

MINISTRY OF CIVIL SERVICE

2021-2022 Annual Report



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Acronyms

<i>CCCC</i>	Customer Care Call Centre
<i>CMS</i>	Customer Management System
<i>GSC</i>	Government Service Centre
<i>GFCC</i>	Government Feedback Call Centre
<i>ICT</i>	Information and Communication Technology
<i>JELT</i>	Job Evaluation Leadership Team
<i>MCS</i>	Ministry of Civil Service
<i>MEPIR</i>	Ministry of Employment, Productivity & Industrial Relations
<i>MHMS</i>	Ministry of Health and Medical Services
<i>OMRS</i>	Open Merit Recruitment and Selection
<i>PRP</i>	Procedural Review Process
<i>PS</i>	Permanent Secretary
<i>PSC</i>	Public Service Commission

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Referral Letter from Permanent Secretary

06 June 2024

Hon Prime Minister and Minister for Civil Service
Parliament Complex
Suva

Dear Sir,

In accordance with the Financial Management Act 2004 requirements, I hereby submit for your information and presentation to Parliament, the Annual Report for the Ministry of Civil Service for the 2021-2022 financial year.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'Parmesh Chand', is centered below the closing text.

Parmesh Chand
Permanent Secretary for Civil Service



1.0 Permanent Secretary's Statement

In accordance with the Financial Management Act, 2004, I submit the 2021-2022 Annual Report for the Ministry of Civil Service (MCS).

This Report presents summary of key issues throughout the year, an overview of performance and activities and an outlook for the future.

The Ministry continued to facilitate improvements in service delivery through policy advice, capacity building and training, supporting the Public Service Commission (PSC) to carry out its responsibilities, working in partnership with Ministries to facilitate improved customer care and providing support for organising large-scale conferences and events that benefit all Fijians.

The Ministry continued to provide online and blended core and scarce skills training, including Leadership Training to Civil Servants to enhance capacity building.

The Ministry also contributed to improving customer care by developing and launching Customer Service Guidelines across the Civil Service to ensure responsive, reliable and inclusive customer services to internal and external customers.


I am pleased to present the Ministry's 2021-2022 Annual Report.

A handwritten signature in blue ink, appearing to read 'Parmesh Chand', is positioned above the printed name and title.

Parmesh Chand
Permanent Secretary for Civil Service

2.0 Corporate Profile

2.1 Vision, Mission and Values



Our Vision:
A world class Civil
Service for Fiji

Our Mission:

To support Ministries create a culture of excellence by:

- Being a driver and facilitator of change through evidence-based innovation for the Civil Service including the identification of international best practices, with implementation tailor-made for Fiji to cultivate a more efficient and productive workforce in the public sector, and for the Civil Service to be a merit-based, efficient and responsible employer.
- Supporting all Ministries in the consistent implementation of human resource management policies and modern management practices.
- Facilitating the continuous professional development and growth of human resources in the Civil Service and growing the workforce for the future.
- Supporting the creation of the necessary conditions and a conducive work environment to inspire and improve the morale of civil servants.
- Project management of the hosting of economically stimulating, large-scale Conferences; and
- Promoting an ethical culture and accountability in the Civil Service.

Our Values

Accountability	<ul style="list-style-type: none">• We take full responsibility for our actions, decisions and mistakes. We commit to deliver the best outcomes for the people of Fiji and remain answerable to them. In doing so we ensure that our activities are transparent and are in accordance with all laws, rules and regulations.
Excellence	<ul style="list-style-type: none">• Excellence and not average, is our measure. The quality of our service delivery is reflected in the pride we take in what we do and how we deliver. We are passionate about our people, process, and service and by excelling in what we do, we will strive to make Fiji a better place for all Fijians and for all visitors to Fiji.
Inclusiveness	<ul style="list-style-type: none">• We will ensure the involvement and empowerment of all, where the inherent worth and dignity of all people are recognized along with their talents, beliefs, backgrounds and cultures.
Integrity	<ul style="list-style-type: none">• We maintain a high standard of integrity by commanding trust and confidence among all Fijians and the international community. We take accountability for our actions and will remain transparent, ethical and fair.
Professionalism	<ul style="list-style-type: none">• We embody the highest standards of behaviour, presentation, competence and ethics that we must hold ourselves to at all times.
Trust	<ul style="list-style-type: none">• We build trust by doing the right thing all the time. We ensure that our actions are not affected by our personal interests or relationships.
Innovation	<ul style="list-style-type: none">• We continue to innovate with a view to staying in line with or ahead of global developments, including in technology, to provide state-of-the-art service and solutions to our customers.

2.2 Roles and Responsibilities

- A. The role of the Ministry of Civil Service is to support Government's Civil Service reforms through capacity building and improving the overall capability of the Civil Service, provide policy advice to Ministries relating to Permanent Secretary responsibilities under section 127 of the Constitution and provide secretariat and administrative support to the PSC.
- B. The responsibilities of MCS are performed by the following five divisions:
- (i) Policy Development, Implementation and Monitoring Unit
 - (ii) Training,
 - (iii) PSC Secretariat,
 - (iv) Major Events; and
 - (v) Business Management.

C. Our core functions are distributed across our five service delivery units. These are outlined below.

Executive Support and PSC Secretariat

- Support PSC / meetings / papers etc
- Contract administration for all Permanent Secretaries
- Executive support for PS MCS

Business Unit

- Internal corporate services including finance and human resource management

Policy Development, Implementation and Monitoring Unit

- Development and Review Policy
- Identify innovations and trends through research
- Provide research for policy
- Monitor and advise ministries on consistent strategies for effective implementation of policy
- Identify strategies to address scarce skills

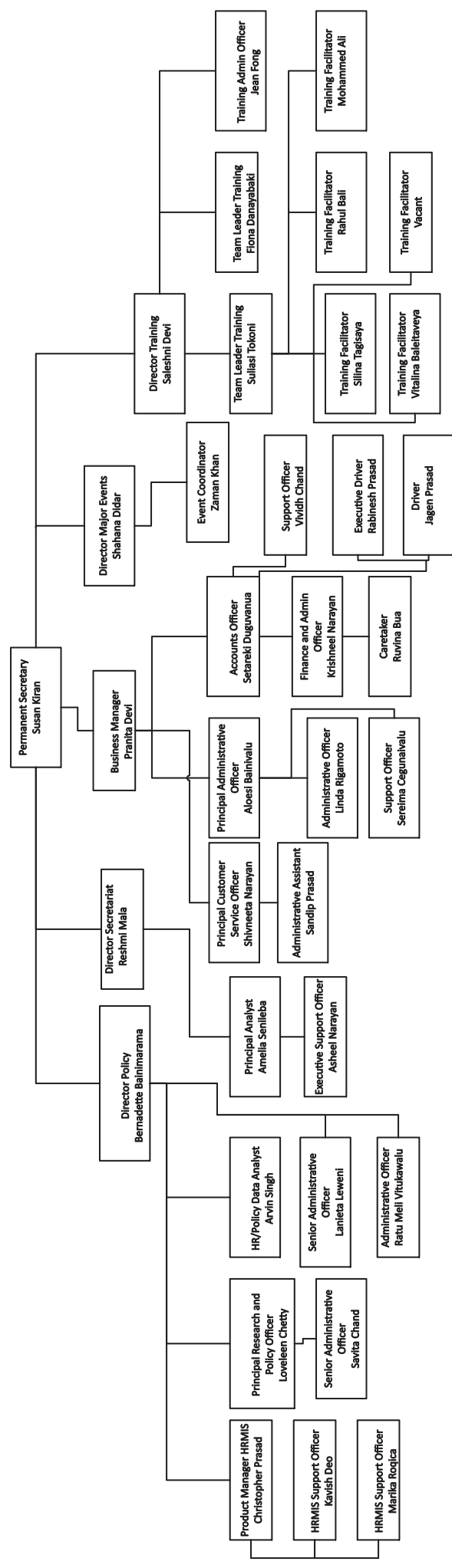
Training

- Core skills training development, review and delivery
- Report on training effectiveness
- Coordinate international training offers and return on investment

Major Events

- Lead and assist with events and projects
- Develop capacity in Ministries for events

2.3 Our Staffing and Structure



2.4 Ministry Goals

Goal 1

- We will coordinate the development of innovative, research-based policy in support of a modern, vibrant Civil Service focused on the ethical and accountable delivery of services to the Fijian people.(SDG 16.6).

