

# **iTaukei Affairs Board**

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**Annual Report**  
*2019 - 2020*

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## 1.0 Letter to the Minister

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

Dear Sir,

I am pleased to present to you the annual report for the year ending 31st July 2020 for the iTaukei Affairs Board, in accordance with the requirements of Section 23 of the iTaukei Affairs (iTaukei Affairs Board) Regulations.

We thank you for your support during the year and look forward to another year of consolidating Government's agenda for the iTaukei community.

Yours sincerely,



(Pita Tagicakirewa)

**Chief Executive Officer, iTaukei Affairs Board**

## 2.0 Foreword

Change is inevitable. The Board has had to for approximately 6 or 7 years ago face the daunting task of aligning its operations to changes occurring on the global front. Local academics have pointed out the fact that “the changes that would have usually transcended our communities for 10 years some 2 decades ago, are now happening within a span of 3 years” Understandably, the pace at which these changes have occurred globally have been through innovations in technology, communications and infrastructure which have leapfrogged within a short span of time.

The task of ushering in change therefore has been laced with anxiety as staff at Provincial Councils and Headquarters have been faced with the challenge of adapting to the new norms of work, Governance and its process in totality. The common understanding amongst the working population is that it is better off to try and adapt to change rather than being left behind. This calls for an honest appraisal of our organizational human capital where we have to institute capacity building for those who yearn for change and motivate those in their “comfort zones” to adapt to change.

The change that besets the Board is 2 pronged;

- 1.) Institutional Reforms – adapting to innovation to enhance service delivery
- 2.) Capacity Building the iTaukei communities - to adapt to change

Some of the Institutional Reforms undertaken by the Board have been;

- Increased network coverage to improve communication within the 14 Provincial Council Offices and Headquarters
- Computerized Accounting Systems to enhance effectiveness of financial transactions within Headquarters and including the 14 Provincial Council Offices
- The devolution of responsibilities within the Board towards the 5 main platforms ie Wellbeing, Good Governance, Conservation, Commerce and Traditional Leadership. The main purpose for this was to enable the Board to streamline its service delivery and contextualize thematic changes to the iTaukei communities
- The Village Profiling(VP) exercise which was concluded in 2019, facilitated the set-up of the very first database for iTaukei communities. The ensuing Integrated Village Development Plan (IVDP) is derived from the statistics produced from the Village Profiling and consensus oriented consultation undertaken at village level to enable village communities to prioritize their needs and be documented in their respective Integrated Village Development Plans

In terms of capacity building, the Board has constantly over the last decade, worked extensively on building capacities for the 1173 iTaukei village communities. The main focus of the exercise is to create awareness on Good Governance and Natural Resource Management and ensure that practical outcomes are attained. Other thematic areas aligned to the five platforms have been disseminated to the iTaukei villages as part of a comprehensive package entailing the enhancing of knowledge base and upskilling in general for our Taukei communities.

It is important that the Board as an institution to not only address the changes in terms of transmission of knowledge but that practical outcomes emanating from behavioral change and the resultant quality of service delivery within the Board and to our customers is observed and felt.

The Board perceived change as mandatory and will welcome any innovation which will ensure that its service delivery is effectively enhanced and is on par with modern trends of work. We are duty bound in this endeavor and the onus is on the staff of Provincial Offices and Headquarters to adapt to change steadfastly and in whatever form. Not only will we improve the effectiveness of our work, but we will reinforce our networks and make innovations for the betterment of the iTaukei communities.

I conclude by referring to a quote which epitomizes the very essence of change,  
“ We can’t change wind direction...but we can adjust sails ”.

Change is inevitable.

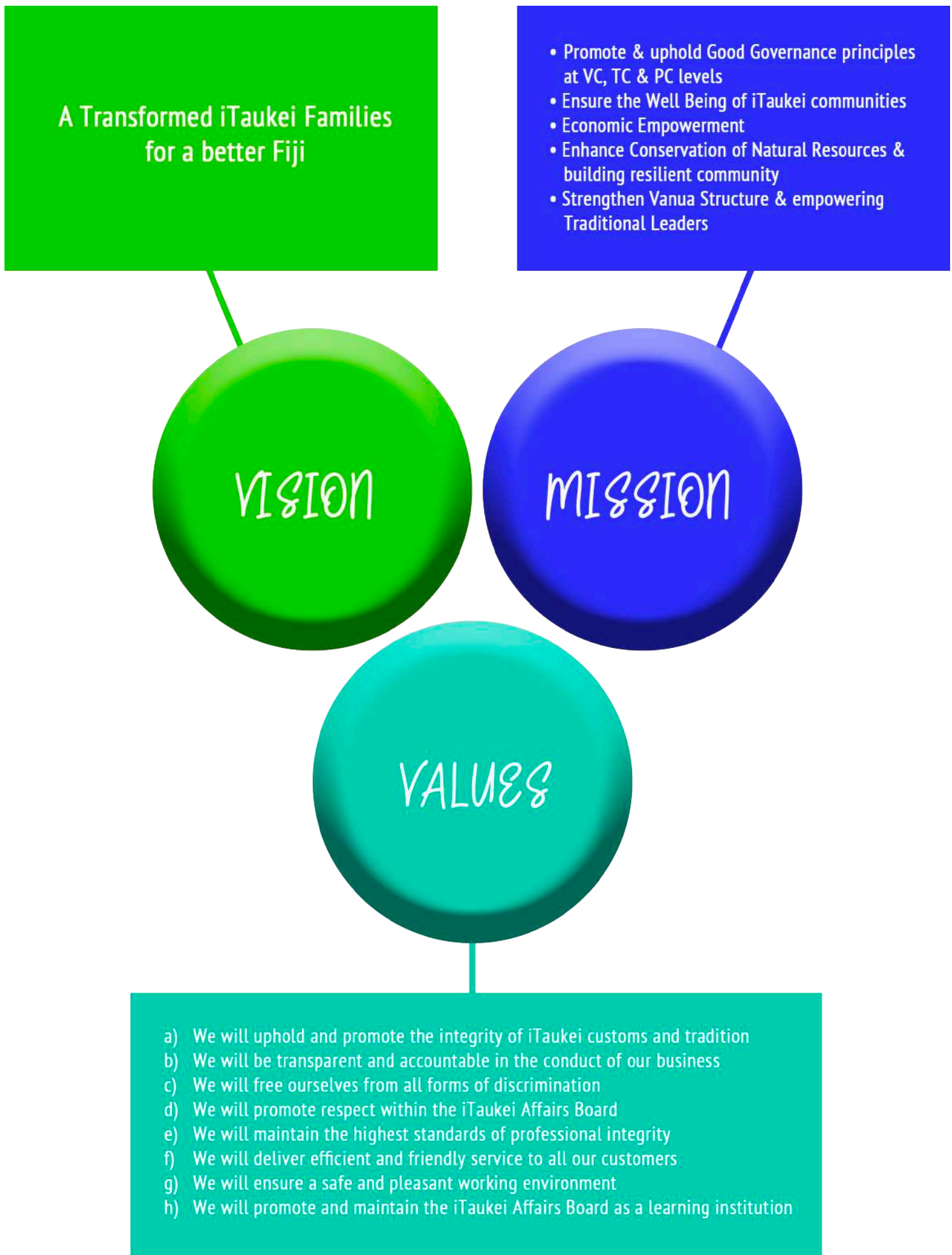
Vinaka Vakalevu.



