



ANNUAL REPORT

Financial Year 2024-2025

**MINISTRY OF PUBLIC SERVICE
AND ADMINISTRATIVE REFORMS**

October 2025

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STATEMENT FROM THE MINISTER OF PUBLIC SERVICE AND ADMINISTRATIVE REFORMS

When I took charge of the ministerial portfolio of Public Service and Administrative Reforms in November 2024, the event in fact tantamounted to a renewal of my time-tested dedication to public service.

For a few decades before my ministerial appointment, I had dedicatedly served the Mauritian nation as a public officer while performing as a lawyer at the State Law Office, then sitting at Intermediate Court as a magistrate, if I was not lecturing at the University of Mauritius.



With such a track record and after having been exposed to the challenges, the strengths as well as the weaknesses of the public service in Mauritius, I set myself to devise a positive and realistic strategy for my Ministry. The ultimate objective of the strategy was geared towards offering to the Mauritian nation a public service that is modern, responsive, efficient and accountable.

In fact, at this time in History, Mauritius and almost all countries of the world are witnessing a fast-evolving era of unprecedented economic, social, cultural and technological innovation. Mauritius has no choice than to depart from traditional public service models moulded during colonial times. The pressing need was felt for bold and holistic measures to meet new aspirations.

At this point, I set out, with the expert assistance of my dedicated and highly proficient staff, to develop a strategic framework meant to reform the public service into a national service enabler, while driving a Whole-of-Government (WoG) approach to eliminate inefficiencies with agile accountable and value-adding public agencies.

This is how we set the focus on enhancing operational performance through integrated governance, streamlined processes and performance-based delivery. To attain optimal efficiency, we consistently aim at reducing the cost and complexity of accessing public services, improving inter-agencies and inter-institutions coordination and continuous service delivery.

In the noble pursuit of service excellence, we have established strong ethical leadership and accountability mechanisms. Said simply, we want to promote transparency and integrity at all levels of the public service in line with the democratic and transparent values cherished by our population.

To meet our goals of new heights of efficiency and performance, we have been relentlessly working on the Strategic Framework for Public Service and Administrative Reforms 2025-2029. This Framework is based on five key pillars, namely Administrative Reforms and Innovation, Capacity Building, Digitalisation, Public Service Policies and Strategies and a Public Service Delivery Index (PSDI).

For the successful implementation of the Strategic Framework, I insisted that all strategic partners concerned should be consulted and their views taken onboard. In fact, representatives from all Ministries, related parastatal bodies, trade-unions and the business community have been formally invited to express and discuss their viewpoints. An Open Day Discussion Forum with the participation of stakeholders has been held following which the final version of the Strategic Framework is being finalised.

STATEMENT FROM THE MINISTER OF PUBLIC SERVICE AND ADMINISTRATIVE REFORMS

Alongside establishing PSDI, we are reviewing the Performance Management System (PMS) in pursuing the objective of cultivating a client-focused and results-oriented culture in the public service. The PMS will be instrumental in improving the delivery of services to the public as well as all economic stakeholders. We are devising a scheme of incentives to reward public officers based on their devoted performance.

We are pleased to report that our Ministry has already realised some notable achievements in our long-term strategy to improve our cadres' professional skills and performance. The building of the prime training institution destined for public service officials has been inaugurated by the Prime Ministers of India and Mauritius on March 12, 2025, at the Côte d'Or Technopole, Réduit.

A Bill for the setting-up of the Atal Bihari Vajpayee Institute of Public Service and Innovation (AIPSI) was presented at the National Assembly on October 7, 2025. and the Atal Bihari Vajpayee Institute of Public Service and Innovation Act No 22 of 2025 has been proclaimed on 23 October 2025.

The AIPSI will enjoy award-degree status, which means certificates, diplomas, degrees and post-graduation citations will be delivered to public officers attending courses. Such awards will have a positive impact on the career-path of officers. In the former Civil Service College, only attendance certificates were delivered without this having a bearing on the working conditions of officers.

Still in our pursuit of capacity building, a seminar on Artificial Intelligence (AI) has been conducted from October 27 to November 5, 2025, with the participation of academics from renowned institutions from China. Some 100 public officers from different Ministries and Departments have thus been exposed to AI and its implications within official institutions.

It is noteworthy to report that during the past months, some 1000 public officers have received training in friendly countries namely India, China, Japan, Malaysia, Singapore and Egypt or at international organisations.

Furthermore, in the field of international cooperation, my Ministry has over the past months signed a few Memorandums of Understanding (MoU) in the field of capacity building with foreign organisations. One MoU with the National Centre for Good Governance of India will provide for the training of 500 public officers on the five years to come.

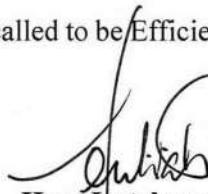
During the past months, we have had fruitful exchanges with Saudi Arabia, the State Department of the United States of America and the African Development Bank (AfDB) for laying the basis for future cooperation in the field of capacity building in the public service in Mauritius. The AfDB has expressed its intention to establish formal working links with the Atal Bihari Vajpayee Institute to ensure the training of African public servants in Mauritius.

We strongly believe that to ensure a comprehensive reform of the public service in Mauritius, a new legal framework should be enacted to replace the provisions established since colonial times. We are working on a new Public Sector Reform Bill to be presented in Parliament in the coming weeks to ensure a comprehensive reform that will foster a culture of excellence, integrity and accountability.

STATEMENT FROM THE MINISTER OF PUBLIC SERVICE AND ADMINISTRATIVE REFORMS

The new law will modernise the regulatory framework governing public sector operations, embellish clear accountability mechanisms to ensure responsible governance, promote transparency and ethical conduct in the execution of public duties and align public service policies with international best practices.

A New Dawn is awaiting the Mauritian Public Service which is called to be Efficient – Transparent – Accountable – Resilient, Agile and Citizen-centric.



Hon. Lutchmanah PENTIAH

Minister of Public Service and Administrative Reforms

STATEMENT FROM THE SECRETARY FOR PUBLIC SERVICE



I am pleased to be associated with the publication of the Annual Report of the Ministry of Public Service and Administrative Reforms for the financial year 2024–2025 - the first under my tenure as Secretary for Public Service. This Report highlights key achievements and strategic priorities, reflecting our continued efforts to strengthen a modern, efficient, and citizen-focused Public Service.

The financial year 2024–2025 was one of transition and renewal, with the ushering in of a new Government in November 2024 and the presentation of the Government Programme 2025–2029, “A Bridge to the Future.” This roadmap envisions a Public Service anchored on good governance, transparency, accountability, and digital transformation.

A landmark achievement was the inauguration of the Atal Bihari Vajpayee Institute of Public Service and Innovation (AIPSI) in March 2025 by the Prime Ministers of Mauritius and India. Conceived as a centre of excellence in training, leadership, and research, AIPSI will nurture a new generation of public officers committed to professionalism, integrity, and service.

Key achievements of the Ministry include:

- Filling of 7,395 vacancies (3,880 at entry-level and 3,515 by promotion), representing 73.04% of funded posts;
- Conducting of 8,551 safety audits, 522 risk assessments, 40 investigations, and 788 fire drills across Ministries and Departments;
- Implementing of 18 projects under the Improvement of Counter/Customer Services Scheme, enhancing citizen-facing facilities;
- Training of 6,863 officers at the Civil Service College, Mauritius and 7,210 officers through 977 occupational safety sessions;
- Signature of a Memorandum of Understanding with the University of Mauritius to provide public officers access to e-resources and professional development programmes;
- The Scheme of Service (SOS) Unit prescribed 58 schemes, vetted 26 for parastatal bodies, reviewed 67 advertisements, and advanced digitalisation via the e-SoS system; and
- Introduction of a comprehensive Sexual Harassment Workplace Policy.

The Ministry has maintained strong momentum in Public Sector reforms, by initiating the development a Strategic Framework and Action Plan 2025–2029 to guide priorities and measurable outcomes. Furthermore, a concept paper on the Public Sector Reforms Bill, benchmarked on international best practices, has been elaborated and is aimed at triggering wider consultations for a legislative framework promoting innovation, transparency, and accountability. Reforms and Innovation Units are being established across Ministries and Departments to drive process improvement and service delivery, while the Performance Management System will be reviewed and digitalised with technical support being sought for the enlistment of international consultants.

The Public Officers' Welfare Council (POWC) promoted well-being and work-life balance through recreational, cultural, and sports activities, both locally and overseas, fostering team spirit and morale among officers and their families.

Industrial relations remained harmonious through regular dialogue with trade unions, ensuring stability and shared ownership in reforms.

Looking ahead, the Ministry remains committed to transforming the Public Service through sound Human Resource Management practices with focus on well being, capacity building, the adoption of impactful reforms initiatives and the harnessing of emerging technologies. The foundations are, therefore, firmly laid for a more efficient, agile, transparent, and citizen-oriented Public Service.

I wish place on record my appreciation for the dedication and professionalism of officers of the Ministry, and I commend the collaboration of all stakeholders that has driven our progress.

Together, we continue to envision and build a Public Service that exemplifies excellence, integrity, and service to the nation.



Dr Dhanandjay KAWOL

Secretary for Public Service

INTRODUCTION

The Annual Report 2024-2025 issued by the Ministry of Public Service and Administrative Reforms (MPSAR) is in accordance with the Guidelines established by the Ministry of Finance.

Performance evaluation and reporting is a prerequisite for effective and efficient decision making in the Public Service, allowing the MPSAR to set out clearly its priorities and monitor progress, output and outcomes.

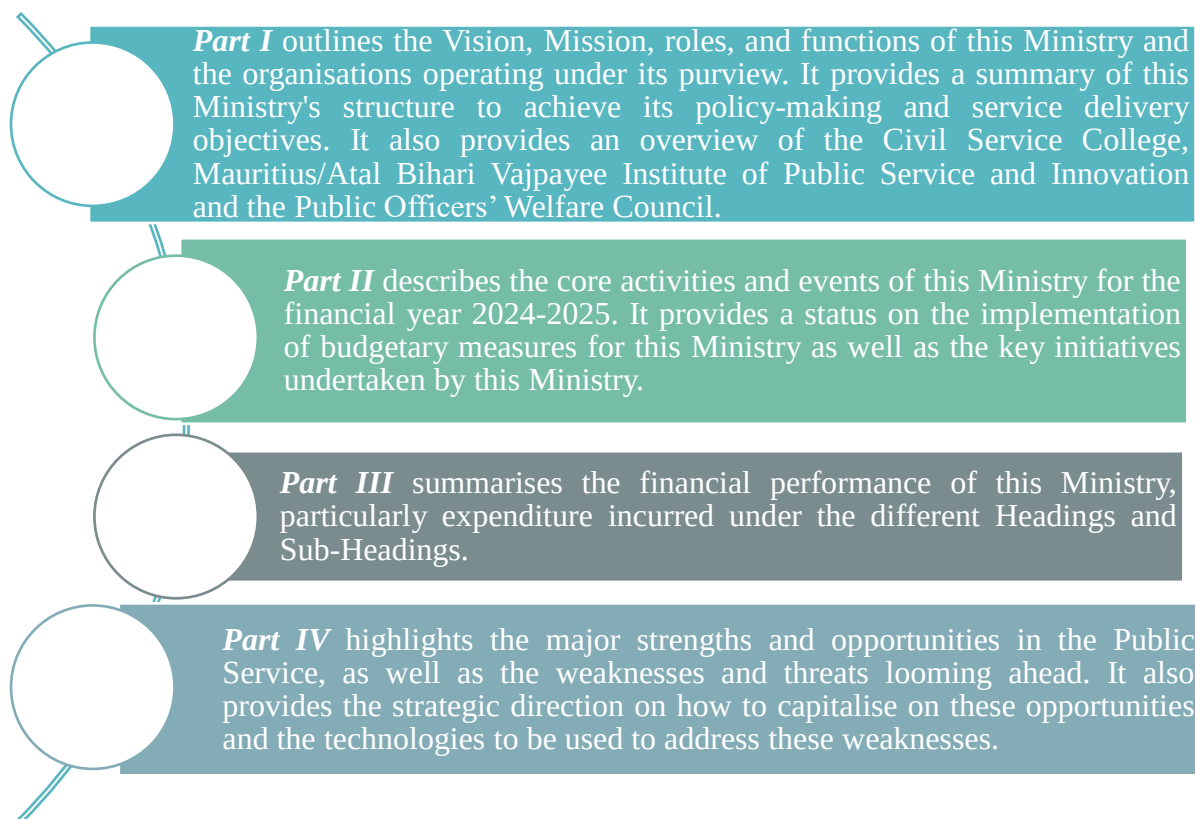
We strongly believe in the core principles of good governance, namely transparency, sound financial management, accountability and ethics. This Report gives a broad overview of the main activities and initiatives undertaken during the financial year 2024-2025 and enables us to assess resource utilisation, monitor our performance with respect to our mandate, vision and mission, and disseminate information to our stakeholders and the general public.

The Report elaborates on the Vision, Mission, Roles and Responsibilities of the Ministry, its accomplishments, together with its financial performance and strategic direction.

We are confident that this Annual Report will provide valuable insights into the activities and achievements of this Ministry.

