

Republic of Mauritius

Ministry of Public Service, Administrative and Institutional Reforms

ANNUAL REPORT FOR FINANCIAL
YEAR 2020-2021

TOWARDS A TECHNOLOGY-DRIVEN PUBLIC SECTOR

OCTOBER 2021

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



I am delighted to be associated with the publication of the Annual Report for the period 2020-2021 for the Ministry of Public Service, Administrative and Institutional Reforms.

The financial year 2020-2021 has been a significant and eventful moment for the Public Service as a key institution for ensuring economic and social stability and progress. Undoubtedly, its resilience and responsiveness has been put to test in the face of the ripple effects of the Covid-19 pandemic on Public Service delivery.

I am comforted to note that, the Public Service, in its entirety, has brilliantly risen to the challenge by ensuring at all times citizen centric services to the population. I would, therefore, like to place on record and thank all Public Officers for their sacrifice, dedication and selflessness during these testing moments.

The financial year has also seen the contours of what is termed as a New Public Management (NPM) model being drawn. Indeed, a new work culture around teleworking, the adoption of digitally-enabled processes, strict adherence to the principles of good governance and a performance based mindset has garnered much interests in the Public Service.

My Ministry will ensure that the Public Service has the means to embrace change and heed innovation in support of a “whole-of-government” approach towards Public Service delivery. In this context, my Ministry has embarked on three major initiatives, which are, (i) the implementation of the eHR project which will support digitally enabled HR processes across the Public Service (ii) the implementation of an Electronic Document Management System for a paperless Government; and (iii) the construction of a state-of-art Civil Service College with the support of the Government of India. These initiatives along with those elaborated in the Annual report underpin the philosophy of

STATEMENT

Government to come forward with a NPM model which will have catalytic effects on the socio-economic development of our country.

During the financial year 2020-2021, my Ministry has also been attentive of the huge toll that the pandemic has had on the wellbeing of Public Officers who faced stressful and unforeseen circumstances both at work and on a personal level. The Public Officers Welfare Council had therefore to align and broaden its services and activities in line with the prevailing circumstances so as to better support our Public Officers in these difficult moments.

Despite the fact that the Public Service has met with unprecedented challenges, I am also extremely hopeful that with vaccination campaign which started in January 2021, recovery and reconstruction of our country will be faster than anticipated.

I, therefore, appeal to the collective resolve of all Public Officers to support in the recovery process and shape a vibrant and prosperous country.



Hon. Teeruthraj Hurdoyal
Minister

STATEMENT FROM THE SECRETARY FOR PUBLIC SERVICE



I am pleased to be associated with the publication of the Annual Report of the Ministry of Public Service, Administrative and Institutional Reforms (MPSAIR) for the period 2020 – 2021.

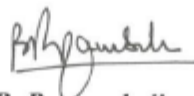
I acknowledge the contribution and dedication of the staff of the Ministry, the Civil Service College, Mauritius as well as the Public Officers Welfare Council in ensuring the timely and efficient implementation of the projects and initiatives of this Ministry. I also express my appreciation to the excellent and cordial industrial relations prevailing between the Ministry and the main trade union federations.

During the financial year 2020-2021, our country has been through one of the harshest economic downturns since independence caused by the disruptive forces of the Covid 19 pandemic. Our Public Officers have risen magnificently during that period to provide uninterrupted services to the population particularly in key areas such as Public Health, Agriculture, Education, Social Security and Law and Order. As Secretary for Public Service, I seize this opportunity to pay a special tribute to them for their countless acts of patriotism and selfless dedication.

The Ministry of Public Service, Administrative and Institutional Reforms has, in line with the transformation agenda of the Public Service, set the stage for a paradigm shift in Public Service delivery which will increasingly be driven by innovation and technology and the adoption of best practices in the fields of Human Resource Management and Occupational Safety and Health. Indeed, the projects and initiatives undertaken during the financial year 2020 – 2021 as elaborated in the Annual Report will undoubtedly contribute to promote a culture of excellence at all levels and shape a more proactive and resilient Public Service.

While the early signs of recovery herald for better days ahead, a return to pre-pandemic level with a steady growth rate will be another ball game. This will require that the Public Service gears up and embraces a ‘re-engineered business model’ where each of our officer becomes an agent of change. A ‘business as usual’ attitude and gripped tightly to our ‘comfort zone’ are not in the best interests of the Public Service and our country at large.

I, therefore, rely on the inventiveness and unwavering commitment of all our Public Officers during these testing moments.



B. Boyramboli

Secretary for Public Service

STATEMENT

INTRODUCTION

The Annual Report on Performance of the Ministry is a statutory requirement in accordance with Section 4B of the Finance and Audit Act and has been prepared according to the guidelines issued by the Ministry of Finance, Economic Planning and Development. It gives an overview of the major activities carried out by the Ministry during the Financial Year 2020-2021. It also enables an assessment of the resource utilisation by the Ministry in achieving the set targets with a view to meeting Government objectives.

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

The Ministry is committed to promoting a professional Public Service and creating an enabling environment for adoption of innovative technologies to spearhead the transformation of the Public Service.

STRUCTURE OF THE REPORT

This Report is divided into five parts.

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

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

Part III enumerates the various projects and schemes implemented by the Ministry.

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

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

ABOUT THE MINISTRY

ABOUT THE MINISTRY

Our Vision:

- A professional Public Service committed to excellence.

Our Mission:

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

Our Core Values:

We practise and promote the following values:-

Integrity

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

Innovativeness

- We find innovative ways of doing things.

Quality

- We are committed to providing the highest standard of service.

Teamwork

- We foster teamwork, sharing of information and resources.

Timeliness

- We are responsive and strive to meet set target.

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

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

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

OVERVIEW OF THE MINISTRY

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



GENERAL ADMINISTRATION DIVISION

ADMINISTRATIVE SECTION
FINANCE SECTION
PROCUREMENT AND SUPPLY SECTION
OFFICE ACCOMMODATION SECTION



HUMAN RESOURCE MANAGEMENT DIVISION

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



HUMAN RESOURCE DEVELOPMENT DIVISION

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



ADMINISTRATIVE REFORMS DIVISION/PUBLIC SECTOR BUSINESS TRANSFORMATION BUREAU



OCCUPATIONAL SAFETY AND HEALTH DIVISION

BRIEF OVERVIEW OF THE DIVISIONS

GENERAL ADMINISTRATION DIVISION

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

HUMAN RESOURCE MANAGEMENT DIVISION

The Ministry has the mandate to equip the Public Service with the right skills and people to drive Government business and provide a quality service to the public.

In this context, the Human Resource Management Division deals with appointment, promotion, posting and retirement of public officers as well as succession planning across the public service to ensure that the different Ministries and Departments have the necessary human resources at all times for timely delivery of public services.

This Division also processes the Schemes of Service of all grades, which are the basis for recruitment in the public sector.

Over and above, the Human Resource Management Division formulates policies and provides guidelines to Ministries and Departments pertaining to conditions of employment in the public service based on prevailing rules and regulations. It also assists Ministries and Departments in the interpretation and implementation of recommendations of the PRB Report and settlement of labour disputes.

The Employment Relations Unit, which operates under the aegis of that Division, is responsible for promoting harmonious employment relations within the Public Service by adopting a consensual approach through dialogue, consultation, negotiation and conciliation. To this end, regular meetings are held with Federation of Trade Unions to sort out issues and reach consensus on disputes and discuss HR matters that are of concern to them.

Our customers are Ministries/Departments and other Public Sector Organisations, Parastatal Bodies, other institutions covered by the Pay Research Bureau, the Rodrigues Regional Assembly, the Federations and Trade Unions, the Civil Society as well as individual officers.

HUMAN RESOURCE DEVELOPMENT DIVISION

The Human Resource Development Division (HRDD) is responsible for, *inter-alia*, training, skill upgrading, capacity building and enhancement of competencies of all public officers to enable them to perform their duties efficiently and effectively. In this context, 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.

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.

PUBLIC SECTOR BUSINESS TRANSFORMATION BUREAU

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

The COVID-19 pandemic has drastically changed the world of work and the mode of public service delivery. It has seriously disrupted the socio-economic system and our way of life. The pandemic is reshaping Government business and accelerating the process of transformation in the Public Service.

The pandemic has forced the Government to adopt new technologies to ensure business continuity. The development of new apps for online application and delivery of Work Access Permits, online teaching at primary and secondary school levels and hearing of court cases via videoconferencing during the confinement period have paved the way for greater use of digital technology for delivery of services online.

The Public Sector Business Transformation Bureau is currently implementing several projects geared towards the transformation of the public service and the improvement of the quality of public service delivery.

Thirty-eight(38) Transformation and Implementation Committees have been set up at the level of Ministries and Departments to oversee, monitor and evaluate the development and implementation of their respective Business Transformation Initiatives.



