

APPENDICES

Appendix One

Written Response by the Fiji Museum

5th May 2020

Hon. Viam Pillay

Chairperson of the Social Affairs Committee

Standing Committee on Social Affairs

Parliament of the Republic of Fiji

Government Buildings

SUVA



Re: Clarification of Issues – Fiji Museum Annual Reports

Dear Sir

1. The aforementioned refers and on behalf of the Fiji Museum Board of Trustees I wish to extend my utmost appreciation to your good self and the Committee for taking time to peruse the three (3) Fiji Museum Annual Reports and querying various elements of the report for furtherance on the part of the Fiji Museum.
2. At the outset Sir, I wish to express my utmost apologies as well to your office and members of this august committee for the manner and duration with which it has taken us at the Fiji Museum to complete the appended submission and forward it to your office.
3. Like most other institutions around Fiji, the Fiji Museum has succumbed the impact of COVID19 especially when one of its major sources of revenue generated through international tourists visiting the Fiji Museum is no longer viable after the COVID19 lockdown of our borders. Strategizing with staff on how best the Fiji Museum should approach this national situation which is unprecedented took up most of our time thereby delaying the preparation of this report. During the lockdown of Suva, I was also stuck outside of the border for 14 days with my work files kept in the office.
4. Nevertheless, we have tried to respond to all the questions sent through by the Committee and the report is appended for the Committee's perusal and consideration.
5. It will be an honour for me and the Fiji Museum Team to deliberate further to the Committee on parts of this submission if need be. Those that the Fiji Museum proposes to attend the Committee deliberations include:
 - (a) **Sipiriano Nemani** – Director Fiji Museum
 - (b) **Ratu Jone Balenaivalu** – Manager Technical, Administration & Facilities
 - (c) **Mr. Raveenesh Bharat** – Manager Finance & Audit

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6. We look forward to a confirmed date and time to meet with the Committee in regards to the Fiji Museum Annual Reports.
7. I wish to thank the Secretariat for the consistent follow up.

Vinaka Vakalevu



Sipiriano Nemani
Director Fiji Museum



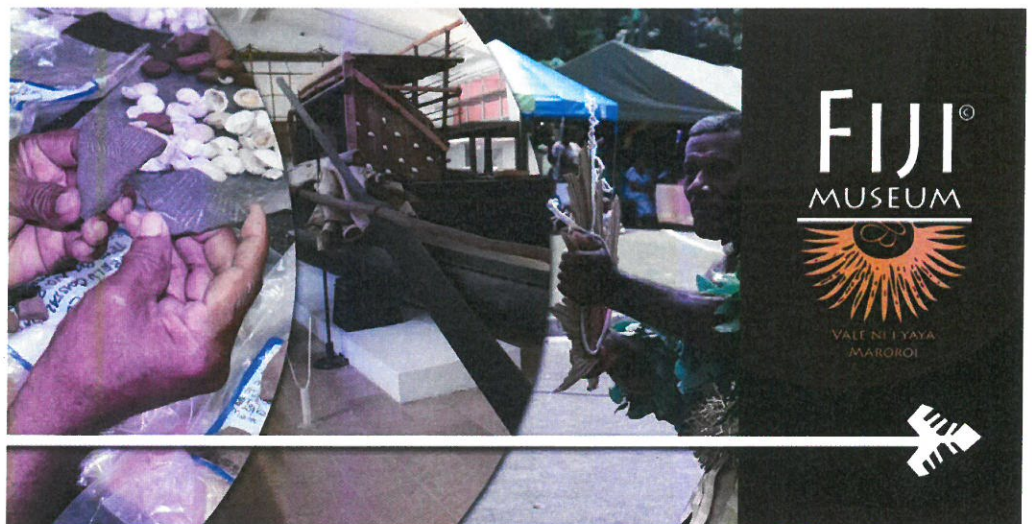
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Clarification of Issues

FIJI MUSEUM ANNUAL REPORTS 2015, 2016, 2016/17

STANDING COMMITTEE ON SOCIAL AFFAIRS, PARLIAMENT OF FIJI.



OVERVIEW THE THREE (3) FIJI MUSEUM ANNUAL REPORTS PRESENTED TO THE COMMITTEE

1. The Fiji Museum is a statutory organization established under the Fiji Museum Act [Chapter 263] however with non-profit intentions. The Trustees of the Fiji Museum or Board of Trustees (incorporated under the same Act) governs the Fiji Museum, however the Fiji Museum operations is managed by a Director and staff appointed after consultations with the Trustees.
2. With regards to the Fiji Museum operations, to ensure accountability and transparency in the dealing of the Trustees and the Museum Management, it is mandatory by law that a statement of accounts for each year is prepared by an auditor appointed by the Minister responsible (with recommendation by the Trustees) who will thereafter receive finalized copy of the statement of Accounts and annual progressive report of operational activities and present these Cabinet and subsequently to Parliament.
3. This was the case until more than a decade ago, the Fiji Museum, although prepared its audited statement of accounts up till 31st December 2009, was not able to furnish the Honorable Minister with a full report for tabulation in Parliament. Coupled with significant events that have become part of our historical journey as a nation, in early 2015 the Fiji Independent Commission Against Corruption (FICAC) confiscated financial records of the Fiji Museum from 2010 – 2014 to conduct an investigation into various allegations against former Director Fiji Museum. Key financial documents are still with FICAC while some have been referred back to the Fiji Museum.
4. Nevertheless, the situation stalled the audit of Fiji Museum Accounts and the Trustees and Management were in a dilemma over legality of approving audit to forego missed period (2010 – 2014) and begin audit proper in 2015 since financial documents were available. The Office the Solicitor General's advice was sort who then proceeded to confirm to the Trustees that powers lie with the Minister responsible and not the Trustees to make such decision. Approval was given by the Hon. Minister through the Permanent Secretary for Education, Heritage & Arts who is also a member of the Trustees or Board that the Fiji Museum proceeds with the audit of 2015 and subsequent years.
5. Ernst & Young Chartered Accountants were the nominated auditors to audit the Fiji Museum Accounts resulting in the publication of the 3 Annual Reports that are core to this Committee deliberation. Assessment of documentation by Auditors begun in mid-

2018 and was finalized by July 2019. It took a while for the Fiji Museum to prepare the three Annual Reports since current management were not familiar with activities that transpired. So the monthly reports collated by our Administration Section for the said years proved useful in this case.

Fiji Museum Annual Report for Year ending 31st December 2015

6. The 2015 audit of accounts was also a challenge to Auditors as it did not have adequate documentation to assist in confirming or verifying the amount recorded as revenue from exchange transactions other than the Museum books for the said financial year. On the same the Fiji Museum Director getting his appointments (together with the new Trustees or Board Members) activated in early 2017, thereby falling outside the financial period in question, took longer to put the report draft together for Museum Board.
7. At its completion, the Annual report 2015 draft together with its financial statement (finalized) served as baseline for the rest to follow. The 2015 Report is divided into three sections – (a) the first summates the governance and institutional structure of the Fiji Museum including its legal mandate and its strategic vision to promote the Museum; (b) financial year in review i.e. looking at activities progressed in the year clustered under 5 basic focus areas; and (c) financial statement of accounts of the Museum (audited).
8. For the 2015 Annual Report of the Fiji Museum, the most notable achievements inculcate the following:
 - (a) Finalization of a study commissioned by the Department of Heritage & Arts focusing on setting a new direction for the Fiji Museum including the need to develop an overarching National Museum Policy for Fiji.
 - (b) Leveraging the regional status of the Fiji Museum through co-organization with UNESCO Pacific Office a review of the 2010-2015 Pacific World Heritage Action Plan. This brought together almost all Pacific nations who had ratified the 1972 UNESCO World Heritage Convention.
 - (c) After a lapse of more than a decade, the inauguration of the Fiji Museum Open Day in April 2015. A total of 6 Open Days was held in 2015 bringing more than 5000 patrons together;
 - (d) Hailed as a milestone achievement for Pacific Museums, work on the new Virtual Museum funded by the Ministry of Education, Heritage & Arts begun.
 - (e) 14 archaeological assessments were conducted by the Fiji Museum Archaeological Team;

