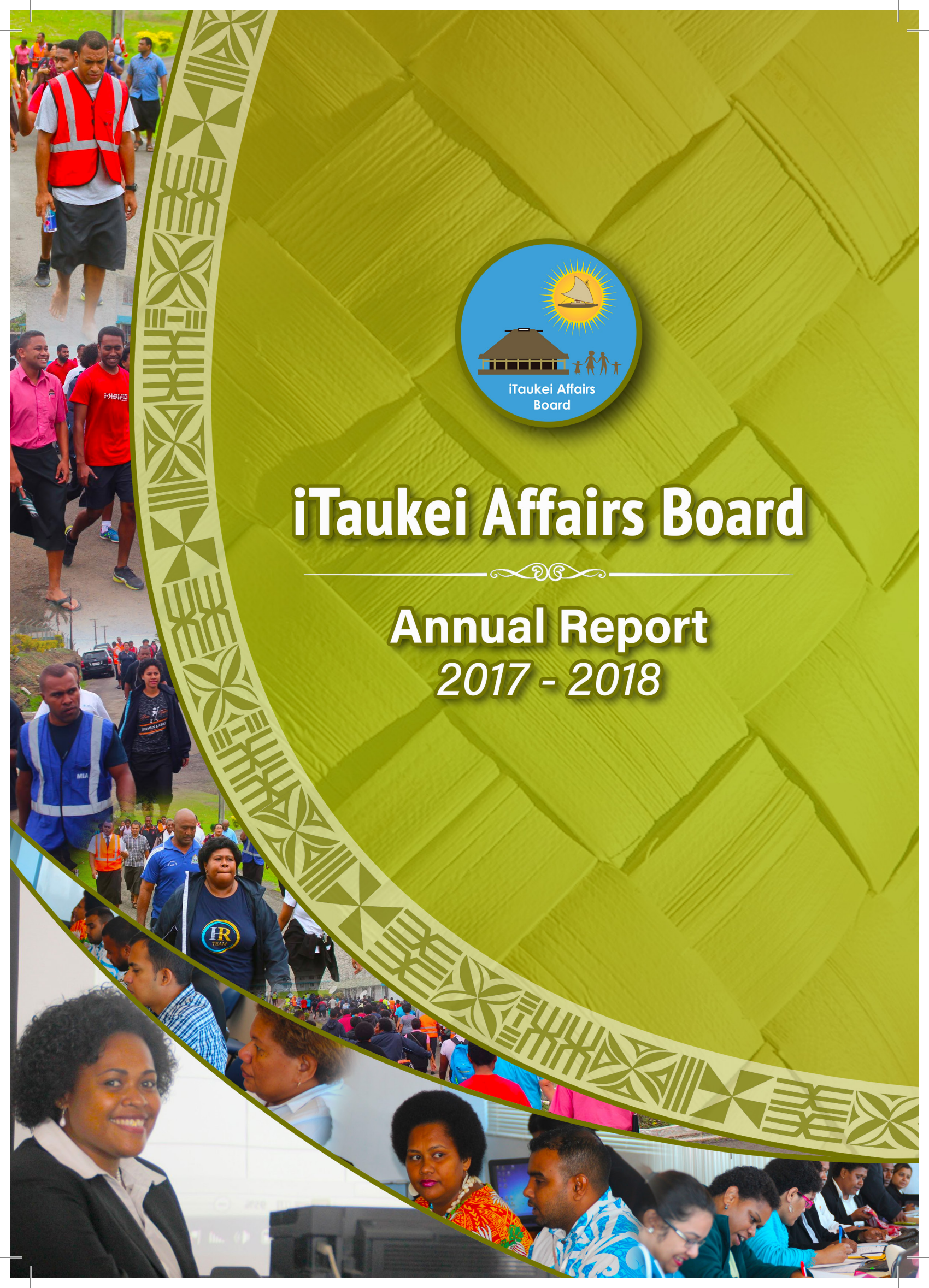




iTaukei Affairs Board

Annual Report
2017 - 2018



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1.0 CORPORATE PROFILE

VISION

“Effective and Efficient Participation of the iTaukei in the Nation’s, Peace, Progress and Prosperity “



MISSION

To promote the effective and efficient participation of the iTaukei in peace, progress and prosperity of our nation’s progress through:

- Empowering of ‘Vanua’ and iTaukei Affairs Board, Provincial Council, Tikina and Village Council.
- Enhancing the wellbeing of the iTaukei by facilitating the integrated approach with other stakeholders.
- Ensuring the implementation of the Good Governance principles of the iTaukei Institutions, Commercial Entities and the Vanua.



VALUES

- Professional Competencies.
We will strive at all times to perform our duties in a competent and professional manner.
- Excellent Service.
We will at all times strive to maintain a high standard of service.
- Accountability and Integrity.
We are accountable to Government for the delivery of Service to the iTaukei community to ensure their good governance and wellbeing.
- Continuous Improvement.
We will constantly strive for improvement in the delivery of our service.
- Culture and Heritage.
We will uphold our iTaukei cultural heritage and identity.

2.0 About iTaukei Affairs Board

The iTaukei Affairs Board continues to operate under the iTaukei Affairs Act of 1944 which encompasses the iTaukei Affairs (iTaukei Affairs Board) Regulation, iTaukei Affairs (Provincial Councils) Regulations and the iTaukei Affairs (Tikina and Village Council) Regulations.

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

3.0 LETTER FROM THE CHIEF EXECUTIVE OFFICER

Mr Ifereimi Vasu
Hon Minister for iTaukei Affairs
2nd Floor, North Wing
GCC Complex
Nasese

Dear Sir

I am pleased to present the iTaukei Affairs Board annual report for 2017 and 2018. This is in accordance with the requirements of Section 23 of the iTaukei Affairs (iTaukei Affairs Board) Regulations.

The extended time frame has made it possible to consolidate the events the year 2017 and 2018 within this report.

The change of Permanent Secretaries of the Ministry over the last ten years coupled with the lack of audit reports has deemed it necessary to provide this interim report. Finalization of the audited reports will form the final part of this consolidated report once this has been finalized. As such, this interim report will not have the financials as required under the Act.

We thank you for your support during the period in question, and look forward to your continuous support for consolidating Government's agenda for the iTaukei community.



(Pita Tagicakirewa)

Chief Executive Officer, iTaukei Affairs Board

4.0 Foreword

I am pleased to present the Annual Report for the iTaukei Affairs Board which provides an overview of the Board's performance and achievements for the financial years - August 2017 to July 2018.

Guided by our core purpose of developing the iTaukei people for their Wellbeing and Good Governance, we launched and began to implement our three-year strategic plan. The Board had adopted 5 thematic areas for anticipated future success by rebuilding from within the organization and beyond to the iTaukei communities. This has resulted in the enunciation of a clear sense of purpose and the achievement of key areas in our AOP.

1) Good Governance

The Board continued to review and strengthened its corporate governance. It also coordinated and executed the mandatory governance standards and guidelines. This was to ensure that its administrative structures actively promote the principles of good governance.

As mandated, the Village, Tikina and Provincial Council meetings were successfully conducted. This was considered a priority by TAB for capturing development needs and ensuring the wellbeing of the iTaukei. Through this official forum, awareness on policies and governance principles were thoroughly conveyed by the ARTs. This was necessary for setting out a pathway for iTaukei to be able to participate in new programs and policies without any hindrance. Training for Provincial Councils executives, Mata ni Tikina and Turaga ni Koro were conducted for a better understanding of their roles and responsibilities in the new strategic direction taken by the Board.

2) Well Being

Under this platform, the Board had continued the collation of key sources of comparative data from the Turaga ni Koro reports, Village Profiling and Integrated Village Development Plan exercises. This also included data from other iTaukei institutions like TLFC, TLTB, TTFB and other Government departments. Our limitation is the time taken to get responses from Government agencies and NGOs particularly on ethnic related data.

TAB embarked on the collation of raw data through the Village Profiling exercise for the year 2018 – 2019. This was an important exercise for TAB as the analyzed Village Profile would be the baseline data for the next three years. The Analyzed Village Profiling would produce the identified needs analysis on the ground and would result in the development of the Integrated Village Development Plan for the (1171) Villages in the (14) Provinces of Fiji.

3) Economic Empowerment

Key economic initiatives have been implemented throughout the 14 Provinces through the official process of Business awareness and consultations including Business advisory, Financial Literacy with collective support from Financial Institutions, line Ministries and NGOs.

Identification of potential markets were captured and documented through the Business Model documentation program which could help iTaukei business to access a greater range of opportunities provided by Government and NGOs. Business Success stories were discussed and promoted during Financial Literacy Programs which often motivated participants towards greater efforts.

4) Conservation of Natural Resources & Climate Change

Building disaster and climate resilient communities through the Conservation and sustainable management of the natural resources has always being the heart of discussion in village settings given the vulnerabilities

they faced. TAB has taken a lead role in implementing key initiatives to address the preservation of natural resources. Through the development and implementation of Community management programs like re-forestation, identification and establishment of Tabu sites, construction of nurseries, together with awareness programs to address climate change issues through various mitigation approaches.

5) Traditional Leadership & Vanua Empowerment

The Board has strengthened the 'Vanua' structure through its leadership training programs to uphold and preserve culture and tradition.

The Board will continue its efforts towards the village profiling exercise. The facilitation of village developments, the rolling out of Sausavou and iTabe ni Marama training programs, the establishment small to medium community businesses inventory, the development of Yaubula Management Plans and the strengthening of Yaubula Committees have assisted with the strengthening of traditional leadership within the community. These have also helped with the confirmation of vacant traditional titles for the full consolidation of the Vanua based program.

The initiatives reflected in the 2017/2018 Annual Report are anticipated to accelerate the achievement of the Board's vision.



