



Ministry of Public Service, Administrative and Institutional Reforms

ANNUAL REPORT FOR FINANCIAL
YEARS 2018-2019 AND 2019-2020



TOWARDS A TECHNOLOGY-DRIVEN PUBLIC SECTOR



OCTOBER 2020

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STATEMENT FROM THE MINISTER OF PUBLIC SERVICE, ADMINISTRATIVE AND INSTITUTIONAL REFORMS



I am pleased to present the Annual Report of the Ministry of Public Service, Administrative and Institutional Reforms for Financial Years 2018-2019 and 2019-2020.

Institutional reforms and good governance practices are fundamental principles at the core of the fight against corruption. In the context of Government's renewed vision for a modernised, efficient and effective public service, my Ministry plays a central role in providing the necessary support for the implementation of major Public Sector Management Reforms. It has set, as its mission, to be the driver, catalyst and facilitator for the effective development of human resources in the public service and to spearhead projects relating to administrative reforms.

As recommended in the PRB reports, my Ministry ensures that a maximum number of public officers are provided work related training annually. In a bid to make training available to a wider number of public officers, a full-fledged Civil Service College will be constructed at Le Réduit Triangle with the financial assistance of the Government of India.

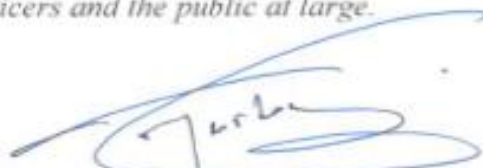
My Ministry also finances various projects under the Enhancement of Work Environment Programme (EWEP) and Counter/Customer Service Scheme for a better working environment for public officers and for promoting a customer centred service. During Financial Years 2018-2019 and 2019-2020 a total of 153 projects under EWEP were funded by my Ministry. In addition, a total amount of Rs 8.3M for both Financial Years were allocated for the Counter/Customer Service Scheme under which 113 projects were funded.

Since work-life balance is instrumental in improving health and fostering efficiency at work, the Public Officers' Welfare Council, under the aegis of my Ministry, has organised recreational and cultural activities for public officers and their families during the period under review. However, the COVID-19 pandemic has severely hit the world economy and Mauritius has been no exception. It has adversely impacted on the delivery of public services as well as for the organisation of social and cultural activities for the benefit of public officers.

Government has 'therefore' introduced the Work from Home Scheme based on online collaborative platforms to facilitate interaction among different actors of the economy. I am sure that the new normal created by COVID-19 will give a boost to creativity and innovative practices across the public service.

During the outbreak of the COVID-19 pandemic and prior to the resumption of work in the Public Service, the Occupational Safety and Health Division of my Ministry ensured that safety and health measures/protocols were put in place by all Ministries and Departments for a safe resumption.

I thank all the officers of my Ministry for their unflinching support and delivery of quality services to public officers and the public at large.

A handwritten signature in blue ink, appearing to read 'Teeruthraj Hurdoyal', is written over a faint circular stamp or watermark.

*Hon. Teeruthraj Hurdoyal
Minister*



As Secretary for Public Service, I am delighted to be associated with the publication of the Annual Report of the Ministry of Public Service, Administrative and Institutional Reforms (MPSAIR) for the period 2018 to 2020.

Major changes have occurred during this time span. These reflect the increasingly vital role of the Ministry in the shaping of a vibrant and citizen-centric Public Service in the face of an unpredictable and complex local and global environment.

As a matter of fact, the Public Sector Business Transformation Bureau of the Ministry became operational in May 2019. The Bureau has as mandate to foster a "whole-of-government" approach in the transformation journey of the Public Service in line with the Public Sector Business Transformation Strategy.

In November of the same year, a new Government was ushered in, bringing along a major change in the appellation of the Ministry which has now a key mandate of Institutional Reforms.

However, the year 2020 marked a crucial turning point. Presently, our country stands at crossroads and our future will depend on how we react to the wake-up call.

Since March 2020, our country is bracing up major disruptions caused by the COVID-19 pandemic. Despite the dire consequences, this health crisis has created an opportunity to challenge deep rooted bureaucratic processes, practices and culture, reimagine the "business model" of the Public Service and sharpen our strategies so as to remain resilient and responsive.

The Occupational Safety and Health Division of the Ministry now leverage their operations on the intensive use of a digital collaborative platform, Microsoft Teams, which has significantly improved efficiency and decision-making. Moreover, this Division is embarking on the implementation of the Occupational Safety and Health Management System based on the ISO 45001 standard in line with the recommendation of the International Labour Organisation.

Furthermore, a major milestone has been crossed in 2020 in line with the objective of Government to create a knowledge-based Public Service. The design of a state-of-the-art Civil Service College at the heart of the Ebène Triangle in Réduit has been completed and construction is planned to start in the first quarter of 2021. The College will be financed from a grant from the Government of India. Moreover, the Ministry will soon offer Industry-Led Certification and leverage on Massive Open Online Courses (MOOCs) to offer quality training to our public officers.


Whilst the Ministry continues to play a vital role in providing timely and impartial advice to Ministries and Departments in HR matters, a dedicated Strategic HR function with focus on succession and manpower planning, ageing workforce, rotation policy and data analytics, amongst others, is being set up.

Committed to being the driving force in bringing meaningful transformation in the Public Service, the Ministry has made tangible inroads based on the action plan of the Public Sector Business Transformation Strategy. As a matter of fact, support to Ministries and Departments in the implementation of some 270 Business Transformation Initiatives is now facilitated over a digital platform managed by the Public Sector Business Transformation Bureau. More recently, three Key Performance Indicators for Ministries and Departments have been set and are being monitored for reporting to Government on a quarterly basis. As outlined in the Budget 2020-2021, the Ministry will spearhead the implementation of the Sandbox initiative to facilitate the introduction of innovative technologies that have a transformative impact on Public Service delivery.

On another score, the Ministry considers that the welfare of our public officers is the bedrock for a strong and united Public Service. The Public Officers' Welfare Council, which operates under the aegis of this Ministry, organises an array of leisure, educational and recreational activities ranging from football tournament to essay competition for the benefit of public officers. Our flagship event, the Annual Kermesse, provides a meeting place for the grand family of the Public Service.

I would also like to place on record that industrial relation between the Ministry and the main trade union federations, which is built on trust and mutual respect, has remained strong and cordial.

Lastly, I would like to express my gratitude to Head of Divisions and Staff of the Ministry for their unflinching support, collaboration and contribution in being part of transformation and change in the Public Service.


S. Ragen
Secretary for Public Service

INTRODUCTION

The Annual Report on Performance of the Ministry is a statutory requirement in accordance with Section 4B of the Finance and Audit Act and has been prepared according to the guidelines issued by the Ministry of Finance, Economic Planning and Development. It gives an overview of the major activities carried out by the Ministry during the Financial Years 2018-2019 and 2019-2020. It also enables an assessment of the resource utilisation by the Ministry in achieving the set targets with a view to meeting Government objectives.

The Report is a mechanism that promotes transparency and accountability in respect of resources provided by the National Assembly and services delivered thereon, and also comprises information for Ministries/Departments and the public at large.

The Ministry is committed to delivering a quality service to its customers and creating an enabling environment for sustained transformation and innovation of the Public Service through the articulation of right policies and strategies.

STRUCTURE OF THE REPORT

This Report is divided into four parts.

Part I outlines the vision, mission, roles and functions of the Ministry and State-owned enterprises operating under its aegis. It gives a brief overview of the structure of the Ministry in pursuance of its policy making and service delivery objectives. The State-owned enterprises operating under its aegis and their key functions are also briefly presented.

Part II describes the major achievements and challenges of the Ministry for the previous financial years. The status on the implementation of budgetary measures pertaining to the Public Service and key actions of the Ministry is also highlighted.

Part III summarises the financial performance of the Ministry in terms of expenditure under the different Headings/Sub Headings.

Part IV analyses the trend and challenges facing the Public Service that may impact on the policy orientation of the Ministry. The strategic directions of the Ministry over the next three years are defined.

ABOUT THE MINISTRY

ABOUT THE MINISTRY

Our Vision:

- A professional Public Service committed to excellence.

Our Mission:

- To instill a culture of excellence by driving and facilitating transformational change and innovation in the Public Service.
- To spearhead administrative and institutional reforms to ensure timely and quality service delivery.
- To facilitate the continuous professional growth and development of human resources in the Public Service.
- To promote an ethical culture across the Public Service.

Our Core Values:

We practise and promote the following values:-

Integrity

- We are guided by the highest standards of professional ethics.

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 target.

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

The Ministry is responsible for the formulation and implementation of strategies and policies for equipping the Public Service with capable and competent Human Resource for the implementation of Government policies and programmes, and ensure a safe and healthy workplace. The key functions of the Ministry are to:-

1. • Spearhead the transformational agenda of Government across the Public Service.
2. • Advise Ministries and Departments on Human Resource matters.
3. • Support Ministries and Departments in institutional review and reforms.
4. • Formulate strategies and policies for the sound management of Human Resource in the Public Service and drive the implementation of the recommendations of PRB Reports.
5. • Assist Ministries and Departments in the implementation of the provisions of the Occupational Safety and Health Act 2005 and setting up of OSH Management System ISO 45001:2018.
6. • Promote an innovative and technology-driven Public Service.
7. • Equip public officers with the right skills and aptitude.

OVERVIEW OF THE MINISTRY

The Ministry of Public Service, Administrative and Institutional Reforms comprises four main Divisions. Each Division is made up of several Sections and Units.



