



MINISTRY OF CIVIL SERVICE

2022-2023 Annual Report

Acronyms

CMS	Customer Management System
FPSA	Fiji Public Service Association
GSC	Government Service Centre
GFCC	Government Feedback Call Centre
HRMIS	Human Resource Management Information System
<i>ICT</i>	Information and Communication Technology
JELT	Job Evaluation Leadership Team
LDP	Leadership Development Programme
<i>MCS</i>	Ministry of Civil Service
OMRS	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

19 December 2024

Hon Prime Minister and Minister for Civil Service
Level 4
New East Wing
Government Building
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 2022-2023 financial year.

Yours sincerely,

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

Parmesh Chand
Permanent Secretary for Civil Service



1.0 Permanent Secretary's Statement

In accordance with the Financial Management Act, 2004, I submit the 2022-2023 Annual Report for the Ministry of Civil Service (MCS).

This report provides a summary of key issues during the year; an overview of performance and activities; and outlook for the future.

The primary focus in 2022-2023 was to formulate targets and set a platform for a new strategic direction for the Ministry to support other Ministries and Departments in building a dynamic and citizen centric civil service. The Ministry's core priority areas included facilitating improvements in service delivery through policy advice, capacity building and training, supporting the Public Service Commission (PSC) to carry out its responsibilities and work in partnership with Ministries to facilitate improved service delivery to ordinary people.

The Ministry continued to offer online and blended trainings for core and scarce skills, including leadership trainings to senior civil servants to enhance capacity building.

I am pleased to present the Ministry of Civil Service 2022-2023 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

2.0 Corporate Profile

2.1 Vision, Mission and Values

Our Vision:
Building a dynamic and
citizen centric civil
service.

Our Mission:

To support Ministries 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.
- Promoting an ethical culture and accountability in the Civil Service.
- Supporting all Ministries in the consistent implementation of human resource management policies and modern management practices.
- Supporting the creation of the necessary conditions and a conducive work environment to inspire and improve the morale of civil servants.
- Facilitating the continuous professional development and growth of human resources in the Civil Service and growing the workforce of the future.
- Supporting the coordination of whole of government projects as required to ensure effectiveness and efficiency and a comprehensive approach to national issues.
- Advocating good governance principles in all approaches and aspects of work and leadership.
- Ensuring the prudent, accountable, and transparent management of fiscal, physical and human resources.
- Supporting the management and development of leadership across 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 the goal of staying in line with or ahead of global developments, including 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 Ministries and Departments with the ongoing implementation of modern best practice in service delivery across the Whole of Government to firmly establish Government as a merit-based, efficient and responsible employer.

The Ministry provides human-resource policy support and guidance to the Permanent Secretaries; acts as the Secretariat and provides support services to PSC; monitors and reports on the implementation of guidelines and policies to the PSC and Ministers; provides guidance to Ministries to continue the rapid progress towards a merit-based and efficient civil service; works in partnership with Ministries to facilitate improved customer care by developing and launching a Customer Service Guideline across the Civil Service to ensure safe, responsive, reliable and inclusive customer service to internal and external customers.

Additionally, the Ministry coordinates core-skills training and learning and development opportunities funded by development partners.

B. The responsibilities of the ministry 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. The ministry's core functions are distributed across our five service delivery units. These are outlined below.

Business Unit

- Internal service delivery and resource management
- Manage the budget and expenditure of the Ministry
- Coordinate Ministry planning and reporting

Training

- Core skills training development, review and delivery
- Develop leadership capabilities
- Coordinate international training opportunities
- Report on training effectiveness

Executive Support and PSC Secretariat

- Provide secretariat support to the PSC
- Contract administration for all Permanent Secretaries
- Executive support for PS MCS
- Administer procedural review process

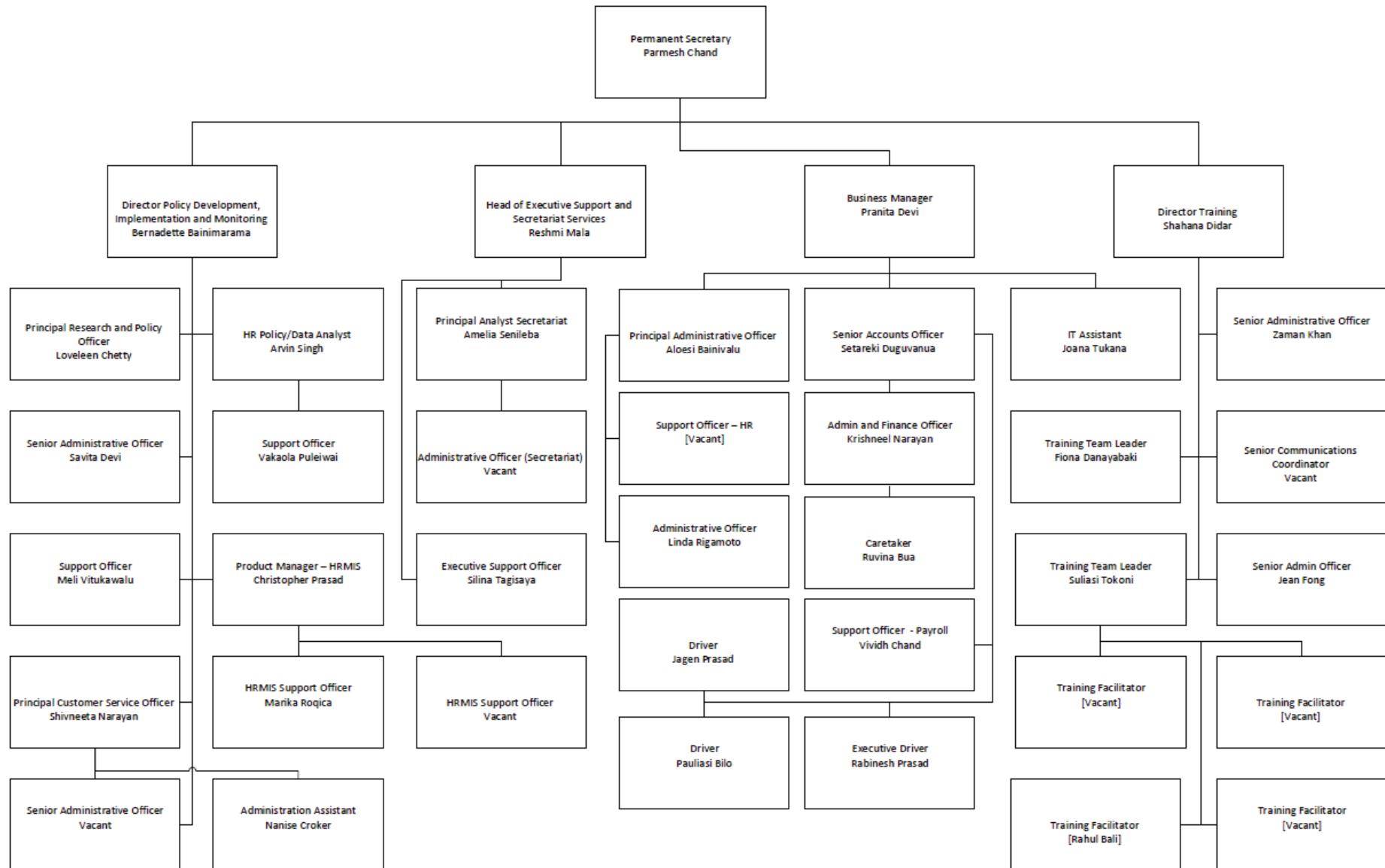
Major Events

- Coordinate, manage and monitor major events
- Develop event management capacity across Ministries