Ifereimi Vasu

Minister for iTaukei Affairs, Culture, Heritage and Arts

5.0 Members of the Board

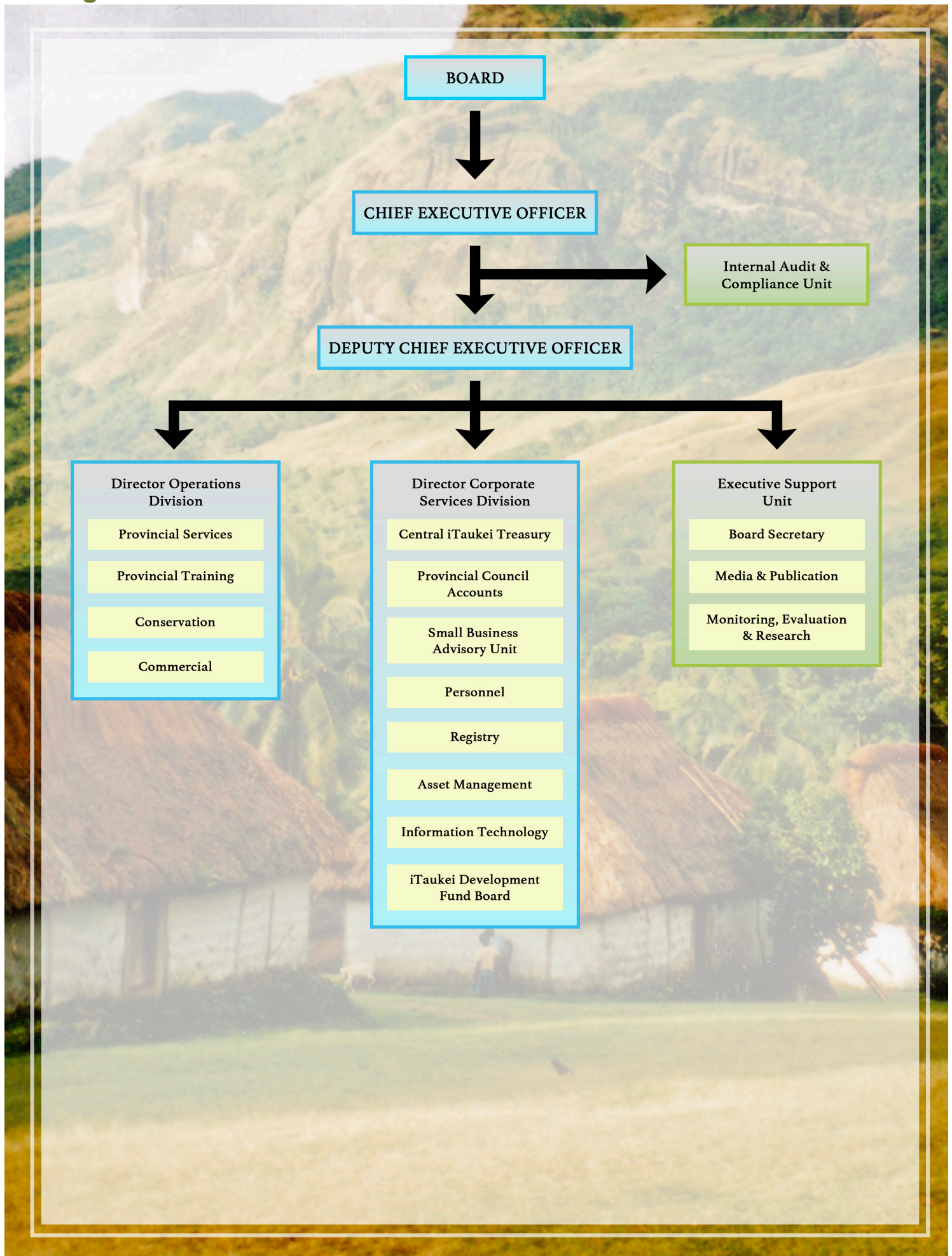
MEMBERS OF THE BOARD

Membership of the iTaukei Affairs Board is clearly stated under Regulation 3 in the iTaukei Affairs Board Act Cap 120 (Amendment) 2008 which provides for the membership of the Board which should consist of:

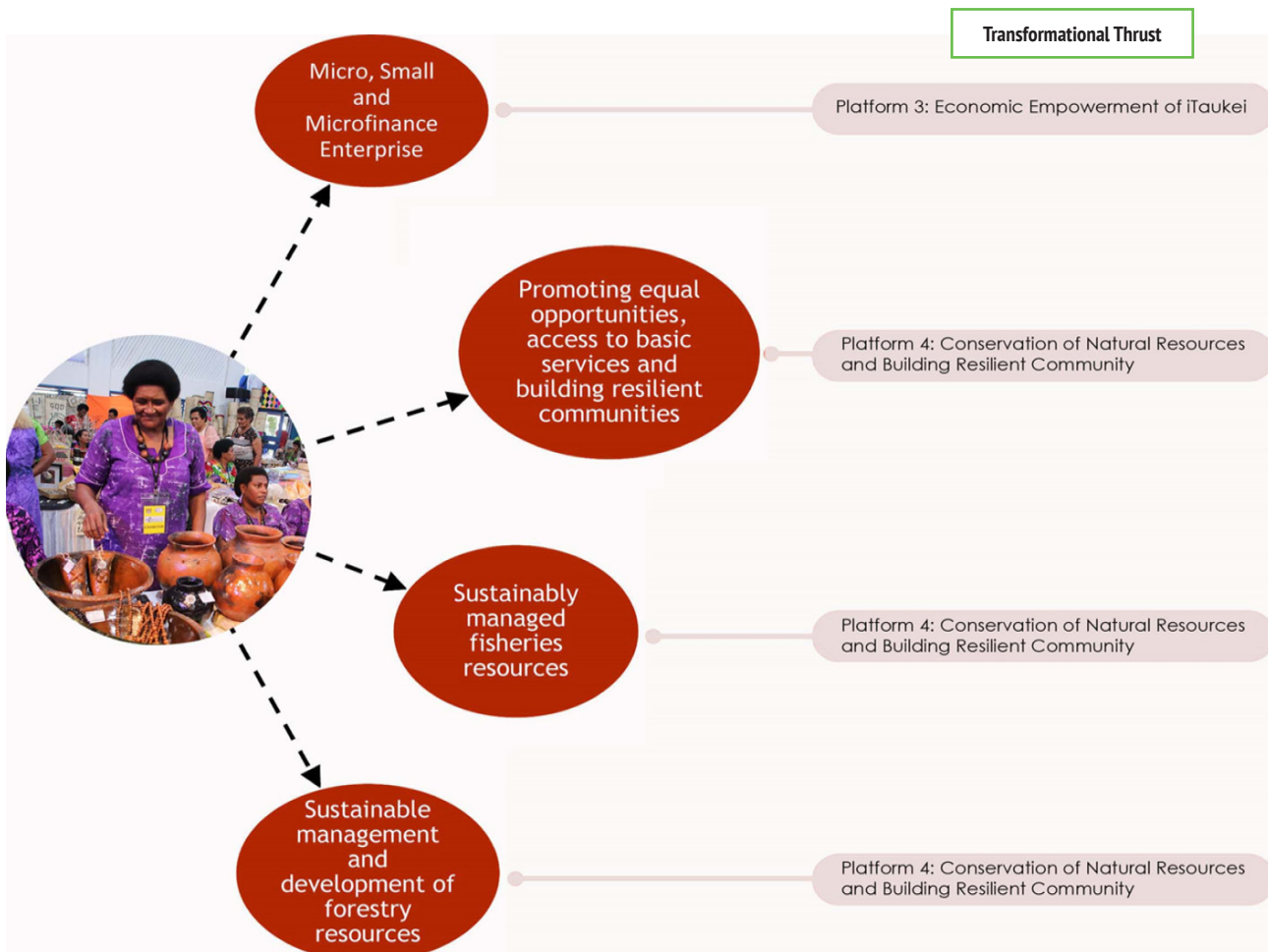
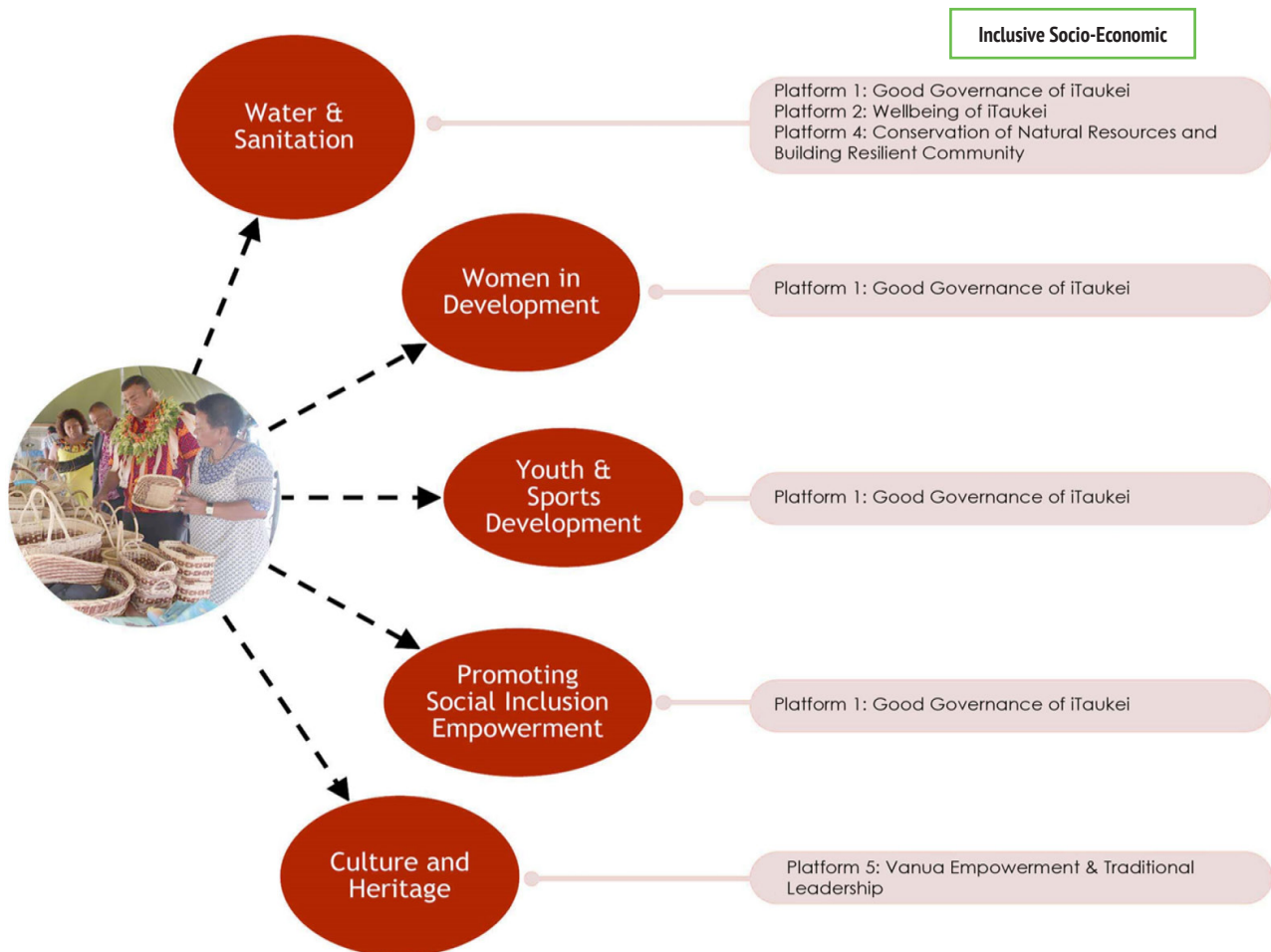
- Minister of iTaukei Affairs as Chairperson
- 4 Cabinet Ministers
- 4 members who are members of Government however appointed by the Minister of iTaukei Affairs

| | | | |
|---|--|---|--|
|  <p>HON. JOSAI VOREQE BAINIMARAMA</p> <p>CHAIRMAN Prime Minister and Minister for iTaukei Affairs and Sugar Industry</p> <p>Responsible for: Office of the Prime Minister, iTaukei Affairs, Sugar Industry.</p> |  <p>HON. INIA SERUIRATU</p> <p>Minister for Defence, National Security and Foreign Affairs</p> <p>Responsible for: Defence and National Security, Foreign Affairs</p> |  <p>HON. JONE USAMATE</p> <p>Minister for Infrastructure, Transport, Rural and Maritime Development, Disaster Management and Meteorological Services</p> <p>Responsible for: Infrastructure and Transport, Rural and Maritime Development, Disaster Management and Meteorological Services.</p> |  <p>HON. SEMI KOROLAVESAU</p> <p>Minister for Fisheries</p> <p>Responsible for: Fisheries</p> |
|  <p>HON. MERESEINI VUNIWAQA</p> <p>Minister for Women, Children and Poverty Alleviation</p> <p>Responsible for: Women, Children and Poverty Alleviation.</p> |  <p>RO EPELE MATAITINI</p> <p>Na Turaga Na Vunivalu. Currently a Board Member of TLB and iTaukei Affairs Board. Former Member of Senate and GCC.</p> |  <p>RATU PENI VUKICANAVANUA</p> <p>Currently a member of the iTaukei Affairs Board, Member of the Lands Appeal Tribunal in 2000, Major shareholder - Northern Bus Company, Major shareholder - Navua Service Station, Minister's nominee to the Macuata Provincial Council.</p> |  <p>MRS. SERUWAIA HONG-TIY</p> <p>Seruwaia Hong-Tiy is a Health Professional – Physiotherapist who obtained a Diploma in Physiotherapy from the University of Otago, New Zealand. In 1992, together with her husband, they established a family business called the Shipping Services (Fiji) Limited. She formerly held the Health Portfolio and Women & Social Welfare in the SVT government. Currently, Seruwaia is a member of the sub-committee for the iTaukei Education Committee, the Investment Committee and a Director for the Nadroga Navosa Provincial development company.</p> |