OCCUPATIONAL SAFETY AND HEALTH DIVISION

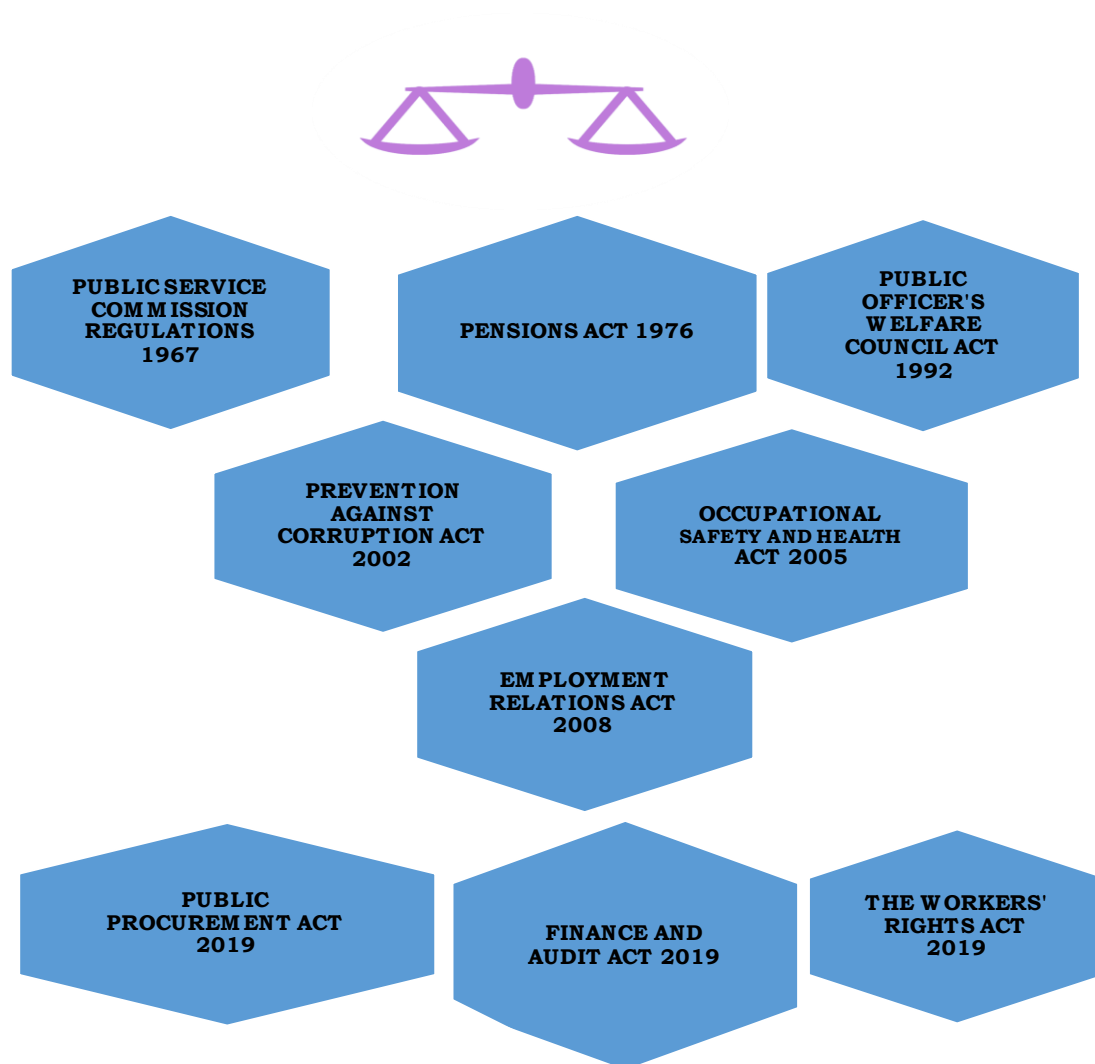
The safety and health of public officers rank high on the agenda of Government. This is why an Occupational Safety and Health Division has been set up under the purview of the Ministry to ensure that public officers operate in a safe and healthy work environment, which conforms with international norms and standards. The Division is manned by 40 Safety and Health Officers who are posted in various Ministries and Departments either on a full-time or part-time basis to look into safety and health matters at workplace and assist Heads of Ministries and Departments in ensuring compliance with the provisions of the Occupational Safety and Health Act. A Health and Safety Committee has also been set up in all Ministries and Departments to cater for the safety and well-being of all public officers.

Moreover, the Enhancement of Work Environment Programme (EWEP) has been introduced as an innovative scheme for uplifting the safety and health standards in the Public Service by funding safety and health-related projects. The Occupational Safety and Health Management System (OSHMS) is being implemented in a phased manner at 45 worksites with a view to enhancing safety at workplace.



MAIN LEGISLATIONS

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



Other Relevant Legislation and Guidelines

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

OVERVIEW OF PARASTATAL BODY 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 COUNCIL

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



THE CIVIL SERVICE COLLEGE, MAURITIUS

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

Since its operation in November 2015, the CSCM has, as at June 2021, trained a total of 47,470 public officers.



GENDER POLICY STATEMENT

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





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, an Assistant Permanent Secretary, 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 **275** staff. The organisational chart of the Ministry is at *Appendix*.

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

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

The Ministry of Public Service, Administrative and Institutional Reforms ensures that an effective training and learning culture is adopted and that human resource development at all levels is fostered within a consistent and coherent framework. The staff members of the Ministry are equipped with the essential knowledge and skills in order not only to promote better work culture but also to help them develop the right attitudes and mind-set. The officers of the Ministry benefit from both generic and specific training courses to keep them abreast of new skills, trends and techniques.

During Financial Year 2020-2021, officers of the Ministry have benefitted from the following training programmes to upgrade their skills and competencies.

- (i) Certificate of Achievement in Service and Performance Excellence
- (ii) Legislative Drafting
- (iii) Advanced Excel
- (iv) Protocol and Etiquette
- (v) Written Communication and Effective Notes of Meeting
- (vi) Training in First Aid
- (vii) Tea Making and Service
- (viii) Certificate of Achievement in Service and Performance Excellence
- (ix) Refresher Courses on Customer Care and Reception of Visitors



SENIOR MANAGEMENT TEAM

ADMINISTRATION	
Secretary for Public Service	BOYRAMBOLI Bojrazsingh Tel (230) 405 4125 Tel (230) 405 4100 Ext 10254 Email: bboyramboli@govmu.org
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Assigned the duties of Permanent Secretary	MOOLYE Rechad Tel (230) 405 4117 Tel (230) 405 4100 Ext 10199 Fax: (230) 211 9546 Email: rmoolye@govmu.org
Deputy Permanent Secretary	SEEDOYAL Vasheel Ourvasant Tel (230) 405 5411 Tel (230) 405 4100 Ext 10108 Fax (230) 212 5531 Email: vseedoyal@govmu.org
Assistant Permanent Secretary	MADARBOKUS Muhammad Ziyaad Tel (203) 405 5413 Tel (203) 4054100 EXT 10106 Email: mzmadarbokus@govmu.org

PUBLIC SECTOR BUSINESS TRANSFORMATION BUREAU	
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HUMAN RESOURCE MANAGEMENT	
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Principal Safety and Health Officer	BHUGUN-RAMJATTUN Artee (Mrs) Tel (230) 405 5766 Tel (230) 405 4100 Ext 10022 Email: abramjattun@govmu.org
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ACHIEVEMENTS OF THE MINISTRY

ACHIEVEMENTS



The Human Resource Management Cadre/Human Resource Policy Section is responsible for appointment, promotion, confirmation, posting, disciplinary cases, processing of leaves/benefits/allowances and retirement of officers in the General Services Grade and

Human Resource (HRM) Cadre, posted in different Ministries and Departments. The major achievements of the Section during the last Financial Year are as follows:-

- (i) 31 vacancies in the HRM Cadre have been filled and 90 cases of Appointment/Confirmation have been processed;
- (ii) Three(3) Interns under Service to Mauritius Programme have been recruited;
- (iii) 84 officers in the grade of Human Resource Executive have been sponsored to follow training in local Universities (BSc HRM/ Top up HRM);
- (iv) 186 officers of the HRM Cadre have been nominated to follow training courses at the CSCM;
- (v) 125 changes in posting in respect of officers of the HRM Cadre have been effected during the year;
- (vi) 2199 updates and 175 validations have been carried out on the HRMIS system;
- (vii) 650 cases of unutilised sick leave have been compiled;
- (viii) 19 cases of retirement of officers in the HRM Cadre have been processed;
- (ix) 575 cases of allowances (Ad hoc/Responsibility allowance/ Assignment of duties/ Advance for Motor Vehicle/Duty Free Remission / Monthly

car/travelling allowance / Travel Grant /Meal allowance/Uniform allowance) have been processed;

- (x) 4332 cases of leaves (casual, sick, vacation, maternity, study, leave without pay) have been processed.
- (xi) 300 applications for Passage Benefits have been processed;
- (xii) 30 cases of adjustment of salary on promotion for officers of the HRM Cadre were attended to;
- (xiii) 230 statement of salaries in respect of officers of the HRM Cadre have been transmitted to Ministries/Departments per requests received;
- (xiv) 22 cases of beyond top increment have been processed in respect of officers in the grade of Human Resource Executive and Manager, Human Resources as recommended by PRB;
- (xv) 33 cases of contribution to Civil Service Family Protection Scheme have been processed for officers of the HRM Cadre;
- (xvi) 354 Last Pay Certificate and Salary Cards for officers of HRM Cadre transferred to other Ministries/Departments; and
- (xvii) 1 case of extension of Tour of Service to Rodrigues Regional Assembly has been processed.