Ifereimi Vasu

**Minister iTaukei Affairs, Culture, Heritage & Arts**

### 3.0 Corporate Profile





### **About iTaukei Affairs Board**

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

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

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

## 4.0 Members of the Board

MEMBERS OF THE BOARD

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

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

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

The Board is the focal point of the organization's corporate governance system and is ultimately accountable and responsible for the performance and affairs of the organization. The Board is committed to upholding good corporate governance in all of its business dealings with iTaukei and partners.

### 4.1 Board Committees

The Board has the authority to establish and carry out its duties through Committees, with the appointment of Board members as members of these Committees. The Board shall have Committees as it deems fit. In carrying out its responsibilities, the Board has constituted the following Committees:

- Economic, Environment and Wellbeing Committee
- Finance, Audit & Investment Committee
- Human Resources and Operations Committee

### 4.2 Human Resources and Operations Committee

The Human Resources and Operations committee is established under Section 22 of the iTaukei Affairs Act 1944 and is responsible to oversee the Board's policy initiations, review concerning Human Resource Management, Industrial relations, TAB Standard Operating Procedures, Asset management and Information technology

The Committee has the following roles and responsibilities:

- Identify key issues and challenges facing the Organization and TAB employees in the subject area
- Analyzing the nature, scope and extent of each issue as it affects the organization in recent past years and immediate foreseeable future;
- Consider or deal with any Human Resources issues referred to it by a resolutions of the Board, which in the opinion of the Board could affect the Organization.

- To initiate policy proposals on specific area of concern and to
- Submit recommendations to the Board for deliberation and decisions thereon

#### **4.3 Finance, Investment & Audit Committee (FIA)**

The Board has, amongst other things, the responsibility to oversee the Boards financial reporting system and internal control procedures. It should ensure the Board establishes and maintains appropriate and effective internal control system and oversee such system on an ongoing basis. The TAB Finance, Investment & Audit Committee should provide advice to and assist the Board in fulfilling such responsibilities and any other responsibility as may be delegated by the Board from time to time

The committee has the following duties

- a.) Review financial information of the Board and provide financial advice to TAB Management
- b.) Review the Board's current investment portfolios
- c.) Propose to the Board the best Investment Policy for its funds
- d.) Acts as a liaison between TAB Management and Auditor General's Office/external auditors
- e.) Review the audit plan of Senior Auditor of TAB
- f.) Review report from internal audit and to ensure that where major deficiencies or breakdown in controls or procedures have been identifies, that appropriate and prompt remedial action is taken by TAB Management
- g.) Review reports on any major defalcations, frauds or theft within the iTaukei Affairs Board and its related organizations
- h.) Review external audit reports, management letters and to ensure action is taken promptly by management in respect of those report
- i.) Assess the adequacy of internal controls within the iTaukei Affairs Board & Provincial Councils
- j.) To report to the Board decisions made and their outcomes

