



MLMR  
MINISTRY OF LANDS  
& MINERAL RESOURCES

2018-2019

# Annual Report



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2<sup>nd</sup> October, 2019

Hon. Jone Usamate  
Minister for Infrastructure, Meteorological Services, Lands & Mineral Resources  
iTaukei Trust Fund Board Complex  
SUVA.

Dear Sir,

I am pleased to present the Annual Report for the Ministry of Lands & Mineral Resources for the Financial Year 2018/2019.

This report is produced in accordance with the Sustainable Development Goals, 5 & 20 Year National Development Plan, Ministry's relevant legislations and Strategic Plan 2018-2022; and provides a detailed summary of the ministry's performance and major highlights.

It reflects the requirement of the Finance Management Act of 2004 and also the Government's Manifesto in upholding and implementing the 2013 Fijian Constitution.

A ministry can only function properly with good support, and for this we also thank the efforts of Ministry of iTaukei Affairs, the Office of the Solicitor General, Department of Environment, Department of Town & Country Planning, Registrar of Titles, Fiji Revenue & Customs Authority and iTaukei Land Trust Board.

The achievements of the Ministry were made possible through the collective contributions and support of the senior managers and staff; that enabled the Ministry to deliver its targeted outputs and ensure effective and efficient service delivery to all Fijians. I extend my gratitude and acknowledge your support.

Yours faithfully,

Dr. Raijeli Taga (Mrs.)  
Permanent Secretary for Lands & Mineral Resources

# PERMANENT SECRETARY

## LANDS & MINERAL RESOURCES | STATEMENT



**Dr. Raijeli Taga**

Permanent Secretary for Lands & Mineral Resources

The Ministry has continued with its remarkable performance in the 2018/2019 financial year from the last financial year. Throughout the 2018/2019 financial year, the ministry continuously have shown an improvement in its service delivery with a more robust approach towards enhancing our systems and processes and also earmarking digitization of land dealing files to in the upcoming financial years.

The 2018/2019 budget is the utmost contribution towards the ministry's service delivery; with \$37.48m allocated, \$14.27m for Capital Projects and \$6.98m for Operational Projects; the ministry in total had utilized \$34.12m.

The Ministry of Lands & Mineral Resources is acutely aware of its responsibilities to Government in its central role to provide the people of Fiji with an effective and efficient management of all state land initiatives including the facilitation of Fiji's mineral sector and ground water resources.

This is implemented through intermediate land and mineral policies where lessees/licensee are being monitored to ensure there is commitment by leases/license holders towards meeting the conditions of their leases/licence and ensuring us to meet the growing demand on land and groundwater supply.

Overall, we believe it had been a very successful yet challenging year for the Ministry, considering its budget performance and major achievements which are demonstrated in this report.

The Ministry's achievements for this financial year were:

i. **Distribution of the Fair Share Royalty Payments**

A total sum of \$3,698,344.86 was paid to four (4) iTaukei land and three (3) freehold land owning units.

ii. **Review of Standard Operating Procedures**

The Ministry has commenced on reviewing the Vol II of its Standard Operating Procedures (SOP) as part of its Business Re-engineering process in order to fast track service delivery in an effective and efficient manner.

iii. **Upgrade of Geodetic Datum**

The continuous work on the construction of CORS stations around Fiji, and in addition to the Labasa and Nabouwalu CORS stations; the installation of all equipment was completed for six (6) stations

iv. **Land Acquisition**

Out of the 20 acquired properties; acquisition of 5 properties was for the extension of the Nausori airport and for the construction of the Somosomo mini-hydro; and other infrastructure development for public purposes that in return generates revenue for the country

v. **Drilling of 24 boreholes**

From the 25 targeted outputs, the ministry effectively drilled 24 boreholes of which 17 were successfully reticulated. As such, this portrays the demand in water supply in the country.

The Ministry encountered challenges; whether it be external and internal influences such as climatic conditions which has affected daily operations.

However, despite these challenges, the Ministry remained composed to successfully manoeuvre the organization through these rough patches to ensure that business proceeded as normal and services continued to be delivered to the public.

My deepest appreciation to all staff who toiled through this financial year enabling the ministry to perform better each year.

I now invite all readers to our Ministry's Annual Report 2018/2019.

*Vinaka Vakalevu,*

Dr. Raijeli Taga (Mrs.)  
Permanent Secretary for Lands & Mineral Resources

## OUR VISION

Vibrant, Dynamic and Efficient Management of our Land and Minerals for a Sustainable Environment and Economic Future for the benefit of the People of Fiji.

## OUR MISSION

Implementing the established platforms by:

- Vigorously implement government's reforms and policy initiatives on lands, minerals and groundwater resources;
- Provide outstanding administrative and facilitate services to our customers;
- Keeping abreast with technological changes and modern approaches to ensure timely and quality services;
- Improving revenue collection to assist with government nation building efforts;
- Embracing a corporate culture that is based on ethical and moral values;
- Moulding team leaders and members to be agents of change;
- Developing a sense of societal and environmental responsibility;
- Recruiting, developing, motivating, rewarding and retaining capable personnel through good leadership and conducive working environment.

## OUR VALUES

- Honesty & Integrity
- Commitment
- Responsiveness
- Sharing and Caring
- Respect & Equity
- Professionalism
- Transparency and Accountability
- Innovation
- Inclusivity

## MINISTRY'S OVERVIEW

The Ministry of Lands and Mineral Resources administrates all state lands and regulates all mineral resources in Fiji. Further, the Ministry oversees the effective implementation and revision of the following legislations:

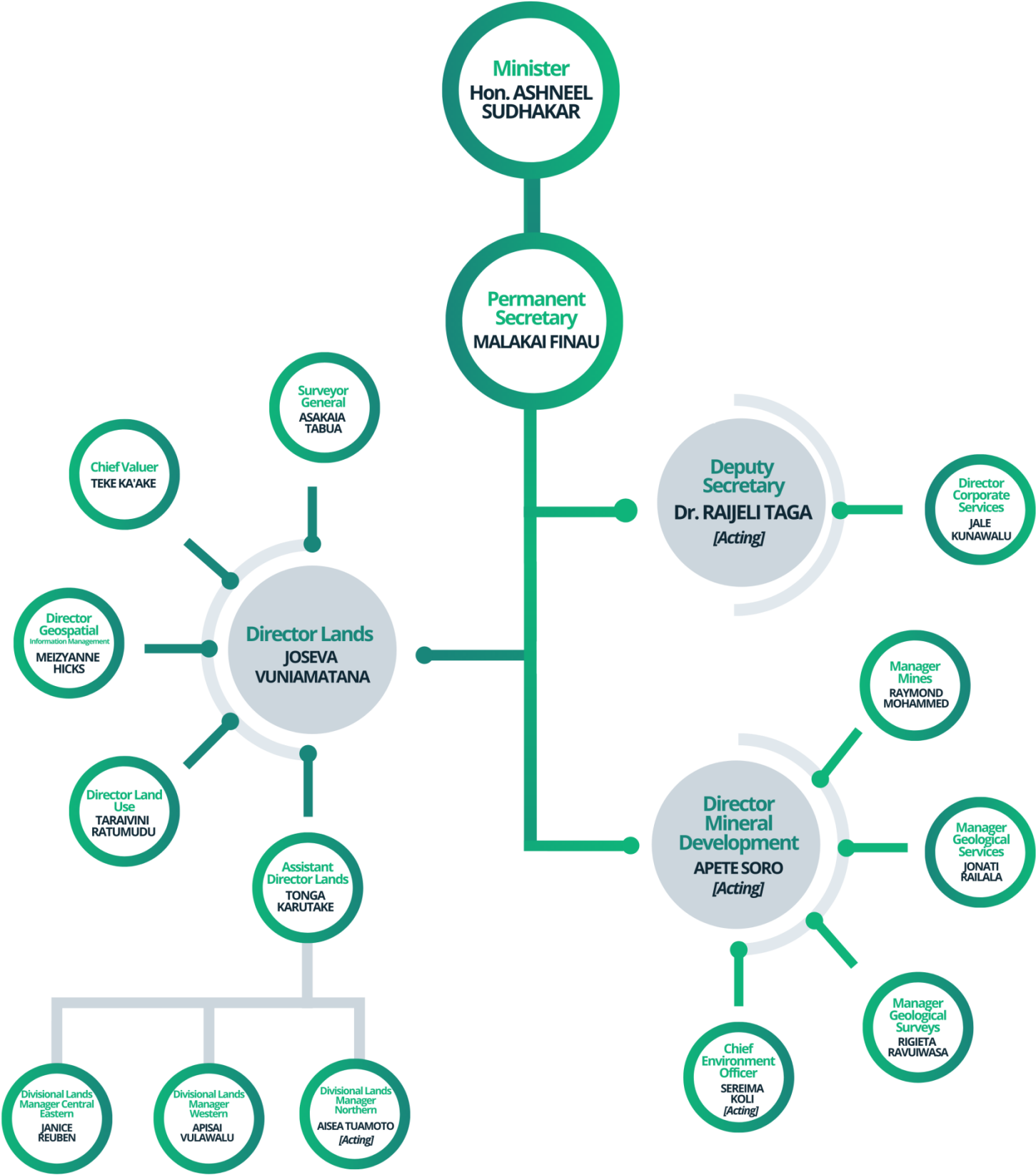
DEPARTMENT OF LANDS	DEPARTMENT OF MINERAL RESOURCES
i. State Lands Act 1945 <ul style="list-style-type: none"> <li>• State Lands (Leases and Licences) Regulation 1980</li> <li>• State Lands ( State Grants) Regulation 1980</li> <li>• State Lands (Public User) (Nukulau Island) Regulations 1970</li> </ul> ii. River and Streams Act 1880 <ul style="list-style-type: none"> <li>• River and Streams (Fees) Regulation 1966</li> </ul> iii. State Acquisition of Lands Act 1940           iv. Surveyors Act 1969           v. Land Use Act 2010	i. Mining Act 1965 <ul style="list-style-type: none"> <li>• Mining Regulations 1966</li> </ul> ii. Continent Shelf Act 1970           iii. Quarries Act 1939 <ul style="list-style-type: none"> <li>• Quarries Regulation 1939</li> </ul> iv. Explosive Act 1937 <ul style="list-style-type: none"> <li>• Explosive Regulation 1938</li> </ul> v. Fair Share of Mineral Royalties Act 2018

The Ministry has two major departments:

- Department of Lands and Survey
- Department of Mineral Resources.

This 2018/2019 Annual report outlines the state land and mineral resources outcomes achieved by the ministry through the implementation of work programmes and financial undertakings.

OUR STRUCTURE







# DEPARTMENT OF LANDS

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# LAND USE DIVISION

**Alignment to the 5 Years & 20 Years National Development Plan, 2018-2022 Ministry's Strategic Plan and 2018-2019 Costed Operational Plan.**

## OVERVIEW

With the Government's endeavor to advance the management of the land reform system; the Land Use division was established for the following reasons:

- (i) utilize designated iTaukei land in a manner that is in the best interest of iTaukei land owners and designated state land with a view of achieving optimal return to State;
- (ii) develop a Land Use Bank to facilitate the efficient leasing of lands which are currently idle and unutilized under terms and conditions which are attractive to both the landowners and tenants;
- (iii) provide long tenure of lease for a sustainable and progressive development of the agricultural and commercial sectors; and
- (iv) ensure to make all land available leased with the purpose of providing a livelihood for all the parties concerned.

## STAFF STRUCTURE

The Land Use division is headed by the Director Land Use. The division has one Principal Land Use officer who directly reports to the Director. There are six senior officers including the Senior Public Relations Officer, Senior Geospatial Officer, a Senior Surveyor, two Senior Valuers and one Senior Marketing Officer. The Division also has three Surveyors, three Valuers, one Lands Officer, one Administrative Officer, three Executive Officers, one Marketing Officer, one IT Officer, one Geospatial Assistant, three Survey Assistants, one registry Clerk and two Drivers. The Division consists of twenty-nine staff.

## ACHIEVEMENTS, SIGNIFICANT TRAININGS AND EVENTS

The division continues to strengthen its service deliveries through empowering the iTaukei land owners to attain the maximum return from their land and partnering with investors to develop those lands deposited in the Land Bank. These arrangements are planned to bring economic growth and contribute towards Fiji's GDP.

STRATEGIES		TARGET	ACHIEVEMENT
1.	Conveyancing	23	23
2.	Consultations & Public Relations	73	73
3	Total Acreage –viable land designated	1000 hectares	1200 hectares
4	Lease Monitoring	152	152
5	Number of designated iTaukei land surveyed	8	8
6	Number of valuations for designated land	243	246
7.	Number of designations leased	6	8
8.	Marketing	60	85
9.	Number of translation made [lease document]	1	1
10.	LOU Consultation Workshop	1	1

## 1. LAND BANK INVESTMENT

The division also developed a 17 acre native land in Legalega Nadi subdivided to produce 77 residential lots. Upon which 99-Year lease term will be issued.

## 2. STATUS OF CAPITAL PROJECTS

	MATAQALI	STATUS AS OF JULY 2019	PENDING
1.	Legalega	Sealing – Completed Footpath – Completed	Sewer line connection to pump station. Street lights
2.	Yako	Awaiting fund confirmation from MoE	Tender yet to be awarded, work to commence next financial year.

