



Republic of Mauritius

# Annual Report 2017/2018



## **Ministry of Civil Service and Administrative Reforms**

# Table of Contents

	Page
<b>Part 1 – About the Ministry</b>	
Vision, Mission and Objectives.....	2
Statement of the Secretary for Public Service.....	3
Role of the Ministry.....	5
Brief Overview of Divisions.....	6
Relevant Legislation.....	13
Gender Policy Statement.....	14
<b>Part II – Achievements and Challenges of the Ministry</b>	
Major Achievements.....	17
Status on implementation of Budget Measures.....	25
Status on Implementation of Key Actions.....	26
Implementation Plan – Comments of the Director of Audit.....	28
<b>Part III – Financial Performance</b>	
Financial Highlights.....	29
Statement of Expenditure.....	29
<b>Part IV – Way Forward</b>	
Trends and Challenges.....	31
Strategic Direction.....	31

# Ministry of Civil Service and Administrative Reforms

## Vision

A professional public service committed to excellence.

## Mission

**To instill a culture of excellence by:**

- being a driver and facilitator of change and innovation in the Civil Service;
- spearheading administrative reforms to enable the delivery of timely and quality services;
- facilitating the continuous professional growth and development of human resources in the Civil Service through training and capacity building programmes;
- supporting the creation of the necessary conditions for a conducive working environment to inspire and improve the morale of public officers; and
- promoting an ethical culture and accountability in the Civil Service.

## Objectives

**The main objectives of the Ministry focus on:**

- Modernization of the Public Service;
- Optimum management of human resources;
- Provision of timely and quality services to the public;
- Creating dynamic and innovative leadership style in the Civil Service;
- Dispensation of training to public officers to upgrade their skills and knowledge;
- Development of expertise and new skills through Distance Learning;
- Promotion of ethics and core values in the Public Service.

## Statement of the Secretary for Public Service



As Secretary for Public Service, I am pleased to present the Annual Report of my Ministry for 2017/2018.

This particular financial year has had its set of challenges. We have had to ensure the rolling out of the HRMIS integrating the two modules, i.e, core HR and Payroll in all Ministries/Departments. This gigantic task is still ongoing.

Following several calls for tender, the Ministry is still trying to find the right package to set in place an Insurance Scheme for public officers.

Through the Public Sector Business Transformation strategy, my Ministry has embarked on an unprecedented journey with the ultimate aim to instill a culture of excellence in the Public Service. I am pleased to announce that all Ministries have their own Transformation Implementation Committees and transformation implementation plans and, you may rest assured that transformation is truly happening.

In line with the transformation, Capacity Building and Capability Development, aimed at ensuring that public officers are continuously adapting and developing new skills, capabilities and competencies, for the first time ever, the MCSAR has implemented a training strategy for employees of the Workmen's Group and some 800 employees forming part thereof have been provided training by the Civil Service College, Mauritius. This group of employees have been so enthusiastic that this initiative will be continued.

Safety and health at work, now constitutes one of the keys to a safe and healthy working environment. The OSH Unit continues to provide support to Ministries/Departments as OSH issues are high on the agenda of the Ministry. This Ministry aims at ensuring that all public officers operate in a safe and healthy environment.

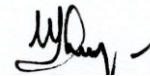
Furthermore, with a view to ensuring that the Civil Service provides services which meet the needs of customers in an internationally recognized framework, my Ministry has provided training to some 153 officers from different governmental organizations on implementation of the new ISO 9001:2015 Standards.

Earlier this year, my Ministry agreed to conduct a Gender Analysis of the Civil service with the aim of providing an understanding of whether gender inequalities have

permeated the Civil service and to highlight ways and means of having a gender responsive Civil Service.

We have done our best to deliver on the budget provided to us. All that has been achieved is to the merit of the team at the Ministry.

I take this opportunity to wish you an even better year 2018-2019.



**Mr. Premhans JHUGROO**  
**Secretary for Public Service**

## Role of the MCSAR

- Aspects of the Public service which do not come within the purview of the three executive Service Commissions and which relate to the size of establishments, salaries and wages, conditions of service (such as allowance, leaves and passages), and staff relations in regards to such matters
- Training of Public Officers
- Welfare of Public Officers
- Administrative Reform

The Ministry of Civil Service and Administrative Reforms comprises five main divisions:

