



**MINISTRY OF CIVIL SERVICE**

**Annual Report  
2018 - 2019**

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## **Referral Letter from Permanent Secretary**

**14 May 2021**

Honourable Aiyaz Sayed-Khaiyum  
Attorney-General, Minister for Economy, Civil Service and Communications  
Suvavou House  
Suva

Dear Sir,

In accordance with the Financial Management Act 2004 requirements, I hereby submit for your information and presentation to Parliament, the Annual Report for the Ministry of Civil Service for 2018-2019 financial year.

Yours sincerely,



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

## 1. Permanent Secretary's Statement

In accordance with the Financial Management Act, 2004, I submit the 2018-2019 Annual Report for the Ministry of Civil Service (MCS).

The highlight of the year was the successful preparation and hosting of the 52<sup>nd</sup> Asian Development Bank (ADB) Annual Meeting, the largest international meeting that Fiji has ever accommodated. The event was attended by 3,582 participants from 76 countries (including 68 ADB member countries) in Nadi from 1-5 May 2019. During the event, Fiji proficiently showcased its achievements, culture, products, investment potential, and tourism attractions as well as demonstrated its ability to host high-level large international events. Positive feedback was received from delegates on the organisation and logistical arrangement for this annual event.

MCS coordinated the Leadership Development Programmes (LDP) for Deputy Secretaries, Directors and Middle Management across the civil service to enhance the leadership skills. The LDP highlighted the need to do things differently by offering opportunities to develop new thinking skills through experiential learning and networking development opportunities. MCS also continued to consult other Ministries to identify their training needs and liaise with development partners for learning and development opportunities.

MCS managed the contract with Vodafone Fiji for the management of the Customer Care Call Centre (CCCC) for the Ministry of Health and Medical Services (MHMS) in order to improve customer service.

The Government Service Centre (GSC) continued to respond to queries from the public, offering a range of information and referrals of government ministries and agencies. These services included, but were not limited to, reprints of birth, death, and marriage certificates, Justices of Peace referrals, document certification, tourist assistance and directory services.

I am pleased to present the Ministry of Civil Service 2018-2019 Annual Report.



**Susan Kiran**  
Permanent Secretary for Civil Service

## 2. Corporate Profile

### 2.1 Vision, Mission and Values



### 2.2 Roles and Responsibilities

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

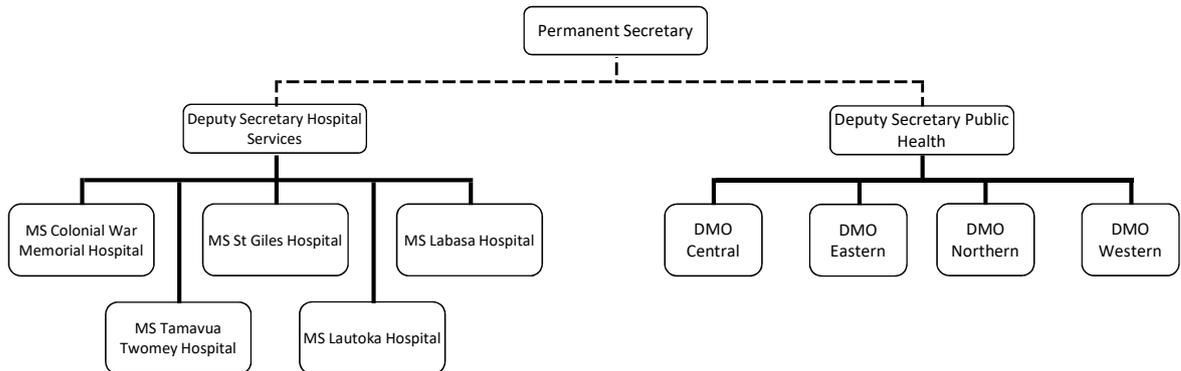
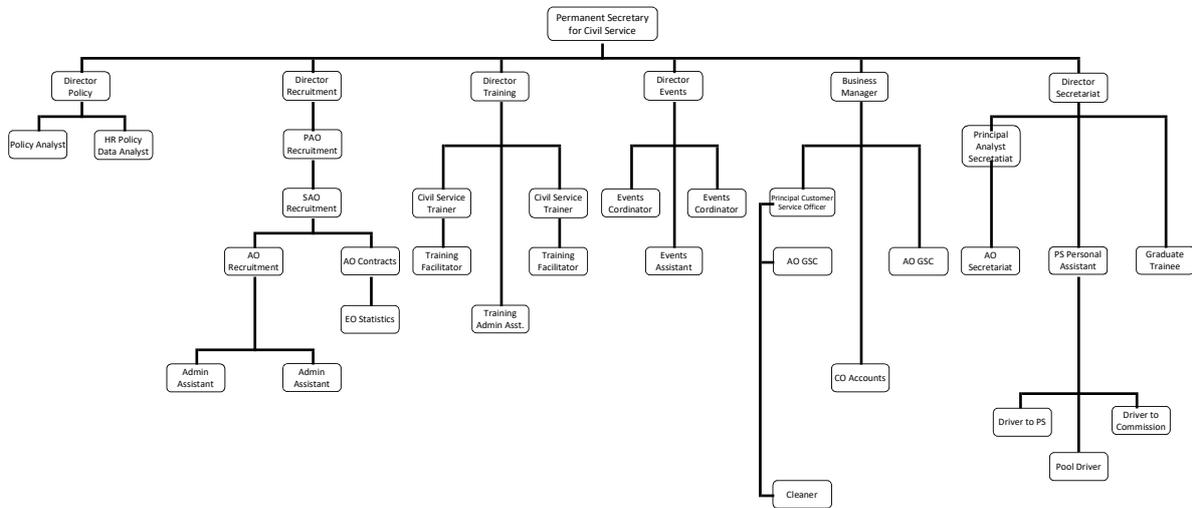
MCS had six divisions which were *Recruitment, Policy, PSC Secretariat, Training, Major Events and Business Unit.*

The roles and responsibilities of the respective divisions and their corresponding outcomes are tabulated below.

