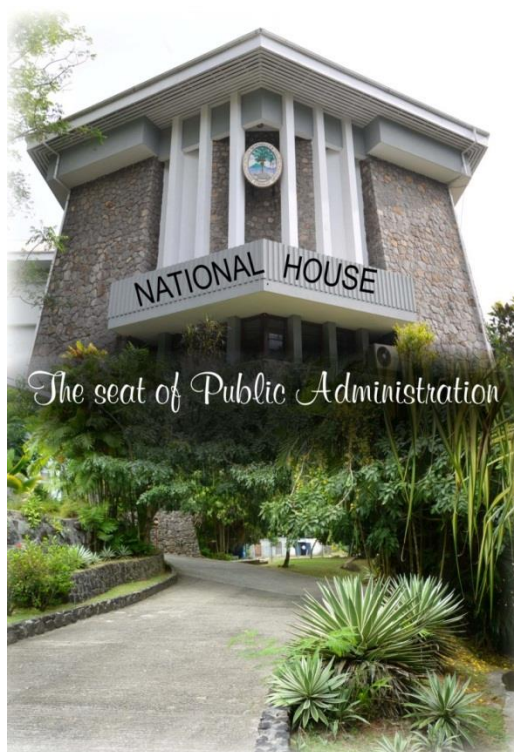


Office of the President



DEPARTMENT OF PUBLIC ADMINISTRATION



Annual Report 2017

Table of Contents	Pages
Mission 1	
Vision 1	
Quality Statement.....	1
Our Quality Objective.....	1
DPA Mandate and Functions	2
Structure of DPA.....	4
The Policy, Planning, Research and Monitoring & Evaluation Section.....	5
Human Resource and Budget Management Section	7
The Human Resource and Budget Management Team – Missing Ms. Marie Pedoo.....	7
Human Resource Unit.....	7
Administration Unit	9
Information Communication & Technology Services	13
Finance Section	14
The Finance Team.....	14
Public Sector Commission Secretariat	18
Public Administration and Compliance Division	26
The Public Administration and Compliance Team.....	26
Centralized Payments and Benefits Section	27
Records and Documentation Section	29
Registry	29
Public Services Management & Standards Division	30
Organizational & Salary Design Section	30
Conclusion.....	31
.....	32

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 always 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 2016, by the various Sections within the three main Divisions within the Department, namely: Chief Secretary's Secretariat, Public Administration and Compliance Division and Public Services Management & Standards Division.

The Department acknowledges 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.

The year 2017 has been a successful one and the work of the Department has expanded with the continuation of the devolvement of the Public Sector Monitoring and Evaluation System in collaboration with the World Bank as part of the Result-Based Management Process, where a second group pilots joined the first two.

The Department is a champion and agent for change and remains faithful 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 ongoing challenge in public sector organizations. We are satisfied with the continuing growth of our organization and are looking forward enthusiastically to the year ahead.

DPA Mandate and Functions

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.

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.

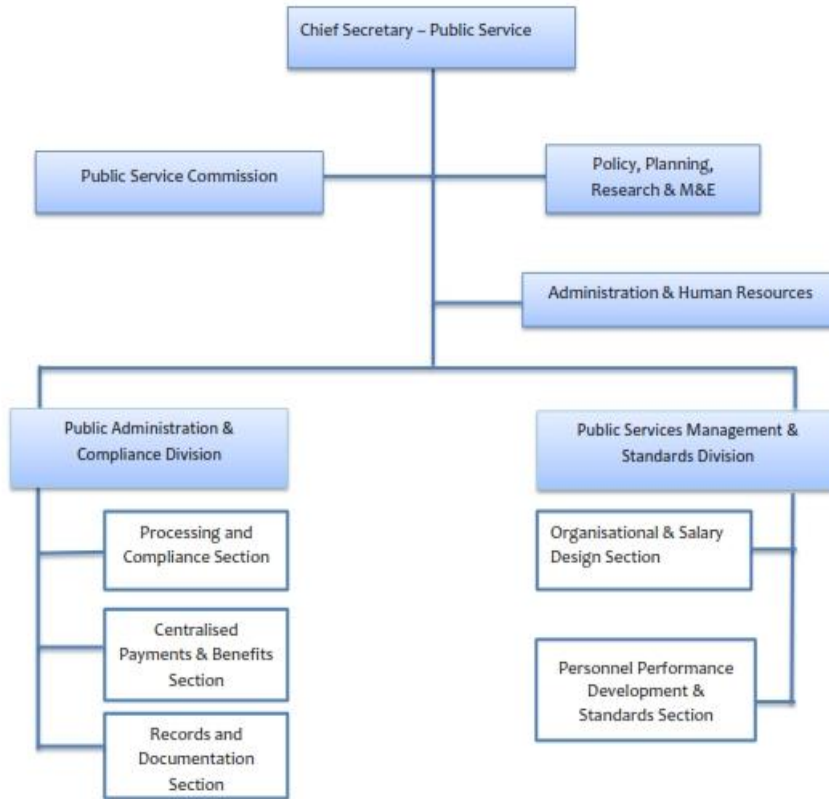
The Section also has the mandate to assess capacity gaps through undertaking needs analysis in ministries, departments and agencies (MDAs) and propose training programmes. It also assists MDAs through the

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 revised organisation structure adopted in November 2015, remained unchanged during 2017 but will be revised in 2018 to take on Board the Performance Management section.



The DPA Management Team

Activities Undertaken by Divisions, Sections and Units of the Department

The Chief Secretary's Secretariat



The Chief Secretary's Secretariat staff

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.

Four Chief Executives Forum were held in 2017 on 9th March, 1st June, 7th September and 7th December. Minutes of meeting of Chief Executives Forum were produced and matters were followed up and reported on. The minutes were also forwarded to Cabinet for information.

A sensitization workshop sponsored by HASO was also organised for Chief Executive Officers on 1st December to coincide with the World Aids Day.

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*

The Policy, Planning, Research and Monitoring & Evaluation Section

The Policy, Planning and Research Unit



The Policy Planning & Research Unit staff

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 2017:

- Functional Review of the then Ministry of Finance, Trade and Economic Planning from March to July 2017.
- Functional Review of the Seychelles Licensing Authority from May 2017 to August 2017
- The unit has been actively involved in the planning and preparation of the DPA line to join the M&E pilots in 2018. The work entailed planning of the roll out of the M&E Diagnostic Survey in DPA line organisation.
- Towards the last quarter of third quarter of 2017 the unit had begun to initiate and coordinate the review of the Department's Strategic Plan in collaboration with the Performance Monitoring and Evaluation Section responsible for PM&E nationally.
- 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 (*Human Rights Steering Committee, Millennium Goals Steering Committee, National Population Group Steering Committee, National Population Group amongst others,*) of which the Department's representation was sought.

The Performance Monitoring & Evaluation Unit



The Performance Monitoring & Evaluation Team

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.



M&E capacity building sessions in collaboration with the World Bank

The Unit undertook the following activities in 2017:

- Coordinated the national PM&E readiness survey in collaboration with the World Bank specialists, of which the aim was to the country's readiness to introduce a PM&E system and was to guide the design of a PM&E policy and for capacity strengthening.
- Finalised the PM&E policy which was approved by Cabinet in February 2018.
- Undertook capacity building strengthening, change management and tool design for the selected 2017 pilots in collaboration with the World Bank experts.
- Facilitated/coordinated five PM&E workshops for the selected pilots (Ministry of Education and Ministry of Agriculture and Fisheries inclusive of their respective Agencies) from February to November 2017 in collaboration with the World Bank specialists.
- Within the context of tool design- over twenty (20) reporting templates were reviewed from the two pilot sites and high level integrated monitoring templates were designed for the sectors.

- A workshop on Results Framework for Sector planning was conducted in October 2017 in collaboration with the World Bank for sector strategic plans to ensure consistency and comparability and an evidence-based foundation for the national development plan in preparation.

Human Resource and Budget Management Section



The Human Resource and Budget Management Team – Missing Ms. Marie Pedoo

Human Resources and Budget Management Section manages all administrative and human resources functions of the Department of Public Administration as a Line Organisation. In 2016 the HRBM Section operated with 9 staff representing **20.93 %** of the total workforce. As part of its administrative function the Section manages all support services which are considered necessary and important to the effective operation of the Department. These include: *Telephone Services; Housekeeping; Messenger and transport services; Maintenance of the building and grounds; IT Services; Security services; and Stationery.*

The ensuing sections summaries the achievements and challenges experienced during 2017.