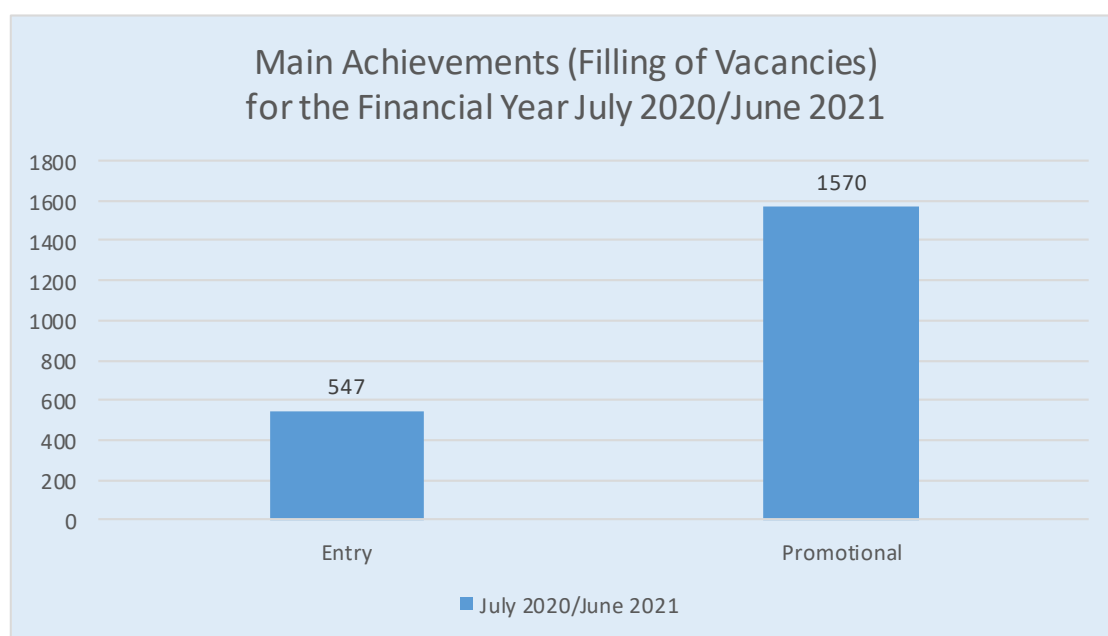


The Employment Relations Unit is responsible for promoting harmonious employment relations within the Public Service by adopting a consensual approach through dialogue, consultation, negotiation and conciliation. It also examines Human Resource Proposals of Ministries/Departments and the Rodrigues Regional

Assembly and provides updated monthly status of the number of funded vacancies filled in the context of the yearly budget exercise. Moreover, it prepares the relevant Civil Establishment Orders and upon request considers assistance to Ministries/Departments for the conduct of Manpower Assessment Exercises as well as provides secretarial support to the Conciliation Service of the Ministry.

The main achievements for the Financial Year 2020/2021 are as follows:-

- (i) 11 Conciliation Service meetings for seven(7) cases reported to the Conciliation Service were held, out of which three(3) cases have been resolved;
- (ii) 12 meetings were held with Federations/ Unions to discuss issues cutting across Ministries/Departments as well as Sectoral issues;
- (iii) Manpower Assessment exercise was carried out at the Independent Police Complaints Commission; and
- (iv) 2,117 vacancies have been filled, out of which 547 at entry level and 1,570 at promotional level.



GENERAL SERVICES UNIT

The Unit deals with appointment, promotion, confirmation of appointments, posting, disciplinary cases, dispute handling and retirement of officers of the General Services posted in different Ministries and Departments. The major achievements in respect of officers of the General Services Grades for the period July 2020 to June 2021 are as follows –

- (i) 55 officers have been recruited and promoted in the different grades of the General Services Cadre;
- (ii) 550 changes in postings/postings in respect of officers of the General Services have been effected during the year with a view to providing officers with opportunities to enrich their job knowledge and broadened their horizon;
- (iii) 1486 cases of payment of ad hoc allowances of officers in the General Services Cadre have been processed; and
- (iv) 161 cases of retirement of officers in the General Services Cadre have been processed.

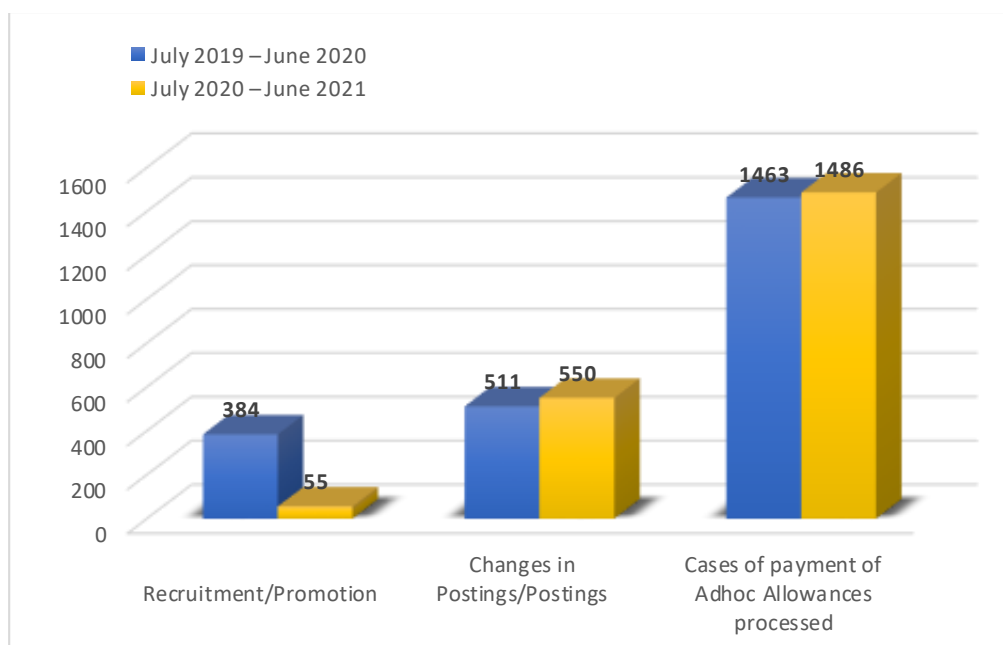


Figure I - Major achievements in respect of officers of the General Services grades for periods: July 2019 - June 2021

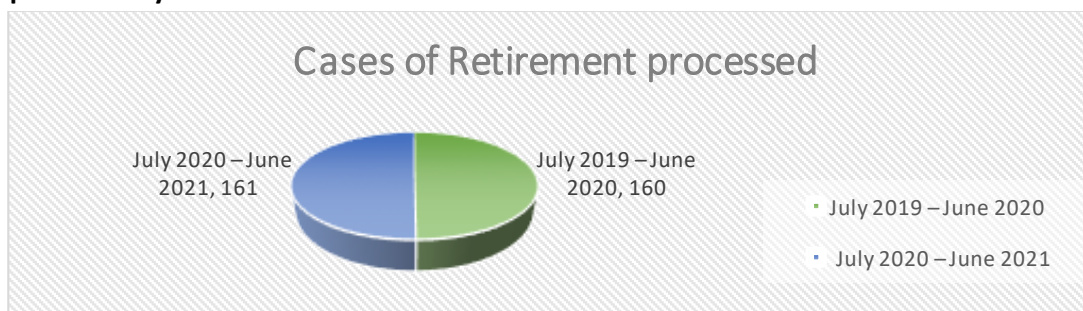


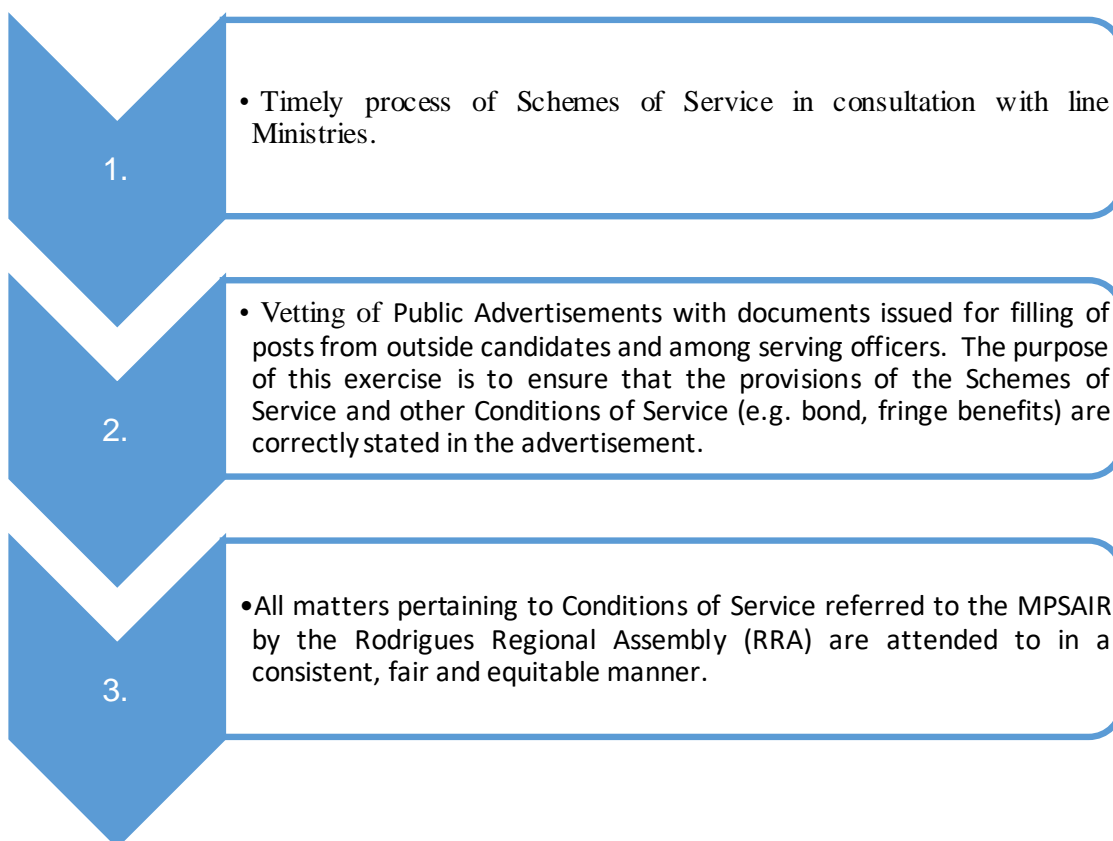
Figure II – Cases of Retirement processed