#### **4.4 Economic, Environment and Wellbeing (EEW) Committee**

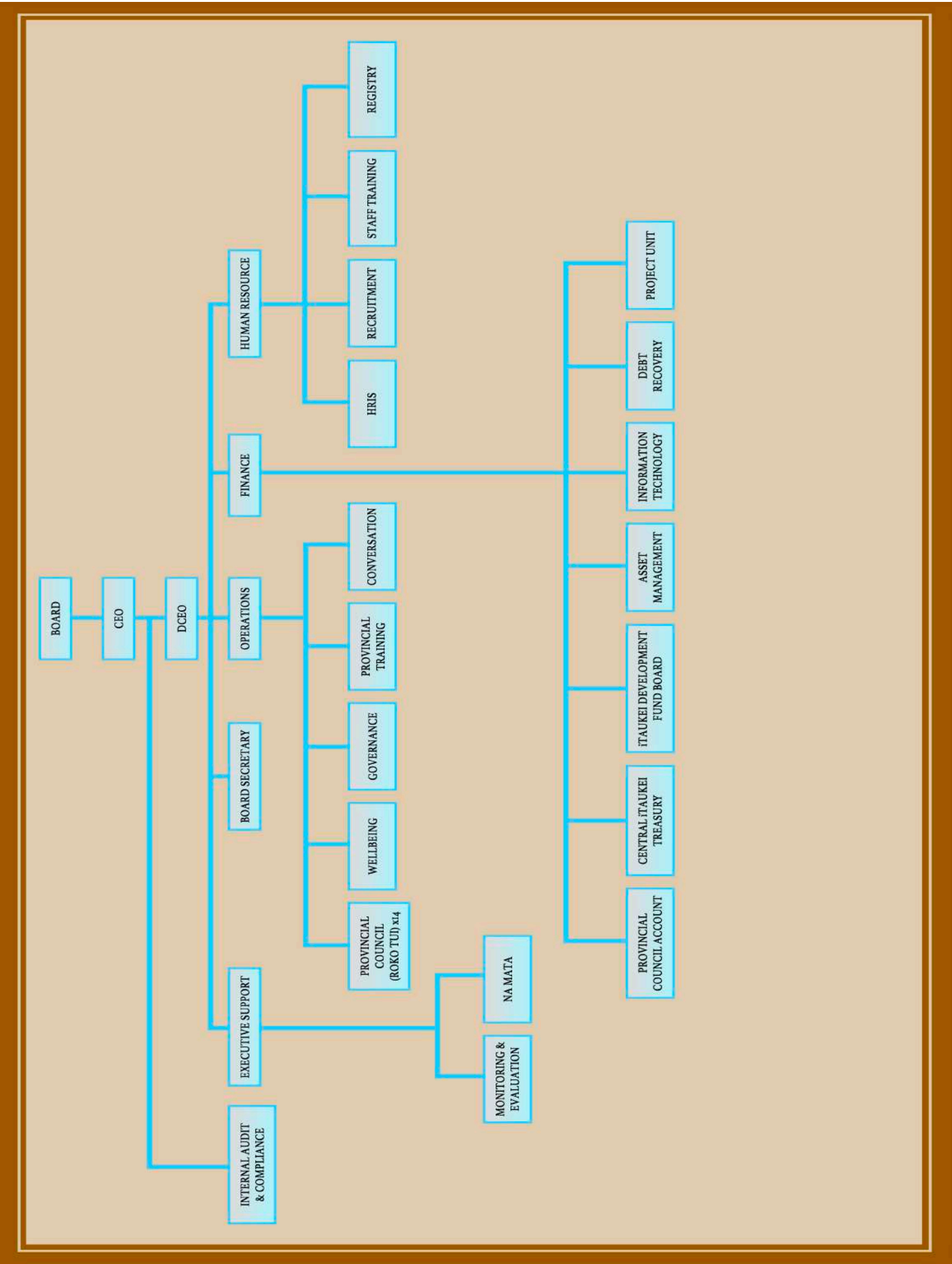
The committee is established under Section 22 of the iTaukei Affairs Act 1945 to oversee the Board's policy, programs initiation and support concerning the Economic, Environment and Wellbeing issues that may affect the iTaukei.

The Economic, Environment and Wellbeing Committee have the following roles and responsibilities:

- a.) Identify key issues and challenges facing the iTaukei community/people in the subject area
- b.) Analyzing the nature, scope and extent of each issue as it affects the iTaukei people in recent past years and immediate foreseeable future;
- c.) Consider or deal with any Bill or aspect of any Bill referred to it by a resolutions of the Board, which in the opinion of the Board could affect the interests and welfare of the iTaukei community;
- d.) To examine any subordinate legislation referred to it by resolution of the Board
- e.) To initiate policy proposals on specific area of concern and to Submit recommendations to the Board for deliberation and decisions thereon

