

Ministry of Public Service, Administrative and Institutional Reforms

ANNUAL REPORT FOR FINANCIAL YEAR 2022-2023

A Public Sector at the service of the Population

OCTOBER 2023

TABLE OF CONTENTS

STATEMENT FROM THE MINISTER OF PUBLIC SERVICE, ADMINISTRATIVE AND INSTITUTIONAL REFORMS	(i) 1
STATEMENT FROM THE SECRETARY FOR PUBLIC SERVICE.....	(ii) 1
INTRODUCTION.....	1
STRUCTURE OF THE REPORT.....	1
PART I - ABOUT THE MINISTRY.....	2
VISION AND MISSION	3
OUR CORE VALUES.....	4
ROLES AND FUNCTIONS OF THE MINISTRY.....	5
OVERVIEW OF THE MINISTRY.....	6
GENERAL ADMINISTRATION DIVISION.....	7
HUMAN RESOURCE MANAGEMENT DIVISION.....	7
HUMAN RESOURCE DEVELOPMENT DIVISION.....	8
ADMINISTRATIVE REFORMS DIVISION.....	8
PUBLIC SECTOR BUSINESS TRANSFORMATION BUREAU.....	8
OCCUPATIONAL SAFETY AND HEALTH DIVISION.....	9
MAIN LEGISLATIONS.....	10
OVERVIEW OF PARASTATAL BODY AND STATE-OWNED ENTERPRISE OPERATING UNDER THE PURVIEW OF THE MINISTRY	11
THE PUBLIC OFFICERS WELFARE COUNCIL.....	11
THE CIVIL SERVICE COLLEGE, MAURITIUS.....	12
GENDER POLICY STATEMENT.....	12
OUR TEAM.....	13
SENIOR MANAGEMENT TEAM.....	15
TRAINING AND DEVELOPMENT – CAPACITY BUILDING.....	19
PART II - ACHIEVEMENTS OF THE MINISTRY.....	20
HUMAN RESOURCE MANAGEMENT SECTION.....	21
HR PLANNING AND EMPLOYMENT RELATIONS UNIT.....	23
GENERAL SERVICES UNIT.....	24
SCHEME OF SERVICE UNIT.....	25
CONDITIONS OF SERVICE UNIT.....	29
OCCUPATIONAL SAFETY AND HEALTH DIVISION.....	31
PUBLIC SECTOR BUSINESS TRANSFORMATION BUREAU.....	35
ADMINISTRATIVE REFORMS DIVISION.....	39
TRAINING OF PUBLIC OFFICERS	43
CONSTRUCTION OF CIVIL SERVICE COLLEGE	45
PUBLIC OFFICERS’ WELFARE COUNCIL.....	46
STATUS OF IMPLEMENTATION OF BUDGETARY MEASURES.....	48
STATUS OF IMPLEMENTATION OF KEY ACTIONS.....	49
RISK MANAGEMENT, CITIZEN ORIENTED INITIATIVES, GOOD GOVERNANCE AND GENDER CELL.....	50
PART III - FINANCIAL PERFORMANCE.....	51
PART IV - WAY FORWARD.....	55
TRENDS AND CHALLENGES.....	56
SWOT ANALYSIS.....	57
STRATEGIC DIRECTION	58
CONCLUSION.....	58

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

I am pleased to be associated with the publication of the Annual Report for the Ministry of Public Service, Administrative and Institutional Reforms for the financial year 2022-2023.

As Minister of Public Service, Administrative and Institutional Reforms, I am delighted of the significant progress that has been achieved in the shaping of a world class Public Service. I would, therefore, like to take this opportunity to thank the Secretary for Public Service and Staff of the Ministry for their support, collaboration and contribution in ensuring the effective and timely implementation policies, projects and initiatives elaborated for the year 2022-2023.

During the financial year, I have had the opportunity to interact with Public Officers serving in different Ministries and Departments as well as their trade union representatives in order to gauge and gather their views and proposals as well as their legitimate expectations. I take this opportunity to express my gratitude to all public officers and trade union representatives for their selfless dedication and contribution. I have no doubt that, together, we shall build and stronger and more resilient foundation of the Public Service for a prosperous and inclusive nation.

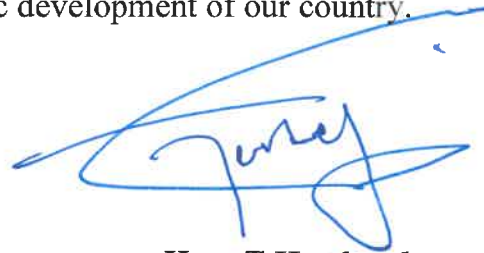
The Annual Report 2022-2023 provides a complete and comprehensive overview of projects – completed and ongoing, initiatives and accomplishments in our endeavour to provide superior Public Service services while ensuring the safety and wellbeing of our Public Officers.

Financial year 2022-2023 has been a turning point as we have seen a new contour of the Public Service drawn in the aftermath of the Covid 19 pandemic. In the past years, the Public Service has had to face and to address complex challenges as never seen before. Such situation has triggered a rethink of the “bureaucratic model” of the Public Service. More than ever before, we have to adapt and thrive in a dynamic and unpredictable local and global environment.

In this context, my Ministry has embarked on a series of initiatives which aim to further improve Public Service Delivery and shape a culture of excellence. One central driver of the relentless process towards “creative destruction”, is being able to take advantage of the vast potential that innovative and disruptive technologies, such as Artificial Intelligence, can offer in key sectors such as Health, Education, Social Security and Public Safety, to name a few.

In the same vein, the adherence to the highest standards of Good Governance of transparency and accountability in the conduct of Public Affairs is of paramount importance and is high on the agenda of Government. Likewise, the focus will also be on building a knowledge-based public service while ensuring the timely completion of a new Civil Service College, Mauritius in Ebene which is expected in the first half of 2024.

I hope that you will find and appreciate the different facets of the Ministry of Public Service, Administrative and Institutional Reforms in this Annual Report as well as the key role played by this Ministry in order to ensure that the Public Service remains the bedrock of socio-economic development of our country.



Hon. T.Hurdoyal
Minister

STATEMENT FROM THE SECRETARY FOR PUBLIC SERVICE

I joined the Ministry of Public Service, Administrative and Institutional Reforms as Secretary for Public Service on 09 March 2023 and I am delighted to be associated with the publication of the Annual Report of the Ministry for the financial year 2022 – 2023.

This Ministry has a pivotal role to play for the effective implementation of programmes, strategies and policies of the Government. For the financial year 2022 – 2023, major milestones have been achieved which heralded a new era of the post Covid 19 pandemic. During this challenging moment, the Public Service as one united and fully committed entity, has demonstrated its incredible resilience and adaptability in the best interest of the one and all. Now that brighter days of progress are back buttressed by the sustained economic growth of the Mauritian economy, I am confident that the Public Service will rise to new heights and will continue to be the driving force in building a prosperous and inclusive nation.

I would like to highlight some of the following key projects and initiatives undertaken by the Ministry during the financial year 2022 2023 which have contributed in shaping a modern, vibrant and citizen-centric public service.

- Implementation of the e-HR Project to enable digitally driven HR processes in all Ministries/Departments and other Government Institutions.
- Implementation of the Electronic Document Management System (EDMS) on a pilot basis for a paperless Registry Service and supporting business continuity with the assistance of the United Nations Development Programme.
- Implementation of a Collaborative Platform and Document Management System for the Scheme of Service (SoS) Unit under the Sandbox Framework where prescription of Schemes of Service of five (5) key Ministries are processed online along with other relevant stakeholders, namely; trade union federations, the Pay Research Bureau and the Public Service Commission.
- A Safety and Health Week was organised from 21 to 27 April 2023 in the context of World Day for Safety and Health at Work 2023 stressing on the need to have a public service compliance with OSH Act 2005.
- A total of 8,195 Safety Audits were carried out in all worksites of Ministries and Departments.

- Organisation of the Public Service Excellence Awards 2022 edition having as theme “A citizen-centric Public Service to accelerate socio-economic development”. Forty (40) entries were received from different public sector organisations.
- 9,350 public officers of different grades were provided work-oriented training by the Civil Service College Mauritius.
- 9,596 public officers were trained in- house in line with the requirements of the Occupational Safety and Health Act.
- 1622 public officers were trained overseas with the support of the International Agencies/ Organisations and friendly donor countries.
- As at 30 June 2023, construction works of the new Civil Service College Mauritius in Minissy, Reduit had reached an overall progress of forty (40) percent.
- As at 30 June 2023, 6,643 vacancies were filled, i.e., 3,385 at entry level and 3,258 at promotional level, representing 79.5% of vacant posts filled.

However, whilst these achievements are commended, there are some areas of Public Service delivery which, more often find their way in the public domain, where there are still room for improvement. Indeed, it has become our responsibility to address the frazzled aspects of our bureaucracy as a matter of priority and to make the public service the prime provider of services of excellence. Nurturing a culture of excellence and adhering to the highest standards of good governance and accountability should become a gold standard in every action we undertake. Streamlined, transparent and ruled-based processes driven by emerging technologies such as Artificial Intelligence cannot remain an empty rhetoric and a farfetched concept. The Ministry of Public Service, Administrative and Institutional Reforms should take the lead and prepare our public officers to embrace the new techniques and methods of work. The specter of an ageing workforce compounded by an unprecedented mutation of jobs functions resulting into existing jobs being displaced with those that do not even exist today and triggered by technological disruption is a matter of concern. This Ministry is, therefore, committed to address more strategic HR functions such as succession planning, talent management, development of a knowledgeable workforce, mental health and well-being of our public officers and HR Analytics to name a few.

