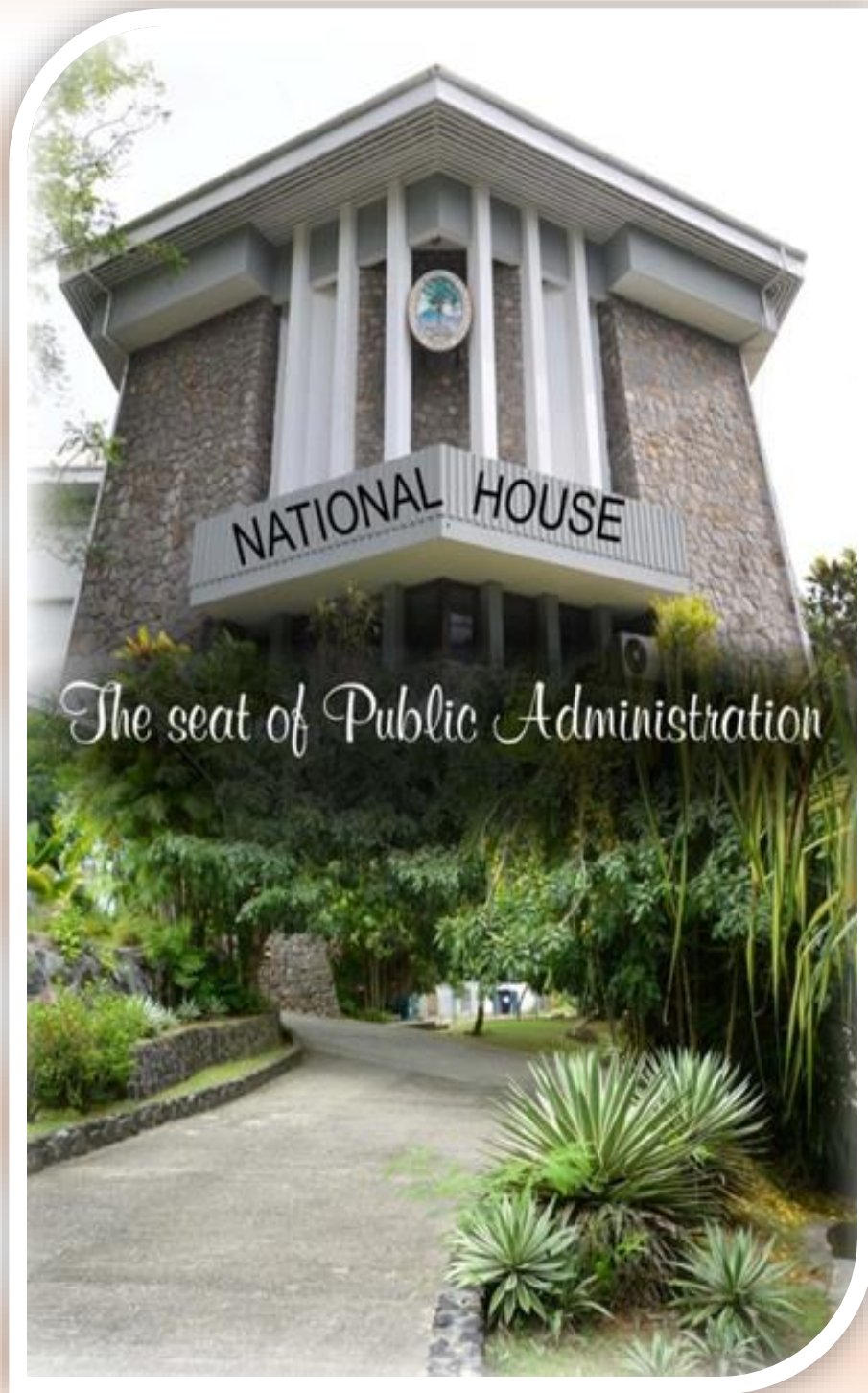


*Office of the  
President*  
Department of  
Public  
Administration  
*National House*



Annual Report 2020

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## Mission

"The Department of Public Administration is committed to facilitate the development of capacity of the public service organisations to deliver quality service in an effective and sustainable manner and to ensure equitable terms and conditions across the public service."

## Vision

"To be the champion and advocate of a culture of good governance and excellence in the public service"

## Quality Statement

"We, the Management and staff of the Department of Public Administration, commit ourselves to understand, maintain, communicate and continually improve our Quality Management System in order to consistently provide a high quality service to all our customers"

## Our Quality Objective

"To provide services right first time, on time, in full and to achieve complete customer satisfaction"

## Introduction

It is a pleasure for the Department of Public Administration to present its annual report which provides an account of the various activities undertaken during the year 2020 by the various Sections within the three main Divisions of the Department, namely: Chief Secretary's Secretariat, Public Administration and Compliance Division and Public Services Management & Standards Division. The Department acknowledges and thanks all its staff and partners who through their expertise, hard work and co-operation have helped the Department with its various undertakings and contributed towards its achievements.

With the COVID 19 crisis the year 2020 has halted the work of the Department in many ways for example the the continuation of the devolvement of the Public Sector Monitoring and Evaluation System (PM&E) and Performance Management System (PMS) an Management Audits that require on-site work and engaging in planned Chief Executive's Forum.

As a Central Management Agency, the Department is a champion for change and remains true to the principles of Good Governance that will lead to a public service that enjoys the trust, respect and confidence of the people of Seychelles. The Department remains fearless in ensuring compliance which is an on-going challenge in public sector organizations. We are satisfied with the continuing growth of our organization and are looking forward enthusiastically to the year ahead.

The Department of Public Administration is mandated to serve the Executive through impartial advice and in undertaking the leadership and management of public administration and management support responsibilities required to facilitate the Government's decision-making at both strategic and management level. It champions and lead the Public Administration Reform and acts as the lead agency for Government regulations on Human Resources services in the areas of public service policies, Orders, Codes of Conduct and Ethics, schemes of service, salary structure, establishments, contract administration, reward system, employee benefits, personnel management audit, capacity building and service delivery.

## DPA's Mandate and Functions

The Department of Public Administration manages the Secretariat of the Public Sector Commission which is responsible for promoting best practices and fostering ethical behaviour, it engages in activities relating to the administration of PSC contracts of senior and chief executives and advocates high performance among senior members of the public sector.

Through its Policy, Planning, Research & M&E function, DPA studies the public sector landscape to provide the Chief Secretary with policy direction through the provision of strategic and comprehensive analysis of sector issues and subsequently develop policies for Cabinet approval; participates in the strategic planning formulation exercise of the organizations to ensure that policy decisions derive from M& E outcomes and sectors strategic plan are in line with the National Development Plan; conducts research on relevant issues to remain updated with the latest development in the sector and to influence relevant policy formulation/ amendment as and when appropriate, and where necessary carries out functional reviews and reviews organizational structures, systems and procedures to establish the quality of service delivery and recommend improvements where required; puts in place performance indicators that will identifying critical issues when monitoring for improvement in performance and public service delivery; conducts research aimed at finding possible interventions for improving performance and service delivery, uses performance indicators to assess and evaluate the impact of national policies and priorities of government and provides advice for policy review and/or development to facilitate the implementation of reform programs across government.



DPA is also responsible for the contextualisation of a National M&E System, ensuring it is implemented efficiently and effectively with regard to the sector specifics and institutional and service delivery for evidence based policy formulation, strategic planning, and capacity building.

DPA through the Public Administration & Compliance Division sees to the collaborative development or revision of administrative Orders and the PSO, regulations, policies, standards, and processes related to HRM and compliance. This responsibility allows DPA to develop accountability frameworks, sanctions, or other measures that promote compliance to rules and regulations, incorporate the processing of all non-delegated matters which facilitates evaluation of the HRM function. The objective (function) of this division is to ensure all public sector rules and regulations are adhered to, notably the Public Service Orders, and through the Public Administration Forum ensure the understanding of administrative Orders, rules and regulations. In addition DPA implements a system for the computation and payment of compensation and pro-rata gratuity, as applicable, due to employees upon exit from the service, administers the government pension payroll and ensure adherence to legal provisions under the Pensions Act, develops routines and processes for the application and computation of ex-gratia payment to past government employees, establishes procedures for control and disbursement of benefits involving legal heirs and minors, and ensures the provision and control of funds in the annual centralized budget for payment of benefits.

DPA implements standards and systems for the storage of central human resources records of government and other records, implements the registry system, ensuring the completeness, accuracy, safety and security of records, ensures an e-back up records and manages a Documentation Centre on all public administration matters. This will be enhanced in the future with the establishment of a Public Records management policy, in 2018.

The Public Services Management & Standards Division of DPA provides advice and consulting services to public sector organizations. The advice provided is based on standards which aim to encourage consistency in the management systems and processes employed by Government. The objective of this Division is to improve the quality of management within the Public Service and provides services such as organisational design and structuring according to the mission and function of the specific organisation; evaluate and analyse jobs; determines appropriate Job Grades for new and established positions; develops and reviews schemes of service; job lists and other instruments supporting organizational structures; carries out the annual Manpower Budgeting Exercises; evaluates post requests vis-à-vis budgetary allocations; and reviews the MBE guidelines for establishment management and undertakes simulation and scenario analysis linking changes in pay and employment to overall budget figures.