- (f) The completion of the new Ablution block Capital Project funded by Government was also a major achievement in itself.
9. For the 2015 audit financial statement, there was no balance brought forward because of unavailability of 2014 financial documents. At the end of the 2015 financial year, the Fiji Museum accrued a net deficit of \$3,113.
- Fiji Museum Annual Report for year ending 31st July 2016.**
10. By the end of the said financial year, there was no Fiji Museum Board in place pending the Hon. Minister's endorsement.
11. The 31st July 2016 Report outline is similar to the 2015 Annual Report since both fall within the same Strategic Plan active during this period. Significant to the Fiji Museum was the secondment of a Senior Accounts Officer from the Ministry of Education, Heritage & Arts, Mr. Raveenesh Bharat who was specifically brought in to clean up the Fiji Museum Accounts including the introduction of measures to safeguard Museum income streams. This investment by the Ministry has assisted the Museum to a large extent resulting in the commencement of auditing of our Accounts in 2015.
12. The launching of the Virtual Museum by the Hon. Minister for Education, Heritage & Arts on 22/04/16 was also hailed as a milestone, as earlier alluded to. Now, more than ever, Fijian children including international visitors and our diaspora Fijians overseas can easily access the different galleries and exhibitions inside the Museum proper virtually.
13. In addition the Fiji Museum was also grappling with the impact of TC Winston that wrath the Fiji Group on 20th February 2016. The Fiji Museum gallery floors were flooded leaving the Museum closed for a week. Not only were staffs of the Museum responsible for maintenance of the Museum after the disaster, technical staffs were also engaged in the first ever Post Disaster Needs Assessment (PDNA) conducted for the Culture Sector assessing prominent sites of archaeological or paleontological significance in the central, Eastern and western division that had been affected by TC Winston.
14. The Fiji Museum had an operating surplus of \$176,480 for the financial year ending 31st July 2016.

Fiji Museum Annual Report for Year ending 31st July 2017

15. Following the same format of reporting as the earlier reports, the Annual Report for year ending 31st July 2017 summates changes introduced by the newly appointed Board of Trustees of the Fiji Museum.
16. In as far as Governance is concerned the Fiji Museum Board met thrice (3x) in the reporting period.
17. A new Director was appointed, transferred from the Department of Heritage & Arts. A “Person to Post” for all staff created with their PF files; a staffing structure developed and various Museum “Departments” reduced to four (4) main Sections with most senior officers appointed to head the sections; personnel job descriptions reviewed and finalized; and proposition including talks with Board on implementing review staff salaries and wages based on new salary scale developed and finalized by the Board.
18. The new trends in museum management were also drawn from the MDF Feasibility Study of the Fiji Museum by Ms. Fiona Mohr, the report now known as the MDF-Fiona Report. The Open Days proved successful with each occasion organized with a specific theme boasting 6,823 by the end of the financial year.
19. Museum visitations were also boosted by the hosting of the “Fiji: Art and Life in the Pacific” Exhibition at the Sainsbury Centre in Norwich, UK which was launched by Excellency the President of the Republic of Fiji (Mr. George Konrote), and visited by Her Majesty Queen Elizabeth II. A small display of this exhibition was also set up inside the Fiji Museum to commemorate this achievement. The Fiji Museum had loaned 21 objects for this exhibition which was successfully dismantled by Fiji Museum Conservation Staff and returned to Fiji early 2017.
20. On 18th June, His Excellency the President of Fiji launched the “Kamunaga: a story of the Tabua” at the Fiji Museum and the exhibition became the pinnacle of many educational tours to the Fiji Museum especially Fijian school children who used the exhibition for their projects and discussion pointers.
21. Capital projects completed during this period were the completion of the new front entrance and the new landscaping works at the new front entrance.
22. The operating surplus for the year ending 31st July 2017 was \$136,587.

RESPONSE TO GENERAL QUESTIONS OF THE COMMITTEE

Brief the Committee on the functions of the Fiji Museum

23. Although the notion of a Museum including the creation of national collection of objects and treasures for Fiji begun in 1904, the national cultural facility was established in 1955 with the specific purpose to house, **protect and conserve Fiji's national heritage collection** as well as create a **space for the public to engage** with and appreciate our rich cultural heritage.
24. For many years the Fiji Museum stood at the forefront of **academic research** into Fiji's archaeological, paleontological and cultural history. This was well illustrated through the **publication** of Museum's respected journal – Domodomo – and through the many other publications documenting the Museum's in-house collections and field-studies.
25. The Fiji Museum exists also to tell a story about Fiji's history through **exhibitions** set-up and creation of **interactive educational programs** to further the work of the Fiji Museum.

Provide more information on the Fiji Museum's Strategic Plan, key challenges faced whilst trying to achieve the strategic objectives, and how the Museum is planning to overcome these challenges.

26. The "Fiji Museum Strategic Plan 2012-2017" was used as basis to finalize the three (3) Annual Reports. The plan is premised on five (5) key strategic priority areas: (a) develop national and institutional reputation as a world class museum; (b) enhance the Museum's potential to attract visitors; (c) develop a centre of the repository of all Fijians archaeological sites; (d) develop a collections and improvement of a collections storage; and (e) develop staff and business practice and infrastructure.
27. Overall the biggest challenge was that the Fiji Museum lacked a MASTER PLAN. While the Strategic Plan perhaps forms a component (20%) of this bigger plan, the details pertaining to enhancement of the new of the Museum was deficient.
28. The second challenge was the strategic plan lacked resources to supplement its implementation. Resources inculcate operational funds, capital funds for infrastructural expansion, staff with minimal to no qualification relating to museology, and appropriate salary and wages to commensurate with positions and work done.

29. The non-existence of a full Board was another drawback since policy and crucial decision-making were needed to ingeniously move the Museum to a new direction. The Board at this time was composite only of the Chairperson, the Permanent Secretary for Education, Heritage & Arts representative, and Secretary who had no voting rights. This proved a great limitation.
30. There was also the greater risk posed on the museum and its collection because of its dilapidated infrastructure – the museum collection storage room has leaking roof, old and bad electrically which can easily set-off a fire, collection on display exposed to elements, and deteriorating status of exhibited collections such as the Ratu Finau Drua.
31. Visitor satisfaction not up to par because the exhibitions are outdated and “lazy”. The atmosphere inside the Museum galleries is rather dull. As a result local adults and external visitors continue to pay the same entry fee that was imposed more than 10 years ago. In addition we got zero revenue from school children entering the Museum after the Ministry of Education, Heritage & Arts directed in 2014 that school children not to pay an entry fee when entering the Museum and the Ministry will pay the Museum an annual payment to cover for the loss revenue. A one-off payment of \$40,000 was issued to the Museum by the Ministry between 2014 and 2015 however this ceased thereafter but the Museum continues to provide free access to school children.
32. Business integrity and accountability were real issues. Administrative and financial transactions lack of proper procedures and protocols resulted in the FICAC case in early 2015. There were no accurate and thorough filing system for registry, inconsistent salary and wage structure, no financial manual, limited technical policies for exhibitions, conservation and collections, and no audit of accounts conducted.
33. With the appointment of 90% Board members in early 2017, and a new Director with anthropology and cultural heritage management background, the Museum is now on course to leverage and uplift the Fiji Museum to greater heights. The initial task was to address the budgetary provision of the Fiji Museum so that it can cater for much needed development. The Fiji Museum Operational Grant from Government increased from a steady \$354,404 (2016/17) to \$410,000 (2017/18) then \$697,525 (2018/19). The Fiji Museum capital grant also increased dramatically from \$232,988 (2016/17) to \$466,500 (2017/18) to \$500,000 (2018/19).