Policy Development, Implementation and Monitoring Unit

- Development and review policy
- Drive innovations through digitalisation and business process initiatives
- Provide research for policy queries
- Monitor and advise Ministries on consistent strategies for effective implementation of policies
- Identify strategies to address scarce skill retention
- Administer customer service improvements across the Civil Service

2.3 Our Staffing and Structure as at 31 July 2023



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 grow leadership capabilities across the Civil Service.

Goal 4

- We will implement a culture of continuous learning and development across the Civil Service.

Goal 5

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

Goal 6

- We will coordinate conferences, events and projects as required to support the goals of the Fijian Government.

Goal 7

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

Goal 8

- We will advocate and support the development of online platforms and systems that create efficiencies.

Goal 9

- We will improve customer service standards across the Fijian Government.

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 and administering policy changes, including the extension of the retirement age to 60 years and the removal of contractual appointments to ensure long term job security of Civil Servants.

This year, the Ministry of Civil Service focused on implementing standard policies and guidelines that will ensure proper coordination of well-defined procedures and accountability mechanisms to drive collaboration and efficiency across the Civil Service. Guidelines and policies revolving around human resources was considered for review, protecting the rights of individuals in a workplace were enforced to strengthened workplace culture, providing improved customer service and avenues for digital platforms that will re-engineer processes.

The Ministry also collaborated with other Ministries and development partners to roll out the business process improvement community of practice programme to remove red tapes, bureaucracy and blockages in civil service delivery 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.

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

- A total of 461 policy advisories on human resource's were 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 issues raised. A total of 30 grievances were received, all of which were successfully resolved through diligent efforts.
- Research was undertaken in the areas, however due to change in Government priorities, these were moved to next financial year including research work undertaken for Workplace Harassment, Discrimination and Anti -Bullying Policy, Complaints Management Policy, Disability Policy and Internship and Graduate Trainee Policy.
- Policy revisions were completed for the retirement age and Permanent Contract in the Civil Service.

Re-engagement: Requests, approved and declined

Due to the significance of retaining experienced personnel in the Civil Service, an amendment was made to allow for the re-engagement of Civil Servants aged 60 and above. This re-engagement process followed Regulation 14 of the Civil Service (General) (Amendment) Regulation 1999 and received approval from the Minister responsible for the Civil Service.

The primary objective of this initiative was to acknowledge and leverage the value and expertise that experienced Civil Servants bring to the organization. By retaining their services, the civil service aimed to benefit from their extensive knowledge and scarce skills. However, it was ensured that their continued employment hinged on meeting satisfactory performance assessments, maintaining a clear disciplinary record, free from any violations and a clear medical record.

By permitting the re-engagement of Civil Servants over the age of 60, in accordance with the relevant regulation, the Civil Service sought to optimise its human resources and ensure the organisation's effective functioning. This measure not only recognised the contributions of experienced personnel but also demonstrated the commitment to harnessing their capabilities for the overall improvement of the Civil Service.

Table 1: Re-engagement of over 55 years till 30 November 2022 and 60 years From January 2023

Ministry	No. of Request Approved	Request Disapproved
Ministry of Health & Medical Services	1	Nil
Ministry of iTaukei Affairs	1	Nil
Ministry of Youth and Sports	2	Nil
Ministry of Infrastructure and Transport and Metrological Services	1	Nil
Total	5	Nil

Employee Grievances

The Ministry of Civil Service carefully assessed and promptly addressed grievances received from civil service. A comprehensive trend analysis was provided to both the PSC and the responsible Minister. During the evaluation process, it was observed that certain Ministries were not fully adhering to established policies and guidelines, leading to varying interpretations and inconsistencies. To rectify this situation, specific decisions made by these Ministries were requested to be reversed, and appropriate measures were proposed to ensure future compliance. In total, 30 grievances were received throughout the year, and all of them were successfully resolved through diligent efforts.

Each grievance was thoroughly evaluated, taking into account the concerns raised by Civil Servants, and necessary resolutions were provided. The findings and analysis of these grievances were communicated to the relevant Minister, highlighting instances of policy deviations. In response, corrective actions were proposed and communicated to the respective Ministries, emphasizing the importance of aligning their decisions with the prescribed guidelines.