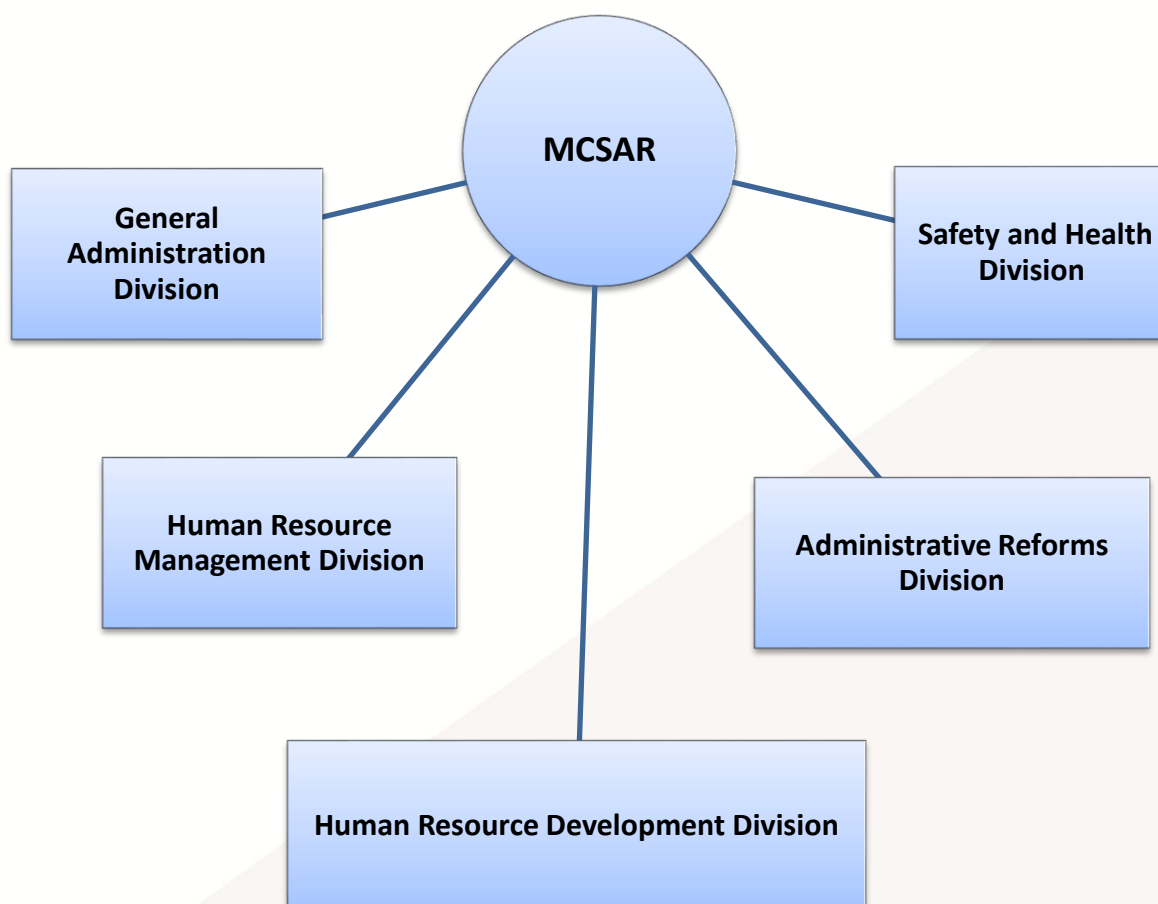


Figure 1: Divisions at the MCSAR

## Ancillary Units:-

### 1) The Civil Service Library and Documentation Unit

Fully operational since June 1992, the mission of the library is to provide modern, efficient and quality library services, responsive to the needs of officers in the Public Service.

The library offers more than 6,200 books in a wide range of areas such as management.

### 2) The 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 Civil Service and Administrative Reforms and has, as main

objective, to cater for the welfare of public officers and their families.



### 3) The Civil Service College Mauritius

The Civil Service College, Mauritius (CSCM) is incorporated as a private company with the sole shareholder being the Government of

Mauritius. The CSCM has been setup to cater for the growing training and development needs of public officers at all levels, including those from local authorities and parastatal bodies.

Since becoming operational in November 2015, the CSCM has trained a total of 16,201 public officers as at June 2018.



## Brief Overview of Divisions

### 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.

The main objectives are to:

- Plan and design new administrative reform initiatives for the public service
- Develop implementation strategies for administrative reforms
- Establish links with Ministries/Departments so as to facilitate administrative reforms.

### Projects Implemented by the Administrative Reforms Division

#### 1. Computerisation Projects

##### (i) Electronic Attendance System

The Electronic Attendance System (EAS) has been introduced since 2002 to replace the traditional manual attendance register. The EAS comprises Electronic Time Recorders (hardware) to capture the daily attendance data of public officers and the Attendance Record Management System (ARMS) software. To date, the system is fully operational in some 112 sites.

The system constitutes an excellent platform to manage punctuality while ensuring greater organisational efficiency and effectiveness and promoting customer service delivery. The upgraded system will be linked with the Human Resource Management Information System and will work as the backbone for Human Resource operations across the Civil Service.