34. Strategic and operational planning was critical now with the lapse of the Strategic Plan of the Fiji Museum the need for a new Strategic Plan was imminent resulting in the drafting and endorsement of the new Fiji Museum Strategic Plan 2019-2028.
35. The Board in 2017 approved new salary and wage structure for the Fiji Museum resulting in realignment of salary and wages of all staff – based on their qualification and experience. This boosted the morale of staff greatly.
36. Since 2010, we are now finally able to get out accounts audited and updated. The Fiji Museum payroll system, admissions receiving, shop sales and other revenue receivables have been transferred to e-online from the previous manual.
37. Major capital works addressing the relocation of current shop has been completed, addressing roof leakage done, new coffee shop operation in place, new front entrance almost opening and other small works currently underway for the Museum. Currently Government is funding the rewiring of the 60 year old wiring of the entire Museum. The installations of a transformer and back-up generator are two upcoming big projects that will be implemented soon.
38. The Museum is working on a major exhibition focusing on voyages and the ocean will transform the current Maritime Gallery. Simultaneously, staffs are working towards making amendments to the current “history galleries” that will assist with “re-presenting” the national museum to our community.
39. The Fiji Museum is proud and honored to have received endorsement of His Excellency the President of Fiji who has agreed to be PATRON of the Fiji Museum.

How does the Fiji Museum ensure that both male and female employees are treated equally in recruitment, training, hiring and promotion?

40. **Recruitment & hiring** – the Fiji Museum prior to 2016 did not have a formal recruitment system. Its current recruitment system follows closely the Open Merit Recruitment & Selection (OMRS) System of Government. Therefore, irrespective of gender, should the applicant meet the requirements and has the necessary knowledge and experiences then they are suited for the vacancy at the Fiji Museum.
41. **Training** – most of the training attended to by staff are offered through the Civil Service or through direct invitations to the Fiji Museum by international organizations such as UNESCO, International Council of Museums (ICOM), and a requirement of the invitation

more than often is that all gender are treated equally in as far as access to training is concerned. This the Fiji Museum abides by and a condition set by the institution for its staff is that access to training will depend on requirements set by the host, and the most meritorious who meets the requirement will attend the training.

42. **Promotion** – For the Museum, promotion is accessible to all and however is meritorious and most senior will assume the higher position vacant.

Provide us with the sex disaggregated data on all positions held in the Fiji Museum in 2015, January – July 2016, and 2016/2017 financial years and the percentage of women who were in managerial positions.

- 4.3 The following details the gender disaggregated data on all positions held at the Fiji Museum:

POSITION	As at 31 st Dec 2015		As at 31 st July 2016		As at 31 st July 2017	
	M	F	M	F	M	F
Director		▲		▲	▲	
Secretary/ PA		▲		▲		▲
Manager Archaeology					▲	
Manager Finance					▲	
Manager Education					▲	
Manager Technical					▲	
Senior Exhibitions Curator						▲
Senior Archaeology Field Officer			▲		▲	
Conservation Officer						▲
Conservation Assistant					▲	
Technical Officer					▲	
Technical & Collections Assistant					▲	
Supervisor Administration			▲			
HOD Historical Archaeology	▲					
HOD Prehistory Archaeology	▲					
Field Officer 1	▲		▲		▲	
Field Officer 2						▲
Field Officer 3					▲	
Shop Manager	▲		▲			
Shop Assistant		▲		▲		
Accounts Officer		▲		▲		
Admissions Officer		▲		▲		
Administration Clerk		▲		▲		▲
Exhibitions Officer		▲		▲		
Registrar of Museum	▲		▲			
Photographer	▲		▲			
Conservator		▲		▲		
Conservator Assistant					▲	
Library Assistant	Vacant					
HOD Marketing		▲		▲		

Events Manager			▲			
Tour Guide		▲		▲		▲
Special Projects Officer			▲			
Cleaner 1		▲		▲		
Cleaner 2		▲		▲		
Bilo Ranger (Officer)	▲		▲		▲	
Groundsman	▲		▲		▲	
Shop Associate						▲
Admissions Associate						▲
Gardener			▲		▲	
Museum Assistant						▲
Shop Supervisor					▲	
Media & Marketing Liaison						▲
Driver & Messenger	▲		▲		▲	
Education Assistant					▲	
Exhibitions Assistant					▲	
Finance Officer						▲
Finance Assistant						▲
Events Officer					▲	

43. The percentage women in Managerial positions:

As at 31st December 2015	40%
As at 31st July 2016	40%
As at 31st July 2017	33%

Does the Fiji Museum align itself to any of the Sustainable Development Goals? If so, can you further enlighten the Committee on this?

44. Indeed, like many Museums around the world, and defined through the collective aspirations of the International Council of Museum (ICOM), the Fiji Museum does align itself through its new Strategic Vision 2019-2028 to the SDGs.
45. The SDG serves as a blueprint for Museums to enhance its vision of creating borderless societies, link museums and its collections to our communities especially indigenous peoples, celebrate humanity through its exhibitions, promote peaceful co-existence and prosperity, and most importantly create and maintain partnerships.
46. The Fiji Museum has in the most recent past and the not too distant future had and will realign its activities based on aspirations of the SDGs:

SDG GOALS	FIJI MUSEUM ACTIVITIES (PAST & FORESEEN)
SDG 1: End Poverty in all its form everywhere.	The Fiji Museum Shop is a haven for cultural producers and practitioners. Using their traditional skills and knowledge local practitioners develop artistic products which are then sold at the Fiji Museum shop. In 2019, the shop assisted 26 local producers selling their products worth \$46,290.
SDG 2: End hunger, achieve food security and improved nutrition and promote Sustainable Agriculture.	Promote access to and use of slow food, the Museum purports to work with Ministry of iTaukei Affairs in the not too distant future to foster the use of nutritious local food compared to imported, frozen and canned food.
SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.	Through the Fiji Museum Education Unit, the team has organized numerous workshops and classes for children and youths focus on culture, heritage and museology.
SDG 10: Reduce inequality within and among Countries.	Working to enhance employment experience for staff through increment in salaries and wages – try and reduce income gaps. For disabilities, the development of new infrastructure around the Museum to allow easy access by people with disabilities has been implemented and will be a key element of any future infrastructural blueprint set for the Fiji Museum.
SDG 11: Make cities and human settlements inclusive, safe, resilient and sustainable.	The Fiji Museum has participated and spearheaded discussions in the past and any future undertakings regarding the Thurston Gardens. The Museum will continue to be vocal about this heritage precinct within the capital city to ensure that it is maintained, restored and appreciated.
SDG 13: Take urgent action to combat climate change and its impacts	The upcoming major exhibition of the Fiji Museum will create awareness about climate change. A senior staff of the Fiji Museum is the national representative to the ICOMOS Subcommittee on Museums and Climate Change raising awareness at international level about the importance of protecting cultural heritage sites in the face of climate change. In collaboration with the Sunshine Coast University, Fiji Museum Archaeology Team are working in collaboration to understand the impact of climate change in Fiji by studying changes to landscapes and cultural migration using archaeological tools.
SDG 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable	The Fiji Museum is focusing on oceans, sustainable use of our oceans and voyaging in its upcoming major

SDG GOALS	FIJI MUSEUM ACTIVITIES (PAST & FORESEEN)
development	exhibition. This is to raise national and international awareness about the need to sustain our oceans.
SDG 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.	The Fiji Museum Archaeology Team worked with the Ministry of Forestry on REDD+ Project in the upper Navosa Region and also Tailevu. On the same token, the Archaeology Team is working with Conservation International is currently undertaking fieldwork in the Lau Islands assessing its terrestrial cultural features and the Lau Seascape.

49. Other future plans and activities of the Fiji Museum are articulated in the appended "Fiji Museum Strategic Vision: 2019-2028.

Considering the evolving role of Museums and the increasing challenges posed by globalization has the Fiji Museum made any submissions to its line Ministry of the review of the Fiji Museum Act and the Preservation of Objects of Archaeological and Paleontological Interest Act? If so, provide details on the amendments sought to the two Acts?

50. Yes the Fiji Museum Board had endorsed that the Museum proper proceed with the review of both Acts. A submission was made to the Department of Heritage & Arts and the latter is assisting the Museum carry out this function. A Working Group chaired by the Director Museum is involved in the review and the group also includes a representative of the Solicitor General's Office.

