



**MINISTRY OF CIVIL SERVICE**

**Annual Report  
2016 - 2017**

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## **Referral Letter from Permanent Secretary**

**14 May 2021**

Honourable Aiyaz Sayed-Khaiyum  
Attorney-General, Minister for Economy, Civil Service and Communications  
Suvavou House  
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 2016-2017 financial year.

Yours sincerely,



**Susan Kiran**  
**Permanent Secretary for Civil Service**

## **1. Permanent Secretary's Statement**

The Ministry of Civil Service (MCS) was still in its infancy, having commenced operations in January 2016.

The roles and responsibilities of MCS were supported by the four divisions established between January – July 2016, namely the Public Service Commission (PSC) Secretariat, Training, Recruitment, and Policy divisions. A new Business Unit was created in April 2017 to oversee shared corporate services and Customer Care Call Centre (CCCC) contract management.

MCS oversaw the terms and conditions of employment for 986 doctors, recruited 77 medical interns and appointed 47 medical officers.

The Open Merit Recruitment and Selection (OMRS) Guideline training was rolled out to the civil servants to enable recruitment and promotion based on objectivity, impartiality, fair competition, ability, education, experience and other characteristics of merit.

The procedural review process was introduced and allowed applicants to civil service positions to appeal the recruitment and selection process conducted for the positions they applied for from 1 January 2017.

I am pleased to present the Ministry of Civil Service 2016-2017 Annual Report.



**Susan Kiran**  
**Permanent Secretary for Civil Service**

## 2. Corporate Profile

### 2.1 Vision, Mission and Values



### 2.2 Roles and Responsibilities

MCS provided support to the civil service reforms through capacity building of the civil service, policy advice to Ministries relating to Permanent Secretaries' (PSs) responsibilities under section 127 of the Fijian Constitution, secretariat and administrative support to the PSC and recruitment and administration of doctors working in the Ministry of Health and Medical Services (MHMS).

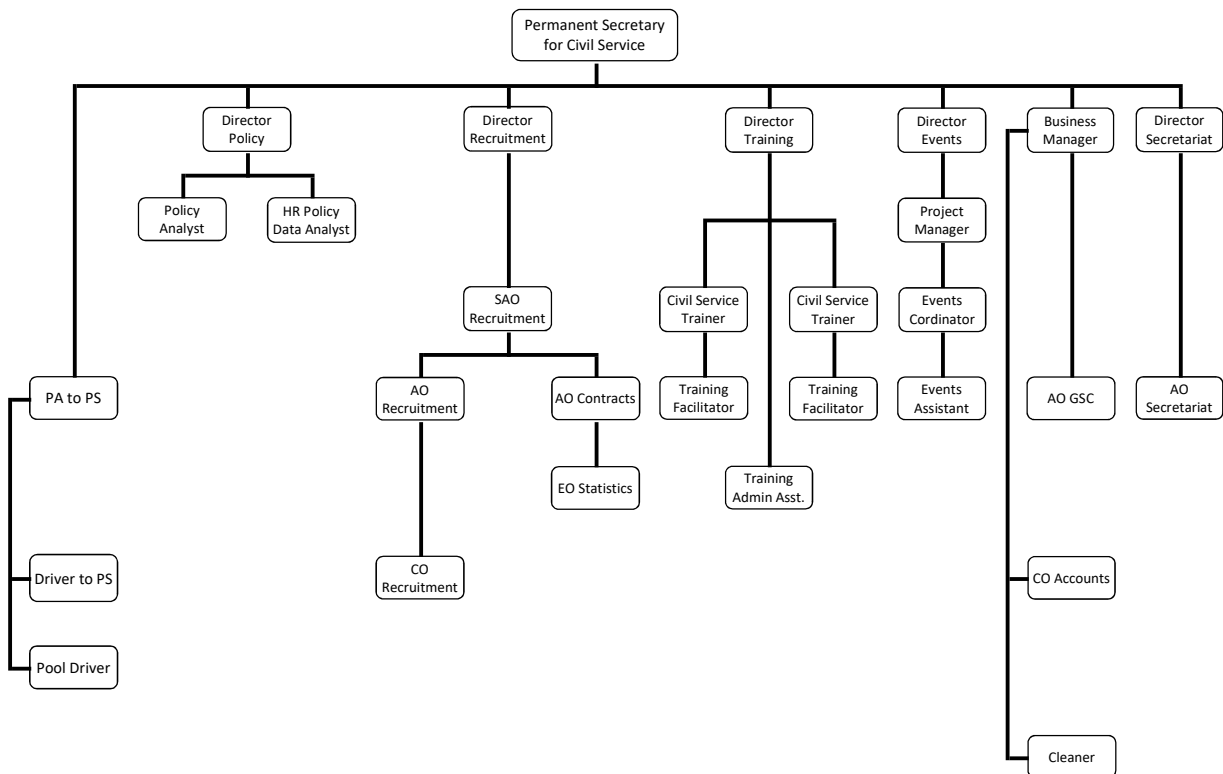
The responsibilities of MCS were performed by five divisions: the *Policy Division* which was responsible for the assessment of human resource policies to ensure consistency and fairness across the civil service, the *Training Division* which was responsible for facilitating local and international training programmes focussed on up-skilling and capacity building of civil servants, the *Recruitment Division* which was responsible for recruitment, selection, contracting and posting of medical officers, the *Business Unit* which was responsible for contract management of the CCCC and oversight of the Shared Services Agreement (SSA) with Ministry of Employment, Productivity and Industrial Relations (MEPIR) on the provision of corporate services, including human resource, accounting and Information and Communication Technology (ICT) services and the *PSC Secretariat* which was responsible for providing administrative services to the PSC and PSs.