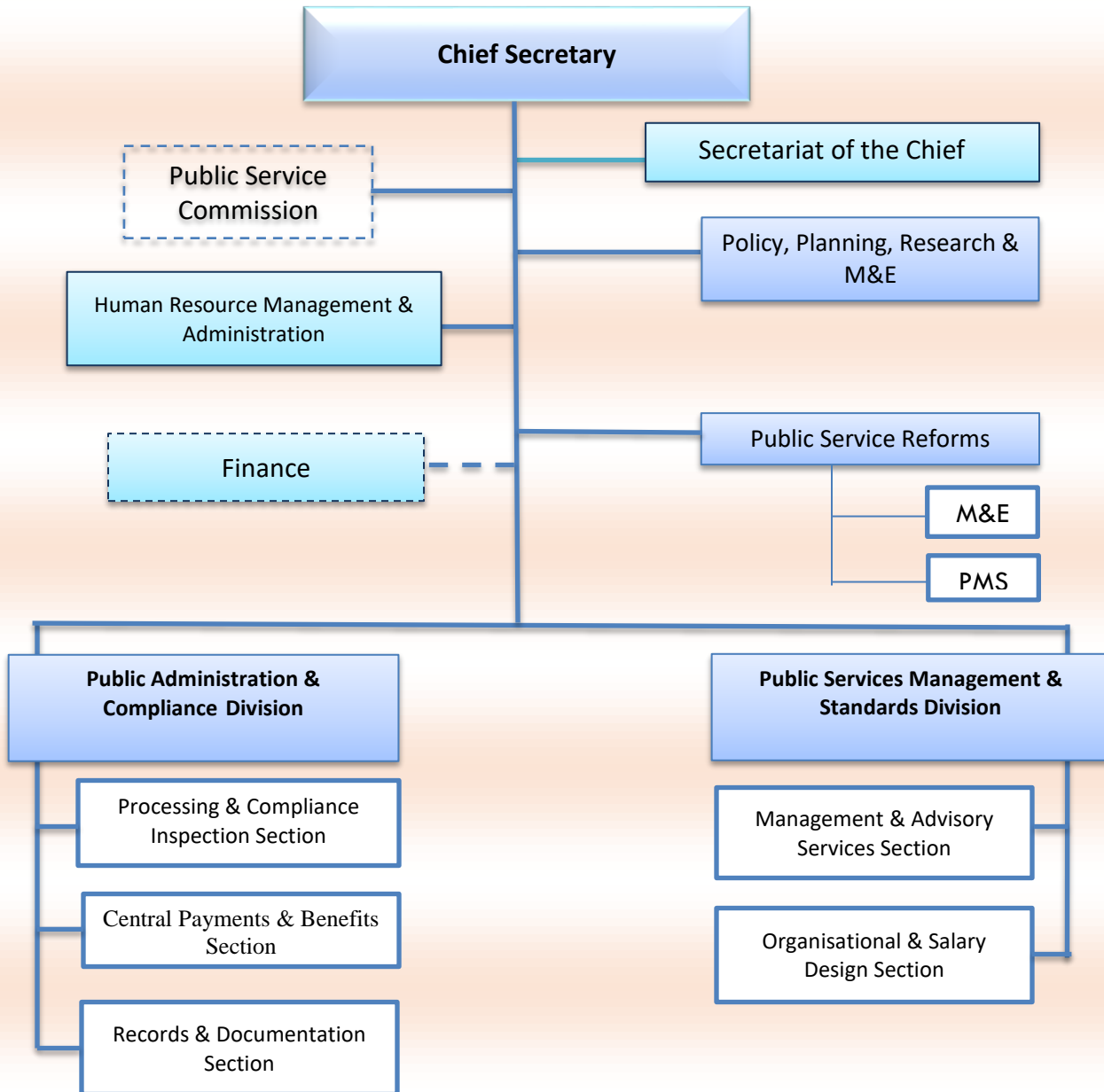
The function of Public Services Management & Standards Division is to facilitate the development of strategic plans in ministries/departments and agencies, identify areas and advise management where they can improve on their practices (assess current management practices: management meetings, Board meetings, CEO decision-making, internal delegation, etc.), and monitor the implementation of these recommendations.

Another important new responsibility under this Section is to facilitate and co-ordinate the implementation of a Performance Management System within the public service; oversee implementation of PMS and evaluate its effectiveness in terms of improving individual performance especially at middle and senior levels.

The Section also has the mandate to assess capacity gaps through undertaking needs analysis in ministries, departments and agencies (MDAs) and propose training programmes. It also assists MDAs through the facilitation of human resource development plans, and empowers HRM practitioners through capacity development so as to improve standards and adopt modern HRM practices

It establishes modern HR practices standards in line with international norms by ensuring that the qualifications of HR practitioners are competency-based and relevant to the requirements and standards of the Public Sector.

## Structure of DPA



## **The DPA Management Team (2020)**



## Activities Undertaken by Divisions, Sections and Units of the Department

### The Chief Secretary's Secretariat

The prime responsibility of the Chief Secretary is to ensure that the Department discharges all its duties and responsibilities with efficiency, transparency, professionalism, accountability and impartiality. All written correspondence whether for processing or for record purposes are channelled to the Office of the Chief Secretary. These are recorded in a database for record and control purposes. The database makes it easy to trace correspondence received and their receipt date. In addition to several

email correspondences which require quick comments, advice and interventions were also dealt with.

The Chief Secretary also assumes responsibility for the Public Sector Commission Secretariat in regards to the management of contracts and development and implementation of reward systems based on performance targets for Senior and Chief Executives serving on Public Sector Commission contracts.

Additionally, the Chief Secretary was the Chairperson and Secretary to the Chief Executives Forum. Only one Chief Executives Forum were held in 2020 due to the COVID crisis.

The Secretariat of the Chief Secretary also consists of the following Units and Sections:

- *The Policy Research and Monitoring and Evaluation Unit;*
- *Human Resource and Budget Management Section; and*
- *Public Sector Commission Secretariat.*
- *Public Sector Reforms*

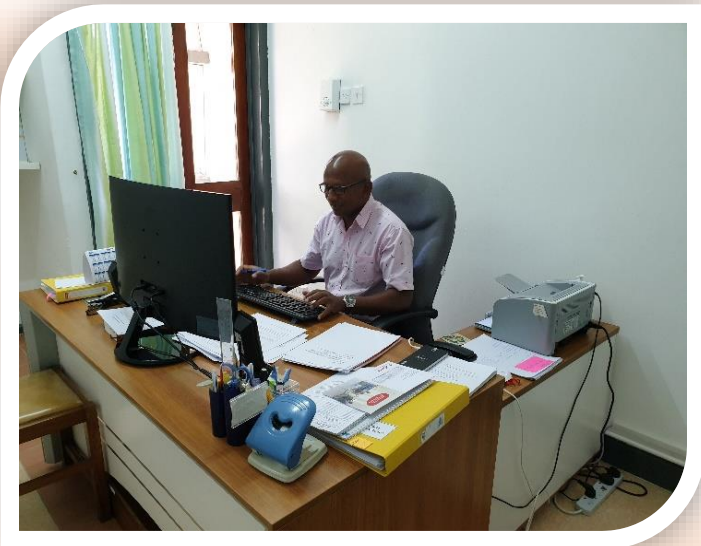




#### Promoting the work of public service organisations - Public Service Day 2020

The Day was celebrated on 23 June under the theme "Innovating and Transforming Public Services and Institutions for Sustainable Development". The theme aimed to demonstrate how the Seychelles public service endeavours to meet the expectations of our citizens and improve delivery of services through the use of modern technology and innovative work practices, and also how the country is working towards the achievement of the 2030 Sustainable Development Goals (SDGs) and objectives of Agenda 2063. In view of the COVID-19 situation in the country, the activities to showcase the innovative and best practices in service delivery by organisations could not be conducted. Besides the message from the President on the occasion of the International Public Service Day which was published in the local media, the e-banner depicting the local theme was also shared to staff in the public service.

## The Policy, Planning and Research Unit



The overall function of the Unit is to develop and review policies which are evidence-based and to assist in the effective implementation and achievements of policy objectives across the public service. The section is also responsible Planning and Monitoring and Evaluation for DPA as a line organisation. The Unit undertook the following activities in 2020:

The unit has been actively coordinating and administering the activities of the DPA line organisation in M&E and monitoring of the DPA line strategic plan. The work entailed coordinating the compilation of the relevant data in terms of key Performance Indicators (KPIs) agreed in the Strategic Plan.

- The Unit was active in other projects in collaboration with Reforms Office as and when necessary.
- The unit has been active in different policy initiatives projects as and when necessary.
- The unit has also participated in various technical projects as and when assigned and committees (such as job evaluation) as and when necessary.
- In addition the Unit participated in various internal (*various technical committees*) and external of which the Department's representation was sought.



The M&E Unit is responsible for contextualizing and implementing the roll-out of a Government-wide M&E system to support the execution of the Seychelles National Development Strategy and ensuring the use of the evidence-based information for planning, policy and budget execution to enhance the performance of government policies, programs and projects. It provides oversight, guidance and support to the different sectors, and the sector M&E officers. The Unit undertook the following activities in 2020:

The Unit undertook the following activities in 2020:

#### ***PM&E documents to support implementation***

The PM&E Manual, Capacity Building Strategy and Change Management Strategy have been finalised by the PM&E team in collaboration with the World Bank team. The finalised PM&E manual has been released in October 2020 to the pilot sites first and has been uploaded on DPA's website. The manual has also been shared with the respective staff from the other RBM pillars (Strategic Planning, PPBB and PMS).

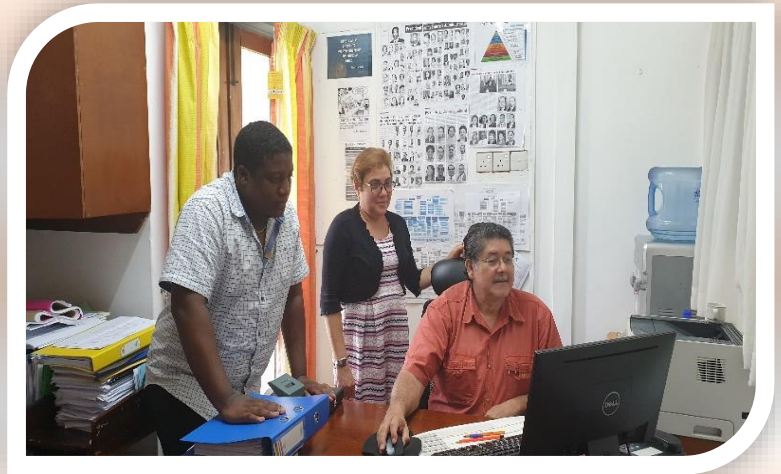
#### ***PM&E capacity building missions for previous new pilots***

The World Bank PM&E missions in the 2 new pilot sites (Public Enterprises Monitoring Commission and Ministry of Environment, Energy and Climate Change) and previous pilots were postponed in view of the Covid-19 pandemic. The PM&E roll-out plan to be revised in view of the new executive structure and portfolios and reform agenda.