Human Resource Unit

Staffing

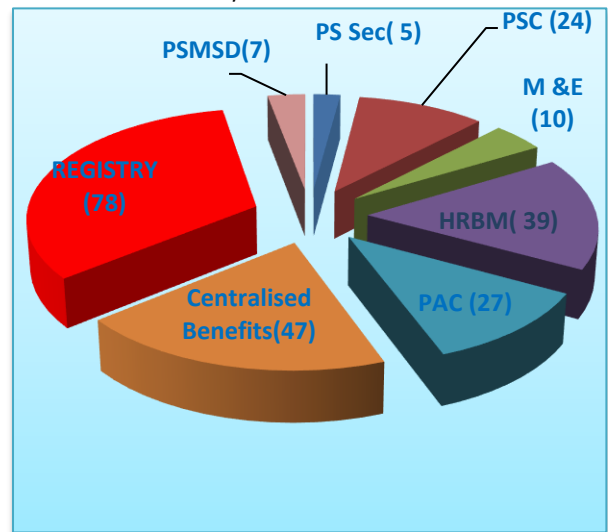
During the year 2017, staff movement has been stable. There were three appointments in respect of replacement of: (i) *one Senior Records Assistant appointed in October 2017* (ii) *new appointments of one Chief M & E Officer, -in March 2017* and (iii) *one Principal M & E Officer in May 2017.* The total number of employees on the nominal roll as at December 31 2017 was 44 compared to 42 staff at the end of 2016 representing an increase of two staff members.

Staff Attendance & Punctuality:

Attendance of staff is collected on a continuous basis by the clock-machine system monitored by HRBM through reports generated on a monthly basis. Overall, 99.9% of staff are consistently punctual, however the issue of traffic jam as a result of the volume of traffic to and from the Independence School and from South Mahe remains a concern causing late arrival at work.

Out of a total of 44 staff, 237 days sick leave were recorded, on average six (6) days sick leave per staff for the year. This represents an increase of 36% over 2016 figures. Figure 1 shows the distribution of sick leave per Division/Section.

Figure 1. No. of days Sick Leave by division/section



Source: HRBM

The *Public Administration and Compliance Division* recorded highest sick leave record for the year 2017. Out of the 237 days, 152 days was from the *Public Administration & Compliance Division, i.e. Records & Documentation Section – 78 days, Centralized Payment and Benefits Section -47 days, PAC Secretariat – 27 days*, followed by *HRBM Section – 39 days, PSC Section 24 days, M & E – 10 days, PSMSD – 7 days and the PS Secretariat – 5 days*. It should be noted that PAC is the Division with the highest number of employees - 20 presenting 46% of the Department’s workforce.

Training:

In 2017 staff attended local training as follows:

- Master’s in Public Administration x 2
- Diploma in Human Resource Management x 2 staff
- Diploma in General Management x 2 staff
- Basic Customer Service organized by DPA x 4 staff



Training on Common Service Standards

From above cohort, three staff successfully completed courses at The Guy Morel Institute and graduated in December 2017 in the field of:

- Diploma in General Management x 1 staff
- Master’s in Public Administration x 2 staff.



DPA’s MPA graduates

Local Workshops/Seminars:

- Records Officer attended the Workplace Etiquette workshop, organized by Employment Department on the occasion of Productivity Week, in March 2017.
- Principal Policy Analyst attended the Validation workshop of the National Human Resource Development Strategy, in August 2017.
- Chief Monitoring & Evaluation Officer attended a workshop on Calculating Multidimensional Poverty Indicators for Seychelles, in August 2017.

Overseas Training/Workshops/Seminars:

- Chief Secretary attended the ESAMI Learning Journey held in Singapore from 3 to 7 April 2017 and produced a report.
- Chief Secretary attended the 80 & 81 ESAMI Board Meetings, in Zimbabwe and Malawi on 18-19 May and 13-16 December 2017, respectively.
- Consultant- Public Sector Reforms attended the Knowledge Forum on Public Service Motivation, in Myanmar from 10-12 July 2017.
- Chief Monitoring & Evaluation Officer attended the Strategic Leadership and Foresight training under the Singapore Cooperation Programme, from 14-18 August 2017.
- Consultant- Public Sector Reforms attended the SADC/ILO on International Labour Standard, in

Johannesburg, South African from 20-22 September 2017.

- Principal Policy Analyst attended a training on New Public Passion – Motivating the Public

Service held in Singapore from 9-13 October 2017.



Long Service Awardees

Social Activities

The following activities were organized for staff during the year 2017:-

- Several outings were organized namely:
 - Fun walk to Intendance (Grand Police) in March 2017
 - Fun walk to Anse Marie Louise via Anse Forban
- Staff special gathering to commemorate Public Service Day, Women’s Day, Labor Day, Festival Kreol, International Men’s Day, Christmas party for children of staff and staff end of year gathering.



Creole lunch on the occasion of Festival Kreol

- The Long Service Award ceremony took place on 28 December 2017. In 2017, six (6) employees qualified for the award in the following categories: (a) 45 years’ service - 1 staff; (b) 35 years’ service – 1 staff; (c) 30 years’ service – 1 staff; (d) 25 years’ service – 2 staff and (e) 20 years’ service – 1 staff

Two (2) employees who have attained 5 years representing 5% of the Department workforce were awarded with a Certificate of recognition for their service. During the ceremony Two (2) service provider’ employees attached to DPA were also awarded with certificate of recognition for their services rendered to DPA. The two employees have been attached to DPA for 20 and 5 years respectively.

In addition, three (3) employees who successfully completed their training received an academic award and two employees who were to retire end of December 2017 were also compensated for their long years of services with the Department.

Administration Unit

Housekeeping Unit

The Unit was downsized to a team of 4 cleaners in 2017. . One part-time cleaner had an external transfer. In spite of the shortage of staff the cooperation have been very good the team members which have allowed the unit to maintain good and healthy working environment.

It was a challenge for the Department to obtain replacement for cleaners who went on leave during the year 2017. This was due to the inability of the Cleaners Cooperative to provide reliable and serious replacements. Works had to be shared between the available cleaners assisted by the Assistant Office Services Supervisor.

In addition to cleaning of National House the Unit was also requested to assist with various activities organised by the Department or other external organisations. Those were meetings/workshops/seminars associated with the use of the Ex-Assembly Hall. Some of these activities were held after working hours and on weekends e.g. the



Young Leaders Programme and Youth Assembly Meeting.

The Unit has throughout the year continuously provided support to other social activities undertaken by the Department during the year. This includes fund raising activities, other national activities celebrated by the Department such as lunch on Creole Week, Labour Day and End of Year activities.

Monthly visits in all offices were undertaken to gauge the satisfaction of the staff with the housekeeping services that was being provided. This has allowed the unit to identify areas needing attention.

In line with its annual plan the Unit achieved the following in 2017:

- Replaced curtains on entire ground floor and PSC Offices on 1st floor
- Installed new curtains in main pantry on the ground floor
- Installed toilet paper dispenser on all floors
- Installed one decoration mirror on 1st floor
- Replaced bins in toilets on all floors
- Allocated of 27 footrests to all staff who have requested
- Refurbished existing easy chairs placed under the verandah and replaced damaged ones.



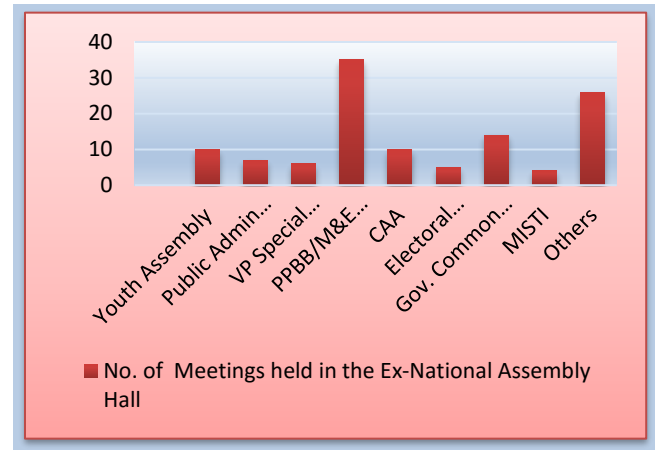
Examples of Projects accomplished

The team voluntarily assisted the messenger, security and the telephone switch board whenever required.

