



# Annual Report 2022-2023

## Training & Development

# Contents

- 2** Chairperson's Preface
- 3** Director General's Foreword
- 4** Vision and Mission
- 5** CSCM Strategic Thrust Areas
- 7** Performance of Strategic Thrust Areas 2022-23
- 8** Main Achievements 2022-23
- 52** Corporate Governance
- 58** Audited Final Accounts 2022-23

## Chairperson's Preface



**I**n July 2022, the Board of the Civil Service College of Mauritius introduced a forward-looking strategy, placing emphasis on innovative, needs-based training programs aimed at significantly enhancing the College's role in strengthening the capabilities of public sector employees. The College has adeptly tailored its curriculum to equip civil servants with modern skills, fostering greater efficiency and effectiveness in public service delivery. However, the

challenge of engaging the public sector in ways that meaningfully improve productivity remains an ongoing priority.

As artificial intelligence continues to permeate every sector, the College is well-positioned to play a pivotal role in ensuring that the public sector leverages these technological advancements and does not fall behind in this critical area of transformation.

Over the past two years, the College has worked closely with the Ministry of Public Service, Administrative and Institutional Reforms to complete the construction of a state-of-the-art facility at Réduit. This new building, equipped with advanced infrastructure, will significantly enhance the learning experience for public sector employees. However, in order to meet future challenges and achieve financial sustainability, the College must consider broadening its program offerings and developing a comprehensive fundraising strategy to secure the resources needed for continued growth and impact.

On behalf of the Board of Directors and in my personal capacity, I extend our sincere thanks to the Ministry for its unwavering support. I also wish to express our deep appreciation to the Director and Staff of the College for their steadfast dedication in pursuing the vision and mission of the College.

A handwritten signature in blue ink, which appears to be 'Dhanjay Jhurry', written over a horizontal line.

**Prof.(Dr) Dhanjay Jhurry, C.S.K., G.O.S.K.  
Chairperson  
Civil Service College, Mauritius**

## Director General's Foreword



**W**e are pleased to share with you our Annual Report for the Financial Year 2022-2023 highlighting the vision, mission, the financial position, strategic thrust areas and the training courses we delivered from July 2022 to June 2023. A total of 9,432 public officers have been trained from Ministries/Departments, Parastatal Bodies, State-Owned Enterprises and Local Government. This implies that in a period of six years a total of 62,854 officers have been trained. A remarkable achievement given the limited infrastructure that the College has. Hopefully with the ongoing construction of the New Campus more public officers will have access to training. The financial position of the College is quite healthy and as a non-profit organisation, we are faring well. However, there is still a long way to go. The feedback obtained from

the participants and organisations are very positive and encouraging. The training courses are meant to increase productivity at work, self-development and augment knowledge. In this annual report you will find the main achievements of the College, various training courses that ministries/departments and parastatal organisations have solicited us to meet their training needs.

More than 50% of our training courses is focused on improving efficiency and effectiveness in the public sector. Increasing efficiency and effectiveness in the public sector is crucial for several reasons:

Increasing efficiency and effectiveness in the public sector is essential to meet the expectations of the public in the delivery of public services, make responsible use of resources, and maintain trust in government institutions. It leads to better outcomes, accountability, and economic growth, making it a critical goal for governments at all levels.

The role of the Civil Service College, Mauritius in delivery training is going to be very important, not only in the Republic of Mauritius, but also in the Region. This year has been very challenging, yet successful, after the COVID-19 episodes thanks to the dedicated team of staff, trainers and stakeholders. I wish to thank the Board of Directors and in particular the Chairperson for his constant support and direction.

A handwritten signature in black ink, appearing to read 'R Durbarry', written in a cursive style.

**Prof. (Dr) Ramesh Durbarry, G.O.S.K.**  
**Director General**  
**Civil Service College, Mauritius**

# Vision

**To add value to the public sector and develop a culture of excellence.**

# Mission

**To lead public sector transformation through relevant and impactful training and development.**

# CSCM Strategic Thrust Areas

The CSCM Strategic Thrust areas have been developed in view of outlining key deliverables to enhance training policy coherence and convergence and favour institutional coordination. They have been formulated on well-defined objectives, courses of actions and outcomes. The CSCM Strategic Thrusts are summarised below:



The salient features of each thrust area are:

- **Thrust Area 1: Improving Efficiency and Effectiveness**

CSCM encourages a culture of improving efficiency and effectiveness through sturdy training that will result in the upskilling of workers' competencies in different areas. This would entail the capacity to perform their job better and thus increase productivity at work.

- **Thrust Area 2: Develop a Culture of Change**

In the face of the unpredictability of new challenges that the public sector faces regularly, be it in the form of pandemics, natural disasters, and social afflictions, new management style, etc., public officers need to adapt quickly. Change is constant and with reforms, attitude and mindset of public officers need to change. Therefore, we will leverage on courses that will enable public officers to be proactive and adapt to changing situations.

- **Thrust Area 3: Create a Lean and Smarter Workforce**

With emerging technologies and ongoing transformation, the way of work is changing. This will give the workforce the impetus to understand the necessity of embracing innovation and follow up-to-date training. The application of knowledge for achieving practical goals in a smarter way will also be possible through technology.

- **Thrust Area 4: Enhance Customer Experience**

Enhancing customer experience through the ability to meet the exigencies of customer expectations are key in attaining service excellence. Streamlining good communication with both internal and external stakeholders and simultaneously reducing the friction

of customer complaints and handling of difficult customers are important. Public officers will be better equipped in their role.

- **Thrust Area 5: Foster Accessibility**

CSCM has been constantly working towards amplifying its accessibility to learners and much effort has been geared towards dispensing online courses. Participants can access many online courses through our Moodle Mobile App.

- **Thrust Area 6: Promote Sustainability**

The need to remain sustainable remains a priority for CSCM and is definitely inside the wheelhouse of service delivery. The introduction of courses such as Mental Health and Well being, Counselling techniques and Psychology, Gender Mainstreaming and Gender Based Violence are evidence to this initiative.

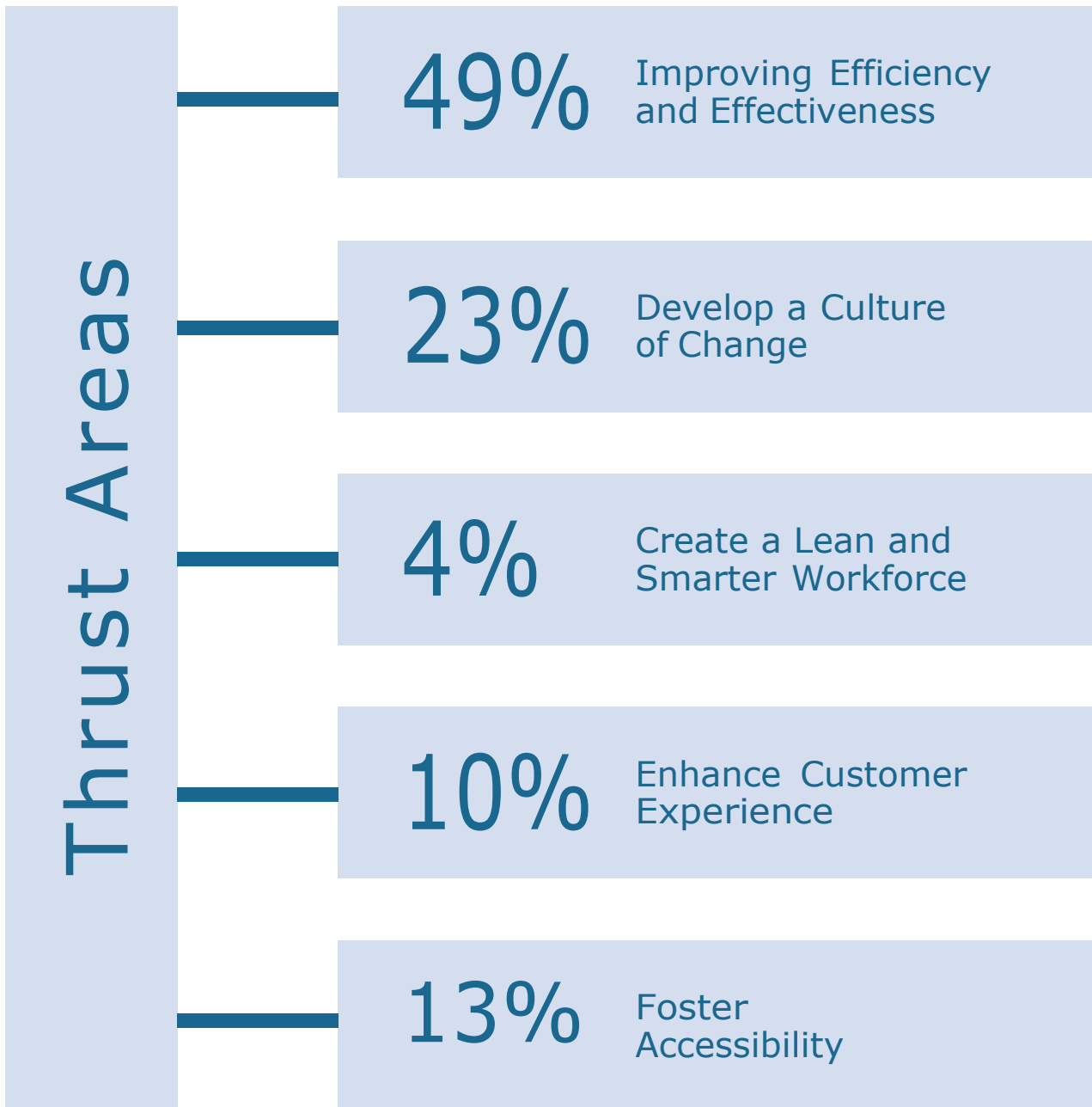
- **Thrust Area 7: Enhance Collaboration**