GENERAL ADMINISTRATION DIVISION

ADMINISTRATIVE SECTION
FINANCE SECTION
PROCUREMENT AND SUPPLY SECTION
OFFICE ACCOMMODATION SECTION



ADMINISTRATIVE REFORMS DIVISION/PUBLIC SECTOR BUSINESS TRANSFORMATION BUREAU



HUMAN RESOURCE MANAGEMENT DIVISION

HUMAN RESOURCE MANAGEMENT CADRE UNIT
HUMAN RESOURCE POLICY UNIT
SCHEME OF SERVICE UNIT
CONDITIONS OF SERVICE UNIT
PERFORMANCE MANAGEMENT UNIT
EMPLOYMENT RELATIONS UNIT
GENERAL SERVICES UNIT



HUMAN RESOURCE DEVELOPMENT DIVISION

CIVIL SERVICE COLLEGE, MAURITIUS
TECHNICAL ASSISTANCE PROGRAMMING SECTION
CIVIL SERVICE LIBRARY AND DOCUMENTATION UNIT



OCCUPATIONAL SAFETY AND HEALTH DIVISION

BRIEF OVERVIEW OF THE DIVISIONS

GENERAL ADMINISTRATIVE DIVISION

The General Administration Division is responsible for overseeing the implementation of Government strategies, policies and programmes pertaining to human resource and translating the transformation agenda of Government. It is also responsible for the overall monitoring of policies and projects of the Ministry. The activities of the Division consist of assisting the Secretary for Public Service in the general administration of the Ministry of Public Service, Administrative and Institutional Reforms (MPSAIR) and providing support and guidance to the other Divisions.

HUMAN RESOURCE MANAGEMENT DIVISION

The Human Resource Management Division (HRMD) is responsible for human resource development across the Public Service. It deals with the human resource policies and strategies, the size of establishments, salaries and wages, conditions of service (such as allowances, leaves and passages), and staff relations in regards to such matters and redeployment of redundant employees following a restructuring exercise. Our customers are Ministries/Departments and other public sector organisations, Parastatal bodies, other institutions covered by the Pay Research Bureau, the Rodrigues Regional Assembly, the Federations and Trade Unions, the Civil Society as well as individual officers.

OCCUPATIONAL SAFETY AND HEALTH DIVISION

The Occupational Safety and Health Division (OSHD) ensures that the State, as an Employer, complies with the existing safety and health laws and other related legislations. In this context, officers of the Safety and Health Cadre are assigned to Ministries/Departments to provide the necessary advice and support and undertake activities such as safety and health audits, training, risk assessment, fire drills, handling of complaints, amongst others.

Moreover, the Enhancement of Work Environment Programme (EWEP) has been introduced as an innovative scheme for uplifting the safety and health standards in the Public Service by funding safety and health-related projects. The Occupational Safety and Health Management System (OSHMS) is being implemented in a phased manner in identified organisations with a view to enhancing safety at workplace.

PUBLIC SECTOR BUSINESS TRANSFORMATION BUREAU

The Public Sector Business Transformation Bureau (PSBTB), which operates under the aegis of the Ministry of Public Service, Administrative and Institutional Reforms, has been set up in line with the Public Sector Business Transformation Strategy.

The PSBTB has the ambition to be the main catalyst of Government's transformation agenda, contributing to the creation of a new model for the Mauritius Public Service aligned to a common purpose, vision, sense of belonging, behaviour and goals.

ADMINISTRATIVE REFORMS DIVISION

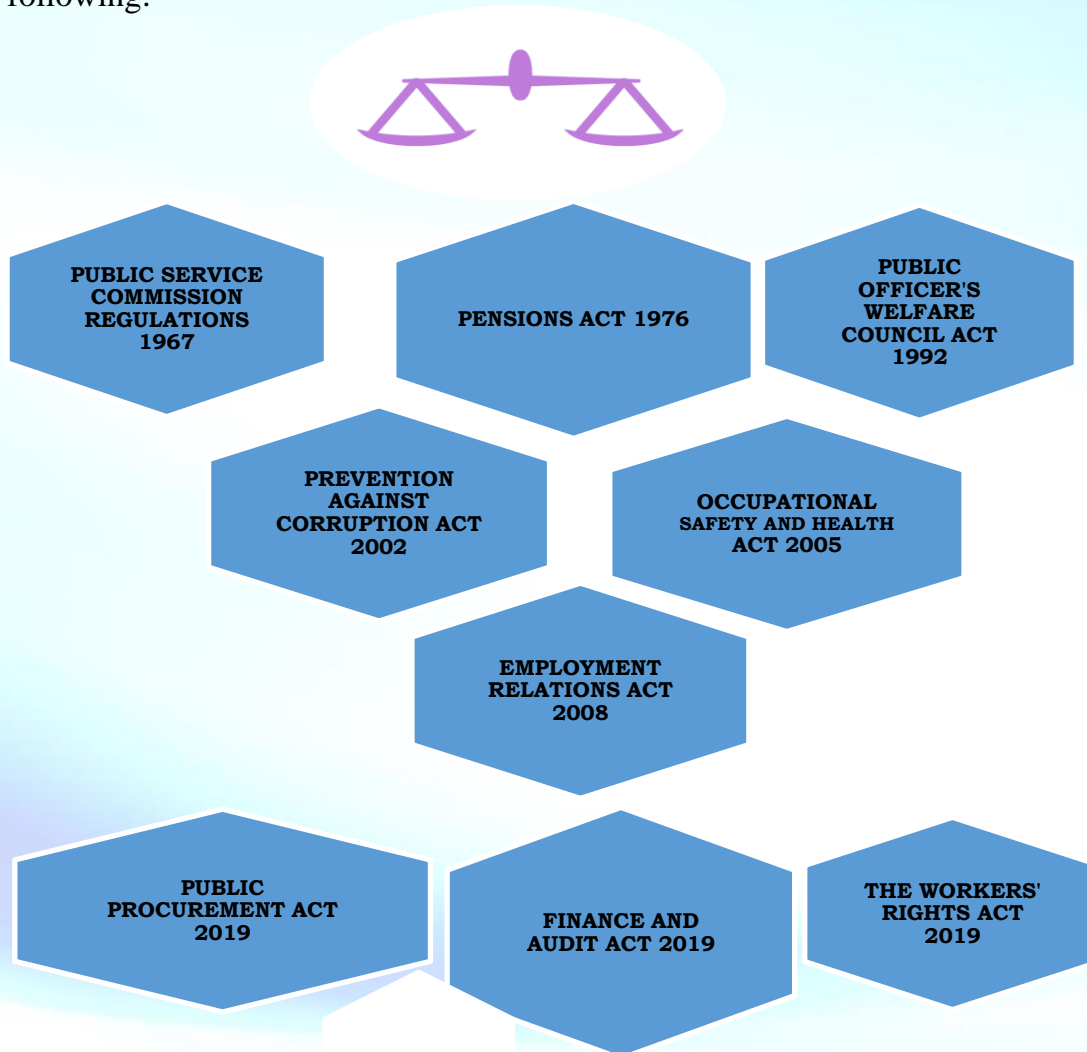
The mandate of the Administrative Reforms Division (ARD) is to develop a customer-centric, performance-oriented, and results-based culture in the Public Service and to encourage the adoption of innovative methods to deliver quality public services.

HUMAN RESOURCE DEVELOPMENT DIVISION

The Human Resource Development Division (HRDD) is responsible for, *inter-alia*, all matters pertaining to capacity building and capability development of officers across the Public Service. As such, it works in close collaboration with the Civil Service College, Mauritius to ensure that training programme and the continuous development of skills, knowledge and competence of public officers are properly coordinated and implemented.

MAIN LEGISLATIONS

The legal framework governing the Public Service comprises the following:-



Other Relevant Legislation and Guidelines

- Human Resource Management Manual.
- Financial Management Manual.
- Official Secrets Act 1972.
- Scheme of Service Guidelines.
- Code of Ethics.
- Code of Conduct.
- PRB Report.

OVERVIEW OF STATE-OWNED ENTERPRISES OPERATING UNDER THE PURVIEW OF THE MINISTRY

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 Ministry of Public Service, Administrative and Institutional Reforms and caters for the welfare of public officers and their families.



OBJECTIVES OF THE COUNCIL

- To organise recreational and cultural activities for public officers.
- To enlist the participation of public officers in the implementation of activities of the Public Officers' Welfare Council.
- To promote the welfare of public officers and maintain effective communication with departmental Staff Welfare Associations.
- To set up and operate schemes or projects for the benefit of public officers and their families.
- To advise the Minister on matters relating to the welfare of public officers.



THE CIVIL SERVICE COLLEGE, MAURITIUS

The Civil Service College, Mauritius (CSCM) is incorporated as a state-owned private company with the sole shareholder being the Government of Mauritius. The CSCM has been set up to cater for the growing training and development needs of public officers at all levels, including those from local authorities and parastatal bodies.

Since its operation in November 2015, the CSCM has, as at June 2020, trained a total of 35,995 public officers.



GENDER POLICY STATEMENT

The Ministry 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 approach.



ABOUT OUR PEOPLE

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, three Assistant Permanent Secretaries and officers of the Public Sector Business Transformation Bureau, Human Resource Cadre, Occupational 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, Administrative and Institutional Reforms is currently manned by 283 staff. The organisation chart of the Ministry is at *Appendix*.



Two Interns employed under the Service to Mauritius Programme are posted at the Ministry to provide support as well as to enhance their employability on the labour market. Five officers from the Central Information Systems Division (CISD), one Human Resource Executive and one Management Support Officer from Rodrigues Regional Assembly are posted to the Ministry on a full time basis. The workforce of the Ministry comprises professionals from different backgrounds with diverse competencies that is committed to drive transformational change across the Public Service and implement Government Programmes and policies effectively.

