



MINISTRY OF CIVIL SERVICE

2019-2020 Annual Report

Acronyms

<i>ADB</i>	Asian Development Bank
<i>CCCC</i>	Customer Care Call Centre
<i>CSCIU</i>	Civil Service Coordination and Implementation Unit
<i>DG</i>	Discipline Guideline
<i>GO</i>	General Orders 2011
<i>GSC</i>	Government Service Centre
<i>ICT</i>	Information and Communication Technology
<i>IO</i>	Investigation Officer
<i>MCS</i>	Ministry of Civil Service
<i>MHMS</i>	Ministry of Health and Medical Services
<i>OMRS</i>	Open Merit Recruitment and Selection
<i>PMF</i>	Performance Management Framework
<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

20 July 2023

The 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 2019-2020 financial year.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'Parmesh Chand', with a stylized flourish at the end.

Parmesh Chand
Permanent Secretary for Civil Service



1. Permanent Secretary's Statement

In accordance with the Financial Management Act, 2004, I submit the 2019-2020 Annual Report for the Ministry of Civil Service (MCS).

This report provides an outline of major achievements during the year, an overview of performance and activities, and outlook for the future.

Key changes which occurred with the commencement of this financial year included the transfer of management of Medical Officers to the Ministry of Health and Medical Services; and the establishment of the Civil Service Coordination and Implementation Unit to monitor the compliance of Civil Service guidelines.

The second half of the financial year was impacted by the COVID-19 pandemic, and the Ministry reprioritised its planned activities and the mode of delivery in the line with COVID-19 safe measures.

I am pleased to present the Ministry of Civil Service 2019-2020 Annual Report.

A handwritten signature in blue ink, appearing to read 'Parmesh Chand', written in a cursive style.

Parmesh Chand
Permanent Secretary for Civil Service

2. Corporate Profile

2.1 Vision, Mission and Values

Vision:

A world class civil service
for Fiji

Role:

We serve the Civil Service,
our core clients are ministry
staff.

Our Mission:

To support Ministries to create a culture of excellence by:

- Being a driver and facilitator of change and evidence-based innovation for the Civil Service including the identification of international best practice, with implementation adapted for Fijian circumstances 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 practice.
- Facilitating the continuous professional development and growth of human resources in the Civil Service and growing the workforce of 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.
- Promoting an ethical culture and accountability in the Civil Service.

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 by 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 the 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 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/Services

MCS supported the improvement of the overall capabilities of the civil service through policy advice to Ministries, training for civil servants, secretariat support to the PSC, and advice to Government agencies on the organisation of major international events for Government.

The responsibilities of MCS were performed by the following six divisions:

- (i) Policy, Research and Innovation,
- (ii) Civil Service Coordination and Implementation,
- (iii) Training,
- (iv) PSC Secretariat,
- (v) Major Events; and
- (vi) Business Management.

2.3 Ministry Goals

Goal 1

- We will coordinate the development of innovative, research based policy in support of a modern, vibrant civil service focussed 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 which support stimulation of the Fijian economy.

Goal 7

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

2.4 Our staffing and structure

Our core functions are distributed across our six service delivery units. These are outlined below:

Policy Research and Innovation

- Develop and review policy
- Identify innovations and trends through research
- Provide research for policy queries

Civil Service Coordination Implementation Unit

- Monitor and advise ministries on consistent strategies for effective implementation of policies
- Identify strategies to address scarce skills

Executive Support and PSC Secretariat

- Provide secretarial support to PSC
- Contract administration for all Permanent Secretaries
- Executive support for PS MCS

Training

- Core skills training development, review and delivery
- Report on training effectiveness
- Coordinate development partner funded learning and development opportunities

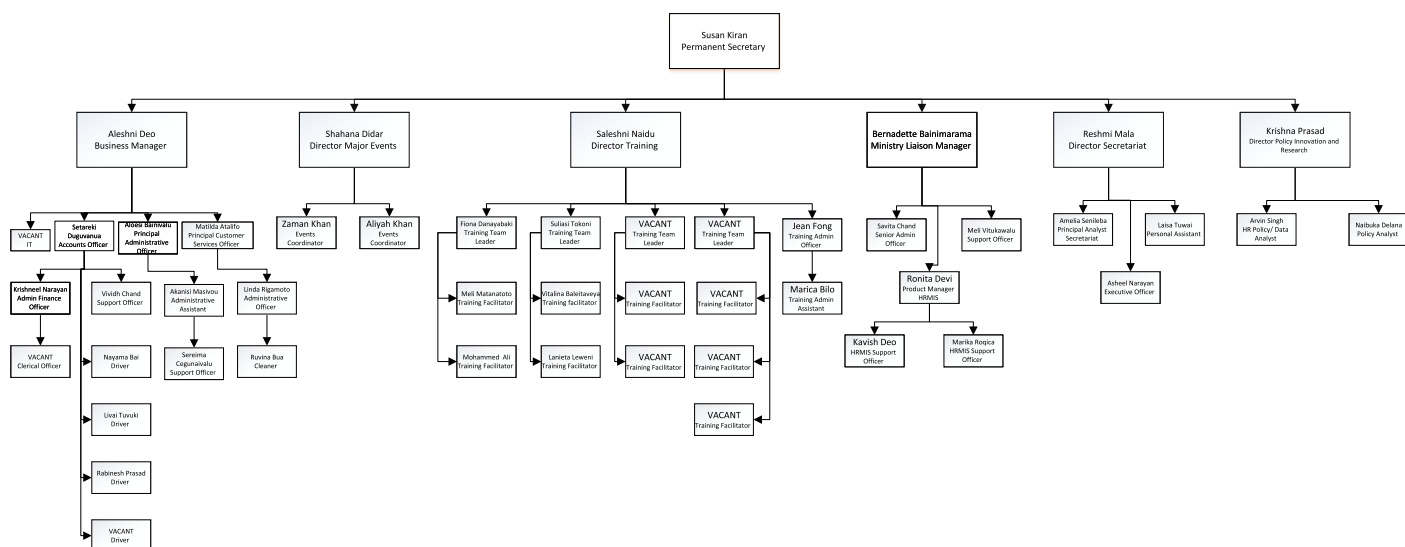
Major Events

- Coordinate events
- Develop a framework for capacity building in Ministries for events