## 3. NEW REGISTERED LEASE

Listed below are the eight (8) new leases that were registered during the financial year:

	NAME OF LESSEE	LOT NUMBER	SO ON MATAQALI NAME	PROVINCE
1.	Mr. Puna Cama	Lot 11	SO 7125 on Mataqali Volivoli	Cakaudrove
2.	Mr. Mohammed Fida Hussain	Lot 10	SO 7125 on Mataqali Volivoli	Cakaudrove
3.	Mr. Shiu Kumar	Lot 3	SO 7125 on Mataqali Volivoli	Cakaudrove
4.	Mr. Amar Deo	Lot 1	SO 7125 on Mataqali Volivoli	Cakaudrove
5.	Mr. John Hamilton	Lot 5	SO 7125 on Mataqali Volivoli	Cakaudrove
6.	Mr. Leone Dreunavudi	Lot 12	SO 7125 on Mataqali Volivoli	Cakaudrove
7.	Mr. Kamal Pratap Singh	Lot 4	SO 7125 on Mataqali Volivoli	Cakaudrove
8.	Mr. Daven Chand	Lot 9	SO 7125 on Mataqali Volivoli	Cakaudrove

## NEW INITIATIVES TO BE UNDERTAKEN BY THE DIVISION

1. Designation of idle state lands for development by the division to enable optimum returns to the State.
2. Engagement of financial institutions such as the Fiji Development Bank to assist lessees with their financial obligations in obtaining land lease holding.
3. Re-strategizing internal processes to improve 'designation' process.
4. Issuance of LOU bio-data to enrich relationship and ensure transparency with land owners.
5. Proposal to issue 'access' lease as a form of incentives to relevant LOU whose land has been identified for exploration.



Figure 1: FSC Lease



Figure 2: Mataqali Nakorosago Lease Monitoring



Figure 3: Structural improvements carried out in Bulia Island by KSL



Figure 4: Legalega progressive site monitoring on development improvements.



Figure 5: Survey works being carried out for Mataqali Korovou, Bulia, Kadavu

## CHALLENGES & WAY FORWARD

	CHALLENGES	WAY FORWARD
1.	Prolonged timelines in receiving consent from the Land Owning Unit	Amendments to the SOP to address issues raised by land owning units and allow the Unit to carry out processes within the framework of the Land Use Act and its subsequent Regulations
2.	The ever changing stance of Land Owning Units in terms of land designation, Trustees, payment of premiums and rentals	Building a cohesive relationship and healthy collaboration with Land Owning Units at all stages of the Land Administration process
3.	The delay in obtaining approval from the Government Tender Board including development approval agencies in the execution of Capital Projects	Priorities the designation and development of unencumbered State Land and the valuation of these subject sites based on comparative market rates which would ensure optimum returns to State coffers and could eventually make the Division a self-sustaining government entity



Figure 6: Awareness being conducted by Public Relations unit.



Figure 7: Vaturova Roadshow



# GEOSPATIAL

## INFORMATION MANAGEMENT DIVISION

Alignment to the 5 Years & 20 Years National Development Plan, 2018-2022 Ministry's Strategic Plan and 2018-2019 Costed Operational Plan.

## OVERVIEW

The Geospatial Information Management (GIM) Division is responsible for creating and updating key geospatial data sets that are used by various government, non-government, private agencies and individuals in areas related to planning, land development, environment, and conservation.

Additionally, its work is to capture and manage geospatial information, the GIM Division aligns itself to meet the following development plans:

<b>NATIONAL DEVELOPMENT PLAN (NDP)</b>	<p><b>Embracing appropriate and new technology for productivity improvement</b> E-Government platforms to speed up approvals processes, business registration, land use administration, taxation, and other services will be further streamlined.</p> <p><b>A sound regulatory environment for inclusive and sustainable private sector development</b> Enhance land use administration</p> <ul style="list-style-type: none"> <li>▪ Capacity building to develop the Fiji Geospatial Information System, National Land Bank and National Land Register</li> <li>▪ National Land Register</li> <li>▪ Land Use Master Plan-FGIS</li> </ul> <p><b>Creating vibrant and environmentally sustainable urban centers.</b> Include vulnerability assessments, and climate change and natural hazards impact projections in infrastructure and urban planning through development of hazard maps for all urban centers.</p>
<b>MLMR STRATEGIC PLAN</b>	<p><b>Land Reform</b></p> <ul style="list-style-type: none"> <li>• Capacity building to develop the Fiji Geospatial Information System, National Land Bank and National Land Register</li> <li>• An efficient and accessible National Land Bank Register</li> </ul> <p><b>Modernizing the Business Regulatory Environment</b></p> <ul style="list-style-type: none"> <li>• Develop Fiji Geospatial Information System as a centralized hub (Vanua GIS) for private and public sector for the use of information for Investment and Sustainable Development opportunities in a regulated environment.</li> <li>• Fully developed National Land Register for Leases and property information</li> <li>• Fully developed Fiji Geospatial Information System, National Land Bank and National Land Register</li> <li>• Geospatial Strategy developed and implemented at all levels</li> <li>• Geospatial Act Enacted to cater and safeguard for the Geospatial industry at large</li> <li>• Fully competent and self-sustainable Geospatial Industry</li> <li>• Have a digital government in place</li> </ul>

<b>MLMR COSTED OPERATIONAL PLAN 2018-2019</b>	<b>Operational</b>
	<ul style="list-style-type: none"> <li>• Production and upgrading of maps, plan and legal diagrams</li> <li>• Database and applications developments and enhancements</li> <li>• Updating of the National Land Register where the latest update of land ownership is maintained</li> <li>• Development and updating of the National Land Use Master Plan</li> </ul>
	<b>Capital</b>
	<ul style="list-style-type: none"> <li>• Land Use Master Plan</li> <li>• Document Management System</li> </ul>

## STAFF STRUCTURE

The Division is headed by Director for Geospatial Information Management (DGIM). There are 2 Sections within the division; the Mapping and FGISS Section which are headed by their respective Principal Geospatial Officer. Within the Mapping Unit there are 4 sections; Air Survey, Cartography, Statutory and Draughting, each headed by their own Senior Geospatial Officers. The FGISS section also has 4 units which are each headed by their respective Senior Geospatial Officers; Geospatial Information System, System Analyst, System Support and Fiji Geospatial Information. The Division consists of 50 staffs.

## ACHIEVEMENTS, SIGNIFICANT TRAININGS AND EVENTS

In the 2018/2019 financial year, the division has achieved the following:

	GIM OUTPUTS	TARGETS	ACHIEVEMENTS
1.	Customized Map	700	1034
2.	Projecting Mapping	6	8
3.	Survey Plans Verified	5452	8087
4.	Verify & link of State, Freehold and i-Taukei leases/dealings	1000	1053
5.	Charting of approved Survey Plans	200	453
6.	Gravel licence mapping on GIS	24	27
7.	Update CCMS	500	1485
8.	Preparation of legal diagrams	900	1302
9.	Scanning of historical sales reports	35	50
10.	PPs scanned	25	57
11.	Revenue – Sales of Maps	\$90,000	\$126,410.71

## CAPITAL AND OPERATIONAL PROJECTS

### 1. DOCUMENT MANAGEMENT SYSTEM

The Documentation Management System is a systematic way of storing software information to manage and track electronic documents captured through massive scaled scanning which is considered a crucial tool in streamlining processes and maximizes efficiency and output.

The benefits of DMS include:

- minimizing the use of papers, files and manual means of documentation which in turn creates more space;
- timely extraction and provision of information to facilitate to internal and external requests; and
- maximizing productivity.

The proposed project currently awaits approval from ITC Steering Committee for implementation.

### 2. FIJI GEOSPATIAL INFORMATION

## LEARNING & CAPACITY DEVELOPMENT

LOCAL AND INTERNATIONAL TRAINING ATTENDED		
DIVISIONS	NAME OF INTERNATIONAL AND LOCAL TRAINING ATTENDED	NUMBER OF STAFF ATTENDED
GIM	Policy on Information and Communication Technology in Pacific Countries (Overseas)	1
	COSPPac2 Meetings Cook Islands (Overseas)	1
	Fourth Expert Consultation and Meeting on Geospatial Information Malaysia (Overseas)	1
	Human Assistance and Disaster Relief Workshop NZ (Overseas)	2
	Leadership Development Program (Local)	1
	ICT for the Improvement of Government Capacity and Services Japan (Overseas)	1
	Geospatial World Forum Amsterdam (Overseas)	1
	UN Committee of Experts on Global GIS Management (Overseas)	1
	Performance Management Training (Local)	3
	<b>TOTAL</b>	<b>12</b>

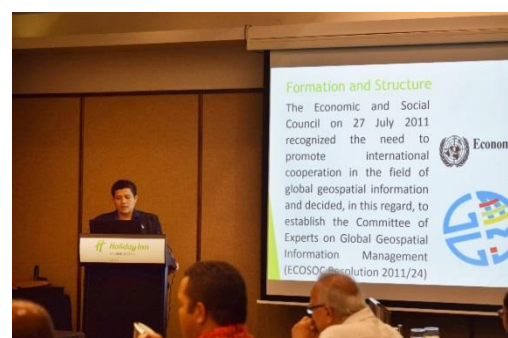


Figure 8: GIM Officers attending to various responsibilities on behalf of the Ministry



## NEW INITIATIVES TO BE UNDERTAKEN BY THE DIVISION

### 1. DIGITIZATION OF LAND RECORDS

Upon the purchase of a large format scanner, the division began scanning old and worn out land records which is currently being maintained at the Draughting Office. There are more than 40,000 maps, plans and records that need to be scanned. This activity will continue in the coming financial year.

**Document Management System:** the initiative to scan and digitize all lease files will resolve the delay of lease applications and speed-up the current existing processes.

### 2. 3D UAV PHOTOGRAPHY

The successful UAV photography of 16 prominent buildings within the Suva city area that were processed into 3 Dimensional images. This initiative is a first for the ministry and government. Activities undertaken by relevant GIM officers included; defining prominent buildings, formulating a methodology, carrying out the UAV missions and creating the 3D buildings.

## CHALLENGES & WAY FORWARD

	CHALLENGES	WAY FORWARD
1.	Delays in approval from external agencies that are part of the procurement processes.	Wider consultations and referrals on operations and projects to be held between the two parties in order to determine the next course of action
2.	Delays in responses or feedback from external agencies on requirements, correspondence and queries for activities.	Regular feedback via email by approving agencies to be undertaken
3.	Intervention from external parties on planned activities, which result in delays and or changes to activities.	Strengthen collaboration with Procurement Office in terms of refresher training on procurement processes
4.	Delay in the 'writing-off' of items (PCs, Laptops, Printers, Scanners, Screens, etc.).	Divisions to advise at least 2months before new financial year on items they wish to be cleared or written off.
5.	Delay in the major project purchases due to delay in obtaining approvals.	Intervention from PSLMR on requests or submissions that are not progressing or delaying in timeline
6.	Sharing of username and password.	Drafting of an IT Policy to address this.

# LAND ADMINISTRATION

Alignment to the 5 Years & 20 Years National Development Plan, 2018-2022 Ministry's Strategic Plan and 2018-2019 Costed Operational Plan.

## OVERVIEW

The review of the land administrative process is one of the areas of focus outlined in the National Development Plan (NDP) in order to improve the efficiency and effectiveness of land use administration. The division's main objective is to ensure that all state land are being utilized to its full potential with the aim to provide equal land opportunities to all and further generate revenue for the State.

The administrative duties include:

1. Preparation of legal documents;
2. Stamping and Registration of leases/licenses and other related documents;
3. Ministerial Consent to Dealings;
4. Directors Consent to Land Dealings;
5. Issuance of Foreshore Development leases – which also includes conducting awareness for Climate Change Adaption through public consultations on Foreshore Developments (Waiver of Fishing Rights);
6. Transmission of Schedule A & B Land; and
7. Preparation of the **State Land Master Plan** that would be guiding document to assist the Ministry in managing and controlling allocation of land in a sustainable manner.

## STAFF STRUCTURE

The Lands Section is headed by the Assistant Director Lands (ADL). The entire Lands Administration division consists of a total of 14 staff. The chain of authority continues with the Assistant Director to the 2 Principle Lands Officers (PLO), 3 Senior Lands Officers (SLO), 6 Lands Officers (LO) and 2 Executive Officers (EO).

There are 4 sections within the division:

1. Stamping /Registration and Land Dealing Unit
2. Foreshore Development Unit
3. Sustainable Land Use & Development Unit
4. Schedule A & B Unit



Figure 9: Gravel Site Inspection at Naitasiri



Figure 10: Team SLUPD - Consultation Meeting with Stakeholders

## ACHIEVEMENTS, SIGNIFICANT TRAININGS AND EVENTS

ASSIGNED ACTIVITIES		TARGET	ACHIEVEMENT
1.	Total number of Leases, Approval Notice of Lease, Tenancy At Will, Variation of Lease, Re-entry, Licenses prepared – Target	1076	3,107
2.	Consent to Transfer, Mortgage, Subletting, Caveat, Subdivision, Build, Legal Proceedings, Evict, Connect Water Meter, Connect Electricity, Rezoning – Target	2,370	2,944
3	Awareness for Climate Change Adaptation through Public Consultations on Foreshore Developments (Waiver of Fishing Rights)	20	32
4.	Preparation of Licenses(Gravel)	84	40
5.	Ministerial Consent	160	118
6.	Stamping	700	1,496
7.	Registration	700	1,156
8.	Research and Formulate proposal for optimum use of state land	50	36
9.	Land Use Survey and Research – Development Concept Plans <ul style="list-style-type: none"> <li>i. Narere Govt. Barracks</li> <li>ii. Marine Quarters, Nabua</li> </ul>	2	Still in process

## NEW INITIATIVES TO BE UNDERTAKEN BY THE DIVISION

### 1. PRIME MINISTER’S FILES

A lands officer has been assigned to look after all cases referred to from the Office of the Prime Minister and to remind the Senior Management to prioritize the files.

### 2. MONITORING REPORT

- A lands officer has also been delegated to monitor the Division’s targeted outputs and provide weekly report to PLO, ADL, DL, and PSLMR & MLMR.
- The division also provides updates on land issues raised by the Customer Advocacy Officer.
- Additionally, the section also monitors pending files on officer’s tables through weekly file surveys.