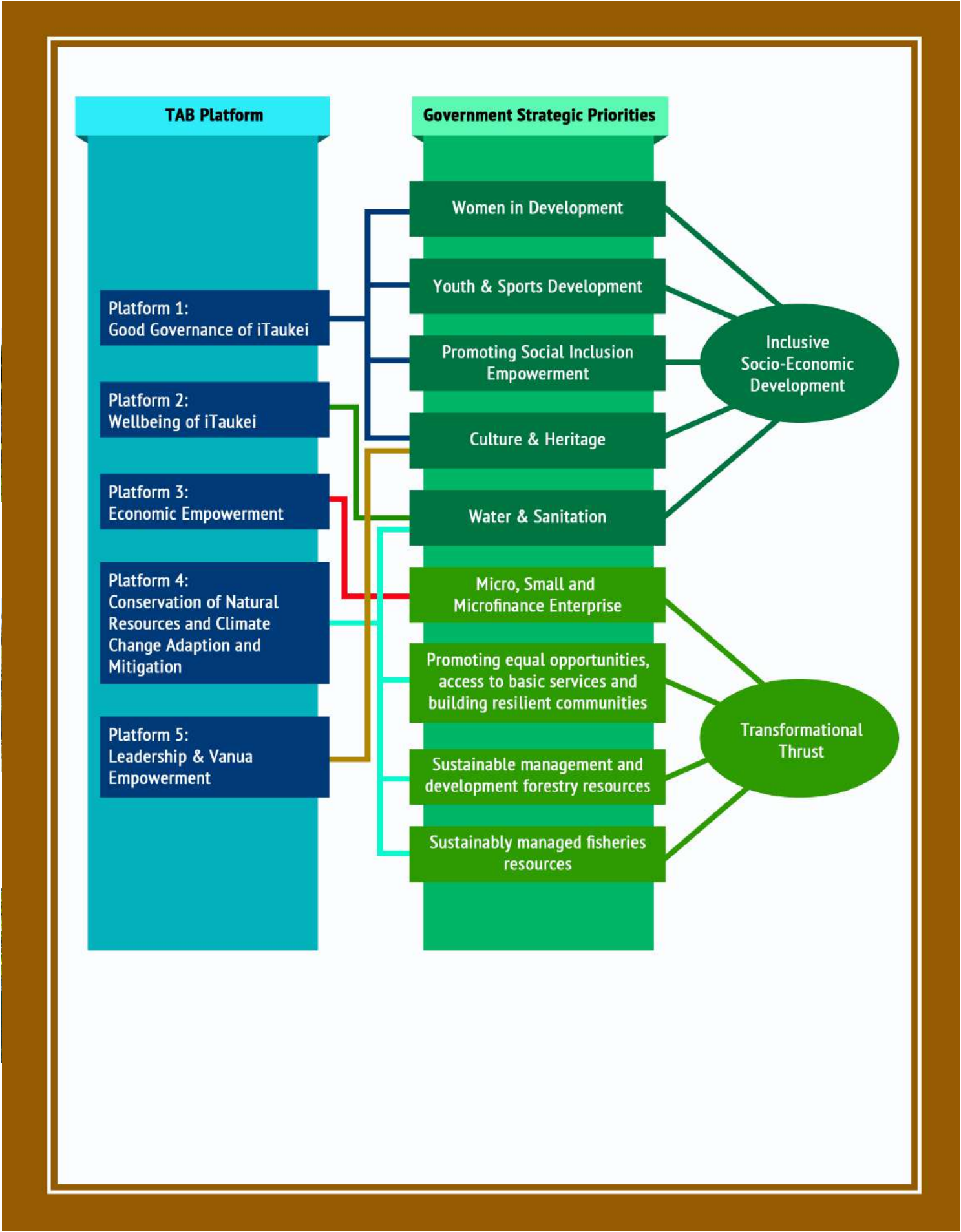


# 5.0 Organization Structure



# 6.0 Strategic Priorities

## LINKAGES TO GOVERNMENT STRATEGIC PRIORITIES





## 7.0 Key Pillars of Operation

### Platform 1: Good Governance of the iTaukei



Objective 1.1: Strengthen the iTaukei Good Governance Structure

Objective 1.2: Strengthen capacity of iTaukei Administration

Objective 1.3: Ensure women participation in the iTaukei decision making forums

Objective 1.4: Ensure youth participation in the iTaukei decision making forums

Objective 1.5: Increase visibility on the iTaukei Affairs Board programs

### Platform 2: Wellbeing of the iTaukei



Objective 2.1: Promote community evidence based planning

Objective 2.2: Promote community healthy lifestyle

### Platform 3: Economic Empowerment



Objective 3.1: Improve business support services for the iTaukei communities

Objective 3.2: Promote sustainable iTaukei business strategy

Objective 3.3: Strengthening Capacity of the Commercial Unit

**Platform 4: Conservation of Natural Resources & Climate Change**



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

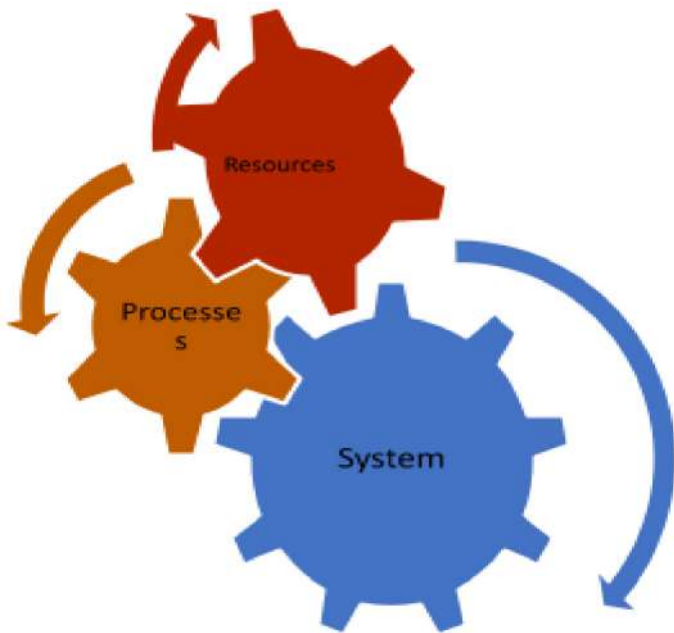
**Platform 5: Traditional Leadership and Vanua Empowerment**



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

**OUTPUT 1: INSTITUTIONAL DEVELOPMENT**

**Objective 1: Institutional Development**



## 8.0 2019-2020 ANNUAL PERFORMANCE REPORT

### 8.1 PLATFORM 1: GOOD GOVERNANCE OF ITAUKEI

The Good Governance Unit was under the jurisdiction of the Operations Division of the iTaukei Affairs Board. The Unit is managed by the Manager Governance & assisted by a Senior Administrative Officer, Administration Officer and an Executive Officer. The Good Governance Unit's role was aligned to the iTaukei Affairs Act of 1944. It was established to provide support to the provision of the iTaukei Affairs (Tikina & Village Councils) Regulation 1996. On the duties of the Tikina Council; Section 13 (1) subsection (c) provides a forum for the discussion of Tikina problems and acts as a vehicle for the enforcement of PC resolutions and, as a means of airing and resolving disputes. On the duties of the Village Council; Section 29 sub-section (f) is to ensure that all subordinate legislation and resolutions made by the Board, the PC and TC affecting the people in the village are explained clearly to them, and implemented for the good governance of the village.

#### The Governance Unit Highlights

The Unit was tasked with the specific objectives in its Business Plan to carry out the following:

1. Strengthening iTaukei Governance Structure
2. Encourage social inclusion, women & youth participation in community development.
3. Enhance capacity of iTaukei Administration
4. Promote greater visibility of TAB programs
5. Institutional development

#### 8.1.1 Strategic Objective 1.1: Strengthen iTaukei Governance Structure

In executing the Board's mandated role in strengthening the iTaukei Governance structure, the Governance Unit was committed to the introduction of, the formulation and submission of Village Councils and Tikina Councils Annual Reports. 526 Village council annual report and 143 Tikina Council AR were submitted respectively. Eight Provincial Council Annual Reports were completed.

762 targeted Village Council Meetings were fully attended for Governance awareness (on Civil Law, Village development) and realignment on the proper processes. Quarterly Tikina Council Meetings were fully attended by the respective Provincial Councils with relevant stakeholders.