### Roles and Responsibilities

| <b>Division</b> | <b>Outcome</b>                                                                                                                                                                               | <b>Roles and Responsibilities</b>                                                                                                                                                                                                                        |
|-----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Recruitment     | <b>Outcome 1</b> - A stable and high performing ministry with favourable recruitment and retention outcomes.                                                                                 | <ul style="list-style-type: none"> <li>• Coordinate recruitment, contracting, administration and posting of staff and Government doctors and other MCS Staff.</li> </ul>                                                                                 |
| Policy          | <b>Outcome 2</b> - Coherent civil service policy that supports consistent and informed decision making at Ministry level.                                                                    | <ul style="list-style-type: none"> <li>• Analysis and assessment of ministries' human resource policies to ensure consistency and fairness across the civil service.</li> </ul>                                                                          |
| PSC Secretariat | <b>Outcome 3</b> - Public Service Commission to effectively achieve its mandate regarding Permanent Secretary recruitment and performance.                                                   | <ul style="list-style-type: none"> <li>• Responsible for providing administrative and analytical support to PSC and for the administration of Permanent Secretaries' terms and conditions of service.</li> </ul>                                         |
| Training        | <b>Outcome 4</b> - Quality training that reflects the capacity building needs of civil servants as recognised by Government through the reform agenda.                                       | <ul style="list-style-type: none"> <li>• Coordinate local and international training programmes focussed on the up-skilling and capacity building of civil servants.</li> </ul>                                                                          |
| Major Events    | <b>Outcome 5</b> - International meetings that support the achievement of desired policy outcomes through the provision of structured, professional and collaborative operations management. | <ul style="list-style-type: none"> <li>• Coordinate and provide advice on the organisational aspects of major international meetings in collaboration with other Ministries and /or host partners.</li> </ul>                                            |
| Business Unit   | <b>Outcome 6</b> - Better customer and client service in areas impacted by MCS.                                                                                                              | <ul style="list-style-type: none"> <li>• Responsible for financial management, procurement and contracting services.</li> <li>• Manage the contract with Vodafone Fiji on Customer Care Call Centre.</li> <li>• Manage operations of the GSC.</li> </ul> |

## 2018-2019 Organisational Structure



### 3. Performance and Achievements

#### 3.1 Recruitment Division

The major achievements of the Recruitment Division in line with its **Outcome 1** (A stable and high performing Ministry with favourable recruitment and retention outcomes) included:

- Continuous refinement of the Ministry’s Open Merit Recruitment Selection policy and its implementation.
- Recruitment and selection of employees to reduce vacancies relating to both administrative and medical officer positions.
- A total of 75 Medical Interns were confirmed and issued with Medical Officer contracts.
- A total of 75 Graduates were absorbed as Medical Interns in January 2019.

- Out of the establishment of 968 medical officer positions, 772 positions were filled while 196 positions were vacant compared to 285 for the previous financial year.

### 3.2 Policy Division

To ensure consistency of policy across the civil service, the Policy division provided policy advice to Ministries ensuring alignment with overarching legislation, regulations, policies and PSC guidelines.

A summary of the Policy Division achievements in line with its **Outcome 2** (Coherent civil service policy that supports consistent and informed decision making at Ministry level) is highlighted below:

- A total of 38 policy advice was provided to ministries following research and consultations with relevant agencies.
- Assisted in the review of the General Orders 2011 organised by the Civil Service Reform Management Unit.
- Contributed to the review of the working hours for Medical Interns.
- Drafted internal policies on ‘Social Inclusion’ and ‘Gender Equality’.
- Assisted in organising the ministry’s planning day, preparation of planning documents and formulation of MCS 2019-2020 budget submission.

### 3.3 PSC Secretariat

The PSC Secretariat supported the Commission’s Constitutional functions of appointment, discipline, removal, and oversight of Permanent Secretaries’ (PSs). The PSC was also responsible for setting consistent service standards across the civil service by enforcing guidelines and administering the Procedural Review Process and Performance Assessment Framework for PSs.

The division maintained its support towards the achievement of **Outcome 3** (Public Service Commission to effectively achieve its mandate regarding permanent secretary recruitment and performance). Achievements are as below:

- The administrative processes for appointment of 20 PSs inclusive of five contract renewals.
- Facilitation of approvals for PSs duty travel, oversight and acting roles.
- Assessment of 128 requests for procedural review.
- Processed leave applications and other administrative matters relating to PSs entitlements.
- Provided administrative and secretariat support to seven meetings of the Commission, one induction programme and one retreat for PSs.

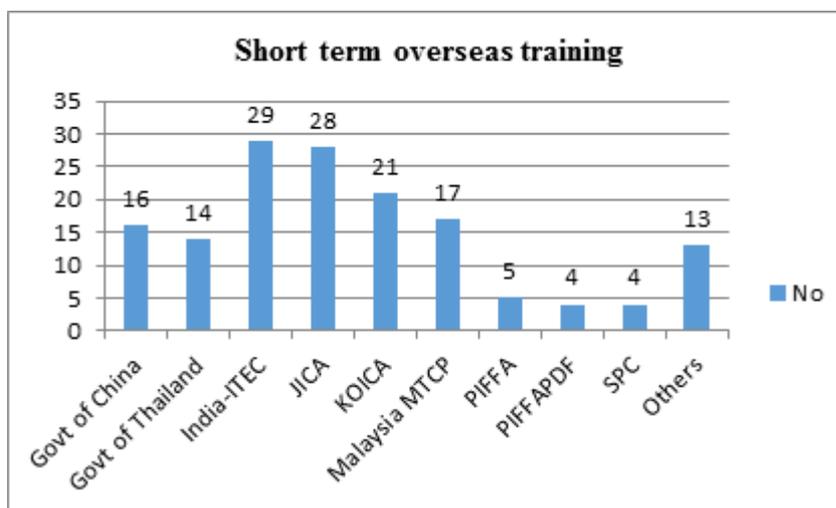
### 3.4 Training Division

In delivering government's reform agenda, the Training Division worked closely with other ministries and actively engaged with stakeholders to achieve **Outcome 4** (Quality training that reflects the capacity building needs of civil servants as recognised by Government through the reform agenda).

