



Ministry of Public Service, Administrative and Institutional Reforms

ANNUAL REPORT FOR FINANCIAL YEAR 2021-2022

TOWARDS A TECHNOLOGY-DRIVEN PUBLIC SECTOR

OCTOBER 2022

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



I am pleased to present the Annual Report of the Ministry of Public Service, Administrative and Institutional Reforms for the Financial Year 2021-2022.

All Public Officers, over the two years have strived hard to manage the COVID-19 pandemic and strengthen our country's resilience to mitigate the adverse impact of the pandemic on the socio-economic development of the country. I seize this opportunity to convey my heartfelt thanks to all Public Officers for their sacrifices, dedication, and commitment during these testing times.

As we emerge from the devastating effects of the pandemic, the Public sector will have a critical role to play to overcome the different challenges and transform adversities into opportunities.

The financial year 2021-2022 has been extremely significant for the Public Sector which through the implementation of right strategies, policies, programmes, schemes and incentives, stimulated economic growth, created employment and fostered business development..

In the new normal, it is imperative for the Public Service to embrace innovative and cutting-edge technologies to reposition the Public Sector in the new business environment. Since I took office as Minister of Public Service, Administrative and Institutional Reforms, we have embarked on a series of innovative projects. These include:

- (i) the introduction of the Sandbox Framework;
- (ii) the implementation of an e-HR across Ministries and Departments;
- (iii) the introduction of a Work from Home Policy; and
- (iv) the formulation of a Business Continuity Plan to ensure business continuity in times of crisis by Ministries and Departments.

It is indeed very comforting to note that the Leave Management System, a core component of e-HR has already been implemented in 63 organisations across the Public Service.

Training of Public Officers is at the heart of human resource development and needs to be fully integrated within the transformation plan and digitization initiatives of Ministries and Departments. In spite of restriction on mass gathering for face - to - face training, 20,000 public officers were provided with meaningful work-related training.

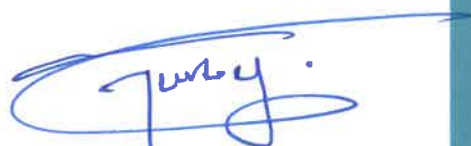
The construction of a state-of-the art infrastructure at Le Reduit Triangle, will provide the Civil Service College Mauritius with a modern facility and cutting-edge technologies to enable it to provide Public Officers with 40 to 60 hours of meaningful work-related training opportunities annually as recommended in PRB Report 2013. The construction is expected to be completed before end of next year.

With a view to promoting a healthy workforce and providing an avenue for Public Officers to maintain a work-life balance, my Ministry, in collaboration with the Public Officers' Welfare Council, has during the financial year 2021/2022, set up a modern and well-equipped Fitness Centre that caters for Public Officers of different ages and fitness levels under the supervision of trained and qualified instructors. This centre is equipped with the latest high-tech fitness accessories, high-end cardio machines and other heavy-duty exercise equipment. This initiative bears testimony to the importance that this Government attaches to the welfare of public officers.

I am also delighted to note that during this financial year, more than 7,500 safety audits, 500 new risk assessments and 550 fire drills have been carried out in different Ministries and Departments in a bid to promote a safer and healthier work environment, which remains a topmost priority of my ministry. A protocol for the management of injury and illness at the workplace have also been developed during this financial year. This protocol establishes a uniform procedure for the handling of work related injuries and illness within Ministries and Departments.

I would also like to place on record that industrial relation between the Ministry and the main Trade Union /Federations has remained excellent and cordial.

As we forge ahead to building back better from COVID -19, I rely on the unwavering support and commitment of all the public officers.



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 for the Financial Year 2021-2022.

I acknowledge the commitment and dedication of the staff of the Ministry in the timely implementation of policies, projects and programmes. The interaction between this Ministry and the Trade Union Federations and Trade Unions has been very excellent and have yielded positive results for the benefit of employees of the Public Sector.

The COVID - 19 Pandemic coupled with the Russia-Ukraine war have given rise to a new world order and is fast changing the way of doing business. In the new normal, innovative technologies will be one of the drivers of the economy. In this context, the Sandbox Framework which has been introduced by Government in 2021 could be leveraged for adoption of cutting edge technologies to improve the quality of Public Service and respond to Citizen needs.

The crisis triggered by the Pandemic in the past two years provided the Public Sector with the opportunity to think out of the box and get off the beaten track to deliver essential services to the population. It has also prompted Ministries/Departments to come up with a Business Continuity Plan that could be activated in time of crisis to provide an un-interrupted service to the Public. To this end, the Civil Service College Mauritius has during the last Financial Year assisted thirteen Ministries in the formulation and crafting of their Business Continuity Plan.

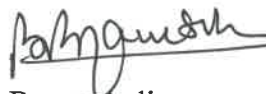
In line with the policy of the Ministry to streamline and digitalise its services, we have developed a cost- effective and flexible Human Resource Management System (e-HR) using the Open Source Software. The system focuses on the digitalization of the core HR functionalities, mainly, the Performance Management System, Scheme of Service, Employee Benefits and Leave Management System (LMS). The system is being implemented in a phase manner across Ministries and Departments.

In the first instance, the Leave Management System has been developed and implemented across twenty-one (21) Ministries covering sixty-three (63) organisations and representing 44% of Public Officers. The Officers of these Ministries/Departments can now apply for their leaves online and obtain approval thereof through emails.

The e-HR platform also provides for interfacing with other IT systems relating to Public Officers. For example, the e-payslip developed by CISD can be accessed by public officers on the e-HR platform.

It is heartening to note that with the re-opening of the borders, the economy is gradually gaining momentum and the Public Sector will have a pivotal role to play to sustain the economic recovery. Business as usual will no longer be an option and we need to be more creative and innovative to propel the economy to new heights of growth.

I rely on the commitment and support of all Public Officers to improve the quality of the Public Service for the betterment and welfare of the Mauritians.



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 2021-2022. 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 ensures a safe and healthy workplace. The key functions of the Ministry are to:-

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

OVERVIEW OF THE MINISTRY

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

HUMAN RESOURCE MANAGEMENT DIVISION

The Human Resource Management Division of the Ministry has a key role in ensuring that Ministries and Departments are properly manned with appropriate human resources to implement Government policies, programmes and projects and providing quality service to the public.

In this context, this Division looks after the appointment, promotion, posting and retirement of public officers while ensuring succession planning across the Public Service so that the public institutions have the required human resources at all times for the timely delivery of public services.

This Division is also responsible for the prescription of scheme of service for all grades which are the basis for recruitment in the public sector.

Over and above, the Human Resource Management Division provides guidelines to Ministries and Departments regarding conditions of employment in the Public Service and in the implementation of recommendations of the PRB Report. It also assists Ministries/Departments in the 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. Regular meetings are held with Federations of Trade Unions to sort out issues and reach consensus on disputes and discuss HR matters that are of concern to them.

HUMAN RESOURCE DEVELOPMENT DIVISION

The Human Resource Development Division (HRDD), set up at the level of this Ministry since 2005, has the mandate to look after 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 competencies 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, which operates under the aegis of the Ministry has been set up in May 2019 in line with the Public Sector Business Transformation Strategy. The main objective of the Bureau is to lead the Government's transformation agenda by driving, coordinating, evaluating and monitoring the Business Transformation Programmes, Initiatives and Processes in the Public Service.