Goal 2

- We will support Ministries to effectively and consistently implement policies that promote their role as responsible employers, with a focus on good governance and service delivery. (SDG 16.6)

Goal 3

- We will develop and implement a framework to manage core skills development across the Civil Service that is effective and promotes a learning culture. (SDG 16.6)

Goal 4

- We will work with Ministries to identify and address scarce skill issues across the Service.

Goal 5

- We will support effective and efficient operation of the Public Service Commission.

Goal 6

- We will lead project management of large-scale Conferences that supports stimulation of the Fijian economy.

Goal 7

- We will ensure transparent, accountable and responsible management of the Ministry of Civil Service resources.

3.0 Performance and Achievements

3.1 Policy Development, Implementation and Monitoring Unit

The Policy Development, Implementation and Monitoring Unit played a crucial role in providing Ministries with policy advice, guaranteeing alignment and consistency with overarching legislation, regulations, policies and PSC guidelines. Additionally, the Unit actively monitored and guided Ministries in the effective implementation of policies approved by the PSC, ensuring that their strategies were coherent and cohesive. Furthermore, the Unit identified and proposed approaches to address the scarcity of specialised skills within the Civil Service. By fulfilling these responsibilities, the Unit aimed to enhance policy development, implementation, and monitoring across Ministries, ultimately contributing to the overall efficiency and effectiveness of the Civil Service.

The Unit played a crucial role in facilitating the Whole of Government pool recruitment process for common cadre positions. This involved positions such as Drivers, Clerical Officers, Admin Officers, Accounts Officers and Communication Officers. The Unit successfully managed the process and shared merit lists with the respective Ministries, ensuring a fair and transparent selection process.

The Unit strategically planned and reviewed the Government Planning Framework and Planning Guides while promptly responding to requests from Ministries for support in Strategic Planning workshops and reviewing Strategic Planning documents. The Unit responds within a week ensuring efficient and timely assistance in strategic planning endeavours.

A summary of achievements that support consistent and informed decision-making at the Ministry level are as follows:

- A total of 131 policy advice on human resource policy was provided to Ministries following research and consultation with relevant agencies,
- Dealt with Civil Servant grievances and provided analysis to the PSC as well as the Minister on the issues raised. A total of 17 grievances were received, all of which were successfully resolved through diligent efforts; and
- Work with the Office of the Solicitor General to confirm the legal basis for the General Orders 2011 sections.

Re-engagement: Requests, approved and declined

Given the importance of retaining experienced personnel within the civil service, a provision was made to re-engage Civil Servants who were 55 years of age and above, subject to meeting satisfactory performance assessments and maintaining a clear disciplinary record. This re-engagement process was carried out in strict adherence to Regulation 14 of the Civil Service (General) (Amendment) Regulation 1999, with the approval of the Minister responsible for the Civil Service.

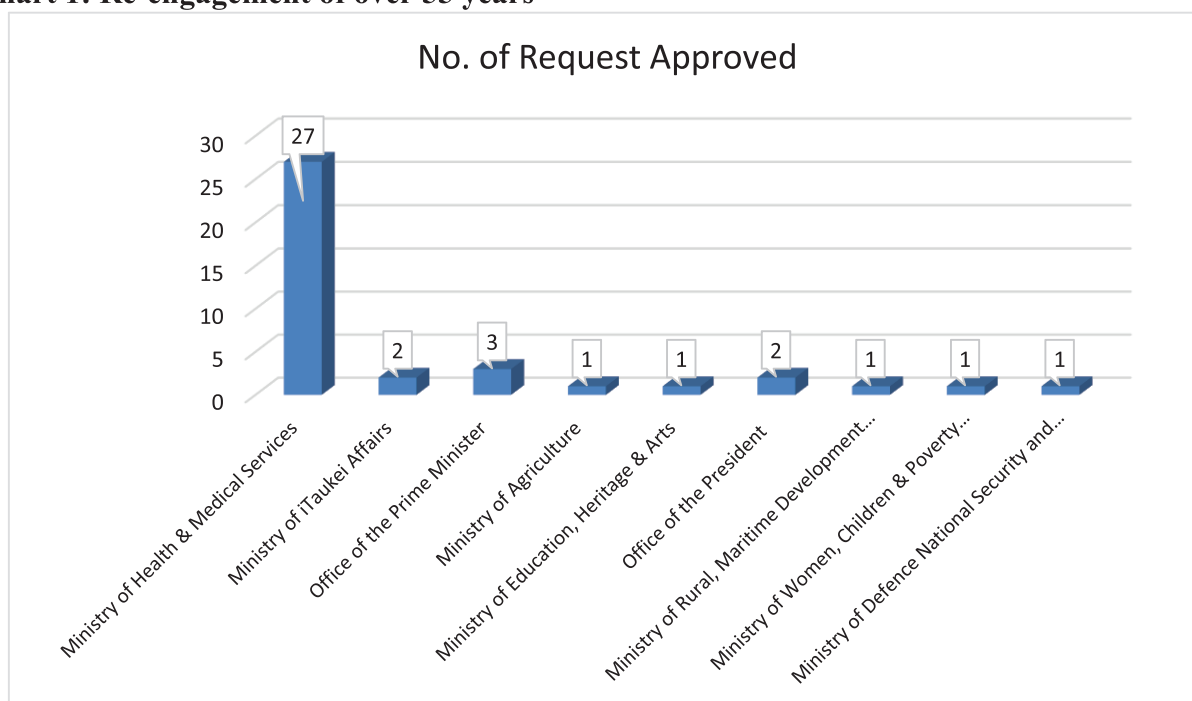
Recognizing the value and expertise that experienced Civil Servants bring to the organisation, this initiative aimed to retain their services and benefit from their wealth of knowledge and skills. It was ensured that their continued employment was contingent upon their ability to meet the required performance standards and maintain a disciplinary record, free from any infractions.

By enabling the re-engagement of Civil Servants over the age of 55, as permitted by the applicable regulation, the Civil Service sought to optimise its human resources and ensure the effective functioning of the organisation. This measure not only acknowledges the contributions of experienced personnel but also underscores the commitment to utilise their capabilities for the betterment of the civil service.

Table 1: Re-engagement of over 55 years

Ministry	No. of Request Approved	Request Disapproved
Ministry of Health & Medical Services	27	Nil
Ministry of iTaukei Affairs	2	1
Office of the Prime Minister	3	Nil
Ministry of Agriculture	1	1
Ministry of Education, Heritage & Arts	1	Nil
Office of the President	2	Nil
Ministry of Rural, Maritime Development & Disaster management	1	Nil
Ministry of Women, Children & Poverty Alleviations	1	1
Ministry of Defence National Security and Policing	1	1
Total	39	4

Chart 1: Re-engagement of over 55 years



Employee Grievances

Grievances received from Civil Servants were carefully assessed and promptly addressed, with a comprehensive trend analysis provided to both the PSC and the responsible Minister. Upon evaluation, it was observed that certain Ministries were not fully adhering to established policies and guidelines, resulting in varying interpretations and inconsistencies. In order to rectify this situation, specific decisions made by these Ministries were requested to be reversed, and appropriate measures were proposed to ensure compliance moving forward. Throughout the year, a total of 17 grievances were received, all of which were successfully resolved through diligent efforts.