51. The first step in the review is a gap analysis highlighting the inadequacies of both Acts in this current day and age and what stakeholders feel are the areas which need improvement. These are then categorized with the assistance of the Solicitor General's Office to ascertain those clauses or improvement to both Acts that can be passed through supplementary regulations signed off by the Hon. Minister and those that will need to be sanctioned by Parliament.

52. Both Acts are in need for urgent review.

Fiji Museum Board of Trustees

(a) Why did the Museum not have a functioning Board of Trustees in the financial years ended 2015 and 2016?

53. The Acting Director Museum then and the Department of Heritage & Arts had made submissions to the Hon. Minister for Education, Heritage & Arts, through the Permanent Secretary, on possible nominees to the Fiji Museum Board. The delayed response from the Minister's Office resulted in no functioning Board for the Fiji Museum within the years specified.

54. An issue we also faced recently, the Chairperson and Board Members appointment had lapsed in December 2019, and submission made to the Permanent Secretary for Education, Heritage & Arts then was not attended until recently and we are thankful to the Hon. Minister for finally agreeing to all our proposed nominees for Fiji Museum Board. Their appointments were effected on 2nd April 2020.

(b) Who are the current Board Members of the Fiji Museum?

55. The Hon. Minister for Education, Heritage & Arts recently approved a new Board line-up for the Fiji Museum. These included:

- (a) Ms. Kate Vusoniwailala (Director of Victoria Wines, former Director of Fiji Museum and Waikato Museum) as Chairperson.
- (b) The Permanent Secretary for Education, Heritage & Arts as an automatic member of the Board.
- (c) Mr. Meleti Bainimarama, CEO of the iTaukei Affairs Board, as a Member.
- (d) Mr. Michael Yee-Joy, Senior Partner for KPMG, as Member
- (e) Mr. Asaeli Tokalau, Head of Operations, Suva City Council, as Member.

Provide details on the sponsorship support that the Fiji Museum receives from corporate bodies and private individuals.

56. While the Fiji Museum has finalized its Marketing Plan (copy attached), it has yet to finalize its Sponsorship Plan. The Fiji Museum approaches corporate bodies and private institutions that have similar aspirations as the Fiji Museum thereby can provide sponsorship.

57. Organizations that have assisted the Fiji Museum through sponsorship include:

- (a) British High Commission
- (b) Indian High Commission
- (c) Former National Bank of Fiji
- (d) Vinod Patel Ltd.
- (e) CJ Patel
- (f) Dulux Paint
- (g) Fiji Airways
- (h) Grand Pacific Hotel
- (i) Greenhouse Studios
- (j) Tourism Transport Fiji Ltd.
- (k) And others.

58. For each sponsor, the Fiji Museum provides the organization with incentives as a token of appreciation for their support. These include a framed signed certificate of appreciation, staff free passes into the Museum, free use of the Museum deck for an organizational event and others.

59. However, the museum and like other culture sector institutions receive less support and interest from local corporate sponsors who garner for bigger incentives. One such is the tax exemption to all corporate bodies that offer sponsorship to the national Museum.

What are the different fundraising and revenue generating mechanisms of the Fiji Museum?

60. Fundraising initiatives that had been pursued in the past for Fiji Museum and those recommended include:
- (a) Gala fundraising dinners;
 - (b) Lottery;
 - (c) Auction;
 - (d) "Go Fund Me" Online Portal – Fundraiser platform;
 - (e) Friends of the Fiji Museum Fundraising;
61. Current and future revenue generating initiatives of the Fiji Museum include:
- (a) Fiji Museum Shop Sales;
 - (b) Visitor Admission Fees;
 - (c) Rent from Ginger Kitchen Shop;
 - (d) Hiring of Museum deck for events;
 - (e) Temporary exhibition at the Fiji Museum;
 - (f) Temporary loan of Fiji Museum Objects;
 - (g) Staff engaging in consultancies;
 - (h) Permit Fees;
 - (i) Hire of tables and chairs of the Museum;
 - (j) Tour Guiding Fees;
 - (k) Merchandising Museum products;
 - (l) Domodomo Journal sales;
 - (m) Educational activities on the deck;

Provide details on how the Museum strived to achieve its key strategic priorities from 2015 to 2017 and the challenges faced in the achievement of these strategic goals.

62. This has been covered in Question No.2 posed by the Committee above. Kindly refer to paragraphs 26 – 39.

What plans are in place to increase the number of student and school visits to the Fiji Museum and to organize more school holiday programs in partnership with other stakeholders?

- 63. Students come every year and they would like to see new and fresh exhibitions and displays arousing their interest even more.
- 64. The installation of more interactive activities is critical drawing more students and schools to the Fiji Museum.
- 65. The Fiji Museum proposes to expand its partner sponsors to ensure that it is able to deliver school holiday programs for children.
- 66. The creation of School Museum Clubs or “Young Museum Ambassadors” in schools is an initiative that will boost participation and involvement of students with Museums.
- 67. Museum Education Unit to develop more proactive, museum relevant, thought-provoking and exciting educational programs for children when visiting the Museum.
- 68. The drafting and implementation of Fiji Museum Educational Plan of Action to ensure consistency, coherence and effective implementation of educational activities for the Museum.
- 69. The finalization and implementation of Fiji Museum Education Activity Module for Special Needs Students.

FIJI MUSEUM 2016/2017 ANNUAL REPORT

Provide a cost breakdown of how the following Government grants allocated in the 2016/2017 budget were utilized:

70. The cost breakdown of capital grant of \$232,988 is as follows:

- (a) Relocation of new Gift Shop = \$232,988 (100%)

71. The cost breakdown for operational grant of \$354,404 is as follows:

- (a) Salary and Wages for Museum staff + FNPF = \$283,523 (80%)
- (b) Maintenance & Operations¹ = \$70,881 (20%)

A sum of \$150,000 was allocated towards the rehabilitation of Thurston Gardens. Provide confirmation on whether the rehabilitation works were completed within the 2016-2017 financial year.

72. The \$150,000 allocated for the Thurston Gardens Project covered the development of the Thurston Gardens Master Plan and Tender documentation necessary to begin Phase 1 of the Project.

Provide reasons for the restructure of the Fiji Museum Departments in the 2016/17 fiscal year. How effective has the restructure been in the achievement of the Museum's vision and mission?

73. The internal restructure or re-organizing of the Fiji Museum was essential:

- (a) To resize the many departments that exist within the Museum to a manageable level;
- (b) The lack of connectedness between the Department creating synergies between works;
- (c) The lack of a proper and official reporting lines and relations between Departments and staffs was evident and work was not able to
- (d) Staffs were working in isolation and were not contributing to effective implementation of outputs;
- (e) The need to have a clear and identifiable list of positions that make up the Museum staffing cadre and their relationships with each other.
- (f) The current structure of the Museum was obsolete and archaic – it required to be up to par with global museum trends if it needs to boost its status to be a world class museum;

¹ Includes Supplies & Services, Security, Internet, Utilities, Archaeological Fieldwork, Exhibition Expenses, Repairs, Travelling, Insurance, city rates &s.

- (g) Cluster positions or posts of the same “band” or “scale” together so that when the new salary realignment is introduced, positions have a clear-cut salary band assigned based on technical and common requirements of the job.
- (h) To eradicate duplication of posts, roles and functions;
- (i) To minimize the increasing number of volunteers that dominates the Fiji Museum staffing.
- (j) More than often, the technical nature and work of the Museum is not celebrated nor does it come out fervently, nor were there dedicated resources.
- (k) Far too long payment of salaries and wages dominated the expense list of the Fiji Museum and there was the urgent need to dedicate government grant to the development and implementation of museum-related projects and programs such as archaeological programs, museum school holiday program, digitization of our records etc.
- (l) Simply the need to introduce new mechanisms. The old structure has been in place for more than two(2) decades.

