



LIST OF WITNESSES WRITTEN EVIDENCE

Consolidated Responses – Compliance Audit Report (PP No. 269 of 2020)

No.	Ministry/Department	Page No.
1.	Ministry of Lands & Mineral Resources - Commencement of Quarry Development Projects and Appointment of Certified Foreman-In-Charge	2
2.	Ministry of Economy - Government Payroll System - Financial Management Information System (FMIS)	11
3.	Ministry of Education, Heritage and Arts - Fiji Education Management Information System (FEMIS)	36

MINISTRY OF LANDS AND MINERAL RESOURCES

Management Responses to PAC Questions in Relation to the Compliance Audit carried out by Office of the Auditor General (OAG) on the Commencement of quarry Development Project and Appointment of Certified Foreman- In - Charge

Question No.	PAC Questions	Management Responses
1.	Has the Ministry of Lands & Department of Mineral Resources been able to rectify all the issues raised by the Office of the Auditor General (OAG)?	The Mineral Resources Department has been able to rectify around 90% of the issues highlighted by the OAG.
2.	What measure have been put in place to assist in better coordinating and sharing of Information with other related agencies?	Sporadic meetings have been undertaken with other relevant agencies in terms of information sharing and MRD has commenced discussions with FRCS for an MOU for sharing of information in relation to Importation of Mobile Crushers. However, with the other agencies like TLTB, and DoE who are the other approving agencies for the development of Quarries, MRD relies on the individual Department's professional courtesy to inform the Department of any new or potential Quarry developments.
3	Has there been any progress made to the review of the Quarries Act 1939 or other legislations related to quarrying? If not, explain the reasons	<p>At the moment the focus of the Department is the Review of the Mining Act which has been approved by Cabinet. However the Department has had discussions with the UNDP coordinator for the NDM project for the possibility of the NDM project or UNDP to assist the Department to conduct a Gap Analysis on the current Quarries Act which will be used for justifying any review of the Quarries Act.</p> <p>Also, discussions have been brought forward to incorporate the Quarries Regulation into the current review of the Mining Act.</p>

4.	Provide an update on the review of the Standard Operating Procedure to take into account the recommendations made by the Auditor-General. Can the Committee be provided a copy of this SOP	The draft SOP for Quarry development has been in use since it was submitted to the PPQA team and the Department is awaiting the SOP to be adopted.
5.	What improvements have been made to records management to improve the capturing of information relating to quarrymen and quarry development?	The use of excel to keep a digital copy of the quarryman records is in practise however the Dept. Will not have a complete shift to digital copies and hard copy records will be maintained as normal. Checklist are used for vetting of new quarry development approvals and documents are scanned for digital copy. Approval is not given to any Quarry development unless the documents in the checklist is met.

INSPECTORATE UNIT

QUARRY APPROVAL APPLICATION STANDARD OPERATING PROCEDURES

OBJECTIVE

- i. To define parameters employed for the assessment of quarry approval applications [Extraction of common minerals using explosives and/or rock crushing]; in reference to Section 2[QUA 2] of the Quarries Act 1939
- ii. On receipt of application and approvals from relevant government agencies, quarry proposal assessed by PEM/SEM, STOM and if deemed meritable, make proposal to Director via Manager Mines for:
 - a. the Gazetting of quarry declaration to be a prescribed undertaking (Section 2A [QUA10,015] of the Quarries Regulations 1939)
 - b. the application of the provisions of Part 11 of the Mining Regulations 1966 (Section 2A[QUA10,015], Part (2) and (3) of the Quarries Regulations 1939)
- iii. The Mines Inspector will issue a written notice pertaining to the waiver or suspension of any provisions of Part 11 of the Mining Regulations 1966 (Section 2B [QUA10,020] of the Quarries Regulations 1939) which are deemed impractical for a quarry operation.
- iv. To verify and monitor resource extraction, and monitor/regulate OHS in accordance to provisions set out in the Quarries Regulations of 1939 and Part 11 of the Mining Regulations 1966.

DESCRIPTION/ METHOD

Officer/s Responsible: PEM/SEM, STOM/TO I

Method:

- a. Application is received by Sec;
- b. Documents to be submitted with application – Full Quarry Lease (issued by relevant land administrator), [Environment Impact Assessment(EIA) approval, Resource Definition & Verification, Extraction Lease/Licence, Department of Town and Country Planning(DTCP)development approval, Rural Local Authority approval and business licence, Quarry Operational and Environment Management Plan(QOEMP)];
- c. Inspectorate officer receives and registers application using the Quarry Approval Application Form;
- d. Acknowledgement of receipt of application sent to applicant in writing; incomplete application will not be processed and made known to the applicant in writing
- e. Inspectorate Officer updates database and files all documentations/digitize hard copies;
- f. If the Quarry Operational Environment Management Plan (QOEMP) assessment is not approved due to some issues, PEM/SEM is to notify the Developer/Applicant for them to rectify issues and re-submit; and

- g. Once assessment is done and there are no issues, the application is approved through:
 - a. notice published in the Gazette in accordance to Section 2A of the Quarries Regulations 1939
 - i. declaration of a quarry to be a prescribed undertaking
 - ii. application of the provisions of Part 11 of the Mining Regulations 1966
 - b. Inspector issues approval in writing with the waiver of Part 11 of the Mining Regulations 1966