## Roles and Responsibilities of Divisions

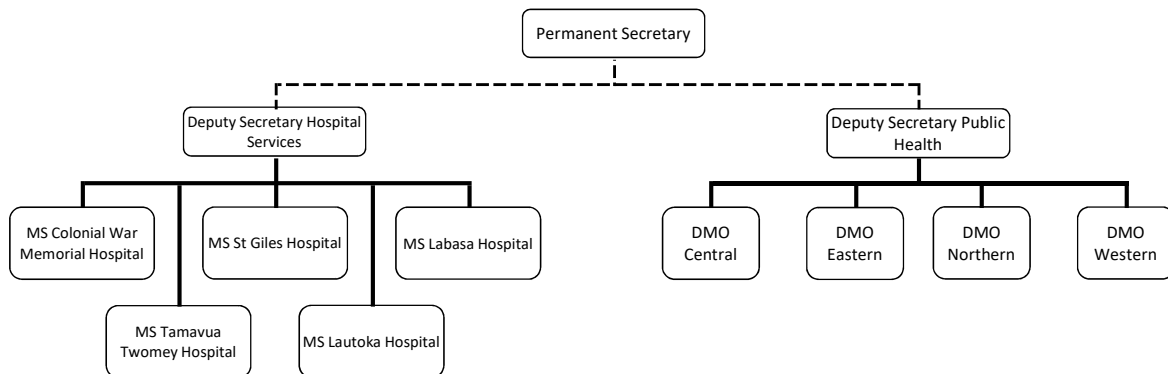
Division	Outcome	Roles and Responsibilities
Recruitment	<b>Outcome 1</b> - A stable and high performing Ministry with favourable recruitment and retention outcomes.	<ul style="list-style-type: none"> <li>• Coordinate recruitment, contracting, administration and posting of Government doctors and other MCS staff.</li> </ul>
Policy	<b>Outcome 2</b> - Coherent civil service policy that supports consistent and informed decision making at Ministry level.	<ul style="list-style-type: none"> <li>• Policy analysis and evaluation.</li> <li>• Formulate effective and efficient civil service policies and processes.</li> </ul>
PSC Secretariat	<b>Outcome 3</b> - Public Service Commission to effectively achieve its mandate regarding Permanent Secretary recruitment and performance.	<ul style="list-style-type: none"> <li>• Provide effective secretariat support to the Commission.</li> <li>• Process appeal data and PSs administrative requirements.</li> </ul>
Training	<b>Outcome 4</b> - Quality training that reflects the capacity building needs of civil servants as recognised by Government through the reform agenda.	<ul style="list-style-type: none"> <li>• Coordinate local and international training programmes focussed on up-skilling and capacity building of civil servants.</li> </ul>
Business Unit	<b>Outcome 5</b> - Better customer and client service in areas impacted by the Ministry Of Civil Service.	<ul style="list-style-type: none"> <li>• Manage the contract with Vodafone Fiji on the CCCC.</li> <li>• Oversee SSA with MEPIR</li> </ul>