Efforts were made to thoroughly evaluate each grievance and provide the necessary resolutions, taking into account the concerns raised by Civil Servants. The findings and analysis of these grievances were shared with the relevant Minister, highlighting the instances where deviations from established policies occurred. In response, corrective actions were proposed and communicated to the respective Ministries involved, emphasising the need to align their decisions with the prescribed guidelines.

By proactively addressing these grievances and implementing corrective measures, we strive to promote fairness, transparency and consistency within the Civil Service. It is our commitment to ensure that Civil Servants receive the utmost support and that their concerns are duly acknowledged and resolved, fostering a conducive working environment that upholds the principles of good governance and accountability.

Policy clarifications

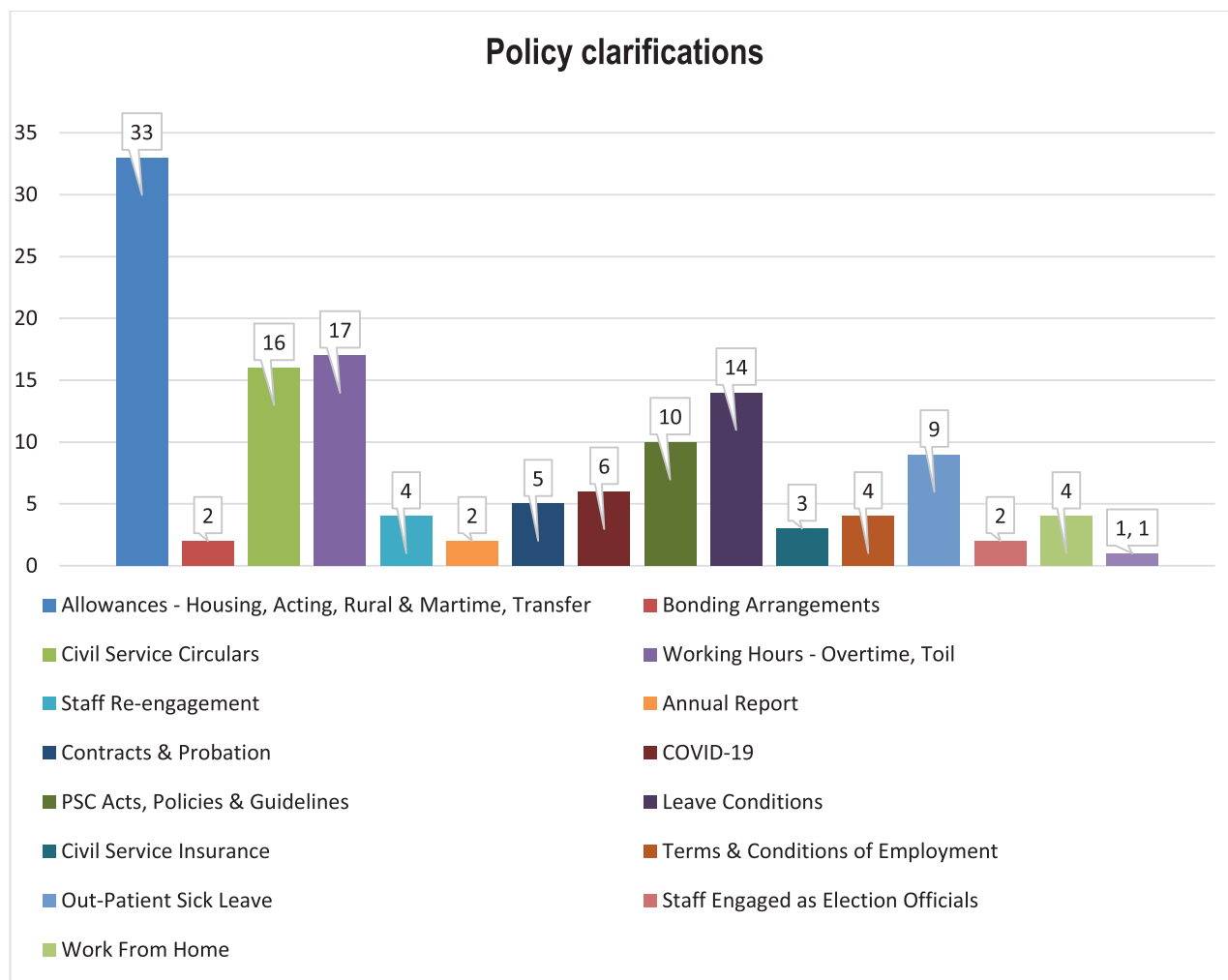
Research and collaboration with relevant agencies allowed the delivery of comprehensive policy advice to all government Ministries and Departments concerning human resource policies. This guidance aimed to promote consistency and adherence to contemporary standards in personnel management across the public sector. Concurrently, grievances raised by Civil Servants were diligently evaluated and expeditiously resolved, allowing for a detailed analysis of recurring issues and trends.

The resulting insights, along with corresponding actions, were shared with the PSC and the line Minister, facilitating a comprehensive understanding of the matters addressed. Through prioritising research, collaboration and efficient grievance handling, our aim is to enhance the overall effectiveness and transparency of human resource policies within the Civil Service. The findings and recommendations derived from this process continually reinforce efforts to optimise practices, ensuring a conducive work environment for Civil Servants and the achievement of organisational objectives.

Further details are illustrated in Chart 2 below:

Chart 2: Policy Clarification

A total of 131 policy clarifications were addressed.

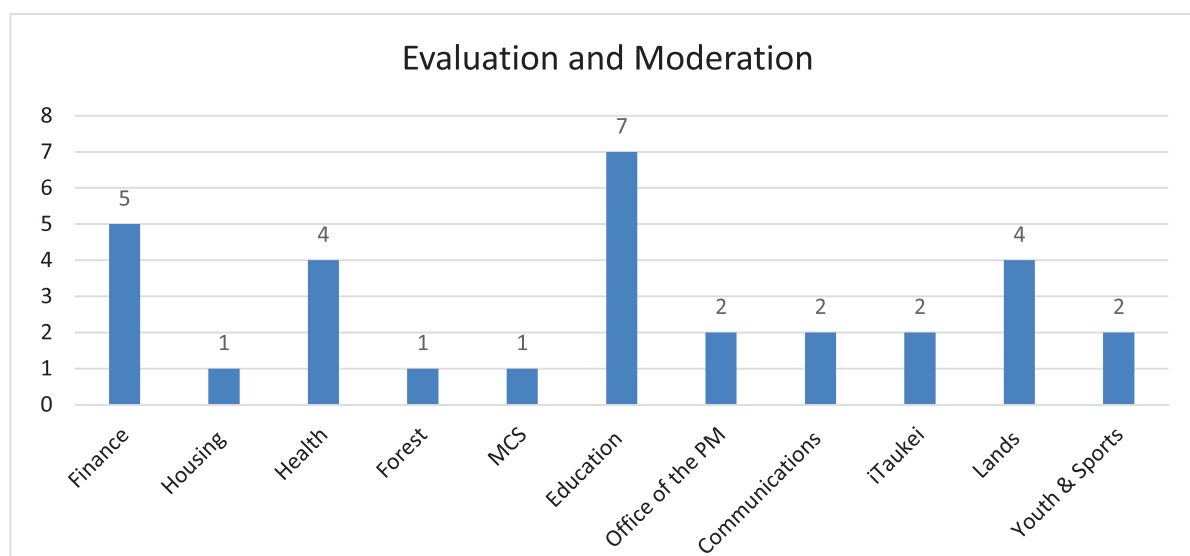


Job Evaluation Leadership Team Evaluation and Moderation

The Unit effectively fulfilled its role as the Secretariat for the central Job Evaluation Leadership Team (JELT), appointed by the PSC. JELT is responsible for ensuring consistent evaluations throughout the Civil Service. It successfully evaluated and moderated 31 positions from 12 Ministries and Departments.

