

Our Vision

A better Fiji for all through strong leadership and excellence in service.

Our Mission

To achieve our Vision, we will effectively provide sound policy advice and administrative support to the Prime Minister and Cabinet in an efficient manner and through a commitment to the highest levels of professional integrity that is founded and driven by its values.

Our Values

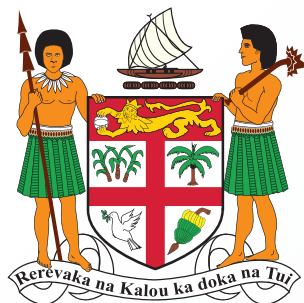
- * ***Loyalty*** to the government of the day;
- * ***Respect*** for one another;
- * ***Reliability*** to do our jobs properly and assuring the Government that it can depend on us for support;
- * ***Accountability*** for everything that we do and the decisions we make;
- * ***Professionalism*** through a high level of competence, honesty and fairness in the delivery of our services;
- * ***Tolerance*** for individual differences and working together without prejudice, bias, or discrimination; and we also uphold the values and ethics of the Fiji Public Service.



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*Letter to the Honourable Prime Minister
from the Permanent Secretary*



The Honourable Josaia Voreqe Bainimarama
Prime Minister of the Republic of the Fiji Islands
Government Buildings,
SUVA

Dear Sir,

I am honoured to present you the Annual report covering the work of the Office of the Prime Minister for 2014.

The report is submitted in accordance with obligations specified in my contract of employment with the Public Service Commission. It is also in line with the requirements of the Finance Management Act.

In the larger national context, it is an expression of accountability to the public. The report describes the activities of an Office of State, which has a pivotal position in the framework and machinery of Government. The information presented here will help to widen general awareness and understanding of the numerous functions and responsibilities of our Office.

The staff I have the privilege to lead, have asked me again to give you an assurance that they are proud to be serving Fiji through the support they give to you as Head of Government in carrying out your many duties.

Yours Faithfully,



.....
Naipote T Katonitabua

Acting Permanent Secretary, Office of the Prime Minister

Permanent Secretary's Message



It is with honor that I present this Annual Report for the year 2014 in my capacity as Acting Permanent Secretary for the Office of the Prime Minister. 2014 has been a year of great historic significance for Fiji with the September 17 elections to the swearing in of the Hon. Prime Minister Rear Admiral J V Bainimarama and his 14 Cabinet Ministers and 5 Assistant Ministers. The opening of the first session of Parliament with the swearing in of 50 members of parliament; and the strengthening of international ties with the State visits by the HE the President of Indonesia, Hon. PM of the Republic of India Narendra Modi and President of the People's Republic of China Xi Jinping. All of which the Office of the Prime Minister had a role in the provision of sound executive support to the Prime Minister to carry out his duties during these historic events. 2015 will see the Office of the Prime Minister re-engineering its processes and paying more attention to situational analysis in the following areas:

- effective monitoring of government performance – improving our visibility on the whole of government network;
- provision of professional and support services to Cabinet;
- vigilant oversight of national policies; and
- improved engagement through effective management of the development grants to the rural and outer islands.

It will also vigorously pursue improvement in service delivery through introduction of innovative tools to propel OPM to an improved recognition in the Public Service - Service Excellence Framework and Strategic Framework for Change Coordinating Office (SFCCO), monitoring framework.

We also wish to extend our sincere gratitude to the former Permanent Secretary, Col. Pio Tikoduadua for his leadership especially his tireless commitment by steering the strategic direction of the Ministry to where it is today.

The Ministry's achievements throughout 2014, is a testament of its commitment towards its vision; *A Better Fiji for ALL Through Strong Leadership and Excellence in Service.*



.....
Naipote T Katonitabua

Acting Permanent Secretary, Office of the Prime Minister

CORPORATE PROFILE



Launching of the OPM Logo by the Outgoing Permanent Secretary, Mr. Pio Tikoduadua

A BETTER FIJI FOR ALL THROUGH STRONG LEADERSHIP AND EXCELLENCE IN SERVICE

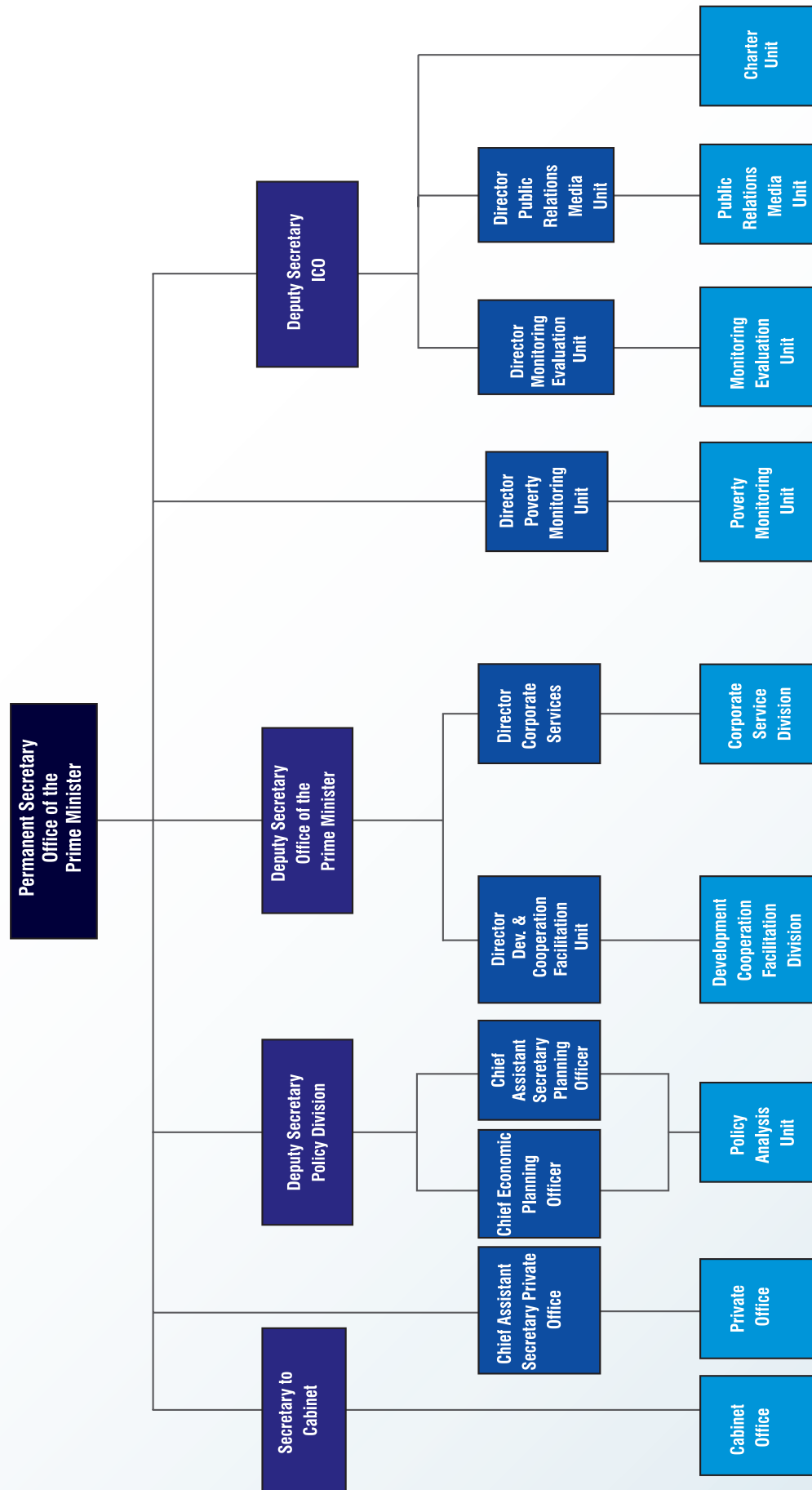
Role of Office of the Prime Minister (OPM)

The primary role of the Office of the Prime Minister is to provide sound policy and administrative support to the Prime Minister in his role under the provisions of Section 92 of the Constitution. The Prime Minister's Office also has a central place in facilitating the decision-making responsibility of Cabinet and its collective responsibility to Parliament under the provisions of Section 91 of the Constitution, and ensures the implementation of Government's policies.

These responsibilities are undertaken through activities within the Prime Minister's Office namely Administration and the Cabinet Office. This includes the facilitation of infrastructure development, disseminations of Government's intentions and objectives inclusive of the Constitution, administration of poverty alleviation programmes, oversight of national projects (Fiji Roads Authority, Public Service Broadcasting contract & Mahogany Industry development) and the promotion and monitoring of government initiatives by the Strategic Framework for Change Coordinating Office are also relevant in this regard.



Organization Structure



EXECUTIVE MANAGEMENT



From Left to Right :

Ms. Asena Raiwalui
Mr. Naipote Katonitabua
Ms. Susan Kiran
Ms. Peniana Lalabalavu
Mr. Edward Tunidau

- Acting Deputy Secretary, Office of the Prime Minister
- Acting Permanent Secretary
- Secretary to Cabinet
- Deputy Secretary, Policy Division
- Deputy Secretary, Strategic Framework for Change Co-ordination Office (SFCCO)

A BETTER FIJI FOR ALL THROUGH STRONG LEADERSHIP AND EXCELLENCE IN SERVICE

Taking action in 2014 to achieve our goals

Activities and Achievements

Under the leadership of the Permanent Secretary, office of the Prime Minister the office operated in 2014 in line with a management structure involving eight division:

- Cabinet Office
- Private Office
- Policy Division
- Poverty Monitoring Unit
- Development Cooperation & Facilitation Division
- Administration Unit
- Accounts Unit
- Strategic Framework for Change Coordinating Office

A Summary of activities and achievements of the divisions under the specific Key Result Areas (KRA) in 2014 is outlined here.





2014 Annual Corporate Plan Deliverables

OUTCOMES	OUTPUTS
1. NEW CONSTITUTION	Output 1: Constitution Awareness
2. THE ACCOUNTABILITY FRAMEWORK	Output 1: Facilitate Decision Making Output 2: Support for civil society and improve cooperation with international and regional agencies. Output 3: Client Complaint Investigation
3. PUBLIC SECTOR REFORM	Output 1: Compliance and Monitoring Output 2: Charter Implementation
4. FORESTRY	Output 1: Oversight of Mahogany Industry Output 2: Effective Management of Fiji Mahogany Trus
5. FINANCIAL SERVICES	Output 1: Agency Financial Statements Output 2: Financial Report to Minister Output 3: Agency Report on Financial Operation and Progress on implementation of Outputs
6. TRANSPORT	Output 1: Effective Management and Administration of the Road Systems
7. NATIONAL IDENTITY AND SOCIAL COHESION	Output 1: Consultation and Awareness on National Identity
8. POVERTY REDUCTION	Output 1: Integrated National Poverty Eradication Programmes (INPEP)
9. GENDER EQUALITY AND WOMEN IN DEVELOPMENT	Output 1: Implementation of Gender Mainstreaming Strategies
10. RURAL AND OUTER ISLANDS DEVELOPMENT	Output 1: Community Development (Small Grant and Infrastructure Development)
11. INFORMATION AND TELECOMMUNICATIONS	Output 1: Effective Management and Administration of Broadcast Services

2014 Ministry's Outputs and Performance Targets

OUTPUT	OUTPUT INDICATORS	2014 TARGET	2014 ACHIEVEMENT	COMPARISON TO NATIONAL RATING PERCENTAGE
TARGETED OUTCOME 1 – NEW CONSTITUTION				
1.1 - Constitution Awareness	Awareness on the new constitution	4	4	National Rating: 5% Actual Achievement 5%
TARGETED OUTCOME 5 - ACCOUNTABILITY FRAMEWORK				
5.1 - Facilitate decision making	Provide professional executive services to Cabinet	4	4	National Rating: 30% Actual Achievement 30%
	Provide sound policy advice and executive support	6	6	
5.2 - Support for civil society and improve co-operation with International and regional agencies	Partnership in development with stakeholders	4	4	
5.3 – Client Complaint Investigation	Facilitate and address client complaints	4	149	
TARGETED OUTCOME 6 - PUBLIC SECTOR REFORM				
6.1 - Compliance and Monitoring	Implementation level of the RDSSED	1	1	National Rating: 22% Actual Achievement 21.94%%
	Monitoring of 22 Ministries and 3 Departments ACPs	26	27	
6.2 - Charter Implementation	Monitoring of PCCPP	2	2	
6.3 - Administrative and Human Resources	Effective Human Resource Management and Development	4	4	
	Enhanced Organisation Management	4	4	
	Agency Annual Report	1	1	
	Effective Productivity Management	4	4	
TARGETED OUTCOME 12 - INFORMATION AND TELECOMMUNICATIONS				
25.1 - Consultation and awareness on National identity	Facilitate Government funding for FBC (PSB Contract)	4	4	National Rating: 2% Actual Achievement 2%
Weighting: 100.00% Achievement: 100%				



OUTPUT	OUTPUT INDICATORS	2014 TARGET	2014 ACHIEVEMENT	COMPARISON TO NATIONAL RATING PERCENTAGE
TARGETED OUTCOME 18 – FORESTRY				
18.1 - Oversight of Mahogany Industry	Facilitate of Mahogany Industry Council decisions & meetings	4	6	National Rating: 2% Actual Achievement 2%
18.2 - Effective management of Fiji Mahogany Trust	Secure Government funding for FMT	4	4	
TARGETED OUTCOME 21 – FINANCIAL SERVICES				
21.1 - Agency Financial Statements (AFS)	Submission of the 2013 AFS to the Auditor-General	1	1	National Rating: 5% Actual Achievement 5%
21.2 - Agency report on Financial Operation and Progress on Implementation	Submission of the report to the ministers FI 68	4	4	
TARGETED OUTCOME 22 - TRANSPORT				
22.1 - Effective Management & administration of the road systems	Construction and maintenance of roads, bridges & jetties	4	4	National Rating: 5% Actual Achievement 5%
TARGETED OUTCOME 25 - NATIONAL IDENTITY AND SOCIAL COHESION				
25.1 - Consultation and awareness on National identity	Promote national identity	4	4	National Rating: 3% Actual Achievement 3%
TARGETED OUTCOME 26 - POVERTY REDUCTION				
26.1 - Integrated National Poverty Eradication programme (INPEP)	Update programme Information Database	4	4	National Rating: 10% Actual Achievement 9.47%
	Research and Feedback Reports for Pro-poor Programme Implementers	12	11	
	Awareness on Government initiatives & programmes to reduce poverty	4	-	
	Facilitate Government funding for FENC Fiji	4	4	
TARGETED OUTCOME 31 - GENDER EQUALITY AND WOMEN IN DEVELOPMENT				
31.1 - Implementation of Gender mainstreaming Strategies	Assist women in development	4	4	National Rating: 2% Actual Achievement 2%
TARGETED OUTCOME 37 - RURAL AND OUTER ISLAND DEVELOPMENT				
37.1 - Community development (Small grants & Infrastructure Development)	Effective management of community and infrastructure development projects	4	4	National Rating: 14% Actual Achievement 14%
	Facilitation of aid and loan projects	4	4	

CABINET OFFICE



Hon. Prime Minister meeting with Indian Prime Minister Narendra Modi.



