

8. TRAINING AND DEVELOPMENT

- 8.1 The efficient operation of public institutions rests upon their workforces. The more skilled and competent public officers are, the greater the ability of Government to fulfil its obligations towards its citizens. As the most important asset of organisations, employees play a crucial role in ensuring heightened customer satisfaction and the delivery of high-quality services. The implementation of employee training and development programmes in this respect serves as an essential means for both the organisation and the employees to achieve the desired results.

Government's Commitment

- 8.2 Training and development of Public Sector ranks high on Government's agenda, with the commitment to transform public sector institutions so that they are future-ready, performance-driven and citizen-focused. Its aim is to develop a professional, impartial and efficient public service that nurtures a culture of performance.
- 8.3 In pursuit of its training and development objectives, Government has, in 2025, inaugurated the Atal Bihari Vajpayee Institute of Public Service and Innovation (AIPSI). With its modern facilities and expanded capacity, the Institute can train up to 20000 officers in a single year. In addition, consideration is being given for the Institute to become an accredited awarding body offering credit-based programmes that lead to Certificates, Diplomas, Degrees and even Master's Degree qualification for the benefit of public officers and to improve public service delivery. According to the AIPSI Act 2025, which has been proclaimed in October this year, employees on permanent and pensionable establishment of the Civil Service College Mauritius (CSCM) are to be transferred to the establishment of the Institute.

Previous Reports

- 8.4 The Bureau has, in its past Reports, been laying much emphasis on the importance of training and development of public sector employees and making appropriate recommendations to that effect. In its last Report, the Bureau elaborated on the roles of the key players involved in training and development as well as training interventions that should be adopted in the framing of training policies; recommended a dedicated position of Training Manager to be responsible for training and development; and provided a list of training courses requested by the staff side.

Submissions of Federations/Unions

- 8.5 In the context of this review exercise, Federations as well as Unions have voiced out that though relevant recommendations have been made in PRB Reports for the enhancement of training facilities for public sector employees, they had serious apprehensions regarding their implementation. For instance,

the identification, design and conduct of appropriate training for employees in the Workmen's Group were inadequate, not attuned to the work performed and, in some cases, quasi-inexistent. It was also averred that some of the training courses dispensed to employees were not work-related. Furthermore, concerns have been equally raised regarding the inadequacy of training budget and the use of this limited fund for activities categorised as "team building exercise", which do not contribute to capacity enhancement or technical skills development.

Submissions of the MPSAR

- 8.6 The MPSAR submitted that the provision of Training and Development for public sector employees are currently based on the recommendations of the PRB. They are demand driven based on requests made by Ministries/Departments and Parastatal Bodies. Training is also provided on a supply basis by the Civil Service College Mauritius (CSCM) mainly to keep up with new development. Additionally, specific training ranging from induction courses to high-level leadership programmes are also dispensed thus catering for the needs of staff at all hierarchical levels. Moreover, enriching e-learning resources is also part of the strategy adopted by the CSCM to enhance civil service training.
- 8.7 According to the MPSAR, the main challenges of training and development are, among others, the limited available budget; shortage of resource persons to act as trainers, especially from the Public Sector and reluctance of some organisations to release their officers on account of exigencies of the service; measuring the effectiveness and value of training; and tracking the impact of training.
- 8.8 The Ministry therefore proposed that at least 1% of wages/salaries be allocated for training; Training Managers should serve on a full-time basis; incentives be provided in terms of release and remuneration for public officers who deliver training; tracer studies be implemented to follow-up with employees who have completed training; a digital training wallet be created to record the number of hours of training completed by each employee; and appropriate incentives be granted to those who have successfully completed an Award Course.

Proposals of Ministries/Departments/Organisation

- 8.9 In their submissions to the Bureau, Management of Ministries/ Departments/ Organisations have, *inter alia*, proposed that the Training budget be increased; training be customised based on the specificities of the respective organisations and aligned with the organisational goals, employer expectations and current best practice; foreign exposure through technical assistance and bilateral agreements be sought for public sector employees; and greater transparency to be exercised in the award of overseas training.