STRUCTURE OF THE REPORT

This Report comprises four parts:-



PART I

ABOUT THE MINISTRY



VISION

- A modern Public Service that delivers efficient, transparent, accountable and people-centric services to drive national development.



MISSION

- To develop an agile, resilient, performance-driven, and citizen-focused Public Service by advancing sound administrative reforms through innovation and technology, promoting effective human resource management practices and ethics and ensuring the safety and well-being of employees.



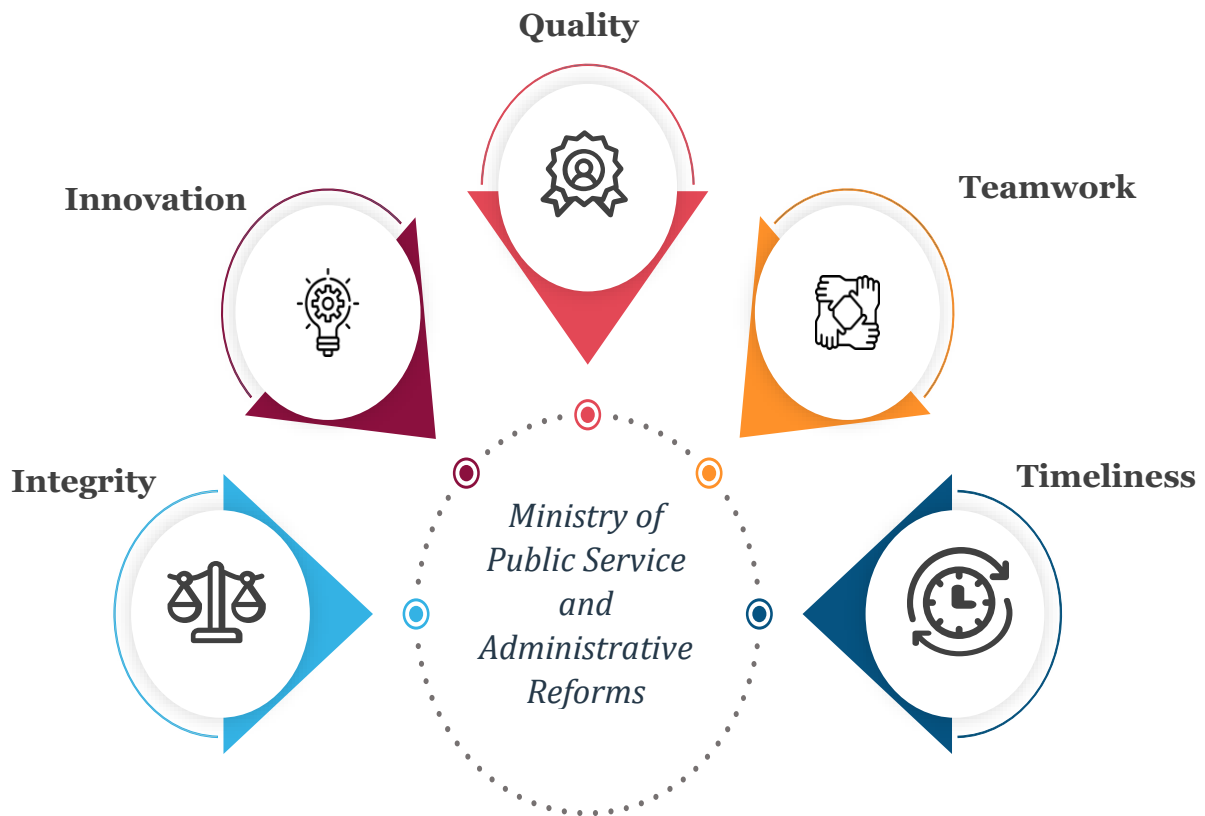
STRATEGIES

- Creation of an efficient and effective service delivery culture.
- Enhancement of capacity and capability of public officers.
- Transformation of public service delivery.
- Improvement of safety and health standards and the level of compliance across Public Service.



ACTIONS

- Inauguration of the Atal Bihari Vajpayee Institute of Public Service and Innovation.
- Signature of Memorandum of Understanding with the National Centre for Good Governance, India for training and capacity building of public officers.
- Implementation of the Enhancement of Work Environment Programme.
- Training of Public Officers, both locally and overseas.
- Elaboration of a Strategic Framework for Public Service and Administrative Reforms 2025-2029.

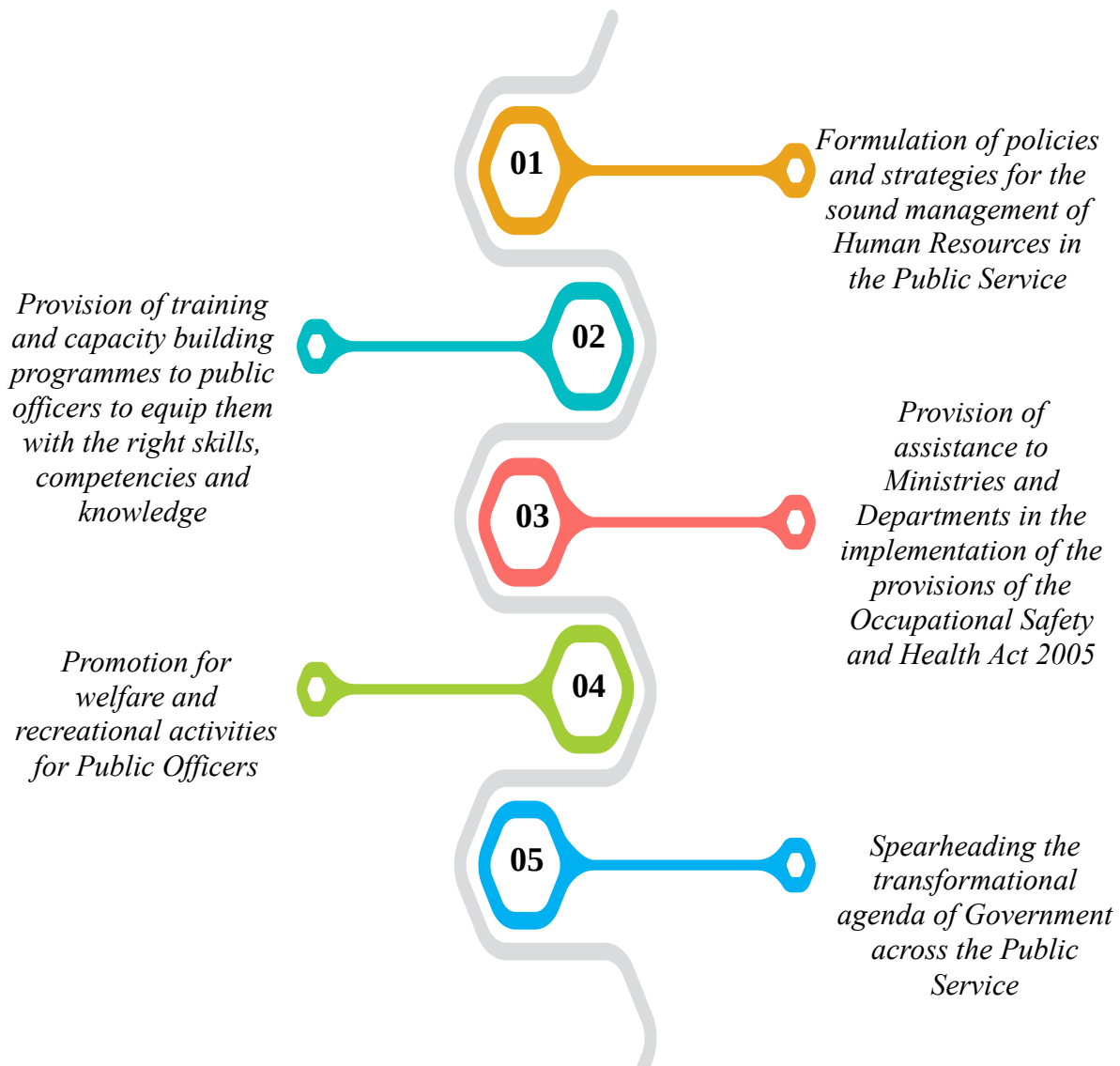


- ❖ *Integrity:* We are guided by the highest standards of professionalism
- ❖ *Innovativeness:* We find innovative ways of doing things
- ❖ *Quality:* We are committed to providing the highest standard of service
- ❖ *Teamwork:* We foster teamwork, sharing of information and resources
- ❖ *Timeliness:* We are responsive and strive to meet set targets

ROLES AND FUNCTIONS OF THE MINISTRY OF PUBLIC SERVICE AND ADMINISTRATIVE REFORMS

The MPSAR is responsible for the formulation and implementation of policies, programmes and reform initiatives for a modern and efficient people-centric public service, driven by capable and competent human resources, while ensuring a safe and healthy workplace.

The key functions of the MPSAR are for:



The MPSAR comprises the following **six** main Divisions, with different Sections and Units:



General Administration Section

- *Administrative Section*
- *Finance Section*
- *Procurement and Supply section*
- *Registry (Open and Confidential)*
- *IT Unit*

Human Resource Management Division

- *Human Resource Management Section*
- *General Services Unit*
- *Scheme of Service Unit*
- *Conditions of Service Unit*
- *Performance Management and Research Unit*
- *Human Resource Planning and Employment Relations Unit*
- *e-HR Unit*

Occupational Safety and Health Unit

Public Sector Business Transformation Bureau

Administrative Reforms Division

Human Resource Development Division

- *Civil Service College, Mauritius/Atal Bihari Vajpayee Institute of Public Service and Innovation*
- *Technical Assistance Programming Section*
- *Civil Service Library and Documentation Unit*

OVERVIEW OF THE DIVISIONS

GENERAL ADMINISTRATION DIVISION

The General Administration Division is responsible for overseeing the implementation of Government policies, programmes, and strategies related to the strategic direction, mission and vision of the MPSAR.

HUMAN RESOURCE MANAGEMENT DIVISION

The Human Resource Management Division ensures that the Public Service has a sufficient quantity and quality of human resources to effectively implement Government policies, strategies, projects and programmes.

The core activities of this Division are the appointment, promotion, posting, and retirement of public officers. The Division manages succession planning to ensure that public institutions consistently have the necessary human resources for the timely delivery of public services. Schemes of service for all grades, which is the foundation for recruitment in the public sector are also prescribed by this Division.

Guidance is also provided to Ministries and Departments regarding employment conditions in the Public Service as well as assistance in the implementation of the recommendations of the Pay Research Bureau (PRB) Reports.

The Division assists in resolving labour disputes. The Employment Relations Unit of this Division strives to promote good industrial relations through dialogue, consultation, negotiation, and conciliation. Regular consultations are held with Federations/trade unions with a view to addressing representations and disputes related to HR matters.

OCCUPATIONAL SAFETY AND HEALTH UNIT

The Occupational Safety and Health Unit of the MPSAR is responsible to ensure that Ministries and Departments comply with the provisions of the Occupational Safety and Health Act 2005. Safety and Health Officers are assigned responsibilities for Ministries and Departments to ensure, among others, that Safety and Health Committees are regularly held and recommendations for improvement are implemented in a timely manner.

The Safety and Health Unit is also responsible to ensure that buildings housing public officers have valid fire certificates.

PUBLIC SECTOR BUSINESS TRANSFORMATION BUREAU

The Public Sector Business Transformation Bureau (PSBTB) stands at the forefront of the Government's efforts to modernise and re-engineer the public service into a more efficient, innovative, and citizen-centric institution. The Bureau consolidates its role as a key catalyst for change by driving forward strategic reform initiatives, fostering digital transformation and promoting evidence-based policy development across Ministries and Departments. Through its advisory and coordinating functions, the PSBTB continues to strengthen institutional capacity, enhance operational effectiveness, and embed a culture of performance, accountability and continuous improvement within the public sector.

ADMINISTRATIVE REFORMS DIVISION

This Division is concerned with the development of a customer-centric, performance-oriented, and results-based culture in the Public Service. It encourages the adoption of innovative technology to deliver quality public services.

HUMAN RESOURCE DEVELOPMENT DIVISION

The Human Resource Development Division (HRDD) plays a pivotal role at focusing on enhancing skills, capacity building and improving the competencies of public officers. It works closely with the Civil Service College, Mauritius, now known as the Atal Bihari Vajpayee Institute of Public Service and Innovation to coordinate and implement training programmes and continuous development of skills, knowledge, and competencies for public officers.

MAIN LEGISLATIONS

**PUBLIC
SERVICE
COMMISSION
REGULATIONS
1967**

**PENSIONS ACT
1976**

**PUBLIC
OFFICER'S
WELFARE
COUNCIL ACT
1992**

**FINANCIAL
CRIMES
COMMISSION
ACT 2023**

**OCCUPATIONAL
SAFETY AND
HEALTH ACT
2005**

**FINANCE AND
AUDIT
(AMENDMENT)
ACT 2025**

**EMPLOYMENT
RELATIONS ACT
2008**

**PUBLIC
PROCUREMENT
ACT 2006**

**THE WORKERS'
RIGHTS ACT 2019**

Other relevant legislations and Guidelines:

- Human Resource Management Manual
- Financial Management Manual
- Official Secrets Act 1972
- Scheme of Service Guidelines
- Code of Ethics
- PRB Report
- Protocol on the management of injury and illness at the workplace
- Practical Guide on Occupational Safety and Health Management System in the Civil Service
- Enhancement of Work Environment Guidelines
- Protocol on Heavy Rainfall for the Public Sector
- Civil Establishment Order
- Data Protection Act
- ISO 9001:2015 guidelines

ORGANISATIONS OPERATING UNDER THE PURVIEW OF THIS MINISTRY

PUBLIC OFFICERS' WELFARE COUNCIL

The Public Officers' Welfare Council (POWC) is a body corporate set up under the POWC Act No. 28 of 1992. It operates under the aegis of the MPSAR and caters for the welfare of public officers and their families.



