



# iTaukei Affairs Board

## STRATEGIC PLAN 2024-2028



Prepared with Assistance from Maxumise

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## LIST OF ACRONYMS

<b>Annual Operational Plan</b>	AOP
<b>Civil Society Organisations</b>	CSOs
<b>Corporate Operational Plan</b>	COP
<b>Corporate Services Division</b>	CSD
<b>Great Council of Chiefs</b>	GCC
<b>Intangible Cultural Heritage</b>	ICH
<b>iTaukei Affairs Board</b>	TAB
<b>iTaukei Institute of Language and Culture</b>	TILC
<b>iTaukei lands Fisheries Commission</b>	TLFC
<b>Memorandum of Agreement</b>	MOA
<b>Ministry of iTaukei Affairs</b>	MTA
<b>Monitoring and Evaluation</b>	M&E
<b>Monitoring, Evaluation &amp; Learning</b>	MEAL
<b>National Development Plan</b>	NDP
<b>National Federation Party</b>	NFP
<b>Non-communicable diseases</b>	NCDs
<b>Non-Government Organisations</b>	NGOs
<b>Organisational Health Index</b>	OHI
<b>People's Alliance Party</b>	PAP
<b>Provincial Council</b>	PC
<b>Social Democratic Liberal Party</b>	SODELPA
<b>Standard Operating Procedures</b>	SOPs
<b>Strategic Development Plan</b>	SDP
<b>Strategic Plan</b>	SP
<b>Sustainable Development Goals</b>	SDG
<b>Traditional Ecological Knowledge</b>	TEK
<b>United Nations</b>	UN

MINISTERS FOREWORD



Honourable Ifereimi Vasu

This Strategic Plan (SP) for the I-Taukei Affairs Board (TAB) captures the transitory phase in moving away from the limitations on I-Taukei development and provincial administration imposed by the previous Government into a new era of inclusive approaches, good governance and modernized operations. This phase will consolidate TAB’s mandate, functions and responsibilities. These will be shaped by the final outcome of the implementation of the GCC Review Recommendations and the Review of the I-Taukei Administration which is currently being completed.

TAB sits alongside the scope of MTA’s mandate as its extended executing arm of certain key regulatory, policy implementation and service delivery functions. This SDP underscores the need to equip and gear TAB’s functions and capabilities to be robust enough to absorb, and adapt to, its final designated mandate and status that will ensue from the implementation of the GCC Review Recommendations. These developments and the recently completed on-going review of the I-Taukei Administration will further inform the final design TAB’s relevant functions and responsibilities viz-a-viz the MTA and the GCC.

In that regard, TAB will continue to play a critical role in the final design of I-Taukei institutional architecture. To that end, it will have a more cohesive structure and clearer scope and delineation of its mandate. This SP provides the framework to secure the required resourcing and capabilities that will be critical to complement the other leading I-Taukei institutions.

I am happy to present the TAB’s SP as a strategic document that will be operating in a largely evolving institutional environment but provides the flexibility for TAB to adapt and realign to its final design in the next year or two.

I have no doubt and my strong conviction is that TAB will play a stronger and more effective institution through the diligent pursuance of the strategic focus of this plan, strategies and outputs.

.....  
Honourable Ifereimi Vasu  
Minister for iTaukei Affairs



Pita Tagicakirewa

It is my great honour, as jointly the Permanent Secretary I-Taukei Affairs and Chief Executive Officer of the Taukei Affairs Board, to present the Taukei Affairs Board (TAB) Strategic Plan (SP) for 2024-2030. This Plan is aligned to and will cascade from the overarching national vision and goal of the forthcoming 20-year National Development Plan. The vision of TAB mirrors the Ministry of I-Taukei Affairs which are **to be leading institutions to transform I-Taukei governance to good practice standards and improve well-being.**

TAB’s operating landscape will be evolving in the next two years in line with the ongoing changes being driven through the implementation of the GCC Review recommendations and the recently completed I-Taukei

administration review. We believe the gist of our mandate, functions and responsibilities will remain at the core, which is ***“To recommend, propose and implement Good Governance and Wellbeing Policy, Programs and Projects.”***

The focus of this SP is therefore to strengthen these core functions and mandates, to the point where they are robust enough to be realigned to, merged with or demarcated from functions and responsibilities of other I-Taukei institutions in line with the final design of the I-Taukei institutional architecture. The SP is also well informed by an analysis of external stakeholders’ survey and an internal staff satisfaction survey, which provides realistic perspectives to our SP ambitions.

I am deeply convinced that the specific strategies and outputs reflect a well thought through approach that will hold TAB in good stead and adapt to changes that will be forthcoming from the implementation of the GCC Review recommendations and the Review of I-Taukei Administration. TAB is fully confident of successfully meeting its deliverables in this plan and the ensuing expectations placed on it by Government, its stakeholders, the I-Taukei and the people of Fiji.

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Pita Tagicakirewa  
Permanent Secretary for iTaukei Affairs

## CORPORATE STATEMENTS

### VISION

The leading institution to transform iTaukei governance to good practice standards and improve well-being.

### MISSION

To transform iTaukei governance and well-being through:

- Conservation and sustainable management of natural resources
- Promote wealth creation programs within villages.
- Building capacity within the iTaukei administration and strengthen Vanua Governance
- Ensure daily sustainable livelihood of the iTaukei.

### VALUES

#### Integrity

- *We will always ensure ethical behaviour.*

#### Respect

- *We will treat our people and stakeholders in the highest regard.*

#### Innovative

- *We will be ingenious and creative in our work.*

#### Patriotic

- *We will honour and support Fiji's authority and interests.*

#### Empathy

- *We will build social connections to ensure optimal wellbeing.*

#### Accountability

- *We will be transparent and responsible in everything we do.*

### CORE BUSINESS

***“To recommend, propose and implement Good Governance and Wellbeing Policy, Programs and Projects.”***

The iTaukei Affairs Board (TAB) operates under its mandated role in the iTaukei Affairs Act 1944 and its subsidiary regulations outlined in the:

- Tikina Council under Section 6 & 9 - (13) of the iTaukei Affairs (iTaukei Affairs Board Regulations) 1996
- Provincial Council under Section 6 – (25) of the iTaukei Affairs (iTaukei Affairs Board Regulations) 1996
- Village Council under Section 20 – (29) of the iTaukei Affairs (iTaukei Affairs Board Regulations) 1996

Under Section 20— (1) of the iTaukei Affairs (iTaukei Affairs Board Regulations) 1996, it shall be the duty of the Board to:

- (a) consider such draft legislation and other matters relating to the rights, interests, health, welfare (social and economic), peace, order and good government of the iTaukei as the Minister may from time to time refer to the Board, and take decisions or make recommendations thereon to the Minister;
- (b) consider resolutions relating to the same matters as are set out in subparagraph (a) which members may submit to the Chairperson at least two weeks before the date of the next meeting of the Board, and take decisions or make recommendations thereon to the Minister;
- (c) Monitor all developments carried out in the Provinces and to ensure that such development are in accordance with and reflect the development policies and strategies formulated by the Governance

## GOVERNANCE

iTaukei Affairs Board (TAB) as an organization has its Board as the apex of its corporate governance system and operations. The governance model delineates the role of the Board and management. The Board is ultimately responsible for the direction of TAB and for the high-level policies of the organisation and the appointment of the Chief Executive Officer (CEO).

The CEO and management's role is to implement the Board's decisions. The CEO, in turn, needs to report back to the Board on performance (PMS) and any risks or other items that might affect the sustainability of TAB.