## CHALLENGES & WAY FORWARD

	CHALLENGES	WAY FORWARD
1.	Building Staff Capacity	Encourage multi-skilled workforce. Staff rotation.
2.	Illegal Development of Foreshore Land	Land demarcation by the developer to be approved by DL and consented/witnessed by the iTaukei Qoliqoli custodians.
3.	Noting of registered Transfers	An update to be provided by the solicitor in 3 months; or a CTC to be carried for the updating of new lessee records.



# VALUATION DIVISION

**Alignment to the 5 Years & 20 Years National Development Plan, 2018-2022 Ministry's Strategic Plan and 2018-2019 Costed Operational Plan.**

## OVERVIEW

The Valuation Division is headed by the Chief Valuer who is also the Chief adviser to Government on all valuation matters. The division undertakes valuation works for Government ensuring equitable compensation payment for properties acquired for capital projects.

For valuation consistency by statutory organizations such as Fiji Roads and Water Authority of Fiji, all valuations are approved by Chief Valuer further to which negotiations are facilitated by these authorities.

All state owned assets in towns and cities are liable for rates and the division ensures all dues are paid in accordance to Local Government Act, 1972.

The iTaukei Leases to State ensures governments land requirements are facilitated effective through valuation and negotiations with iTaukei Lands Trust Board and private landlords.

There are three main Sections within the Valuation Division namely;

1. Acquisition and iTaukei Leases to State and Special Valuation,
2. Rating Valuations, Statistics & Property Market Research Section and
3. Rental & Estates

The Valuer's Registration Board which oversees the registration of valuers is also coordinated by the Secretary who is a representative from Chief Valuer's Office. The Chief Valuer is also a member of the Valuers Registration Board.

The Division's core functions are aligned to the following:

GOAL(S)	STRATEGY	OUTCOMES
	SECURE LAND FOR LINE MINISTRIES.	
<b>WATER &amp; SANITATION</b>	Access to treated and reticulated water supply	Land acquisition/ Administration of iTaukei leases to State
<b>HEALTH &amp; MEDICAL SERVICES</b>	Access to quality health facilities. Upgrade existing hospitals	
<b>EDUCATION YOUTH SPORTS</b>	Construction of rural sports complex & ground/field projects	
<b>MODERNISING LAND TRANSPORT</b>	Existing roads to be upgraded	
<b>DOMESTIC AIRPORT &amp; INTERNATIONAL CONNECTIVITY</b>	Expand domestic air services [Matei airport] Continue upgrading of Nausori airport	
<b>SUSTAINABLE CITIES &amp; TOWNS</b>	Support the administration of municipal councils to effectively administer town-planning responsibilities	Rating valuation / Sexennial valuation
<b>MODERNIZING THE BUSINESS REGULATORY ENVIRONMENT</b>	Formulate a Land Valuation Act	Land Valuation Act

## STAFF STRUCTURE

The Valuation division is headed by the Chief Valuer and consists of 3 major Sections; Acquisition, iTaukei Leases to State (TLTS), Special Valuations, Rating, Statistics and property market and Rental and Estates Section which is in divisional office central, western and northern. There are 2 Principal Valuations who head each respective Section. The Acquisition TLTS Special Valuation section consists of 1 Acting Senior Valuer Acquisition, 1 Senior Valuer for TLTS and 1 Senior Valuer Rating; 2 Valuers; and 1 Technical Assistant.

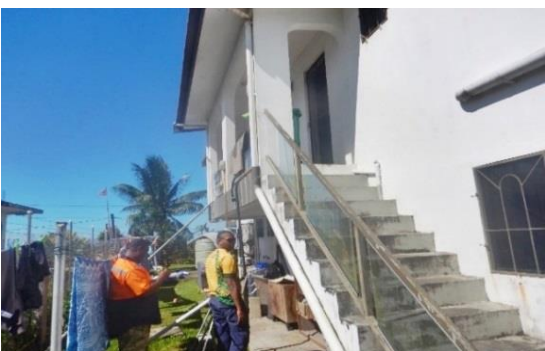


Figure 11: Building Cost Analysis



Figure 12: GPS Training



Figure 13: Bangladesh Squatter Settlement Inspection

## ACHIEVEMENTS, SIGNIFICANT TRAININGS AND EVENTS

The Valuation division has had an eventful and demanding financial year where staff had to adopt multitasking techniques in order to achieve its set out target and meet its regulatory function and role.

SPECIFIC AGENCY OBJECTIVES	STRATEGIES FOR IMPLEMENTATION	TARGET	ACHIEVEMENT
Land Acquisition For Public Purposes	Acquire and transfer Land Interest to State	20	20
	Verify and approve valuation basis and Valuations undertaken for all statutory bodies (Fiji Roads Authority/Water Authority of Fiji)/Land Use Division	220	150
Special Valuation	Asset Valuation For Financial Management	10	15
Administration of iTaukei Leases to State	Applications of New Leases submitted to iTLTB.	10	10
	Applications for Renewal of iTaukei Lease submitted to iTLTB.	12	1
	Reassessment of Rent on existing iTaukei Land Leased to State	30	56
	Assessment of Premiums for Non-Government Schools	8	24

[Continue next page]

[Continuation]

SPECIFIC AGENCY OBJECTIVES	STRATEGIES FOR IMPLEMENTATION	TARGET	ACHIEVEMENT
Municipal Councils Rate Demand Notices	Consult municipal councils for their rates demands and complete verification	650	654
Sexennial revaluation	Rating Valuation for Municipal Councils.	Nadi Town Extension	No sexennial revaluations undertaken due to absence of Ministry of Local Government approval, however sales and building cost analysis was undertaken for Rakiraki, Tavua and Ba Town.
Maintenance of valuation roll	Undertake Roll Maintenance valuation for local authorities under the Local Government Act 1972	100	465
Sales Information	Collation of property sales data	1700	1731
Property sales.	Production of monthly property sales.	160	326

SPECIFIC AGENCY OBJECTIVES	STRATEGIES FOR IMPLEMENTATION	TARGET	ACHIEVEMENT
<b>Property Market Report</b>	Production of Property Market Report	1	1
<b>Rental reassessment</b>	Collate data on leases due for reassessment in 2019 and undertake assessment of rental.	466	691
<b>Assessment of rentals/leasehold market value/premium</b>	Undertake and submit valuation requests for issue of new leases	630	540
<b>Assessment of penal rent</b>	Assessment of penal rent for breach of lease conditions completed	42	35
<b>Valuation for government renting (office accommodation &amp; quarters)</b>	Rental valuation for Government quarters completed	30	71

## THE CHIEF VALUERS CONFERENCE

The Chief Valuers conference was held for the first time in Lautoka with the Valuer General of Norfolk Island, Mr. Paul O'Kelly and Mr. Callum Taylor, Deputy Valuer General New Zealand were invited as guest speakers.

The workshop had valuation participants from Government Departments, Statutory Bodies, and financial institutions and it was also attended by Fiji's biggest landowning institution, the iTaukei Land Trust Board. Among the topics of discussions were: rating valuation, property tax, asset values and compensation for intangible assets.





Figure 14: Chief Valuer's Conference Participants at Vuda, Lautoka

## NEW INITIATIVES TO BE UNDERTAKEN BY THE DIVISION

- The division took the initiative in discussion with Korean Appraisal Board (KAB) through KOICA on digitisation of valuation records.
- Two (2) valuers Principal Valuer Farzana Khan and Senior Valuer Meredani Tuitubou attended a three (3) weeks programme with KAB to understand the public announced price system, appraisal standard and public appraisal system, statistics and survey on real estate price change and specialized organisation on compensation valuation process in Korea.
- The division also initiated staff rotation for exposure of staff to various valuation functions within the Ministry.



Figure 15: Principal Valuer Farzana Khan and Senior Valuer Meredani Tuitubou attending Valuation training in Korea.

## CHALLENGES & WAY FORWARD

	CHALLENGES	WAY FORWARD
1.	Capacity building for valuers and registration	Staff capacity building through continuous professional development  Prioritize and encourage valuers to be registered

# SURVEY DIVISION

**Alignment to the 5 Years & 20 Years National Development Plan, 2018-2022 Ministry's Strategic Plan and 2018-2019 Costed Operational Plan.**

## OVERVIEW

The Survey division provides land survey services and advice for the Government. The Division is also responsible for regulating and checking all land surveys attended to by registered surveyors (private and government) in accordance with the Surveyors Act and Surveyors Regulations. Another major role of the Division is to carry out inspection survey to ensure the integrity of survey works carried out by individual surveyor is scrutinized.

The division continues to strive for excellence and service through consistent training and development of the use of modern survey technology and latest survey software.

Moreover, the division will continue to build its human resources to be more responsive whilst trying to meet the challenges of the changing environment, societal needs and demands in the foreseeable future.

The development of state land by the Division is aligned to the National Development Plan through the Government's endeavour to continuously develop idle state land into productive and sustainable livelihood. Further works on the upgrading of the Fiji Geodetic Datum to international standards were undertaken which should be completed in the near future. Once complete, it should empower different industries that rely on geospatial and surveying information to use modern technology to collect positions based on international coordinate systems.

It is challenging or impossible to combine datasets relating to town planning, property boundaries, flood mapping data, groundwater accessibility data, population locations etc. because they use different coordinate reference frames, i.e. different definitions of where the origin of the map is. As a result the data cannot be aligned or compared to each other spatially. For example, the location of a hospital may have a different latitude, longitude and height depending on who collected the data and what they use as a coordinate reference frame. In other cases, the coordinates may not be known at all. This limits the use of the data and restricts the power of spatial data for decision-making.

## STAFF STRUCTURE

The Surveyor General is the head of the Division who has 2 Principals: a Principal Surveyor and a Principal Plan Examiner. There are 5 Senior Surveyors, 1 Senior Geospatial Officer, 6 Surveyors, 15 Technical Assistants, 2 Technical Officers, 11 Survey Assistants, 1 Chainman and 7 Laborers.



## ACHIEVEMENTS, SIGNIFICANT TRAININGS AND EVENTS

### 1. NATIONAL GEODETIC SURVEY

TARGET	ACHIEVEMENT	
Talenaua to Navua	<b>Target Output:</b>	Talenaua – Navua
	<b>Subject Area:</b>	Tikina Batiwai, Serua
	<b>Achievement:</b>	GPS Field Campaign – Completed Raw data download – Completed Network adjustment, Loops & Misclosures and Transformations – Completed Survey Plan drawing – Completed
	<b>Plan number:</b>	SO 8507 (3 sheets)

### 2. SURVEY OF MAHOGANY PLANTATIONS

TARGET	ACHIEVEMENT
<b>CONTROL SECTION</b>	
Galoa	Lot 8 (495.5Ha) <ul style="list-style-type: none"> <li>100% field work completed</li> <li>50% data computation and plan drawing</li> </ul>
	Lot 12 (598 Ha) <ul style="list-style-type: none"> <li>100% field work completed</li> <li>Remoteness of lot a backlog in the progress of achieving monthly target</li> </ul>
Naboutini	Lot 8 (360 Ha) <ul style="list-style-type: none"> <li>Field work completed</li> <li>Survey Plan lodged to Plan Assessment Unit on 12/09/18 - SO 8182</li> </ul>
<b>DIVISIONAL LANDS OFFICE CENTRAL EASTERN</b>	
Nukurua	Field work completed for the following; <ul style="list-style-type: none"> <li>Lot 22 (4.6897Ha)</li> <li>Lot 23 (77.5006Ha)</li> <li>Lot 1 (231.6623Ha)</li> <li>Lot 2 (257.3800Ha)</li> </ul>

### 3. SURVEY OF GOVERNMENT PROPERTY ON ITAUKEI LAND

TARGET	ACHIEVEMENT
Central Eastern	i. Navunikabi Nursing Station ii. Nameka Agriculture Station iii. Lomaivuna Agriculture Station iv. Qarani Govt. Station
Western	i. Keiyasi Sports Complex ii. Nakoromumu Hospital iii. Korolevu Govt. Station iv. Lawaqa Govt. Station
Northern	i. Saqani FRA Depot ii. Navetau Nursing Station iii. Waiyevo Govt. Station iv. Wainikoro Govt. Station



#### 4. PURCHASE OF SURVEY EQUIPMENT

TARGET	ACHIEVEMENT
5 total stations	Purchase of; <ul style="list-style-type: none"> <li>5 instruments – calibrated and dispatched to divisions; and</li> <li>Two (2) sets of GNSS (RTK) equipment</li> </ul>

#### 5. UPGRADE OF NATIONAL GEODETIC DATUM FRAMEWORK

TARGET	ACHIEVEMENT																			
3 Huts & Pillars	1.	<b>CORS construction &amp; Installation:</b> Construction of 3 CORS stations; a. Rotuma CORS station b. Lakeba CORS station c. Ono-i-Lau CORS station and the installation of all equipment was completed for six (6) stations																		
	2.	<b>Solar Systems</b> <ul style="list-style-type: none"><li>50% payment made to the contractor – Clay Energy for solar power installations</li><li>3 CORS stations were being powered by diesel generator and backup 12V batteries</li></ul>																		
	3.	<b>Trigonometric Station Reconnaissance</b> <table><tr><th colspan="2">AREA</th><th>TOTAL NUMBER (7 DAYS OBSERVATION)</th><th>6 HOURS OBSERVATION</th></tr><tr><td>1.</td><td>Viti Levu</td><td>22 stations</td><td>42 stations</td></tr><tr><td>2.</td><td>Vanua Levu</td><td>18 stations</td><td>23 stations</td></tr><tr><td>3.</td><td>Maritime Islands</td><td>12 stations (<i>to be done during the field campaign</i>)</td><td>23 stations</td></tr></table>			AREA		TOTAL NUMBER (7 DAYS OBSERVATION)	6 HOURS OBSERVATION	1.	Viti Levu	22 stations	42 stations	2.	Vanua Levu	18 stations	23 stations	3.	Maritime Islands	12 stations ( <i>to be done during the field campaign</i> )	23 stations
	AREA		TOTAL NUMBER (7 DAYS OBSERVATION)	6 HOURS OBSERVATION																
	1.	Viti Levu	22 stations	42 stations																
2.	Vanua Levu	18 stations	23 stations																	
3.	Maritime Islands	12 stations ( <i>to be done during the field campaign</i> )	23 stations																	
4.	Completed CORS A total of 8 CORS was completed during the financial year.																			