## 2.3 Organisation Chart

### 2016-2017 Organisational Structure



### Senior Executives for Hospital Services and Public Health



## 3. Performance and Achievements

### 3.1 Recruitment Division

The Recruitment Division was established following the budget announcement that the Government doctors were to be administered by the MCS.



The achievements of the division in line with its **Outcome 1** (A stable and high performing ministry with favourable recruitment and retention outcomes) were:

- Development of MCS Recruitment and Selection Policy.
- Commencement of recruitment of staff for MCS.
- Establishment of 1029 medical officer positions out of which 986 were filled.

### 3.2 Policy Division

The Policy Division provided policy advice to ministries ensuring alignment and consistency with civil service legislation, regulations, policies and the PSC guidelines.

The major achievements of the division under **Outcome 2** (Coherent civil service policy that supports consistent and informed decision making at ministry level) were:

- Review of human resource policies for whole of government.
- A total of 39 policy advice was provided to ministries.
- Development of internal polices for Occupation Health and Safety and Staff Retention.

### 3.3 PSC Secretariat

The summary of the Secretariat Division achievements in line with its **Outcome 3** (Public Service Commission to effectively achieve its mandate regarding Permanent Secretary recruitment and performance) were:

- Facilitation of approvals for PSs duty travel overseas, oversight and acting roles.
- Processed leave applications and other administrative matters relating to PSs entitlements.
- Provided administrative and logistical support to the PSC meetings.
- The PSC website was developed to allow both the civil servants and the public to obtain information about the roles and responsibilities of the Commission, provide access to the PSC guidelines and assist applicants to access the Procedural Review Process (PRP).

The PRP was included under Sections 9 and 10 of the OMRS Guideline (2017). It allows applicants applying to a civil service vacancy, to request for a review of the process that was followed to select and appoint a candidate for the vacant position. Upon the review of the process, the PSC determines whether the OMRS process was followed or not and recommends for either; the appointment to stand or the application be upheld and the process to begin from where it contravened the OMRS guideline. The procedural review process was available for all substantive vacancies advertised on or after 1 January 2017.