Please refer to Chart 3 below for further details.

Chart 3: JELT Evaluation and Moderation



OMRS Audit

Ongoing audits of OMRS (Open Merit Recruitment and Selection) were carried out across 20 Ministries targeting their recruitment from August to October 2021. Five Ministries were exempted from the audits as they did not carry out recruitment in this period. This audit recorded an increase in progress, with 40% scoring above 90% compliance within the provision outlined in the OMRS guideline.

Human Resource Management Information System

The HRMIS for Whole of Government started in 2019 with the system adopted from MHMS HRIS system. The Establishments, Staff Details, Contracts and Placements, Leave Management and Document management were rolled out in the system. The user base at the end of the period was approximately 4,000.

3.2 Executive Support and Secretariat Services

The Executive Support and Secretariat Unit is responsible for efficient secretariat service to the Public Service Commission, managing contracts for all Permanent Secretaries including leave and undertakes executive support for the Permanent Secretary for Civil Service.

The PSC conducted four meetings during the year with three virtual meetings and one face-to-face meeting to discuss matters in relation to the roles and responsibilities of the Commission.

The Commission held four Permanent Secretaries Forum, in which the Commission and the Permanent Secretaries collaborated and offered mutual support.

The Commission also conducted a training and development retreat for Permanent Secretaries.

1. Recruitment of Permanent Secretaries

The Commission advertised five vacant Permanent Secretary positions in 2021 of which three were filled while two remained on acting positions.

There were 11 addendums of contracts issued to Permanent Secretaries whose contracts were expiring in the year 2022.

The Commission advertised 13 Permanent Secretary positions with contracts that were to expire in the financial year 2022 – 2023.

2. Guidelines Approved by the Commission

The Commission in its meetings discussed and endorsed the Customer Service Guideline and Quick Guide and the review of timelines of the Civil Service Guidelines.

3. Procedural Review Process

The Commission administers the Procedural Review Process (PRP) which is an appeal mechanism for the recruitment processes for appointments to substantive vacancies in the civil service.

This is a portal where Civil Service applicants can lodge an appeal if they believe the appointment is prejudiced or an injustice occurred during the open merit recruitment and selection process.

The Commission has been processing PRP requests since it was first introduced in 2017. The PRP enables Ministries to identify the recruitment and selection processes that require strengthening.

In 2021-2022, 151 appeals were received out of which 33 appeals were successful, 103 appeals were unsuccessful, eight were withdrawn, six appeals were ineligible while one appeal was not processed as the recruitment and selection process was incomplete.

3.3 Training Division

The Training Division worked closely with Ministries, development partners and other stakeholders to build the capacity of the Civil Service. This is accomplished through:

- The development, delivery and review of training that has been identified as vital to the operation of Government (Core skills training); and
- The coordination of development-partner funding for learning and development opportunities.

The learning and development needs are submitted by Ministries and recorded in a central register that is updated annually.

1. Core Skills Training

The following table illustrates the number of training sessions delivered by facilitators from within the Division for the Financial Year 2021 – 2022. The table also outlined the number of Civil Servants that were trained.

Table 2: Training Modules

Core Skills Training August 2021 - July 2022

Training Modules	No of Sessions	No Trained
Open Merit Recruitment and Selection Training	19	308
Refresher OMRS	1	19
Investigators Officers Training	11	208
Refresher - Investigators Officers Training	8	105
Effective Job Application and Interview Skills Training	2	27
Effective Performance Conversation	1	13
Exceptional Customer Service Training	8	220
Effective Performance Management	8	140
Labour Compliance – ERA	5	110
Internal Events Management	2	30
Assessing & Discussing Performance	4	107
TOTAL	69	1,287

Table 3: Number of Coordinated Trainings August 2021-2022

In addition to the above training, the Division coordinated the following trainings with partner agencies:

FY 2021 to 2022_ COORDINATED TRAININGS	No of Sessions	No Trained
Records Management	4	119
Anti-Bribery	3	69
Procurement	4	64
Writing project proposals and plans (online)	1	120
ETHOS	3	71
Total	15	443

Table 4: Total for Local Training

2021-2022

No. of training sessions	84
No. of Civil Servants training	1,730

2. Leadership Development Training

Leadership continued to be recognised as a core skill area that required major investment and capacity building within the Civil Service. There were three Leadership Development Programme training conducted online and three face-to-face Senior Officers Leadership Forum.

3. Development Partner Learning and Development Opportunities.

The following table illustrates the number of Scholarships and Short Term Training offers from Development Partners:

Table 5: Scholarships / Short Trainings

Scholarships / Short Trainings	2021-2022
Scholarship Offered	209
Short Courses – Marketed	220
Short Courses - Applications received and processed	370

A whole of Government training focal point Viber group was established to provide an effective communication channel between MCS and Government agencies for scholarships and short training courses.

3.4 Major Events

The Major Events Division is responsible for leading project management of large-scale events/ conferences that directly supports the stimulation of the Fijian economy.

Constitution Day 2021

The Major Events team led the planning and coordination responsibilities for the 8th Anniversary of the Fijian Constitution Day.

In light of the COVID-19 safety protocols, His Excellency the President announced a virtual video and essay competition centred on the Constitutional Right to Social Security Schemes, encompassing the net of social safety and upholding the dignity of those most vulnerable.

The competition called on students and families to submit entries through a video or essay describing how their lives, or the lives of someone they love, have been improved by a Social Protection Programme.

The competition opened on August 11th, and the winners were announced on September 7th, 2021. A total of 21 video entries and 68 essay entries were received, with four winners in the video competition and four winners in the essay competition, each receiving a cash prize of \$500.



Win Together Sweepstakes

The Events Team provided logistical assistance for the 'Win Together Sweepstakes', a national lottery for fully vaccinated Fijians against COVID-19. Fully vaccinated Fijians registered their details through a texting platform to participate in the draw.

There were a total of four draws for the 'Let's Win Together Sweepstakes' where \$129,000.00 was split between 31 Fijians above the age of 18 and 40 Fijians between the ages of 12 and 17.



51st Pacific Island Forum Leaders Meeting

The 51st Pacific Islands Forum was held in Suva, Fiji from 11 – 14 July 2022, at the Pacific Islands Forum Secretariat in Suva, Fiji.

The Events team was part of the meeting as a secondment to the Ministry of Foreign Affairs. The team assisted with planning, sponsorship and branding.



3.5 Business Management Services

The Business Unit coordinates the corporate services responsibilities of MCS, including human resource administration, Accounts, ICT support and managing the Ministry's properties such as the Government Service Centre and the Centre for Training Division.