Another important mandate of this Ministry is to protect and promote the good health, welfare and wellbeing of our Public Officers. In this context, a gamut of measures has been taken such as the setting up of a modern gym, arranging and promoting regular medical checkups, provision of psychological support, ensuring the availability of a mess or a meeting space for breaks and the organisation of regular recreational activities by the Public Officers Welfare Council including relaxation sessions such as yoga and meditation.

I must also place on record the professional industrial relations that exist between the Ministry and the main trade union federations which are built on trust and mutual respect.

I would also like to express my gratitude to my colleagues Heads of Divisions and Staff of the Ministry, for their unflinching support, collaboration and contribution in our endeavours and towards the preparation of the Annual Report 2022 - 2023.

I hope you will appreciate the achievements highlighted in the Annual Report 2022 – 2023 and find pertinent the other information it contains.



K. Conhye
Secretary for Public Service

INTRODUCTION

The Annual Report on the Ministry's Performance is a mandatory requirement as stipulated in Section 4B of the Finance and Audit Act. It has been meticulously prepared in accordance with the guidelines issued by the Ministry of Finance, Economic Planning, and Development.

This report provides a comprehensive overview of the significant activities and initiatives carried out by this Ministry during the Financial Year 2022-2023. It also allows for an assessment of the Ministry's resource utilisation in pursuit of the set targets with a view to meeting Government objectives. The report serves as a tool for promoting transparency and accountability in the allocation of resources by the National Assembly and the services rendered, making this information accessible to Ministries/Departments and the public at large.

The Ministry is fully dedicated to fostering a professional Public Service and creating an environment conducive to the adoption of innovative technologies, thereby leading to the transformation of the Public Service. This report encompasses four main components namely the vision, mission, and functions of the Ministry; its achievements; its financial performance; and the proposed way forward.

We hope that this report will be useful and informative for our readers, providing valuable insights into our performance and objectives.

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 jurisdiction. It provides a brief overview of the Ministry's structure to achieve its policy-making and service delivery objectives. Additionally, it briefly presents the key functions of the organisations which operate under its aegis.

Part II describes the significant accomplishments of the Ministry for the financial year 2022-2023. It also provides an update on the status of budgetary measures related to the Public Service and highlights key actions taken by the Ministry.

Part III summarizes the financial performance of the Ministry, breaking down expenditure by different Headings and Sub-Headings.

Part IV analyses the trends and challenges facing the Public Service that may impact the Ministry's policy orientation. It also defines the strategic directions of the Ministry for the next three years

ABOUT THE MINISTRY

ABOUT THE MINISTRY

VISION AND MISSION

Our Vision:

- A professional Public Service committed to excellence.

Our Mission:

- To instil a culture of excellence by facilitating transformation in the Public Service to enable timely and quality service delivery

Our Core Values:

We practice 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 ensures a safe and healthy workplace.

The key functions of the Ministry are to:

1. Formulate policies and strategies for the sound management of Human Resource in the Public Service and drive the implementation of the recommendations of PRB Reports
2. 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
3. Equip public officers with the right skills and aptitude
4. Spearhead the transformational agenda of Government across the Public Service.
5. Support Ministries and Departments in institutional review and reforms.
6. Advise Ministries and Departments on Human Resource matters.
7. Promote an innovative and technology-driven Public Service

OVERVIEW OF THE MINISTRY

The Ministry of Public Service, Administrative and Institutional Reforms comprises the following six main Divisions with different Sections and Units:

GENERAL ADMINISTRATION DIVISION

- ADMINISTRATIVE SECTION
- FINANCE SECTION
- PROCUREMENT AND SUPPLY SECTION

HUMAN RESOURCE MANAGEMENT DIVISION

- 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

PUBLIC SECTOR BUSINESS TRANSFORMATION BUREAU

ADMINISTRATIVE REFORMS DIVISION

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 human resources and translating the Government's transformation agenda. It also plays a crucial role in monitoring policies and projects within the Ministry, supporting the Secretary for Public Service in the general administration of the Ministry, and providing guidance to other divisions.

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.

This division handles activities such as appointment, promotion, posting, and retirement of public officers. It also focuses on succession planning to ensure that public institutions consistently have the necessary human resources for timely service delivery. The division also prescribes schemes of service for all grades, serving as the foundation for recruitment in the public sector.

Furthermore, the Human Resource Management Division provides guidance to Ministries and Departments regarding employment conditions in the Public Service and assists in implementing recommendations from the Pay Research Bureau (PRB) Report.

It also assists in resolving labour disputes, with the Employment Relations Unit aiming to promote harmonious employment relations through dialogue, consultation, negotiation, and conciliation, often holding discussions with trade unions to address concerns and disputes related to HR matters.

HUMAN RESOURCE DEVELOPMENT DIVISION

The Human Resource Development Division (HRDD), established within the Ministry since 2005, focuses on skills upgrading, capacity building and enhancing the competencies of public officers. It collaborates closely with the Civil Service College, Mauritius to coordinate and implement training programmes and continuous development of skills, knowledge, and competencies for public officers.

ADMINISTRATIVE REFORMS DIVISION

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

PUBLIC SECTOR BUSINESS TRANSFORMATION BUREAU

The Public Sector Business Transformation Bureau, established in May 2019 under the Ministry, aligns with the Public Sector Business Transformation Strategy. It leads the Government's transformation agenda by driving, coordinating, evaluating, and monitoring business transformation programmes, initiatives, and processes within the Public Service. The bureau actively participates in implementing projects aimed at transforming public service delivery and improving service quality.

To oversee the development and implementation of their respective Business Transformation Initiatives, 40 Transformation and Implementation Committees have been established at Ministries and Departments level. These committees oversee, monitor and evaluate the progress of these initiatives.

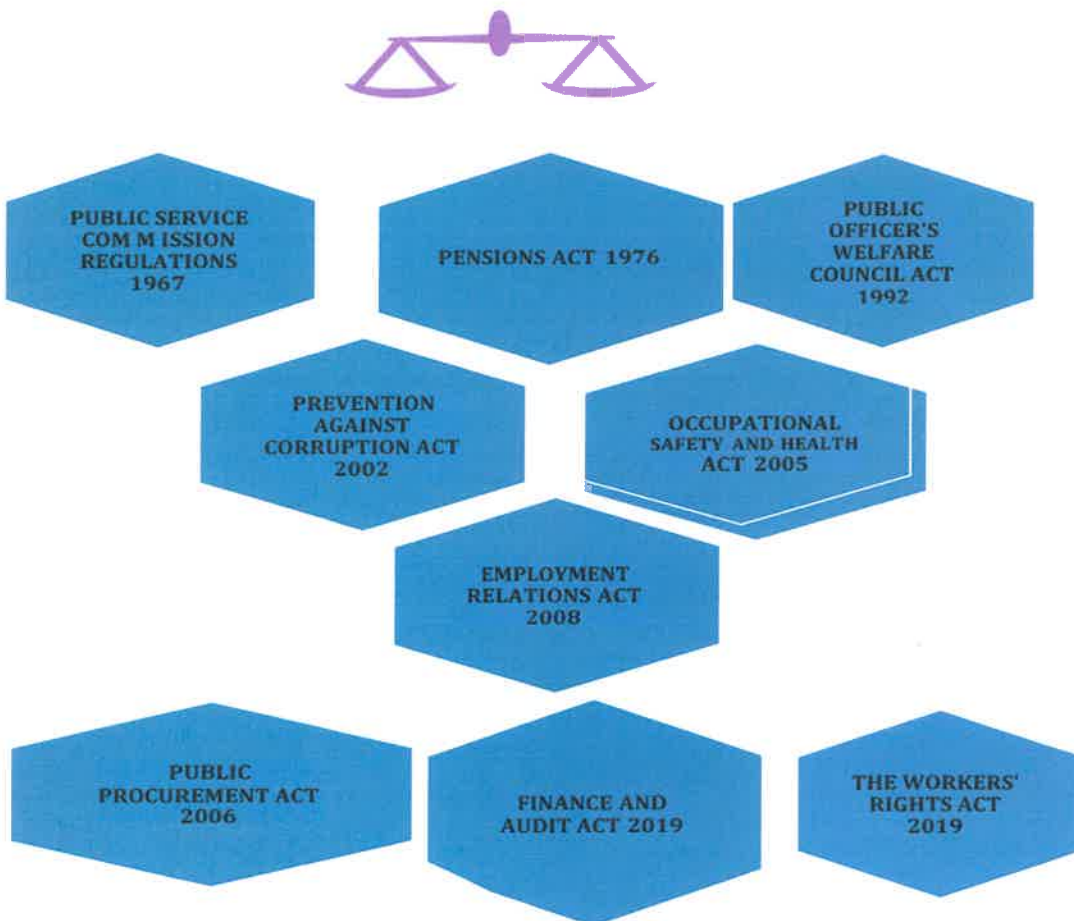
OCCUPATIONAL SAFETY AND HEALTH DIVISION

Safety and health of public officers rank high on the agenda of this Ministry. The mandate of the Occupational Safety and Health Division is to ascertain that Ministries and Departments are compliant with the Occupational Safety and Health Legislation.