##### (ii) The Computerised Registry System

The Computerised Registry System (CRS) was introduced in 2006 to facilitate the work of Registries in Ministries/Departments.



The Computerised Registry System has undergone several enhancements since the beginning of the year 2018 following proposals for enhancement from other Ministries/Departments concerned. A team was set up to evaluate the enhancement proposals and shortlist those that could be implemented on the present platform. A first phase of enhancements was implemented on 31 July 2018 and a second wave would be conducted before the end of the year. The team has already initiated necessary action in this regard.

With a view to ensuring quality response and in the face of the turnover in certain grades, a Request Access Form has also been designed to cater for all requests pertaining to creation, cancellation or resetting of username and password on the system. All Ministries/Departments have been requested to adhere to this procedure and a copy of the form is available on the website of this Ministry.

### **(iii) Human Resource Management Information System (HRMIS)**

With the new orientation towards a performance-based and result-oriented public service, Human Resource Management in the public service is called upon to adopt a more strategic approach and bring added value to an organisation. To play its role effectively, the HR function needs to leverage ICT capabilities in enhancing administrative efficiency, timeliness and delivery of quality service.

In this context, the Ministry of Civil Service and Administrative Reforms has embarked on the implementation of a Human Resource Management Information System (HRMIS) that consists of a central on-line database of public officers with the objective of simplifying and rendering the Human Resource and Financial operations more efficient and effective.

The HRMIS has advanced at a quick pace and has now reached a satisfactory stage. All issues arising from the configuration of the system based on the PRB Report 2013 as per the original contract and which constitutes the first phase of the project, have been successfully addressed. The User Acceptance Test certificate which is an essential requirement of the contract signed with SIL, was signed off on 28 September 2017. The second phase relating to changes arising from the PRB Report 2016 business

rules has also been finalised with the agreement of all the stakeholders, namely the Ministry of Finance and Economic Development, the Central Informatics Bureau, the Central Information Systems Division (CISD), the Accountant-General's Division, the IT Security Unit and SIL.

The second phase is the basis of a separate contract which was signed between the Ministry and SIL in June 2017 at the cost of Rs 1.5 million. The basic HR Module was delivered in October 2017 for the uploading of HR data and testing by Ministries/Departments. This exercise has been successfully completed and, as of date, all the Ministries/Departments involving a total of 56,059 employees are now ready to move to the next stage which consists of the verification of financial data for the generation of Payroll.

The last leg of the testing phase which involves interaction of the HRMIS with the Treasury Accounting System is also being addressed and the full cycle for the generation of Payroll based on the PRB 2016 business rules will be completed soon. SIL has already prepared and provided the required updated platform to the Accountant-General's Division on 22 May 2018 for the proposed testing. The conduct of the appropriate tests will enable the Accountant-General's Division to assess the reliability and correctness of the financial data to avoid cases of overpayment/underpayment as well as ensure consistency in the application of business rules particularly, in as much as payment of salaries/allowances and other financial benefits is concerned.

Furthermore, an Action Plan with clear timeframes, has been worked out jointly by the Ministry, SIL and the relevant stakeholders to ensure the timely completion of the project which is targeted for December 2019. According to the Action Plan, a Parallel Run of the current Centralised Payroll System managed by the Accountant-General's Division and the Basic HR module will be launched beginning September 2018. This will involve the crosschecking of the payroll to be generated by the new system against the payroll generated by the CISD. This process is expected to span over a

period of six months, that is, from September 2018 to February 2019, to ensure that all the elements are fully tested and validated, especially, with regard to the payment of the end-of-year bonus in December 2018, the grant of annual increment in January 2019 and the payment of unutilized sick leave in February 2019. The main objective is to ensure that the HRMIS is foolproof, reliable, and effective and any technical issues that may crop up eventually are duly attended to by SIL. Past that stage, HRMIS will take over the Government Payroll system, which would be a landmark achievement in our strategy to modernise HR management and financial operations in the Civil Service. The Working Group would further ensure the development of the remaining modules of the System.

## **2. ISO Certification**

The ISO Certification Scheme 9001:2008 has been reviewed by the International Organisation for Standardisation to enable organisations to successfully face the emerging challenges in the environment in which they are operating. The MS ISO 9001:2008 has now been replaced by a new version of the standard known as MS ISO 9001:2015. The objective of this new Certification Scheme is to enable organisations to consistently provide products and services that meet the increased expectations of customers and to allow organisations to continually shape their strategic direction in a systematic manner by conducting regular risk assessment exercises.

It is to be noted that out of 52 governmental organisations, 12 have already been certified based on the ISO 9001:2015 version.

In collaboration with the Mauritius Standards Bureau, training sessions have been conducted in August 2017 for 75 officers coming from different Ministries/Departments that are already ISO certified. The aim of the training was to build capacity to support transition to ISO 9001:2015.