74. While the internal restructure was implemented immediately prior to the lapse of the “Fiji Museum Strategic Plan 2012 – 2017”, the greater effectiveness of the reorganization will be evident 2 – 3 years down the line. Nevertheless, early reaction to the restructure included staff taking more to memorizing their new designations and learning their new reporting lines and supervisors. The new refined sections introduced leverages the Museum to become on par with more renowned Museums in the Oceania Region at the most. In late 2017, Vanuatu Museum and Cultural Centre sent one of their staff to understudy the Fiji Museum and its new management and organizational structure. The Kingdom of Tonga followed thereafter by sending two of its staffs who were to return and set up the Tongan Museum. The Fiji Museum has become a benchmark for other Pacific Museums.

Memorandum of Understanding between Fiji Museum & the University of the South Pacific:

(a) What has been the outcome of the Memorandum of Understanding signed between the Fiji Museum and the USP on 4th November 2016?

75. The MOU has not been fully capitalized by both institutions however there has been significant development in the participation of students from the Faculty of Arts in Fiji Museum activities, Fiji Museum co-hosting academic talks on archaeology and history with USP at the Oceania Centre and at the Fiji Museum. The Fiji Museum library and archives are also open to USP research students to access and use.

(b) What were the results of the collaborative research by Dr. Jara Hulkenberg of USP and Fiji Museum Staff on Mats and Masi?

76. The collaborative research with Jara Hulkenberg of USP had many outcomes:

- (a) Major research, study and exhibition of Mats in Fiji and Pacific;
- (b) Silent sponsor funded the refurbishment the Masi Gallery and installation including exhibition narrative developed by Dr. Jara and staff of the Fiji Museum;
- (c) Staff got the chance to be capacity built by Dr. Jara on the art of exhibition, developing captions and placement of visuals to complement display;

How have the recommendations outlined in the report on the Market Development Facility (MDF) feasibility Study of the Fiji Museum been implemented? What were some of the challenges encountered in the implementation of these recommendations and how were they addressed?

77. A timely exercise for the Fiji Museum, the report alluded to interim and long-term recommendations under these broad headings: (a) improvements to the physical aesthetics of the buildings & displays; (b) tourist marketing strategy for the Fiji Museum; (c) Review of the Fiji Museum Policies & Procedures; and (d) staff capacity building.

78. A Progress Report on the recommendations made in the 2016 MDF Report is attached as ANNEX 1. Please refer. The MDF Report is continuously being monitored by MDF until to date whereby the Fiji Museum provides quarterly responses to their questions posed on development taking place.

79. Challenges in the implementation of the report and how there were addressed include:

- Limited funding to support the development of museum to achieve the recommendations listed. The Fiji Museum therefore changes its approach by submitting thorough government grant proposals resulting in increasing funds dedicated by Government to the Fiji Museum in the last three month.
- The lack of interest by large sponsors to commit to large aesthetic changing projects of the Museum. The Museum management prioritizing the maritime gallery exhibition revamping as its core project and upon completion could signal to larger corporate sponsors its capabilities thereby attracting their attention.
- Lack of experts with museum-related expertise in current museum cadre; this is even though a greater percentage of current staff are experienced and seasoned staff who are fully knowledgeable of Museum works. A lot more time is spent mentoring staff to work towards implementing core aspirations of recommendations. This is simply because the Museum does not have enough to

offer attractive packages for staffs. Management together with the Museum Board worked towards realigning first and foremost current staffs so that it can boost their morale to work. The availability of short term training on museology and related capacity building sessions overseas via the Ministry of Civil Service has proved very useful.

- Partners losing interest in the Museum especially with the dilapidated state of the Fiji Museum and minimal to no exciting new activities to implement. Management therefore hosted seminars together with Friends of the Fiji Museum, sponsors provided with free use of deck to reciprocate goodwill, more media awareness and advocacy, improved educational programs for children, organizations hosting team building exercises on the museum deck amongst other strategies introduced to regain partner confidence.
- High cost of contractors to carry out infrastructural contractual work for the Museum resulted in the Museum hiring a carpenter/joiner to carry out maintenance works at present.
- Besides Government, the lack of interest for a one off donor to support the overall improvement of the Fiji Museum and not ad hoc. Museum Board and Management continuously dialoguing with potential donors.

Has the Museum partnered with other stakeholders such as the Ministry of iTaukei Affairs in the promotion of iTaukei traditions and customs?

80. The Fiji Museum has in the past engaged with the Ministry of iTaukei Affairs because of the important role they play in creating a “doorway” for Museum personnel (through the iTaukei Affairs Board and the Turaganikoros) to carry out its work in communities and cultural locales.

81. Activities carried out with the Ministry of iTaukei Affairs in the recent past until present inculcate the following:

- (a) Co- hosting a Museum Open Day focusing on indigenous intangible cultural heritage promotion in 2017;
- (b) Co-partnered in an online project with Google online exhibition promoting the stories of the custodian of Firewalking from Beqa;
- (c) Advisor on the iTaukei Trust Fund proposed cultural centre which was to have been built;
- (d) Collaborated with staff of the iTaukei Trust Fund in the setting up of the “Kamunaga: a story of Tabua” Exhibition at the Fiji Museum;

- (e) Co-partnered in a digitization project with ICHCAP-UNESCO (Korea) on 500hrs of audio and video analogue recording of intangible cultural heritage of iTaukei kept in the Museum Archives;
- (f) Facilitated a GPS workshop for iTaukei Language and Culture Staff currently engaged in cultural mapping around the Fijis.
- (g) Director Museum acted as evaluator for Fiji Higher Education Commission evaluation of the Ministry of iTaukei Affairs Traditional Leadership and Governance Program which has now been accredited.
- (h) Archaeology Team of the Fiji Museum ongoing collaboration and advisory with the Ministry of iTaukei Affairs and iTaukei Affairs Board in as far as the safeguarding of traditional sites of archaeological and paleontological interest is concerned.
- (i) Collaborative works with the Ministry of iTaukei Affairs on the implementation of the 2003 Convention for safeguarding ICH ongoing.
- (j) Ministry of iTaukei Affairs is represented in the Fiji Museum Board of Trustees.

Provide details on the archaeological excavation process following the issuance of permits to researchers and organizations.

- 82. The Fiji Museum has a standard operating procedure for archaeological excavation process which is provided for in the POAPI Act. Attached as ANNEX 2 is the procedure used for issue of permits.

We note with concern the lack of expert Conservators who can conduct conservation works on Museum objects. In light of the many conservation works conducted each year, explain what the Museum is doing to resolve this issue of a lack of experts in this area? How has this shortage impacted major conservation works at the Museum?

- 83. Museum Object Conservation is premised on two levels: (a) Preventive Conservation; and (b) Conservation Treatment. Preventative Conservation addresses conservation measures such as addressing appropriate environmental conditions; handling and maintenance procedures for storage exhibition, packing transport and use; integrated pest management and emergency preparedness and response. It is an ongoing process. On the other hand, conservation treatment involves in-depth conservation works on the objects which involves repairing, application of chemicals and other scientific applications imposed on objects. This requires someone with strong scientific background in chemistry and biology.
- 84. In light of the above, the Fiji Museum had been sending its conservation staff for short term training through JICA Museum courses in Japan and also on professional

attachments in Australian Museums and UK Museums to name a few. These prepare current staff to undertake preventative conservation. And this is an area of conservation which our conservation staffs are inundated with.

85. We however lack an expert in conservation treatment. While we may be deficient with this skill, we were however fortunate to have been assisted by various Museum around the world in the supply of conservation experts to undertaken conservation work. In 2016, the NZ Government funded two Conservators from Te Papa Museum who undertook preliminary treatment and report on conditions of one of the bigger and iconic objects at the Museum currently, that is, the Ratu Finau Drua.
86. A second case study was when the Fiji Museum objects were recently loaned by the Sainsbury Centre for the Arts in the UK and the Los Angeles County Museum in the USA, conservation experts worked on repairing and treatment of objects from the Fiji Museum that the museums had loaned to exhibit.
87. The Fiji Museum, like the National Archives of Fiji, longs for scholarships for its staff to undertake full-time courses on the subject so that when they return they are best qualified to undertake conservation works on our national and traditional objects. Similarly, the Museum should be prepared to provide a suitable remuneration package to the individual so that we can retain their services and we do not lose them through further brain drain.