The Division is manned by 37 Safety and Health Officers who are posted in various Ministries and Departments, either on a full-time or part-time basis to advise Accounting Officers of Ministries and Departments on safety measures that should be implemented to improve the working environment of public officers.

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
- 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

OVERVIEW OF PARASTATAL BODY AND STATE-OWNED ENTERPRISE OPERATING UNDER THE PURVIEW OF THE 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 Ministry of Public Service, Administrative and Institutional Reforms and caters for the welfare of public officers and their families.



OBJECTIVES OF THE POWC

The objectives of POWC are to:

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



THE CIVIL SERVICE COLLEGE, MAURITIUS

The Civil Service College, Mauritius (CSCM) operates as a state-owned company, with the Government of Mauritius as its sole shareholder. Its primary mission is to design and deliver customized training programmes for public officers across all hierarchical levels, including individuals representing local authorities and parastatal bodies. This initiative serves to enhance the skills, knowledge and overall professional development of public officers in Mauritius.

Since its operation in November 2015, the CSCM has, as at end of June 2023, trained a total of 66,888 public officers.



GENDER POLICY STATEMENT

The Ministry is dedicated to promoting gender equity, equality, and social justice throughout the Public Service. This commitment is reflected in the development of human resource policies, strategies, and guidelines that prioritize a gender-sensitive approach. The Ministry is also actively engaged in formulating regulations that align with these principles.

OUR TEAM



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, 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 **305** staff. This is illustrated in the following organigram.

The workforce of the Ministry comprises professionals from different backgrounds with diverse competencies who are committed to drive transformational change across the Public Service and implement Government programmes and policies effectively.

SENIOR MANAGEMENT TEAM

ADMINISTRATION	
Secretary for Public Service (As from March 2023)	CONHYE Koosiram Tel (230) 405 4125 Tel (230) 405 4100 Ext 10254 Fax: (230) 212 9528 Email: kconhye@govmu.org
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Acting Permanent Secretary (up to 31 May 2023)	MOOLYE Reshad Tel (230) 405 4117 Tel (230) 405 4100 Ext Fax: (230) 212 4168 Email: rmoolye@govmu.org
Acting Permanent Secretary (AS from 01 June 2023) Deputy Permanent Secretary (As from February 2023)	RAMNATH Hemila (Mrs) Tel (230) 405 5411 Tel (230) 405 4100 Ext 10108 Fax (230) 212 4168 Email: hramnath@govmu.org
Deputy Permanent Secretary (From 01 July 2022 to 23 January 2023)	SEEDOYAL Vasheel Ourvasant Tel (230) 405 5411 Tel (230) 405 4100 Ext 10108 Fax (230) 212 4168 Email: vseedoyal@govmu.org

Assistant Permanent Secretary	BHOWON TENGUR Akansha (Mrs) Tel (230) 405 5413 Tel (230) 405 4100 EXT 10106 Email: abhowon@govmu.org
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HUMAN RESOURCE MANAGEMENT	
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Deputy Director, Human Resource Management	NUNDLOLL Santaram Tel (230) 405 4132 Tel (230) 405 4100 EXT 10165 Email: sanundloll@govmu.org
Human Resource Management Officer	PYNEEANDEE Lina (Mrs) Tel (230) 405 4150 Tel (230) 405 4100 Ext 10236 Email: lpyneehandee@govmu.org

Manager, Human Resources	<p>SEEWOONARAIN Ttarkeswaree Devi (Mrs)</p> <p>Tel (230) 405 4134</p> <p>Tel (230) 405 4100 Ext 10161</p> <p>Email: tseewoonarain@govmu.org</p>
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Manager, Human Resources	<p>MILLIEN Sattamah (Mrs)</p> <p>Tel (230) 405 4133</p> <p>Tel (230) 405 4100 Ext 10166</p> <p>Email: smillien@govmu.org</p>
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OCCUPATIONAL SAFETY AND HEALTH	
Director, Safety and Health Unit	<p>COOLEN Seeneevassen</p> <p>Tel (230) 405 4104</p> <p>Tel (230) 405 4100 Ext 10006</p> <p>Fax (230) 210 8667</p> <p>Email: scoolen@govmu.org</p>
Assistant Director, Safety and Health Unit	<p>HEERAH Rajnish Kumar</p> <p>Tel (230) 405 5766</p> <p>Tel (230) 405 4100 Ext 10017</p> <p>Email: rheerah@govmu.org</p>

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>
Principal Safety and Health Officer	<p>CHUTKOI Feroz</p> <p>Tel (230) 405 5763</p> <p>Tel (230) 405 4100 Ext 10020</p> <p>Email: fchuctkoi@govmu.org</p>
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: abramiattun@govmu.org</p>
Principal Safety and Health Officer	<p>MOLOAH Vimla (Miss)</p> <p>Tel (230) 405 4100</p> <p>Email: vmoloah@govmu.org</p>
Principal Safety and Health Officer	<p>SEWSAGUR Varsha (Mrs)</p> <p>Tel (230) 405 4100</p> <p>Email: vsewsagur@govmu.org</p>
FINANCE	
Manager, Financial Operations	<p>SEEBARUTH Marie Claire (Mrs)</p> <p>Tel (230) 405 4109 Ext 10070</p> <p>Email: mcseebaruth@govmu.org</p>
PROCUREMENT AND SUPPLY	
Manager, Procurement and Supply	<p>RAMJEET Kelawon</p> <p>Tel (230) 405 5428</p> <p>Tel (230) 405 4100 Ext 10294</p> <p>Email: kramjeet@govmu.org</p>
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TRAINING AND DEVELOPMENT – CAPACITY BUILDING

Training and Development play a pivotal role in the modern and dynamic Public Service. They are not only fundamental aspects of comprehensive human resource management within the public sector but also indispensable for instilling a culture of continuous employee growth and high performance.

The Ministry of Public Service, Administrative and Institutional Reforms is committed to establishing an effective training and learning culture. It strives to promote human resource development consistently and coherently at all organizational levels. The Ministry ensures that its personnel are well-equipped with the necessary knowledge and skills, with the aim of not only fostering a more conducive work culture but also instilling the right attitudes and mindset in its workforce.

To achieve these goals, officers of the Ministry benefit from a wide range of training programmes, encompassing both generic and specific courses. These initiatives are designed to keep them up-to-date with the latest skills, emerging trends, and innovative techniques, ensuring they remain at the forefront of their respective fields.

During Financial Year 2022-2023, officers of the Ministry have benefitted from the following training programmes:

SN	TRAINING PROGRAMME	NO. OF STAFF TRAINED
1.	Gender Mainstreaming	94
2.	Essentials of Psychology and Counselling Skills/Techniques: An HR Perspective	19
3.	Effective Communication and Interpersonal Skills	26
4.	Train the Trainer	42
5.	Business English Writing Skills	36
6.	Advanced Excel/Dashboard	25
7.	Awareness Programme on Drug and Substances Prevention Programme	26
8.	Training Programme in Succession Planning for HR Cadre	20
9.	Training Programme in TNA	14
10.	Training Programme in Financial Management Manual and Asset Management	18
11.	Training in Legal Issues for HR Cadre	25
12.	Competency based training for officers of the Ministry such as Writing Effective Minutes, Registry Procedures, Court Proceeding, First Aid	242
	Total	587

ACHIEVEMENTS OF THE MINISTRY

ACHIEVEMENTS

HUMAN RESOURCE MANAGEMENT DIVISION

As the central organ for the overall human resource management in the public service, the Human Resource Management Division (HRMD) is the focal point of Government on all human resources management issues. Along with job analysis for prescription of effective job descriptions and job specifications (scheme of service) and providing advice on the correct interpretation of HR rules and regulations and HR policies and procedures and conditions of service, the HRMD is also responsible for appointment, promotion, confirmation, posting of human resource management and general services staff, discipline, management of leave, processing benefits and allowances, management of employee data through the eHR system as well as retirement of officers.



The major achievements of the Section during the last Financial Year are as follows:

- 1,222 cases of leaves (Casual/ Sick Leave/ Religious/ Time Off/ Vacation Leave/ Study Leave/Maternity Leave/ Leave on no pay/ Injury Leave) have been processed;
- 330 cases of Travel Grant/ Duty Free/ Overtime/Meal Allowance/ Uniform Allowance have been processed;
- 610 Passage Benefits have been computed and verified (Twice Yearly);
- 228 Mileage Claims have been processed and verified in respect of Safety and Health Cadre;
- 171 cases of Increment on Appointment/Promotion/Confirmation/ Higher Qualification Incentives/ Award Course/ Long Service Increment/ Increment Beyond Top Salary/ Annual for staff posted to MPSAIR have been processed;
- 2,424 updates have been carried out on the HRMIS/E-HR/LM system;
- 17 cases of retirement of officers have been processed during the year;
- 159 Fitness for promotion/Adhoc Report have been processed;
- 451 cases of unutilised/payment of sick leave have been compiled;
- 92 vacancies in the HRM cadre were filled;

- 63 substantive appointments were made;
- 627 cases of Ad hoc/Responsibility Allowance/ Assignment of duties have been processed;
- 9 Officers have been nominated to follow Training Overseas (online);
- 202 Officers of the HRM Cadre have been nominated to follow training courses at the CSCM;
- 283 Posting/Change in Posting / Reporting Assumption of Duty/Transfer of files have been effected;
- 36 Officers in the grade of Human Resource Executive have been sponsored to follow training in local universities (BSc HRM/Top up HRM); and
- 72 Study leaves have been processed in respect of officers of the HR Cadre who were sponsored to follow courses at the UOM/ Open University.