A wide range of learning and development activities (both local and international) were identified and coordinated to fully support the public sector workforce.

Achievements are as below:

- Coordinated induction programme for Medical Officers.
- Facilitated MCS staff induction, which were carried out by individual supervisors.
- Conducted the following core skills training:
  - 17 sessions for 476 civil servants on OMRS Readiness.
  - Three sessions on OMRS for 14 external panellists.
  - 11 sessions for 306 civil servants on Discipline Guideline (Investigation officer).
- Training on Procurement was delivered in partnership with the Ministry of Economy and Records Management in collaboration with the Fiji National Archives.
- Facilitated Project Management training which was sponsored by Secretariat of the Pacific Community and USAID.
- Coordinated Customer Care training which was delivered by Fiji National University.
- MCS coordinated short term overseas training for 151 officers and two Master's Degree scholarships sponsored by development partners.



MCS initiated the Leadership Development Programme in July 2018 for tier two and three officers (Deputy Secretaries and Directors) across the Civil Service to enhance leadership skills to lead and manage teams. It introduced senior leaders to new approaches to develop thinking skills through experiential learning and networking.

### 3.5 Major Events

MCS Events team led the planning and coordination responsibilities for the 52<sup>nd</sup> ADB Annual Meeting in 2019, under **Outcome 5** (International meetings that support the achievement of desired policy outcomes through the provision of structured, professional and collaborative operations management).

The Annual Meeting of the Board of Governors is a requirement under the ADB Charter. It is a ministerial meeting and premier forum to discuss economic and development issues.

The 52<sup>nd</sup> ADB Annual Meeting was hosted by Fiji from 1-5 May 2019. This prestigious event was attended by the Board of Governors of the 68 ADB member countries. The Governors were Ministers of Finance while the Alternate Governors are Governors of Central Banks/Reserve Banks of the member countries. Other delegates included the Civil Society Organisations, Chief Executive Officers of major banks and companies along with other local and international dignitaries and the media.

For the first time ever, this meeting was held in a developing Pacific nation. It provided Fiji with an excellent opportunity to showcase its achievements, culture, investment potential and tourism attractions as well as to demonstrate its ability to host large international events.



## Some Highlights of the 52<sup>nd</sup> ADB Annual Meeting

*3,582 Attendees from 76 Countries*

The ADB Annual meeting hosted 86 events across 4 venues to accommodate the largest gathering of international delegates in Fiji. The theme for the annual meeting was “Prosperity through Unity”. MCS collaborated with other agencies and stakeholders to create a flawless and risk free event.



### *Multi-Agency Command Centre*

A Multi Agency Command Centre with a state of the art technology was set up for the first time in Fiji to coordinate and control movement of all participants. It provided 24-hour surveillance over the entire event for the safety of the delegates.

Cameras were strategically located along the road to identify any road blocks or hazards from the Airport to Denarau and up to the InterContinental Fiji Golf Resort and Spa in Natadola.



### *Introduction of New Technology*

A 36-metre LED screen was used to compliment the Denarau Island Convention Centre to a level never seen here before. Digital signage was used for the entire event.

LED light boxes were erected at the Sheraton Fiji Resort foyer (main venue for the event) displaying different Fijian cultures and also the cultures of the Pacific ADB member countries.



### *30 Under 30*

A total of 30 youth under the age of 30 were recognised on an international platform for their achievements in different areas. This session was moderated by globally renowned keynote speaker Ms. Holly Ransom.



*Internationally Renowned Journalists and Largest Congregation of International Media*

Fiji received extensive international exposure as we opened our doors to:

- Internationally renowned journalists, Ms Zeinab Badawi of BBC News, Ms Sharanjit Leyl of BBC World News Singapore and Ms Amanda Drury of CNBC to name a few.
- A total of 144 media representatives from around the world attended the event.
- CNBC hosted a debate which was broadcasted live to their 80 million viewership audience.
- China Global Television Network (CGTN) also hosted live broadcast from the main venue.



## Transport Highlights

Impeccable transportation service was provided to all the delegates.



## *Supporting Local Businesses*

Part of the plan for hosting the annual meeting was to support and up-skill local businesses. State of the art technologies were introduced in this meeting and local businesses were invited to work with Technical Assistance to upgrade their skills and capabilities.

A Fijian Arts Village was created to showcase the products of small to medium businesses, Fijian Made products, local handicraft and our different cultures.



The Governors wore a local Fijian designer bula shirt for their official photograph for the 52<sup>nd</sup> ADB Annual Meeting.



A beautiful handcrafted Tanoa from Hot Glass Fiji was gifted to the President of ADB.

## High Level Theming and Branding

A high level theming and branding was used at all the venues. Each venue had a different colour palette that was consistent with the branding guidelines.



### *Girmit Display*

Fiji celebrated 140 years since the arrival of first “Girmitiyas”. The inspirational stories of their challenges were displayed at the exhibition booth. The display attracted a lot of media attention and was also featured in the newspapers.