Hon. Prime Minister meeting with Chinese President

A BETTER FIJI FOR ALL THROUGH STRONG LEADERSHIP AND EXCELLENCE IN SERVICE

Cabinet Office



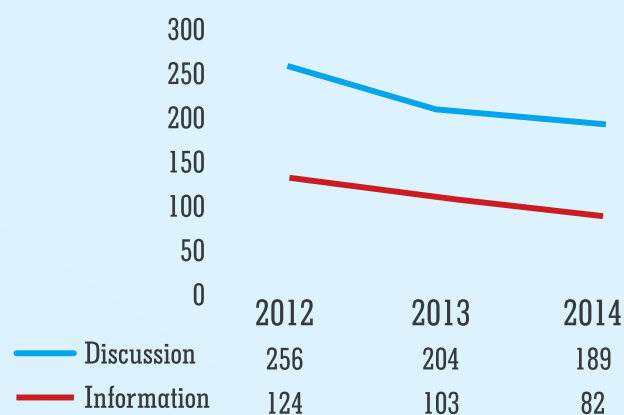
Cabinet is the highest policy making body in Fiji. It is chaired by the Hon. Prime Minister and comprises of Ministers who are assigned different portfolios. The Cabinet Secretariat, also known as Cabinet Office, facilitates effective decision making by Cabinet. It is based in the Office of the Prime Minister and is headed by the Secretary to the Cabinet.

The Office is tasked with ensuring that the central decision and policy-making processes of Cabinet and the Executive Government is conducted and maintained effectively, and in accordance with accepted constitutional and statutory conventions.

The Cabinet Office facilitates the swearing – in of Cabinet Ministers, and the issuing of their individual roles and responsibilities through the Ministerial Assignment. It facilitates good decision-making by ensuring that Cabinet Papers submitted to Cabinet are of the highest quality. It coordinates flow of information and decisions of Cabinet between the Ministries, the Ministers and the Hon. Prime Minister. It administers laws relating to Parliamentary Pension, Ex-Prime Minister's and Ex-President's Pension, Flying of the Fiji Flag, and the Coat of Arms.

Results/Tables

Number of Cabinet Papers Tabled in Cabinet from 2012 -2014



2014 Highlights

The Cabinet Office coordinated 17 Cabinet Meetings in 2014, with the corresponding set of minutes provided to the Hon. Prime Minister, the rest of the Cabinet Ministers, and His Excellency the President. The Office facilitated 282 Decisions of Cabinet and the dissemination the same to the relevant Ministries for implementation.

The Office also issued 64 Cabinet Notes on Cabinet related matters to the Minister, and 13 Briefs on Cabinet Decisions to His Excellency the President.

The Office carried out three awareness/training sessions with ministries of Government on Cabinet Paper Preparation. In addition, the Office facilitated ministerial leave and overseas travel with 38 leave and 40 overseas travel requests for official engagements facilitated.

The Office also administered its statutory requirements by providing one advice on Pension requests, and five requests for the use of the Fiji Coat of Arms.

The major highlight for the Office was the swearing-in of the new Government following the General Elections in September 2014.

The Office administered the instruments of swearing – in of the Prime Minister, 14 Cabinet Ministers and 5 Assistant Ministers. The Office also provided the Cabinet with the revised Cabinet Manual.

PRIVATE OFFICE



Mr. Vilikesa Waqatairewa, Private Secretary to the Prime Minister Handing over Prime Ministers Small Grant Assistance to the Community

Private Office

The Private Office's primary responsibility is to ensure efficient provision of administrative and logistic support and protocol services to the Hon. Prime Minister and his spouse, effective management of their security requirements in conjunction with the Republic of Fiji Military Forces and Fiji Police Force, facilitation of required services to the residence. In addition, Private Office also attends to the public in relation to their complaints, accommodating the Hon. Prime Minister's open door policy, and any other duties as assigned by the Hon. Prime Minister.

2014 Highlights

Facilitate Decision Making & Administrative / Logistic Support to the Hon. Prime Minister. Private Office received the following:

- 391 invitations from local and international organizations
- Meeting & Appointments – 109
- Courtesy Calls – 33
- Invitations – 217
- Interviews - 2
- Information Papers - 25
- Community Visits – 4
- Publication - 1
- 176 local and international invites were accepted
- 102 apologies conveyed
- 25 with no comments
- 50 no further action
- 128 programs were compiled
- 128 speeches facilitated for the Hon. Prime Minister
- 38 invitations were delegated to relevant Ministers
- 959 visitors were attended to;
- 12,046 correspondences were received.

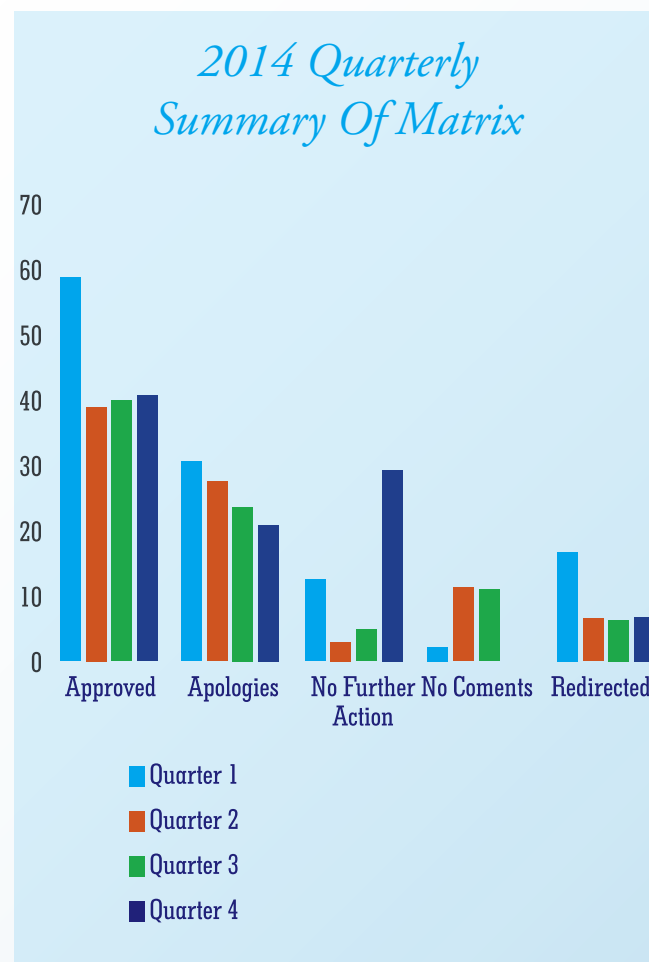
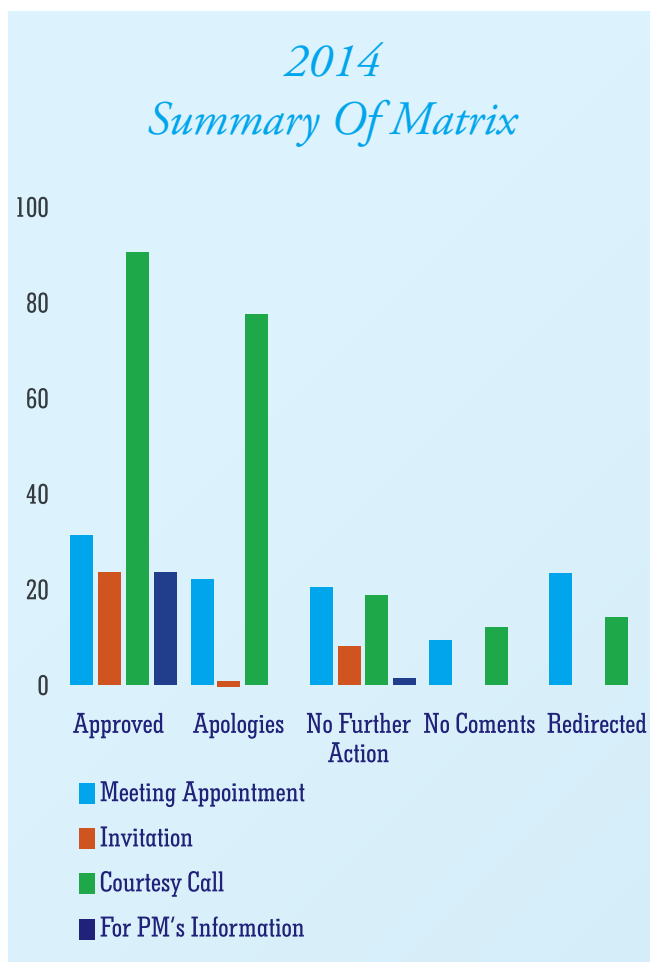


Opening of the new Operating Theatre Complex CWM Hospital



Official opening of the new Navua Hospital

Summary 2014 Matrix tabled before the Hon. Prime Minister



EXECUTIVE OFFICE



*Mr. Naipote Katonitabua, Acting Permanent Secretary signing an MOU between the
Fijian Gvernment and the Government of India*

Executive Office

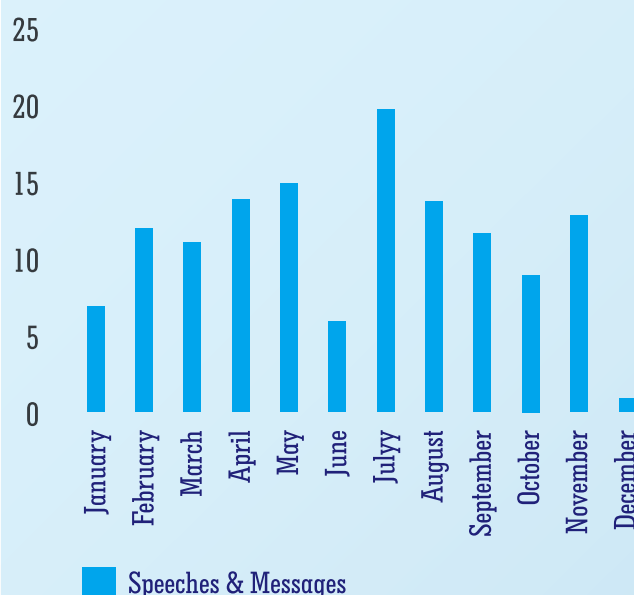
The Executive Office is the executive planning arm of the OPM in terms of provision of executive support to the Hon. PM through the Permanent Secretary's Office. Given the confidential, urgent and unique nature of the tasks in the executive support office, the unit ensures through its planning process that all decisions which require communication are done so with the utmost care and due diligence.

2014 Highlights

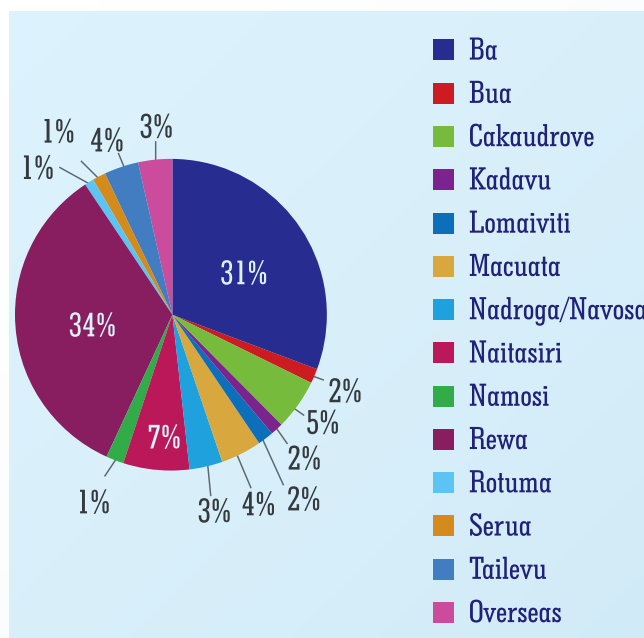
1. Reports regarding speeches/messages/press releases prepared for the Prime Minister

The executive office formatted 134 speeches and messages for the Hon. PM in 2014.