#### ***Data quality for PM&E***

Work is being undertaken with the World Bank PM&E team to develop a Standard Operation Procedure (SOP) on PM&E data reporting to strengthen the quality of performance information. In view of COVID-19, work on the SOP is being conducted remotely with the World Bank team.

## **The Performance Monitoring & Evaluation Unit**



#### **Addressing sustainability of PM&E in the pilots and beyond:**

- ***Institutional architecture:*** Establishment of Policy, Planning, M&E, MIS structure and Internal Results-based Management (IRBM) Committees in MDAs is an ongoing exercise and to continue with the new portfolios, in view of the new executive structure.
- ***Customized support*** is being provided by the DPA team to the PM&E pilots on indicator design and selection and to strengthen the quality of their monitoring and reporting templates. DPA continues to intensify its efforts to ensure that all pilot organisations remain on track with their PM&E implementation.
- ***Incentive framework for PM&E:*** Implementation is on hold due to budgetary constraints caused by COVID-19.
- ***Change management*** is on-going by the National PM&E team to ensure buy-in and commitment by the pilots' senior management. The team will continue to monitor the IRBM Committee in the pilot sites as necessary.
- ***Cabinet reporting:*** On hold in view of the COVID-19 situation, and PM&E roll-out plan due to the new executive structure and new portfolios

### Full RBM roll-out and alignment of pillars

In view of the COVID-19 situation and new administration in place from 25 October 2020 the full RBM implementation is on hold pending further instructions on its roll-out plan. The PM&E team continues to participate in the MTES and strategic planning exercises as necessary.

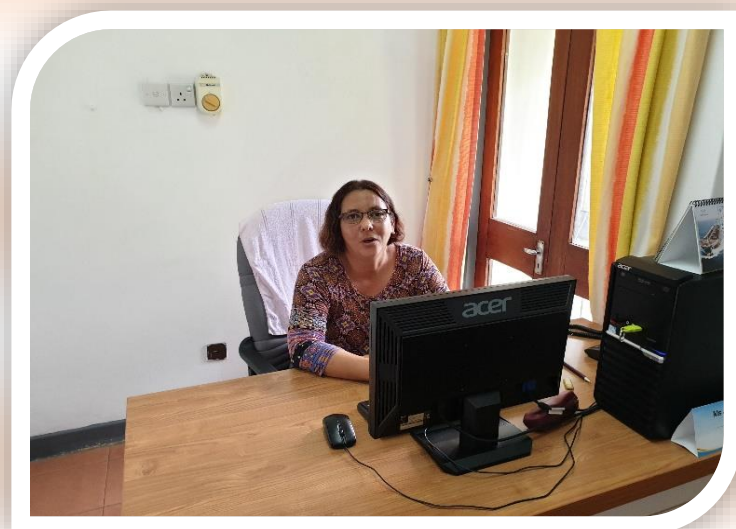


## The Performance Management System Unit

regards to the sector specifics and institutional and service delivery; for performance based policy formulation, strategic planning, and capacity building. During 2020 the following projects were undertaken:

### World Bank mission

The World Bank conducted just one visit from the 17<sup>th</sup> to the 21<sup>st</sup> February in view that thereafter there was a ban on travelling due to the COVID-19 pandemic. During this one week, the WB consultant met with four of the Committees and discussed the work that will be expected of the committee, the proposed timeframes and to agree on how the committees will approach their task. Presentations were provided to each committee on international experience and good practice and proposed some questions and issues that each committee may wish to consider as part of their deliberations.



The meeting with DPA management team focused on the reforms to the role of DPA, the work of the committees and particularly the committee considering delegation of authority and the role of DPA. DPA needs to re-evaluate its role and functions in light of the PM&E and PMS reforms as well as the

results of the diagnostic and has a key role to play in driving and supporting the reform efforts and the senior management team as the key drivers needed to consider what changes and reforms will be required within DPA in order to effectively fulfil a contemporary



mandate on public sector management. Despite the presentation, management never took up the matter thereafter to come up with a plan. Meeting with the HR Forum was to brief them on the proposed areas of the PMS reform including the role and purpose of the committees that will be leading the development of reform activities.

### **Committee work**

The committees met during the year and are at differing stages in completing their tasks. Two meetings were conducted with the chairpersons in June and September to gauge the progress of their committee. A Remuneration Committee was set up in July to oversee the development of the schemes of service.

The status of each committee is as follows:

#### **1. Role of DPA**

A concept paper involving an analysis of literature review and a proposed structure has been put together by the facilitator.

#### **2. Performance management**

Over eight months the committee has met barely three times and the task is very much in its infancy.

#### **3. PSC Framework**

An initial proposal for an independent public sector commission was submitted in July. DPA management made



circulated by the consultant and also formed part of the committee that looked at the Local Government documents for the setting up of District Councils.

comments and committee work is still on-going to review the proposal based on the comments received.

#### **4. Competency framework**

Members have identified the objective for the framework, agreed on the occupation levels, identified the core competencies and their use, identified indicators for the value and ethics and innovation and result oriented clusters. Work is being done on the leadership and management cluster and has already covered strategic thinking and resource management leaving communication and networking to be completed. A review of all the competencies will then be done before consultations start.

#### **5. Remuneration**

Work is still on-going to review all current allowances being paid and to establish allowances for each category of occupation.

#### **Other**

Throughout the year assisted with revising documents

Human Resources and Budget Management Section manages the administrative and human resources function of the Department of Public Administration as a line organisation. In 2020 the HRBM Section operated with 9 staff representing 18 % of the total workforce. Inclusive of the administrative function the Section manages all support services for the effective operation of the

## Human Resource and Budget Management Section

Department. These include: Telephone Services; Housekeeping; Messenger and transport services; Maintenance of the building and grounds; IT Services; Security services; and Office Services.

The work of the Section for 2020 was guided by its work plan. The ensuing sections summarises the activities undertaken by the section.

### Human Resource Unit

#### Staffing

Throughout 2020, staff movement was stable. There were five promotion cases, two retirement cases, one appointment and one external transfer.

The total headcount as at December 31 2020 was 45 same as at the end of 2019.



Table 1

Movement	Post
Promotion	<ul style="list-style-type: none"> <li>Administrative Assistant Officer to Management Officer x 1</li> <li>Principal Management Officer to Director General x 2</li> <li>Management Officer to Senior Management Officer x 1</li> <li>Office Assistant to Administrative Assistant Officer x 1</li> <li>Senior Management Officer to Principal Management Officer x 1</li> </ul>
External Transfer	<ul style="list-style-type: none"> <li>Human Resource Officer x 1</li> </ul>

Source HRBM

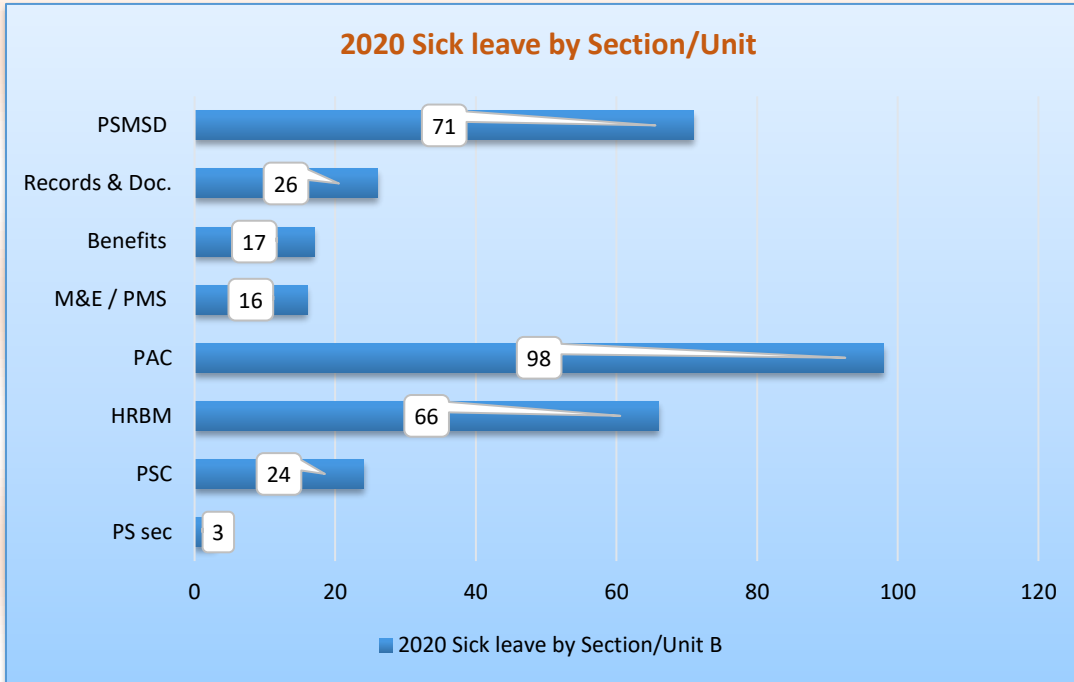
Due to staff shortage the Department had to rely on temporary staffing to assist with the work load in the PSC Section. The Department took on board three participants on internship under My First Job and URS schemes. One of participants was later appointed as an Office Assistant on a fixed term contract.