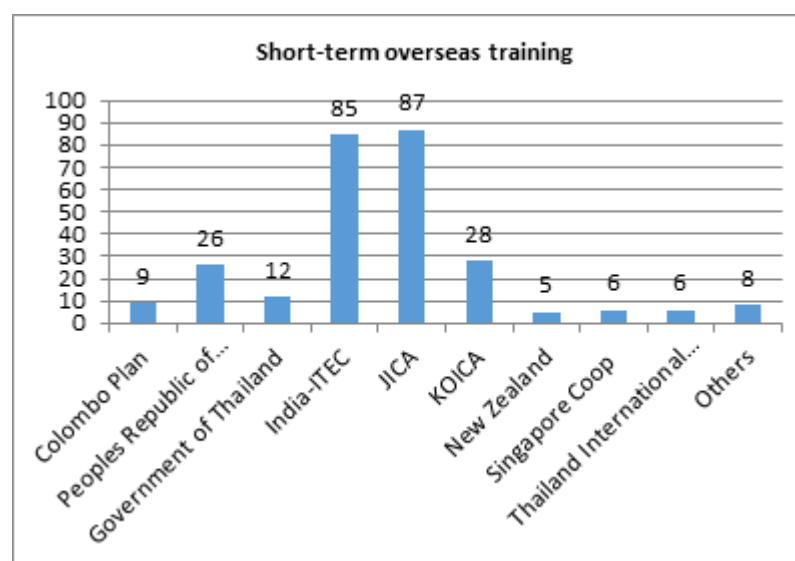
### 3.4 Training Division

The Training Division worked closely with ministries to identify, plan, coordinate, deliver and monitor learning and development activities such as training, workshops and seminars in support of core skills development.

The achievements of the Training Division in line with its **Outcome 4** (Quality training that reflects the capacity building needs of civil servants as recognised by Government through the reform agenda) were as follows:

- Designed and implemented a training package on Job Application and Interview Skills in July 2017.
- Trainings on OMRS Readiness was delivered from December 2016, following the handing over from the CSRMU. This training was aimed at equipping potential selection panel members and Human Resource personnel to align their Ministry's policies, processes and procedures to the overarching OMRS guideline.
- A total of 24 training sessions were conducted for 444 civil servants on OMRS Readiness.
- Conducted five training sessions on OMRS HR module for 70 officers.
- Conducted one training session on OMRS for 6 external panellists.
- Coordination of overseas training courses and scholarship programmes offered by development partners in the areas listed below.
- MCS coordinated short term overseas training for 272 officers and four Master's Degree scholarships sponsored by development partners.

#### Short Term Overseas Training Programmes by Development Partners



#### Training areas covered by development partners

(a)	Leadership	(b)	Climate Change/Disaster Risk Reduction
(c)	Education	(d)	Housing and Environment
(e)	Tourism	(f)	Gender Equality
(g)	Diplomacy	(h)	Disability
(i)	Public Policy	(j)	Fisheries and Forests Management
(k)	Agriculture	(l)	Renewable Energy
(m)	Infrastructure	(n)	Lands and Mineral Resources
(o)	Entrepreneurship	(p)	Human Resource Management
(q)	Governance		

### 3.5 Business Unit

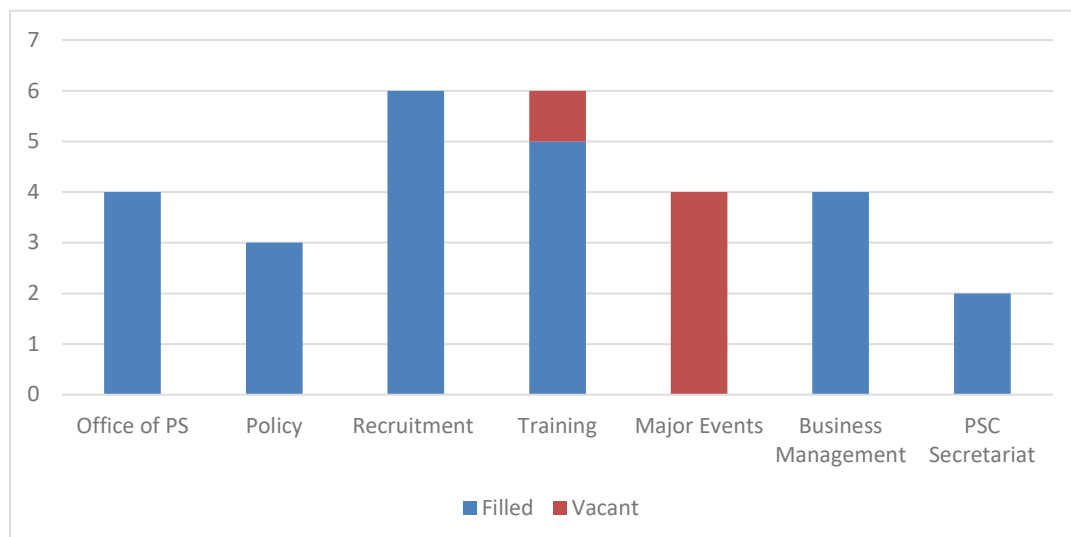
The Business Unit monitored the corporate services provided by MEPIR under the SSA which included human resource administration, accounts and ICT support. Since the corporate services division of MEPIR was firmly established, the extra responsibilities formed an extension to their normal services and procedures. This arrangement provided invaluable assistance to MCS as it had a capacity gap in its inception phase.