Number of Speeches Delivered by the Hon. Prime Minister per Month for 2014



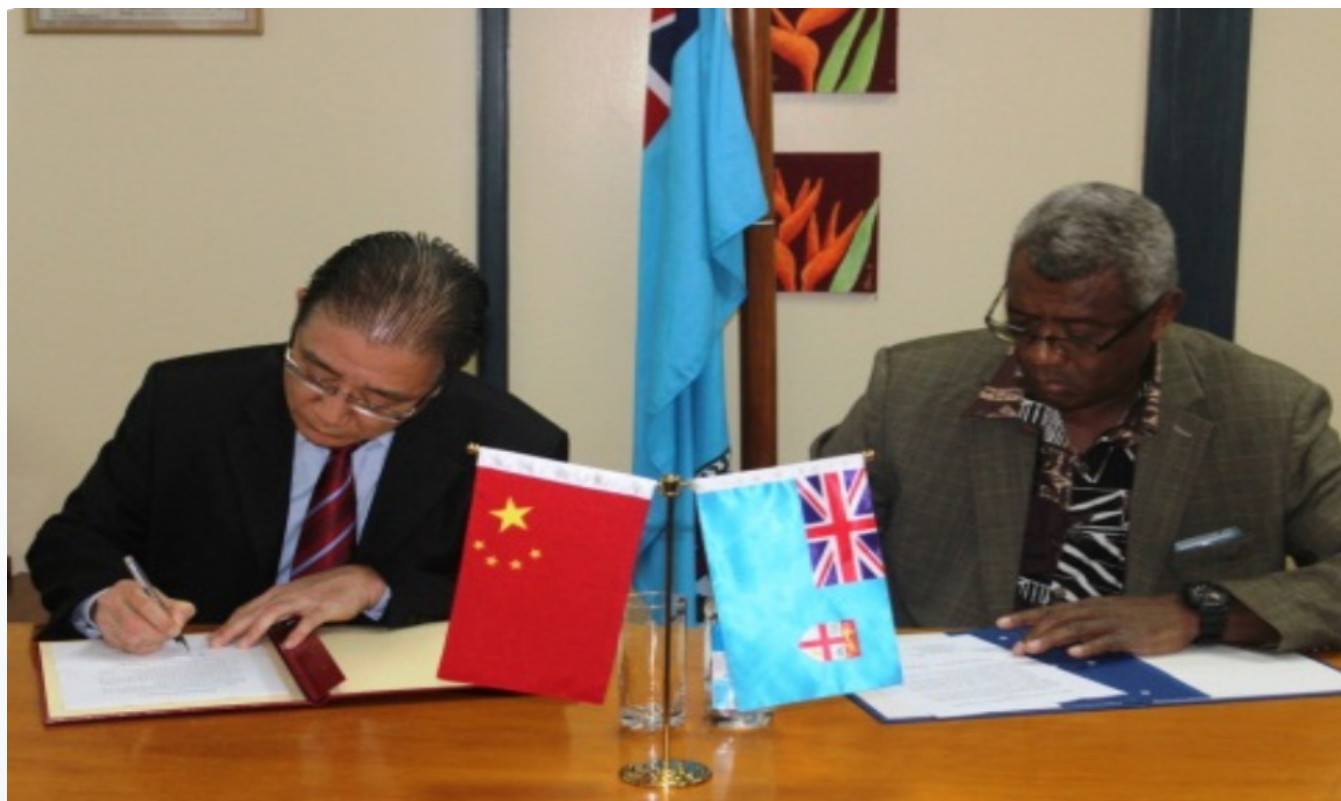
2014 Provincial Breakdown of No of Events where the Hon. Prime Minister officiated at as Chief Guest



The Executive Office with the assistance of the Private Office provided logistical support for the Hon. Prime Minister's tours for 2014. The Hon. Prime Minister visited all 14 provinces including Rotuma and also officiated as Chief Guest at three official functions in London, England and one function in Sydney, Australia.

In addition, the Executive Office, played a pivotal role in its logistics support to the Permanent Secretary (PS) in his role as Chairman FRA Advisory Council and Interim Chair of the Ex-Servicemen Board.

Between the former PS Mr. Tikoduadua and current acting PS Mr. Katonitabua, the Executive Office, prepared logistical plans for five (5) important official trips outside of Suva where the Permanent Secretaries either officiated as Chief Guests or participated in local/regional forum.

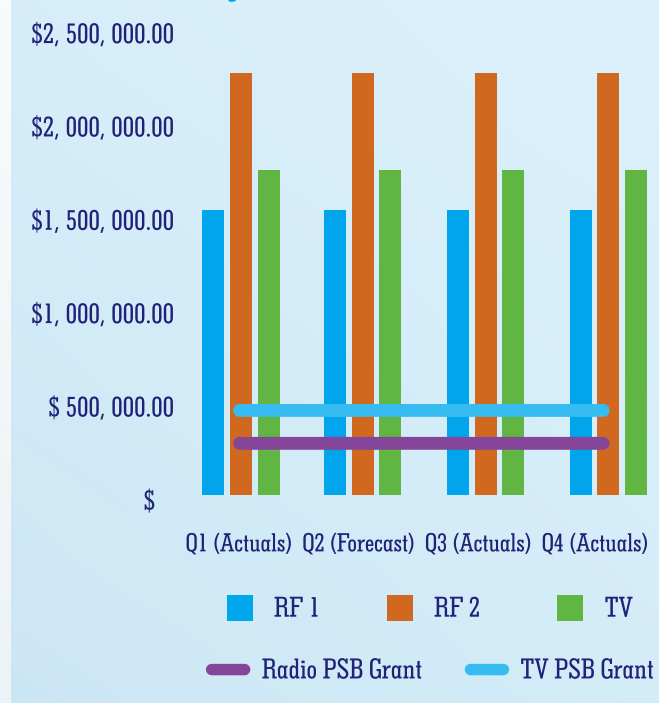


Bilateral MOU signing between Fiji and China

2. Facilitate government funding for FBC (PSB contract)

The Unit also facilitated quarterly disbursements of grants as per the Agreement on Radio and Television between the Fijian Government and Fiji Broadcasting Commission on the promotion of Public Service Broadcasting (PSB).

Actual PSB Budget Grant Assistance from OPM



POLICY ANALYSIS DIVISION



Staff of the Policy Division Unit during their Strategic Plans Formulation Retreat



Policy Division

Policy Division is led by a Deputy Secretary and consists of six (6) professional staff comprising of a Chief Economist, a Chief Assistant Secretary, a Senior Economic Planning Officer, two Economic Planning Officers an Executive Officer, two Secretaries and a Messenger as support staff.

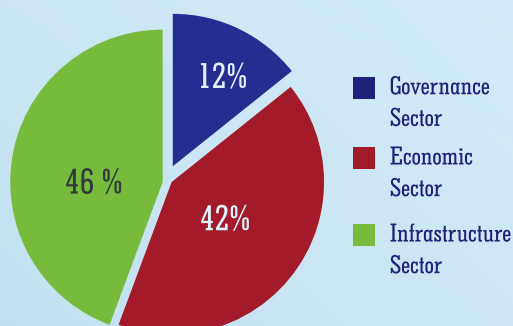
The role of Policy Division is to provide thoroughly researched and factual information and data as advice to the Permanent Secretary and the Hon. Prime Minister on a wide range of Social, Economic, Governance, Cultural and Development issues that impact Public, Private and Civil Sectors and National levels.

The Division provides analysis on issues, policies and programs on a fortnightly basis to the Hon. Prime Minister on papers submitted by respective Ministers for Cabinet meetings and Cabinet decisions.

The Division represents the OPM in National, Ministerial, Private and Civil sector forums where there is a call for consultation on policy formulation or policy review and implementation.

2014 Highlights

Cabinet Briefs by sector 2014

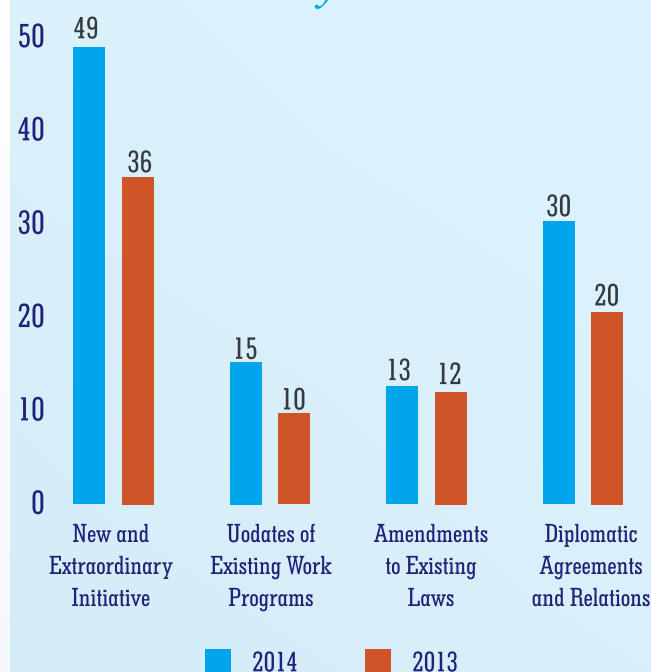


1. Policy advice for the Hon. Prime Minister

A total of 97 analyzed papers were facilitated for the Hon. Prime Minister for Cabinet meetings in 2014. The distributions of papers by sectors are highlighted below.

There was an increase in the number of papers analyzed in 2014 compared to 2013. There was an increase in the number of new initiatives submitted by Ministries and the formulation of diplomatic bilateral agreements on economic and social development opportunities.

2013 - 2014 Cabinet Analysis Breakdown



2. Engagement on Government activities and development programmes

A total of 47 consultations were undertaken with internal and external stakeholders on the implementation of Economic and Social Development initiatives. These included Inter-Ministerial and ad hoc committee meetings and management of special projects assigned to the Office of the Prime Minister namely:

- * the Vatikoula Social Assistance Trust Fund;
- * Mahogany Industry Council; Fiji Mahogany Trust;
- * 2014 Budget Utilization Consultations;
- * Foundation for the Education of Needy Children (FENC Fiji);
- * Budget & Aid Coordination Committee;
- * Macro-Economic Committee;
- * Works Permit Committee and
- * Steering Committee on Public Sector Reform

Work Permit Committee

The Committee is chaired by the Permanent Secretary for Defence and comprises of members from other Ministries including OPM. The Committee's role is to deliberate on work permit applications and to conduct site visits to ensure compliance of work permit conditions.

A visitation was undertaken by the Committee to Laucala Island and Taveuni.

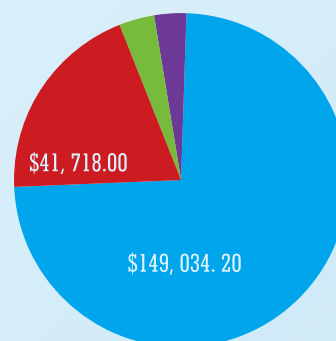


Work Permit Committee site visit at Laucala Is/anafl Taveuni.

FENC Fiji

The MOU for this grant was signed with the CEO FENC on 10 March, 2014 and the total grant was \$200,000. 990 students were assisted by FENC Fiji in 2014. Out of the \$200,000, \$149,034.20 was for the Child Education Sponsorship Scheme (CESS) which includes school supplies and school fees for children; \$41,718 was for administration cost; \$2822.65 is the balance carried forward to assist beneficiaries this year and \$6425.15 was not budgeted for.

Utilization of the 2014 Government Grant



Child Education
Sponsorship Scheme
\$149,034.20
Administration
\$41,718.00
Remedial &
Extra Classes
\$56,425.15
Balance 2014
\$2,882.65



Vatukoula Social Assistance Trust Fund

The Division attended & chaired the four (4) Trustee meetings held in Vatukoula. Major achievements include finalization of the Court payout strategy of \$3.3m to the former workers who were members of the Staff Association and assistance payouts of \$0.74m to 224 beneficiaries (former hourly paid workers).

The payout was for the following utilization ventures; market vendor, Yaqona Retail, Agro Farming, Brush cutter, Chainsaw, livestock farming, fishing, money lending, home improvement, term deposit, transport services & canteen.

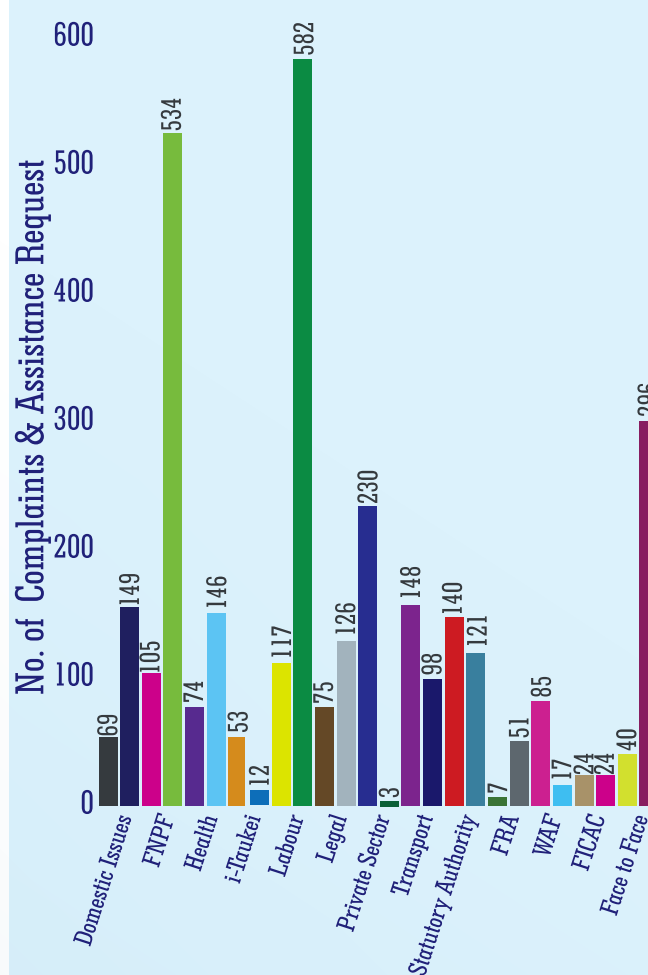
3. Open door facilitation/complaints

FNPF assistance, private disputes, employment termination, welfare assistance, land disputes and matters relating to Public Utilities (FEA, WAF and FRA) are a few of the types of complaints brought to OPM.