TRAINING AND DEVELOPMENT

Training and Development is an important component of the Human Resource Management and is part of the overall strategy to promote a culture of excellence in the Public Service. It is critical for organisational development and upgrading of employees' skills.

The Ministry of Public Service, Administrative and Institutional Reforms 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 staff members of the Ministry 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 mind-set. The officers of the Ministry benefit from both generic and specific training courses which help them keep abreast of new skills, trends and techniques.

During Financial Years 2018-2019 and 2019-2020, officers of the Ministry have benefitted from the following training programmes to upgrade their skills and competencies.

TRAINING PROGRAMME	NO. OF STAFF TRAINED
Certificate of Achievement in Service and Performance Excellence	21
Train the Trainer	1
Legislative Drafting	1
Advanced Excel	8
Protocol and Etiquette	1
Written Communication and Effective Notes of Meeting	65
Training in First Aid	2
Tea Making and Service	12
Training in legislative Drafting	6
Certificate of Achievement in Service and Performance Excellence	31
In-house-training MCSAR – “Refresher Courses on Customer Care and Reception of Visitors”	25

SENIOR MANAGEMENT TEAM

ADMINISTRATION	
Secretary for Public Service	RAGEN Swaminathan Tel (230) 405 4125 Tel (230) 405 4100 Ext 10254 Email: sragen@govmu.org
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Assistant Permanent Secretary	SEEDOYAL Vasheel Ourvasant Tel (230) 405 5776 Tel (230) 405 4100 EXT 10278 Email: vseedoyal@govmu.org
Assistant Permanent Secretary	MADARBOKUS Muhammad Ziyaad Tel (203) 405 5413 Tel (203) 4054100 EXT 10106 Email: mzmadarbokus@govmu.org
Assistant Permanent Secretary	PURGUSS-RAMJADA Reshma Devi (Mrs) Tel (230) 405 5397 Tel (230) 405 4100 Ext 10219 Email: rpurguss-ramjada@govmu.org
PUBLIC SECTOR BUSINESS TRANSFORMATION BUREAU	
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Manager, Human Resources	<p>BUSAWON Beebee Fawzia (Mrs) Tel (230) 405 4131 Tel (230) 405 4100 Ext 10164 Email: fbusawon@govmu.org</p>
Manager, Human Resources	<p>HUNG WAI WING Maria Laurie (Mrs) Tel (230) 405 4147 Tel (230) 405 4100 Ext 10204 Email: lhung-wai-wing@govmu.org</p>
Manager, Human Resources	<p>REEGA Indranee (Mrs) Tel (230) 405 4139 Tel (230) 405 4100 Ext 10144 Email: ireega@govmu.org</p>
Manager, Human Resources	<p>MILLIEN Sattamah (Mrs) Tel (230) 405 4133 Tel (230) 405 4100 Ext 10166 Email: smillien@govmu.org</p>
Human Resource Management Officer (Personal)	<p>PYNEEANDEE Lina (Mrs) Tel (230) 405 4150 Tel (230) 405 4100 Ext 10236 Email: lpyneehandee@govmu.org</p>

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Principal Safety and Health Officer	<p>JAUNKEEPERSAD Rishi</p> <p>Tel (230) 405 5762</p> <p>Tel (230) 405 4100 Ext 10014</p> <p>Email: rjaunkeepersad@govmu.org</p>
Principal Safety and Health Officer	<p>RAMDAHEN Premanand</p> <p>Tel (230) 601 5200 Ext 5624</p> <p>Fax (230) 696 5170</p> <p>Email: pramdahen@govmu.org</p>
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Principal Safety and Health Officer	<p>BHUGUN-RAMJATTUN Artee (Mrs)</p> <p>Tel (230) 405 5766</p> <p>Tel (230) 405 4100 Ext 10022</p> <p>Email: abramjattun@govmu.org</p>
Principal Safety and Health Officer	<p>MOLOAH Vimla (Miss)</p> <p>Tel (230) 405 5764</p> <p>Tel (230) 405 4100 Ext 10016</p> <p>Email: vmoloah@govmu.org</p>

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ACHIEVEMENTS OF THE MINISTRY

ACHIEVEMENTS

HUMAN RESOURCE MANAGEMENT CADRE UNIT



The Human Resource Management Cadre Unit deals with appointment, promotion, posting, disciplinary cases, retirement of officers on the establishment of the Ministry of Public Service, Administrative and Institutional Reforms and posted in different Ministries and Departments respectively. The major achievements of the Unit during the last two financial years are as follows:-

- (i) 110 vacancies in the HRM Cadre have been filled out of which 53 were at entry level and 57 at promotional level;
- (ii) 108 officers of the HRM Cadre have been trained and their development capabilities enhanced through overseas training/workshop/seminar programmes in China, India and Egypt;
- (iii) 104 officers in the grade of Human Resource Executive and Senior Human Resource Executive have been sponsored to follow training in local Universities (BSc HRM/ Top up HRM);

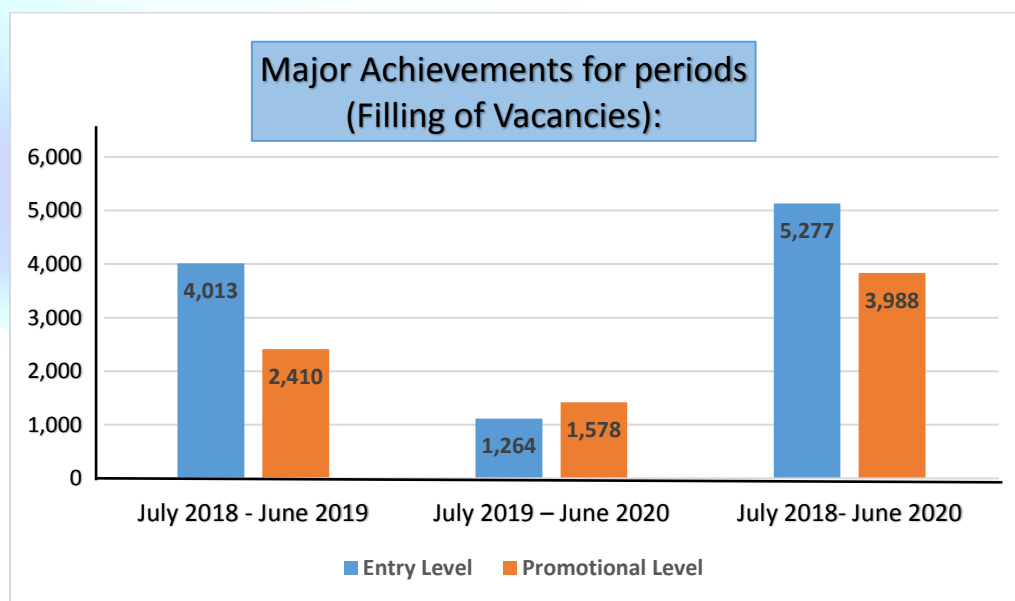
- (iv) 335 officers of the HRM Cadre have been provided tailor-made training courses in Legal issues and Training Needs Analysis;
- (v) 184 changes in posting in respect of officers of the HRM Cadre have been effected during the year;
- (vi) 1589 updates and 813 validations have been carried out on the HRMIS system in respect of HRM Cadre officers;
- (vii) 707 cases of unutilised sick leave have been compiled and processed;
- (viii) 17 cases of retirement of officers in the HRM Cadre have been processed;
- (ix) 868 cases in respect of payment of ad hoc allowance for assignment of higher duties have been processed;
- (x) 173 cases of adjustment of salary on promotion for officers of the HRM Cadre were attended to;
- (xi) 592 statement of salaries in respect of officers of the HRM Cadre have been transmitted to Ministries/Departments as requested;
- (xii) 90 cases of beyond top increment have been processed in respect of officers in the grade of Human Resource Executive and Manager, Human Resources as recommended by PRB; and
- (xiii) 34 cases of contribution to Civil Service Family Protection Scheme have been processed for officers of the HRM Cadre.



EMPLOYMENT RELATIONS UNIT

The Employment Relations Unit is responsible for promoting harmonious employment relations within the Public Service by adopting a consensual approach through dialogue, consultation, negotiation and conciliation. It also examines Human Resource Proposals of Ministries/Departments and the Rodrigues Regional Assembly and provides updated monthly status of the number of funded vacancies filled in the context of the yearly budget exercise. Moreover, it prepares the relevant Civil Establishment Orders and upon request considers assistance to Ministries/Departments for the conduct of Manpower Assessment Exercises as well as provides secretarial support to the Conciliation Service of the Ministry. The main achievements over the past two financial years are as follows:-

- (i) 7 cases of dispute have been resolved by the Conciliation Service of the Ministry; and
- (ii) 9,265 vacancies have been filled out of which 5,277 were at entry and 3,988 at promotional level.



GENERAL SERVICES UNIT

The Unit deals with appointment, promotion, confirmation of appointments, 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 2018 to July 2020 are as follows:-

- (i) 1784 Officers have been recruited and promoted in the different grades of the General Services Cadre;
- (ii) 1000 changes in postings/postings in respect of officers of the General Services have been effected during the year with a view to providing officers with opportunities to enrich their job knowledge and broadened their horizon;
- (iii) 2888 cases of payment of ad hoc allowances of officers in the General Services Cadre have been processed; and
- (iv) 254 cases of retirement of officers in the General Services Cadre have been processed.

