



Republic of Mauritius

# **ANNUAL REPORT ON PERFORMANCE**

## **FISCAL YEARS**

**2018/2019**

**&**

**2019/2020**

**PAY RESEARCH BUREAU**



## **INTRODUCTION**

This is the Second Annual Report on Performance of the Pay Research Bureau for the fiscal years 2018/2019 and 2019/2020. The revised guidelines on Annual Report on Performance issued by the Ministry of Finance, Economic Planning and Development have been observed in the preparation of the Report.

The Bureau believes that reporting on performance strengthens governance, transparency and accountability in relation to the allocation of resources as approved by the National Assembly which ultimately leads to efficient and effective performance.

This Report, therefore, provides a mechanism to assess the progress made in the achievement of its set targets and objectives. It also disseminates information to our stakeholders and the public.

**The structure of the Annual Report is as follows:**

### *About the Bureau*

**Part I** sets out the vision, mission, core values and overview of the Bureau, its roles and functions as well as its organization structure. The Bureau is committed to provide its contribution to foster harmonious industrial relations in the country whilst supporting reforms in the Public Sector.

### *Achievements & Challenges*

**Part II** describes the major achievements and a review of how the Bureau has performed during the previous years including the Key Performance Indicators.

### *Financial Performance*

**Part III** illustrates the financial highlights for the years 2018/2019 and 2019/2020. It also includes statements of expenditure.

### *Way Forward*

**Part IV** provides the strategic directions to realise the Bureau's vision, objectives and desired outcomes.



## TABLE OF CONTENTS

<b>Chapter</b>	<b>Page</b>
PART I - ABOUT THE BUREAU .....	1
VISION AND MISSION.....	3
Director’s Statement .....	5
Roles and Functions of the Bureau .....	6
Gender Statement .....	8
About Our People .....	18
PART II – MAJOR ACHIEVEMENTS.....	31
Major Achievements .....	33
Status on Implementation of Budget Measures .....	35
Status of Implementation of Key Actions.....	35
Other Internal Developed KPI’s .....	36
Risk Management, Citizen Oriented Initiatives & Good Governance .....	37
Implementation Plan - Director of Audit Comments .....	38
PART III – FINANCIAL HIGHLIGHTS .....	39
Analysis of Major Changes.....	41
Statement of Expenditure of the Bureau for the financial year 2018/2019: .....	43
Statement of Expenditure of the Bureau for the financial year 2019/2020: .....	44
PART IV – WAY FORWARD.....	45
Trends and challenges .....	47
Strategic Direction .....	49



# **PART I - ABOUT THE BUREAU**



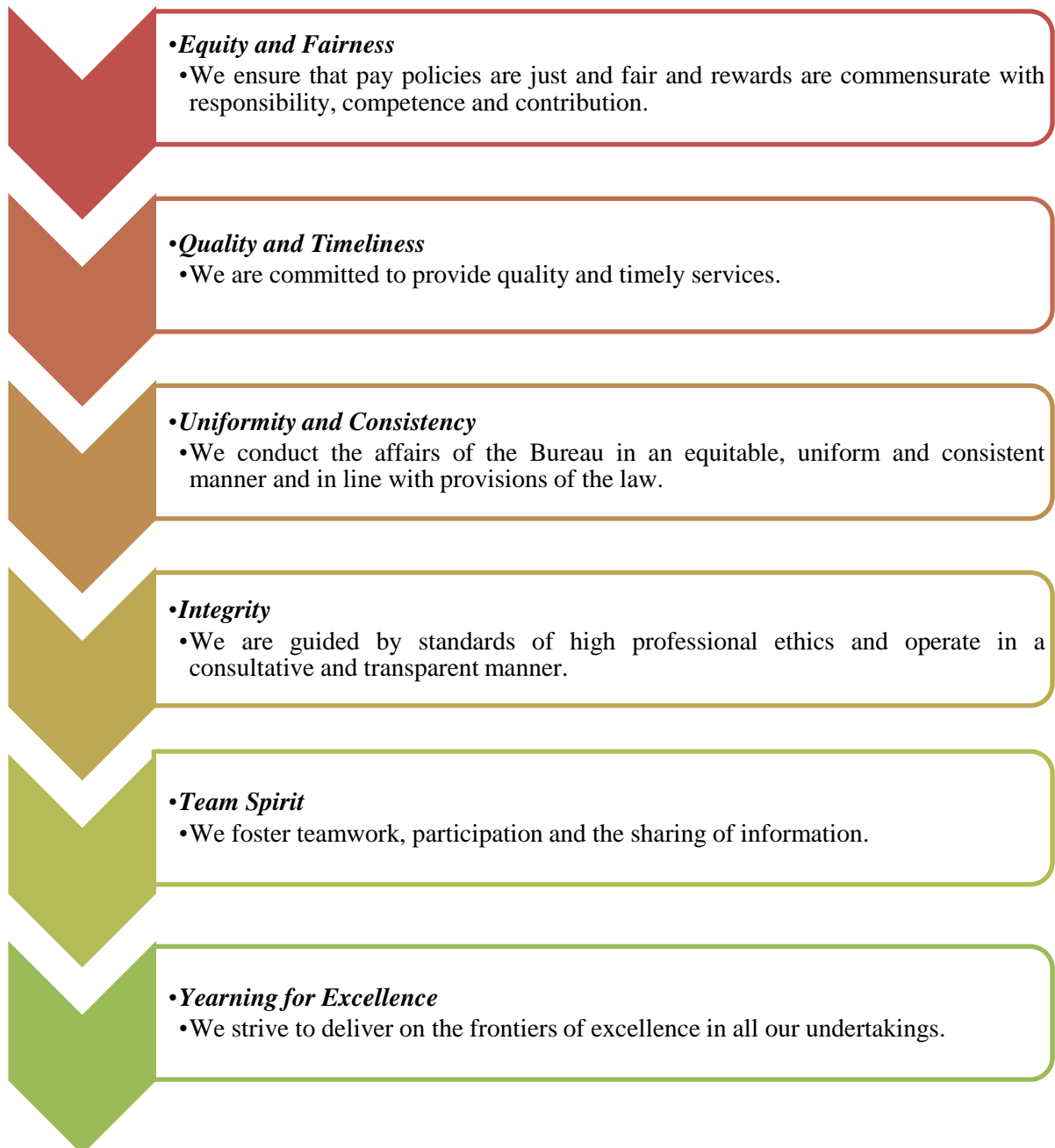


## VISION AND MISSION

**Vision :** To be a world class organisation in matters of pay and conditions of employment in the Public Sector.

**Mission:** To review the pay and grading structures, conditions of employment and organisational structures to enable excellence in the delivery of service in the Public Sector.

### Our Core Values





## Director's Statement



*I am pleased to present this two-year Annual Report on Performance for the Pay Research Bureau.*

*The years 2018/2019 and 2019/2020 have been increasingly activity-based for the Bureau in view of the publication of our ninth Report on Pay and Grading Structures and Conditions of Service in the Public Sector.*

*The challenges of Covid-19 pandemic have forced us to revisit our working patterns. Thus, in line with Government philosophy and with a dedicated team, we have been able to work virtually, in office and at home during the confinement periods March-May 2020 and March -April 2021 to sustain the confidence placed on us.*

*As at June 2020, the Bureau held some 518 meetings with staff associations and management of organisations during which representations were examined and discussed thoroughly in a consultative and transparent manner. Site visits were equally conducted in organisations for a better understanding of work processes.*

*As an independent institution, the Bureau maintains a transparent approach in dealing with its stakeholders. We migrated to the ISO 9001:2015 standards in 2019 to ensure a continuous provision of quality service.*

*Training remains a priority for the Bureau to boost the performance and productivity of staff. In that respect, training has been provided to officers at all levels during the years 2018/2019 and 2019/2020. Overseas training has also been provided to the technical staff. As regards the staffing complement, vacant posts have been filled and new Survey Officers have been recruited during these financial years.*

*As we forge ahead on the road of the new normal, together, we shall continue our commitment to provide excellent, equitable, fair, quality, and timely services within prescribed standards and the limits of affordability.*

*I would like to extend my gratitude to all my staff for their professional and dedicated support.*

**I. Peryagh**  
**Director**

## **Roles and Functions of the Bureau**

The Pay Research Bureau (PRB) is an independent organisation which was administratively established in 1977 to operate under the aegis of the Prime Minister's Office. Its main objective is to keep under continuous review the Pay and Grading Structures and Conditions of Service in the Public Sector (Civil Service, Parastatal and Other Statutory Bodies, Local Authorities, Rodrigues Regional Assembly) and the Private Secondary Schools.