Our aim to become a Regional Centre of Excellence requires collaboration with foreign training institutions to acquire expertise to share best practices. Collaboration with these institutions will enhance the quality of training by bringing in trainers with significant experience in the field of public administration.

Enhancing collaboration across Ministries/ Departments/Institutions in an inclusive manner will ignite the urge to work together to achieve clearly defined objectives. Collaboration with institutions such as UNDP, UNITAR, PAGE, ILO, etc will provide the College with an impetus to be better positioned.

## Performance of Strategic Thrust Areas 2022-2023

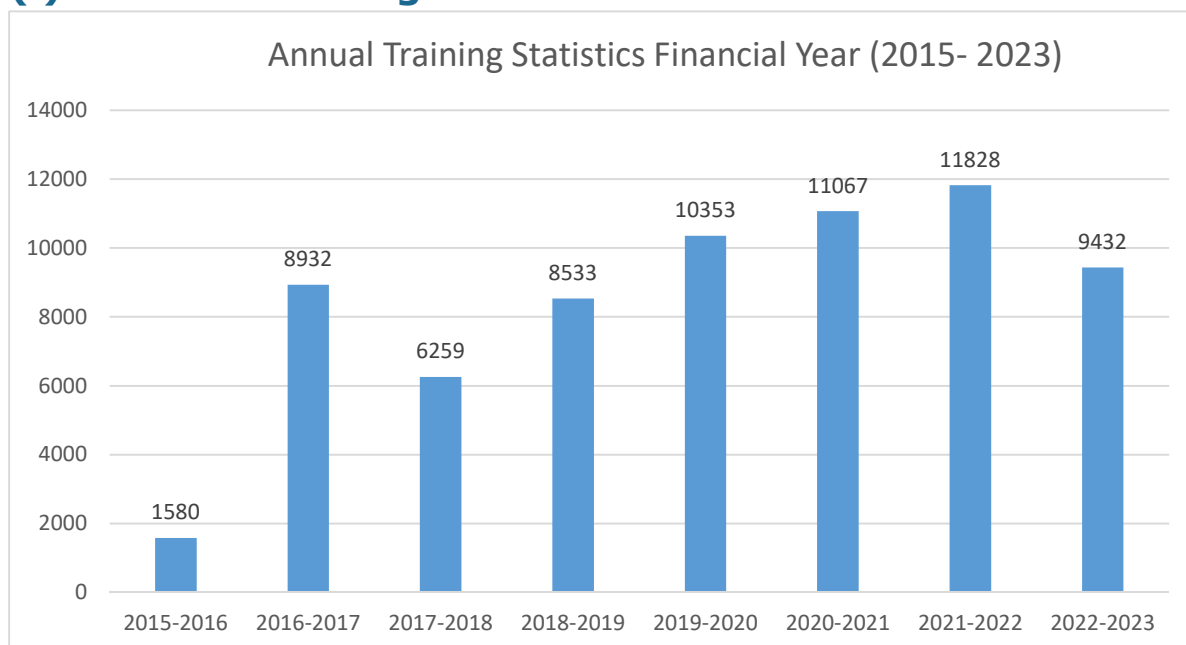
The training courses delivered under each thrust area are depicted below:





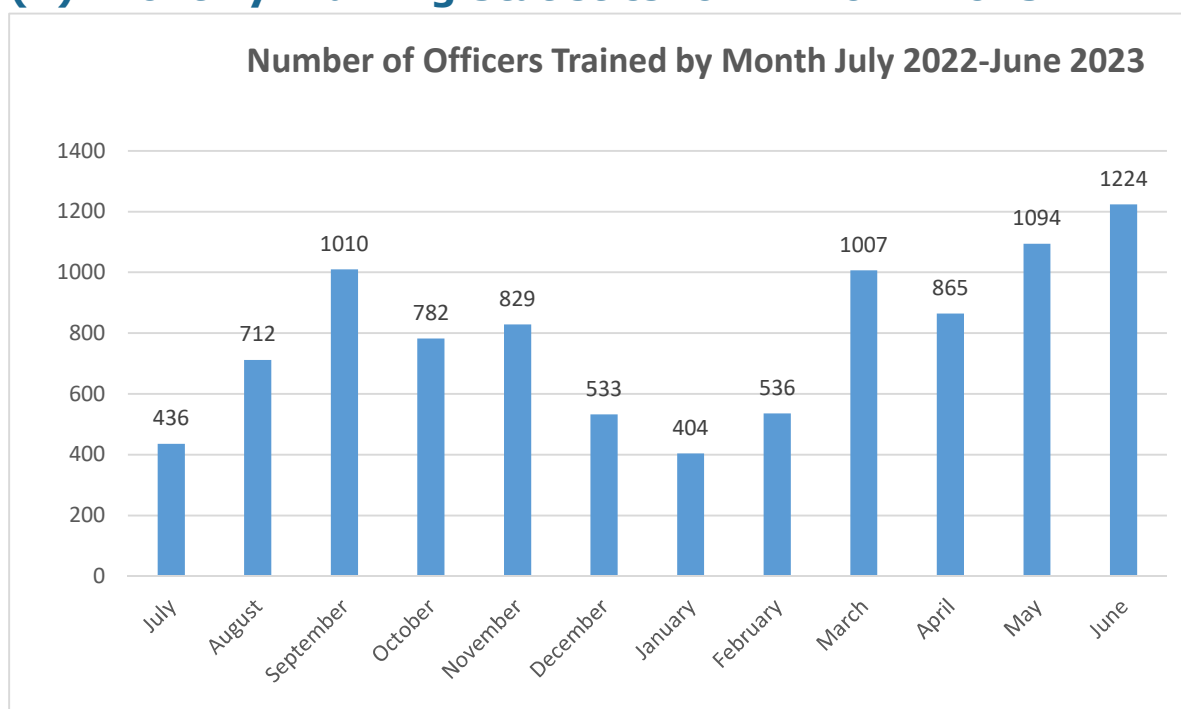
# Main Achievements 2022-23

## (i). Annual Training Statistics since 2015 to 2023\*.



\*Figures are for financial year periods.

## (ii). Monthly Training Statistics for FY 2022-2023



## (iii) Number of Public Officers Trained in 2022-2023

Capacity Building and Capability Development Programme	1864
Induction Courses	801
Customised Courses from Min/Depts/Parastatals/SOEs	4395
Scheduled Courses by CSCM	2040
E-learning	332

9,432

# JULY 2022 TRAINING HIGHLIGHTS

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## Business Continuity Plan Review Workshop



Business Continuity Plan Review Workshop organised by Ministry of Public Service Administrative and Institutional Reforms in collaboration with the Civil Service College Mauritius at Intercontinental Resort, Balaclava. The workshop was organised following the training of technical and administrative cadres of 13 Ministries and Departments for the formulation of their Business Continuity Plan. 48 participants were present during the workshop.