Business Unit

- Internal service and resource management

2.5 Organisation Chart



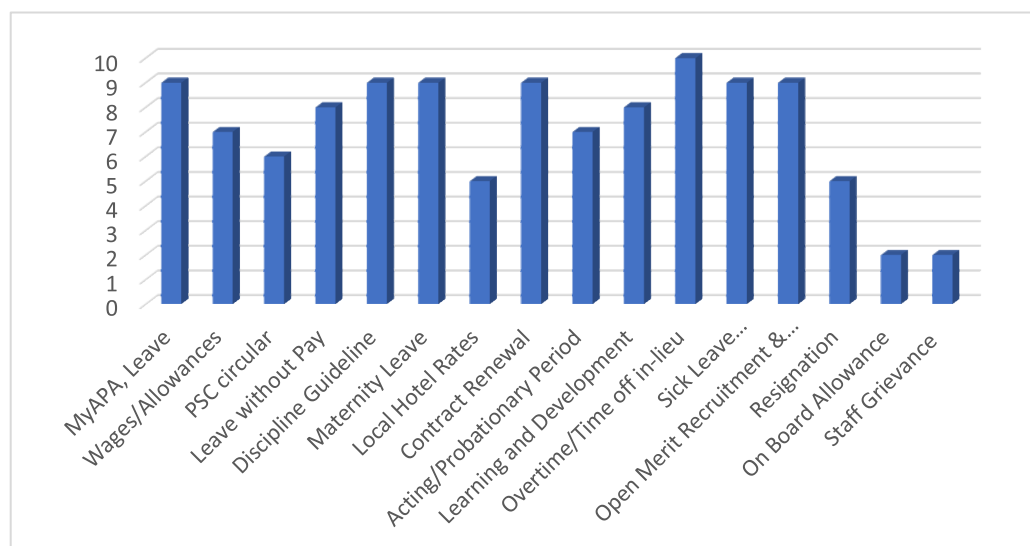
3 Performance and Achievements

3.1 Policy Research and Innovation Division

The Policy Research and Innovation Division provided policy advice to Ministries ensuring alignment and consistency with overarching legislation, regulations, policies and PSC guidelines. A summary of achievements in line with its Outcome 2 (Coherent civil service policy that supports consistent and informed decision making at Ministry level) are as follows:

- Following research and consultation with relevant agencies, policy advice was provided to all government Ministries and Departments on human resource policy. Grievances received from Civil Servants were assessed and addressed, and trend analysis was provided to the PSC and the Minister responsible. Further details are illustrated in Chart 1 below:

Chart 1: Grievances and Policy clarifications by category



- The hotel accommodation rates outlined in the General Orders 2011 were reviewed and approved by Cabinet in March 2020 and Ministries were advised accordingly.
- Two research papers were developed. These were on Leave and Relocation Allowance of the General Orders and Customer Care and Service Delivery.
- Contributed to the development of Fijian Civil Service Work from Home Guideline.
- Assisted with the scoping of Cadetship Programme which was placed on hold as a result of shifting priorities due to tCOVID-19 pandemic.
- Processed requests for the re-engagement of civil servants over the age of 55 years in accordance with Regulation 14 of the Civil Service (General)Amendment) Regulation 1999.

Table 1 below shows the details of 28 requests for the re-engagement of civil servants that were submitted by different Ministries and processed by the division.

Table 1: Re-engagement- Requests, approved and declined

Ministry	No. of Request Approved	Request Disapproved
Ministry of Health & Medical Services	20	-
Ministry of Fisheries	1	-
Ministry of Waterways	1	-
Ministry of Agriculture	1	1
Ministry of Industry, Trade And Tourism	3	-
Ministry of Infrastructure, Transport, Disaster Management & Meteorological Services	2	-
Total	28	1

3.2 Civil Service Coordination and Implementation Unit

The Civil Service Coordination and Implementation Unit (CSCIU) was responsible for the following:

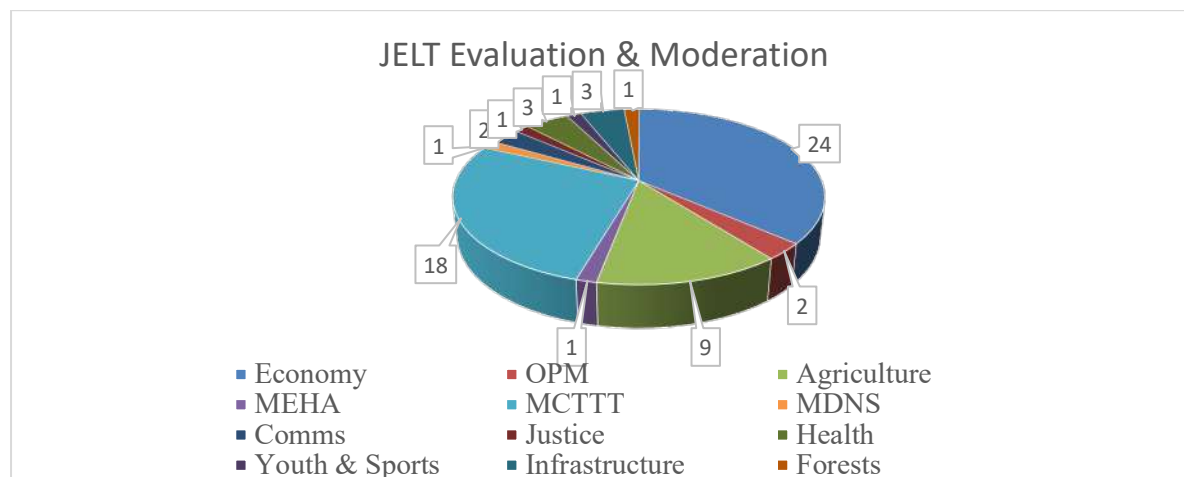
- Monitoring and advising Ministries on consistent strategies for effective implementation of policies approved by the Public Service Commission; and
- Identifying strategies to address scarce skills.

The CSCIU's achievements are highlighted as below:

- Ongoing audits of OMRS processes were conducted across all Ministries to monitor the implementation and compliance of best practice in the OMRS Guideline. Two cycles of audits were undertaken in 2019 to 2020. Audits were put on hold from March 2020 due to COVID-19 pandemic. In the audits conducted, 70% of the Ministries demonstrated excellent progress with 30% scoring above 90% for compliance to the provisions of the OMRS guideline.

- The preliminary review of the Performance Management Framework was coordinated, and the transition arrangement was developed as a mechanism for ongoing performance assessment and contract renewals. The transitional arrangement came into effect in June 2020.
- Fulfilled its role as the Secretariat for the PSC-appointed central Job Evaluation Leadership Team (JELT), which was established to ensure consistency of evaluations across the Civil Service. JELT evaluated and moderated a total of 66 positions from 12 Ministries and Departments across the Civil Service. (Illustrated in Table 2 below).

Chart 2



- Whole of Government pool recruitment processes for common cadre positions were facilitated by the Unit and meritorious lists were shared with Ministries. Positions included Drivers, Clerical Officers, Admin Officers, Accounts Officers and Communication Officers.
- Monthly face-to-face HR Forums were facilitated until the COVID-19 pandemic which resulted in the forums being placed on hold, however continuous HR support and policy advice were provided to Ministries via emails, phone calls and virtual meetings.
- The Government Planning Framework and Planning Guides were reviewed and all requests by Ministries for support in Strategic Planning workshops or review of Strategic Planning documents were actioned within 1 week of request.

With the assistance of the Policy Innovation and Research Unit, the COVID-19 Work from Home Guideline and Guidelines on Civil Servants Affected by COVID-19 pandemic were developed, approved and implemented.

3.3 Executive Support and Secretariat Services

The Executive Support and Secretariat Unit is responsible for efficient secretariat service to PSC, to manage contracts for all Permanent Secretaries including leave, and undertakes executive support for PS MCS.

Public Service Commission (Commission) meetings are scheduled quarterly to discuss matters in relation to the roles and responsibilities of the Public Service Commission. The Commission conducted four meetings during the year with three face-to-face meetings and one virtual meeting due to the COVID-19 pandemic.