SCHEME OF SERVICE UNIT

The Ministry of Public Service, Administrative and Institutional Reforms (MPSAIR) is responsible for the prescription of all Schemes of Service, including those of the Rodrigues Regional Assembly (RRA). The prescription is effected after having obtained all necessary clearance from the Pay Research Bureau (PRB) on the salary grading of the post and agreement of the appropriate Service Commissions.

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

The Scheme of Service Unit has the responsibility for –



From **01 July 2020 to 30 June 2021** the MPSAIR has **prescribed 64** Schemes of Service for Ministries/Departments and has **cleared 51** Schemes of Service for parastatal organisations.

One hundred and eleven (111) Public Advertisements have been vetted during period **01 July 2020 to 30 June 2021**.

**Achievements of the Scheme of the Scheme of Service Unit for the period
01 July 2020 to 30 June 2021**

Activity		01 July 2020 – 30 June 2021		
		Mauritian Establishment	Rodrigues Regional Assembly	Total
Schemes of Service prescribed in respect of Ministries/Departments and Rodrigues Regional Assembly		50	14	64
Schemes of Service cleared for Parastatal Bodies		51	-	51
Advertisements vetted (Public Advertisement/Circular Note) for PSC		72	39	111
Meetings held	at PRB in the context of the forthcoming Report	33	-	33
	with PSC/DFSC	2	-	2
	working sessions held with Ministries/Departments	19	-	19
	with SEF	1	-	1
Courts Cases attended at ERT/EOC/CCM/Conciliation Service of MPSAIR		15	8	23



The Conditions of Service Unit formulates, *inter-alia*, policies/guidelines/circulars pertaining to conditions of employment in the Public Service as required. Officers of the section are expected to provide sound advice based on current rules and regulations in the Public Service, interpret and implement

recommendations from the various PRB Reports/HRMM/Acts/Guidelines/Circulars, amongst others, besides attending to complex cases forwarded by all public sector organisations. The Unit also attends to requests from Unions/Federations/Ombudsman/EOC, amongst others. Officers have to regularly attend to hearings before the different institutions in connection with Labour Disputes. The Unit is responsible for processing of cases which fall outside the parameters of the PRB Report for conditions of service such as –

1. Salary on promotion
2. Incremental credits
3. Higher Qualification Incentive
4. Leave Management
 - *Leave without pay*
 - *Study leave*
 - *Maternity leave*
 - *Injury leave*
5. Travelling and Car Benefits
 - *Duty exemptions/Official Government cars*
 - *Travelling allowance–Mileage/Travel Grant/Commutated allowance/Refund of travelling expenses by bus*
 - *Car allowance in lieu of duty exemption*
 - *Loans – Motor Vehicle/ Motorcycle/Autocycle/Bicycle*
6. Allowances
 - *Out of Pocket Allowance*

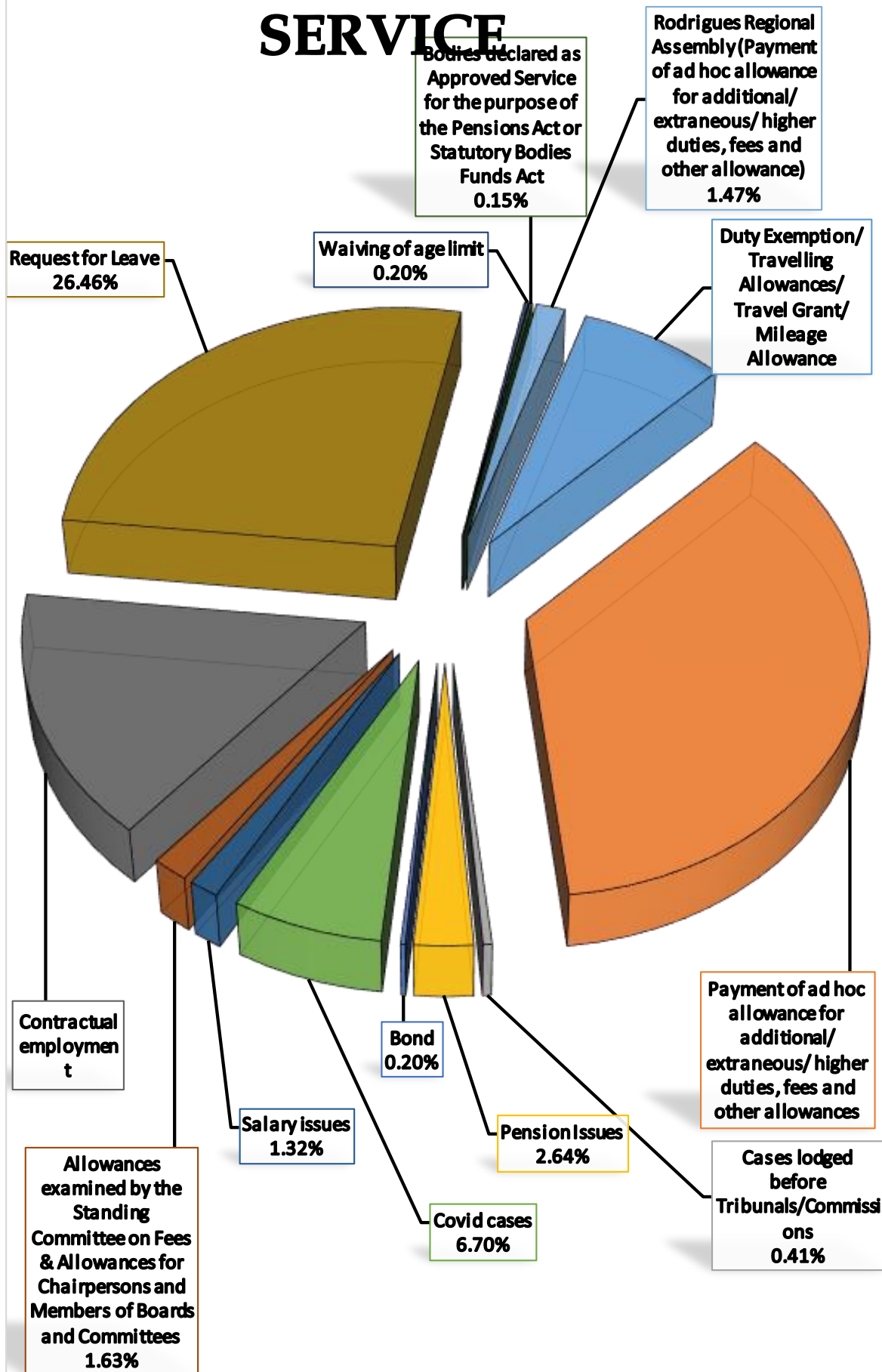
- *Fax and Internet Allowance*

7. Pension matters/ Retirement
8. Contract employment
9. Approved Services
10. Bond
11. Waiving of age limit

The achievements of the Unit during the period July 2020 to June 2021 are shown in below: -

SN	Issues	Number
1	Payment of <i>ad hoc</i> allowance for additional/ extraneous/ higher duties, fees and other allowances	706
2	Request for Leave	521
3	Contractual employment	305
4	Duty Exemption/ Travelling Allowances/ Travel Grant/ Mileage Allowance	147
5	Covid cases	132
6	Pension Issues	52
7	Allowances examined by the Standing Committee on Fees & Allowances for Chairpersons and Members of Boards and Committees	32
8	Rodrigues Regional Assembly (Payment of <i>ad hoc</i> allowance for additional/ extraneous/ higher duties, fees and other allowance)	29
9	Salary issues	26
10	Cases lodged before Tribunals/Commissions	
11	Bond	4
12	Waiving of age limit	4
13	Bodies declared as Approved Service for the purpose of the Pensions Act or Statutory Bodies Funds Act	3