As part of the Hon. Prime Minister's open door policy, a total of 545 cases were received and processed by the Division from members of the public, civil society and private sectors.

Although most cases were requests for assistance there were still a number of cases that required coordination with other agencies and further investigation.

Complaints & Assistance Request Category 2014



DEVELOPMENT COOPERATION FACILITAION DIVISION



Mr. Salimoni Karusi, Director DCFD handing over Development Grant Assistance Project to the Community



Development, Cooperation & Facilitation Division

Role of the Development Cooperation & Facilitation Division

Development Cooperation and Facilitation Division (DCFD) provides grant assistance, focusing on education, village and settlement improvements and other integrated areas identified by the Hon. Prime Minister that require urgent assistance.

The Division complements the work of the Budget and Aid Coordination Committee (BACC) of the Ministry of Finance in soliciting donor funds to be used for development purposes in Fiji.

The Division also administers the Rotuma Subvention Fund, Rabi Subvention Fund, Kioa Development Fund, MVT Development Fund. And also works with other agencies in the development of these islands. It also provides sound policy advice to the Prime Minister on matters pertaining to the Banaban Settlement Act, Banaban Lands act, Rotuma act & Rotuma Lands Act.

DCFD was allocated a Small Grant Scheme of \$3m under the 2014 National Budget.

However, the Division also managed and facilitated development assistance from the Government of the People's Republic of China.

Grant assistance received was in the following forms:

- * Grant (Technical cooperation and cash grants)
- * Aid-in-Kind (Equipment, machinery etc.
- * Concessional loan (E-Projects, housing & road projects)
- * Small Grant Scheme

Small Grant Scheme

The Small Grant Scheme addressed the needs of the rural communities in terms of village/settlement improvements, education and other integrated.

The projects assisted are aligned to the 2013 Fiji Constitution on the Bill of Rights: right to education; right to clean water supply; access to basic infrastructure; right to housing; health services etc.

The projects committed by the Hon. Prime Minister needed to be implemented immediately due to the urgency of projects for the betterment of society as a whole.

Of the \$3m allocated in the National Budget, actual expenditure as of 31st December was \$2,581,067.83 (86%). Out of the remaining balance of \$418,932.17, \$584.59 was committed and not utilized.

These are:

- (i) Nabukavesi Primary School;
- (ii) Mau Primary School; and
- (iii) Lokia Kindergarten.

In addition, contingency cost for two (2) projects Vunivutu Primary School and Napuka Secondary School will be paid in 2015 as projects are expected to be completed in 2015.

All projects assessed and paid for are in accordance with the 2014 DCFD Standard Operating Procedures and Financial Instructions.

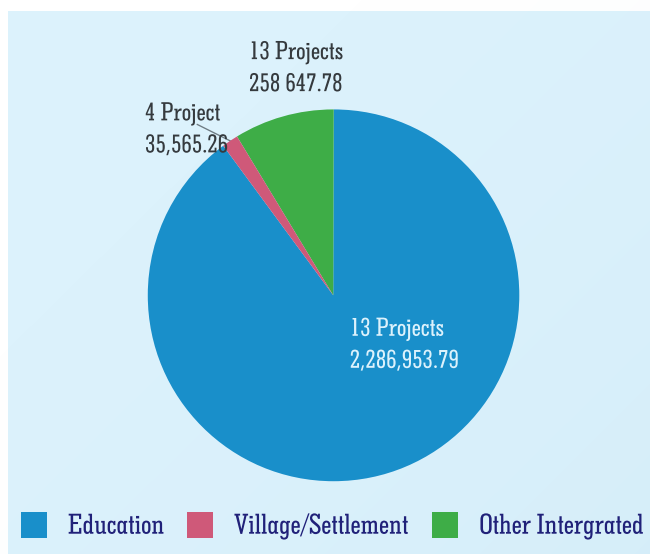
Overall, projects documentation, filing system and database are well kept and maintained.

Sectorial Distribution of Projects with Value

Sectorial Distribution

Figure 1 shows that thirty (30) projects with a total cost of \$2.5 million assisted in 2014.

Distribution of projects reveals that DCFD is in line with its priority area on education on the need to have quality education and a knowledgeable society.



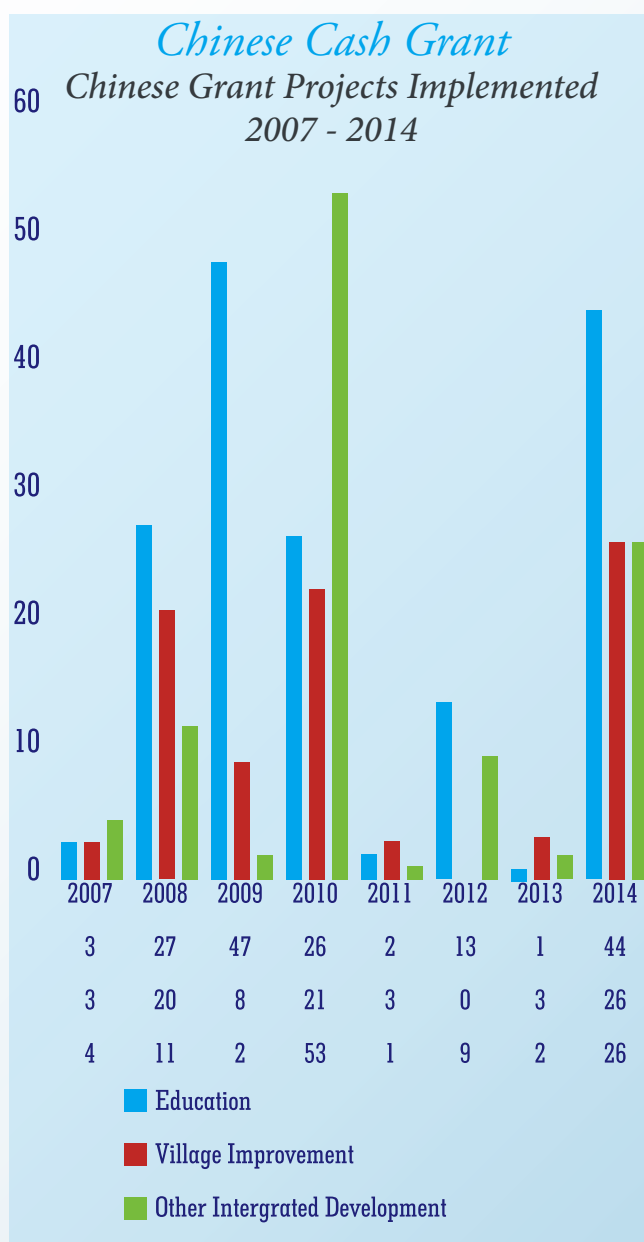
Chinese Development Assistance

Fiji has been receiving development assistance from the Government of the People's Republic of China since the establishment of its diplomatic relations in 1975.

Sectorial Distribution

Grants received are in the following forms

- Grant (Technical cooperation and cash grants)
- Concessional loan (E-Projects, housing & road project)



POVERTY MONITORING UNIT



Staff of the Poverty Monitoring Unit conducting Poverty Awareness to the Community

Poverty Monitoring Unit

Role of the Poverty Monitoring Unit

The objective of the Poverty Monitoring Unit (PMU) since its inception into the OPM is to increase the effectiveness of the programmes that seek to address and reduce poverty. The Unit aims to ensure that the implementers of pro-poor and anti-poverty programmes adjust and revise their policies and implement policies and processes to improve performance. This works well with the Unit's key objective to "plan, manage coordinate the implementation of national poverty policies and programmes" through the Integrated Poverty Eradication Programme framework and Government's commitment towards the eradication of poverty.

1. Monitor, Evaluate and Report on the implementation of INPEP

For 2014, as part of the INPEP monitoring, the Poverty Monitoring Unit had monitored four agencies which were administrators of pro-poor programs.

Below is a table which summarizes the agencies and the programs monitored

AGENCY	PROGRAMS MONITORED
Ministry of Education	<ul style="list-style-type: none"> • Bus-fare Subsidy • Tuition Fee Grant
Ministry of Health	<ul style="list-style-type: none"> • Rural Health Center • Pharmaceutical Services
Ministry of Social Welfare, Women & Poverty Alleviation	<ul style="list-style-type: none"> • IGP • NGO Grants • WPA • Women's Resource Centres • Care & Protection Allowance • Poverty Benefit Scheme • Social Pension Scheme
Fiji Roads Authority	<ul style="list-style-type: none"> • Rural Roads

The unit firstly collected baseline information on pro-poor programmes under the agencies monitored. Monitoring on project sites and consultations were also conducted in the three divisions:

- Northern Division 16th to 21st June 2014
- Central Division 14th to 18th July 2014
- Western Division 10th to 15th August 2014

After the programs were monitored in the first half of the year, the Unit then presented the findings from the monitoring to the responsible agencies. During the presentation, the relevant agencies provided their views and feedback on the findings. After the input from the agencies, the Unit formulated four Policy Briefs.

The aim of the Policy Briefs was to provide first-hand feedback to the Hon. PM on the performance of the poverty alleviation programmes and practical advice on how the effectiveness of the programmes can be improved.

2. Empowerment Programs

The Participatory Learning Action (PLA) research exercise is an approach, which seeks to enable those with smaller, less dominant voices to be heard and to take control over decisions which affect their lives. It is a process of learning from/with and by the community through using a set of tools, methods, techniques and



Consultations with Health Officers in Wanunu, Bua



Presentation of the INPEP findings to Ministry of Education

exercises to understand the needs, problems and concerns of people, leading to concrete action. The sites for PLA were identified by the Divisional Commissioner's Office at the advice of the respective Provincial Administrators.

Outcome of the PLA Exercise

In 2014, the Poverty Monitoring Unit conducted PLA in all the districts of the Province of Ba and several districts in the province of Cakaudrove.

Impact

- Villagers themselves were empowered to formulate a Village Development Identification & Action Plan for their villages.
- Data gathered from the villages, including the Village Development Identification & Action Plan to create a Village report for each village, for purposes of information sharing & facilitation of the development plans.
- The e-copies of the PLA reports were then disseminated to the Commissioners' Office of the two Divisions and hard copies of the PLA reports were also distributed to the Provincial Offices for their information & potential facilitation.

- The Commissioner's Offices used the PLA reports in collaboration with their respective Provincial Administrator's Offices & District Offices to set out their Strategic Plan for the year 2015.
- To gauge the level of infrastructural as well as socio-economic developments in all the villages in which the Unit's officers visited. In turn, PMU Officers were able to help villages in developing Development Plans that were unique for each village, and that would be achievable in terms of lifting the standards of living in each village.

STRATEGIC FRAMEWORK FOR CHANGE & CO-ORDINATING OFFICE



Deputy Secretary SFCCO addressing the staff.

Strategic Framework for Change & Coordinating Office

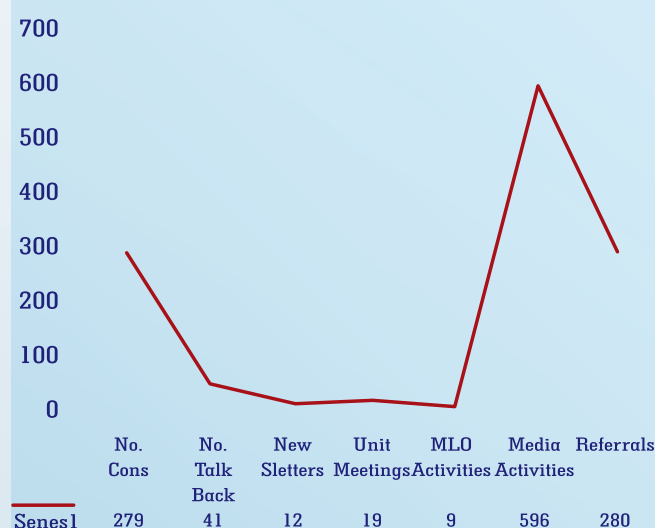
The primary role of the SFCCO is to provide necessary support in terms of policy advice and programmes on the Roadmap (RDSSD) and Strategic Framework for Change (SFC) implementation.