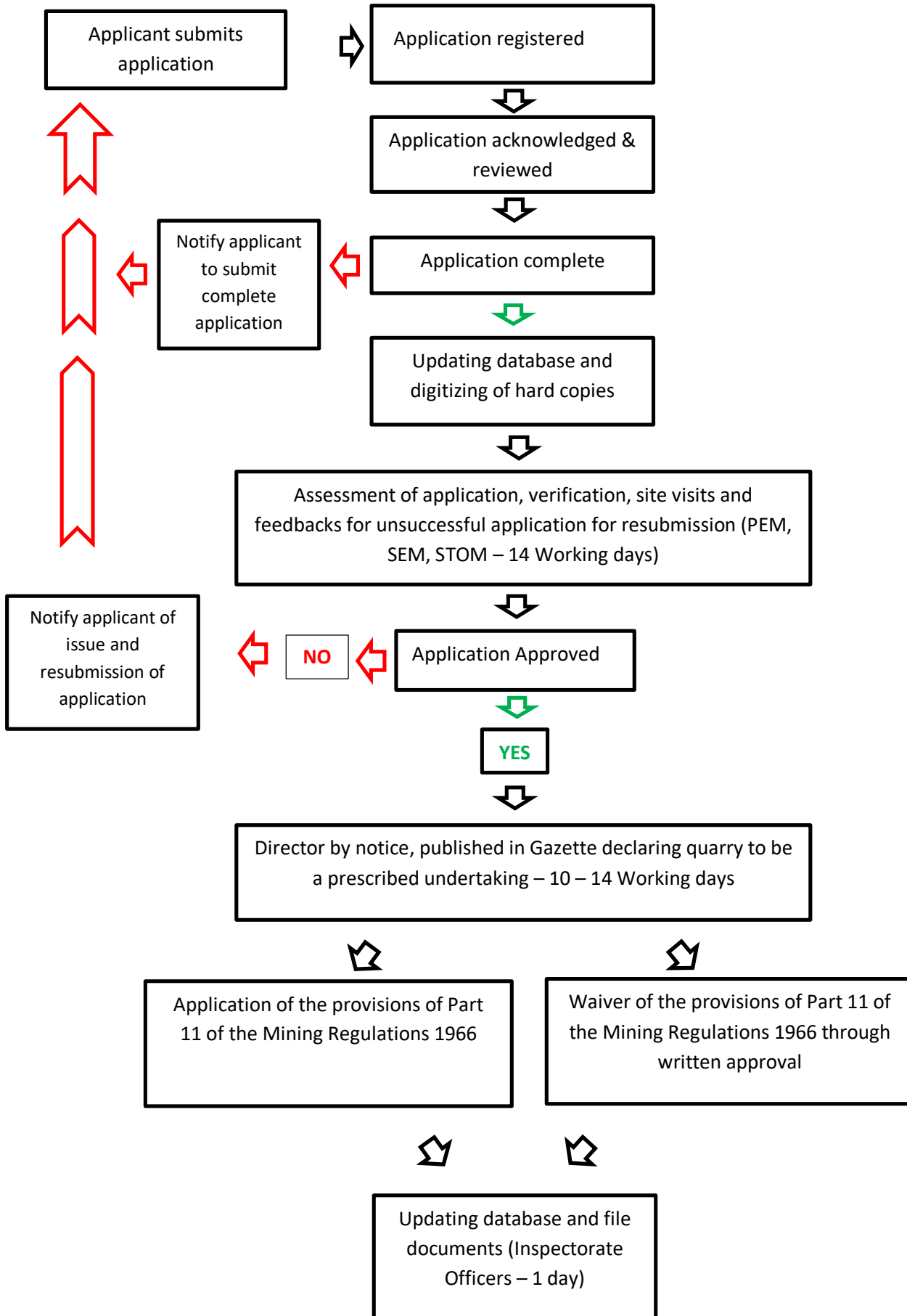
EVALUATION AND MONITORING


- a. Inspectorate Officer(s) to ensure that all documents are in order before assessments are done and approval letter is issued.
- b. Periodic site inspections (Inspectorate Officers, Environment Officers, Resource Geologist) to ensure compliance (OHS, Environment Risk Management);
- c. Monitoring of monthly, half-yearly and yearly production figures; and
- d. Any stop work notice, to be issued with the concurrence of the Director of Mines

REPORTING

- (a) Monthly Operational Statement;
- (b) Half-yearly Operational Statement
- (c) Periodic field inspection reports;
- (d) ICO; and
- (e) Yearly Return.

QUARRY APPROVAL APPLICATION FLOW-CHART



	Doc Type: STANDARD OPERATING PROCEDURE Doc No: Quarry 01		File Ref: CV 5
	Department: Mineral Resources Department Division: Mines		
Title: Quarry Approval Application		Purpose: Assessment of Quarry Application	

Section E: Official Use Only

Author:		Date of Preparation:	
Next Revision Date: (Yearly)	April 2021		
Inspector of Mines		Date:	
Signature			
Manager Mines Approval		Date:	
Signature			

QUARRY APPROVAL APPLICATION FORM

Section A: Company Details

Company Name: _____
Quarry Site Location: _____
Company Address: _____
Phone Contact: _____
Fax: _____

Section C: Documents to be attached with this application: ☐ New Application ☐ Renewal

- ☐ 1. Extraction License/Approval & Site Lease Approval
- ☐ 2. Environment Impact Assessment Approval
- ☐ 3. Dept. Town & Country Planning Approval if required;
- ☐ 4. Rural Local Authority approval if required
- ☐ 5. Business Licence or Registrar of Companies Evidence;
- ☐ 6. Quarry Operational Environment Management Plan - Blast Plan, OHS Management System;

Date received: _____

☐ Approved

☐ Not Approved

Reason: _____

Signature: _____

Date: ____/____/____

A GUIDE FOR QUARRY DEVELOPMENT APPROVAL PROCESS

- 1. Identify site for extraction of rock or river gravel;**
- 2. Seek site lease approval to enter area of interest from land owning unit to conduct survey of area (Lands Dept, TLTB, Rural Local Authority, Free Hold Owner).**
- 3. Conduct survey of area of interest for volume of resource available, possible core log drilling to obtain resource estimation of aggregate available at site.**
- 4. Send rock sample for testing to see if it meets FRA/buyer standards and to determine its use.**
- 5. Conduct EIA assessment and obtain approval from Ministry of Environment;**
- 6. Obtain extraction license from land approving authority; Waiver of customary fishing rights for river gravel extraction;**
- 7. Seek approval from Dept. Town & Country Planning to re-zone area into Industrial zone if required;**
- 8. Register Business and obtain Business license if not already existing in Fiji;**
- 9. Develop Quarry Operational Environment Management Plan – which includes Blast Plan if explosives is used for extraction means, OHS Management System;**
- 10. Provide approval documentation to MRD with FRCS & FNPF Compliance letter (letter of good standing) for assessment by MRD.**
- 11. Seek approval from Director of Mines to commence development of Quarry setup with the MRD General Quarry Inspection Checklist as a guide. Do not commence quarry operations (drill and blast, crushing) without Director of Mines approval.**
- 12. Notify in writing to Director of Mines of the Appointment of the MRD licensed quarry foreman-in-charge; Licensed quarry foreman in charge to send written letter to Director of Mines stating his confirmation as the quarry foreman in charge.**
- 13. Seek approval for commencement of quarry (drill and blast, crushing) operations from Director of Mines.**



MINERAL RESOURCES DEPARTMENT



QUARRY DEVELOPMENT APPROVAL CHECKLIST

Company Name:	Kashmir Transport Company Ltd	QFIC Name:	Jone Batiniika
Quarry Location:	Savulutu Pit, Seqaqa, Macuata	QFIC License No#:	184
Quarry Type:	Hard Rock Extraction – Drill & Blast	Blaster (Shot Firer)	Jone Batiniika
Site Lease Type	Native - TLTB	Blaster's License No#:	2342
Site Lease No#:	4/9/042937	EIA Proposal No#:	EIA-N/45/2019

Approval Documentation - Require copies of approval for file. Tick if document available for file.

EIA Approval	✓
Explosives Management Plan	✓
Business License	✓
Site Lease approval/Extraction Lease/ Licence/ Approval	✓
Licensed Blaster/Quarryman	✓
Appointment Letter for QFIC	✓
QFIC Appointment acknowledgment/acceptance Letter	✓

Prepared by: **Ratu Seone Lum**

Signature: 

Approved by: **Raymond Mohammed**

Signature: 

Designation: **Mines Inspector**

Date: **25/02/2021**



MINISTRY OF ECONOMY

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Ro Lalabalavu House, 370 Victoria Parade, Suva

26 October, 2021

File Ref: 24/8/20

Chairman
Standing Committee
Public Accounts
Suva

Dear Sir

Re: Clarification of Issues – Compliance Audit Report (PP No. 269 of 2020)

1. We refer to and acknowledge the receipt of email on 8 October, 2021 on the above subject matter.
2. Enclosed is the Ministry's written response with supporting annexes.
3. For any further clarifications, please do not hesitate to contact Manager Financial Reporting, Monitoring and Evaluation, Simon Singh on 3221272 email: simon.singh@economy.gov.fj or Senior Accounts Officer, Ronish Prasad on 3221354 email: ronish.prasad02@economy.gov.fj.

Thank you

Shiri K Gounder
Acting Permanent Secretary for Economy

Encl.

1. Security Risk Management of Shared Payroll Data Not Adequate

The Ministry in their response stated that it was previously sending files through emails with an encrypted version. Now the Ministry is using corporate online loading services on the banks portal to load salaries and wages and only certain authorized senior officers of the Payroll Unit are able to load and make changes on the portal.

Likewise, for tax authority, now data are directly uploaded on their portal.

Can the Ministry please confirm the status of encrypted payroll uploading with one of its bankers that is still transporting via email?

All payroll files are loaded on secure bank portals except for HFC. Home Finance Bank (HFC) bank files are encrypted using an encryption program before being sent to bank. HFC is currently undertaking a core banking system change which will address this issue and in 12-18 months will also be able to provide a secure platform as currently offered by all the other international banks.

Unestablished files (Wage earners)- Files are loaded in secured safe file transfer portal by senior, designated officers.

Established Files (Salaries)- All Bank files except for Bank of the South Pacific (BSP) and HFC are uploaded on the Westpac Corporate online portal which is authorized by senior officers. BSP files are uploaded using BSP's safe file transfer portal. Currently all wages and salary payments files are uploaded on WBC corporate on line. HFC bank files are encrypted using an encryption program before being sent to bank.