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

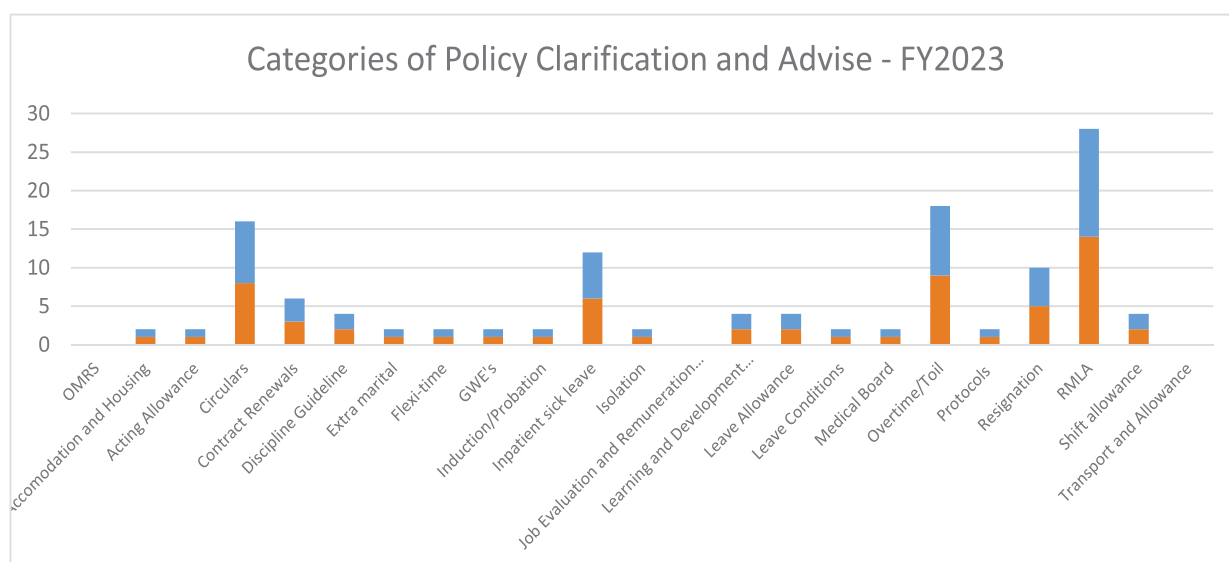
Policy clarifications by category

After conducting research and collaborating with relevant agencies, the unit delivered 560 policy clarifications and comprehensive policy advice to all government Ministries and Departments concerning human resource policies. This guidance was aimed at promoting consistency and adherence to contemporary standards in personnel management across the public sector. At the same time, the unit diligently evaluated and promptly resolved grievances raised by Civil Servants, in order to conduct a detailed analysis of recurring issues and trends.

The insights obtained, along with corresponding actions, were shared with the PSC and the responsible Minister, providing them with a comprehensive understanding of the addressed matters. By prioritizing research, collaboration, and efficient grievance handling, our objective is to enhance the overall effectiveness and transparency of human resource policies within the Civil Service. The findings and recommendations from this process continually inform our efforts to optimise practices, ensuring a conducive working environment for Civil Servants and the achievement of organisational objectives.

For additional information, please refer to the illustrated Chart 1 below on Achievement of organisational objectives.

Chart 1: Achievement of organisational objectives



General Orders 2011 Review.

The Unit initiated the Review of General Orders 2011 in June 2023. The consultation process began by inviting all government Ministries to discuss the clauses one by one. The unit received a positive response from the Ministries' representatives, and this process is expected to continue throughout the 2023-2024 financial year, with the anticipation that it will be finalised and implemented.

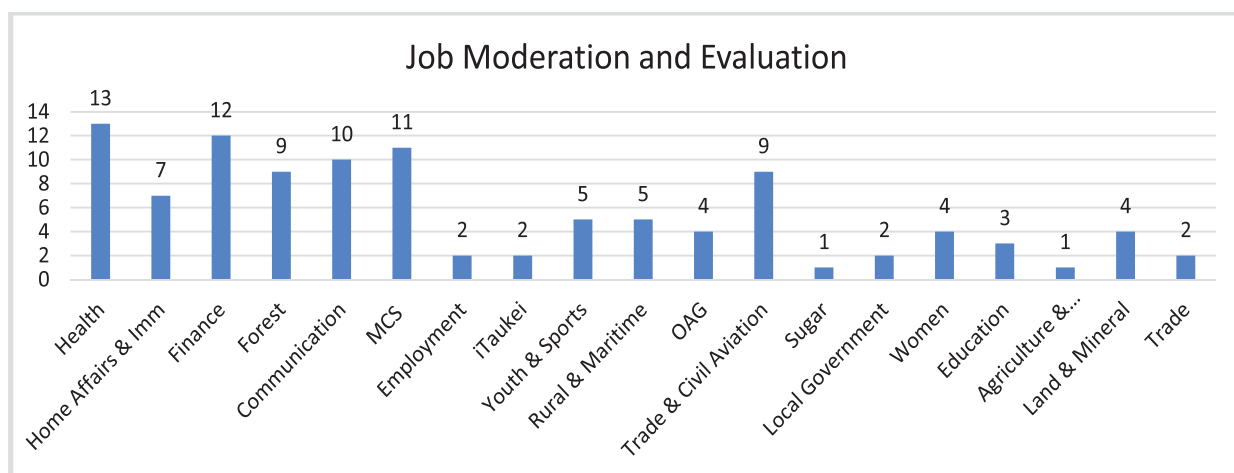
During this period, the Fiji Public Service Association (FPSA) submitted a log of claims for collective bargaining on the General Orders 2011. Subsequently, several meetings and negotiations took place regarding the GO 2011. After reaching an agreement with FPSA, invitation to other Unions representing civil servants to participate in the discussions. This was

extended aimed to ensure a comprehensive and constructive approach, engaging in thorough consultations with all relevant Unions to gather their valuable insights and perspectives.

Job Evaluation and Moderation

The Unit effectively fulfilled its role as the Secretariat to the Job Evaluation Leadership Team (JELT), appointed by the Public Service Commission. JELT, responsible for ensuring consistent evaluations throughout the Civil Service, successfully evaluated and moderated a total of 106 positions from 19 Ministries and Departments. (Please refer to Table 3 for further details).

Chart 2: Job Moderation and Evaluation



Human Resource Management Information System

The HRMIS for the Whole of Government started in 2019. In addition to the initial core modules, the Performance Management module was implemented and rolled out effectively. The user base at the end of the period was approximately 6000.

Customer Service Unit

The Customer Service Unit was responsible for coordinating The Ministry's strategic priorities in enhancing systems for managing customer complaints. It supports Goal 9 which is to improve the Customer Service Standards across Fiji Government.

The Unit was responsible for managing and coordinating the operations of the;

1. Government Feedback Call Centre;
2. Government Service Centre; and
3. Customer Service Assessment.

1. Government Feedback Call Centre

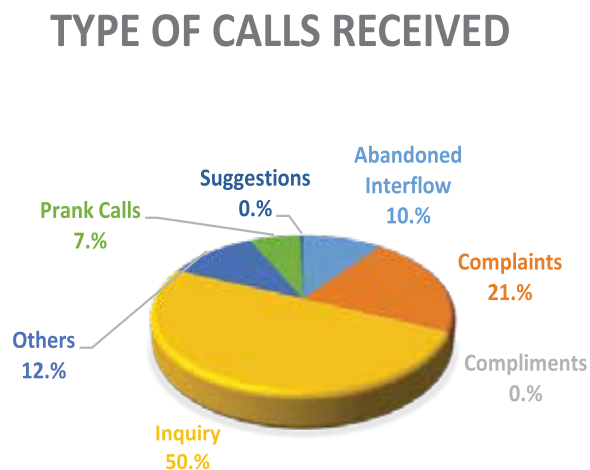
The Government Feedback Call Centre ('Call Centre') was established to support Ministries identify needs and provide effective customer service delivery based on feedback received from members of the public. It acts as an active hub for collecting real time data on services provided by Ministries and allows Ministries to identify areas of improvement.