MCS had a staff establishment of 29 positions, out of which 83% was filled. The four positions earmarked for the newly established Major Events Division was filled in the 2017-2018 financial year.

#### Staffing Profile

Division	Establish	Filled			Vacant
		Male	Female	Total	
Office of PS	4	2	2	4	-
Policy	3	3	-	3	-
Recruitment	6	1	5	6	-
Training	6	2	3	5	1
Major Events	4	-	-	-	4
Business Unit	4	1	3	4	-
PSC Secretariat	2	1	1	2	-
<b>Total</b>	<b>29</b>	<b>10</b>	<b>14</b>	<b>24</b>	<b>5</b>
<b>Percent Filled</b>		<b>83%</b>			<b>17%</b>

#### Distribution of Staff by Division



The major achievements of the Business Unit in line with its **Outcome 5** (Better customer and client service in areas impacted by the Ministry of Civil Service) were:

- The establishment of the CCCC (in collaboration with the MHMS), to effectively handle customer feedback, both positive comments and complaints or suggestions on how health and medical services could be improved.
- The management of the CCCC contract with Vodafone Fiji to ensure that the services were carried out as per the contract.
- The CCCC operated 24 hours a day; 7 days a week, and people could contact the CCCC by calling or texting the toll free line 157, from Vodafone and Inkk network within Fiji, or sending an email to: [customercare@health.gov.fj](mailto:customercare@health.gov.fj)
- The CCCC allowed MHMS access to complete records including all feedback and follow up actions. This enabled MHMS to better understand areas where services might need to be strengthened, what needed to change, where they did well and whether patient satisfaction was improving over time.

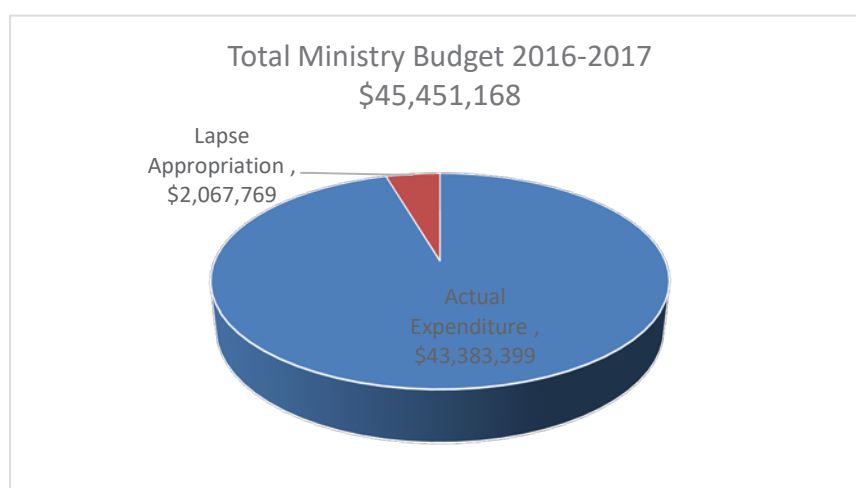
### Customer Care Call Centre

	June 2017	July 2017	Total
No. of complaints received	561	967	1,528
No. of complaints resolved	422	848	1,270

## 4. Ministry Appropriation

MCS was allocated a budget of \$45.4 million, out of which \$43.4 million or 95.5% was utilised during the 2016-2017 financial year.