The Permanent Secretaries forum enables the Commission and the Permanent Secretaries to collaborate, share ideas, seek advice and guidance as well as provide support to each other. The Commission hosted one face-to-face Permanent Secretaries Forum for the financial year.

1. Guidelines Approved by the Commission

The Commission in its meetings discussed and endorsed the Civil Service Guidelines and its revisions. In the 2019-2020 financial year, the Commission had approved the following revisions:

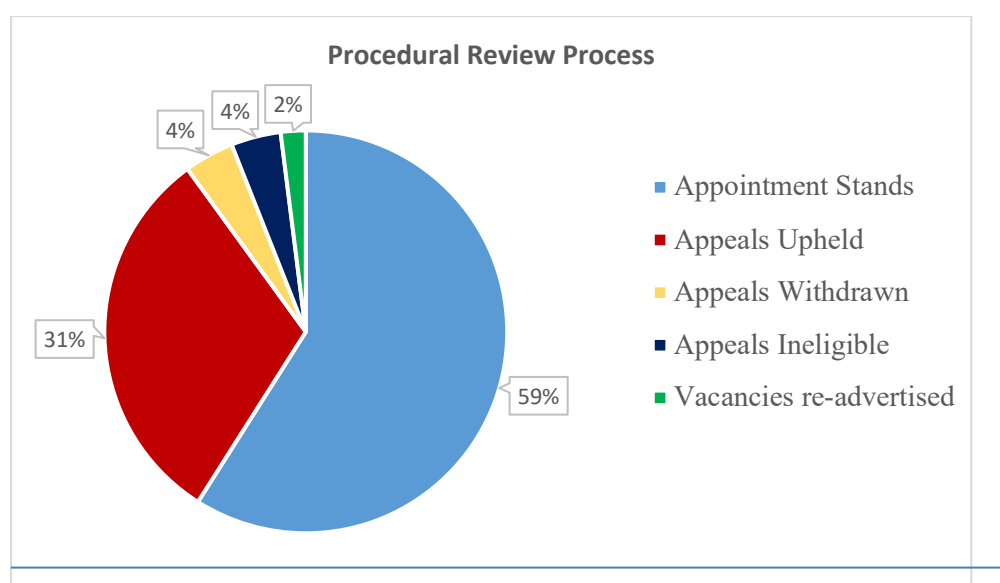
- i. Fijian Civil Service Open Merit Recruitment and Selection Guideline – October 2019
- ii. Job Evaluation and Civil Service Remuneration Setting Guideline – December 2019
- iii. Fijian Civil Service Performance Management Framework – Transitional Arrangements – June 2020

2. Procedural Review Process

The Commission administers the Procedural Review Process (PRP) which is an appeals mechanism for recruitment processes for appointments to substantive vacancies in the civil service. The Commission has been processing PRP requests since the mechanism was first introduced in 2017. The PRP enables Ministries to identify the recruitment and selection processes that require strengthening

In 2019-2020, 112 appeals were received out of which, 35 appeals were upheld, 66 appeals were unsuccessful, 4 were withdrawn, 5 appeals were ineligible, and 2 appeals were not processed as the vacancies were withdrawn to be re-advertised.

Chart 3: Procedural Review Process 2019-2020



This shows a 14% reduction in the number of appeals received from 2018-2019 financial year.

3.4 Training Division

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

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

- Reporting on the effectiveness of, and return of investment for, capacity building opportunities.

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

1. Core Skills Training

The following Table (2) illustrates the number of training sessions that have been delivered by the facilitators from within the Division, and outlines the number of civil servants that have been trained across the Government.

Table 2: Training Modules

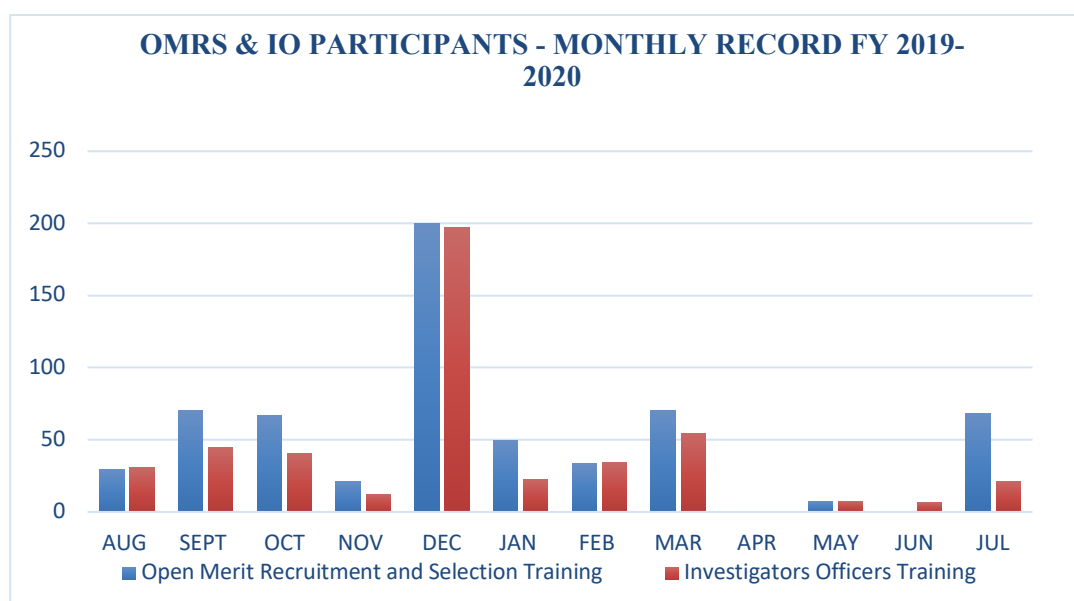
Training Modules	No of Sessions	No of civil servants Trained
Open Merit Recruitment and Selection Training	20	619
Investigators Officers Training	15	476
Effective Job Application and Interview Skills Training	15	521
Exceptional Customer Care Training	1	30
Leadership Development Program	4	80

1726 Public Servants were trained through the financial year compared to 796 compared to the previous year. This illustrates an increase of 117% due to the following reasons:

- Trainers were absorbed from Civil Service Reform Management Unit; and
- Increase utilisation of e-learning platforms due to COVID-19 pandemic.

Chart 4 illustrates the monthly participants throughout the financial year 2019 – 2020 for OMRS Selection Panel Training and Investigation Officer Training.

Chart 4: OMRS & IO Participants – Monthly Record FY 2019-2020



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

- Records Management (Department of National Archive-Ministry of Education Heritage & Arts). There were four sessions with 116 officers trained.
- Anti-Bribery (Fijian Independent Commission Against Corruption) and Procurement training. There were four sessions with 122 officers trained.
- Procurement Training (Ministry of Economy). There were six sessions with 166 officers trained.

The Division began the development of a whole of Government Induction package which was delivered through MCS Moodle platform. The package was piloted with MCS staff and later rolled out to Ministries on a voluntary basis.