The unit recorded a total of 117 meetings held in the Ex Assembly Hall in 2017. These were meetings organised by external entities. The unit also assisted with 53 internal

fora which included Panel of Evaluation, Senior Management amongst others. Revenue collected in rent of the Ex- Assembly Hall was to the sum of **SR7,072.92**.

Figure 2: Number of meetings held in the Ex-Assembly Hall in 2017



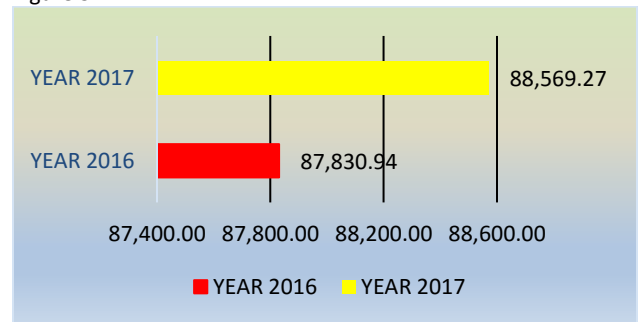
Source: HRBM

Note: others = internal meetings/activities, plus one day meetings by external organisations.

Consumable Items

Record for usage and issuing of cleaning and other consumable items is continuously being maintained. Figure 3 below illustrates the comparison between costs of cleaning/consumable materials consumed in 2017 in comparison to 2016.

Figure 3

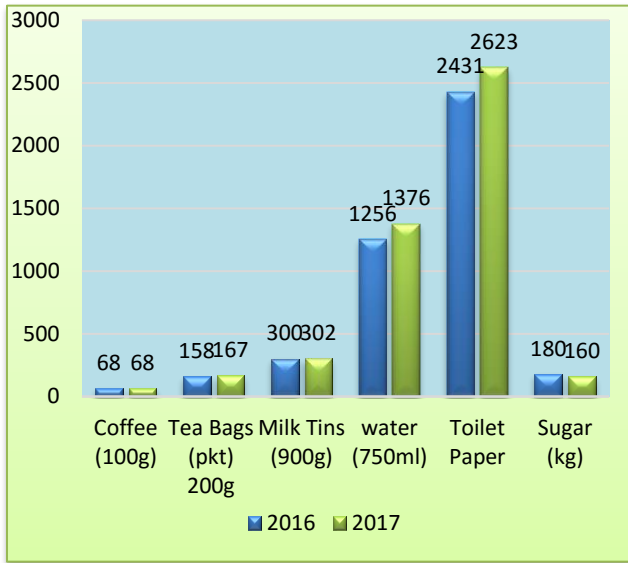


Source: HRBM

An increase of **SR738.33** in expenses for cleaning and consumable items was recorded for the year 2017. This is attributed to the increase in meetings conducted in 2017.

Figure 4 below is a comparison for most consumed items in 2016 and 2017. [tea, coffee, hand water etc.]

Figure 4



Source: HRBM

Stationery

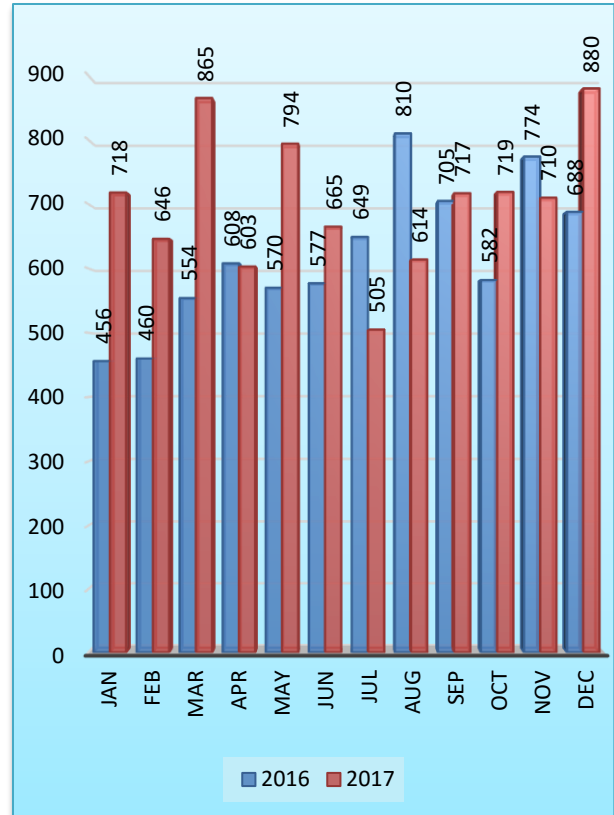
Continuous efforts were made to control the use of stationery. The Department spent **SR219,806.68** on stationery from its allocated budget of **SR228,608.00**. A total of **SR95,547.99** (41.79%) was spent on the two most used items i.e. A4 paper and toners for printers. This represents a decrease of 66.08% in comparison to 2016, it should be noted that a substantial portion of the sum was for printing of PSO.

Throughout the year, the spending was kept to an acceptable level, hence in upcoming year HRBM will have to look to the level of issue at different Divisions/Sections to detect any wastage.

Messenger Services/Transport

Mail delivery and transport services in 2017 were satisfactory. Monitoring is being done on the number of mails handled during a day. Mails handled monthly are as per details below (figure 5):

Figure 5: Comparison of mails handled for period January to December 2016/2017.

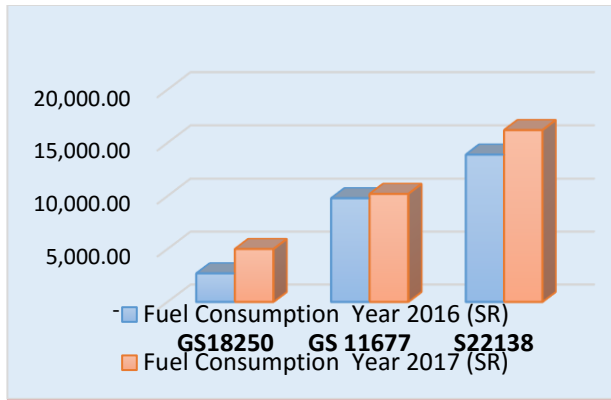


Source: HRBM

An increase 1003 mail was handled in 2017. The Unit has on average handled 730 mails per month in comparison to 619 in 2016. The Department has 3 cars in its fleet (GS10835/GS6117 and S22138.). Continuous control over usage of GS vehicles which includes limiting the use of vehicles after hours cutting down on unnecessary trips and getting all trips accounted for by officers have been effective.

With the rise in the cost of fuel in 2017, the Department recorded an increase of **SR5,000.00** representing 19% in comparison to 2016. There has been also significant increase in journeys made for both in terms of dispatch and transportation of officials for meetings including the World Bank delegations during M & E missions held in February, March, June, October and November 2017. See figure 6 and 7.

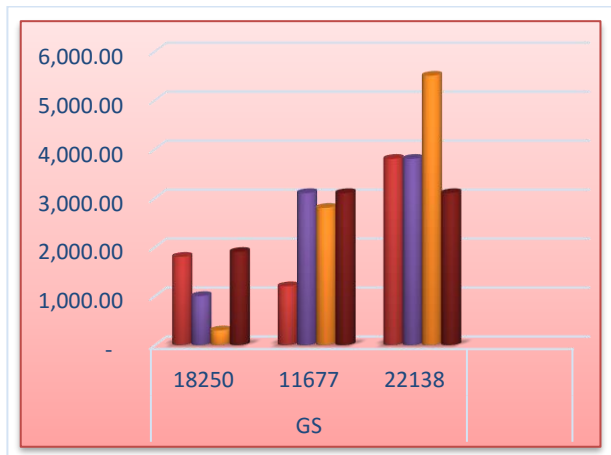
Figure 6: Comparison of fuel expenditure 2016 v/s 2017



Source: HRBM

Note: S22138 is allocated to Chief secretary and is not used for dispatch.

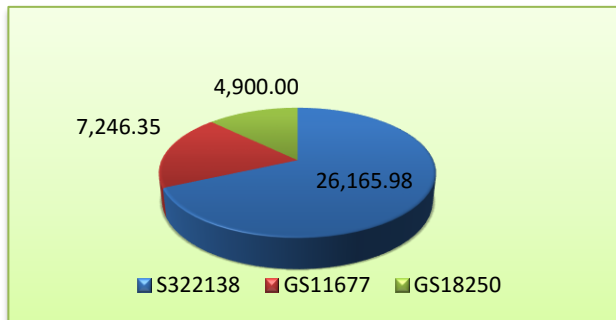
Figure 7 Quarterly Fuel Expenses per vehicle for 2017



Source: HRBM

No major repairs were undertaken on GS vehicles in 2017. Only one major service was conducted on S322138. Figure 8 shows the distribution of costs on the repairs and maintenance of GS Vehicles.