TAB currently has around 251 staff, of which around 76 are based in headquarters and 175 in the Provincial councils.

## STRATEGIC DEVELOPMENT PLAN LINKAGES

The review and development of the SDP is linked to the Coalition National Policies, drawn from the joint NFP, SODELPA, PAP manifesto on the iTaukei (**Annex 3**) and the GCC Review cabinet approved recommendations (**Annex 4**). This SDP will be a living document that will evolve with the final outcomes ensuing from the GCC Review Recommendations and the Itaukei Administration Review to be finalized by June 2024.



Figure 1: SDP LINKAGE REVIEW

The SDP provides the framework to ensure clear linkages between operations, strategic directions and policies within the purview of Government and the GCC's overarching goals and aspirations. TAB operations will entail the implementation of specific outputs and activities that are detailed in TAB's Corporate, Operational and Business Plans.

The key pillars upon which TAB will implement these policies will be the nine Priority Areas that underpin its Strategic Focus:

1. Vanua Stability
2. Governance
3. Well-being and Health
4. Economic Empowerment
5. Conservation and Biodiversity
6. Support Services
7. Investment Portfolio Management

8. Planning, Monitoring, Evaluation and Learning
9. Communications and Engagement

TAB is the executing agency of the Ministry of Taukei Affairs of the relevant Government policies and programs funded through the annual subvention grant in MTA's budget and TAB's other funding sources. As such TAB plays the central advisory, coordination and implementation role for Government through the MTA in two main areas of its operations:

1. **Subvention funded:** Provincial Council administration.
2. **Non-subvention funded:** good governance, well-being, economic empowerment, climate change, leadership and support services (includes financing and investment)

These two areas of operations cover the nine priority areas underpinning the strategic focus of TAB, as underlined by its core business ***“To recommend, propose and implement good governance and well-being policies and programs.”***

## GCC REVIEW RECOMMENDATIONS AND ITAUKEI ADMINISTRATION REVIEW

TAB's status and scope of mandate will be evolving in the next year or two as the GCC Review recommendations endorsed by Cabinet are being rolled out and implemented incrementally. Furthermore, the Review of I-Taukei Administration currently being undertaken will also be in line with Cabinet's recommendations on the GCC Review. The Review of the I-Taukei Administration currently being undertaken by the Strategic Advisory Group will also have a bearing on the future role, functions, and responsibilities of MTA. The review focuses on the structure and functions of the iTaukei Administration.

In this regard the Review examines the existing machinery – the iTaukei Affairs Board and its secretariat, the Provincial Councils, Tikina Councils and secretariats to these fora. It also assesses the feasibility of bringing the Provincial Councils under the GCC. A key output of the Review would be the clear demarcation of advisory, regulatory, policy implementation and service delivery functions amongst the relevant I-Taukei institutions including MTA.

Therefore, in this transitory journey it is critical that TAB is well equipped to build its core capabilities that enables it to serve a role that complements and reinforces the responsibilities of other ministries and agencies that are all working to achieve the overarching goals and objectives of Government and GCC aspirations for ITaukei.

Subject to the outcome of the GCC Review Recommendations and the I-Taukei Administration Review and with all due respect to the prerogative of MTA, Cabinet and Government on the final desired outcomes, (3) possible options that MTA will be examining as to the final status and structure of the three institutions MTA, TAB and the Provincial Administration apparatus are presented in Annex 5. The Strategic Focus is robust enough to adapt/add to the required strategies and outputs under Priority Areas 1, 2 and 5, according to the finally adopted structures emanating from these reviews.

**SDP Linkages to operations and management tools**

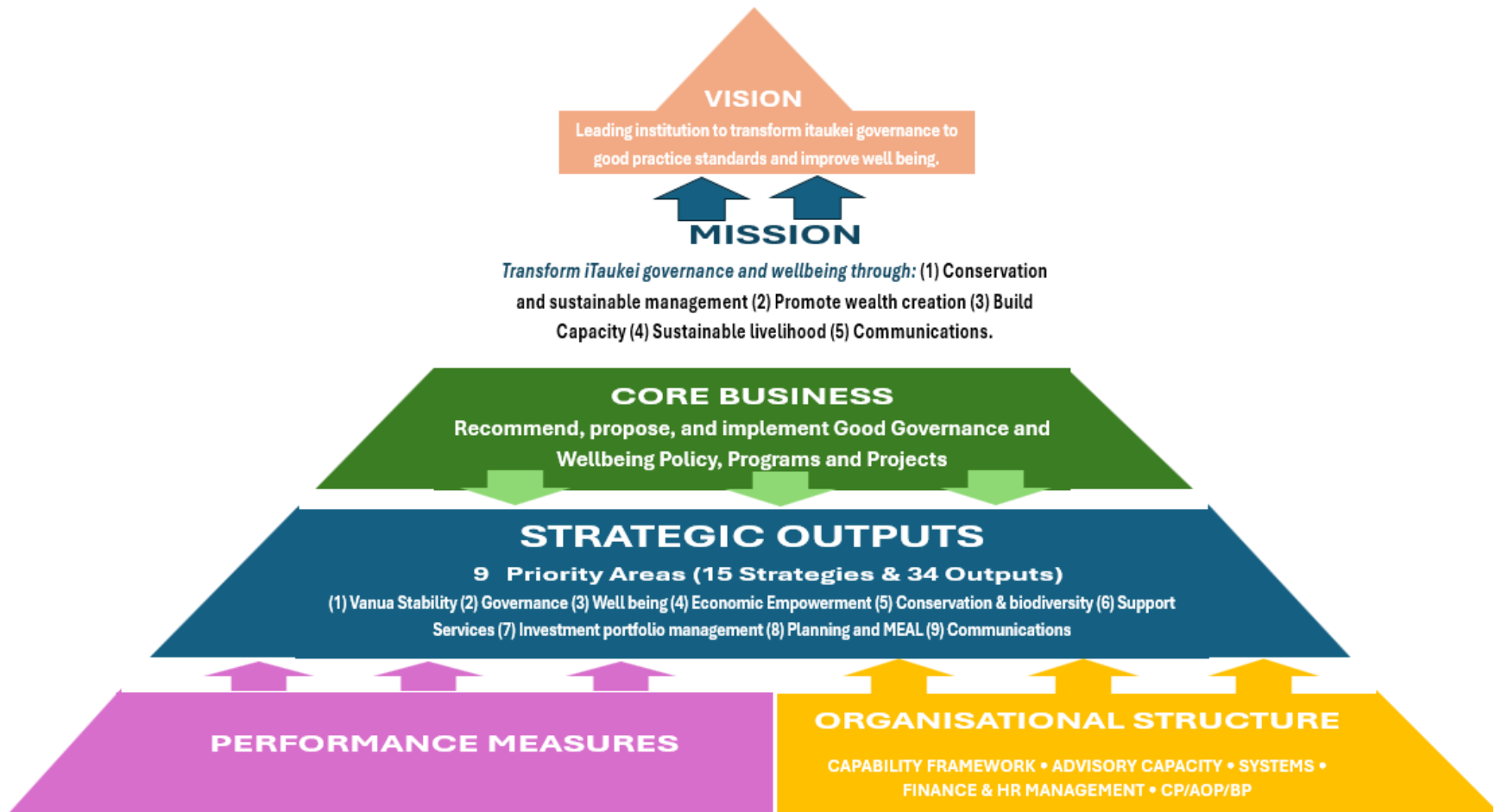


Figure 2: SDP Linkages to operations and management tools.