What has been the progress of the digitization of the Museum's records?

88. Digitization at the Fiji Museum involves:
- (a) Transfer of analogue audio recordings to digital;
 - (b) Transfer of analogue video recordings to digital;
 - (c) Transfer of manual photographs to digital format;
 - (d) Transfer of Microfilms to digital format;
 - (e) Transfer of REEL to REEL to digital format;
 - (f) Transfer of glass plate photos to digital format;
 - (g) Transfer of antiquarian books to digital format.
89. Because of availability of support resources such as scanners, the Museum is able to continue with the scanning of its analogue photos to digital format.
90. The same cannot be said for REEL to REEL, VHS Cassettes, and Audio Cassettes whereby digitization resources may not be easily available. In 2018, the Fiji Museum had to pay

the Fiji Broadcasting Commission a daily rate to use its REEL to REEL Machine to digitize a portion of its REEL to REEL Collections.

91. Between 2017-18, the Fiji Museum implemented a project to digitize at least 500 hours of audio and video recordings of intangible cultural heritage of the iTaukei community. The project was funded by ICHCAP-UNESCO based in Korea. The published digital recordings have been circulated to main libraries, archives and repositories around Fiji.
92. Government has been supportive after the above project materialized by providing digitization funds worth \$10,000 to the Fiji Museum to continue this work. Sadly this was reduced significantly, among other important projects of the Museum, which has been made redundant after allocations reductions were noticed in the 2018/2019 budget.

Fiji Museum financial Statements for the Year ended 31st July 2017: Page 32 of the Annual Report (Employee Benefit Liability) – we note that no reconciliation was maintained for leave entitlements between 2015 and 2017. Explain whether this issue has been rectified?

93. The issue has been rectified. All Fiji Museum Staff now have a Personnel Folder (PF) prepared with all leave schedules, use and updates circulated to them. Staffs are updated with their leave on a monthly basis. A late arrival report is also prepared to ensure salary and wage cuts are pursued accordingly so staff are punctual and attendance impeccable.
94. Staffs now use a new leave form prepared by Management and all appointments have their leave clearly articulated. New leave sanctioned by Government including increased Maternity Leave, new family leave and paternity leave entitlement are also included in staff leave schedules.

FIJI MUSEUM JULY 2016 ANNUAL REPORT

Provide a cost breakdown of how the following Government Grants allocated in the 2016 budget were utilized:

95. The cost breakdown for the capital grant of \$350,00 was:
- (a) The Fiji Museum was able to receive only \$232,988 as the financial year was reduced to Quarters 1 and 2 because of the Tropical Cyclone Winston impact on the nation. This was used for the building of the new Fiji Museum front entrance. Tender was awarded to Rajen Builders Ltd.

96. The cost breakdown for the Fiji Museum Operational Grant of \$354,404 was as follows:
- (a) Because of reduced financial year, the Fiji Museum was able to receive only \$177,202. A further breakdown of this amount is as follows:
- \$141,762 (80%) for salaries, wages & FNPF.
 - \$35,440 (20%) for maintenance and operations.

How successful was the Marketing and Events Department in fulfilling its roles and responsibilities as stipulated in the Fiji Museum Strategic Marketing Plan?

97. The beginning of 2016 was a difficult year bouncing back from the impact of TC Winston which affected the Fiji Museum infrastructure. But the solid 1 week closure did not dampen the spirits of our people and visitors as they flock to the Fiji Museum. Marketing work proved pivotal and was successful with the increased visitor numbers from 5,256 in Quarter 1 (2015) to 5,900 to Quarter 1 (2016). While in Quarter 2 (2016), number reduced significantly from 6,748 as compared to 7176 in Quarter 2 (2015), total visitors for Quarters 1 & 2 for 2016 was more than the same period in 2015.
98. The Events and Marketing Department in the same period managed to host events in collaboration with various stakeholders such as the Indian High Commission (Children's Paining competition Program), Mareqeti Viti (Environment Day), and the Embassy of Korea (Introduction to Korean Culture & Language Workshop).
99. The above and other major exhibitions and displays which were sponsored was the result of continued works by the Events and Marketing Department therefore they fulfilled their stipulated role as prescribed in attracting visitors and activities to the Museum.

We note that following Tropical Cyclone Winston, recovery efforts amounting to \$9.1 million was needed for the cultural heritage sector. Provide confirmation on whether restoration works at the affected cultural heritage sites have been completed and how funding was obtained for this purpose.

100. No funding was provided to the Fiji Museum to assist the restoration of those sites recognized under the POAPI Act and highlighted in the Fiji Museum Report to the PDNA Culture Sector Committee that were damaged or destroyed.

FIJI MUSEUM 2015 ANNUAL REPORT

Provide a cost breakdown of how the following government grants allocated in the 2015 budget were utilized:

101. The cost breakdown for the Capital grant of \$350,000 was as follows:
 - (a) The Museum received only \$127,298 of total capital grant and this was used to build new restrooms, new kitchen and storage.
102. The cost breakdown for operational grant of \$330,000 was as follows:
 - (a) The Museum received only \$213,006 of total operational grant assigned and this was used for:
 - \$170,405 (80%) salaries, wages and FNPF.
 - \$42,601 (20%) Maintenance & Operations.

Confirm whether work on the Virtual Museum Exhibition has been completed and provide further details on this initiative.

103. Yes, confirming that work on the Virtual Museum was concluded in 2016 and launched in the same year by the Honorable Minister for Education, Heritage & Arts.
104. The contract for the said works was awarded to First Fighter Co. Ltd for \$36,000. First Fighter is a local company and this was a first for a local company to pursue and was successful. The Virtual Museum showcases the different galleries in the Museum and looks closer at all the objects on display with appended audio and photographic portals highlighted for visitors to listen and read while viewing online. The primary objective was to put the Museum galleries on-line for ease of access by rural students and also our diaspora communities overseas including researchers.
105. The process involved taking high resolution photos of objects on display, recording of sounds relating to the object, and a voice over reading scripted text to complement the objects. These are then embedded and further outlined on the web for online access.
106. The project is a first for most museums and centres in the Oceania Region. The virtual Museum can be accessed via the following link: <http://virtual.fijimuseum.org.fj>.

Fiji Museum Financial Statements for the Year Ended 31 December 2015 – What was the outcome of the Fiji Independent Commission against Corruption’s Investigation on the financial information and records of the Museum for the financial years 31 December 2010 to 31 December 2014? Have the confiscated financial information and records been returned to the Museum?

107. Financial documents from 2010 – 2014 was confiscated by FICAC regarding case against former Director Sagale Buadromo has alluded to in the “Overview” Section of this response paper. The documents remained with FICAC until 2019 and after a few follow up requests to the Deputy Commissioner of FICAC, we were not given full financial documentation to aid in our request to establish an audit.
108. The former Director of the Fiji Museum, Ms. Sagale Buadromo was acquitted of the charges; however as per media reports FICAC is appealing this decision.
109. According to our Finance Section, most of our financial documents are still with FICAC and those that were returned to us were not sufficient to establish an audit.