18 Provincial Council Meetings were conducted covering development of socio-economic resolutions raised from each Districts and also the other special PC Meetings more focus on developing and consultation of Province Annual Budget

#### 8.1.2 Strategic Objective 1.2: Encourage social inclusion

Strategic Objective 1.2 focused on encouraging social inclusion of women and youth participation in community development. The Governance Unit developed the GESI Framework to strengthen the commitment of the Board in addressing social intervention at Village level.

Recognizing the elders' contribution to community development and identifying the need to revitalize culture through knowledge sharing a concept paper was submitted to management for their inclusion in this process.

#### 8.1.3 Strategic Objective 1.3: Enhance capacity of iTaukei Administration

To encourage Good Governance practices, 100% of the targeted awareness and capacity building for TNK/MNT were conducted along with the Quarterly (4) Roko Tui Workshops.





**Figure 1:** RT/SART/Management Leadership Training at Nadave



**Figure 2:** MNT and TNK workshop-2019

## **8.2 PLATFORM 2: WELL- BEING OF ITAUKEI**

The Unit builds on democratic governance in ensuring TABs processes are more responsive to the needs of all community members, especially the vulnerable. The unit is responsible for promoting development and strengthening data collection with the primary focus of setting up a database for the 1172 iTaukei Gazetted villages. The database will be extensively used for the formulation of the Village Profiles (VP) and ensuing Integrated Village Development Plans (IVDP) for the villages.

### **8.2.1 Strategic Objective 2.1:** Promote community evidence-based planning

The TAB completed its first Village Profiling Survey that gauged the Village Socio-Economic status or baseline for 1172 villages in Fiji. The VP data was used to develop the Integrated Village Development Plan as it identified gaps and priority areas that needed to be addressed. 579 IVDP were formulated and endorsed by the Village Council Meetings.

In streamlining the strategic priorities of the IVDP in the long-term, the IVDP framework was developed in consultation with the Provincial Councils.

### **8.2.2 Strategic Objective 2.2:** Encourage healthy lifestyle in iTaukei communities.

To promote healthy lifestyles at Village level, the TAB continued to facilitate the establishment of 451 Village Health Subcommittees.

The Provincial Councils provide incentives to villages to recognize their commitment to healthy living.



**Figure 3:** Lau Province Awards on Village Healthy lifestyle.

### 8.3 PLATFORM 3: ECONOMIC EMPOWERMENT OF ITAUKEI

#### COMMERCIAL UNIT PROFILE

The role of the Commercial Unit is to institute networking and provide an advisory platform for iTaukei businesses aligned to the Vision of the TAB i.e. A Transformed iTaukei Family for a Better Fiji. This included strengthening of existing ventures such as cooperatives and maintaining the balance with Small Micro Enterprises (SMEs) for dual survival in our villages. Financial Literacy and Investment Advisory initiatives were also disseminated to the communities with the promotion of a savings culture amongst the iTaukei.

##### 8.3.1 Strategic Objective 3.1: Improve business support services for communities

To promote business practices at village level, the Commercial Unit worked collaboratively with the Provincial councils for the identification of business at village level that needed support through training and capacity building. 26 Financial Literacy Trainings were conducted to respective villages.



**Figure 4:** Taivugalei Women Executive Consultation (Tailevu Province)

##### 8.3.2 Strategic Objective 3.2: Enhancing sustainable community innovation

This objective is to empower iTaukei communities through extensive consultation with relevant stakeholders with appropriate income generating activities undertaken at village level.



### 8.3.3 Strategic Objective 3.3: Promote sustainable iTaukei business practices

The TAB continued to conduct the Business Inventory exercises to capture successful business models that could be supported for replication in iTaukei community. 46 business entities were documented and incorporated in the Financial Literacy package as case studies.

The Unit developed a matching exercise of these entities with relevant communities for possible replication of their programs in those areas.



**Figure 5:** Consultation on Strategic Plan for Visoto Yaqona Farmers (Lomaiviti Province)

### MOU SIGNED: Village Headmen to conduct Fijian Competition and Consumer Commission Duties at Village level.



**Figure 6:** iTaukei Affairs Board Chief Executive Officer Meleti Bainimarama and Fiji Competition Consumer Commission Commissioner Vimlesh Sagar during the MoU signing on August 5, 2019. (Source: Fiji Sun)

The Fijian Competition and Consumer Commission (FCCC) signed a Memorandum of Understanding with the iTaukei Affairs Board that allows the village headmen to partially conduct FCCC duties with regards to the monitoring of village business stores unofficial price increase.

## 8.4 Platform 4: CONSERVATION of NATURAL RESOURCES and CLIMATE CHANGE MITIGATION and ADAPTATION

### CONSERVATION UNIT PROFILE

The Conservation Unit (CU) was established by resolutions of the iTaukei Affairs Board on the 2nd of June, 2014. The Conservation Unit and its officers provide policy considerations through the Ministry of iTaukei Affairs and work in an integrated management approach with partner organizations by mainstreaming iTaukei interest in natural resource management and climate change adaptation initiatives into development and programs.

#### 8.4.1 Strategic Objective 4.1: Support the preservation and restoration of Yaubula

The TAB fully committed to the implementation of community waste management initiatives in the communities. 35 Waste Management Trainings were conducted to identified villages. 72 Waste Management Plans were developed for respective villages to assist Village Health subcommittees in addressing identified Waste related issues.

The TAB continued to facilitate the identification, establishment of prospective sites, set out protocols for the sites and monitor these Tabu Area(s). Through awareness to the Vanua, the Provincial Council's Conservation officers facilitated the establishment of 40 Tabu sites in targeted marine areas.

In addition, the TAB promoted the preservation of cultural and historical sites and the revitalization of traditional environmental knowledge through the Yaubula Day celebration. The same process was also organized for the UNESCO International Environmental Day. This inclusive revitalization approach, where all key members of the society participated in showcasing their traditional knowledge, promoting the preservation of their natural resources. Nine Yaubula days were conducted and 15 UNESCO International Environmental Days facilitated respectively at Provincial level.