The Bureau carries out the Pay and Grading exercise in respect of 24 Ministries and 55 Departments/Divisions of the Civil Service, 99 Parastatal Bodies, 12 Local Authorities, the Rodrigues Regional Assembly and 110 Private Secondary Schools. The Bureau also makes specific recommendations for public service pensioners, holders of constitutional posts and other statutory posts as well as for advisers/officers employed on contract.

The first Report was published in 1982. Thereafter, on a quinquennial basis, successive Reports on the overall review of the Pay and Grading Structures and Conditions of Service in the Public Sector and the Private Secondary Schools were published in the years - 1987, 1993, 1998, 2003, 2008, 2013 except for the year 2016 which was published after a period of three years.

The Bureau provides its services to its stakeholders through the Ministry of Civil Service and Administrative Reforms in respect of salary gradings, review of conditions of service, interpretations/clarifications, design/redesign of organisation structures and other related cases. Nevertheless, direct service is also provided either over the phone, through e-mail, letters or through personal contacts to a large customer base of around 185 organisations, 300 staff associations, 88,000 public officers and 25,000 public service pensioners.

## **Our Main Objectives**

- (i) To carry out reviews of pay and grading structures and conditions of service in the Civil Service, Rodrigues Regional Assembly, Parastatal and other Statutory Bodies, Local Authorities and the Private Secondary Schools and to make appropriate recommendations with a view to:
  - (a) rendering the sector more efficient and effective;
  - (b) facilitating recruitment and retention of required skills in the service;
  - (c) boosting reforms initiatives;
  - (d) ensuring that reward in the Public Sector keeps pace with those of corresponding positions in the private sector, to the extent that it is desirable;
  - (e) establishing and maintaining reasonable differentials in respect of different categories of skills and levels of responsibility; and
  - (f) ensuring adequate linkage between pay and economic growth in the country.
- (ii) To conduct research and keep abreast of developments in the fields of Remuneration, Conditions of Employment, Organisation Design and the like.
- (iii) To advise on the proper design of organisation structures.
- (iv) To assist in the implementation of our recommendations.

## **Research**

Research is an inbuilt core activity of the Bureau. Research particularly in the field of remuneration practices, pay systems, grading structures, conditions of service and civil service reforms are conducted to keep pace with the changing environment both at the local level and in overseas jurisdictions.

To facilitate research and management of information, the Bureau is equipped with the necessary ICT equipment comprising a dedicated server and some 26 personal computers connected to it. We are connected to Government Online Centre through which we have access to the internet.

## Gender Statement

The Bureau is committed to address gender-related issues and inequalities through empowerment, decision making processes and provision of knowledge/skills and training at various levels. The Bureau ensures that best practices are adopted to ensure that gender equality is systematically integrated into the Bureau’s culture.

Gender gaps/issues	Steps/Approaches adopted	Actions/Activities	Indicators
1. The Bureau had no gender cell and was not aware of gender mainstreaming.	Setting up of a Gender Cell in the Bureau.		So far the Gender Cell has successfully been set up comprising of one Gender Focal Point (GFP), one Alternate and two members (3 females and 1 male officers in the Gender Cell).
2. No sex-disaggregated data was available at the Bureau.	Disaggregation of data by gender/sex for the whole Bureau.		Sex-disaggregated data have been collected for the following groups: (i) Top Management (ii) Middle Management (iii) Front Line Supervisors (iv) Support Staff (v) Workmen’s Group
3. Creation of a work life balance at the Bureau.	All officers, irrespective of gender to have a well-balanced leave, comprising of casual leave, sick leave and vacation leave.	All officers are allowed to avail of their leaves to cater for brief absences and in case of illnesses or to attend to urgent personal matters including religious obligations and for recreational purposes.	Number of leaves granted as per record of leaves of officers of the Bureau.
	To support working female offices to fulfil their obligations towards their new born children.	Grant of 14 weeks’ maternity leave on full pay irrespective of the number of confinements. Subject to exigencies of service, grant of vacation leave over and above the maternity leave. Grant of one hour permission everyday, as from the confinement date, for a period of six months, to nurse unweaned child.	Leaves and permissions approved by Management.

Gender gaps/issues	Steps/Approaches adopted	Actions/Activities	Indicators
	To relieve officers of the stress at the workplace and increase job satisfaction.	There is a PRB Staff Welfare Association at the Bureau which organises welfare activities (outings, catamaran). Even during lunchtime also indoor activities (Carom, Domino) are held to relieve officers of the stress at the work place.	Less stress at work/motivated staff.

## Our Customers





## **List of Ministries/Departments, Parastatal Bodies, Local Authorities and Other Bodies falling under the purview of the Bureau**

### **A. MINISTRIES/DEPARTMENTS**

1. Office of the President
2. Office of the Vice President
3. National Assembly
4. Electoral Supervisory Commission and Electoral Boundaries Commission
5. Electoral Commissioner's Office
6. The Judiciary
7. Public and Disciplined Forces Service Commissions
8. Ombudsman's Office
9. National Audit Office
10. Employment Relations Tribunal
11. Local Government Service Commission
12. National Human Rights Commission
13. Ombudsperson for Children's Office
14. Prime Minister's Office, Home Affairs, External Communications and National Development Unit
  - Department for Continental Shelf and Maritime Zones Administration and Exploration
  - Equal Opportunities Tribunal
  - Environment and Land Use Appeal Tribunal
  - Strategic Policy and Planning Department
  - Equal Opportunities Commission
  - Government Information Services
  - Forensic Science Laboratory
  - Civil Status Division
  - Rodrigues
  - External Communications - Civil Aviation Services
- 14.1 National Development Unit
- 14.2 Mauritius Police Force
- 14.3 Government Printing
- 14.4 Meteorological Services
- 14.5 Mauritius Prison Service
15. Ministry of Tourism
16. Ministry of Housing and Lands

17. Deputy Prime Minister’s Office, Ministry of Energy and Public Utilities
18. Ministry of Finance and Economic Development
  - Assessment Review Committee
  - Independent Review Panel
  - Financial Operations Cadre
  - Internal Control Cadre
  - Procurement Policy Office
  - Procurement and Supply Cadre
  - Central Procurement Board
  - The Treasury
  - Statistics Mauritius
  - Valuation Department
  - Corporate and Business Registration Department
  - Registrar-General’s Department
19. Ministry of Technology, Communication and Innovation
  - Central Informatics Bureau
  - Central Information Systems Division
  - Data Protection Office
  - 19.1 Information and Communication Technologies Appeal Tribunal
20. Ministry of Youth and Sports
21. Ministry of Public Infrastructure and Land Transport
  - Public Infrastructure Division
  - Land Transport Division
  - National Transport Authority
22. Ministry of Education and Human Resources, Tertiary Education and Scientific Research
23. Ministry of Health and Quality of Life
24. Ministry of Local Government and Outer Islands
  - 24.1 Mauritius Fire and Rescue Service
25. Ministry of Social Integration and Economic Empowerment
26. Ministry of Foreign Affairs, Regional Integration and International Trade
27. Attorney-General’s Office, Ministry of Justice, Human Rights and Institutional Reforms
28. Ministry of Agro-Industry and Food Security
29. Ministry of Arts and Culture
  - 29.1 National Archives Department
30. Ministry of Industry, Commerce and Consumer Protection

31. Ministry of Gender Equality, Child Development and Family Welfare
32. Ministry of Financial Services and Good Governance
33. Ministry of Business, Enterprise and Cooperatives
34. Ministry of Social Security, National Solidarity and Environment and Sustainable Development
  - 34.1 Reform Institutions and Rehabilitation
35. Ministry of Ocean Economy, Marine Resources, Fisheries and Shipping
  - Fisheries Division
  - Shipping Division
36. Ministry of Civil Service and Administrative Reforms
37. Ministry of Labour, Industrial Relations, Employment and Training
38. Ministry of Defence and Rodrigues