Survey

- 8.10 The Bureau launched a Survey on Training and Development in the Public Sector in February 2025 to take stock of the current situation and examine any implementation issue arising out of our recommendations with a view to bringing further improvement. A low response rate was recorded as at the closing date for the submission of Questionnaires. Consequently, an extension of two months was granted. The final response rate for the Civil Service including Rodrigues Regional Assembly stood at 74.42%, while that of Parastatal Bodies and Local Authorities, attained 53.54% and 33.33% respectively. The overall participation rate for Public Sector organisations was 60.44%.

Survey Findings

- 8.11 The survey revealed that the funding allocated for training purposes, as well as the utilisation of these funds varied across organisations. On average, Ministries/Departments and the Rodrigues Regional Assembly spent 89% of the funds earmarked for training. Regarding Parastatal Bodies and Local Authorities, they recorded average utilisation rates of 42% and 59%, respectively indicating that training funds were not being used optimally. It is further observed that only 25% of the Public Sector organisations utilised 90% or more of their training budget. Half of the organisations responding were of the view that the training budget allocated to them was adequate.
- 8.12 As reported, the hurdles in meeting the annual training requirements were insufficient budgets; time constraints in organising training programmes; difficulty in identifying suitable training courses; heavy workloads that left little time for training; unwillingness on the part of officers to undergo training; and the absence of new courses or inadequate staff for replacement. In respect of employees of the Workmen's Group, many organisations cited the difficulty of identifying relevant training courses. For Clerical, Executive and Technical groups, the main difficulty encountered was lack of funding while for administrative and professional groups it was mainly attributed to a high workload and inability to release staff.
- 8.13 The survey also indicated that, following the publication of the 2021 PRB Report, 47% of the organisations have designated a Training Manager to be responsible for the implementation of Training and Development initiatives. The main constraints for not designating a Training Manager, as reported by organisations, were, among others, the size of the organisation; budgetary limitations; absence of suitable officers to assume the role; and lack of HR personnel. Furthermore, an increase in the number of staff trained has been observed in organisations where a Training Manager has been designated, as opposed to those without one. As regards follow-up and feedback collection from officers who have received the training, it was noted that organisations do not have a proper mechanism in place.

- 8.14 The main suggestions from stakeholders for improving Training and Development in the Public Sector are, among others, developing new training tools and equipment; providing refresher courses to reinforce and update employees' skills and knowledge; making certain courses mandatory; decentralising training so as to motivate officers who are reluctant to attend training due to distance problem; and provision of adequate budget.
- 8.15 The survey also showed that the importance of training accorded varies among public sector organisations. Though funds might be insufficient, some organisations tend to neglect this key aspect of human resource development. Workload issues and consequently release of officers have also been major obstacles to officers taking part in training. On the other hand, the designation of Training Managers within various organisations has proved fruitful as evidenced by an increase in the number of trained officers.
- 8.16 In the light of the survey findings and submissions of the parties concerned, we are providing for: a more strategic alignment of Training and Development extending the concept of Training Manager and the setting up of Training Committees in the wider Public Sector; and Management of organisations to prioritise training as a means to boost performance and making officers conversant with AI technologies. We further consider that a resilient Public Service is necessary to tackle difficult situations and challenges.

Training and Development in the Long-Term

Recommendation 1

- 8.17 **We recommend that the MPSAR should implement measures to ensure that the Training and Development needs of employees are aligned with its long-term transformation objectives of the Public Service. Such measures should be geared towards the development of a dedicated, performance-oriented and people-centred Public Service.**

Training in AI

- 8.18 The increasing use of digital tools in public service delivery requires that officers possess digital competence and adaptability. This has become more pressing with the advent of AI technologies to optimise Government operations and improve service delivery. Hence, the need for appropriate staff development for successful adoption of AI.