Also, officers from Ministries/Departments that are interested to implement the ISO certification process have been trained in November 2017. 75 officers have thus

followed the course run by the Mauritius Standard Bureau with the help of resource persons from the Federation of the Indian Chamber of Commerce and Industry.

In March 2018, to further sustain the certification in Ministries/Departments, 4 Officers have followed the Internal Auditor Course on ISO at the MSB.

### **Human Resource Management Division**

The Human Resource Management Division is responsible for all aspects of the Public Service which relate to the size of establishments, conditions of service (such as allowances, leaves and passages), staff relations in regards to such matters and redeployment of redundant employees following a restructure exercise. Our customers are Ministries/Departments and other public sector organisations, Para statal organisations, other institutions covered by the Pay Research Bureau, the Rodrigues Regional Assembly, the Federation and Trade Unions, the Civil Society as well as individual officers.

- **Scheme of Service**

The Scheme of Service Unit has the responsibility for the prescription of schemes of service for grades in the Civil Service including those for the Rodrigues Regional Assembly (RRA) after agreement by the appropriate Service Commission. The Unit is also responsible for the vetting of Public advertisements issued by the Public Service Commission against provisions of the Scheme of Service.

- **Conditions of Service Unit**

Conditions of Service are an important part of the compensation package of any employee. The MCSAR is the main implementation arm of the Government and as such it should continue to facilitate and monitor the proper implementation of recommendations related thereto. Requests for Leave, Passages/Employment on contract/Travelling/ Car benefits, Allowances and Retiring Benefits, Applications for Increments/Incremental Credits/Higher Qualification Incentives for Additional Qualifications/past experience/temporary service are processed *within a time frame of 10 to 15 days* as from date of application, provided all relevant information/documents are obtained.

- **Human Resource Planning Unit**

The Human Resource Planning Unit is responsible for examining Human Resource Proposals of Ministries/Departments and the Rodrigues Regional Assembly and providing updated monthly status of the number of funded

vacancies filled in the context of the yearly budgetary exercise. It also prepares the relevant Civil Establishment Orders and upon request consider assistance to Ministries/Departments for the conduct of Manpower Assessment Exercises as well as providing secretarial support to the Conciliation Service of the Ministry.

- **General Services/ HRM Cadre/ HR Policy Units**

These units deal with appointment, promotion, confirmation of appointments, posting, disciplinary cases, retirement of officers of the General Services and HR Cadre on the establishment of the Ministry of Civil Service and Administrative Reforms and posted in different Ministries and Departments.

- **Performance Management System**

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

Quality Review Exercises are being carried out in Ministries/Departments, the purpose of which is to ensure the quality and consistency of PMS implementation and ascertain compliance with set procedures. Following the exercises, reports are prepared and submitted highlighting the shortcomings. Technical assistance is provided to those Ministries/Departments which require such assistance with a view to taking remedial actions.

### **Human Resource Development Division**

The HRDD is responsible for, inter-alia, all matters pertaining to capacity building and capability development of officers across the Civil 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.

### **General Administration Division**

The General Administration Division is 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 Civil Service and Administrative Reforms (MCSAR).

## **Occupational Safety and Health Division**

The Occupational Safety and Health Division (OSHD) has been set up in this Ministry to support the creation of the necessary conditions for conducive work environment and to inspire and improve the morale of Public Officers in the Civil Service.

The Division 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 comprising safety and health audits, training, risk assessment, fire drills, handling of complaints, etc.

Moreover, the Enhancement of Work Environment Programme (EWEP) has been introduced as an innovative scheme for uplifting the safety and health standards in the Civil Service by funding safety and health related projects. The EWEP is thus meant to improve and provide a safe and healthy workplace. This programme is fully funded by the Ministry. Furthermore, the Occupational Safety and Health Management System (OSHMS) is being developed in a phased manner in identified organizations with a view to systematically manage safety and health and promote a culture of safety.

## Relevant Legislation for the Public Service

Public Service  
Commission  
Regulations  
1967

Employment  
Rights Act  
2008

Occupational  
and Safety  
Health Act  
2005

Public Officer's  
Welfare Council  
Act 1992

Pensions Act  
1976

Employment  
Relations Act  
2008

### Other Relevant Legislation and Guidelines

- Human Resource Management Manual
- Official Secrets Act
- PoCA
- Scheme of Service guidelines

The Ministry also implements and advises on recommendations made by various Pay Research Bureau Reports, the latest being PRB 2016. Committees under this Ministry emanating from the PRB Report are:-

- 1) Central Implementation and Monitoring Committee;
- 2) Foreign Service Committee;
- 3) Risk Assessment Committee;
- 4) Standing Committee on Remuneration;
- 5) Standing Committee on fees and allowances for Statutory Boards and Committees;
- 6) Standing Committee on Incremental Credit for past experience and Higher Qualification Incentives; and
- 7) Standing Committee on Uniforms.