ACHIEVEMENTS

Human Resource Planning and Employment Relations Unit

The Human Resource Planning and 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 for the Financial Year 2022/2023 are as follows:-

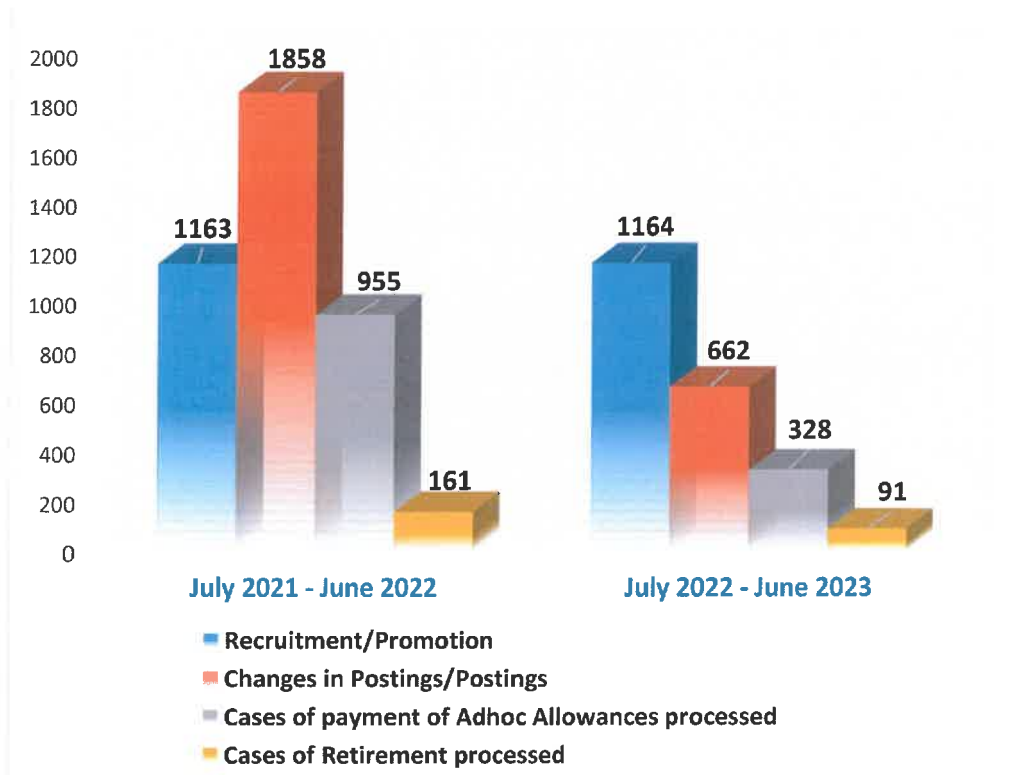
- (i) 20 Conciliation Service meetings for 18 cases reported to the Conciliation Service were held and out of which 9 cases have been resolved;
- (ii) 14 meetings were held with Federations/ Unions to discuss issues cutting across Ministries/Departments as well as Sectoral issues pertaining to a Ministry/Department;
- (iii) 6,740 vacancies have been filled, out of which 3,384 at entry level and 3,356 by way of promotion representing 81%; and
- (iv) 123 cases of representations reported by Federations/ Unions and public officers have been resolved.



General Service Unit

This 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 2022 to June 2023 are as follows:

- 1,164 officers have been recruited and promoted in the different grades of the General Services Cadre;
- 662 changes in posting/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;
- 328 cases of payment of ad hoc allowances of officers in the General Services Cadre have been processed; and
- 91 cases of retirement of officers in the General Services Cadre have been processed.



Major achievements in respect of officers of the General Services grades for Financial Year July 2022 - June 2023

SCHEME OF SERVICE UNIT

The Ministry is tasked with the responsibility of prescribing all Schemes of Service, which encompasses those designed for the Rodrigues Regional Assembly as well. This process involves prescribing the Schemes of Service only after obtaining all the necessary clearances from the Pay Research Bureau regarding the salary grading of the positions and securing the agreement of the appropriate Service Commissions.

The Scheme of Service, in compliance with the relevant regulations of the Public Service Commission/Disciplined Forces Service Commission, delineates various critical aspects. These include the qualifications, skills, and experience prerequisites essential for prospective job incumbents. Additionally, it outlines the specific job duties and responsibilities associated with a given position. The Scheme of Service also details the modalities for recruitment and appointment and specifies the corresponding salary scale.

The Scheme of Service Unit has the responsibility for:

1. The timely processing of Schemes of Service in consultation with line Ministries and other stakeholders such as the Pay Research Bureau and Federations of Unions.



2. Vetting of Public Advertisements with documents issued for filling of posts from outside candidates and among serving officers. The purpose of this exercise is to ensure that the provisions of the Schemes of Service and other Conditions of Service (for example: bond, fringe benefits) are correctly stated in the advertisements.



3. Implementing a Collaborative Platform and Document Management System for the Scheme of Service Section under the Sandbox Framework for streamlining the process for approval of Schemes of Service and providing a central repository of all prescribed Schemes of Service.



- From **01 July 2022 to 30 June 2023**, the Ministry has prescribed **100 Schemes of Service** for Ministries/Departments and has cleared **169 Schemes of Service** for parastatal organisations.
- **151** Public Advertisements have been vetted during the period **01 July 2022 to 30 June 2023**.

Achievements of the Scheme of Service Unit for the period 01 July 2022 to 30 June 2023

Activity		01 July 2022 to 30 June 2023		
		Mauritian Establishment	Rodrigues Regional Assembly	Total
Schemes of Service prescribed in respect of Ministries/Departments and Rodrigues Regional Assembly		94	6	100
Schemes of Service cleared for Parastatal Bodies		169	-	169
Advertisements vetted (Public Advertisement/Circular Note) for PSC		123	28	151
Meetings/ Working Sessions held	Consultative Committee on Scheme of Service with the three Federations of Unions	6	-	6
	At PRB	5	-	5
	With PSC/DFSC	1	-	1
	With Ministries/Departments and Parastatal Bodies	17	-	17
Court Cases attended at Supreme Court/Employment Relations Tribunal/Equal Opportunities Commission/Commission for Conciliation and Mediation/Conciliation Service of MPSAIR		4	2	6

Scheme of Service System under the Sandbox Framework

Government approved the introduction of the Sandbox Framework on 08 January 2021, to promote the adoption of emerging and innovative technologies in the Public Service. In this connection, an electronic scheme of service system (e-scheme of service) has been developed under the Sandbox Framework.

Purpose of the System

- The digitalisation of the Scheme of Service aims at streamlining the processes for approval of Schemes of Service and providing a real time database for all Schemes of Service currently in force in the Public Service and to act as a central repository.
- This system will enable Line Ministries and other stakeholders (that is, the Public Service Commission, the Pay Research Bureau and Federations of Unions) to communicate and interact electronically in the processing of new/amended schemes of service.
- The system will be a reporting tool for the Scheme of Service unit and Line Ministries where several reports can be generated for evidence based decision making.

Implementation

- The prototype for the scheme of service system is being implemented in a phased manner. The first soft launch of the system was done for two pilot Line Ministries, namely the Ministry of Public Service, Administrative and Institutional Reforms and the Ministry of Information Technology, Communication and Innovation on 25 July 2022.
- After successful implementation of the prototype for the System at the two pilot Line Ministries, the system was extended to the following stakeholders on 17 November 2022 –
 - (i) three additional pilot Line Ministries –
 - Ministry of Education, Tertiary Education, Science and Technology;
 - Ministry of Health and Wellness; and
 - Ministry of Agro Industry and Food Security,
 - (ii) the Public Service Commission
 - (iii) the Pay Research Bureau
 - (iv) the three Federations of Unions –
 - the Federation of Civil Service and Other Unions;
 - the Federation of Public Sector and Other Unions; and
 - the State and Other Employees Federation.
- Training has been dispensed to 91 users of the scheme of service Portal (Line Ministries, PRB, PSC and the Federations of Unions).

Migration of SOS

165 schemes of service in respect of the five pilot Line Ministries have been migrated into the system so as to facilitate users to have the required documents during the process.

SOS processed/prescribed on the SOS System

As at **30 June 2023**, out of **43 Schemes of Service**, **33** are being processed in the SOS System and **10 Schemes of Service** have already been prescribed in the SOS System.

Benefits of the eSOS

- Ensure consistency and uniformity in schemes of service for corresponding grades in the Public Service.
- Improved timeliness in prescribing Schemes of Service, thereby leading to prompt filling of vacancies.
- Enable harmonisation of Schemes of Service for comparable grades through standardisation.
- Prompt generation of reports and statistics.
- Enhanced Security and Control.
- Better Backup and Disaster Recovery.
- Faster and more efficient document retrieval.
- Less paperwork.

Way Forward

Following the successful implementation of the project, a report has been prepared by the Public Sector Business Transformation Bureau from input submitted by the Scheme of Service Section, to provide feedback and make recommendations on the rolling out of the SOS System to other Ministries/Departments.