6.0 Organisation Structure 2017/2018



7.0 Linkages To Government Strategic Priorities



8.0 Key Pillars of Operation

PLATFORM 1: GOOD GOVERNANCE OF THE ITAUKEI



- Objective 1.1: Strengthen the iTaukei Good Governance Structure
- Objective 1.2: Strengthen capacity of iTaukei Administration
- Objective 1.3: Ensure women participation in the iTaukei decision making forums
- Objective 1.4: Ensure youth participation in the iTaukei decision making forums
- Objective 1.5: Increase visibility on the iTaukei Affairs Board programs

PLATFORM 2: WELLBEING OF THE ITAUKEI



- Objective 2.1: Promote community evidence based planning
- Objective 2.2: Promote community healthy lifestyle

PLATFORM 3: ECONOMIC EMPOWERMENT OF ITAUKEI



- Objective 3.1: Improve business support services for the iTaukei communities
- Objective 3.2: Promote sustainable iTaukei business strategy
- Objective 3.3: Strengthening Capacity of the Commercial Unit

PLATFORM 4: CONSERVATION OF NATURAL RESOURCES & CLIMATE CHANGE



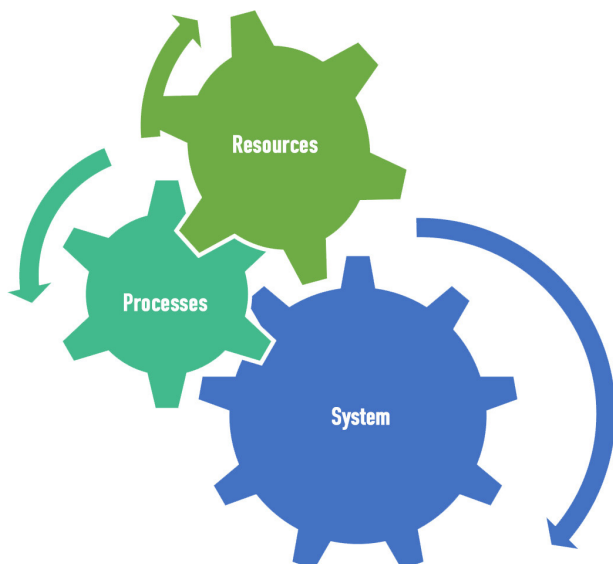
- Objective 4.1: Support the preservation and restoration of Yaubula
- Objective 4.2: Promote good governance of Yaubula
- Objective 4.3: Enhance Vanua resilience
- Objective 4.4: Strengthen capacity of the conservation officers and unit

PLATFORM 5: TRADITIONAL LEADERSHIP AND VANUA EMPOWERMENT



- Objective 5.1: Strengthening capacity of traditional leadership roles
- Objective 5.2: Increase awareness on the confirmation of traditional titles
- Objective 5.3: Enhance peaceful Vanua

OUTPUT 1: INSTITUTIONAL DEVELOPMENT



9.0 THE DIVISIONS

9.1 OPERATION DIVISION

The division is responsible for initiating policy discussions and policy implementation on issues relating to the good governance and wellbeing of the iTaukei. The division actively engages with Government and Non-Government agencies to establish and/or modernize operational framework to facilitate the delivery of Government programmes for the iTaukei. The Division with the assistance of other agencies collects and analyses information on iTaukei at the local level for the purpose of decision making. The Division also coordinates the work of a team of Conservation Officers in the provinces who are spearheading TAB's effort in the protection, preservation and management of their natural resources.

The Division has four units:

- i.) Provincial Service Unit
- ii.) Commercial Unit
- iii.) Conservation Unit

9.1.1 Provincial Service Unit

The unit is involved in the policy review, initiating policy discussions, preparation of briefs, performance reports, monitoring of Provincial Council meetings and organizing the quarterly and annual meetings of the Roko Tui, Senior Assistant Roko and TAB Heads of Departments as well as Assistant Roko Tui.

The unit also coordinates and promotes good governance principles throughout its administrative processes and structures. The unit is also responsible for enhancing the wellbeing of the iTaukei communities through:

1. Collating, consolidating and analyzing baseline data through MNT and TNK reports
2. Monitoring the implementation of VC, TC and PC meeting resolutions
3. Provision of information for TAB Policy advice and for other relevant stakeholders
4. Facilitation and harmonizing of stakeholders' collaboration.

The unit submitted 12 monthly reports on the progress of its 2017 Business Plan to the TAB Management Board.

The unit also consolidated and submitted to the Ministry of iTaukei Affairs four (4) quarterly achievement reports of the 14 Provincial Councils.

9.1.2 Monitor Provincial Council Resolutions

The Unit is also responsible for ensuring that the Provincial Council meetings address Government development programmes, the needs of the iTaukei communities proposed through the Tikina Councils for funding, participation of the vanua and other relevant emerging issues. The Unit also monitors the implementation of Provincial Council resolutions which address the socio-economic issues requiring the decision of TAB and Government. In 2017 the Unit represented the TAB in all the Provincial Council meetings.

Table 1: 2017 - 2018 Provincial Councils Meeting Dates

| Province | Meeting Dates |
|-----------------|------------------------|
| Ba | 25/07/17 |
| Bua | 17/05/17-27/10/17 |
| Cakaudrove | 17/05/2017 |
| Kadavu | 29/08/17 |
| Lau | 30-31/07/2017 |
| Lomaiviti | 07/12/2017 |
| Macuata | 16/11/17 |
| Nadroga/Navosa | 27-28/06/17 |
| Naitasiri | 07/12/17 |
| Namosi | 7-8/11/17 & 17/05/2018 |
| Ra | 30-31/07/17 |
| Rewa | 03/05/2017 |
| Serua | 21/072017 |
| Tailevu | 26-27/04/2017 |

9.1.3 Provincial Council Membership

The term of Provincial Council members who had served for the last three (3) years (2014 - 2016) ended in December 2016. The nomination process for new members was done in line with iTaukei Affairs (Provincial Councils) Regulation 1996. This was finalized in 2014 prior to the first Provincial Council sitting. The new members nominated through this process are to serve for another three (3) year term from 2017 - 2019.

Nomination of Chairman and Deputy Chairman is now made by the Minister for iTaukei Affairs under an amendment of Section 4 of the Regulation in 2012. This move was made to allow people with integrity, professionalism and expertise to manage the Councils effectively and efficiently in their development pursuit. Capacity building was part of the development process for Provincial councils' executives in aligning their roles to the good governance practices.

9.1.4 Provincial Council Resolutions

Provincial Council meetings resolution is a major source for identified development needs of the ordinary iTaukei communities. This is because all development issues raised are filtered from a bottom-up approach concept through the mandated village and Tikina council meetings. (Note: Unfortunately, the records of the Provincial Council meetings during the early part of the 2018 financial period were not available)

9.1.4.1 Good Governance

In 2017, the introduction of the five pillars needed major restructuring at Headquarters that necessitated a ripple effect down the rank and file of the organization. This had paved the way for organizational reforms and ultimately improved service delivery, aligned to good governance principles.

Village sub-committees were created throughout 1171 village level to specifically focus on the areas of responsibilities while reporting to the Village Council. The other resolutions included internal matters for the iTaukei Affairs Board and the Provincial Councils relating to policies, legislative issues, advisory and training services.

The other major issue decided upon was the budget which included the endorsement of the 2018 - 2019 Budget for the 14 Provincial Councils. This detailed the allocations on the capital expenditure, provincial rates and emoluments of provincial council staff. The Councils also made decisions on

paying off outstanding commitments such as loans and leases, cost cutting measures to reduce operational costs. This also included the realignment of Provincial Council staff salaries to the Public Service Commission salary scales. Further this also included the upgrading of equipment, collection of provincial rates and investments opportunities.

9.1.4.2 Wellbeing

In 2017, Infrastructural development dominated the total number of resolutions on wellbeing issues. These resolutions were made up of requests for PSIP projects including roads, rural water, electrification, improvement of rural water system, and communications together with the rehabilitation phase for post TC Winston.

Compared to past years, issues raised for Wellbeing always dominated the discussion at the Provincial council meetings. In 2017 it comprised only 19% which indicated the full execution of past resolution. Primarily, this is indicative of the active involvement of the Provincial Councils in the rural integrated framework with line government ministries as well as engagement of the iTaukei communities in the effort to improve their wellbeing in adopting quality stakeholder's network.

9.1.4.3 Economic Empowerment

On the subject of Economic Empowerment, the Provincial Councils decided on ventures including commercial farming, property leases that may bring additional sources of income to the provincial office.

The Provincial Councils were also committed to the social development of the iTaukei communities through a wide spectrum of direct and indirect development initiatives. This included the education sector through deliberation and endorsement of scholarship proposals, building grants for schools and quarters, status of kindergarten teachers, school grading in terms of the establishment of higher forms and vocational studies.

The issues on women endorsed by the Councils included income generating projects and initiatives for the women's group, setting up of resources centers and participation at the 2017 Women's Expo and Strategic Plans.