CONDITIONS OF SERVICE

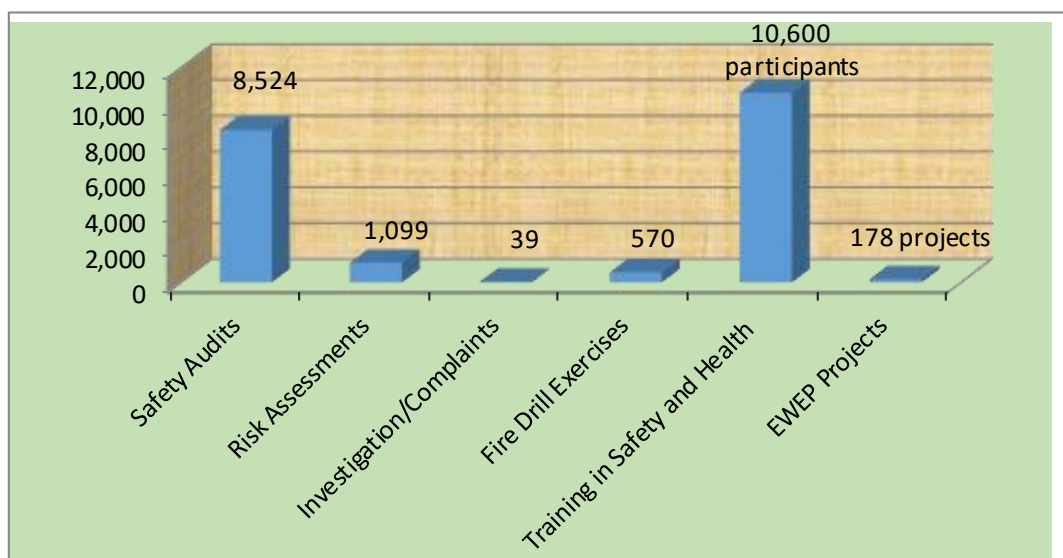


OCCUPATIONAL SAFETY AND HEALTH DIVISION

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

- The Division is manned by 40, wherein a cohort of 33 Safety and Health Officers/Senior Safety and Health Officers are posted in various Ministries/Departments, on either full-time or part-time basis.
- During the Financial Year 2020-2021, the achievements of the Division were as follows:-
- A total of **8,524** Safety Audits were carried out in all worksites of Ministries and Departments;
- **1,099** Risk Assessment exercises were effected;
- **39** complaints were attended;
- **570** Fire Drill Exercises were carried out;
- **10,600** public officers across the service were trained in Safety and Health; and
- **178** projects have been funded under the Enhancement of Work Environment Programme (EWEP) Scheme for a total amount of **Rs4M**.

The bar chart below graphically illustrates the achievements of the Division



ADMINISTRATIVE REFORMS DIVISION (ARD)

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

PUBLIC SECTOR BUSINESS TRANSFORMATION BUREAU

The Public Sector Business Transformation Bureau (PSBTB) was set up in May 2019 in line with the Public Sector Business Transformation Strategy (PSBTS), which is articulated around **10 Implementation Pillars** as follows:



The Bureau has the responsibility to drive the Government's transformation agenda by promoting the uptake of innovative technologies in the Public to improve the quality of service delivery and respond to the evolving needs of the citizens. It also evaluates and monitors the business transformation programmes and initiatives of Ministries and Departments to accelerate the process of transformation in the Public Service.

As at June 2021, 321 Business Transformation Initiatives were being implemented across the public service. Some 1900 public officers have been trained on the Public Sector Business Transformation Strategy. In addition, Sixteen(16) whole-of-Government projects similar to the Treasury Accounting System are currently under implementation.

The Bureau was assigned the responsibility to monitor the implementation of three Key Performance Indicators adopted by Government in respect of e-procurement, training and good governance to accelerate the process of transformation across the public service and promote integrity.

As at 30 June 2021, 87 public bodies have adopted the e-Procurement system and conducted 8,469 procurement exercises online. Thirty-two (32) out of 36 Ministries and Departments conducted more than half of their procurement through the e-Procurement system. At the level of Parastatal Bodies, 24 organisations have so far adopted the e-Procurement system and carried out more than 3,300 online procurements.

Regarding Corruption Risk Assessment (CRA), 34 out of 36 Ministries and Departments have already completed at least one CRA.

With regard to training, 76% of the total budget allocated to Ministries and Departments for training have been used up by 30 June 2021 in spite of the Covid-19 confinement and restrictions for the conduct of face-to-face training.

The Bureau has developed a Sandbox Framework to facilitate the adoption of new and emerging technologies in the Public Service.

In a bid to digitalise the HR functions of Ministries and Departments, the Bureau has conceived a new Human Resource Management system, commonly known as e-HR for implementation across the service using open-source software technology and internal development team.

TRAINING OF PUBLIC OFFICERS



Training of Public Officers is conducted both face-to-face and online by the Civil Service College, Mauritius. In the past financial year, in spite of Covid-19 lockdown, 12,027 public officers of different grades were provided work-oriented training by the Civil Service College Mauritius to

keep them abreast of new techniques, technologies and skills. This was well beyond the target of 8,000 set out in the budget 2020-2021. Additionally, the Ministry of Public Service, Administrative and Institutional Reforms organised in-house training for 1300 public officers in safety and health, alcohol and substance abuse at the workplace, and gender-based violence.

Ministries and Departments also organise customised training courses with the assistance of the Civil Service College Mauritius for their staff to equip them with latest skills, knowledge and techniques that would enable them to perform their duties more professionally. A total of 2780 public officers have followed customised training courses at the Civil Service College during Financial Year 2020-2021.

The Ministry gives particular attention to the training of worksmen group in its training programme. The programme covers mostly communication skills, impact of alcohol and substance abuse at work and approach to good customer care. The objective is to prepare our manual workers to interact properly with the public and provide a quality service with courtesy to our customers. A total of 1300 manual grade employees have been provided training over the last financial year.

Training in Corruption Risk Assessment

Following the introduction of a Key Performance Indicator (KPI) on the conduct of two(2) Corruption Risk Assessment in each Ministry/Department in financial year 2020-2021, the ICAC had, in collaboration with this Ministry, held a Training on Corruption Risk Assessment for members of Anti-Corruption Committees of public sector organisations on 20 October 2020. The objectives of training were to –

- empower participants on the technical aspects in the conduct of Corruption Risk Assessment (CRA) exercise and the methodology to be used;
- provide an opportunity to participants to conduct CRA in their organisations and discuss same during the training;
- discuss about relevant issues in relation to the effective conduct of corruption risks management in public bodies; and
- reinforcing the implementation of the Public Sector Anti-Corruption Framework (PSACF).

A total of 909 officers participated in the training.

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 period July 2020 to 30 June 2021, these overseas training were delivered online via Zoom in view of prevailing sanitary conditions. A total of 692 nominations were invited and 327 nominees attended the training as follows –

Country	Nominations invited	Nominations received
China	195	51
Singapore	35	29
India	148	65
Thailand	20	5
Japan	11	8
AARDO/Egypt/ Others	190	158
Malaysia	93	11
Total	692	327

PUBLIC OFFICERS' WELFARE COUNCIL

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

Financial Year 2020- 2021	
Sports & Keep Fit Activities	Participation
11-A Side Football Festival	Around 1000
7-A Side Ladies Football Festival	Around 200
Badminton Tournament	Around 250
Keep-Fit Activities (Yoga, Bolly Aero, Tai Chi, Zumba, Pilates)	346
Literary & Cultural Activities	Participation
Essay Competition	31
Painting Competition	21
Public Speaking Competition	40
Virtual Public Speaking Competition	26
Karaoke Initiation	174
Civil Service Kermesse	Participation
Kermesse held on 06 December 2020	Around 125,000

STATUS OF IMPLEMENTATION OF BUDGETARY MEASURES

At paragraph 218 of the Budget Speech 2020-2021, it was announced as follows:-

“Furthermore, a new sandbox framework will be introduced to facilitate development of proof of concepts and pilot exercises to test the possibilities of innovative technologies.”

The following actions have been taken to implement the above decision –

- A Sandbox Framework has been introduced to facilitate adoption of innovative and emerging technologies in Ministries and Departments
- The Public Procurement Act was amended to empower Public Bodies to request one or multiple suppliers to submit proof of concepts or prototypes prior to procurement of its innovative technology
- The Ministry issued a circular on 15 March 2021 inviting Ministries and Departments to identify at least two problems or proposals for improving service delivery that could be considered under the Sandbox Framework.

STATUS OF IMPLEMENTATION OF KEY ACTIONS

KEY ACTION AND TARGETS

Key Action	Key Performance Indicator	Target 2020/2021	Achievement as at 30 June 2021
Improve Safety and Health standards and compliance	Number of safety audits conducted	8000	8,524
Implement the Capacity Building and Capability Development Programme, customized training courses, and e-learning	Number of Public Officers trained	8000	12,027

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

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

Under Gender Mainstreaming, an amount of Rs 200,000 has been provided in the budget of this Ministry for Financial Year 2020-2021, to implement an activity/project to promote gender equality and enhance awareness on gender sensitivity.

During Financial Year 2020-2021, a training was organised on Gender Mainstreaming and Gender-based violence for 275 officers of the Ministry.

Occupational Safety and Health Committee

The Ministry has set up an Occupational Safety and Health Committee under the Chair of the Ag. Permanent Secretary to look into issues relating to safety, health and welfare of employees at work and promote a safe working environment.