## Formulation of Business Continuity Plan



Business Continuity Formulation was a 30-hour programme customised for 28 participants from the Ministry of Finance and Economic Development. The Business Continuity Plan coaching and mentoring sessions had amongst other objectives to have a notion on the fundamentals of ISO 22301 BCMS.

Number of officers trained in July 2022	
Customised Courses	393
Online Training	43
<b>Total</b>	<b>436</b>

# AUGUST 2022 TRAINING HIGHLIGHTS

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- **Advanced Excel**

On-site training course on advanced excel for the National Computer Board was planned on 2 full days. Following the 12 hours of training course, 16 officers were exposed to 'X-Lookup' and were expected to apply both 'V-lookup' and 'H-lookup' on duty.



- **Workshop for Training Managers**

Workshop for Training Managers held at La Caudan Arts Centre. 47 Training Managers assisted the 3-hour session. The half-day workshop was geared towards Training Managers to discuss on Identification of Training, Nomination of Officers and a lot more. The workshop also covered the fundamental Terms of Reference for Training Managers.



- **"Awareness Raising and Sensitisation session on STOCKHOLM+ 50 theme for Administrative and Technical Cadres of the Public Sector"**

The Civil Service College, Mauritius would like to thank the United Nations Development Programme (Mauritius & Seychelles) and the Ministry of Environment, Solid Waste Management and Climate Change for the opportunity of organising the "Awareness Raising and Sensitisation session regarding STOCKHOLM+ 50 theme for Administrative and Technical Cadres of the Public Sector". 28 participants attended the 3-hour focused session on enhancing awareness of the relevant goals and commitments of Mauritius especially environmental.



- **Prize Giving Ceremony for Essay Competition**



Prize Giving Ceremony Essay Competition held at Rodrigues 08 September 2022 on Green Economy and Climate change

<b>Number of officers trained in August 2022</b>	
Transformation Courses	101
Courses Sponsored by MPSAIR	211
Customised Courses	349
Scheduled Courses	18
Online Training	33
<b>Total</b>	<b>712</b>

# SEPTEMBER 2022 TRAINING HIGHLIGHTS

- **Gender Mainstreaming**

The Ministry of Public Service, Administrative and Institutional Reforms benefitted from one-day scheduled training course on Gender Mainstreaming. The course was organised for 25 of their officers. Amongst the topics was an overview of Key international and regional human rights instruments on women’s rights and gender equality.



- **Training Programme on Risk Management**



Two full-days and one half day training programme on Risk Management was organised for the Mauritius Institute of Training and Development. One of the course objective was to develop a risk response or mitigation plan including budgeting and practical sessions.

Number of officers trained in September 2022	
Transformation Courses	228
Courses Sponsored by MPSAIR	248
Customised Courses	147
Scheduled Courses	295
Online Training	65
<b>Total</b>	<b>1010</b>

# OCTOBER 2022 TRAINING HIGHLIGHTS

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- **Mental Health and Wellness at the Workplace**

The Ministry of Commerce and Consumer Protection benefitted from the one full day customised training course. 75 learners understood what makes successful wellbeing strategy and know what needs to be considered to promote and maintain mental health and wellbeing in the workplace. The course length was 18 hours.



- **Award Ceremony of 'Awareness Raising and Sensitisation on Stockholm+ 50'' Theme for Administrative and Technical Cadres of the Public Sector''**



The Minister of Environment, Solid Waste Management and Climate Change, Honourable Kaviraj Ramano enhanced the Award Ceremony of 'Awareness Raising and Sensitisation on Stockholm+ 50'' Theme for Administrative and Technical Cadres of the Public Sector''



- **Risk Management**

Training Course on Risk Management was delivered to 30 participants from the Ministry of National Infrastructure and Community Development (National Infrastructure Division). This Training course is learner centric which was optimised for the participants. Amongst the goals, we may read the implementation of risk controls and mitigation techniques.



- **Frontline /Supervisory/Technical Grade**

To understand the key concepts of digital transformation and emerging technologies and their applicability, 3 days of Frontline/Supervisory/Technical Grade training programme was organised for 30 learners.



- **Middle Management Training**



Training Programme for Middle Management Level 4 was planned for 27 participants on a duration of 24 hours. Amongst the objectives, the four trainers had to define clearly the role of the government of Mauritius.

- **Business English Writing Skills**



5 half days training course on Business English Writing Skills for Ministry of Public Service, Administrative & Institutional Reforms was customised for 25 participants. To instill general principles in communication that can apply to spoken and written English was one of the aim of the course.

- **Tender Preparation and Evaluation**

The customised 2 full-day training course on Tender Preparation and Evaluation for 60 participants on a duration of 36 hours, designed to provide officers tools and techniques to perform in a more standard approach had namely the goal of evaluating, in-depth, the process of preparing tenders and selecting potential suppliers.



- **Training Programme for Support Staff**



Transformation Course on Programme for Support Staff was lucratively organised for 90 officers. 90 hours of training sessions were focused on reviewing and developing interpersonal and professional skills. One of the objective was to become aware how alcohol and drug abuse impact on productivity.

<b>Number of officers trained in October 2022</b>	
Transformation Courses	226
Customised Courses	323
Scheduled Courses	177
Online Training	26
<b>Total</b>	<b>752</b>



# NOVEMBER 2022 TRAINING HIGHLIGHTS

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- **First Aid**



'First aid is a panacea and treatment facility, which can recuperate a man before going medical center'. World First Aid Day was celebrated this year on 10<sup>th</sup> September. 15 officers followed this vital course during 6 half days. Employees who receive first aid training become more aware of workplace safety, which leads to fewer accidents and injuries.

- **Training Programme for Frontline/Supervisory/Technical**

Armed with access to new technologies, the government aims at applying digitisation. Hence, Training Programme for Frontline/Supervisory/Technical was designed to understand the key concepts of digital transformation and emerging technologies. They also benefitted from how to live at their desk as a leader.



- **Business Continuity Plan**



The attendees from the Ministry of Blue Economy, Marine Resources, Fisheries and Shipping learnt to develop plans for continuity management and disaster recovery and to consider Work-From-Home as strategy to provide continuity of services.

- **Advanced Course in Effective Office Management and Supervision**

Induction for Advanced Course in Effective Office Management and Supervision for Office Management Officers was kicked off on the 9<sup>th</sup> of November 2022. The session was organised in collaboration with Open University of Mauritius for 53 officers from all ministries. The training sessions will end in 2023.



- **Training Programme for Support Staff**



The Transformation Training Programme for Support Staff. 18 hours of training included the technique to deliver service to both internal and external customers effectively.

- **Statutory Interpretation of the Children's Act 2020**

5 half-days training course on statutory interpretations of the Children's Act 2020 was successfully delivered to CDU Officers. The objectives of the course were inter alia to have an overview of the Children's Act, learn duties of CDU officers under the Children's, and understand Mock trial- In Chamber cases.



- **Advanced Excel**

Due to its supreme versatility and power, Microsoft Excel has become an extraordinary powerful tool in the business world. Amongst other objectives, one was to enable participants to create and use charts as well as pivot tables to interpret data. 24 officers were trained.



- **Public Sector Financial Management**

One-Day Training Course on Public Sector Financial Management was delivered. One of the objectives was to understand the latest updated rules and regulations of Public Sector Financial Management and Understand the importance of the implications of Public Sector Financial Management’



- **Training Programme for Middle Management**

Training Programme for Middle Management is divided into many sessions, which were delivered by more than one resource person. Among the modules, we may find ‘Understand the importance of Strategic Thinking Developing Critical Thinking & problem Solving attitude in Organisation’



- **Risk Management**



Risk management must be seen as preparation for possible events in advance, rather than responding as they happen. One full day and three half days of dedicated training programme on Risk Management for 20 learners from Ministry of Foreign Affairs, Regional Integration and International Trade. The training programme aimed at many objectives inter alia implementing risk controls and mitigation techniques.