The Public Sector Business Transformation Bureau is actively engaged in the implementation of several projects that have a transformative impact on public service delivery and geared towards the improvement of quality of service.

Thirty - eight 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

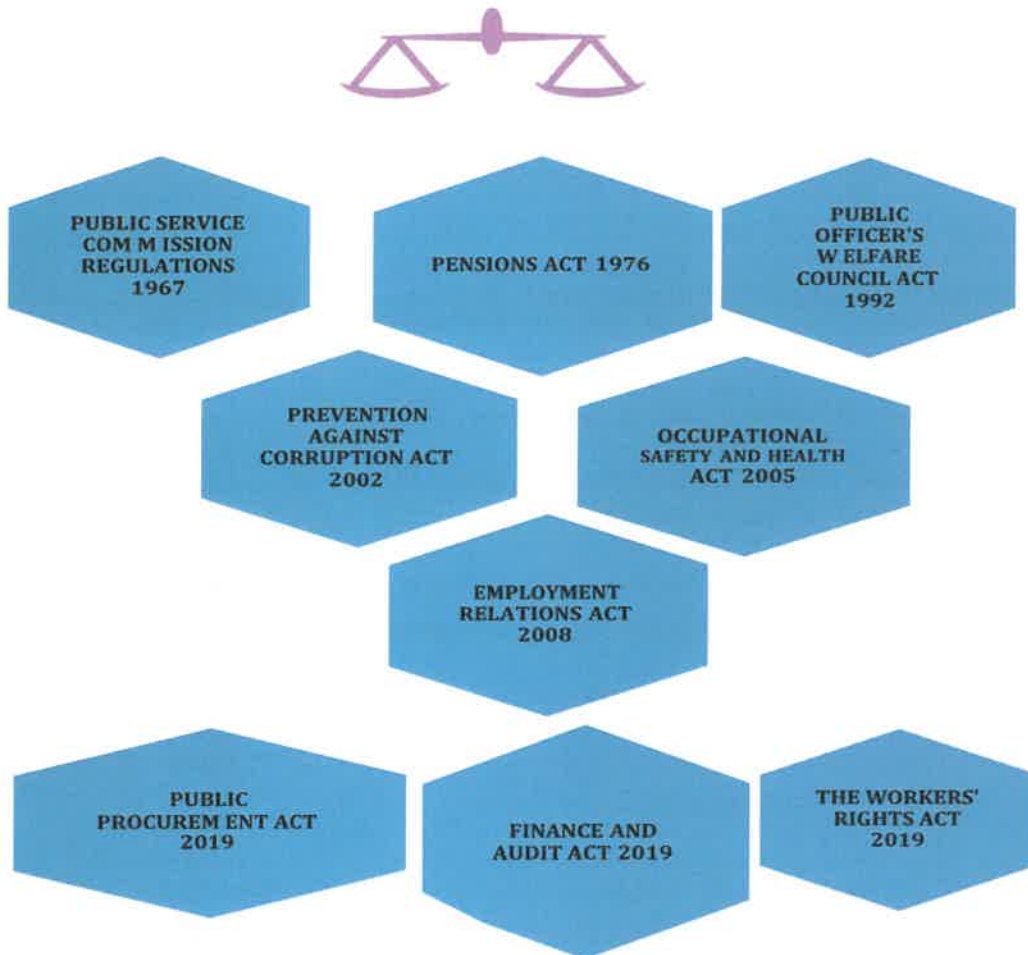
Safety and Health of Public Officers is the top priority of the Ministry. The Occupational Safety and Health Division, set up within the Ministry in 1999, has the responsibility to ascertain that safety and health norms are being complied with at workplaces and that risks of accidents are greatly minimised or eliminated.

The Division is manned by 42 Safety and Health Officers who are posted in various Ministries and Departments either on a full-time or part-time basis to assist Heads of Ministries and Departments in ensuring compliance with the provisions of the Occupational Safety and Health Act and advise Accounting Officers on safety measures that should be implemented to improve the working environment of public officers.



MAIN LEGISLATIONS

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



Other Relevant Legislation and Guidelines

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

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.



ABOUT THE MINISTRY

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 2022, trained a total of 58,395 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 **299** staff. The organisational chart of the Ministry is at *Appendix*.

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

TRAINING AND DEVELOPMENT

Training and Development is critical for a modern and vibrant Public Service. It is also an essential element of the overall human resource management in the public sector to sustain employees' continual growth and nurture a culture of performance.

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 2021-2022, officers of the Ministry have benefitted from the following training programmes:

SN	TRAINING PROGRAMME	NO. OF STAFF TRAINED
(i)	Business Continuity Plan	143
(ii)	Gender Mainstreaming	119
(iii)	Essentials of Psychology and Counselling Skills/Techniques: An HR Perspective	34
(iv)	Effective Communication and Interpersonal Skills	26
(v)	Risk Management	15
(vi)	Train the Trainer	38
(vii)	Business English Writing Skills	27
(viii)	Advanced Excel/Dashboard	23
(ix)	Awareness Programme on Drug and Substances Prevention Programme	96

SENIOR MANAGEMENT TEAM

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Assistant Permanent Secretary	BHOWON TENGUR Akansha Tel (203) 405 5413 Tel (203) 4054100 EXT 10106 Email: abhowon@govmu.org

PUBLIC SECTOR BUSINESS TRANSFORMATION BUREAU	
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Principal Safety and Health Officer	RAMDAHEN Premanand Tel (230) 601 5200 Ext 5624 Fax (230) 696 5170 Email: pramdahen@govmu.org
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Principal Safety and Health Officer	MOLOAH Vimla (Miss) Tel (230) 405 4100 Email: vmoloah@govmu.org
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ACHIEVEMENTS OF THE MINISTRY

ACHIEVEMENTS

HUMAN RESOURCE MANAGEMENT CADRE UNIT



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) 51 vacancies in the HRM Cadre have been filled;
- (ii) 49 officers in the grade of Human Resource Executive have been sponsored to follow training in local Universities (BSc HRM/ Top up HRM);
- (iii) 235 officers of the HRM Cadre have been nominated to follow training courses at the CSCM;
- (iv) 135 changes in posting in respect of officers of the HRM Cadre have been effected during the year;
- (v) 216 updates have been carried out on the HRMIS system;
- (vi) 469 cases of unutilised sick leave have been compiled;
- (vii) 13 cases of retirement of officers in the HRM Cadre have been processed;
- (viii) 988 cases of allowances (Ad hoc/Responsibility allowance/ Assignment of duties/ Advance for Motor Vehicle/Duty Free Remission / Monthly allowance) have been processed;
- (ix) 1,164 cases of leaves (casual, sick, vacation, maternity, study, leave without pay) have been processed.
- (x) 301 applications for Passage Benefits have been processed;
- (xi) 30 cases of adjustment of salary on promotion for officers of the HRM Cadre were attended to;

- (xii) 308 cases of Annual increment and beyond top increment have been processed in respect of officers HRM Cadre and HR Policy Unit;
- (xiii) 21 cases of contribution to Civil Service Family Protection Scheme have been processed for officers of the HRM Cadre;



EMPLOYMENT RELATIONS UNIT



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

The main achievements for the Financial Year 2021-2022 are as follows:-

- (i) Three (3) cases have been resolved;
- (ii) 16 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 Probation and After Care Service - Prime Minister's Office (Rodrigues, Outer Islands and Territorial Integrity Division);
- (iv) 6, 434 vacancies have been filled out of which 3,073 were at entry and 3,361 at promotional level; and
- (v) 216 cases of representations were reported by Federations/ Unions and Individuals, out of which 192 cases have been resolved



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 that Unit for the period July 2021 to June 2022 are as follows –

- (i) 1,163 officers have been recruited and promoted in the different grades of the General Services Cadre;
- (ii) 1,858 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 broaden their horizon;
- (iii) 955 cases of payment of ad hoc allowances to officers in the General Services Cadre have been processed; and
- (iv) 162 cases of retirement of officers in the General Services Cadre have been processed.