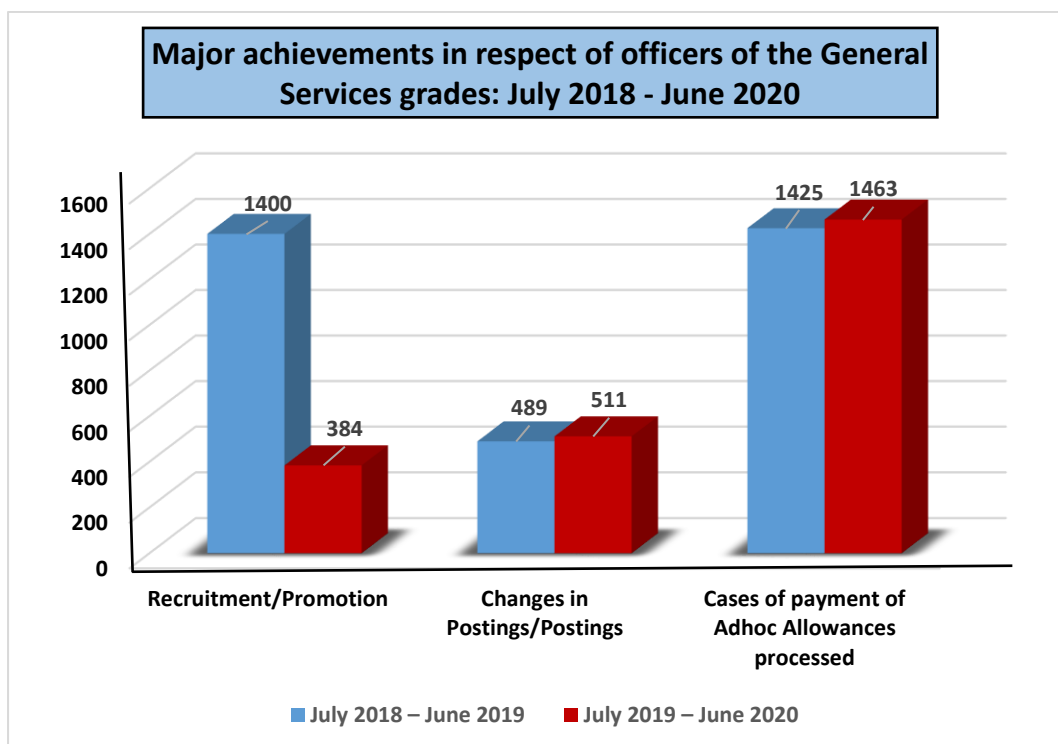


Figure I

The cases of retirement processed during the period July 2018 to June 2020 are shown in Figure II below.

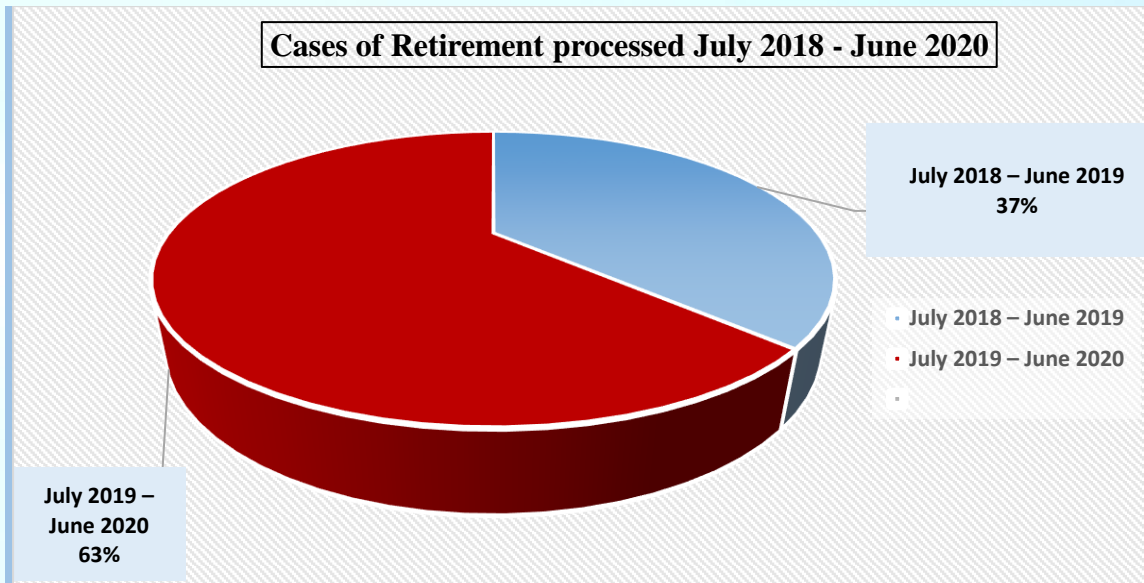


Figure II

SCHEME OF SERVICE UNIT

The Scheme of Service Unit is responsible for ensuring that:–

- Schemes of Service for posts in Ministries/Departments/Rodrigues Regional Assembly are processed and submitted to the appropriate Service Commission for agreement.
- Vetting of public/internal advertisements of vacancies in Ministries/Departments and the Rodrigues Regional Assembly submitted to the MPSAIR by the Public Service Commission is carried out within two to three days of receipt.
- All matters pertaining to Conditions of Service referred to the MPSAIR by the Rodrigues Regional Assembly (RRA) are attended to in a consistent, fair and equitable manner.

During the last two financial years, 283 schemes of service were prescribed, 262 public advertisements were vetted and 65 cases of Conditions of Service were settled.

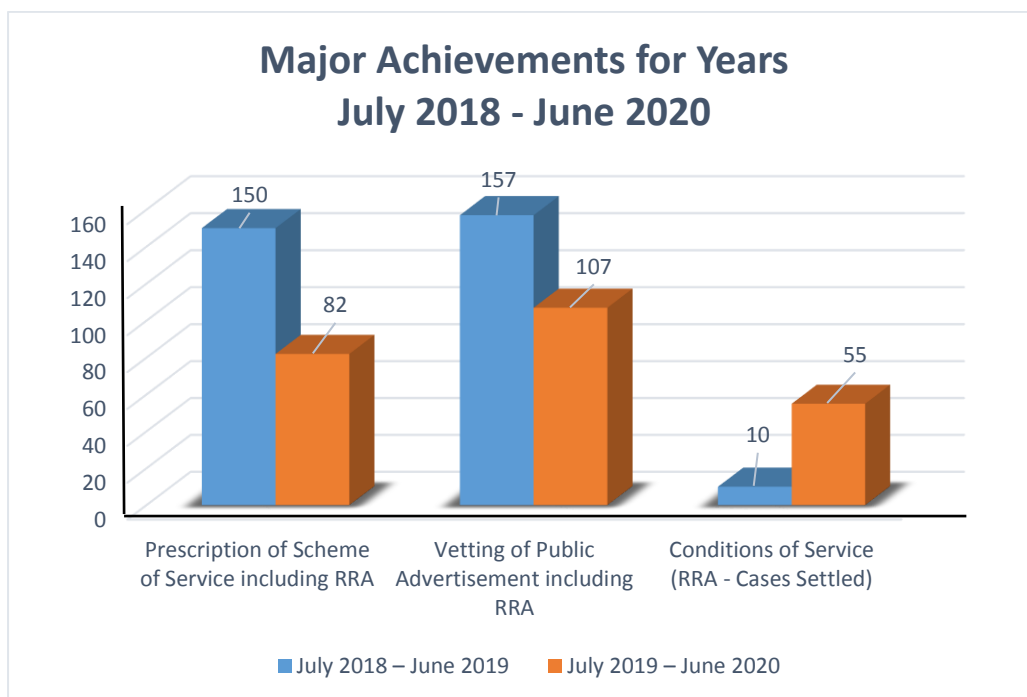


Figure III

CONDITIONS OF SERVICE UNIT

The Conditions of Service Unit formulates, *inter-alia*, policies /guidelines/circulars pertaining to conditions of employment in the Public Service as required. Officers of the section are expected to provide sound advice based on current rules and regulations in the Public Service, interpret and implement recommendations from the various PRB Reports/HRMM/Acts/Guidelines/Circulars, amongst others, besides attending to complex cases forwarded by all public sector organisations. The Unit also attends to requests from Unions/Federations/Ombudsman/EOC, amongst others. Officers have to regularly attend to hearings before the different institutions in connection with Labour Disputes. The achievements of the Unit during the period July 2018 to June 2020 are as shown in the table below:-

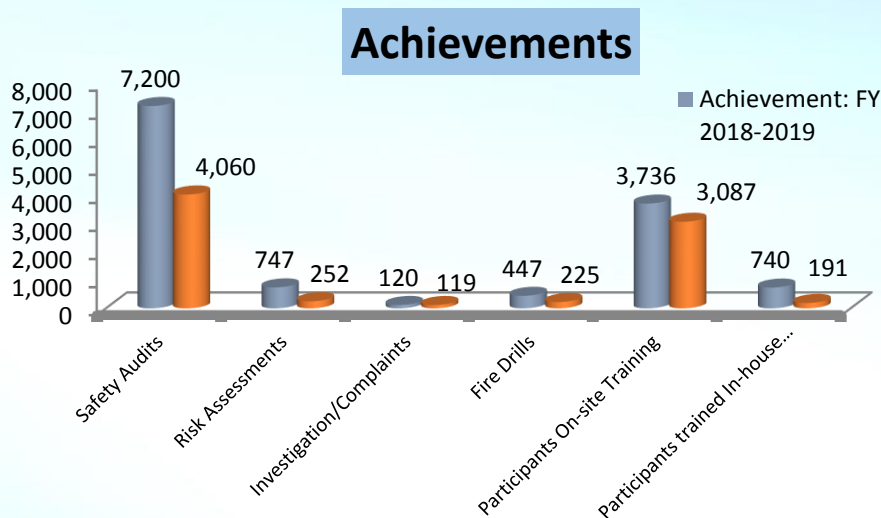
	Conditions of Service	Number of cases
1.	Higher Qualification Incentive/Incremental Credits for prior experience/temporary service approved administratively	623
2.	Standing Committee – HQI/Incremental Credits	230
3.	Standing Committee – Salary on Promotion	5 meetings – 27 cases.
4.	Standing Committee – Boards & Committees	6 meetings – 58 cases.
5.	Contract employment	435
6.	Pension Issues	Public Officers Family Protection Scheme was implemented.
7.	Bond	8 meetings of the Joint Technical Team.
8.	Leave (with pay/without pay/maternity/study/to take employment/personal/etc.)	800
9.	Tribunals/Commissions	18 – 6 were set aside. 1 case resolved.
10.	Waiving of age limit	12
11.	Approved Service	8
12.	Payment of ad hoc allowance for additional/extraneous/higher duties, fees and other allowances	2887
13.	Computation of overtime	149
14.	Duty Exemption/Travelling Allowances/Travel Grant/Mileage Allowance	507

OCCUPATIONAL SAFETY AND HEALTH DIVISION

The Occupational Safety and Health Division, which operates under the Ministry, acts as a facilitator for Ministries and Departments to operate in compliance with the provisions of safety and health legislation. The Key Actions of the Division are geared towards maintaining a system approach with a view to improving Safety and Health standards and compliance through safety audits in Ministries/Departments.