**B. PARASTATAL BODIES**

1. Aapravasi Ghat Trust Fund
2. Agricultural Marketing Board
3. Beach Authority
4. Bhojpuri Speaking Union
5. Bus industry Employees Welfare Fund
6. Central Water Authority
7. Chagossian Welfare Fund
8. Civil service Family Protection Scheme Board
9. Consevatoire National de Musique Francois Miterrand Trust Fund
10. Construction Industry Development Board
11. Creole Speaking Union
12. Early Childhood Care and Education Authority
13. Employees' Welfare Fund
14. English Speaking Union
15. Fashion and Design Institute
16. Financial Intelligence Unit
17. Financial Reporting Council
18. Fishermen Investment Trust
19. Fishermen Welfare Fund
20. Food and Agricultural Research and Extension Institute (FAREI)
21. Gambling Regulatory Authority
22. Hindi Speaking Union
23. Human Resource Development Council
24. Irrigation Authority
25. Islamic Cultural Centre
26. Land Drainage Authority
27. Law Reform Commission
28. Le Morne Heritage Trust Fund
29. Mahatma Gandhi Institute
30. Malcolm de Chazal Trust Fund
31. Manufacturing Sector Workers Welfare Fund
32. Marathi Speaking Union

33. Mauritian Cultural Centre Trust
34. Mauritius Blood Service
35. Mauritius Broadcasting Corporation
36. Mauritius Cane Industry Authority
37. Mauritius Examinations Syndicate
38. Mauritius Ex-Services Trust Fund
39. Mauritius Film Development Corporation
40. Mauritius Institute of Education
41. Mauritius Institute of Health
42. Mauritius Institute of Training and Development
43. Mauritius Marathi Cultural Centre Trust
44. Mauritius Meat Authority
45. Mauritius Museums Council
46. Mauritius Oceanography Institute
47. Mauritius Qualifications Authority
48. Mauritius Research Council
49. Mauritius Sports Council
50. Mauritius Standards Bureau
51. Mauritius Tamil Cultural Centre Trust
52. Mauritius Telugu Cultural Centre Trust
53. Mauritius Tourism Promotion Authority
54. National Adoption Council
55. National Agency for the Treatment and Rehabilitation of Substance Abusers
56. National Art Gallery
57. National Children's Council
58. National Computer Board
59. National Heritage Fund
60. National Institute for Co-operative Entrepreneurship
61. National Library
62. National Solidarity Fund
63. National Transport Corporation
64. National Wage Consultative Council
65. National Women Entrepreneur Council

66. National Women's Council
67. Nelson Mandela Centre for African Culture Trust Fund
68. Open University of Mauritius
69. Outer Islands Development Corporation
70. Private Secondary Education Authority
71. Private Secondary Schools
72. Public Officers' Welfare Council
73. Rabindranath Tagore Institute
74. Rajiv Gandhi Science Centre Trust Fund
75. Rights Management Society
76. Road Development Authority
77. Seafarers Welfare Fund
78. Sir Seewoosagur Ramgoolam Botanic Garden Trust
79. Small and Medium Enterprises Development Authority
80. Small Farmers Welfare Fund
81. St Antoine Planters Co-Operative trust
82. State Trading Corporation
83. Statutory Bodies Family Protection Fund
84. Sugar industry Labour Welfare Fund
85. Sugar Insurance Fund Board
86. Tamil Speaking Union
87. Tertiary Education Commission
88. Tourism Authority
89. Tourism Employees Welfare Fund
90. Town and Country Planning Board
91. Trade Union Trust Fund
92. Training and Employment of Disabled Persons Board
93. Trust Fund for Specialised Medical Care (Cardiac Centre)
94. Universite des Mascareignes
95. University of Mauritius
96. University of Technology, Mauritius
97. Urdu Speaking Union
98. Vallee D'Osterlog Endemic Garden Foundation

99. Wastewater Management Authority

**C. MUNICIPAL COUNCILS**

1. The City Council of Port Louis
2. The Municipal Council of Beau Bassin-Rose Hill
3. The Municipal Council of Curepipe
4. The Municipal Council of Quatre Bornes
5. The Municipal Council of Vacoas-Phoenix

**D. DISTRICT COUNCILS**

1. The District Council of Black River
2. The District Council of Flacq
3. The District Council of Grand Port
4. The District Council of Moka
5. The District Council of Pamplemousses
6. The District Council of Riviere Du Rempart
7. The District Council of Savanne

**E. THE RODRIGUES REGIONAL ASSEMBLY**

## About Our People

### Corporate Information

#### Directorate

#### Technical Staff



#### **Mr. S. Nursing**

**Acting Director (as from 16.11.2018)**

**Director (as from 04.06.2019)**  
*(On pre-retirement leave as from 11 February 2020)*

Phone No.: 211-2513

Fax No.: 208-7557

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#### **Mr. I. Peryagh**

**Acting Director (as from 11 February 2020)**

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#### **Mr. A. S. Badurally Adam**

**Acting Deputy Director (as from 16.11.2018)**

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## Technical Staff



Title	Name and Contact Details
Principal Job Analyst	Mr. D. A. Hulman Phone No.: 211-2418 Fax No.: 208-7557 Email: <a href="mailto:dhulman@govmu.org">dhulman@govmu.org</a>
Principal Job Analyst	Mr. J. Ganoo Phone No.: 211-2514 Fax No.: 208-7557 Email: <a href="mailto:jganoo@govmu.org">jganoo@govmu.org</a>
Acting Principal Job Analyst (As from 16 November 2018)	Mr. A. Dumur Phone No.: 208-0007 Fax No.: 208-7557 Email: <a href="mailto:ardumur@govmu.org">ardumur@govmu.org</a>
Job Analyst	Mr. P. P. Bhugwant Phone No.: 211-3040 Fax No.: 208-7557 Email: <a href="mailto:pbhugwant@govmu.org">pbhugwant@govmu.org</a>
Job Analyst	Mr. J. Boodhun Phone No.: 208-7672 Fax No.: 208-7557 Email: <a href="mailto:jaboodhun@govmu.org">jaboodhun@govmu.org</a>
Job Analyst	Mrs. S. Nobutsing-Shibloll Phone No.: 211-2524 Fax No.: 208-7557 Email: <a href="mailto:sshibloll@govmu.org">sshibloll@govmu.org</a>
Job Analyst	Mr. V. Subrun Phone No.: 210-1871 Fax No.: 208-7557 Email: <a href="mailto:vsubrun@govmu.org">vsubrun@govmu.org</a>

Title	Name and Contact Details
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Job Analyst (As from 11 March 2019)	Mrs. A. Daramsing Phone No.: 211-2580 Fax No.: 208-7557 Email: <a href="mailto:adaramsing@govmu.org">adaramsing@govmu.org</a>
Survey Officer	Mrs. P. Ghoorun Phone No.: 208-2035 Fax No.: 208-7557 Email: <a href="mailto:pghoorun@govmu.org">pghoorun@govmu.org</a>
Survey Officer	Mrs. D. Bancharam-Doorga Phone No.: 211-2580 Fax No.: 208-7557 Email: <a href="mailto:dbancharam@govmu.org">dbancharam@govmu.org</a>
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## Support Staff



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Mrs. R. Balgobin	(230) 211-3045	<a href="mailto:rbalgobin@govmu.org">rbalgobin@govmu.org</a>
<b>Finance Section</b>		
Mrs. R. R. Mussai – Principal Financial Operations Officer	(230) 208-6989	<a href="mailto:rmussai@govmu.org">rmussai@govmu.org</a>
Mrs. S. Bissoon –Assistant Financial Officer	(230) 208-6989	<a href="mailto:shbissoon@govmu.org">shbissoon@govmu.org</a>
<b>Procurement and Supply Section</b>		
Mr. Y. Oozeer – Principal Procurement and Supply Officer	(230) 202-0609	<a href="mailto:yoozeer@govmu.org">yoozeer@govmu.org</a>
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Mrs. R. Paraouty	(230) 211-2419	<a href="mailto:brparaouty@govmu.org">brparaouty@govmu.org</a>
Mrs. A. B. Luchmun	(230) 211-2513	<a href="mailto:bluchmun@govmu.org">bluchmun@govmu.org</a>
Mrs. M. Chuckowry	(230) 208-0007	<a href="mailto:mchuckowry@govmu.org">mchuckowry@govmu.org</a>