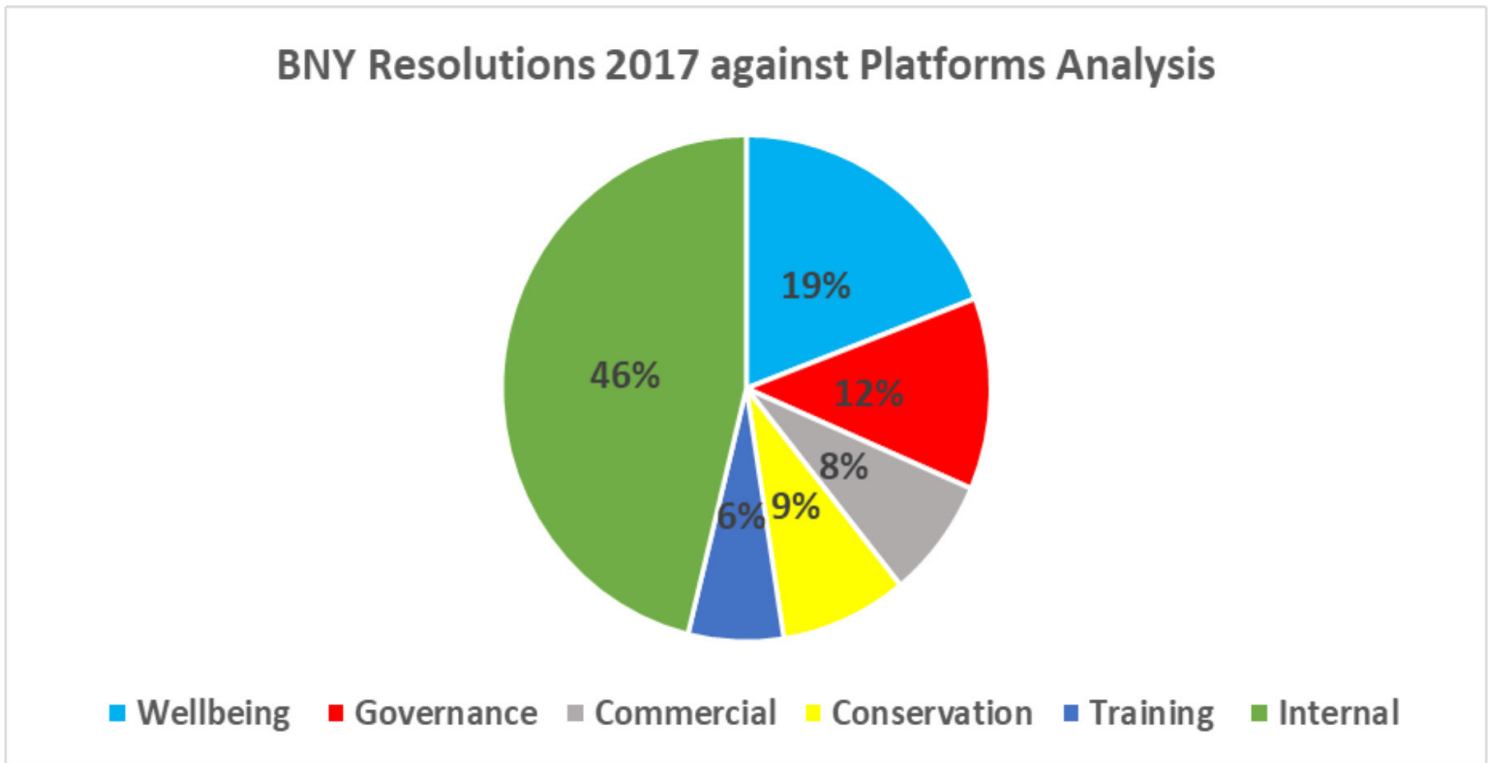
9.1.4.4 Conservation

Under the Conservation platform, environment has become a rising concern for the Provincial Councils leading to increased awareness to communities in realizing the importance of natural resources. Councils have approved requests for awareness at Tikina and village level on natural resources management, waste management, implementation of Yaubula committee programs, and establishment of 'Tabu' sites. This also included conducting vulnerability assessments for coastal areas and the development of the Provincial Council Natural Resource surveys.

In line with the efforts to promote the preservation of iTaukei culture, the Councils also endorsed the Provincial Cultural shows as a means of cultural revitalization.

These resolutions identify the priority areas and policy direction for each Provincial Council. They also portray the socio-economic, political and environmental challenges confronting the iTaukei at the village level.

Figure 1: BNY Resolutions 2017 against Platform Analysis



The above graph illustrates the percentage of Provincial Councils resolutions pertaining to each platform.

9.1.5 Roko Tui Quarterly Meetings

These meetings provided the forum for Roko’s to gather and discuss policy and operational issues pertaining to the iTaukei people. Consultation during the forum also provided the opportunity for stakeholders to make presentations and to enlist the support of the Roko Tui in implementing development programs for the iTaukei community.

Figure 2: Roko Tui Workshop at Novotel, Lami



The following were the highlights from the 2017 Roko Tui Meetings:

- i.) Continuation of the Village profiling exercise to all 1171 gazetted villages in Fiji a basis of developing the Integrated Village Development Plan.
- ii.) Verification of Provisional Voter list in consultation with respective Divisional Electoral Office.
- iii.) Dissemination of price listings and fares by the Fijian Competition and Consumer Council to Roko Tuis.
- iv.) Ketekete ni Marama Training (Women's Training) being stretched to a minimum of two days
- v.) An integrated financial literacy approach with other financial institutions to rural communities.
- vi.) Consultation with FLMMA on the training package of Vuli ni Yaubula aligned to the PTU training package.
- vii.) Strengthening of Vanua Empowerment through Vuli ni Sauvaki ni Vanua training program.
- viii.) Opening of MNT & TNK bank accounts as per acquittal/evidence to the Ministry of Economy.
- ix.) Improved performance by the 14 Provincial Councils at the end of 2017 after discussion of their quarterly achievement ratings and sharing of success stories.
- x.) Audit of Outstanding PC (2013-2017) Accounts and draft FS submitted to OAG
- xi.) The forum's endorsement of the introduction of Quarterly Assessment of Staff for TAB and the 14 Provincial Councils.
- xii.) The review and finalizing of the 2018 Business Plans for the 14 Provincial Councils.
- xiii.) The Roko Tui and TAB Heads of Department also agreed on internal issues such as:
 - succession planning
 - 2018 Training Plan
 - TAB OHS/Risk/conservation/Disaster risk Reduction policy
 - Amendment to the TAB Training Policy
 - 2018 TAB Budget
 - management of provincial finances and Investment
 - Quality disbursement of TNK/MNT allowances
 - 2018 TAB ACP
 - Monitoring of Turaga ni Koro reports through the revised TNK report
 - Compliance to leave regulations,
 - Amendments to Transport Regulations
 - Attendance returns and report submissions

9.1.6 Assistant Roko Tui Workshop

These meetings provided the forum for Assistant Roko to discuss improvement strategies in executing Annual Operational targets, with the operational issues pertaining to the iTaukei people. The workshop set a stable platform of sharing experiences from the 14 Provincial Council in addressing the need of the iTaukei people.

Some of the main key areas that were addressed during the workshop were:

- i.) The capturing of development needs which were addressed in utilizing the Turaga ni Koro report as a data source for addressing and monitoring of iTaukei Wellbeing.
- ii.) TAB discussed and reviewed the analysis of the 2017 Turaga ni Koro Reports and templates as well as the concerns to be addressed by the Assistant Roko as the responsible Officers.
- iii.) Briefed on various TAB programs including Conservation, quality reporting and Monitoring and Evaluation.

10.0 WELLBEING UNIT

The Unit builds on democratic governance in ensuring TABs processes are more responsive to the needs of all community members especially the vulnerable. The unit is also responsible for promoting development and strengthening electoral systems and processes, constitution awareness, improving access to justice, public administration and developing a greater capacity to deliver basic services to those most in need.

In 2017 the unit focused its activities on the following:

10.1 Integrated Village Development Plan

The Unit was involved in finalizing and implementing the Integrated Village Development Plan (IVDP) format that has been adopted by TAB. The VDP was initiated by a Peace Corp Volunteer based in the Bua province, Mr. Scott Sheridan, and based on the village profiling conducted for all the villages in the province. The objective of the IVDP is having an equitable, sustainable development plan for the village that is inclusive and participatory. IVDP set a platform to identify priority areas of development like housing, access to clean drinking water and development of flush toilets and general village infrastructure.

Another objective was to meet the requirements of the Ministry of Agriculture, Rural and Maritime Development and National Disaster Management (MRMD) that all PSIP project proposals to be IVDP based necessitating the need for all villages to have the IVDPs.

In 2017, the first phase was conducted through extensive consultations with rural iTaukei communities and other stakeholders. This included the implementation of Village Profiling exercise which was started in Lomaiviti, Nadroga/Navosa, Namosi, Ra & Tailevu Provinces. The time span of the survey including the formulation and implementation of the IVDP is four years.

10.2 Turaga ni Koro Report (TNK)

The TNK report was amended in 2009 to a more quantitative format of reporting that is more suitable to the Turaga ni Koro which also facilitated the analysis of quantitative data. The TNK report is submitted on a quarterly basis and is a tool for assessment of village needs in terms of infrastructure. It also includes the identification of problem areas including:

- crime rates
- education underachievement,
- sanitation

The report would also provide a baseline that can be used in monitoring, review and evaluation of policies and programs and a means for TAB to know the iTaukei communities.

The number of TNK reports received from the 14 Provincial Council offices for Financial Year 2017 and analyzed at TAB headquarters was 4584 out of 4684, which is equivalent to 98%.

11.0 COMMERCIAL UNIT

11.1 Role of the Commercial Unit

The role of the commercial unit is to institute networking and provide an advisory platform for iTaukei businesses aligned to the Vision of the TAB i.e. An Effective and efficient participation of the iTaukei in the Nation's Peace, Progress and Prosperity. This includes strengthening of existing ventures such as cooperatives and maintaining the balance with Small Micro Enterprises (SMEs) for dual survival in our villages. Financial Literacy and Investment Advisory is also disseminated to the communities and the establishment of a savings culture amongst the iTaukei.

11.2 Highlights

The Commercial Unit started in 2016, with specific operation planning paved its direction. These included the promotion of iTaukei entrepreneurship and business with TAB having the advantage of liaising with potential and budding business operators at village level. This provided an advantage for the commercial unit to facilitate financial institutions and commercial stakeholder outreach at village, district and provincial level.

One of the major highlight was the signing of the Memorandum of Association with the Westpac Banking Corporation (WBC) on 20/11/2016 in extending the usage of their financial literacy training manual with the TAB. Consequently, the above process qualified the Assistant Rokos (ART) in the 14 provincial council offices to be trained in a Training of Trainers Workshop in 2018 facilitated by the WBC. These ART were certified to conduct financial literacy training at the village level under their areas of operation.

11.3 Business Plan Achievement for 2017 – 2018

The strategies implemented for this financial year, August 2017 – July 2018 included:

- i.) Portfolio leadership;
- ii.) Integrated Rural Development Framework;
- iii.) Improvement in Business Support Services and;
- iv.) Promoting sustainable iTaukei business

11.4 Networking

With the Commercial Unit being a newly established arm of the iTaukei Affairs Board, networking with potential stakeholders was a key aspect of product achievement. This required reaching out to government and non-government agencies, financial institutions and other bodies who would play a vital role in the economic empowerment of the iTaukei people.

Some of the government ministries that the team reached out to were the Ministry of Industry, Trade and Tourism (MITT), Ministry of Lands and Mineral Resources, Ministry of Forestry, Ministry of Agriculture (MOA), Ministry of Economy, and the Office of the Prime Minister.

Information on the technical expertise and allocated grants given by these ministries were relayed by the Commercial Unit to the iTaukei communities. Other statutory and private institutions partners included the iTaukei Land Trust Board, Film Fiji, Fiji Sun & Fiji Times, and Women in Fisheries Network-Fiji. Its professional membership extends to the National Financial Inclusive Taskforce continuing interaction with financial institutions such as the Reserve Bank of Fiji, Westpac Banking Corporation, ANZ Bank, HFC Bank, Fiji Development Bank and other member institutions.

11.5 Customer Service

The Commercial unit is part of TAB's Operations Division; hence, in addition to its core function of economic empowerment, the team serves customers who come into the office from various customer segments. The financial year 2017/2018 saw 374 customers served by the commercial unit staff. Some of the services rendered were drafting of support letters to the following;

- Australia and New Zealand visa application

- New bank accounts for BSP, ANZ, Westpac, and other ventures.
- Other services include Energy Fiji Limited, Water Authority and Fiji National Provident Fund form endorsements,
- Issuance of cruising permits to yacht owners, and general advisory.

