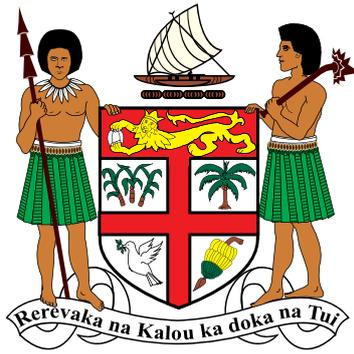


MINISTRY OF CIVIL SERVICE

2020-2021 Annual Report



**MINISTRY OF
CIVIL SERVICE**

2020-2021 Annual Report

Acronyms

<i>CCCC</i>	Customer Care Call Centre
<i>CSCIU</i>	Civil Service Coordination and Implementation Unit
<i>CMS</i>	Complain Management System
<i>DG</i>	Discipline Guideline
<i>GO</i>	General Orders 2011
<i>GSC</i>	Government Service Centre
<i>SOLF</i>	Senior Officers Leadership Forum
<i>ICT</i>	Information and Communication Technology
<i>IO</i>	Investigation Officer
<i>MCS</i>	Ministry of Civil Service
<i>MEPIR</i>	Ministry of Employment, Productivity & Industrial Relations
<i>MHMS</i>	Ministry of Health and Medical Services
<i>OMRS</i>	Open Merit Recruitment and Selection
<i>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

05 April 2024

Hon Prime Minister and Minister for Civil Service
Parliament Complex
Suva

Dear Sir,

In accordance with the Financial Management Act 2004 requirements, I hereby submit for your information and presentation to Parliament, the Annual Report for the Ministry of Civil Service for the 2020-2021 financial year.

Yours sincerely,



Parmesh Chand
Permanent Secretary for Civil Service



1.0 Permanent Secretary's Statement

In accordance with the Financial Management Act, 2004, I submit the 2020-2021 Annual Report for the Ministry of Civil Service (MCS).

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

The focus of 2020-2021 was to formulate targets and set a platform for a new strategic direction for the Ministry in the coming year.

I commend the Management and Staff of the Ministry of Civil Service for working tirelessly despite the numerous challenges in trying to move the Ministry forward towards its goals in contributing to a better civil service for all.

The Ministry continued to facilitate improvements in service delivery through policy advice, capacity building and training, supporting Public Service Commission (PSC) to carry out its responsibility and effective management of customer services.

The Ministry was also responsible for the planning and coordination of the 50th Anniversary of the Fiji Independence Day celebrations. The unprecedented impact of COVID-19 pandemic significantly affected the plans for Fiji's 50th Independence Anniversary celebrations. As a result, the celebrations were downscaled in line with COVID-19 protocol and restrictions.

The Ministry developed, formulated and implemented the COVID-19 Work from Home Policy and Guidelines for Civil Servants Affected by COVID-19 pandemic.

I am pleased to present the Ministry of Civil Service 2020-2021 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:
A world class Civil
Service for Fiji

Our Mission:

To support Ministries create a culture of excellence by:

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

Our Values:

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

2.2 Roles and Responsibilities

- A. The role of the Ministry of Civil Service is to support Government's Civil Service reforms through capacity building and improving the overall capability of the Civil Service, provide policy advice to Ministries relating to Permanent Secretary responsibilities under section 127 of the Constitution, provide secretariat and administrative support to the PSC including the recruitment and administration of Medical Officers.
- B. The responsibilities of MCS are 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.*

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

Policy Research and Innovation

- Development and Review Policy
- Identify innovations and trends through research
- Provide research for policy

Coordination Implementation Unit

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

Executive Support and PSC Secretariat

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

Training

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

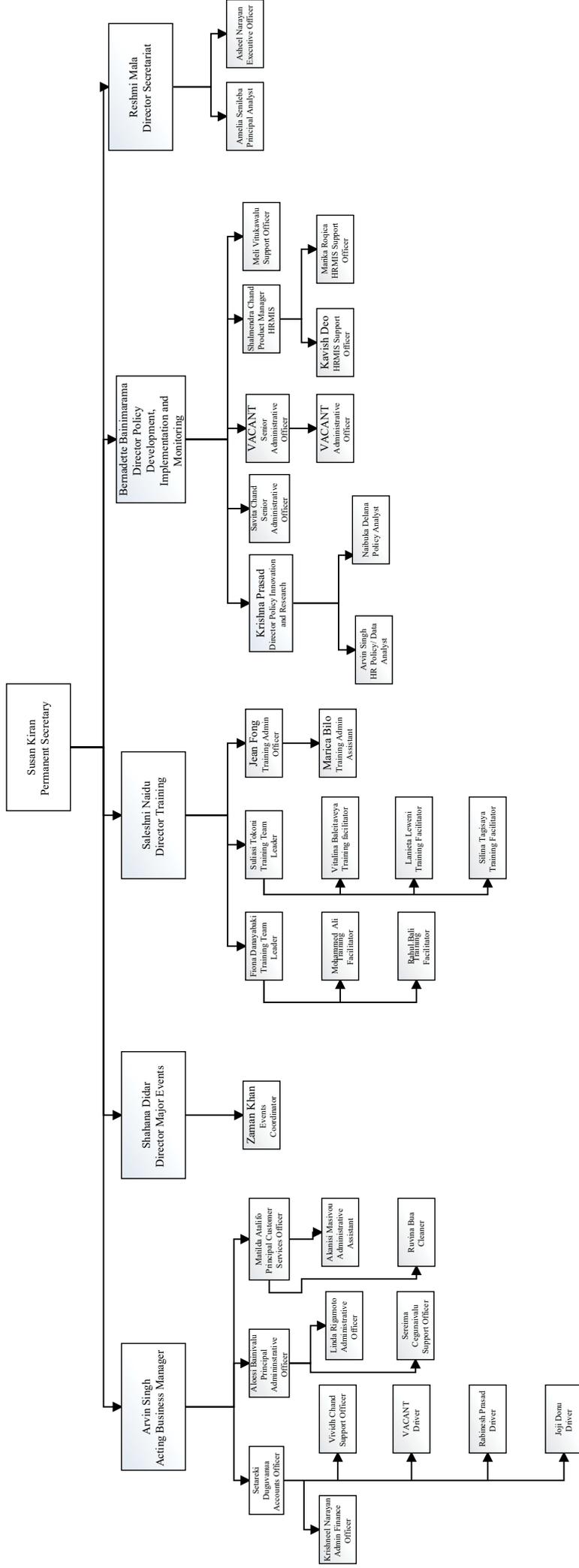
Major Events

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

Business Unit

- Internal service and resource management

2.3 Our Staffing and Structure



2.4 Ministry Goals

Goal 1

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

Goal 2

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

Goal 3

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

Goal 4

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

Goal 5

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

Goal 6

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

Goal 7

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

3.0 Performance and Achievements

3.1 Policy 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 that supports consistent and informed decision making at Ministry level are as follows:

- A total of 158 policy advice on human resource policy were provided to Ministries following research and consultation with relevant agencies.
- Resolved Civil Servant grievances and provided analysis to the PSC as well as the Minister on the issues raised.
- Worked with the Office of the Solicitor General to confirm the legal basis for relevant GO sections
- The L&D review was completed, and the report was presented to PSC with recommendations by the end of Quarter 3
- Two research papers were developed. These were on Sick leave, Annual Leave and other leaves offered to civil servants by some countries.

Re-engagement: Requests, approved and declined.

Considering the need for retention in the Civil Service and subject to satisfactory performance assessments with clear disciplinary records, Civil Servants over the age of 55 were re-engaged with the approval of the Minister responsible for Civil Service in accordance with Regulation 14 of the Civil Service (General) (Amendment) Regulation 1999.