Figure 16: Lakeba CORS



Figure 17: Lakeba CORS



Figure 18: Rotuma CORS



Figure 19: Ono-i-Lau CORS

#### 6. DEVELOPMENT OF STATE LAND

TARGET	ACHIEVEMENT
Vakamasiusua Industrial Subdivision	<ul style="list-style-type: none"> <li>Development in progress</li> <li>Project roll over to next financial year</li> </ul>
Field 40	<ul style="list-style-type: none"> <li>Development progress of 98% achievement</li> <li>Project roll over to next financial year</li> </ul>



**7. MAINTENANCE OF EXISTING SUBDIVISIONS**

TARGET	ACHIEVEMENT
Central Eastern	Kinoya Subdivision – construction of footpath
Western	Construction of access roads at Tavuisewa, Tavua and Navo, Nadi
Northern	Valebasoga (pt. of) DP 5576 and Rara (pt. of) SO 3942 & SO 3299

**8. PERIPHERY SURVEY OF NG2**

TARGET	ACHIEVEMENT
18Km	36Km

**9. SURVEY PLANS**

TARGET	ACHIEVEMENT
12	12 Survey Plans Approved

**10. APPROVAL NOTICE LEASE SURVEY**

SUBDIVISION	FIELD WORK	SURVEY PLAN
Vunika SL12694	100% complete	Scheme plan approved, awaiting rezoning fees

**11. CORE FUNCTION - LEASE FILE SURVEY**

	WORK CONDUCTED	NO. OF FILES
1.	Renewal of scheme plan condition	5
2.	Rezoning	1
3.	Redefinition Survey	13
4.	Detail Survey	3
5.	Proper Survey	1
6.	Subdivision	1
7.	Stake Out Boundary	3
8.	Correspondence	15

**12. ADHOC SURVEY WORKS****a. Control Section**

DESCRIPTION	COMMENTS
1. Grantham Rd Development– SO 7919	Inspecting survey carried out to determine creek alignment
2. Pacific Harbour	The purpose of the survey is to verify position of High Water Mark (“HWM”) on survey done by Wood & Jepsen - to ascertain the correct HWM boundary where findings and the following conclusions were made To conclude, the following was noticed: The mangroves observed as being old and undisturbed.
3. Naulu Subdivision – SO 7965	Inspection survey was done to verify fixation of datum
4. Nadawa – SO 7089	Inspection survey was done to verify the traverse information from SO 7089
5. Deuba – DP3630	This survey was done to determine extent of high water mark and accretion.

**b. Central Eastern Division**

DESCRIPTION		COMMENTS
6.	Levuka Town Council	Scheme plan lodged to iTLTB for normal application
7.	Mr. Wilson – Levuka	Scheme plan lodged to iTLTB and awaiting surrender of lease from Valuation Section
8.	Davigele Agricultural Station	Scheme plan lodged to iTLTB
9.	Kavala Government Station	Scheme plan lodged to iTLTB
10.	Vunisea Sports Complex	Scheme plan lodged to iTLTB
11.	Light House Topographical Survey	Topographical plan submitted to Fiji Navy
12.	Golf Link Topographical Survey	Topographical plan submitted to Fiji Military Force
13.	Naduruloulou Research Station Survey	Scheme plan lodged to iTLTB
14.	Rotuma Survey	Scheme plan lodged to DTCP
15.	Soso Agricultural Station Survey	Scheme plan lodged to iTLTB

**c. Northern Division**

DESCRIPTION		COMMENTS
16.	Wainigadru Fisheries Station	Topo scheme plan completed as per request from Ministry of Forestry.

**SIGNIFICANT TRAININGS AND EVENTS****1. SURVEYORS REGISTRATION**

Mr William Robert attained his Surveyors Registration Certificate on the 6<sup>th</sup> of March 2019. This has increased the number of registered surveyors in the Ministry to a total of 6 from 5 in this financial year.

**2. TRAININGS**

Two (2) trainings were conducted for 12D Software with a total of 8 attendees.

Furthermore, the 12D training will allow for quick and high quality production of survey plans. With 12D model's powerful design capabilities, difficult surveying tasks can be easily visualised and completed.

Moreover, the software is compatible with the latest survey technology available in the ministry such as Global Navigation Satellite Systems (GNSS) and improves work efficiency through shortened turnaround time, that is, work that usually takes 2 weeks by 4 officers can be completed within 2 days by only 2 officers. Thus, the Ministry directly benefits in terms of turnaround time, budget and human resources.

**NEW INITIATIVES TO BE UNDERTAKEN BY THE DIVISION****1. APPROVAL OF SURVEY PLANS WITHIN 24 HOURS**

The survey plans are sent to the Registered Surveyor within 24 hours following approval by the Surveyor General. In previous practices, approved survey plans were processed for more than 24 hours without notices to clients. The initiative has contributed to more efficient service delivery which includes reassessments work for the Valuation Division.

## 2. SUBMISSION OF TITLE SURVEY PLANS FOR ALL TLFC SURVEY

This new process includes the compulsory submission of title survey plans with all TLFC surveys. This allows the Titles Office to have proper title diagrams for the Registration of iTaukei Land, which further benefits the landowners.

## CHALLENGES & WAY FORWARD

	CHALLENGES	WAY FORWARD
1.	Inadequate information on leased sites for government property on iTaukei Land.	Re-inspection of sites.
2.	Many sites listed as unsurveyed are inactive leases.	Stronger collaboration with relevant sections and ministries.
3.	Budget constraints due to diversion of funds and unforeseen circumstances.	Re-adjustment of project staff and work programme
4.	Contractors adherence to scope of works provided.	Strict monitoring of works conducted.



A full-page photograph of two geologists in a field of tall grass. One geologist in the foreground is wearing a yellow high-visibility shirt and blue long-sleeved shirt, holding a large geological hammer. The other geologist in the background is also wearing a yellow high-visibility shirt and blue long-sleeved shirt, bent over a yellow equipment case. The background shows trees and a clear sky.

# DEPARTMENT OF MINERAL RESOURCES

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# GEOLOGICAL SERVICES DIVISION

Alignment to the 5 Years & 20 Years National Development Plan, 2018-2022 Ministry's Strategic Plan and 2018-2019 Costed Operational Plan.

## OVERVIEW

The Geological Services Division's core functions are aligned to the following planning documents:

1. SDG Goal 6 – Clean Water and Sanitation;
2. NDP Inclusive Socio-economic Development – Water and Sanitation;
3. SP Goal 2 - Water and Sanitation; and
4. COP 2018/2019 – Ensure sustainable development of groundwater resources & Advisory Services

These global and national goals are implemented through:

1. The development of groundwater resources of Fiji (groundwater assessment, drilling and reticulation); and
2. Providing geological hazard assessment and earthquake / tsunami monitoring conducted through continuous monitoring of earthquakes and issuance of warnings in case a tsunami is generated.

To facilitate such responsibilities, the division is made up of 4 sections tasks with respective thematic roles namely the Hydrogeological Section, Drilling Section, Seismology Section and Laboratory Section.

## STAFF STRUCTURE

The Division is made up of one Manager that looks after 4 units:

1. **LAB UNIT** Consists of one Senior Scientific Officer and two STA – Technical Officer II, one STA – Technical Assistant (project)
2. **HYDROLOGY UNIT** Consists of 1 PSO, 1 SSO, 1 STO, 1 SO, 2 TO II, 2 TA AND 3 TA Project
3. **DRILLING UNIT** Consists of 1 PTO, 1 STO, 1 TOHG, 2 TO II, 2 TA, 1 Operator FRASTE (with 3 additional staff), 1 Operator TONE 300 (with 3 additional staff), 1 Operator GEMCO (with 3 additional staff), and 1 Operator ROSS (with 3 additional staff).  
  
Reticulation has two teams that comprises of six members each.
4. **SEISMOLOGY UNIT** Consists of 1 SSO, 1 SO, 1 TO II, 2 TO II, 2 TA, and 10 relieving staff



Figure 20: Staff collecting water samples for quality monitoring during evaluation exercise



Figure 21: Hydrogeology - GW investigation survey using geophysics



Figure 22: Groundwater exploration drilling underway using mud rotary method



Figure 23: Cleaning of existing borehole using high capacity method

## ACHIEVEMENTS, SIGNIFICANT TRAININGS AND EVENTS

OUTPUTS	PLANNED ACTIVITIES	TARGET	ACHIEVEMENTS
Consulting Services — Groundwater Boreholes & Development	Analysis of groundwater and geochemical samples	400	1,315
	Groundwater assessments and Investigation <ul style="list-style-type: none"> <li>61 Reconnaissance Survey</li> <li>30 Geophysics Survey</li> </ul>	30	91
	Borehole drilling and evaluation <ul style="list-style-type: none"> <li>25 borehole drillings</li> <li>10 reticulation</li> </ul>	35	35 <ul style="list-style-type: none"> <li>24 boreholes drilled, 17 successful</li> <li>11 reticulation</li> </ul>

### 1. BREAKDOWN OF SUCCESSFUL BOREHOLES DRILLED, RETICULATED AND BENEFICIARIES

NO.	BH NO.	LOCATION	DEPT H(M)	PRELIMINARY DISCHARGE RATE (L/S)	STATUS
1.	BH 18/05	Bucaiyavu village	55.87	1.8	Successful
2.	BH 18/12	Logani, Koromakawa	-	-	Abandoned
3.	BH 18/04	Karoko village	40	4.4	Successful
4.	BH 18/15	Koroivonu village	33	0.9	Successful
5.	BH 18/16	Natewa village	35	3.2	Successful
6.	BH 18/10D	Namarai, Cikobia	8	0.5	Successful
7.	BH 18/17	Tavuto Settlement, Sigatoka	35	1.5	Successful
8.	BH 18/18	Adi Maopa School, Vanua Balavu	17	1.5	Observation bore
9.	BH 18/19	Waciwaci School, Lakeba	-	-	Abandoned
10.	BH 19/01	Adi Maopa School, Lau	18	0.9	Successful
11.	BH 19/02	Narocivo, Lau	-	-	Abandoned
12.	BH 19/03	Waciwaci Site 2, Lakeba	34	0.4	Successful
13.	BH 19/04	Waciwaci Site 3, Lakeba	35	0.45	Successful
14.	BH 19/05	Malaka, Vanua Balavu	19.5	1.4	Successful
15.	BH 19/06	Rararua, Sigatoka	20	1.5	Successful
16.	BH 19/07	Vatukaroa, Saqani	41	1	Successful
17.	BH 19/08	Navukebuli, Saqani	27	0.7	Successful
18.	BH 19/09	Narewa 1, valley road	-	-	Abandoned
19.	BH 19/10	Nasaqalau, Lakeba	30	2	Successful
20.	BH 19/11	Waitabu, Lakeba	45	0.4	Successful
21.	BH 19/12	Najia, Lakeba	36	0.3	Successful
22.	BH 19/13	Namuka-i-cake School	30	0.3	Successful
23.	BH 19/14	Narewa 2, valley road			Abandoned
24.	BH 19/15	Nasovatava, Sigatoka	11.5		Abandoned

**Note:**

Those highlighted reflects Small Islands drilling	11	Successful	17
Total drilled boreholes	24	Abandoned	6
Large Islands	13	Observation	1

### 2. SUCCESSFUL INSTALLATION OF SEISMIC VSAT STATION

The seismology section carries out physical checks on a quarterly basis on seismic software and hardware.

- 236 local events recorded in the Fiji region during this financial year (2018-2019). Most event magnitudes were minor to strong size with shallow to deep depth source location.
- 661 regional events occurred during the year ending. Most were minor to major size magnitudes with shallow to deep depth source location.
- 337 Earthquake Information were released during the year.

### 3. EARTHQUAKE AND TSUNAMI AWARENESS PROGRAM

Target for awareness is 50 centers – the division surpassed its target with 55 centers covered.