3.5.1 Human Resources

The Human Resources team manages the internal human resource aspects of the Ministry's operations and reports to the Business Manager. Below were their main areas of operations:

(i) Managing the Staffing Establishment

By the end of the financial year, the Ministry had a staffing establishment of 36 of which one position was vacant. Fifty-two percent (52%) of the Ministry's workforce for the financial year were women.

(ii) Recruitment

A total of six recruitment exercises were approved and finalised within the financial year which resulted in six new appointments. On average, a recruitment process took two months to complete. All recruitment exercises were done in accordance with the OMRS guideline.

(iii) Learning and Development (L&D)

The following L&D opportunities were offered to staff of the Ministry of Civil Service:

Seventeen (17) staff attended training facilitated by MCS Training Division that included:

Table 6: Training attended by staff

Training	No. Of Staff Trained
Cabinet Paper Writing	6
Train the Trainer	9
Reconciliation Training	2

Six (6) staff attended several trainings that were facilitated externally that included:

Table 7: External Training attended by staff

Training	No. of Staff Trained
Disaster Risk Management	1
Implementing Public Policy	1
Mental Health and Working Remotely	1
Fiji Institute of Human Resources	1
FICA Finance Investigation	2

In addition to the L&D opportunities above, there were also monthly HR information sessions conducted within the Ministry to keep staff informed on the latest whole of government policies and best practices that included:

Table 8: Monthly HR Information Sessions Conducted

Training	No. Of Staff Trained
Performance Assessment	10
Code of Conduct and Values of the Civil Service	21
Operations Manual	22

(iv) Staff Engagements

The Ministry's social committee is responsible for organising the Ministry's social gathering activities during specially marked occasions or holidays.

The only internal circular memorandum that was issued during this period was regarding the Customer Service Quick Guide.

(v) Discipline and Industrial Relations

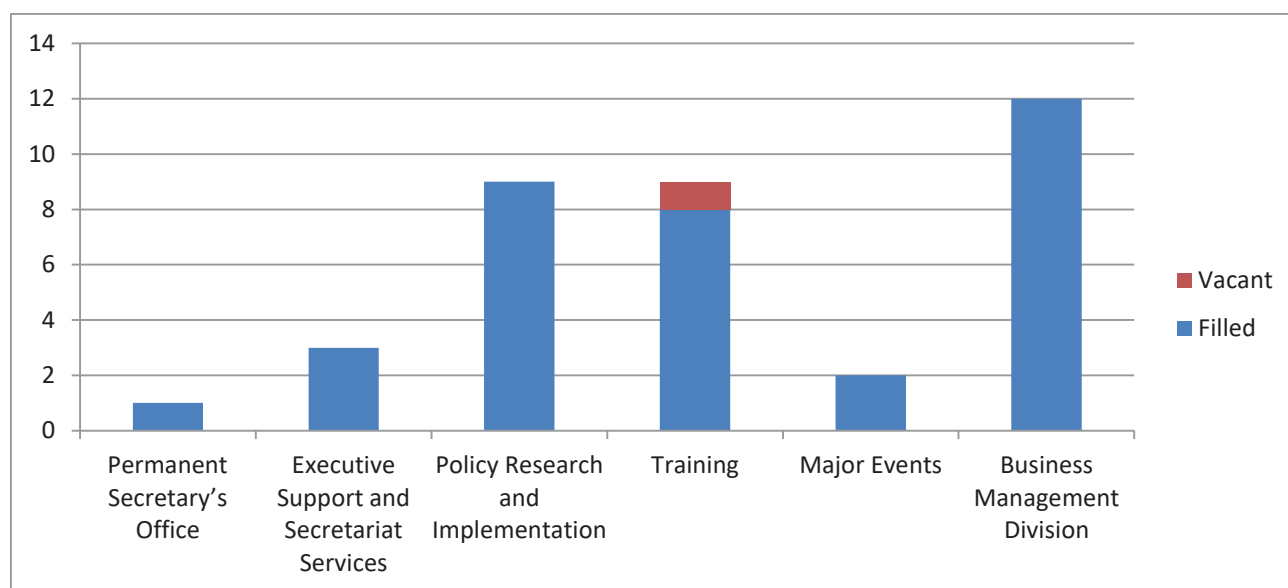
There were four cases of breaches of the Civil Service Code of Conduct that occurred within the Ministry. The cases were treated in accordance with the principles of natural justice. One of the cases was in relation to the No job, No job policy of which the officer was summarily dismissed. The two cases that followed were both related to dishonesty and failure to adhere to instructions while the fourth case involved the misuse of government resources. Except for the first case, the rest of the cases resulted in the officers being offered to resign after the allegations made against them were proved to be well founded.

The table below illustrates MCS staff establishment – 36 positions of which 97% were filled.

Table 9: Staffing Profile

Divisions	Establishment	Filled			Vacant
		Male	Female	Total	
Permanent Secretary's Office	1	0	1	1	0
Executive Support and Secretariat Services	3	1	2	3	0
Policy Research and Implementation	9	5	4	9	0
Training	9	3	5	8	1
Major Events	2	1	1	2	0
Business Management Division	12	7	5	12	0
Total	36	17	18	35	1
Percent Filled		97%			3%

Chart 4: Distribution of Staff by Division



3.5.2 Customer Care Call Centre

MCS, in collaboration with the Ministry of Health and Medical Services (MHMS) and the Ministry of Employment, Productivity, and Industrial Relations (MEPIR), continued to support the Customer Care Call Centre (CCCC) in effectively handling customer feedback, including positive and negative comments, complaints, and suggestions on how the services could be improved.

The CCCC provided a better platform for the public to report feedback and have it actioned more consistently, effectively, and efficiently. Feedbacks were received by qualified officers and sent to the appropriate personnel within the two Ministries, who were in charge of following up within agreed-upon timeframes.

(i) Enquires for MHMS

The members of the public provided their feedback regarding the health and medical services by calling or texting the Customer Feedback Call Centre (toll free line 157) from Vodafone and Inkk network within Fiji or via sending an email to customercare@health.gov.fj. The Call Centre operated 24 hours a day; seven (7) days a week.

The MHMS call centre received 400 enquiries from August 2021 - June 2022 (illustrated in table 10). The feedback received from the general public included complaints and general enquiries on the health and medical services provided.

Table 10: Type of Complaints MHMS

TYPES OF COMPLAINTS	Month (2021)					Month (2022)						Total	%
	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun		
Delays and long waiting time	1		2	2		3	1	4	1	2	9	25	6.25
Environmental health				1	1	1	3	3	1	2	1	13	3.25
Equipment not available or not working						1	1	2		2	1	7	1.75
Medicines or other supplies not available	2			1			1	2	1			7	1.75
Poor communication		1				1		2			1	5	1.25
Poor staff attitudes/behaviour	2				1	1		1	4	3	2	14	3.50
Poor/ Inadequate/ Missing Reports and Records	1	1				1	2		6			11	2.75
Treatment area unpleasant	2				1							3	0.75
Unsatisfactory treatment	2		2		1	2	5	4	1	1		18	4.50
General Enquiry	18	11	9	23	5	3	8	9	12	4	16	118	29.50
Others	20	15	26	21	2	33	16	18	13	7	8	179	44.75
TOTAL	48	28	39	48	11	46	37	45	39	21	38	400	100

(ii) Enquires for MEPIR

The CCCC for employment services continued to operate 12 hours a day (8am -8pm), five days a week (Monday – Friday). The members of the public provided their feedback either by calling the toll free line 1535 from Vodafone and Inkk network within Fiji or via email to customercare@employment.gov.fj.