**Figure 7:** Delailasakau Ridge to Reef Consultation (Naitasiri Province)

#### 8.4.2 Strategic Objective 4.2: Promote good governance of Yaubula

To promote the good governance of Yaubula, the TAB continued to establish and revive the Village Yaubula sub-committees. 109 Village Yaubula sub-committees were established as they went through vigorous training and awareness.

To further strengthen the implementation and alignment of Yaubula Governance, the Conservation Unit had developed the Community Yaubula Committees Framework. This is to provide a clear structure of Yaubula governance intervention at Provincial, District and Village level, including the interest of other relevant stakeholders.

To make an effective decision in Yaubula management, the Conservation Unit has developed the Yaubula Guide for the assistance of Provincial Conservation officers and Village subcommittees in the implementation of Yaubula initiatives.



The TAB continued to provide advisory support service to assist villages. Assistance was in complying with relevant legislations and sustainable procedures and practices in the governance and usage of natural resources. Community training/ Workshop (106) on sustainable land/forest and marine management were conducted to targeted villages.

EIAs were facilitated by Provincial Conservation Officers in collaboration with relevant stakeholders. This was to identify any environmental risks for any development carried out to nearby villages. The EIA reports were presented to the Land Owners (LOU) to assist them in their decision making in their new development.



**Figure 8:** Navukailagi Sea weed farming (Lomaiviti Province)



**Figure 9:** Construction of Solevu Yaubula Nursery at Cavaga Village (Bua Province)

## **8.5 PLATFORM 5: VANUA EMPOWERMENT**

### **Provincial Training Unit**

The Provincial Training Unit's primary objective is to conduct training for community capacity building on the roles and responsibilities of Traditional Leaders, Provincial Council forum members, Mata ni Tikinas and Turaga ni Koros. This involved the analysis of training needs, developments and evaluation of training packages for community capacity building and development. The Unit is also responsible for advocating the strengthening of the iTaukei traditional governance structures and leadership.

**8.5.1 Strategic Objective 5.1:** Strengthen capacity of traditional leadership roles.

**8.5.2 Strategic Objective 5.2:** Promote a greater awareness on the importance of confirmation of traditional titles

The Provincial Training Unit Coordinated 25 traditional leaders' workshops/ trainings/ awareness sessions to MNT/TNK to strengthen their leadership capacity.

**8.5.3 Strategic Objective 5.3:** Encourage peaceful Vanua initiatives.

To encourage a peaceful Vanua, the Provincial Training Unit conducted Vuli Sauvaki Vanua trainings on traditional roles, responsibilities, protocols and values amongst iTaukei community members. 150 VSV trainings were conducted at community level.

33 Ketekete ni Marama trainings were conducted for Women at targeted villages addressing areas of their traditional protocols, values and responsibilities.

The TAB has made sure that no one is left behind from its intervention particularly in promoting traditional roles, responsibilities, protocols and values among iTaukei in urban areas. 5 VSV piloted trainings were conducted for iTaukei residing in urban communities.

The Provincial Councils also conducted 20 cultural festivals to promote cultural and traditional knowledge where these were practised and revitalized.

## 8.6 PLATFORM 6: INSTITUTIONAL DEVELOPMENT

**8.6.1 Strategic Objective 6.1:** Develop and align staff to organizational goals to deliver the best outcomes for the iTaukei. The Annual Cooperate Plan and Business Plan were reviewed and developed aligned to the 5 year SDP that was launched in the 2018-2019 financial year. The Monitoring and Evaluation Team continued to facilitate the planning and conducted Quarterly (4) performance reviews with management to realign strategies and activities against the timeframe and budget.

The M&E Unit reviewed its reporting SOP to enhance its data collection and reporting systems to be timely and aligned to the required quality standards.

The HR department developed & reviewed the following SOPs to strengthen its management practices;

- Expression of Interest SOP
- Recruitment SOP
- Register SOP
- Registry SOP
- Disciplinary SOP

**8.6.2 Strategic Objective 6.2:** Promote a culture of strategic leadership that is adaptable to reform and embraces innovation. Apart from committing to daily operations, the TAB conducted 22 CSR activities at Provincial, District and Village level. In promoting green initiatives in the work place, 12 initiatives were implemented by TAB HQ and PCs. This program was conducted alongside the Wellness program.

To promote healthy working environment, the TAB conducted its annual Health Audit in collaboration with the Ministry of Health.

To recognize the commitment and effort made by the TAB staff at HQ and across the 14 PCs, the management facilitated the special Awards Night.

The Board adopted the organization strategies for improvement through the Fiji Business Excellence Awards. TAB was awarded under the FBEA in recognition of organizational improvement. FBEA evaluators provided feedback reports that contained a list of the strengths and opportunities for organizational improvement.

**8.6.3 Strategic Objective 6.3:** Provide good governance in financial management

The Board provided good governance in financial management through sound Investment advice which led to 3 new investments to Provincial Councils. Proper management of Government grant was executed through timely disbursement of TNK/MNT allowance on a Quarterly basis.

The audit exercise for Annual accounts continued to be a priority for TAB.

The TAB continued to enhance its financial system and processes through the installation of new Financial and Payroll System.





Figure 10: FBEA 2019 - Commitment & Achievement Level Award



## 9.0 Units Performance (Support Service)

### 9.1 Na Mata

To communicate the interventions and major developments at TAB the Na Mata unit exercised its mandated duties to publish and update Weekly and Quarterly TAB Publications and media platforms.

The Na Mata Unit developed the first TAB Website in 2019 where all TAB key information are stored and made available to the public. It's an information hub that communicates the roles and mandated functions of the Board, its strategic operations and daily updates from the 14 PCs. Other programs included in this publication were;

- Provincial Council Meetings
- Provincial Visits by Government departments/stakeholders
- Annual Provincial Social Events (Cakaudrove Climate Change Festival)
- Traditional Knowledge

The Na iLalakai segment was consistently aired on a weekly basis (52) throughout the year broadcasting every Sunday at 8.15 am. Invited guest speakers provided updates and success stories for the broadcasts.