- Ensure that the Roadmap (RDSSD) is mainstreamed into Strategic Plans (2010 – 2014) and all Government Ministries and Agencies' Annual Corporate Plans ACPs;
- Ensure alignment of Ministries and Departments ACP key deliverables to Roadmap; • Monitor, audit and analyse implementation of ACPs, Government Development Projects and Cabinet Papers;
- Marketing and Promotion of SFC and Roadmap through Public Outreach and Consultations;
- Secretariat to the National Peoples Charter Advisory Council (NPCAC);

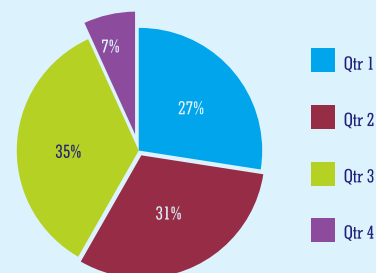
2014 Highlights

New Constitution - Constitution Awareness

Summary of Activities for PRMD in 2014



Website Hits per Quarter in 2014



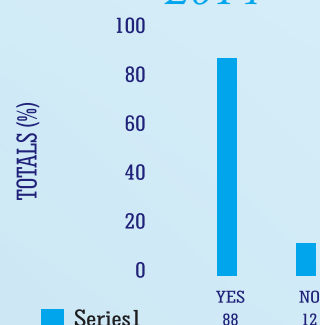
Throughout 2014 the Public Relations (PR) Officers completed a total of 279 consultations to more than 9900 people and 41 radio talkback shows.

Consultations were conducted throughout the country; Suva, Lau, Nadroga, Ba, Cakaudrove, Bua, Macuata, Tailevu, Lomaiviti, Motoriki, Ovalau, Koro, Lautoka, Nadi, Labasa to name a few.



PR Coordinator, Mr Raturala joins the Hon. Prime Minister during a talk-back show at FBC

Website Hits per Quarter in 2014



Enhancing the Accountability Framework - Support for civil society and improve cooperation with international and regional agencies on good governance

Summary of meetings conducted with NGOs, CSOs and international partners

QUARTER 1 2014

Meeting/Workshop/Training	Attendance	Purpose
Meeting with Ambassador at Large- Mr Naivalurua	DS ICO	Update on Government performance and initiatives.
Meeting with Asian Development Bank	DS ICO	Update on Government performance and initiatives.
Meeting with Dialogue Fiji (CSO)	DPRMD	Update on Government initiativesHuman Resources
Peace Development Course — 3 months	PIO PRMD	Peace development & UN Systems

QUARTER 2 2014

Meeting/Workshop/Training	Attendance	Purpose
UN attadiment - Office of the High Commissioner for Human Rights	PIO PRMD	Public Information and Communications
MLO Constitutional Forum & MIDA (Ambassador Shameem)	IO Constitution and Media Decree	

QUARTER 3 2014

Meeting/Workshop/Training	Attendance	Purpose
Youth Workshop—Aspire Network	DPRMD	Government intent—Preparing for Elections
Media Workshop — Korea	IO	Social Media and Media applications

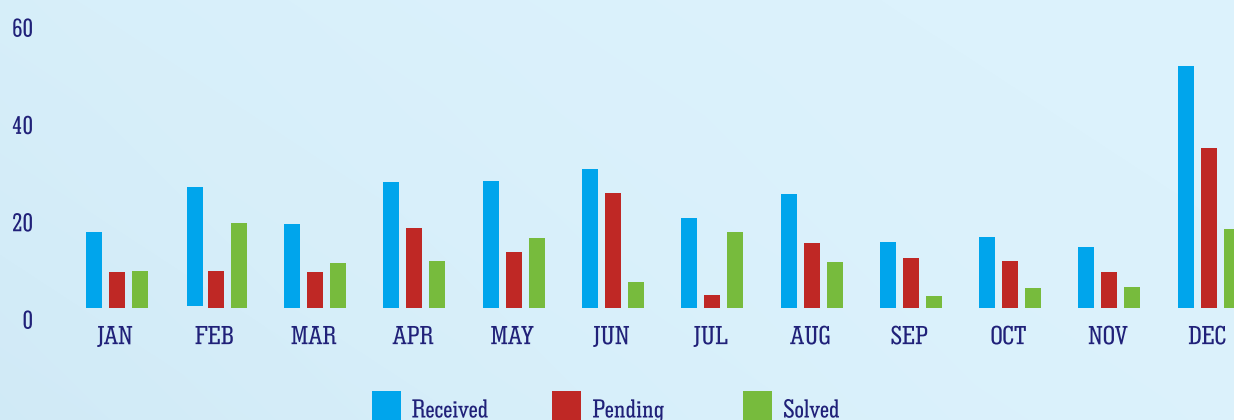
QUARTER 4 2014

Meeting/Workshop/Training	Attendance	Purpose
CELAP	DMEU	Leadership
Meeting with UNDP	DS ICO	Update on government initiatives
Meeting with World Bank	A/PAO MEU	Update on government initiatives
Meeting with ADB	A/PAO MEU	Fiji Country Team Gender Assessment Inception
Heads of Mission brief (Holiday Inn)	DS ICO	Update on Government performance and initiatives
Meeting with PCP (CSO)	DS ICO	Update on Government initiatives-Restorative Justive Programme
Meeting with PCP (CSO)	DS ICO	Update on Government initiatives



*DS SFCCO
Mr. Edward Tunidau with
representatives of the ADB*

Client Complaint Investigation



The Division has been working extensively throughout 2014, especially in the final quarter on attending to complaints and referrals. It is important to note that there are many more referrals that have been received by the officers in the field during consultations that have not been captured as the officers attend to the referrals on-site and resolve the matters with the respective stakeholders i.e. PA or DO.

Of the 280 referrals recorded in PRMD only 44% (43.9%) have been resolved and 56% are pending investigation. The huge percentage of pending referrals can be attributed to a number of things;

- land issues require the involvement of other stakeholders;
- some matters have been referred to the courts and the team is awaiting the legal resolution;

- some complainants are yet to return with more information on the case of which the officers require for resolution;
- some referrals are related to policy matters and therefore have to be referred to the respective ministries and agencies to action of which feedback or a decision remains pending; and
- some are sensitive matters that require the approval of higher authorities, Ministries and the PM.

In an effort to attend to all referral matters the officers have convened stakeholder meetings that are conducted on a monthly basis of which issues, especially related to policies, are discussed. All referrals are compiled and submitted to the Policy Division for ACP reporting.

Compliance and Monitoring

In 2014, a total of 27 Government agencies that comprises of 24 Ministries and 3 Departments were monitored on a quarterly basis on the implementation of their respective ACPs.

The analysis of the ACP implementation performance of the whole of Government was provided to the Prime Minister on a quarterly basis, which highlighted that key strategic priorities under the three sectors i.e. Good Governance, Economic Development and Socio-cultural Development continued to be implemented by Ministries and Departments.

The Whole of Government performance in terms of the implementation of the 27 Government agencies ACPs continuously increased towards the end of the year; first quarter was 64.46%, 2nd quarter was 80.70% and third quarter was 88.75%.

Highlighted below are major achievements that have contributed towards the continuous increase in Government's performance in 2014.

Major activities implemented by Ministries & Departments under the Socio-Cultural Sector are: 64,618 Primary School Students and 36,840 Secondary School Students were assisted with the bus fare subsidy; provision of free textbooks to all primary school children; 83.60% of children that visited health facilities were vaccinated with MR1 immunisation; 2,237 families and 11,185 people benefitted from the housing project; 150 families were assisted through the Housing Assistance Grant for First time Home Owners; completion of major housing developments in Tacirua-East and the PRB Flat in Raiwai; 17,167 recipients assisted under the Poverty Benefit Scheme; including 1822 clients under the Care and Protection Program and 1,041 under the Expanded Food Voucher for Rural Pregnant Mothers Program.

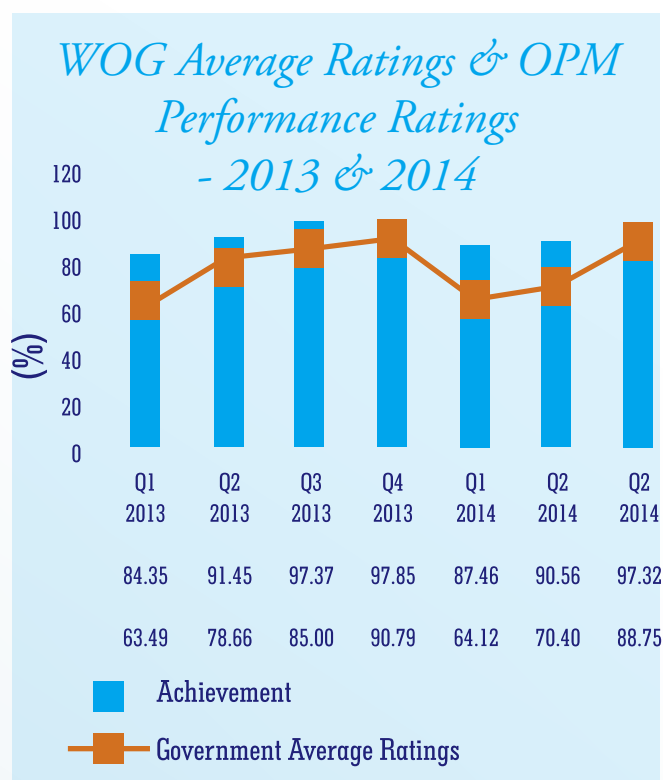
Major activities implemented by Ministries & Departments under the Economic Development Sector are: 2,564 cane access roads upgraded; 14 profit making companies in 2014; deposit of 586.99ha into the Land Bank; supply of electricity

to 3936 households; 5 new cooperative registered with 23 employment created, Launch of Trade Policy Framework; Establishment of the Pacific Island Development Forum; the establishment of 3 new formal diplomatic relations Poland, Iraqi and Guinea Bissan; Establishment of Geneva Mission; Forest product-Export value-\$F28,917,236.08, Import value-\$F2,380,794.69; Total revenue collected \$579,550,883 against the annual target of \$2b; Outstanding Tax arrears collected - \$42,384,524.35 against an annual target of \$50m; total Custom collected - \$143,962,013 against the annual target of \$495,100,000.00, and cash collected from custom audits is \$6,439,164.19 against the target of \$23m, and the completion of the Household Income and Expenditure Survey.

Major activities implemented by Ministries & Departments under the Good Governance Sector are: the 2014 General Elections; the 2014 Constitution of Fiji; establishment of five Telecenters - Nakasi High, Assemblies of God High School, Noco Secondary, Ba Provincial Free Bird and Votualevu College; Increase in coverage of Telephone Lines and Cellular subscribers compared to 2010: Telephone lines 83.46%; and Cellular Mobile 110.31%; DNA analysis – the first ever analysis on a homicide-suicide case presented in court on 17/10/14; installation of CCTV at Ba Pre-release Women and Labasa Correction Institutions; establishment of the Savusavu and Nausori Birth, Deaths and Marriage offices; the increase in the iTaukei land utilization for commercial purposes; increase in crime detection rate of 73% compared to 69%, and the provision of Leadership training and development at all levels.



Stakeholder meeting

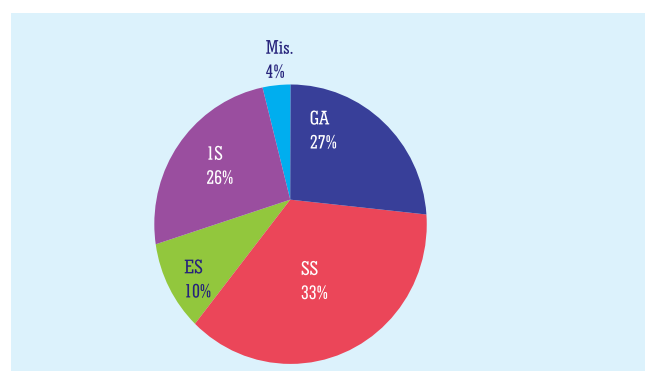


Budget Utilization

The central agencies consisting of OPM, Ministry of Finance and Ministry of Strategic Planning formed four sectors teams namely Infrastructure, Social Services, Economic Development and General Administration.

The main aim of the exercise was to monitor, coordinate and assist Ministries and Departments in the utilization of 60% of their respective budget allocations. In January, 2014, it was forecasted that the 60% utilisation, which is equivalent to \$1,822,308,191.63 will be achieved in mid-June and July. However, as at the end of 30th June, the budget utilisation rate was 40.47%, which is equivalent to \$1.2 billion. The June utilisation was an increase of 8.49% which is equivalent to \$257.7 million from May utilisation and compared to the same period in 2013, which was \$938.5 million.

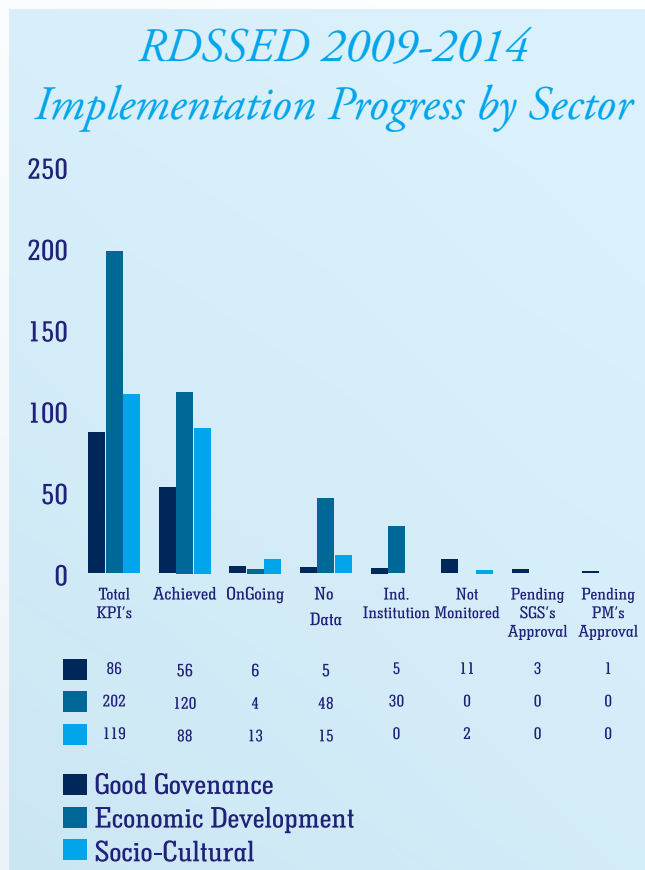
Social Services Sector recorded the highest utilisation as of 30th June with \$355.2m followed by General Administration \$271.9m then Infrastructure \$268.4m, Economic Service \$99.5m and the lowest utilisation was Miscellaneous Sector \$39.7m.