Can the Ministry update the committee the progress of the FRCS direct uploading of payroll PAYE from the current system and if this has been integrated?

Ministry of Economy (MoE) uploads whole of government PAYE files on a monthly basis excluding Fiji Military Forces payroll PAYE. Three Ministry/Departments are left with data synchronization (Education, Health and Police). Ministry of Economy Payroll team is liaising with the respective Ministries through user group meetings. MoE payroll team continues to verify personnel employee details including birth dates with birth certificates and tax Identification numbers (TIN) with FRCS & FNPF records which are updated on payroll. This is ongoing. Refer template Annexure 1.

2. Change Management Control not held

The issue is on the non-availability of documentation to confirm about the system upgrades.

The Ministry in its response stated that changes to the payroll system are an ongoing process whereby the Ministry is continuously upgrading the payroll system and its reporting requirements to ensure that the Government payroll is compliant to FNPF, FRCS, General Ledger and related stakeholder requirements.

Any changes to the payroll system or processes is endorsed by the PS Economy and communicated to the payroll users through Ministry of Economy circular.

In addition, payroll users are provided on the job training if there are any new features for implementation in the payroll system. Payroll user group meetings are conducted on a monthly basis where payroll related issues faced at Ministerial level are discussed and also the upgrades/changes to the payroll system are discussed.

The payroll team at the Ministry of Economy also provides assistance and guidance to individual Ministries level on issues on daily basis as well.

Can the Ministry provide documentary evidence of any changes undertaken to the payroll system upgrade to date?

Major Changes in payroll process are circulated through circulars.

Example are as follows:

- (i) Change in the Payroll Deductions Annexure 2.
- (ii) Cessation of TELS deduction Annexure 3.
- (iii) Changes in the Wages Process Annexure 4.

Adequate training and presentation on the changes in the Wages Process was provided to the payroll users where the payroll users from respective Ministries attended. Refer attendance sheet Annexure 5.

Quarterly user group meetings are conducted to communicate changes made in the payroll system or and follow ups on issues raised by ministries or any awareness that payroll team seem important for users to be aware off.

3. System Documentation and Policy Reviews not held

The Ministry stated in its response that when the payroll system was implemented, it should have been accompanied with the system documentation. The Ministry will look for the initial documentation and the documentation with respect to the changes made.

During the review of the financial regulations, all the changes that have been occurred until the date of review are incorporated in the respective financial regulations. However, the Ministry is currently undergoing review of financial regulations and all the changes in the payroll system/process will be captured accordingly.

Can the Ministry provide the initial payroll system documentation?

A user manual is available for payroll users once the payroll user is able to access government payroll.

What is the status of the current review of financial regulations against the payroll system/process changes?

Any change in the payroll processes and procedures is in line with the Financial Management Act, Finance Instructions, Finance Manual and Finance Circulars.

4. Data Accuracy and Completeness

The Ministry in its response stated that the salaries team receives completed and signed input forms from respective ministries and departments which the payroll team processes. It is the responsibility of the respective accounting heads to ensure that the employee details are correctly stated and provided to the Payroll Unit of the Ministry of Economy and the Payroll Unit processes the input forms accordingly.

All Accounting Heads have been directed to update the missing information of individual officers in the payroll system. This has been an ongoing exercise.

A follow up would be done soon to ensure that the blank fields are updated accordingly in the payroll system.

Can the Ministry provide the status of the input verification process anomalies identified and whether this has been advised to all the Ministries and Departments? If not, what is the case now?

Was there a follow up exercise carried out to the Ministries and Departments affected to confirm on the progress? What other actions has been taken by the Ministry of Economy?

A data report (BoS known on payroll) is generated after every pay. Ministries/Departments use the BoS to update information which is missing as and when identified. MoE monitors the BoS and notifies the respective Ministries/Departments to have update any missing information. The Through the generation of member contribution reports, the Ministry also identifies any Fiji National Provident Fund (FNPF) membership numbers which are incorrect and advises the require Ministry to correct the information.

5. Command Line Interface

The Ministry in its response stated the issue highlighted will be kept in view during the upgrade phase of the payroll system.

However, the Ministry further stated that for the new users it is the responsibility of the Accounting Heads to ensure that they undergo proper on the job training for them to get familiarized with the system.

Can the Ministry provide an update for the committee on the plan to upgrade the payroll system?

What is the payroll system business case scenario which the Ministry is planning to use?

Is the Ministry anticipating on integrating the payroll system and a new HR system with the financial management information system going forward? What is the cost of this new system?

Does the Ministry keep a record of new users being trained when using the payroll system for the first time? Is this record readily available to be viewed by the committee?

Please provide an update on the OAG recommendations?

Following on from the report on Core Information System requirements (2016), and the

implementation of several recommendations from the report, the Fijian Government through the Ministry of Civil Service is looking to undertake a cost benefit analysis exercise, in the review of the current payroll against the procurement of a new payroll system.

The Ministry of Civil Service has sourced development partner funding and is currently recruiting for a consultant to undertake the detailed exercise to assess the need for a new payroll system or continue using the existing system. Upon receiving the recommendation from this consultant, the Ministry will work on a way forward.

The Ministry of Economy (MoE) and the Ministry of Civil Service are looking to finalize the integration of the payroll system and Human Resources Management Information System (HRMIS) in the new financial year. This integration will ensure that the current and future HR information systems will be able to integrate if not communicate with the payroll system. The HRMIS will be up dated with employee details and this information will be updated in the payroll.

MoE grants access to payroll users and keeps a record these users. The users at agency level have very limited access to payroll and are trained internally at the agency level. The access level given to any user is controlled at Ministry of Economy. A report on the training for new users of the payroll system will have to be provided by the respective agencies.

Financial Management Information System (FMIS)

1. Absence of Business Continuity Plan and Disaster Recovery Plan

The Ministry in the response stated that they will develop its Business Continuity Planning (BCP) Document and Risk Management Framework this year. This will include Risk Management Plans from each Division, including the Financial Management Information System Unit, developed by the

Can the Ministry please confirm the status of the BCP and DRP? If its finalized, can the Committee be provided a copy of it.

When will these plans be tested and assess the success of the disaster recovery site?

Advise where is the ITC disaster recovery site located because they store majority of government data and electronic information?

Business continuity is the capacity of the Ministry of Economy to continue delivery of its services to all relevant stakeholders at acceptable predefined levels following a disruptive incident existing at all Divisions. The Ministry may need some time to assess all disruptive incidents that might otherwise prevent the Ministry from achieving its stated objectives.

The Ministry in formulating a comprehensive BCP and DRP will look at the following activities:

- Key priorities for resuming activities and the resources the Ministry would require;
- Clear understanding of the threats to these activities including their dependencies and knowing the impacts of not resuming them at all levels of the Organization;
- Trusted arrangements in place to resume these activities following a disruptive incident and

- Devise Plans to ensure that these arrangements are routinely reviewed and updated so that they will be effective in all circumstances

The overall objective is to reduce the overall impact of disruptions by shortening the period of interruption and reducing its intensity to acceptable levels.

The Ministry aims to complete the BCP and DRP by December 2022 and subsequently test the DRP.

In terms of Data recovery for all government data, this is currently maintained at the Data Centre (DC) at Data Berkeley Crescent. Department of ITC is currently working on a DRP for DC with purchases of relevant equipment on this regard.

2. Service Level Agreement (SLA) and Memorandum of Understanding (MOU)

The Ministry response stated the issue highlighted will be discussed with the relevant stakeholders and an SLA drawn up with the Department of ITC to demarcate clear line of responsibilities and continually support the government's financial platform noting the risk assessments carried out around these areas.

Can the Ministry provide an update for the demarcation of responsibilities to guarantee the consistency of support by ITC and other stakeholders?

Work around drafting an SLA between ITC and FMIS has been on hold from early 2021 due to the restrictions of COVID 19, however the FMIS Unit endeavors to finalize an SLA and MOU between ITC and FMIS by end of December 2021 to demarcate clear line of responsibilities.