## Gender Policy Statement

In the context of the National Gender Policy Framework approved by Government in 2008, which urged all Ministries to formulate their Gender Policy, a **Gender Policy for the MCSAR** was formulated as far back as year 2012 with the Technical assistance and support from the Ministry of Gender Equality, Child Development and Family Welfare.

Now that we are already in year 2019, action has been initiated for the review of the MCSAR Gender Policy in light of new developments in the sector at national and international level.

The **MCSAR Gender Cell** chaired by a DPS comprises around 15 members from the different cadres as well as all Divisions and Sections of the Ministry. The **Gender Focal Points** (firm and alternate) who form part of the MCSAR Gender Cell, usually attend the National Steering Committee on Gender Mainstreaming (NSC GM) chaired by the Hon. Minister of Gender Equality, Child Development and Family Welfare on a quarterly basis and provide necessary inputs as required by the Ministry of Gender Equality, Child Development and Family Welfare for the elaboration of valuable documents such as the Gender Equality Bill, Draft National Gender Policy (NGP) 2018-2028, and report on implementation of provision of the Convention on the Elimination of Discrimination Against Women (CEDAW) and Joint Monitoring Framework on implementation of the EU Mauritius Gender Action Plan.

With a view to bringing transformational change in the Civil Service focusing on Human Capital Development, the University of Mauritius was, in March 2018, awarded a contract to conduct *a gender analysis of the Civil Service to determine gender issues impinging service delivery with a view to optimizing performance in the sector*.

Although the contract, which was awarded as a result of a procurement exercise, was for an amount of Rs 439,000, the Secretary for Public Service approved the whole amount of the substantially responsive bid. He agreed to supplement the Budgetary provision of Rs 200, 000 provided under Vote item "Gender Mainstreaming" for the implementation of gender responsive policy/programmes/projects, by way of reallocation of funds from other items of the Ministry's Budget.

In line with the key recommendations of the Gender Audit Exercise by the Gender Caucus to build technical capacity of Civil Servants in gender mainstreaming



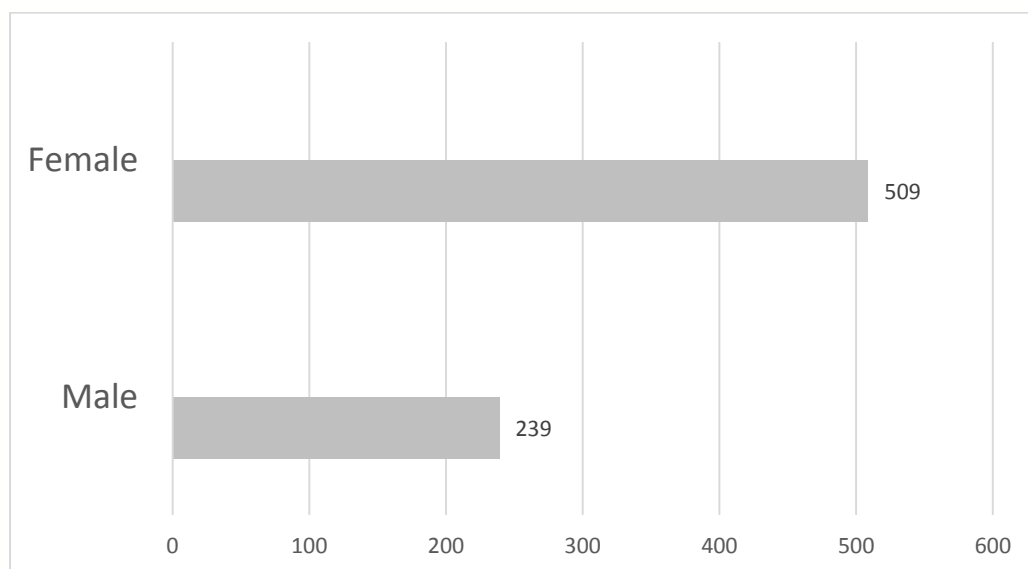
and implementing gender mainstreaming strategies, assistance was sought and obtained from the UNDP for the services of a Consultant to be made available for a “Capacity Building Programme on Gender Mainstreaming in the Civil Service” for the members of the MCSAR Gender Cell as well as Officers of the Human Resource Cadre, who are deployed in all Ministries/Departments, and form part of the Gender Cells of their respective organisations/institutions.

The main recommendations of the Workshop were:

- (i) Formulation of various concrete actions to address the issues identified as part of gender responsive budgeting initiatives by Gender Cells of respective Ministries to redress sectoral gender gaps.
- (ii) Drafting of a Sexual Harassment Policy to suit our national context.