Figure 8



Source: HRBM

Maintenance of National House Building and Grounds and Security Services

The daily cleaning of the grounds was very good. The Unit was not been satisfied with the monthly general cleaning and the maintenance of certain parts of the grounds.

Maintenance of building

To have reliable contractor to bid for works/services remained a challenge in 2017. This caused delay in undertaking planned projects for the year 2017. Another constraint was the unavailability of project officer to assist in preparing the scope of works in order to provide good directions for the projects.

The Department completed the following works to improve staff working environment:

- Upgrading of sanitary facilities on ground floor
- Partition of office in CS Secretariat
- Fixed drainage facing Dr. Albert’s Clinic
- Installation of shelves in stationery store
- Installation of shelves in the store next to OSO’s office
- Installation of surveillance cameras all around the building
- Replace of 3 damaged doors on ground floor
- Painting of 5 offices on ground floor and stairs
- Replacement 3 of air-condition units that were beyond repairs
- Fumigation of the Documentation and basement



Other projects accomplished

The following projects could not materialise and will be undertaken in 2018 due to lack of budget:

- Replacement and repairs of all doors
- Retiling and upgrading of the Documentation Centre
- Re-Roofing of parking slot on main car park
- Upgrading of laundry located next to main car park
- Re-fencing of main store located next to main car park

Security Services

No major security related problems were encountered during the year. No incident of theft or loss was reported during the year except for the incidences of intruders whom on several occasions attempted to steal fruits on the premises.



The security team

HRBM has noted the following areas needing improvement and these have been communicated to the Security Supervisor:

- Improve communication – DPA to be informed when new security guards are placed on the premises
- The constant use of mobile phones by the security guards when on duty. This portrays badly to clients visiting the Department.

Fire Safety

Staff training on how to operate fire safety equipment and conduct fire drill still remain to be attended to.

Information Communication & Technology Services

Despite staff shortage, the one - staff IT Unit managed to provide a satisfactory services. The Section will continue to push for funds to recruit an IT Assistant in the 2019 budget. This remains a constraint for the section especially when the officer has to proceed on long annual leave. Again like previous year the Department had to make use of the multi-talented staff in this area. In addition to the routine maintenance of IT equipment during 2017, the IT Unit completed the following tasks:

- Replaced 7 computers
- Replaced 4 printers
- Upgraded window system
- Upgraded Microsoft office
- Replaced some computer hardware such as *Hard drive, Power supply, memory and Motherboard*
- Conducted computer servicing: *Cleaning, Virus scan, Disk defragment*
- Upgrade memory in 10 CPU's to ensure that it could support and run updated version of windows and office.
- Replaced 5 mice and 3 Keyboards
- Created and implemented DPA Repository
- Added 3 Photocopiers to network to facilitate printing

The request to upgrade the Department's network has been submitted to the DICT. It is expected that this project will be undertaken in 2018.

DPA Website: The website www.dpa.gov.sc was officially reactivated in June 2017 and has since been updated regularly.

Telephone Services

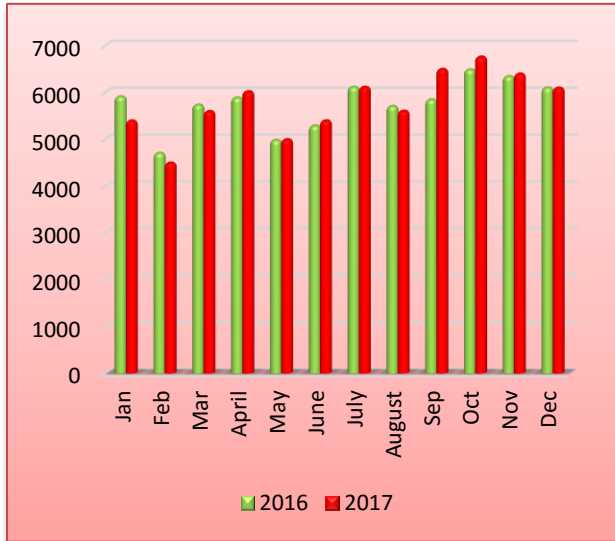
The telephone service provided throughout the year 2017, was satisfactory. It was observed that despite the separation of switchboard from the Attorney General's Office, the public continued to call the Attorney General's Chambers through DPA's switch board. This created inconveniences given that the calls could not be transferred, thus public had to call back to their office.

The issue was brought to the attention of AG's office so that they could published their new telephone number.

Control over telephone usage is ongoing. Members of staff were charged accordingly whenever they exceeded their monthly limit.

Telephone usage remained reasonable due to the internal control. Figure 8 illustrates a comparative analysis of telephone expenditure for years 2016/2017.

Figure 8: Telephone Expenditure 2016/2017

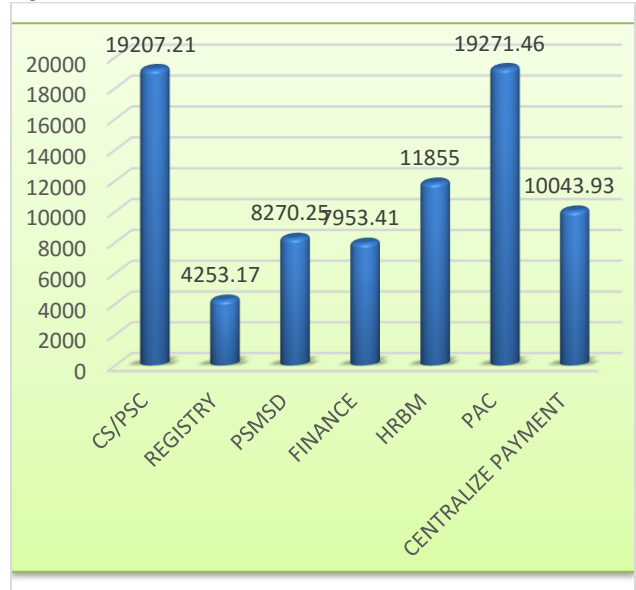


Source: HRBM

The Department's telephone budget for the 2017, was SR301,532.07. The cost of usage has been SR69,415.62.27 for the year and this represent 27.85% of the budget allocation. Telephone expenditure remained stable throughout the year. In total the Department spent SR260,732.98 on telephone and rental of the PABX system.

Figure 9 illustrates telephone usage costs by section.

Figure 9



Source: HRBM

Finance Section



The Finance Team

The Unit operated with: one Financial Controller, plus one Accountant, two Accounts Technicians and one Office Assistant. In October 2017, the Accountant left the unit on a promotion to the Seychelles Revenue Commission.

The overall performance in 2017 was good in general. The budget was effectively managed. Despite being short by one employee especially during that peak period, the Unit managed to clear all payments timely.

The total budget handled in 2017 was **SCR111,273.53** **SCR9,709.26** for personnel emoluments and **SR 3,415.36** goods & services, **SR581.54** for minor capital projects and

SCR97,567.38 for centralized payments. This represented an increase of 4.82% over the 2016 budget. The increase was mainly in Personnel Emoluments due to the establishment of the Performance Management and Monitoring and Evaluation functions in the Department. The Department Minor Capital Outlays budget was also increased by 66%, this was due to installation of surveillance cameras and acquisition of a server which was essential for back up of the Department's electronic records. Centralised Payments budget also increased significantly due to the increase in housing allowance for returning graduates following the revised policy that took effect in January 2016. Details of budget performance are as shown at **Table 1.** below.