Table 1: Re-engagement of over 55 years

Ministry	No. of Request Approved	No. of Request Not approved
Ministry of Health & Medical Services	69	Nil
Ministry of iTaukei	1	1
Office of the Prime Minister	3	Nil
Ministry of Agriculture	1	1
Ministry of Education, Heritage & Arts	1	Nil
Office of the President	1	Nil
Total	76	2

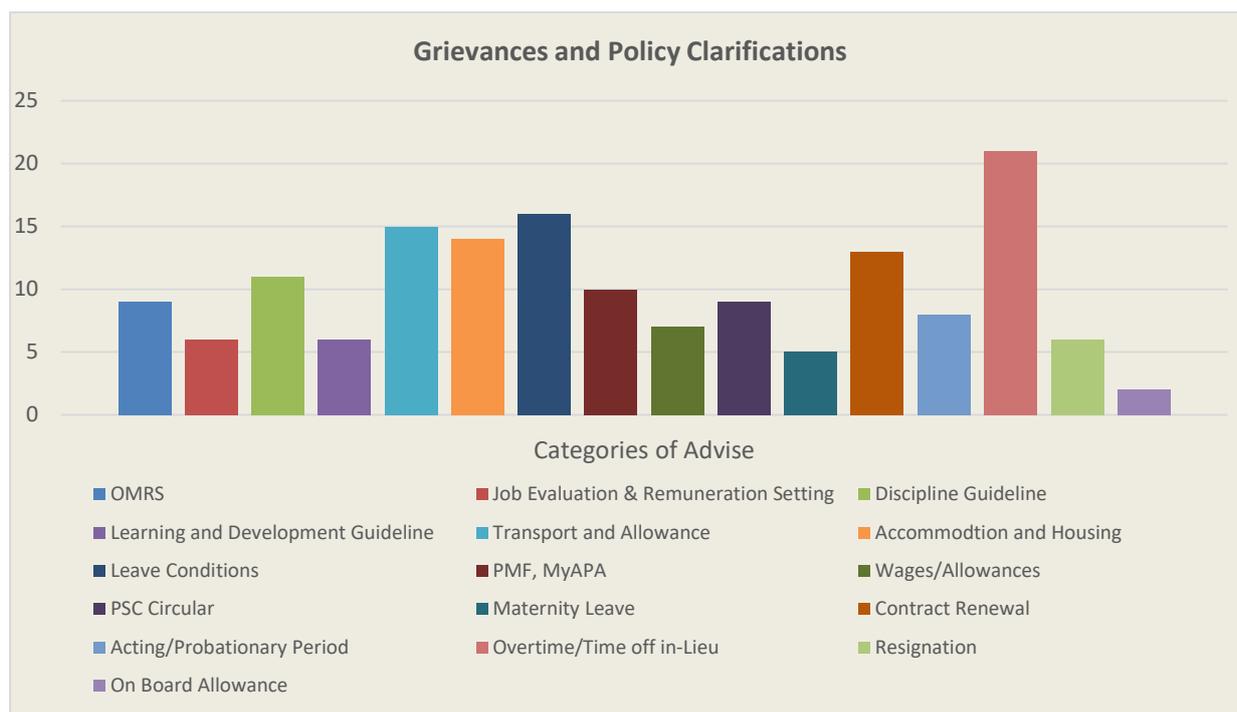
Grievances and Policy clarifications by category

Following research and consultation with relevant agencies, policy advice on human resource policy were provided to all government Ministries and Departments. Grievances received from civil servants were assessed and addressed, and trend analysis were provided to the PSC and the Minister responsible.

Further details are illustrated in Chart 1 below:

Chart 1: Grievances and Policy Clarification

A total of 158 policy clarifications were addressed.



3.2 Civil Service Coordination and Implementation Unit

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

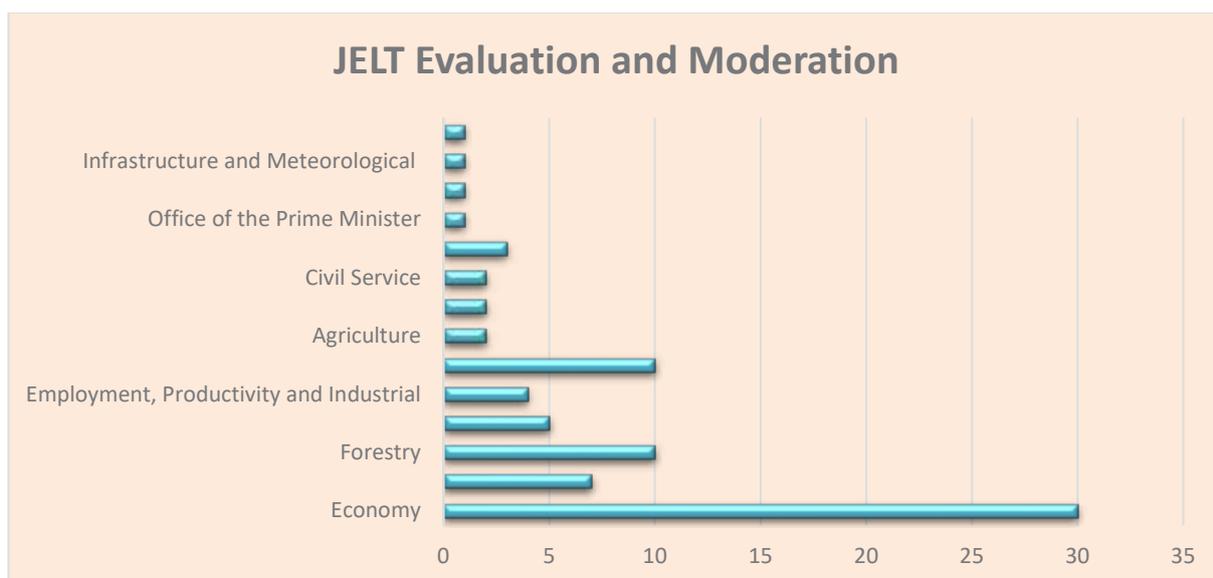
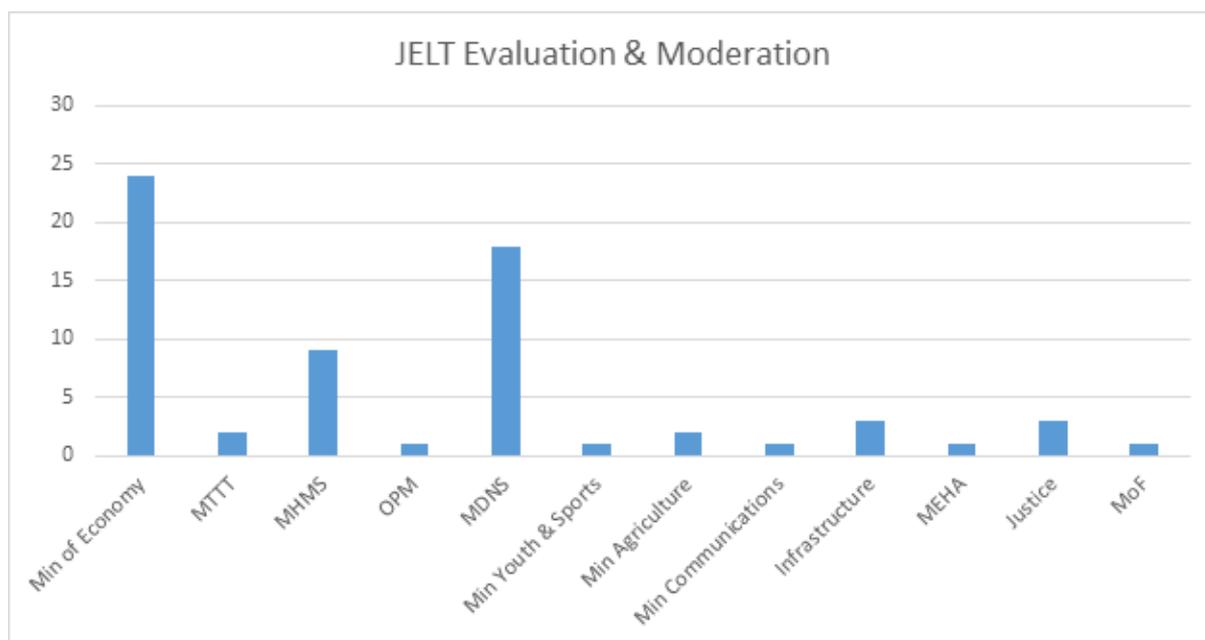
- Monitoring and advising Ministries on consistent strategies for effective implementation of policies approved by the Public Service Commission;
- Identifying strategies to address scarce skills; and
- Manage the implementation and development of the Human Resource Management Information System.

The CSCIU shifted from the Civil Service Reform Management Unit under the Ministry of Economy to the Ministry of Civil Service. The mandate of the CSCIU also underwent a transition from reform implementation to the embedding of the policy changes that occurred under the reform.

The CSCIU’s achievements are highlighted below:

- Ongoing OMRS audits were put on hold from March 2020 due to the COVID-19 pandemic. In the audits conducted, 30% of the Ministries demonstrated excellent progress with 30% scoring above 90% for compliance to the provisions of the OMRS guideline.
- CSCIU 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 Chart 2 below).

