



**GOVERNMENT OF THE REPUBLIC OF VANUATU**

**GOVERNMENT REMUNERATION TRIBUNAL  
MINISTRY OF PRIME MINISTER**



## **2022 GRT ANNUAL PLANNING RETREAT REPORT**



**GRT OFFICE  
FEBRUARY 2022**

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## **EXECUTIVE SUMMARY**

The Government Remuneration Tribunal's (GRT) Office within the Ministry of the Prime Minister (PMO), undertook its annual planning retreat at Tamanu Beach Resort from 25-28 January 2022. The principal purpose of the retreat was to review and evaluate the 2021's activities implementations, and to formulate the 2022's Annual Planner. The following vital areas that were focused on during the retreat are as follows:-

1. Strategic activities formulating a logical framework;
2. The 2022 Activities Schedule specifying time, responsible person and budget;
3. The 2022 Business Plan Template; and
4. GRT's proposed Structure and Staff performance appraisals.

During the review and evaluation of the implementation of the 2021 activities, the analysis shows that only 40% were deemed to be completed, whilst 60% had to be carried forward to 2022 as part of its annual planner including new activities raised. Outlined below are few of the reasons as to why 60% of the activities had not been fully completed in 2021 :-

1. GRT Tribunal is not fully functioning due to the prolonged appointment of PSC's nominee. This matter results in continuous deferrals of meetings due to lack of quorum to warrant meetings whenever a member decides not to attend meetings. In fact, such scenario is a detrimental saga towards the planned advancement of GRT's progress.
2. While GRT have scheduled engagements with its stakeholders in the annual planner, they may have their own directives, henceforth reluctant to fully commit to GRT and thus causing delay in undertaking and completing planned activities.
3. GRT Office is currently understaffed, meaning that other administrative duties have to be performed by analysts, thus resulting in inefficiency for analysts to focus on and complete their duties as anticipated. For instance, a Remuneration Analyst, is currently officiating the duties of a driver and budget/finance officer whilst simultaneously performing his mandatory duties.



GRT Director, Mr Jerry Niatu and GRT Officers, deliberating in the retreat.

## **DETAILED REPORT**

### **INTRODUCTION**

The Government Remuneration Tribunal (GRT) Office within the Ministry of the Prime Minister (PMO), undertook its annual planning retreat at Tamanu Beach Resort from 25-28 January 2022. The principal purpose of the retreat was to review and evaluate the 2021's activities implementations, and to formulate the 2022's work programs in line with SMART goals acronym, while reviewing incomplete tasks and rolling-over these activities to 2022. As a matter of fact, the 2022 Planning Report will be the first of its kind to be prepared by GRT, in order to account for the activities completed in 2021, and activities scheduled for 2022 and beyond.

### **REPORT'S OBJECTIVES**

The objectives of the 2022 Planning Report will be outlined in four folds as follows :-

1. To monitor, evaluate, analyse, the completion of 2021 activities;
2. To outline reasons for non-completion of 2021 activities, and recommend improvements;
3. To depict a strategic schedule of GRT's activities in 2022 and beyond; and
4. To re-priorities the 2022 activities from the strategic schedule and assign monthly undertakings accordingly for 2022.

### **REPORT'S METHODOLOGY AND SCOPE**

Outlined below are literatures utilised for the methodology and scope of undertaking the report :-

1. The Evaluated GRT's 2021 Year Planner;
2. The analysis of the 2021 completed and incomplete activities;
3. GRT's strategic schedule of activities for 2022 and beyond; and
4. The 2022 Year Planner.

### **FINDINGS AND ANALYSIS OF 2021 PLANNER REVIEW AND EVALUATION**

The GRT's 2021 Year Planner was developed by GRT Staff during a 3-days planning retreat convened in January 2021 at Grand Casino hotel. In 2022, the planner was reviewed, evaluated, and analysed so as to prepare and develop the 2022's Year Planner. The initial 2021's Year Planner actually outlines details such as activities-tasks to be undertaken, timeframes for the undertakings, responsible officers, and allocated budgets if applicable. Nonetheless, for the purpose of this report, the review and evaluations of implementing the planner has omitted details such as timeframes for the undertakings, responsible officers, and budgets. The evaluated planner is briefly presented as Appendix 1.0 whereas its analysis is depicted in Figure 1.0 accordingly.