3. IT Strategic Plan

The issue on the non-preparation of a strategic plan as this was still pending for viewing by the audit team even after the exit meeting to validate the management response.

The Ministry stated in its response that there is an existing Strategic Plan that is aligned to the annual costed operational plan from the envisioned National Development Plan. The IT section is part of the Office Services Unit and the overarching Administration Division within the Ministry of Economy. The Admin Costed Operation Plan (COP) entails the work plan that the Office Services/Information Technology Division will undertake in the new fiscal year.

Can the Ministry provide a copy of the Strategic Plan to the Committee to confirm on the operational plan of the FMIS – IT Section?

The current Strategic Plan which will also address the Ministry's IT arm is still in draft stages covering FY 2021 – 2023. The Strategic Plan will address COVID 19 implications for the next 3 years to build resilience within the Ministry's recovery path. The Strategic Plan will be finalized before July 2022.

4. Risk Management Plan

The Ministry in its response stated that the formulated IT Steering Committee will work to develop a Business Continuity Planning (BCP) Document and Risk Management Framework this year, 2020/2021. This will include Risk Management Plans from each Divisions, including the Financial Management Information System Unit (FMIS), developed by respective Divisions.

Can the Ministry provide the progress of the risk management exercise to be collated from each division of the ministry?

What risk management framework will the Ministry adopt to develop its risk scope and risk appetite?

The Risk Management Plan is currently being spearheaded by the Treasury Division and the IAGG Division. The Asian Development Bank is funding a risk management consultant to develop a comprehensive Risk Management Framework for the Ministry of Economy. The Ministry is in the shortlisting phase regarding consultant candidate selection. A risk management framework will be identified once the consultant has completed his work and made recommendations.

5. Change Management Plan

The Ministry in its response stated they will develop a Change Management Planning Document to control over any future changes to the FMIS including proper documentation processes that is aligned to best practice and requirements.

Can the Ministry provide an update for the committee about the change management plan to accommodate future changes in FMIS?

The Change Management Planning Document is still in its draft stages and would be in finalization stages by December 2022.

6. Absence of Information Security Policy

The Ministry in its response stated they will develop its Information Security Policy and align to the requirements of the ISO 27001 on Information Security Management Framework and best practice.

Can the Ministry provide an update on the status of developing an information security policy?

The Ministry is currently developing an IT Policy which is still in its draft stages. The draft policy also aims to accommodate the Information security aspects addressing ISO 27001 and best practice. The IT Policy will be finalized by July 2022.

7. Incident Response Policy

The Ministry in its response stated they will develop an Incident Response Policy to direct incident management and improves quality delivery platforms that will ultimately lead to efficiency within operations by addressing gaps within existing structure.

What is the progress of designing and developing this policy? If the policy is not finalized, explain the reasons why.

The Incident Response Policy is still in its draft stages and would be in finalization stages by July 2022.

The policy is taking time because it will need to align to the Disaster Recovery Plan which is still in formulation stages, as the purpose of an incident response is to protect sensitive data during a security breach, while a disaster recovery plan serves to ensure continuity of business processes after a service disruption. The two (2) plans will need to sit on common grounds before finalization.

8. Access Control Management

The Ministry in its response stated they will conduct a gap assessment to review the existing platform and amend where necessary. The revised policy should be adequate to align to operational requirements and address arising needs.

What is the status of the gap assessment to be undertaken by the Ministry?

When this revised policy on access control management is will be ready to address the arising needs at the operational level of the Ministry?

Please provide an update on the OAG recommendations?

The gap assessment has been delayed for this FY due to the restrictions in pace because of the COVID-19 pandemic. Gap assessments will need to take into account the practicality of access privileges of system users. As the civil servants slowly resumes work from the office, this work can continue. The Access Control Management Policy will be finalized by July 2022.

2020 Shamel .

User Group Meeting (13/11/2021) - Agendas

- 1.) **New wages procedure-** Ministries/Departments would be required to post JV to the respective allocations. All postings are to be done by Friday 12 pm or as advised by MOE (in case of a Public holiday)

Template for JV

Debit		
PE allocations	XX	
Bank Fee	XX	
		XX
Credit		
SLG 86	XX	
MOE Salaries IDC	XX	
		XX

Ministries/Departments are to use the following format as below JV id

JV #: Pay 4/21

Description: Dept 02 Wages

2.) **Updating of master file**

Ministries/Departments are to ensure all documents are submitted together with FS01 form (as per attached check list).

Ensure that all Job Titles are correctly updated as per the officer's contract.

For all unestablished officers' state that whether it's a temporary relieving officer-T (37 hrs.), unestablished officer-U (44) or Watchman (W).

YTD for all officers is to be submitted who had other employers for the calendar year

All manual payment is to be updated through FS02 forms

3.) **Reconciling Payroll against GL & Reconciliations**

Ministries/ Departments are to reconcile Payroll against GL after each pay and this is to be submitted together with the reconciliation. All wages and Salaries reconciliation is to be submitted in a timely manner.

4.) **FRCS Updates**

FRCS will be implementing their new software for loading of EMS files from February 2021. For this to work Ministries/Departments are to ensure all DOB& Tin is correctly updated on the payroll. Kindly refer to the emails in regards to correcting DOB/Tin from respective desk officers.

PERSONNEL INFORMATION FORM

Name: _____
 First *Middle* *Surname*

Residential Address: _____

Postal Address: _____

DOB: _____ FNPF No: _____ TIN No: _____

Job Title: _____

Phone No. (Home): _____ Mobile: _____

Emergency Contact Name: _____ Relationship: _____

Emergency Contact's No: _____

Payroll and Banking Information:

- € ANZ
- € BSP
- € WESTPAC
- € BARODA
- € BRED
- € HFC

Branch: _____ Account No: _____

Documents Checklist:

- € Birth Certificate
- € TIN Letter
- € Copy of FNPF Card
- € Evidence of Bank Account
- € YTD
- € Has the officer worked in a Ministry/Department?