11.6 Business Advisory

One of the core roles of the Commercial unit is to provide professional advice to iTaukei businesses, individuals and groups. This has been carried out by the team, in some cases collaboratively with stakeholders. Throughout the year, advice and consultation has been provided to existing businesses and also assistance in compiling business proposals, plans structures and loan applications for those upcoming entrepreneurs as stated in the following;

- i.) Consultation of Entrepreneur Mr Alikisada Naisoro of Ravitaki, Kadavu – Buying and selling of yaqona and payment of farm labourers.
- ii.) Ulaiasi Nanovo of Tavuki, Kadavu - business proposal and plan for needs of marketing
- iii.) Raikivi Bar -store at Draiba village, Ovalau
- iv.) Taito Tiko - Nasau Bakery, Qarani Gau
- v.) Makelesi Tinanibolaciri, of Sadro village, Deuba,- dalo/ cassava farmer and venturing into jewellery business
- vi.) Elena Nayacalevu of Wainiyabia village – yaqona farmer
- vii.) Jese Baledrokadroka – Yaqona/Dalo business.
- viii.) Mr Epeli Uluiburotu and Mr Tomasi Kete venturing into Eco Tourism Activity Makadru/Matuku Tourism Arm Committee
- ix.) Qomate family of Nasekula, Labasa – Tsunami Investment Company & Nagigi Farm

11.7 Documentation of Successful iTaukei Businesses

The unit also conducted research on the socio-commercial practices used by successful iTaukei businesses for advocacy and reapplication to similar communities. This has proven to be an effective business strategy locally and people are often motivated after observing the success of people with similar natural and human resource.

The team conducted primary research in the area of operation for the following iTaukei businesses and documented its successful business practices:

- i.) I Am Investment – Large poultry farm in Mau village, Namosi
- ii.) Namosi Eco Retreat Business Model – Ecotourism business in Navunikabi village, Namosi
- iv.) Lomainasau Development Co-operative Limited – multi-venture co-operative in Lomainasau village, Tailevu

12.0 CONSERVATION UNIT

12.1 Conservation of Natural Resources and Climate Change

Conservation and Climate Change is a crosscutting field and in order to meet the deliverables, the officer has worked closely with other departments working in the same field (Agriculture, Fisheries, Forestry etc.) in ensuring deliverables are met through integrated rural development and partnerships. Apart from this, activities that could not be carried out in partnership with stakeholders was carried out at the Provincial Councils expense, ensuring maximum output, in terms of achievements, by the most minimum input (finance and transport).

The highlights of Conservation Unit are as follow;

- i.) Formulation and finalization of the Conservation Unit Communications Strategy - The strategic communications plan targets strategic objectives, assesses barriers to action and motivators, designs intervention strategies, identifies appropriate outreach tools and activities, and designs practical measurements and evaluation activities.
- ii.) Integrated Vulnerability Assessment carried out in 110 villages in Cakaudrove and 105 villages in Macuata.
- iii.) First Cohort for Certificate IV in Resilience Course was piloted and TAB was represented by PCO Ba, Macuata, Tailevu, Lau, Lomaiviti, Namosi and Serua and Luse Uluitavuki of HQ.
- iv.) The Conservation Unit Bi-Annual for the year 2017-2018 was held with the purpose of facilitating training needs for conservation officers and to discuss challenges and share innovative ideas and best practices as way forward for the unit.

a.) Projects:

- i.) Six Provincial offices namely Tailevu, Nadroga, Namosi, Rewa, Cakaudrove were granted a total funding of USD \$264,800.00 which was equivalent to FJD \$530,000.00 from the GEF Small Grants Program to support the establishment of Yaubula committees and implement community natural resources management related projects.
- ii.) The Action against Desertification project is an EU-ACP funded project that expands on the current FAO project called the GEF-PAS which looks at Forest Conservation and Protection but mainly addressing drivers of land degradation, unsustainable agricultural activity, unsustainable forestry activity, etc.
- iii.) Current sites are in Taveuni, Vanua Levu and the vicinity of Tomaniivi (Ra/Ba/Nadarivatu) and three villages in Tailevu (at remnant dairy farms). The project aims to address drivers of land degradation through strengthening communities' capacities in managing their land resources by practicing sustainable land management practices as well as providing alternative livelihoods

13.0 PROVINCIAL TRAINING DIVISION

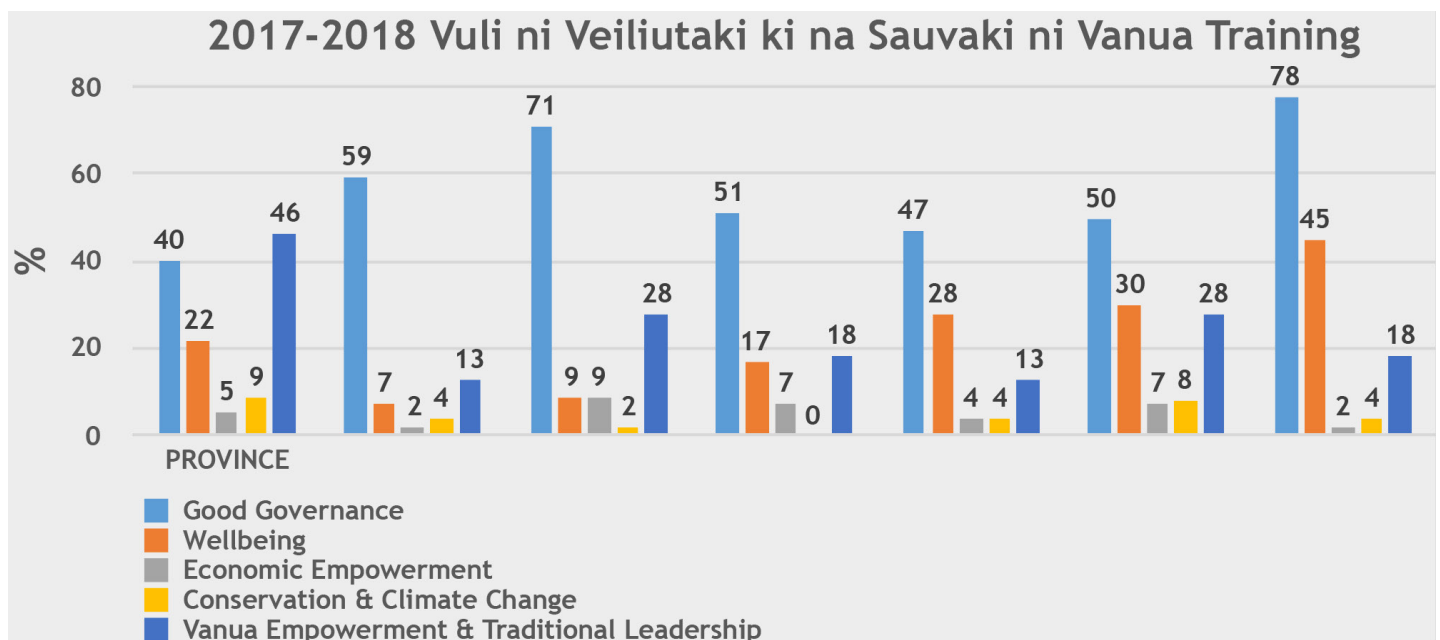
13.1 Provincial Training Unit of the TAB's primary objective is to conduct training for community capacity building on the curriculum of the roles and responsibilities of Traditional Leaders, Provincial Council forum members, Mata ni Tikina and Turaga ni Koro. This involved the analysis of training needs and develops and evaluates training packages for community development and capacity building for implementing programs to address the wellbeing of the iTaukei. The Unit is also responsible for advocating the strengthening of the iTaukei traditional governance structures and leadership capacities.

In the 2017/2018 Financial Year, the Provincial Training Unit was actively involved with the assessment, planning, implementation and monitoring of the following five (5) training programs:

1. Vuli ni Veiliutaki ki na Sauvaki ni Vanua.
2. Na Nodra Ketekete na Marama.
3. Ai Vola Dusidusi ni Matabose Vakoro.
4. Ai Vola Dusidusi ni Mata ni Tikina.
5. Na Vuli ni Sausauvou.

The Provincial Training Unit is headed by the Manager Provincial Training under the Operations Division.

13.2 Figure 3: Vuli ni Veiliutaki ki na Sauvaki Ni Vanua Training Analysis 2017-2018



13.3 Analysis

The Sauvaki ni Vanua Trainings conducted in 2017-2018 revealed that Nadroga/Navosa Province recorded the highest number of villages trained followed by Lomaiviti and Cakaudrove Provinces. The Lau Province had only a few villages capacity built showing a low percentage in its results.

Vuli ni Veliutaki ki na Sauvaki ni Vanua training conducted in 2017-2018 for seven [7] Provinces which includes Cakaudrove, Lau, Lomaiviti, Macuata, Nadroga/Navosa, Namosi and Tailevu. (refer to Figure 1.11).

Table 2: Training Conducted at Village Level

| PROVINCE | DISTRICT | VILLAGE |
|----------------|-------------|-------------|
| Cakaudrove | Cakaudrove | Somosomo |
| | | Lovonivonu |
| | | Tavuki |
| | | Welagi |
| | Wainikeli | Naselesele |
| | | Waitabu |
| | | Lavena |
| | | Korovou |
| | | Naiviivi |
| | Laucala | Togo |
| | | Kocoma |
| | | Naqelelevu |
| | | Yanuca |
| Lomaiviti | Sawaieke | Somosomo |
| | | Yadua |
| | | Nukuloa |
| | | Sawaieke |
| | | Vadravadra, |
| | | Lovu |
| | | Nawaikama |
| | Navukailagi | Navukailagi |
| | | Qarani |
| | | Vione |
| | Vanuaso | Vanuaso |
| | | Nacavanadi |
| | | Lamiti |
| | | Lekanai |
| | Batiki | Yavu |
| | | Mua |
| | | Naigani |
| | | Manuku |
| | Nairai | Lawaki |
| | | Natauloa |
| Tovulailai | | |
| Vutuna | | |
| Nadroga/Navosa | Tuva | Vouwa |
| | | Emuri |
| | | Kabisi |
| | | Semo |
| | | Nabau |
| | | Nadroumai |
| | Cuvu | Cuvu |
| | | Tore |

| | | |
|----------------|--------------|--------------|
| Nadroga/Navosa | | Rukurukulevu |
| | Korolevuiwai | Votua |
| | | Votualailai |
| | | Tagaqe |
| | | Namada |
| | Koroinasau | Sovi |
| | | Vunayawa, |
| | | Naivibuli |
| | Malolo | Solevu |
| | | Tavua |
| | | Yanua |
| | Naqalimare | Sautabu |
| | | Koronisagana |
| | | Natawatawadi |
| | | Vunaqoru |
| | | Koroua |
| | | Naveyago |
| | | Rarabasaga |
| | Bemana | Tuvu |
| | | Nailebaleba |
| Volinagerua | | |
| Noikoro | Nubuyanitu | |
| | Nakoro | |
| | Navitilevu | |
| | Wema | |
| | Korolevu | |
| | Nukuilau | |
| Macuata | Namuka | Visoqo |
| | | Naua |
| | | Matanadoi |
| | | Nasovivi |
| | | Cawadevo |
| | | Qelerawa |
| | | Salavukoso |
| | | Delaivadra |
| | | Ravuka |
| | Mali | Naikawaga |
| | | Ligaulevu |
| | | Matailabasa |
| | | Vesi |
| Dreketi | Nasigasiga | |
| | Nabiti | |
| Tailevu | Bau | Dromuna |
| | Verata | Kumi |
| | Tokatoka | Nabitu |

| | | |
|---------|----------------|---------------|
| Tailevu | | Draubuta |
| | | Vuci |
| | | Lomanisau |
| | | Nakaile |
| | | Vanuadina |
| | Namalata | Naitutu |
| | Namara | Matamaivere |
| Lau | Cicia | Tarukua |
| | | Lomati |
| | | Natokalau |
| | | Naceva |
| | Lomaloma | Susui |
| | | Narocivo |
| | | Dakuilomaloma |
| | | Namalata |
| | | Uruone |
| | | Levukana |
| | Mualevu | Cikobia |
| | | Malaka |
| | | Mavana |
| | | Muamua |
| Namosi | Wainikokoiluva | Namuamua |
| | | Nasigatoka, |
| | | Saliadrau |
| | | Nukusere |
| | | Nakavika |
| | Namosi | Waivaka |
| | | Narukunibua |
| | | Namosi |
| | Naqarawai | Wainimakutu |
| | | Naraiyawa |

13.3.1 Good Governance

Issues arising under **Good Governance** that were common or similar for all villages trained included;

- Teenage pregnancies
- Lack of children supervision,
- Abuse of yaqona and alcohol
- General disobedience,
- Disrespect of Traditional protocol
- No moral/ethical bearing
- Negative Human rights perception

13.3.2 Wellbeing

Issues under **Wellbeing** pointed to a lack of basic infrastructure in the village community. This led to a limitation in terms of opportunities available to the village community.