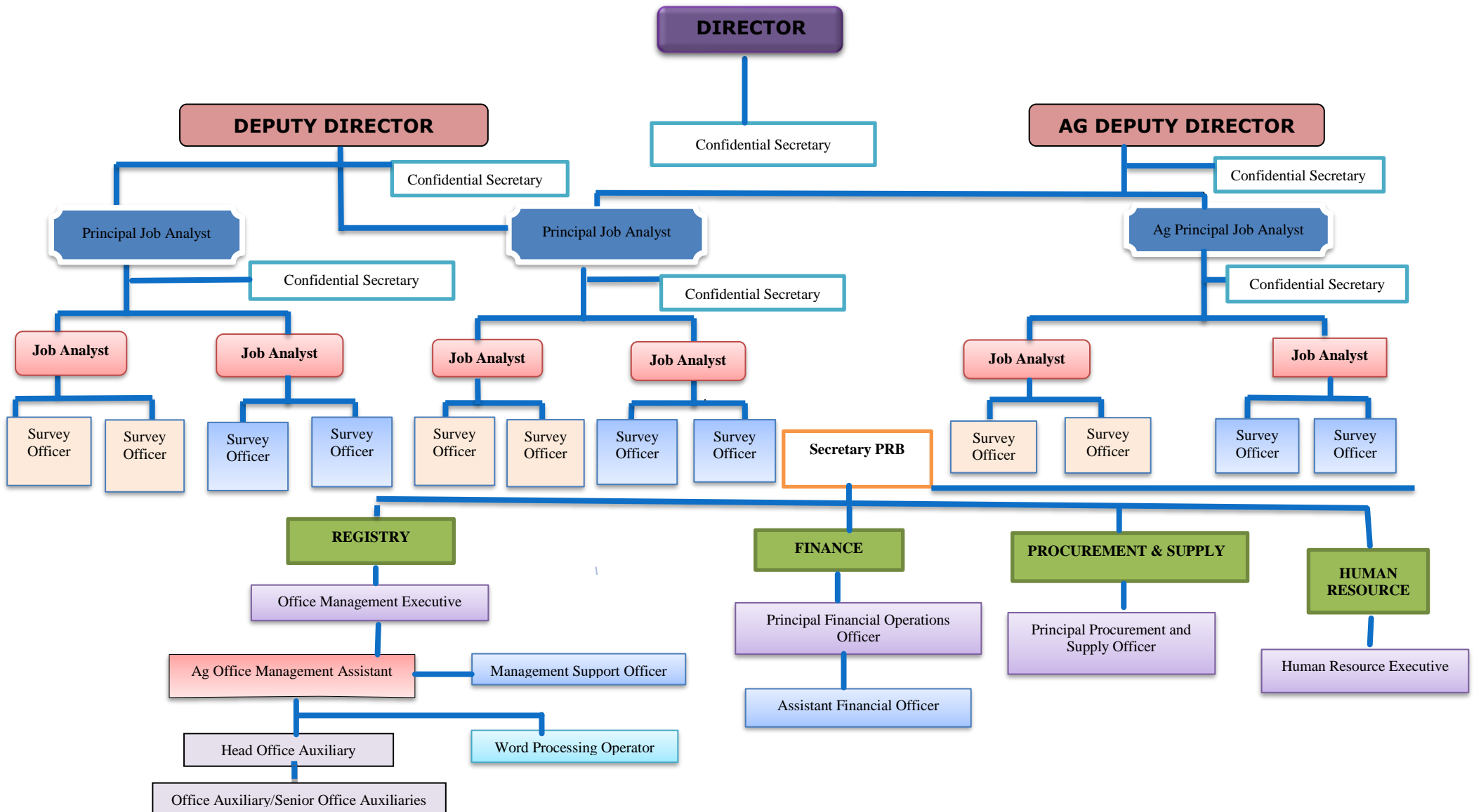
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Miss Y. Aliar (Joined the Bureau on 16 July 2018)	(230) 211-3040	<a href="mailto:yaliar@govmu.org">yaliar@govmu.org</a>
<b>Office Management Assistant</b>		
Mrs. K. Samnath (Ag OMA)	(230) 211-3046	
<b>Management Support Officers</b>		
Ms. S. Ghooray	(230) 208-4200	
Miss C. M. K. Sookun	(230) 211-3046	
Miss M. Z. Toorabally	(230) 211-3046	
Miss T. Jaunky	(230) 211-3046	
Mr. Noor-Mohammad Sumun	(230) 208-4200	
<b>Temporary Word Processing Operators</b>		
Miss F. B. Moosbally	(230) 211-2514	
Mrs. C. Job	(230) 211-2418	
<b>Head Office Auxiliary</b>		
Mr. G. Becceea	(230) 214-1425	
<b>Office Auxiliaries/Senior Office Auxiliaries</b>		
Mrs. T. Ruttun	(230) 214-1425	
Mrs. P. Ramnath	(230) 214-1425	
Mr. B. Duymun	(230) 214-1425	

## Mobility of Staff

During the years 2018/2019 and 2019/2020, the Bureau witnessed some changes in terms of mobility of staff due to promotion/resignation/reversion/retirement and change in posting as follows:

NAME OF OFFICER	DESIGNATION	STATUS
Miss. F. Khodabocus	Confidential Secretary	Change in posting on 24 January 2018
Mrs. S. K. Poonyth	Confidential Secretary	Change in posting on 04 April 2018
Mrs. P. Appadoo	Confidential Secretary	Change in posting on 18 June 2018
Miss. D. Mohit	Temporary Office Management Assistant	Change in posting on 29 June 2018
Miss. R. Luchmun	Temporary Word Processing Operator	Change in posting due to promotion on 26 July 2018
Mrs. S. Souky	Management Support Officer	Change in posting due to promotion on 27 July 2018
Mrs. J. Lobin	Management Support Officer	Change in posting due to promotion on 20 August 2018
Mrs. U. Pursun	Office Management Executive	Change in posting on 16 October 2018
Mr. A. Nagamah	Director	Retired on 16 November 2018
Mrs. G. Anjoree	Management Support Officer	Change in posting 29 January 2019
Mrs. A. Beetul	Management Support Officer	Change in posting 29 January 2019
Mrs. L. Ragavaloo	Principal Financial Operations Officer	Change in posting 28 February 2019
Miss A. Goolab	Management Support Officer	Change in posting 25 March 2019
Mr. H. Taukoor	Office Auxiliary/Senior Office Auxiliary	Retired on 29 April 2019
Mr. R. Chariyan	Survey Officer	Resigned on 14 May 2019
Ms. R. Samigoundan	Principal Financial Operations Officer	Change in posting 17 June 2019
Mrs. Z. B. Lalla Saib	Temporary Office Management Assistant	Appointed Temporary Survey Officer on 01 July 2019
Mr. N. Baboo	Temporary Survey Officer	Reverted to Educator (Primary) on 19 August 2019
Mrs. H. Jeelall	Temporary Survey Officer	Reverted to Labour and Industrial Relations Officer on 11 September 2019
Mr. S. Seebah	Survey Officer	Retired on 24 September 2019
Ms. A. Bibi Hossen	Temporary Survey Officer	Appointed Assistant Permanent Secretary on 18 December 2019

## ORGANISATION CHART



**Staff Training and Development during the fiscal years 2018/2019 and 2019/2020**

There was full participation of officers of the Bureau in different training courses organised by the Civil Service College, Mauritius, and other institutions/organisations during the years 2018/2019 and 2019/2020. A few technical staff equally benefitted from overseas training courses. The list of officers who have followed training is as hereunder:

NAME	DESIGNATION	TRAINING FOLLOWED	DATE
<b>Mr. Nursing</b>	Director	Brainstorming Workshop on Strategic Directions at Le Labourdonnais Hotel.	27 February 2018
		Seminar - "Public Administration for Civil Servants of African Countries" held in China.	04 - 24 June 2018
<b>Mr. Badurally Adam</b>	Temporary Deputy Director	Training course on "Building A Future - Ready Public Service" held in Singapore under SCPTA/SIDSTEC Programme.	15 - 19 January 2018
<b>Mr. Hulman</b>	Principal Job Analyst	Seminar on "Job Analysis and Descriptions, Job Evaluation and Grades and HR Remuneration Strategy Masterclass" held in Johannesburg, Republic of South Africa.	21 to 25 May 2018
<b>Mr. Dumur</b>	Ag Principal Job Analyst	ISO 9001:2015 – Quality Management System (QMS) Internal Auditor Training.	28 & 29 March 2018
		Leadership Next: Inspired by the Icons.	03 July 2019
<b>Mrs. Shibloll</b>	Job Analyst	Leadership Next: Inspired by the Icons.	03 July 2019
<b>Mr. Seebah</b>	Survey Officer	Training Programme on Customer Service Excellence.	27 March & 03 April 2018
		Level 4: Certificate of Achievement in Service and Performance Excellence.	15, 17, 21, 23 & 25 May 2018
<b>Mrs. Ujoodha</b>	Survey Officer	Level 4: Certificate of Achievement in Service and Performance Excellence.	19, 21, 23 February and 01 & 02 March 2018
<b>Mr. Chariyan</b>	Survey Officer	Level 4: Certificate of Achievement in Service and Performance Excellence.	19, 21, 23 February and 01 & 02 March 2018
<b>Mrs. Sohan</b>	Survey Officer	Level 4 - Certificate of Achievement in Service and Performance Excellence.	05, 07, 13, 15 & 23 March 2018



NAME	DESIGNATION	TRAINING FOLLOWED	DATE
<b>Ms. Hauroo</b>	Survey Officer	Training Programme on Managing Performance in the Public Sector.	2 April 2018
<b>Miss Boyjonauth</b>	Survey Officer	Level 4: Certificate of Achievement in Service and Performance Excellence.	22, 24, 28 & 30 May and 01 June 2018
<b>Mrs. Ghoorun</b>	Survey Officer	Level 4: Certificate of Achievement in Service and Performance Excellence.	22, 24, 28 & 30 May and 01 June 2018
<b>Mrs. Dookhy</b>	Temporary Survey Officer	Implementer Course – MS ISO 9001:2015	19 - 21 August 2019
<b>Mrs. Kisto</b>	Secretary	ISO 9001:2015 Quality Management System (QMS) Internal Auditor Training Program.	22 & 23 May 2019
<b>Mrs. Pursun</b>	Office Management Executive	ICAC Training Session for integrity officers.	15 May 2018
<b>Mrs. Sayed-Houssen</b>	Office Management Executive	ISO 9001:2015 Auditor/Lead Auditor Course.	25, 26, 27, 28 February and 01 March 2019
		ISO 9001:2015 Quality Management Systems - Implementer Course.	26, 27 and 28 March 2019
		Level 3: Certificate of Achievement in Service and Performance Excellence.	17, 19, 23, 25 and 29 April 2019
		Workshop for Chairperson of Anti-Corruption Committees and Integrity Officers.	02 October 2019
		Induction Course for Office Management Executive.	18 & 20 November 2019
<b>Mrs. Ragavaloo</b>	Principal Financial Operations Officer	Training Programme on Public Financial Management Planning and Control.	26, 28 February & 02 March 2018
		Training on e-PSIP system.	15 March 2018
		E- Budget 2018 -2019 Training.	21 March 2018
		MRA Training session for submission of NPF/NSF/Levy returns, additional returns and amendments by Ministries and Government department.	07 May 2018

NAME	DESIGNATION	TRAINING FOLLOWED	DATE
<b>Mrs. Ragavaloo</b>	Principal Financial Operations Officer	Level 3: Certificate of Achievement in Service and Performance Excellence.	15, 21, 23 & 25 May and 07 June 2018
		E- Budget Training.	30 November 2018
<b>Miss Samigoundan</b>	Principal Financial Operations Officer	Training programme on ‘Gender Mainstreaming’ and ‘Gender Responsive Budgeting’.	04 & 05 April 2019
<b>Ms. Mohit</b>	Temporary Office Management Assistant	Level 3: Certificate of Achievement in Service and Performance Excellence.	20, 22 & 26 February and 19 March 2018
<b>Mrs. Lalla Saib</b>	Temporary Office Management Assistant	Induction Course for Office Management Assistant.	27 & 31 July and 03, 06 & 08 August 2018
		Level 3: Certificate of Achievement in Service and Performance Excellence.	07, 11, 13, 15 and 19 February 2019
<b>Mrs. Lobin</b>	Management Support Officer	Level 2: Certificate of Achievement in Service and Performance Excellence.	01, 02, 06 & 07 March 2018
<b>Mrs. Beetul</b>	Management Support Officer	Level 2: Certificate of Achievement in Service and Performance Excellence.	13, 16, 19 & 21 March 2018
<b>Mrs. Anjoree</b>	Management Support Officer	Level 2: Certificate of Achievement in Service and Performance Excellence.	25 & 27 April and 03 & 07 May 2018
<b>Miss Goolab</b>	Management Support Officer	Level 2: Certificate of Achievement in Service and Performance Excellence.	13, 16, 19 & 21 March 2018
<b>Mrs. Souky</b>	Management Support Officer	Level 2: Certificate of Achievement in Service and Performance Excellence.	20, 21, 23 & 27 February 2018
<b>Miss Sandoram</b>	Management Support Officer	Level 2: Certificate of Achievement in Service and Performance Excellence.	20, 21, 23 & 27 February 2018
<b>Miss Ghooray</b>	Management Support Officer	MS ISO 9001:2015 Implementer Course.	19, 20 and 21 August 2019
<b>Mrs. Bissoon</b>	Assistant Financial Officer	Induction Course for Assistant Financial Officers.	23, 26 & 31 October 2018
<b>Mrs. Paraouty</b>	Confidential Secretary	Level 2: Certificate of Achievement in Service and Performance Excellence.	13, 16, 19 & 21 March 2018

NAME	DESIGNATION	TRAINING FOLLOWED	DATE
<b>Mrs. Chuckowry</b>	Confidential Secretary	Level 2: Certificate of Achievement in Service and Performance Excellence.	22, 26, 28 & 30 March 2018
<b>Mrs. Lai Lim</b>	Confidential Secretary	Level 2: Certificate of Achievement in Service and Performance Excellence.	25 & 27 April and 03 & 07 May 2018
<b>Mrs. Luchmun</b>	Confidential Secretary	Level 2: Certificate of Achievement in Service and Performance Excellence.	18, 22, 24 & 28 May 2018
<b>Mrs. Aliar</b>	Confidential Secretary	Advanced Secretarial course for Confidential Secretary.	30 July 2018
		Performance and Public Service Excellence for Support Staff.	19, 21, 23 and 27 August 2019
<b>Mrs Joysury</b>	Temporary Confidential Secretary	Induction Course for Confidential Secretaries.	30 July & 02 August 2018
	Confidential Secretary	Level 2: Certificate of Achievement in Service and Performance Excellence.	06, 08, 12 and 14 February 2019
<b>Miss Luchmun</b>	Temporary Word Processing Operator	Level 2: Certificate of Achievement in Service and Performance Excellence.	20, 21, 23 & 27 February 2018
<b>Miss Moosbally</b>	Temporary Word Processing Operator	Induction Course for Word Processing Operator.	27 & 29 August 2018
	Employment to give Assistance at WPO Level	Performance and Public Service Excellence for Support Staff.	16, 18, 20 and 23 September 2019
<b>Mrs. Job</b>	Temporary Word Processing Operator	Induction Course for Word Processing Operator.	3 & 7 September 2018
	Employment to give Assistance at WPO Level	Performance and Public Service Excellence for Support Staff.	01, 03, 07 and 09 October 2019
<b>Mr. Becceea</b>	Head Office Auxiliary	Level 2: Certificate of Achievement in Service and Performance Excellence.	20, 21, 23 & 27 February 2018
<b>Mr. Duymun</b>	Temporary Office Auxiliary/ Senior Office Auxiliary	Induction Course for Office Auxiliaries/Senior Office Auxiliaries.	22 & 29 January 2018
		1- Day Training Programme on "Basic Techniques for Electrical Safety in Offices".	30 August 2018