The Committee meets every two months and examines grievances of staff, formulate projects for enhancing the work environment.

Fire drill is organised once annually to familiarize the officers of the Ministry with evacuation procedures. During the last financial year, **one** fire drill has been conducted at the Ministry.

Audit Committee

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

The Audit Committee is chaired by the Acting Permanent Secretary of the Ministry and meets on regular basis.

During Financial Year 2020-2021, the Audit Committee met on four(4) occasions to review implementation of recommendations made by the Director of Audit and Director, Internal Control.

Anti-Corruption Committee (ACC)

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

The ACC met on two(2) occasions and conducted one CRA has been identified, namely utilisation of transport facilities.

Follow-up on Implementation of Recommendations in National Audit Report 2019-2020

Page	Paragraph	Observation of Director of Audit	Follow-up Action by the Ministry
Page 363	23.1	<p>Lease of Office Space - Excess Office Space and Wrong Determination of Rent Payable</p> <ul style="list-style-type: none"> (a) Possible Overpayment of Rent (b) Excessive Rental (c) More than Required Space (d) Rental of Building-Acquisition/Construction option Not considered (e) Rental on a month to month basis 	<p>According to legal advice tendered, there was no overpayment of rent.</p> <p>The Ministry has made a rationalisation of office space at SICOM Building 2. In this context, Level 12 is being converted into a fitness centre for the benefit of public officers.</p> <p>The renewal of the Lease Agreement has been signed on 01 October 2021.</p>

Page	Paragraph	Observation of Director of Audit	Follow-up Action by the Ministry
Page 365	23.2	<p>HRMIS Project - Nugatory Expenditure of Rs 422.4 million</p> <p>(i) Inefficient Project Management</p> <p>(ii) Lack of adequate oversight by Senior Management of other Ministries/Departments</p> <p>Lack of Adequate Technical Support</p>	<p>The Winding-up Agreement with SIL was signed on 08 July 2021 on the basis of a zero-liability exit by both parties from the HRMIS project without any court case.</p> <p>The new Human Resource Management system, commonly known as e-HR, is being developed using open-source software and the database of the HRMIS.</p> <p>The system, which has already been rolled out at this Ministry and the Ministry of Information Technology, Communication and Innovation on 23 July 202, will be implemented in several phases and the whole project is expected to be completed by March 2023.</p>
Page	Paragraph	Observation of Director of Audit	Follow-up Action by the Ministry
Page 368	23.3	<p>Budget Management - Ministry's Budget Overstated by 46 Per Cent</p> <p>Audit of the records of the Ministry has revealed that the Ministry's budget was overstated by some Rs 239 million (46 per cent) due to Salaries of out-posted staff.</p>	<p>The salaries of 354 officers of the HR Cadre are, since Financial Year 2021-2022, being met from the Vote of the respective Ministries and Departments where they are posted.</p>

PROJECTS AND SCHEMES

1. Construction of the Civil Service College Project



The Ministry is in the process of constructing a state-of-the-art civil service college on an extent of more than nine(9) acres of land in the heart of Le Reduit Triangle, with financial assistance from the Government of India. The college will comprise an Academic Block of 3720 square metres and an Auditorium of 1120 square metres. The classrooms will be designed and equipped with modern facilities and IT equipment to facilitate online training with overseas training institutions, webinars, videoconferencing as well as interactive coaching.

The concept and architectural design of the college have already been finalised and tenders was floated in June 2021. The evaluation of bids has been completed. The contract for the construction of the college is expected to be awarded in October 2021 and construction work is planned to start in November 2021. The inauguration of the college has been scheduled for mid 2023.

2. **Human Resource Management System (HRMS) – e-HR**

Following a policy decision, the Human Resource Management Information System (HRMIS) project was wound up in September 2020 and replaced by a more cost-effective and flexible Human Resource Management System, commonly known as e-HR. The Winding-up Agreement with State Informatics

Limited (SIL) was signed on 08 July 2021 on the basis of a zero-liability exit by both parties from the HRMIS project without any court case. The new system is being developed using open-source software and the database of the HRMIS.

The scope of the project will be limited to the digitalisation of only the core HR functionalities being used at the level of Ministries and Departments. It will cover the following components:

- (a) Employee Sourcing;
- (b) Performance Management System;
- (c) Scheme of Service;
- (d) Employee Benefits;
- (e) Leave Management;
- (f) Training;
- (g) Discipline;
- (h) Self Service; and
- (i) Interfacing with existing legacy systems (e-recruitment, Treasury Accounting System, Electronic Attendance System and SMS Gateway).

The e-HR system has, in the first phase, been implemented at this Ministry and the Ministry of Information Technology, Communication and Innovation (MITCI) on a pilot basis. The system will be rolled out in 10 Ministries and Department of similar magnitude in the second phase. The e-HR will cover all Ministries and Departments in the third phase. The whole project is expected to be completed by March 2023.

As part of an extension of the existing contract on the Electronic Attendance System with Leal Communications Ltd, the Leave Management Module has been rolled out at this Ministry and the Ministry of Information Technology,

Communication and Innovation on 23 July 2021. Public Officers of these two Ministries are now applying for their leaves online and obtaining approval thereof via SMS and email. According to a survey carried out by the Ministry, the satisfaction rate was recorded at 97%.

3. Business Continuity Plan (BCP) Model

The Ministry has, with the, technical and financial assistance of the UNDP, come up with a Business Continuity Plan Model for Mauritius which could be activated in times of crisis. The main objectives are to –

- (i) minimise the impact of a disruption to the service delivery system within and across the various Ministries and to the public; and
- (ii) devise a flexible working arrangement that would ensure continuity in Government business.

PriceWaterHouse Coopers, which was appointed as consultant by the UNDP, submitted its report to Government on **26 April 2021**, and recommended, amongst others, the following –

- (i) implementation of an Electronic Document Management System across all Ministries and Departments to enable public officers to work from remote locations and allow all key institutions to function as usual under any circumstances
- (ii) the strengthening of Government IT infrastructure which includes disaster recovery site for the GOC and expansion of Government Cloud IT services
- (iii) all Ministries and Departments should adopt a business continuity policy and put in place a business continuity plan that could be activated in times of crisis to ensure delivery of public services without any disruption and maintain Government business.

As part of an extension of support to Government in the context of the implementation of the Business Continuity Plan, the UNDP has agreed to provide

technical and financial assistance to the tune of USD 450, 000 for the implementation of three(3) digitalisation projects in view of the importance in the operation of the Government's machinery. These include –

- (i) the implementation of an Electronic Document Management System on a pilot basis at the level of my Ministry prior to its replication in all Ministries and Departments
- (ii) implementation of a Parliamentary Electronic Document Management System with Electronic Voting Facilities to enable the Parliament to sit and conduct business even in times of crisis
- (iii) automation of the Data Capture Process at the Registrar General's Department to facilitate processing and recording of documents electronically.

The Civil Service College Mauritius is, with the financial assistance of the UNDP, assisting 10 Ministries and Departments, which are of strategic importance in the Mauritian economy to develop their Business Continuity Plan with a view to minimise disruption in service delivery in times of crisis, namely:

- (i) Prime Minister's Office;
- (ii) Ministry of Tourism;
- (iii) Ministry of Local Government and Disaster Risk Management;
- (iv) Ministry of Land Transport and Light Rail.
- (v) Ministry of Finance, Economic Planning and Development;
- (vi) Ministry of Energy and Public Utilities;
- (vii) Ministry of Social Integration, Social Security and National Solidarity;
- (viii) Ministry of Agro Industry & Food Security;
- (ix) Ministry of Information Technology, Communication and Innovation; and
- (x) Ministry of Public Service, Administrative and Institutional Reforms.

4. Enhancement Of Work Environment Programme

The Ministry of Public Service, Administrative and Institutional Reforms is implementing the Enhancement of Work Environment Programme since 2011 to fund safety and health projects in Ministries and Departments with a view to uplifting safety and health standards at work places. For Financial Year 2020-2021, the Ministry funded 178 projects to the tune of Rs 4 million to improve the working environment of public officers.

The Ministry has reviewed the framework of this programme to also cater for projects relating to greening of the Public Sector, which is in line with the second pillar of Government's strategy to promote a green energy industry. As from the next financial year, the Ministry will also consider financing projects from Ministries and Departments relating to, amongst others –

- (i) Solar water heaters;
- (ii) Solar panels for electricity generation;
- (iii) Rainwater harvesting;
- (iv) Recycling processes and tools;
- (v) Sensors to control lights in office; and
- (vi) Energy saving bulbs.

The financial support in respect of green projects would be up to a ceiling of Rs 100,000 per project.

5. OSH Management System

As announced at paragraph 172 of the Government Programme, the Ministry of Public Service, Administrative and Institutional Reforms has introduced an Occupational Safety and Health Management System in the public service in September 2020.

The Occupational Safety and Health (OSH) Management System is a framework that enables an organisation to systematically control its safety and health risks, reduce the potential for incidents, facilitate compliance with safety and health

legislation and continually improve its Occupational Safety and health performance.

In Financial Year 2020-2021, the OSH Management System has been rolled out in 19 Ministries and Departments covering 45 worksites. So far, the implementation of Phase I has been completed and Phase II is ongoing.