- **Fundamentals of Professional Ethics Integrity and Governance (CPD UK)**

One-day training on Fundamentals of Professional Ethics, Integrity and Governance targeted all those working in private, public Authorities, Parastatal Bodies, State-Owned Enterprises and Civil Society Organisations/NGOs. Unethical behaviour, consequences and remedial action pathways was studied amongst the modules.



- **Registry Procedures**



21 officers followed the customised training. Objectives of the course were, inter alia, to understand recording and circulation of incoming mail; Understand general principles of filing.



- **Professional Development Programme**



Professional Development Programme, sponsored by the Ministry of Public Service, Administrative and Institutional Reforms. 28 attendees were trained for a duration of 18 hours.

- **Court Proceedings**

The objectives of the Training Course on Court Proceedings were to enable participants to provide Officers with a practical insight of Court proceeding, prepare participant to attend court and so on. By the end of this course, participants were familiar with the basic terminology used.



- **Tender Preparation & Evaluation**



Training programme on Tender Preparation and Evaluation was organised with a goal to recognize the contracting stages from setting the scope of work to awarding the contract, evaluate, in-depth, the process of preparing tenders and selecting potential suppliers and many others.

- **Writing Effective Minutes of Meeting**



1 full-day Training Course on Writing Effective Minutes of Meeting was designed with an objective of performing the secretarial duties and associated with a Minute Taker and many others. The programme also included report-writing skills.

- **Succession Planning**



Succession Planning for the Ministry of Public Service, Administrative & Institutional Reforms was organised with an objective of recognising and overcoming obstacles to succession Planning process.

- **OME Professional Development Programme CPD UK**

Continuous Professional Development UK for Intermediate Office Management Executive included to name a few modules 'Improving Leadership Performance, IT in Practice and Managing Conflict'.



- **Performance Evaluation**



Training Course on Performance Evaluation for HR Cadres. The customised course organised for the Ministry of Public Service, Administrative and Institutional Reforms had many objectives inter alia how to carry out an effective Performance Appraisal exercise and be exposed to the best practices in this field of activities.

<b>Number of officers trained in November 2022</b>	
Transformation Courses	197
Courses Sponsored by MPSAIR	111
Customised Courses	211
Scheduled Courses	296
Online Training	14
<b>Total</b>	<b>829</b>

# DECEMBER 2022 TRAINING HIGHLIGHTS

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- **Training for Workmen's Group**

Training Programme for Workmen's Group is a transformation course developed for Performance and Public Service Excellence. One of the aim was to raise awareness on how alcohol and drug abuse impacts productivity. 24 participants were trained on a duration of 12 hours.

- **Public Sector Financial Management**

Workshop on Public Sector Financial Management held at Caudan Arts Centre. The 6 hour scheduled course was organised for 42 officers.



- **Award Course for Confidential Secretaries**



Award Course for Confidential Secretaries Courses was sponsored by the Ministry of Ministry of Public Service, Administrative and Institutional Reforms. In collaboration with the Open University of Mauritius, the course was delivered to 29 Confidential Secretaries.

- **First Aid**



First Aid course was delivered to 45 learners from different institutes. The face to face course is designed to teach participants how to properly administer first aid during an emergency.

- **Court Proceedings**

Customised course on Court Proceedings organised for 27 officers from the State Corporation. The training was successfully delivered on a period of 6 hours.



- **Business Continuity Plan**



19 Officers from the Ministry of Arts and Cultural Heritage had attended the customised Business Continuity Plan training. The attendees followed the sessions during 4 full days et 2 half days.



- **Registry Procedures**

Scheduled course on Registry Procedures was planned for 21 participants. The session was delivered on a period of 6 hours.



- **Advanced Excel**



29 participants were trained on Advanced Excel. 12 hours of dedicated training on managing and editing workbooks, using advanced formula and many others.

<b>Number of officers trained in December 2022</b>	
Transformation Courses	124
Courses Sponsored by MPSAIR	111
Customised Courses	135
Scheduled Courses	150
Online Training	13
<b>Total</b>	<b>533</b>

# JANUARY 2023 TRAINING HIGHLIGHTS

## Advanced Excel



The training course was organised for Statistics Mauritius. 36 hours of training were delivered. One of the course objectives was to use advanced formula while working with Excel. Before the training, the level of understanding of the topics was 3.26 and after the training it was 7.37 on a scale of 10. At least 88.9% of participants agreed that their knowledge had improved as a result of the training. According to 82.2% of participants, the training was connected to their jobs. 82.1% of participants said they could apply the training to their jobs and find it valuable.

## Workshop on Anti-Money Laundering and Combating Financing Terrorism-AML/CFT

17 officers from the State Investment Corporation Ltd attended a 3-hour awareness session on anti-money laundering and combating financing of terrorism. Concepts of Money Laundering, terrorist financing and proliferation were covered amongst other themes.



## Customer Care Excellence



12 hours of training on customer care excellence were successfully delivered to 18 participants. The training was customised for the officers of State Insurance Company of Mauritius Ltd by our dedicated resource person. Prior to the training, the level of understanding of the topics on a scale of 1 to 10 was 4.3, afterwards it was 8.7. At least 88.7% agreed that the training was effective. 96.2% of participants stated that the training was related to their duties. 91.2% stated that the training is applicable and useful to their work.



### **Performance Management System**

2 full days in-house training course on Performance Management System was organised for 45 participants from the Registrar-General's Department.



### **Business Continuity Plan**

24 hours of tailor-made course on Business Continuity Plan was organised for 19 officers from the Attorney General's Office and the Ministry of Arts and Cultural Heritage.



### **Leadership & Management**

30 participants followed a 3 full day training programme. They were officers of the middle management level. The course was sponsored by the Ministry of Public Services, Administrative and Institutional Reforms.

## The College also delivered the following courses:

- Award Course in Effective Office Management & Supervision - Workshop on Managing Public Sector Organisations
- Professional Development Programme for Word Processing Operators /Senior Word Processing Operators - Workshop on Introduction to Cyber Security
- Professional Development Programme for Word Processing Operators /Senior Word Processing Operators - Workshop on Mental Care and Wellness
- Professional Development Programme for Confidential Secretaries - Workshop on Using Internet and Email
- Advanced Secretarial Course for Confidential Secretaries - Workshop on Public Sector Management
- Award Course in Effective Office Management & Supervision - Workshop on Finance, Procurement & Asset Management

### Number of officers trained in January 2023

Transformation Courses	30
Courses Sponsored by MPSAIR	208
Customised Courses	158
Scheduled Courses	32
Online Courses	6
<b>Total</b>	<b>434</b>



# FEBRUARY 2023 TRAINING HIGHLIGHTS



## Customer Service & Communication Interpersonal Skills

Customised training on Communication and Interpersonal Skills for a duration of 18 hours. The dedicated training programme was delivered to officers based at the State Company of Mauritius Ltd. Prior to the training, the level of understanding of the topics on a scale of 1 to 10 was 4.3, afterwards it was 8.7. At least 88.7% agreed that the training was effective. 96.2% of participants stated that the training was related to their duties. 91.2% stated that the training is applicable and useful to their work.

## Public Sector Financial Management

The 31 attendees were trained on Public Sector Financial Management at Caudan Arts Centre. The full day course had amongst many objectives to develop a good understanding of internal control/audit, collecting revenue and disbursement of funds. Before the training, the level of understanding of the topics was 6.5 and after the training it was 8.13. At least 98.7% of participants agreed that their knowledge had improved as a result of the training. According to 99.1% of participants, the training was connected to their jobs. 98.7% of participants said they could apply the training to their jobs and found it valuable.



## Court Proceedings



12 hours of training course on Court Proceedings was planned for 54 participants. 'Making Appeals and familiarise participants with basic terminology used' figured amongst the objectives of the resource person. Prior to the training, the level of understanding of the topics was 4.3, after the training it was 8.7. 92.8% agreed that the training was effective. 96.9% of participants mentioned that the training was work-related. 96.8% stated that the training is applicable and useful to their work.