DEPARTMENT OF PUBLIC ADMINISTRATION: ANNUAL REPORT 2017

Statement of Accounts For Year Ended 31 December 2017

	Initial Budget <u>SR '000</u>	Revised Budget <u>SR '000</u>	Treasury Year 2017 Actual <u>SR '000</u>	Variance <u>SR '000</u>	Previous year actual <u>SR '000</u>	2017% Variance
CUMMULATIVE	13,735.90	13,706.16	12,722.34	983.82	11,667.64	7.18
EXPENDITURE ITEMS						
Wages and salaries	9,739.00	9,709.26	8,964.57	744.70	8,183.62	7.67
Good and Services						
Office expenses	1,727.90	1,695.48	1,614.93	80.55	1,877.30	4.75
Transportation and travel Costs	80.00	106.02	102.47	3.54	68.37	3.34
Maintenance & Repairs	451.54	487.09	467.55	19.54	327.75	4.01
Other use of Goods and Services	1,005.75	802.46	716.35	86.11	695.73	10.73
Long Service	15.35	39.30	39.31			
Award to Elderly	202.26	285.00	265.00	20.00	230.00	7.02
Total recurrent expenditure	13,221.80	13,124.62	12,170.18	954.44	11,382.77	7.27
Non-Financial Assets						
Furniture	110.00	161.45	159.88	1.58	33.05	0.98
Machinery & Equipment	163.20	165.63	164.13	1.50	117.31	0.91
Other fixed Assets(Aircon)	35.00	46.50	43.16	3.34		
Office Equipment	75.00	75.84	75.84	0.00		0.00
Security Equipment	80.00	80.00	57.04	22.96		28.70

DEPARTMENT OF PUBLIC ADMINISTRATION: ANNUAL REPORT 2017

IUR IT Equipment	50.90	52.12	52.12	-	-	-	
Refurbishment(PSIP)					134.52		
Total Capital Expenditure	514.10	581.54	552.16	29.37	284.87	5.05	
	CUMMULATIVE	93,867.38	97,567.38	96,303.99	1,263.39	90,879.71	1.29
BENEFITS							
Compensation for							
past services	25,045.62	28,320.35	28,333.93	(13.58)	27,691.60	(0.05)	
Gratuities	30,885.74	30,544.51	29,406.10	1,138.41	28,306.31	3.73	
Salaries in Kind(Graduates Housing Allow.)	13,500.00	15,184.50	15,181.42	3.08	21,530.16	0.02	
Pension	21,915.69	20,309.01	20,272.41	36.60	10,788.32	0.18	
Prov. of expatriates	2,409.33	3,098.01	2,999.85	98.15	2,563.32	3.17	
Other Insurance & Fees	111.00	111.00	110.28	0.72		0.65	
GRANT TOTAL	107,603.27	111,273.53	109,026.33	2,247.21	102,547.35	8.47	

Public Sector Commission Secretariat



The PSC Secretariat Team

The Secretariat is responsible for administering the Public Sector Commission contract and terms and conditions of service of all PSC contract holders at SB6 and above. In addition to contract administration, the Public Sector Commission also deals with all staff movements for employees' at contract level. The Public Sector Commission meets 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.

Staffing

The Secretariat is currently staffed with five employees. The staffing forecast for 2018 is seven.

Members of the Commission

As at 31st December 2017 there were five Members on the Commission. Members of the Commission are:

- President and Minister for Public Administration, Mr. Danny Faure – Chairman
- Designated Minister Macsuzy Mondon – Vice Chairperson (new)
- Ms. Jessie Esparon – Secretary
- Ms. Marie-Claire Marie – Member
- Ms. Sitna Cesar – Member

The Public Sector Commission undertook the following activities during 2017:

- 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;
- Symposium on Result – Based Management

The details of each activity is enumerated below:

1. PSC Meetings

The meetings for the Public Sector Commission is scheduled every two weeks and decisions taken at each meeting is to be implemented within the agreed deadline of two weeks. **Nineteen (19)** meetings were held for the period January to December 2017, out of **25** meetings set for 2017 due to change in schedules.

2. Cabinet Reshuffle and Government Restructuring

Thirty-four (34) top level changes were effected in February, March, May, July and November 2017 following a major Cabinet reshuffle and Government restructuring. Staff movements included appointments of Secretaries of State, Principal Secretaries, Special Advisors, Chief Executive / Deputy Chief Executive Officers.

3. Presentation of Plans and Targets by Chief Executive Officer

Thirteen (13) Chief Executive Officers presented plans and targets to the Commission and were awarded new contracts in 2017.

4. Employees on Sector Public Commission Contract

As at **31 December 2017**, there were a total of **828** employees on Public Sector Commission.

5. Symposium on Result – Based Management

Senior and top Executives were invited to attend a one day symposium on Result Based Management held on 22nd June 2017.

6. Handled cases brought forward before the Commission

Out of the total number of employees on contract there were:

- **248** approved cases for renewal of contract
- **293** approved cases for end of contract payment
- **14** approved cases for re-admission on contract
- **232** approved cases for appointment/promotion/confirmation in post on first contract
- **343** approved cases for annual gratuity payment

Table 2: Cases Handled by PSC

Main Activities/ Tasks/ Cases	No. of each case received	No. of cases approved	No. of cases outstanding
End of contract payment	362	293	69
Appointment on contract (First contract)	109	88	21
Renewal of contract	299	248	51
Extension of contract	34	34	0
Non-renewal of contract	12	12	0
Determination of contract	30	30	0
Resignation	26	26	0
Retention of Service	09	09	0
Retirement	12	12	0
Re-admission on contract	14	14	0
Adjustment of salary upon upgrading of post	55	55	0
External interest	13	13	
Promotion/held against	167	144	23
Internal/External Transfers	101	80	21
Unpaid leave	06	06	0
5% ecp in the absence of progress report/percentage point	134	134	
Remaining balance of ecp upon receipt of percentage point /progress report	108	108	
Renewal on same terms and conditions	23	23	
Non-renewal of contract	09	09	0
Confirmation in post	37	25	12
Annual gratuity payment	361	343	18
Salary whilst on training	09	09	0
Responsibility allowance	45	33	12
Housing allowance	39	36	3
Conversion of leave into cash	16	16	0
Secondment	05	05	0
Payment of benefits to legal heirs	03	03	0
Retirement (voluntary)	21	21	0
Appeals	32	32	0
Duty allowance	16	10	6
Inducement allowance as per scheme	18	18	0
Marketable skills allowance as per scheme	14	14	0
TOTAL	2,139	1,903	233

Source: PSC

The Section received a total of **2,139** requests altogether from line organizations out of which **1,903** cases were approved and **236** cases remained pending due to lack of funds, documents such as plans and targets not submitted as at end of Dec 2017, or no progress report, percentage rating, documents relating to promotion, appointment, post numbers among other incomplete submissions.

In comparison to the year 2016 (**1948 cases**) there was an increase in the number of cases handled by the Public Sector Commission Secretariat. This is due to increase in the number of end of contract payments, annual gratuity payments and other staff movement cases.

On-going PSC projects

In addition to the workload of the Section, the under mentioned project have been initiated and are still on-going:

- The re-design of the PSC database which was initiated in collaboration with the Department of Information, Communications & Technology (DICT) is still ongoing. Eighty-five (85%) percent of the project is completed.

The PSC secretariat was not able to recruit one additional staff in 2017 in spite of advertisement placed in the media due to lack of suitable candidates. It is a very demanding work area.

Public Sector Reforms Unit



Consultant Public Sector Reforms

The Unit is headed by a Consultant. The Public Sector Reform mandate is about strengthening the way that the public sector is managed and addressing any reform related request and challenges presented by:

(i) organisation overload - may be attempting to do too much (non-core functions); (ii) the portfolio or mandates might be poorly organized and the structure might inhibit the proper implementation of functions and activities or there might be duplications or fragmentation (type of posts, cumbersome structures...) (iii) removal from consultancy or service contract to established posts...), as well as issues of transparency and accountability. Public Sector reforms attempts to fix these problems. Reform exercises is to create a public service with clear organizational mandates and objectives, with the right in size, to improve efficiency, and alternative forms of organizational structures are explored with each one serving to support a certain operational system.

“Public Sector”: the “public sector” is broadly synonymous with “government”, which is the executive branch; made up mainly of government ministries and departments and agencies that are staffed by public servants.

Lines of Work

Given the broad scope and nature of public sector reforms, the Consultant carries out the following either alone or with the assistance of a small team of staff members with qualification and experience in the field:

A. Revisit Organizational Structures and Mandates: Tailor public service organisations according to their portfolio and mandate; institutionalise the policy, planning, research and M&E mandates in ministries and departments; establish the functions of public bodies to enable improved service delivery, so that both groups deliver improved outcomes.

B. Reexamine institutional Frameworks: carried out normally through/by Committees with representation from various bodies. The work constitutes looking at other modes of service delivery with the aim of bringing about enhanced efficiency, streamlined bureaucracy, transparency and accountability.