### MCS Appropriation and Actual Expenditure



# OFFICE OF THE AUDITOR GENERAL

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File: 341

23 May 2018

The Honourable Aiyaz Sayed-Khaiyum  
Minister for Civil Service  
Level 7 Suvavou House  
SUVA

Dear Honourable Sayed-Khaiyum

**MINISTRY OF CIVIL SERVICE**  
**AUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2017**

The audited financial statements for the Ministry of Civil Service for the year ended 31 July 2017 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 for necessary action.

Yours sincerely

Ajay Nand  
**AUDITOR-GENERAL**

cc Ms. Bernadette Welch, The Permanent Secretary for Ministry of Civil Service, Civic House Suva.

Encl.

MINISTRY OF CIVIL SERVICE

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 JULY 2017

MINISTRY OF CIVIL SERVICE

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 JULY 2017

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Website: <http://www.oag.gov.fj>



## INDEPENDENT AUDITOR'S REPORT

### MINISTRY OF CIVIL SERVICE

I have audited the financial statements of the Ministry of Civil Service, which comprises of the Statement of Receipts and Expenditure, Appropriation Statement and Statement of Losses for the year ended 31 July 2017, and the notes to the financial statements including a summary of significant accounting policies.

In my opinion, the accompanying financial statements are prepared, in all material respects, in accordance with the Financial Management Act, Finance Instructions 2010 and Finance (Amendment) Instructions 2016.

#### Basis for Opinion

I have conducted my audit in accordance with International Standards on Auditing (ISA). My responsibilities under those standards are described in the *Auditor's Responsibilities* paragraph of my report. I am independent of the Ministry of Civil Service in accordance with the ethical requirements that are relevant to my audit of the financial statements in Fiji and I have fulfilled my other responsibilities in accordance with these requirements. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

#### Management's Responsibilities for the Financial Statements

The management of the Ministry of Civil Service are responsible for the preparation of the financial statements in accordance with the Financial Management Act, Finance Instructions 2010 and Finance (Amendment) Instructions 2016, and for such internal control as the management determine is necessary to enable the preparation of financial statements that are free from material misstatements, whether due to fraud or error.

#### Auditor's Responsibilities

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 skepticism 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 related disclosures made by the Ministry of Civil Service.

I communicate with the Ministry of Civil Service regarding, 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.



Ajay Nand  
AUDITOR-GENERAL



Suva, Fiji  
23 May 2018

MINISTRY OF CIVIL SERVICE

MANAGEMENT CERTIFICATE  
FOR THE YEAR ENDED 31 JULY 2017

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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 2017; and
- b) have been prepared in accordance with the requirements of the Financial Management Act, Finance Instructions 2010 and Finance (Amendment) Instructions 2016.



Bernadette Welch, PSM  
**Permanent Secretary**



David A Raj  
**Business Manager**

Date: 21<sup>st</sup> May, 2018

Date: 21<sup>st</sup> May, 2018

MINISTRY OF CIVIL SERVICE

HEAD 17 STATEMENT OF RECEIPTS AND EXPENDITURE  
FOR THE YEAR ENDED 31 JULY 2017

	Notes	12 months 2017 (\$)	7 months 2016 (\$)
<b>RECEIPTS</b>			
State Revenue			
Commission		42	-
<b>Total State Revenue</b>		<b>42</b>	<b>-</b>
Agency Revenue			
Miscellaneous Revenue		-	1,002,443
<b>Total Agency Revenue</b>		<b>-</b>	<b>1,002,443</b>
<b>TOTAL RECEIPTS</b>		<b>42</b>	<b>1,002,443</b>
<b>EXPENDITURE</b>			
Established Staff	3	40,789,894	1,221,347
Government Wage Earners		34,629	57,617
Travel & Communications		121,948	86,150
Maintenance & Operations		142,172	80,692
Purchase of Goods & Services		1,079,021	13,049
Operating Grants and Transfers		1,047,988	475,863
Special Expenditure		539	-
<b>Total Operating Expenditure</b>		<b>43,216,191</b>	<b>1,934,718</b>
Value Added Tax		167,208	33,500
<b>TOTAL EXPENDITURE</b>	4	<b>43,383,399</b>	<b>1,968,218</b>