Name: _____ Signature: _____

Date: _____

Annex

allow_dedn	description	ADCategory	taxable	GLAccount
03	Housing Allowance	A	Y	
08	Shift	A	Y	
10	Responsibility	A	Y	
15	General Consolidated	A	Y	
21	Dirty Working Cond	A	Y	
22	Early Starting	A	Y	
24	Lodging Allowance	A	Y	
25	Driving	A	Y	
29	Extra Duty Allowance	A	Y	
30	Firing Explosives	A	Y	
32	Jack Hammer	A	Y	
35	Stay Wire Painting	A	Y	
37	P/PH (Power Plant)	A	Y	
38	MISCELLANEOUS REFUNDS	A	Y	
39	UNESTABLISHED MISC	A	Y	
40	SEA GOING ALLOWANCE	A	Y	020325E
51	Entertainment	A	N	
52	Subsistence	A	N	
53	Meal	A	N	
54	Country	A	N	
58	Lodging	A	N	
59	Expense	A	N	
61	Rations	A	N	
62	Other Allowances	A	N	
66	ARREARS OF NONTAXABLE ALW	A	N	
91	REFUND SURCHARGE [CURRENT YR]	A	N	10410104999230701
92	REFUND SURCHARGE[PREVIOUS YR]	A	N	15010150999079999
01	ARREARS OF SALARY	E	Y	010101E
02	ARREARS OF TAXABLE ALLOWN	E	Y	010303E
06	Leave Compensation	E	Y	010101E
14	BONUS PAY	E	Y	010101E
26	Arrears of Promotion	E	Y	
27	Arrears of Lodging	E	Y	
70	Night Shift Allow Nurses	E	Y	010302E
999	LEAVE PAY	E	Y	020101E
201	Tax Arrears	D	Y	861901E
202	OPR Current Year	D	N	861101E
203	Rent Arrears	D	Y	861402E
204	deposit a/c recoveries	D	Y	861902D
207	HOSTEL FEES	D	Y	861103E
208	Rent H/A Unest	D	Y	861104E
209	Rent Govt Unest	D	Y	861899E
213	UNIFORM REPAYMENTS	D	Y	861923D
225	ACCOUNTABLE ADVANCES	D	Y	570301D
232	STATE LEASE RENTALS	D	Y	13310133999899988
239	ARMY MEDICAL SCHEME	D	Y	11910119999861299
240	FIJI CARE INSURANCE	D	Y	861201E
241	BSP LIFE (Fiji) Limited	D	Y	861202E
243	POLICE WELFARE SCHEME	D	Y	12010120101861210
244	Insurance LIC	D	Y	861204E
246	Fiji Care Insurance Limited	D	Y	861206E
247	BSP HEALTH CARE(FIJILTD	D	Y	861207E
248	FCS WELFARE & SPORTS	D	Y	11520199011861911
249	FIJI CARE INSURANCE LIMITED	D	Y	861209E
250	INSURANCE HEATH(FIJILTD	D	Y	861299E
251	PUBLIC EMPLOYEES CREDIT UNION	D	Y	861532E
252	Public Emp Union L/Scheme	D	Y	861532E
255	FTU MEDICAL INSURANCE	D	Y	12110121999861534
256	FTA - HOUSING	D	Y	12110121999861534
257	FIJI PUB SERVICE ASSOCIATION	D	Y	861501E
259	Wellfare-NUPW	D	Y	861934E
260	viti nutw welfare	D	Y	861505D
261	PUBLIC EMPLOYEES UNION WELFARE	D	Y	861532E
263	Housing Authority	D	Y	861306E
264	Home Finance Co	D	Y	861307E
266	FDB LOAN SCHEME	D	Y	861308E
267	RENT-PUBLIC RENTAL BOARB	D	Y	861105E
269	Const. Energy & Timber Works	D	Y	861539E
286	FIJI PUBLIC SERVICE ASSNT	D	Y	861501E
287	FIJI TEACHERS UNION	D	Y	861502E
288	FIJIAN TEACHERS ASSOCIATN	D	Y	861503E
290	VITI NAT. UNION OF TAUKEI	D	Y	861505E
291	Public Employers Union	D	Y	861532E
296	SOCIETY OF RADIOGRAPHERS	D	Y	861510E
297	FIJI MARITIME WORKERS ASS	D	Y	861534E
301	FPSA CREDIT UNION	D	Y	861511E
302	FTU CREDIT UNION	D	Y	12110121999861512
303	FTA CREDIT UNION	D	Y	12110121999861513
304	FIJI NURSING & ASS CR UN	D	Y	861514E

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Date: 15/1/2020
Time: 2pm - 4pm

MINISTRY OF ECONOMY CIRCULAR

MINISTRY OF ECONOMY
P.O. BOX 2212, GOVERNMENT BUILDINGS, SUVA
PHONE : 330 7011, FAX : 330 0834 / 330 8654

ECONOMY CIRCULAR NO: 13/2019

From: The Permanent Secretary for Economy

Phone: 3307011

To: As per distribution

File: FIN60/13/15

Subject: Payroll Deductions

Date: 27/09/2019

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- 1.0 The 5 Year and 20 Year National Development Plan identifies financial management and its reforms as one of the strength and enabling environment for the achievement of the national development goals.
- 2.0 One of the key reforms through the review of the payroll system with the intent to transition to a new payroll system is currently underway for a cost-effective application software that integrates with the Financial Management Information Systems noting that Government of Republic of Fiji is the largest employer. The transition to the new payroll system is thus a mammoth responsibility in terms of financial and people resources.
- 3.0 The Employment Relations Act 2007, section 47 provides for authorized deductions from wages that the employer may deduct that includes:
- (a) *deduct from the wages of a worker an amount due by the worker in respect of any tax or deduction imposed by law or ordered by a court;*
 - (b) *with the written consent of the worker, deduct an amount due by the worker as a contribution to a provident fund, school fund, pension fund, sports fund, superannuation scheme, life insurance or medical scheme, credit union, trade union, co-operative society or other funds or schemes of which the worker is a member and must on behalf of the worker pay the amount so deducted to the person empowered to collect amount or entrusted with the management of the fund, scheme, trade union or cooperative society;*
 - (c) *make deductions from the wages of a worker to the extent of an over-payment made during the immediately preceding 3 months by the employer to the worker by the employer's mistake; or*
 - (d) *make deductions at the request in writing of the worker—*
 - (i) *In respect of articles or provisions purchased on credit by the worker from the employer;*
 - (ii) *In respect of charges for the cost of accommodation, fuel or light supplied by the employer and used by the worker; or*
 - (iii) *In respect of food or victuals cooked, prepared and eaten on the employer's premises.*
- 4.0 The Ministry of Economy ('Ministry'), effective from **01 August 2019** is phasing out any **new** non-statutory direct deductions from wages that includes any personal/private debts that are taken by civil servants.

- 5.0 Existing deduction of personal/private debts will continue until such time this is fully paid/settled.
- 6.0 Similar services in form of direct deductions through standing orders with respective banks are available and civil servants are requested to discuss with their banks for such facility.
- 7.0 The Ministry looks forward for your understanding on the matter.
- 8.0 Should you need any further clarifications, please do not hesitate to contact the Senior Manager- Treasury, Raveena Kumar on 322 1340, email raveena.kumar@economy.gov.fj or Manager Payroll and Pensions, Sanjay Chand on 3221154, email sanjay.chand01@economy.gov.fj or Principal Accounts Officer, Ronita Singh on 3221159, email: ronita.singh@economy.gov.fj.

Thank you.



Makereta Konrote

Permanent Secretary for Economy

Encl.
Distribution List

Am

MINISTRY OF ECONOMY CIRCULAR

MINISTRY OF ECONOMY

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PHONE : 330 7011, FAX : 330 0834 / 330 8654

ECONOMY CIRCULAR NO: 01/2020

From:	The Permanent Secretary for Economy	Phone:	3307011
To:	As per distribution	File:	FIN60/13/15
Subject:	Suspension of TELS Repayments	Date:	10/08/2020

- 1.0 This is to advise Ministries / Departments that temporary suspension of Tertiary Education Loans Scheme ("TELS") repayments is applicable to all Civil Servants.
- 2.0 Ministries/Departments that include TELS deductions on its payroll are requested to raise salary inputs to suspend deductions of TELS repayments until 31st December 2020 (pay 26/2020).
- 3.0 Ministries/Departments are to raise salary inputs to reactivate the TELS repayments effective 1 January 2021 or pay 01/2021.
- 4.0 Ministries/Departments are also advised that employees who wish to continue with their current repayments may do so.

We look forward to your cooperation to ensure financial management and internal controls are maintained.

Should you require any further clarifications, please do not hesitate to contact the Manager Payroll and Pensions, Sanjay Chand on 3221155 or email on sanjay.chand01@economy.gov.fj

Thank you.