C. Undertake Functional Reviews: put governmental functions in good order, i.e. identify core government functions, eliminate duplication and merge similar functions, identify redundant functions and functions that are not carried out in practice by government, and identify functions that should be transferred from one government body to another...

D. Results Based Management (RBM): this is a national reform measure that lays the foundations of a robust framework to enable a shift from traditional public-sector management to results-oriented management. It is about collectively improving the allocative and operational efficiency of the public-sector through a partnership mechanism whereby Finance implements the PPBB pillar, Economic Planning sees to the Strategic Planning pillar and DPA is responsible for the PM&E and PMS pillars.

o The **Performance Monitoring and Evaluation (PM&E)** pillar is about *decision-making for results* where all departmental activities are strategically linked to results, and sound financial and non-financial performance information is used to make allocation and

reallocation decisions across the Government. PM&E provides the framework to line expected results and performance measures to each function at all levels and for which actual results are reported by defining clear objectively verifiable indicators.

Highlights and Accomplishments

A. Revisit Organisational Structures and Mandates

1. **Ministry of Home Affairs** – the Minister’s Secretariat was restructured to include and establish two regional bodies with a mandate for security and safety at sea.
2. **Prisons.** The proposed structure for the Prisons Department was approved as provisional given that post titles could not be changed before a revision of the Prisons Act, which was under review.
3. A provisional structure was drawn up for the **Prevention of Drug Abuse and Rehabilitation**, pending creation of an Agency and this would entail major changes to the institutional framework.
4. The **Ministry of Family Affairs** – a meeting was held with the Chief Secretary, the Minister and the two PSs and structure was approved.
5. The changes to the structure of the **Economic Planning Department** was approved.
6. **Ministry of Education & Human Resource Development** – the Ministry began the year with a major restructuring following the appointment of a new Minister, and this proceeded with several changes during the year, with a structure approved by the Minister in December 2017.
7. **Ministry of Industry, Entrepreneurship Development and Business Innovation** – discussions were held with the Minister,

Principal Secretary and senior management to agree on several points and finalise the structure. The whole Ministry was reviewed to enable staff to carry out their mandate more efficiently.

8. In view of President Faure's new Administration the **Ministry of Habitat, Infrastructure & Land Transport**, had a split in mandate with Lands and Housing becoming two separate portfolios.

9. Following the pronouncement of the President on his new administration a few portfolio transfers had to be made:

o To the **Secretariat of the Designated Minister** - the *Prevention of Drug Abuse and Rehabilitation*, headed by a Secretary of State.

o To the **Secretariat of the Minister for Family Affairs – Poverty Alleviation**, headed by a Secretary of State.

10. **Immigration** – required a few technical posts so the opportunity was taken to restructure to accommodate the functions of policy, planning, research and M&E.

11. Following an agreement that certain posts in **FIU** were to be transferred to the **Police Department**, talks held among Finance, DPA and FIU Officers to see how to action certain restructuring issues.

12. **Ministry of Fisheries and Agriculture** – a meeting was held with the Minister and the two Principal Secretaries and the following was agreed for action:

o The two Principal Secretaries were to agree on a structure for the Ministry and send the proposal to DPA. This was done with a few counter proposals, but an agreement on the structure was reached and approved.

o **SFA** was to submit to DPA a proposed structure and implementation plan of the Functional Review. There was a change in management and the submission was

delayed considerably but finally jobs were evaluated.

13. Restructured **SENPA** based on the rebranding to the **Enterprise Seychelles Agency (ESA)** while awaiting the approval of the ESA Bill

14. **Employment Department** - A review of the structure was carried out to see how to set up a partnership framework with the employment department for students exiting into the world of work.

15. **Seychelles Bureau of Standards** - sent in a revised structure which was approved.

16. **Department of Foreign Affairs** - A Structural review was conducted on the International Relations Division of the Department was completed and the Department is now implementing the changes.

B. Re-examine Institutional Frameworks

1. An **Education Transition Committee for Professional Centers** co-opted the Reform Consultant to help with the brainstorming on the possible landscape for decentralized autonomy for the professional centers under their portfolio. Finance was tasked to develop a new financing landscape and DPA a framework for human resource management for **PC Autonomy**. Structures were revised and new posts created and evaluated; the work it was ascertained would continue into 2018.

2. The Reform Consultant was made a member of the **Education Feasibility Study Committee** for Secondary Education to see how schools of excellence can be set up. Discussions showed that the structure of the ministry would have to undergo a few changes to accommodate the new methodology of secondary education. The Consultant made an interim presentation on

what the structure should look like taking into consideration the likely changes and these changes continue throughout 2017 (see point 6). The Committee finalised its work and gave a report to the Minister.

3. A small inter-governmental committee was set up to look into the new framework for **TGMI** on which the Department participated.
4. **Human Resource Recruitment Committee** - The Committee was set up in September 2017 and met on 20th October as planned although not all organizations had submitted their plan then as all were busy with the budget process and retarded release in the MBE funded posts. The work of the Committee is to continue in 2018.
5. **Data Maintenance** – the harmonization of nominal roll and payroll was one of the areas that the World Bank Consultants for the Public Expenditure and Financial Accountability Review team emphasized as very essential, especially to enable the setting up of a one data system management tool of the establishment and the payroll. A new committee was set up with representatives for Finance DICT and DPA, to look into why the delays, what are the constraints and how to proceed with the project, which is becoming more important as a control measure with the coming into effect of further Delegation of Authority to Public Bodies. However, through the HR Forum, MDAs were notified to carry out an active payroll/nominal roll reconciliation exercise and deadlines were set for the exercise. The project will continue in 2018.
6. Given the changes to numerous structures the project to develop a new edition of the **Government Organisation and Functions Manual** had to be put on hold until restructuring stabilizes. Quite a number of structures were being finalised throughout the year with on-going discussions by both parties, whereas some organisations stated that they required time to review their structure internally. This went on for the

whole of 2017 and so it was decided that *the review of the Organisation Functions Manual should be left on hold for 2017.*

C. Conduct Functional Reviews

1. Functional Review of the **Ministry of Land Use and Habitat (MLUH)** was complete and presented to the Ministry for necessary action.
2. Following a Functional Review of the **Ministry of Education and Human Resource Development: CCATS; Education Student Support Services; Infrastructure and Development and Human Resources Divisions**, a revised structure sent in by the Ministry was analysed and recommendations sent to the Ministry.

However, following numerous changes happening in the Ministry, education and learning, autonomy of PCs and major changes in secondary education, a brainstorming session lead by the Consultant was held with the senior officials of the Ministry in order to jointly, develop an enabling structure for the future. A structure was approved by the Minister in December 2017.

3. Functional and Organizational Review of **SLTA and Road Transport Commission** were identified and completed during the third quarter of 2016. The report was finalised and submitted to PS Land Transport, and the CEOs of SLTA and Road Transport Commission.

The SLTA structure was finalised and the transfer of Vehicle Testing Station (VTS) and the Highway Patrol functions, staff and funds were transferred to the road Transport Commission and took effect on the 1st October 2017.

4. **Ministry of Finance, Trade and Economic Planning:** A Functional Review was completed in July 2017 and submitted and a draft report is ready and the findings were presented to the three Principal Secretaries

at their request. By the end of 2017, DPA still awaits the next steps Finance plans to take with regards to the recommendations.

5. A Functional Review began in June the **Seychelles Licensing Authority**. **Seychelles Licensing Authority** - A Functional Review was completed and the report has been submitted in August 2017 to the Chief Executive Officer of the Authority. The findings were tabled before the CEO and deputy who agreed to the recommendations and the report finalised. The recommendations were yet to be implemented.

D. Results Based Management (RBM)

In 2013, the Cabinet approved the Result-Based Management (RBM) Policy as part of its public sector reforms. Prior to implementation of the PM&E pillar, a PM&E diagnostic review was conducted from October to December 2016 with the assistance from the World Bank Specialists to determine the country's readiness to setting a National PM&E System and also to guide the design of a PM&E policy and capacity strengthening.

The actual work began with the establishment of the PM&E mandate in DPA, the filling of post Chief M&E Officer in March to lead the process and one Principal M&E Officer to assist.

The Ministry of Education and Human Resource Development and the Ministry of Agriculture and Fisheries were selected as the first two pilots for performance monitoring and evaluation.