OBJECTIVES OF THE POWC

The objectives of POWC are as follows:

- organisation of recreational and cultural activities for public officers;
- enlistment of participation from public officers in the implementation of activities of the Council;
- promotion of the welfare of public officers and maintaining effective communication with departmental Staff Welfare Associations; and
- setting up and implementation of schemes or projects for the benefit of public officers and their families.



THE CIVIL SERVICE COLLEGE MAURITIUS NOW THE ATAL BIHARI VAJPAYEE INSTITUTE OF PUBLIC SERVICE AND INNOVATION

The Civil Service College, Mauritius (CSCM) was incorporated as a state-owned private company with the sole shareholder being the Government of Mauritius. The CSCM was set up to mount tailor-made training courses for public officers at all levels, including those from local authorities and parastatal bodies.



Since its operation in November 2015, the CSCM has, as at end of June 2025, trained a total of **83,442** public officers. Following the construction of the new premises housing the CSCM, which was completed on 31 October 2024, the new building was inaugurated on 12 March 2025 and named as the Atal Bihari Vajpayee Institute of Public Service and Innovation (AIPSI).

The Atal Bihari Vajpayee Institute of Public Service and Innovation will take over the operations of the CSCM following the proclamation of the AIPSI Act. The Institute is poised to become a centre of excellence in the Africa region and the Act will give degree-awarding status to provide for certification courses, including degrees, diplomas and other academic awards.

GENDER POLICY STATEMENT

The MPSAR is committed to promote gender equity, equality and social justice across the Public Service. Human Resource policies, strategies and guidelines, as well as the formulation of regulations adopt a gender sensitive style.



The Secretary for Public Service is the Administrative Head and Accounting Officer of the Ministry. He is assisted in his duties by a Permanent Secretary, a Deputy Permanent Secretary, two Assistant Permanent Secretaries and Officers of the Public Sector Business Transformation Bureau, Human Resource Cadre, Safety and Health Cadre, Financial Operations Cadre, Procurement and Supply Cadre as well as officers belonging to the General Services grade. He is responsible for the overall administration and general supervision of the different sections of the Ministry and translating Government policies and programmes into action. The Ministry of Public Service and Administrative Reforms is currently manned by **325** staff.

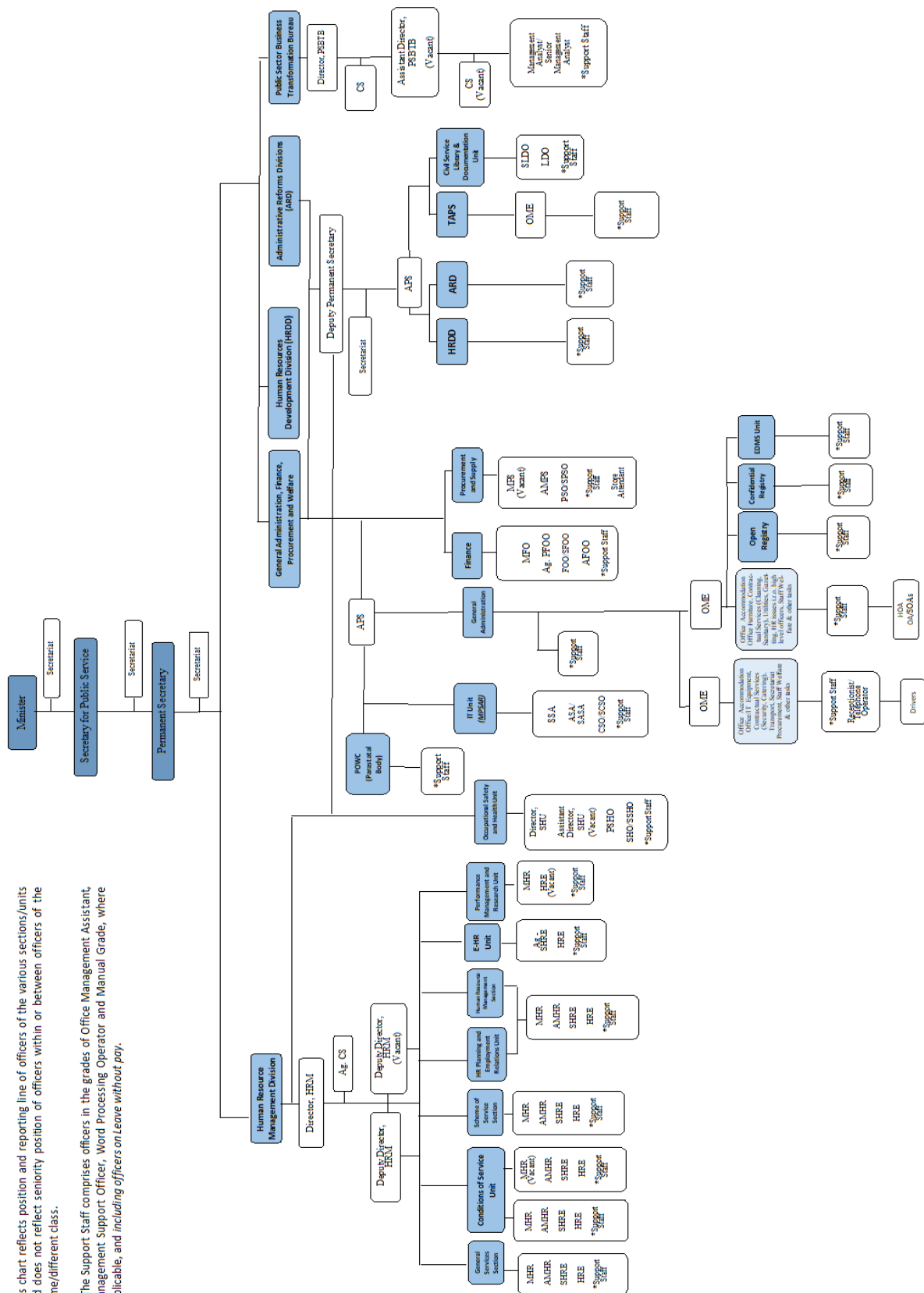


The organisational chart of the MPSAR is displayed on the next page.

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This chart reflects position and reporting line of officers of the various sections/units and does not reflect seniority position of officers within or between officers of the same/different class.

- * The Support Staff comprises officers in the Grades of Office Management Assistant, Management Support Officer, Word Processing Operator and Manual Grade, where applicable, and *including officers on Leave without pay.*



ADMINISTRATION	
Secretary for Public Service (Assigned duties as Secretary for Public Service w.e.f. 22.10.2025 to date)	Dr KAWOL Dhanandjay Tel (230) 405 4125 Tel (230) 405 4100 Ext 10254 Fax: (230) 212 9528 Email: dkawol@govmu.org
Secretary for Public Service (Assigned duties as Secretary for Public Service w.e.f. 02.06.2025) Senior Chief Executive (18.12.2024 to 01.06.25)	SEEWORUTHUN Devi Chand Anandi Rye (Mrs)
Secretary for Public Service (As from 09.03.2023 to 10.12.2024)	CONHYE Koosiram
Permanent Secretary (As from 18.12.2024)	CALLYCHURN Gyaneswaree (Miss) Tel: (230) 405 4117 Tel: (230) 405 4100 Ext 10199 Fax : (230) 211 9546 Email : grcallychurn@govmu.org
Permanent Secretary (As from 13.12.2023 to 18.12.2024.)	BOODHNA Veersingh
Deputy Permanent Secretary (As from 23.04.2024)	BUHOOA Eranand Tel: (230) 405 5411 Tel: (230) 405 4100 Ext :10108 Fax : (230) 212 4168 Email: ebuhooa@govmu.org
Assistant Permanent Secretary (w.e.f 04.08.2025 to date)	JOYRAM Avisham Tel (230) 405 5397 Tel (230) 405 4100 EXT 10219 Email: ajoyram@govmu.org

ADMINISTRATION	
Assistant Permanent Secretary	BHOWON TENGUR Akansha (Mrs) Tel (230) 405 5413 Tel (230) 405 4100 EXT 10106 Email: abhowon@govmu.org
Assistant Permanent Secretary (As from 23.01.2025 to 03.08.2025)	JHOWRY Namrata Ridheema (Mrs)
Assistant Permanent Secretary (As from 17.07.2023 to 24.01.2025)	RAMKURRUN Nomesb
PUBLIC SECTOR BUSINESS TRANSFORMATION BUREAU	
Director, Public Sector Business Transformation Bureau (As from 13 November 2023) Assistant Director, Public Sector Business Transformation Bureau (Up to 12 November 2023)	RAMGOLAM Suraj Tel: (230) 405 4103 Tel: (230) 405 4100 EXT 10245 Fax : (230) 212 4160 Email : sramgolam@govmu.org
Management Analyst/Senior Management Analyst	BHAUGEEROTHEE POMANAH Vidooshi (Mrs) Tel (230) 405 4108 Tel (230) 405 4100 EXT 10031 Email : vpomanah@govmu.org
Management Analyst/Senior Management Analyst	FRICHOT Marie Myrline Nidza (Mrs) Tel (230) 405 4108 Tel (230) 4054100 EXT 10031 Email: mmnfrichot@gmail.com
Management Analyst/Senior Management Analyst	KEESONAH Lameshwar Tel (230) 405 5795 Tel (230) 4054100 EXT 10221 Email : lkeesonah@govmu.org

HUMAN RESOURCE MANAGEMENT	
Director, Human Resource Management	JANNOO Sheik Dawood Tel (230) 405 4142 Tel (230) 405 4100 EXT 10196 Email: djannoo@govmu.org
Deputy Director, Human Resource Management (As from May 2024)	RUCHCHAN Radha Tel: (230) 405 4132 Tel: (230) 405 4100 EXT 10165 Email: rruchchan@govmu.org
Deputy Director, Human Resource Management (Retired on 01.06.2025)	LAM PING FONG Lam Miow Khian
Human Resource Management Officer (Retired on 07.04.2025)	PYNEEANDEE Lina (Mrs)
Manager, Human Resources	NUNDLOLL Bhamila Devi (Mrs) Tel: (230) 405 4147 Tel: (230) 405 4100 Ext 10144 Email: bnundloll@govmu.org
Manager, Human Resources	REEGA Indranee (Mrs) Tel: (230) 405 4139 Tel: (230) 405 4100 EXT 10144 Email: ireega@govmu.org
Manager, Human Resources (Retired on 01 March 2025)	NARAIN Doomun Tel: (230) 405 5770 Tel: (230) 405 4100 Ext 10044 Email: donarain@govmu.org
Manager, Human Resources (As from August 2023)	DOOBALY Jay Prakash Tel: (230) 405 4133 Tel: (230) 405 4100 Ext 10166 Email: jdoobaly@govmu.org

HUMAN RESOURCE MANAGEMENT	
Manager, Human Resources (w.e.f 02.07.2025)	Jahan Ara Begum Bassa Mallam Hassam (Mrs) Tel : (230) 405 4150 Tel : (230) 405 4100 Ext: 10236 Email : shungsraz@govmu.org
Manager, Human Resources (As from 12.05.2025)	GOKHOOOL Marie Elix Priscilla (Mrs) Tel : (230) 405 4129 Tel : (230) 405 4100 Ext: 10206 Email : pgokhool@govmu.org
OCCUPATIONAL SAFETY AND HEALTH UNIT	
Director, Safety and Health Unit (Retired on 07.03.2025)	COOLEN Seeneevassen Tel (230) 405 4104 Tel (230) 405 4100 Ext 10006 Fax (230) 210 8667 Email: scoolen@govmu.org
Director, Safety and Health Unit (As from 25.06.2025) Assistant Director, Safety and Health Unit (up to 24.06.2025)	HEERAH Rajnish Kumar Tel (230) 405 5766 Tel (230) 405 4100 Ext 10017 Email: rheerah@govmu.org
Principal Safety and Health Officer	JAUNKEEPERSAD Rishi Tel (230) 405 5762 Tel (230) 405 4100 Ext 10014 Email: rjaunkeepersad@govmu.org
Principal Safety and Health Officer (Retired on 03 July 2024)	RAMDAHEN Premanand
Principal Safety and Health Officer	CHUTKOI Feroz Tel (230) 405 5763 Tel (230) 405 4100 Ext 10020 Email: fchuctkoi@govmu.org