END

ANNEX 1 - MARKET DEVELOPMENT FACILITY (2016) REPORT ON THE FIJI MUSEUM

KEY FOCUS AREAS	PROGRESS as at April 2020.	COMMENTS
Improvements to the Museum's physical aesthetics and displays.	<ol style="list-style-type: none"> 1. The Fiji Museum was able to secure a 3 year capital grant project with government to boost the physical aesthetics of the museum building. This is ongoing and the biggest cost being the rewiring of the Fiji Museum. 2. Refurbishment of digitization area/space – refurbishment completed. 3. Working on revamping Library and Archival space. 4. Staff Kitchenette by verandah – completed. 5. Events (tables + Chairs) storage – completed. 6. Visitors/Students lockers – completed. 7. New front entrance space; new admissions desk – plans completed; work on hold pending funds. 8. New Shop infrastructure – plans completed; building completed; interior design and setting on hold pending funding assistance. 9. Fumigation and Storage space – artistic works completed, infrastructural work completed, launched & in-use now. 10. New front entrance landscaping – completed. 11. Archaeology/shop Area Roof leakage – attended to and completed. 12. Asbestos Removal – funds approved; removal completed and museum has re-opened since. 13. Fiji Museum Rewiring – commenced – 50% works completed. 14. Cleanliness of building interior - Museum has been thoroughly cleaned and a routine schedule developed for cleaners to follow. 15. Exterior of building – because of limited capital funds and internal revenue, the Fiji Museum needs a repainting and has not done so for quite some time. We had sort a color scheme from our Interior Architect, and we hope to paint the building as soon as to make a difference in terms of presentation. 16. Displays refurbishment – the first major project is on the revamping of the maritime gallery which is progressing slowly because of the COVID19 situation and the need for sponsors. In the interim we had had staged exhibitions at the museum to improve display: <ol style="list-style-type: none"> (a) Wall collage of river photo to complement the bilibili installed inside the museum; 	<p>#6. Waiting the revamping of the Maritime Gallery – currently Museum is engaged in this process.</p> <p>#7. Await ongoing discussion with MDF on potential funding for shop designer and other assistance.</p> <p>#8. Board request – await completion of Maritime Gallery.</p>

KEY FOCUS AREAS	PROGRESS as at April 2020.	COMMENTS										
	<p>(b) 2 year exhibition on successful "Fiji-Art & Life in the Pacific" Exhibit in the UK;</p> <p>(c) 2 year Kamunaga Exhibition at the Museum;</p> <p>(d) Set up of a permanent display corner for life of "Ratu Sir Lala Sukuna".</p> <p>(e) Reconstruct dilapidated display Boards to be user-worthy and now hired by users.</p> <p>(f) "Cannibalism Gallery" – works pending and will be undertaken together with history gallery revamping.</p> <p>(g) Currently progressing with redefining of history gallery to form a new storyline.</p> <p>(h) Works in progress on the revamping of the Maritime Gallery.</p>											
Tourist Marketing Strategy for Fiji Museum.	<p>1. New Fiji Museum Marketing Plan – completed. Board approved.</p> <p>2. Sponsorship Plan –draft 90% completed.</p> <p>3. New official email addresses for staffs and systems installed for communication effectiveness.</p> <p>4. Renewed agreement with ATS and other tour companies;</p> <p>5. Renewal of Insurance covering visitors entering the Museum;</p> <p>6. Fiji Museum Merchandizing Strategy in process – awaiting MDF to assist in this regard.</p> <p>7. New Uniform for Fiji Museum Staff promoting consistency and quality service – designs completed. Printing and sewing – in pursuit.</p> <p>8. Trip Experts – Choice Award for 2019 – recognized as one of the best attractions in Fiji.</p> <p>9. Trip Advisor Statistics:</p> <table><tr><td>Excellent</td><td>25%</td></tr><tr><td>Very Good</td><td>50%</td></tr><tr><td>Average</td><td>22%</td></tr><tr><td>Poor</td><td>2%</td></tr><tr><td>Terrible</td><td>1%</td></tr></table> <p>10. # tag created.</p> <p>11. Social media accounts – FB, Twitter, Instagram Accounts &s activated responses have been welcoming; negative messages received are used for</p>	Excellent	25%	Very Good	50%	Average	22%	Poor	2%	Terrible	1%	
Excellent	25%											
Very Good	50%											
Average	22%											
Poor	2%											
Terrible	1%											

KEY FOCUS AREAS	PROGRESS as at April 2020.	COMMENTS
Strengthening Operational Policies and Procedures	<p>improvement mechanisms for the Museum.</p> <ol style="list-style-type: none"> 1. New Fiji Museum Patron – His Excellency the President of the Republic of Fiji. 2. Realignment of Director Fiji Museum and Manager Finance & Audit posts to come under FMBT – completed. 3. Internal advertisement of 4 posts – completed and posts filled using OMRS Recruitment. 4. New Salary Structure for Museum approved by Board and implemented. 5. Realignment of salary and wages for staff completed and implemented. 6. New Strategic Plan of the Fiji Museum – completed and approved by the Board; now implemented. 7. Completion of audit of accounts – 2015, 2016, 2017. – completed and presented in Parliament. 8. Annual Reports – 2015, 2016, 2017 – completed and presented in Parliament. 9. New automated accounting systems introduced. 10. 2018, 2019 draft audit reports almost finalized. 11. Review of Fees and Charges completed – awaiting draft report. 12. Operational Plan template developed. 13. Review of Fiji Museum legislations ongoing. 14. Fiji Museum policies – 12 total – drafting completed; awaiting editing. 	<p>#2. These were previously civil service posts – now they are employees of the Board of Trustees.</p>
Staff Capacity Building	<ol style="list-style-type: none"> 1. Staff attended technical training overseas since 2017: 2. International facilitation role since 2017 – 7 capacity building workshops. 3. International Meeting hosted in Fiji since 2017: 1 4. International workshops hosted in Fiji since 2017: 1 5. Staff workshops organized locally since 2017: 8 6. Professional certificate in Heritage Management now offered at USP: <ol style="list-style-type: none"> (a) 2 staff enrolled. (b) Used as a minimum criteria for recruitment to work in the Museum. (c) PAP03 course – written by S. Nemani using Fiji Museum as case study. 	<p>#1. With no courses on museology or the related available locally, the next best option for the Fiji Museum is to send staff overseas on short courses. #6. First Museum related course offered at a local institution in Fiji.</p>

ANNEX 2: ARCHAEOLOGICAL RESEARCH PERMITS

1. The Archaeology & Gazetteing Section of the Fiji Museum issues (3) types of research permits which are schedules in the Preservation of Objects of Archaeological and Paleontological Interest Act [CAP264]. The following permits are:

1.1 FORM A

(SECTIONS 3 AND 4)

PERMIT TO SEARCH FOR AND/OR TO REMOVE WITHIN FIJI OBJECTS OF
ARCHAEOLOGICAL AND PALAEONTOLOGICAL INTEREST

1.2 FORM B

(SECTION 18)

PERMIT TO EXCAVATE OR REMOVE A MONUMENT WITHIN FIJI

1.3 FORM C

PERMIT TO REMOVE FROM FIJI AN OBJECT OF ARCHAEOLOGICAL AND
PALAEONTOLOGICAL INTEREST OR A MONUMENT

2. In order for applicants to qualify and receive either or all of the permits above, there are five (5) Application Forms to be completed. The Application Forms are for various research undertakings in the country and are titled:

- A. APPLICATION FOR SURVEY/EXCAVATION FOR ARCHAEOLOGICAL MATERIAL
- B. APPLICATION TO EXTEND REMOVAL PERMIT FOR ARCHAEOLOGICAL COLLECTIONS
- C. APPLICATION FOR REMOVAL PERMIT FOR ARCHAEOLOGICAL COLLECTIONS
- D. APPLICATION TO CARRY OUT RESEARCH ON THE FIJI MUSEUM ARCHAEOLOGICAL COLLECTION
- E. APPLICATION FOR ORAL HISTORY COLLECTION

3. Below is the Fiji Museum Guidelines for issue of archaeological permits to researchers:

- 3.1 Researcher fills relevant application forms which can be downloaded from the Fiji Museum website.

- 3.2 Researchers will have to send filled forms back accompanied by their research proposal.
 - 3.3 Proposal perused and discussed with the Director and Archaeologists.
 - 3.4 Once the application is processed, an original permit form is filled (depending which permit) and sent to the Chairman of the Board of Trustees with letter stating details of the project and accompanied with the research proposal. The Chairman's endorsement will be made by signing on the permit which should be later stamped at the Museum with the Fiji Museum seal.
 - 3.5 Original permits to be photocopied and kept in the researcher's project file.
 - 3.6 Original permits to be picked up in the office personally and the US\$110 fee should be paid to the Accounts Section.
 - 3.7 All processing data should be entered in the computer database and monitored yearly.
4. **Other tasks involved in the processing of requests inculcate:**
- 4.1 The MANAGER/Staff should inform the relevant Provincial Office where the project is to be undertaken.
 - 4.2 MANAGER/Staff must contact the village elders and conduct a meeting with the villagers to make sure they are well informed.
 - 4.3 MANAGER/Staff must emphasize to the researchers the importance of following the iTaukei protocol whilst commencing the project.
 - 4.4 MANAGER/Staff must introduce the researcher(s) to the Director of the institution, to senior and technical staff.