## EXPENDITURE COMPOSITION

### FUNDING AND EXPENDITURE TRENDS

TAB has two sources of funding, from: (i) Government subvention grants which funds Provincial Council administration; and (ii) income from its investments which funds activities not covered by Government subvention grants. Historically (5-6 years) prior to 2022-2023, the total annual average subvention

funding was around \$5.2m. The average split between the two has been around 85% - subvention and 15% - non subvention. In 2022-2023, subvention funding dropped to \$2.1m, this is attributed to the transfer of PC personnel emoluments allocations, previously budgeted to TAB, to their respective PC's positions. But non-

subvention funding jumped by 60% to \$1.5m due to increases in returns from TAB investments. This was mirrored by total actual expenditures which also showed the same trend with annual average historical levels of \$5.2m prior to 2022-2023 when it dropped to \$2.3m, as shown in the figure above.

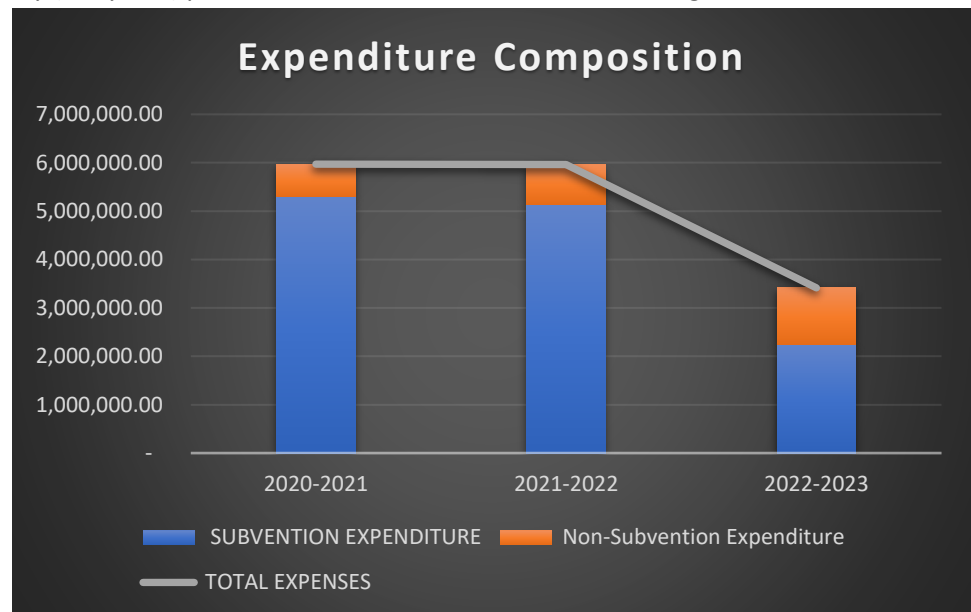


Figure 3: Expenditure Composition 2020/21 – 2022/24

Subvention expenditures are exclusively for iTaukei Affairs Board, Provincial Council administration, Turaga-ni-Koro allowances and Mata-ni-Tikina allowances with the composition in Figure 4:

With the previous years' funding trends, particularly with the sharp drop in 2022-23 funding, the SDP will seek to mitigate the financing gap risks that arises when Government subventions fluctuate and investment income are uncertain or reducing. Such risks will adversely impact the ability of TAB to deliver on its mandated

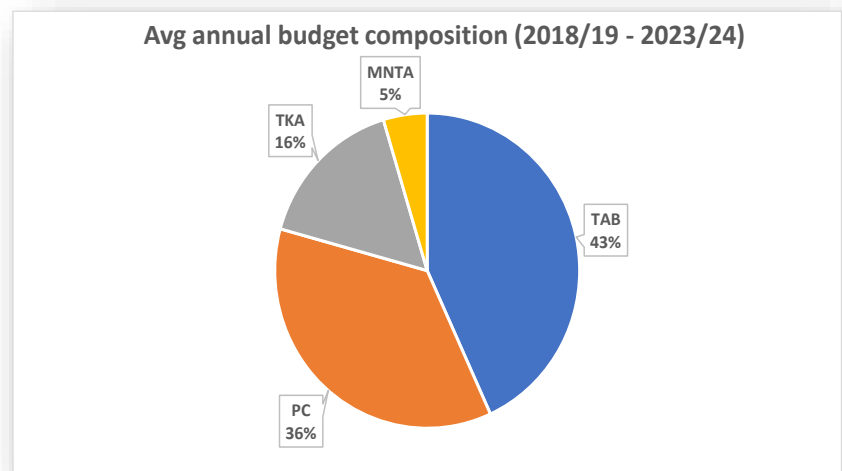


Figure 4: Average Annual Budget Composition 2018/9 - 2023/2024

responsibilities and deliverables, and directly affect service delivery at grassroots level, through Provincial Council administration.

## RESOURCING STRATEGY

Given these funding and expenditure issues and the evolving institutional environment, TAB considers it crucial to have more certainty and aim to have an increasing trend in its funding streams from both sources in the medium term. The strategy is driven by the following guidelines:

- (i) TAB will be fit-for-purpose in its structure, design, capabilities and functions. This will be largely determined by the on-going iTaukei Administration currently being done during the compilation of this SDP;
- (ii) Funding from subvention will be pursued on a relativity basis whereby TAB will ensure there is at least a constant proportion of total MTA's subventions are earmarked to TAB pegged to a baseline level of TAB's core operations and the delivery of its services and outputs.
- (iii) The inclusion of additional mandates or functions will be a trigger for negotiation with MTA for increased budget allocations for its subventions and other resourcing requirements.
- (iv) Develop capacity in TAB or MTA to explore and design strategies to increase non-subvention funding from investments and external development partner support.
- (v) TAB will work on increasing efficiencies to ensure that subvention activities are achieving its deliverables, whilst keeping within subvention funding levels.
- (vi) Non-subvention operations will also improve efficiencies and consider generating savings and surpluses. It will target increasing the share of activities that are not financing/investment-related activities to be funded from non-subvention sources. These pertain to good governance, well-being, economic empowerment, conservation and climate change, and traditional leadership and vanua.

## STAKEHOLDER ANALYSIS

TAB stakeholders include inter alia all government ministries, indigenous community and other minority groups, partners such as the National Trust of Fiji, CATD Nadave, Fiji Arts Council, Fiji Museum, Civil Society Organisations and Non-Government Organisations, Church, Community groups (iTaukei, Rabi/Kioa/Rotuma) and TAB staff.

## STAKEHOLDER EXPECTATIONS

Overall, stakeholders expected more collaboration, consultations in the development of policies aligned to the eight thematic areas, that would transform iTaukei governance and wellbeing.

The Coalition Government manifesto and stakeholder workshop that was held highlighted specific areas of concerns and expectations which were common ground for all, which have been listed below, aligned to the GCC eight thematic areas:

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## RESOURCE OWNERSHIP

Stakeholders highlighted that their expectations in their relationship with TAB in the thematic area of resource ownership included:

- Shared identity with iTaukei communities.
- Service to the community, spanning 14 provinces, 187 Tikina, and 1,182 villages.
- Involvement in land lease development, including aspects such as land parcels, qoliqoli rights, and mineral royalties.
- Collaboration for the provision of rural development services targeted at iTaukei communities.
- Engagement with NGOs for data collection related to resource management, sharing information on the development status in rural areas.
- Implementation of rural development activities in villages

Furthermore, stakeholders expect TAB to be grounded in Vanua aspirations, highlighting the importance of aligning initiatives with the aspirations of the Vanua (community). It was also highlighted that stakeholders were willing to be consulted by TAB in developing flexible internal policies for iTaukei Community Development which are responsive to the development needs of the iTaukei. As well, expectations around the provisioning of quality rural data for informed decision-making.