- The Division is manned by forty-one officers, wherein a cohort of thirty-one Safety and Health Officers/Senior Safety and Health Officers are posted in various Ministries/Departments, on either full-time or part-time basis.
- During the Financial Years 2018-2019 and 2019-2020, the achievements of the Division were as follows:
 - A total of **11,260** Safety Audits were carried out in different Ministries and Departments;
 - Around **1,000** Risk Assessment exercises were effected;
 - **239** complaints were attended;
 - **672** Fire Drill Exercises were carried out;
 - **7,754** public officers across the service were trained in Safety and Health; and
 - **65** projects have been funded under the Enhancement of Work Environment Programme Scheme (EWEP) for a total amount of **Rs 3.67 M.**

The bar chart below graphically illustrates the achievements of the Division:



ADMINISTRATIVE REFORMS DIVISION (ARD)

The Administrative Reform Division is mainly responsible for spearheading administrative reforms initiatives across the Public Service and implementing projects and strategies that enhance public service delivery.

During the last two financial years, the Division has been implementing the following projects.

(i) **ISO Certification of Ministries and Departments**

The Ministry is implementing the Quality Management System based on ISO 9001 since the year 2000. So far, 40 Ministries/Departments are certified to ISO 9001:2015. During the period July 2018 to June 2020, the Ministry has provided support to two organisations for the implementation of ISO 9001:2015, and trained 165 officers across the Public Service in implementation of ISO 9001:2015.

(ii) **Improvement of Counter/Customer Services**

(ii) **Improvement of Counter/Customer Services**

- (iii) **Improvement of Counter/Customer Services**The ‘Improvement of Counter/Customer Services’ 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 two financial years, 113 projects have been implemented in different Ministries and Departments for a total amount of Rs 7.8 million.

Some of the major projects include the following:-

- ❖ Renovation of waiting area of 8 Police Stations, Passport and Immigration Office, Traffic Branch and Central Criminal Investigation Department.
 - ❖ Purchase of visitors’ chairs and L-Shape tables at the level of 20 Citizen Advice Bureaux.
 - ❖ Covering and upgrading of waiting area for visitors at the Prisons’ Headquarters and provision of an Electronic Ticketing Machine for the Eastern High Security Prison.
 - ❖ Renovation of the reception desks at the Ministry of Health and Wellness located on 5th Floor, Emmanuel Anquetil Building and the Reception Counter at Dr A.G. Jeetoo Hospital.
 - ❖ Refurbishment of counter service area at Souillac Child Development Unit and St Julien Social Welfare Centre and provision of toys and equipment for the Children’s Corner at Port Louis and Phoenix Family Support Bureaux.
 - ❖ Provision of new counters and seating accommodation at Bel Air Rivière Sèche, Floreal, Grand Bay and Tombeau Bay Police Stations.
 - ❖ Upgrading of counter areas at Plaine des Papayes, Mont Ida, Phoenix, Beau Bassin, Plaine Magnien Social Security Offices, the Head Office on Level 10, 12 and Astor Court Building, Port Louis.
 - ❖ Upgrading of counters at Forest Side Sub-Office at National Land Transport Authority.
- **Public Service Excellence Award**

(iv) Public Service Excellence Award

The Public Service Excellence Award (PSEA), which is organised on an annual basis, aims at recognising excellence and innovation in the Public Service and acts as a motivational tool for Ministries/Departments to improve the quality and delivery of public services.

PSEA 2017 edition

The theme for the 2017 edition was *“Fostering creativity and innovation to better respond to citizen’s need”* and 53 entries were received. The winners were as follows:-

GOLD AWARD	:	Coronary Care Unit, Dr A. G. Jeetoo Hospital
SILVER AWARD	:	Citizen Support Unit, Prime Minister's Office
BRONZE AWARD	:	Operations Room, National Coast Guard
SPECIAL AWARD	:	Sebastopol State Secondary School

PSEA 2018 edition

The PSEA 2018 edition was launched on 11 February 2019 under the theme *“Embracing Innovative Technologies and Processes for Public Service Enhancement”* and participation from 43 organisations were received. The winners were as follows:-

GOLD AWARD	:	(i) Sebastopol State Secondary School (ii) Flacq Haemodialysis Unit
BRONZE AWARD	:	Forensic Science Laboratory
SPECIAL AWARD	:	Special Operations Division, Coromandel Fire Station

The focus of PSEA 2019 has been reviewed to reward Ministries/Departments which have made a distinctive contribution in the fight against the COVID-19 pandemic.

(v) **Electronic Attendance System (EAS)**

The Electronic Attendance System is being utilised 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. So far, all Ministries and all outstations and sub-offices are equipped with an EAS.

- (a) 30 new Electronic Time Recorders were procured and deployed across different Ministries and Departments; and
- (b) training on the usage of the new Electronic Time Recorder was dispensed to officers posted at Ministries and Departments using the apparatus for the first time.

(vi) **Computerised Registry System**

The Ministry of Public Service, Administrative and Institutional Reforms has been the driver of the implementation of the Computerised Registry System (CRS) since 2006 and up to now, 68 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 period July 2018 to June 2020:-

- (a) 14 officers had completed the training of trainers on 5 half-days from 10 to 14 June 2019 at the IT Lab of the Registrar General.
- (b) Onsite training was provided to 3 officers of the Government Information Service from 5 to 8 August 2019.
- (c) Onsite training was also provided to 6 officers of the Pay Research Bureau from 12 to 15 August 2019.
- (d) Onsite training was provided to 7 officers of the Ministry of Health and Quality of Life from 7 to 11 October 2019.

- (e) 12 officers from different Ministries/Departments attended a training session from 21 October 2019 to 25 October 2019 at the computer lab of this Ministry.
- (f) Two batches of onsite training were provided to the staff of the Ministry of Gender Equality and Family Welfare. The first batch was conducted from 20 January to 24 January 2020 while the second batch of training was done from 10 February to 14 February 2020.
- (g) Onsite training was provided to 11 officers of the Local Government Service Commission from 15 June to 19 June 2020.

PUBLIC SECTOR BUSINESS TRANSFORMATION BUREAU

The Public Sector Business Transformation Bureau has the ambition to be the main catalyst of Government's transformation agenda, contributing to the creation of a new model for the Mauritius Public Service aligned to a common purpose, vision, sense of belonging, behaviour and goals. The main achievements of the Bureau include the following:-

(i) **Training on Management Information System (MIS)**

A two-day training programme on the operations of the Management Information System (MIS) for the Transformation Implementation Committees to support the transformation process in the Public Service was organised in January 2020 at the InterContinental Resorts, Balaclava Fort, Mauritius.

(ii) **Training of members of the Transformation Implementation Committees (TICs)**

Organisation of Capacity Building Programme for the chairpersons and members of the TICs from 18 to 20 September 2019 in Balaclava. Some 50 participants from Ministries/Departments attended the Programme.

Four meetings of the NPRC were held in two batches during the Financial Year 2019-2020:

The NPRC, chaired by the Secretary for Public Service (SPS), oversees and monitors the integrated planning, resourcing and delivery of the Government's mandate, priorities, public sector business transformation and other issues of national importance, creating a joint ownership model for implementation, action and results, and to develop the public sector into a continuously evolving world class Public Service.

The Committee reports to the High Powered Committee for Business Transformation under the Chair of the Secretary to Cabinet and Head of the Public Service.

(iv) **SMS based communication platform**

Setting up of a platform of Short Messages Systems (SMSs) to communicate critical messages to public officers in cases of emergencies. On 11 occasions, SMS have been sent to some 45,000 public officers.

(v) **Consultancy Assignment at Victoria Hospital in Collaboration with the NPCC for Implementation of Smart Processes**

With the support of the National Productivity Competitive Council (NPCC), the Ministry conducted a consultancy assignment to improve the work processes at the Outpatient Department of Victoria Hospital.

(vi) **Development of three KPIs for monitoring of Business Transformation Projects**

Three Key Performance Indicators which underscore adoption of a whole-of-government approach on Public Sector Business Transformation were set for all Ministries and Departments. These cover areas of e-procurement, Corruption risk Assessment and judicious use of training budget.