The MEPIR call centre received a total of 444 enquiries from August 2021 – June 2022 (illustrated in table 11). The feedback received were categorised into the respective services provided by MEPIR such as labour standard, mediation, national employment centre, national operation health and safety and workers compensation.

Table 11: Type of Enquires for MEPIR

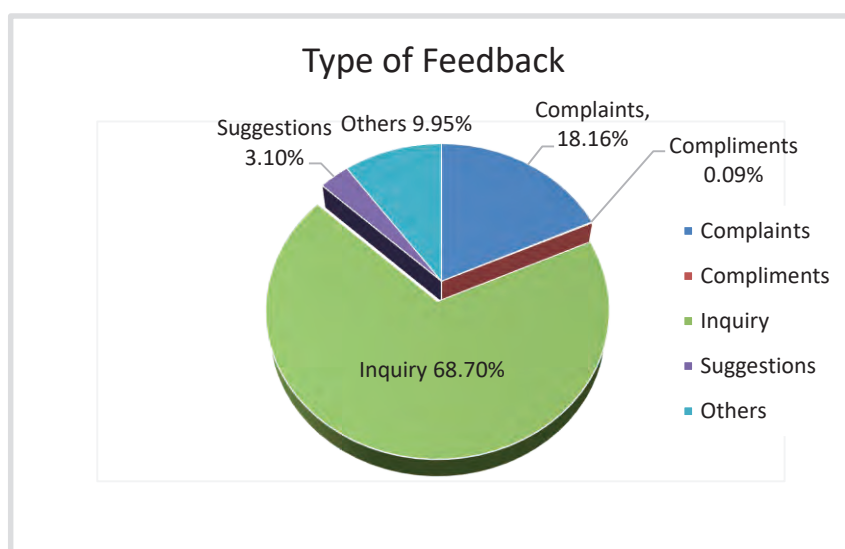
Complaint Unit	Month (2021)					Month (2022)						Total	%
	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun		
Labour Standard Services	19	19	25	16	21	20	25	22	16	27	22	232	52.25
Mediation	1		2	1	2	1		1	2		2	12	2.703
National Employment Centre	8	20	16	20	6	9	21	8	10	16	7	141	31.76
NOHS	1	1	2	4	2	1		1		1	1	14	3.153
Workers Compensation	1	4	3	2	6	5	4	2	5	8	5	45	10.14
TOTAL	30	44	48	43	37	36	50	34	33	52	37	444	100

(iii) The Government Feedback Call Centre

The Government Feedback Call Centre (GFCC) was launched following the introduction of the Customer Service Guideline towards the end of this financial year. GFCC was introduced as a centralised toll free call centre to receive feedback from members of the public regarding any Government Ministry or Department. The two existing toll free lines (MHMS and MEPIR) were merged to form the 157 toll free line.

A total of 1,096 feedback were received in the month of July 2022. The pie chart below shows the breakdown on the type of feedback received by the Call Centre.

Chart 5: Types of Feedbacks Received



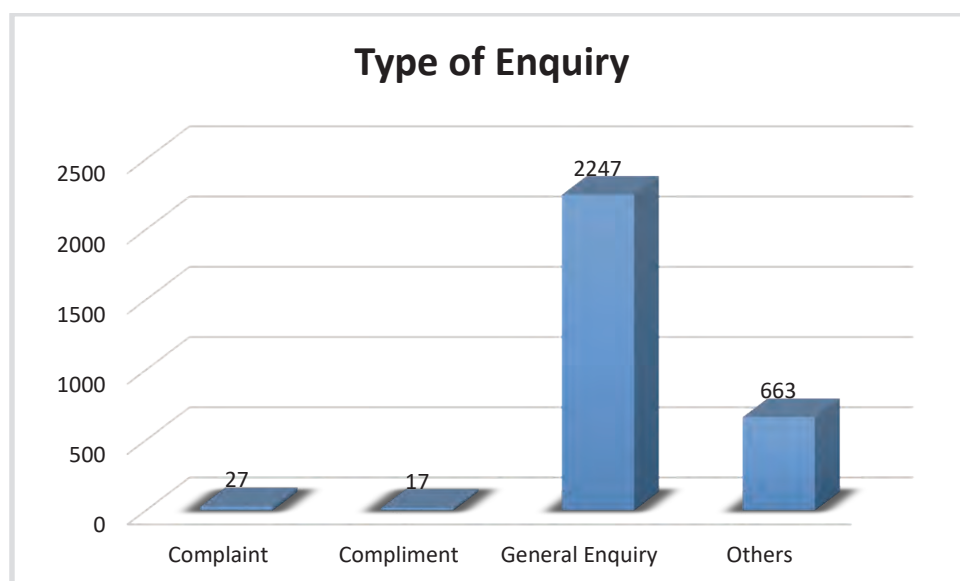
As depicted in the graph, 69% of the calls were recorded as inquiries, where the public called regarding general questions such as services, locations, opening hours, contact information, and ongoing programs under the Ministries. Eighteen percent (18%) of the calls were recorded as complaints, while 3% were recorded as suggestions, with only a few compliments. Ten percent (10%) of the calls were recorded as 'others,' which refers to prank or abandoned calls or calls relating to other agencies.

(iv) Government Service Centre

The Government Service Centre (GSC) continued to operate as an information hub to provide a range of information, services and referrals to other Government Ministries and agencies. All enquires received at the GSC were recorded digitally on the Customer Management System (CMS) with a total of 2,692 entries recorded for this financial year.

The graph below shows a breakdown of these 2,692 records.

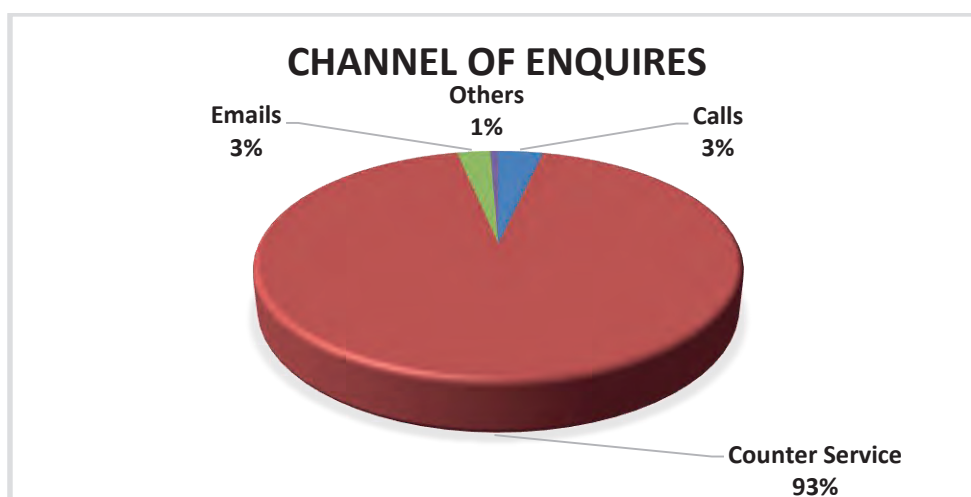
Chart 6: Types of Enquiries Recorded



As shown in the graph above, most of the feedbacks recorded were classified as General Enquires and Others. Enquires such as location of Ministries, their opening hours, government grants details, direction and general assistance for tourists were recorded under the General Enquires category while enquires and services provided regarding certification of documents were recorded under Others category. Twenty-seven (27) complaints and 17 compliments were recorded over this period.

The pie chart below shows a breakdown on the different channels by which these enquires were received by the Government Service Centre. Counter service remained as the main channel for receiving enquires followed by calls and emails. Others refers to enquires received through Facebook, website and SMS.