The evaluated planner has been analysed and categorised into four implementation categories namely Completed, Partially Completed, Incompleted, and Unattended. Completed activities-tasks refer to those that have been effectively completed and accomplished within allocated timeframes. For example, completion of 2021 business plan, staff appraisals, determination for public land transport association, etc. Partially Completed activities-tasks are those that have been substantially undertaken and are near completion apart from few and minor tasks yet to be completed. Examples of these would include

determinations of foreign service board, daily subsistence allowances, COM paper for GRT amendment act, etc. Incomplete activities-tasks are those that have been narrowly undertaken and still require a lot of tasks to be undertaken prior to their full completions. For instance, GRT amendment act, new determinations for Ombudsman's Office, statutory bodies, etc. Finally, Unattended activities-tasks refer to those that have not been implemented whatsoever, and these may include determinations for Vets and engineers, implementation reviews on four commissions' determinations, etc.

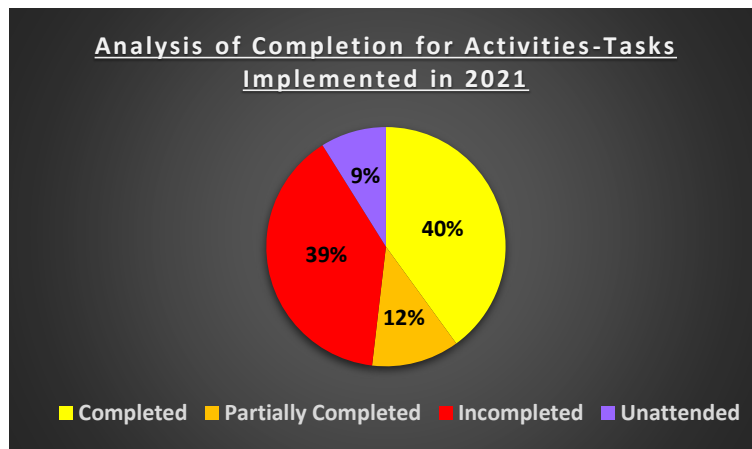


Figure 1.0: The analysis of completed activities undertaken in 2021.

So according to Figure 1.0, we can deduce the following rationale:-

1. That 40% of 2021 activities-tasks were completed;
2. That 12% of 2021 activities-tasks were partially completed;
3. That 39% of 2021 activities-tasks were uncompleted; and
4. That 9% of 2021 activities-tasks were unattended.

On this juncture, it is extremely imperative that we understand why 60% of the 2021 activities-tasks were partially completed, incomplete, and unattended, when compared to only 40% were completely achieved. Outlined below are few of the reasons :-

4. GRT Tribunal is not fully functioning due to the prolonged appointment of PSC's nominee. This matter results in continuous deferrals of meetings due to lack of quorum to warrant meetings whenever a member decides not to attend meetings. In fact, such scenario is a detrimental saga towards the planned advancement of GRT's progress.
5. While GRT have scheduled engagements with its stakeholders in the annual planner, they may have their own directives, henceforth reluctant to fully commit to GRT and thus delay in undertaking and completing activities planned.
6. GRT Office is currently understaffed, meaning that other administrative duties have to be performed by analysts, thus resulting in inefficiency for analysts to focus on and complete their duties as anticipated. For instance, a Remuneration Analyst, is currently officiating the duties of a driver and budget/finance officer whilst simultaneously performing his mandatory duties.

## **FORMULATING THE 2022 ANNUAL PLANNER**

The 2022 Annual Planner was developed from a Logical Framework which amalgamates the 2021 activities-tasks that were deemed to be partially completed, uncompleted, and unattended. That is 60% of the 2021 activities-tasks in the 2021 Annual Planner plus new activities identified for 2022. The 2022 Annual Planner is therefore depicted in Appendix 2.0.

The undertakings of the 2022 Annual Planner will continue to encounter challenges especially the understaffing of GRT officers. With that perspective on the horizon, there are certain matters that GRT should consider to embark on if the completion percentage is to improve from 40% of 2021. The new embarking strategies should include the followings :-

1. Identify, reprioritize, and implement only activities as per SMART acronym;
2. Label activities via numerical and/or indexes, and formulate their log sheets to serve referencing purposes;
3. Activities log sheets should outline initial procedures to follow in undertaking such activities, anticipated timeframes, working papers, and other references deemed quantifiable;