Makereta Konrote
Permanent Secretary for Economy

Enclosed:

Distribution List:

The Official Secretary, Office of the President
The Permanent Secretary for Prime Minister's Office
The Solicitor-General
Government Statistician – Fiji Bureau of Statistics
Permanent Secretary for i-Taukei Affairs
Director of Immigration
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Permanent Secretary for Employment, Productivity and Industrial Relations
The Permanent Secretary for Foreign Affairs
The Chief Registrar, High Court of Fiji
The Secretary-General to Parliament
Director Public Prosecution
Permanent Secretary, Ministry of Justice
Commissioner, Fiji Corrections Service
The Permanent Secretary for Communication
The Permanent Secretary for Civil Service
The Permanent Secretary for Rural & Maritime Development & National Disaster Management
Commander, Republic of Fiji Military Force
Commissioner, Fiji Police Force
The Permanent Secretary for Education, Heritage and Arts
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The Permanent Secretary for Local Government, Housing & Environment
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The Permanent Secretary for Sugar
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Government Printer – Government Printing & Stationery Department
Department of Environment
Permanent Secretary - Ministry of Disaster Management and Meteorological Services
The Permanent Secretary for Infrastructure & Transport
The Permanent Secretary – Ministry of Waterways
The Director – Mineral Resources

MINISTRY OF ECONOMY CIRCULAR

MINISTRY OF ECONOMY

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PHONE : 330 7011, FAX : 330 0834 / 330 8654

CIRCULAR NO: 01/2020-2021

From: Permanent Secretary for Economy

3 February 2021

To: All Permanent Secretaries
Heads of Departments

FIN 60/36

Subject: New Government Wage Earner (Wages) Processes

- 1.0 This Circular outlines the new processes for Government Wages that **Ministries and Departments** must follow effective from **29 January 2021**.
- 2.0 **The Ministry of Economy ("MoE")** has noted frequent delays in processing wages through the Bank of the South Pacific ("**BSP**") by Ministries and Departments. In an effort to make government processes efficient, MoE will pay wages on behalf of all Ministries and Departments with effect from **29 January 2021**.
- 3.0 The new process will replace the current process in the Financial Management Information System (**FMIS**). Ministries and Departments are to raise Journal Vouchers (JV's) every Friday with the exception of a Public Holiday where JV's should be submitted on the preceding working day. All JV's should clearly state the Ministry and Department, their Head, the Pay number and the year. Refer (**annexure 1** attached).
- 4.0 Ministries and Departments will be required to journalise deductions as per sample JV template (**annexure 1**) to the respective Standard Liability Group (SLG) trust account allocation in order to pay all vendors as per the deduction list.
- 5.0 Ministries and Departments are to strictly adhere to the timelines as per **annexure 2**. Any delays in submission of JV by the cut-off time will result in omission of the Ministry or Department's data from the master sheet submitted to the bank.
- 6.0 We look forward for your cooperation to ensure the revised process is executed effectively.
- 7.0 For any further clarifications, Manager Payroll and Pensions, Mr Sanjay Chand on 3221155 or email sanjay.chand@economy.gov.fj.

Thank you.



Makereta Konrote
Permanent Secretary for Economy

Encl.

(1)JOB COST ANALYSIS REPORT

[illegible]

**CREATE A EXCEL REPORT TO
BALANCE YOUR VOUCHER**

[illegible]

(2) COST REPORT

$$\begin{aligned} \frac{\partial}{\partial t} \left(\frac{1}{2} \rho v^2 \right) &= - \rho v \frac{\partial v}{\partial t} \\ \frac{\partial}{\partial x} \left(\frac{1}{2} \rho v^2 \right) &= - \rho v \frac{\partial v}{\partial x} \end{aligned}$$

(3) CREDIT REPORT

1970-1971, 1972-1973, 1974-1975, 1976-1977, 1978-1979, 1980-1981, 1982-1983, 1984-1985, 1986-1987, 1988-1989, 1990-1991, 1992-1993, 1994-1995, 1996-1997, 1998-1999, 2000-2001, 2002-2003, 2004-2005, 2006-2007, 2008-2009, 2010-2011, 2012-2013, 2014-2015, 2016-2017, 2018-2019, 2020-2021, 2022-2023, 2024-2025, 2026-2027, 2028-2029, 2030-2031, 2032-2033, 2034-2035, 2036-2037, 2038-2039, 2040-2041, 2042-2043, 2044-2045, 2046-2047, 2048-2049, 2050-2051, 2052-2053, 2054-2055, 2056-2057, 2058-2059, 2060-2061, 2062-2063, 2064-2065, 2066-2067, 2068-2069, 2070-2071, 2072-2073, 2074-2075, 2076-2077, 2078-2079, 2080-2081, 2082-2083, 2084-2085, 2086-2087, 2088-2089, 2090-2091, 2092-2093, 2094-2095, 2096-2097, 2098-2099, 2100-2101, 2102-2103, 2104-2105, 2106-2107, 2108-2109, 2110-2111, 2112-2113, 2114-2115, 2116-2117, 2118-2119, 2120-2121, 2122-2123, 2124-2125, 2126-2127, 2128-2129, 2130-2131, 2132-2133, 2134-2135, 2136-2137, 2138-2139, 2140-2141, 2142-2143, 2144-2145, 2146-2147, 2148-2149, 2150-2151, 2152-2153, 2154-2155, 2156-2157, 2158-2159, 2160-2161, 2162-2163, 2164-2165, 2166-2167, 2168-2169, 2170-2171, 2172-2173, 2174-2175, 2176-2177, 2178-2179, 2180-2181, 2182-2183, 2184-2185, 2186-2187, 2188-2189, 2190-2191, 2192-2193, 2194-2195, 2196-2197, 2198-2199, 2200-2201, 2202-2203, 2204-2205, 2206-2207, 2208-2209, 2210-2211, 2212-2213, 2214-2215, 2216-2217, 2218-2219, 2220-2221, 2222-2223, 2224-2225, 2226-2227, 2228-2229, 2230-2231, 2232-2233, 2234-2235, 2236-2237, 2238-2239, 2240-2241, 2242-2243, 2244-2245, 2246-2247, 2248-2249, 2250-2251, 2252-2253, 2254-2255, 2256-2257, 2258-2259, 2260-2261, 2262-2263, 2264-2265, 2266-2267, 2268-2269, 2270-2271, 2272-2273, 2274-2275, 2276-2277, 2278-2279, 2280-2281, 2282-2283, 2284-2285, 2286-2287, 2288-2289, 2290-2291, 2292-2293, 2294-2295, 2296-2297, 2298-2299, 2300-2301, 2302-2303, 2304-2305, 2306-2307, 2308-2309, 2310-2311, 2312-2313, 2314-2315, 2316-2317, 2318-2319, 2320-2321, 2322-2323, 2324-2325, 2326-2327, 2328-2329, 2330-2331, 2332-2333, 2334-2335, 2336-2337, 2338-2339, 2340-2341, 2342-2343, 2344-2345, 2346-2347, 2348-2349, 2350-2351, 2352-2353, 2354-2355, 2356-2357, 2358-2359, 2360-2361, 2362-2363, 2364-2365, 2366-2367, 2368-2369, 2370-2371, 2372-2373, 2374-2375, 2376-2377, 2378-2379, 2380-2381, 2382-2383, 2384-2385, 2386-2387, 2388-2389, 2390-2391, 2392-2393, 2394-2395, 2396-2397, 2398-2399, 2400-2401, 2402-2403, 2404-2405, 2406-2407, 2408-2409, 2410-2411, 2412-2413, 2414-2415, 2416-2417, 2418-2419, 2420-2421, 2422-2423, 2424-2425, 2426-2427, 2428-2429, 2430-2431, 2432-2433, 2434-2435, 2436-2437, 2438-2439, 2440-2441, 2442-2443, 2444-2445, 2446-2447, 2448-2449, 2450-2451, 2452-2453, 2454-2455, 2456-2457, 2458-2459, 2460-2461, 2462-2463, 2464-2465, 2466-2467, 2468-2469, 2470-2471, 2472-2473, 2474-2475, 2476-2477, 2478-2479, 2480-2481, 2482-2483, 2484-2485, 2486-2487, 2488-2489, 2490-2491, 2492-2493, 2494-2495, 2496-2497, 2498-2499, 2500-2501, 2502-2503, 2504-2505, 2506-2507, 2508-2509, 2510-2511, 2512-2513, 2514-2515, 2516-2517, 2518-2519, 2520-2521, 2522-2523, 2524-2525, 2526-2527, 2528-2529, 2530-2531, 2532-2533, 2534-2535, 2536-2537, 2538-2539, 2540-2541, 2542-2543, 2544-2545, 2546-2547, 2548-2549, 2550-2551, 2552-2553, 2554-2555, 2556-2557, 2558-2559, 2560-2561, 2562-2563, 2564-2565, 2566-2567, 2568-2569, 2570-2571, 2572-2573, 2574-2575, 2576-2577, 2578-2579, 2580-2581, 2582-2583, 2584-2585, 2586-2587, 2588-2589, 2590-2591, 2592-2593, 2594-2595, 2596-2597, 2598-2599, 2600-2601, 2602-2603, 2604-2605, 2606-2607, 2608-2609, 2610-2611, 2612-2613, 2614-2615, 2616-2617, 2618-2619, 2620-2621, 2622-2623, 2624-2625, 2626-2627, 2628-2629, 2630-2631, 2632-2633, 2634-2635, 2636-2637, 2638-2639, 2640-2641, 2642-2643, 2644-2645, 2646-2647, 2648-2649, 2650-2651, 2652-2653, 2654-2655, 2656-2657, 2658-2659, 2660-2661, 2662-2663, 2664-2665, 2666-2667, 2668-2669, 2670-2671, 2672-2673, 2674-2675, 2676-2677, 2678-2679, 2680-2681, 2682-2683, 2684-2685, 2686-2687, 2688-2689, 2690-2691, 2692-2693, 2694-2695, 2696-2697, 2698-2699, 2700-2701, 2702-2703, 2704-2705, 2706-2707, 2708-2709, 2710-2711, 2712-2713,