PUBLIC SERVICE COMMISSION

HEAD 13 STATEMENT OF RECEIPTS AND EXPENDITURE  
FOR THE YEAR ENDED 31 JULY 2017

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	Notes	12 months 2017 (\$)	7 months 2016 (\$)
EXPENDITURE			
Operating Grants & Transfers - Salaries for Permanent Secretaries		4,983,911	2,193,373
Total Operating Expenditure		<u>4,983,911</u>	<u>2,193,373</u>
TOTAL EXPENDITURE	5	<u>4,983,911</u>	<u>2,193,373</u>

MINISTRY OF CIVIL SERVICE

HEAD 17 APPROPRIATION STATEMENT  
FOR THE YEAR ENDED 31 JULY 2017

SEG	Item	Budget Estimate (\$)	Changes (\$) Note 6	Revised Estimate (\$) a	Actual Expenditure (\$) b	Carry Over (\$)	Lapsed Appropriation (\$) (a-b) Note 7
	Operating Expenditure						
1	Established Staff	41,844,468	-	41,844,468	40,789,894	---	1,054,574
2	Government Wage Earners	48,700	-	48,700	34,629	---	14,071
3	Travel & Communication	160,000	30,000	190,000	121,948	---	68,052
4	Maintenance & Operations	205,000	37,488	242,488	142,172	---	100,316
5	Purchase of Goods & Services	1,797,700	(77,488)	1,720,212	1,079,021	---	641,191
6	Operating Grants and Transfers	1,200,700	-	1,200,700	1,047,988	---	152,712
7	Special Expenditure	-	10,000	10,000	539	---	9,461
	Total Operating Expenditure	45,256,568	-	45,256,568	43,216,191	---	2,040,377
13	Value Added Tax	194,600	-	194,600	167,208	---	27,392
	TOTAL EXPENDITURE	45,451,168	-	45,451,168	43,383,399	---	2,067,769

PUBLIC SERVICE COMMISSION

HEAD 13 APPROPRIATION STATEMENT  
FOR THE YEAR ENDED 31 JULY 2017

SEG	Item	Budget Estimate (\$)	Changes (\$)	Revised Estimate (\$) a	Actual Expenditure (\$) b	Carry Over (\$)	Lapsed Appropriation (\$) (a-b)
	Operating Expenditure						
6	Operating Grants & Transfers	5,502,530	-	5,502,530	4,983,911	---	518,619
	Total Operating Expenditure	5,502,530	-	5,502,530	4,983,911	---	518,619
	TOTAL EXPENDITURE	5,502,530	-	5,502,530	4,983,911	---	518,619

MINISTRY OF CIVIL SERVICE

HEAD 17 STATEMENT OF LOSSES  
FOR THE YEAR ENDED 31 JULY 2017

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Loss of Money

There was no loss of money recorded for the year ended 31 July 2017.

Loss of Revenue

There was no loss of revenue recorded for the year ended 31 July 2017.

Loss (other than money)

There was no reported loss (other than money) recorded for the year ended 31 July 2017. However, following the Ministry's Board of Survey items worth \$1,550 was approved by the Permanent Secretary to be written off.

Category	Cost (\$)
Office Equipment	250
Furniture & Fittings	500
Computer Hardware	800
Total	1,550

## MINISTRY OF CIVIL SERVICE

### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2017

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#### NOTE 1: REPORTING ENTITY

The Ministry of Civil Service has been created to oversee and implement the necessary central guidelines in line with the Government's view of Civil Sector Reform, which was undertaken to produce a more accountable, effective and professional Civil Service with the ultimate aim of improving service delivery to the public.

The role of the Ministry of Civil Service is to broadly support the devolution of constitutional responsibilities to Ministries while maintaining some central coordination and consistency across the Civil Service. Its focus is to attain a modern and high performing Civil Service that is responsive to the priorities of the Fijian Government

#### 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 Trade 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 the 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 and VAT payments to Fiji Revenue and Customs Services (FRCS). Actual amount paid to FRCS during the year represent the difference between VAT Output and VAT Input.