### Staff Attendance & Punctuality

Staff observed the established working hours and time keeping were satisfactory. Owing to the pandemic temporary work arrangement had to be put in place and same had continuously been reviewed throughout the year.

Out of 45 staff, 332 days of sick leave were recorded. On average seven (7) days sick leave per staff. The increase in the level of sick leave recorded for 2020 27 % higher over 2019 figures. Figure 1 shows the distribution of sick leave per Division/Section.

Figure 1. No. of days sick leave by division/Section



*Public Administration and Compliance Division* recorded highest sick leave record for the year 2020. Out of the 332 days, 141 days was from the *Public Administration & Compliance Division*, i.e. *Records & Documentation Section* – 26 days, *Centralized Payment and Benefits Section* – 17 days, *PAC Secretariat* – 98 days, & followed by *PSMSD Section* – 71 days, *HRBM Section* 66 days, *PSC* – 24 days, *M&E/PMS* 16 days– and the *PS Secretariat* – 3 days. It should be noted that PAC is the Division with the highest number of employees - 21 representing 42% of the Department's workforce.

The overall increase in sick leave, is due to two employees on long medical leave in the PSMSD and PAC Division. This represent an increase of 92 days comparison to 2019.

### Covid -19 Measures

In view of the pandemic situation, the Department had to put in place various measures in order to maintain a high hygiene standards; healthy work operations and safe services to prevent any cases as recommended by the Ministry of Health.

The following facilities/measures were installed/implemented:

- Handwashing facilities at main entrance of National House
- An isolation room for staff who feel unwell
- Partition at the reception desk for physical distancing
- A drop box at the Security desk for all incoming mails
- Temporary work arrangement





## Training

In 2020 four employees continued with their local training started in 2019 and two new were enrolled as follows:

- Certificate in General Management x 1 staff
- Certificate in Office management x 1 staff

Two employees successfully completed their Certificate in General Management and Human Resource Management.

## Local Workshops/Seminars

The Human Resource Officer attended the Transparency & Accountability for Good Governance Workshop in July 2020.

## Overseas Virtual Training/Workshops/Seminars

The Director General (PAC), Principal Performance Management Officer and the Director (HRBM) attended the Human Resources and Administration Committee virtual meeting organized by Southern African Development Community Development (SADC), in January 2020.

The Consultant, Principal Policy Analyst and Director General (PSMSD) attended the Organisation Structure Review virtual meeting organized by COMESA, in July 2020.

## Administration Unit

### Housekeeping Unit

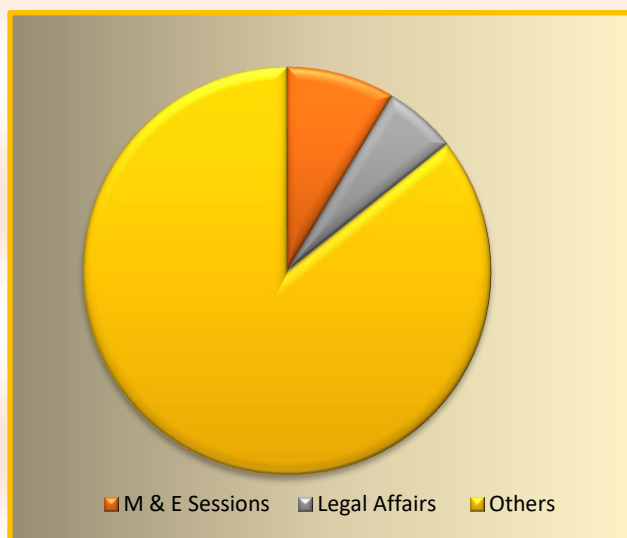
HRBM managed to keep offices and common areas clean despite staff constraints from the Cleaners cooperative.

The Unit provided logistical support for various activities held/organized by DPA and/or other external organizations. These included meetings/workshops/seminars associated with the use of the Ex-Assembly Hall. A number of these activities were held after working hours and on weekends. In line with its plan the Unit achieved the following in 2020:

- Replaced 3 x 3 seater steel benches under the verandah
- Refurbished existing easy chairs placed under the verandah and replaced damaged ones

As part of the prevention measures against COVID, in March 2020 the Department put a ban on renting of the hall for external meetings. The unit recorded a total of **70** meetings of the Ex Assembly Hall in 2020 compared to 102 in 2019. 99% were the internal meetings organised by DPA and other 10% external entities.

Figure 2: Number of meetings held in the Ex-Assembly Hall in 2020



Source: HRBM

## Consumable Items

Records of usage and issuance of cleaning and other consumable items were continuously maintained. Figure 3 below illustrates the costs comparison of cleaning/consumable materials consumed in 2020 in comparison to 2019.

Given the tight budget and the need to keep expenses within the allocated budget, the Department implemented additional cost cutting measure to reduce its expenses. HRBM conducted audit on usage of office supplies in order to identify areas where further cut could be made.

There was an increase of SR36, 366.55 (representing 23%) in expenses for cleaning and consumable recorded in 2020. This was due to increase in price of certain materials on local market.

Figure 4 shows a comparison of most consumed items in 2020 and 2019. [Tea, coffee, hand towel, water amongst others.]

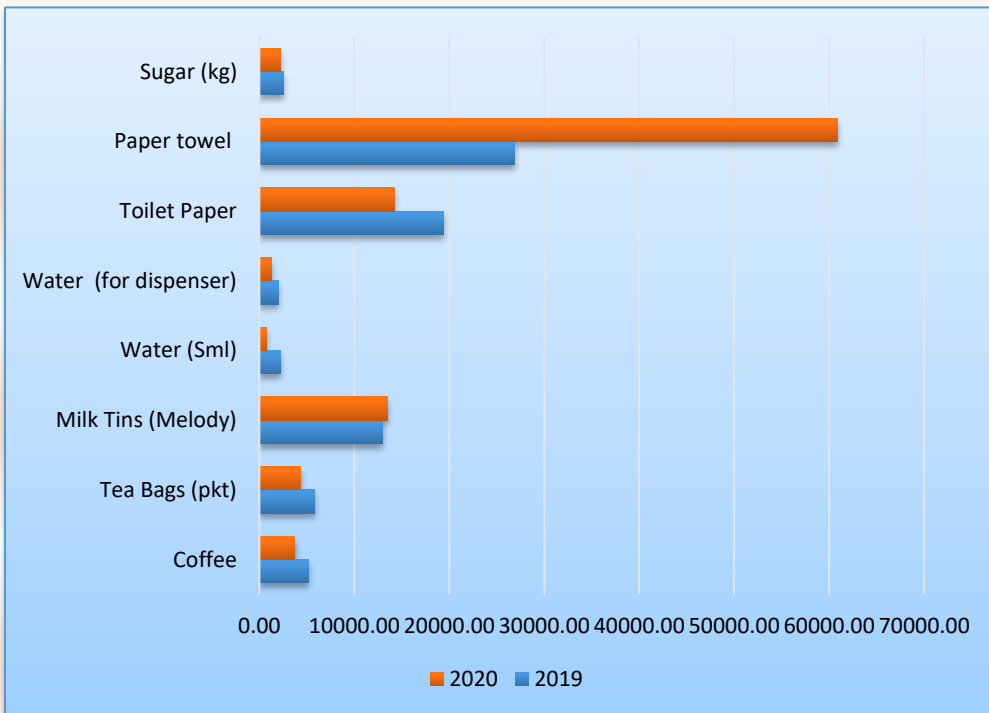
Figure 3



Source: HRBM

An increase of SR22,831.25 (representing 26%) was recorded in expenses of most consumed items in the year 2020. The increase was mainly in the use of hand paper towel.

Figure 4



## Stationery

Continuous efforts were made to control the use of stationery. The Department spent **SR244,265.75** on stationery from its allocated budget of **SR260,866.68**. A total of **SR110,079.00** used items i.e. A4 paper, file covers and toners for printers/photocopiers. This represents a decrease of 30% in comparison to 2019.

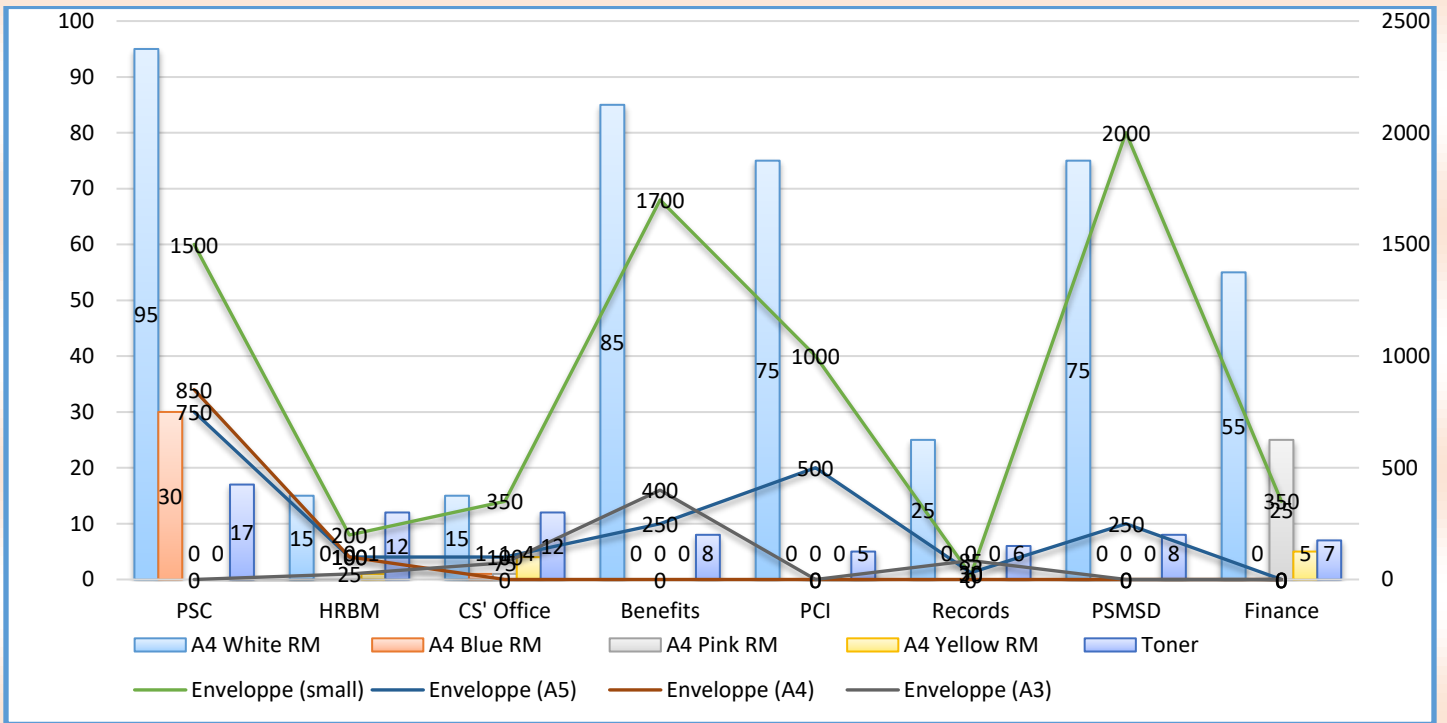
In view of the tight budget on expenses and significant increase in price of the above-mentioned items, implemented the use of network printing facilities using photocopying machines and digital means instead.