NAME	DESIGNATION	TRAINING FOLLOWED	DATE
		Level 1: Certificate of Achievement in Service and Performance Excellence.	30 April and 03, 07 & 09 May 2018
<b>Mrs. Ruttun</b>	Temporary Office Auxiliary/ Senior Office Auxiliary	Induction Course for Office Auxiliaries/Senior Office Auxiliaries.	26 & 28 February 2018
		Level 1: Certificate of Achievement in Service and Performance Excellence.	10, 12, 16 & 18 April 2018
<b>Mrs. Ramnath</b>	Temporary Office Auxiliary/ Senior Office Auxiliary	Induction Course for Office Auxiliaries/Senior Office Auxiliaries.	26 & 28 February 2018
		Level 1: Certificate of Achievement in Service and Performance Excellence.	23, 25 & 27 April and 02 May 2018
<b>Mr. Oozeer</b>	Senior Procurement and Supply Officer	Training on Use of New Version of Local Purchase Voucher.	10 January 2018

## **PART II – MAJOR ACHIEVEMENTS**



## Major Achievements

Years 2018/2019 and 2019/2020 have been marked by the preparatory exercise in connection with the publication of the forthcoming PRB Report. These years have been hectic as the Bureau had to conduct its activities and discharge its responsibilities in line with its mandate while embarking concurrently on the publication of its ninth Report.

### Preliminary Work

Once greenlight was obtained from the Government in year 2018, the Bureau started the preliminary work related to the overall review of Pay and Grading Structures and Conditions of Service in the Public Sector.

### Consultations/Meetings

Face-to-face contact is important for the Bureau to have first hand information from its stakeholders. In that respect, the Bureau held consultative meetings with Federations of Trade Unions on general conditions of service; staff associations of Parastatal Bodies, Local Authorities and Civil Service on their submissions; and Management of Parastatal Bodies and Local Authorities on their proposals for the next Report. As at June 2020, the Bureau had held 386 meetings with Unions and 132 meetings with Management of public sector organisations. Moreover, the staff of the Bureau also attended several workshops/seminars organised by Federations of Trade Unions.

### Site Visits

Much emphasis was also laid on site visits. Upon request or wherever deemed necessary, officers of the Bureau effected site visits for a better understanding of the complexity of certain jobs, the work environment/conditions, work processes and the impact of new technology thereon.

### Ongoing Activities

#### Number of cases received/processed during the year 2018, 2019 and 2020

	Total 2018	Total 2019	Total 2020
Adhoc (Salary Grading and Conditions of Service, etc.)	310	321	176
Interpretation/Clarifications	18	17	8
Organisation Design/Redesign	4	1	2
Others	56	46	25
<b>Total</b>	<b>388</b>	<b>385</b>	<b>211</b>

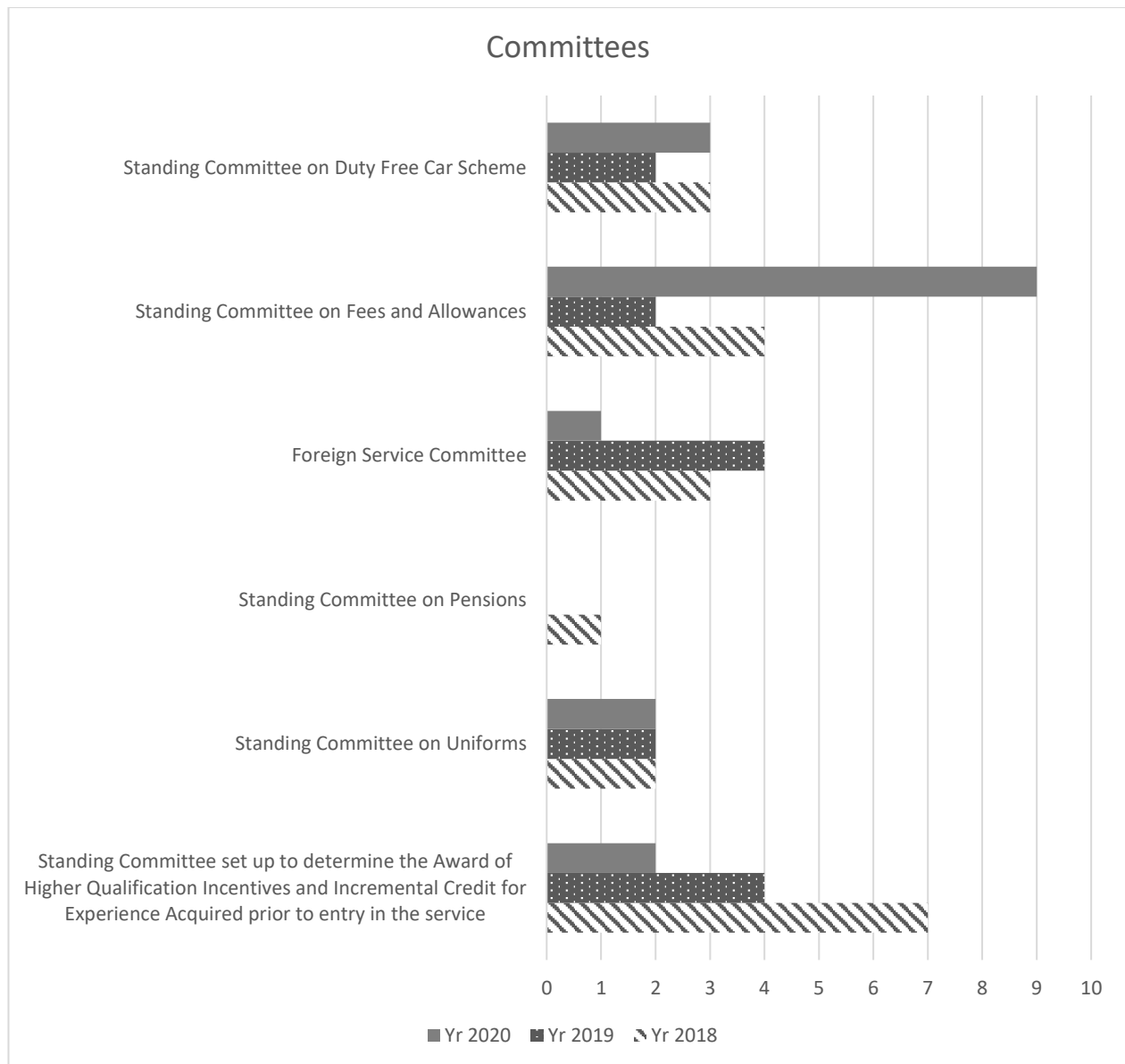
### Attending Court/Commission for Conciliation and Mediation/Tribunals

Officers represented the Bureau in Court/Commission for Conciliation and Mediation/Tribunals as witness or co-defendant in cases of industrial disputes arising out of interpretation/clarification of recommendations of the PRB Report.

## Participation in Standing Committees

Standing Committees under the chairmanship of the Secretary for Public Service and/or Permanent Secretaries of the Ministry of Public Service, Administrative and Institutional Reforms were attended by the Director and/or his representatives to provide technical input and assistance to facilitate decision taking. The number of meetings attended during the years 2018, 2019 and 2020 are presented in the following charts.

### Committees





## Status on Implementation of Budget Measures

Paragraph No. in Budget Speech	Budget Measures	Status
218	To start gender mainstreaming.	- In Process.
272	To submit an annual report on performance every year.	- Completed for Year 2017/18. - In Process for Years 2018/2019 and 2019/2020.