Chart 2&3: JELT Evaluation and Moderation



- Monthly HR Forums were facilitated through Zoom and continuous HR support and policy advice were provided to Ministries via emails, phone calls and virtual meetings.
- The Transport Policy was drafted following an extensive consultation and provided to the Ministry of Economy for implementation.
- Inputs were provided to the Training Division for incorporation into the training modules for Selection Panel Readiness, Investigation Officer Training and Effective Performance Management.
- Support and advice were provided to Ministries to effectively manage recruitment and selection activities where required.
- Approval to Recruit Process were facilitated for approximately 500 positions across the Civil Service. The Approval to Recruit Process is a mechanism under the Open Merit Recruitment and Selection Guideline that requires Ministries to justify the creation of positions that were not approved as part of their Budget.
- The CSCIU worked closely with the Ministry of Economy to review and develop budget strategies contributing to COVID and TC Yasa recovery.
- Ministries, Departments and statutory bodies were supported with the alignment of individual planning and performance measurements with annual and strategic planning.
- Online leave module on the HRMIS was deployed live for use across the Civil Service.
- Discussions regarding the merger of the HRMIS with payroll, Fiji Education Staffing Application and other core government systems were maintained.

3.3 Secretariat Services

The PSC Secretariat maintained its support towards the Public Service Commission to effectively achieve its mandate regarding Permanent Secretary recruitment and performance.

The Secretariat assisted the Commission in performing its administrative role with the following;

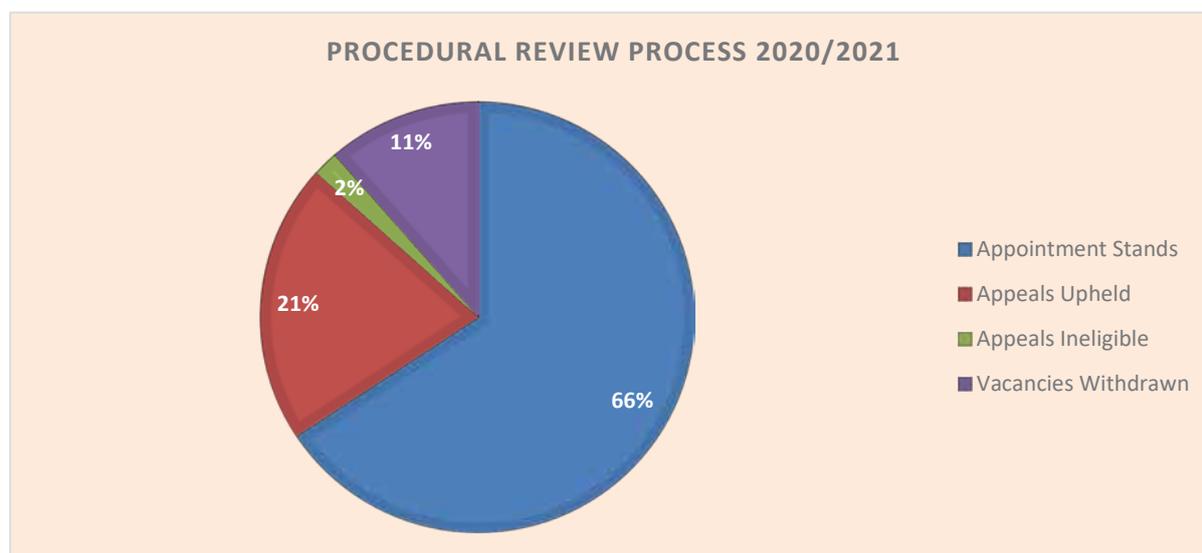
- Processed approvals for PS's duty travel overseas, oversight and acting roles.
- Analysing reports, correspondence, appeals and providing recommendations to the Commission.
- Provide administrative assistance and logistical support to four meetings of commission.
- Supporting in the processing and assessing of 105 procedural review applications in accordance to the Open Merit Recruitment and Selection Guideline.

Procedural Review Process

The Secretariat handled 105 applications for Procedural Review Process (PRP).

During 2020-2021, the Commission received a total of 105 application for PRP. After vigorous assessment of the Selection Panel Reports, the Commission confirmed that 69 appointments stand, 22 appeals upheld and two ineligible applications and 12 applications were withdrawn.

Chart 4: Procedural Review Process



The table below illustrates a 6% reduction in the number of appeals received from 2019-2020 financial year.

Table 2: Number of Appeals

Financial Year		
	2019-2020	2020-2021
Appeal Upheld	35	69
Appeal Unsuccessful	66	22
Appeal Withdrawn	4	Nil
Appeal Ineligible	5	2
Appeal Vacancy Withdrawn	2	12
Total	112	105

There is a fluctuating trend in appeals illustrated in the table for the financial years 2019–2020 and 2020–2021. However, it is not feasible to undertake a trend analysis because the number of appeals received and appeals upheld each year is dependent on the number of vacancies advertised. The actual number of vacancies advertised by each Ministry per year is not available to the Secretariat.

The leave status of Permanent Secretaries were approximately managed to ensure that all leave and acting requests from Permanent Secretaries were assessed prior to approval. A total of 80 leave applications from the Permanent Secretaries were processed between August 2020 and July 2021.

The Commission also hosted Permanent Secretaries Forums to enable the Commission and the Permanent Secretaries to collaborate, share ideas, seek advice and guidance, and support each other. The Commission conducted two virtual forums during this financial year. The Commission also conducted four PSC meetings. All these meetings were held virtually due to the Fijian Government’s COVID-19 Health and Safety protocols.

3.4 Training Division

The Training Division worked closely with Ministries, Development Partners and other stakeholders to build the capacity of the Civil Service. This was 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, return of investment and capacity building opportunities.

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

1. Core Skills Training

The following table illustrates the number of training sessions delivered by facilitators in the Training Division in 2020 – 2021. The table also outlined the number of Civil Servants that have been trained across the Government.

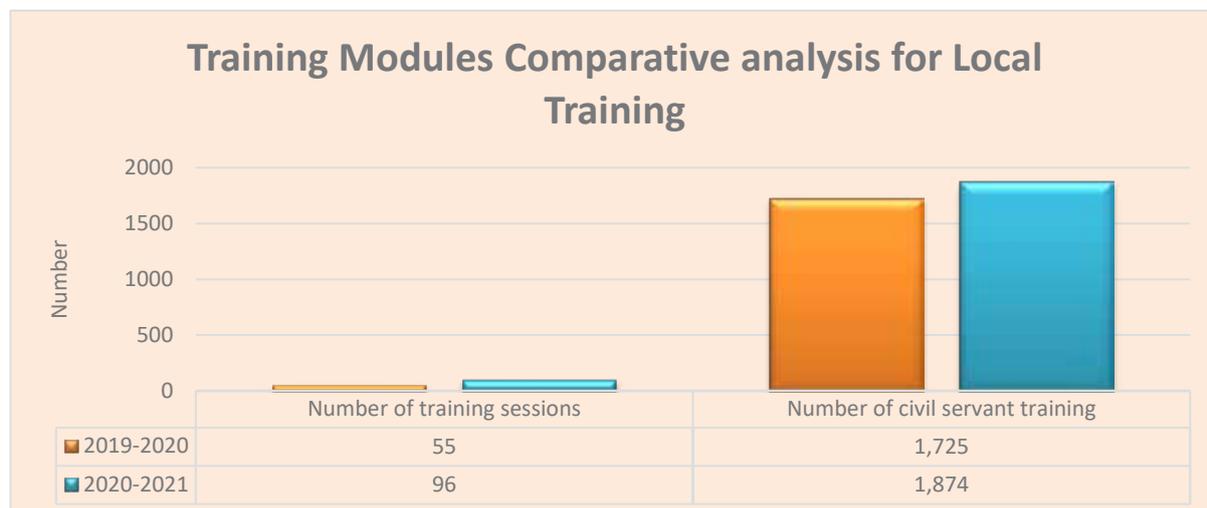
In summary there were a total of 96 training sessions delivered where 1,874 civil servants were trained.