Out of the **SR244,265.75** spent during the year 2020, the sum of **SR53,529.00** (representing 21%) was spent on toners for printers and

photocopiers. The new printing network system using photocopiers yielded positive results. Although the spending was kept to an acceptable level, there is a need to look at the level of issue at different Divisions/Section to detect any wastage.

Figure 5 below is the level of issues of the most used items at different Division/Section.

Figure 5

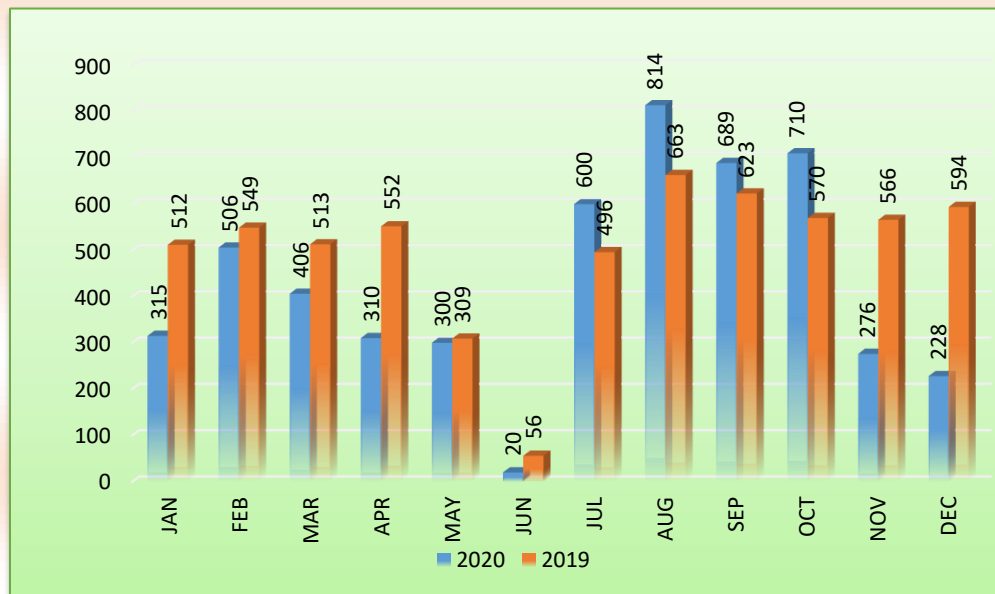


Source HRBM

## Messenger Services/Transport

Monitoring on the number of mails handled during a day was continuous. . Comparison of mails handled for period January to December 2019/2020 is illustrated in figure 6.

Figure 6:



A decrease of 829 mail was handled in 2020. The Unit has on average handled 430 mails per month in comparison to 935 in 2019. In view of the pandemic, correspondence was scanned and emailed as much as possible.

Source HRBM

The Department has 3 cars and 1 jeep in its fleet (GS10835, GS11677, GS32117, GS22138). Figure 7 shows the comparison of fuel expenditure 2019 v/s 2020.

As a result of continuous monitoring on use of GS vehicles fuel expenditure for 2020 was down by SR5460.00. This represents 15% less over 2019 expenditure.

Figure 8 shows fuel expenditure per vehicle for the year 2020.

Figure 7

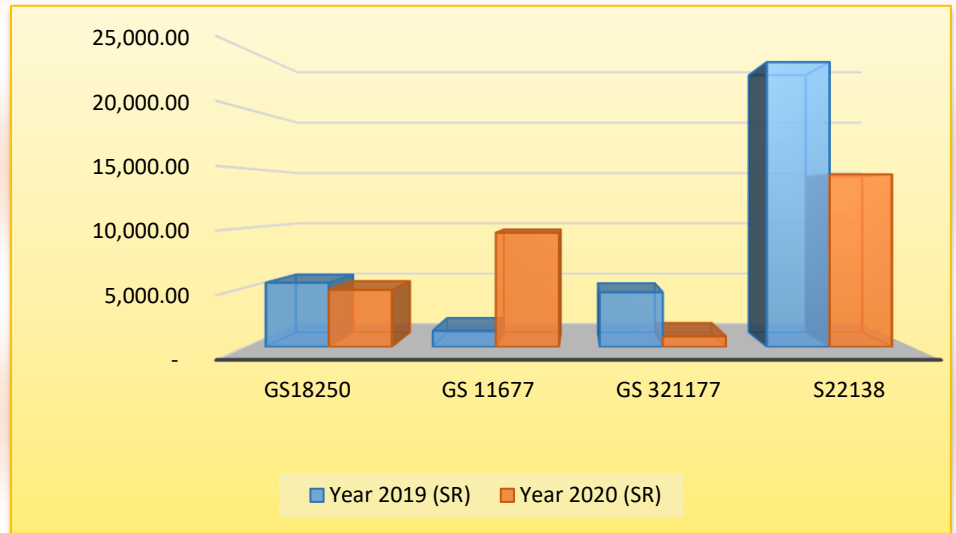
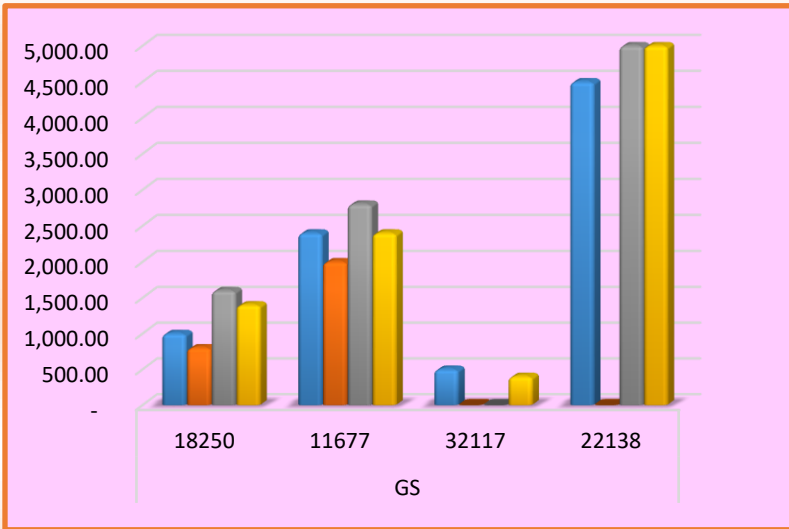
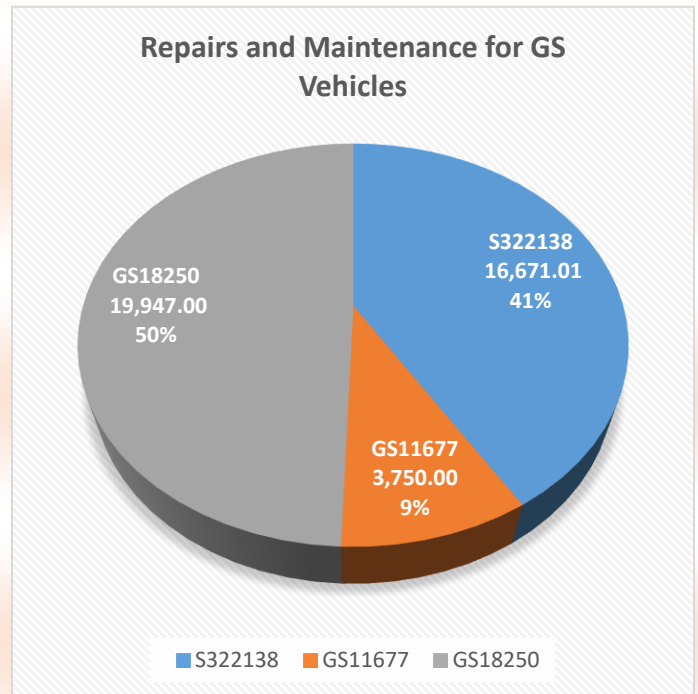


Figure 8



Apart from servicing the unit had no repair costs on GS18250 and S2218. Figure 9 shows the distribution of costs on the vehicles.