The SOS Unit is seeking views from all users of the SOS System to obtain the feedback of officers using the SOS Portal for online processing of schemes of service.

CONDITIONS OF SERVICE UNIT

Condition of service is a critical concern for organisations, be it public or private, as it is considered to be an essential instrument in influencing employee and organizational performance. Attractive and supportive conditions of service are paramount in making employees satisfied with their jobs, resulting in reducing absenteeism, increasing motivation and performance of employees, among others.

In the Public Sector, along with the pay benefits, the conditions of service act as a stimulus to attract and retain officers, which is *sine qua non* for effective service delivery. Conducive conditions of service entail friendly contract of employment, timely promotion of staff, unbiased performance feedback, appropriate exposure of staff to training and development and ultimately creating appropriate conducive working environment. It is considered key to improving employees' motivation and performance to achieve organizational goals.

The Pay Research Bureau (PRB) is entrusted with the responsibility to review the pay and grading structures and the conditions of service in the Public Sector. The Conditions of Service Units of this Ministry play a pivotal role in ensuring that the recommendations made in the PRB Reports are implemented in a fair, uniform and consistent manner across the public sector, through, *inter alia*, the formulation of policies/ guidelines and circulars.

The Units also attend to requests emanating from Unions/Federations/Ombudsman/Equal Opportunity Commission and has to attend to cases of Labour Disputes before the concerned institutions. The achievements of the Units for the period July 2023 to October 2023 are highlighted hereunder-

SN	Issues	Number
1	Payment of <i>ad hoc</i> allowance for additional/ extraneous/ higher duties, fees and other allowances	1,427
2	Request for Leave (Study leave, leave without pay-employment/emigration, Vacation Leave, Sick Leave, Maternity Leave, etc)	408
3	Contractual employment	295
4	Duty Exemption/ Travelling Allowances/ Travel Grant/ Mileage Allowance	141
5	Covid cases	10
6	Pension Issues	52
7	Requests examined by the Standing Committee on HQI and Incremental Credit for Past Experience	322
8	Allowances examined by the Standing Committee on Fees & Allowances for Chairpersons and Members of Boards and Committees	52
9	Salary issues	148
10	Bond issues	9
11	Requests examined by the Foreign Service Committee	6

SN	Issues	Number
12	Waiving of age limit	3
13	Bodies declared as Approved Service for the purpose of the Pensions Act or Statutory Bodies Funds Act	12
14	Requests examined by the Standing Committee on Categorisation of Statutory Boards & Committees falling under the purview of the Pay Research Bureau	102
15	Cases examined by the Standing Committee on implementation of PRB recommendations	17
16	Cases attended at ERT/CCM/CS/PBAT/EOC	16
17	Representations (Anomalies) forwarded to the PRB for Addendum to the 2021 PRB Report	261
	Total	3,391

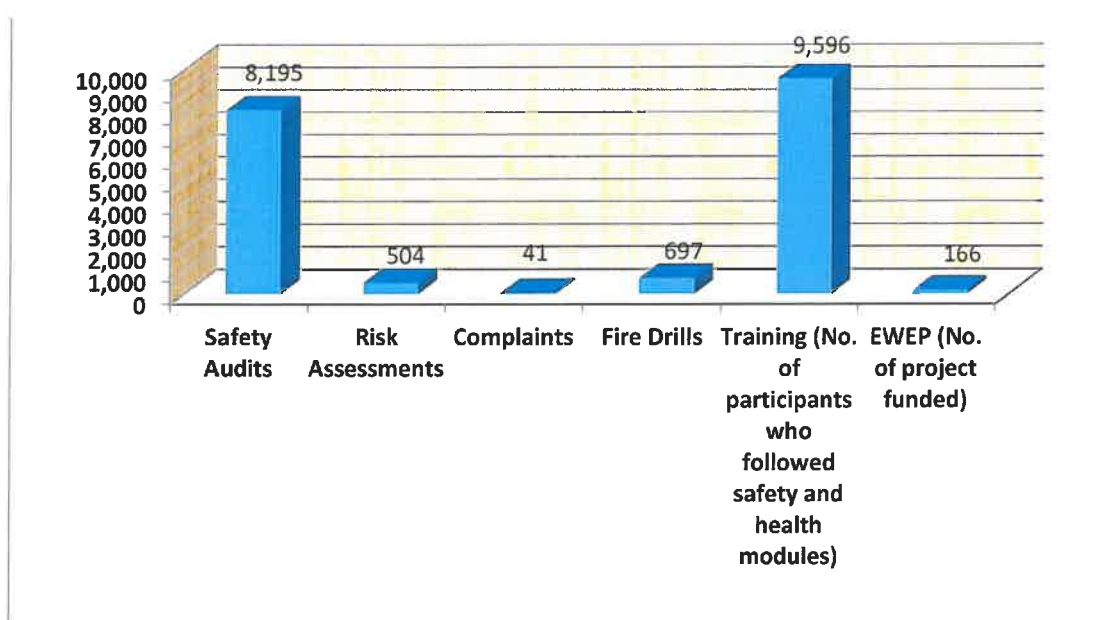
OCCUPATIONAL SAFETY AND HEALTH DIVISION

The Safety and Health Division, set up under the aegis of the Ministry of Public Service, Administrative and Institutional Reforms (MPSAIR), is responsible for safety and health matters in respect of public officers in Ministries/Departments. The Division is manned by 43 officers where a cohort of 37 Safety and Health Officers/Senior Safety and Health Officers are posted in various Ministries/Departments, on either full-time or part-time basis.

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.

During the Financial Year 2022-2023, the achievements of the Division were as follows:

- A total of 8,195 Safety Audits were carried out in all worksites of Ministries and Departments;
- 504 Risk Assessment exercises were effected;
- 41 complaints were attended and addressed;
- 697 Fire Drill Exercises were carried out;
- 9,596 public officers have attended training on safety and health modules. A total of 744 training sessions have been conducted; and
- 166 projects have been funded under the Enhancement of Work Environment Programme (EWEP) Scheme for a total amount of Rs5.199M.



World Day for Safety and Health at Work 2023

The World Day for Safety and Health at Work is celebrated annually on 28 April since 2003 by the International Labour Organisation (ILO) to create awareness among all stakeholders on the importance of promoting a safe and healthy culture at the workplace.

The theme “**A safe and healthy working environment as a fundamental principle and right at work**” was chosen by the International Labour Organisation for the 2023 celebration, to create an opportunity to stimulate dialogue among public officers, to promote decent work through a co-ordinated approach, and to achieve a safer and healthier working environment. Government, Employers, public health actors and other relevant parties have an obligation to respect, promote and realise in good faith the fundamental principles and rights at work.

To mark this event, the Ministry organised a Safety and Health Week from 21 to 27 April 2023. In this context, Ministries and Departments were invited to organise dedicated activities at their level revolving around the theme to sensitise the public officers on the importance of Safety and Health at Work and also measures to be adopted to prevent any accident/injury. The three best initiatives across the Public Service were given due recognition in terms of a trophy.

The Safety and Health Week culminated with the organisation of a Workshop on 28 April 2023 to sensitise all Chairpersons of Safety and Health Committees and officers of the Safety and Health Cadre on the importance of acting together in building a positive safety and health culture and effective OSH Management System.



SAFETY AND HEALTH AWARDS

Award of Recognition Shields and Trophies



Exhibition by Key Players



WORKSHOP

Panel Discussion by Resource Persons



These activities had greatly contributed towards raising awareness of a strong OSH culture in the Public Service to mitigate the risks of health-related illness and injury at the workplace.

PUBLIC SECTOR BUSINESS TRANSFORMATION BUREAU

The Public Sector Business Transformation Bureau (PSBTB) operates under the aegis of the Ministry of Public Service, Administrative and Institutional Reforms since May 2019. The setting up of the Bureau is one of the recommendations of the Public Sector Business Transformation Strategy (PSBTS) which was approved by Government in 2017. The Strategy has been built around Implementation Pillars grouped in 10 thematic areas, 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.*

The main objective of the Bureau is to lead the Government's transformation agenda by driving, coordinating, evaluating and monitoring the Business Transformation Programmes, Initiatives and Processes in the Public Service.

As at 30 June 2023, there were:

- **40 Transformation Implementation Committees (TICs)**
Transformation Implementation Committees (TICs) have been set up across Ministries and Departments to oversee, monitor and evaluate the development and implementation of their respective Business Transformation Initiatives and Action Plan, in line with the PSBTS. The TICs report to the National Planning and Results Committee (NPRC) and are supported by the Public Sector Business Transformation Bureau (PSBTB); and
- **343 Business Transformation Initiatives (BTIs)**
Business Transformation Initiatives are those projects undertaken by Ministries/Departments that aim to radically improve efficiency and public service delivery.

The Bureau has embarked on a number of transformation initiatives and the main achievements are:

1) Management Information System

With a view to adopting a 'whole of government' approach towards implementing transformation and innovative initiatives and in line with the Digital Transformation pillar of the Strategy, the PSBTB has implemented in February 2020 a **Management Information System (MIS)** which is an online platform that supports TICs to better manage their Meetings, Action Plans, Business Transformation Initiatives (BTIs) and Key Performance Indicators (KPIs). The system also allows the PSBTB to exercise a rigorous monitoring and evaluation of TICs activities and progress. Ever since, the MIS has been upgraded with additional features as per the Bureau' requirements.