### **Gender Repartition of the Ministry of Civil Service and Administrative Reforms**

The chart below highlights the disaggregated data in respect of the present staffing position (total of 748 officers):



All Divisions of MCSAR namely General Administration, Human Resource Management Division, Administrative Reforms Division, Human Resource Development Division, Occupational Safety and Health Division as well as General Services Grades/Cadres (Human Resource, Office Management Executive, Office Management Assistant, Management Support Officer, Word Processing Officer, Office Auxiliary) have been taken into account.

## PART II - ACHIEVEMENTS & CHALLENGES OF THE MINISTRY

### Major Achievements for period July 2017 – June 2018

- **8,141** vacancies have been filled, out of which **4,659** were at entry level and **3,482** at promotional level.
- **6,166** Public Officers have been trained and their development capabilities enhanced through the Capacity Building and Capability Development Programme, customized training courses and E-Learning System.
- In line with the implementation of the Public Sector Business Transformation Strategy, a new Governance Structure has been created as follows-
  - (i) High Powered Committee**
  - (ii) National Planning and Results Committee**
  - (iii) Transformation Implementation Committees**

A set of guidelines has been circulated to assist Ministries/Departments during implementation phase.

- **Performance Management System**

Quality Review Exercises have been carried out in **5** Ministries/Departments.

- Flowcharts depicting activities/processes, pertaining to performance appraisal in Ministries/Departments have been developed with the collaboration of the respective HR Sections.

- **20** Ministries/Departments have already implemented the Flexible working Arrangement system. **2 other** Ministries/Departments have been sensitized.

- **Safety & Health**

The following activities have been conducted-

- (i) 7,245 Safety Audits/Inspections** carried out
- (ii) 114 Investigations/Complaints**

- (iii) **1,070 Risk Assessments** undertaken
- (iv) **290 Safety and Health Committees** held
- (v) **540 Fire Drills** carried out



Fire drill being carried out at MCSAR

- (vi) **7,717 participants** followed training in Ministries/Departments (On-Site training)
- (vii) **986 participants** followed training at the Ministry of Civil Service and Administrative Reforms (OSHMS, Ergonomics, Fire Risk Management etc (In-House training)



In House training

- A total of 67 projects to the tune of **Rs 4.46 M** under the Enhancement of Work Environment Programme have been funded.
- **163 Schemes of Service** have been prescribed in respect of Ministries/Departments and Rodrigues Regional Assembly.
- **155 public advertisements** were vetted.
- 528 Officers have been recruited and 207 Officers have been promoted in the different grades of General Services Cadre.

- 557 changes in posting in respect of officers of the General Services Cadre have been effected during the year.
- 124 cases of retirement of officers in the General Services have been processed.
- Following closure of the ex-SMEDA, this Ministry has carried out a due diligence exercise with a view to redeploying redundant employees of the ex-SMEDA. **71 employees** have been successfully redeployed to Ministries/Departments and parastatal bodies in April 2018.
- Around 1100 cases of HQI were processed and 3 Standing Committees were held.
- 110 contracts of employment were vetted and renewed.
- 15 cases were attended to at the different instances (Conciliation Service/Commission for Conciliation and Mediation/Employment Relations Tribunal) and 4 cases have been set aside.
- 83 cases of salary on promotion were attended to.
- 55 cases of retirement were approved
- 2 cases of waiving of age limit to enable recruitment in scarcity areas were processed to enable recruitment in scarcity areas.
- 1523 cases in respect of payment of ad hoc allowance for additional/extraneous/higher duties, fees and other allowances have been processed.
- 218 cases in respect of computation of overtime have been processed and advice tendered accordingly.
- 254 cases in respect of Duty Exemption/Travelling Allowances/Travel Grant/Mileage Allowance have been processed.
- 10 cases of apprehended dispute have been attended by the Conciliation Service of the Ministry.
- 2 additional Ministries/Departments had joined the FWA scheme in year 2017/2018.
- One-day workshop on “**Human Resource Challenges for Effective Service Delivery**” was held in September 2017 at Gold Crest Hotel, Quatre Bornes with the participation of 77 Human Resource Managers.

The HR Managers in charge of HR Sections in Ministries/ Departments made an overview of the challenges faced by them in the delivery of HR services. They had an opportunity to brainstorm and interact with their colleagues through discussions and sharing of ideas and experiences. The following challenges in the Public Service were identified:-

- Strategic Human Resource Management in the Public Service.

- Effective Human Resource Planning.
- Training Needs Analysis and Capacity Development to meet organisational goals.
- Performance Management System.
- Human Resource Management Information System

After fruitful discussions, solutions were proposed to cope with the challenges. Moreover, the Workshop had enhanced the understanding of Strategic Human Resource Management in the context of the Public Sector Business Transformation Plan.