2. Leadership Development Training

Leadership was identified as a core skill area that required major investment and capacity building within the Civil Service. Leadership development was facilitated through two initiatives by the Division:

(i) Leadership Development Programme (LDP)

The Leadership Development Programme (LDP), is a management training for Tier II and Tier III officers across the civil service. This started in July 2018 and is designed to provide knowledge, skills, principles and integration techniques that form the basis of effective leadership in the public sector, assisting officers to:

- (i) Build the required leadership competencies to perform in a constantly evolving public sector environment;
- (ii) Have a deeper self-awareness in order to become more influential leaders;
- (iii) Broaden the strategic perspective and knowledge of the social, economic and political context in which the Fiji public service leaders operate;
- (iv) Obtain a keen awareness and understanding of the various roles of the manager as leader in team building, collaboration and managing transformational change;
- (v) Adopt an innovative mind-set through strategic utilisation of technology and learning agility;
- (vi) Enhance the engagement and performance of their employees;
- (vii) Provide an opportunity to network with managerial peers; and
- (viii) Develop personal goals and plans for career advancements.

LDP session 8 was facilitated from 8th -13th of December, 2019 at Tokatoka Resort and LDP session 9 was facilitated from 23rd -28th of February, 2020 at the Pearl Resort, Pacific Harbour, 40 Senior Leaders were trained.

LDP 8 – Tokatoka Resort



LDP 9 – Pearl Resort



(ii) Senior Officers Leadership Forum

The Senior Officers Leadership Forum provides middle and senior managers an opportunity to hear from motivational speakers and to network. It was facilitated in February 2020, where the guest speaker was Mr. Ram Bajekal, the Managing Director for FMF Foods Limited Groups of Companies. The topic of the Forum was on ‘Step Up Leadership’ –Decision Making in the face of Uncertainties’ with a total of 60 senior Civil Servants in attendance.



3. Development Partner Learning and Development Opportunities

With the assistance of Fiji’s development partners, the Division processed scholarship applications and short-term trainings for the Fijian civil service.

(i) Scholarships

Table 3: Scholarships

Table 3 below illustrates that 13 Study area programmes opportunities were received and 13 scholarships were awarded

No.	Development Partner/Scheme	No. of Offers	Programme	No. of Applications
1	JICA	9	MA International Development, Master Environmental Science, Masters Art International Relations, Masters Education, Masters Engineering, Masters Tourism, MSc Marine Science and Technology	28
2	Government of Korea - KDI	3	Master of Public Policy, Korea, Masters in Intellectual Property, Development Policy and Masters Development Policy	3
3	Government of Korea - KOICA	1	SKKU Masters Water Resources Management	1
	Total	13		32

(ii) Short Term Training

Of the 127 offers from development partners listed below in Table 4, the Division processed 226 applications and 120 civil servants were awarded short term trainings. Some of the short term training areas in which the civil servants participated included accounting, human resource, leadership, environmental, project management, health, disaster risk reduction, fisheries, policy, energy policy, agriculture, water supply, tourism, ICT, TVET and airport management.

Table 4: Short Term Trainings

Table 4 illustrates number of short-term trainings offered by the development partners.

No	Development Partner/Scheme	No. of Offers	No. of Applications
1	Embassy of the United States of America	1	1
2	Government of India-ITEC	28	40
3	Government of India-PMTC	1	1
4	Government of Malaysia-MTCP	4	4
5	Government of Singapore (SCP)	11	21
6	Government of Japan/JICA	39	81
7	Korea Foundation (KF)	1	1
8	Government of Korea-KOICA	5	8
9	Government of Korea-KRC Korean Rural Society	1	1
10	Singapore/Turkish Cooperation Coordination Agency	1	1
11	The People's Republic of China	32	62
12	The Republic of Indonesia	1	3
13	UNESCAP	1	1
14	United Nations Institute for Training & Research (UNITAR)	1	1
	TOTAL	127	226

3.5 Major Events

The Major Events team led the planning and coordination responsibilities in the lead up to the 50th Anniversary of the Fijian Independence Day celebrations which was organized on 10th October 2020.

Fiji50

The Events Unit coordinated the design of the Fiji50 logo through multiple stakeholder consultations. The Fiji50 logo is expressed as an unbroken circle of striking Fiji blue, represented a young, modern, and forward-facing vision of Fiji's potential as we embrace the next 50 years and beyond.

Fiji50 Logo



Some of the events planned for Fiji50 was inclusive of Torch Relay, School competitions and Prime Ministers Youth awards, Lecture Series, Photo Exhibitions, 50 Shots of Fiji, Music, food and dance festival, Media interviews and storytelling, Invitation to international VIP's and Busking and graffiti artists.

During the Anniversary weekend the events planned were national parade and military tattoo, traditional welcome ceremony (for Royal Visit), unveiling of a jubilee feature, carnivals and rides around Fiji, Taste of Fiji food stalls, exhibitions, fireworks/laser lights display around Fiji and music festival.

The unprecedented impact of the COVID-19 pandemic significantly affected the plans for Fiji's 50th Independence Anniversary celebrations. The Unit then focused on preparing for COVID-19 safe celebrations which included video and art competitions.

The team also assisted the other agencies with the following events:

- Department of Communications - ABU General Assembly (Director Major Events attended the ABU General Assembly in 2019 and met with all the stakeholders to Hold the 2020 General Assembly in Fiji. The budget for the event (Build-up) was also prepared by the team;
- South Pacific Stock Exchange – Annual General Meeting (Director Major Events was an active member of the Steering Committee and assisted with their Concept of Operation (Build-up);
- Ministry of Defence – 49th Fiji Day Celebration (Events Unit was part of the steering committee and assisted in sourcing sponsorship (Event Date – 10.10.2019); and
- Department of Communications and USP - Asia Pacific Robocon Competition (Events Unit assisted in coordinating the meeting in Fiji, in 2020 (Build-up)).

3.6 Business Management Services

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

1. Human Resources

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

(i) Managing the Staffing Establishment

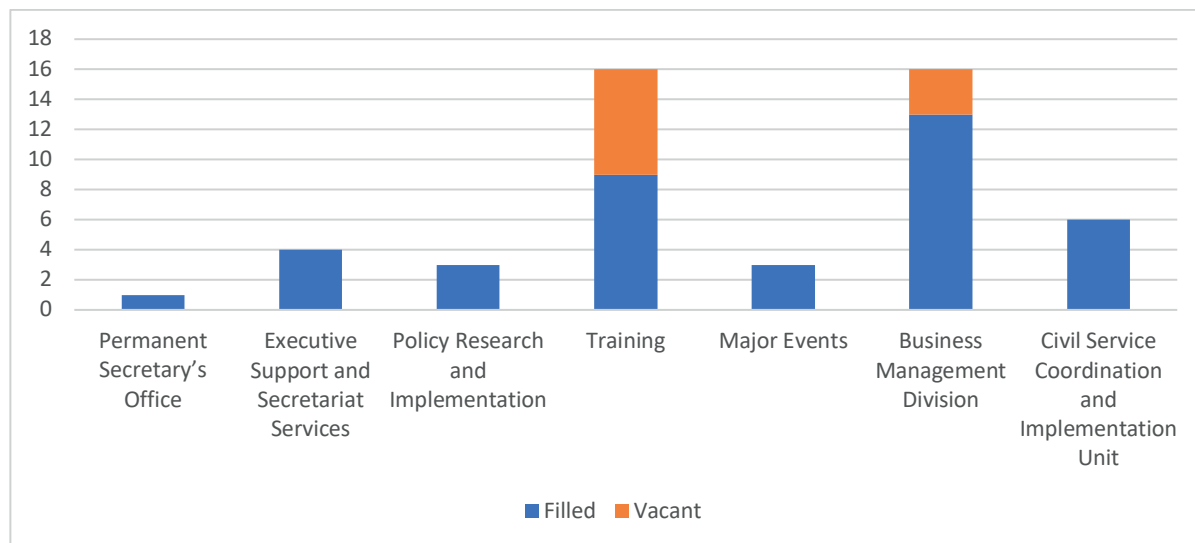
For the financial year, the Ministry had an establishment of 49 of which 10 were vacant. The vacancies were a result of a combination of staff turnover and re-prioritisation of manpower. In this financial year, 43% of the Ministry's workforce were women.