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## EDUCATION

In the thematic area of Education, stakeholders expected:

- Provision for training development for the iTaukei community.
- Partnerships for the provision of education services tailored for iTaukei

Hence, stakeholders expected TAB to focus on policies that will provide quality education on literacy, numeracy, culture and heritage to reduce dropouts; including targeted programs to address specific needs and goals. It was also noted that effective utilisation of arable and idle land for commercial or food supply, connected to the education curriculum is a critical area of focus for resource owners.

It was highlighted that TAB needed leverage off technology for service delivery, awareness, and education to connect with the younger generation.

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## SPIRITUAL WELL BEING AND SERVICE ORIENTED

In terms of the thematic area on spiritual wellbeing and service, stakeholders expected a ground-up approach in these initiatives. The need for more engagement and effective collaboration between the TAB and stakeholders to drive activities in this area was seen as key. They also expected TAB to provide relevant and measurable development policies for iTaukei households that were sustainable and capable of timely implementation. Furthermore, they saw a need for government policies for iTaukei youth occupation, focusing on gainful formal and informal occupations.

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## ECONOMIC EMPOWERMENT

Stakeholders expected TAB to drive fair economic participation and wealth distribution, developing measures to ensure fair economic participation and equitable distribution of wealth among iTaukei households.

There were also concerns around funding for economic growth with an emphasis with a strict review of funding allocation for provincial councils, ensuring operational costs are covered. Stakeholders were concerned with the dependency on the soli ni Yasana, to be addressed through the provision of grants for the operations of the Yasana. As such, expectations alluded to reduced parity between the various Provincial Councils; ensuring iTaukei institutions were self-sustaining with less reliance on grants, donor funds and loans.

It was also noted that TAB should develop policies that would ensure wealth creation and financial sustainability for the iTaukei, including awareness campaigns to promote these policies. Such policies will advocate for an increase in iTaukei owned businesses with a specific focus on empowering youth entrepreneurs. In addition, TAB to explore the development of pro-iTaukei policies and regulations that would provision for innovative financing mechanisms to reduce reliance on grants and create auditable Trust Finds for local and overseas investments.

Other areas highlighted by stakeholders in this thematic area was to facilitate the need to increase in number of Farmers contracted to markets including exporters, hotels, and food processing. This would also include improving access in terms of infrastructure.

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## GOOD GOVERNANCE AND GOOD LEADERSHIP

Stakeholders expected TAB to collaborate and provide oversight for financial and operational accountability. This would include providing strategic guidance for overall development, collaboration amongst leaders, implying joint efforts and decision making in driving initiatives forward. Furthermore, the need for capacity building for traditional leaders with appropriate supporting administration structures was a key expectation. This would drive well-governed iTaukei Administration to have appropriate governance structures and processes in place.

It was also noted that there was a need for enabling legislations and institutions, emphasizing on the importance of legislative frameworks that impact every iTaukei household. Ensuring a focus on creating appropriate institutions and mechanisms. As such, stakeholders felt that it was critical to have clearly defined roles between TAB and iTaukei institutions to prevent overlap in activities.

There was also a suggestion of devolution of Power to the Provinces which alluded to resourcing and devolving power to the provinces for more effective governance. In addition, it was identified that there was a need for better mediation and conflict resolution policy and process.

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## HEALTH AND WELLBEING

Stakeholders proposed the adoption of a National Development Plan that promotes the wellbeing of the iTaukei population, supported by targeted activities and a communications and awareness strategy. The NDP to focus on the development of infrastructure, employment, housing and transport for the wellbeing of the iTaukei.

It was also reiterated that TAB should play a key role in addressing major health issues, particularly non-communicable diseases (NCDs), improving longevity, and promoting an active and productive population. Equally important was iTaukei communities accessing quality WASH facilities.

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#### CULTURE, TRADITION & LANGUAGE

Stakeholders indicated that appropriate policies were developed for the revival of language and culture, starting from pre-school and integrating it into the education system was a key role of TAB. In addition, it was key for TAB to revitalize traditional values and cultural practices, including renewed focus on research into dialects of the Vanua to preserve and promote linguistic diversity.

There were also expectations around the protection of Intangible Cultural Heritage (ICH), the revitalisation of ICH and the preservation and conservation of heritage sites. Furthermore, the need to safeguard cultural heritage required a renewed legal and policy focus so as to recognise its intrinsic, economic and environmental value.

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#### ENVIRONMENT (CLIMATE CHANGE)

It was noted that the iTaukei communities were most vulnerable to climate change, as they faced the most impacts as many live in on coastal villages. The need to effectively stabilize the environment will require TAB to develop policies that will educate the villages regarding climate change awareness. As such, the proactive use of indigenous languages and dialects to encourage the iTaukei to know their environment better and make good decisions that limit the negative consequences on their surroundings.

Furthermore, an integrated approach of both science and local indigenous knowledge is required to enhance sustainability, habitat and species diversity, connectivity and viability of resources for future generations.

It is also noted that through conservation, communities' capacity to take ownership in management of their resources is key. This ensures communities adopt best practices that foster self-reliance and community resilience.

#### STAFF EXPECTATIONS

A staff satisfaction survey was carried out to gauge TAB organisational health index (OHI) and review expectations of the TAB staff. Demographically, around 45% of TAB staff are aged between 36 to 45 years. About 55% of Managers fall in the age group 36-45 years.

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#### ORGANISATIONAL HEALTH INDEX (OHI)

The TAB overall OHI is 4.14, which is 1.2% lower than the Fiji benchmark. The areas where the OHI are lower the Fiji benchmark include; Tools and Technology and Staff OHS. The range of the satisfaction index is very low, closer to 1 and higher satisfaction level, closer to 5. The OHI is tabulated below:



Key areas for consideration:

- Training of staff – including induction training
- Inclusiveness and participation
- Review organisation structure.
- Salary review
- Lack of process & procedural process

## CHALLENGES & OPPORTUNITIES

There are challenges faced by the TAB and its stakeholders on delivering in it’s mandate, which have been articulated below and aligned to opportunities that may arise. These provide some basis for the strategic priorities of TAB.