Site Visits

Project site visits is an integral part of the monitoring process. The process provides an opportunity to monitoring officers to verify project implementation reports from ministries and departments on the ground in the divisions.

In 2014, there were four site visits undertaken with a total of 40 projects visited both in the Western and Northern Divisions. Issues that are identified by site visits team are communicated back to the implementing agencies for further clarifications or rectification of the shortfalls on the ground.





Budget Utilization meeting at the Ministry of Defense.

Major challenges identified during the site visits which are also learning that needs to be taken on board by implementing agencies: the ignorance of divisional staff of the project implemented; the unavailability of project officers and proper documentations of projects; the inconsistency in the reporting and actual work progress; poor quality of work – gaps identified in the early phase of completion of projects; lack of ownership of projects by recipients; non-adherence to rules and regulations of authorizing agencies; a non-holistic approach to project implementation and inaccessibility of projects by recipients. All the challenges need to be addressed by agencies so that the objectives of the projects are fully realized.



Site inspection of the new Bau sea-wall Verification

Charter Implementation

The Charter Unit is responsible for the implementing and monitoring of the Peoples' Charter for Change Peace and Progress (PCCPP) with all deliverables required under its banner.

In carrying out its role, the Unit facilitates the promotion of the Charter; Preparing the Charter implementation progress report to the National Peoples' Charter Advisory Council (NPCAC) and NPCAC Sub-Committees; Facilitating of the NPCAC Quarterly meetings with the provision of logistics, secretarial and support services. Additionally, the Charter Unit plays a co-existing role in the corporate functions of the SFCCO.

In 2014, two meetings were conducted by the NPCAC. The two meetings took place in the 1st and 2nd quarters to discuss on the implementation of the PCCPP. In each of these two meetings, three (3) meetings from the NPCAC sub-committees also took place prior to the main NPCAC meetings. The three sub-committees namely, The NPCAC meetings came to a halt in 3rd and 4th Quarter due to the members being held up for the preparation of the September Elections. Some members were executives of political parties and three (3) were contending for a seat.

In 2014 the NPCAC also lost a long serving member of the Council. Ratu Jolame Lewanavanua passed away at his home residence in the Sigatoka valley. A delegation led by Ratu Wiliame Katonivere and Ratu Filimone Ralogaivau had attended his funeral in appreciation for his service to Government.

- (1) Good Governance;
- (2) Economic Development; and
- (3) Socio-Cultural first discussed on the issues from their sectors that needed further consideration by Government before they are tabled up on the main meetings. The main points are then taken up to the Prime Minister by the Chairman.



NPCAC Working Group meeting.

Government focus and initiatives

In an effort to create awareness and promote Government initiatives the Public Relations and Media Division (PRMD) has had to intensify its activities in;

- Community Consultations (PR meetings)
- Radio Talk-back Shows
- Exhibitions, road shows and show case
- Meetings
- Stakeholder Consultations
- Newsletters
- Website monitoring and
- Complaints/ referrals

The various development issues presented included;

- Agriculture (sugar, farming etc.)
- Housing (focus on rural)
- Utilities (water and electrification in both urban and rural)
- Infrastructure (Roads and transport)
- Risk & Disaster management (provincial matters)

National Identity

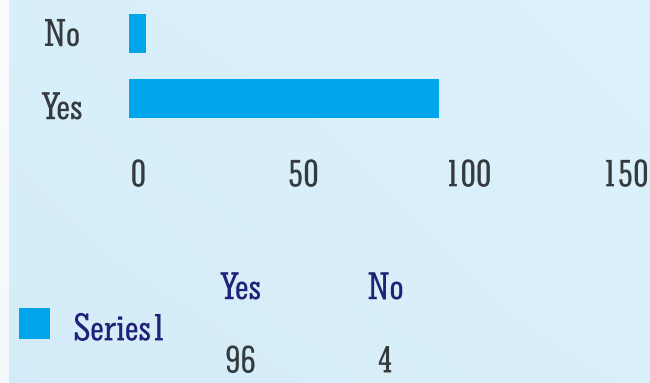
Promote National Identity

In 2014, PRMD conducted a total of 279 consultations and 41 radio talkback shows on the topic of National Identity. The topic focused on understanding Equal Citizenry and Indigenous Rights.

The analysis indicates that there is a majority that understand and accept (96% of the 9900 people consulted) the concept of National Identity.

As clearly outlined in the constitution the rights of all Fijians are protected more so the indigenous. Although there are traditional provisions entrenched in the constitution the constitution provides for the protection of the rights of all.

Feedback Analysis of Accepting National Identity (%)



PR Coordinator, Mr. Epeli Vuase conducting consultations in Koro Island.

Poverty Reduction

Empowering the public on poverty reduction issues

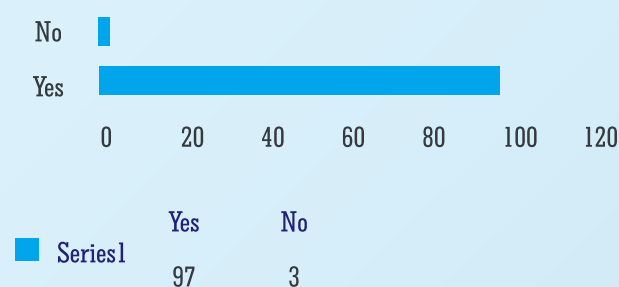
Within the PR activities poverty eradication programmes were also included as one of the major topics for presentation and discussion.

The analysis from the feedback forms indicates that 97% of the people (from the 9900 in attendance during the consultations) understand the poverty reduction initiatives by Government.

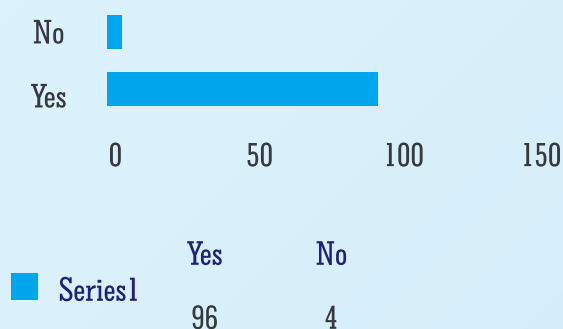
In addition to the consultations the officers also attended to various referrals or complaints that involve informal settlements, land disputes, utility issues (water & electricity), employment and investment to name a few.

Although Government has made huge progress in poverty alleviation there is still a need to refocus on strengthening the implementation poverty reduction programmes provided by the ministries.

Feedback Analysis on Understanding One's role in Poverty Reduction (%)



Feedback Analysis on Understanding the Women's role in Development (%)



Gender Equality & Women Development

Empowering the public on gender empowerment

The topic of Gender Empowerment was only introduced this year with the team keen to empower women to participate in all levels of the community.

From the analysis of the women's participation in the consultations, of 9988 in attendance in the PR consultations in 2014, 3157 were women. This accounts for only 31.6% of the total number in attendance. More effort is needed in this area by the PR teams to ensure that schedules are also targeted at involving women.



Salome Senibuli and Suliano Driti during the Showcase 2014

CORPORATE SERVICES DIVISION



Staff of the Corporate Services Division

A BETTER FIJI FOR ALL THROUGH STRONG LEADERSHIP AND EXCELLENCE IN SERVICE

Role of the Division

The Corporate Services Division (CSD) provides corporate support services to the OPM through two key areas: Human Resources and Administration Section and Finance Section. The Human Resources and Administration services are: Administration & Records Management; Human Resources Management & Development; Asset Management; and Organization & Productivity Management. The Finance Section services comprises of: budget & financial reporting compliance; audit report; procurement compliance report and other financial services within the OPM and the Cabinet Office assignment.

Administration Unit

The key output of the Unit is to provide administrative support to OPM. It ensures effective human resource management and development through training, development opportunities, Performance Management System, enhanced Organisation Management and effective Productivity Management in accordance with Section (127) of the Constitution, Public Service Act, Financial Management Act and related regulations. The Unit is also responsible for the efficient and effective management of the Ministry's vehicles and logistics support.

2014 Highlights

1. The development of the OPM Personnel and Administration Handbook;
2. The relocation of the Corporate Services Offices from Government Buildings to Carnarvon Street.

The Accountability Framework

Facilitate Decision Making

The Unit facilitated the following Meetings:

FORUM	NO. OF MEETINGS
HOD	7
Executive Staff Board	1
Staff Board	2
Discipline and Ethics	2

Planning Workshops

The review of the 2014 Strategic Plan was conducted on 6/6/2014 at Holiday Inn.

A workshop on Re-positioning & Re-strategising in the parliamentary context was conducted at the CTD on 1/10/2014 and 2015 ACP formulation workshop was conducted at the Holiday Inn on 14/10/2014.

Public Sector Reform Compliance and Monitoring

1. Human Resources Management & Development.

A. Personnel and Administration Handbook

The first edition of the Office of the Prime Minister's Personnel Handbook in 2014 following the assent of the 2013 Republic of Fiji Constitution in which "the Permanent Secretary, with the agreement of the Prime Minister, has the authority to determine all matters pertaining to the



employment of all staff in the ministry, including—

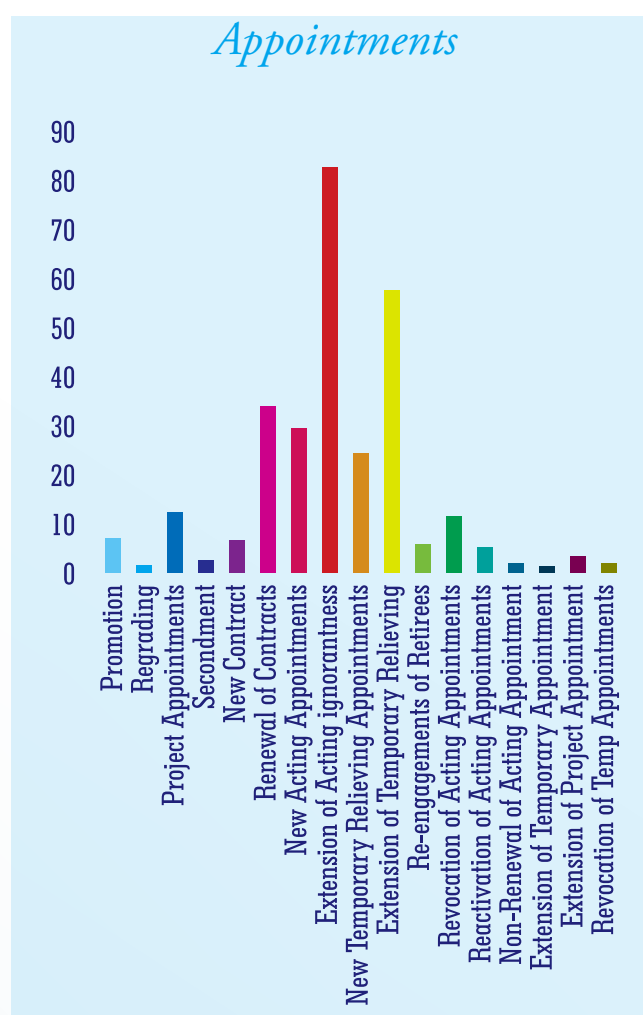
- (a) the terms and conditions of employment;
- (b) the qualification requirements for appointment and the process to be followed for appointment, which must be an open, transparent and competitive selection process based on merit;
- (c) the salaries, benefits and allowances payable, in accordance with its budget as approved by Parliament; and
- (d) the total establishment or the total number of staff that are required to be appointed, in accordance with the budget as approved by Parliament.”

The Handbook provides guidelines and sets out procedures that ensure an appropriate level of standardisation in the application of rules, and conditions of employment in the OPM. It incorporates and adopts practices, procedures and guidelines from the Public Service Commission Terms and Conditions of Employment, PSC Act 1999, PSC Regulations and the General Orders.

The Manual assists staff in their operational responsibilities and is a guiding principle for the efficient execution of human resource and administration functions in the OPM. It is a handbook for employees who seek to be enlightened on conditions of employment. It is the duty and responsibility of all employees to be thoroughly acquainted with this Manual, and any additions and amendments to it. The contents are applicable to all employees of the OPM including those holding Project positions and those on Attachment.

B. Recruitment and Selection

A total of twenty nine (29) vacant posts were advertised. Tabulated below is a list of the appointments approved in 2014.



C. Staff Turnover

Staff turnover increased in 2014 by 21% compared to 2013.

A summary list of staff turnover is tabulated below:

ACTIVITY	NO
Resignation	4
Retirement	3
Transfers/Postings Out of OPM	7
Transfers/Postings into of OPM	2
Internal Postings	5
Non-renewal of Engagement	-

D. Discipline

A Discipline and Ethics Committee was formed in August 2014 chaired by the Deputy Secretary, SFCCO.