## Status of Implementation of Key Actions

SN	Key Actions	Key Performance Indicators	Target 2018/19	Target 2019/20	Status (as at June 2020)
1	Hearing of Stakeholders	Ongoing until publication of Report by end of year 2020.	30%	100%	Completed at 80%
2	Visit to organisations/site visits	Within three (3) months.	30%	100%	Completed
3	Job Evaluation	Ongoing till mid-2020.	70%	100%	Completed
4	Studying/Drafting/Editing/Publication of Report	Within fourteen (14) months.	30%	70%	In Process
5	Preparation and Submission of Addendum Report	Within nine (9) months.	-	-	This process would occur in year 2021/2022

## Other Internal Developed KPI's

Key Performance Indicators	Targets
Number of Consultative meetings in connection with the publication of the Next Overall Pay Review Exercise.	Ongoing until publication of Report.
Time taken to provide advice and clarifications, on PRB recommendations whenever these are required by different institutions including the Ministry of Public Service, Administrative and Institutional Reforms, the Commission for Conciliation and Mediation, the Employment Relations Tribunal and the Independent Commission Against Corruption.	Action taken within five (5) working days.
Time taken to produce <i>ad hoc</i> reports on Pay and Grading Structures and Conditions of Service as per demands from Ministries/ Departments/ Organisations.	Replies made within nine (9) working days from receipt of all relevant information.
Time taken to make recommendations on remuneration for employees of the Public Sector Organisations and the Private Secondary Schools as well as for Advisers, Officers employed on Contract and Pensioners.	
Number of visits to organisations/ site visits in connection with the publication of the PRB Report.	As per request.
Expected publication of the PRB Report.	By end of year 2020.

## **Risk Management, Citizen Oriented Initiatives & Good Governance**

Since the beginning of the year 2018, the Bureau has embarked on the migration process from MS ISO 9001:2008 to MS ISO 9001:2015 certification.

On 11 December 2018, an awareness session was carried out with all the staff to facilitate the migration process.

Subsequently, on 29 August 2019 the Bureau has been successfully ISO Certified to MS ISO 9001:2015 and the certificate is valid until 28 August 2022.

The Bureau has considered the issues referred to the clause 4.1 of ISO 9001:2015 and the requirement to the clause 4.2 and has determined the risks and opportunities that need to be addressed to:

- (1) give assurance that the quality management system can achieve its intended results
- (2) enhance desirable effects
- (3) prevent or reduce undesired effect, and
- (4) achieve improvement.

The Bureau has a risk register in place for necessary control for potential risks that may occur.

### **Methodology for Risk Assessment**

The following methodology has been adopted in order to evaluate risks and classify them as significant and non-significant.

- The likelihood of occurrence of each risk is rated on a scale of 1 to 3
  - 1 stands for low likelihood of occurrence
  - 2 stands for medium likelihood of occurrence
  - 3 stands for high likelihood of occurrence
- The impact of each risk, if it does not occur, is rated on a scale of 1 to 3 also
  - 1 stands for low impact
  - 2 stands for medium impact
  - 3 stands for high impact
- For each risk a matrix is used to evaluate the risk
- A risk having a rating of either 1 or 2 is considered to be non-significant;
- A risk having a rating of either 3 or 4 is considered to be moderately significant;
- A risk having a rating of either 6 or 9 is considered to be highly significant.

Any risk having 3,4,6 and 9 will be significant and hence is controlled.

### Actions to address risks

Appropriate actions are determined in order to address the identified risks. Actions taken to address risks are proportionate to the potential impact on the conformity of products and services. These can include:

- Avoiding the risk;
- Sharing the risk through strategic partnership and transferring the risks, though the process of insurance;
- Preventing the risk from occurring through appropriate preventive measures;
- Taking actions in order to mitigate the impact of the risk if it does occur.

Effectiveness being an important component of the Quality Management System, the effectiveness of the action taken to address the risk is evaluated after the action has been taken.

### Implementation Plan - Director of Audit Comments

Issues	DOA Comments	Proposed Measures	Unit/ Agencies Responsible	Status of actions taken/ Implementation Date
Lease Agreement	Enquiry on signing of Lease Agreement.	Lease agreement is important and should be signed as soon as possible.	Administration	Lease agreement has been signed.
Passage Benefit Register	Passage Benefit Register was not up to date.	The Passage Benefit Register be updated regularly.	Registry Section	Passage Benefit Register has been updated.
Applications for passage benefits	Applications for passage benefits and all related documents.	Applications for passage benefits and all related documents should be kept in the Personal Files of respective officers instead of Leave Files.	Registry Section	Applications for passage benefits and all related documents are being kept in the Personal Files of respective officers.

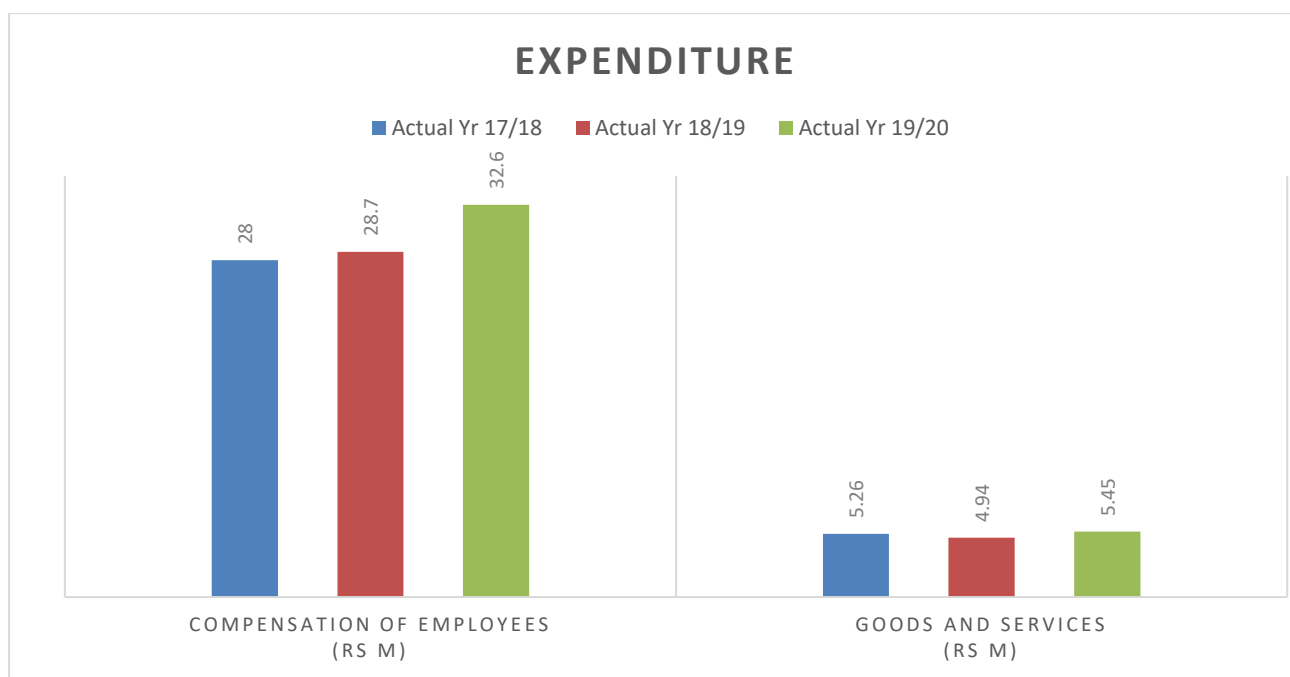
## **PART III – FINANCIAL HIGHLIGHTS**



## Financial Highlights

### Expenditure by Economic Classification for the Bureau

	Actual Year 2017/2018	Actual Year 2018/2019	Actual Year 2019/2020
<b>21 – Compensation of Employees</b>	<b>Rs 28.0 M</b>	<b>Rs 28.7 M</b>	<b>Rs 32.6 M</b>
<b>22 – Goods and Services</b>	<b>Rs 5.26 M</b>	<b>Rs 4.94 M</b>	<b>Rs 5.45 M</b>



## Analysis of Major Changes

### Item 21 - Compensation of Employees

Actual Expenditure, for financial year **2018/2019**, increased slightly from year 2017/2018 following preparation of the 2021 PRB Report.

Increase in Compensation of Employees resulted from payment of :

- (i) Extra duty allowance to Officers not eligible for overtime; and
- (ii) Overtime to eligible officers, who were called upon to work additional hours for the timely preparation of the main PRB report.

Actual Expenditure, for financial year **2019/2020** increased following recruitment of funded posts at the Bureau.

Reasons for variance from budgeted estimates in relation to compensation of employees for the year 2018/2019 includes the reversion of newly recruited officers to their substantive posts and budgeting for filling of additional funded posts.