### **Risk Management**

15 hours of in-house training programme on Risk Management was delivered to 19 officers from the Ministry of Environment, Solid Waste Management and Climate Change. The objectives were to implement risk controls and mitigation techniques. Prior to the training, the level of understanding of the topics was 4.1, afterwards it was 8.8. At least 96.8% agreed that the training was effective. 90.9% of participants stated that the training was related to their duties. 90.0% stated that the training is applicable and useful to their work;

### **Level 1 Workmen's Group**

Capacity Building and Capability Development Programme for the Level 1- Workmen's Group was successfully delivered to 124 learners for a duration of 48 hours. The training programme was based on improving communication and productivity for the Worksmen's Group.



### These training sessions were also delivered:

- Training Programme on Strategic Management & Leadership (Level 4)
- Training Programme on Leadership & Management (Level 3)
- Operations and Processes Management Training Programme for Support Staff Induction Course for Office Supervisors
- Intermediate Course for Office Management Executive (OME) CPD UK Award Course in Effective Office Management & Supervision – Communication
- Award Course in Effective Office Management & Supervision - Good Governance in the Public Sector
- First Aid
- Advanced Excel

### Workshops:

- Workshop on Customer Care and Public Relations (Award Course for CS)
- Workshop on Fundamentals of Data Analytics (Intermediate OMA CPD UK)
- Workshop on Decision Making (Intermediate OMA CPD UK)
- Workshop on Productivity and Quality Management (Intermediate OMA CPD UK)
- Award Course in Effective Office Management Supervision - Good Governance in Public Sector

## Number of officers trained in February 2023

Transformation Courses	103
Courses Sponsored by MPSAIR	244
Customised Courses	64
Scheduled Courses	106
Online Courses	12
<b>Total</b>	<b>529</b>



# MARCH 2023

## TRAINING HIGHLIGHTS & EVENTS



### **Business Continuity Management**

17 officers from the Ministry of Health and Wellness followed the course over a length of 30 hours. To consider Work-From-Home as strategy to provide continuity of services figured amongst the objectives.

### **National Day Awards**

On the occasion of National Day 2023 and on the advice of the Honorable Pravind Kumar JUGNAUTH, Prime Minister of the Republic of Mauritius, His Excellency Mr Prithvirajsingh ROOPUN, GCSK, President of the Republic of Mauritius conferred Prof. (Dr) R Durbarry to the rank of the Grand Officer of the Order of the Star and Key of the Indian Ocean, G.O.S.K.



### **International Public Sector Accounting Standards**

A customised training course on International Public Sector Accounting Standards was successfully delivered to 10 officers from Financial Services Commission over a span of 12 hours. One of the objectives of the facilitator was to provide an overview of the accrual-based IPSAS. Prior to the training, the level of understanding of the topics was 1.3, afterwards it was 7.0. At least 90.0% agreed that the training was effective. 70.0% of participants stated that the training was related to their duties. 80.0% stated that the training is applicable and useful to their work.





## Improving Communication and Productivity



104 participants of the workmen grade have been trained on Improving Communication and Productivity. The training was prolonged over a period of 36 hours. Capacity Building and Capability Development Programme for numerous organisations was delivered by five facilitators and had the aim of creating awareness about how alcohol and drug abuse impact on productivity. At least 93.2% agreed that the training was effective. 75.1% of participants stated that the training was related to their duties. 97.5% stated that the training is applicable and useful to their work.

## Writing Skills for PQ and Cabinet Documents



Scheduled training course on Writing skills for PQ and Cabinet Documents was organised for 16 participants for a duration of 6 hours. One objective was to acquire knowledge and develop essential skills and techniques to prepare and draft Cabinet Memoranda, Information Papers and Notes for Mention. Before the training, the level of understanding of the topics was 4.6, after the training it was 9.5. At least 100.0% of participants agreed that their knowledge had improved as a result of the training. According to 100.0% of participants, the training was connected to their jobs. 100.0% of participants said they could apply the training to their jobs and found it valuable.

## Training Courses hosted in March 2023:

- Training Programme on Leadership & Management Level 3
- Training Programme on Strategic Management & Leadership Level 4
- Training Programme on Operations and Processes Management for Support Staff
- Train The Trainer Course
- Award Course in Effective Office Management & Supervision - Workshop on Leadership, Supervision and Team Building
- Training Course on Writing Effective Minutes of Meeting Training Course on Ethics, Integrity and Governance

- Training Course on Risk Management for Ministry of Labour, Human Resource Development and Training
- Training Course on Gender Mainstreaming - Ministry of Social Integration, Social Security and National Solidarity
- Training Course on Public Sector Financial Management
- Intermediate Course for Office Management Executive (OME) CPD UK ●
- Induction course for Word Processing Operators
- Communication & Interpersonal Skills
- Financial Management, Procurement and Supply
- Advanced Secretarial Course for Confidential Secretaries - Workshop on Communication ●
- Training Course on Advanced Microsoft Excel
- Training on Floral Decoration
- Training Course on Tea Making and Service ●
- Training Course on Risk Management
- Training Course on First Aid
- Training Course on Advanced Microsoft Excel ●
- Training Course on Business English
- Training Course on Registry Procedures

## Number of officers trained in March 2023

Transformation Courses	446
Courses Sponsored by MPSAIR	183
Customised Courses	182
Scheduled Courses	174
Online Courses	23
<b>Total</b>	<b>1008</b>

# APRIL 2023 TRAINING HIGHLIGHTS



## Operations and Processes Management

Capacity Building and Capability Development Programme on Operations and Processes Management Training Programme was designed for Support Staff of level 2. The transformation course objective was to understand key concepts of Operations Management and Process Management. 36 hours of training were delivered to 44 learners. At least 96.3% of respondents agreed that the training was effective. 92.4% of participants said the training was relevant to their job. 93.6% said the training is relevant and valuable to their job.

## Leadership & Management

81 officers from Frontline/Supervisory/Technical Grade attended a 36-hour leadership & management training programme on a duration of 36 hours. Amongst many objectives, 'define the key responsibilities and roles of a supervisor and understand the differences between leadership, management and supervision' was covered. At least 94.9% agreed that the training was effective. 92.8% of participants said the training was relevant to their jobs. 91.5% said the training was relevant and valuable to their job.



## Strategic Management & Leadership

4 full days of Strategic Management and Leadership training programme were successfully delivered to 67 participants. The transformation course was mounted for middle management staff. One of the aim of the 4 facilitators was to understand the importance of Strategic Management and developing Strategic Tools & Techniques. At least 98.6% agreed that the training was effective. 93.6% of participants said the training was relevant to their jobs. 91.7% said the training was relevant and valuable to their job.



### AutoCAD

12 participants attended the 12-hour in-house sessions on Autocad. The Civil Service College, Mauritius had customised the course for the Office of the Electoral Commissioner. One of the goal of the trainer was to use the precision drafting tools in AutoCAD to develop accurate technical drawings. Prior to the training, the degree of understanding of the topics was 5.2 on a scale of 1 to 10, but it improved to 7.65 thereafter. At least 95.4% of respondents agreed that the training was beneficial. The training was connected to their duties, according to 92.3% of participants. The training is applicable and valuable to their profession, according to 93.5% of respondents.



### Ergonomics and Manual Handling

6 hours of tailor-made course on Ergonomics and Manual Handling was organised for 15 workmen from Agricultural Marketing Board. The participants were exposed to the fact of understanding why adopting a good posture can avoid stress and other health problems. On a scale of 1 to 10, prior understanding of the topics was 3.1; after the training, it was 8.3. At least 88.7% of participants said the course improved their understanding. 90.1% of participants said the training was relevant to their jobs. 97.6% of participants believed the training will be useful in their jobs.

### Gender Mainstreaming



80 participants followed a 14 hour dedicated training course on Gender Mainstreaming. The course was measured for the Ministry of Social Integration, Social Security and National Solidarity and Ministry of Labour, Human Resource Development and Training. Notably the objective was to identify gender gaps within their respective departments and adopt gender sensitive approaches/ actions in addressing these issues. Prior to the training, the degree of understanding of the topics was 3.1 on a scale of 1 to 10, and it was 7.16 thereafter. At least 94.5% of those polled agreed that the instruction was effective. 94.1% of participants said the training was relevant to their jobs. 88.8% said the training was applicable and valuable to their job.