An RBM Steering Committee was been set up and comprises representatives from the MFTEP, DPA, DICT, SBS and NBS with secretariat support from the Technical Advisor in the Office of President. The Chair was Dr Peter Larose and Vice-Chair is Ms Jessie Esparon. The first meeting will be held on 30 June 2017.

Five workshops facilitated by the World Bank Specialists were conducted from February – November 2017 with the two pilot Ministries and their sectorial agencies; Ministry of Education and Human Resource Development (MEHRD) and Ministry of Agriculture and Fisheries (MAF).

Attendees included managers and technicians with representation from the departments, some institutes, and commissions from MEHRD, and from the Ministry for Agriculture and Fisheries, including Seychelles Agriculture Authority, Seychelles Fisheries Authority, and the new National Biosecurity Agency.

Throughout the year feedback was also sought from various stakeholders, DPA, NBS, MFTEP and the 2 pilot sites, to seek further input for the drafting of an M&E Policy.

E. Other Pertinent Works

Public Service Day RBM Symposium - to celebrate Public Service Day on 23 June 2017, the Department of Public Administration (DPA) and the Ministry of Finance, Trade and Economic Planning (MFTEP) organised a results-based management symposium on Thursday 22 June 2017, Savoy Hotel to share about the four pillars of the RBM Policy.

The symposium entitled: **"Strengthening Public Service Performance: Translating Results-Based Management into Action"** provided opportunities for the various stakeholders to reflect on the RBM approach and help them understand their institutional roles and responsibilities in the implementation process, and how they can further support the change management process for improved public sector performance.

F. Opportunities for Growth – Workshops Attended

- a. Launch of the Civil Service Reform (CSR) Strategic Action Plan for Myanmar And the Global Study on Intrinsic Motivation in Developing Countries & Knowledge Forum on Public Service Motivation, Nay Pyi Taw,
- b. Workshop to Assist SADC Member States to Improve the Application of Selected ILO Conventions, Johannesburg, South Africa, 20 -22 September 2017:
- c. "Innovating Bureaucracy" A World Bank Conference, Washington, DC, November 8th and 9th, 2017.

Public Administration and Compliance Division



The Public Administration and Compliance Team

The Public Administration and Compliance Division operated with a total number of **21** employees and a Personal Emoluments budget of SR 3,826,354.00 for the year 2017. The main activities undertaken by the Division are provided under each of its three sections as given hereunder.

A total of **217** staff movements that were non-delegated cases were processed by the Processing and Compliance section in 2017. These included: (i) *appointments*, (ii) *internal and external transfers*, (iii) *pre-mature retirement* and (iv) *promotions*, in line with the established rules and regulations and the ***Guidelines for External Delegation of Authority***.

Given the on-going freeze on recruitment pending receipt of funds from the Ministry of Finance following the mid-year review, the majority of the cases submitted for processing were in the third and fourth quarters of the year.

Other human resource matters (**512** cases) that were dealt with are illustrated in the Table 3 below:

Table 3: Other HR Cases Dealt with

Types of Requests	NO. of Cases
Salaries and allowances such as: salary adjustment, progression, enhancement, overpayment, full salary whilst on training, Scheme of service and overtime allowances	141
quests for payment of Housing Allowance to graduate employees;	165
Appointments, Renewal and Extension of expatriate contracts for employees of the Ministry of Environment, Energy and Climate Change (Meteorological Officers), Ministry of Land Use and Habitat, Seychelles Agricultural Agency and National Biosecurity Agency. <i>(The latter two organisations were under technical cooperation agreements with Cuba)</i> . The other expatriate employees are mainly in the education and health sectors and those organisations have delegation of authority for such matters.	10
Requests for External interest by employees who were seeking approval to engage in small businesses	17
Requests for conversion of leave into cash, above 14 days, which occurred mostly towards the end of the year. In most cases only the part of the requests were approved, i.e. 21 days and organisations were advised to ensure that the employees proceed on leave;	6
Refund of training expenses were mainly for staff of the Ministry of Finance who have been following AAT/ACCA studies;	10
Requests for unpaid leave above twelve (12) weeks and sabbatical leave;	12
Retention in service for employees over 63 years old;	8
Foreign consultancy;	5
Confirmation in posts	15
Change of name	45
Compensation for accident whilst on duty	3
Travelling arrangements for Technical Cooperation Officers.	65
Total	512

Source: PAC

Graduate Housing Allowance

A total sum of SR15, **181,417.75** was disbursed in 2017 in respect of housing allowance to graduate employees in Ministries/Department and budget dependent organisations. As at 31st December 2017 **120** new graduates were paid a housing allowance amounting to the sum of **SR5,760,000.00**.

Travel Insurance

In 2017, a total number of **715** travel insurances were processed and issued by the Section in respect of Government officials who proceeded on overseas missions.

Monitoring (Compliance) Function - Monitoring of Delegated HR Matters

A total of **1582** cases submitted by line organisations were processed and for record purposes were verified and monitored to ensure compliance to Public Service Orders, in line with the *Guidelines on Delegation of Authority*. Desk Officers ensured that the relevant documents were placed on individuals' personal file in the Central Registry and that the *Human Resource Information System (HRIS)* were updated. Through the monitoring process of delegated matters, the following recurrent anomalies were noticed and brought to the attention of the organisations concerned for remedy and/ or in certain cases decisions taken were reversed:

- a. Submission of staff movement documents were not received within the prescribed time-frame of two weeks, thus resulting in anomalies not being detected in time for remedial actions to be taken;
- b. Staff movement done under delegated authority had sometimes been undertaken to frozen posts or to wrong post number/ post titles;
- c. Upon recruitment or when processing promotions, organisations pledged high salaries to incumbents with little regards to availability of funds or whether incumbents met the criteria of the post. In view of inappropriate salary commitments made, appeals were continuously forthcoming to review decisions taken;
- d. Upon the implementation of new or revised schemes of service, staff movements are done automatically without proper assessment as to whether the incumbent meet the post requirements;
- e. Organisations made incorrect payments of schemes of service allowances or salary adjustments.

Centralized Payments and Benefits Section



Centralised Payments and Benefits Section

The Section is dedicated to 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, those comprise of:

- i. Employment Records for retired Seychelles Pension members of which from 1st January 2017 up to 31st December 2017 **94** cases have been received including **15** cases outstanding from 2016. All the cases have been dealt with.
- ii. A total of **593** cases for payment of compensation plus **23** outstanding from 2016 and **145** cases for payment of pro-rata gratuity plus **13** outstanding from 2016 have been received; out of which **553** cases for payment of compensation and **121** cases for payment of pro-rata gratuity have already been dealt with; **63** cases for payment of compensation and **13** cases for payment of pro-rata gratuity were still outstanding as at 31st December 2017.

Processing of Applications for Payment of Benefits

In 2017 the Section processed 680 applications for employment benefits of former and current public sector employees, as per the Table 4 below.

Table 4: Applications for Employment Benefits from former public sector employees.

Type of Benefits	No of cases outstanding from 2016	No of application received	No of application Processed	No of application outstanding
Employment Records of Retired Seychelles Pension Fund Members	15	94	109	0
Payment of benefits under Cap 159	1	1	2	0
Ex-Gratia (1979 – 1991)	1	3	4	0
Payment of Benefits under PSO 175 and 176	23	593	553	63
Compensation Gratuity (pro-rata)	13	140	121	13
Total	53	831	789	76

Source: Centralised Payments and Benefits

Claims for payment of benefits under Cap 159 and ex-gratia (1979-1991) have reduced considerably however requests for employment records of retired Seychelles Pension Fund Members have increased.

Anomalies detected from other organizations

Organizations continuously submit requests for payment of compensation for employees who have exited the service that are not supported by the necessary documentation or have been wrongly calculated thus creating delays in disbursing

payment. Some of the repeated anomalies are listed below:

- Some organizations do not use the correct compensation form as per the PSO Procedures Manual;
- In some organisations the computation forms for payment of compensation and pro-rata gratuity are being certified by officers below the positions of PS, CEO, DG or DA.
- Overpayment of salary or allowances to be deducted from compensation payment is unclear and often wrongly calculated;
- Notice period due upon resignation is unclear and not calculated properly;
- Accumulated leave are often incorrect resulting to employees being overpaid;
- Acceptance of resignation is sometimes delayed without justification;
- Organizations do not check the status of loans with Financial Institutions prior to submitting requests to DPA hence causing delay in processing payment of benefits. There are instances where DPA has to sort out with the employee or with the Financial Institution to avoid further delay;

Some organizations are still submitting requests for payment of compensation late and full of mistakes. A total number of **61** repeated anomalies were recorded in 2017.