Table 3: Training Modules

Training Division		
Core Skills Training August 2020 - July 2021		
Training Modules	No of Sessions	No Trained
Open Merit Recruitment and Selection Training	18	414
Investigators Officers Training	12	224
Refresher - Investigators Officers Training	2	28
Effective Job Application and Interview Skills Training	20	243
Exceptional Customer Service Training	2	61
Effective Performance Management	21	489
Developing Individual Work Plan	20	405
Interim Performance Assessment	1	10
TOTAL	96	1,874

Table 4 & Chart 5: Training Modules Comparative analysis for Local Training

	<u>2019-2020</u>	<u>2020-2021</u>
Number of training sessions	55	96
Number of Civil Servants trained	1,725	1,874



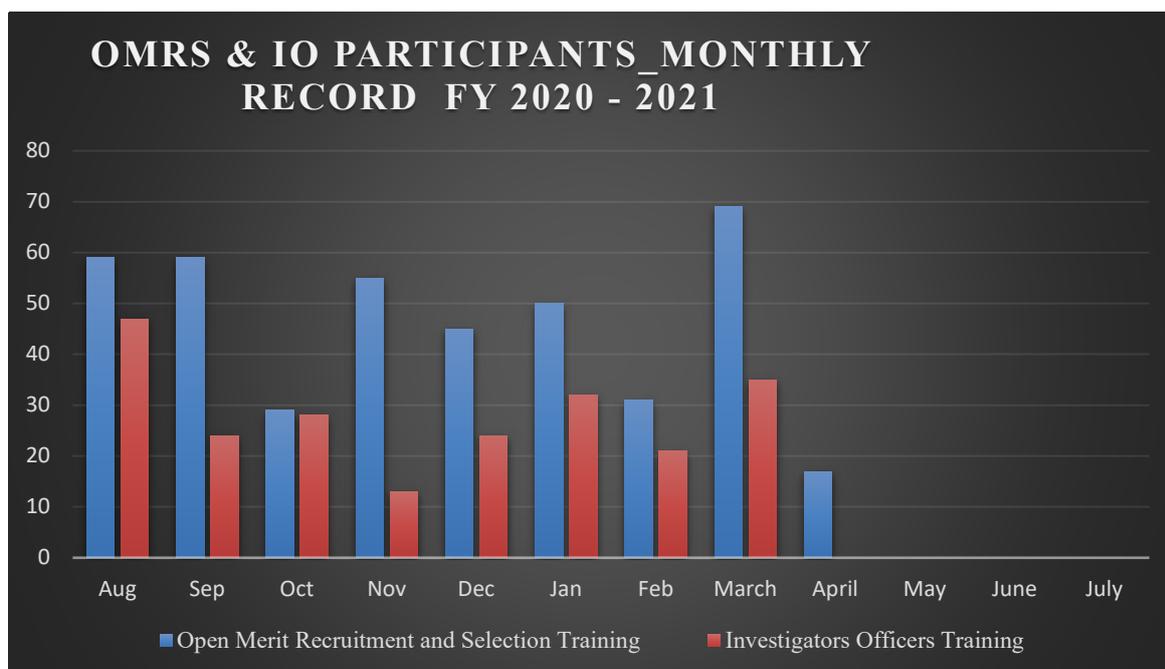
There was an increase in the number of training sessions from 36% to 64% in 2020-2021 and the number of Civil Servants trained increased from 48% to 52% in 2020-2021.

Table 5: Number of Coordinated Trainings August 2020- July 2021

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

FY 2020 to 2021_ COORDINATED TRAININGS	Number of Sessions	Number Trained
Records Management	2	40
Anti-Bribery	1	25
Procurement	6	122

Chart 6: OMRS & IO Participants – Monthly Record FY 2020-2021



No training was conducted from May to July due to the COVID 19 lockdown.

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. Leadership development was facilitated through two initiatives by the Division.

Leadership Development Programme (LDP)

There was no LDP conducted in 2020 – 2021 due to the pandemic.

Senior Officers Leadership Forum

The Ministry of Civil Service organised and hosted a Senior Officers Leadership Forum (SOLF) which provided middle and senior managers an opportunity to hear from motivational speakers and to network. Mr. Ariff Ali, Governor of the Reserve Bank of Fiji was the Chief Guest and keynote speaker, he spoke on the Session Topic: “Leadership and the Economy”.



3. Development Partner Learning and Development Opportunities

With the assistance of Fiji's Development Partners, the Division processed the following scholarships:

Table 6: Scholarships

There were 15 scholarship offers received from development partners and processed by the Training Division while 34 scholarships were awarded.

No	Development Partner/Scheme	No of offer(s)	Programme	No of Applicant(s)
1	Government of Georgia	1	Georgia Scholarships (Bachelor, Master, Doctoral) 2021 Masters	5
2	Government of Japan (JICA)	3	Sustainable Development Goals (SDGs) Global Leaders Program (JFY2021-2023): Undergraduate, Masters, PhD KIZUNA Program FY2022 JICA Long Term Scholarship for Human Resources Development for Government Officers and Research in Mineral Resources Rich Countries: Master Applied Geophysics Perinatal and Neonatal Health Care	18
3	Government of Malaysia-MTCP	1	Diplomatic Course for International Participants	1
	Government of Republic of Korea [KOICA]	3	* Global Korean Scholarship for International Students for Graduate Degree, Academic Year 2021-2024 * Master's Degree Scholarship 2021 1. Response to Climate Change 2. Social Economy 3. ICT Techno Policy 4. Public Management and Public Sector Reforms 5. Agricultural Economics 6. Agricultural Production 7. Urban and Regional Development 8. Health Policy and Financing Capacity Building 9. Energy Science and Policy 10. Gender and Development 11. Finance and Tax Policy 12. Aviation Management 13. Trade and Industrial Policy for Sustainable and Inclusive Growth 14. Public Administration (Local Government) 15. Gender and Rural Community Development	8

			<p>16. Master's Doctoral Degree Techno-Entrepreneurship Competency Based on ICT Convergence</p> <p>17. Master's Degree Economic Development Policy for Sustainable Inclusive Growth</p> <p>18 Master's Degree Global Education Leadership</p> <p>19. Master Degree in Fisheries Science</p> <p>* Master's Degree Scholarship 2021 Master's Degree in Capacity Building for SDG-new program offered due to quota met in other programmes by KOICA</p>	
5	Government of the Republic of Indonesia	1	<p>Scholarship Indonesia (Undergraduate, Masters and Doctoral)</p> <p>The course will be delivered in Indonesian Language -Bahasa</p>	0
6	Irish Government	1	<p>The Ireland Fellows Programme</p> <p>Masters Climate Change, Resilience, Environment, Marine Sustainable Development, GIS</p> <p>Masters Engineering and Sustainable Technology</p>	1
7	The People's Republic of China	1	<p>Chinese Government Long Term Training Programs for 2021-MOFCOM Scholarship programs-37 areas:</p> <ol style="list-style-type: none"> 1. Master of Public Administration (National Development) 2. Master program in Public Policy 3. Master of Business Administration 4. International Executive Master of Business Administration 5. Master of Education 6. Master of Public Diplomacy 7. International Masters of Public Administration 8. Master Program of International Relations 9. Master of International Communication 10. Master of Public Administration in Chinese Governance 11. Master of Urban and Rural Planning 12. Master Program on Traffic and Transportation Engineering 13. Master of Forest Economics and Policy 14. Master Educational Management 15. Master of Tourism and Hotel Management 16. Master of Industrial Engineering 17. Master of Information and Communication Engineering 18. Master of International Business 	1

			19.Master of Public Health 20.Master Fishery Science 21.Master of Meteorology 22.Master of Software Engineering 23.Master of Public Administration in International Development and Governance 24.Master of Professional Accounting 25.Master’s Program in Environmental Engineering 26.International Master Program in Environmental Management and Sustainable Development 27.Master of International Law and Chinese Law 28.Master of Electrical Engineering 29.Master of Traffic and Transportation Engineering 30.Master of Project Management 31.Master of Comparative Education 32.Master of Management (Rural Development and Management Studies) 33.Master of Development and Governance 34.Master of Social Work (Women’s Leadership and Social Development) 35.Master Program of Advanced Nursing Practice and Medical Technology 36.Master’s Degree Program in Transportation Engineering(Rail Transportation Equipment) 37.Doctoral Program of Theoretical Economics (National Development)	
8	Secretariat of the Pacific Community (SPC)	1	Certificate IV Disaster Risk Management (Team Leadership)	1
9	USAID Climate Ready Project	3	Certificate IV Procurement and Supply Certificate IV Resilience (Climate Change Adaption and Disaster Risk Reduction) Certificate IV Project Management	35
	Total	15		70

Table 7: Comparative Analysis for Scholarship from Development Partners

	2019-2020	2020-2021
Scholarship Offers	13	15
Number of application received & processed	32	70
Number of Scholarships awarded	13	34

The increased number of applications received in 2020–2021 were due to the change in the marketing strategy for scholarships, from email blasts through ITC to posters on social media platforms.