CHALLENGES	OPPORTUNITIES
<p><b>Institutional Bureaucracy and Limited Capability/Capacity:</b> Points out challenges related to bureaucratic processes and limited capability/capacity, which may hinder effective implementation</p>	<p><b>Harmonisation of Development Programs:</b> Calls for the harmonisation of development programs to ensure a cohesive and integrated approach supported by streamlined processes and capable resources</p> <p><b>Results-Based Development Approach:</b> Suggests a shift in the development focus from output-oriented to a results-based approach.</p>
<p><b>Political Sensitivities and Pre-conceived Ideas</b> on 'Vanua' through lack of consultation</p>	<p><b>Advocate for equal opportunities</b> for women to hold Roko Tui titles in provincial councils through a merit-based election approach.</p> <p><b>Recognition and Inclusion of Women and Children:</b> Advocates for greater recognition and inclusion of women and children in development initiatives</p> <p><b>Revitalised Tradition and Culture:</b> Calls for the revitalisation of traditional values and cultural practices.</p>
<p><b>Institutional Barriers</b> – lack of integration of policies and partnerships</p>	<p><b>More collaboration</b> within government ministries before seeking partnerships with external organisations</p> <p><b>Multi-Sectoral Co-working Groups for Each Platform:</b> Proposes the establishment of multi-sectoral co-working groups for each development platform</p>

CHALLENGES	OPPORTUNITIES
<b>Increased rural-urban drift</b> of Youth, hindering iTaukei wellbeing	<b>Develop Policies to encourage youths to consider business investments in rural areas</b> , aiming to address rural-urban drift, and suggests a shift in perspective from depending solely on specific programs.
<b>Critical Understanding of Baseline (iTaukei Poverty Level):</b> Stresses the critical importance of understanding the baseline, particularly the iTaukei Poverty Level	<b>Review of baseline of iTaukei Poverty levels</b> with a focus on Basic Needs: Stresses the importance of addressing basic needs such as food, health, shelter, education, and employment.
<b>Lack of Consultations and Awareness</b> of TAB Policies and Projects	<b>Thorough Consultation and Awareness:</b> Stresses the need for thorough consultation and awareness in the development process.
<b>Outdated Legislation and Policy</b>	<b>Legislation and Policy review</b> <ul style="list-style-type: none"> <li>▪ <i>Align to the GCC recommendations</i> approved by Cabinet</li> <li>▪ <i>For iTaukei Empowerment:</i> Calls for a review of legislation to empower iTaukei, emphasising wider consultation and prioritisation.</li> <li>▪ <i>Enacting Relevant, Enabling Legislation:</i> Emphasises the need to enact legislation that supports and enables proposed initiatives</li> </ul>
<b>Poor Data Management</b>	<b>Improve data governance:</b> <ul style="list-style-type: none"> <li>▪ Data training and awareness at institutional and community level</li> <li>▪ Data integration</li> </ul>
<b>Adequate Funding and Budget</b>	<b>Develop through collaboration:</b> <ul style="list-style-type: none"> <li>▪ Strategic partnership (MOA)</li> <li>▪ Impact Report (Budget justification)</li> </ul> <b>Innovative Financing Mechanisms:</b> Exploration of innovative financing mechanisms that maximise benefits for resource owners.
<b>Operational inefficiencies</b>	<b>Automation</b> of Processes and Systems
<b>Weak Monitoring and Evaluation systems</b>	<b>Implement M&amp; E Framework:</b>

CHALLENGES	OPPORTUNITIES
	<ul style="list-style-type: none"> <li>▪ Information sharing with relevant stakeholders</li> <li>▪ Result based M&amp;E System/Review M&amp;E Process</li> <li>▪ Support M&amp;E</li> </ul>
<b>Change in Political priorities</b>	<b>Align long-term vision to Coalition Govt Mandate</b> and develop a roadmap for the iTaukei

**STRATEGIC FOCUS**

**Core Business: To recommend, propose and implement Good Governance and Wellbeing Policy, Programs and Projects.**

**PRIORITY AREA 1: VANUA STABILITY**

**STRATEGY 1: EMPOWER, ADVOCATE & ENGAGE FOR INCLUSIVE VANUA DECISION MAKING**

- 1.1 Awareness and Training programs developed.
  - 1.1.1 Develop curriculums and programs enhancing traditional leaders roles to the Vanua
  - 1.1.2 Review “Vuli sauvaki ni Vanua” program;
  - 1.1.3 Review “Ketekete ni Marama” program;
  - 1.1.4 Review “Coke vou” program
- 1.2 Monitoring and Evaluation frameworks for programs ensured
- 1.3 Awareness programs enhancing traditional leaders’ roles to the Vanua

**STRATEGY 2: DISPUTE RESOLUTION**

- 2.1 Dispute Resolution Policy and Process Awareness Strategy
- 2.3 Mediation of Disputes aligned to respective policy

**PRIORITY AREA 2: GOVERNANCE**

**STRATEGY 3: STRENGTHEN ITAUKEI ADMINISTRATIVE STRUCTURES**

- 3.1 Review of iTaukei Administrative Structures
- 3.2 Review of Policies and Regulations
- 3.3 Inclusive Policy developed for increased participation of women and youth
- 3.4 Inclusive Policy developed to support urban strategy
- 3.5 Capacity Building (Forum Executive Members, Village Council /Tikina Council /Provincial Council sub-committees, Turaga ni koro /Mata ni Tikina)

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#### STRATEGY 4: STRENGTHEN ACCOUNTABILITY AND REPORTING

- 4.1 Timely Reporting of Annual reports (Village Council /Tikina Council /Provincial Council /Board)
- 4.2 Implementation and Impact Reports on Provincial Council Resolutions *and iTaukei Admin Structures*

#### PRIORITY AREA 3: WELLBEING AND HEALTH

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#### STRATEGY 5: IMPROVE QUALITY OF LIFE

- 5.1 Intergrated Community, Evidence based decision making.
- 5.2 Stakeholder Partnerships and Collaboration
  - 5.2.1 Advocating for increased commitment to community development needs
- 5.3 Awareness and administration of village improvement scheme

#### PRIORITY AREA 4: ECONOMIC EMPOWERMENT

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#### STRATEGY 6: REDUCTION OF POVERTY THROUGH WEALTH CREATION

- 6.1 Mainstreaming income-generating opportunities
- 6.2 Advisory and facilitation of business establishment and sustainability:
  - 6.2.1 Increasing participation of iTaukei in business ventures.
  - 6.2.2 Lobby to update and review Memorandum of Agreement, conducive structures and management arrangement including regulations and laws.
  - 6.2.3 Market financing opportunities to develop resources.
  - 6.3.4 Financial literacy and resilience, business development and governance for the iTaukei

#### PRIORITY AREA 5: CONSERVATION AND BIO-DIVERSITY

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#### STRATEGY 7: SUSTAINABLE MANAGEMENT OF NATURAL RESOURCES

- 7.1 Verification and monitoring of Tabu sites
- 7.2 Documentation of traditional ecological knowledge (TEK)
- 7.3 Advisory and mediation on the management of natural resources
- 7.4 Improved waste management and reduce pollution.

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#### STRATEGY 8: ADAPTATION TO CLIMATE CHANGE IMPACTS

- 8.1 Building resilient communities to the impact of climate change
- 8.2 Disaster risk management
- 8.3 Stakeholder partnership and collaboration

#### PRIORITY AREA 6: SUPPORT SERVICES

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#### STRATEGY 9: IMPROVED OPERATIONAL EFFECTIVENESS AND EFFICIENCY

- 9.1 Review SOPs/Manuals/Internal Policies
- 9.2 Digitisation and automation of processes and data

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#### STRATEGY 10: BUILD INSTITUTIONAL CAPACITY AND EVIDENCE-BASED RESULT

- 10.1 Staff Training and capacity building program
- 10.2 Evaluation of Programs (Impact Reports)
- 10.3 HR Audit

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#### STRATEGY 11: IMPROVED FINANCIAL MANAGEMENT AND COMPLIANCE

- 11.1 Updated Audited Accounts
- 11.2 Prudent financial management

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### PRIORITY AREA 7: INVESTMENT PORTFOLIO MANAGEMENT

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#### STRATEGY 12: SUSTAINABLE INVESTMENT PORTFOLIO

- 12.1 Investment Policy development
- 12.2 Reviewing investment portfolio for optimal returns.