(v) **Human Resource Management Information System (HRMIS)**

- Digitise records of all public officers across the Public Service.
- Digitise all business rules that guide HR and payroll matters in the service.
- Successfully run payroll on the HRMIS for 26 organisations.
- Implement online leave management at the level of the Ministry of Public Service, Administrative and Institutional Reforms.

TRAINING OF PUBLIC OFFICERS

Training of public officers is one of the core activities of the Ministry of Public Service, Administrative and Institutional Reforms. The Human Resource Development Division (HRDD) of the Ministry is responsible, *inter-alia*, for all matters pertaining to capacity building and capability development of public officers across the Public Service and works in close collaboration with the Civil Service College, Mauritius (CSCM) 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 recommendations of the Pay Research Bureau to the effect that 40 to 60 hours of work-related training are dispensed to their staff members annually.

During the last two financial years, the Civil Service College, Mauritius has dispensed training to a total of 18,850 **public officers** in various areas, the main ones being the following:-

Training Programmes Under Capacity Building and Capability Development Programme

Training programme under Capacity Building and Capability Development Programme	Financial Year 2018/2019	Financial Year 2019/2020
Certificate of achievement in Service and Performance Excellence for Workmen's Grade (Level 1)	1008	502
Certificate of achievement in Service and Performance Excellence for Support Staff (Level 2)	677	360
Certificate of achievement in Service and Performance Excellence for Frontline/Supervisory/Technical Grades (Level 3)	445	274
Certificate of achievement in Service and Performance Excellence for Middle Management (Level 4)	372	260
Certificate of achievement in Service and Performance Excellence for Senior Leaders/Top Management (Level 5)	111	50
Total	2613	1446

➤ **Induction Courses**

Induction Courses		
Assistant Permanent Secretaries	-	49
Confidential Secretaries	57	-
Head Office Auxiliaries	14	-
Management Support Officers	527	538
Word Processing Officers appointed as Management Support Officers	73	-
Office Auxiliaries/Senior Office Auxiliaries	79	-
Office Management Assistants	165	30
Office Management Executives	29	11
Word Processing Operators	165	-
Human Resource Executives	34	44
Total	1143	672

An Induction Course was organised for newly recruited Assistant Permanent Secretaries with a view to equipping them with the necessary skills and knowledge to perform their duty.



➤ Award Courses

The Ministry of Public Service, Administrative and Institutional Reforms has, in collaboration with the Civil Service College, Mauritius and the Open University of Mauritius, funded award courses for public officers promoted to the grade of Office Management Assistant and Confidential Secretary with a view to promoting continuous training and development and ensure upgrading of knowledge, upskilling and acquisition of new skills, as detailed below:

Award Courses		
Award Course for Confidential Secretaries	34	
Advanced Course in Effective Office Management and Supervision	100	98
Total	134	98

ONLINE TRAINING

- Over and above the traditional courses, **1330** public officers have also followed online courses on the e-learning platform of the Civil Service College, Mauritius.



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.
- During the period **July 2018 to June 2020**, a total of **1508** public officers have been provided overseas training opportunities as follows:-

Country	July 2018 to June 2019	July 2019 to June 2020
China	297	442
Singapore	16	17
India	146	117
Thailand	29	9
Japan	7	14
AARDO & Others	222	37
Malaysia	85	70
Total	802	706

As part of the ongoing transformational change in the Public Service, a training programme on Legislative Drafting was organised by the Civil Service College, Mauritius in collaboration with the Ministry of Public Service, Administrative and Institutional Reforms. The training programme was conducted by Former Justice Dr S. B. Domah for some 110 public officers in four batches in March, May and September 2019.



A seminar on Leadership and Strategic Management was organised locally in collaboration with the Civil Service College, Mauritius and the Chinese Academy of Governance from 17 to 21 September 2018 at the Open University of Mauritius.

A one-day **Workshop for Chairpersons of Anti-Corruption Committees and Integrity Officers** of Ministries/Departments, in collaboration with the Independent Commission Against Corruption (ICAC), was held on 02 October 2019 at the Hennessy Park Hotel, Ebène, with a view to providing relevant guidance to the Chairpersons and Integrity Officers to help them better understand the inherent risks to the performance of their functions, as well as their exact roles and responsibilities in their respective Anti-Corruption Committees.



On 27 February 2020, the Human Resource Development Division organised a one-day **workshop for 30 Chairpersons of Training Committees of Ministries and Departments** in collaboration with the Civil Service College, Mauritius, with a view to ensuring that appropriate training courses are mounted for staff members through the Civil Service College, Mauritius, in line with the recommendations of the Pay Research Bureau to the effect that 40 to 60 hours of work-related training are dispensed to their staff members annually. The objective of the workshop was also to equip Chairpersons with the necessary skills of conducting Training Needs Analysis so that training gaps are properly addressed and also, to ensure that training budget is fully optimised.

Road Safety Initiatives

The Human Resource Development Division organised a Road Safety March on Thursday 27 September 2018 in Port Louis, with a view to sensitising Public Officers on the need to adopt a road safety culture. Some 3,000 Public Officers were mobilised for the event.



CIVIL SERVICE COLLEGE, MAURITIUS

- The Civil Service College, Mauritius, which is the executive arm of Government in the area of training, became operational in November 2015 and has dispensed training to a total of **31, 928** public officers as at the end of June 2020.
- Training is an on-going process.
- In March 2020, a new Board was constituted under the Chairpersonship of the former Secretary to Cabinet and Head of the Civil Service, Mr Harry Ganoo, GOSK.



Construction of the New Civil Service College Project

On 27 May 2017, during the visit of the Hon. Prime Minister to India, a Memorandum of Understanding (MOU) was signed between the Government of Mauritius and the Government of India (GOI) for the setting up of a Civil Service College, Mauritius, indicating that the GOI would provide funds to the tune of USD 4.74 M (approximately Rs 160M) for the construction of the College.

- A plot of land of an extent of 9A13P at Le Réduit Triangle has been identified for construction of the College.
- In February 2020, a Consultant, NBCC(India) Ltd, was appointed with the following responsibilities:-

- (i) preparing the detailed designs and architectural works for the project;
- (ii) working out the tender specifications for the appointment of the building contractor; and
- (iii) monitoring the project during the construction phase.

Currently, the Ministry is finalising procedures for the launching of tenders for a building contractor.

PUBLIC OFFICERS' WELFARE COUNCIL

The Public Officers' Welfare Council (POWC), which is responsible for promotion of welfare and work life balance in the Public Service, has achieved the following during the past two financial years:-

Financial Year 2018-2019		Financial Year 2019-2020	
Recreational Activities - Excursions	Participation	Recreational Activities - Excursions	Participation
Casela	159	Ile des Deux Cocos	319
Ile des Deux Cocos	246	Bras D'eau	122
Bras D'eau	342	Excursion to GRSE Waterfal & Ile aux Cerfs	244
Hiking Petrin	203	Excursion to Ilot Gabriel on Catamaran	224
-	-	Hiking Petrin	203
-	-	Restoration/Hiking on Ile D'Ambre	186
Recreational Activities - Stays at Hotels	Participation	Recreational Activities - Stays at Hotels	Participation
Tamassa	765	Tamassa	478
Long Beach		Anelia	
Ambre		Ravenala	
Ravenala		Maritim	
Maritim		Riu Creole	
Merville		-	

Recreational Activities - Tours Abroad	Participation	Recreational Activities - Tours Abroad	Participation
Tours to Rodrigues	143	Tours to Rodrigues	82
Tours to Reunion Island	52	Tours to Reunion Island	103
Tours to Singapore and Malaysia	86	Tours to Singapore and Malaysia	93
Tour to India	30	Tour to Malaysia and Thailand	18
-	-	Tour to Cape Town	70
-	-	Tour to South India	24
Sports and Keep Fit Activities	Participation	Sports and Keep Fit Activities	Participation
Football Tournament	~3100	Football Tournament	~3100
Keep-Fit Activities (Yoga, Tai-Chi, Zumba)	495	Keep-Fit Activities (Yoga, Tai-Chi, Zumba, Bolly Aero)	298
Literary and Cultural Activities	Participation	Literary and Cultural Activities	Participation
Scrabble Competition	38	Scrabble Competition	44
Domino Tournament	56	Domino Tournament	102
Essay Competition	25	Essay Competition	17
Information, Communication and Education Activities	Participation	Information, Communication and Education Activities	Participation
Workshop	75	Workshop	115
Get Together	175	Get Together	140
Civil Service Kermesse	Participation	Civil Service Kermesse	Participation
Kermesse held on 11 November 2018	~125,000	Kermesse held on 15 December 2019	~125,000

STATUS OF IMPLEMENTATION OF BUDGETARY MEASURES

At paragraph 39 of the Budget Speech 2018-2019, it was announced as follows:-

“We are investing some Rs 160 million in the construction of the Civil Service College at Réduit.”

- * A new plot of land of 9A 13P has been identified at Le Réduit Triangle for the Civil Service College Project.
- * the plot of land belonging to Landscape (Mauritius) Ltd, was being surveyed by the Ministry of Housing and Lands for drawing a site plan and coming up with a survey report and for eventual vesting in the Ministry of Civil Service and Administrative Reforms.
- * A fresh Request for Proposal document has been prepared and is being cleared with the Procurement Policy Office before issue to consultancy firms.