**Management and Leadership**

29 officers had attended a training programme on Management and Leadership in collaboration with the Ministry of Health and Wellness on a duration of 30 hours. A launching ceremony was held at the Dr AG Jeetoo Hospital followed by the training commissioned by 6 trainers. Prior to the training, the degree of understanding of the topics was 5.6 on a scale of 1 to 10, but it improved to 8.67 thereafter. At least 100.0% of those polled agreed that the training was effective. 100% of participants said the training was relevant to their job. 100% said the training was applicable and valuable to their job.



### **Workshop on Public Sector Financial Management**

A Workshop on Public Sector Financial Management was delivered by a Senior Accountant Facilitator at Caudan Arts Centre. The purpose of organising the 1-day workshop for 26 officers was to understand the latest updated rules and regulations of Public Sector Financial Management. On a scale of 1 to 10, the participants' level of topic understanding before the training was 6.42; subsequently, it was 8.13. At least 98.7% of participants thought the course was successful. 98.7% of participants said that the training connected to their jobs. 93.0% of respondents said that the training is applicable and helpful to their jobs.



### **Induction Course for OMAs**

Induction Course for 30 Office Management Assistants (OMA) was sponsored by the Ministry of Public Service, Administrative and Institutional Reforms. The main purpose amongst others was to help them develop the right mind-set and attitude to perform their job with a customer focused and performance oriented approach. At least 89.6% of the participants concurred that the training had improved their understanding. 92.8% of participants said the training was relevant to their jobs. 92.8% of participants indicated they could apply the training to their professions and found it to be beneficial.

## Advanced Excel



24 hours of scheduled course on Advanced Excel was organised for 58 eligible officers. The purpose of the sessions was sorting / filtering of data and inserting charts to interpret data among many others. On a scale of 1 to 10, prior understanding of the topics was 2.5; after the training, it was 7.8. At least 93.8% of participants agreed that the training had enhanced their understanding. According to 85.8% of participants, the training was relevant to their professions. 85.7% of participants indicated they could apply the training to their professions and found it useful.

## Tender Preparation & Evaluation



25 officers followed a 2-day scheduled training course on Tender Preparation and Evaluation. Different organisations benefitted from the course delivered by 2 dedicated facilitators to enable officers recognise the contracting stages from setting the scope of work to awarding the contract. On a scale of 1 to 10, prior understanding of the topics was 3.74; after training, it was 6.85. At least 92.4% of participants agreed that the training had enhanced their understanding. According to 83.3% of participants, the training was relevant to their professions. 72.2% of participants indicated they could apply the training to their professions and found it useful.



### Cybersecurity Fundamentals

29 officers from distinct units were trained on Cybersecurity Fundamentals. The 1-full day scheduled course was mounted to strengthen the participants with an objective to understand principles of web security along with others. On a scale of 1 to 10, prior grasp of the topics was 2.9; after training, it was 7.3. At least 89.1% of participants agreed that the training had enhanced their understanding. According to 93.1% of participants, the training was relevant to their professions. 93.0% of participants indicated they could apply the training to their professions and found it useful.



### Induction Word Processing Operators

Induction Course for 46 Word Processing Operators on a duration of 24 hours was delivered proficiently by 4 trainers to sensitise the newly recruited Word Processing Operators on their roles and functions and equip them with the necessary skills and competencies to generate better results. On a scale of 1 to 10, before the training, the degree of understanding of the themes was 2.7; after the training, it was 8.4. The training was deemed effective by 88.0% of participants. The training was mentioned as work-related by 94.0% of participants. 94.0% said the training is relevant and valuable to their job

### **Other training hosted by the Civil Service College, Mauritius:**

- Level 3- Frontline Supervising Technical Grades
- Training programme on Improving Communication and Productivity for Worksmen's Group
- Workshop on Fundamentals of Data Analytics (Intermediate OMA CPD UK)
- Workshop on Decision Making (Intermediate OMA CPD UK)
- Level 3- Frontline Supervising Technical Grades
- Training programme on Improving Communication and Productivity for Worksmen's Group.

### **Training sessions organised by the Civil Service College, Mauritius:**

- Workshop on Fundamentals of Data Analytics (Intermediate OMA CPD UK)
- Workshop on Decision Making (Intermediate OMA CPD UK)
- Workshop on Productivity and Quality Management (Intermediate OMA CPD UK)
- Business Continuity Plan (Ministry of Health & Wellness)
- Intermediate Course for Office Management Executive (OME) CPD UK
- Induction Course for Human Resource Executives
- Financial Management, Procurement and Supply
- Counselling Techniques and Skills (PMS, RYC)
- Training Course on Effective Communication, Personal Grooming and Business Etiquette
- Statutory Interpretations of Children's Act 2020
- Training Course on Data Analytics
- Court Proceedings
- First Aid



## Number of officers trained in April 2023

Transformation Courses	221
Courses Sponsored by MPSAIR	202
Customised Courses	234
Scheduled Courses	182
Online Courses	26
<b>Total</b>	<b>865</b>

# MAY 2023 TRAINING HIGHLIGHTS



## Court Proceedings

Training Course on Court Proceedings for Ministry of Youth Empowerment, Sports and Recreation was organised successfully for 24 officers on a duration of 6 hours. The 1 full-day training course was delivered by an engaging facilitator with a goal of providing officers with a practical insight of Court proceeding. 93% of participants felt that their knowledge had increased as a consequence of the training, with the pre-training level of understanding of the topics being 4.3 and the post-training level being 8.7 on a scale of 1 to 10 (10 being "Understand very well"). The training was deemed relevant to participants' work by 96.5% of participants. 94.5 percent of participants claimed they could put the training to use in their jobs and found it useful;



## Management & Leadership

Customised training on Management and Leadership was organised for the Ministry of Health & Wellness. The course was designed for 53 participants on a duration of 60 hours. The resource person being clear and precise in his delivery had the goal of Enhance the professional and ethical behaviour of staff. Prior to the course, the level of knowledge of the topics was 5, and subsequently, it was 9. At least 92.5% agreed that the training was effective. 89% of participants said the training was relevant to their jobs. 95% said the training was relevant and valuable to their job.



## First Aid

30 hours of in-house training course on First Aid was planned for 24 officers at Ministry of Youth Empowerment, Sports and Recreation. To perform Cardiopulmonary resuscitation (CPR) to victims of sudden cardiac arrest figured among the objectives. Prior to the training, the degree of understanding of the topics was 2.3 on a scale of 1 to 10 (10 being "Understand very well"), and it was 7.7 thereafter. At least 75.0% of respondents agreed that the training was effective. 66.6% of participants said the training was relevant to their job. 100% said the training was applicable and valuable to their job.



### **Stress Management/Emotional Intelligence**

6 hours of tailor-made, training course on Stress Management/Emotional Intelligence was organised for 17 officers from the Prime Minister's Office External Communications Division. During full day training, the trainer had the objective of providing the attendees with introductory information on stages of stress and importance of emotional intelligence, including muscle relaxation, biofeedback, meditation, and cognitive restructuring. Prior to the training, the level of understanding of the topics was 3.8 on a scale of 1 to 10 (10 being "Understand very well"), and it was 8.7 after the training. At least 92.7% of respondents agreed that the training was effective. The training was mentioned as work-related by 91.3% of participants.

### **Business Continuity Plan**

Business Continuity Plan was successfully delivered to 19 learners on a duration of 30 hours. The training programme was sponsored by the Ministry of Public Service, Administrative and Institutional Reforms. One of the aim of the programme was to consider Work-From-Home as strategy to provide continuity of services. Prior to the training, the degree of understanding of the topics was 4.6 on a scale of 1 to 10 (10 being "understand very well"), and afterwards it was 8.9. At least 95% agreed that the training was effective. 97.2% of participants said the training was relevant to their jobs. 96.3% said the training was relevant and valuable to their job.



## Gender Mainstreaming



Gender Mainstreaming 78 hours customised training course was mounted for the Ministry of Social Integration, Social Security and National Solidarity and Ministry of Public Service, Administrative and Institutional Reforms on a duration of 18 hours. Enabling participants to identify gender gaps within their respective departments and adopt gender sensitive approaches/ actions in addressing these issues was one of the goal of the course. On a scale of 1 to 10, the degree of topic understanding before the training was 3.1; after the training, it was 7. At least 94.5% of participants thought the training was efficient. The training was deemed relevant to participants' jobs by 94.1%.