### *Host Country Reception*

A successful host country reception was held at the InterContinental Fiji Golf Resort and Spa to welcome all the delegates. The ADB rated this as one of the best welcome receptions. The theme for catering was “Taste of Fiji” featuring food from different cultures of Fiji. Food stations promoted food from Our Land, Our Reefs, Our Farms and a live Kokoda Station was led by Fiji’s celebrity Chef, Lance Seeto.



### 3.6 Business Unit

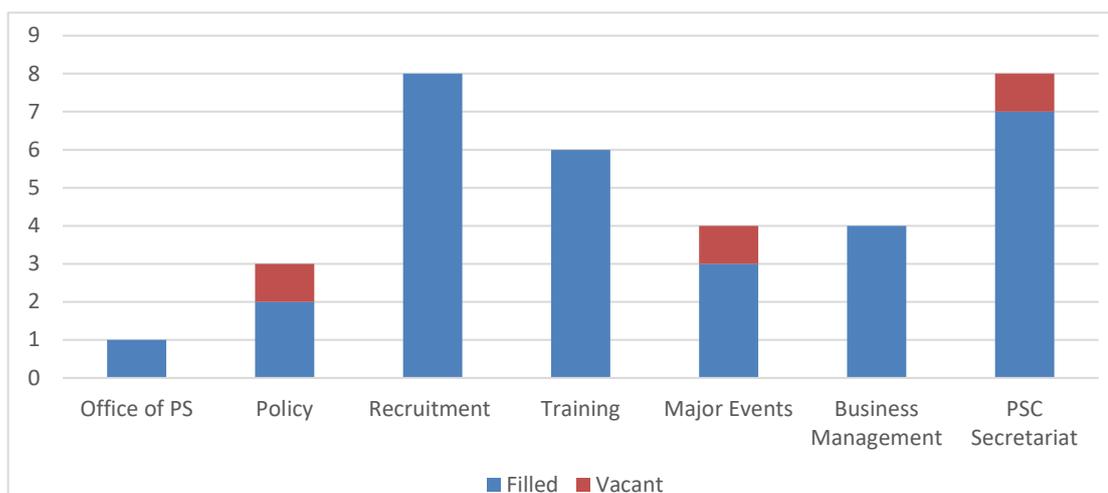
The Business Unit coordinated the corporate services responsibilities of MCS, including human resource administration, accounts and ICT support.

MCS had a staff establishment of 36 out of which, 86% was filled.

#### Staffing Profile

| Division                          | Establish | Filled     |           |           | Vacant     |
|-----------------------------------|-----------|------------|-----------|-----------|------------|
|                                   |           | Male       | Female    | Total     |            |
| Office of the Permanent Secretary | 1         | -          | 1         | 1         | -          |
| Policy                            | 3         | 2          | -         | 2         | 1          |
| Recruitment                       | 8         | 2          | 6         | 8         | -          |
| Training                          | 6         | 2          | 4         | 6         | -          |
| Major Events                      | 4         | 1          | 2         | 3         | 1          |
| Business Unit                     | 6         | -          | 4         | 4         | 2          |
| PSC Secretariat                   | 8         | 4          | 3         | 7         | 1          |
| <b>Total</b>                      | <b>36</b> | <b>9</b>   | <b>22</b> | <b>31</b> | <b>5</b>   |
| <b>Percent Filled</b>             |           | <b>86%</b> |           |           | <b>14%</b> |

#### Distribution of Staff by Division



MCS in collaboration with the MHMS continued to support the CCCC to effectively handle customer feedback, both positive comments and complaints or suggestions on how health and medical services could be improved.

The Business Unit achievements under **Outcome 6** (Better customer and client service in areas impacted by MCS) were:

- The CCCC 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.

- The CCCC operated 24 hours a day; 7 days a week. It could be contacted either by calling or texting the toll free line 157 from Vodafone and Inkk network within Fiji or sending an email to [customer-care@health.gov.fj](mailto:customer-care@health.gov.fj).
- The CCCC facility allowed MHMS access to complete records, including feedback and follow up actions. This enabled MHMS to better understand areas where services might need to be strengthened, what needed to change, what they did well and whether patient satisfaction was improving over time.
- The GSC continued to operate as an information hub to provide a range of information, services and referrals to other Government Ministries and agencies.
- The GSC received 33,358 requests during the financial year, including reprinting of birth, death and marriage certificates (29,814), certification of documents (1,206) and Justice of Peace assistance (660).
- A total of 35 complaints lodged at the centre were resolved and closed by the responsible ministries.