AWARENESS CENTERS COVERED FOR 2018-2019 FINANCIAL YEAR					
PROVINCE	DISTRICT	AWARENESS PERIOD	VILLAGES		TOTAL VILLAGES
RA	NALAWA	01/10/2018-05/10/2018	1. Navitilevu 2. Nausori 3. Dadamu 4. Rokovuaka 5. Nalalawa		5
BUA	VUYA SOLEVU NADI WAINUNU	03/03/2019-23/03/2019	1. Navave 2. Vuya 3. Makolei 4. Nawaido 5. Cavaga 6. Nasavu 7. Nasolo 8. Nasawana 9. Sawani 10. Nabunikadamu 11. Nakabuta 12. Saolo 13. Nakawakawa 14. Nakorotiki 15. Daria 16. Nayakasali 17. Cogea 18. Nadua 19. Batiniuciwai		19
CAKAUDROVE	WAILEVU EAST & WAILEVU WEST	07/05/2019-27/05/2019	1. Vuadomo 2. Nukubolu 3. Nakawaga 4. Vunivesi 5. Levuka 6. Waisali 7. Naibalebale 8. Vakativa 9. Natuvu 10. Valeni 11. Vunidawamoli 12. Natua 13. Nakasa 14. Bagata 15. Laucala 16. Dawara 17. Naiqaqi 18. Keka 19. Vatuvonu 20. Nabaci 21. Jerusalemi 22. Vatulele 23. Urata 24. Nacodreudreu 25. Naloaloa 26. Wailevu 27. Dreketi		27
RA	NALABA & TOKAIMALO	03/06/2019-06/06/2019	1. Burelevu 2. Naraviravi 3. Navuniyamunu 4. Naiyaulevu		4
TOTAL # OF AWARENESS CENTERS COVERED					55



Figure 24: World Tsunami Day



## TRAININGS

1. Pacific Island Countries (PIC) Special Training on Water Resources Development and Management organized by KOICA. October 7 (Sun.) – October 27 (Sat.), 2018, Seongnam & Daejeon, Republic of Korea



2. Handling and maintenance of Mazeenza drill rig training at Sigatoka Valley on 14/08/19



## NEW INITIATIVES TO BE UNDERTAKEN BY THE DIVISION

1. The use of new and modern technology and implementation of new element testing, such as gold and silver is still underway.
2. The Government invested \$4.2 million for the purchase of two new drill rigs.
3. The breakdown of the purchase is tabulated:

	ITEM	LOCAL/OVERSEAS
1.	Large truck mounted multi Drill rig for Large Islands with accessories - \$2,926,438.52	Overseas
2.	Small Track mounted multi drill rig for Small Islands with accessories -\$697,055	Overseas
3.	One 9-tonne truck with 5-tonne HIAB - \$249,100.01	Local
4.	Two 3-tonne trucks -\$169,980.00	Local
5.	1 Tractor- \$128,620	Local

4. The Ministry has received all the items above.
5. The procurement of the drill rigs strengthens the Ministry's commitment towards the National Development Plan through the rural water supply Programme and is augmented to provide access to clean water in rural areas and to meet the target of 85% of rural communities having access by 2021. It is crucial that this new advances equipment is purchased to enable this provision by improving the quality and safe supply of groundwater and its reticulations to schools, communities and government stations in Fiji's rural or remote areas.



CHALLENGES & WAY FORWARD

	CHALLENGES	WAY FORWARD
1.	Facing trouble shooting of the Digester and AAS machines	Obtaining practical experience on the machines including familiarizing the trouble shooting tool
2.	Storage and laboratory data base to be available online	Create laboratory data base accessible to everyone
3.	Rigs and Supporting equipment breakdowns together with unavailability of spare parts locally	Inclusion of 2 new Drill Rigs and Compressors will be an added boost to the Drilling Fleet and recruitment of additional plumber to assist in our reticulation works



Figure 25: Water samples collected during Reconnaissance Survey



Figure 26: Drilling Unit - Field Compressor



Figure 27: MRD Awareness at FNU & USP Open Day



# GEOLOGICAL SURVEY DIVISION

Alignment to the 5 Years & 20 Years National Development Plan, 2018-2022 Ministry's Strategic Plan and 2018-2019 Costed Operational Plan.

## OVERVIEW

The Geological Survey Division is aligned to the National Development Plan (NDP) through the following **strategic goals**:

1. **Goal 5** Sustainable Cities and Towns "Creating a vibrant and environmentally sustainable urban centers"
2. **Goal 6** Expanding the rural economy "Promoting equal opportunities, access to basic services building resilient communities"
3. **Goal 7** Mining "A sustainable Mining and Quarry Industry"

The Division contributes to Goals 5 and 6 through implementing the following strategies:

1. Mapping of resources based sectors by Divisional and Province Level
2. Hazard mapping and inventory
3. Resource mapping and inventory
4. Development of databases.

The Division further supports Goal 7 through the following strategies:

1.	<b>Sustainable Management of the Industry</b>	i.	Carry out mineral/resources assessments
		ii.	Provide updated and verified information on surveyed areas and their mineral potential
		iii.	Upgrade the quantity and quality of geoscience information
2.	<b>Encourage and accelerate growth through Foreign Direct Investment (FDI)</b>	i.	Promotion and marketing activities
		ii.	Update mineral investigation program database

The Geological Survey division in achieving the targets set out in the NDP, the Strategic Development Plan (SDP) and the Costed Operational Plan (COP) contributes to activities of the Annual Operational Plan (AOP) through Output 2 (Research Publication – Geological Survey and Database), and Output 4 (Research Publications – Geological Hazard Assessment and Earthquake Monitoring) with the following sub-outputs:

Sub output 2.1	Geological Mapping and Mineral Investigation
Sub output 2.2	Geological Information Package
Sub output 4.10	Geological Hazard Assessment Disaster Risk Reduction and Risk Management

The division's activities in achieving the targeted NDP outcome were provided the following budget allocations for 2018/19:

1.	<b>Capital Project</b>	Mineral Investigation Project \$330,000
2.	<b>Operating Budget</b>	<ul style="list-style-type: none"> <li>▪ Research Vessel and Maintenance - \$47,000</li> <li>▪ Geological Mapping - \$41,200</li> <li>▪ Geotechnical Survey - \$50,000</li> </ul>

## STAFF STRUCTURE

The division is made up of 1 Manager, 2 Principal Officers and 3 sections namely:

1.	<b>Geological Mapping Section</b>	Comprises of 1 Senior Scientific Officer, 1 Scientific Officer, 1 Technical Officer II and 1 Technical Assistant
2.	<b>Engineering Geology Section</b>	Comprises of 1 Senior Scientific Officer, 1 Scientific Officer, 1 Technical Officer II and 1 Technical Assistant
3.	<b>Marine Geology Section</b>	Comprises of 1 Senior Scientific Officer, 1 Scientific Officer, 1 Technical Officer High Grade, 1 Technical Officer II and 1 Technical Assistant and 1 Boat Captain (project position).
4.	The Division through the Mineral Investigation Project has 5 project positions at Technical Assistant Level.	

## ACHIEVEMENTS, SIGNIFICANT TRAININGS AND EVENTS

1. The Division successfully completed assessment work on the 3 following prospects under the Mineral Investigation Project namely:
  - a. Ba Prospect
  - b. Raiwailevu Prospect, Navosa,
  - c. Matailobau Prospect, Naitasiri



*Figure 28: Traditional consultation is being undertaken with Turaga ni Yavusa, Turaga ni Mataqali and other landowners to highlight on the projects and its objective.*

2. The Division conducted geological mapping and updated the geology maps for the following Seamless Mapping areas:
  - a. Phase 3 – Geological Mapping of sheets 11 (Keiyasi) and 12 (Navosa) on Viti Levu.
  - b. Seamless geological mapping for the Tunuloa District for rectification of geological sheet 8 (Natewa Bay) and 4 (Buca Bay).

### 3. ENGINEERING GEOLOGY PROJECTS

For the 2018/19 FY; the division targeted 24 geotechnical requests with compiled reports. A total of 39 adhoc requests were received from other government departments, communities, companies and individuals within the financial year for geotechnical, landslides and aggregate resources assessments.

The requests included 21 geotechnical site assessments, 13 landslides and 5 aggregate assessments that were either undertaken as preliminary or detailed surveys. However due to the influx of requests the section managed to attend to 97% of these requests and assisting the Environment Division in the reviewing of the rock resource lab test results for RGE clients and the updating of the landslide database. The pending requests will be facilitated in the 2019/20 FY.

## NEW INITIATIVES TO BE UNDERTAKEN BY THE DIVISION

### 1. MIP DESKTOP REPORTS

In alignment to the National Development Plan (NDP) targets for the division, the Mapping Section was delegated desktop reports to cater for the 5-year strategic plan until 2022. Out of the 17 potential prospects identified, 12 will be selected. The 12 prospects desktop reports will form the MIP prospects for the 5 year strategic plan targets. An Evaluation exercise of the listed 17 prospects will be conducted to identify the 12 prospects for further survey assessment.



*Figure 29: Geological mapping conducted within the Raiwailevu Prospect, Navosa*

### 2. SEAMLESS MAPPING PROGRAM

The division is actively involved in publishing updated geological map sheets for the areas that have undergone extensive geological mapping programs through the Seam Mapping Program over the past 7 years.

### 3. DEVELOPMENT OF HARD ROCK POTENTIAL MAPS

The division in alignment to the 5-year NDP targets towards the production of resource maps; have started with Vanua Levu to conduct a detailed desktop report on potential hard rock resources and to produce hard rock resources –location map based on these desktop reports.

### 4. GEOTHERMAL PROJECT

This refers to an investigation for development of Geothermal Power in Fiji focusing on prospect sites in Vanua Levu. This is a project of national interest which the division was involved in and to be completed in the first month (August) of the 2019/20 financial year. The work involved geophysical exploration for prospect areas in Labasa and Savusavu. The staffs of the division were part of the capacity building program, where they participated in the set-up and operation of the transmitter, observer at the receiver station and site clearing and laying of the electric cables to form the loops.

### 5. CAPACITY BUILDING OPPORTUNITIES

- a. Geothermal Survey Project funded by World Bank Savusavu Prospect – project team leaders and technical officers within the division were actively part of the project implementation and successful completion
- b. Certificate IV Program for Mine and Quarrying at the Fiji National University attended by 2 technical officers from the division.
- c. Officers were also part of the Marine Scientific Research Cruises with other foreign countries and educational institutions conducting marine scientific research within and outside Fijis Exclusive Economic Zone (EEZ).



## CHALLENGES & WAY FORWARD

	CHALLENGES	WAY FORWARD
1.	Field worthy vehicles	Allocation of 3 vehicles to the division in order to complete all work required for the mineral investigation project which include 3 prospect work, 2 seamless mapping project sites and ad-hoc geotechnical requests received
2.	Lack of updated/modern technical equipment to assist the collation of data and the analysis and interpretation of the data collected	Acquiring new and modern technical equipment to. Approval for the purchase of the new petrography equipment for the Lapidary workshop has been approved.
3.	Technical capacity	The division is fortunate to have a staff return from overseas studies in June of this financial year thus raising the capacity and the morale of the division staffs.
4.	Meeting timelines for submission of Reports	Encourage up-skilling and multitasking of officers through staff rotation.



Figure 30: Geothermal briefing prior to field deployment.



Figure 31: Capacity building training for the new graduates / MIP Project Officers

# ENVIRONMENT DIVISION

Alignment to the 5 Years & 20 Years National Development Plan, 2018-2022 Ministry's Strategic Plan and 2018-2019 Costed Operational Plan.

## OVERVIEW

The division comprises of the Environment Unit of Mineral Resources Department (MRD) which was established in the late 1990s where the Mines Division advocated for the inclusion of environmental monitoring in the regulatory framework of exploration, mining and quarrying. This role has currently evolved to include a more expansive scope of work to reflect the need for sustainability in all state land, foreshore and the mineral sector developments. It has also elevated the role of the MRD Environment Unit to the Environment division for the Ministry. Its core functions are aligned to the NDP Goal - *A Sustainable Mining Industry by 2022 100% compliance of operation to all environment and safety regulations.*

The division's responsibilities include monitoring the environmental impact of mining and quarrying activities. This also includes the assessment and monitoring of river-gravel extraction, fine-sand dredging, and all foreshore development leases and licenses. Environmental impact assessments, compliance monitoring, consultations and rehabilitation work will also be part of the expanded

The Environment division and the Department of Environment with other agencies conduct inspections concurrently due to their regulatory role and responsibilities

### GOALS: MINING – A SUSTAINABLE MINING INDUSTRY

#### STRATEGIES : ENVIRONMENT CONTROL AND SAFETY REGULATION

##### OUTPUT : Licensing, Compliance & Monitoring Environmental Law –

- Ensure SPL, Mining, Quarrying, River Gravel and Sand Extraction license holders comply with the relevant environmental legislations as well as foreshore developers through close monitoring.
- Community Awareness of Environment Statutes Relating to Mineral Exploration, River Gravel Extraction, Foreshore and State Land Development

## STAFF STRUCTURE

The Division is headed by the Chief Environment Officer, 1 Principal Environment Officer, 1 Senior Scientific Officer, 3 Scientific Officers, with 6 Technical Assistance Natural Resource Duty Officer.

## ACHIEVEMENTS, SIGNIFICANT TRAININGS AND EVENTS

ACTIVITY	TARGET	Q1	Q2	Q3	Q4	TOTAL
Mines	36	5	3	4	9	21
Quarries	108	37	25	29	18	109
Tenements	24	14	2	2	5	23
RGE	108	49	46	67	43	205
Foreshore	Adhoc	5	4	3	2	14
EIA Reviews and Technical Consultations	Adhoc	9	5	5	17	36

## NEW INITIATIVES TO BE UNDERTAKEN BY THE DIVISION

1. Deployment of 6 new officers with vehicles to the division in monitoring of river gravel, sand dredging and foreshore development.
2. Joint-inspection with regulating agencies such as Department of Environment, iTLTB and Land Administration Division to improve work processes.



Figure 32: Sediments discharge directly into the river system.



Figure 33: Excavator extracting from the mid-river, which is not allowed.



Figure 34: Onsite water quality test using Horiba Meter at Sediment Retention Pond 4 at Naibulu Mine Site.

## CHALLENGES & WAY FORWARD

	CHALLENGES	WAY FORWARD
1.	No authority to issue 'Stop Work Notice' during monitoring of operations	Appointment of Environment Inspectors to enforce environmental law and regulations
2.	Lack of community awareness on river gravel & sand extraction licensing processes and requirements under relevant legislations	Joint consultation with relevant agencies on processes and requirements under the law
3.	Monitoring of fly by night operators for river gravel and sand extraction	Recruitment of TANRDO and deployment to the divisions
4.	Receiving of incomplete files from the division which delays file assessments	Continuous liaising with divisional offices to adhere to SOP
5.	Non-compliance as stated in EIA approvals and license conditions	Strengthening of capacity building and joint monitoring with stakeholders. Further, companies to conduct internal environmental monitoring as per the EIA approval conditions.
6.	No notification given by the companies to MRD (Mines and Environment Division) when they setup and begin the operation, change in ownership and closure of the quarry operation	MRD to be notified and there is to be joint-consultation and meeting with relevant approving authority
7.	No notification by the respective divisions on RGE/SE license issued to companies	The Environment Division to be notified once license is granted after assessment is completed.