The Call Centre operated seven days a week between 8am to 12am and provided a platform for the public to voice out any complaints, suggestions, compliment or enquiries regarding any Government Ministry or Department by calling the toll-free number 157 from any mobile network within Fiji. A total of 5638 feedbacks were recorded within this financial year.

Types of Call

The pie chart below shows a breakdown of the type of calls received by the Call Centre within the year.

Chart 3: Types of call received by the Call Centre



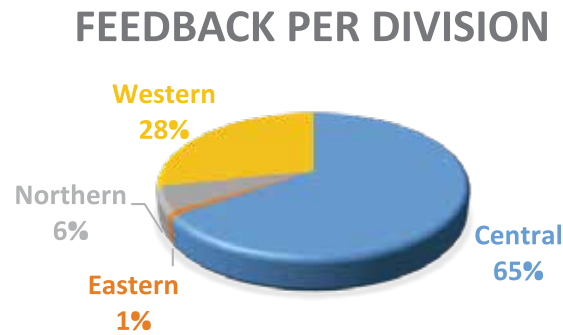
50% of the calls received by the Call Centre were regarding general inquiries on Government services such as opening hours, location, contact information, clarification on certain government assistance (Free Health care/Bus fare assistance, etc.). 21% of calls were complaints with only few suggestions and compliments other calls were regarding other agencies and statutory bodies, prank calls, calls disconnected halfway, Abandoned Interflow and Others.

A total of the 1203 feedbacks received were recorded as complaints. The top five complaints categories recorded for the year were in the areas of delays and long wait, rude customer service, poor service, follow-ups and others.

Feedback Per Division

The Government Feedback Call Centre allows mobile users from anywhere in Fiji to provide their feedback. Analysis shows 65% of calls received were from the Central division, 28% from the Western Division and 6% from Northern Division. The Call Centre received 1% of calls from the Eastern Division (outer islands). Below is the graph showing the details of calls received from each division.

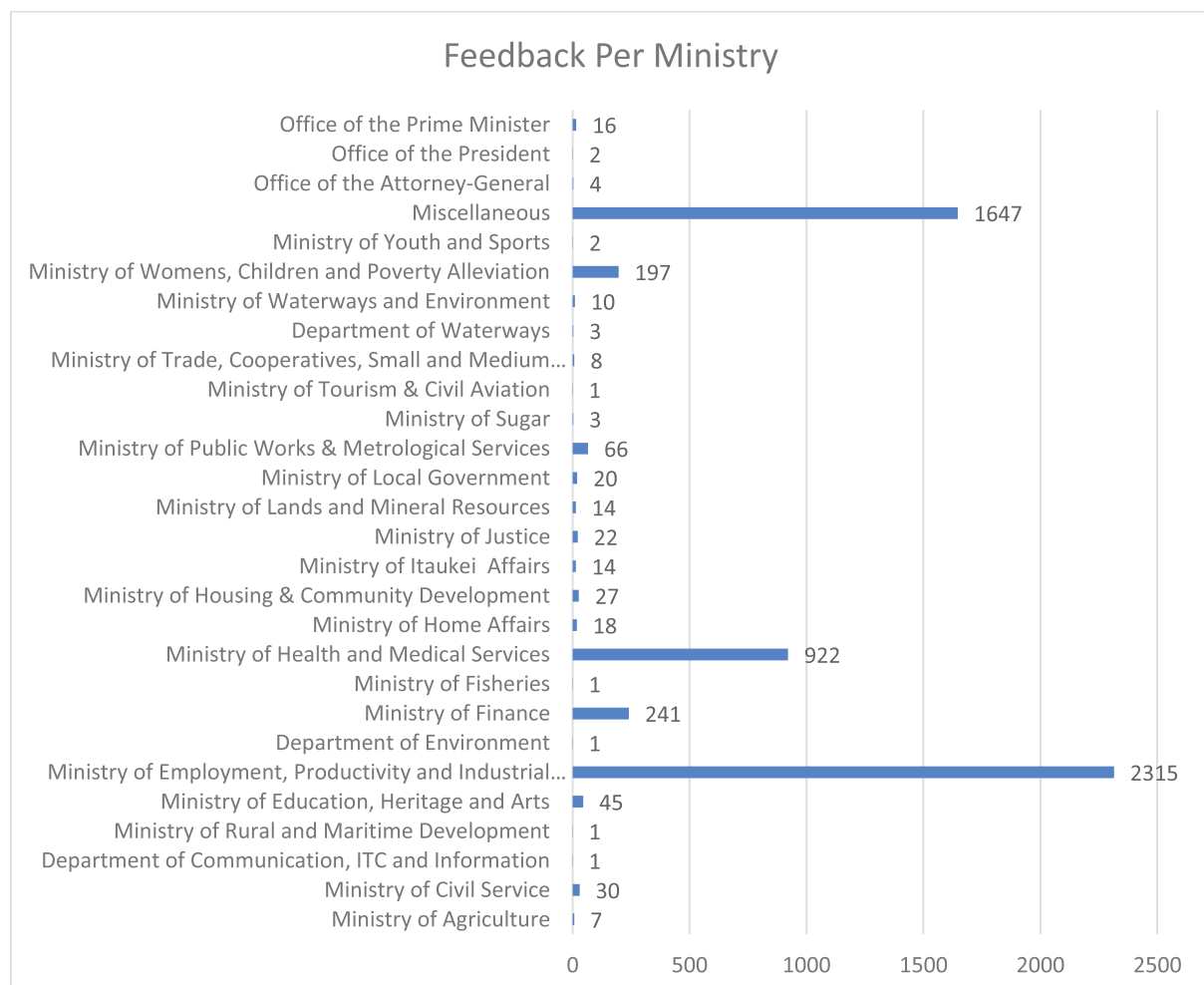
Chart 4: Feedback Per Division



Feedback Per Ministry

The graph below shows a breakdown of the feedback received per each Ministry on the Government Feedback Call Centre from August 2022 – July 2023.