##### (c) Comparative Figures

The Ministry changed its reporting period from 1 August to 31 July as per the Ministry of Economy circular number 04/16 due to a change in the whole of government reporting period.

Hence, the 2016 financial reporting period is for 7 months effective from 1 January 2016 to 31 July 2016. In comparison, the 2017 financial reporting period is for 12 months effective from 1 August 2016 to 31 July 2017. This was provided for in the Financial Management (Amendment) Act 2016.



MINISTRY OF CIVIL SERVICE

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS (continued...)  
FOR THE YEAR ENDED 31 JULY 2017

NOTE 2: STATEMENT OF ACCOUNTING POLICIES (continued...)

d) Revenue Recognition

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

NOTE 3: DOCTORS SALARIES

Included in the established staff expenditure is \$40,283,910.03 of personnel emoluments and FNPF for Doctors employed by Ministry of Health and Medical Services. The Ministry of Civil Service is responsible for the administration of this fund in accordance to the budget appropriated by Parliament.

NOTE 4: SIGNIFICANT VARIATIONS

The financial year end for Government was changed from 31 December to 31 July in accordance with the Financial Management (Amendment) Act 2016. The financial statements for the year ended 2017 is for a 12-month whereas the financial period for 2016 reflect transactions for a seven-month period, thus the significant variances with the comparative balances are noted.

NOTE 5: HEAD 13 PUBLIC SERVICE COMMISSION

Public Service Commission was initially allocated \$5,502,530 for the year 2017 to cater for the salaries, allowances and other expenses for contracted Permanent Secretaries in civil service. The Ministry of Civil Service is responsible for the administration of this fund in accordance to the budget. For the year ended 31 July 2017, expenditure totalling \$4,983,911 was incurred under this appropriation. No grant was paid out of this allocation.

NOTE 6: APPROPRIATION CHANGES

There was no redeployment of the Ministry's funds during the year. Other Movements were made through virements as summarized below:

Virement No.	From	To	Amount (\$)
DV1701	SEG 4	SEG 5	2,512
DV1702	SEG 3	SEG 4	20,000
	SEG 4		30,000
DV1703	SEG 4	SEG 3	30,000
	SEG 5		20,000
DV1704	SEG 5	SEG 4	50,000
DV1705	SEG 5	SEG 7	10,000
DV1706	SEG 5	SEG 5	40,000
DV1707	SEG 5	SEG 5	10,000
V17001	SEG 2	SEG 2	3,558

MINISTRY OF CIVIL SERVICE

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS (continued...)  
FOR THE YEAR ENDED 31 JULY 2017

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**NOTE 7: SIGNIFICANT APPROPRIATION SAVINGS**

The Ministry incurred significant savings in Government Wage Earners, Travel and Communication, Maintenance and Operation, Purchase of Goods and Services and Special Expenditure of \$14,071 or 29%, \$68,052 or 36%, \$100,316 or 41%, \$641,191 or 37% and \$9,461 or 95% respectively. This was mainly due to contracting a company to provide security at the Centre for Training and Development complex instead of hiring individual security guards. The savings in other allocations was due to the reduced operational cost incurred on telephone, printing, procurement of office supplies and stationeries and minimal hiring of volunteers from the National Employment Centre.

## 6. Acronyms

CCCC	Customer Care Call Centre
CSRMU	Civil Service Reform Management Unit
GO	General Orders 2011
ICT	Information and Communication Technology
MCS	Ministry of Civil Service
MEPIR	Ministry of Employment, Productivity and Industrial Relations
MHMS	Ministry of Health and Medical Services
OMRS	Open Merit Recruitment and Selection
PRP	Procedural Review Process
PSC	Public Service Commission
PS	Permanent Secretary
SSA	Shared Services Agreement