STATUS OF IMPLEMENTATION OF KEY ACTIONS

Financial Year 2018-2019

Key Action	Key Performance Indicator	Target	Achievement as at 30 June 2019
Operationalisation of the Payroll, Human Resources, Self-Service, Performance Management and Learning Management modules of the Human Resource Management Information System (HRMIS)	Number of HRMIS modules ready for implementation	4	2
	Rolling out and implementation in other Ministries/Departments on a phased basis Payroll	>60%	-
Improving efficiency of public officers through Capacity Building and Capability Development Programme, customised training courses and e-learning system.	Number of Public Officers trained	10,000	5,657
Maintaining a system approach to improve safety and health standards and compliance through safety audits	Number of safety audits conducted in Ministries/ Departments	6,200	7,500
	Number of organisations where OSH Management Systems developed (cumulative)	40	37

STATUS OF IMPLEMENTATION OF KEY ACTIONS

Financial Year 2019-2020

Key Action	Key Performance Indicator	Target 2019/2020	Achievements as at 30 June 2020
Maintaining a System Approach to improve Safety and Health standards and compliance	Number of safety audits conducted	7,500	3700
	Number of organisations where OSH Management Systems developed	43 Sites	-
Improving the efficiency of Public Officers through the Capacity Building and Capability Development Programme, customised training courses and e-learning	Number of Public Officers trained	11,000	6915
Operationalisation of the Payroll, Human Resources and Self-Service Modules of the HRMIS	Number of HRMIS modules operational	3	<p><u>Payroll Module</u></p> <ul style="list-style-type: none"> • 12 Organisations are at par with CISD June 2020 payroll. • Plan to Go Live in October 2020 <p><u>Core Human Resource (Leave Management)</u></p> <ul style="list-style-type: none"> • Under User Acceptance Testing • 'Live' on 17 July 2020 for 4 types of leaves at the MPSAIR <p><u>Self-Service</u></p> <ul style="list-style-type: none"> • Live

RISK MANAGEMENT, CITIZEN ORIENTED INITIATIVES AND GOOD GOVERNANCE GENDER CELL

The Ministry has set up a Gender Cell under the chair of the Director Human Resources Management to look into the issues relating to gender mainstreaming in policies, strategies and Programmes.

Under Gender Mainstreaming, an amount of Rs 200,000 has been provided in the budget of this Ministry for Financial Years 2018-2019 and 2019-2020, to implement an activity/project to promote gender equality and enhance awareness on gender sensitivity.

The University of Mauritius has been tasked to conduct a Gender Analysis of the Public Service in Mauritius in order to determine gender issues impinging service delivery. The Report is being reviewed.

Occupational Safety and Health Committee

The Ministry has set up an Occupational Safety and Health Committee under the Chair of the Deputy 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 every two months and examines grievances of staff, formulate projects for enhancing the work environment.

Fire drill is organised once annually to familiarize the officers of the Ministry with evacuation procedures. During the last two financial years, three fire drills have been conducted.

Audit Committee

An Audit Committee has been set up at the Ministry to review control and governance processes throughout the organisation. It advises the Accounting Officer on corrective measures to be taken to minimise risk of abuse and malpractices. The Audit Committee follows up on recommendations made by the National Audit Office and the Director, Internal Control.

The Audit Committee is chaired by a senior official of the Ministry and meets on regular basis.

During the last two financial years, the Audit Committee met on 14 occasions to review implementation of recommendations made by the Director of Audit and Director, Internal Control.

Anti-corruption Committee (ACC)

Prevention of corruption and reinforcing integrity in the Public Service are one of the priority objectives of the Ministry of Public Service, Administrative and Institutional Reforms. In this regard, an Anti-Corruption Committee (ACC) has been set up for effective implementation of the Public Sector Anti-Corruption framework. The ACC is fully functional and regular meetings thereof are held.

A Workshop for Chairpersons of Anti-Corruption Committees and Integrity Officers in collaboration with the ICAC was also held on 02 October 2019 at the Hennessy Park Hotel, Ebène. The objective of the Workshop was to reinforce the role and responsibilities of Chairpersons of Anti-Corruption Committees and Integrity Officers in public bodies.

PART III

FINANCIAL PERFORMANCE

FINANCIAL PERFORMANCE

Financial Highlights

The budget of this Ministry is under one vote only. In 2018-2019 it was vote 23-1 and in 2019-2020 it was 22-1

Analysis of Major Changes

The budget allocation for the year 2018-2019 was Rs 567 million representing a decrease of Rs 67 million over Financial Year 2017-2018.

In 2019-2020, a budget of Rs 636 M was allocated, compared to Rs 567 million in 2018-2019.

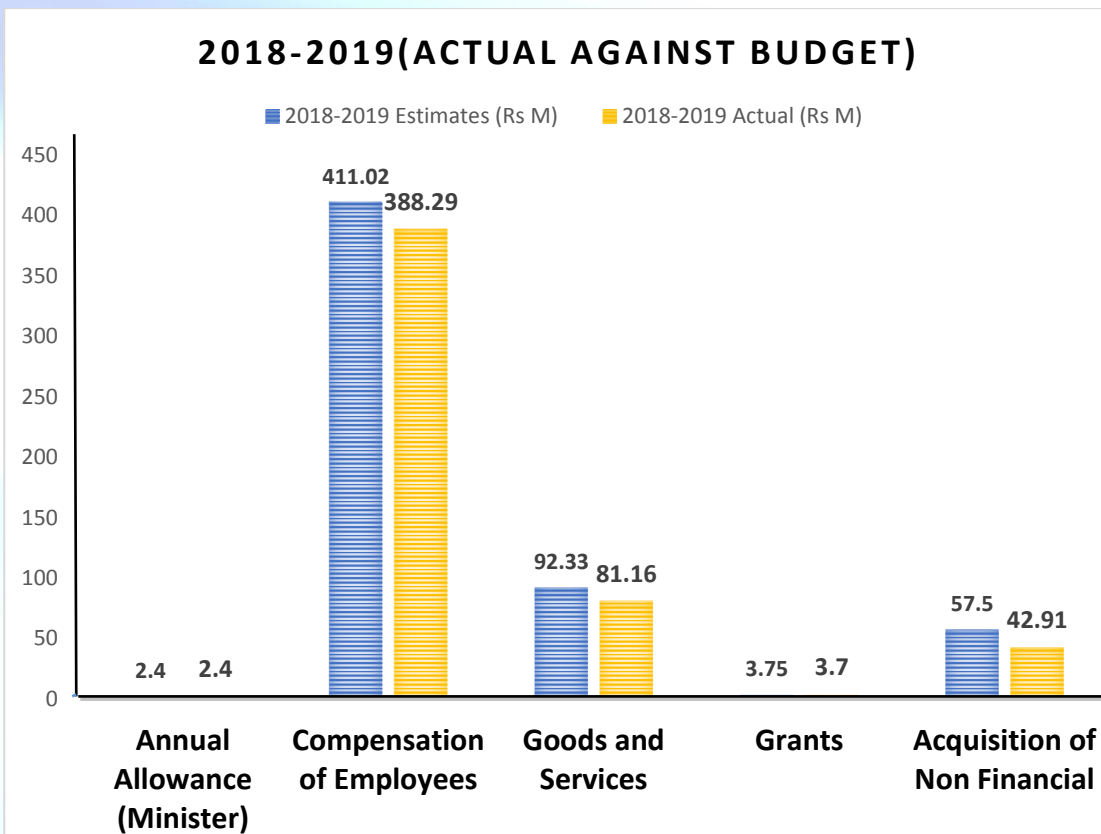
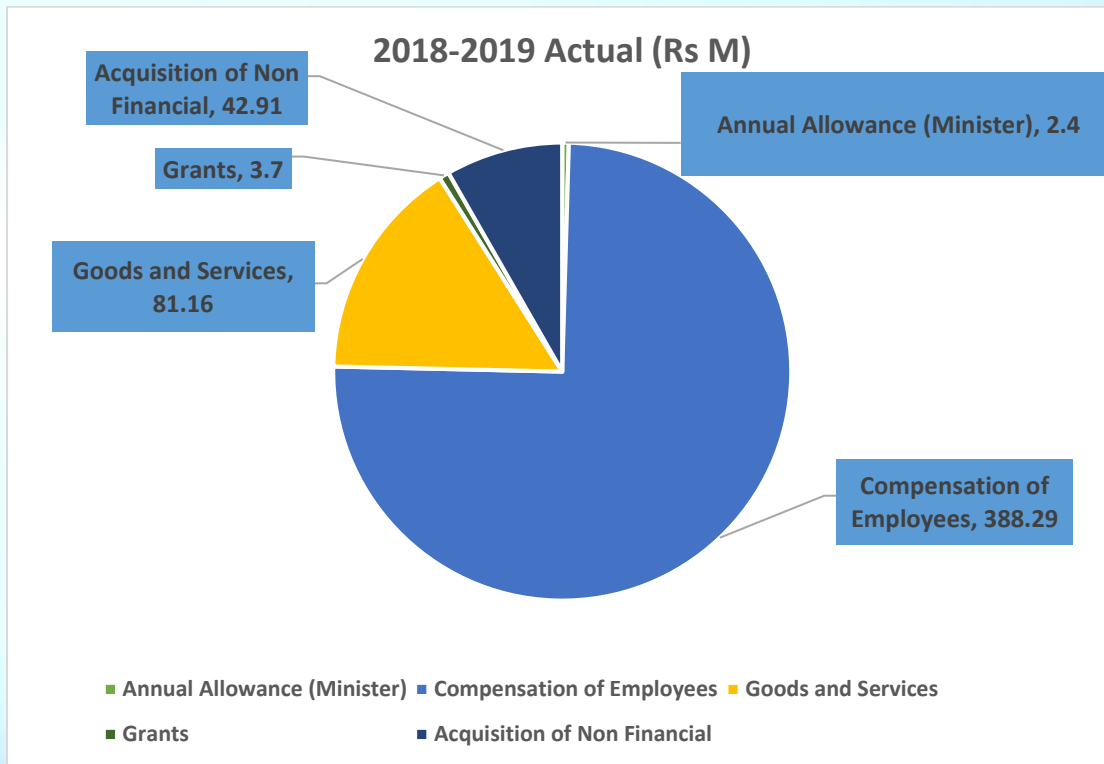
Statement of Expenditure

The actual expenditure for 2018-2019 represents 91.44 % of the total provision of Rs 567 million.