Chart 5: Feedback Per Ministry



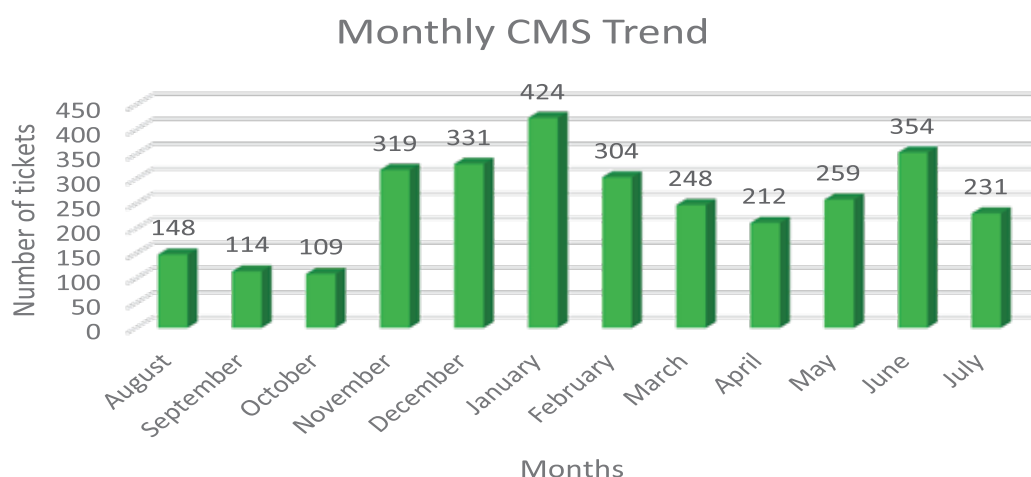
Note: Calls that were regarding other agencies, statutory bodies or were prank calls or disconnected halfway were recorded as miscellaneous on depicted on the above graph.

2. Government Service Centre

The Government Service Centre continued to operate as the information hub for members of the public providing a range of information on services provided by different Ministries and Departments. All enquiries received at GSC were digitally recorded on the Customer Management System.

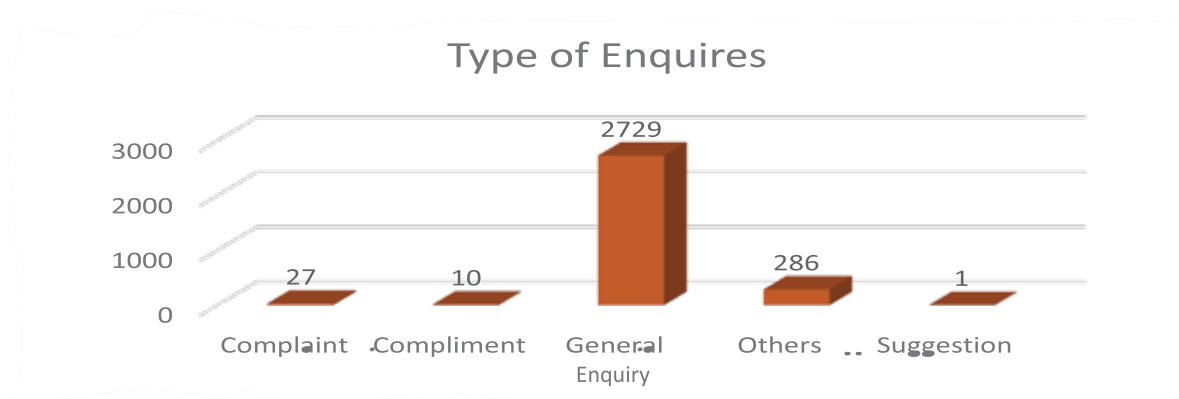
A total of 3035 enquiries were received at GSC within this financial year. 97% of these enquiries were received through counter service while 3% were received through emails. The following graph shows the number of enquiries received at GSC per month.

Chart 6: Number of enquiries received



The graph below shows the type of enquiries received at the GSC within the year.

Chart 7: Type of Enquiries



As shown in the graph above, most of the enquiries received were classified under General Enquires and Others. Enquires on location of Ministries, opening hours of Ministries, government grants details, tourist assistance and direction assistance were recorded under the General Enquires category while enquiries and services provided regarding certification of

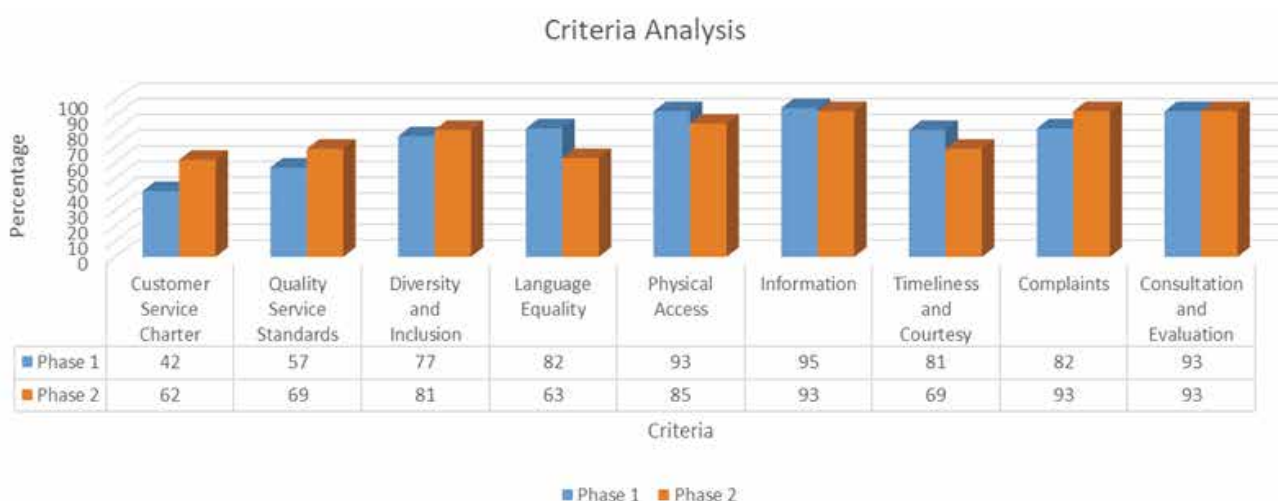
documents were recorded under the Others category. 27 complaints and 17 compliments were recorded over the period.

3. Customer Service Assessment

The Customer Service Assessment ('Assessment') was carried out to monitor the implementation of the Customer Service Guidelines across the Civil Service. The Assessment was carried out in two phases within the financial year. The first phase was an online self-assessment carried out in November 2022 and the second phase was a field assessment which was conducted between March – April 2023. A total of 29 Ministries and Departments were assessed using nine different criteria as outlined in the Customer Service Guideline.

Below is a graphical representation of the major findings of the Assessment.

Chart 8: Major findings of the assessment



A report on the major findings of the assessment was forwarded to the respective Ministries and Departments for further improvement in lifting the customer service standards across Fiji Civil Service.

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 entitlements and provides executive support for the Permanent Secretary for Civil Service.

The Public Service Commission (Commission) conducted three meetings during the financial year to discuss matters in relation to the roles and responsibilities of the Commission.

Recruitment of Permanent Secretaries

During the financial year, the Commission recruited 11 Permanent Secretaries. There were five renewal of contracts and one acting appointment.

Guidelines Approved by the Commission

The Commission in its meetings discussed and endorsed the amendments to the Civil Service (General) (Amendment) Regulation 2017 and Civil Service (General) Regulation 1999.