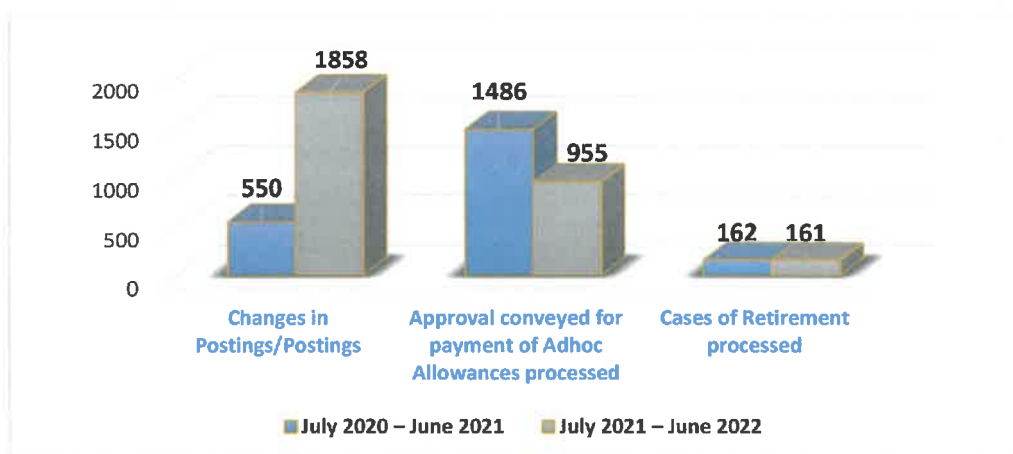


Figure I - Major achievements in respect of the General Services Unit for periods: July 2021 – June 2022

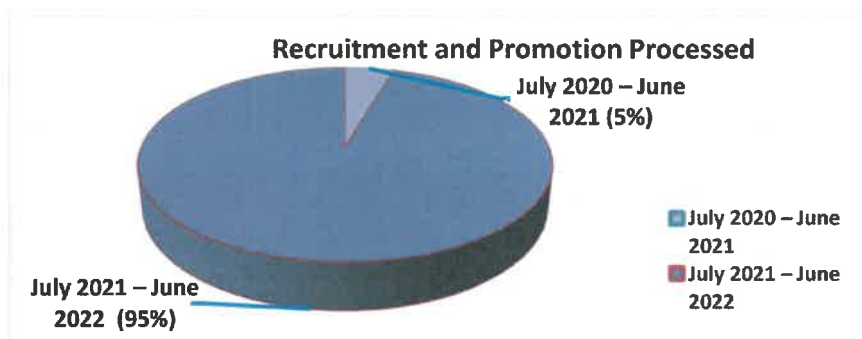


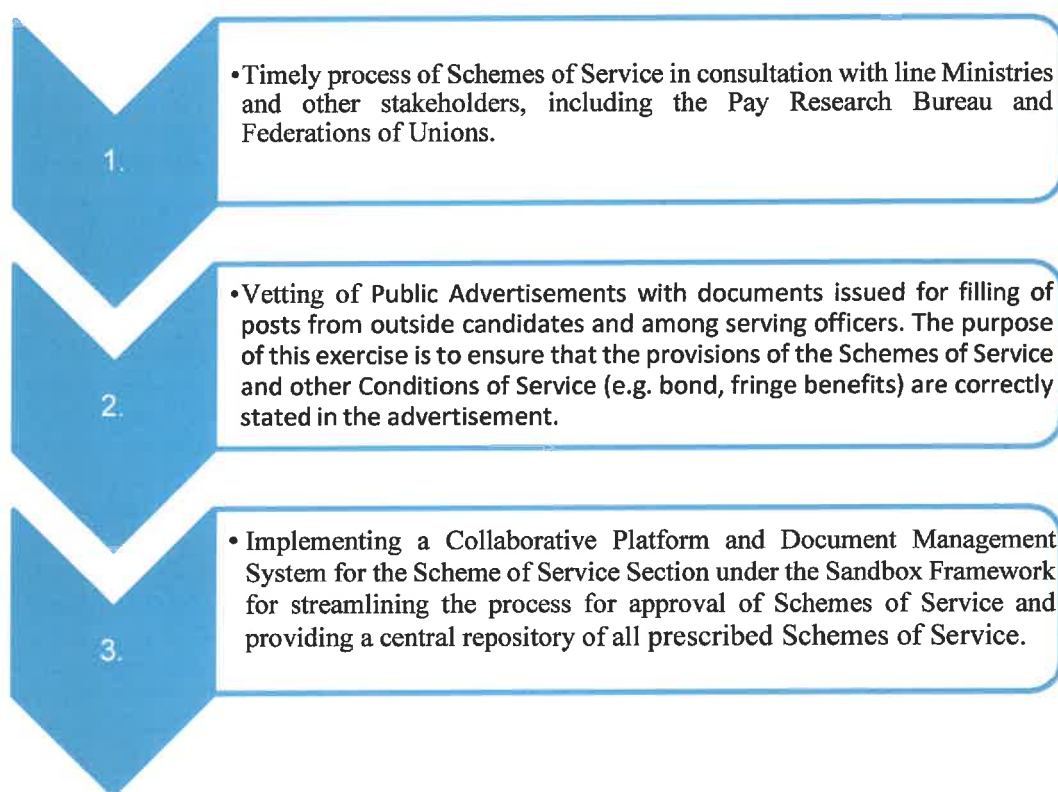
Figure II – Cases of recruitment and promotion processed

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 2021 to 30 June 2022, the MPSAIR has prescribed 104 Schemes of Service for Ministries/Departments and has cleared 33 Schemes of Service for parastatal organisations.