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### PRIORITY AREA 8: STRENGTHEN PLANNING, MONITORING, EVALUATION & LEARNING

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#### STRATEGY 13: MEAL FRAMEWORK

- 13.1 Reviewing Monitoring and evaluation system and policy development
- 13.2 Develop capacity for MEAL; institutionalizing MEAL
- 13.3 Evaluation and review of Policies, Programs and Projects' effectiveness

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#### STRATEGY 14: DATA MANAGEMENT

- 14.1 Effective and secure data management
  - 14.1.1 Data management policy developed.
  - 14.1.2 Data security
  - 14.1.3 Data governance
  - 14.1.4 Data integration
  - 14.1.5 Data life-cycle management

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### PRIORITY AREA 9: COMMUNICATIONS AND ENGAGEMENT

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#### STRATEGY 15: COMMUNICATIONS STRATEGY

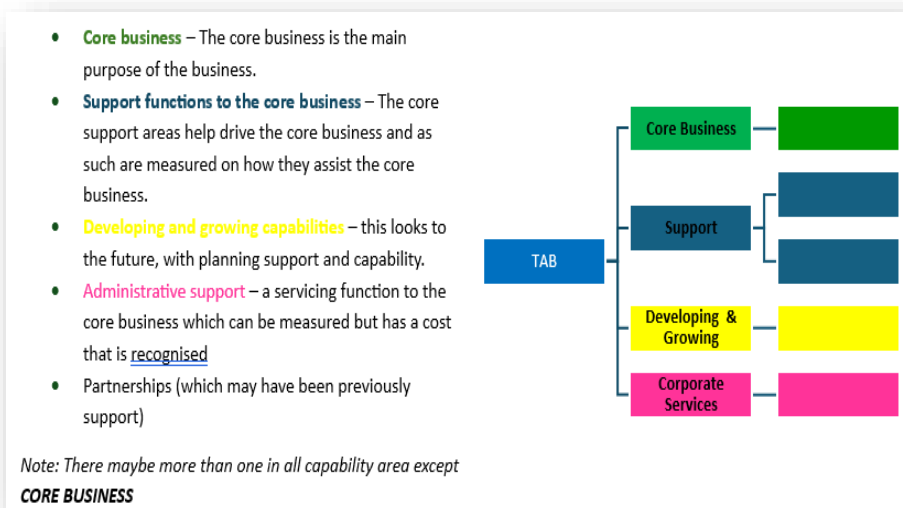
- 15.1 Development of a communications strategy aligned to the strategic plan
- 15.2 Effective utilisation of social media, print, broadcast and visual platforms for awareness and advocacy

The evolvement of MTA’s core business to recommend, propose and implement Good Governance and Wellbeing Policy, Programs and Projects, and the recommendations from the GCC Review, necessitates an analysis of the capabilities within TAB to ascertain skills and competency gaps that would enable the successful delivery of the core business and strategic objectives. As

such, there are many moving parts in terms of the future status and position of TAB which still needs to be clarified viz-a-viz as a department or Statutory Body under MTA or GCC. These require further consultations with PS and the Strategic Advisory Group and will be articulated in the Capability Framework report and the final TAB SDP.

In essence, some of the key capabilities required and highlighted in the strategic focus in TAB’s current set-up includes.

In essence, some of the key capabilities required and highlighted in the strategic focus in TAB’s current set-up includes.



1. Technical expertise in Monitoring and Evaluation of Policies, Projects and Programmes effectiveness such as the development and implementation of appropriate MEAL frameworks.
2. Investment Analysts to develop investment policies and review investment portfolio – guided by the Grant management unit in MTA.
3. Business Advisory expertise as per Strategy 6.2 – similar to TTFB’s Business Analyst role
4. Secretariat to the GCC (dependent on the review of the iTaukei Administration; Strategy 3.1

# PROPOSED TAB TOP LEVEL STRUCTURE

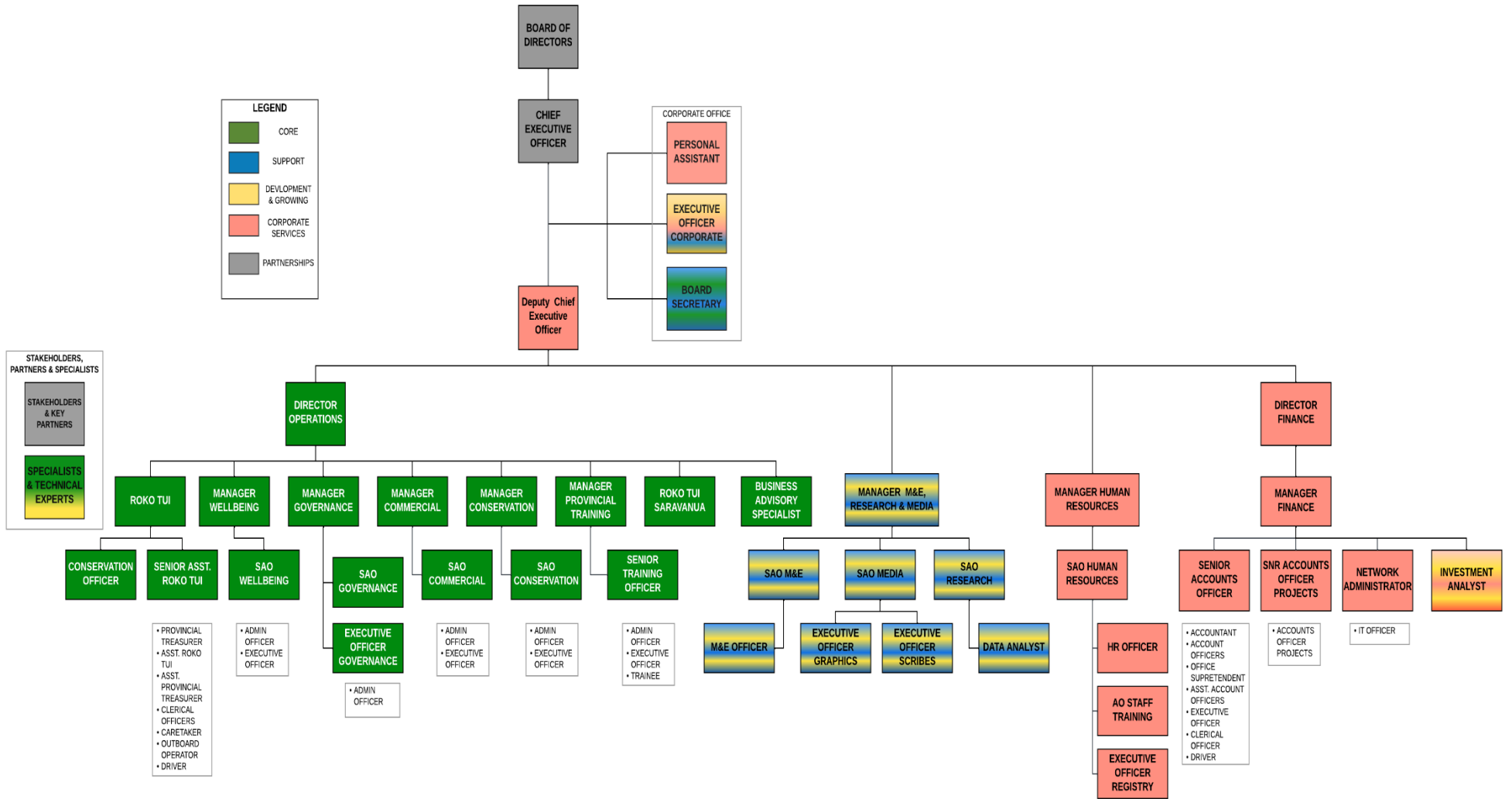


Figure 6: Proposed TAB organisation structure

The capability framework reflects capabilities critical to delivering on the TAB strategic plan, that were not reflected in the current capabilities a noted earlier such as Investment Analyst and Business Advisory Specialist – which have been included in Figure 6. It was also evident that there was a gap in developing and implementing sound communications strategies. The proposed organisational structure has included additional new roles such as:

### **Manager M&E, Research and Media:**

This role has oversight and provides direction for monitoring and evaluation, research which includes data analytics and the media unit. Functionally this unit provides core support and research & development capabilities. Its critical core role is to monitor and evaluate current and future projects, including developing and implementing a communications strategy through its media unit as well as carrying out research and data analysis (data mining etc) for TAB.