Procedural Review Process (PRP)

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 the 2022-2023 financial year, 128 appeals were received out of which 48 were successful, 27 unsuccessful, while 53 appeals were ineligible mostly due to appeals on expression of interest.

3.3 Training Division

The Training Division's strategic vision for the Financial Year 2022-2023 focused on enhancing learning and development efforts to drive growth and success.

By providing relevant and accessible training opportunities to Civil Servants, the division aim to empower them with the skills and knowledge required to excel in their roles and to better serve the public.

The achievements below highlights the divisions commitment to fostering a culture of continuous learning and development, which is crucial for ensuring the organisation's growth, adaptability, and long-term success.

1. Core Skills Training

The following Table illustrates the number of training sessions delivered by facilitators from within the Division for the Financial Year 2022 – 2023.

Table 2: Training Modules

Training Division				
Core Skills Training August 2022 - July 2023				
Training Modules	No of Sessions	No Trained	M	F
Open Merit Recruitment and Selection Training	11	169	78	91
Effective Performance Management	12	275	143	132
Quality Customer Service	25	567	194	373
OMRS Refresher Training	4	62	24	38
IO Refresher	4	56	12	44
Effective Job Application & Interview Skills	5	135	48	87
Discipline Guideline- Investigation Officers Training	11	239	113	126
Interim Performance, Management	5	74	35	39
Developing Individual Work Plan	1	15	6	9
Leadership Development Programme	1	20	11	9
Assessing & Discussing Performance	6	99	48	51
Effective Communication in the Civil Service	5	126	49	77
Total	90	1837	761	1,076

In addition to the above training, the Division coordinated the following trainings with Partner Ministries.

Table 3: Training with Partner Ministries

FY 2022 to 2023 - COORDINATED TRAININGS	No of Sessions	No Trained
Anti-Bribery & Anti-Corruption (FICAC)	4	105
Managing Tender & Procurement	5	134
Employment Relations, LMCC, Mediation Awareness	4	89
Records Management & Archive	4	101
Events Management	2	44
Total	19	473

Additionally, 14 ETHOS courses were coordinated and an additional 490 Civil Servants were trained in the following areas:

- Project Management Workshop;
- Change Management;
- Inclusive Leadership for Women;
- Strategic Management;
- Effective Communication;
- Monitoring and Evaluation; and
- Clear and Effective Writing.

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 and three Senior Officers Leadership Forum conducted where total of 296 Senior Officers were trained.

3. Development Partner Learning and Development Opportunities.

Summary of Overseas Training / Scholarship for 2022-2023 Financial Year

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

Table 4: Scholarships / Short Trainings

Scholarships / Short Trainings	2022-2023
Scholarships offered	69
Short Courses – Marketed	154
Short Courses - Applications received and processed	369

The division successfully leveraged Development Partners initiatives by strategically aligning the initiatives to organisational goals. The Training Division maximised the impact of its investments by having more Civil Servants trained in key critical areas.

3.4 Major Events

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

Constitution Day 2022: 9th Anniversary of the Fiji Constitution Day

The 9th anniversary of Fiji's Constitution Day marked a significant initiative led by His Excellency, the President of the Republic of Fiji Ratu Wiliame Katonivere.

The event was commemorated with a series of national programmes aimed at promoting civic awareness and participation. A national virtual competition, titled “#OurConstitution Challenge”, was announced by His Excellency on 18 August 2022, to emphasise and celebrate the constitutional guarantee of a clean and healthy environment.

The “#OurConstitution Challenge” was designed to inspire a deep personal and community reflection on the constitutional right to a clean and healthy environment. By engaging citizens through both social media and physical participation, the event aimed to enhance understanding and stewardship of environmental protection as enshrined in the Fijian Constitution.

The competition closed on 5 September 2022, with over 300 video submissions. Winners were announced by his Excellency via a live Facebook feed on the Fiji Government Facebook page. A total of three winners were selected for the event with details as follows:

- **1st Prize:** \$5,000 - Duavata Secondary, Macuata
- **2nd Prize:** \$3,000 - Votualevu College, Nadi
- **3rd Prize:** \$2,000 - Central College, Lautoka

Municipal Council Activities

Alongside the “#OurConstitution Challenge”, municipal councils across Fiji organized various activities to celebrate the Constitution Day:

- **General Activities:** These included clean-up campaigns, tree planting, sports days, and markets aimed at fostering community spirit and environmental awareness.
- **Special Events:** Some locales, such as Sigatoka and Labasa, featured unique activities such as marches, horse races, and extensive community involvement in clean-ups and decorations.

Key Municipal Highlights

- **Suva City Council:** Hosted a Children's Day, SME Market, and Sports Day.
- **Lautoka City Council:** Implemented a clean-up campaign, tree planting, and decorated Vitogo Parade with 50 Fiji flags.
- **Labasa Town Council:** Organized a parade, tree planting, and clean-up, emphasising broad community involvement.



Events Training

The events team under goal 6 is responsible for building capacity on event management through training. The team developed three packages including Internal, National and International Event Management and rolled out training nationally.

The Major Events Division was dissolved in January 2023 due to changes in Government priorities and the team was reabsorbed into the Training Department.

3.5 Business Management Services

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

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

By the end of the financial year, the Ministry had an establishment of 39 of which 8 were vacant. For the financial year, 51% of the Ministry's workforce 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. In addition, the team processed one acting appointment and one internal transfer.

(iii) Learning and Development (L&D)

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

14 staff attended training facilitated by MCS Training Division that included:

Table 5: Training Attended by Staff

Training	No. Of Staff Trained
Records Management	2
OMRS Refresher	1
Labour Compliance	1
Customer Service	4
Effective Communication	2
Anti-Bribery	1
Senior Officers Leadership Forum	3

A total of 40 staff attended the trainings that were facilitated externally as detailed below:

Table 6: External Training attended by Staff

Training	No. of Staff Trained
Fiji Institute of Chartered Accountants Congress	1
Fiji Human Resources Institute	3
Development of Public Sector Specialists	1
Fiji 30 x 30 Facilitators Training	3
Inclusive Leadership	2
Monitoring and Evaluation	4
Change Management	4
Strategic Management	2
Clear and Effective Writing	6
Project Management	4
Strategic Workforce Planning	10

In addition to the L&D opportunities above, there were internal HR information sessions conducted within the Ministry to keep staff informed on the latest whole of government policies and best practices as highlighted below:

Table 7: Monthly HR Information Session Conducted

Training	No. of Staff Trained
Health at the Workplace	12
Update on Interim Performance Assessment	10
Fiji Credit Union Awareness	10

(iv) Staff Engagements

The Ministry's social committee was responsible for organising the Ministry's social gatherings during specially marked occasions or holidays.