128 Public Advertisements have been vetted during period 01 July 2021 to 30 June 2022.

**Achievements of the Scheme of the Scheme of Service Unit for the period
01 July 2021 to 30 June 2022**

Activity		01 July 2021 – 30 June 2022		
		Mauritian Establishment	Rodrigues Regional Assembly	Total
Schemes of Service prescribed in respect of Ministries/Departments and Rodrigues Regional Assembly		83	21	104
Schemes of Service cleared for Parastatal Bodies		33	-	33
Advertisements vetted (Public Advertisement/Circular Note) for PSC		109	19	128
Meetings held	With three Federations of Unions in the context of the Consultative Committee on Scheme of Service	11	-	11
	at PRB	9	-	9
	with PSC/DFSC	2	-	2
	with Ministries/Departments and Parastatal Bodies	62	-	62
Court Cases attended at Supreme Court/ERT/EOC/CCM/Conciliation Service of MPSAIR		7	-	7



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*
 - *Payment of Fees*
 - *Risk Allowance*

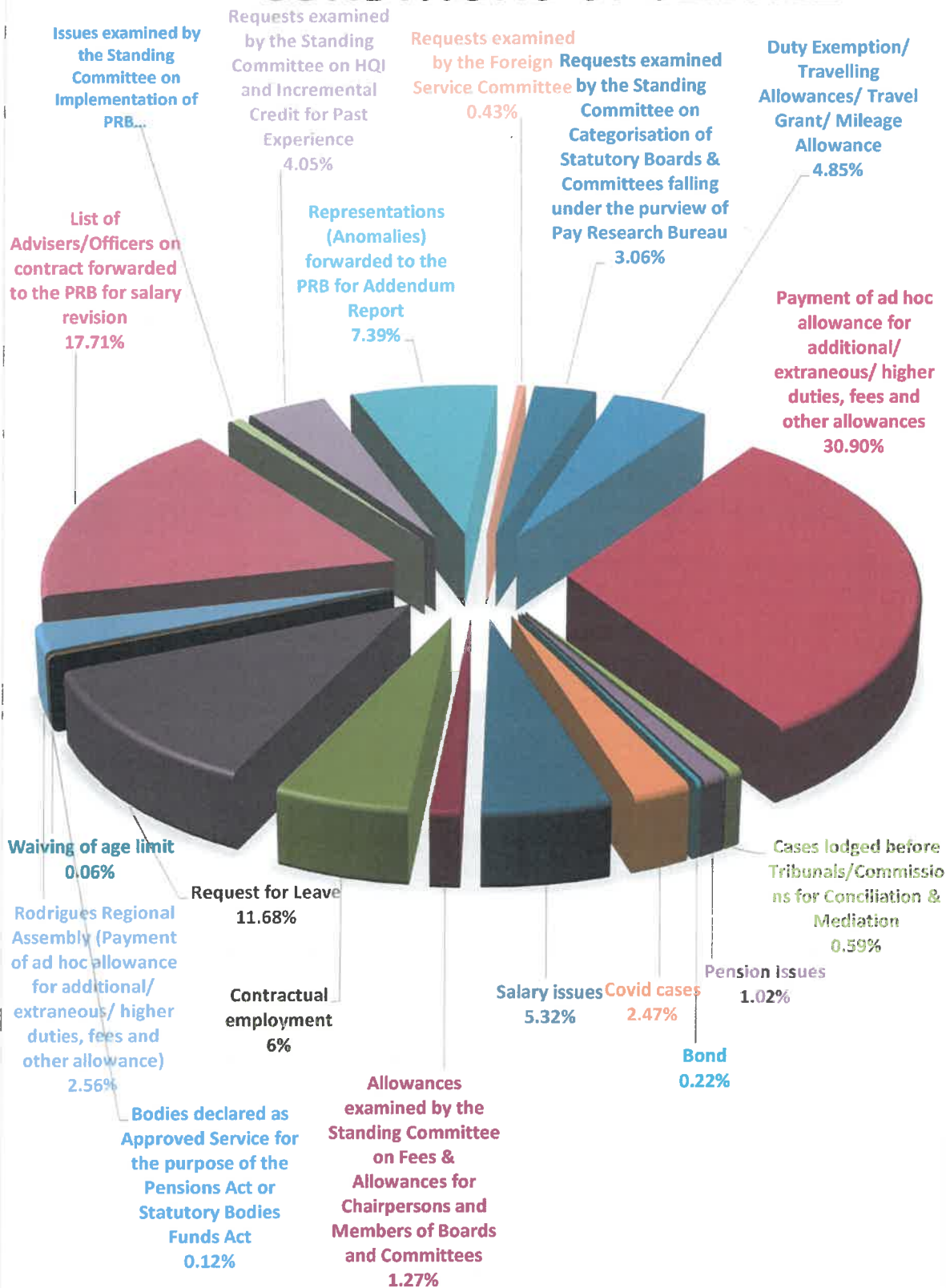
- Fax and Internet Allowance
- Special/extra Duty Allowance/Adhoc Allowance

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 2021 to June 2022 are shown below:

SN	Issues	Number
1	Payment of <i>ad hoc</i> allowance for additional/ extraneous/ higher duties, fees and other allowances	1000
2	Request for Leave	378
3	Contractual employment	184
4	Duty Exemption/ Travelling Allowances/ Travel Grant/ Mileage Allowance	157
5	Covid cases	80
6	Pension Issues	33
7	List of Advisers/Officers on contract forwarded to the PRB for salary revision	573
8	Issues examined by the Standing Committee on Implementation of PRB Recommendations	20
9	Requests examined by the Standing Committee on HQI and Incremental Credit for Past Experience	131
10	Allowances examined by the Standing Committee on Fees & Allowances for Chairpersons and Members of Boards and Committees	41
11	Rodrigues Regional Assembly (Payment of <i>ad hoc</i> allowance for additional/ extraneous/ higher duties, fees and other allowance)	83
12	Salary issues	172
13	Cases lodged before Tribunals/Commissions for Conciliation & Mediation	19
14	Bond	7
15	Requests examined by the Foreign Service Committee	14
16	Waiving of age limit	2
17	Bodies declared as Approved Service for the purpose of the Pensions Act or Statutory Bodies Funds Act	4
18	Requests examined by the Standing Committee on Categorisation of Statutory Boards & Committees falling under the purview of Pay Research Bureau	99
19	Representations (Anomalies) forwarded to the PRB for Addendum Report	239

CONDITIONS OF SERVICE



ACHIEVEMENTS

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 42, 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 2021-2022, the achievements of the Division were as follows:-
 - A total of **8,497** Safety Audits were carried out in all worksites of Ministries and Departments;
 - **720** Risk Assessment exercises were effected;
 - **57** complaints were attended;
 - **727** Fire Drill Exercises were carried out;
 - **9,196** public officers across the service were trained in Safety and Health; and
 - **184** projects have been funded under the Enhancement of Work Environment Programme (EWEP) Scheme for a total amount of **Rs4.2M**.
- As announced at paragraph 172 of the Government Programme 2020-2024, the Ministry introduced an **Occupational, Safety and Health Management System** in the Public Service last year. The Occupational Safety and Health Management System (OSHMS) is a framework that enables an organization 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. For financial year 2021-2022, 34 additional worksites have embarked on the implementation of the OSHMS.