A Whole of Government training focal point Viber group was also created to effectively communicate between MCS and government agencies.

Table 8: Short Term Training

Below are the short-term training offers from Development Partners, in which 104 applications were received and processed and 67 Civil Servants were successfully awarded short-term training.

No.	Development Partner Scheme	Scholarship Granted
1	Government of India -ITEC	10
2	Government of Japan (JICA)	22
3	Government of Republic of Singapore (Singapore Cooperation Programme Training Award (SCPTA))	12
4	Government of Korea -KOICA	21
5	The People’s Republic of China	2
TOTAL		67

Table 9: Trend Analysis over two years 2019 -2021

	2019-2020	2020-2021
Number of Training Offers	13	93
Number of Application received & processed	226	104
Number of Scholarships awarded	120	67

In 2020–2021, there was a decrease in the number of applications received as most of the courses were put on hold or withdrawn by Development Partners due to lockdown and restrictions on movement. These lockdown policies prevented Civil Servants from accessing data, printers, and scanners to assist them with their applications.

3.5 Major Events

The Major Events Division was tasked with planning and coordinating the 50th anniversary of Fiji Independence Day celebrations. However, due to the unprecedented impact of the COVID-19 pandemic, the plans for Fiji's 50th Independence Anniversary celebrations were significantly affected, and the milestone celebration needed to be scaled down. Nonetheless, Fijians all over Fiji were able to participate in the FIJI50 celebrations within the COVID-19 safety guidelines.

(i) Event Logo

An official logo was designed to promote and market the event. The logo, an unbroken circle in striking Fiji blue, represented a young, modern, and forward-facing vision of Fiji's potential as it embarks on the next 50 years and beyond. It expressed a future filled with hope, innovation, and growth and sent a clear message to the world: "This is who we are; we are Fiji."

Businesses and members of the public had full and free access to the logo for publications, promotional items and co-branding opportunities.



(ii) Highlights

Some of the highlights from the event included the distribution of 1000 Commemorative Medals by H.E., the President of Fiji, the participation of an all-female police detachment for the first time in the Fiji Day Military Parade, the RFMF Ovalau Navy's inaugural performance in the Fiji Day Military Parade, a selection of photographs from the National Archives made available for sale for the first time, and Jubilee Features installed in different towns and cities.

The event was a success, and we acknowledge the contribution and support from the private sector, despite the impact of COVID-19. Complimentary food and snacks were distributed to the public attending the FIJI50 celebrations at Albert Park. The Reserve Bank of Fiji released commemorative currency notes of \$50 and coins of 50 cents.

During the military parade, Fiji Airways flight FJ50 flew over Albert Park, and Post Fiji also launched FIJI50 commemorative stamps. There were also several other noteworthy events that took place during the celebrations, including the establishment of FIJI50 markets across the country to support small and medium-sized businesses.

FIJI50 Gardens were created in various towns and cities as a tribute to the historic occasion. A FIJI50 Video and Art competition was also launched, and the event was further supported by Fiji Rugby Union players and world leaders who sent congratulatory messages including H.R.H King Charles.

(iii) Nationwide Celebrations

The Fiji50 celebrations were held in two cities and eleven towns, each with their own independent programs dedicated to the event. Suva's celebrations included the FIJI50 Garden at Albert Park and My Suva Park, the launch of the FIJI50 stamp, a blue-themed Suva Municipal Market with special displays, storytelling, the Knox Entertainment/ROC Market at Thurston Garden, the Fiji Day Food Fair at the Fiji Sports Council Complex, a Night Market, Suva on Sale, the Military Parade, the installation of the FIJI50 monument, and a reception hosted by H.E. the President. Suva City Council and Lami Town organised a tree planting and clean-up campaign as part of the celebrations.



The Nasinu Town Council partnered with the Nasinu Junior Chambers to organise a clean-up campaign and a shop decoration competition called "Paint the Town Blue." The town also held a FIJI50 market at the Valelevu ground, a tree-planting event, and Nasinu on Sale.

In Nausori town, tree-planting activities took place along Syria Park, together with a clean-up campaign, a Fiji Day Programme, Nausori on Sale and a fair held at the Nausori Market Car Park.



In the Western Division, several towns organised various events to celebrate FIJI50. In Rakiraki, the town hosted the Rakiraki Art & Craft Market, tree planting, and Rakiraki on Sale.

Similarly, Tavua town organised a clean-up campaign, tree planting, and hosted the FIJI50 Market at Garvey Park and Tavua Fountain, along with Tavua on Sale.

In Ba town, a clean-up campaign, tree planting, the FIJI50 Market, a march, and a Fiji Day Programme.



The Lautoka City Council organised various events to celebrate FIJI50, including a Market Day, a clean-up campaign, the installation of a monument in Elizabeth Square, tree planting, and a Fiji Day Programme.

Similarly, in Nadi town, a clean-up campaign, tree planting, and a Fiji Day Programme were organised.

In Sigatoka town, there were several events, including tree planting, a bridge lighting ceremony, a Fiji Day Programme, the installation of a FIJI50 garden and sculpture.



Levuka town marked the occasion by raising the FIJI50 flag, planting trees, and installing the FIJI50 monument.



Labasa town celebrated with a tree planting initiative and a Fiji Day Programme, while Savusavu town organised a clean-up campaign, tree planting, Fiji Day Programme, and a Fiji50 market.



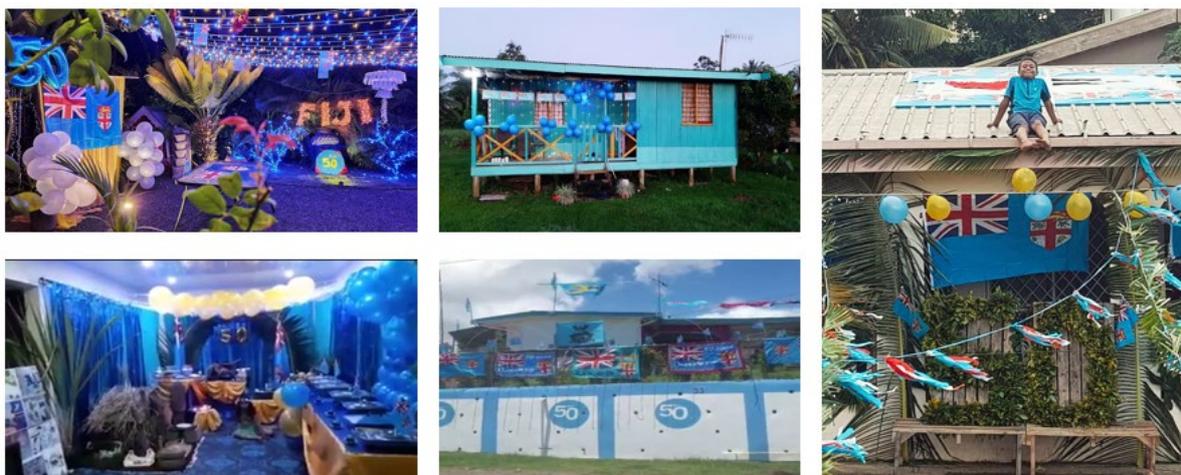
(iv) Fiji50 School Competition

A competition was organised for Fiji50. Below are some entries from the Video and Art competition that was created for schools in four categories: Early Childhood Education, Primary, Secondary, and Special Inclusion.



(v) Fiji50 Decorate Your Home Competition

A decorate your home competition was also launched, with five winners receiving \$2000 each. Below are the winning entries:



3.6 Business Management Services

The Business Unit coordinated the corporate services responsibilities of MCS, including human resource administration, 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 unit 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 40 positions of which three were vacant. 49% of the Ministry’s workforce for the financial year were women.

(ii) Staff Engagements

Prior to the COVID-19 lockdowns, the Ministry held monthly staff meetings. 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 secure the privacy of the information shared.