- **80 new Electronic Time Recorders** have been deployed across the Civil Service and the Attendance Record system has been upgraded.
- Training sessions have been conducted for **149 Public Officers** for migration from ISO 9001:2008 to ISO 9001:2015 Standards.
- **Improvement of Counter/Customer Services**

Financial support provided to **48 organizations** to improve a suitable working environment and promote a customer centric-service.

- **ISO Certification – MS ISO 9001:2015**

The Administrative Reforms Division has been awarded the MS ISO 9001:2015 Certification on 22 June 2018.

- **Holding of the United Nations Public Administration Network (UNPAN) Workshop from 28 to 29 May 2018**

The Ministry, in collaboration with the Centre for Public Service Innovation (CPSI) of South Africa and the United Nations Public Administration Network (UNPAN) hosted the 9th SADC Regional UNPAN Workshop, from 28 to 29 May 2018, at Le Meridien Hotel, Pointe aux Piments. The theme of the Workshop was, “The Future Public Service in the Context of the 4th Industrial Revolution: Implications for UNPAN”.

- **National Road Safety Campaign**

The *National Road Safety Campaign* was launched by the Prime Minister on 17 February 2018 as part of an overall initiative to curb down the incidence of fatal road accidents in the country. The main objective of the campaign is to sensitise road users on the need to promote a road safety culture. The Ministry of Civil Service and Administrative Reforms played a meaningful role in the

ongoing campaign launched by the Government and has come up with the following initiatives to sensitise Public Officers:-

(a) Ministries/Departments as well as parastatal bodies and local authorities were called upon to use the logo of the campaign on all letters and memoranda issued by therein, over a period of six months effective as from 01 June 2018;



(b) During the sensitization exercise, some 10,000 mini-posters and 5,000 Posters A-3 size were distributed across Public Sector organisations; and

(c) a special message from the Minister was disseminated through the e-mail systems to public officers to remind everyone of the social and economic consequences of road traffic accidents.

- **Public Service Excellence Award 2016**

The PSEA is one of the many tools that are being used since 2006 to help steer the public service towards a dynamic, customer-centric and performing institution. The Award is meant to encourage and foster team work and a culture of excellence at all levels in public organisations. Its overall objective is to recognize and reward meritorious efforts of Ministries/Departments and their respective Sections/Divisions/Units that have endeavoured and travelled the extra mile to improve public service delivery.

The Winners of the PSEA 2016 are as follows:

**Grand Winner (ex æquo)**

- Sir Leckraz Teelock State Secondary School



- La Tour Koenig Police Station



**Sub-Category Awards:**

- **Customer-Centred Delivery: Civil Status Division**



- **Leadership and Team Spirit: Flacq Haemodialysis Unit**





- **Efficiency and Effectiveness:** Main Control Room, Mauritius Fire and Rescue Service



- **Innovation and Improvement:** Gastroenterology Department, SSRN Hospital



## Status on Implementation of Budget Measures

Budget Measure	Status
Filling of <b>11,239</b> vacancies and new posts in the Civil Service	Out of <b>11,239</b> funded vacancies in the Civil Service (i.e 7,375 for recruitment of new entrants and 3,864 for promotional grades) <b>8,141</b> vacancies have been filled (4,659 at entry level and 3,482 at promotional level)

## Status on Implementation of Key Actions

Key Action	Key Performance Indicator	Target	Remarks
Implementation of the Public Sector Business Transformation Strategy	Putting in place appropriate institutional arrangements to support the Transformation Plan; involving creation of a Public Sector Business Transformation Bureau and other related Governance structure to ensure effectiveness and success of the Plan.	Apr 18	(1) Governance Structure has been created as follows: (i) High Powered Committee (ii) National Planning and Results Committee (iii) Transformation Implementation Committees (2) A set of guidelines has been circulated to assist Ministries/Departments during the implementation phase (3) All Ministries/Departments have prepared an action plan based on at least 5 pillars as captured in the Implementation guidelines
Operationalization 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  Rolling out and implementation in other Ministries/Departments on a phased basis payroll	2  >25%	Basic employee records for all Civil Servants have been digitized and input on the system. Updating of HR Data for all Ministries/Departments was completed in June 2018.
Improving efficiency of the Civil Service through both face to face and online generic and customised training courses by the Civil Service College Mauritius	Number of Public Officers trained	9000	The College has trained a total of <b>6,166</b> Public Officers
Maintaining a system approach to improve safety & health	Number of safety audits conducted	6000	<b>7,938</b> safety audits have been conducted

standards and compliance through safety audits in Ministries/ Departments	Number of organisations where OSH Management Systems developed (cumulative)	30	OSH Management Systems have been developed in <b>22</b> organisations
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## Implementation Plan- Director of Audit Comments