### **Data Analyst:**

This role has been included to support the research officer, focusing solely on data analysis that will inform research, monitoring and evaluation and projects. It is a core support and research and development capability.

### **Human Resource Officer:**

The organisational structure has included HR Officer role, to replace the current three roles of HR Information System Officer, Executive Officer Recruitment and Administrative Officer HR. The current roles as they are may de-skill incumbents in the respective positions, since the capabilities required for these roles are those of a HR Officer per se. Ensuring the roles reflect capabilities of a HR Officer in totality enables succession planning and capacity building of incumbents. More so, with the advancement in technology the three roles can be handled by a HR Officer supported by a robust HCM tool.

### **Other considerations:**

It was noted that distribution of capabilities, functionally throughout the organisation, especially in the area of administrative support such as Finance, the positions do not reflect the quantum of work in these respective areas. Enlarging roles may be an area to explore moving forward. We are mindful that in the public sector, this may not be an option, but it can be addressed through natural attrition and end of employment contract terms. This can provide the opportunity to redesign the roles to ensure optimal productivity and right-sizing.

In the proposed organisation structure specialists and technical experts have been noted as partnerships that can be developed and is an outsourced capability.

## RISK AND MITIGATION

TAB manages around six distinct areas of risk assessment: political, economic, social, technology, legal and environment (PESTLE).

It is noted that currently TAB is looking to develop frameworks and policies around key risk areas, which to some extent are highlighted in this strategic plan.

As noted in Table 6, trigger events have been identified under the six areas that represent the most likely risks, and are rated according to likelihood of occurrence and, should they happen, the degree of negative impact on the organisation.

These form a 'watch list' for the Board and management to be re-assessed at least annually with the roll-over of this plan, and to drive mitigation strategies based on the combined assessment of the likelihood of the trigger event, and should it eventuate, the degree of impact on the organisation.

Trigger Event	Degree of likelihood	Impact on Origin
<b>Political</b>		
<b>Change in Government</b>	Medium	High
<b>Economic</b>		
<b>Economic downturn</b>	Medium	High
<b>Human Capital Management</b>		
<b>Resistance to change</b>	Medium	High
<b>Institutional Capacity Knowledge</b>	Medium	High
<b>Technology</b>		
<b>Data security</b>	High	High
<b>Health</b>		
<b>Pandemic (Health crisis)</b>	Low	High
<b>Environment</b>		
<b>Natural disaster</b>	High	High
<b>Unsafe office space</b>	High	High
<b>Legal</b>		
<b>Regulatory</b>	Medium	High

Table 2: Risk Matrix

ANNEX 1: PERFORMANCE MANAGEMENT

CORPORATE MEASURES							
Period Type: Aug 24 – Jul 25				Duration: 12 mths			
Performance Measure	Definitions/Formulae	D	T	HS	Weighting (%)	Notes	
<b>Priority Area 1 - Vanua Stability</b>						<b>15.00%</b>	
Program Review	% completion - development of framework to review programs	60.00%	80.00%	100.00%	5%	<b>Note 1:</b> Development of framework to review programs by third quarter	
Awareness Programs	% completion - development and implementation of awareness programs	60.00%	80.00%	100.00%	5%	<b>Note 2:</b> development and implementation of annual awareness programs	
Dispute Resolution	% completion - develop policy and process awareness strategy	60.00%	80.00%	100.00%	5%	<b>Note 3:</b> develop policy and process awareness strategy by 2nd quarter	
<b>Priority Area 2 - Governance</b>						<b>15.00%</b>	
Itaukei Administration	% completion rate - review of iTaukei Administration Structure	60.00%	80.00%	100.00%	5.00%	<b>Note 4:</b> review of iTaukei Administration Structure to be completed by 4th quarter	
Inclusive Policy	% implementation of GESI Framework	TBC	TBC	TBC	5.00%	<b>Note 5:</b> Need to confirm extent of the implementation of the GESI framework to develop targets for this period	
Provincial Council Resolutions	% completion rate - Provincial Council Annual Reports	60.00%	80.00%	100.00%	5.00%	<b>Note 6:</b> All Provincial Council Annual reports completed	
<b>Priority Area 3 - Wellbeing and Health</b>						<b>15.00%</b>	
Stakeholder Partnerships	# of stakeholder partnerships confirmed	1.00	2.00	4.00	10.00%	<b>Note 7:</b> Confirmation of 4 stakeholder partnerships by quarter 4	

CORPORATE MEASURES						
Period Type: Aug 24 – Jul 25				Duration: 12 mths		
Performance Measure	Definitions/Formulae	D	T	HS	Weighting (%)	Notes
Integrated Village Development Plan	% completed - develop monitoring and evaluation framework for IVDP	60%	80%	100%	5.00%	<b>Note 8:</b> develop monitoring framework for Integrated Village Development Plan by quarter 4
<b>Priority Area 4 -Economic Empowerment</b>		<b>10.00%</b>				
Advisory Services	% complete - review business support services to iTaukei communities for relevancy	70%	80%	100%	5.00%	<b>Note 9:</b> Review business support services to iTaukei communities, to be completed by quarter 3
Business Support Services	# of financial Literacy Training Conducted	20.00	30.00	40.00	5.00%	<b>Note 10:</b> Target 40 Financial literacy training to respective villages for this period
<b>Priority Area 5 - Conservation and Biodiversity</b>		<b>12.50%</b>				
Traditional Ecological Knowledge	% completion rate - documentation of TEK	TBFC	TBC	TBC	2.50%	<b>Note 10:</b> % of TEK documented by 4th quarter
Disaster Risk Management	% completion rate - develop disaster risk management framework adaptation to climate change impacts	60.00%	80.00%	100.00%	5.00%	<b>Note 11:</b> develop disaster risk management framework adaptation to climate change impacts by end of quarter 4
Yaubula	% implementation of Yaubula initiatives (M&E)	60.00%	80.00%	100.00%	5.00%	<b>Note 12:</b> Provide evaluation of the implementation rate of the Yaubula initiatives and management by 4th quarter
<b>Priority Area 6 - Support Services</b>		<b>15.00%</b>				
Policies and Procedures	% completion - review of operational policies and procedures	40.00%	80.00%	100.00%	5.00%	<b>Note 13:</b> review of operational policies and procedures to be completed by 3rd quarter
Staff Satisfaction Index	Organisational Health Index (1 - lowest and 5 being highest)	4.00	4.14	4.30	5.00%	<b>Note 14:</b> Staff Climate Survey 2023 was at 14 - measures organisational health index for TAB, high stretch for this PMS period is 4.3