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

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

(iii) Discipline and Industrial Relations

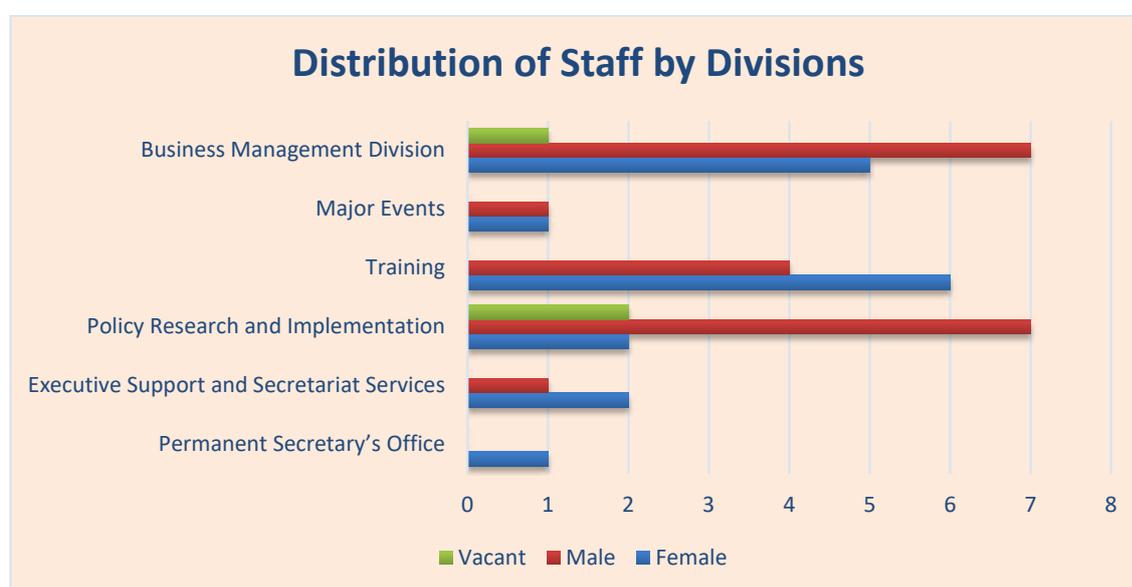
The Ministry did not record any breaches of the Civil Service Code of Conduct.

Table 10 below illustrates MCS staff establishment - 40 positions out of which, 92% were filled.

Table 10: Staffing Profile

Divisions	Establish	Filled			Vacant
		Male	Female	Total	
Permanent Secretary's Office	1	0	1	1	0
Executive Support and Secretariat Services	3	1	2	3	0
Policy Development, Implementation and Monitoring	11	7	2	9	2
Training	10	3	7	10	0
Major Events	2	1	1	2	0
Business Management Division	13	7	5	12	1
Total	40	19	18	37	3
Percent Filled		92%			8%

Chart 7: Distribution of Staff by Division



(iv) Recruitment

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

(v) Learning and Development (L&D)

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

50 trainees attended training facilitated by MCS Training Division that included:

Table 11

Training	Number Of Staff Trained
Online Portal – Leave application	11
Open Merit-based Recruitment and Selection	3
Performance Assessment	10
Health at the Workplace	26

11 trainees attended trainings that were facilitated externally that included:

Table 12

Training	Number of Staff Trained
Workplace Health and Safety-Supervisors role and responsibilities	1
Skills to the Administrative Assistant	1
Business Writing that Works Training	1
Certificate of Completion of First Aid Course	1
Giving Effective Feedback Training	1
Social Media	5
Online Learning Course Development	1

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.

2. Customer Care Call Centre

The Customer Care Call Centre (CCCC) was established to address grievances and receive feedback from the public about the quality of services provided by Ministries. MCS in collaboration with the Ministry of Health and Medical Services (MHMS) and the Ministry of Employment, Productivity and Industrial Relations (MEPIR) continued to support the CCCC to effectively handle customer feedback, both positive comments and complaints or suggestions on how services could be improved.

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

Table 13: Types of Complaints - MHMS

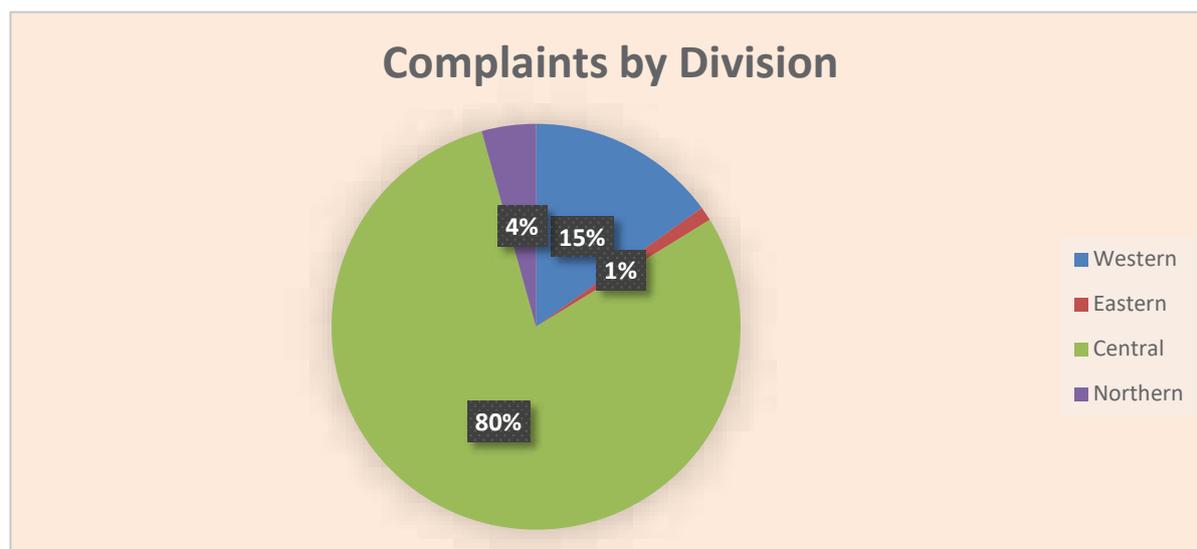
TYPES OF COMPLAINTS	Month (2020)					Month (2021)							Total	%
	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July		
Delays and long waiting time	29	14	18	23	30	29	12	22	7	35	6	26	251	9.78
Environmental health	5	2	5	4	4	4	1	13	2	8	2	13	63	2.45
Equipment not available or not working	2	2	0	3	3	2	1	5	0	4	2	6	30	1.17
Medicines or other supplies not available	5	4	4	2	4	11	5	8	4	19	14	8	88	3.43
Poor communication	2	2	1	1	4	4	1	1	3	4	2	3	28	1.09
Poor staff attitudes/behaviour	10	4	10	8	11	10	9	12	7	17	5	19	122	4.75
Poor/ Inadequate/ Missing Reports and Records	3	2	2	3	2		7	3	7	1	9	5	44	1.71
Compliments	2	3		1	1	2		2	0	5	1	0	17	0.66
Service too expensive			1				1	0	0	0		0	2	0.08
Treatment area unpleasant	2	1		1	1	3	0	0	4	4		1	17	0.66
Unsatisfactory treatment	6	5	8	5	14	14	6	11	7	26	7	13	122	4.75
General Enquiry	89	49	84	42	20	38	45	99	88	105	53	157	869	33.9
Others	28	63	29	28	19	48	78	49	104	164	148	156	914	35.6
TOTAL	183	151	162	121	113	165	166	225	233	392	249	407	2567	100

The CCCC for MHMS provided a better means for the public to be able to report health services related complaints and have them actioned more 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 who were in charge of following up under agreed-upon timeframes.

The MHMS Call Centre received 2567 enquiries this financial year (illustrated in table 13). The feedback received from the general public included complaints, general enquiries and also compliments on the health and medical services provided.

The information recorded from the Call Centre database in table 13 above illustrates the benefit of the widespread services offered to the public, even to those in remote areas, enabling them to send in their feedback on the services provided.