Figure 9



## Maintenance of National House Building

The Department managed to complete the following works to improve staff working environment:

- Re-roofing of car Shed on main car park
- Replacement of damaged wooden doors on PSC ring (1 floor)
- Upgrading of sanitary facilities in DG(PAC) office on 2 floor
- Repair PABX room on ground floor
- Renovation of main Accounts Office on Ground floor
- Renovation of DG(PSMSD)'s office on 2 floor
- Installation of glass separators on shelves in Records Centre





## Information Communication & Technology Services

In addition to the routine maintenance of IT equipment, in the year 2020, the IT Unit has achieved the following;

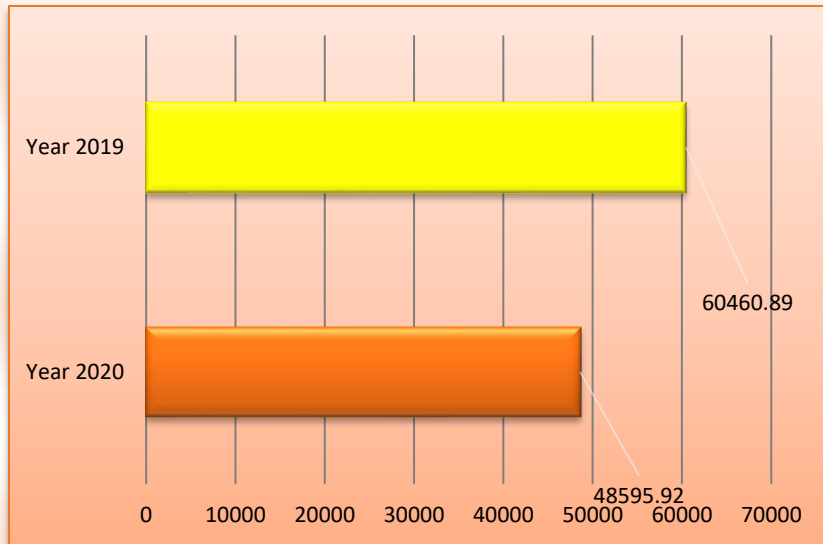
- 2 fast Scanners were allocated to the Accounts Section.
  - 2 Computers were replaced with new ones. (Financial shortage due to the pandemic has stalled the ongoing computer replacement project)
  - Activation of operating systems.
  - Activation of Microsoft office.
  - Routine service of the backup system.
  - Space management on server
- Backing up of post files. (To access older mails.)
  - Backing up of user data files.
  - Computer servicing: *Cleaning, Virus scan, Disk defragment, Regular scheduled check disk.*
  - Some faulty and damaged computer hardware was replaced such as: *Hard drive, Power supply, Memory*
  - Mice, Keyboards and monitors were replaced because they were no longer working properly.
  - Setting up computers for new recruits.
  - Worked on the DPA database project.(Few interface amendments to finalize)
  - Centralized printing on photocopiers
  - 2 scanners transferred to PSC secretaries.



## Telephone Services

Internal control on telephone usage prevailed in 2020. Monthly electronic print-outs detail all outgoing calls made from direct telephone extensions during a calendar month and the costs generated by the section. These are forwarded to heads of division/section whenever there is over usage. Figure 10 illustrates the comparative analysis of telephone expenditure for years 2020/2019.

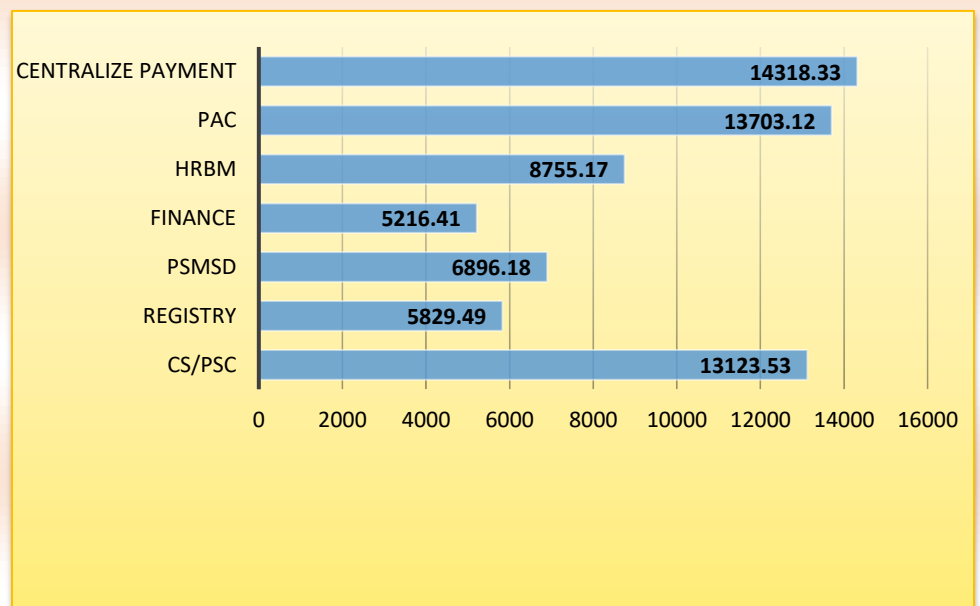
Figure 10



The Department's allocated telephone budget for the 2020, was **SR266,254.00**. The cost of usage has been **SR48,595.92** for the year which represents 19% of the allocated budget. The total sum spent on telephone and rental of the PABX system was **SR250,378.69**.

Figure 10 illustrates telephone usage costs by section.

Figure 10



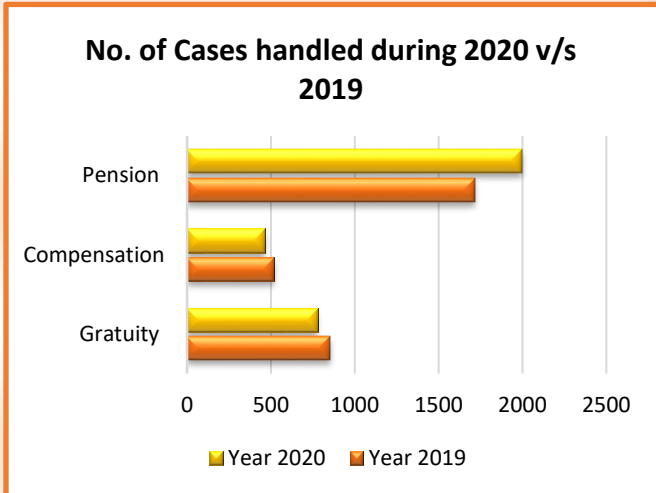
## Finance Unit

As per the previous year, the Finance Unit operated under the direction of the Financial Controller, with two accounts technicians and one office assistant.

The Unit handled a total of 3083 payments during the year 2019 i.e. 184 cases less than previous the year. Out of which 755 was payment of gratuity for End of PSC Contract, Annual and Pro-rata Gratuity, 463 was payment of compensation prior to PSC and to Government employees who exited the service through Resignation /Retirement or Death, 1993 was number of pensioners for payment of Special pension/Government pension. (Note, number of cases for pensioners was 14,523 for Government pension, 6,393 for Special pension).

Figure 11 illustrates the no. of cases handled by the Unit in 2020 versus 2019

Figure 10



Source HRBM

Details of budget performance are as shown at **Table 1.** Below



The total budget handled in 2020 was **SR106,678.23**. **SR12,195.47** for personnel emoluments, **SR3,768.78** for goods & services, SR250.90 for minor capital projects and SR90,156.10 for centralized payments. This represented an increase of 3.04% over the 2019 budget. The increase was mainly in Centralised payments.

Annual Report 2020

Statement of Accounts For Year Ended 31 December 2020

		Initial Budget @1.1.20 <u>SR '000</u>	Revised Budget <u>SR '000</u>	Treasury Year 2020 Actual <u>SR '000</u>	Variance <u>SR '000</u>	Previous year actual <u>SR '000</u>	2020% Variance
	CUMMULATIVE	17,971.02	16,522.14	15,458.56	1,063.58	15,425.70	6.44
<b>EXPENDITURE ITEMS</b>							
Wages and salaries		13,352.45	12,502.45	12,195.47	306.99	11,363.14	2.46
<b>Good and Services</b>							
Office expenses		1,713.29	1,761.66	1,564.50	197.15	1,608.64	11.19
Transportation and travel Costs		194.165	92.17	81.86	10.31	64.10	11.18
Maintenance & Repairs		764.60	702.97	679.40	23.57	832.76	3.35
Other use of Goods and Services		1,131.43	975.74	683.95	291.79	556.01	29.90
Long Service		37.49	-	-	-	32.33	
Award to Elderly		500.00	236.25	75.00	161.25	370.00	68.25
<b>Total recurrent expenditure</b>		<b>17,693.42</b>	<b>16,271.24</b>	<b>15,280.18</b>	<b>991.05</b>	<b>14,826.99</b>	<b>6.09</b>
<b>Non-Financial Assets</b>							
Motor Car			-	-	-		
Furniture		67.80	42.59	35.95	6.64	49.61	15.59
Machinery & Equipment		109.3	30.67	26.99	3.68	194.95	12.00
Other fixed Assets(Aircon)		22.50	34.50	37.83	(3.33)	47.93	(9.65)
Office Equipment		40.00	63.00	55.82	7.18	177.34	11.40
Security Equipment		5.00	2.00		2.00	4.65	100.00
IUR IT Equipment		33.00	78.15	21.80	56.35	117.40	72.11
Kitchen/Laundry Equipment						6.83	
Refurbishment(PSIP)						-	
<b>Total Capital Expenditure</b>		<b>277.60</b>	<b>250.90</b>	<b>178.38</b>	<b>72.53</b>	<b>598.71</b>	<b>28.91</b>
	CUMMULATIVE	70,589.24	90,156.09	88,354.25	1,801.85	75,904.31	2.00

**BENEFITS**

Compensation for past services	28,000.00	31,272.67	30,781.16	491.51	22,410.96	1.57
Gratuities	19,085.21	30,801.22	31,073.45	(272.23)	31,981.80	(0.88)
Salaries in Kind (Graduates Housing Allow.)		-	-	-		
Pension	19,127.94	25,706.10	25,657.55	48.55	17,565.46	0.19
Prov. of expatriates	4,265.81	2,265.81	731.80	1,534.02	3,835.81	67.70
Other Insurance & Fees	110.28	110.28	110.28	-	110.28	-
Sale of Tender Documents			(6.10)	6.10		
<b>GRANT TOTAL</b>	<b>88,560.26</b>	<b>106,678.24</b>	<b>103,806.71</b>	<b>2,871.53</b>	<b>91,330.01</b>	<b>2.69</b>



## Public Sector Commission Secretariat

Departments and for all Agencies at SB11 above. The Commission met every two weeks to discuss cases for renewal of contracts, end of contract payments, new contract, staff movements, remuneration and other issues brought before the Commission.