### 9.2 IT Infrastructure

Work on the Govnet connectivity in the fourteen (14) Provincial Councils and TAB HQ were successfully completed. The project boosted service delivery through efficient data sharing mediums.

### 9.3 Human Resources

#### Functions

The Human Resources (HR) Unit aimed to recruit the right people with the desire to serve the iTaukei communities who could be agents of change and make positive impacts in people's lives. It also addressed one of TAB's missions which was to promote excellence through a dynamic, innovative and professional team capable of implementing smarter ways to conduct their roles.

#### 9.3.1 Appointments

**Table 1:** Appointments

AUG 2019 – JULY 2020 APPOINTMENTS		
Name	Appointment	Date
Apisai Rabukawaqa	EO Cashier	21/10/2019
Litia Vunicagi	EO MER	30/08/2019
Eroni Wavu	AO MER	09/12/2019
Jone Drole	EO Wellbeing	03/09/2019
Sela Seru	Project Officer Accounts	25/11/2019
Emosi Karavaki	Driver Lomaiviti	09/08/2019
Perina Rokobaro	APT Serua	12/18/2019
Siteri Namere	CO Administration Ba	09/01/2020
Naiqama Daucina	Project Officer Cadet	10/03/2020
Iliesa Naituku	Driver Serua	14/02/2020
Meresimani Rocevalevu	CO Administration Serua	15/02/2020
Teni Smith	APT Rewa	07/01/2020
Bulou Salome Vatanitawake	APT Kadavu	15/01/2020
Ateca Utoniika	PT Ba	13/01/2020
Sowane Daunakelo	CO Operations Nadroga	20/01/2020
Etuate Koroisaua	CO Operations Ra	06/01/2020
Unise Marau Ledua	CO Registry Kadavu	15/01/2020

Kasanita Bulimaibau	CO Administration Tailevu	10/02/2020
Mere Tikonatabua	APT Bua	14/01/2020
Sera Vilisi Yavita	CO Administration Lau	05/02/2020
Alivereti Vatakaya	Caretaker Rewa	12/02/2020
Keasi Nawaciono	PA DF	01/04/2020
Viliame Driti	AO Conservation	27/03/2020
Iowane Lario Cagilele	CO Administration Namosi	05/05/2020

### 9.3.2 Retirement

**Table 2:** Retirement in 2019-2020

Name	Position	Date
Niumaia Gucake	Senior Training Officer	31/12/2019
Ilisoni Visawaqa	CO Registry Lau	19/02/2020
Jese Volau	A/Manager Training	25/04/2020

### 9.3.3 Resignation

**Table 3:** Resignation in 2019-2020

No	Name	Position	Date
1.	Peceli Vura	PT Kadavu	11/08/2019
2.	Rt Inoke Sauturaga	ART Nadroga/Navosa	21/08/2019
3.	Nitashni Singh	PT Tailevu	28/11/2019
4.	Tulia Kurabui	Tem. Rel. PA DF	21/11/2019
5.	Vikaili Ranitu	Switchboard Operator Kadavu	15/01/2020
6.	Ifereimi Corerega	RT Naitasiri	27/01/2020

**Figure 11:** Induction Training



Induction Training for new employees were conducted on and 29th – 30th October 2019 at the FRCS Conference room.

Figure 12: TAB Awards Night in 2019



Performance recognition awards for staff at PCs and HQ in 2019-2020.



## 9.4 Finance

### 9.4.1 ANNUAL GRANT

A total of \$9,100,563.00 annual grant was initially approved in the Annual budget however the allocation was further reduced to \$8.3m following the endorsement of the COVID 19 supplementary budget by Cabinet. The movement was mainly attributed to the diversion of PC 1/3 operation fund of \$0.7m to other Ministries while Na Mata allocation reduced by \$5,000.00.

**Table 4:** Annual Grant in 2019-2020

Particulars	2019/2020 (Initially Approved)	2019/2020 (COVID 19 supplementary budget)
TAB PE costs	\$5,219,129.00	\$5,219,129.00
PC PE costs	\$1,156,386.00	\$1,156,386.00
PC 1/3 ops costs	\$763,268.00	-
Turaga ni Koro Allowance	\$1,483,179.00	\$1,483,179.00
Mata ni Tikina Allowance	\$428,600.00	\$428,600.00
Na Mata	\$50,000.00	\$45,000.00
<b>TOTAL</b>	<b>\$9,100,563.00</b>	<b>\$8,332,294.00</b>

### 9.4.2 STAFF EMOLUMENTS

Total staff emolument cost stood at \$6.4m with details tabulated below:

**Table 5:** Staff Emoluments in 2019-2020

Particulars	2018/2019
TAB Staff	\$2,262,991.48
PC Staff (Roko Tui, SART, ART, PT, PCO)	\$3,286,064.78
PC Staff (APT, COs)	\$917,237.39
<b>TOTAL</b>	<b>\$6,466,293.65</b>

## 9.5 Monitoring and Evaluation (Planned vs Achieved)

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

For financial year 2019-2020, the M&E began to identify Key Result Areas to encourage each responsible Units and officers to direct attention to their core functions and deliverables as the planning documents. In facilitating this, the unit created awareness, on these KRAs and mapped KRAs linkages to the organizational objectives and AOP indicators. Additionally, Feedback to each reporting unit and PC were facilitated on a monthly basis to ensure that everyone was kept abreast with their performance trends as well as areas that were at risk of neglect.



**Figure 13:** M&E Workshop

The following KRA Matrix illustrates the status of each expected deliverables across the six (6) platforms for both the PC and HQ Units.

### 9.5.1 TAB & Provincial Council Annual Operations Plan Performance Matrix

The following result demonstrate the planned and the achieved performance output for each of the 6 platforms.