Since 2020, continuous training sessions are organised for Members and Secretaries of the Transformation Implementation Committees to sensitise them on their roles and empower them on the use of existing and new KPI features on the MIS to enable effective and accurate reporting to Cabinet on the progress level achieved by the Ministries and Departments.

2) Implementation of Key Performance Indicators

This Ministry records and monitors the performance on the implementation of the five KPIs for the 40 Transformation Implementation Committees (TICs) on the Management Information System (MIS) and reports the progress to Cabinet.

For the Financial Year **2022/2023**, five KPIs were set for all Ministries and Departments as follows:

SN	KPI	Target
1	Utilisation of Training Budget by Ministries and Department	90%
2	Implementation of Phase II of the e-HR system	100%
3	Compliance of buildings housing Public Officers with fire safety requirements	100%
4	Filling of Vacancies	70%
5	Good Governance	
	(i) Implementation of recommendations contained in the validated CRA reports	75%
	(ii) CRA in Parastatals and State-Owned Enterprises	2 CRAs

3) Human Resource Management System (HRMS) – e HR

The e-HR project, which comprises the Leave Management System (LMS) and Core HR modules, has been implemented in a phased manner. The implementation of the LMS which started in July 2021 was completed in December 2022. The implementation of the Core HR module which started in September 2022 was completed in June 2023. Both the LMS and the Core HR modules are live in all Ministries/Departments and other Government Institutions representing 78 organisations in all.

Phase	Leave Management System	Core HR Module
Phase 1	The LMS was implemented on a pilot basis at the Ministry of Public Service, Administrative and Institutional Reforms and the Ministry of Information Technology, Communication and Innovation and the system is fully operational since 23 July 2021.	The Core HR Module was operational at the MPSAIR and the MITCI, including the Central Information Systems Division (CISD) since 19 September 2022.
Phase 2	The LMS had been rolled out in 20 organisations covering 15% of public officers as at 30 June 2023.	The Core HR Module has been rolled out to 10 organisations on 31 January 2023.
Phase 3	As at 31 December 2022, the LMS was rolled out to the remaining 55 organisations. The LMS was operational in all 78 organisations, covering around 35,696 (65%) of Public Officers out of 56,821 as at 30 June 2023.	The Core HR Module has been implemented in the remaining 65 organisations, covering all 78 organisations as at 30 June 2023.

As at **30 June 2023**, **265,586** online leave transactions which include both Portal and Backend were recorded on the platform.

4) Business Continuity Plan Model

With a view to ensuring that government operations are maintained in the event of a crisis and that there is minimal disruption in service delivery, this Ministry, with the technical assistance of the Civil Service College, Mauritius, has trained the following Ministries in the development of their Business Continuity Plans in financial year 2022-2023:

1. Ministry of Industrial Development, SMEs and Cooperatives;
2. Ministry of Environment, Solid Waste Management and Climate Change;
3. Ministry of Financial Services and Good Governance;
4. Ministry of Youth Empowerment, Sports and Recreation;
5. Ministry of National Infrastructure and Community Development; and
6. Ministry of Arts and Cultural Heritage.

As part of an extension of support to the Government of Mauritius in the context of implementation of the Business Continuity Plan, the United Nations Development Programme (UNDP) agreed to provide financial and technical assistance for the implementation of three digitalization projects, one of which was for the Supply, Design, Installation, Testing and Commissioning of an Open-Source Document Management System at the Ministry. The contract was awarded by UNDP to **Leal Communications & Informatics Ltd** on **29 July 2022**.

The implementation of the project started in August 2022 and in line with the user requirements of the Ministry, a prototype of the system was developed in January 2023 with features and functionalities relevant to the present work environment. In line with the terms of reference, the supplier has, as at 30 June 2023, scanned a total of 320,000 pages on the system, which represents some 2,337 files out of 16,000 files available at the Registry Services of the Ministry.

A three-month handholding period for officers of the Ministry started in June 2023 to support users during the initial adoption phase.

5) Sandbox Framework

As at 30 June 2023, two projects, namely an online collaboration tool for the scheme of service at the level of the Ministry of Public Service, Administrative and Institutional Reforms and a Vehicle Management System at the Ministry of National Infrastructure and Community Development have been implemented.

ADMINISTRATIVE REFORMS DIVISION

The Administrative Reforms Division plays a central role in driving administrative reform initiatives throughout the Public Service. Their primary focus is on executing projects and strategies aimed at enhancing the delivery of public services.

During financial year 2022-2023, this Division has implemented the following projects:

1) Improvement of Counter/Customer Services

This project serves as a crucial support system for Ministries and Departments, ensuring the efficient and timely delivery of services to the general public through enhanced counter services. Since its inception in the year 2000, it has provided funding for approximately 496 projects, benefiting various Ministries and Departments.

For the Financial Year 2022/2023, a total of 38 projects received funding, amounting to Rs934,370.20. Some noteworthy projects within this initiative include:

- **Upgrading of Customer Service Counters**
This aspect involves improving customer service counters at critical locations, such as Family Welfare Units, Child Development Units, Social Welfare Centers, and other units within the Ministry of Gender Equality and Family Welfare.
- **Enhancement of Reception and Waiting Areas**
Social Security Offices under the purview of the Ministry of Social Integration, Social Security, and National Solidarity (Social Security and National Solidarity Division) have seen improvements in their reception and waiting areas.
- **Provision of Reception Counters and Chairs**
This involves the provision of reception counters and chairs for various government entities, including the Ministry of Finance, Economic Planning and Development, the National Assembly, the Government Information Service, and the Prime Minister's Office (Rodrigues Division and Defence and Home Affairs Division).
- **Visitors' Chairs on Existing Counter Desks**
This project specifically focuses on providing visitors' chairs for existing counter desks in select Ministries and Departments, further enhancing customer service experiences.

2) Public Service Excellence Award 2022

The Public Service Excellence Award (PSEA) is an annual event dedicated to acknowledging excellence and innovation within the public service sector. Its primary goal is to serve as a source of motivation for Ministries, Departments, Disciplined Forces, and Local Authorities to enhance the quality and efficiency of their public service delivery.

The 2022 edition of PSEA was officially launched on 11 October 2022, and was centered around the theme "A citizen-centric Public Service to accelerate socio-economic development." This theme was carefully chosen to advocate for a public service that is highly responsive to the needs and concerns of its citizens.

For the 2022 edition, a total of 40 entries were submitted by various public organizations, demonstrating a significant level of interest and participation in the pursuit of public service excellence. The winners for the Public Service Excellence Awards 2022 edition were:

<p>GOLD AWARD 2022</p>	<p>MINISTRIES/DEPARTMENTS: Coronary Care Unit, Dr A G Jeetoo Hospital</p> <p>DISCIPLINED FORCES: Fire Safety Division, Mauritius Fire and Rescue Service</p> <p>LOCAL AUTHORITIES: City Council of Port Louis</p>
<p>SILVER AWARD 2022</p>	<p>MINISTRIES/DEPARTMENTS: Computer Emergency Response Team of Mauritius, Ministry of Information Technology, Communication and Innovation</p> <p>DISCIPLINED FORCES: Mauritius Prison Service</p> <p>LOCAL AUTHORITIES: Association of Urban Authorities</p>
<p>BRONZE AWARD 2022</p>	<p>MINISTRIES/DEPARTMENTS: National Assembly</p> <p>DISCIPLINED FORCES: (1) No. 1 Patrol Vessels Squadron – National Coast Guard (2) Police Crime Prevention Unit</p> <p>LOCAL AUTHORITIES: District Council of Savanne</p>

PSEA 2022 Ceremony



ACHIEVEMENTS

3) Electronic Attendance System (EAS)

The Electronic Attendance System has been in use in the Public Service since 2007 to ensure accurate and immediate tracking of public officers' attendance, promoting discipline and punctuality at work. Most Ministries, outstations, and sub-offices are equipped with Electronic Time Recorders (ETRs). To further support the widespread adoption of ETRs across the Public Service, this Ministry established a Framework Agreement in March 2022 with Leal Communications & Informatics Ltd. This agreement covers the acquisition of ETRs, associated data cabling works, and training. In the financial year 2022-2023, Ministries and Departments have procured a total of 74 ETRs under this Framework Agreement.

4) Computerised Registry System

Since 2006, this Ministry has been at the forefront of implementing the Computerised Registry System (CRS). To date, 80 Registries throughout the Public Service have successfully integrated this system. Moreover, the Ministry extends its support to other Ministries and Departments by assisting in deploying the CRS within their respective Registries and providing relevant training programmes.

During the financial year 2022-2023, onsite training on the CRS was provided to the following Ministries/ Departments:

- Ministry of Agro-Industry and Food Security;
- Ministry of Industrial Development, SME's and Cooperatives (Industrial Development Division);
- Ministry of Social Integration, Social Security and National Solidarity (Social Integration Division);
- Local Government Service Commission; and
- Civil Aviation Department.

5) SMS based communication platform

In February 2020, the Ministry introduced an SMS-based communication platform aimed at delivering essential messages to public officers. Since its launch, an impressive 2,410,977 SMS messages have been dispatched to approximately 45,000 public officers.