Chart 8: Percentage of Complaints by Division 2020-2021



Customer Care Call Centre Enquiries for MEPIR

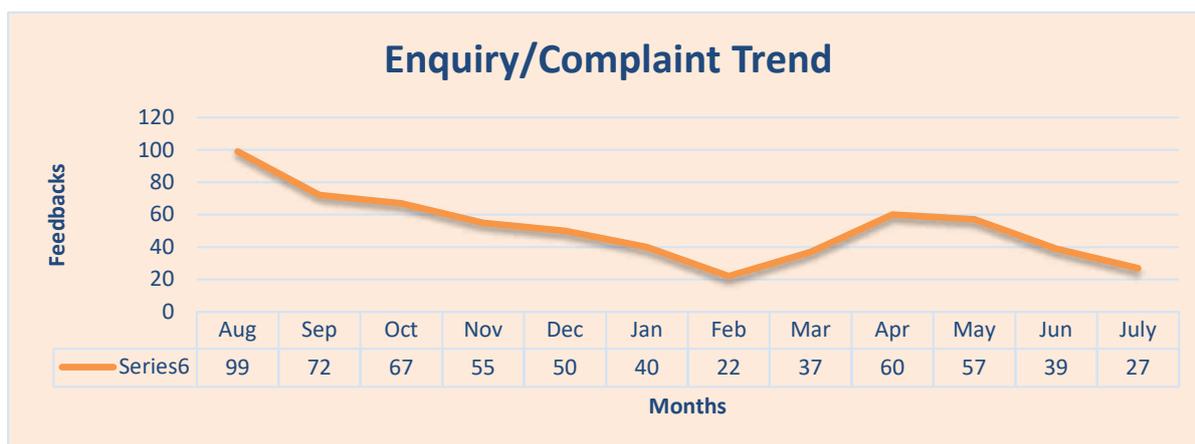
MCS continued collaboration with the MEPIR in operating its call centre. The CCCC for employment services operated 12 hours a day (8am -8pm), five days a week (Monday – Friday). It was contacted either by calling the toll-free line 1535 from Vodafone and Inkk network within Fiji or sending an email to customercare@employment.gov.fj. A total of 625 enquires were received over this financial year.

The MEPIR Call Centre received a total of 625 enquiries this financial year (illustrated in table 15). The feedback received from the public were categorised into the respective services provided by MEPIR such as labour standard, mediation, National Employment Centre, National Operation Health and Safety and workers compensation.

Table 14: Feedback received per Unit

Complaint Unit	Month (2020)					Month (2021)							Total	%
	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul		
Labour Standard Services	71	53	57	45	41	28	18	24	29	29	26	15	436	69.76
Mediation	23	15	6	5	3	5		3	1	2		4	67	10.72
National Employment Centre	3	1	2			5	2	9	22	19	10	5	78	12.48
NOHS							1				2		3	0.48
Workers Compensation	2	3	2	5	6	2	1	1	8	7	1	3	41	6.56
TOTAL	99	72	67	55	50	40	22	37	60	57	39	27	625	100

Chart 9: Enquiry/Complaint Trend



(i) Government Service Centre

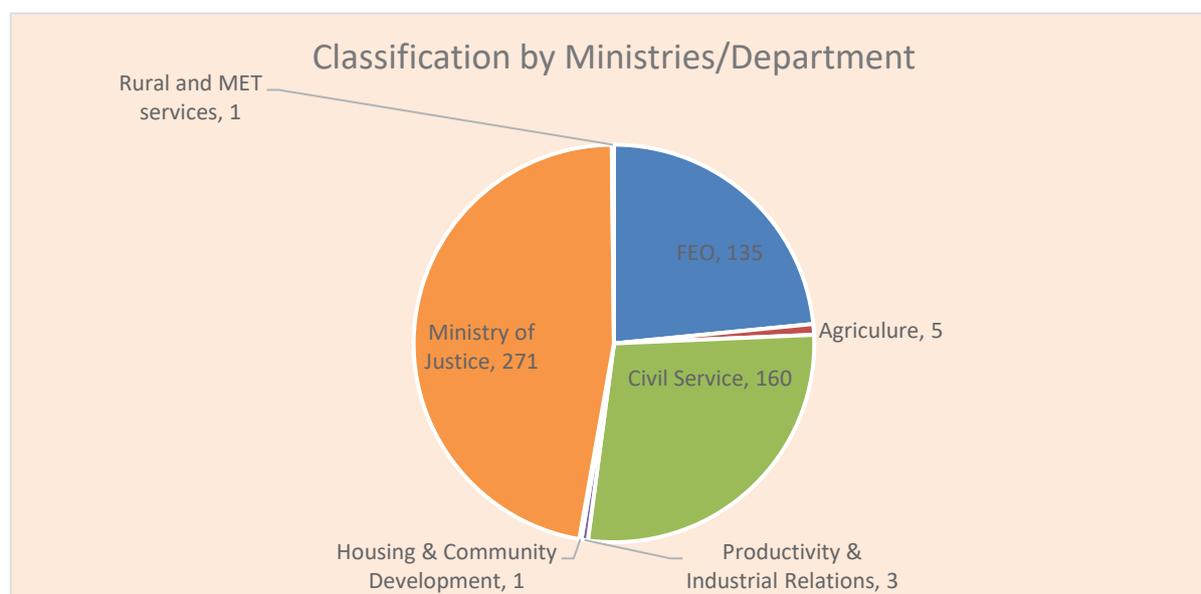
The GSC continued to operate as an information hub to provide a range of information, services and referrals to other Government Ministries and agencies.

The Ministry introduced a Complaints Management System (CMS), an online portal for digitising the complaints records.

Enquires received at GSC were digitally recorded on the CMS and referred to respective Ministries. All enquires received by counter service, email, calls, Facebook, website and text messages were recorded on CMS and referred to respective Departments. Inquiries

The chart below shows enquires that were recorded on CMS in relation to each department.

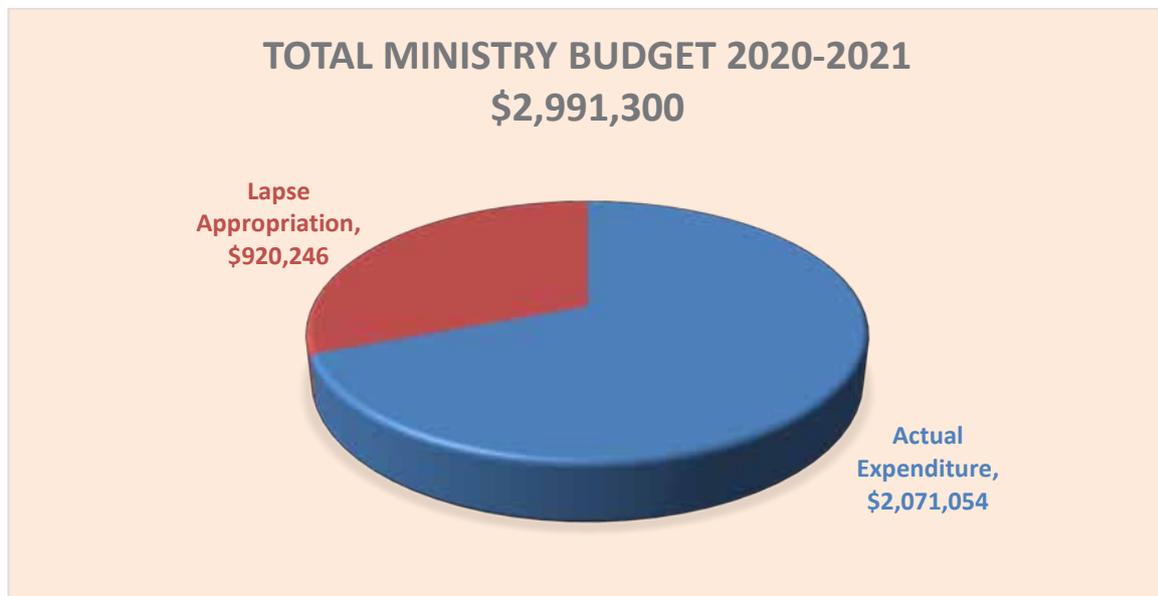
Chart 10: Enquires Recorded on CMS



3. Ministry Appropriation

MCS was allocated a budget of \$2.9 million, out of which \$2.07 million or 69.24% was utilised during the year.

Chart 11: Ministry Appropriation and Actual Expenditure



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File: 341

05 August 2022

The Honourable Aiyaz Sayed-Khaiyum
Attorney-General and Minister for Economy, Civil Service, Communications, Housing and
Community Development
Level 7 Suvavou House
SUVA

Dear Honourable Sayed-Khaiyum

MINISTRY OF CIVIL SERVICE AND PUBLIC SERVICE COMMISSION
AUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2021

The audited financial Statements of the Ministry of Civil Service (MCS) and the financial statements of the Public Service Commission (PSC) for the year ended 31 July 2021 together with my audit reports on them are enclosed.

Particulars of the errors and omission arising from the audit have been forwarded to the Management of the MCS and PSC for necessary action.