Management of Government Pension

On the basis of on-going reconciliation of the pensions' payroll against completed Life Certificates and Death statistics from the Civil Status Division, as at 31st December 2017, there were **1427** active recipients on the Government Pension payroll as per details below:-

No of pensioners	Bank Payroll	Cash payroll	Total
Deceased	1053	374	1427
Suspended	51	43	94
	26	00	26

Out of the **1,053** pensioners on the bank payroll, **47** were overseas recipients and **1,006** were local. From the **47** overseas recipients **32** of them submitted a total of **45** Life Certificates. From the **26** recipients suspended **11** are overseas and **15** others are still suspended from the bank payroll given that their whereabouts were unknown.

Records and Documentation Section

Registry



The Registry Team

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.

The Registry recorded a total of **6198** documents, excluding cases for PSC and Benefits Section, received in First Sight from MDAs out of which **5483** were placed on the respective employees' personal files and forwarded to the Desk Officers concerned for either processing or monitoring of personnel related matters. It is pertinent to note that included in the above mentioned figure were missing documents relating to cases in hand requested by desk officers. The remaining **715** documents from Commercial Enterprises (Parastatals) were placed on the respective files for record only.

Records Management

Work is on-going for the modernization of Public Sector Records Management and achievements in 2016 are as follows:

- i. **Public Records Management Policy and Guidelines** - The draft Records Management Policy and Guidelines for the public service was presented to the Public Administration Forum in 2016 and presentation to the Chief Executive Forum will be done in 2017 before it is submitted to Cabinet for approval.
- ii. **Training on Records Management**- On the job training and guidance to Registry staff is on-going to improve records management in the Department. The DPA's System Support Officer is also receiving on the job training by working together with the Consultant and DICT especially for the digitalization of records. Further training module for Registry staff and other officers whose duties involve record keeping in the public service is still on hold pending approval of the Public Records Management Policy and Guidelines.
- iii. **Electronic File Movement System** - The File Movement System is working well and is being utilised more efficiently. The introduction of additional information showing Organisations, Job Titles and reasons for movement of files has facilitated the work of Records staff and also enable users to quickly respond to queries and on status of cases being processed. There has been a lot of improvements in the manner that files are handled and a reduction in files being misplaced. Through this system the Department has also introduced the electronic "Thirds" which is circulated to all authorised officers and do away with the paper records and wastage of ink and paper.
- iv. **Digitalization of Records** -The digitalization of records started with the capture of all First Sight documents sent to the Registry. By the end of April 2017 a total of **715** electronic files have been created

with new references in the File Hold System under the guidance of the Consultant working on the Department's Records Management Project in collaboration with DICTT the next phase is to merge the File Hold and File Movement System to allow all designated staff to access the e-files. The scanning of selected records on existing hard cover files will be done gradually unless it can be outsourced for which funding has not yet been approved.

- v. **Risk Reduction Plan** - The various internal committees to manage the Risk Reduction Plan have been set up and will be operational from 2018.
- vi. **DPA Documentation Library** -The electronic Library System folder containing an index of all 2017 official publications and legal documents was also set up and cataloged by year. The system is accessible to all DPA staff to facilitate research and
- vii. Retrieval of information. The possibility of obtaining electronic copies of such documents in future is being explored or alternatively scanning which is a longer process.

Public Services Management & Standards Division

Organizational & Salary Design Section



The Public Services Management & Standards Team

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.

Throughout 2017 the Section was engaged in 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 structures;
- Devise new schemes of service and reviewing existing schemes;

- Participate in Job evaluations with other Human Resource personnel;
- Create new or reviewing existing organisation structures;
- Assess eligibility and rates for payment of allowances relating to duties;
- Assisted the 6th National Assembly to put in place its new nominal.

An inclusive list of activities undertaken and the level of accomplishment in terms of completion of required tasks is summarized in the table 5 below.

Table 5: Cases dealt with in 2017

Types of requests received and processed	No. of Request dealt with	Remarks
Establishment changes	235	Includes request for reclassification, creation, upgrading, and deletion, transfer, freezing and unfreezing of posts.
Allowances	329	All allowances that are not delegated such as duty, responsibility, on-call etc.
Restructuring		In July 2017, there was a Government restructuring with the appointment of two new ministers. In addition minor restructuring was done in three agencies.
New Schemes of Service	12	All of them implemented in 2017.
Revised Schemes of Service	29	All of them implemented in 2017.
Job Evaluation	166	Individual posts evaluated.
Request to recruit	36	Due to freeze on recruitment. Most approval to recruit had been given when conveying approval for creation,

		reclassification and unfreezing of posts.
Total	807	

Source: PSMSD

Staff of the section participated in functional and structural reviews conducted by the Consultant – Public Sector Reforms which in most instances resulted in structural changes.

In addition to the formal request received from organisations for processing, the Section attended to walk in clients with concerns or queries. The Section provided advice to the general public and other public service employees by phone or emails. The Section assisted 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 as reflected through reporting of its activities. The year 2017 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 successfully 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 and for several site tasks such as new governance methods initiatives, capacity building, job inspections, restructuring, schemes of service development, functional reviews and conflicts resolution. In all these organizations we have been privileged to work with inspiring people

and we are satisfied with their participation and the work that have been accomplished.

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.



ANNEX : [DEPARTMENT OF PUBLIC ADMINISTRATION - LIST EMPLOYEES](#)[Staff list and positions @ 31 December 2017](#)

Names of Employees	Post Titles
PS SECRETARIAT	
ESPARON Merina, Jessie MOREL Lucille, Mary MAICHE Helene	Chief Secretary & Head of Public Service Office Assistant Consultant
PSC Contract Administration BARBIER Flavie, Lauranne HENRI Helda, Lucie YUSUF Saalimah, Idris MOYES Dorothy SERRAT Jeanette	Director Management Officer Management Officer Office Assistant Office Assistant
Policy, Planning, Research & M & E BISTOQUET Michel LOUANGE Eileen HOAREAU Brain	Principal Policy Analyst Chief M & E Officer Principal M & E Officer
Human Resource Budget Mgt & Admin Mgt GILBERT Marie Antoine DOGLEY Jenita	Ag. Director Office Assistant
HR & Administration PORICE Danielle SOPHA Sylvianne, Marilyn CHARLOT Marie- Ange, Florence	HR & Budget Mgt Officer Telephone Operator Assistant Office Services Officer
Information Technology MONTHY Trevor, Claudio, Andrew	System Support Officer
Office Services CESAR Pierre, Alain PIERRE Emmanuel BENOIT Donald, Francis	Office Services Officer Driver Messenger

<p>Regulation and Monitoring RICHARDSON Marie, Ivonia, Joanna MARIE Shyra</p>	<p>Director General Senior Office Assistant</p>
<p>Processing and Compliance Inspection DERJACQUES Cecily, Michelle MONTHY Veronique, Isabelle, Beryl GONTHIER Marie-Nella ADRIENNE Julina, Edwina, Kathleen ROSE Marie Michelle ROSE kathleen, Doreen BONNE Anna</p>	<p>Principal Management Support Officer Senior Management Officer Senior Management Officer Management Officer Management Officer Management Officer Office Assistant</p>
<p>Central Payment and Benefits ROSELINE Winnie, Shiela, Lucie BARBIER Raymonde, Ketsia NOURRICE Alise FRED Endra, Nicette LABICHE Alexina</p>	<p>Principal Benefits Officer Senior Management Officer Management Officer Management Officer Office Assistant</p>
<p>Registry BOUCHREAU Anne IWOKU Marie, Mirella FRED Manuella, Carrol, Tania CAFRINE Jordana, Larissa BALETTE Vivianne MARCEL Fatima</p>	<p>Senior Records Officer Records Officer Senior Records Assistant Senior Records Assistant Senior Records Assistant Senior Records Assistant</p>
<p>Public Services Standards and Consultancy BONNELAME Macda, Sabrina</p>	<p>Office Assistant, Senior</p>
<p>Pay Analysis and Organisational Design FOCK-YUNE Suzara, Michelle DOMINGUE May-Rose, Marie LAURENCE Fadette, Brigitte</p>	<p>Principal Management Analyst Senior Management Officer Senior Management Officer</p>

Source: HRBM