TRAINING OF PUBLIC OFFICERS



The training of public officers stands as a central pillar in the Ministry's operations. The Human Resource Development Division (HRDD) within the Ministry plays a pivotal role in overseeing various aspects related to enhancing the capacities and capabilities of public officers throughout the Public Service.

Training at the level of Civil Service College, Mauritius

To ensure the continuous development of skills, knowledge, and competence among public officers, the HRDD collaborates closely with the Civil Service College, Mauritius (CSCM). This partnership is designed to ensure the proper coordination of a diverse range of training programmes, aligning with the Pay Research Bureau's recommendation of providing 40 to 60 hours of work-related training to staff members annually.

Special attention is given to the training of the Workmen's Group within the Ministry's training programme. Employees in the Workmen's Group, who often serve as the primary point of contact with the public, receive relevant training to equip them with the skills needed for effective public interaction and the delivery of high-quality service with courtesy. The training programme primarily focuses on communication skills, addressing the impact of alcohol and substance abuse in the workplace, and cultivating a customer-centric approach. In the past financial year, the CSCM provided training to a total of 676 manual-grade employees.

In the financial year 2022-2023, the Civil Service College Mauritius extended work-oriented training to 9,350 public officers across various grades. This training served the purpose of keeping these officers updated with new techniques, technologies, and skills in their respective fields.

Training at the level of Occupational Safety and Health Division

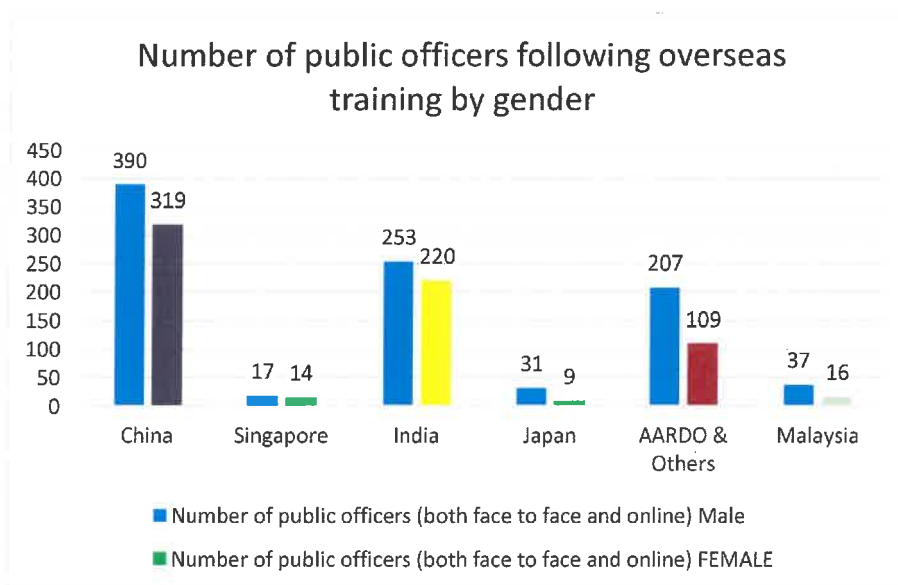
For financial year 2022-2023, the Ministry also organised in-house training for 9,596 public officers in line with the requirements of the Occupational Safety and Health Act



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 2022-2023, 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	308	259	82	60	709
Singapore	6	9	11	5	31
India	126	99	127	121	473
Japan	11	6	20	3	40
AARDO & Others	17	18	190	91	316
Malaysia	-	-	37	16	53
Total	468	391	467	296	1622



As a whole, the Ministry has trained a total of 20,568 public officers for financial year 2022-2023.

CONSTRUCTION OF THE CIVIL SERVICE COLLEGE, MAURITIUS

The state-of-the-art Civil Service College is being constructed by the Ministry at Le Réduit Triangle over an extent of 9 Arpents 13 perches of land. The project will comprise an Academic Block of 3,574 m² and an Auditorium of 1,120 m² equipped with all appropriate infrastructure for the provision of training facilities for all officers of the Public Sector.

In November 2021, the contract for the construction of the College was awarded to Tayelamay and Sons Enterprise Ltd.

The construction works started in January 2022 and the College is expected to be completed by mid 2024.

As at 30 June 2023, construction works of the Civil Service College had reached an overall progress of 40%.



ACHIEVEMENTS

PUBLIC OFFICERS' WELFARE COUNCIL

The Public Officers' Welfare Council, which is responsible for promotion of welfare and work-life balance in the Public Service, has achieved the following objectives during the financial year 2022-2023:

Activities	Participation
Sports and Keep-Fit Activities	
Football Tournament 2022	1,400
Foot-5 Festival 2023	900
Keep-Fit Activities	243
Literary and Cultural Activities	
Quiz Competition	69
Scrabble Competition	49
Domino Competition	225
Virtual Song Competition	88
Recreational Activities	
Hiking – Mare Sarcelle Trail	189
Ile des Deux Cocos	223
Tours to Rodrigues (3 Batches)	106
Tour to Malaysia and Thailand	20
Stays at Hotels	197
Excursion to Casela	180
Civil Service Kermesse 2022	75,000

Activities organised by the Public Officers' Welfare Council during financial year 2022-2023



ACHIEVEMENTS

STATUS OF IMPLEMENTATION OF BUDGETARY MEASURES

(a) At paragraph 305 of Budget Speech 2022-2023, it was announced that:

“The Civil Service College under construction will be equipped with modern facilities and IT equipment to facilitate online training, webinars, videoconferencing as well as interactive coaching.”

- As at 30 June 2023, construction works of the Civil Service College had reached an overall progress of 40%.
- The college includes an Auditorium with state-of-the-art technology and which will have all requisite infrastructure in place to enable the college establish international linkages and be a regional centre of excellence.

(b) At paragraph 306 of Budget Speech 2022-2023, it was announced that:

“Some 8,353 public officers will be recruited in this financial year.”

- For financial year 2022-2023, there were 8,353 funded vacancies to be filled, out of which 4,697 at entry level and 3,656 at promotional level.
- As at 30 June 2023, 6,643 vacancies were filled, that is, 3,385 at entry level and 3,258 at promotional level, representing 79.5%.

(c) At paragraph 307 of Budget Speech 2022-2023, it was announced that:

“With the implementation of an Electronic Document Management System, public officers will be able to work remotely.”

- In line with the recommendations made by PriceWaterHouseCoopers Ltd in its report in February 2021 on Business Continuity Plan model for the Government of Mauritius, one of the digitalisation projects to be implemented with the financial assistance of the United Nations Development Programme (UNDP) was an Electronic Document Management System (eDMS) on a pilot basis at the level of this Ministry.
- The contract for the supply, design, installation and commissioning of an open-source electronic document management system was awarded by the UNDP to Leal Communications and Informatics Ltd on 29 July 2022 and the implementation of the project started on a pilot basis in August 2022 at the level of the Ministry.
- In line with the user requirements of the Ministry, a prototype of the system was developed with features and functionalities relevant to the present work environment. A total of 320,000 pages on the system, which represents some 2,337 files, out of 16,000 files available at the Registry Services of the Ministry, have been scanned as at 30 June 2023. By the end of June 2023, handholding of officers on the system started for a period of 3 months.
- Once the project is successfully implemented and operational at the level of the Ministry, consideration will be given for the extension of the project across the Public Service subject to availability of funds.

STATUS OF IMPLEMENTATION OF KEY ACTIONS

KEY ACTION AND TARGETS

Outcome		Outcome Indicator	Target 2022/2023	Achievements as at 30 June 2023
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	70%	79.5%
Delivery Unit	Main Service	Key Performance Indicator	Target 2022/2023	Achievements as at 30 June 2023
Human Resource Management Division	Strategic human resource management	Number of Ministries where the e-HR has been deployed	15	78
Occupational Safety and Health Division	Enforce compliance with safety and health standards	Number of safety audits conducted	7,000	8,195
Public Sector Business Transformation Bureau	Accelerate the adoption of innovative technologies in the Public Service	Number of sandbox projects developed	3	2
	Adoption of streamlined practices (SMART)	Number of Business Process Re-engineering exercises conducted (Cumulative)	3	1
Civil Service College/Human Resource Development Division	Implement the Capacity Development Programme and e-learning	Number of public officers trained	12,000	20,568

ACHIEVEMENTS

RISK MANAGEMENT, CITIZEN ORIENTED INITIATIVES, GOOD GOVERNANCE AND GENDER CELL

Gender Mainstreaming

The Gender Cell Committee is operational at the level of the Ministry to look into the issues relating to gender mainstreaming in policies, strategies and Programmes.

For the Financial Year 2022-2023, an amount of Rs 200,000 was provided in the budget of this Ministry under Gender Mainstreaming to implement activity/project to promote gender equality and enhance awareness on gender sensitivity.

In this context, this Ministry has collaborated with the Civil Service College, Mauritius (CSCM) and the Ministry of Gender Equality and Family Welfare to develop a training programme on Gender Mainstreaming. The training implemented by this Ministry during the financial year 2022-2023 is as follows-

Training Programme/activity	No of officers trained	Amount disbursed (Rs)
One day training on Gender Mainstreaming organised by the CSCM	94 officers of the Ministry have been provided training	200,000

Occupational Safety and Health Committee

The Ministry has set up an Occupational Safety and Health Committee under the chair of the Acting 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, formulate projects for enhancing the work environment.