The only internal circular that was issued during the period was regarding Office Punctuality (1/2023).

(v) Discipline and Industrial Relations

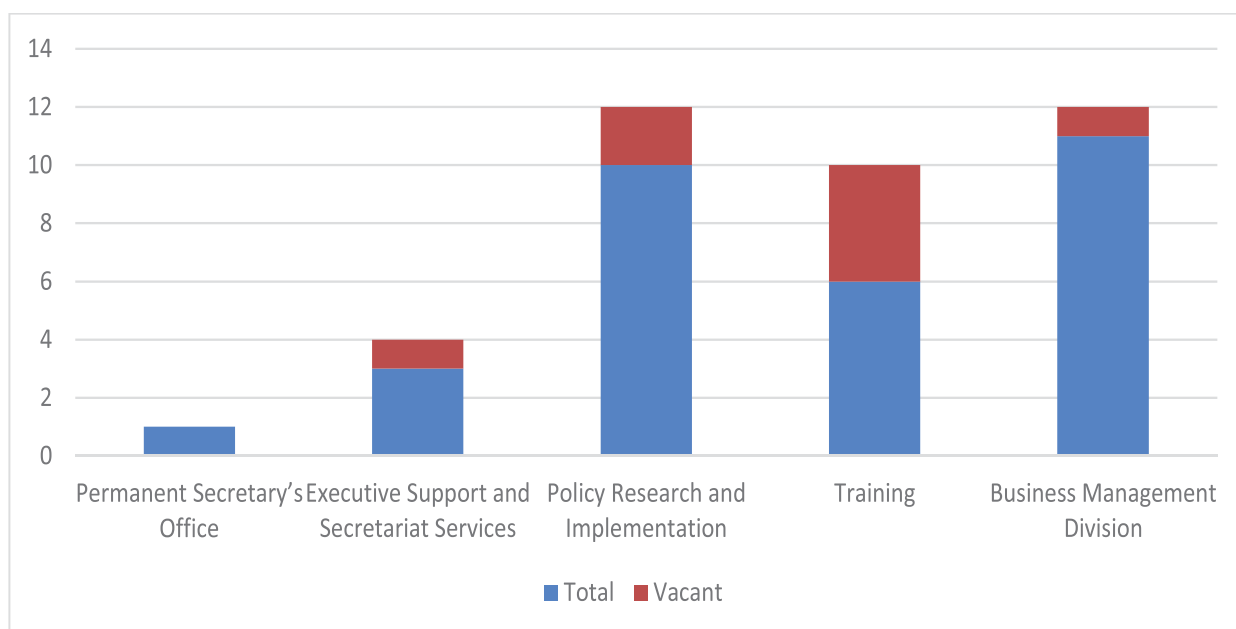
After investigation, there were two separate cases of breach of the code of conduct, and both were related to harassment. The officers were issued with warning letters each.

The table below illustrates MCS staff establishment – 39 positions out of which, 80% were filled.

Table 8: Staffing Profile as at 31 July 2023

Divisions	Establishment	Filled			Vacant
		Male	Female	Total	
Permanent Secretary's Office	1	1	0	1	0
Executive Support and Secretariat Services	4	0	3	3	1
Policy Research and Implementation	12	4	6	10	2
Training	10	3	3	6	4
Business Management Division	12	7	4	11	1
Total	39	15	16	31	8
Percent Filled		80%			20%

Chart 9: Distribution of Staff by Division

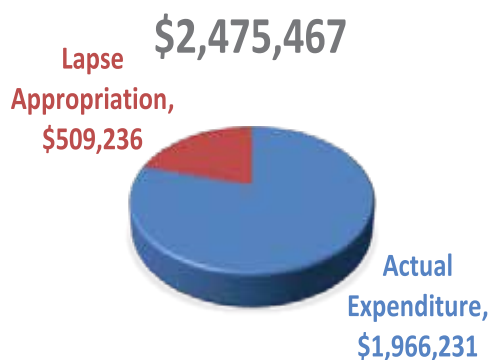


2. Ministry Appropriation

MCS was allocated a budget of \$2.47 million, out of which \$1.97 million or 79% was utilised during the year.

Chart 10: Ministry Appropriation and Actual Expenditure

TOTAL MINISTRY BUDGET 2022-2023



4.0 Audited Financial Statements

OFFICE OF THE AUDITOR GENERAL

Promoting Public Sector Accountability and Sustainability through our Audits



Level 1, Modyl Plaza
Karsanji St. Vatuwaqa
P. O. Box 2214, Government Buildings
Suva, Fiji



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Website: www.oag.gov.fj



File: 341

02 February 2024

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 2023

The audited financial statements of the Ministry of Civil Service and Public Service Commission for the year ended 31 July 2023 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 2023

MINISTRY OF CIVIL SERVICE
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2023

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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 2023, 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 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.

Other Information

The Management are responsible for the other information. The other information comprises the annual report but does not include the financial statements and the auditor's report thereon.

My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained during the audit, or otherwise appears to be materially misstated. If, based upon the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

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.

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 Dukuno
ACTING AUDITOR-GENERAL



Suva, Fiji
02 February 2024

**MINISTRY OF CIVIL SERVICE
MANAGEMENT CERTIFICATE
FOR THE YEAR ENDED 31 JULY 2023**

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 2023; 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: 30.07.24



Pranita Devi
Business Manager

Date: 30.01.24

MINISTRY OF CIVIL SERVICE
STATEMENT OF RECEIPTS AND EXPENDITURE
FOR THE YEAR ENDED 31 JULY 2023

Schedule 1

	Notes	2023 (\$)	2022 (\$)
RECEIPTS			
State Revenue			
Late Retirement for Accountable Advance		-	27
Overpayment Recovery	3 (a)	150	3,373
Commission		94	-
Miscellaneous	3 (b)	12,854	-
Total State Revenue		13,098	3,400
TOTAL RECEIPTS		13,098	3,400
EXPENDITURE			
Established Staff	3 (c)	1,096,240	1,231,990
Government Wage Earners		65,444	63,904
Travel & Communications	3 (d)	55,100	32,933
Maintenance & Operations	3 (e)	388,896	446,619
Purchase of Goods & Services	3 (f)	287,478	187,152
Special Expenditure	3 (g)	2,580	-
Total Operating Expenditure		1,895,738	1,962,598
Value Added Tax		70,493	55,598
TOTAL EXPENDITURE		1,966,231	2,018,196

**MINISTRY OF CIVIL SERVICE
APPROPRIATION STATEMENT
FOR THE YEAR ENDED 31 JULY 2023**

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	1,327,990	-	1,327,990	1,096,240	-	231,750
2	Government Wage Earners	70,106	-	70,106	65,444	-	4,662
3	Travel & Communication	58,000	-	58,000	55,100	-	2,900
4	Maintenance & Operations	579,900	(3,607)	576,293	388,896	-	187,397
5	Purchase of Goods and Services	350,511	512	351,023	287,478	-	63,545
6	Operating Grants and Transfers	-	-	-	-	-	-
7	Special Expenditure	200,000	(196,905)	3,095	2,580	-	515
Total Operating Expenditure		2,586,507	(200,000)	2,386,507	1,895,738	-	490,769
13	Value Added Tax	106,960	(18,000)	88,960	70,493	-	18,467
TOTAL EXPENDITURE		2,693,467	(218,000)	2,475,467	1,966,231	-	509,236

**MINISTRY OF CIVIL SERVICE
STATEMENT OF LOSSES
FOR THE YEAR ENDED 31 JULY 2023**

Schedule 3

Loss of Money

There was no loss of money recorded for the financial year ended 31 July 2023.