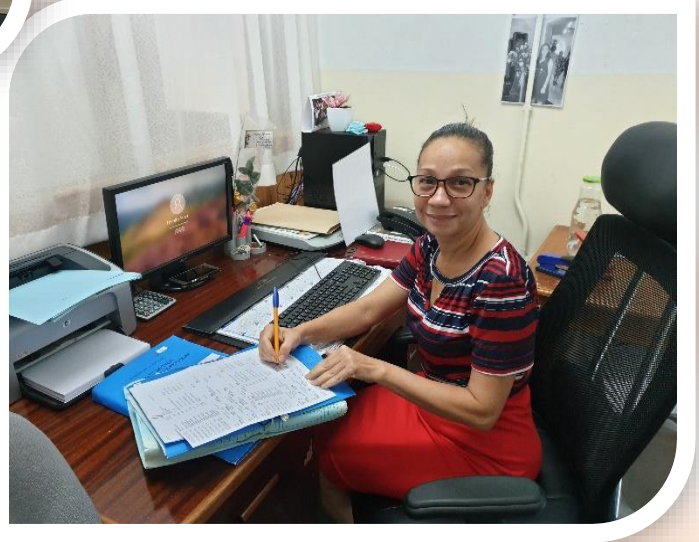
The Secretariat is responsible for administering the Public Sector Commission contract and terms and conditions of service of all PSC contract holders and also deals with all staff movements for employees on contract at SB6 and above for Ministries and

### Staffing

The Secretariat had a staffing of six permanent staff as at 31 December 2020. Due to shortage of staff the section recruited one person under **My First Job Programme** and has since been working on a Fixed-Term contract as Office Assistant. One other person from that programme is also assisting in the Section.

### Training

One staff member is undergoing training in Human Resource and Budget Management.



The Public Sector Commission Secretariat undertook the following activities during 2020:

- PSC Meetings;
- Implementation of top level changes in the Public Service
- Presentation of Plans and targets by Chief Executive Officers
- Handled cases brought before the Commission;
- Conveyed decisions of the Commission;
- Re – programming the Public Sector Commission data base
- Payment of compensation to Public Sector Employees and Agency Contract Holders
- Policy Guidelines on Public Sector Long Services Allowance (Second Version)

### PSC Meetings

The meetings for the Public Sector Commission were scheduled to be held every two weeks and decisions taken at each meeting were implemented within the agreed deadline of two weeks. **17** meetings were held during the period January to December 2020 out of **24 scheduled** meetings set for the period **January 2020 to December 2020**. The shortfall was due to cancellation of meetings but the Secretariat proceeded with approving cases at Department level. Hence, no backlog remained.

### **Government Restructuring**

8 top level changes were effected in November and December 2020 as a result of the new government administration relating to new appointment, transfer.

### **Presentation of Plans and Targets by Chief Executive Officer**

During the period under review, 13 Chief Executives presented plans and targets to the Commission and were awarded new contracts:

### **Employees on Sector Public Commission Contract**

As at 31 December 2020, there were a total of 485 employees on Public Sector Commission contract.

### **Re – Programming the Public Sector Commission data base**

DICT has installed the database and the system is in operation on a trial basis. There is a need to input personal information for all PSC contract holders in the system. The Section has not been able so far to recruit a person to undertake such duties.

### **Policy on payment of compensation to Public Sector Employees and Agency Contract holders**

The section has started implementing the policy which came into effect on 1 January 2020. It applies to employees who retire upon attaining the age 60 years and above and to those whose posts are abolished and made redundant due to restructuring.

### **Policy Guidelines on Public Sector Long Services Allowance (Second Version)**

This policy which came into force in January 2020 is being applied across the board:

### **Cases brought forward before the Commission**

From the total number of employees on contract there were:

- 168 approved cases for renewal of contract
- 174 approved cases for end of contract payment
- 5 approved cases for re-admission on contract
- 39 approved cases on first contract
- 254 approved cases for annual gratuity payment
- 8 Renewal on same terms and conditions
- 29 Extension of contract
- 11 Determination of contract
- 14 Non-renewal of contract (5 delegation of authority, 6 own request, 2 revert to continuous employment, 1 organization request)

## Cases handled at PSC secretariat

Main Activities/ Tasks/ Cases	No. of each case received	No. of cases approved	No. of cases outstanding
End of contract payment	192	174	18
Appointment on contract (First contract)	39	39	0
Renewal of contract	185	168	17
Extension of contract	29	29	0
Non-renewal of contract	14	14	0
Determination of contract	11	11	0
Resignation	15	15	0
Retention of Service	4	4	0
Retirement	4	4	0
Re-admission on contract	5	5	0
Adjustment of salary	21	21	0
External interest	20	18	2
Promotion/held against	69	60	9
Internal/External Transfers	38	38	0
Unpaid leave	8	8	0
5% ecp in the absence of progress report/percentage point	52	52	0
Remaining balance of ecp upon receipt of percentage point /progress report	59	59	0
Renewal on same terms and conditions	8	8	0
Confirmation in post	27	27	
Annual gratuity payment	254	254	
Salary whilst on training	1	1	0
Responsibility allowance	31	31	0
Re-alignment of salary	30	30	
Graduate allowance	15	15	0
Conversion of leave into cash	1	1	0
<b>TOTAL</b>	<b>1,126</b>	<b>1,086</b>	<b>40</b>

Source: PSC

## Public Administration & Compliance Division



The main activities undertaken by the Division are provided under each of its three sections as given hereunder.





## **Processing & Compliance Section**

The Processing & Compliance Section is responsible for processing of all HR related matters that are not delegated to organisations and monitoring of all HR decisions taken at organizational level; conducting management audits to ensure compliance to rules and regulations; undertaking all technical cooperation matters. The following table summarises all the cases dealt with by the Section for the year 2020.



## Processing and Compliance cases 2020

Movement Type	Public Service		Public Body		2020 TOTAL
	Monitoring	Processing	Monitoring	Processing	
Accident whilst on Duty	4	4	2	2	12
Appeals - all	0	6			6
Appointment (Normal)	159	45	216	10	430
Appraisal	8		30		38
Appointment - Held against	7	23	8	4	42
Audit Inspection				1	1
Back-dating	6	5			11
Change of Name		13		20	33
Completion of Contract			7		7
Confirmation in employment	112	7	107		226
Confirmation in Post	64	104	35	1	204
Consultancy					
Contract Renewal	5	18	16	10	49
Conversion of leave into cash	13	9	6	2	30
Death Gratuity				1	1
Determination of expat contract	1	1		1	3
Driving Allowance	1		1		2
Duty Allowance	63		23	19	105
Expatriate Appointment		1	1	10	12
Extension of Contract	7	6	9	6	28
Extension of Probation	7		19	1	27
External Interest	18	12	19	21	70
External Transfer	1	12	12	20	45
Graduate Allowance	26	21	24	15	86
Inducement ALLOWance	3		1		4
Internal Transfer	41	8	35	4	88
Location Inducement All.	3		1		4
Long Service Allowance	101	8	83	18	210
Marketable Skills Allowance	9	3	22	1	35
13th month salary	2				2
Overpayment of allowances			2		2
Overpayment of Salary	5	3	9		17
Overtime Allowance	15		1		16
Promotions	72	41	66	3	182
Promotion - held against	17	12	4	1	34
Refund of expenses	9	11	2	4	26
Extension of Unpaid Leave					
Responsibility Allowance	53		38		91
Retention of Service	8	6	9	1	24
Salary Adjustment	75	51	25	2	153



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Salary Enhancement	2	4	1		7
Salary Progression	22	23	2	10	57
Salary Revision	1		1	1	3
Salary Whilst on training	6	2	12	3	23
SOS Allowances	123	31	112	2	268
Secondment	12				12
TCO Matter			103	64	167
Transport Allowance	2				2
Travelling Arrangement				5	5
Underpayment of salary	2				2
Unpaid Leave	8	6	6	2	22
<b>TOTAL</b>	<b>1093</b>	<b>496</b>	<b>1070</b>	<b>265</b>	<b>2924</b>

Source: PAC Division

### Centralised Payments and Benefits Section

The Section is responsible for the processing of employment benefits of former and current public sector employees, including benefits payable under the Pensions Act (Cap 159) and Public Sector Special Pension.



### Statistics

The ensuing figures represent the total number of cases submitted, dealt with or still outstanding in Benefits Section.

## Cases dealt with by Centralised Payments and Benefits Section

Types of Benefits	Balance brought forward from 2019	No of application received	No of application completed	No of application outstanding
Public Service Special Pension	2	80	80	2
Request for Employment History from Seychelles Pension Fund		49	49	-
Request for Employment Records from Individuals		78	78	-
Payment of benefits under Cap 159	4	2	5	1
Ex-Gratia (1979 – 1991)	2	1	2	1
<b>Payment of Benefits under PSO</b>				
Compensation (PSO 175)	25	745	737	33
Gratuity (pro-rata) (PSO 176)	3	220	192	7
Appeals	-	5	5	-

Source: PAC Division

## Records and Documentation Section

The main Registry is responsible to keep and maintain personal records of all employees, including those on PSC Contract that are kept in a separate Registry in the Public Service Commission Secretariat.