## Frontline Supervisory Technical Leadership and Management Training Programme

Under Capacity Building and Capability Development training, the Leadership and Management Training Programme for Frontline/Supervisory/Technical Grade was delivered to 43 participants. The objective was to understand delegation and steps in effective delegation. On a scale of 1 to 10 (10 being "Understand very well"), the participants' level of understanding of the topics was 5.3 prior to the training; it was 8.9 following it. At least 92.9% of participants thought the training was successful. 92.8% of participants said the training connected to their jobs. 92% of respondents said that the training is applicable to and helpful for their jobs.





## Induction Course for APSs

60 hours of Induction Course for 31 temporary Assistant Permanent Secretaries was accomplished with an objective of equipping them with the appropriate skills and core competencies required to face new challenges and to perform their tasks to the best of their abilities in the thick of others. The 5-days Induction Course was sponsored by the Ministry of Public Service, Administrative and Institutional Reforms. At least 93.6% of participants agreed that the training improved their understanding. The training was related to their professions, according to 92.8% of participants. 95.8% of participants stated that they could apply the training to their professions and found it useful.

## Operations and Processes Management



Training Programme on Operations and Processes Management for 82 Support Staff was fulfilled on a time scale of 54 hours. 3 facilitators had delivered the training under Capacity Building and Capability Development. The aims of the transformation training included identifying root causes and underlying factors of problems. At least 96.3% of respondents agreed that the training was effective. 92.4% of participants said the training was relevant to their job. 93.6% said the training is relevant and valuable to their job.

## **Training sessions organised by the Civil Service College, Mauritius were:**

- Training Programme on Improving Communication and Productivity for Worksmen's Group
- Induction Course for Office Management Assistant
- Induction Course for Word Processing Operator
- Business Continuity Plan
- Induction Office Management Executive
- Essential of Psychology
- Risk Management
- Training Course on Report Writing
- Advanced Training on Procurement and Supply Management
- Training Course on Media-Dealing with the Press & Communication
- Training Course on Communication Including Emotional Intelligence
- Training Programme on Information Security Management System
- Conflict Management
- Training Course on Communication



## The Civil Service College, Mauritius also organised :

- Business Continuity Plan
- Registry Procedures
- Advanced Microsoft Excel
- Public Speaking
- Handling Difficult Customers
- Court Proceedings
- Crisis Management
- Report Writing
- Writing Effective Minutes of Meeting
- Counselling Techniques and skills
- First Aid
- Tea Making
- Advanced Microsoft Excel

### Number of officers trained in May 2023

Transformation Courses	182
Courses Sponsored by MPSAIR	148
Customised Courses	473
Scheduled Courses	286
Online Courses	5
<b>Total</b>	<b>1094</b>

# JUNE 2023 TRAINING HIGHLIGHTS

## Business Continuity Plan for Ministry of Housing and Land Use Planning



5 days of dedicated custom made training on Business Continuity Plan fortuitously delivered at Ministry of Housing and Land Use Planning to 19 officers on a duration of 30 hours. At least 90% of participants concurred that the training had increased their understanding. All participants agreed that the training was applicable to their work. All participants agreed that the training could be applied to their jobs and that it was worthwhile.

## Effective Minutes Writing

Training Course on Effective Minutes Writing was proficiently knocked into shape for Ministry of Gender Equality and Family Welfare. 14 officers were trained during 6 hours. On a scale of 1 to 10, prior understanding of the topics was 6.5; after the training, it was 9.4. 93.0% of participants agreed that the course increased their understanding. The training was related to their professions, according to 100.0% of participants. 86.0% of participants indicated they could apply the training to their professions and found it useful.



## Managerial/Supervisory Skills & Customer Care

Managerial/Supervisory Skills & Customer Care custom made course mounted for Mauritius Post Ltd. 114 officers attended the 10 days training sessions.



On a scale of 1 to 10, prior understanding of the topics was 4.6; after the training, it was 7.18. At least 96.2% of participants agreed that the training had enhanced their understanding. According to 97.1% of participants, the training was relevant to their professions.

## Legal Issues



Legal Issues training Programme was delivered by 4 trainers on 5 full days. The training was sponsored by the Ministry of Public Service, Administrative & Institutional Reforms for 24 Human Resource Cadre. Prior to the training, the level of understanding of the topics was 5.7 on a scale of 1 to 10. It increased to 7.93 post training. At least 90.3% of those polled agreed that the instructions were beneficial. The training was relevant to their duties, according to 96.7% of participants.

## Performance Management System



The Civil Service College, Mauritius organised training programme on Performance Management System for Mauritius Institute of Education for Le Service Diocésain de L'Éducation Catholique (SEDEC). 70 participants followed the training on 2 days.

## Project Management



48 officers followed the training course on Project Management. The duration was 12 hours. One of the aim was to appreciate the importance of using Project Management techniques for the participants own projects. On a scale of 1 to 10, prior understanding of the concepts was 4.7; after the training, it was 9.1. At least 94.0% of those polled agreed that the instruction was beneficial. The training was connected to their duties, according to 92.0% of participants. 93% said the training was relevant and valuable to their job.

## Risk Management



The Civil Service College, Mauritius mounted a customised Risk Management Training Programme for the Mauritius Prison Service and Ministry of Finance, Economic Planning and Development. 45 participants attended 6 sessions of 30 hours. Prior to the training, the degree of understanding of the topics was 4.31 on a scale of 1 to 10, and it was 5.64 thereafter. At least 90.9% of respondents agreed that the training was effective. 90.9% of participants said the training was relevant to their job. 90% said the training was applicable and valuable to their job.

## Advanced Excel



Advanced Excel scheduled training course was organised for 113 officers on a duration of 8 days. 'Creating and using charts/pivot tables to interpret data' was included in the objectives of the training course. On a scale of 1 to 10, prior understanding of the topics was 2.8; after the training, it was 8.3. 91.3% agreed that the instruction was effective. The training was mentioned as work-related by 77.3% of participants. 73.9% said the training was relevant and valuable to their job.

## The Civil Service College, Mauritius hosted the training:

- Induction Course for OMA
- Induction Course for MSO
- Foundation course for newly recruited Management Support Officers
- Customer Care & Communication
- Stress Management
- Event Management
- Ergonomics & Manual Handling
- Customer Relationship Management, Customer Focus & Communication
- Registry Procedures
- Leadership & Supervisory Skills
- Training Course on Gender Mainstreaming
- Training Course on Cyber Risk Assessment



## The Civil Service College, Mauritius hosted the training:

- Training Course on Effective Communication and Interpersonal Skills
- Tender Preparation and Evaluation
- Effective Communication & Interpersonal Skills
- Transformational Leadership & Emotional Intelligence
- Registry Procedures
- Data Analytics
- First Aid

## Workshops and Events Organised on

- ✚ Managing Public Sector Organisation
- ✚ Good Governance in Public Sector
- ✚ Leadership Supervision and Team Building

## Signature of a Memorandum of Understanding with the Civil Service College, Mauritius and The Mauritius Post Ltd



In the context of the Human Resource Development Programme with a view to design, develop and deliver training, The Civil Service College, Mauritius and The Mauritius Post Ltd joined hands through the Signature of a Memorandum of Understanding.



## Signature of a Memorandum of Understanding with Civil Service College, Mauritius and University of Technology, Mauritius



In view of a prospective collaboration between Civil Service College, Mauritius and University of Technology, Mauritius, a Memorandum of Understanding was signed to expand the scope of training in fields such as IT, administration, amongst others.

### Number of officers trained in June 2023

Courses Sponsored by MPSAIR	357
Customised Courses	477
Scheduled Courses	324
Online Courses	66
<b>Total</b>	<b>1224</b>

# **Corporate Governance**

# Corporate Governance

The Civil Service College, Mauritius (CSCM) is incorporated as private company with the Government of Mauritius as the sole shareholder. The College operates in compliance with the provisions of the Companies Act (2001) and the National Code of Corporate Governance of Mauritius (2016) applicable to state owned enterprises.