Figure 35: Rehabilitated plan measurement at Nawailevu Mine site



Figure 36: NIDEC Meeting at Nawi Island Limited with consultants and stakeholders.



Figure 37: Underground water sampling at the Vatukoula Gold Mine Limited vicinity.

# MINES DIVISION

Alignment to the 5 Years & 20 Years National Development Plan, 2018-2022 Ministry's Strategic Plan and 2018-2019 Costed Operational Plan.

## OVERVIEW

The Mining Division is supportive and committed to National Development Plan of Fiji Islands. Since its launch, the Division has aligned its operational plans accordingly to meet the targets laid out in the National Development Plan.

1.	<b>Energy</b>	A resource-efficient, cost-effective and environmentally sustainable energy sector
2.	<b>Modernizing the Business Regulatory Environment</b>	A sound regulatory environment for inclusive and sustainable private sector development
3.	<b>Sustainable Cities and Towns</b>	Creating vibrant and environmentally sustainable urban centres
4.	<b>Expanding the Rural Economy</b>	Promoting equal opportunities, access to basic services and building resilient communities
5.	<b>Mining</b>	A Sustainable Mining Industry

The strategies linking to the work of the Mining Division to NDP is outlined in the Coasted Operational Plan (COP).

The Mining division is responsible for adopting best practices, stronger customer focus to promote, facilitate and maintain a sustainable and competitive minerals sector for Fiji that is beneficial to all stakeholders through ensuring effective and efficient development of Fiji's mineral sector. The Division's core functions:

1.	Regulatory arm of the Ministry in the administration of the following legislations:	<ul style="list-style-type: none"> <li>▪ Mining Act 1965 &amp; Mining Regulations 1966</li> <li>▪ Quarries Act and Quarries Regulations 1939</li> <li>▪ Explosives Act 1937 and Explosives Regulations 1938</li> <li>▪ Petroleum (Exploration &amp; Exploitation) Act 1978 and Regulations 1979</li> <li>▪ International Seabed Mineral Management Act 2013</li> <li>▪ Fair Share of Mineral Royalties Act 2018</li> </ul>
2.	Attract and retain Foreign Direct Investment (FDI) in Fiji's mineral sector	
3.	Empower mineral development/mining communities via community/landowner consultation and awareness programs on the laws that govern such activity as well as their rights	

As the regulator of Fiji's minerals sector, the 4 sections under the Mining division continue to fulfil its core functions through the:

1.	<b>Inspectorate Section</b>	Which oversees adherence to the existing regulations stipulated in the 3 main legislations (Mining Act, Quarries Act and Explosives Act) by the quarries and mining companies
2.	<b>Resource Geology Section</b>	Carry out assessment and recommendations for all exploration and mining program and also provide advice to communities on mineral exploration activities and the rights of landowners.
3.	<b>Tenement Section</b>	Provide efficient and timely mineral title approvals, administers all minerals tenement in Fiji Islands and liaise with industry and other stakeholders on landowner issues pertaining to land access.
4.	<b>Community Section</b>	The unit is responsible for liaising with landowners and the community regarding mining, quarrying and environmental impact assessments as per Output 8 of the COP.



## STAFF STRUCTURE

The division is headed by the Manager Mines with a Principal Engineer Mines, 1 Principal Technical Officer, 2 Senior Scientific Officers, 1 SEM, 1 STO, 1 SO, 2 TO I, 1 Com OP, 1 TO II and 1 TA. The division also has 4 Project TA's.

## ACHIEVEMENTS, SIGNIFICANT TRAININGS AND EVENTS

The Mining division has successfully achieved the following:

SECTIONS	TARGETS	ACHIEVEMENTS
Inspectorate	72 inspection reports	144
Resource Geology	30 assessments	41
Tenements	30 inspection reports	74
Community	50 consultations	89

### ROYALTY PAYMENTS

1. Fair Share of Mineral Royalties Paid to iTaukei Land Owning Units from May 2018 – August 2019

	MATAQALI	AMOUNT PAID
1.	Mataqali Serau – Naibiti, Macuata (Bauxite – Naibulu Mine, Dreketi)	\$63,828.90
2.	Mataqali Naita – Lekutu, Bua (Bauxite – Nawailevu Mine, Bua)	\$23,203.59
3.	Mataqali Naicobo – Nawailevu, Bua (Bauxite- Nawailevu Mine, Bua),	\$1,027,063.49

2. Fair Share of Mineral Royalties Paid to Freehold Landowners from May 2018 – August 2019

	MATAQALI	AMOUNT PAID
1.	Vatukoula Gold Mine Limited (Vatukoula Gold Mine),	\$2,352,899.05

## NEW INITIATIVES TO BE UNDERTAKEN BY THE DIVISION

### 1. CAPACITY BUILDING

The Division focused on training its staff in the following areas:

- Safe and Efficient Blasting in Mines/Quarries in New Zealand – 1 inspectorate officer attended course
- Pyrotechnics Display Training in New Zealand – 1 inspectorate officer attended course
- Geothermal Survey Project funded by World Bank Savusavu Prospect – 1 inspectorate officer went for capacity building
- Deep Sea Mining Workshop in Tokyo, Japan
- Certificate IV Program for Mine and Quarrying at the Fiji National University
- Technical report writing training organized by the division (1 day course)
- Division has commenced discussion with the local mining sector on collaboration for the division's capacity building and up skilling of staff



Figure 38: Field Inspection at Wailevu Prospect



Figure 39: Meeting with Kalo Exploration Limited

## 2. MINING ACT REVIEW

The division is spearheading the review of the Fiji Mining Act 1965 as well as the Fiji Mineral Policy 1997.

## CHALLENGES & WAY FORWARD

	CHALLENGES	WAY FORWARD
1.	Improve Community Development - addressing landowner's issues concerning Mining, Quarrying and Mineral exploration activities	Mining Division to attend districts and provincial meetings in order to address Mining issues and the development updates of mineral exploration and Mining where the chiefs and leaders of clans and Vanua attend.



Figure 40: Mataqali Serua, Nabiti, Dreketi, Macuata - Fair share of Royalty payments

# GEOSCIENCE SUPPORT SERVICES DIVISION

Alignment to the 5 Years & 20 Years National Development Plan, 2018-2022 Ministry's Strategic Plan and 2018-2019 Costed Operational Plan.

## OVERVIEW

The division's key role is to facilitate financial support, capacity building and development for staff, provide policy advice at the department level. Foremost, ensures the effective implementation of civil service reform in consultation with the Corporate Services Division of the Ministry.

In addition, the division oversees improvement access to IT equipment, maintenance, networking, data management and safe keeping of geospatial information mandated by the department.

In support of the strategy in place the division works closely with the other division in the implementation of the following:

1. Preparation of Hazard map
2. Development of databases
3. Ensure geoscience data readily available for investors
4. Upgrade the quantity and quality of geoscience information
5. Ongoing equipment upgrade

## STAFF STRUCTURE

There are three Sections within the division; the Admin and Accounts Section of the department with dual reporting to Director Corporate Services and Director Mineral Development; and Geospatial Unit headed by Principal Scientific Officer, 1 Senior Technical Officer Geospatial, 1 Technical Officer I, 2 Technical Officers II, 1 Technical Assistance and 1 Library Assistant. The Division consists of 25 staffs.

## ACHIEVEMENTS, SIGNIFICANT TRAININGS AND EVENTS

### 1. DIGITIZING GEOLOGICAL MAP

The division has completed the Vanua Levu map sheets and will be undergoing verification whereas the Viti Levu map is near completion with the outer islands to follow soon.

The following was achieved:

#### **TOTAL MAP SHEETS COMPLETED**

- |              |           |
|--------------|-----------|
| 1. Viti Levu | 8 Sheets  |
| 2. Vanualevu | 14 Sheets |

The division has identified geology maps as one of the important data themes that can be used in many applications.

### 2. GEOCHEMICAL DATABASE

The division has developed its Geochemical Database with the main purpose of digitizing all paper forms for ease of reference and for effective and efficient reporting. The database is now on its testing phase with data entry, manual compilation and training to be completed in the 2019 -2020 financial year.

### 3. MIP DATABASE

The updating of MIP database for the following prospects; Sawene, Tuvuca, Lovoni, Moala, Nuku, Vunamoli, Delaikoro, Vanuavatu and Nasivi.





Fiji Geochemical Laboratory

Microbiology / Bacterial Test Results



MINERAL RESOURCES DEPARTMENT



**DETAILS**

bacterial_sample_id	<input type="text"/>		
sample_no	<input type="text"/>		
area	<input type="text"/>	date_collected	<input type="text"/>
village	<input type="text"/>	time_collected	<input type="text"/>
island	<input type="text"/>	aliquat_size	<input type="text"/>
source	<input type="text"/>		
collected_by	<input type="text"/>		

Figure 41: Data Entry Form

#### 4. DATA MANAGEMENT

This financial year a total of **233** on data and customized map requests received and completed. One of the biggest set of data that was digitized for this financial year is the location of centers that have received tsunami awareness which was digitized to total of **401 centers** with its map to be showcased during the Tsunami Awareness Day.

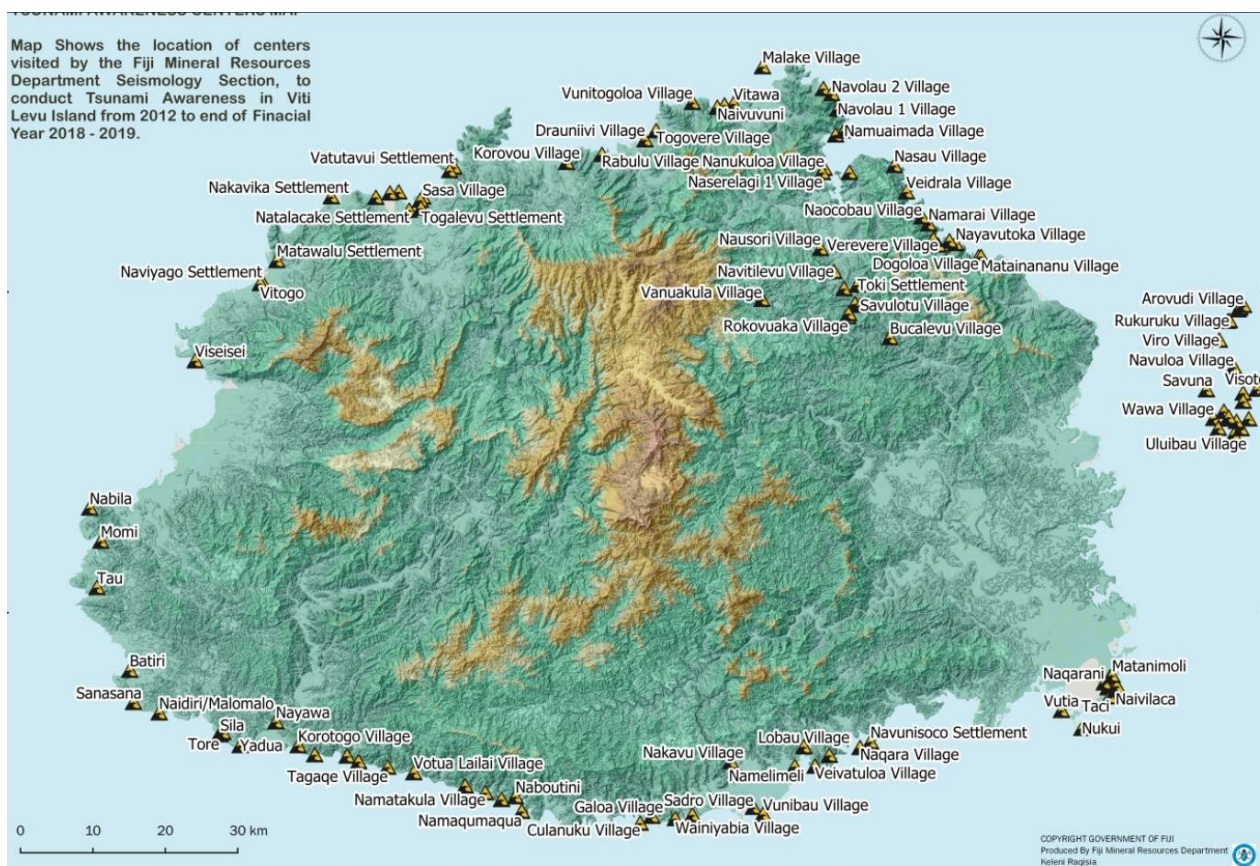


Figure 42: ET Awareness Coverage

## NEW INITIATIVES TO BE UNDERTAKEN BY THE DIVISION

### GEONODE INSTALLATION

Geonode is a geospatial data repository that is used to catalogue all geospatial and non-geospatial data, for the department. There is also an ongoing discussion with relevant officers within the department with SPC- Geoscience on other needed items for the full installation of the system planned for the new 2019/2020 financial year.

The nuke currently holds Maritime Boundary data and its deployment will assist in the meeting of the data management component of the Maritime Boundaries Technical Team work and will assist the Geospatial Unit in the management of their data activities.