CORPORATE MEASURES						
Period Type: Aug 24 – Jul 25				Duration: 12 mths		
Performance Measure	Definitions/Formulae	D	T	HS	Weighting (%)	Notes
Audit (Financial Accounts)	% completed - audited accounts	TBC	TBC	TBC	5.00%	Note 15: Need to confirm which financial years have yet to be audited
<b>Priority Area 7 - Investment Portfolio</b>					<b>5.00%</b>	
Investment Portfolio Management	% completed - investment policy	60.00%	80.00%	100.00%	5.00%	Note 16: Development of Investment policy to be completed by quarter 3
<b>Priority Area 8 - Strengthen Planning, Monitoring, Evaluation &amp; Learning</b>					<b>7.50%</b>	
Monitoring and Evaluation	% completed - M& E Framework to be reviewed	60.00%	80.00%	100.00%	5.00%	Note 17: M& E framework review to be completed by quarter 3
Data Management	% completed - data management policy developed	60.00%	80.00%	100.00%	2.50%	Note 18: Development of data management policy to be completed by quarter 3
<b>Priority Area 9 - Communications &amp; Engagement</b>					<b>5.00%</b>	
Communications Strategy	% completion - communications strategy development	40.00%	80.00%	100.00%	5.00%	Note 19: Communications Strategy development to be completed by 3rd quarter
<b>TOTAL WEIGHTING</b>					<b>100.00%</b>	



## ANNEX 3: COALITION NATIONAL POLICIES (MANIFESTO)

	PAP /SODELPA/NFP ITAUKEI MANIFESTO ISSUES	SDP PLATFORMS	SDP OBJECTIVE	GENERAL REMARKS
<b>PAP</b>				
1	Review laws that marginalize iTaukei	Policy & Research	Sound decisions made through well-informed research and policy advice.	Existing program
2	Review the current by-laws for villages and strengthen existing legislation stipulated in the Fijian Affairs Act.	Governance	Well-governed iTaukei Administrations that have appropriate governance structures and processes in place	Existing program
3	Reinstate the GCC to facilitate the voices and intent of the iTaukei traditional leadership and administration	Governance	Well-governed iTaukei Administrations that have appropriate governance structures and processes in place	New inclusion in SDP
4	Institutional Review of the TLTB role and the Land Bank	Policy & Research	Sound decisions are made through well-informed research and policy advice.	New inclusion in SDP
5	Removal of Soli ni Yasana.	Policy & Research	Sound decisions are made through well-informed research and policy advice.	New inclusion in SDP

Table 3: PAP ITAUKEI MANIFESTO

	PAP /SODELPA/NFP ITAUKEI MANIFESTO ISSUES	SDP PLATFORMS	SDP OBJECTIVE	GENERAL REMARKS
<b>SODELPA</b>				
6	Ministry of iTaukei Affairs budget allocation for 2022 – 2023 is \$159million	Support Services	Full compliance with Accounting, Financial, and Asset Management Standards and Policies	Operations issue to be discussed at COP level.
7	Turaganikoro / Settlement headmen			Operations issue to be discussed at COP level
8	Review of Fijian Administration	Policy & Research	Sound decisions are made through well-informed research and policy advice.	Refer to # 1 & 2 above
9	Establishment of Provincial Economic Development Units	Economic Empowerment	iTaukei businesses are financially resilient and actively contribute to community development.	Existing program but new inclusion of new Outputs
10	Reinstate GCC and secretariat	Governance	Well-governed iTaukei Administrations that have appropriate governance structures and processes in place	Refer to #3 above
11	Village and Settlement upkeep and maintenance	Well-Being	iTaukei Communities are accessing quality WASH facilities.	Ongoing at operations level
12	Support for Provincial Companies	Economic Empowerment	iTaukei businesses are financially resilient and actively contribute to community development.	Existing program with the inclusion of new output
13	Review TLTB Act	Governance		Refer to # 1 & 4 above

Table 4: SODELPA ITAUKEI MANIFESTO

	PAP /SODELPA/NFP ITAUKEI MANIFESTO ISSUES	SDP PLATFORMS	SDP OBJECTIVE	GENERAL REMARKS
<b>NFP</b>				
14	Governance & Economy	Governance & Economic Empowerment	<ul style="list-style-type: none"> <li>Well-governed iTaukei Administrations that have appropriate governance structures and processes in place</li> <li>iTaukei businesses are financially resilient and actively contribute to community development</li> </ul>	<p>Respects the people and follows its own laws.</p> <ul style="list-style-type: none"> <li>Gives power to elected people in local government and through community service.</li> <li>Protects human rights, land, and the environment.</li> <li>Consults widely and listens carefully before passing laws and making important decisions.</li> <li>Listens to its critics and works with its opponents.</li> </ul>
15	Education, Women, Youth, Arts & Sports	Well-Being	Improve well-being of iTaukei	
16	Health, Aged Care & People Living With Special Needs	Well-Being	Improve well-being of iTaukei	
17	Environment & Climate Change	Conservation	Promote the Conservation & Preservation of Natural Resources and Building Resilient iTaukei Communities.	
18	Human Rights, Disaster Management, Defense, iTaukei Administration, Rotuman Affairs	Policy & Research	Sound decisions made through well-informed research and policy advice.	Vision 3 & Repeal I-Taukei Land Trust (Budget Amendment) Act 2021, known as Bill No.17
19	Infrastructure, Employment, Housing & Transport	Well-Being	Improve well-being of iTaukei	

Table 5: NFP ITAUKEI MANIFESTO

## ANNEX 4: GREAT COUNCIL OF CHIEFS REVIEW – CABINET DECISION

### Recommendation 1

It is recommended that the Great Council of Chiefs be established as an independent, and politically neutral entity.

### Recommendation 2

It is recommended that the GCC be re-established as a trust under an Act of Parliament.

### Recommendation 3

It is recommended that the iTaukei Trust Fund be moved under the proposed GCC structure and grow its financial base.

### Recommendation 4

It is recommended that the GCC be proactive in advocating, directing and oversight of iTaukei interests and aspirations.

### Recommendation 5

It is recommended that the GCC maintain and strengthens its advisory function in nation building.

### Recommendation 6

It is recommended that the GCC champions, strongly advocates and sets strategic directions on eight thematic areas.

### Recommendation 7

It is recommended that one out of the three seats per province is allocated for women, with provisions for observer status for ordinary citizens and youth representatives. A non-voting seat to be allocated to Christian churches.

The Cabinet decision approving recommendations 1-7, highlights an incremental approach in the implementation of the decision. Two critical areas that will impact the Ministry's structure, expectations and strategic focus are:

- ▶ Amendment of the iTaukei Affairs Act for re-establishment of GCC
- ▶ Amendment iTaukei Trust Fund Act to enable funding of GCC

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#### GCC THEMATIC AREAS

*"It is recommended that GCC Champions, strongly advocates and sets strategic directions on eight thematic areas"*

- ▶ Spiritual Well Being and service oriented
- ▶ Good Governance and good leadership
- ▶ Economic Empowerment
- ▶ Culture, tradition and heritage
- ▶ Resource Ownership
  - Preservation of cultural identity
  - Sustainable development and community well being
  - Recognition of customary rights
  - Environment and stewardship of climate resilient
- ▶ Education
- ▶ Health and wellbeing
- ▶ Environment
  - Climate Change

ANNEX 5: INSTITUTIONAL STRUCTURES (OPTIONS)