The CSCM is committed and taking actions to apply the principles and standards of good corporate governance as recommended in the National Code of Corporate Governance.

## BOARD OF DIRECTORS

The CSCM is governed by a Board of Directors constituted by the shareholder, that is, the Government of Mauritius. The term of office of the Board is two years. The composition of the Board of Directors is as follows:

- a) A Chairperson
- b) The Director General
- c) The Secretary to Cabinet and Head of the Civil Service or his representative
- d) The Financial Secretary or his representative
- e) The Secretary for Foreign Affairs or his representative
- f) The Secretary for Public Service or his representative
- g) Three representatives of staff Association/Federations representing employees of Public Service
- h) Three persons who have excelled in academic and other relevant fields

## COMPOSITION OF THE BOARD

- Chairperson  
Prof. Dhanjay Jhurry, *GOSK*
- Director General  
Prof. Ramesh DURBARRY, *GOSK*
- Representative of Secretary to Cabinet and Head of the Civil Service  
Mr. Nuvin RAMBURUTH  
*Deputy Permanent Secretary*
- Representative of Financial Secretary  
Mrs. Rosida Beebee NOHUR  
*Lead Analyst*
- Representative of Secretary for Foreign Affairs  
Mr. Nadrajen CHEDUMBARUM  
*Ambassador*
- Representative of the Secretary for Public Service  
Mr Veersingh BOODHNA
- Representative of staff Association/Federations  
Mr. Radha Krishna SADIEN, *MSK*  
*President, State Employees Federation*

- Three persons who have excelled in academic and other relevant fields
  - (i) Mr. Philip AH-CHUEN,  
*Executive Director, Allied Motors Co. Ltd*
  - (ii) Prof. Theeshan BAHORUN, GOSK  
*Executive Director, Mauritius Innovation Research Council*
  - (iii) Mr. Belall Ehmmad Hussain RUMJAUN

## **BOARD MEETINGS**

Board Meetings are held at least once per month as per the approved calendar of Board meetings. The Chairperson approves the agenda and Board papers that are circulated at least one week prior to Board meetings.

## **SUB-COMMITTEES OF THE BOARD**

In accordance with the good corporate governance practices, the Board of Directors has setup the following four Sub-Committees with defined Terms of Reference to support and make recommendations to the Board:

- 1) Corporate Governance, Audit & Risk,**
- 2) Finance/Procurement,**
- 3) Courses; and**
- 4) Human Resource/Recruitment**

## **THE SUB-COMMITTEE ON CORPORATE GOVERNANCE, AUDIT & RISK**

### **The Terms of Reference of the sub-Committee is as follows:**

- (a)** Ensure that the College adheres to the National Code of Corporate Governance.
- (b)** Monitor important risk areas and ensuring that these are being effectively addressed by Management;
- (c)** Monitor and evaluate the effectiveness of accounting practices, financial management and auditing policies
- (d)** Review of the financial reporting process to ensure compliance with the applicable accounting standards, laws and regulations;
- (e)** Examination and review of the annual financial statements;
- (f)** Examination of accounting and auditing concerns identified by audit;
- (g)** Make recommendations to the Board on risk policies;
- (h)** Provide advice on financing arrangement and structure.

### **The Sub-Committee is constituted of:**

- Mr. Philip AH-CHUEN (***Chairperson***)
- Prof. Ramesh DURBARRY, GOSK
- Mr. Nuvin RAMBURUTH
- Prof. Theeshan BAHORUN, GOSK
- Mr. Belall Ehmmad Hussain RUMJAUN

## THE SUB-COMMITTEE ON FINANCE / PROCUREMENT

### **The Terms of Reference of the Sub-Committee is as follows:**

- (a) Assessing the financial performance of the Civil Service College, Mauritius (CSCM).
- (b) Determining the strategy for management of the CSCM investments to ensure generation of adequate returns.
- (c) Provide guidance on CSCM's long-term financial strategy and assist in identifying additional financial resources.
- (d) Examine reports of Bid Evaluation Committee(s) for bids above Rs 250,000 and make recommendations to the Board.
- (e) Oversee the establishment and implementation of accounting policies that promotes good financial system.
- (f) Oversee compliance with regulatory standards.
- (g) Prepare and monitor budget forecasts.
- (h) Examine the financial statements prior to recommending to the Board for approval.
- (i) Receive and act upon the findings of audit of the financial statements and submit same to the Board.

### **The Sub-Committee is constituted of:**

- Mrs. R. B. NOHUR (***Chairperson***)
- Prof. R. DURBARRY, GOSK
- Mr. N. RAMBURUTH
- Mr. R. K. SADIEN, MSK

## THE SUB-COMMITTEE COURSES

### **The Terms of Reference of the sub-Committee is as follows:**

- (a) Advise on the strategy and policies related to training courses and capacity building programmes.
- (b) Examine reports on training courses and make related recommendations on the improvement of training courses.
- (c) Monitor and advise on the appropriate type, quality and standard of training courses/workshops/conferences organized by the College.
- (d) Consider any matters relevant to the quality of courses or related policies.
- (e) Accredite and evaluate the level of trainers to ensure they have the required skills to impart training at CSCM.
- (f) Advise on the quality of training to ensure transfer of skills.

### **The Sub-Committee is constituted of:**

- Mr. N. Chedumbarum (Chairperson)
- Prof. R. DURBARRY, GOSK
- Mr. V. BOODHNA
- *Training Manager at Civil Service College, Mauritius*
- *Representative of Ministry of Public Service, Administrative and Institutional Reforms*



## **THE SUB-COMMITTEE ON HUMAN RESOURCE/RECRUITMENT**

### **The Terms of Reference of the Sub-Committee is as follows:**

- 1) Examine Human Resource matters relating to recruitment, promotion, conditions of service and make recommendations to the Board;
- 2) Advise the Board on matters relating to employment policy/matters, human resource development, training of employees, etc.;
- 3) Make recommendations to the Board regarding disciplinary measures/ procedures; and
- 4) Examine employee grievances and make recommendations to the Board.

### **The Sub-Committee is constituted of:**

- Mr. V. BOODHNA (***Chairperson***)
- Prof. R. DURBARRY, GOSK
- Mrs. R. B. NOHUR
- Mr. R. K. SADIEN
- Mr. P. AH-CHUEN

## **BOARD AND SUB-COMMITTEE FEES**

The Chairperson and Directors are paid the following fees:

(i) Chairperson - an all-inclusive monthly allowance of Rs 35,000.

(ii) Directors, other than the Chairperson - a monthly fee of Rs 10,000.

In addition to Board fees, Directors on Sub-Committees are also paid the following fees based on their attendance:

Chairperson – Rs 3,000 per sitting

Members – Rs 1200 per sitting.

## Statement of Director's Responsibility

In line with the Companies Act and National Code of Corporate Governance, the Board of Directors has the responsibility for the setting up of adequate systems and appropriate policies to ensure that the activities of the CSCM are in accordance with best practices of good corporate governance of a state owned enterprise. Accordingly, the Board acknowledges its responsibilities for:

- (a) the keeping of adequate accounting records,
- (b) the preparation of financial statements which fairly represents the state of affairs of the College as at the end of its financial year;
- (c) the selection of appropriate accounting policies/standards;
- (d) the filling of returns as provided in the Companies Act and other legislations.

The CSCM being a lean organisation, presently, there is no specific provision for an internal controller. However, we have put in place an effective system which includes:

- (a) Proper segregation of duties, whereby the different functions and process are crosschecked and verified
- (b) Expenditure/procurement limits for the Director General has been fixed in the Procurement Manual of CSCM
- (c) Adequate supervision of duties performed by staff members by the Director General
- (d) The assets of CSCM are properly used and safeguarded;
- (e) All cheques are signed by two authorized signatories.

The Board of Directors report that:

- (a) adequate accounting records have been maintained;
- (b) appropriate accounting policies supported by reasonable and prudent judgements and estimates have been used consistently;
- (c) applicable accounting standards have been adhered to; and
- (d) the National Code of Corporate Governance as applicable to State Owned Enterprises has been adhered to.

# **Audited Final Accounts 2022-2023**