- In the context of the **World Day for Safety and Health at Work 2022**, the OSH Division organised the following activities in line with the theme “Act together to build a positive safety and health culture”:
- **Safety and Health Week** – Ministries and Departments were called upon to organise at least one safety and health-related activity at their level from 21 to 28 April 2022 to sensitise public officers on the importance of instilling an OSH culture. The three best initiatives were compensated in terms of a trophy’;
- **Focused Activities by key players in Safety and Health** - The Ministry of Agro and Food Security, the Ministry of Health and Wellness, the Mauritius Police Force, the Mauritius Fire and Rescue Service, the National Disaster, Risk Reduction and Management Centre and the Traffic Management and Road Safety Unit, amongst others organised dedicated activities to showcase the importance of safety and health at the workplace for the welfare of the employees and to minimise the risk of accidents; and
- **Workshop on Occupational Safety and Health** - The Safety and Health Week culminated with the organisation of a Workshop on 28 April 2022 to sensitise all Chairpersons of Safety and Health Committees/OSH Management Steering Committees on the importance of acting together in building a positive safety and health culture and effective OSH Management System.



ADMINISTRATIVE REFORMS DIVISION (ARD)

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

During the last financial year, this Division has been implementing the following projects:

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

This Ministry is implementing the Quality Management System based on ISO 9001 since the year 2000. So far, 45 Ministries/Departments are certified to ISO 9001:2015.

(ii) **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, 38 projects have been implemented in different Ministries and Departments for a total amount of Rs 987,800. Some of the major projects include the following:-

- Upgrading of the customer service counters at Child Protection Units, Child Development Units and other units of the Ministry of Gender Equality and Family Welfare;
- Setting up of a fitness centre for the Public Service;
- Extension of the counter at Delivery Section, Registrar General's Department for collection of registered documents;
- Provision of counter chairs for the New Court House, Commercial Court and District Councils; and
- Provision of COVID guard shields on existing counter desks at some Ministries/ Departments.

(iii) Public Service Excellence Award

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

PSEA 2021 edition

The PSEA 2021 was launched on 07 July 2021 under the theme “Promoting an agile and responsive Public Service”, which aimed at prompting public organisations to adopt innovative practices and technologies to enhance public service delivery.

The Ministry introduced categorization of public organisations based on their specificities so as to give a fair chance to all public organisations, be it large or small, to compete with organisations operating in the same ecosystem.

The three categories of Awards were as follows:

- (i) Ministries/Departments (other than disciplined forces);
- (ii) Disciplined Forces; and
- (iii) Local Authorities

The criteria for the Awards was based on leadership and team spirit, problem solving strategies, enhancement of safety at workplaces, responsiveness to citizen needs, application of innovative technologies in delivery of public services and optimal use of public resources. For the 2021 edition, 59 entries were received.



The Winners for Public Service Excellence Awards 2021 edition were: -

<p>GOLD AWARD 2021</p>	<p>MINISTRIES/DEPARTMENTS: Non-Communicable Disease, Health, Promotion and Research Unit</p> <p>DISCIPLINED FORCES: Mauritius Police Force</p> <p>LOCAL AUTHORITIES: Association of Urban Authorities</p>
<p>SILVER AWARD 2021</p>	<p>MINISTRIES/DEPARTMENTS: Spine Unit, Victoria Hospital</p> <p>DISCIPLINED FORCES: Coromandel Fire Station</p> <p>LOCAL AUTHORITIES: Municipal Council of Curepipe</p>
<p>BRONZE AWARD 2021</p>	<p>MINISTRIES/DEPARTMENTS: (1) Ebène (Girls) State Secondary School (2) Planning Division, Ministry of Housing and Land Use Planning</p> <p>DISCIPLINED FORCES: Mauritius Prisons Service</p>
<p>SPECIAL AWARDS 2021</p>	<p>Human Resource: Dr A.G. Jeetoo Hospital (HR Section)</p> <p>Occupational Safety and Health: Maritime Air Squadron</p>



(iv) **Electronic Attendance System**

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 Electronic Time Recorders (ETRs). For Financial Year 2021-2022, 92 new ETRs were procured and deployed across different sites of the Mauritius Police Force & the Special Mobile Force and seven (7) ETRs were relocated from Secondary Schools to requesting Ministries/ Departments.

(v) **Computerised Registry System**

The Ministry has been the driver of the implementation of the Computerised Registry System (CRS) since 2006 and up to now, 75 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, onsite training on the CRS was provided to the following Ministries/ Departments:

- i) Ministry of Finance, Economic Planning & Development;
- ii) Public Bodies Appeal Tribunal;
- iii) Ministry of Environment, Solid Waste Management & Climate Change (Solid Waste Management Division); and
- iv) Ministry of Local Government & Disaster Risk Management.

(vi) **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, 1,868,897 SMS have been sent to some 45,000 public officers.

(vii) United Nations Public Service Day 2022

In the context of the celebration of the United Nations Public Service Day 2022, the Ministry organized for the first time a one-day Workshop on the 23rd of June 2022 with focus on the evolution of the Public Service since independence, the future of Public Service in the post Covid-19 era and the role and contribution of public institutions and public servants in building back better from the Covid-19 pandemic. The theme was Building Back Better from Covid 19: Enhancing Innovative Partnerships to Meet the Sustainable Development Goals. The Workshop was attended by representatives of Federations and Trade Unions of the Public Service and senior civil servants. The main objectives of the Workshop were to provide stakeholders with a platform to assess the present situation and challenges created by the Covid-19 pandemic and identify new strategies and innovative measures to reposition the Mauritian Public Service in the new business environment.

Her Excellency Mrs Christine Umutoni, UN Resident Coordinator for Mauritius and Seychelles was the Chief Guest and during her speech, she laid emphasis on the role of public servants in serving others, the community and human kind. Sir Bhinod Bacha, Kt., CMG, FMIM, Senior Adviser, Prime Minister's Office gave an exposé on the evolution of the Public Service since independence (reminiscence of a few key happenings) in the presence of about 100 participants. He mentioned that at the time of independence, the education sector had created a reservoir of talents which benefited the country over the long run and that public service was the 'strategic partner' of the Government. The country has successfully diversified from a mono-crop sugar-based economy to an export-led manufacturing economy and emerging services sector.



The Public Sector Business Transformation Bureau has the responsibility to drive the Government's transformation agenda by promoting the uptake of innovative technologies in the Public Service 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. The main achievements of the Bureau include the following:

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

In line with the Digital Transformation pillar of the Strategy, the PSBTB has implemented a Management Information System (MIS) which is an online platform that supports TICs to better manage their Meetings, Action Plans, Business Transformation Initiatives (BTIs) and Key Performance Indicators (KPIs). Half-day training sessions on the use of Key Performance Indicators (KPIs) features on the Management Information System (MIS) were conducted in three batches, with a view to sensitising Members and Secretaries of the 38 Transformation Implementation Committees on their roles and empower them on the use of the new KPI features on the MIS in October 2021. A total of 93 officers attended the training.

(ii) **Development of five KPIs for monitoring of Business Transformation Projects**

For financial year 2021-2022, five Key Performance Indicators were developed for implementation by Ministries/ Departments to support the Public Sector Business Transformation Strategy. These related to:

- (i) 100% Utilisation of Training Budget by Ministries and Departments;
- (ii) Implementation of the e-HR system in selected Ministries;
- (iii) Compliance of buildings housing Public Officers with fire safety requirements;
- (iv) Prescription of Scheme of Service; and
- (v) Good Governance

(iii) **Sandbox Framework**

A Sandbox Framework was developed to promote the adoption of emerging technologies in Ministries and Departments. In March 2021, an Online Sandbox Portal was developed at the level of the Ministry to enable public bodies as well as private firms to submit their project proposals on innovative solutions to improve public service delivery. As at June 2022, 35 project proposals were received via the portal, out of which 13 projects from eight Ministries/Departments had been retained based on their transformative impact on service delivery.