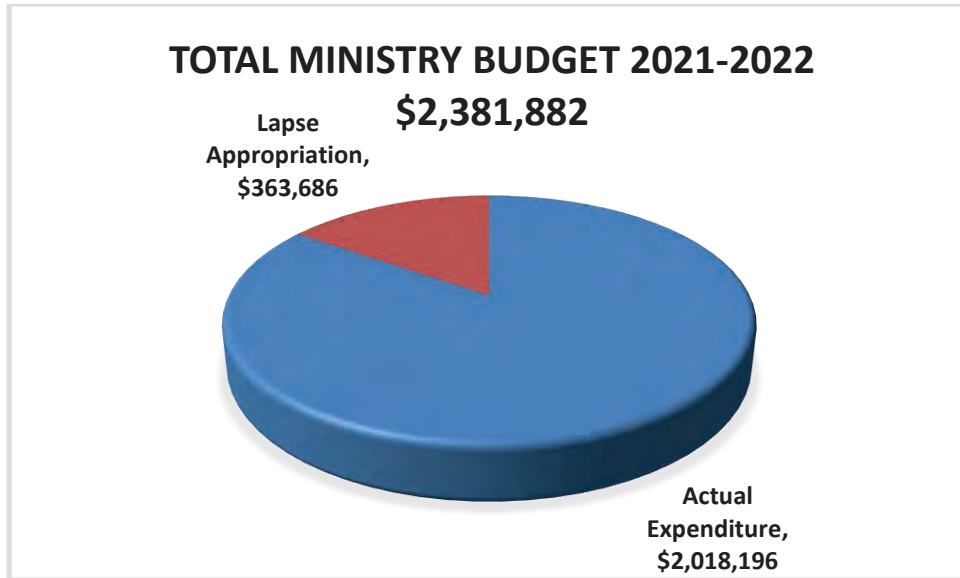
Chart 7: Different Channels Used To Receive Enquiries



3.5.3 Ministry Appropriation

MCS was allocated a budget of \$2.38 million, out of which \$2.02 million or 85% was utilised during the year.

Chart 8: Ministry Appropriation and Actual Expenditure



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File: 341

30 August 2023

The Honourable Sitiveni Ligamamada Rabuka
Prime Minister, Minister for Public Enterprises, Civil Service and Foreign Affairs
New Wing Government Buildings
SUVA

Dear Honourable Sitiveni Rabuka

MINISTRY OF CIVIL SERVICE AND PUBLIC SERVICE COMMISSION
AUDITED FINANCIAL STATEMENTS - 31 JULY 2022

The audited financial statements of the Ministry of Civil Service and Public Service Commission for the year ended 31 July 2022 together with my audit report on them are enclosed.

Particulars of the errors and omission arising from the audit have been forwarded to the Management of the Ministry and the Commission for necessary actions.

Yours sincerely

Sairusi Dukuno
ACTING AUDITOR-GENERAL

cc: Mr. Parmesh Chand, Permanent Secretary for Civil Service, Suva

Encl.

MINISTRY OF CIVIL SERVICE

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 JULY 2022

**MINISTRY OF CIVIL SERVICE
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2022**

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INDEPENDENT AUDITOR'S REPORT

Ministry of Civil Service

Report on the Audit of the Financial Statements

Opinion

I have audited the financial statements of the Ministry of Civil Service ("the Ministry"), which comprise the Statement of Receipts and Expenditure, Appropriation Statement, Statement of Losses for the financial year ended 31 July 2022, and notes to the financial statements, including a summary of significant accounting policies.

In my opinion, the accompanying financial statements of the Ministry are prepared, in all material respects, in accordance with the Financial Management Act 2004 and Finance Instructions 2010.

Basis for Opinion

I have conducted my audit in accordance with International Standards on Auditing (ISA). My responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report. I am independent of the Ministry in accordance with the International Ethics Standards Board for Accountant's Code of Ethics for Professional Accountants (IESBA Code) together with the ethical requirements that are relevant to my audit of the financial statements in Fiji and I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibilities of the Management and Those Charged with Governance for Financial Statements

The Management are responsible for the preparation of the financial statements in accordance with the Financial Management Act 2004 and Finance Instructions 2010, and for such internal control as the Management determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Those charged with governance are responsible for overseeing the Ministry's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISA will always detect a material misstatement when it exists. Misstatements can arise from fraud and error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with ISA, I exercise professional judgment and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Ministry's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the management of the Ministry of Civil Service.

I communicate with those charged with governance, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



Sairusi Dukuno
ACTING AUDITOR-GENERAL



Suva, Fiji
30 August 2023

**MINISTRY OF CIVIL SERVICE
MANAGEMENT CERTIFICATE
FOR THE YEAR ENDED 31 JULY 2022**

We certify that these financial statements:

- (a) fairly reflect the financial operations and performance of the Ministry of Civil Service for the year ended 31 July 2022; and
- (b) have been prepared in accordance with the requirements of the Financial Management Act 2004 and Finance Instructions 2010.



Parmesh Chand
Permanent Secretary

Date: 23.08.23



Pranita Devi
Business Manager

Date: 23.08.23

MINISTRY OF CIVIL SERVICE
 STATEMENT OF RECEIPTS AND EXPENDITURE
 FOR THE YEAR ENDED 31 JULY 2022

Schedule 1

	Notes	2022 (\$)	2021 (\$)
RECEIPTS			
State Revenue			
Late Retirement for Accountable Advance	3 (a)	27	-
Overpayment Recovery	3 (b)	3,373	1,000
Total State Revenue		<u>3,400</u>	<u>1,000</u>
TOTAL RECEIPTS		<u>3,400</u>	<u>1,000</u>
EXPENDITURE			
Established Staff		1,231,990	1,190,147
Government Wage Earners	3 (c)	63,904	56,837
Travel & Communications	3 (d)	32,933	50,634
Maintenance & Operations		446,619	450,614
Purchase of Goods & Services	3 (e)	187,152	134,251
Special Expenditure	3 (f)	-	120,108
Total Operating Expenditure		<u>1,962,598</u>	<u>2,002,591</u>
Value Added Tax		55,598	68,463
TOTAL EXPENDITURE		<u>2,018,196</u>	<u>2,071,054</u>

MINISTRY OF CIVIL SERVICE
 APPROPRIATION STATEMENT
 FOR THE YEAR ENDED 31 JULY 2022

Schedule 2

SEG	Item	Budget Estimate (\$)	Appropriation Changes (\$) Note 5	Revised Estimate (\$) (a)	Actual Expenditure (\$) (b)	Carry Over (\$)	Lapsed Appropriation (\$) (a-b) Note 4
	Operating Expenditure						
1	Established Staff	1,315,672	-	1,315,672	1,231,990	-	83,682
2	Government Wage Earners	69,535	-	69,535	63,904	-	5,631
3	Travel & Communication	58,000	-	58,000	32,933	-	25,067
4	Maintenance & Operations	511,900	6,000	517,900	446,619	-	71,281
5	Purchase of Goods and Services	294,511	(6,000)	288,511	187,152	-	101,359
6	Operating Grants and Transfers	-	-	-	-	-	-
7	Special Expenditure	50,000	-	50,000	-	-	50,000
	Total Operating Expenditure	2,299,618	-	2,299,618	1,962,598	-	337,020
13	Value Added Tax	82,264	-	82,264	55,598	-	26,666
	TOTAL EXPENDITURE	2,381,882	-	2,381,882	2,018,196	-	363,686

MINISTRY OF CIVIL SERVICE
STATEMENT OF LOSSES
FOR THE YEAR ENDED 31 JULY 2022

Schedule 3

Loss of Money

There was no loss of money recorded for the financial year ended 31 July 2022.