A summary list of disciplinary measures facilitated is tabulated below:

DISCIPLINE MEASURE	NO.
Warning letters issued	8
Allegations of breach of Code of Conduct	5

E. Management of Leave

The table below summarizes all types of leave applications that were approved for 2014.

LEAVE TYPE	NO.
Annual Leave (Days)	1026.1
SLWOSS (Days)	180
SLWSS (Days)	277.75
ML (Days)	85
BL (Days)	84.5
LSL (Days)	35
Inpatient Sick Leave (Days)	116
Duty Leave (Days)	6
LWOP (Days)	4
Study Leave (Days)	0
Leave Allowance Payment	1
Time –Off (Hrs.)	245.35

F. Staff Training & Development

Ninety seven per cent (97%) staff attended training in 2014. One hundred and eighty seven (187) local trainings were attended by OPM Staff while twenty five (25) staff attended overseas trainings. Training nominations were based on the training needs analysis (TNA) conducted by each Unit.

Tabulated is a summary of trainings attended by OPM staff in 2014

OVERSEAS TRAINING	NO
Executive Office	
PAU	7
DCFD	3
Admin	3
Accounts	
OVERSEAS TRAINING	NO
PMU	5
Cabinet	1
Private Office	
SFCCO	6
LOCAL TRAININGS	
Executive Office	2
PAU	13
DCFD	16
Admin	56
Accounts	21
PMU	21
Cabinet	10
Private Office	5
SFCCO	42

In-House Trainings

Four (4) In-house trainings were conducted in 2014.

A summary list of In-house trainings is tabulated below:

PROGRAMME	TARGET GROUP	NO. VENUE
Induction	CO, TR, Attachees, Volunteers	Nadave
Leadership Dev. For Middle Managers	AO, SAOs and PAOs	Nadave
OHS	Committee Members	Parliament Complex
1st Aid Training	OHS Committee Members	St John Ambulance
Butlers Training	GWE (Messenger/Cleaners)	Corporate Conference Room



Induction Course Participants

G. Implementation of the OPM Succession Plan

To maintain a competent and dynamic workforce, monitoring on the implementation of the Ministry's Succession Plan had been conducted on quarterly basis. Implementation reports had been provided on the developments updates undertaken on Officers

who had been identified as projected Officers the critical positions highlighted in the 2014 Succession plan.

2. Management of Office Equipment and Procurement

A total of 501 submissions on procurement of Office Equipment and Office supplies were facilitated with the total costs of \$1,178,181.21.

3. Management and Maintenance of Vehicle Fleet

A total of 31 vehicles were administered in 2014. Three (3) vehicles (GN089, GM915 & GN041) were written-off and two (GP620 and GP 573) replacements were received from the Ministry of Finance (MoF). Two (2) expired lease vehicles were returned and replaced with (GP 455 and GP658)

4. Management of Records

Inward	7006
Outward	3000
File Maintenance	130
File away	5000
Closed files	200
Files marked out	202
Files received	230

5. Productivity Management

SEA

The Ministry received the Civil Service Awards Prize for the second time in 2014.

Accounts

The role of the Accounts section is to provide financial supports services to the OPM. The Accounts Section's functions comprises of:

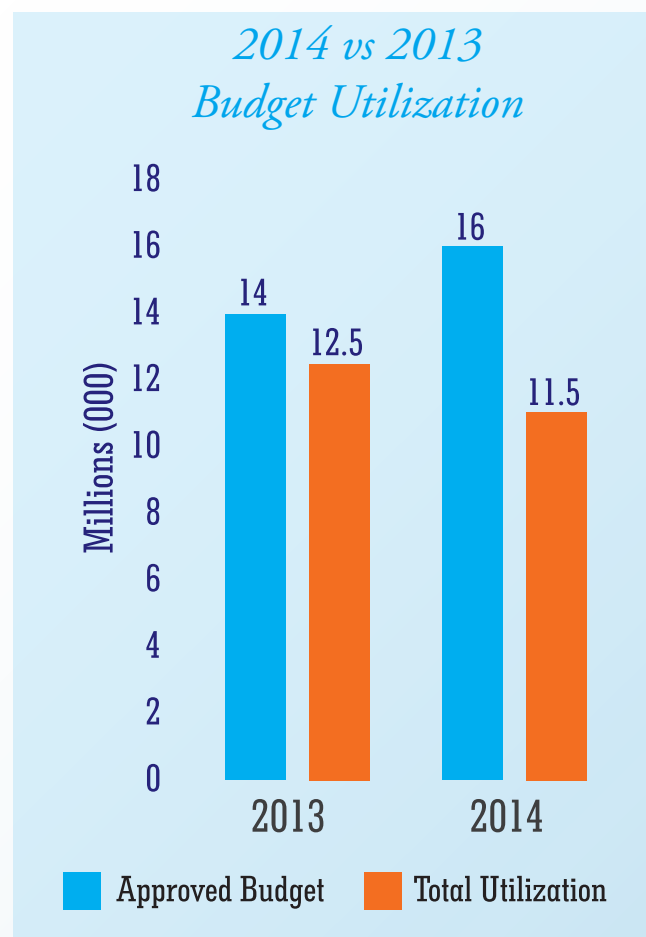
- the budget & financial reporting compliance;
- audit report;
- procurement compliance; and
- other financial services within the OPM.

In year 2014, the following major Financial and Accounting Functions were achieved:

- 100% of our reconciliation was submitted
- 76% of Overall approved budget was utilized
- Adherence to closing of 2014 accounts on time as set out by the Ministry of Finance
- Meeting Finance requirement of the Office in support of its business operation
- Payment of Parliamentary Pensioners (100%).
- 90% of payments was done to the suppliers; the remaining 10% orders were cancelled due to supplier's non – compliance.

6. Overview of the Office of the Prime Minister Budget

OPM received a total budget of \$16,097.5(M) for the year 2014 compared to \$14,016.1 (M) for 2013.



STAFF ACKNOWLEDGEMENTS

Obituary

***Mr Jerry Tavua,
Former Administration Officer,
SFCCO***

Mr Tavua was transferred from the Elections Office to OPM's Charter Unit in 2008. He was promoted Administrative Officer in 2010. Mr Tavua duties included but was not confined to participation in talk-back shows on Government initiatives and development, facilitation of referrals received by the Public Relations & Media Unit and reinforcement of Gender Empowerment programs of Government. Mr Tavua became ill in November 2013 and succumbed to his sickness in August 2014 after eighteen (18) years of service in Government.



Retirement



Atelaite Qaranivalu

Ms Qaranivalu was transferred to OPM from the Office of Accountability & Transparency in January 2011.

She retired as Senior Administrative Officer (Corporate) on 19th September 2014, after 25 years of service to Government.



Mr Salimoni Karusi, Former Director DCFD (Retired)

Mr Karusi was posted to OPM from the Ministry of Provincial Development & Multi Ethnic Affairs in April 2008 as Principal Administrative Officer. He was promoted as Chief Administrative Officer (Director DCFD) in 2009.

Mr Karusi was to have retired in 2011 but was re-engaged for another three (3) years before finally retiring in December 2014.



Office of the Prime Minister

And

Public Service Commission

Financial Statements

For the Year ended

31st December 2014



OFFICE OF THE PRIME MINISTER
AND
PUBLIC SERVICE COMMISSION

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014

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OFFICE OF THE AUDITOR GENERAL
Excellence in Public Sector Auditing

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

**OFFICE OF THE PRIME MINISTER AND PUBLIC SERVICE COMMISSION****FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014****INDEPENDENT AUDIT REPORT****Scope**

I have audited the special purpose financial statements of the Office of the Prime Minister and Public Service Commission which has been prepared under the cash basis of accounting and notes 1 to 8 thereon for the year ended 31 December 2014. The financial statements comprise the following:

- (a) Statement of Receipts and Expenditure;
- (b) Appropriation Statement;
- (c) Statement of Losses;
- (d) Trust Account Statement of Receipts and Payments – Chinese Grant;
- (e) Trust Account Statement of Receipts and Payments – Taiwan Grant;
- (f) Trading and Manufacturing Account – Income Statement; and
- (g) Trading and Manufacturing Account – Balance Sheet.

The Office of the Prime Minister and Public Service Commission are responsible for the preparation and presentation of the special purpose financial statements and the information contained therein.

My responsibility is to express an opinion on these special purpose financial statements based on my audit.

My audit was conducted in accordance with the International Standards on Auditing to provide reasonable assurance as to whether the special purpose financial statements are free of material misstatements. My audit procedures included examination, on a test basis, of evidence supporting the amounts and other disclosures in the special purpose financial statements and evaluation of accounting policies. These procedures have been undertaken to form an opinion as to whether, in all material respects, the special purpose financial statements are fairly stated and in accordance with government policies stated in Note 2, the Audit Act and the Financial Management Act 2004, so as to present a view which is consistent with my understanding of the financial performance of the Office of the Prime Minister and Public Service Commission for the year ended 31 December 2014.

The audit opinion expressed in this report has been formed on the above basis.

Qualification

Trade and Manufacturing Account

Total receivables of \$68,461 were noted in the Trading Manufacturing Account as at 31 December 2014. This was not disclosed in the Agency Financial Statements. Hence Total assets maybe understated for the year ended 31 December 2014 may not be fairly stated.

Audit Opinion

In my opinion, except for matter referred to in the qualification paragraph:

- (a) the financial statements present fairly in accordance with the accounting policies stated in Note 2, the financial performance of the Office of the Prime Minister and Public Service Commission for the year ended 31 December 2014.
- (b) the financial statements gives the information required by the Financial Management Act 2004 in the manner so required.



Atunaisa Nadakuitavuki
for AUDITOR GENERAL

Suva, Fiji
05 June 2015



OFFICE OF THE PRIME MINISTER AND PUBLIC SERVICE COMMISSION
MANAGEMENT CERTIFICATE
FOR THE YEAR ENDED 31 DECEMBER 2014

We certify that the financial statements:

- (a) fairly reflect the financial performance of the Office of the Prime Minister and Public Service Commission for 2014; and
- (b) have been prepared in accordance with the requirements of the Financial Management Act 2004, the Finance Instructions 2010.


.....
Naipote Katonitabua

Acting Permanent Secretary - Prime Minister's Office

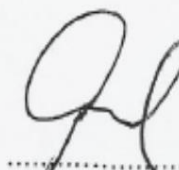

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Akash Sharma

Acting Principal Accounts Officer

Date: 28/05/2015

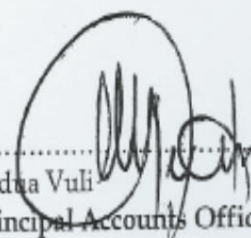
Date: 29/05/15


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Parmesh Chand

Permanent Secretary for the Public Service

Date: 02.06.15


.....
Ledua Vuli

Principal Accounts Officer

Date: 02/06/15



OFFICE OF THE PRIME MINISTER AND PUBLIC SERVICE COMMISSION
STATEMENT OF RECEIPTS AND EXPENDITURE
FOR THE YEAR ENDED 31 DECEMBER 2014

	Notes	2014 (\$)	2013 (\$)
RECEIPTS			
Agency Revenue		1,023,614	20,924
TOTAL REVENUE	3 (a)	1,023,614	20,924
EXPENDITURE			
Operating Expenditure			
Established Staff	3 (b)	7,277,742	6,454,445
Government Wage Earners	3 (c)	687,270	577,706
Travel & Communication	3 (d)	1,337,119	1,485,164
Maintenance & Operations	3 (e)	27,033,764	25,229,694
Purchase of Goods & Services	3 (f)	841,353	682,246
Operating Grants & Transfers	3 (g)	1,759,135	21,301,962
Special Expenditure	3 (h)	1,231,421	1,262,187
Total Operating Expenditure		40,167,804	56,993,404
Capital Expenditure			
Construction	3 (i)	---	143,825
Purchases	3 (j)	895,983	394,136
Capital Grants & Transfers	3 (k)	4,164,688	5,329,295
Total Capital Expenditure		5,060,671	5,867,256
Value Added Tax		4,453,965	4,075,502
TOTAL EXPENDITURE		49,682,440	66,936,162



OFFICE OF THE PRIME MINISTER AND PUBLIC SERVICE COMMISSION
APPROPRIATION STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2014

SEG	Item	Budget Estimate (\$)	Appropriation Changes (\$)	Revised Estimate (\$)	Actual Expenditure (\$)	Carry- Over (\$)	Lapsed Appropriation (\$)
Operating Expenditure							
1	Established Staff	7,525,277	(204,229)	7,321,048	7,277,742	---	43,306
2	Government Wage Earners	554,308	206,661	760,969	687,270	---	73,699
3	Travel & Communication	1,187,536	169,808	1,357,344	1,337,119	---	20,225
4	Maintenance & Operations	25,476,465	1,612,275	27,088,740	27,033,764	---	54,976
5	Purchase of Goods & Services	773,516	118,337	891,853	841,353	---	50,500
6	Operating Grants & Transfers	2,065,900	(271,335)	1,794,565	1,759,135	---	35,430
7	Special Expenditure	1,898,100	(631,517)	1,266,583	1,231,421	---	35,162
	Total Operating Expenditure	39,481,102	1,000,000	40,481,102	40,167,804	---	313,297
Capital Expenditure							
8	Construction	---	---	---	---	---	---
9	Purchases	1,000,000	---	1,000,000	895,983	---	104,017
10	Capital Grants & Transfers	9,300,000	(2,000,000)	7,300,000	4,164,688	---	3,135,312
	Total Capital Expenditure	10,300,000	(2,000,000)	8,300,000	5,060,671	---	3,239,329
13	Value Added Tax	4,549,800	---	4,549,800	4,453,965	---	95,835
	TOTAL EXPENDITURE	54,330,902	(1,000,000)	53,330,902	49,682,440	---	3,648,461



Appropriation Movements

In 2014, Cabinet approved the redeployment of \$1,000,000 from the Office of the Prime Minister's budget to Fiji Roads Authority.