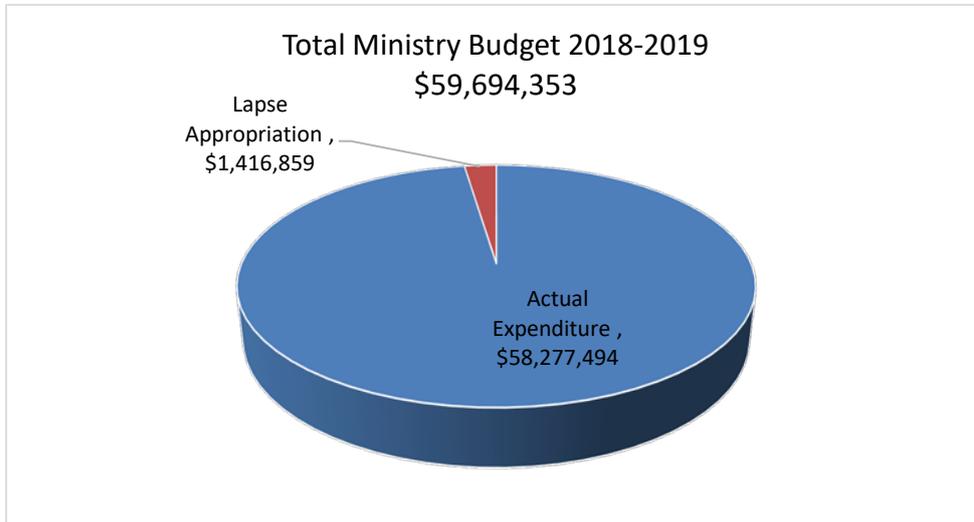
### Government Service Centre Requests

| Service Provided              | Month (2018) |       |       |       |       |       |       | Month (2019) |       |       |       |       | Total  | %     |
|-------------------------------|--------------|-------|-------|-------|-------|-------|-------|--------------|-------|-------|-------|-------|--------|-------|
|                               | Aug          | Sep   | Oct   | Nov   | Dec   | Jan   | Feb   | Mar          | Apr   | May   | Jun   | July  |        |       |
| Complaint                     | 4            | 0     | 6     | 7     | 5     | 6     | 3     | 3            | 0     | 0     | 1     | 0     | 35     | 0.10  |
| GSC assistance                | 52           | 99    | 98    | 65    | 22    | 59    | 39    | 29           | 35    | 17    | 41    | 0     | 556    | 1.66  |
| Tourist Assistance            | 29           | 78    | 51    | 23    | 23    | 35    | 30    | 81           | 31    | 6     | 27    | 0     | 414    | 1.24  |
| NEC query                     | 34           | 27    | 41    | 37    | 14    | 21    | 19    | 25           | 3     | 10    | 32    | 0     | 263    | 0.78  |
| Application for Ministry      | 0            | 0     | 0     | 0     | 0     | 0     | 0     | 0            | 0     | 0     | 0     | 0     | 0      | 0     |
| Certification                 | 71           | 50    | 54    | 81    | 103   | 242   | 148   | 77           | 142   | 42    | 68    | 128   | 1206   | 3.61  |
| Printing of B/D/M Certificate | 1,791        | 1,597 | 1,761 | 2,716 | 2,075 | 3,258 | 2,557 | 2,330        | 2,061 | 3,172 | 2,781 | 3,715 | 29,814 | 89.37 |
| Justice of Peace assistance   | 68           | 76    | 115   | 78    | 56    | 93    | 55    | 28           | 12    | 20    | 34    | 25    | 660    | 1.97  |
| Police Clearance application  | 1            | 0     | 0     | 0     | 0     | 0     | 1     | 0            | 0     | 0     | 0     | 0     | 2      | 0.005 |
| Passport application          | 7            | 31    | 22    | 7     | 9     | 33    | 12    | 19           | 20    | 26    | 10    | 12    | 208    | 0.62  |
| Statutory Declaration form    | 6            | 19    | 15    | 9     | 23    | 23    | 16    | 13           | 15    | 11    | 19    | 31    | 200    | 0.51  |
| <b>Total</b>                  | 2,063        | 1,977 | 2,163 | 3,023 | 2,330 | 3,770 | 2,880 | 2,605        | 2,319 | 3,304 | 3,013 | 3,911 | 33,358 | 100   |

#### 4. Ministry Appropriation

MCS was allocated a budget \$59.7 million, out of which \$43.4 million or 97.6% was utilised during the year.

##### Ministry Appropriation and Actual Expenditure



# OFFICE OF THE AUDITOR GENERAL

Promoting Public Sector Accountability and Sustainability through our Audits



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File: 341

21 April 2021

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

Dear Honourable Sayed-Khaiyum

**MINISTRY OF CIVIL SERVICE**  
**AUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2019**

The audited financial statements for the Ministry of Civil Service for the year ended 31 July 2019 together with my audit report on them are enclosed.

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

Yours sincerely

Ajay Nand  
**AUDITOR-GENERAL**

✓ cc Ms. Susan Kiran, The Permanent Secretary for Ministry of Civil Service, Civic House Suva.

Encl.

**MINISTRY OF CIVIL SERVICE**

**FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 JULY 2019**

MINISTRY OF CIVIL SERVICE

FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 JULY 2019

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# OFFICE OF THE AUDITOR GENERAL

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



## INDEPENDENT AUDITOR'S REPORT

To the Minister for 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 and Statement of Losses for the financial year ended 31 July 2019, and the 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 and the 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 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.

### Emphasis of Matter

I draw attention to the following matters:

#### Head 17- Ministry of Civil Service

1. The mass voiding of payments on 23 June 2019 resulted in debit balance of \$64,880 relating to Established Staff and credit balances of \$14,277 relating to Government Wage Earners, \$5,032 relating to Travel & Communication, \$10,040 relating to Maintenance & Operations, \$19,064 relating to Purchase of Goods & Services and \$3,701 relating to Value Added Tax allocations. The debit and credit balances relates to prior year payments being reflected in the general ledger of the Ministry for the year ended 31 July 2019.

The mass voiding of payment incident also resulted in the activation of open payables in the general ledger from financial years 2015 to 2018.

2. Unreconciled variances of \$325,047 and \$2,030 exists, between the established staffs and government wage earners payroll report balance respectively and the general ledger balances.

My opinion is not modified in respect of these matters.

## **Other Matter**

Internal controls over procurement and payroll processes were generally found to be weak, and if not addressed promptly may result in material misstatements and possible financial losses in the near future. The weak procurement controls resulted in procurement without the filling and approval of procurement requisition form, difference in payment ID between the payment vouchers and that in the system, use of prior year and undated competitive quotes to facilitate payments, payments vouchers not passed for payments, procurements made without issuance of Local Purchase Orders, payments based on photocopied documentations, and payment vouchers not stamped paid. The weak controls around the payroll process resulted in the delay in preparation of payroll reconciliations and improper maintenance of payroll records.