**(4) ALLOWANCES &
DEDUCTION REPORTS**

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Annexure 1: Journal Voucher Template

Journal Voucher – Ministry of Economy

Description – wages 05-2021 head 04

Debit		
PE Allocations	XX	
Bank Fee	XX	
		XXX
Credit		
Deductions-SLG 86	XX	
MOE IDC Wages	XX	
MOE IDC Bank Fee	XX	
		XXX

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Annexure 2: Submission Schedule

Submission Time tables

Submission of Journal Voucher	11.30hrs on Fridays , MoE salaries team will advise in case of Public Holidays on Fridays
Submission of Form "s"	11.30hrs on Fridays , MoE salaries team will advise in case of Public Holidays on Fridays
Submission of Wages Reconciliation	All wages needs to be reconciled and submitted prior to the submission of Journal Voucher



MINISTRY OF EDUCATION, HERITAGE & ARTS

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Fax: (679) 3303511

24 April 2021

File: IT 04/24

The Honorable Alvick Maharaj
Chairman of the Public Accounts Committee
Parliament Complex
Gladstone Road
Suva

Dear Sir

RE: Clarification of Issues – Compliance Audit Report (PP No. 269 of 2020)

With respect to the above report, the responses have been compiled and provided in a separate document named “ MEHA_Reponse to Clarification of Issues Paper 269 of 2020”

For any clarifications, please do reach out to me on edwin.kumar01@govnet.gov.fj

Yours sincerely

for Dr. Anjeela Jokhan
Permanent Secretary Education, Heritage & Arts

IT Audit Response to the Public Accounts Committee

1.0 Introduction

MEHA IT Unit has been working closely with the Government ITC regarding the IT plans, documentation and frameworks as all these have to be aligned to the Government ITC.

2.0 Responses

1. IT Governance Framework for MEHA

Since the Audit was carried out, MEHA IT Unit has developed a draft IT Governance Framework, which has also been sent to the government ITC for feedbacks. All agency IT governance frameworks should be aligned to a national ITC one and we will await ITC's feedback and respectively incorporate any changes respectively.

The MEHA IT Unit will carry out quarterly reviews of all its plans and policies related to IT as such this Framework will be again reviewed in May 2021.

The deadline for all feedbacks from ITC to be incorporated in MEHA's governance framework is end of July 2021

Attached is the draft IT Governance Framework for MEHA IT.

Business Continuity Plan and Disaster Recovery Plan

MEHA IT Unit has developed a Business Continuity Plan (BCP), which also has been sent to ITC for their feedbacks. This draft plan will be finalized accordingly upon ITC's comments.

The MEHA IT Unit will carry out quarterly reviews of all its plans and policies related to IT as such this BCP Plan will be again reviewed in May 2021.

Attached is the draft BCP Plan for MEHA IT.

The work is in progress regarding the Disaster Recovery Plan (DRP) and MEHA IT Unit is seeking guidance from ITC regarding this since the DRP for MEHA is dependent on that of ITC.

The deadline for a draft DRP is end of July 2021.

Information Security Policy

This is work in progress and MEHA IT Unit is currently seeking guidance from ITC regarding this specially with the fact that all of our servers are hosted in ITC's data center.

The deadline for a draft policy read is end of July 2021.

2. Service Level Agreement (SLA) between MEHA – IT Department and ITC

Service Level Agreement is something new that the MEHA IT unit is working in this year. While we have identified and agreed on the key performance indicators from our end, we need agreement on the same by ITC. The Unit has been liaising with ITC and is in the process to meet with the ITC team to get an agreement on the performance benchmarks that will be incorporated in the SLA. The team will then draft an SLA based on this agreed benchmarks.

The deadline for a draft SLA to be ready is end of August 2021.

3. Risk Management Plan

A lot of the risks identified for the IT systems for MEHA that overlaps and is dependent with the systems and process at ITC.

MEHA IT Unit will work in collaboration with the Government ITC to draw up a Risk Management Plan by end of July 2021.

4. Physical Security

MEHA IT unit has managed to secure funding to upgrade its official facilities at Senikau house in order to introduce more physical controls to govern the accessibility of its operational systems as well as safeguard its' physical IT assets.

A Vendor for an upgrade has been selected after a Tender process. The Contract is currently with the Office of the Solicitor General for vetting before execution. Works are expected to begin around mid-May 2021.

MEHA IT facility is expected to be upgraded by July-2021.

5. SSL

MEHA IT Unit did not get any budget in this financial year to procure this and is liaising with government ITC to provide us with the SSL certificates that we can use.

Government ITC has not become back to MEHA on this yet, but we will seek another update in early May 2021. On the same note a request has been put in with MEHA's finance team to request for funding and if available MEHA IT unit will procure the SSL certificates independently.

3.0 Conclusion

MEHA IT Unit is prioritizing the work on IT Governance, plans and systems security. The Unit will work to get all these Frameworks, plans and documentation completed in a reasonable timeframe based with its current resources. MEHA will work on the tasks in the MEHA Strategic Plan 2019-2023 which includes project design for ISO27005.



IT Governance Framework

1.0 Introduction

Governance means establishing accountability while creating a model that balances operational excellence and innovation to enable service delivery and streamline business processes. The goal of IT Governance is to ensure that the balanced mix of Ministry of Education, Heritage and Arts (MEHA) services is aligned with strategic and cross-functional business objectives. Governance activities are targeted at understanding the issues and strategic importance of IT, enabling the enterprise to sustain its operations, and implementing the strategies required to advance IT in response to future needs of MEHA. Governance practices aim at ensuring that the expectations for IT are met and IT risks are mitigated.

2.0 Governance Processes

Like most large IT organizations, Ministry of Education, Heritage and Arts (MEHA) is a strong advocate of using industry frameworks such as the IT Infrastructure Library (ITIL) to help manage the IT service lifecycle and more efficiently align IT with MEHA strategic and business goals. MEHA aims to work towards aligning its IT Governance Framework with frameworks such as ITIL. In consideration to the information security standards, MEHA plans to work towards the project design for ISO27005.

One way of describing IT governance is the stewardship of IT resources on behalf of the stakeholders who expect a return from their investment. MEHA addresses that stewardship by:

- Ensuring close alignment between IT and the business
- Maintaining a centralized structure that is process-oriented, cross-functional, and stresses IT's value to the business
- Using an operating model that emphasizes to work towards compliance with industry frameworks and overall excellence in operations

A handful of principles define MEHA's IT governance objectives and keep IT focused on priorities:

- Business value and quality of solutions
- Established systems to enable the clients and stakeholders including schools and students benefit from the technological initiatives implemented by MEHA.
- Ensuring that IT delivers against the Costed Operation Plan (COP) through clearly defined expectations and measurement (Operational excellence)
- Architectural compliance
- Security governance and compliance

3.0 Governance Roles and Responsibilities

As a Ministry, MEHA is measured on its ability to improve productivity, improve clients and stakeholders satisfaction and drive the usage of technology. These goals cannot be met without close alignment between business and IT. To that end, MEHA plans to form a centralized, cross-functional Business Process Technical Working Group (BPTWG)

A primary function of the BPTWG is IT investment spending. When a governance model does not move some accountability for IT investment to a centralized body, duplication in investment and initiatives can be the consequence. The inverse of this is a model that emphasizes speed in decision making. MEHA values business agility, but it must be balanced by a commitment to judicious spending. The BPTWG ensures that such a balance exists between agility and accountability.