5. RESEARCH IMMIGRATION PERMITS

- 5.1 Researcher(s) are to apply for their own Research Permits at the Immigration Section – Government Directive.
- 5.2 MANAGER/Staff to write letter of support for assistance to researcher(s) for immigration permit application.
- 5.3 MANAGER/Staff to ensure researcher(s) fill forms provided by the Research Division of the Ministry of Education.

6. PROCEDURE FOR REMOVAL PERMIT

- 6.1 MANAGER/Staff checks archaeological materials taken out of the country. Photographs should be taken on all materials by Fiji Museum Photographer.
- 6.2 If necessary, Conservator to be given minimum of 2 weeks to review list and identify artifacts to be treated in-house.
- 6.3 Conservator to submit a report for researcher and for Archaeology Section.
- 6.4 Researcher(s) should provide a list of items taken out of the country and one list to be filed in their project file.
- 6.5 MANAGER/Staff to contact Freight Company to organize shipment of materials.

- 6.6 MANAGER/Staff to monitor the time frame (2 years) for return of all archaeological/paleontological and other materials.

7. RESEARCH RESULTS/REPORT

- 7.1 At the end of 6 months the researcher must submit a preliminary report and the MANAGER/staff must follow this up to ensure it is adhered to.

8. PROCEDURE FOR FREIGHT ARRANGEMENTS FOR REMOVAL MATERIALS

- 8.1 MANAGER/staff work with Conservator and researcher regarding packing of materials.
- 8.2 Selected freight company staff should be notified of the conditions of the materials. Most materials must be handled with care.
- 8.3 All costs must be paid by researcher before departing overseas.
- 8.4 Selected Freight Company must issue a freight invoice to the Fiji Museum.

Appendix Two

Supplementary Responses

Supplementary Response: Fiji Museum

- 1. How successful has the Museum been in retaining its conservation staff who have completed trainings and professional attachments abroad?**

We continue to retain 100% of our current conservation staff in our staffing cadre. In January 2018, the Museum Board endorsed the realignment of salaries for our conservation team, amongst other technical staff using our new salary scale. This is a bonus for them thereby empowering them to work towards implementing some of the strategies and measures they had learnt on the subject from international museums. However, the issue lies with the availability of proper facilities to ensure that the team are able to carry out their conservation work with ease. In the event of object loan from international institutions, the conservation staff are involved in the treatment, cleaning and packaging of staff including the erecting of objects and dismantling of objects on site. One such example was when our conservation staff were sent in an all-expenses paid for trip to the United Kingdom to dismantle Fiji Museum objects that were part of the "Fiji Art and Life in the Pacific Exhibition" at the Sainsbury Centre for the Arts which was visited by Her Majesty Queen Elizabeth. Our conservation team also provide technical expertise and advice to those who seek assistance on best approach to repair and treat their family heirlooms such as masi conservation etc. The latter are most members of expatriate communities locally and members of families from overseas who have returned abroad and took with them traditional gifts from Fiji.

- 2. We note from your response that no funding was provided to the Fiji Museum to assist in restoration works at cultural heritage sites affected by TC Winston. Inform us then on which agency/agencies were responsible for the rehabilitation works and provide details on the funding allocated to these organisations to carry out this exercise. Have restoration works to all affected sites been completed?**

In essence, as per procedures, funds for rehabilitation would come through Government and to our line Ministry, in this case the Ministry of Education, Heritage & Arts and the Department of Heritage & Arts. However, while assessing budget allocations for 2016/17, no budgetary provision was provided by Government or other international organizations such as UNESCO to our line Ministry and Department to assist specifically the restoration of sites of archaeological or paleontological significance. Funds dedicated by government towards the restoration of cultural heritage sites affected during TC Winston concentrated mostly on the Historical Port Town of Levuka which is a World Heritage Site. Again, sites that come under the purview of the POAPI Act under the Fiji Museum were not supported. Please note that archaeological and paleontological sites assessed and demarcated by the Fiji Museum make up an estimated 40 – 50% of total cultural heritage sites in Fiji. Other sites are looked after by the National Trust of Fiji, the Department of Heritage & Arts, the Institute of iTaukei Language & Culture (Ministry of iTaukei Affairs) etc.

Supplementary Response from the Ministry of Education, Heritage and Arts

- 1. Provide us a breakdown of the Ministry's outstanding payment to Fiji Museum for each year from 2016 to date, the reasons for lapse in payment, and how the Ministry is planning to pay the outstanding amount.**

To make the Fiji Museum (FM) accessible to school children, the addition fee was waived. This was administered in conjunction with the FM Virtual project which was launched at Naitasiri Secondary School on the 22 April 2016. The Virtual Museum project targets school children who find it difficult to visit the FM due to their geographical location and financial constraints. The project allows schools in Vanua Levu, the Maritime Group of Islands and remote areas of Viti Levu conduct their research from the comfort of their schools and classrooms.

All payments have been made in accordance to the financial requirements and there are no outstanding amount owed to the Fiji Museum.

- 2. Another issue of interest is the Culture Sector Post Disaster Needs Assessment for Tropical Cyclone Winston which was spearheaded by the Department of Heritage & Arts in 2016. The assessment showed that the cyclone caused almost \$5million worth of damage to the culture sector in Fiji and that \$9.1 million was needed for its recovery. In this regard, we have received confirmation from the Director Fiji Museum that no funds have been allocated to the Museum by the Ministry of Education, Heritage and Arts to assist in the restoration of archaeological or paleontological sites under its purview and as specified in the Preservation of Objects of Archaeological and Paleontological Interest Act. We note that funds dedicated by Government towards the restoration of cultural heritage sites affected during TC Winston concentrated mostly on the Historical Port Town of Levuka which is a World Heritage Site.**

The Ministry acknowledges the vast work carried out by FM with regards to the assessment and demarcation of archaeological and paleontological sites around Fiji.

There is an on-going annual allocation of \$50,000.00 which caters for Archaeological Impact Assessment (AIA) on a case by case basis as per request received by FM from communities as well as organisations around the country. The sum is part of the MOA signed between the MEHA and the FM.

While the damages to these sites were included as part of the 2016 Culture sector PDNA report, it is worthy to note that majority of these sites was neither gazette nor part of the Fiji National Heritage Listing, whose ownership belongs to the communities. Any restoration efforts rest with the owners; however, they can access any assistance from the MEHA through the DHA cultural grant process.

3. Considering the archaeological and paleontological sites assessed and demarcated by the Fiji Museum make up an estimated 40 – 50% of total cultural heritage sites in Fiji, we would like to enquire why funds haven't been allocated to it in the restoration of sites affected by TC Winston. Additionally, the committee seeks information on whether funds have been allocated to the National Trust of Fiji to assist in the restoration of cultural heritage sites under its ambit which had been damaged by the cyclone. Please also inform us on the progress made in the rehabilitation of all of the affected sites.

The Ministry had to prioritize its rehabilitation efforts after TC Winston. This was accommodated through the Public Sector Investment Program (PSIP) as part of the government budget process.

Please find tabulated below the budgetary allocation approved by the Fijian government for the Levuka World Heritage rehabilitation program for the last four years. (4)

Year	Title	Amount (\$)
2016	Upgrade of Levuka World Heritage Structures	408,000
2016/2017	Cyclone Rehabilitation - Levuka World Heritage	636,641
2017/2018	Levuka World Heritage Structures	150,000
2018/2019	Rehabilitation of Levuka World Heritage Structures	500,000
2019/2020	Rehabilitation of Levuka World Heritage Structures	200,000
2020/2021	Rehabilitation of Levuka World Heritage Structures	245,100
	Total	2,139,741