13.3.3 Economic Empowerment

The role of the **Economic Empowerment** Unit is to work with communities to raise their income level, and subsequently improve their standard of living and awareness of budget utilization.

13.3.4 Conservation

The work of **Conservation** unit is focused on natural resource management and climate change mitigation. The scope of impact is from the “ridge to reef”. The current interest has been centered on climate change which has had a significant impact on the livelihood of people.

The common challenges faced by **Vanua** based communities which had undergone capacity building under the Vuli ni Sauvaki identified the following areas;

- Dispute on traditional title
- General disobedience towards customary protocols
- Absence of Social Cohesion
- Erosion of traditional safety network

Training and awareness should be conducted regularly to communities to sustain effective Vanua governance structures in place and deliver transformational leadership. Installation of traditional leaders to ensure social cohesion. Encouraging of iTaukei to actively participate in traditional roles and cultural responsibilities within their communities.

14.0 CORPRATE SERVICE DIVISION

The Division is responsible for managing and administering the support services for the iTaukei Affairs Board and the 14 Provincial Councils. The Division is responsible for the management of human resources, finances to ensure compliance to terms and conditions of service; proper management of assets including official records and information technology development. The Division is responsible for the prudent management of government funds and compliance to reporting requirements under the Financial Management Act and Regulation. The Division also administers public trust funds, investments and the recovery of loans under the Small Business Advisory Unit.

14.1 HUMAN RESOURCES MANAGEMENT

The Human Resources Unit provided administrative support services to all sections of the iTaukei Affairs Board and the 14 Provincial Councils through human resources management, records management and staff development. The Unit's main aim was to attract, develop, retain and empower staff engagement in working towards achieving the operational strategies of the Board.

14.1.1 Staffing

There were 173 active staffs in the beginning of the financial year and this increased to 198 filled positions at the end of the financial year.

Table 3: Workforce Participation

| Particulars | August 2017 | | July 2018 | |
|--------------|-------------|------------|-----------|------------|
| | HQ | PC | HQ | PC |
| Male | 28 | 72 | 30 | 85 |
| Female | 19 | 54 | 24 | 59 |
| Total | 47 | 126 | 54 | 144 |

TAB continued to advocate its equal opportunity employer where women constitute an average of 42% of the workforce. At the end of the 2017-2018 Financial Year, the Board had to retire 3 staffs with another 3 resigning to other local employment opportunities. The Board was saddened to lose 2 loyal staffs who passed on after short illnesses. The Board continued to combat corruption activities and enforced regulations where a few cases were being forwarded to FICAC for further investigation.

Table 4: Staffing Summary 2017 – 2018

| Particulars | August 2017 |
|------------------------|-------------|
| Appointment | 154 |
| Acting Appointment | 24 |
| Reliving Appointment | 8 |
| Temporary Reliving | 5 |
| Internal Posting | 1 |
| Resignation | 3 |
| Promotion | 14 |
| Transfer | 16 |
| Retirement | 3 |
| Leave without Pay | 2 |
| Discipline | 9 |
| Termination | 1 |
| Expression of Interest | 27 |

| | |
|----------------------|---|
| Workplace Attachment | 1 |
| Deceased | 2 |
| Secondment | 3 |

14.1.2 Job Evaluation

One of the main activities undertaken by HR in the 2017 – 2018 FY was the Job Evaluation Exercise (JEE) in line with the Government reforms. Salary positions were upgraded under the new contract of employment with positions incurring more than 15% variation in salary change were advertised. Also, leave payout was granted for leave in excess of 10 days.

A major recruitment drive was conducted from early 2018 where all Roko Tui, Senior Assistant Roko Tui, Assistant Roko Tui and other senior positions were advertised. This totaled to 154 positions (substantive and vacant) being filled after the JEE, costing \$18,502.80 in advertisements.

Table 5: Advertisement Costing Summary

| Advertisement Summary | | |
|-----------------------|---------------------|--------------------|
| Date | Advertisement Dates | Amount |
| 10.12.17 | 14.10.17 & 18.10.17 | \$5,229.20 |
| 16.01.18 | 17.01.18 & 20.01.18 | \$5,299.20 |
| 22.06.18 | 23.06.18 & 27.06.18 | \$7,974.40 |
| | | \$18,502.80 |

14.1.3 Job Description Review

The HR team commenced its JD Review exercise for all staff positions which was carried on until 2019. HR staffs attended relevant trainings organized by the CSRMU which greatly assisted in the review process.

14.1.4 Learning and Development

Training programs are ongoing in order to improve productivity and upskilling of staffs. Various trainings and workshops were attended by TAB and PC staffs.

Table 6: Local Training/Workshops 2017 – 2018

| Training/Workshop | Number of Trainings | Number of Participants |
|--------------------------------|---------------------|------------------------|
| OMRS | 5 | 25 |
| OMRS HR Module | 1 | 6 |
| RFMR Officers Trainings | 1 | 2 |
| Cabinet Paper Writing | 1 | 1 |
| Disciplinary Training | 2 | 6 |
| Investigation Officer Training | 3 | 9 |
| Senior Management Training | 1 | 2 |
| Training of Trainers | 2 | 17 |
| Business Writing Skills | 1 | 7 |
| OHS Training | 1 | 9 |

14.1.5 Overseas Training

TAB was fortunate to send some of its officers through overseas sponsored trainings which enhanced a culture of innovation and knowledge sharing.

Table 7: Overseas Sponsored Trainings

| No | Staff Names | Programme | Duration | Country | Sponsor/ Donor Agency |
|----|---|---|-------------------------|----------------------|---|
| 1 | Saiasi Buluta, Matereti Mateiwai & Rusiate Misikivosa | Fishery Using Resource Management Approach | 26/06/17 to 15/07/17 | Japan | JICA |
| 2 | Iliesa Delasau & Ilaitia Vuki Sayavi | Community Based Development | 25/06 – 27/07/17 | Japan | JICA |
| 3 | Lui Manuel | Research on the Sigatoka River Estuary | 08/10 – 11/10/2018 | Australia | University of Sunshine Coast |
| 4 | Seru Ratukalou | Disaster Risk Management | 14-25/08/17 | Singapore | Japan- Singapore Partnership Programme |
| 5 | Valetino Seruitukana | Sustainable Coastal Protection Measures at Island Countries | 24/09 – 07/10/17 | Japan | JICA |
| 6 | Temo Tagilala | Integration of Sufficiency Economy for Empowerment on Mobilizing Sustainable Development | 11/06 – 29/06/18 | Thailand | Thailand |
| 7 | Rusiate Misikivosa | Mainstreaming Climate Acting in Development Policies | 09/04 – 13/04/18 | India | ITEC |
| 8. | Seresio Naikasau | Master in Disaster in Preparedness, Mitigation and Management | 04/08/17 – 31/08/18 | Bangkok, Thailand | Thailand |

14.1.6 Grant Claim

Tabulated below are the approved trainings which were eligible for the Grant Claimable under Method 'B' that was received by TAB.

Table 8: Grant Claimable

| No: | Course Title | Date of Course | Amount |
|------------------------------|---|------------------|--------------------|
| 1. | Effective Business Writing Skills | 29/11 – 30/11/17 | \$1,284.00 |
| 2. | Training of Trainers Module IV – Evaluation of Training | 25/12 – 27/12/17 | \$324.00 |
| 3. | Training of Trainers for Conservation Officers on Land Care Preparedness and Long Term Planning | 29/01 – 02/02/18 | \$10,895.00 |
| 4. | Staff Induction | 11/11 – 12/11/17 | \$2,276.00 |
| 5. | Roko Tui & SART Workshop on Performance Management at TAB | 24/01 – 26/01/18 | \$9,771.00 |
| 6. | Roko Tui & SART Workshop on Operational Plan for TAB | 24/07 – 26/07/18 | \$9,771.00 |
| TOTAL GRANT CLAIMABLE | | | \$34,321.00 |

14.1.7 Registry Services

The Registry Unit continued to perform its primary role in improving efficiency in controlling movement of all the correspondences and maintaining proper official records for future references.

Table 9: TAB Registry Performance

| Particulars | August 2017 |
|-------------------------------------|-------------|
| Inward mails received | 953 |
| Outward mails received | 577 |
| Files requested | 380 |
| Files census conducted | 14 |
| Closed files sent to archives | 2 |
| Files closed, registered and stored | 28 |

14.1.8 Information Technology

The Unit is staffed with one Senior Administrator Officer IT and one Executive Officer IT Technical Support Officer that monitors and maintains the computer systems and networks of the iTaukei Affairs Board and the 14 Provincial Councils. New equipment were purchased for Well Being Unit to adequately support the Village Profile exercise and database while 2 new servers were purchased the Empower software for HR and the Fusion 5 software for Finance. Following the consultation made with tech partners, work to develop Disaster Recovery Plan commenced. The goal was to have a fully functional backup data center.

15.0 Finance

The Unit is responsible for the prudent management of government funds and compliance to reporting requirements under the Financial Management Act and Regulation. The Unit also administers public trust funds, investments and the recovery of loans under the Small Business Advisory Unit.

15.1 Grants

A total of \$6,954,879.00 annual grant received from Government in FY 2017/2018 and tabulated below:

Table 10: Annual Government Grants

| Particulars | 2017/2018 |
|--------------------------|-----------------------|
| TAB | \$3,974,583.00 |
| PC'S | \$1,018,517.00 |
| Turaga ni Koro Allowance | \$1,483,179.00 |
| Mata ni Tikina Allowance | \$428,600.00 |
| Na Mata | \$50,000.00 |
| TOTAL | \$6,954,879.00 |

Total Staff Emoluments – TAB & PC

PE is calculated at \$5.0m comprising of TAB and Provincial Councils staff, established and unestablished. Refer to Table 1.10 below for details:

Table 11: Total staff emoluments – TAB & PC

| Particulars | 2017/2018 |
|---|-----------------------|
| TAB Established Staffs | \$1,394,477.00 |
| PC TAB Staff (Roko Tui, SART, ART, PT, PCO) | \$2,598,844.00 |
| PC Staff | \$983,990.00 |
| TAB(driver)/PC Unestablished Staff | \$43,034.00 |
| TOTAL | \$5,020,345.00 |

16.0 Internal Audit & Compliance

The Internal Audit and Compliance Unit is governed by Part 4, Section 33 (5&6) of the Fijian Affairs Act 1996 to independently monitor risk, compliance and ensure that efficiency and effectiveness of operations is achieved within the parameters outlined in the iTaukei Affairs Internal Audit annual work plan.