## **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, the Finance Instructions 2010 and Finance (Amendment) Instructions 2016, and for such internal control as the management determine is necessary to enable the preparation of financial statements that are free from material misstatements, whether due to fraud or error.

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 skepticism throughout the audit. I also:

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

**Auditor's Responsibilities for the Audit of the Financial Statements (con't)**

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.



Ajay Nand  
**AUDITOR-GENERAL**



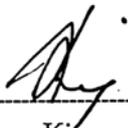
Suva, Fiji  
21 April 2021

MINISTRY OF CIVIL SERVICE  
MANAGEMENT CERTIFICATE  
FOR THE YEAR ENDED 31 JULY 2019

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We certify that these financial statements:

- (a) fairly reflect the financial operations and performance of the Ministry of Civil Service for the year ended 31 July 2019; and
- (b) have been prepared in accordance with the requirements of the Financial Management Act, Finance Instructions 2010 and Finance (Amendment) Instructions 2016.



Susan Kiran  
Permanent Secretary

Date: 20/4/2021



Aleshni Deo  
Business Manager

Date: 20/04/2021

MINISTRY OF CIVIL SERVICE

HEAD 17 STATEMENTS OF RECEIPTS AND EXPENDITURE  
FOR THE YEAR ENDED 31 JULY 2019

|                                    | Notes | 2019<br>(\$)      | 2018<br>(\$)      |
|------------------------------------|-------|-------------------|-------------------|
| <b>RECEIPTS</b>                    |       |                   |                   |
| <b>State Revenue</b>               |       |                   |                   |
| Commission                         |       | 15,798            | 74                |
| <b>Total State Revenue</b>         |       | <u>15,798</u>     | <u>74</u>         |
| <b>Agency Revenue</b>              |       |                   |                   |
| Miscellaneous Revenue              |       | 180               | 373,806           |
| <b>Total Agency Revenue</b>        |       | <u>180</u>        | <u>373,806</u>    |
| <b>TOTAL RECEIPTS</b>              | 4 (a) | <u>15,978</u>     | <u>373,880</u>    |
| <b>EXPENDITURE</b>                 |       |                   |                   |
| Established Staff                  | 4 (b) | 55,984,011        | 48,819,375        |
| Government Wage Earners            |       | 92,644            | 82,882            |
| Travel & Communications            |       | 136,420           | 127,468           |
| Maintenance & Operations           |       | 221,707           | 231,499           |
| Purchase of Goods & Services       | 4 (c) | 1,677,693         | 1,429,625         |
| Operating Grants and Transfers     |       | -                 | 995               |
| Special Expenditure                |       | -                 | 22,317            |
| <b>Total Operating Expenditure</b> |       | <u>58,112,475</u> | <u>50,714,161</u> |
| Value Added Tax                    |       | 165,019           | 154,743           |
| <b>TOTAL EXPENDITURE</b>           |       | <u>58,277,494</u> | <u>50,868,904</u> |

PUBLIC SERVICE COMMISSION

HEAD 13 STATEMENT OF RECEIPTS AND EXPENDITURE  
FOR THE YEAR ENDED 31 JULY 2019

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|                                    | Notes | 2019<br>(\$)     | 2018<br>(\$)     |
|------------------------------------|-------|------------------|------------------|
| <b>EXPENDITURE</b>                 |       |                  |                  |
| Operating Grants & Transfers       |       | 6,045,175        | 5,180,294        |
| <b>Total Operating Expenditure</b> |       | <u>6,045,175</u> | <u>5,180,294</u> |
| <b>TOTAL EXPENDITURE</b>           | 6     | <u>6,045,175</u> | <u>5,180,294</u> |

MINISTRY OF CIVIL SERVICE

HEAD 17 APPROPRIATION STATEMENT  
FOR THE YEAR ENDED 31 JULY 2019

| SEG | Item                               | Budget Estimate<br>(\$) | Changes<br>(\$)<br>Note 7 | Revised Estimate<br>(\$)<br>a | Actual Expenditure<br>(\$)<br>b | Carry Over<br>(\$) | Lapsed Appropriation<br>(\$)<br>(a-b)<br>Note 5 |
|-----|------------------------------------|-------------------------|---------------------------|-------------------------------|---------------------------------|--------------------|-------------------------------------------------|
|     | <b>Operating Expenditure</b>       |                         |                           |                               |                                 |                    |                                                 |
| 1   | Established Staff                  | 48,797,718              | 7,665,976                 | 56,463,694                    | 55,984,011                      | -                  | 479,683                                         |
| 2   | Government Wage Earners            | 70,482                  | 34,024                    | 104,506                       | 92,644                          | -                  | 11,862                                          |
| 3   | Travel & Communication             | 160,000                 | -                         | 160,000                       | 136,420                         | -                  | 23,580                                          |
| 4   | Maintenance & Operations           | 491,300                 | (15,000)                  | 476,300                       | 221,707                         | -                  | 254,593                                         |
| 5   | Purchase of Goods and Services     | 2,215,853               | 15,000                    | 2,230,853                     | 1,677,693                       | -                  | 553,160                                         |
| 6   | Operating Grants and Transfers     | 1,000                   | -                         | 1,000                         | -                               | -                  | 1,000                                           |
| 7   | Special Expenditure                | -                       | -                         | -                             | -                               | -                  | -                                               |
|     | <b>Total Operating Expenditure</b> | <b>51,736,353</b>       | <b>7,700,000</b>          | <b>59,436,353</b>             | <b>58,112,475</b>               |                    | <b>1,323,878</b>                                |
| 13  | Value Added Tax                    | 258,000                 | -                         | 258,000                       | 165,019                         |                    | 92,981                                          |
|     | <b>TOTAL EXPENDITURE</b>           | <b>51,994,353</b>       | <b>7,700,000</b>          | <b>59,694,353</b>             | <b>58,277,494</b>               |                    | <b>1,416,859</b>                                |