For financial year 2021-2022, the Ministry implemented two projects, namely a Collaborative Platform and Document Management System for the Scheme of Service Unit of the Ministry and a Vehicle Management System by the Ministry of National Infrastructure and Community Development.

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

The Ministry embarked on the implementation of the eHR project, which aims at digitalising the core HR functionalities, mainly, the performance management system, scheme of service, employee benefits and leave management system (LMS) in October 2021. In the first instance, the LMS has been developed and is being implemented in phases across Ministries and Departments.

Phase one of the project which consisted of the implementation of the LMS on a pilot basis, at this Ministry and the Ministry of Information Technology, Communication and Innovation has been successfully completed. The LMS is fully operational in the two Ministries and now Public Officers of these Ministries can apply for their leaves online and obtain approval thereof through SMS and email. Moreover, the officers can check their leave balances online.

The second phase of the project which started in March 2022 was deployed in nine (9) Ministries, covering 20 organisations, representing 15% of public officers. This phase was completed by end of financial year 2021-2022.

Phase III of the project, which will cover the remaining Ministries and Departments, covering 55 organisations is expected to be completed by end of financial year 2022-2023. On 30 June 2022, the LMS was deployed in nine (9) organisations.

The eHR platform will interface with other government IT systems relating to public officers. For example, the e-payslip developed by the CISD can be accessed by public officers on the eHR platform. Similarly, the Accountant General's Office is developing an online passage benefit system which will be linked to the eHR system and be available on the eHR platform.

The eHR system will enhance efficiency and effectiveness in use of human resources, assist Management in succession planning and generate report for policy decisions. Public Officers can obtain information about their leaves, passage benefits, schemes of service and personal HR data through the click of a button.

(v) **Business Continuity Plan (BCP) Model**

Government business and Public Service delivery were adversely affected by the Covid-19 pandemic particularly during the nationwide lockdowns in March 2020 and March 2021. As none of the Ministries/Departments had a contingency plan to ensure service delivery, Government approached the UNDP for the enlistment of the services of a Consultant for the establishment of a Business Continuity Plan (BCP) model that could be activated in case of a total lockdown to sustain Government business. Price Waterhouse Coopers Ltd (PWC), which was entrusted with the assignment, has devised a model that could be used by Public Sector Organisations for the formulation of their BCP.

During financial year 2021-2022, the Civil Service College (CSCM) with the financial assistance of the United Nations Development Programme assisted the following 13 Ministries to formulate their Business Continuity Plans:

- (i) Prime Minister's Office;
- (ii) Ministry of Tourism;
- (iii) Ministry of Education, Tertiary Education, Science and Technology;
- (iv) Ministry of Local Government and Disaster Risk Management;
- (v) Ministry of Land Transport and Light Rail;
- (vi) Ministry of Finance, Economic Planning and Development;
- (vii) Ministry of Energy and Public Utilities;
- (viii) Ministry of Social Integration, Social Security and National Solidarity;
- (ix) Ministry of Agro-Industry and Food Security;
- (x) Ministry of Information Technology, Communication and Innovation;
- (xi) Ministry of Labour and Human Resources Development;
- (xii) Ministry of Gender Equality and Family Welfare; and
- (xiii) Ministry of Public Service, Administrative and Institutional Reforms;

The CSCM also organized an awareness Session in February and March 2022 on Business Continuity Management & Work from Home whereby 83 officers from Ministries/Departments were sensitized.

As part of an extension of support to the Government in the context of the implementation of the Business Continuity Plan, the UNDP agreed to provide technical and financial assistance to the tune of USD 450,000 for the implementation of three (3) digitalization projects in view of the importance in the operation of the Government's machinery. These include:

- (i) Implementation of an Electronic Document Management System on a pilot basis at the level of the 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; and
- (iii) Automation of the Data Capture process at the Registrar General's Department to facilitate processing and recording of documents electronically.

As at 30 June 2022, the procurement exercise for the three (3) digitalization projects was ongoing at the level of the UNDP.

(vi) SMART Process

The Ministry, in collaboration with the National Productivity and Competitiveness Council (NPCC) embarked on the development of a Smart Process Framework which will serve as a roadmap to undertake Business Process Re-engineering (BPR) exercises in Ministries and Departments.

On 25 October 2021, a Memorandum of Agreement (MoA) was signed between the NPCC and the Ministry to assist Ministries and Departments in re-engineering their business processes.

A SMART Process Manual has been developed to provide guidelines to Ministries and Departments on how to streamline processes and ensure an efficient and effective use of resources.

NPCC in collaboration with Kaizen Institutes conducted two batches of online training programme on best practices and methodologies during the months of May and June 2022.

This training helps participants to find opportunities and improve service delivery through practices, tools and techniques to become change facilitator in order to assist Ministries and Departments to review and streamline their business processes, systems and strategies. Participants learn to apply a systematic approach to drive change in way of thinking and doing using the kaizen principles.

TRAINING OF PUBLIC OFFICERS



Training of public officers is one of the core activities of the Ministry. The HRDD of the Ministry is responsible, inter-alia, for all matters pertaining to capacity building and capability development of public officers across the Public Service.

The HRDD works in close collaboration with the Civil Service College, Mauritius (CSCM) to ensure that the continuous development of skills, knowledge and competence of public officers are properly coordinated through a variety of training programmes in line with the recommendations of the Pay Research Bureau to the effect that 40 to 60 hours of work-related training are dispensed to their staff members annually

For financial year 2021-2022, 11,671 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. Additionally, the Ministry organised in-house training for 9,596 public officers in line with the requirements of the Occupational Safety and Health Act.

Ministries and Departments also organise customised training courses with the assistance of the 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 4,591 public officers have followed customised training courses at the Civil Service College during Financial Year 2021-2022.

The Ministry gives particular attention to the training of the Worksmen Group in its training programme. Employees in the Workmen Group, which are the first point of contact with the public are provided with relevant training to prepare them to interact properly with the public and provide a quality service with courtesy. The programme covers mostly communication skills, impact of alcohol and substance abuse at work and approach to good customer care. A total of 539 manual grade employees have been provided training by the CSCM over the last financial year.