6. Compliance with Fire Safety Standards

The OSH Division of the Ministry is working closely with the Mauritius Fire and Rescue Service to ensure that buildings housing public officers are compliant with fire safety requirements and possess a valid Fire Certificate.

The Ministry is also working with hospitals and the Mauritius Fire and Rescue Service to develop a fire evacuation plan for hospitals. A draft model has already been crafted for Dr. A. G. Jeetoo Hospital, which is being fine-tuned and will be tested before it can be replicated in all hospitals.

The Safety and Health Officers of the Division are presently working with all Ministries and Departments to devise a fire evacuation plan that could be activated in the event of a fire outbreak.

7. World Day for Safety and Health at Work 2021

In the context of the World Day for Safety and Health at Work 2021, the Ministry had organized the following activities in line with the theme “Anticipate, Prepare and Respond to Crises: Invest Now in Resilient OSH Systems”:

- (i) a Webinar for some 60 Chairpersons of Safety and Health Committee/OSHMS Management Representatives to sensitize them on emerging issues on OSH;
- (ii) a Virtual Exhibition; and
- (iii) issue an official E-Newsletter on Occupational Safety and Health.

8. ISO Certification of Ministries and Departments

The Ministry is implementing the Quality Management System based on ISO 9001 since the year 2000. So far, 44 Ministries/Departments are certified to ISO 9001:2015. During the period July 2020 to June 2021, the Ministry has provided training to 36 officers across the Public Service in implementation of ISO 9001:2015 at the Mauritius Standards Bureau.

At the level of this Ministry, the Human Resource Management Division, the Administrative Reforms Division and the Occupational Safety and Health Division have already been certified.

9. Improvement of Counter/Customer Services

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

During the last financial year, 44 projects have been implemented in different Ministries and Departments for a total amount of Rs 1,118,071. Some of the major projects include the following:-

- Provision of reception desks and chairs for Metropolitan North, Eastern Divisional Headquarters, Central, Western, Metropolitan North and Metropolitan South Divisions;
- Renovation of the reception area (lobby) on level 7,8 and 10 at the Ministry of Health and Wellness;
- Upgrading of the customer service counter at Municipal and District Councils;

- Replacement of broken and old furniture with new ones at the Accident and Emergency Health Records Department of Subramania Bharati Eye Hospital; and
- Setting up of a counter area in the Search Room and Registry of Registrar-General's Office.

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

PSEA 2020 edition

PSEA 2020 edition was a special edition limited to Ministry of Health and Wellness, Mauritius Police Force, Municipalities and District Councils which had been in the forefront of the fight against COVID-19 pandemic and relentlessly involved in controlling the spread of the virus within the community.

The Award Ceremony was held on 27 November 2020. The Grand Winner was the Ministry of Health and Wellness. The Mauritius Police Force and the Municipalities and District Councils won the Silver Award.

This year the Public Service Excellence Award frameworks has been reviewed to provide equal opportunities to all public institutions to compete on a level playing field. Accordingly, three categories of awards have been created for 2021 edition, namely:

- (i) the first category will be opened to Ministries and Departments other than disciplined forces;
- (ii) the second category will concern only Disciplined forces; and
- (iii) the third category will cater for Local Authorities.

Five Special Awards so that small Sections, Divisions, Public Organisations which could not participate in the main competition could participate in a specific area where they have introduced a best practice, such as human resource, Occupational safety and health, good governance and green practices.

11. Electronic Attendance System (EAS)

The Electronic Attendance System is being utilised in the Public Service since 2007 to obtain accurate and instant information on attendance of public officers and ensure better discipline and punctuality at work. Most of the Ministries, outstations and sub-offices are equipped with an EAS.

Ninety-two (92) new Electronic Time Recorders were procured and deployed across different sites of the Mauritius Police Force and Special Mobile Force in Financial Year 2020-2021.

12. Computerised Registry System

The Ministry of Public Service, Administrative and Institutional Reforms has been the driver of the implementation of the Computerised Registry System (CRS) since 2006 and up to now, 70 Registries across the Public Service are using the system. The Ministry also assists other Ministries/Departments by deploying the system in their respective Registries and the provision of appropriate training programmes. During the last financial year, the system has been implemented in the following Ministries and Departments:

- (a) A two-half day onsite handholding session was provided to officers of the Independent Police Complaints Commission (IPCC) on the 8th and 9th October 2020; and
- (b) A five-half days onsite training was provided to officers of the Ministry of Industrial Development, SME's and Cooperatives (Industrial Development Division) from 12 October to 16 October 2020.

13. Sandbox Framework

As announced in the Budget Speech 2020/21, a new Sandbox Framework was introduced in January to facilitate the development of proof of concepts and pilot exercises to test the possibilities of innovative technologies prior to the deployment of such technologies on a larger scale.

Following the issue of a circular on 15 March 2021, the Ministry has received 19 projects from Ministries and Departments for adoption of innovative technologies under the Sandbox Framework

These projects are currently being examined by a Technical Committee.

14. Work from Home Protocol

Government has adopted a the Work from Home Protocol developed by the UNDP consultant, PPriceWaterHouse Coopers Ltd, in the context of the development of a Business Continuity Plan model for the Public Service to ensure business continuity and agility in public service delivery in times of crisis.

The Ministry issued a circular on 22 March 2021 requesting all Ministries and Departments to make arrangements for implementation of the Protocol.

According to information compiled by this Ministry, out of 14,000 officers engaged in non-essential sectors, excluding those in the education sector, 2214 public officers in 42 Ministries and Departments were working from home during the last confinement period compared to 220 officers in 2020 when the scheme was first introduced on a pilot basis.

15. SMS based communication platform

In February 2020, this Ministry developed a platform Short Messages System to communicate critical messages to public officers. Since its inception, 1,308,409 SMS have been sent to some 45,000 public officers.

16. UN Public Service Day

In the context of the celebration of the United Nations Public Service Day on 23 June 2021, the Ministry had organised the following events:

(i) Virtual Public Speaking Competition

The Public Officers' Welfare Council, had organized a Virtual Public Speaking Competition on the theme of the day with the participation of 27 Public officers from different grades. The winners were rewarded in terms of cash prizes and trophies.

(ii) Webinar

A webinar was organised by the Civil Service College, Mauritius on the adoption of innovative technologies in the Public Sector with the participation of four(4) panellists from serving and retired Public Officers, including the Director of Human Resource Management. The webinar was attended by some 70 Public Officers. The recording of the webinar was, thereafter, shared on social media platform.

17. Status on Implementation of Keys Performance Indicators (KPIs)

In July 2020, Government introduced three KPIs relating to e-Procurement, Training and Good Governance to accelerate the process of transformation across the Public Service and promote integrity. This Ministry was assigned the responsibility to monitor the implementation of these KPIs with relevant Ministries and Departments and report progress to Cabinet on a quarterly basis.

e-Procurement

As at 30 June 2021, 87 public bodies adopted the e-Procurement system and conducted 8469 procurement exercises online. Thirty-two(32) out of thirty-six(36) Ministries and Departments have during the past financial year conducted more than half of their procurement through the e-Procurement

system. All Local Authorities also have adopted the e-Procurement system and conducted more than 1000 online procurements. At the level of parastatal bodies, 24 organisations have so far adopted the system and carried out more than 3,300 online procurements.

Corruption-Risk Assessment

With regard to the conduct of Corruption Risk Assessments (CRA), 34 out of 36 Ministries and Departments have already completed at least one CRA. Eighteen(18) Ministries and Departments have completed two or more CRA exercises. All the other remaining Ministries and Departments have already embarked on the conduct of CRAs and will shortly complete the exercise. According to information obtained from the ICAC, all Ministries and Departments would complete their CRAs by mid-August.

Training Budget

As regards the utilisation of the training budget, it is noteworthy that 76% of funds allocated to Ministries and Departments for training have been used by 30 June 2021, in spite of the COVID-19 confinement and restrictions for the conduct of face-to-face training. It is expected that the objective of the utilisation of 90% of the training budget would have been easily achieved had we not faced the COVID-19 challenges.

FINANCIAL PERFORMANCE

FINANCIAL PERFORMANCE

Financial Highlights

The budget of this Ministry is under one vote only. In 2020-2021, it was under Vote 25-1.