Other movements were as follows:

Virement No.	From	To	Amount (\$)
Public Service Commission			
DV0213	Various	Various	55,000
DV0218	Various	Various	41,000
DV0223	SEG 7	SEG 4	206,103
DV0224	Various	Various	34,207
DV0225	Various	Various	797,696
DV0227	Various	Various	869,304

OFFICE OF THE PRIME MINISTER AND PUBLIC SERVICE COMMISSION APPROPRIATION STATEMENT (continued...) FOR THE YEAR ENDED 31 DECEMBER 2014

Virement No.	From	To	Amount (\$)
DV0228	Various	SEG 5	10,200
DV0229	Various	Various	11,890
VO2007	Various	Various	411,640
Office of the Prime Minister			
Various	SEG 1	SEG 2	7,661
Various	SEG 3	SEG 4	162,204
Various	SEG 3	SEG 5	40,000
Various	SEG 3	SEG 6	16,363
DV09	SEG 3	SEG 7	10,000
Various	SEG 4	SEG 3	10,230
DV15	SEG 4	SEG 6	6,283
DV20	SEG 5	SEG 4	2,000
DV16	SEG 7	SEG 2	10,000
DV19	SEG 7	SEG 3	16,122
Various	SEG 7	SEG 4	7,292
Various	SEG 10	SEG 2	159,000
Various	SEG 10	SEG 3	261,311
Various	SEG 10	SEG 4	302,500
V02001	SEG 10	SEG 5	10,000
V02001	SEG 10	SEG 7	53,000

OFFICE OF THE PRIME MINISTER AND PUBLIC SERVICE COMMISSION
STATEMENT OF LOSSES
FOR THE YEAR ENDED 31 DECEMBER 2014

Loss of Money

There was no loss of money recorded for the year ended 31 December 2014.

Loss (other than money)

The Ministry of Finance approve the disposal of unserviceable items totalling \$127,275 for the respective sections as detail below for the Office of the Prime Minister.

Section	Amount (\$)
Accounts	665
Administration	39,685
Cabinet	81,260
Development Cooperation & Facilitation	3,525
Implementation Coordinating Office	640
Poverty Monitoring Unit	1,500
Total	127,275

The Ministry of Finance approve the disposal of unserviceable items totalling \$30,274 for the respective sections as detail below for the Public Service Commission.

Section	Amount (\$)
MIS Office	24,224
Office Accommodation	1,220
PS Performance Division	3,230
Policy Research & Advisory Division	320
Tribunal Office	320
Corporate Division	960
Total	30,274

The Ministry of Finance also approved the write off of unverified account balances recorded in the general ledger system which could not be substantiated as records were no longer available.

Department	Account Balance	Description	Amount (\$)
Office of the Prime Minister	10210102999570301	Advances	(92,391)
	10210302999530301	Drawings	(6,378,311)
	90210102999520401	Chinese Grant TF	(857,292)
Public Service Commission	10230102999530301	Drawings BSP Suva	(79,982)



OFFICE OF THE PRIME MINISTER AND PUBLIC SERVICE COMMISSION
CHINESE GRANT TRUST FUND ACCOUNT - STATEMENT OF RECEIPTS AND
PAYMENTS
FOR THE YEAR ENDED 31 DECEMBER 2014

	Notes	2014 (\$)	2013 (\$) Restated
RECEIPTS			
Interest		3,773	3,232
Other Receipts		11,270	5,578,403
Total Receipts		15,043	5,581,635
PAYMENTS			
Assistance to Schools		1,559,216	---
Assistance to Village Settlements		495,124	---
Assistance to Other Integrated Projects		875,257	---
Withholding Tax		755	---
Cheque Book Fees		16	---
Assistance to various entities and projects		---	1,712,021
Total Payments		2,930,368	1,712,021
Net (Deficit)/Surplus		(2,915,325)	3,869,614
Balance as at 1 January		4,891,393	1,021,779
Closing Balance as at 31 December 2014		1,976,068	4,891,393

OFFICE OF THE PRIME MINISTER AND PUBLIC SERVICE COMMISSION

TAIWAN GRANT TRUST FUND ACCOUNT - STATEMENT OF RECEIPTS AND PAYMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014

	2014 (\$)	2013 (\$) Restated
RECEIPTS		
Interest Received	91	178
Other Receipts	5,000	29,456
Total Receipts	5,091	29,634
PAYMENTS		
Assistance to Community Projects	---	14,325
Assistance to Schools	16,746	160,587
Assistance to RFMF	---	20,798
Gift - Fiji Government to the Solomon Island	---	13,525
Resident Withholding Tax	---	24
Total Payments	16,746	209,259
Net (Deficit)/Surplus	(11,655)	(179,625)
Opening Balance as at 1 January	97,583	277,208
Closing Balance as at 31 December 2014	85,928	97,583



**OFFICE OF THE PRIME MINISTER AND PUBLIC SERVICE COMMISSION
TRADING AND MANUFACTURING ACCOUNT - INCOME STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2014**

	Note	2014 (\$)	2013 (\$)
INCOME			
Rental Income	7	4,605,833	4,527,192
Total Income		<u>4,605,833</u>	<u>4,527,192</u>
EXPENDITURE			
Direct Labour		28,869	64,011
Travel and Communication		34,381	910
Maintenance and Operations		3,637,484	3,812,669
Special Expenditure		---	7,960
Total Payments		<u>3,700,734</u>	<u>3,885,551</u>
Net Profit		<u>905,099</u>	<u>641,641</u>



OFFICE OF THE PRIME MINISTER AND PUBLIC SERVICE COMMISSION
TRADING AND MANUFACTURING ACCOUNT - BALANCE SHEET
AS AT 31 DECEMBER 2014

	Note	2014 (\$)	2013 (\$) Restated
Current Assets			
Cash at Bank		1,429,251	1,639,894
NET ASSETS		<u>1,429,251</u>	<u>1,639,894</u>
Liability			
Deposits and Deduction		55,009	58,566
Equity			
Accumulated Fund	8	1,374,242	1,581,328
TOTAL EQUITY AND LIABILITY		<u>1,429,251</u>	<u>1,639,894</u>



OFFICE OF THE PRIME MINISTER AND PUBLIC SERVICE COMMISSION
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2014

NOTE 1: REPORTING ENTITY

Office of the Prime Minister

The primary role of the Prime Minister's Office is to provide sound policy and administrative support to the Prime Minister and to the Cabinet. The Prime Minister's Office has a central place in facilitating the decision-making responsibility of Cabinet and in ensuring the implementation of Government's policies. These responsibilities are undertaken through activities within the Prime Minister's Office, namely Administration and the Cabinet Office. The administration of Poverty Alleviation Programme through housing assistance grants and seed grants for Income Generating Projects to eradicate poverty are also relevant in this regard.

Public Service Commission

The Public Service Commission under Section 126 (1), (4), (6) of the 2013 Constitution is responsible for the following functions:

- (a) To appoint the permanent secretaries with the agreement of the Prime Minister;
- (b) To remove permanent secretaries with the agreement of the Prime Minister;
- (c) To institute disciplinary action against permanent secretaries;
- (d) To make such other appointments and perform such other duties, functions and responsibilities as may be prescribed under written laws;
- (e) To reassign one or more permanent secretaries amongst the various ministries of the state with the agreement of the Prime Minister; and
- (f) To determine the remuneration of the Permanent Secretaries.

NOTE 2: STATEMENT OF ACCOUNTING POLICIES

(a) Basis of Accounting / Presentation

In accordance with government accounting policies, the financial statements of the Office of the Prime Minister and the Commission are prepared under the cash basis of accounting. All payments related to purchases of fixed assets have been expensed.

The financial statements are presented in accordance with the Financial Management Act and the requirements of Section 71 (1) of the Finance Instruction 2010. The preparation and presentation of a Statement of Assets and Liabilities is not required under the current Government policies, except for that of the Trading and Manufacturing Accounts.

**OFFICE OF THE PRIME MINISTER AND PUBLIC SERVICE COMMISSION
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS (continued...)
FOR THE YEAR ENDED 31 DECEMBER 2014**

(b) Accounting for Value Added Tax (VAT)

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

The VAT payment as per the statement of receipts and expenditure relates to the VAT input claimed on payments made to the suppliers and sub-contractors for expenses incurred and VAT payments to Fiji Revenue & Customs Authority (FRCA). Actual amount paid to FRCA 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 recognised when cash is actually received.

NOTE 3: SIGNIFICANT VARIATIONS

- (a) Total Revenue increased by \$1,002,690 in 2014 due to the clearance of previous years stale cheques by the Office of the Prime Minister and the recording of miscellaneous revenue by the Public Service Commission.
- (b) The Established Staff costs increased by \$823,297 or 13% in 2014 due to the Pay increase during Pay 1/2014 as per Public Service Commission Circular 77/2013.
- (c) The Government Wage Earners costs increased by \$109,564 or 19% in 2014 due to the increase in wages costs for all civil servants during Pay 1/2014 as per Public Service Commission Circular 77/2013.
- (d) The Travel and Communication costs decreased by \$148,045 or 10% in 2014 due to the reduction in overseas travel costs.



**OFFICE OF THE PRIME MINISTER AND PUBLIC SERVICE COMMISSION
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS (continued...)
FOR THE YEAR ENDED 31 DECEMBER 2014**

- (e) The Maintenance and Operation costs increased by \$1,804,070 or 7% in 2014 due to increase in repair and maintenance of vehicle, fuel and oil, repair and maintenance of office equipment and stationery and printing.
- (f) The Purchase of Goods and Services costs increased by \$159,107 or 23% in 2014 due to the increase in the number of purchases of items needed from various units which contribute to the deliverables and output.
- (g) The Operating Grants and Transfers decreased by \$19,542,827 or 92% in 2014 compared to 2013 due to the transfer of Agriculture Marketing Authority grant to Ministry of Agriculture and scholarship funds to Tertiary Loan Education Scheme.
- (h) The Special Expenditure costs decreased by \$30,766 or 2% in 2014 due to the non-utilization of funds allocated to the Civil Servant Review.
- (i) The Capital Constructions cost decreased by \$143,825 or 100% in 2014 as no fund was allocated for this vote.
- (j) The Capital Purchases costs increased by \$501,847 or 127% in 2014 compared to 2013 due to the increase in office fittings expenses incurred by the Public Service Commission as the result of the increase in repair and maintenance cost of various government office.
- (k) The Capital Grants & Transfers vote decreased by \$1,164,607 or 22% in 2014 due to the partial completion of the construction of Gau and Kadavu Sports Complex administered by Prime Minister's Office.

NOTE 4: OPERATING TRUST FUND ACCOUNT

At balance date, there were funds amounting to \$72,762 for the Public Service Commission and \$347,923 for the Office of the Prime Minister that relates to various employee deductions and retention for minor sports sponsors.

NOTE 5: DRAWINGS ACCOUNT

At balance date, there were funds amounting to \$89,934,026 and \$889,657 under Drawings Account for the Office of the Prime Minister and the Public Service Commission respectively. These monies relate to cheques written by the Office and the Commission that have yet to be presented to the Bank.

**OFFICE OF THE PRIME MINISTER AND PUBLIC SERVICE COMMISSION
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS (continued...)
FOR THE YEAR ENDED 31 DECEMBER 2014**

NOTE 6: REVOLVING FUND ACCOUNT

At balance date, there were funds amounting to \$216,141 under Revolving Fund Account for the Office of the Prime Minister and no outstanding funds for the Public Service Commission. This relate to accountable advances given to staffs that are yet to be retired at balance date.

NOTE 7: TMA - RENTAL INCOME

The Rental Income includes rental income from Government Quarters amounting to \$4,605,833.

NOTE 8: TMA - Equity	2014 \$	2013 \$ Restated
Opening Balance	1,581,328	920,007
Net Profit	905,099	641,641
Transfer to Consolidated Fund Account	(1,112,185)	253,613
MOF Adjustment	-	(233,933)
Closing Balance	<u>1,374,242</u>	<u>1,581,328</u>



Acronyms

OPM	↻	Office of the Prime Minister
SFCCO	↻	Strategic Framework for Change Coordinating Office
FRA	↻	Fiji Roads Authority
PCCPP	↻	People's Charter for Change, Peace and Progress
NPCAC	↻	National People's Charter Advisory Council
PSB	↻	Public Service Broadcast
RDSSSED	↻	Roadmap for Democracy, Sustainable Socio Economic Development
CESS	↻	Child Education Sponsorship Scheme
BACC	↻	Budget and Aid Coordination Committee
HOD	↻	Heads of Department
SEA	↻	Service Excellence Award
PRB	↻	Public Rental Board
ACP	↻	Annual Corporate Plan
MVT	↻	Melanesian Vasu-itaukei
INPEP	↻	International Programme for Eradicating Poverty
PLA	↻	Participatory Learning, Action Plan
DCFD	↻	Development Cooperation Facilitation Division
CSD	↻	Corporate Service Division
NGOs	↻	Non-Government Organization