OCCUPATIONAL SAFETY AND HEALTH UNIT	
Principal Safety and Health Officer	BHUGUN-RAMJATTUN Artee (Mrs) Tel (230) 405 5766 Tel (230) 405 4100 Ext 10022 Email: abramjattun@govmu.org
Principal Safety and Health Officer	MOLOAH Vimla (Miss) Tel (230) 405 4100 Email: vmoloah@govmu.org
Principal Safety and Health Officer	SEWSAGUR Varsha (Mrs) Tel (230) 405 4100 Email: vsewsagur@govmu.org
Principal Safety and Health Officer	GOPALL-SOMAH Paarbati (Mrs) Tel (230) 405 5762 Tel (230) 405 4100 Ext 10014 Email: pgopall-somah@govmu.org
FINANCE	
Manager, Financial Operations	SEEBARUTH Marie Claire (Mrs) Tel (230) 405 4109 Ext 10070 Email: mcseebaruth@govmu.org
PROCUREMENT AND SUPPLY	
Ag Manager, Procurement and Supply (w.e.f 21.07.2025)	Jacques Desiré Laval LINGADOO Tel (230) 405 5428 Tel (230) 405 4100 Ext 10294 Email: jlingadoo@govmu.org
Manager, Procurement and Supply (from 08.08.2024 to 06.06.2025)	MOHABEER Ramesh
Manager, Procurement and Supply (As from 21 September 2023)	GHOORUN Hemlatah (Mrs)

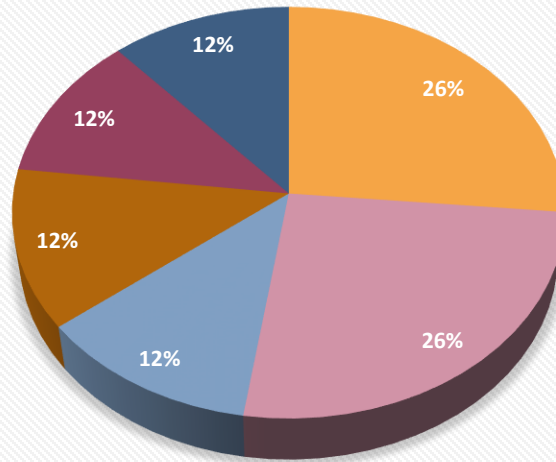
CIVIL SERVICE LIBRARY AND DOCUMENTATION UNIT	
Senior Library and Documentation Officer	SANTOKHEE Nandini (Mrs) Tel (230) 405 4100 EXT 10316 Email: nsantokhee@govmu.org

Training and Development are censorious for a modern and dynamic Public Service. It is also an essential part of the overall human resource management in the public sector to sustain employees' continual growth and to foster a culture of performance.

The MPSAR ensures that an effective training and learning culture is adopted and that human resource development at all levels is fostered within a consistent and coherent framework. The officers of the MPSAR are equipped with the essential knowledge and skills in order not only to promote better work culture but also to help them develop the right attitudes and mindset.

During Financial Year 2024-2025, 208 officers of the Ministry have benefitted from the following training programmes:





■ Capacity Building & Capability Development Programme

■ Gender Mainstreaming

■ Competency based training for officers of the Ministry such as Writing Effective Minutes, Registry Procedures, Court Proceeding, First Aid

■ Training Course on Pensions Reforms in the Public Service

■ Strategic Human Resource Management

■ Management and Leadership Development

ACHIEVEMENTS OF THE MINISTRY

The Human Resource Management Division (HRMD) of the Ministry is responsible for the overall human resource management in the Public Service. It also caters for job analysis prior to the prescription of effective job descriptions and job specifications (scheme of service). It also provides advice on the correct interpretation of HR rules and regulations, HR policies and procedures and conditions of service. This Division is also responsible for appointment, promotion, confirmation, posting of officers of the human resource cadre and general services cadre, discipline, management of leave, processing of application of benefits and allowances, management of employee data through the eHR system as well as retirement of officers



The major achievements of the HRMD for Financial Year 2024-2025 are as follows:

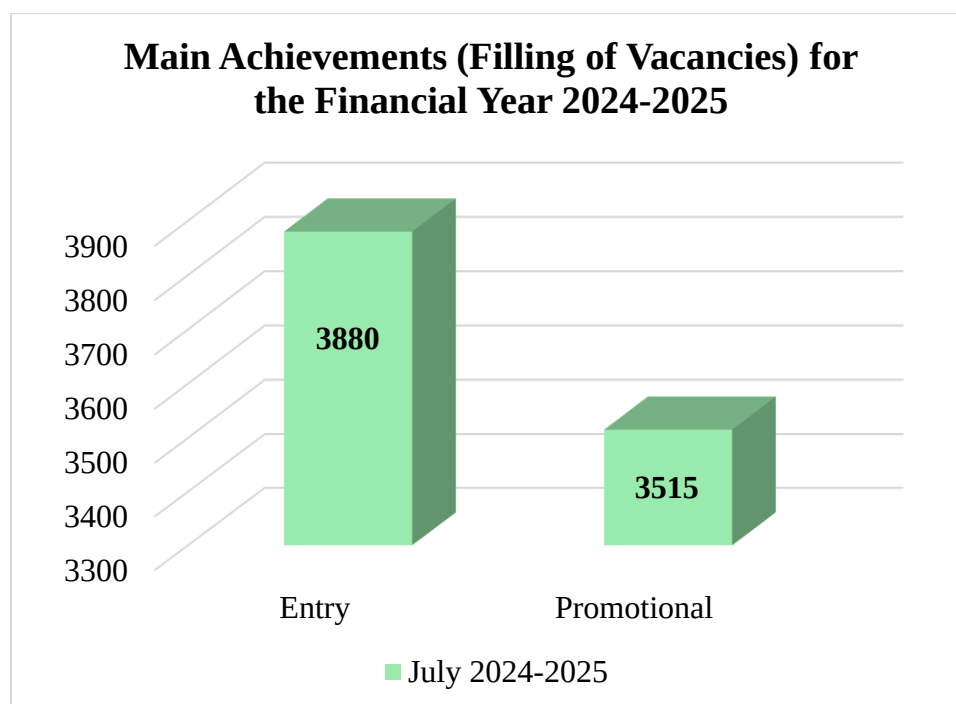
- 2,085 cases of leaves (Casual/ Sick Leave/ Religious/ Time Off/ Vacation Leave/ Study Leave/Maternity Leave/ Leave on no pay/ Injury Leave) have been processed;
- 618 cases of Travel Grant/ Duty Free/ Overtime/Meal Allowance/ Uniform Allowance have been processed;
- 404 Passage Benefits have been computed and verified (Twice Yearly);
- 151 Mileage Claims have been processed and verified in respect of Safety and Health Cadre;
- 17 cases of Increment on Appointment/Promotion/Confirmation/ Higher Qualification Incentives/ Award Course/ Long Service Increment/ Increment Beyond Top Salary/ Annual for staff posted to MPSAR have been processed;
- 1,693 updates have been carried out on the E-HR system;

- 30 cases of retirement of officers have been processed during the year;
- 146 Fitness for promotion/Adhoc Reports have been processed;
- 324 cases of unutilised/payment of sick leave have been compiled;
- 51 vacancies in the HRM cadre were filled;
- Four (4) substantive appointments were made;
- 1,158 cases of Ad hoc/Responsibility Allowance/ Assignment of duties have been processed;
- Four (4) Officers have been nominated to follow Training Overseas;
- 120 Officers of the HRM Cadre have been nominated to follow training courses at the CSCM;
- 221 Posting/Change in Posting / Reporting Assumption of Duty/Transfer of files have been effected;
- 19 Officers in the grade of Human Resource Executive have been sponsored to follow training in local universities (BSc HRM/Top up HRM); and
- 19 study leaves have been processed in respect of officers of the HR Cadre who were sponsored to follow courses at the UOM/ Open University.

The Human Resource Planning and Employment Relations Unit is responsible for promoting good employment relations within the Public Service through dialogue, consultation, negotiation and conciliation. It also examines Human Resource proposals from Ministries/Departments and the Rodrigues Regional Assembly. The Unit keeps a database of the number of funded vacancies filled in the context of the yearly budget exercise. It prepares the relevant Civil Establishment Orders and provides secretarial support to the Conciliation Service of this Ministry.

For the Financial Year 2024/2025, the Unit has delivered the following outcomes:

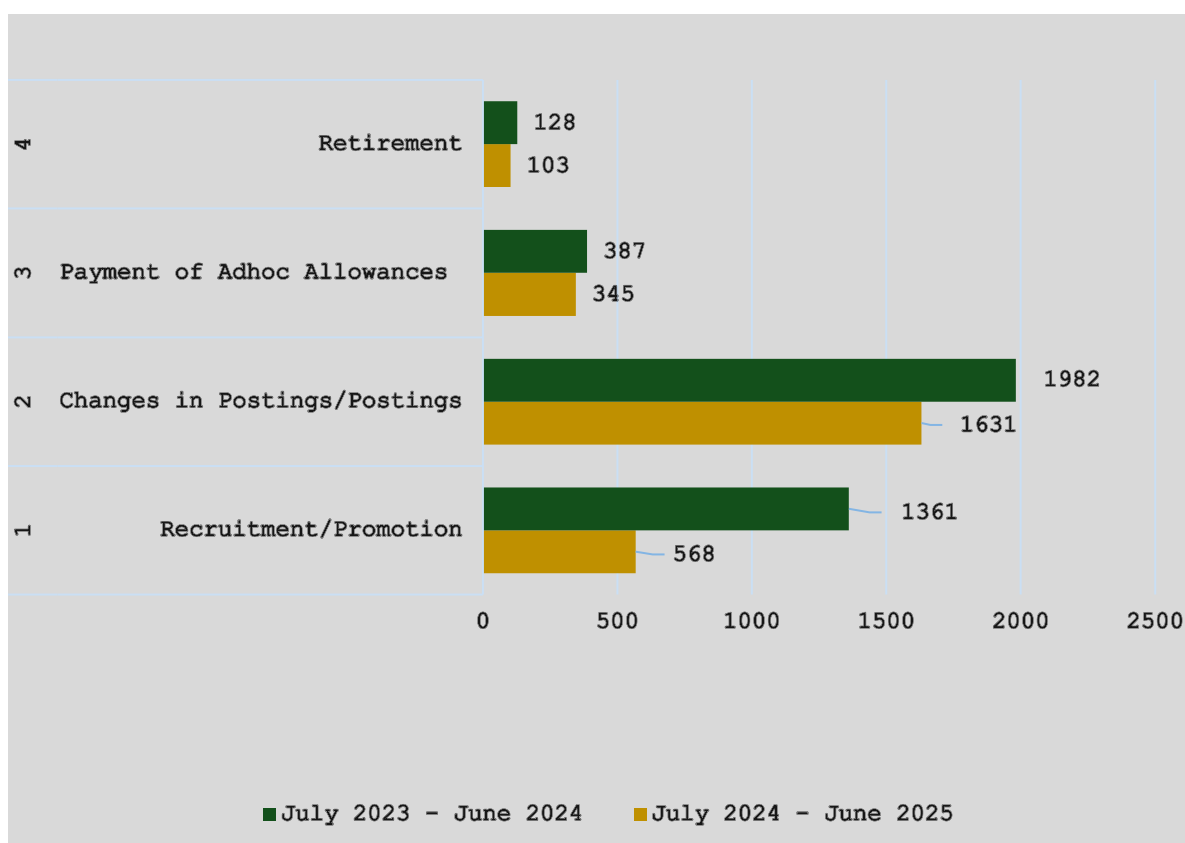
- (i) eight (8) Conciliation Service meetings have been held, with regard, to 13 cases which have been reported to the Conciliation Service, out of which two(2) cases have been resolved;
- (ii) seven (7) meetings were held with Federations/ Unions to discuss issues pertaining to Ministries/Departments, as well as Sectoral issues pertaining to a particular Ministry/Departments;
- (iii) 7,395 vacancies have been filled, out of which 3,880 at entry level and 3,515 by way of promotion, representing 73.04% of all vacancies budgeted; and
- (iv) 99 cases of representations/disputes made by Federations/ Unions and public officers have been resolved.



GENERAL SERVICES UNIT

The Unit deals with appointment, promotion, confirmation of appointments, posting/change in posting, disciplinary cases, dispute handling and retirement of officers of the General Services posted in different Ministries and Departments. The major achievements in respect of officers of the General Services Grades for the period July 2024 to June 2025 are as follows:-

- 568 officers have been recruited and promoted in the different grades of the General Services Cadre. Recruitment/Promotion for Financial Year 2024/2025 had been on the lower side as compared to Financial Year 2023/2024 due to National Assembly Elections held in November 2024;
- 1,631 changes in postings/postings in respect of officers of the General Services have been effected during the Financial Year with a view to providing officers with opportunities to enrich their job knowledge and broaden their horizon;
- 345 cases of payment of *ad hoc* allowances of officers in the General Services Cadre have been processed; and
- 103 cases of retirement of officers in the General Services Cadre have been processed.

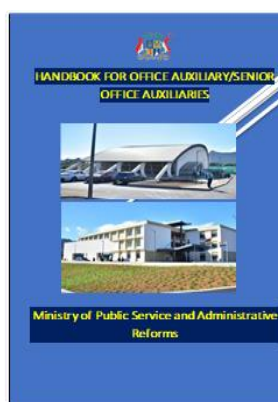


Achievements in respect of officers of the General Services Cadre for Financial Year 2024 – 2025

The Handbook for Office Auxiliary/Senior Office Auxiliaries has been designed with a view to providing information and guidance to newly recruited Office Auxiliary/Senior Office Auxiliaries so that they may perform their duties in a professional manner.