## Item 22-Goods and Services

Increase in actual expenditure for financial year **2019/2020** is mainly under item:

**(i) Office Furniture**

Purchase of Refrigerator, heavy duty photocopying machine and replacing some old furnitures by purchasing new ones.

**(ii) Office Expenses**

Payment of Meal allowances to officers who performed overtime in the context of the PRB Report.





**Statement of Expenditure of the Bureau for the financial year 2018/2019:**

<b>Details</b>	<b>2017-2018 Actual (Rs)</b>	<b>2018-2019 Estimates (Rs)</b>	<b>2018-2019 Actual (Rs)</b>
<b>Compensation of Employees</b>			
Personal Emoluments	25,454,775	28,605,000	26,124,814
<b>Other Staff Costs</b>	2,519,711	2,750,000	2,612,532
Travelling and Transport			
Overtime			
Staff Welfare			
<b>Goods and Services</b>			
Social Contributions	202,533	260,000	234,173
Cost of Utilities	841,027	995,000	849,481
Rent	2,343,216	2,850,000	2,347,216
Office Equipment and Furniture	1,165,233	700,000	723,593
Office Expenses	109,820	235,000	178,412
Maintenance	51,550	200,000	63,788
Cleaning Services	78,660	100,000	78,660
Publications and Stationery	303,555	365,000	403,766
Fees for Training	143,944	300,000	32,000
Uniforms	24,855	40,000	30,925
<b>Total</b>	<b>33,238,879</b>	<b>37,400,000</b>	<b>33,679,360</b>

**Statement of Expenditure of the Bureau for the financial year 2019/2020:**

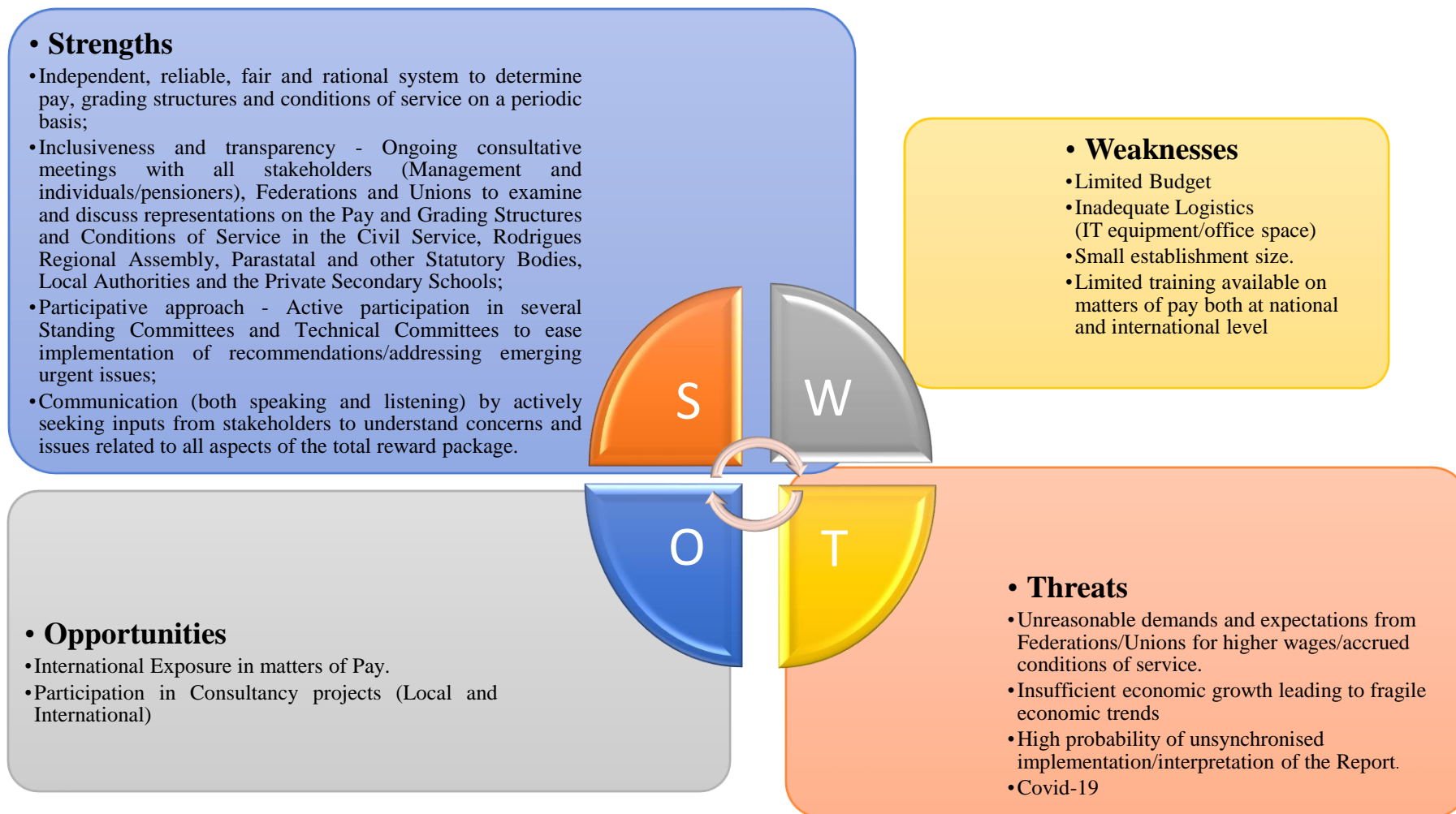
<b>Details</b>	<b>2018-2019 Actual (Rs)</b>	<b>2019-2020 Estimates (Rs)</b>	<b>2019-2020 Actual (Rs)</b>
<b>Compensation of Employees</b>			
Personal Emoluments	26,124,814	30,410,000	28,814,943
<b>Other Staff Costs</b>	2,612,532	4,525,000	3,766,735
Travelling and Transport			
Overtime			
Staff Welfare			
<b>Goods and Services</b>			
Social Contributions	234,173	260,000	259,341
Cost of Utilities	849,481	990,000	745,711
Rent	2,347,216	2,850,000	2,343,216
Office Equipment and Furniture	723,593	600,000	673,653
Office Expenses	178,412	575,000	456,905
Maintenance	63,788	200,000	51,080
Cleaning Services	78,660	100,000	89,355
Publications and Stationery	403,766	950,000	718,032
Fees for Training	32,000	300,000	96,030
Travelling within the Republic	-	300,000	-
Other Goods and Services	30,925	40000	19,460
<b>Total</b>	<b>33,679,360</b>	<b>42,100,000</b>	<b>38,034,461</b>

## **PART IV – WAY FORWARD**



## Trends and challenges

A SWOT Analysis taking into consideration the conditions under which the Pay Research Bureau is operating is shown below.





## Challenges

- The contraction of the economy, the pressure on public finances, the capacity of Government to pay and the social acceptability of salary recommendations;
- Reconciling high expectations of stakeholders with affordability constraints;
- Managing constant pressure from the staff side for higher salaries and better conditions of service;
- Tardy/Non-response to surveys;
- Erroneous input from stakeholders.

## Strategic Direction

The strategic direction of the Bureau is set out to consolidate its human resource strategy for the Public Service and improve effectiveness of the Bureau in service delivery. The Bureau aims to ensure that pay policies are fair and affordable and rewards are commensurate with responsibility, competence and contribution. This will be achieved by:

- setting a financially sustainable pay policy;
- adopting human resource strategies conducive to efficient and effective service delivery;
- facilitating recruitment and retention of required skills in the service;
- boosting reforms initiatives;
- ensuring that reward in the Public Sector keeps pace with those of corresponding positions in the private sector, to the extent that it is desirable;
- establishing and maintaining reasonable differentials in respect of different categories of skills and levels of responsibility; and
- ensuring adequate linkage between pay and economic growth in the country.

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<b>Technical team responsible for the preparation of this Annual Report on Performance:</b>		
<b>SN</b>	<b>Grade</b>	<b>Name</b>
1.	Principal Job Analyst	Mr J. Ganoo
2.	Temporary Survey Officer	Ms P. Ramgati