Table 5 & Chart 5 below illustrates MCS staff establishment - 49 positions out of which, 80% were filled.

Table 5: Staffing Profile

Divisions	Establishment	Filled			Vacant
		Male	Female	Total	
Permanent Secretary's Office	1	0	1	1	0
Executive Support and Secretariat Services	4	1	3	4	0
Policy Research and Implementation	3	3	0	3	0
Training	16	3	6	9	7
Major Events	3	1	2	3	0
Business Management Division	16	7	6	13	3
Civil Service Coordination and Implementation Unit	6	3	3	6	0
Total	49	18	21	39	10
Percent Filled		80%			20%

Chart 5: Distribution of Staff by Division



(ii) Recruitment

A total of 8 recruitment exercises were approved and finalised within the financial year which resulted in 18 appointments. Out of the 18 appointments, 9 were Training Facilitators that were appointed through pool recruitment. 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:

17 staff attended trainings facilitated by MCS Training Division. These included the following:

Training	No. Of Staff Trained
Open Merit-Based Recruitment and Selection	3
Investigation Officer Training	12
Records Management	2

25 staff attended trainings that were facilitated externally. These included the following:

Training	No. of Staff Trained
Occupational Health and Safety (OHS) module 3-4	2
Climate Adaptation	2
Speech Writing	1
Basic Prosecution Skills	1
Diplomacy and Practice	1
Leadership Development Program	3
Training of Trainers module 1	1
2020 National Conference on Information Technology	1
FMIS & Payroll	1
Effective Performance Management	12
Employment Relations	3

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.

(iv) Staff Engagements

Prior to the COVID-19 lockdowns, the Ministry held monthly staff meetings and when the COVID-19 lockdown measures came into effect, management and staff members kept in touch with each other through the Ministry chat group on Viber and through several Zoom sessions. The chat group was strictly administered to ensure security of information that were shared.

The Ministry's social committee planned and coordinated the Ministry's social gatherings and events for specially marked occasions or holidays and organised a corporate social responsibility activity where the Ministry visited and donated in cash and in kind to the Frank Hilton Organisation.

A total of 5 internal circular memorandums were issued by the Ministry to keep staff members updated on the latest policies and instructions from management.

(v) Discipline and Industrial Relations

The Ministry did not have any breaches of the Civil Service Code of conduct that necessitated the investigation.

2. Customer Care Call Centre

MCS in collaboration with Ministry of Health and Medical Services continued to enhance customer services and manage customer complaints through the coordination and monitoring of Customer Call

Centre. The concept behind call centre services is to better involve our clients by encouraging them to contact us by calling or texting the customer support helpline (toll free line 157) from Vodafone and Inkk network within Fiji or sending an email to customercare@health.gov.fj operated 24 hours a day- 7 days a week. The call centre service provides a platform for our customers to contact us through calls (toll free line 157-vodafone and Inkk) and emails (customercare@health.gov.fj). The call centre operates 24 hours a day- 7 days a week.

The CCCC provided better means for the public to report issues relating to health services and handling them consistently, effectively and efficiently. Both grievances and feedback were received by qualified officers and sent to appropriate personnel in the Ministry of Health and Medical Services (MHMS), who were in charge of following up under agreed-upon timeframes.

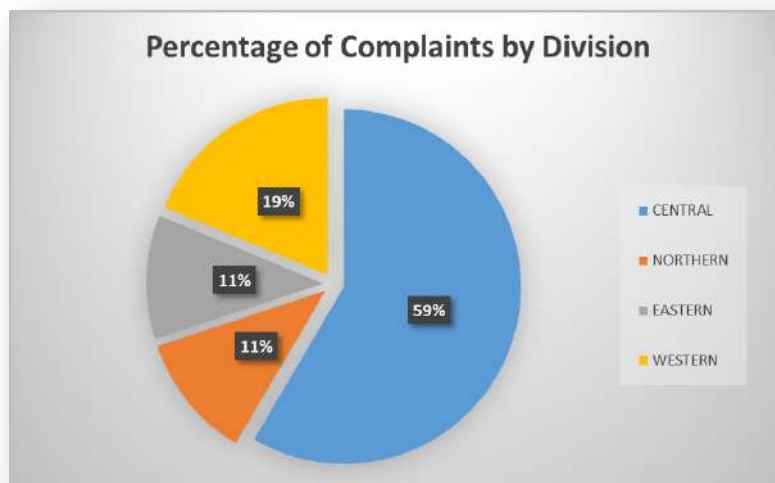
The MHMS call centre received 1705 enquiries this financial year (illustrated in table 6). The feedback received from the general public included complaints, general enquiries and also compliments on the health and medical services provided.

Table 6: Types of Complaints

TYPES OF COMPLAINTS	Month (2019)					Month (2020)							Total	%
	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July		
Delays and long waiting time	28	15	37	31	19	32	38	20	15	23	20	26	304	17.8
Environmental health	1	5	4	3	2	5	3	5	3	18	5	9	63	3.7
Equipment not available or not working	3	2	5	4	7	4	3	3		1	5	2	39	2.3
Medicines or other supplies not available	8	6	10	27	11	14	16	11		5	5	6	119	7.0
Poor communication	4	1	1	1	2	21	5		2	2	2		41	2.4
Poor staff attitudes/behaviour	9	7	9	13	11	15	11	7	8	22	8	7	127	7.4
Poor/ Inadequate/ Missing Reports and Records	6	5	2	9	7	6	4	2	1	7	3	1	53	3.1
Prank Calls	1		1				1		2	3	1		9	0.5
Service too expensive						1						1	2	0.1
Treatment area unpleasant	3	3	2	1	1		4	4	2	4			24	1.4
Unsatisfactory treatment	24	10	23	11	19	17	17	14	13	21	12	25	206	12.1
General Enquiry *	36	24	31	62	39	38	9	5	14	54	44	77	433	25.4
Others*	16	24	13	43	21		8	10	11	54	36	49	285	16.7
TOTAL	139	102	138	205	139	153	119	81	71	214	141	203	1705	100

The information recorded from the call centre database in table 6 above illustrates the benefit of the wide spread services offered to the general public, even to those in remote areas, enabling them to send in their feedback on the services provided to them.