The aim of the Handbook is to provide practical information to Office Auxiliary/Senior Office Auxiliaries regarding the rules, regulations, and conditions of service applicable to them.

Around 1,000 Handbooks have been distributed among Office Auxiliary/Senior Office Auxiliaries posted at different Ministries/Departments.



The Handbook for Office Auxiliary/Senior Office Auxiliaries covers the following topics:

- Confidentiality;
- Code of Ethics for Public Officers;
- Scheme of Service;
- Salary Scale;
- Appointment in the grade of Office Auxiliary/Senior Office Auxiliary;
- Hours of Work;
- Appointment in a substantive capacity after completion of one year temporary period and confirmation;
- Overtime;
- Eligibility for increment;
- Performance Appraisal – Main Features;
- Discipline;
- Career Path;
- Training Opportunities;
- General Conditions of Service;
- Allowances;
- Retirement in the Public Service; and
- Occupational, Safety and Health Guidelines.

The Handbook can be downloaded on the Ministry's website: <https://civilservice.govmu.org/>

The Scheme of Service Unit of this Ministry is responsible for the prescription of Schemes of Service for all grades, including those of the Rodrigues Regional Assembly (RRA). The prescription is effected after having obtained all necessary clearances from the PRB on the salary grading of the post and agreement of the relevant Service Commissions.

The Scheme of Service is prescribed under the relevant regulations of the Public Service Commission/Disciplined Forces Service Commission and it specifies the qualifications, skills and experience required of the prospective job holder as well as the duties and responsibilities of the job. It also specifies the mode of recruitment/appointment and the salary attached to the post.

The key functions of the Unit are as follows:

-  The timely processing of Schemes of Service, in consultation with line Ministries, the PRB and Federations of Unions.
-  Vetting of Public Advertisements for the filling of posts from outside candidates as well as among serving officers. The Unit ensures that the provisions of the Schemes of Service and other Conditions of Service (e.g bond and fringe benefits) are reflected in the advertisement.
-  The implementation of a Collaborative Platform and Document Management System for the Scheme of Service Section (e-SoS) under the Sandbox Framework with a view to streamlining the process for the approval of Schemes of Service and providing a Central Repository for all prescribed Schemes of Service.

For the period **01 July 2024 to 30 June 2025** –

- (i) **58** Schemes of Service have been prescribed for Ministries/Departments;
- (ii) **26** Schemes of Service in respect of parastatal organisations have been vetted; and
- (iii) **67** Public Advertisements/Circular Notes have been vetted.

Prescription under the e-SOS System

Since the implementation of the e-SOS system at the level of the Ministry on a pilot basis, since July 2022, out of **60** schemes of service processed under the e-SoS system, **29** have been prescribed on the platform. The MPSAR will be rolling out the e-SOS system across the Public Service in due course.

**Achievements of the Scheme of Service Unit for the period
01 July 2024 to 30 June 2025**

Activity		01 July 2024 to 30 June 2025		
		Mauritian Establishment	Rodrigues Regional Assembly	Total
Schemes of Service prescribed		53	5	58
Schemes of Service vetted for Parastatal Bodies		26	-	26
Advertisements vetted (Public Advertisement/Circular Note)		61	6	67
Meetings/ Working Sessions held	Consultative Committee on Scheme of Service with the three Federations of Union	3	-	3
	At PRB (including meetings in the context of the forthcoming PRB Report)	141	-	141
	With Ministries/Departments	10	-	10
Court Cases attended at Supreme Court/ERT/EOC/CCM/Conciliation Service of MPSAIR		3	-	3

Conditions of service refer to the terms and conditions of employment of public officers. It includes benefits, regulations, and obligations that govern the employment relationship, which can be both in monetary or non-monetary terms and cover aspects like salary, leave, working hours, allowances, and other benefits. It helps to establish a harmonious working environment.

As a turnkey solution service provider, the Conditions of Service Unit at the Ministry plays a central role in formulating and monitoring policies, regarding the employment conditions, benefits and related benefits of public officers. In fact, it serves as a first line of contact to line Ministries/Departments, Parastatal bodies and other Governmental organisations on issues related to payment of allowances, overtime, equal opportunity in employment, hours of work and leave entitlements, among others. It also deals with requests for the release of public employees to work with Trade Unions and attend to requests from Ombudsman, Equal Opportunities Commission, the Commission for Conciliation and Mediation and whenever required, the officers are called upon to appear before or attend meetings at these institutions.

The achievements of the Unit for the period **July 2024 to June 2025** are highlighted hereunder:-

1. Implementation of Budgetary Measures

With a view to implementing the measures announced by the Government in the 2025/2026 Budget Speech, the following Circulars have been issued to all Ministries/Departments:

- Payment of an Interim Allowance to Public Sector Employees Governed by Pay Research Bureau – Circular Letter No. 64 of 2024;
- Extension of Maternity Leave/Paternity Leave – Circular Letter No. 66 of 2024; and
- Demise of a Public Officer while in Service – Refund of Pension Contribution – Circular Letter No. 72 of 2024.

2. Advice on Conditions of Service

Details	Number of Cases
Cases of Duty Exemption/Travelling Allowances/Travel Grant/Mileage Allowance	133
<u>Pension Issues:</u>	
-Reduction in Additional Pension on Retirement for Injury Sustained (1)	1
-Retirement in Public Interest	5
-Gratuity	32
Total	38
<u>Salary Issues:</u>	
-Grant of Increment	139
-Discrepancies in Salary	
Bond Agreement in respect of Trainees and Officers	5

3. Meeting of Standing Committees under the Purview of the Ministry of Public Service and Administrative Reforms

Standing Committees	Meetings Held	Decisions Conveyed
Standing Committee on Higher Qualifications Incentive and Incremental Credit for Past Experience	3	18
Standing Committees	Meetings Held	Decisions Conveyed
Cases of Higher Qualifications Incentive and Incremental Credit for Past Experience approved administratively	-	124
Standing Committee on Implementation of the 2021 PRB Recommendations	1	6
Standing Committee on Fees and Allowances	7	40

4. High Powered Committee

Details	Number
Cases Referred to the High-Powered Committee	33
Decision of the High-Powered Committee conveyed to Ministries/Departments	33

5. Employment on Contract

Details	Number
Establishment Clearances conveyed on Terms and Conditions for Advisers/Officers to be employed on a contractual basis	302

6. Ad Hoc Allowances for Additional/Extraneous/Higher Duties and Other Allowances

Details	Number
Decisions conveyed for Payment of Ad Hoc Allowances to officers performing duties at higher level	1,295

7. Request for Leave With/Without Pay

Details	Number
Decisions conveyed for Leave Without Pay/Study Leave/Sick Leave and Maternity Leave	913

8. Representations and Cases at CCM/ERT/PBAT/EOC

Details	Number
Cases attended at ERT/CCM/PBAT/EOC	7

9. Bodies declared as Approved Service for the Purpose of Pensions Act of Statutory Bodies Fund Act

Details	Number
Requests for Bodies to be declared as Approved Service	3

10. Other Pertinent Issues Relating to Conditions of Service

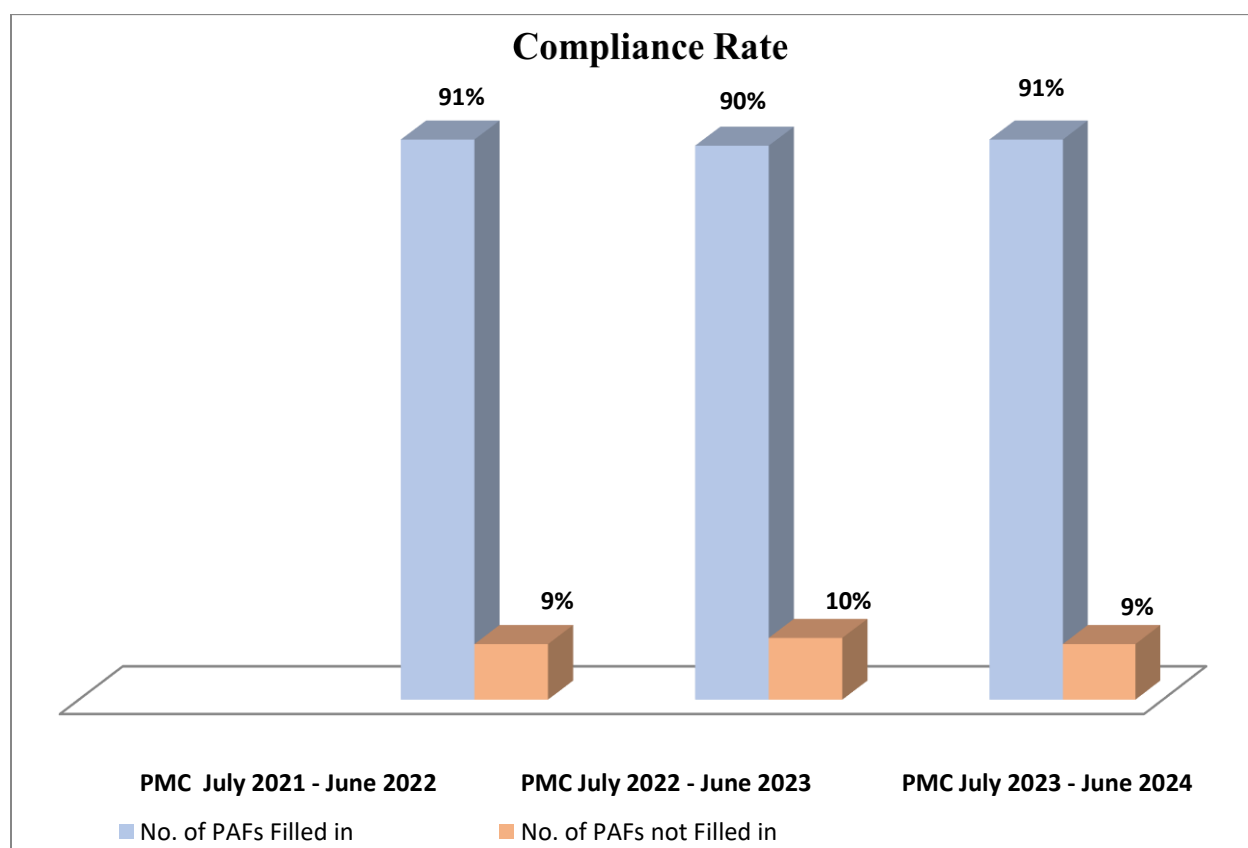
Details	Number
Number of cases dealt with and advice conveyed	163

Performance Management is a continuous process that involves planning, monitoring, developing and evaluating employee performance to align individual efforts with organisational goals and foster growth.

The Performance Management System has been implemented in the Public Service with a view to nurturing a client-focused and results-oriented culture and improving the delivery of services to the public.

The Performance Management and Research Unit monitors the implementation of the Performance Management System in the Public Service. It provides guidance and technical assistance to Ministries/Departments and other public sector organisations for the smooth implementation and sustenance of the Performance Management System.

Performance appraisals across the Public Service, for Performance Management Cycles 2021-2022, 2022-2023 and 2023-2024, are illustrated in Figure below:-



Percentage of Officers who have completed/ not completed the Final Appraisal

In November 2023, the Ministry introduced a revised version of the “Report on Fitness for Promotion”, in consultation with the Public Service Commission, incorporating the information from Performance Appraisal Forms, with a view to rendering it more user-friendly. The revised form provides for the performance scores from Performance Appraisal Forms for the preceding three years of the officer, together with an assessment of the officer's capability to perform in the higher grade.

Sexual Harassment Workplace Policy

Government agreed to the introduction of a Sexual Harassment Workplace Policy across the Public Service with effect from 01 July 2024.

The Policy aims to foster a work environment free from sexual harassment and any inappropriate conduct of a sexual nature. It seeks to ensure full compliance with the existing legislation, while promoting a culture where public officers respect one another's dignity, privacy and right to equity.

In that context, the Performance Management and Research Unit records the number of complaints on Sexual Harassment and Gender-Based Violence in the workplace received from public officers in Ministries/Departments to help enhance a safe and healthy working environment across the service.