PUBLIC SERVICE COMMISSION

HEAD 13 APPROPRIATION STATEMENT  
FOR THE YEAR ENDED 31 JULY 2019

| SEG | Item                         | Budget Estimate<br>(\$) | Changes<br>(\$) | Revised Estimate<br>(\$)<br>a | Actual Expenditure<br>(\$)<br>b | Carry Over<br>(\$) | Lapsed Appropriation<br>(\$)<br>(a-b)<br>Note 5 |
|-----|------------------------------|-------------------------|-----------------|-------------------------------|---------------------------------|--------------------|-------------------------------------------------|
|     | Operating Expenditure        |                         |                 |                               |                                 |                    |                                                 |
| 6   | Operating Grants & Transfers | 7,267,272               | -               | 7,267,272                     | 6,045,175                       | -                  | 1,222,097                                       |
|     | Total Operating Expenditure  | 7,267,272               | -               | 7,267,272                     | 6,045,175                       | -                  | 1,222,097                                       |
|     | TOTAL EXPENDITURE            | 7,267,272               | -               | 7,267,272                     | 6,045,175                       | -                  | 1,222,097                                       |

MINISTRY OF CIVIL SERVICE

HEAD 17 STATEMENT OF LOSSES  
FOR THE YEAR ENDED 31 JULY 2019

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**Loss of Money**

There was no loss of money recorded for the year ended 31 July 2019.

**Loss of Revenue**

There was no loss of revenue recorded for the year ended 31 July 2019.

**Loss (other than money)**

There was no reported loss (other than money) recorded for the year ended 31 July 2019. However, following the 2018-2019 Board of survey, the items worth \$26,360 were written off as approved by the Permanent Secretary for Economy.

| Asset                | Amount<br>(\$) |
|----------------------|----------------|
| Office Equipment     | 4,380          |
| Furniture & Fittings | 21,980         |
| <b>Total</b>         | <b>26,360</b>  |

## MINISTRY OF CIVIL SERVICE

### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2019

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#### 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 Civil Sector Reform.

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 and human resources.

The Ministry has six main divisions:

1. *Public Service Commission (PSC) Secretariat* – responsible for providing administrative and analytical support to PSC and for the administration of Permanent Secretaries terms and conditions of service;
2. *Policy Analysis Division* – responsible for the analysis and assessment of ministries' human resource policies to ensure consistency and fairness across the Civil Service;
3. *Training Division* – responsible for coordinating local and international central training programmes focused on the up skilling and capacity-building of civil servants;
4. *Recruitment Division* – facilitates recruitment, contracting, administration and posting of staff and Government doctors;
5. *Business Management Division* – responsible for financial management, procurement and contract management of the Customer Care Call Centre and the Government Service Centre; and
6. *Major Events Division* – coordinates and provides advice on the organisational aspects of major international meetings on behalf of the Government.

#### NOTE 2: STATEMENT OF ACCOUNTING POLICIES

##### (a) Basis of Accounting

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

The financial statements are presented in accordance with the Financial Management Act, the requirements of Section 71 (1) of the Finance Instruction 2010 and Finance (Amendment) Instructions 2016. 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 the sub-contractors for expenses incurred.

## MINISTRY OF CIVIL SERVICE

### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS (continued...) FOR THE YEAR ENDED 31 JULY 2019

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

##### (b) Accounting for Value Added Tax (VAT) (continued...)

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

##### (c) Comparative Figures

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

##### (d) Revenue Recognition

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

#### NOTE 3: DOCTORS SALARY

Included in the established staff expenditure of \$55,984,011 is the personal emoluments and FNPF for Doctors, employed by the Ministry of Health and Medical Services. The Ministry of Civil Service is responsible for the administration of this fund in accordance to the budget appropriated by Parliament.

#### NOTE 4: SIGNIFICANT VARIATIONS

- a. Revenue decreased by \$358,082 or 96% in 2019 compared to 2018. The revenue amount received in 2018 relates to the Fiji National University (FNU) grant levy refund for 2016 while the revenue amount received in 2019 relates to the payment of bond by resigning Doctors. The Ministry is not a revenue collecting agency.
- b. The Established Staff expenditure increased by \$7,164,636 or 15% in 2019 compared to 2018. The increase was mainly attributed to the increase in the number of recruitment made during the period. A total of 112 intern doctors were hired and the recruitment of 40 new doctors was done including hiring of expatriate doctors which resulted in the corresponding increase in the costs of hiring.
- c. The Purchase of Goods & Services expenditure increased by \$248,069 or 17% in 2019 compared to 2018. The increase was mainly attributed to the increase in number of trainings, leadership trainings and capacity building undertaken during the period. In addition, there was an increase in number of scholarships awarded to Doctors that pursued post graduate studies both locally and overseas. These has resulted in the corresponding increase in training costs.