Chart 6: Percentage of Complaints by Division 2019-2020



In January 2020, the Ministry of Civil Service (MCS) unveiled a new customer support helpline (toll free line 153) specifically for the Ministry of Employment, Productivity and Industrial Relations. This was part of the Ministry's commitment to providing a better means for workers around the country to be able to report their issues and feedbacks and have them actioned consistently, effectively and efficiently.

Feedback was captured at the call centre and categorised into 2 sections:

- Internal: Services provided by MEPIR; and
- External: Services provided by other organisations and/or employers.

The MEPIR call centre received 1,103 enquiries/ complaints since the launch from January – July.

Chart 7: Enquiry/Complaint 6 Month Trend

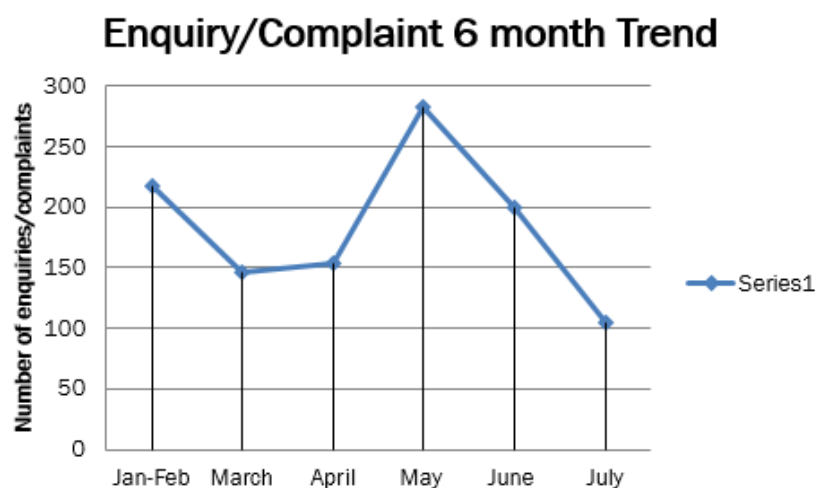
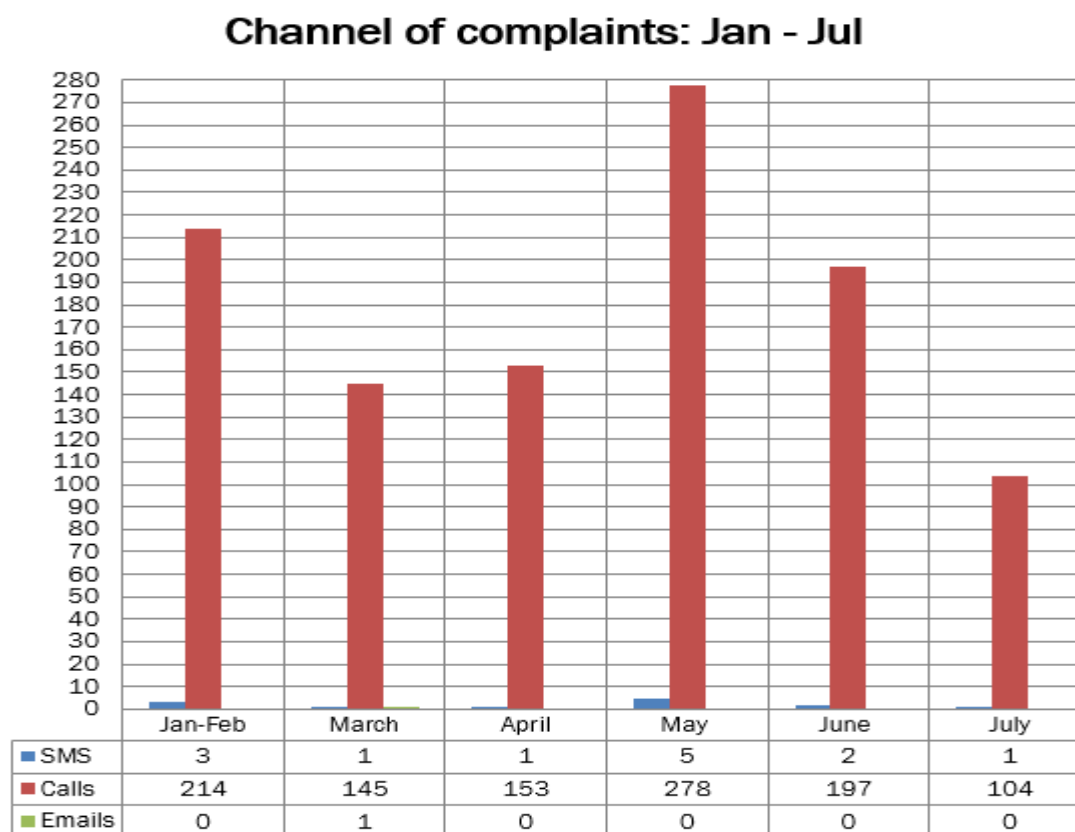


Chart 8: Channel of Complaints: Jan – Jul 2020



3. Government Service Centre (GSC)

- The GSC continued to operate as an information hub to provide a range of information, services and referrals to other Government Ministries and agencies.
- The GSC received 18,683 requests during the financial year, including reprinting of birth, death and marriage certificates (13,994), certification of documents (1,492), and Justice of Peace assistance (275).

A total of 12 complaints lodged at the centre were resolved and closed by the responsible ministries.

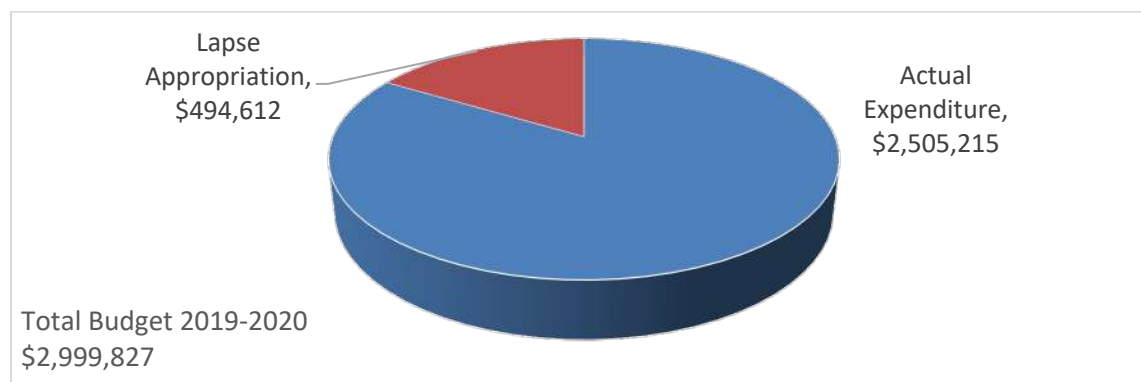
Table 7: Government Service Centre Requests

Service Provided	Month (2019)					Month (2020)							Total	%
	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July		
Complaint		2	2	1	3	1	1	1	1				12	0.06
GSC Assistance	23	18	10	5	3	12	29	31	135	586	690	684	2226	11.8
Tourist Assistance	47	54	84	28	6	54	79	105	0				457	2.41
NEC query	2	8	13	6	15	8	16	1	1		6	4	80	0.43
Certification	131	107	164	229	259	269	127	115	18	29	18	26	1492	7.99
BDM Enquiries	1596	1336	1632	2033	1494	2452	1890	1474	87				13994	74.9
Justice of Peace Referrals	21	19	3	14	15	9	38	23	22	25	39	47	275	1.47
Police Clearance Application					1								1	0.06
Passport Application Form	19												19	0.11
Statutory Declaration form	8	15	16	16	18	15	10	6	1	4	3	15	127	0.68
Total	1847	1559	1924	2332	1814	2820	2190	1756	265	644	756	776	18683	100%

This financial year, the total amount of customers assisted at the center decreased due to the relocation of the BDM services to Suvavou house from April 2020 due to the Pandemic.

