethics.** The RFMF will challenge its members individually by raising the bar of service and responsibility, so it can rise above and beyond meeting those public expectations whilst responding to the current and emerging challenges of today and the future.

Everything the RFMF will do under these initial conditions will set the platform for it to build a strong culture of Trust. Key to establishing a trust criterion is willingness (either individual or organizational), which is strongly associated to making the RFMF vulnerable to the actions and decisions of the government and people it serves and vice versa. This sense of willingness and vulnerability exist to expedite trust that gradually produces trustworthy results by way of the following:

1. **Integrity.** The RFMF will identify, review and strengthen its institutional integrity system. In doing so, the RFMF will ask's those hard questions about its individual and organizational values, giving honest and public answers, and trying to live by those answers. Doing so for an institution is more complex than for an individual, where the questions asked of any institution or organization are: How relevant is the RFMF today? What impact does the RFMF have on the socioeconomic conditions of the country? What justifies the existence of the RFMF organization to the community in which it operates? An organization such as the RFMF can only increase in its integrity by living by how it answers those hard questions. The RFMF will have to commit to its mechanisms that supports it in keeping to the values it has publicly declared and to which it is publicly committed.
2. **Benevolence/Compassion.** The RFMF will show and use good intentions towards individuals or organizations for the purpose of growth and development. The RFMF will increase in its acts of kindness and respect. Always looking out for the welfare/well-being of society and the nation as a whole. The RFMF will teaching and imparting discipline to bring out the best in a person or organization to avoid inflicting any unnecessary risk and danger; and
3. **Ability/Competency.** This information age requires the RFMF to be able to access smart systems and decision support tools. The RFMF will invest in increasing the levels of skills and ability in various fields or specialty within the RFMF in order for us to exert influence and advise, that will be highly regarded and acknowledged. The rapidly evolving information age is giving rise to non-state actors exploiting asymmetric conditions, non-warlike operations or operating in a whole of government and society partnerships. These growing emergences, are further complicated by the rapid effects of social media that increase public scrutiny, thereby demanding for a high level of competency to be smarter, using diplomacy and innovation.

The RFMF demands a leadership culture at all levels that is accountable, transparent, and trustworthy IOT create that environment of trust for its soldier's, sailor's or when engaging with the people and government for that matter. The RFMF will be accountable, transparent and relevant by implementing the following decisive conditions:

1. The RFMF will conduct Training and Education focused on building competent and committed leaders of character;
2. The RFMF will attain Institutional professionalization through documented industry standards;
3. The RFMF will evaluate organizational and individual competencies and capabilities so it can evolve better prepare itself for the changing environment;
4. The RFMF will raise the soldiers' and sailors' standards so it can project a better RFMF brand;
5. The RFMF will build a strong culture to provide it with a major advantage to establish a clear brand identity that provides the public and potential recruitment market of what the RFMF institution is and what it stands for; and
6. The RFMF will broaden our opportunities by enhancing our capabilities and reaching out to expand our relationships and partnerships.



Conclusion

For the first 5 years, the RFMF will work towards strengthen its organizational culture to be adaptive, robust and receptive towards change. The idea is to ensure that each individual is fully conversant of why it must build a capable organization for the RFMF. Empowering the RFMF's intellectual capabilities is key and as such the RFMF will develop its key themes that will guide its everyday responsibilities, discussions and actions. Each year the RFMF will identify a key theme from its guiding pillars that will define and guide its KPIs, organizational outcomes and deliverables in the areas of professional development, organizational efficiency, educational integration and alignment, and establishing its operational doctrines. The RFMF's social capability will be strengthened by developing its institutional culture, its reputation and relationships and its individual and collective commitments and well-being. The RFMF's third effort will look at its structural capability, where dependent on its budgetary capacity and a forecasted trend, the RFMF will look at enhancing its weapons systems and platforms and at the same time look at a reconfiguration of its Force structure to provide efficiency, become more effective and capable, and be a lot more agile and flexible.

The RFMF will achieve this by placing a lot of emphasis in strengthening its greatest assets – its personnel. The RFMF will dig deeper into its heart, mind and soul to better understand and be aware of its institutional values and ethos until its lifestyle's become a reflection of the institution. The RFMF requires every individual to take ownership of the desire to see the RFMF move in professional development and modernization. The RFMF will restrengthen its training regimes to advocate its ideals of discipline, leadership, courage, sacrifice, honor and will to win. The RFMF will maintain a consistent culture that honors service, respect, compassion, tolerance, integrity and charity. The RFMF will hold dearly to our hearts these key pillars and will protect and defend it at all cost. The RFMF will be guided by its overarching institutional values system and ethos that will be entrenched into the heart and soul of every leaders, soldier, sailor and the wider family of the RFMF community.

This will become the RFMF's platform to modernize and at the same time conceptualize its approach towards the future of the RFMF beyond 2027.