## MINISTRY OF CIVIL SERVICE

### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS (continued...) FOR THE YEAR ENDED 31 JULY 2019

#### NOTE 5: SIGNIFICANT SAVINGS

Significant Savings for the financial year ended 31 July 2019 are as follows:

##### Head 17

| No. | Expenditure                    | Revised Budget (\$) | Actual Expenditure (\$) | Savings (\$) | Percentage Savings (%) |
|-----|--------------------------------|---------------------|-------------------------|--------------|------------------------|
| a.  | Maintenance and Operations     | 476,300             | 221,707                 | 254,593      | 53                     |
| b.  | Purchase of Goods and Services | 2,230,853           | 1,677,693               | 553,160      | 25                     |

- a. The significant savings for the Maintenance and Operations expenditure was mainly attributed to the significant savings of \$207,309 under the Customer Care Centre allocation. This was due to the non-implementation of the Ministry of Education Call Centre project as there were delays from Ministry of Education in terms of documentations for tender submissions.
- b. The significant savings for the Purchase of Goods and Services expenditure was mainly attributed to the savings under the Doctors Training allocation. This was due to lack of relievers available for specialist doctors such as psychiatrist, dermatologist and pathologist hence the specialists could not be sent on training. In addition, few doctors nominated did not qualify for post graduate trainings. The zero utilization of Website Development & Hosting budget was due to the Ministry developing its website internally.

##### Head 13

| No. | Expenditure               | Revised Budget (\$) | Actual Expenditure (\$) | Savings (\$) | Percentage Savings (%) |
|-----|---------------------------|---------------------|-------------------------|--------------|------------------------|
| c.  | Public Service Commission | 7,267,272           | 6,045,175               | 1,222,097    | 17                     |

- c. The significant savings in the Public Service Commission allocation was mainly due to four vacant Permanent Secretaries position during the period. In addition, appointment of 8 Permanent Secretaries were made during the mid of financial year thus resulting in saving of salaries for the first 6 months.

#### NOTE 6: HEAD 13 PUBLIC SERVICE COMMISSION

Public Service Commission was allocated a budget of \$7,267,272 for the financial year 2018-2019 to cater for the salaries, allowances and other expenses for contracted Permanent Secretaries in civil service. The Ministry of Civil Service is responsible for the administration of this fund in accordance with the budget appropriated by Parliament.

For the financial year ended 31 July 2019, expenditure totalling \$6,045,175 was incurred by the Commission. Included as part of the Commission's total expenditure are personal emoluments and related payments totalling \$4,879,694 for permanent secretaries.

MINISTRY OF CIVIL SERVICE

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS (continued...)  
FOR THE YEAR ENDED 31 JULY 2019

| Description                                 | 2019<br>(\$)     | 2018<br>(\$)     |
|---------------------------------------------|------------------|------------------|
| Personal Emoluments - Permanent Secretaries | 3,825,981        | 4,024,227        |
| Housing Allowance                           | 94,600           | 225,000          |
| Gratuity                                    | 75,103           | 93,473           |
| Compensation Salary                         | 388,352          | 59,864           |
| Acting Allowance                            | 112,765          | 72,500           |
| FNPF                                        | 282,893          | 294,877          |
| <b>TOTAL</b>                                | <b>4,879,694</b> | <b>4,769,942</b> |

No grant was paid out of this allocation.

**NOTE 7: APPROPRIATION CHANGES**

Cabinet had approved \$7.7m redeployment from Head 50 to Ministry of Civil Service SEG 1 allocation, to cater for the shortfall in Doctor's Salary, FNPF and allowances.

The Permanent Secretary for Civil Service approved the following transfer of funds during the financial year ended 31 July 2019:

| Virement No. | From                 | Amount (\$) | To                   | Amount (\$) |
|--------------|----------------------|-------------|----------------------|-------------|
| DV 1701      | 1-17101-02999-040322 | 15,000      | 1-17101-02999-059115 | 15,000      |
| DV 1702      | 1-17101-02999-040322 | 15,000      | 1-17101-02999-040354 | 15,000      |

The Ministry of Economy approved the following transfer of funds during the financial year ended 31 July 2019.

| Virement No. | From                 | Amount (\$) | To                   | Amount (\$) |
|--------------|----------------------|-------------|----------------------|-------------|
| V 17001      | 1-17101-02999-010101 | 20,985      | 1-17101-02999-020401 | 20,985      |
| V 17002      | 1-17101-02999-010101 | 13,039      | 1-17101-02999-020303 | 13,039      |
| V 17003      | 1-17101-02999-020101 | 3,000       | 1-17101-02999-020201 | 3,000       |

**NOTE 8: ASIAN DEVELOPMENT BANK (ADB) 52<sup>ND</sup> ANNUAL MEETING 2019**

The Ministry was charged with leading Fiji's planning and hosting responsibilities for the 52nd Annual Meeting for the Asian Development Bank (ADB) Board of Governors in May 2019. A budget of \$10 million was appropriated under Ministry of Economy Head 50 (Miscellaneous Services) in 2019 to meet the costs for hosting the annual meeting. Allocated funds for the event was paid to the Ministry from Head 50 through its SLG 84 account facility.

MINISTRY OF CIVIL SERVICE

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS (continued...)  
FOR THE YEAR ENDED 31 JULY 2019

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**NOTE 8: ASIAN DEVELOPMENT BANK (ADB) 52<sup>ND</sup> ANNUAL MEETING 2019**  
(continued...)

All funds received as cash sponsorship from Sponsors and cash donations from member countries towards the 52nd ADB Annual Meeting event were receipted by the Ministry of Economy. All funds received and utilized for the Event would be reflected under Ministry of Economy (Head 50) (Miscellaneous Services) Agency Financial Statement.

## **6. Acronyms**

|       |                                                               |
|-------|---------------------------------------------------------------|
| ADB   | Asian Development Bank                                        |
| CCCC  | Customer Care Call Centre                                     |
| GSC   | Government Service Centre                                     |
| LDP   | Leadership Development Programme                              |
| MCS   | Ministry of Civil Service                                     |
| MEPIR | Ministry of Employment, Productivity and Industrial Relations |
| MHMS  | Ministry of Health and Medical Services                       |
| PS    | Permanent Secretary                                           |
| PSC   | Public Service Commission                                     |