Analysis of Major Changes

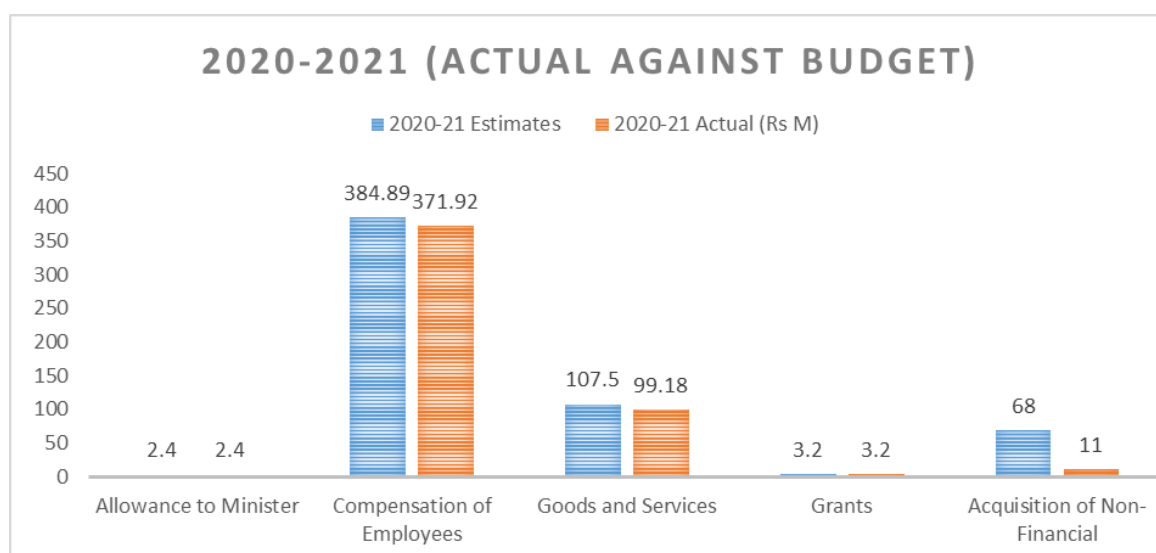
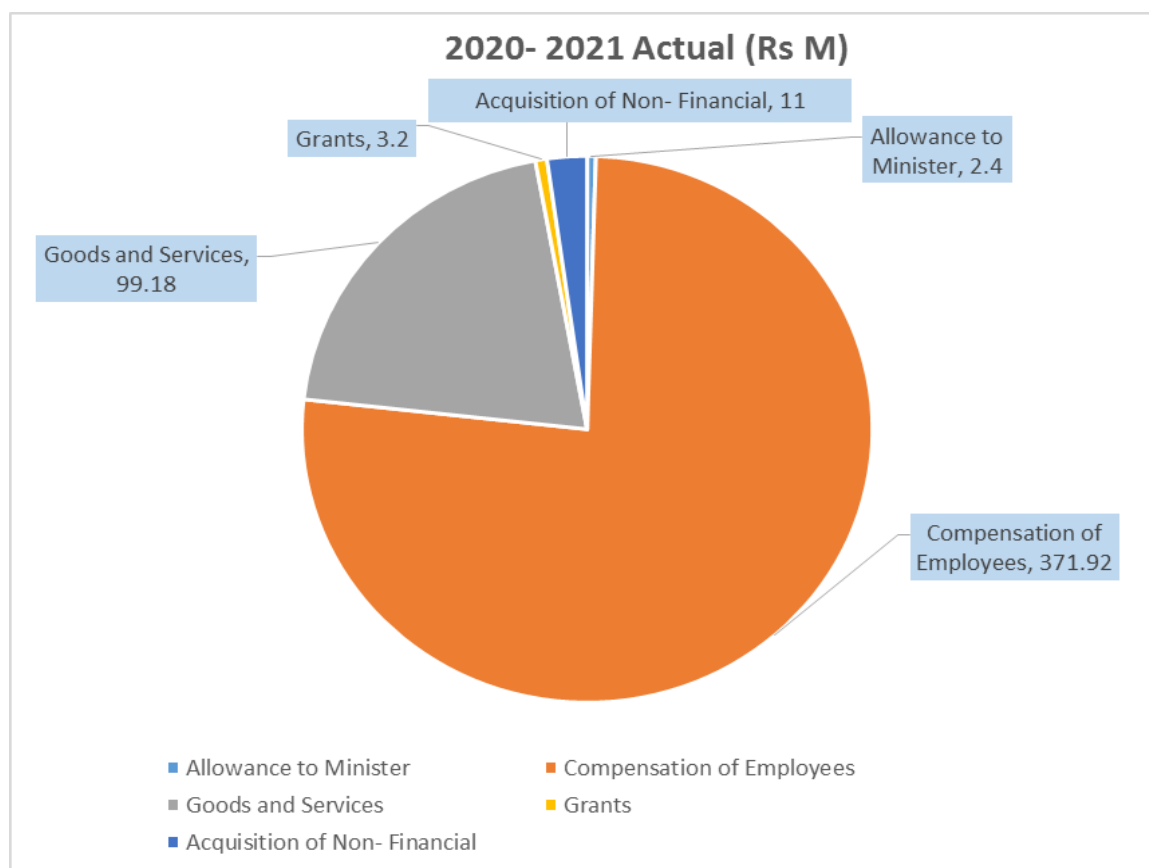
The budget allocation for the Financial Year 2020-2021 was Rs 566 million representing a decrease of Rs 70 million over Financial Year 2019-2020.

Statement of Expenditure

The actual expenditure for Financial Year 2020-2021 represents 86.17 % of the total provision of Rs 566 million.

Head / Sub- Head of Expenditure (Rs million)	2019-2020 Actual (Rs M)	2020-21 Estimates (Rs M)	2020-21 Actual (Rs M)
Allowance to Minister	2.4	2.4	2.4
Compensation of Employees	392.72	384.89	371.92
Goods and Services	116.41	107.50	99.18
Grants	3.18	3.20	3.20
Acquisition of Non-Financial	4.55	68	11
Total	519.26	566	487.70

The Chart below gives a graphical illustration of the expenditure incurred during Financial Year 2020-2021



WAY FORWARD

WAY FORWARD

The COVID-19 pandemic has drastically changed the world of work and the mode of public service delivery. It has seriously disrupted the socio-economic system and our way of life. The pandemic is reshaping Government business and accelerating the process of transformation in the Public Service.

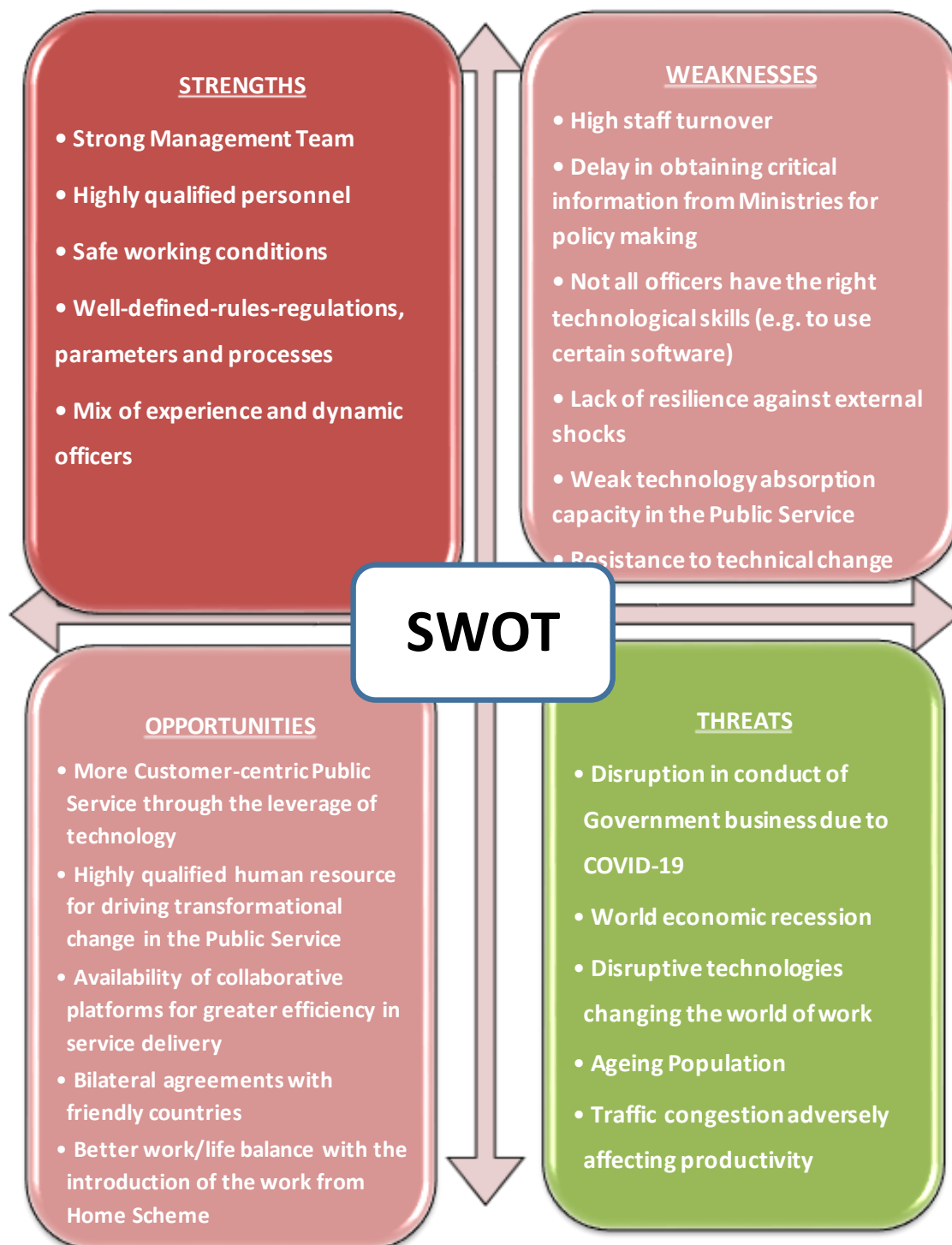
Trends

The global trends reshaping the Public Service include:-

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

SWOT ANALYSIS

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



STRATEGIC DIRECTION

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

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

CONCLUSION

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

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

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