The IT Unit shall attend to hardware faults in a systematic and timely manner subject to the resources available. The software deployments would preferably be done after normal working hours subject to the availability of testers.

4.0 Strategic and Operational Planning

MEHA has developed an IT operating model, a set of interrelated processes by which IT makes decisions and governs its functional activities. The operating model focuses on these high-level areas:

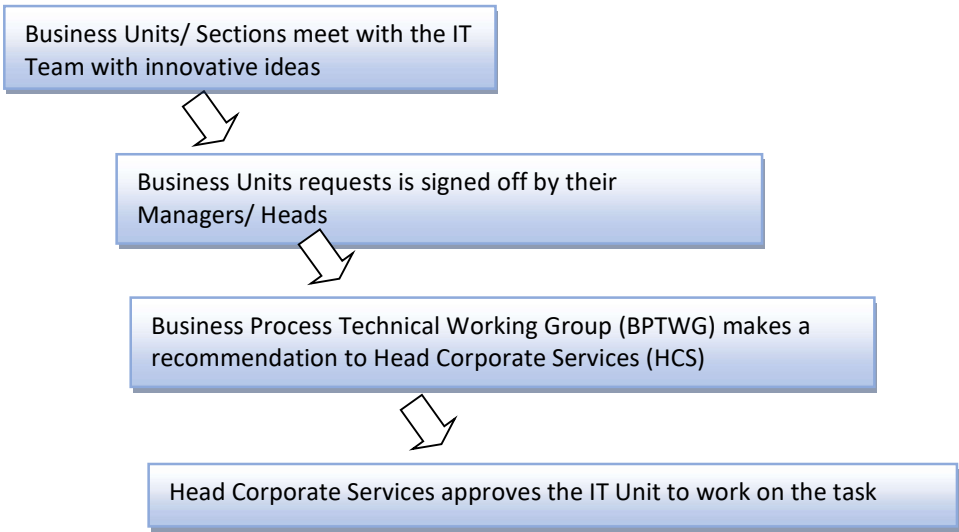
- Architecture
- Planning
- Software Development
- Release Management
- User Training
- Operations
- Support

MEHA is diligent in making sure that everyone in IT understands the operating model (COP) and how it can be applied productively to their work. MEHA IT follows a change request process with documentation to implement the operating model in each functional area. MEHA's operational model now serves as a framework to streamline IT decision-making and the organization.

MEHA IT Unit use the appropriate practices to form a basis to move towards the ITIL process framework.

MEHA's investment in IT governance has provided positive results Ministry-wide, notably increased business agility, as well as improved IT accountability. Planning to commit to standards such as ITIL will be critical for success, as is full participation and involvement from other sections at MEHA. These guidelines will help to eliminate unnecessary spending and duplication of efforts. With the operating model in place, MEHA can sustain a healthy balance between technology innovation and operational excellence, fueling productivity and business growth.

5.0 IT Governance Process





Ministry of Education, Heritage and Arts

Business Continuity Plan (BCP)

IT Unit

1. Purpose

Ministry of Education, Heritage and Arts (MEHA) IT Unit's Business Continuity Plan (BCP) focuses on the recovery from a disruption in IT service. Specifically, this plan provides guidance to ensure that the MEHA IT Unit can respond effectively to a disruption and restore essential services to the students, staff, schools, public and stakeholders as quickly as possible.

2. Objectives of this Plan

The objectives of this business continuity plan are to:

- Identify advanced arrangements and procedures that will enable the MEHA IT Unit to respond quickly to an emergency event and ensure continuous performance of critical business functions.
- Protect essential facilities, equipment, vital records, and other assets.
- Reduce and mitigate disruptions to business operations.
- Identify teams which would need to respond to a crisis and describe specific responsibilities.
- Facilitate effective decision-making to ensure that MEHA IT Unit operations are restored in a timely manner.
- Identify alternative courses of action to minimize and/or mitigate the effects of the crisis and shorten MEHA IT Unit's response time.
- Quantify the impact of any kind of emergency in terms of dollars, time and services.
- Recover quickly from an emergency and resume full service to the students, staff, schools, public and stakeholders in a timely manner.
- Service level agreements are met with the Government ITC in the event of a disruption that impacts the IT services supporting MEHA, students, staff, schools, public and stakeholders.

3. Business Impact Analysis

- The MEHA IT Unit and each Section must perform a risk threat assessment and business impact analysis to identify significant risks/threats and prioritize critical functions based on financial and non-financial impact to MEHA.
- All functions must identify critical process dependencies which includes Government ITC, systems, applications, people, facility, vendor/supplier, and any other necessary resources to recover the critical function.

4. Strategy and Plan Development

- All critical functions within MEHA supported by the IT Unit must develop appropriate and actionable contingency plans that will enable management to focus on resuming MEHA's most critical functions, in the event of a business disruption. The plan shall have documented recovery strategies that include workarounds for processes in which dependencies are unavailable to resume servicing MEHA, students, staff, schools, public and stakeholders.
- Key stakeholders supporting critical functions must ensure that effective contingency arrangements are in place.

5. Plan Activation Procedures

Warning Conditions

With warning:

It is expected that in some cases, the MEHA IT Unit will receive a warning at least a few hours prior to an event. This will normally enable the plan to be enacted with an orderly notification and evacuation of staff.

Without warning:

The ability to execute this plan following an event with little or no warning will depend on the severity of the emergency and the number of staff in MEHA IT Unit who have been affected by the event.

- ***Non-Duty Hours:*** Although the MEHA IT Unit office may be rendered inoperative, it is likely that the majority of MEHA IT Unit staff could be alerted and deployed to the alternate site.
- ***Duty Hours:*** If possible, this plan will be activated and the pre-designated available staff will be deployed.

6. MEHA IT Unit Program Management

Business Resiliency testing for all critical functions, must take place annually for all critical processes. The MEHA IT Unit must review the BCP plans annually and when there has been a significant change in the business or infrastructure. Head Corporate Service's sign-off is required for all final response plans, testing and remediation plans.

7. Training and Awareness

Business resiliency training applies to all MEHA IT Unit staff, HCS and process owners involved in the execution of business continuity plans.

8. Communications Plan

During a crisis situation, the MEHA IT Unit will communicate the situation to Head Corporate Services (HCS) in a reasonable time frame. HCS will then inform the Permanent Secretary (PS) of MEHA. The information provided must be accurate and timely.

In particular, any estimate of the timing to return to normal working operations should be announced with care. It is also very important that only authorized personnel deal with media inquiries.

Staff Communications

If a MEHA IT Unit staff member learns of a potential crisis situation, the staff should immediately contact the Manager ICT and HCS.

If the building structure is in question, staff should *not* enter the building.

Once a crisis has occurred, the following chart and plan section will be used to communicate with all parties:

Groups of persons or organizations affected by disruption	Persons authorized to coordinate communication to affected persons and organizations	
	Position	Contact Details
ITC	Manager ICT	9907377
Schools	Head National Education and Service Delivery (HNESD)	8909614
Management and Staff	Head Corporate Services	9985978
Media	Head ESU	9986490
Other Third Parties	Head ESU	9986490

9. Dependencies

The most critical dependency in the success of this BCP is the response time of ITC, if the required as part of the recovery.

10. Compliance

Compliance with MEHA IT Unit's BCP is required. Compliance to this plan is verified through various methods, including but not limited to, reports from available business tools, internal and external audits, self-assessments, and/or feedback.