Fire drill should be organised once annually to familiarize officers of the Ministry with evacuation procedures. For last financial year, 2 fire drills were conducted at the Ministry.

Anti-Corruption Committee

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.

During Financial Year 2022-2023, the ACC met on four occasions.

FINANCIAL PERFORMANCE

FINANCIAL PERFORMANCE

Revenue

No Revenue is collected by the Ministry.

Expenditure

Appropriation of funds to the Ministry is made by the National Assembly under Vote 22-1.

The voted provision for financial year 2022-2023 was 467 million and was allocated as follows:

- Recurrent expenditure - Rs. 271 million
- Capital expenditure - Rs. 196 million

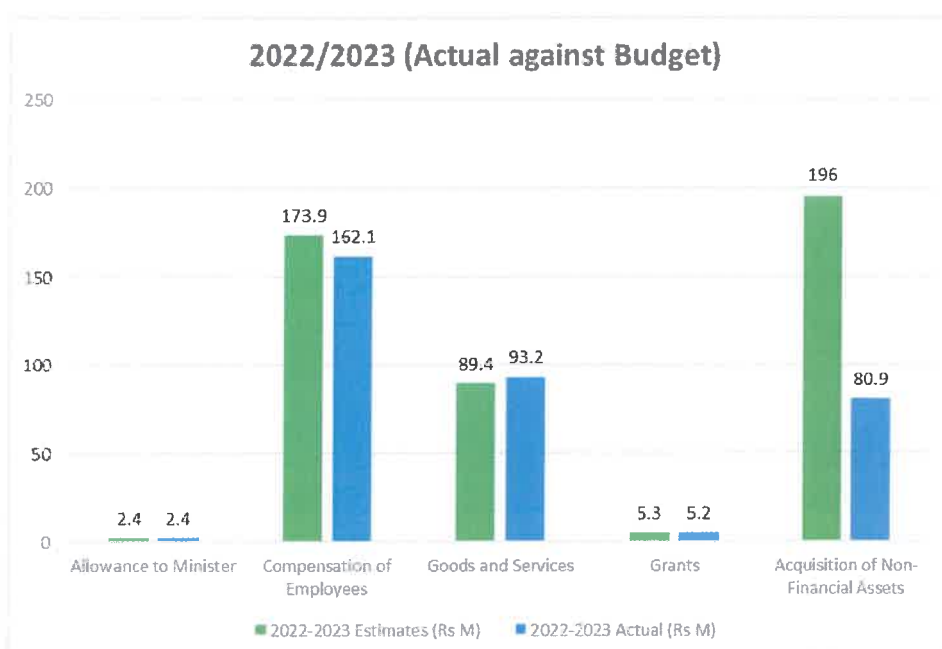
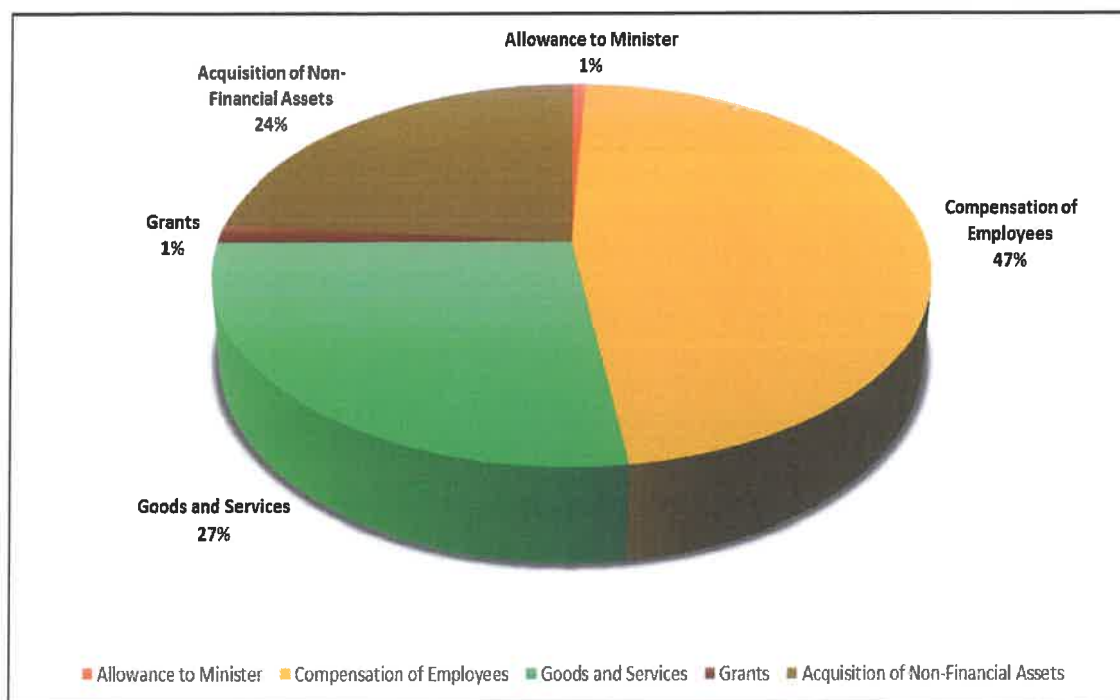
The preparation of the statement of expenditure is based on information captured from the Treasury Accounting System.

Head/Sub Head of Expenditure	2021-2022 Actual (Rs M)	2022-2023 Estimates (Rs M)	2022-2023 Actual (Rs M)
Allowance to Minister	2.40	2.40	2.40
Compensation of Employees	159.36	173.90	162.10
Goods and Services	75.98	89.40	93.20
Grants	3.72	5.30	5.20
Acquisition of Non-Financial Assets	61.53	196.00	80.90
TOTAL	<u>302.99</u>	<u>467.00</u>	<u>343.80</u>

Major changes from 2021-2022 to 2022-2023

The actual budget shifted from Rs 302.99 M to Rs 343.8 M due to the increase in the cost of Goods and Services and the increase in the payment of Non-Financial Assets.

The Chart below gives a graphical illustration of the expenditure incurred during Financial Year 2022-2023



Major Variances from Budget Estimates for 2022-2023

The variance for **“Compensation of Employees”** is mostly due to the delay in the filling of vacancies and also because some vacancies remained unfilled at the close of the financial year.

The variance for **“Goods and Services”** is mainly explained by the increased training courses offered by the Ministry during this financial year.

The variance for **“Acquisition of Non-Financial Assets”** is due to the delay in the completion of the Civil Service College.

WAY FORWARD

WAY FORWARD

TRENDS AND CHALLENGES

The current Russian-Ukraine conflict has adversely affected the global economy. Moreover, the international inflation rate and the persistent negative effects of the COVID-19 pandemic have rendered the international economic outlook blurred.

In the new context, innovative technology will be one of the drivers of the new economy. It is imperative for the Public Service to embrace cutting-edge technologies to enhance quality of service delivery.

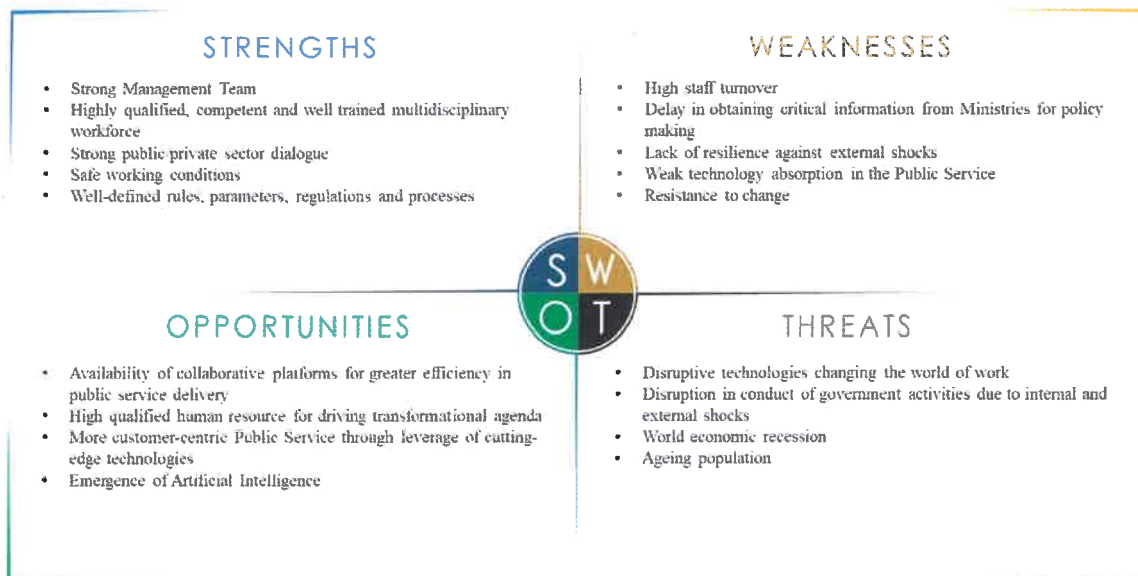
Trends

The global trends reshaping the Public Service include:

- Greater leverage on cutting-edge technologies for provision of quality service;
- Greening of the public sector;
- Emergence of Artificial Intelligence, FinTech and Blockchain;
- Greater use of collaborative platforms, visio-conference and webinars; and
- Provision of continuous professional development courses to public officers to upgrade their skills and competencies

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.