**2020 Annual First Sight Figures:**

Documents received = 5941  
Less filing only = 2

**Electronic files:**

The number of electronic files (scanning project) created as at the end of the year was 5364.



Total placed on files for necessary action = 5652





## Public Services Management & Standards Division



### Organizational & Salary Design Section

The main functions of the Section are to carry out organisational design and structuring according to the mission and function of the specific organisation; evaluate and analyze jobs; determines appropriate Job Grades for new and established positions; develop and review schemes of service, job lists and other instruments supporting organizational structures; carry out the annual Manpower Budgeting Exercises; evaluate post requests vis-à-vis budgetary allocations, and review the MBE guidelines for

establishment management, and undertake simulation and scenario analysis linking changes in pay and employment to overall budget figures.

In 2020 this Section was engaged in its operational activities which relates mainly to processing of establishment matters which are not delegated to organisations and other activities relating to salary administration and incentive frameworks as listed below:

- Reclassification, creation, upgrading and transfer of posts;
- Review organisation structure;
- Devise new schemes of service and review existing ones;
- Participate in Job evaluations with other Human Resource personnel;
- Create new or review existing organisation structures;
- Assess eligibility and rates for payment of allowances relating to duties;
- Monitor the Personnel Emoluments budget.
- Provide line organisations with access to the HIRS

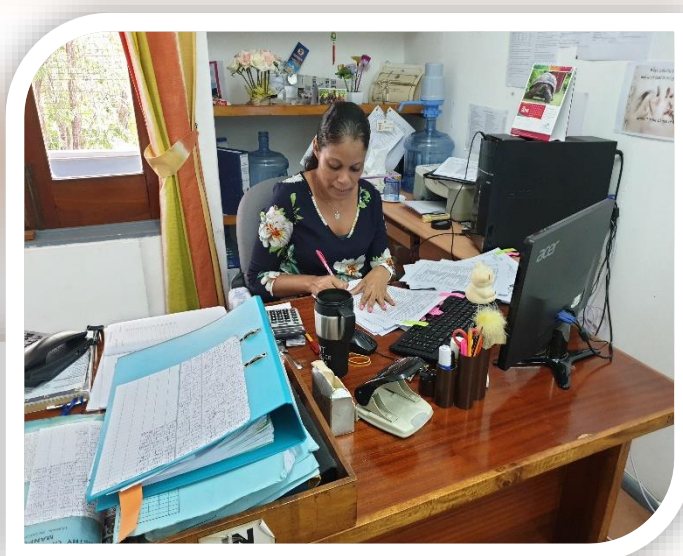
An inclusive list of activities undertaken and the level of accomplishment in terms of completion of required tasks is summarized in the table below:

## Cases dealt with by PSMSD

TYPES OF REQUESTS RECEIVED AND PROCESSED	No. of Requests dealt with	REMARKS
Establishment changes	199	It includes request for reclassification, creation, upgrading, and deletion, transfer, freezing and unfreezing of posts.
Allowances	249	All allowances that are not delegated such as Duty, Responsibility, On-call etc.
Restructuring	10	Most restructuring that took place last year were as a result of a functional review undertaken by the Consultant or to include the function Monitoring & Evaluation.
New Schemes of Service	3	All of them implemented in 2020.
Revised Schemes of Service	58	All of them implemented in 2020.
Job Evaluation	84	Individual posts evaluated.
Request to recruit	158	Organisations have to provide DPA's approval for payment to be effected at Treasury.

Source PSMSD

In addition to the formal request received from organisations for processing as listed above, we attended to walk in clients with concerns or queries. We provided advice to the general public and other public service employees by phone or emails. We also assist staff from the Public Administration and Compliance Division with issues relating to salary amendments, implementation of schemes and clarifications on job descriptions.

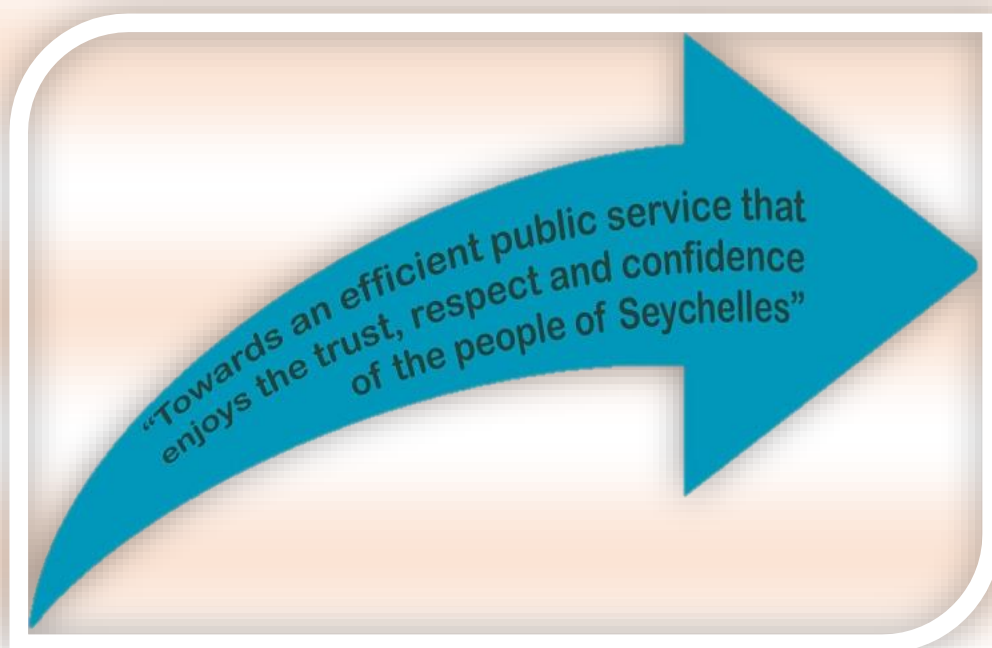


## Conclusion

We are honoured to have presented our report which would not have been possible without the active support of all staff and other public sector organizations that kept us extremely busy throughout the year. The report is a reflection of the Departments hard work, strong belief in good governance, transparency and accountability and access to information as reflected through reporting of its activities. The year 2020 had its fair share of challenges in regards to staffing constraints verses increased work volume whilst certain staff members continued their training whilst working and managing shrinking resources in certain areas.

In spite of all the challenges the Department has managed its affairs with diligence and has continued to work closely with Public Sector Organisations in a facilitative and consultative approach. The Department has also participated in work committees and events organized by other organizations as a means of supporting their endeavours, initiatives, concerns although in a limited capacity due to COVID 19 restrictions.

The realization of different projects and consolidation of good management principles and practices have shown once again that the Department remains faithful in its commitment to understand, maintain, communicate and improve its quality management system in order to serve its customers better.





**DEPARTMENT OF PUBLIC ADMINISTRATION - LIST EMPLOYEES**  
Staff list and positions as at 31 December 2020

Names of Employees	Post Titles
<b>PS SECRETARIAT</b>	
<b>ESPARON Merina, Jessie</b>	<b>Chief Secretary &amp; Head of Public Service</b>
MOREL Lucille, Mary	Office Assistant
MAICHE Helene	Consultant
<b>PSC Contract Administration</b>	
BARBIER Flavie, Lauranne	Director
HENRI Helda, Lucie	Management Officer
MOYES Dorothy	Office Assistant
SERRAT Jeanette	Office Assistant
ALBERT Elma	Office Assistant
<b>Policy, Planning, Research &amp; M &amp; E</b>	
BISTOQUET Michel	Principal Policy Analyst
LOUANGE Eileen	Chief M & E Officer
HOAREAU Brain	Principal M & E Officer
BARBE Perry	M & E Officer
<b>Performance Management Systems</b>	
TIRANT Jill	Principal PMS Officer
<b>Human Resource Budget Mgt &amp; Admin Mgt</b>	
GILBERT Marie Antoine	Director
DOGLEY Jenita	Office Assistant
<b>HR &amp; Administration</b>	
MARIE Sabine	HR & Budget Mgt Officer
SOPHA Sylvianne, Marilyn	Telephone Operator
CHARLOT Marie- Ange, Florence	Assistant Office Services Officer
<b>Information Technology</b>	
MONTHY Trevor, Claudio, Andrew	System Support Officer
<b>Office Services</b>	
CESAR Pierre, Alain	Office Services Officer
POOL Stanley	Driver
BENOIT Donald, Francis	Messenger
<b>Regulation and Monitoring</b>	

DERJACQUES Cecily, Michelle	Director General
<b>Processing and Compliance Inspection</b>	
MONTHY Veronique, Isabelle, Beryl	Senior Management Officer
GONTHIER Marie-Nella	Senior Management Officer
ROSE Marie Michelle	Management Officer
ROSE kathleen, Doreen	Management Officer
MARIE Shyra	management Officer
LAURENCINE Caroline	management Officer
ALBERT Santosh	Office Assistant
<b>Central Payment and Benefits</b>	
ROSELINE Winnie, Shiela, Lucie	Principal Management Officer
FANCHETTE Terrence	Management Officer
FRED Endra, Nicette	Management Officer
VIDOT Tricia	Management Officer
LABICHE Alexina	Management Officer
ADONIS Vivienne	Office Assistant
<b>Registry</b>	
BOUCHREAU Anne	Senior Records Officer
IWOKU Marie, Mirella	Records Officer
FRED Manuella, Carrol, Tania	Senior Records Assistant
CAFRINE Jordana, Larissa	Senior Records Assistant
BALETTE Vivianne	Senior Records Assistant
MARCEL Fatima	Senior Records Assistant
<b>Public Services Standards and Consultancy</b>	
BONNELAME Macda, Sabrina	Office Assistant, Senior
<b>Pay Analysis and Organisational Design</b>	
FOCK-YUNE Suzara, Michelle	Director General
DOMINGUE May-Rose, Marie	Principal Management Analyst
LAURENCE Fadette, Brigitte	Senior Management Officer
VIDOT Darren	Management Officer