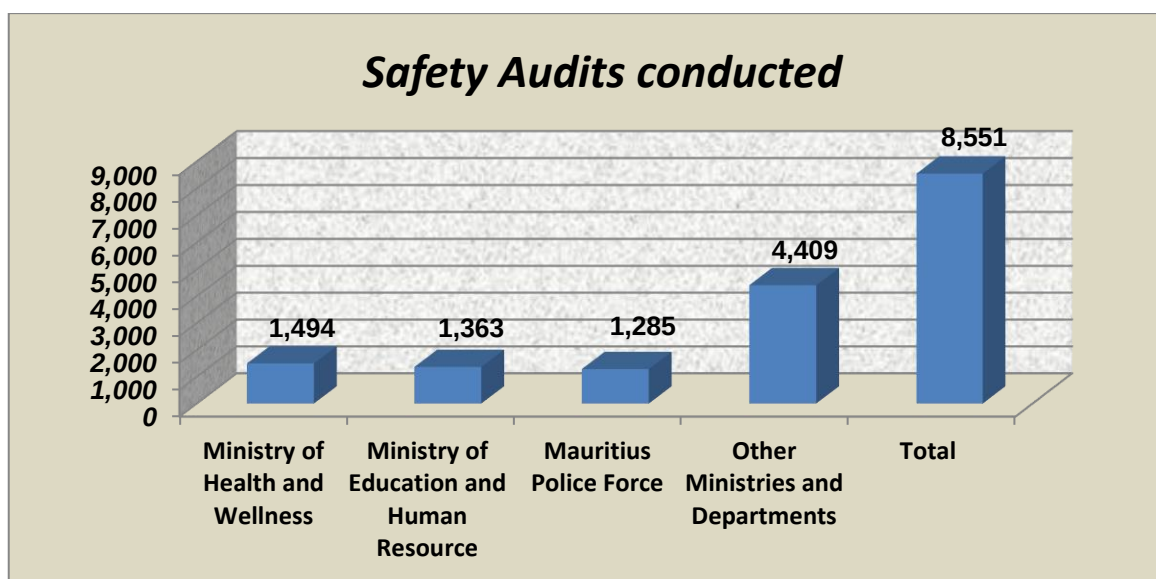
The Occupational Safety and Health (OSH) Division operates under the aegis of the Ministry of Public Service and Administrative Reforms, with the primary objective of ensuring that the State, as an employer, complies with the Occupational Safety and Health Act 2005 and other relevant legislation. The Division is responsible for promoting and ensuring that safety and health standards across all workplaces in the Public Service, with a focus on minimising or eliminating the risk of accidents and ensuring compliance with established norms.

The key Actions of the OSH Division are geared towards improving safety and health standards and compliance through safety audits in Ministries/Departments.

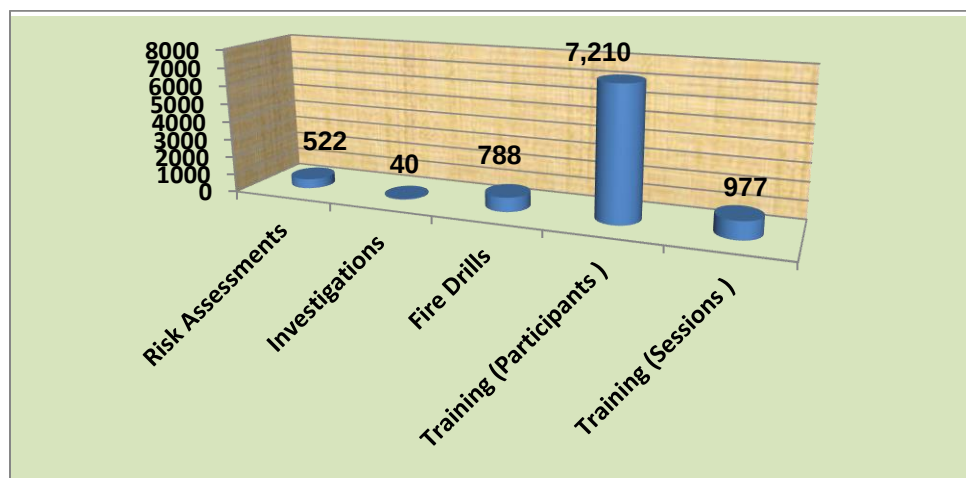
Achievements

During the Financial Year 2024-2025, the following activities were undertaken achievements by the Division:-

- **8,551** Safety Audits were carried out in all worksites of Ministries and Departments as follows;
 - **1,494** Safety Audits in the Ministry of Health and Wellness
 - **1,363** Safety Audits in the Ministry of Education and Human Resource
 - **1,285** Safety Audits in the Mauritius Police Force
 - **4,409** Safety Audits in other Ministries and Departments
- **522** Risk Assessment exercises were effected;
- **40** Investigations were carried out;
- **788** Fire Drill Exercises were conducted; and
- **7,210 Public Officers have attended training on safety and health modules in 977 training sessions.**



The bar chart below graphically illustrates the achievements of the Unit



ENHANCEMENT OF WORK ENVIRONMENT PROGRAMME

This Ministry has been implementing the Enhancement of Work Environment Programme (EWEP), since 2011 and has funded 1,343 projects which aim at uplifting the safety and health standards at work across Ministries and Departments. For Financial Year 2024/2025, a total of 191 projects were funded under the Enhancement of Work Environment Programme (EWEP) Scheme to the tune of Rs4.18Million and benefited 52 Ministries and Departments.

The projects funded were categorised under Greening of the Public Sector and Safety and Health-related projects as follows:

(a) Projects for the Greening of the Public Sector

- Energy Saving Lights (Solar Fog Lights/ Solar Flooding Lights Led Tubes)
- Solar Water Heater

(b) Safety and Health Related Projects

- Fans (Stand fans/Wall fans/Tower fans)
- Portable Air Conditioner
- Water Purifiers
- First Aid Boxes/Kits
- Evacuation Chairs
- Heavy Duty Trolleys
- Trans palette
- Heavy Duty High Pressure Cleaners
- Heavy Duty Vacuum Cleaners/Vacuum Cleaners
- Dehumidifiers
- Storage Facilities (Metal/ Wooden Filing Cabinets, Mobile Compactors, Cupboards, Metal Racks)
- Step Ladder
- Pest Control Programme
- Pigeon Proofing

WORLD DAY FOR SAFETY AND HEALTH AT WORK 2025

The World Day for Safety and Health at Work is celebrated each year on 28 April, focusing on a specific theme that highlights current or emerging challenges in the field of occupational safety and health.

The theme chosen by the International Labour Organization (ILO) for this year's celebration is **“Revolutionizing health and safety: the role of AI and digitalization at Work”**, which will focus on the impacts of digitalisation and artificial intelligence (AI) on employees' safety and health.



CELEBRATING THE WORLD DAY FOR SAFETY AND HEALTH AT WORK 2025

INTRODUCTION:

To mark the World Day for Safety and Health at Work 2025, this Ministry organised a Workshop on the Theme: “Revolutionizing health and safety: the role of AI and digitalization at Work” Monday 28 April 2025, at the Atal Bihari Vajpayee Institute of Public Service and Innovation, Réduit (Minissy), Moka.

OBJECTIVES:

The objectives of the Workshop were to raise awareness, promote knowledge-sharing and build capacity among Chairpersons of Safety and Health Committees in Ministries/Departments on how Artificial Intelligence (AI) and digital transformation can strengthen workplace safety, mitigate occupational risks and shape the AI-driven future of work for a safer and more resilient Public Service

The Workshop was an opportunity to:

- (i) shed light on how new technologies are transforming OSH and explore how AI can enhance the OSH strategy for better managing safety and health;
- (ii) foster inter-ministerial dialogue on standardising AI-enabled safety practices across sectors;
- (iii) advocate stronger safety and health policies and framework to account for the evolving challenges posed by AI thus addressing AI-related safety concerns; and
- (iv) demonstrate AI-driven tools and smart technologies for predicting workplace accidents and optimizing preventive measures for proactive risk mitigation.

OFFICIAL OPENING CEREMONY

The welcome address was given by Mrs. C. R SEEWOORUTHUN, Senior Chief Executive, followed by the Keynote Address and Official Opening by The Honourable L. PENTIAH, Minister of Public Service and Administrative Reforms.



Welcome Address by:
Mrs. C. R SEEWORUTHUN,
Senior Chief Executive,
Ministry of Public Service and
Administrative Reforms



Welcome Address by:
Hon. L. Pentiah,
Minister of Public Service and
Administrative Reforms

Workshop

Eminent Facilitators/Resource Persons shared their knowledge through enriching, interactive and inspiring discussions. A total of 107 participants attended the Workshop.

The active participation of all stakeholders was vital to address OSH concerns with the deployment of AI and explore the challenges and opportunities of integrating AI in an organisation with a view to fostering continuous improvement at the workplace for the well-being of employees.



Breakout sessions were organised to discuss on the impact of AI in the different Sectors such as Education, Health, Agriculture and Police.



Ministries and Departments organised sensitisation campaigns for public officers on this year's theme in their respective organisations, with a view to:

- (i) developing and broadening their knowledge on Artificial Intelligence (AI); and
- (ii) helping them recognise the importance of AI in ensuring employees' safety and health; and sensitising them on the impact of AI on the world of Work.

The Public Sector Business Transformation Bureau (PSBTB) operates under the aegis of this Ministry since May 2019. The setting up of the Bureau is one of the recommendations of the Public Sector Business Transformation Strategy (PSBTS). The Strategy has been built around Implementation Pillars, namely *Growth and Development, Business Transformation, Innovation and Acceleration, Digital Transformation, Smart Process, Strong Governance and Institutional Arrangements, Performance, Capacity Building and Capability Development, Implementation, Public/Customer Satisfaction: The Bottom Line*.

1. Operationalisation of the MoU with the University of Mauritius

In line with its strategic commitment to foster a culture of continuous learning and evidence-based governance, this Ministry signed a Memorandum of Understanding (MoU) with the University of Mauritius (UoM) on 26 April 2024. This MoU marked a major milestone in bridging academia and the public sector. Its implementation has already led to concrete outcomes:

- **Enhanced Access to Academic Resources:** The UoM has granted 100 user login credentials to this Ministry, enabling public officers to access its e-Library platform. This provides unprecedented access to over 8,500 e-books from leading academic publishers such as Elsevier, Springer, and Wiley, as well as more than 150,000 articles and journals through subscribed online databases including Emerald and Elsevier. Officers may also consult over 16,000 dissertations and various open-source resources.
- **Participation in Professional Development Programmes (PDPs):** As part of the collaboration, 12 public officers have been nominated to undergo three specialised Professional Development Programmes offered by the University:
 - Financial Management;
 - Project Management; and
 - Strategic Leadership and Management for Middle Managers and Leaders.

This partnership reflects a broader strategic objective to reinforce the knowledge base of the public service, promote professional excellence, and embed a system of structured career development.

2. Implementation of the Centralised Work Placement Scheme (CWPS)

In line with the Government's vision to bridge the gap between academic learning and workplace requirements, the Centralised Work Placement Scheme (CWPS), approved in December 2023 and officially launched on 18 July 2024, has been effectively implemented. The scheme provides university students with practical exposure in Ministries and Departments.

- As at 30 June 2025, 63 student placement applications have been approved by the Ministry, with students assigned to various host institutions for hands-on exposure in diverse administrative, technical, and policy domains.

3. Restructuring of the Occupational Safety and Health (OSH) Division – Ministry of Labour, Human Resource Development and Training

In response to a proposal by the Ministry of Labour, Human Resource Development and Training (MLHRDT) regarding the restructuring of its Occupational Safety and Health (OSH) Division, the Bureau conducted a review of the Division's current structure and operational needs in July 2024.

- The restructuring exercise involved a detailed analysis of the OSH Division's functional design, staffing levels, and schemes of service; and
- The review aimed to facilitate the filling of existing vacancies and ensure that the organisational structure is fit-for-purpose and responsive to the evolving occupational health and safety landscape.

4. Manpower Assessment at the Ministry of Labour and Industrial Relations (Employment Division)

At the request of the Prime Minister's Office, the Bureau conducted a manpower assessment of the Employment Division within the Ministry of Labour and Industrial Relations in May 2025. The purpose of the assessment was to determine the need for filling a funded vacancy in the grade of Assistant Permanent Secretary.

- The Bureau carried out an in-depth evaluation of existing workloads, functional requirements, and organisational capacity; and
- Based on the findings, a set of targeted recommendations was submitted to guide decision-making on the optimal staffing requirements and ensure alignment with the operational priorities of the Employment Division.

OTHER PROJECTS IN THE PIPELINE

1. Scaling Up of the Electronic Document Management System (e-DMS)

Following the successful pilot implementation of the e-DMS within the Ministry, work is currently underway to scale up the system to additional units and departments. This digitisation initiative is expected to improve operational efficiency, enhance records management, and contribute to a more agile public administration.

2. Digitalisation of the Performance Management System (PMS)

The digitalisation of the Performance Management System (PMS) is a major reform initiative aimed at replacing the current manual, paper-based appraisal process with a modern and efficient digital system. A digital PMS will allow for real-time monitoring of performance, improve the quality and consistency of evaluations, and support evidence-based decision-making in human resource management. In this context, the Ministry has engaged in high-level discussions with the Government of India to explore avenues of collaboration for the review and digital transformation of the PMS. This strategic partnership is expected to bring valuable expertise and technical support to the reform process, and discussions are currently ongoing.

3. **Electronic Scheme of Service (e-SOS)**

The electronic Scheme of Service (e-SOS) platform, introduced on a pilot basis in July 2022, has proven to be an effective tool for the digitisation of the development and approval process of schemes of service. The system has been deployed in collaboration with key stakeholders and five Ministries, with 60 schemes of service processed through the platform and 28 already prescribed. Following the successful completion of the pilot phase and its positive evaluation under the Sandbox Framework, the Ministry is now proceeding with the national rollout of the system across all Ministries and Departments. A bidding exercise for the implementation of the e-SOS platform at full scale will be launched shortly.