Yours sincerely

Sairusi Dukuno
ACTING AUDITOR-GENERAL

cc: Susan Kiran, The Permanent Secretary, Ministry of Civil Service

Encl.



MINISTRY OF CIVIL SERVICE

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 JULY 2021

MINISTRY OF CIVIL SERVICE
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2021

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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, Appropriation Statement, Statement of Losses for the financial year ended 31 July 2021, and notes to the financial statements, including a summary of significant accounting policies.

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

Basis for Opinion

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

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISA will always detect a material misstatement when it exists. Misstatements can arise from fraud 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 Dukuno
ACTING AUDITOR-GENERAL



Suva, Fiji
05 August 2022

MINISTRY OF CIVIL SERVICE
MANAGEMENT CERTIFICATE
FOR THE YEAR ENDED 31 JULY 2021

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 2021; and
- (b) have been prepared in accordance with the requirements of the Financial Management Act 2004 and Finance Instructions 2010.



Susan Kiran
Permanent Secretary



Pranita Devi
Business Manager

Date: 04/08/2022

MINISTRY OF CIVIL SERVICE
 STATEMENT OF RECEIPTS AND EXPENDITURE
 FOR THE YEAR ENDED 31 JULY 2021

	Notes	2021 (\$)	2020 (\$)
RECEIPTS			
State Revenue			
Commission	3 (a)	-	56
Overpayment recovery in Previous Years	3 (b)	1,000	12,262
Total State Revenue		<u>1,000</u>	<u>12,318</u>
TOTAL RECEIPTS		<u>1,000</u>	<u>12,318</u>
EXPENDITURE			
Established Staff	3 (c)	1,190,147	860,630
Government Wage Earners		56,837	87,688
Travel & Communications		50,634	47,449
Maintenance & Operations	3 (d)	450,614	353,364
Purchase of Goods & Services	3 (e)	134,251	323,360
Special Expenditure	3 (f)	120,108	773,204
Total Operating Expenditure		<u>2,002,591</u>	<u>2,445,695</u>
Value Added Tax		68,463	59,520
TOTAL EXPENDITURE		<u>2,071,054</u>	<u>2,505,215</u>

MINISTRY OF CIVIL SERVICE
 APPROPRIATION STATEMENT
 FOR THE YEAR ENDED 31 JULY 2021

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	1,544,548	-	1,544,548	1,190,147	-	354,401
2	Government Wage Earners	87,841	-	87,841	56,837	-	31,004
3	Travel & Communication	38,000	24,813	62,813	50,634	-	12,179
4	Maintenance & Operations	542,900	12,187	555,087	450,614	-	104,473
5	Purchase of Goods and Services	365,348	(37,000)	328,348	134,251	-	194,097
6	Operating Grants and Transfers	1,000	-	1,000	-	-	1,000
7	Special Expenditure	299,563	-	299,563	120,108	-	179,455
	Total Operating Expenditure	2,879,200	-	2,879,200	2,002,591	-	876,609
13	Value Added Tax	112,100	-	112,100	68,463	-	43,637
	TOTAL EXPENDITURE	2,991,300	-	2,991,300	2,071,054	-	920,246

MINISTRY OF CIVIL SERVICE
STATEMENT OF LOSSES
FOR THE YEAR ENDED 31 JULY 2021

Loss of Money

There was no loss of money recorded for the financial year ended 31 July 2021.

Loss of Revenue

There was no loss of revenue recorded for the financial year ended 31 July 2021.

Loss (other than money)

1. Following the 2020-2021 Board of survey, items worth \$2,422 were written off as approved by the Permanent Secretary of Economy.

Asset	Amount (\$)
Air Condition (CTD)	2,422
Total	2,422

2. There was no loss of assets during the financial year ended 31 July 2021.

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 2004 and the requirements of Section 71(1) of the Finance Instruction 2010. The preparation and presentation of a Statement of Assets and Liabilities is not required under the current Government policies, except for that of the Trading and Manufacturing Accounts.

(b) Accounting for Value Added Tax (VAT)

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

The VAT payment as per the statement of receipts and expenditure relates to the VAT input claimed on payments made to the suppliers and sub-contractors for expenses incurred and VAT payments to Fiji Revenue and Customs Service (FRCS). 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 Agency Financial Statement of the Ministry of Civil Service for the year ended 31 July 2020 comprised the financial operations and performance of both the Ministry of Civil Service and the Public Service Commission.

The Financial Statements for the Ministry of Civil Service and the Public Service Commission for the financial year ended 31 July 2021 have been separately disclosed by the Ministry.

(d) **Comparative Figures** (*continued*)

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

(e) **Revenue Recognition**

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

NOTE 3: SIGNIFICANT VARIATIONS

- a. There was no commission revenue in 2021 due to the transfer of doctor's payroll to Ministry of Health and Medical Services in 2020.
- b. The overpayment recovery allocation includes the amount received from a Ministry of Civil Service Staff who resigned in 2020 and cleared his dues with the Ministry in 2021.
- c. Established Staff cost increased by \$329,517 or 38% in 2021 compared to 2020. The increase was due to the transfer of Civil Service Coordination, Implementation Unit (CSCIU) payroll from Special Expenditure allocation to Established Staff allocation.
- d. Maintenance & Operations expenditure increased by \$97,250 or 28% in 2021 compared to 2020. This was due to the setup of the Ministry of Employment, Productivity and Industrial Relations (MEPIR) Call Centre. Incidental expenditure includes the expenses for the balance payment of Job Evaluation training for whole of government conducted in 2018.
- e. Purchase of Good & Services expenditure decreased by \$189,109 or 58% in 2021 compared to 2020 as there was a major reduction in the Training expenditure for 2021 financial year due to COVID-19 restrictions.
- f. In 2019-2020 Civil Service Coordination, Implementation Unit expenditure was kept under Special Expenditure allocation. However in 2021 CSCIU expenditure had been included in the Payroll Expenditure allocation.

NOTE 4: SIGNIFICANT UNUTILISED BUDGET

Significant unutilised budget for the financial year ended 31 July 2021 are as follows:

Note Reference	Expenditure	Revised Budget (\$)	Actual Expenditure (\$)	Savings (\$)	Percentage Savings (%)
a	Established Staff	1,544,548	1,190,147	354,401	23
b	Government Wage Earners	87,841	56,837	31,004	35
c	Maintenance and Operations	555,087	450,614	104,473	19
d	Purchase of Goods and Services	328,348	134,251	194,097	59
e	Special Expenditures	299,563	120,108	179,455	60

- 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 1 of the driver's position remained vacant and the recruitment and selection for driver position who resigned in June 2020 was made in March 2021. There was no overtime payment made during the financial year since overtime was compensated through time off in lieu.
- c. The savings in the Maintenance and Operations SEG was mainly due to the savings in the Customer Care Centre allocation for the lowered operational charges by the supplier for Call Centre Services to the Ministry. Savings were also noted in the Stationary & Printing allocation as there were reduced usage of paper, printer and photocopier.
- d. The savings in the Purchase of Goods and Services allocation was mainly due to non-utilisation of Leadership training budget. Due to COVID-19 there were travel bans and Lockdown in Fiji and the trainer from Australia was unable to travel to conduct training. Savings was also noted in the In-Service Training allocation as trainings were conducted virtually and saving were made in meals and training materials.
- e. Special Expenditure allocation catered for the Fiji 50 Independence Celebration and Cadetship Programme. Savings were made in Fiji 50 Celebration allocation as there were businesses who sponsored the event. The Cadetship Programme was placed on hold due to the reprioritisation of Government initiatives due to the Ministry's engagement in the COVID response.

MINISTRY OF CIVIL SERVICE
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS (continued...)
FOR THE YEAR ENDED 31 JULY 2021

NOTE 5: APPROPRIATION CHANGES

The Permanent Secretary for Civil Service approved the following transfer of funds during the financial year ended 31 July 2021:

Virement No	SEG From	Amount (\$)	SEG To	Amount (\$)
DV1701	1-17101-02999-049999	24,813	1-17101-02999-030401	24,813
DV1702	1-17101-02999-050411	7,000	1-17101-02999-040216	7,000
DV1703	1-17101-02999-050411	10,000	1-17101-02999-040216	10,000
DV1704	1-17101-02999-050499	35,000	1-17101-02999-040351	35,000
DV1705	1-17101-02999-049999	15,000	1-17101-02999-059115	15,000