As part of this function, the Unit conducted fifteen (14 Provincial Councils and 1 for iTaukei Affairs Board) mandatory annual reviews and reports were submitted to the Chief Executive Officer and later to the Management for implementation. Once implemented, changes were subsequently monitored and assessed.

The Internal Audit and Compliance Unit also carried out independent investigations relating to various operational matters resulting from management complaints. Two investigations with findings were presented to the Chief Executive Officer for discussion and final decisions.

As contained in its Audit Manual the Audit Unit has a systematic and disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes. This approach adds value to achieving the Provincial Councils and the Board's overall strategies.

Tabulated below are the normal audits and compliant assessment conducted for the financial year.

Table 12: Normal Audit Dates for 2017 - 2018

| | PC | DATE OF FULL AUDIT | SURPRISE AUDIT | PERIOD OF AUDIT | EXIT MEETING |
|----|--------------------|---------------------|----------------|---------------------|--------------|
| 1. | Bua | 23/03/18 – 27/03/18 | 23/03/18 | 01/09/15 – 25/03/18 | 25/06/19 |
| 2. | Cakaudrove | 25/06/18 – 28/06/18 | 25/06/18 | 01/01/16 – 31/05/18 | 25/06/19 |
| 3. | Kadavu | 16/01/18 – 23/01/18 | 16/01/18 | 01/09/15 – 31/01/18 | 05/11/18 |
| 4. | Macuata | 19/06/18 – 22/06/18 | 19/06/18 | 01/01/16 – 31/05/18 | 25/06/19 |
| 5. | Nadroga/ Navosa | 05/02/18 – 09/02/18 | 05/02/18 | 01/01/16 – 31/01/18 | 27/09/18 |
| 6. | TAB/SBAU | 03/4/18 – 13/4/18 | 3/4/18 | 1/4/16 -1/4/18 | - |

The Unit conducted full audit and surprise checks concurrently due to financial constraints to save time and money.

16.1 External Audit

Outlined in Appendix B is the latest update from the Office of the Auditor General on the general status of the audits of TAB and its fourteen (14) Provincial Councils.

Figure 4: OAG Update on TAB and Provincial Councils Audits

OFFICE OF THE AUDITOR GENERAL
Promoting Public Sector Accountability and Sustainability through our Audits



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File: 1282

6 June 2023

i-Taukei Affairs Board
87 Queen Elizabeth Drive
SUVA

Attention: Ms. Sereana Matakibau

Dear Madam

I-TAUKEI AFFAIRS BOARD AND PROVINCIAL COUNCILS AUDIT UPDATES

With reference to the i-TAB letter dated 05/06/2023 to assist in the finalization of its Annual Reports from 2015 - 2022, I am pleased to provide the following audit updates as requested:

| Entities | Draft Financial Statements Received | Audits Completed | Audits in Progress as at 31 May 2023 | Audits Yet to Commence as at 31 May 2023 | Draft Financial Statements not submitted for audit |
|---------------------------------------|-------------------------------------|------------------|--------------------------------------|--|--|
| STATUTORY ENTITY | | | | | |
| 1. I-Taukei Affairs Board | 2003 - 2007 | 2002 | 2003 - 2007 | --- | 2008 – 2022 |
| PROVINCIAL COUNCILS | | | | | |
| 1. Rewa Provincial Council | 2013-2018 | 2013-2015 | | 2016-2018 | 2019-2022 |
| 2. Tailevu Provincial Council | 2013-2018 | 2013-2015 | | 2016-2018 | 2019-2022 |
| 3. Namosi Provincial Council | 2013-2018 | 2013-2015 | | 2016-2018 | 2019-2022 |
| 4. Ba Provincial Council | 2013-2018 | 2013-2015 | | 2016-2018 | 2019-2022 |
| 5. Serua Provincial Council | 2013-2018 | 2013-2015 | | 2016-2018 | 2019-2022 |
| 6. Naitasiri Provincial Council | 2013-2018 | 2013-2015 | | 2016-2018 | 2019-2022 |
| 7. Ra Provincial Council | 2013-2018 | 2013-2015 | | 2016-2018 | 2019-2022 |
| 8. Macuata Provincial Council | 2013-2018 | 2013-2015 | | 2016-2018 | 2019-2022 |
| 9. Cakaudrove Provincial Council | 2013-2018 | 2013-2015 | | 2016-2018 | 2019-2022 |
| 10. Kadavu Provincial Council | 2013-2018 | 2013-2015 | | 2016-2018 | 2019-2022 |
| 11. Lomaiviti Provincial Council | 2013-2018 | 2013-2015 | | 2016-2018 | 2019-2022 |
| 12. Nadroga/Navosa Provincial Council | 2013-2018 | 2013-2015 | | 2016-2018 | 2019-2022 |
| 13. Lau Provincial Council | 2013-2018 | 2013-2015 | | 2016-2018 | 2019-2022 |
| 14. Bua Provincial Council | 2013-2018 | 2013-2015 | | 2016-2018 | 2019-2022 |

However, the 2016-2018 draft financial statements of the Provincial Councils will be returned for amendments following the completion of the 2013-2015 audit and to be re-submitted after discussion of changes deliberated during the exit meeting on 09/05/2023 and on 12/05/2023 respectively.

As for the 2003 to 2007 i-TAB financial statements audit, these accounts are in the finalization phase of review where the audit report is targeted for issuance and signing by June end.

For any further clarifications, please do not hesitate to contact Mr. Dineshwar Prasad or the undersigned.

Yours sincerely



Esala Niubalavu
for ACTING AUDITOR-GENERAL

Encl.

17.0 EXECUTIVE SUPPORT DIVISION

The unit is to support the role of the Executive Authorities that included the Chief Executive Officer and the Deputy Chief Executive Officer and is under the supervision of the Board Secretary.

17.1 Board Secretary

The Board Secretary is responsible for the development of Board papers and dissemination of Board meeting resolutions. The unit is also responsible for the development, vetting and submission of PSIP papers to the Ministry of iTaukei Affairs (MTA). There was no TAB Board meeting nor sub-committee meetings conducted in this financial year 2017-2018.

The Division is made up of 2 sub -units;

- i.) Media & Publication Unit (Na Mata)
- ii.) Monitoring, Evaluation & Research

17.2 Media & Publication Unit (Na Mata)

Na Mata was originally known as the iTaukei Gazette under the iTaukei Affairs Act 1944 to publish Government notices translated into the vernacular. It translated notices that were published in Government Gazette into the vernacular for the iTaukei readers.

The unit is responsible for the publication of the Na Mata, a quarterly official publication

- i.) The publication for this quarter included the following:
 - a.) Roles and Responsibilities of Provincial Council members
 - b.) List of Provincial Council members

Likewise, the Na iLalakai, is a weekly radio broadcast of the iTaukei Affairs Board also continued and aired 52 weeks in a year with Radio Fiji One station on;

- a.) Development activities of government that stimulated the interest and motivated iTaukei communities in related fields.
- b.) Reported milestone for those iTaukei individuals, groups or Provincial Councils who are performing well (Success stories) in key sectors of the Vanua and the economy.

17.3 The iTaukei Affairs Board had made a decision to modernize the techniques of its service delivery and publication. This included the review of its staff training package and appropriate tools for better delivery of their services.

17.4 Monitoring, Evaluation & Research Unit

Monitoring and Evaluation Unit ensured that the programs of the Board and the Provincial Councils are aligned to the Board's vision and National priorities. The Unit also ensured that TAB programs are periodically monitored and evaluated for efficient progress and effective planning. The Research function conducts research on potential opportunities that the Board can capitalize on.

The TAB Annual Operation Achievement for 2017 – 2018 can be referred to Appendix A.

17.5 Management Tour

The Executive Support Unit also organized a Management tour in the second quarter of 2017. The tour, the first of its kind, was organized to allow the TAB Management team to meet and talk to the staff of the 14 Provincial Councils, to discuss with them the progress of their 2017 - 2018 Business Plan and the challenges faced including the administration of the Provincial Council finances.

The Management team comprised the Deputy Chief Executive Officer TAB, Manager Provincial Training, Manager Corporate Services, Manager Monitoring Evaluation and Research and the Principal Assistant Secretary Provincial Services Division. The staff of the 14 Provincial Councils expressed their appreciation for the visit and the chance to discuss issues with the team.

Appendix A

Table 13: TAB Annual Operation Performance for 2017 – 2018

| TABLE 2. OUTPUT SPECIFICATIONS AND PERFORMANCE | | | | | | |
|---|---|---|---|--------------------------|----------------|--|
| Output 1 Portfolio Leadership, Policy Advice and Secretariat Support | | | | | | |
| SDP Linkages | Outcome: Strengthening Good Governance | | | | | |
| | Strategies | Indicators | 2017 - 2018 Target | 2017- 2018 ACTUAL | Remarks | |
| | 1.1 | Portfolio Leadership | 1. Submission of monthly performance reports | 264 | 264 | Total of 264 monthly reports submitted in the year from 14PCs & 8 Units |
| | | | 2. 2016 -2017 Annual Report | 15 | 14 | 14 PCs submitted their 2016-2017 Annual Reports, however TAB AR draft report was not submitted |
| | 1.2 | Policy Advice | 3. Number of new Policies initiated by TAB | 2 | 1 | Final HR Policy endorsed by CEO and presented to RT/ SART workshop at Novotel Hotel |
| | | | 4. MOU established/ revised with GOs and NGOs | 1 | - | No update report provided |
| | 1.3 | Review And Streamline Organizational Structure | 5. Revised Staff Movements And Position Description | 198 | 99 | Staff JDs reviewed & submitted to Managers for comments and finalized. JD committee to review |
| | | | 6. Restructure/ Realigned Units | 15 | 15 | Completed for 14 PCs & 1TAB Budget |
| | 1.4 | IRD | 7. Monthly Reports Of Stakeholder Consultations | 903 | 2075 | This KPI has been well achieved as of Q3. |
| | | | 8.Report on the number customer served/assisted | 4432 | 18291 | This KPI has been well achieved as of Q3. |
| | 1.5 | Organizational Management Improvement | 9. Human Resources Management & Development | 1285 | 1325 | Finalised interview for expiry contracts, recruiting of new officers to fill vacant post. |

| | | | | | | |
|--|-----|--|--|------|------|---|
| | | | 10. Organizational Management | 320 | 257 | Activities under this strategies indicated 257 staff meetings in all 14 PCs & TAB divisions- PSU, Conservation Unit, Provincial Training Unit, Finance, Internal Audit & Executive Support Services. |
| | | | 11. Productivity Management - promoting innovative and best practices in services delivery | 392 | 236 | Few provinces reported implementation of their QCC projects & TAB divisions showed less focus on this strategy, however Green team initiatives has improved in terms of evidences of projects undertaken by staff |
| | 1.6 | Financial Accounting And Management | 12. Installation of new Financial System | 15 | 0 | System Requirement gathering and Scoping phases completed. Scoping document on HR and Payroll system signed on 26.02.2018 and scoping document for Finance system signed in May 2018. Finalisation of this new financial system will be reflected in the new financial year 2018-2019 |
| | | | 13. Performance Budgeting | 15 | 30 | Completed for 14 PCs & 1TAB Budget |
| | | | 14. Adoption of Accrual Accounting | 1278 | 1499 | This KPI has been well achieved as of Q3. |