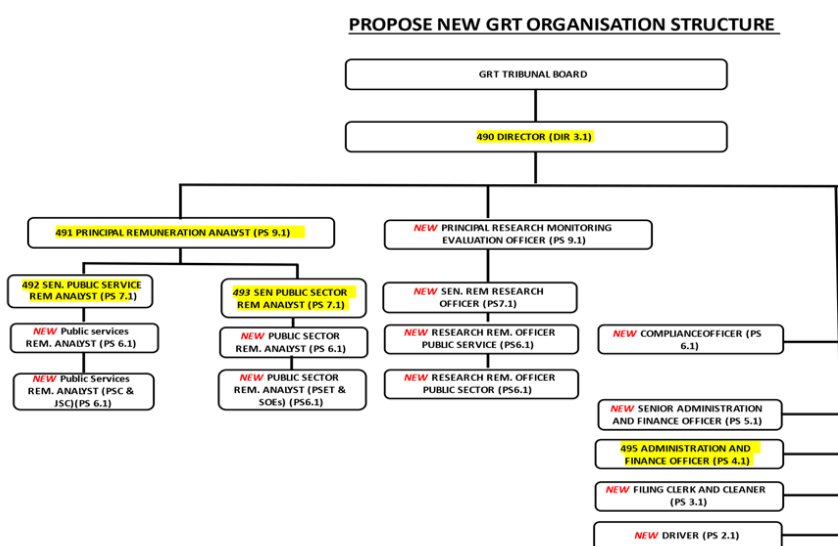
These undertakings will ensure that GRT Office continues to adhere to professional, accountable, and legitimate practices when implementing its activities. Towards the end of 2022, it will be factual that not all activities planned for 2022 will be completed. In this instance and as usual, partially completed, uncompleted, and unattended activities will be rolled over to 2023 annual plan including new activities identified.

## **INVITED GUEST SPEAKERS**

There were three invited guest speakers who participated in the retreat. Firstly, Mr Charley Namaka, a Senior Sector Analyst from DSPPAC, addressed business plans, by emphasizing that business plans should be prepared so as to align with Ministry's Corporate Plans, and the NSDP Plan 2030. Secondly, Mr Leong Rantes, PIU Manager from PSC, addressed organizational structure and appraisals, by emphasizing that all staff should be consulted in structural planning, and to ensure that structures are consistent with Business and Corporate Plans if activities are to be monitored and accomplished effectively. Thirdly and finally, Mr Jeffrey Tari, the Executive Officer of PMO, who also represented the DG PMO, commented the Director and Staff for completing GRT's logical framework, annual activity planner, business plan, and corporate plan, within the 4-days retreat. Finally, Mr Tari stated that GRT is a very small Government Agency but plays a very important role by making determinations of four Government Commissions or 13 ministries and other government departments, and so it is extremely vital that the GRT Office should be expanded structurally in order to address amicably both public and private sectors' remunerations.



Mr Charley Namaka from DSPATH and Mr Leong Rantes from PIU (PSC) as Guest Speakers during the retreat.



## RECOMMENDATIONS

Here are the recommendations resolved during the 2022 GRT Planning Workshop held at Tamanu Beach Resort :-

1. GRT Planning should involve all staff so that it will invoke perceptions of staff's recognition, ownership, and mutual implementations of the plans.
2. There should be yearly monitoring and evaluations of annual work plans so that consecutive annual work plans could be developed accordingly.
3. GRT's annual Business Plans and Ministry's Corporate Plans should always align with NSDP Plan 2030.
4. GRT's amended Act, consequential amendments, and the inclusion of GRT's role in the Constitution are required to be implemented so that GRT will have clear mandates to function without fear, prejudice, and injustice.
5. GRT Tribunal and Secretariat should continue to liaise with PSC in regards to their membership in the Tribunal, and approval of GRT's new proposed structure.
6. Officers should strategize their activities work plans via SMART acronym and usages of activities log sheets so that convenient updating and referencing are upheld whenever assigned officers are absent or on leaves.

## **CONCLUSION**

The formulation of the 2022 GRT Annual Planner was successfully achieved along with few obstacles on hand. This is substantiated by 40% of 2021 activities that were completed, whereas 60% and few new activities indicated were carried forward to the 2022 annual planner. The appointment of PSC's nominee in the Tribunal, approval of GRT's new structure, GRT's amended Act and consequential amendments, and strategizing of administrative procedures, will immensely strengthen and add value towards the operations and performances of GRT. This year 2022, will be an interesting transition as to how GRT's strategic and logical framework, business and corporate plans, and the annual planner are to materialize in achieving the planned activities.



During the closing function, GRT Director and EO-PMO, Mr Jeffrey Tari, representing DG-PMO, presenting their closing remarks followed by refreshments.