#### 9.5.1.1 Platform 1: Good Governance of iTaukei

Key Result Areas (KRA)	Status
Village Council Annual Report	526/1171 villages
Tikina Council Annual Report	143/189 Tikina's
Provincial Council Annual Report	8/14
PC Member Guidebook	Developed
PC/BNY Executive Member Training	Conducted
TAB GESI Framework	Developed
TAB Corporate Governance & Risk Management Framework	Developed
Quarterly Na Mata Publications	3/4
Weekly Na iLalakai segments	52/52
TAB Website	Live

#### 9.5.1.2 Unachieved KRA's:

Key Result Areas (KRA)	Status
Village Council Annual Report	526/1171 villages
Tikina Council Annual Report	143/189 Tikina's

#### 9.5.2.1 Platform 2: Wellbeing of iTaukei

Key Result Areas (KRA)	Status
Village Profiling	100% completed
Approved Integrated Village Development Plan (IVDP)	49% (579 IVDP)
TAB IVDP Framework	Developed
Annual Provincial Awards	7/14

#### 9.5.2.2 Unachieved KRA's:

Key Result Areas (KRA)	Status
Integrated Village Development Plan (IVDP)	Pending – 593
Stakeholder Symposium	Postponed to 2022

#### 9.5.3.1 Platform 3: Economic Empowerment

Key Result Areas (KRA)	Status
TAB Business Framework	Pending
Commercial Handbook	Pending

#### 9.5.4.1 Platform 4: Conservation of Natural Resources and Building Resilient Communities

Key Result Areas (KRA)	Status
Waste Management Trainings	35 trainings conducted
Waste Management Plans	72 Plans developed
Tabu site establishment	40 Vanua Tabu sites est.
Yaubula Day Celebrations	9 PC's/ 11 initially planned



Yaubula Framework	Developed
Yaubula Committee est.	109 YC est.
Yaubula Management Community Training	106/89
Community Nursery Set-up	36 community nurseries
Community Reforestation/Replanting initiatives	43 initiatives
Community Organic/Agro-farming initiatives	33 initiatives

#### 9.5.4.2 Unachieved KRA's:

Key Result Areas (KRA)	Status
Conservation Manual	Pending
Waste Management Training	16 Trainings pending
Climate Mitigation and Adaptation Initiatives	30 initiatives unachieved

#### 9.5.5.1 Platform 5: Vanua Empowerment & Traditional Leadership:

Key Result Areas (KRA)	Status
Turaga ni Koro/Mata ni Tikina Workshop	25 conducted
Sauvaki ni Vanua Training	150 conducted
Ketekete ni Marama Training	33 conducted
Urban Out-reach	5 conducted
Provincial Cultural Festival's	20 conducted

#### 9.5.5.2 Unachieved KRA's:

Key Result Areas (KRA)	Status
Training Curriculums & SOP Review (VSV, Ketekete ni Marama)	Pending
Training Evaluation	Unachieved (due to COVID)

#### 9.5.6.1 Platform 6: Institutional Development

Key Result Areas (KRA)	Status
TAB Corporate Social Responsibility Initiatives	22 conducted
TAB Green Initiative	12 implemented
Annual Health Screening	1 conducted
TAB & PC Annual Accounts	12/106 submitted to OAG
TNK Allowance Disbursement	99%
MNT Allowance Disbursement	95%

#### 9.5.6.2 Unachieved Key Deliverables:

Key Result Areas (KRA)	Status
TAB Organization Policies	7 Pending
Financial & Payroll System Inst. (HRIS)	Pending
Small Business Unit Annual Accounts	5 Pending
iTaukei Development Fund Board Annual Accounts	5 Pending
TAB & PC Annual Accounts	94 Pending
Draft Internal Audit Report	7 DIAR pending



**Figure 14:** TAB Sports Day @ Suva Grammar School

## 9.6 Internal Audit and Compliance

This Unit assisted the management of the Board and Provincial Councils in the effective discharge of financial responsibilities by providing analysis of accounts and recommendations for management consideration. The activities carried out by the Internal Audit team included Normal Audit, Surprise Audit and Exit Interviews.

### 9.6.1 TAB and PC Audit 2019 – 2020

**Table 6:** TAB and PC Audit

Entity	Date of Normal Audit	Date of Surprise Audit
Ba	11/09 – 13/09/19	11/09/19
Bua	19/06/20	19/06/20
Cakaudrove	15/06 – 16/06/20	15/06/20
Kadavu	14/07 – 20/07/20	14/07/20
Lau	21/05 – 27/05/20	21/05/20
Lomaiviti	18/02 – 20/02/20	18/02/20
Macuata	17/06 – 18/06/20	17/06/20
Nadroga/Navosa	06/03 – 08/03/19	06/03/19
Naitasiri	04/11 – 06/11/19	04/11/19
Namosi	06/01 – 10/01/20	06/01/20
Ra	25/09 – 27/09/19	25/09/19
Rewa	19/05 – 21/05/20	19/05/20
Serua	06/01 – 10/01/20	06/01/20
Tailevu	06/01 – 13/01/20	06/01/20
TAB / SBAU	08/07 – 19/07/19	

### 9.6.2 External Audits

Outlined in Figure 15 is the latest update from the Office of the Auditor General on the general status of the audits of TAB and its fourteen (14) Provincial Councils.

**Figure 15: OAG Update on TAB and Provincial Councils Audits**



File: 1282

6 June 2023

i-Taukei Affairs Board  
87 Queen Elizabeth Drive  
**SUVA**

**Attention:** Ms. Sereana Matakibau

Dear Madam

### **I-TAUKEI AFFAIRS BOARD AND PROVINCIAL COUNCILS AUDIT UPDATES**

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

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



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

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

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

Yours sincerely



Esala Niubalavu  
**for ACTING AUDITOR-GENERAL**

Encl.



iTaukei Affairs Board



iTaukei Affairs Board annual report 2019 - 2020