4. **Public Sector Reforms Bill**

The Public Sector Reforms Bill is a key legislative initiative currently being developed by the Ministry to provide a statutory foundation for the reform process across the public service. The proposed Bill aims to eliminate excessive bureaucracy, streamline administrative processes, and improve operational efficiency by clarifying roles, responsibilities, and accountability mechanisms within Ministries and Departments. It is intended to ensure that public sector reforms are implemented in a coherent, transparent, and legally sound manner. A concept paper outlining the objectives and scope of the proposed Bill has been finalised and is presently under internal review.

5. **Establishment of Reforms and Innovation Units (RIUs)**

Further to Paragraph 210 of the 2025–2026 Budget Speech, the Ministry is spearheading the establishment of Reforms and Innovation Units (RIUs) across Ministries and Departments. These Units are intended to institutionalise a culture of innovation and excellence by:

- Driving structured and results-oriented transformation initiatives;
- Leading projects in process reengineering, organisational restructuring, and digital transformation;
- Ensuring reforms are effectively monitored and yield measurable outcomes.

RIUs will serve as focal points for sustaining momentum in public sector reforms and ensuring continuous improvement in service delivery.

6. **Development of a Strategic Framework for Public Service and Administrative Reforms 2025-2029**

This Ministry is currently leading the development of a Strategic Framework for Public Service and Administrative Reforms 2025-2029, which will outline a long-term vision for a more modern, responsive, and citizen-centric public service. The framework will address systemic challenges such as bureaucratic inefficiencies and outdated processes while promoting innovation, digitalisation, and agile governance. It will serve as a foundational document to guide reform initiatives over the coming years.

The main function of the Administrative Reforms Division is to drive administrative reform initiatives throughout the Public Service. Focus is on executing projects and strategies aimed at enhancing timely delivery of public services.

During financial year 2024-2025, this Division has implemented the following projects:

Improvement of Counter/Customer Service

The 'Improvement of Counter/Customer Service' is an initiative which is being implemented since the year 2000 to provide a suitable working environment to promote a customer-centric service.

During the last financial year, 18 projects have been implemented in different Ministries and Departments for a total amount of Rs623,085. Some of the major projects include the following:-

- Provision of reception counters and visitor's chairs at some Ministries/Departments;
- Provision of Indicative Sign Panel at the Ministry of Education and Human Resource;
- Provision of brochure holder and pen desk counter at the Seafood Hub, Ministry of Agro-Industry, Food Security, Blue Economy and Fisheries; and
- Provision of sofas, small table and reception counter at the Citizen Support Unit, Prime Minister's Office.

Electronic Attendance System (EAS)

The Electronic Attendance System has been introduced in the Public Service since 2007 to obtain accurate and instant information on attendance of public officers and ensure better discipline and punctuality at work. Most of the Ministries, outstations and sub-offices are equipped with Electronic Time Recorders (ETRs).

As at date, around 645 ETRs have been installed across Ministries/Departments.

Computerised Registry System

This Ministry has been the driver for the implementation of the Computerised Registry System (CRS) since 2006. So far, 80 Registries across the Public Service are using the system. The Ministry also assists other Ministries/Departments by deploying the system in their respective Registries and the provision of appropriate training programmes. During the financial year 2024-2025, onsite training on the CRS was provided to the following Ministries/Departments:

- (i) Ministry of Commerce and Consumer Protection;
- (ii) Office of Ombuspersion for Children;
- (iii) Ministry of Industrial Development, SMEs and Cooperatives (Industrial Development Division);
- (iv) Ministry of Education and Human Resource (Directorate Zone 3); and
- (v) Government Printing Department.

SMS-based communication platform

In February 2020, this Ministry developed a platform Short Messages System to communicate critical and important messages to public officers.

For the Financial Year 2024-2025, 510,042 SMS have been sent to 57,000 Public Officers.

Training of Public Officers



The training of public officers is a continuous process. The Human Resource Development Division (HRDD) of this Ministry is responsible for strengthening the capacities and capabilities of public officers across the Public Service.

Training provided by the Civil Service College, Mauritius

Training and development of public officers is one among the fundamental pillar of the Human Resource Development Division's (HRDD) mandate. As such, the HRDD is entrusted with the overall responsibility for planning, coordinating, and implementing all initiatives related to capacity building and capability development within the Public Service.

The HRDD operates in close collaboration with the Civil Service College, Mauritius (CSCM), now the Atal Bihari Vajpayee Institute of Public Service and Innovation to ensure that the continuous development of skills, knowledge and competence of public officers are properly coordinated through a variety of training programmes in line with the recommendation of the Pay Research Bureau to the effect that 40 to 60 hours of work-related training are dispensed to their staff members yearly.

For the financial year 2024-2025, 6,863 public officers of different grades were provided work-oriented training by the CSCM to keep them abreast of new techniques, technologies and skills. Additionally, the Ministry organised in-house training for 7,210 public officers in line with the requirements of the Occupational Safety and Health Act.

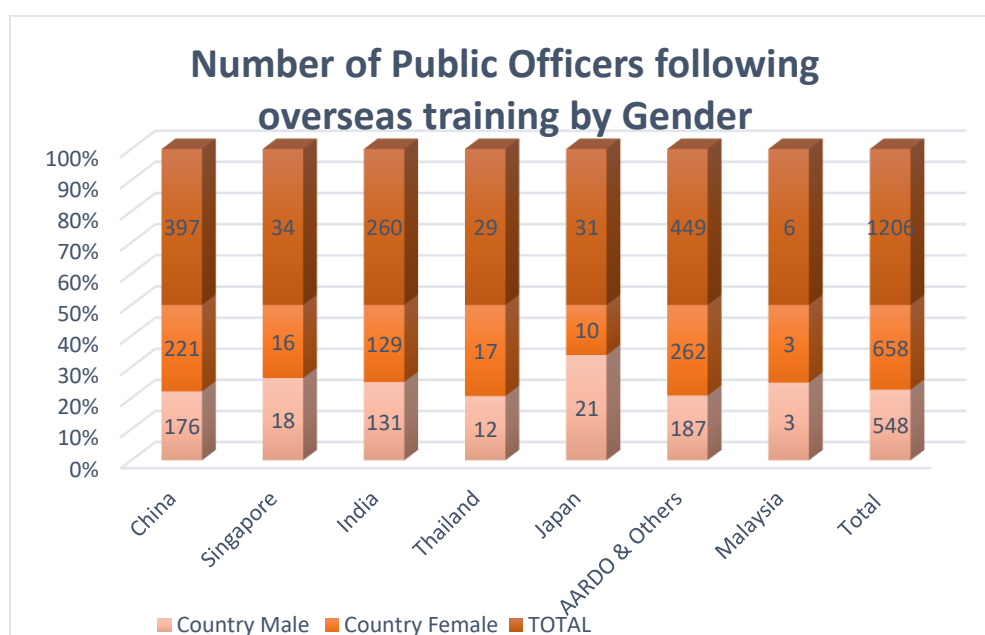
Ministries and Departments also organise customised training courses with the assistance of the CSCM for their staff to train them with modern skills, knowledge and techniques that would enable them to perform their duties more professionally. A total of 1,981 public officers have followed customised training courses at the CSCM during Financial Year 2024-2025.

The Ministry gives particular attention to the training of the Workmen Group in its training programme. Employees in the Workmen Group, which are the first point of contact with the public are provided with relevant training to prepare them to interact properly with the public and provide a quality service with courtesy. The programme covers typically communication skills, impact of alcohol and substance abuse at work and approach a good customer care. A total of 913 manual grade employees have been provided training by the CSCM over the last financial year.

Overseas training

- Under technical cooperation with donor countries and international agencies, public officers attend training courses, seminars and workshops overseas with a view to enhancing their knowledge in various areas such as public administration, good governance, health services, education, sustainable development, agriculture and poverty alleviation, which are essential for the country's development.
- For financial year **2024-2025**, the number of public officers who have been given training opportunities offered by International Agencies/Organizations and friendly donor countries are as follows:

Country	ONLINE		FACE TO FACE		TOTAL
	Male	Female	Male	Female	
China	15	7	161	214	397
Singapore	-	-	18	16	34
India	-	-	131	129	260
Thailand	-	2	12	15	29
Japan	1	-	20	10	31
AARDO & Others	61	101	126	161	449
Malaysia	-	-	3	3	6
Total	77	110	471	548	1,206



INAUGURATION-ATAL BIHARI VAJPAYEE INSTITUTE OF PUBLIC SERVICE AND INNOVATION

The construction of the new premises for housing the Civil Service College, Mauritius at Cote D'Or Technopole, Reduit was completed on 31 October 2024.



Aerial view of the new building

The new building was inaugurated on 12 March 2025 by both Prime Ministers of India and Mauritius and has been named as the Atal Bihari Vajpayee Institute of Public Service and Innovation (AIPSI).



Inauguration day on 12 March 2025

The inauguration marks a significant milestone in the growing India–Mauritius partnership, particularly in the area of capacity building and public administration. The construction and implementation of the Institute were carried out by India's public sector enterprise, NBCC (India) Ltd, further reinforcing the infrastructural and developmental collaboration between the two countries.

The AIPSI main goals are to:

- serve as a hub for training civil servants in Mauritius;
- promote research and innovation in public administration and governance
- encourage institutional collaboration between Indian and Mauritian civil services; and
- function as a centre of excellence in leadership, policymaking, and administrative training.

Moreover, the Institute, which comprises an Academic Block and an Auditorium, is a state-of-the-art infrastructure, equipped with high-tech facilities, along with sophisticated sound systems, lighting and other IT-related equipment.

The Institute is also poised to become a centre of excellence in the African Region to open opportunities for continuous knowledge sharing, research collaboration and exchange programmes and will become an Awarding Body.

Signature of a Memorandum of Understanding between the MPSAR and the National Centre for Good Governance, India

The MPSAR has signed a Memorandum of Understanding (MoU) with the National Centre for Good Governance (NCGG), India on 11 March 2025 during the state visit of H.E Shri Narendra Modi, G.C.S.K, Prime Minister of the Republic of India, in areas of training and capacity building programmes for public officers of Mauritius in India.

The primary objective of the MoU is to ensure the effective and timely implementation of training programmes tailored to the specific needs of senior and mid-level Mauritian public officers, thereby enhancing their capacity to manage complex administrative tasks and improving public sector performance.

Through this partnership, the NCGG will serve as a key institution in designing customised training modules, focusing on areas such as digital governance, public policy and innovative service delivery.

Under the MoU, 500 public officers of Mauritius will be trained for a period of five (5) years in India.

The Public Officers' Welfare Council, which is responsible for the promotion of welfare and work-life balance in the Public Service, has achieved the following objectives during the financial year 2024-2025:

Activities	Number of Participants
Recreational Activities	
Tours to Rodrigues (3 batches)	105
Tour to Malaysia, Singapore and Thailand 2024	42
Tour to North India 2024	45
Stays at Hotel 2024	38
Hiking at Belle Vue Forest Trail 2024	212
La Vanille Nature Park 2024	240
Visit at Île aux Benitiers 2024	120
One day Visit at Ile Des Deux Coco 2024	200
Tour to Reunion Island 2025	45
Sports and Keep Fit Activities	
Keep Fit Activities (Yoga, Zumba A/B/C, Pilates) 2024	118
Petangue Competition 2024	45
Keep Fit Activities (Yoga, Zumba A/B/C, Pilates 2 batch) 2025	126

KEY ACTIONS AND TARGET

Outcome		Outcome Indicator	Target 2024/2025	Achievements as at 30 June 2025
An efficient Public Service oriented towards excellence and delivery of timely, quality and customer-centric services		Percentage of funded vacancies filled in Financial Year for improvement in service delivery	75%	73.92%
Delivery Unit	Main Service	Key Performance Indicator	Target 2024/2025	Achievements as at 30 June 2025
Occupational Safety and Health Division	Enforce compliance with safety and health standards	Number of safety audits conducted	8,000	8,551
Public Sector Business Transformation Bureau	Accelerate the adoption of innovative technologies in the Public Service	Number of sandbox projects developed	2	-
	Adoption of streamlined practices (SMART)	Number of Business Process Re-engineering exercises conducted (Cumulative)	3	2
	Strengthen institutional effectiveness capacity and response for improvement and innovation	Number of institutional reviews conducted	2	1
Civil Service College Mauritius/Human Resource Development Division	Implement the Capacity Development Programme and e-learning	Number of Public Officers trained	15,000	13,168

Gender Mainstreaming

The Gender Cell Committee of this Ministry works towards achieving greater gender balance in the decision-making process and serves as a platform for dialogue on gender mainstreaming issues.

For the Financial Year 2024-2025, an amount of Rs 200,000 was provided in the budget of this Ministry under Gender Mainstreaming to implement activities/projects to promote gender equality and enhance awareness on gender sensitivity.

In collaboration with the CSCM and the Ministry of Gender Equality and Family Welfare, a training programme on Gender Mainstreaming was developed. The training implemented by this Ministry during the financial year 2024-2025 is as follows-

Training Programme/activity	No of officers trained	Amount disbursed (Rs)
One day training on Gender Mainstreaming organised by the CSCM	54 officers of this Ministry have been provided training	Rs 105,000

Safety and Health Committee

This Ministry conducts Safety and Health Committee meetings, once every two months', under the chair of the Permanent Secretary to look into issues relating to safety, health and welfare of employees at work and promote a safe working environment. The Committee meets to examine the grievances of staff and formulate projects for enhancing the work environment.