(Year 2018-2019)

Head / Sub- Head of Expenditure (Rs million)	2017-2018 Actual (Rs M)	2018-2019 Estimates (Rs M)	2018-2019 Actual (Rs M)
Allowance to Minister	-	2.4	2.4
Compensation of Employees	388.58	411.02	388.29
Goods and Services	77.14	92.33	81.16
Grants	3.60	3.75	3.70
Acquisition of Non-Financial	39.11	57.5	42.91
Total	508.43	567	518.46

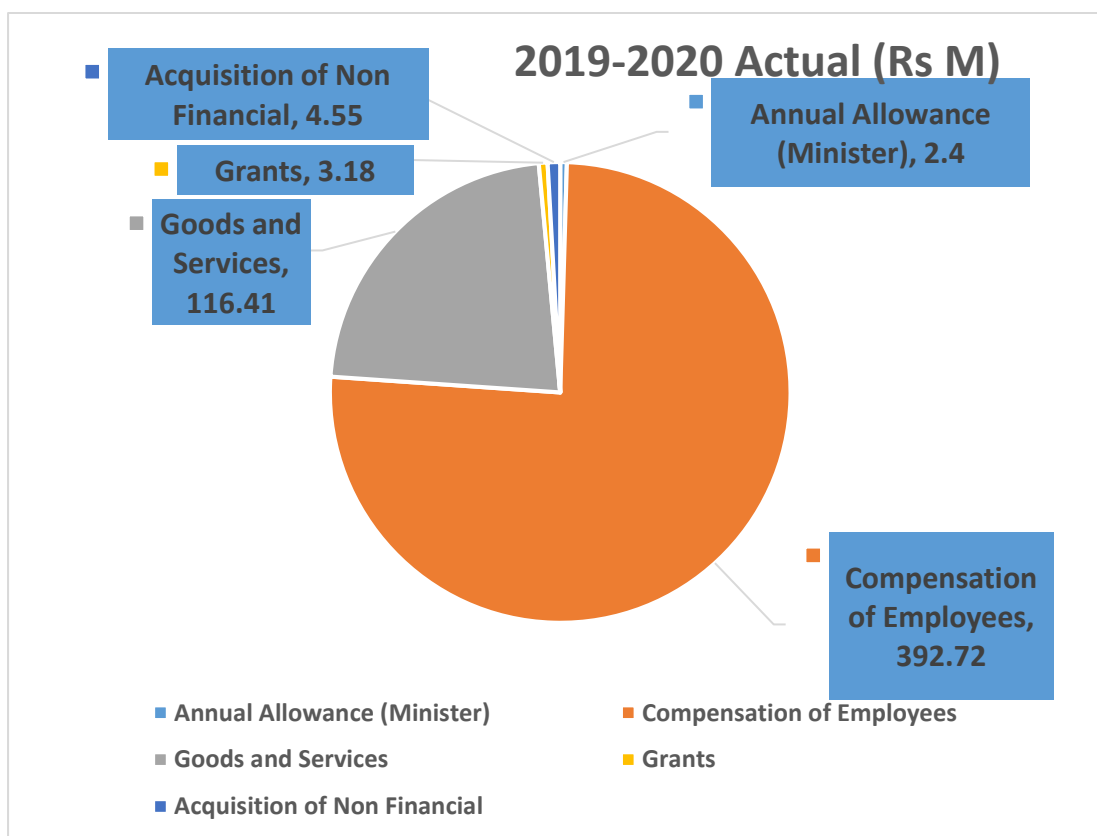
The charts below give a graphical illustration of the expenditure incurred during Financial Year 2018-2019



The actual expenditure for 2019/2020 represents 81.65 % of the total provision of Rs 636 million.

(Year 2019/2020)

Head / Sub- Head of Expenditure (Rs million)	2018-2019 Actual (Rs M)	2019-2020 Estimates (Rs M)	2019-2020 Actual (Rs M)
Allowance to Minister	2.4	2.4	2.4
Compensation of Employees	388.29	418.73	392.72
Goods and Services	81.16	128.52	116.41
Grants	3.70	3.75	3.18
Acquisition of Non-Financial	42.91	82.60	4.55
Total	518.46	636	519.26



PART IV

WAY FORWARD

TRENDS AND CHALLENGES

Today the Public Service is called upon to operate in a fast-changing world that is characterised by climate change and disruptive technologies. Fundamental changes in the global environment such as economic recession, health and financial crises are redefining the mode of business operation, consumption pattern and service delivery, particularly in the Public Service.

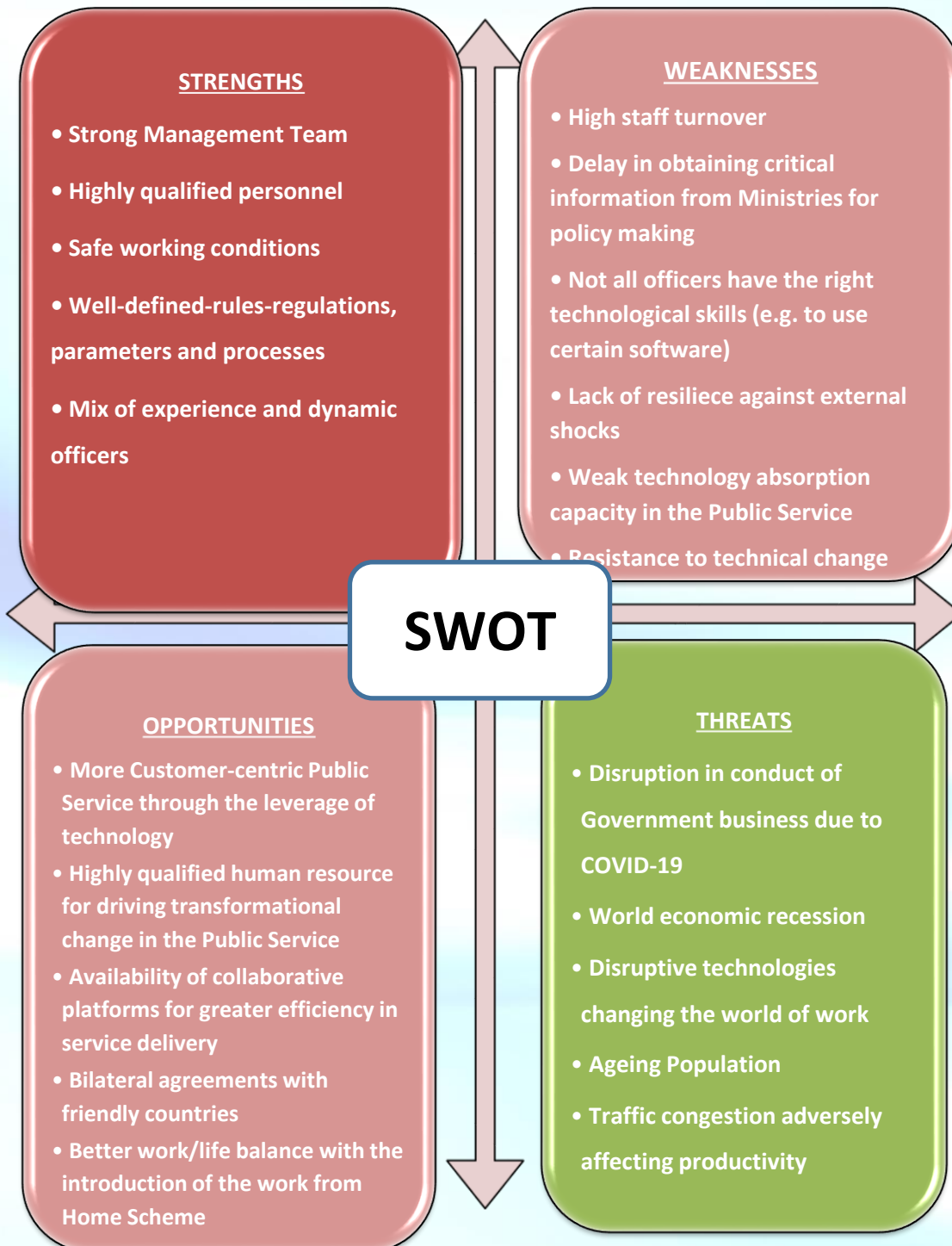
Trends

The global trends reshaping the Public Service include:-

- A new work culture encouraging Work From Home.
- Greater leverage of technology for delivery of services.
- Emergence of paperless organisation.
- Emergence of Artificial Intelligence, FinTech and Blockchain.
- Convergence of workforce and automation.
- Greater use of collaborative platforms, visio-conference and webinars.

SWOT ANALYSIS

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



STRATEGIC DIRECTION

With a view to promoting a modern and effective Public Service that is capable of contributing towards the vision of government to build an inclusive, high income and green Mauritius, the Ministry will re-orient its strategies and policies along the following directions:–

- Create an efficient and effective service delivery culture.
- Enhance teleworking capability and define new work processes.
- Promote an ethical culture and accountability in the Public Service.
- Enhance the capacity and capability of public officers to meet future challenges.
- Improve safety and health standards across the Public Service.
- Mainstream eco-friendly practices across the Public Service.

CONCLUSION

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

ORGANISATIONAL CHART OF THE MINISTRY OF PUBLIC SERVICE, ADMINISTRATIVE AND INSTITUTIONAL REFORMS

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.