Loss of Revenue

There was no loss of revenue recorded for the financial year ended 31 July 2023.

Loss (other than money)

1. Following the 2022-2023 Board of survey, items worth \$7,500 were written off as approved by the Permanent Secretary of Finance.

Asset	Amount (\$)
Office Chairs	4,950
Air Conditioning Unit-Government Service Centre	850
Air Conditioning Unit-Centre for Training & Development	1,700
Total	7,500

2. There was no loss of assets during the financial year ended 31 July 2023.

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 Finance. 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 2023 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 2023

(d) Revenue Recognition

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

NOTE 3: SIGNIFICANT VARIATIONS

- a. The overpayment recovery allocation includes the amount received from a Ministry of Civil Service Staff who reimbursed for the repairs of the mobile phone issued by the Ministry.
- b. The miscellaneous revenue allocation totalling \$12,854 is inclusive of \$12,615 received from the Australian Facility for the reimbursement of cost for refreshments for the ETHOS training conducted in partnership with the Ministry of Civil Service and the \$239 for the reimbursement of Levy from the Fiji National University.
- c. Established Staff expenditure decreased by \$135,750 or 11% in 2023 compared to 2022. The decrease is due to the vacant positions, for which recruitments were done as and when needed.
- d. The Travel & Communications expenditure increased by \$22,167 or 67% in 2023 compared to 2022 due to the increase in operations and responsibilities of the Ministry given the change in government priorities which required more travel during the 2023 financial year.
- e. Maintenance and Operation expenditure decreased by \$57,723 or 13% in 2023 compared to 2022 due to the savings in the Customer Care Call Centre Service allocation. The savings is a result of the change in the supplier following the tender process which offered its services at a cheaper price.
- f. Purchase of Goods & Service expenditure increased by \$100,326 or 54% in 2023 compared to 2022 as the Ministry conducted more In-Service and Leadership training during the 2023 financial year. In addition, funding was provided to the Customer Service Team of the Ministry for implementing the Customer Service Guideline as well as tracking and assessing customer service standards and improvements by Ministries and Departments in 2023.
- g. Fund were allocated to Special Expenditure allocation for engagement of NEC Volunteers for relieving duties at the Ministry during the 2023 financial year.

MINISTRY OF CIVIL SERVICE
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS (continued...)
FOR THE YEAR ENDED 31 JULY 2023

NOTE 4: SIGNIFICANT UNUTILISED BUDGET

Significant unutilised budget for the financial year ended 31 July 2023 are as follows:

Note Reference	Expenditure	Revised Budget (\$)	Actual Expenditure (\$)	Savings (\$)	Percentage Savings (%)
a	Established Staff	1,327,990	1,096,240	231,750	17
b	Maintenance and Operations	576,293	388,896	187,397	33
c	Purchase of Goods and Services	351,023	287,478	63,545	18

- 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 as the work was well managed during the period.
- b. The savings in the Maintenance and Operations SEG was mainly due to the Customer Care Centre allocation following a reduction in the number of call centre agents. The number of agents were reduced from 10 to 7 in mid-November 2022 following a review of the call volume analysis which resulted in savings in this account. Savings was also noted in water, Sewage and Fire Service allocation because of limited usage of Training and Development facilities at Nasese Centre for trainings given the limitations of transport facilities due to the Road Development Project carried out by the Fiji Roads Authority.
- c. The savings in the Purchase of Goods and Services allocation was mainly due to the Customer Service Guideline allocation. The Customer Service assessment was carried out in 3 phases within the 2023 financial year. As this was the first year of the guideline implementation, the focus was to gather baseline information from the Ministries Head Quarters. The audits and assessments were not conducted in the other divisions hence this resulted in significant unused balance in the account. The first audit was also carried out online which did not have any budget implications and resulted in savings. Being the first year, and with the focus of collecting baseline data and information for further audits, the customer service Awards was also put on hold hence this led to additional savings in the accounts.

In addition, no major renovations were carried out at Training and Development facilities at Nasese Centre due to the Road Development Project in progress. The renovations and refurbishments of the Government Service Centre and Training and Development Centres have been deferred to 2024 due to change in government priorities which resulted in savings in the Minor Works allocation.

MINISTRY OF CIVIL SERVICE
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS (continued...)
FOR THE YEAR ENDED 31 JULY 2023

NOTE 5: APPROPRIATION CHANGES

The Permanent Secretary for Civil Service approved the following transfer of funds during the financial year ended 31 July 2023:

Virement No	SEG From	Amount (\$)	SEG To	Amount (\$)
DV1701	1-17101-02999-050649	2,600	1-17101-02999-070503	2,600
DV1702	1-17101-02999-049999	3,607	1-17101-02999-050499	3,607
DV1703	1-17101-02999-050649	985	1-17101-02999-050409	985
DV1704	1-17101-02999-040351	1,668	1-17101-02999-040101	1,668
DV1705	1-17101-02999-030401	9,312	1-17101-02999-030101	9,312
DV1706	1-17101-02999-030401	7,124	1-17101-02999-030301	7,124
DV1708	1-17101-02999-050411	495	1-17101-02999-070503	495
DV1709	1-17101-02999-030401	1,500	1-17101-02999-030301	1,500

The Permanent Secretary for Finance approved the following transfer of funds during the period.

Virement No.	Transfer from	Transfer to	Amount (\$)
V17001	1-17101-02999-020101	1-17101-02999-020401	2,600

The Cabinet approved the re-deployment of funds from Head 17 via Cabinet Decision 5/2023.

Redeployment No.	Transfer from	Transfer to	Amount (\$)	Reason for Re-Deployment
REDY01	Head 17-SEG 7 -SEG 13	Head 50	200,000 18,000	To meet the shortfall in the Inflation Mitigation Assistance.