### Issue: Oracle Human Resource Management Information System (HRMIS)

Director of Audit comments	Ministry's Reply
<ul style="list-style-type: none"> <li>• As of December 2017, the 5 modules of the HRMIS project were not yet operational</li> <li>• The change to the new approach has affected the deadline. For instance, the readiness and user acceptance of Modules 1 and 2 for the HR and Payroll respectively, should have been completed by October 2015, put in production environment as from November 2015 and Government payroll would have been produced by the HRMIS.</li> <li>• With the new approach the completion date has been postponed from October 2015 to October 2016, that is, by a year, yet the two modules have not gone "live" as of December 2017, that is a delay of two years.</li> <li>• The approval of the Business Case to change the approach of implementation was not produced.</li> </ul>	<ul style="list-style-type: none"> <li>• A working Group under the Chair of the Permanent Secretary and comprising all the stakeholders was constituted in June 2017 with a view to ensuring inter alia the timely implementation of the project.</li> <li>• The two modules HR (Basic) and Payroll Modules will be operationalized by April 2018 and the remaining three modules by end of December 2018.</li> <li>• There is no documentary evidence that can otherwise justify the change to a new implementation approach, hardly one month after the signature of the project contract</li> </ul>
<ul style="list-style-type: none"> <li>• No demarcation was made between "Enterprise Employee" who are employees on the Government payroll and the Applications Users who would have access to the systems, as delegated officers in the HR and Finance Cadres.</li> <li>• No technical recommendation was available to justify the number of Oracle Licenses to be acquired for each module</li> </ul>	<p>The actual number of licenses would be difficult to be reviewed, unless with additional costs.</p>
<ul style="list-style-type: none"> <li>• Although none of the five Oracle Modules and their applications were operational, the supplier has already charged Government for technical and post implementation support services to the tune of Rs 47.4 M.</li> </ul>	<p>The Oracle Technical Support cannot be postponed as payment of reinstatement fees may be costlier.</p>

### Financial Highlights

The actual expenditure for 2017/18 represents 80.19% of the budgeted amount of Rs 634M. The savings occurred mainly due to:

#### (1) Compensation of Employees

The non-filing of vacancies. As at 30 June 2018, there were 174 (19.4%) vacant posts on the Establishment of this Ministry.

#### (2) Goods and Services

(i) Rs 10M earmarked for consultancy services in connection with the Government Medical Insurance Scheme (GMIS) remained unspent as no consultant was yet appointed for the scheme.

(ii) An amount of Rs 3.7M was spent under the “Enhancement of Work Environment Programme” (EWEP) against a budget of Rs 12M due to the low submission of eligible projects from Ministries/Departments.

(iii) A saving of Rs 1M was made in the holding of the international workshop hosted by this Ministry in collaboration with the United Nation Public Administration Network (UNPAN).

(iv) No contract was awarded for any “Mystery Shopping” exercise. Instead, the assignment was carried out by officers of this Ministry itself and the amount of Rs 500,000 budgeted was not spent.

(v) A sum of Rs 3.4M was disbursed under the “Improvement of Counter Services Scheme” resulting in a saving of Rs 0.9M.

### (3) Acquisition of Non-Financial Assets

#### (i) Human Resources Management Information System (HRMIS)

Due to delays in the implementation of the HRMIS project, only Rs 32.2M was disbursed against a budget of Rs 60M.

#### (ii) Electronic Attendance System (EAS)

The extension of the EAS to additional/new sites was hampered by the non-readiness of these sites to accommodate the system. Rs 5.88M was spent against a budget of Rs 12M.

### Statement of Expenditure

Head/Sub-Head of Expenditure (Rs million)	2016-2017 Actual	2017-2018 Estimates	2017-2018 Actual
Compensation of Employees	411.48	452.96	388.58
Goods and Services	81.04	103.89	77.14
Grants	3.61	3.65	3.60
Other Expenses	5.00	-	-
Acquisition of Non-Financial Assets	41.41	73.50	39.11
<b>Total</b>	<b>542.53</b>	<b>634</b>	<b>508.43</b>

## PART IV - WAY FORWARD

### Trends and Challenges

- Working Sessions are being held with a view to integrating PMS into the HRMIS.
- Providing an accurate and consistent interpretation and implementation of the various recommendations of the PRB Report stands out as a main challenge to the Conditions of Service Sections."

## STRATEGIC DIRECTION

### Strategic Direction

Create an efficient and effective service delivery culture by-

- adopting human resource strategies conducive to meeting customer needs;
- ensuring that Public Officers are continuously adapting, developing and implementing new skills in the workplace;
- demonstrating that we can meet the needs of our citizens, provide a strong leadership and strategic direction, maintain a capable workforce and operate efficiently at a consistently high standard; and
- inspire a new ethos where public institutions operate in an environment of integrity, transparency and principles so that dynamic and innovative people can deliver quality public services.



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