Fire drill exercises are organised to familiarise officers of this Ministry with evacuation procedures. For Financial Year 2024-2025, two (2) fire drills were conducted at this Ministry.

Audit Committee

An Audit Committee has been set up at this Ministry with a view to minimising the number of audit queries, to support and monitor this Ministry in the areas of governance, risk management, internal and external audits.

During Financial Year 2024-2025, the Audit Committee has met on seven (7) occasions.

FINANCIAL PERFORMANCE

Revenue

No Revenue is collected by the Ministry.

Expenditure

Appropriation of funds to the Ministry is made by the National Assembly Vote 23-1.

The voted provision for financial year 2024-2025 was Rs 487 million and was allocated as follows:

- Recurrent Expenditure - Rs 311.6 million
- Capital Expenditure - Rs 175.4 million

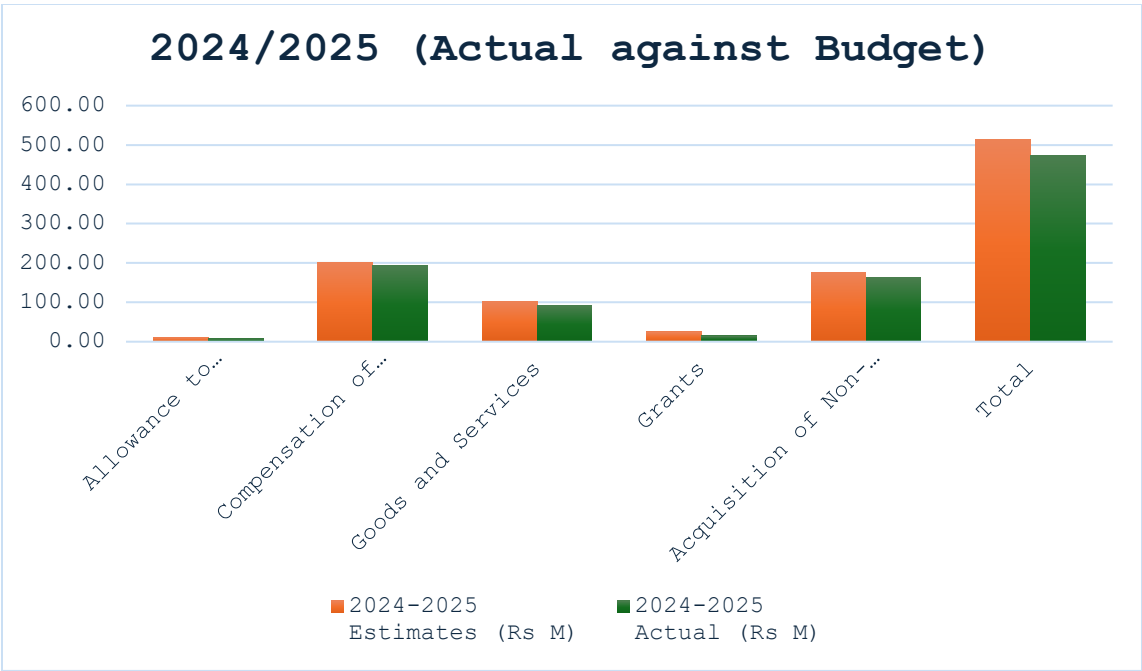
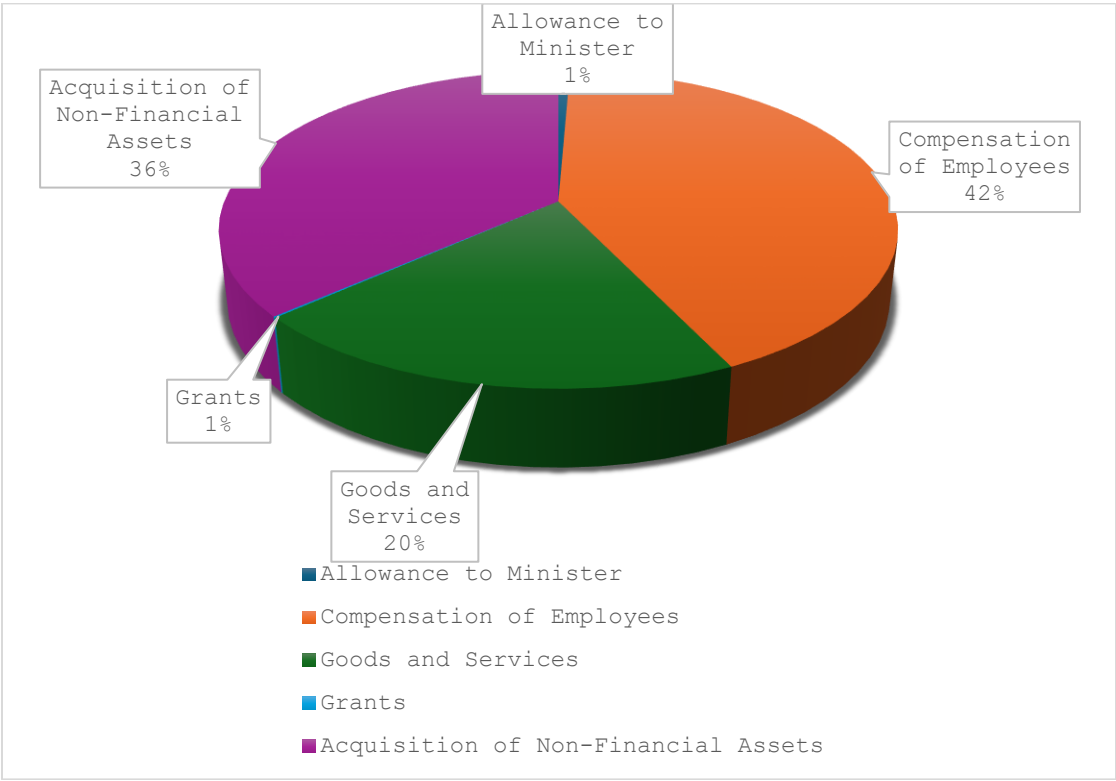
The preparation of the statement of expenditure is based on information captured from the Treasury Accounting System.

Head/Sub Head of Expenditure	2023-2024 Actual (Rs M)	2024-2025 Estimates (Rs M)	2024-2025 Actual (Rs M)
Allowance to Minister	2.40	2.40	2.33
Compensation of Employees	171.33	200.30	193.10
Goods and Services	96.54	102.10	92.47
Grants	6.72	6.80	3.72
Acquisition of Non-Financial Assets	166.60	175.40	164.27
TOTAL	443.59	487.00	455.89

Major changes from 2023-2024 to 2024-2025

The actual budget shifted from Rs 443.59 M to Rs 455.89 M due to the increase in the Compensation of Employees.

The chart below gives a graphical illustration of the expenditure incurred during Financial Year 2024-2025.



Major Variances from Budget Estimates for 2024-2025

The variance for “**Compensation of Employees**” is mostly due to the delay in the filling of funded vacancies.

The variance for “**Goods and Services**” is mainly due to:

- (i) Non-responsive bids i.c.w Consultancy Fees & Sandbox Framework and
- (ii) a reduction in the maintenance cost of IT Equipment.

The variance for “**Grants**” is because the Public Officers Welfare Council (POWC) undertook no activities during the period November 24 to June 25, hence funds was not released.

The variance for “**Acquisition of Non-Financial Assets**” is due to:

- (i) Savings in the project value of the construction of Civil Service College and
- (i) the non-implementation of the E-Scheme of Service.

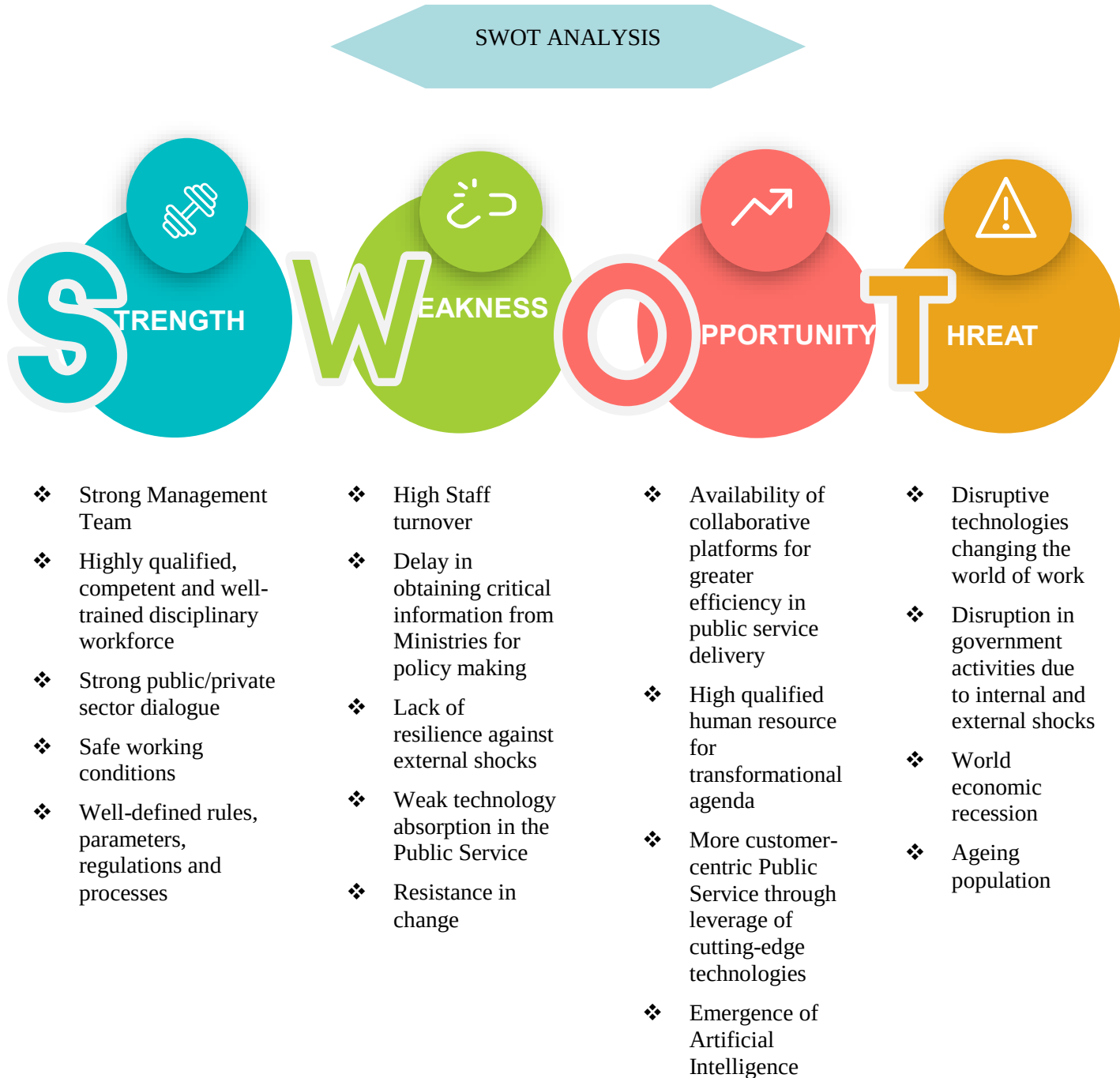
WAY FORWARD

As we are entering into a new era, economies across the continent are finding ways and means to improve the life of their citizens through the adoption of innovative technologies and modernisation. Mauritius is no exception. Many Ministries, Departments and Public Sector Organisations have embarked on new ways and embraced cutting-edge technologies with a view to delivering quality services to the Mauritian population.

Ways to respond to those challenges include:-

- increasing efficiency in the Public Service through the adoption of emerging technologies such as Artificial Intelligence;
- benchmarking against best practices in successful economies such as Singapore and Malaysia;
- extensive use of collaborative approaches such as video-conferencing and webinars;
- establishment of Protocols and Guidelines to prevent calamities and disasters; and
- provision of continued professional development for Public Officers.

A SWOT analysis of this Ministry highlighting the internal strengths and weaknesses as well as opportunities and threats from the external environment is briefly highlighted in the figure below:



STRATEGIC DIRECTION

With a view to promoting a modern and effective Public Service that is capable of contributing towards the vision in line with the Government Programme 2025-2029, this Ministry is coming up with the following strategies and policies:-

STRATEGIC FRAMEWORK FOR PUBLIC SERVICE AND ADMINISTRATIVE REFORMS 2025-2029

This Ministry will come up with a Strategic Framework for Public Service and Administrative Reforms 2025-2029 that will represent a pivotal initiative supporting Government's vision to build a modern, agile, transparent, resilient and citizen-centric Public Service, while promoting a "whole-of-Government" approach to eliminate inefficiencies and enhance accountability and value in Public Service delivery.

The Framework will be based on key Pillars namely, Administrative Reforms and Innovation, Capacity Building, Digitalisation and Public Service Policies and Strategies. The Strategic Framework will also comprise a Public Service Delivery Index, which would be a crucial measuring tool to continuously monitor progress and performance and address inefficiencies in a timely manner.

CONCLUSION

The successful implementation of the policies and strategies will greatly contribute to propel the public sector to new heights of development.