| | | | | | | |
|---------------------------------------|--|-------------------|--|---------------------------|--------------------------|---|
| | | | 15. Audit of outstanding TAB (2013– 2016) and PC (2011– 2013) Accounts | 93 | 73 | Taskforce now working on 2008 – 2016 accounts. Target to complete this by 31.12.2018. Annual Accounts preparation and submission total is 93 (14PCs & TAB) Achievement as at 31st July 2018 submitted 34 to OAG office. |
| | | | 16. Management of Trust Funds and Investments | 10 | 90 | Target for this indicator has been over achieved by 80% as of Q3 |
| | | | 17. Internal Audit and Compliance | 15 | 15 | All 14 PCs and TAB exit interview conducted for the year and report submitted to CEO |
| Output 2 PERFORMANCE OF GRANTS | | | | | | |
| SDP linkage | | Strategies | Indicators | 2017 - 2018 Target | 2017- 2018 ACTUAL | Comments |
| | | | 18. Mata ni Tikina Reports | 1048 | 1066 | MNT Updates Budget is \$428,599.00, Budget per Qtr is \$107,149.50, Payout for Q4 is \$81,686.80 |
| | | | 19. Turaga ni Koro Reports | 4684 | 5558 | TNK Updates - Annual TNK Budget is \$1,422,300.00, Budget per Qtr \$353,725.00, Total Payout \$290,700.00 |
| | | | 20. Na Mata Publications | 4 | 2 | Q1 & Q2 & Q3 Na Mata was published however Q4 Na Mata layout to be completed by Graphic Artist before printing |

| TABLE 2.1 NON – SPECIFICATION/TAB DELIVERABLES | | | | | | |
|--|-----|---|--|--------------------|-------------------|---|
| Platform 1: Good Governance of iTaukei | | | | | | |
| Outcome: Promote & uphold Good Governance principles at VC, TC & PC levels | | | | | | |
| | | Strategies | Indicators | 2017 - 2018 Target | 2017- 2018 ACTUAL | Comments |
| 1.1.1 | 1.1 | Administration of secretarial role | 21. Village Council Meeting | 482 | 636 | Total of 636 VC meeting conducted and reported in the year therefore KPI is well achieved. |
| | | | 22. Tikina Council Meeting | 265 | 420 | Total of 420 TC meeting conducted and reported in the year therefore KPI is well achieved. |
| | | | 23 Provincial Council Meeting | 14 | 14 | All 14 Provincial Council meetings were in the financial year in the month of April, May, July, August, November and December. |
| | | | 24. Reviewed Selection Criteria of TNK & MNT | 1 | 1 | Discussion of selection of criteria of TNK/MNT during RT/SART workshop in July, which was also confirmed by the forum. Discussion paper in draft copy, submitted to SMB |
| | | | 25. Appointment of TNK & MNT | 134 | 117 | All 14 PCs reported on this strategy |
| | | | 26. Report on the successful implementation of iTaukei forum resolutions | 14 | 64 | This KPI has been well achieved as of Q3. |
| | | | 27. Board Paper on PC Meetings and Resolution | 2 | 0 | No TAB Board meeting was conducted in this financial year 2017-2018 |
| 1.2.1 | 1.2 | Capacity building | 28. Review of TAB manuals | 2 | 4 | This KPI has been well achieved as of Q3 which include HR Policy |

| | | | | | | |
|-------|-----|---|--|-----|------|--|
| | | | 29. Number of PC members training on roles & responsibilities | 14 | 14 | Completed - Q1 |
| | | | 30. Number of TNK , MNT training on their roles & responsibilities | 14 | 14 | Completed - Q1 |
| | | | 31. Report on the Development of sub-committee TOR & Awareness | 54 | 86 | This KPI was well reported in development of TOR, in which the remaining 9 targets was achieved by the PCs |
| | | | 32. Develop iTaukei youth leadership program | 1 | 1 | Completed - Q1 |
| | | | 33. Number of provincial cadets (Sausauvou) | 57 | 9 | This strategy was only reported in Q2 from Ba, Bua & Macuata. 2 PC cadet training reported in Q4 from Lau PC |
| | | | 34. Implementation of iTaukei women training program | 14 | 5 | A total of 5 PCs reported Ketekete ni Marama Training coinducted in their Provinces |
| 1.3.2 | 1.3 | Facilitate the introduction of relevant legislation to iTaukei communities | 35. Number of awareness on PC, TC & VC regulations | 378 | 1000 | Increase in awareness conducted by 14 PCs in Q4 |

| Platform 2: Well Being of iTaukei | | | | | | |
|---|-----|---|---|--------------------|-------------------|---|
| Outcome: Ensure the Well Being of iTaukei communities | | | | | | |
| | | Strategies | Indicators | 2017 - 2018 Target | 2017- 2018 ACTUAL | Comments |
| 2.1.1 | 2.1 | Conduct Social Audit | 36. Number of village profiling exercise | 316 | 429 | 194 village profile exercise was conducted from Lomaiviti, NadrogaNavosa, Namosi, Ra & Tailevu as of Q3. In Q4, 235 village profile exercise reported from Bua, Cakaudrove, Macuata, Rewa, Naitasiri & Rewa PC. |
| | | | 37. Quarterly TNK Analysis Report | 4 | 0 | No progress |
| 2.2.1 | 2.2 | Develop, Monitor And Evaluate Well Being Initiatives | 38. Integration of WASH program in Village, Tikina and Provincial Development Plans | 56 | 89 | Total of 89 communities had undertaken WASH program in Q4 from the following PCs; Ba, Cakadrove, Kadavu, Lomaiviti, Macuata, NadrogaNavosa, Ba, Ra, Naitasiri, Namosi & Serua. |
| | | | 39. Construction of Dispensary and/or TNK offices | 68 | 38 | Ba, Bua, Cakaudrove, Kadavu, Lau, Lomaiviti, Macuata, NadrogaNavosa, , Ra, Serua & Tailevu reported on this KPI in which a total of 38 dispensary/ TNK offices were constructed in the year. |
| | | | 40. Establishment of Health sub-committees | 84 | 224 | This KPI has been well achieved as of Q3. |
| | | | 41. Facilitation of government health programs with iTaukei communities | 50 | 76 | Continuation of PCs reporting facilitation of health programs, completed in Q4 |

| Platform 3: Economic Empowerment | | | | | | |
|---|-----|---|---|--------------------|-------------------|--|
| Outcome: Encourage economic participation & growth of iTaukei communities | | | | | | |
| | | Strategies | Indicators | 2017 - 2018 Target | 2017- 2018 ACTUAL | Comments |
| 3.1.1 | 3.1 | Improve Business Support Services | 42. Reinforcement & review of TAB Commercial Unit | 1 | 1 | Completed - Q1 |
| | | | 43. Report on the Business Inventory conducted | 112 | 193 | Ba, Bua, Cakaudrove Kadavu, Lau, Lomaiviti, Macuata, NadrogaNavosa, Naitasiri, Namosi, Ra and Serua collated/ reported data on iTaukei commercial activities ending Q4 |
| | | | 44. Development of successful iTaukei business models | 1 | 5 | Commercial Unit reported documentation of the following I Taukei Business; I AM INVESTMENT, Waisale Vakatalesau, Chicken Farm at Namosi, Namosi Eco Retreat Business, Wainimakutu Papermaking Business, VEIVUETI Taxi Cooperative, Alipate Rabbitu Farm, Tailevu |
| 3.2.1 | 3.2 | Promote Sustainable Itaukei Businesses | 46. Develop model of best business practices | 1 | 5 | Development of best business practices was derived from the 5 successful I Taukei business reported from Commercial Unit |
| | | | 47. report on Establish a saving and investment culture | 4 | 0 | Consultation phase |

| Platform 4: Conservation of Natural Resources & Climate Change | | | | | | |
|--|------|--|--|--------------------|-------------------|--|
| Outcome: Conservation of Natural Resources & Building Disaster Ready and Climate Resilient Community | | | | | | |
| | | Strategies | Indicators | 2017 - 2018 Target | 2017- 2018 ACTUAL | Comments |
| 4.1.1 | 4.1 | Preservation of the ecological environment | 48. Development, implementation and monitoring of community waste management initiatives | 36 | 88 | This KPI has been well achieved as of Q3. |
| | | | 49. Establishment, strengthening and monitoring the effectiveness of Tabu area | 369 | 446 | Increased of establishment, strengthening and monitoring of Tabu areas in communities reported from Ba, Bua, Cakaudrove, Kadavu, Lau, Lomaiviti, Macuata, NadrogaNavosa, Naitasiri, Ra, Rewa and Serua |
| 4.1.3 | 4.1. | Strengthen sustainable management of natural resources | 50. Development and implementation of effectiveness of community management of natural resources | 271 | 681 | This KPI has been well achieved as of Q3. |
| | | | 51. Feedback report on community capacity building on FPIC & ABS | 36 | 141 | This KPI has been well achieved as of Q3. |
| | | | 52.Feedback on environmental impact assessment consultations | 42 | 88 | This KPI has been well achieved as of Q3. |
| 4.2.1 | 4.2 | Enhance community disaster readiness and climate resiliency | 53. Community CCDRM capacity building & implementation of DRR and CC Adaptation initiatives | 90 | 233 | This KPI has been well achieved as of Q3. |

| Platform 5: Traditional Leadership & Vanua Empowerment | | | | | | |
|--|-----|--|--|--------------------|------------------|--|
| Outcome: Strengthen Vanua & empowering Traditional Leaders | | | | | | |
| | | Strategies | Indicators | 2017 - 2018 Target | 2017-2018 ACTUAL | Comments |
| 5.1.1 | 5.1 | Capacity Building on traditional roles | 54. Number of Sauvaki ni Vanua training conducted in iTaukei communities | 150 | 243 | VSV training conducted to 243 villages, which exceeded the target of 150. |
| | | | 55. Periodic Assessment of Sauvaki ni Vanua Training | 2 | 1 | Conduct VSV Evaluation on 18 to 27th June to Ra PC; Naqelecibi, Nabalasere, Navuniyaumunu, Nayaulevu, Namuaimada & Nakorokula. Ba-Sasa & Sorokoba. Serua - Nabukelevu, Culanuku & Serua. Report submitted to Senior Management Board meeting |
| | | | 56. Implementation of community sauvaki ni vanua action plan | 150 | 90 | Ba, Bua, Cakaudrove, Kadavu, Lau, Lomaiviti, Macuata, NadrogaNavosa, Naitasiri, Ra & Serura have reported monitoring the implementation of Vuli ni Sauvaki conducted in their provinces. |
| 5.2.1 | 5.2 | Facilitate formalization of vacant traditional leadership positions | 57. Number of traditional titles filled | 114 | 232 | Increase in filling of traditional titles reported in Q4 by the following PCs; Ba, Bua, Cakaudrove, Kadavu, Lomaiviti, NadrogaNavosa, Naitasiri, Namosi, Rewa & Serua. |

| | | | | | | |
|-------|-----|--|---|-----|-----|---|
| 5.3.1 | 5.3 | Support Bose Vanua | 58. Representation of the PC office to the Bose Vanua | 257 | 279 | Increase in PC representation to Bose Vanua as advisor reported in Q4 form Ba, Bua, Cakaudrove, Kadavu, Lau, Lomaiviti, Macuata\, NadrogaNavosa, Naitasiri, Namosi, Ra, Rewa & Serua. |
| 5.4.1 | 5.4 | Facilitate unification process (Vakacoko Vanua) | 59. Develop unification framework | 1 | 1 | Completed - Q1 |

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