Overseas training

- Under technical cooperation with donor countries and international agencies, public officers attend training courses, seminars and workshops overseas with a view to enhancing their knowledge in various areas such as public administration, good governance, health services, education, sustainable development, agriculture and poverty alleviation, which are essential for the country's development.
- For period July 2021 to 30 June 2022, the following overseas training were delivered both via online platform and through face-to-face mode. A total of 1,671 public officers have been provided with overseas training opportunities (both via online platform and through face-to-face mode) as follows:

Donor Countries	No. of Public Officers Trained 2022
China	959
Singapore	39
India	249
Thailand	32
Japan	16
AARDO/Egypt/others	297
Malaysia	79
Total	1,671

CONSTRUCTION OF THE CIVIL SERVICE COLLEGE, MAURITIUS



- The state-of-the-art Civil Service College is being constructed by the Ministry at Le Réduit Triangle over an extent of 9 Arpents 13 perches of land. The project will comprise an Academic Block of 3,574 m² and an Auditorium of 1,120 m² equipped with all appropriate infrastructure for the provision of training facilities for all officers of the Public Sector.
- In November 2021, the contract for the construction of the College was awarded to Tayelamay and Sons Enterprise Ltd.
- The construction works started on 15 January 2022 and is expected to be completed by mid-2023.
- As at 30 June 2022, construction works of the Civil Service College had reached an overall progress of 16%.



FITNESS CENTRE FOR PUBLIC OFFICERS

In July 2021, Government agreed to the setting up of a full-fledged Fitness Centre within the Ministry, dedicated to public officers with a view to encouraging them to practise regular physical activities and adopt a healthier lifestyle. The Ministry, in collaboration with the Public Officers' Welfare Council has set up a modern Fitness Centre on Level 12 of SICOM Building II, Corner Chevreau and Reverend Jean LeBrun Streets, Port Louis. The inauguration of the Fitness Centre was performed by the Hon. Prime Minister on 11 May 2021.

The Fitness Centre is a well-equipped centralised facility that caters for Public Officers of different ages and fitness levels under the supervision of trained and qualified instructors. It is equipped with the latest high-tech fitness accessories, high-end cardio machines and other heavy-duty exercise equipment. It is also equipped with facilities, including changing rooms, bathrooms and toilets.

The Fitness Centre is open from Monday to Friday from 0800 hours to 2100 hours and on Saturday from 0800 to noon.



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 2021-2022	
Activities	Participation
Sports & Keep-Fit activities	
Fitness Centre	186
Literally & cultural activities	
Essay Competition	34
Domino Tournament	50
Scrabble Competition	37
Quiz Competition	26
Virtual Song Competition	92
Others	
Blood Donation	Around 250

STATUS OF IMPLEMENTATION OF BUDGETARY MEASURES

At paragraph 284 of the Budget Speech 2021-2022, it was announced as follows:-

“I am also providing this year Rs 70 million for the construction of the Civil Service College at Redit.”

- Tenders for the construction of the Civil Service College were invited in May 2021 through an open advertised national bidding exercise via the e-procurement system. This exercise had to be cancelled upon the request of the Procurement Policy Office as bidders were having difficulties to submit their bids.
- Tenders were relaunched in July 2021, with closing date mid-August 2021. The evaluation of the bids was completed by end of September 2021 and the tender was awarded to the lowest evaluated substantially responsive bidder namely, Tayelamay and Sons Enterprise Ltd in November 2021 after obtaining Government approval for the increase in project value.
- Construction works started in January 2022.
- As at June 2022, construction works of the Civil Service College reached an overall progress of 16% and is expected to be completed by end of 2023.

STATUS OF IMPLEMENTATION OF KEY ACTIONS

KEY ACTION AND TARGETS			
Outcome	Outcome	Target 2021/2022	Achievement as at 30 June 2022
An efficient public service oriented towards excellence and delivery of timely, quality and customer-centric public services	Percentage of funded vacancies filled in Financial Year for improvement in service delivery	60%	68.5%
Key Action	Key Performance Indicator	Target 2021/2022	Achievement as at 30 June 2022
Strategic human resource management	Number of Ministries/Departments where the eHR has been deployed	7(*)	11 (*)
Enforce compliance with safety & health standards	Number of safety audits conducted	7,000	8,497
Accelerate the adoption of innovative technologies in the Public Service	Number of Sandbox projects developed	2	1
Implement the Capability Development Programme and e-learning	Number of Public Officers trained	8,000	23,252

(*) This figure represents the number of Ministries

ACHIEVEMENTS

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

Gender Mainstreaming

The Ministry has reconstituted its Gender Cell under the chair of the Deputy Permanent Secretary to look into the issues relating to gender mainstreaming in policies, strategies and Programmes.

Under Gender Mainstreaming, an amount of Rs 200,000 was provided in the budget of this Ministry for Financial Year 2021-2022 to implement an activity/project to promote gender equality and enhance awareness on gender sensitivity. The Ministry has implemented the following training/activities during the financial year 2021/2022:

SN	Training Programme/activity	No of officers trained	Amount disbursed (Rs)
1.	One day Workshop on Gender Mainstreaming for HR Cadre	48 officers of the HR Cadre of Ministries/ Departments	75,000
2.	One-day Training Course on Gender Mainstreaming	53 Newly Recruited Management Support Officers posted to this Ministry	125,000
		22 Officers of the Ministry	
	Total	123	200,000

Occupational Safety and Health Committee

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

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

Fire drill is organised once annually to familiarise 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 2021-2022, the Audit Committee met on six (6) 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. In this regard, an Anti-Corruption Committee (ACC) has been set up for effective implementation of the Public Sector Anti-Corruption Framework. The ACC is fully functional and regular meetings thereof are held.

During Financial Year 2021-2022, the ACC met on three (3) occasions.

FINANCIAL PERFORMANCE

FINANCIAL PERFORMANCE

Financial Highlights

The budget of this Ministry is under one vote only. In 2021-2022, it was under Vote 22-1.