4. Ministry Appropriation

MCS was allocated a budget of \$2.9 million, out of which \$2.5 million or 83.51% was utilised during the year.

Chart 9 : Ministry Appropriation and Actual Expenditure

BM

OFFICE OF THE AUDITOR GENERAL

Promoting Public Sector Accountability and Sustainability through our Audits



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File Ref: 341

11 April 2022

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 - 31 JULY 2020

Audited financial statements for the Ministry of Civil Service for the year ended 31 July 2020 together with my audit report on them are enclosed.

Particulars of the errors and omissions arising from the audit have been forwarded to the management of the Ministry for necessary actions.

Yours sincerely

Sairusi Dukuno
ACTING AUDITOR-GENERAL

cc PS Ministry of Civil Service

Encl.



4 Audited Financial Statements

MINISTRY OF CIVIL SERVICE
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2020

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INDEPENDENT AUDITOR'S REPORT

Report on the Audit of the Financial Statements of the Ministry of Civil Service

Opinion

I have audited the financial statements of the Ministry of Civil Service ("the Ministry"), which comprise the Statement of Receipts and Expenditure (Ministry of Civil Service), Statement of Receipts and Expenditure (Public Service Commission), Appropriation Statement (Ministry of Civil Service), Appropriation Statement (Public Service Commission), Statement of Losses for the financial year ended 31 July 2020, 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 of Civil Service in accordance with the International Ethics Standards Board for Accountants' *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 or 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.

Auditor's Responsibilities for the Audit of the Financial Statements (Cont'd)

As part of an audit in accordance with ISA, I exercise professional judgement 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 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.


Sairusi Dukunó
ACTING AUDITOR-GENERAL



Suva, Fiji
11 April 2022

**MINISTRY OF CIVIL SERVICE
MANAGEMENT CERTIFICATE
FOR THE YEAR ENDED 31 JULY 2020**

The Agency Financial Statements of the Ministry of Civil Service for the year ended 31 July 2020 comprises the following heads of appropriation:

- i. Head 17 – Ministry of Civil Service
- ii. Head 13 – Public Service Commission

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 2020; and
- (b) have been prepared in accordance with the requirements of the Financial Management Act and Finance Instructions 2010.



Susan Kiran
Permanent Secretary



Pranita Devi
Business Manager

Date: 4/4/22

MINISTRY OF CIVIL SERVICE
HEAD 17 STATEMENTS OF RECEIPTS AND EXPENDITURE
FOR THE YEAR ENDED 31 JULY 2020

	Notes	2020 (\$)	2019 (\$)
RECEIPTS			
State Revenue			
Commission	3 (a)	56	15,798
Overpayment recovery in Previous Years	3 (b)	12,262	-
Total State Revenue		12,318	15,798
Agency Revenue			
Miscellaneous Revenue		-	180
Total Agency Revenue		-	180
TOTAL RECEIPTS		12,318	15,978
EXPENDITURE			
Established Staff	3 (c)	860,630	55,984,011
Government Wage Earners		87,688	92,644
Travel & Communications	3 (d)	47,449	136,420
Maintenance & Operations	3 (e)	353,364	221,707
Purchase of Goods & Services	3 (f)	323,360	1,677,693
Special Expenditure	3 (g)	773,204	-
Total Operating Expenditure		2,445,695	58,112,475
Value Added Tax		59,520	165,019
TOTAL EXPENDITURE		2,505,215	58,277,494

**PUBLIC SERVICE COMMISSION
HEAD 13 STATEMENT OF RECEIPTS AND EXPENDITURE
FOR THE YEAR ENDED 31 JULY 2020**

	Notes	2020 (\$)	2019 (\$)
EXPENDITURE			
Operating Grants & Transfers		5,663,316	6,045,175
Total Operating Expenditure		<u>5,663,316</u>	<u>6,045,175</u>
TOTAL EXPENDITURE	5	<u>5,663,316</u>	<u>6,045,175</u>

MINISTRY OF CIVIL SERVICE
HEAD 17 APPROPRIATION STATEMENT
FOR THE YEAR ENDED 31 JULY 2020

SEG	Item	Budget Estimate (\$)	Changes (\$) Note 6	Revised Estimate (\$) a	Actual Expenditure (\$) B	Carry Over (\$)	Lapsed Appropriation (\$) (a-b) Note 4
	Operating Expenditure						
1	Established Staff	898,042	-	898,042	860,630	-	37,412
2	Government Wage Earners	142,635	-	142,635	87,688	-	54,947
3	Travel & Communication	67,236	-	67,236	47,449	-	19,787
4	Maintenance & Operations	399,468	58,090	457,558	353,364	-	104,194
5	Purchase of Goods and Services	468,518	(42,530)	425,988	323,360	-	102,628
6	Operating Grants and Transfers	1,000	-	1,000	-	-	1,000
7	Special Expenditure	861,219	(15,560)	845,659	773,204	-	72,455
	Total Operating Expenditure	2,838,118	-	2,838,118	2,445,695	-	392,423
13	Value Added Tax	161,709	-	161,709	59,520	-	102,189
	TOTAL EXPENDITURE	2,999,827	-	2,999,827	2,505,215	-	494,612

PUBLIC SERVICE COMMISSION
HEAD 13 APPROPRIATION STATEMENT
FOR THE YEAR ENDED 31 JULY 2020

SEG	Item	Budget Estimate (\$)	Changes (\$)	Revised Estimate (\$) a	Actual Expenditure (\$) b Note 5	Carry Over (\$)	Lapsed Appropriation (\$) (a-b)
	Operating Expenditure						
6	Operating Grants & Transfers	5,425,181	243,054	5,668,235	5,663,316	---	4,919
	Total Operating Expenditure	5,425,181	243,054	5,668,235	5,663,316	---	4,919
	TOTAL EXPENDITURE	5,425,181	243,054	5,668,235	5,663,316	---	4,919

MINISTRY OF CIVIL SERVICE
HEAD 17 STATEMENT OF LOSSES
FOR THE YEAR ENDED 31 JULY 2020

Loss of Money

There was no loss of money recorded for the financial year ended 31 July 2020.

Loss of Revenue

There was no loss of revenue recorded for the financial year ended 31 July 2020.

Loss (other than money)

1. Following the 2019-2020 Board of survey, items worth \$4,002 were written off as approved by the Permanent Secretary of Economy.