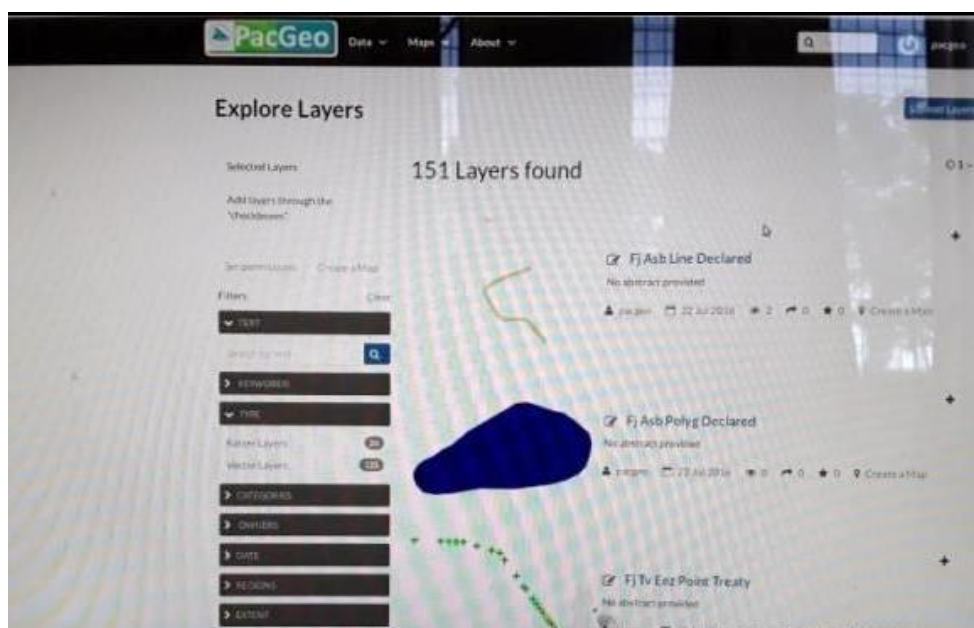


Figure 43: Geonode Interface

## CHALLENGES & WAY FORWARD

	CHALLENGES	WAY FORWARD
1.	Delay in the procurement process for the purchasing of technical equipment	Continuous follow up with GTB and PSLMR intervention
2.	Unfavourable work environment	Building upgrade to enable a conducive work space environment for staffs



A low-angle photograph of several palm trees against a bright blue sky with scattered white clouds. The sun is visible in the center, creating a strong lens flare and illuminating the scene. The palm fronds are silhouetted against the sky, with some showing green and yellow hues from the sunlight.

# **EXECUTIVE SUPPORT**

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# POLICY, PLANNING & QUALITY ASSURANCE

Alignment to the 5 Years & 20 Years National Development Plan, 2018-2022 Ministry's Strategic Plan and 2018-2019 Costed Operational Plan.

## OVERVIEW

The Policy and Quality Assurance (PQA) division's key role is to provide research and analytical assessment and advice for policy support to the Minister for Lands & Mineral Resources and the Permanent Secretary through the Deputy Secretary.

Additionally, PQA is responsible for providing executive support to MLMR & PSLMR during Parliament sessions and through coordination of policy/cabinet papers, systems & process monitoring, Ministry planning and monitoring of planning documents, secretariat duties, media and complaints monitoring and effective execution of two of its projects: harmonization and rental arrears collection.

The Policy & Quality Assurance has orientated its programs and activities in accordance to the overarching Ministry's strategic priorities of the Ministry's **2019/2020 COP, 2018-2020 SDP & Fiji's NDP**.

Tabulated below is a summary of PQA's alignment to the relevant strategic priorities:

PQA	NATIONAL DEVELOPMENT PLAN (NDP)	MINISTRY STRATEGIC DEVELOPMENT PLAN (SDP)	COSTED OPERATION PLAN (COP)
<b>Policy &amp; Research</b>	Enhancing Public Sector Efficiency, Performance Effectiveness and Service Delivery	<ul style="list-style-type: none"> <li>Modernizing the business regulatory environment</li> <li>Mining – Coordination of the Review of Mining Act</li> <li>Monitoring and Evaluation</li> </ul>	Enhancing Public Sector Efficiency, Performance Effectiveness and Service Delivery i.e. review existing legislations and develop policies through research and consultations.  Portfolio Leadership Policy Advice and Secretariat Support.
<b>Media</b>	Enhancing Public Sector Efficiency, Performance Effectiveness and Service Delivery	<ul style="list-style-type: none"> <li>Information and Communication Technology</li> <li>Monitoring and Evaluation</li> </ul>	Enhancing Public Sector Efficiency, Performance Effectiveness and Service Delivery
<b>Customer Advocacy</b>	Enhancing Public Sector Efficiency, Performance Effectiveness and Service Delivery	<ul style="list-style-type: none"> <li>Information and Communication Technology</li> <li>Monitoring and Evaluation</li> </ul>	Enhancing Public Sector Efficiency, Performance Effectiveness and Service Delivery
<b>Quality Assurance</b>	Monitoring and Evaluation	Monitoring and Evaluation	Enhancing Public Sector Efficiency, Performance Effectiveness and Service Delivery

## STAFF STRUCTURE

The Division is headed by the Deputy Secretary and has a Principal Research Officer, 2 Senior Research Officers, 4 Research Officers, 6 Executive Officers, and 3 Project Officers.

## ACHIEVEMENTS, SIGNIFICANT TRAININGS AND EVENTS

### Policy, Research & Reporting

#### 1. CABINET PAPERS

Total of 7 Cabinet Papers

	NAME OF PAPER	PROGRESS
1.	Compensation of the Fairshare of Mineral Royalty	Submitted to Cabinet 15/11/18
2.	Mineral Investigation Project (MIP)	Submitted to Cabinet 27/06/19
3.	National Groundwater Development Update (GRADU)	Submitted to Cabinet 27/06/19
4.	Drill Rig	Submitted to Cabinet 27/06/19
5.	VanuaGIS	Submitted to PSLMR 25/06/19
6.	Memorandum of Understanding: Ministry of Lands and Mineral Resources – Namosi Joint Venture	Submitted to Cabinet Office 13/06/19
7.	Science, Technology And Resources Network Conference [STAR]	Submitted to Cabinet Office 13/06/19

In addition to the above, the Unit also Drafted/Facilitated the following related Cabinet Papers and comments for Cabinet Papers from other Ministries:

1.	CommonSensing	6.	MOU – MLMR – VGML
2.	Compensation of the Natovi Jetty	7.	Review of the Surveyors Regulation
3.	Draft Compensation of the Mineral Royalty	8.	ORSNET Agreement
4.	Fiji and Solomon Islands Maritime Boundary Agreement (MoFA)	9.	Review of the Mining Act – Letter of Agreement MLMR
5.	MLMR Gender Policy	10.	KOICA Cabinet Paper and MOU

#### 2. PARLIAMENT SITTING SUBMISSION

MONTHS	ACTIVITIES
November, 2018	Maiden Speech
February, 2019	<ul style="list-style-type: none"> <li>3 Ministerial Statements</li> <li>1 Oral Question Response</li> </ul>
April, 2019	<ul style="list-style-type: none"> <li>1 Statement</li> <li>3 Oral Questions Response</li> </ul>
May, 2019	<ul style="list-style-type: none"> <li>1 Oral Question Response and Savura Brief</li> <li>MLMR 2014 Audit Response</li> </ul>
June, 2019	1 Budget Defense Statement

#### 3. MONITORING / EXECUTIVE AND SECRETARIAT SUPPORT

<b>MONITORING OF REPORTS</b>	<p>A total of 14 reports &amp; sub-reports were compiled, analysed and submitted to relevant authority.</p> <p>A total of 5 External reports were collated and submitted as per PS directive</p> <p>In addition there were (3) Internal Reports &amp; (2) External Reports collated and submitted</p>
<b>EXECUTIVE SUPPORT</b>	<p>Research and drafting of the following Official Speeches which is finalized by the Hon. Minister: -</p> <ol style="list-style-type: none"> <li>2018 Fiji Institute of Surveyors Congress Speech</li> <li>Article on Issuance of Approval Notice at Nacobi Informal Settlements</li> <li>MLMR Speech for World Surveyors Day</li> <li>MLMR Farewell Speech for former PSLMR</li> <li>Gravel Extraction License &amp; Quarry – Nananu, Ra</li> <li>MLMR Speech on Global Surveyors day Celebration</li> </ol>
<b>SECRETARIAT</b>	<p>A total of 68 meetings attended to and minutes taken by the team. This is exclusion of follow-up by the team on meeting resolutions.</p>

#### 4. COMPLAINTS ADVOCACY

TARGET		RESOLVED	
100 as per request with 100% to be resolved		A total of 120 complaints were received in this financial year with 79(66%) resolved and 41 pending cases.	
BREAKDOWN OF THE 120 COMPLAINTS RECEIVED			
Division	Received	Resolved	Pending
West	76	48	28
Central Eastern	36	26	10
North	8	5	3

**In addition to the above the unit:**

- Attended to 21 Investigations on Complaints Received;
- Prepared a total of 10 presentations for the Senior Management Board Update; and
- “Help Desk” Database – Contributed to the contents and collation of information of the Ministry’s customer complaints statistics

#### 5. MEDIA RELATION

1.	A total of 43 FB uploads including Ministerial events and articles shares
2.	There were 6 press releases were issued highlighting the main events of the ministry
3.	Ministry Events Covered – 3 Fiji Focus – 2 Turaga Magazine & Fiji Sun - 1
4.	Talkback Show and ‘For the Record’: 7 <ol style="list-style-type: none"> <li>1. Fiji Surveyors Registration Board</li> <li>2. Royalties paid to landowners for bauxite Mining</li> <li>3. State Land Rental Arrears</li> <li>4. Bogus Surveyors - 2</li> <li>5. Land Bank</li> <li>6. State Land issues</li> </ol>
<ul style="list-style-type: none"> <li>▪ A total of 6 speeches drafted for the Minister, Permanent Secretary &amp; Deputy Secretary</li> <li>▪ Ministerial Tours – 3</li> <li>▪ Developed 2 Quarterly Newsletters</li> </ul>	

### Quality Assurance Unit

1.	<b>Target of 10 Quality Assurance Report</b>	Prepared and submitted 3 Quality Assurance Report: <ol style="list-style-type: none"> <li>i. DLOCE Noting Process;</li> <li>ii. Draughting Section; and</li> <li>iii. Foreshore Leases</li> </ol>
2.	<b>SOP Review</b>	The unit received 5 Divisional SOPs that needed to be reviewed. This is part of the Ministry’s Business Re-engineering Process
3.	<b>Operational Projects</b> <ol style="list-style-type: none"> <li>1. Harmonization Target: <b>2,200 leases</b></li> <li>2. Rental Arrears Collection Target: <b>\$12,000,000</b></li> </ol>	<ul style="list-style-type: none"> <li>▪ Preparation of 2019/20 Project Work Plans for QA, Saumia and Harmonization</li> <li>▪ <b>Project Harmonization:</b> A total of <b>2303 (104%)</b> leases were visited and assessed.</li> <li>▪ <b>Project Saumia:</b> A total of <b>\$16,555,764.82 (138%)</b> was collected.</li> </ul>



## NEW INITIATIVES TO BE UNDERTAKEN BY THE DIVISION

### Policy, Research & Reporting

1. Rating presentation to respective Divisions - These informative presentations helps officers and managers understand linkages on Ministry plans, their work performance status and areas of improvement. Furthermore, both parties are able to understand the importance of their input to the overall Ministry targets.
2. Formulation of new weekly template updates for PPQA in Sept and MRD in Nov (5 divisions). These new templates ensured:
  - Standardization of reports to PSLMR
  - Ensured that core activities were being reported on
  - Simplicity yet effectiveness as template was simple enough to fill and information shown provided an effective means of reporting
3. Formulation of the following Ministry templates:
  - BP Monitoring Template & Excel
  - BP Quarter Report
  - COP Monitoring Template
4. Create Excel Correspondence for PSLMR Executive Meeting Minutes and have it referenced ensuring:
  - Ability to track PSLMR meeting minutes at a more efficient rate;
  - Gauge our own performance if we are meeting set-timelines (48hrs) and follow-up timelines and or making good progress with follow ups; and
  - Increase accessibility and efficiency as minutes are easily retrieved and acquired.
5. Development of a new Secretariat Support template.
6. Continuous improvement to the Ministry Fact File and Unit Shared Drive.
7. Discussion on having a database for reports with GIM.
8. Cabinet Filing Improvement – revitalize the Cabinet Paper Reference Numbers and opening of each subject file

### Customer Advocate Officer (CAO)

1. Help desk initiative – This is to improve Ministry response to complaints whereby specific officer must take ownership once CAO assigns him/her complain ‘number/ticket’.
2. From 5-days ‘Turnaround Time’ to respond to complaints, now it has been reduced to 3-working days.