Analysis of Major Changes

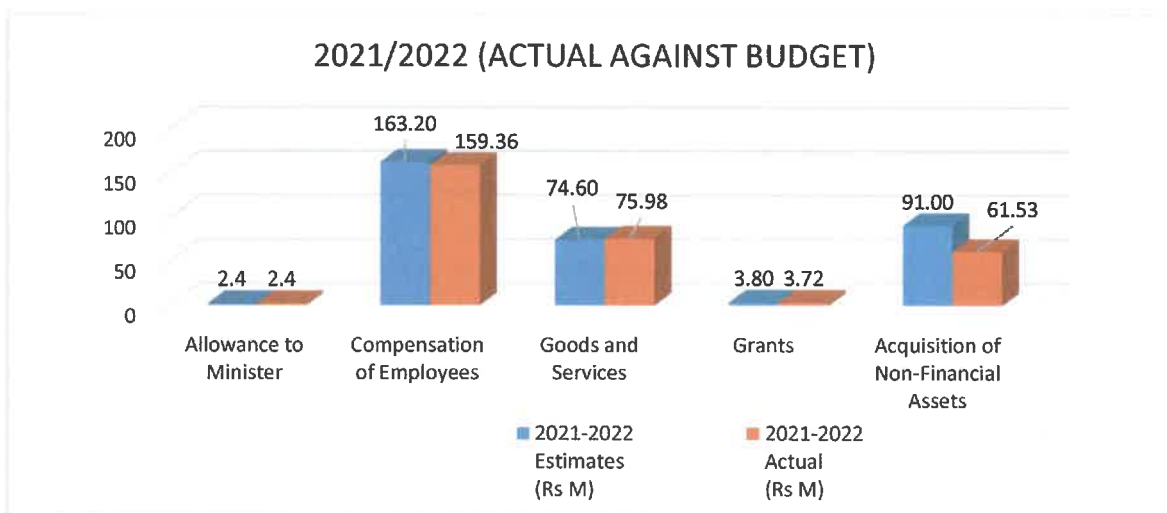
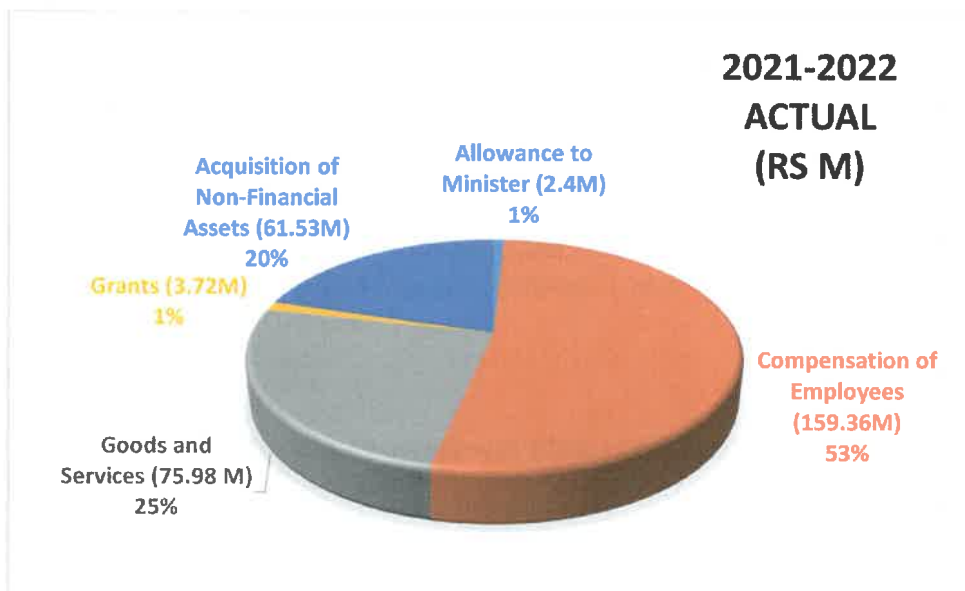
The budget allocation for the Financial Year 2021-2022 was Rs 335 million representing a decrease of Rs 231 million over Financial Year 2020-2021.

Statement of Expenditure

The actual expenditure for Financial Year 2021-2022 represents 90.44% of the total provision of Rs 335 million

Head/Sub Head of Expenditure	2020-2021 Actual (Rs M)	2021-2022 Estimates (Rs M)	2021-2022 Actual (Rs M)
Allowance to Minister	2.40	2.40	2.40
Compensation of Employees	371.92	163.20	159.36
Goods and Services	99.18	74.60	75.98
Grants	3.20	3.80	3.72
Acquisition of Non-Financial Assets	11.00	91.00	61.53
TOTAL	487.70	335.00	302.99

The Chart below gives a graphical illustration of the expenditure incurred during Financial Year 2021-2022



WAY FORWARD

WAY FORWARD

TRENDS AND CHALLENGES

The COVID-19 pandemic has seriously disrupted the socio-economic system and given rise to a new world order and a new culture of work. The pandemic is fast changing the way of doing business and accelerating the process of transformation in the Public Service.

On the other hand, the current Russian-Ukraine conflict has increased the level of uncertainty in the global economy and the world economic recovery is expected to decelerate further with this conflict.

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

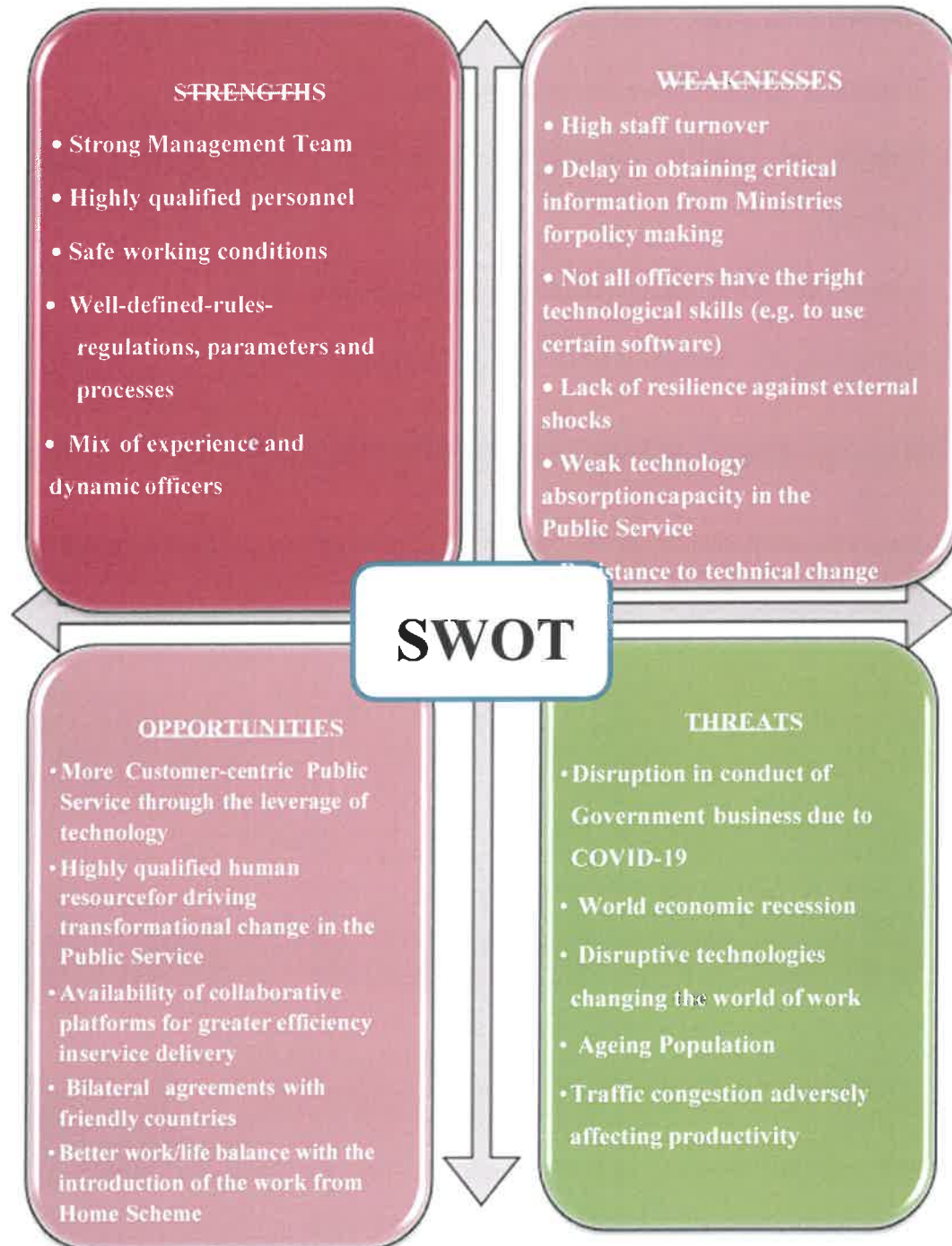
Trends

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:-



WAY FORWARD

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.