Loss of Revenue

There was no loss of revenue recorded for the financial year ended 31 July 2022.

Loss (other than money)

1. Following the 2021-2022 Board of survey, items worth \$1,700 were written off as approved by the Permanent Secretary of Economy.

Asset	Amount (\$)
Self-enrolling Biometric Machine	950
Dell Desktop	750
Total	1,700

2. There was no loss of assets during the financial year ended 31 July 2022.

NOTE 1: REPORTING ENTITY

The Ministry of Civil Service's primary responsibility is to provide guidance for consistent implementation of the central regulations governing hiring, evaluation, promotion, compensation, training and discipline of public employees in line with Government's guidelines.

To improve the overall standard of performance in the civil service, the Ministry provides various training and career development opportunities that are open to all civil servants, including courses on leadership, governance, project management, customer service and human resources.

NOTE 2: STATEMENT OF ACCOUNTING POLICIES

(a) Basis of Accounting

In accordance with Government accounting policies, the financial statements of the Ministry of Civil Service is prepared on cash basis of accounting. All payments related to purchases of fixed assets have been expensed.

The financial statements are presented in accordance with the Financial Management Act and the requirements of Section 71(1) of the Finance Instruction 2010. The preparation and presentation of a Statement of Assets and Liabilities is not required under the current Government policies, except for that of the Trading and Manufacturing Accounts.

(b) Accounting for Value Added Tax (VAT)

All income and expenses are VAT exclusive. The Ministry on a monthly basis takes out VAT output on total money received for expenditure from Ministry of Economy. VAT input on the other hand is claimed on payments made to the suppliers and sub-contractors for expenses incurred.

The VAT payment as per the statement of receipts and expenditure relates to the VAT input claimed on payments made to the suppliers and sub-contractors for expenses incurred. Actual amount paid to FRCS during the year represent the difference between VAT Output and VAT Input.

(c) Comparative Figures

The Ministry of Civil Service is responsible for the administration of fund allocated to Head 17 – the Ministry of Civil Service and Head 13 – the Public Service Commission in accordance to the budget.

The Financial Statements for the Ministry of Civil Service and the Public Service Commission for the financial year ended 31 July 2022 have been separately disclosed by the Ministry. Where necessary, amounts relating to prior years have been reclassified to facilitate comparison and achieve consistency in disclosure with current year amounts.

MINISTRY OF CIVIL SERVICE
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS (continued...)
FOR THE YEAR ENDED 31 JULY 2022

(d) Revenue Recognition

Revenue is recognized when actual cash is received by the Ministry.

NOTE 3: SIGNIFICANT VARIATIONS

- a. The late retirement for Accountable Advance included the interest charged to the Ministry of Civil Service Staff on the delays in the refund of unutilised advance for 2020 financial year.
- b. The overpayment recovery allocation includes the amount received from a Ministry of Civil Service Staff who resigned and cleared their dues with the Ministry during the financial year.
- c. Government Wage Earners expenditure increased by \$7,067 or 12% in 2022 compared to 2021. The increase is due to the appointment of casual staff in April 2022 to carry out archiving task and clear documents and office equipment at the Ministry's storage facility at Raojibhai Patel Street, Suva belonging to previous Public Service Commission.
- d. The Travel & Communication expenditure decreased by \$17,701 or 35% in 2022 compared to 2021 due to acquiring of cloud telephony service through installation and maintenance of PBAX (Private Automatic Branch Exchange) system in 2021. Due to PBAX installation, the Ministry has cheaper local, international and free calls between branches using IP desk phones hence reduction in telecommunication charges.
- e. Purchase of Good & Services expenditure increased by \$52,901 or 39% in 2021 compared to 2020 as the leadership trainings resumed in this financial year. The Leadership Training budget was not utilised in 2021 due to COVID-19 restrictions as the trainer from Australia was unable to travel to conduct training.
- f. In 2021-2022, the Ministry was allocated \$50,000 as Special Expenditure for review of Salaries for Scarcity and Retention funds through the Revised National Budget announcement in March 2022. The funds remained unutilised in the financial year. The report on the Fijian Civil Service Retention Strategies as a result of the Scare Skills Review allocation was completed within the financial year using the existing Ministry resources.

MINISTRY OF CIVIL SERVICE
 NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS (continued...)
 FOR THE YEAR ENDED 31 JULY 2022

NOTE 4: SIGNIFICANT UNUTILISED BUDGET

Significant unutilised budget for the financial year ended 31 July 2022 are as follows:

Note Reference	Expenditure	Revised Budget (\$)	Actual Expenditure (\$)	Savings (\$)	Percentage Savings (%)
a	Established Staff	1,315,672	1,231,990	83,682	6
b	Travel & Communications	58,000	32,933	25,067	43
c	Maintenance and Operations	517,900	446,619	71,281	14
d	Purchase of Goods and Services	288,511	187,152	101,359	35
e	Special Expenditures	50,000	-	50,000	100

- a. Established Staff savings was mainly due to the vacant positions, for which recruitments were done as and when needed. Savings were also noted in Overtime allocation which remained unutilised. The funds were allocated to the Ministry following the announcements made during the 2021-2022 revised budget address pertaining to overtime in the Fijian Civil Service in March 2022. There were no overtime requests by staff during the 5 month period as the work was well managed during the period.
- b. The savings in the Travel & Communications SEG was mainly due to savings in the Telecommunications budget as strict controls were placed by the management to monitor and manage communication charges by placing smart government plans for data and call expenses.
- c. The savings in the Maintenance and Operations SEG was mainly due to maintenance of Air condition allocation as no major maintenance work was carried out to the air conditioners at the Government Service Centre & Centre for Training and Development buildings due to COVID-19 restrictions from August 2021 till March 2022. Savings were also noted in Water, Sewage, and Fire service allocation due to limited usage of Training and Development facilities by participants during the COVID-19 restriction period. In addition, savings were noted in Customer Care Centres allocation due to less SMS and call charges from the supplier in comparison to the anticipated charges for these services under Customer Care Call Centre.
- d. The savings in the Purchase of Goods and Services allocation was mainly due to the In-Service Training allocation as majority of trainings were conducted virtually and saving were made in meals and printing of training materials due to COVID-19. Following the uplifting of COVID-19 restrictions, the face to face training resumed in April 2022. Savings were also noted in the Leadership Training budget as 2 out of 5 leadership sessions were conducted virtually in 2022 and 3 sessions deferred to 2023. Due to COVID-19 there were travel bans and lockdown in Fiji and the Leadership training facilitator from Australia was unable to travel to conduct face to face sessions.
- e. The Special Expenditure funds were allocated to the Ministry in the Revised National Budget announcement in March 2022. The Ministry of Civil Service had been tasked to undertake a comprehensive review of "scarce skills" in the Fijian Government. The report on the Fijian Civil Service Retention Strategies as a result of the Scarce Skills Review allocation was completed within the financial year using the existing Ministry resources.

MINISTRY OF CIVIL SERVICE
 NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS (continued...)
 FOR THE YEAR ENDED 31 JULY 2022

NOTE 5: APPROPRIATION CHANGES

The Permanent Secretary for Civil Service approved the following transfer of funds during the financial year ended 31 July 2022:

Virement No	SEG From	Amount (\$)	SEG To	Amount (\$)
DV1702	1-17101-02999-050411	5,000	1-17101-02999-040201	5,000
DV1703	1-17101-02999-050411	1,000	1-17101-02999-040201	1,000