Figure 44: Interview with a Lessee at Denarau

## Media

1. Publication and circulation of Ministry quarterly newsletter.
2. Coverage of the Ministerial Tour
3. Finalization of the Media Strategy document
4. Establishment of 'viber' forum to update/monitor related media articles and as a mean of communication with respective Heads on state land/mineral resources related issues

## Quality Assurance

1. Drafting and finalization of the Ministry's Debt & Revenue Policy
2. Field deployment to be more interactive and incorporated as part of our awareness program
3. Setting Individual targets per staff in collecting rental arrears ie \$200,000(min) per staff
4. Quarterly reports on Rental aligned to the Finance Instructions and MLMR Finance Manual
5. Strengthening of media awareness – circulation of rental arrears reminders and notices through media i.e. development of brochures on rental arrears, ITC notices and newspaper and TV releases
6. Monitoring of OAG recommendations
7. Database:
  - Rental Re-Assessments
  - Absentee Lessees
8. Harmonization Apps for field work
9. SOP BPRs - To be part of process monitoring

## CHALLENGES & WAY FORWARD

	CHALLENGES	WAY FORWARD
1.	Policy & Reporting: <ul style="list-style-type: none"> <li>▪ Act/Policies/SOP are outdated</li> <li>▪ Ad-Hoc papers/reports</li> <li>▪ Staffing</li> <li>▪ Lack of proper training/attachment</li> </ul>	<ul style="list-style-type: none"> <li>▪ Review of Legislations and policies</li> <li>▪ Proper planning/consultation</li> <li>▪ Recruitment of staffs</li> <li>▪ Work with TO for staffs to attend training/attachment</li> </ul>
2.	<ul style="list-style-type: none"> <li>▪ Lessees lack of knowledge on lease conditions</li> <li>▪ Lessees ignorance to state lands policies and regulations</li> <li>▪ Ministry staff not taking ownership of complaints or lack of knowledge of state land Act &amp; policies</li> </ul>	<ul style="list-style-type: none"> <li>▪ Strengthen public awareness</li> <li>▪ Ministry to take stringent approach and measure on those who breach lease conditions or rent defaulters</li> <li>▪ Internal lands administration training and improve coordination</li> </ul>
3.	<ul style="list-style-type: none"> <li>▪ Financial Constraints</li> <li>▪ Hacking of Ministry websites</li> </ul>	<ul style="list-style-type: none"> <li>▪ Budgetary allocation</li> <li>▪ Work with GIM &amp; ICT</li> </ul>
4.	<ul style="list-style-type: none"> <li>▪ Absence of training on system processes, QA and report writing</li> <li>▪ Staffing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Training on QA, report writing, analyzing assessments etc....</li> <li>▪ Staff recruitment</li> </ul>
5.	<ul style="list-style-type: none"> <li>▪ Irregularity in internal lands admin. record keeping</li> <li>▪ Lack of coordination between units/Divisions</li> </ul>	<ul style="list-style-type: none"> <li>▪ Consolidate record keeping at all level</li> <li>▪ Strengthen coordination between units/Divisions</li> <li>▪ Timely system update which needs to be included in the respective unit SOP</li> </ul>
6.	<ul style="list-style-type: none"> <li>▪ Laxity in lands info. system update</li> <li>▪ Non-execution of Report recommendations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Div. Heads to take ownership in resolving issues, and also implement/correct recommendations as stated in the Report</li> </ul>

# CORPORATE SERVICES DIVISION

**Alignment to the 5 Years & 20 Years National Development Plan, 2018-2022 Ministry's Strategic Plan and 2018-2019 Costed Operational Plan.**

## OVERVIEW

In support of the Permanent Secretary's leadership portfolio, the Corporate Services division provides administrative management and policy advice pertaining to the Ministry's Finance and Human Resource programmes and activities. The division's core functions have in this regard been aligned to the NDP stipulations on Financial Reform, Civil Service Reform and Good Governance. The division has therefore strived to ensure that these activities were conducted within the legislative framework of government and at the same time fulfilling its supporting role to the dynamics of the ministry's core functions.

## STAFF STRUCTURE

The Corporate Services division is headed by the Director Corporate Services. Within the Division, there are 2 sections, headed by their respective Managers; the Finance Section is overseen by the Manager Finance and the Administrative Section by the Manager Corporate Services. There are a total of 2 Senior Administrative Officers and 2 Senior Accounts Officer in the Division, 1 Senior Secretary, 5 Administrative Officers and 2 Accounts Officers. Each of these Senior Officers are responsible for their designated units where everyone works to holistically achieve corporate goals for the Ministry.

### 1. FINANCE SECTION

The core functions are summarised as follows; the preparation of ministry budgetary submissions, managing the ministry's cash flow, and ensuring that budget allocations are efficiently managed with proper control maintained, concurrently providing the necessary support to all the activities done by the Ministry. Additionally the financial support services provide sound advice through information and reporting to management and central agencies. These activities are carried out in Salaries & Wages, Payments, Procurement and Ledgers units of the section.

### 2. HUMAN RESOURCE, MANAGEMENT & DEVELOPMENT AND ADMINISTRATIVE SECTION

The highlight for the FY 2018-2019 was maintaining the procedural requirements obligated under the four major reform guidelines for Civil Servants. These were the Open Merit & Recruitment and Selection Guideline, the Disciplinary Guideline, Job Evaluation Guideline, the Learning & Development Guideline and the Performance Management Guideline. The HRMD and Administrative section works closely with management in planning and formulating strategies for the human resource growth and development of the Ministry and the provision of Secretariat, Registry, Asset Management and OHS services for the Ministry which function simultaneously with the highlighted guidelines.



Figure 46: Job Fair



Figure 45: 2019 Nakauvadra, Ra Careers Expo



## ACHIEVEMENTS, SIGNIFICANT TRAININGS AND EVENTS

The Division in alignment to the national and ministry's planning documents has successfully implemented the following:

1. Policy Support; development of Ministry's Annual Corporate Plan, aligned to government's strategic development goals. Successful implementation of the Open Merit Recruitment System (OMRS);
2. Relevant trainings attended by the staff hence boosting their work performances and an improved working environment;
3. Job Evaluation Exercise undertaken and implemented with new salary bands; and
4. Annual Financial Management Reform through the development of a Ministry Procurement Plan aligned to the Ministry's budgeted resources.

### POLICY SUPPORT

1.	Completion of the 2019 – 2021 Ministry Strategic Development Plan, Costed Operational Plan, Strategic Workforce Plan in coordination with Ministry HODs.
2.	Coordination of the 2017-2018 and 2018- 2019 Performance Management Moderation process.
3.	Revised the CSD SOP with ISO 2015:90001 standards.
4.	Established the Asset Management Unit in alignment to government NDP stipulations on good governance and financial reforms.

### STAFF TRAINING (OVERSEAS & LOCAL)

Around 200 staff attended both local and overseas trainings/workshops/conference and this has:

1.	Led to Personal and Professional Development of staff;	32 overseas training successfully completed. 155 Local training attended
2.	Officers are accredited after attending various skilled trainings,	
3.	Skills, knowledge gained from such trainings facilitated and corporate sectors and areas of benchmarking.	

## NEW INITIATIVES TO BE UNDERTAKEN BY THE DIVISION

### 1. ASSET MANAGEMENT

In the last financial year, the proper management of Asset was made a top priority with the appointment of a Full Time Asset Management Officer in the 3<sup>rd</sup> Quarter of the last financial year. The new Asset Management Officer progressed with the listing and verification of government purchased Assets for Lands Department which targeted the completion of the exercises for the Department by the end of the Financial Year and progress towards Board of Survey.

### 2. TRAINING UNIT

The Learning & Development checklist for the selection of officers attending Local and Overseas Training was implemented.

### 3. EMPLOYEE MANAGEMENT

Introduction of selection of tool (Job Test) for Expressions of Interest for staffs who wish to apply for Relieving and Acting positions which is advertised internally.

#### 4. POST PROCESSING & REGISTRY

##### a. Selection Report Submission Template

This Report summarizes the interview guideline for panel members which was implemented in the last financial year (assessment period from May 2018 to April 2019) – Additionally, the redefined version of this Report was created basically to capture important and relevant information for appropriate decision making in terms of the selection of the most meritorious applicants.

##### b. Job Test Selection Tools

This was an area that was further strengthened in terms of the OMRS process which specifically carried more weight in testing the core role of a vacancy.

##### c. Introduction of Recruitment and Selection Checklist Implemented

This is another area of business process re-engineering whereby an area was further developed to advance and strengthened important areas aligned to the Guideline and the marking criteria used by Audits.

##### d. Introduction of benchmarking of scores for shortlisting and job testing assessments implemented

Benchmarking is essential in our process. This is a tool whereby allocated scores duly agreed by all panels for which they considered suitable for applicants to achieve in order to be shortlisted for job test and interview.

##### e. Introduction of scored matrix on qualification and experience implemented

This is part of the process which is basically being used to score points on individual applicants based on the qualifications they provided which serves as proof of evidences.

##### f. Introduction on change in Job Test marking guide for selection panellist implemented

Job Test Marking Guide is also part of the job test that outlined in detailed with allocated weights aligned to the selection criteria as in the job description.

##### g. Introduction of payment of sitting allowance approved and implemented

Incorporating this method is very helpful especially for those trained panels outside of the government entity. As outlined in the Guideline, this was approved and has been introduced since then only to certain positions that requires external panels from outside the Civil Service.

Adoption of the '5S' management tool in Registry implemented – With the introduction of this tool as part of the Unit BPR, this roll out exercise has positively impacted the work being done at Registry Section. The Unit itself is congested with files; however this management tool has enabled effective work continuity in terms of Land Leases File movement



Figure 48: 2019 Vatumali, Keyasi Roadshow



Figure 47: 2019 OHS Training

## CHALLENGES & WAY FORWARD

### 1. EMPLOYEE MANAGEMENT UNIT

CHALLENGES	WAY FORWARD
<ul style="list-style-type: none"> <li>More short term appointments (Acting &amp; Relieving) as most vacant positions are not substantively filled.</li> <li>Unavailability of external panellist for EOI and disciplinary cases.</li> <li>Retrospective and improper/ incomplete formalisation and of leave application forms</li> <li>Endorsement of Absentee Return by Divisional Heads without proper verifications resulting in the work overload.</li> </ul>	<ul style="list-style-type: none"> <li>Mandate attendances of any panelists, whereby upon agreeing to participate in any panel duties each must sign a contract to ensure that they be present at each selection meeting so that submission timeline is adhered to.</li> <li>Awaiting the implementation of the Ministry Online leave App as we are still in the trial stages.</li> <li>Ensure that designated corporate desk officer or secretaries verify the compiled information as part of their IWP.</li> </ul>

### 2. POST PROCESSING UNIT

CHALLENGES	WAY FORWARD
<ul style="list-style-type: none"> <li>Non-availability of external selection panels.</li> <li>Lack of understanding by our officers in terms of drawing of job descriptions – cannot seem to distinguish the difference between a KPI and Key duties and its linkage. IWP statement is incorporated into the JD.</li> <li>Breach of confidentiality during recruitment and selection.</li> <li>Confusion rose between qualification and experience. Many degree holders are applying but not shortlisted</li> <li>Absence of selection panels during interview process</li> <li>Interview and job test questions prepared and submitted for use is not compliant with OMRS</li> <li>Incomplete applications received from interested applicants applying for advertised positions. Not fully adhering to the application requirements in the advertisement.</li> <li>Mismatch KESA submitted from applicants' application not corresponding with the KESAs on certain positions being advertised.</li> </ul>	<ul style="list-style-type: none"> <li>Mandate attendances of any panelists, whereby upon agreeing to participate in any panel duties each must sign a contract to ensure that they be present at each selection meeting so that submission timeline is adhered to. (As the way forward in 1a.)</li> <li>Awareness training/refresher courses whereby the supervisor interacts with an employee to gage their understanding of each term so that the supervisors may improve their approach in explaining their distinction through practical means or exemplification.</li> <li>Introduce a contractual confidentiality accord with the parties involved in the recruitment process where each individual are legally bound to withhold information from the candidates and the public.</li> <li>Panels are to understand and consider the weight of each criterion with the goal that whoever is selected for a post must be able to either execute the role or improve the existing system.</li> <li>The questions prepared ought to be revised by the Senior Administrative officer whereby he ensures that the final questions relate to the Job description advertised.</li> </ul>

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CHALLENGES	WAY FORWARD
<ul style="list-style-type: none"> <li>▪ Delays from Police Department in terms of police clearances for new appointees resulting in delays of contract issued for appointments.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Such applications will be automatically disregarded.</li> <li>▪ Such external challenges are beyond the ministry's control therefore, we can consistently follow up for our own reports.</li> </ul>

### 3. TRANSPORT

CHALLENGES	WAY FORWARD
<ul style="list-style-type: none"> <li>▪ No transport work plans from Divisions thus resulting in all urgent transport requests received but with limited drivers.</li> <li>▪ Over speeding by drivers resulting in accidents.</li> <li>▪ A lot of damages and dents recorded on our vehicles due to drivers negligence</li> <li>▪ Increasing traffic infringements for MLMR drivers.</li> <li>▪ Short of drivers at HQ.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The transport officer can devise a standard roster which can take into consideration each driver's average available hours, average destination, purpose and determine the most sensible order in which each driver is arranged for easier relaying of passengers in terms of urgency.</li> <li>▪ (For points 2 – 5) Shorten driver contracts and narrow specifications of candidates to more disciplined backgrounds.</li> </ul>

### 4. REGISTRY

CHALLENGES	WAY FORWARD
<ul style="list-style-type: none"> <li>▪ Oracle database not updated by desk officers from DLOW and DLON when files move. Most of the time it is then updated upon receiving at HQ.</li> <li>▪ Movement of files not recorded/communicated from Desk officers when proceeding on field trips and inspections to other districts</li> <li>▪ File Census mismatches with records on Oracle Database</li> <li>▪ File Storage Area is limited when compared to files capacity</li> <li>▪ Unauthorised open of lease files by officers and not created in the Oracle Database.</li> </ul>	<ul style="list-style-type: none"> <li>▪ (Challenges point 1 – 3) Divisional Managers are to oversee and ensure that the desk officers responsible update their file tracking system and the file movements are accounted for from each office.</li> <li>▪ <b>Point's ii &amp; iv:</b> Options for creating space to cater for file storage can be discussed with EO training which can include; rearrangement of files, or boxes, setting up of remote storage for old files in accordance with record management training under the Public Records Act.</li> <li>▪ <b>Points iii &amp; v:</b> File surveys to be conducted more often along with the close and more careful monitoring of file movements by responsible officers (to be included in their respective IWP).</li> </ul>

To better coordinate and support the professional services of the ministry, the Corporate Services Division has planned to do the following in the new Financial Year:

- Align all CSD Role Descriptions and Individual Work Plans to reflect reform agenda and operationalize targeted goals of the division;
- Review all internal work processes and document according to ISO standards;
- Improve awareness and liaison with divisional heads and its respective CSD representatives to ensure that compliance to guiding policies on human resource, administrative and financial activities is consistent and accountable. Moreover that decisions made in this regard is influenced by a holistic approach beneficial to both the organization and its employees.

# AUDITED FINANCIAL REPORT

For the financial year ended 31 July 2019