Asset	Amount (\$)
Office Equipment	189.00
Furniture and Fittings	3,813.00
Total	4,002.00

2. The following items worth \$750 were reported as loss of assets, during the 2019-2020 financial year and were recorded in the Loss Register.

Asset	Amount (\$)
Samsung J3 Pro Phone	200.00
Furniture and Fittings	550.00
Total	750.00

MINISTRY OF CIVIL SERVICE
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2020

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 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 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

Where necessary, amounts relating to prior years have been reclassified to facilitate comparison and achieve consistency in disclosure with current year amounts.

(d) Revenue Recognition

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

MINISTRY OF CIVIL SERVICE
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS (continued...)
FOR THE YEAR ENDED 31 JULY 2020

NOTE 3: SIGNIFICANT VARIATIONS

- a. The commission revenue decreased by \$15,742 or 99.65% in 2020 compared to 2019. The decrease in commission revenue is due to the transfer of doctor's payroll to the Ministry of Health and Medical Services. This Commission incorporates the commission charged for deductions made on behalf of staff, therefore the number of deductions has decreased, leading to decrease in commission revenue.
- b. The Overpayment Recovery in Previous Years revenue increased by \$12,262 in 2020 compared to 2019. The increase in Overpayment Recovery in Previous Years allocation is due to the receipt of short notice upon resignation from former Ministry of Civil Service staff. Two staff, who resigned in 2019, cleared their dues with the Ministry in 2020.
- c. Established Staff cost decreased by \$55,123,381 or 98.46% in 2020 compared to 2019. The decrease was due to the transfer of Doctor's payroll to Ministry of Health and Medical Services.
- d. Travel and Communication Expenditure decreased by \$88,971 or 65.21% in 2020 compared to 2019. This was also due to the transfer of Doctor's payroll to Ministry of Health and Medical Services. The expatriate doctors' accommodation and airfare were initially catered for by the Ministry of Civil Service and since this has also moved to Ministry of Health and Medical Services, the cost for Ministry of Civil Service has reduced.
- e. Maintenance and Operations expenditure increased by \$131,657 or 59.38% in 2020 compared to 2019. This was due to the setup of the Ministry of Employment, Productivity and Industrial Relations (MEPIR) call centre. Additionally, minor renovations for Level 2, Civic House was also carried out.
- f. Purchase of Goods and Services expenditures decreased by \$1,354,333 or 80.73% in 2020 compared to 2019 due to the major reduction in the Training budget for 2019-2020 financial year.
- g. The Special expenditure allocation used to cater for the Civil Service Coordination, Implementation Unit (CSCIU). The Unit was transferred to Head 17 in the 2019-2020 budget and funds were kept under special expenditure allocation. The expense includes the salary of CSCIU staff and directors travel expenses.

NOTE 4: SIGNIFICANT UNUTILISED BUDGET

Significant unutilised budget for the financial year ended 31 July 2020 are as follows:

Note Reference	Expenditure	Revised Budget (\$)	Actual Expenditure (\$)	Savings (\$)	Percentage Savings (%)
a	Established Staff	898,042	860,630	37,412	4.2
b	Government Wage Earners	142,635	87,688	54,947	39
c	Maintenance and Operations	457,558	353,364	104,194	23
d	Purchase of Goods and Services	425,988	323,360	102,628	24
e	Special Expenditures	845,659	773,204	72,455	8.6

MINISTRY OF CIVIL SERVICE**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS (continued...)
FOR THE YEAR ENDED 31 JULY 2020**

- a. Established staff savings was mainly due to the vacant positions, for which recruitments were done as and when needed.
- b. Government Wage Earners allocation reflects significant savings as two drivers resigned during the financial year and while the recruitment was in process the positions were vacant. There was also a reduction in overtime payment as overtimes were well managed and monitored.
- c. The savings in the Maintenance and Operations allocation was mainly due to the savings from the Customer Care Centre allocation, due to the delay in rolling out the Customer Care Centre for Ministry of Employment, Productivity and Industrial Relations. Savings was also noted in the Spare Parts and Maintenance allocation as all vehicles are leased vehicles and costs are catered for by the lessor.
- d. The savings in Purchase of Goods and Services allocation was mainly due to the savings in the training budget as trainings were not conducted as planned due to the travel restrictions and the impact of the COVID-19 pandemic. The leadership trainings were also on hold as this is mostly conducted at a venue away from Suva to train the senior leaders of the Civil Service and the trainer is from Australia. So due to the Pandemic the trainer couldn't travel so this has been on hold.
- e. Special Expenditure allocation catered for the salary of the CSCIU staff and directors travel expenses. There were a few vacancies which were not filled as trainings were on hold and travel restricted due to the pandemic.

NOTE 5: HEAD 13 PUBLIC SERVICE COMMISSION

The Public Service Commission was allocated a budget of \$5,425,181 and \$243,054 was redeployed from Head 50 to the Commission after Cabinet approval to cater for the salaries, allowances and other expenses for Contracted Permanent Secretaries in Civil Service. The total budget allocations to the Public Service Commission for the financial year 2019-2020 amounted to \$5,668,235. The Ministry of Civil Service is responsible for the administration of this fund in accordance to the budget. For the Financial Year ended 31 July 2020, expenditure totalling to \$5,663,316 was incurred under this allocation. Included as part of the Commission's total expenditure are personal emoluments and related payments totalling \$ 5,172,600.

Description	2020 (\$)	2019 (\$)
Personal Emoluments – Permanent Secretaries	4,524,385	3,825,981
Housing Allowance	247,438	194,600
Gratuity	61,897	75,103
Compensation Salary	23,560	388,352
Acting Allowance	18,635	112,765
FNPF	296,685	282,893
Total	5,172,600	4,879,694

No grant was paid out from this allocation.

MINISTRY OF CIVIL SERVICE
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS (continued...)
FOR THE YEAR ENDED 31 JULY 2020

NOTE 6: APPROPRIATION CHANGES

The Permanent Secretary for Civil Service approved the following transfer of funds during the financial year ended 31 July 2020:

Virement No	SEG From	Amount (\$)	SEG To	Amount (\$)
DV1701	Virement of \$8,000 cancelled in Period 08/2020 and regularised in DV1709			
DV1702	1-17101-02999-070203	15,560.00	1-17101-02999-040351	15,560.00
DV1703	1-17101-02999-050411	6,240.00	1-17101-02999-040351	6,240.00
DV1704	1-17101-02999-050306	20,000.00	1-17101-02999-059115	20,000.00
DV1705	1-17101-02999-050411	10,000.00	1-17101-02999-040351	10,000.00
DV1706	1-17101-02999-050501	3,000.00	1-17101-02999-040216	3,000.00
DV1707	1-17101-02999-050411	1,396.00	1-17101-02999-040351	1,396.00
DV1708	1-17101-02999-050411	13,680.00	1-17101-02999-040351	13,680.00
DV1709	1-17101-02999-050411	8,000.00	1-17101-02999-050221	8,000.00
DV1710	1-17101-02999-050411	8,214.00	1-17101-02999-040351	8,214.00
DV1711	1-17101-02999-049999	7,604.00	1-17101-02999-040351	7,604.00