Recommendation 2

- 8.19 **We recommend that Public Sector organisations should consider investing in training and development programmes that equip employees with the necessary basic skills and knowledge they need to work effectively with AI technologies.**

Training Interventions

- 8.20 In the last Report, the Bureau recommended that the MPSAR, CSCM and Public Sector Organisations should, in the framing of their training policies, adopt appropriate training interventions, namely Entry Level Training, Mid-Career Training, Short-Term Thematic Training, Customised Training, Orientation Training, Long-Term Training, Workshops/Seminars/ Conferences, Overseas Training and Online Learning. **Since the training interventions are still relevant, the Bureau considers that organisations should continue to adopt them as appropriate.**

Resilient Public Service

- 8.21 Resilience has been defined by the Organisation for Economic Cooperation and Development (OECD) as, “the capacity of systems to absorb a disturbance, recover from disruptions and adapt to changing conditions while retaining essentially the same function as prior to the disruptive shock”. Given that workforce is at the heart of the Public Service delivery systems, a resilient Public Service system would, therefore, require resilient workforce management and resilient public officers.
- 8.22 **In addition to training interventions mentioned at paragraph 8.20 above, to better equip employees for overcoming challenging situations, the MPSAR in collaboration with the AIPSI, should consider the provision of resilience training to public officers to increase their ability to navigate adversity and adapt to change.**

Minimum Number of Hours of Training

- 8.23 As per present provisions, the minimum number of hours of training that should be provided to employees in different occupational groups ranges from 40 to 60 hours yearly. It has been observed that the actual number of hours of training provided to public sector employees varies considerably. In certain job categories, some employees have received significantly more than the minimum number of hours of training, whereas those in the Workmen’s Group have either been offered limited training opportunities or no training at all. Furthermore, certain stakeholders have requested for an increase in the number of hours of training. The Bureau is, therefore, making provision for gradual harmonisation in the minimum number of training hours.

Recommendation 3

- 8.24 **We recommend that Public Sector Organisations should:**
- (i) **consider gradually bringing the minimum number of hours of training recommended for the different occupational groups, namely Workmen’s Group; Clerical, Executive and Technical; and Administrative, Professional and above, to 60 hours annually; and**

- (ii) **ensure that employees are afforded training opportunities in a fair and equitable manner to enhance their performance.**

Training Manager

- 8.25 In the last Report, we recommended for officers not below the level of Assistant Manager, Human Resource to be designated as Training Manager to perform some specific tasks in Civil Service organisations, such as implementation of Training and Development programmes, conducting periodic Training Needs Assessment, among others, against payment of an allowance.
- 8.26 With a view to gaining further insight into the effectiveness of the designated position of Training Manager and assess its future relevance, the MPSAR, at the request of the Bureau, compiled data from incumbents in some 45 Ministries/Departments. From the information gathered, this practice is meeting its objectives as there has been a notable improvement in the provision of training in those organisations. In the given circumstances, we consider that it should continue. **We are further extending it in the wider public sector for the benefit of both the officers and the organisations and for greater effectiveness.**
- 8.27 Moreover, to further enhance the provision of training within the Public Sector, proposal was made to establish a permanent full-time position of Training Manager. However, this could not be retained as it would have resulted in the creation of a dead-end position thereby thwarting the career advancement of officers of the HR cadre. Likewise, the request to open the designated position of Training Manager to officers at lower rungs of the HR Cadre is not appropriate, as the position requires an appreciable degree of maturity and experience.

Recommendation 4

- 8.28 **We recommend that:**
- (i) **Management of Parastatal and Statutory Bodies (PSBs), Local Authorities and the Rodrigues Regional Assembly should also designate an officer not below the level of an Assistant Manager, Human Resources in the Civil Service as Training Manager; and**
 - (ii) **Parastatal Bodies with small establishment size and/or with no grade at the level of an Assistant Manager, Human Resources in the Civil Service or above, may request for the services of a Training Manager from the MPSAR.**

Roles and Responsibilities of Training Managers

- 8.29 Since the practice of Training Manager is being extended in Parastatal Bodies, Local Authorities and Rodrigues Regional Assembly, we consider that appropriate guidelines should be developed with respect to the roles and responsibilities of that position for a consistent approach in the Public Sector.

Recommendation 5

8.30 We recommend that Training Managers should ensure:

- (i) the prompt preparation, review and implementation of the Training Action Plan for the organisation under their responsibility;**
- (ii) actions are promptly initiated to enable the organisation under their responsibility to make optimum use of their training budget and meet the relevant KPIs; and**
- (iii) the proper monitoring and evaluation of the training courses provided to employees and gather the feedback on the courses followed for evaluation purposes.**

8.31 We further recommend that:

- (i) the MPSAR should come up with relevant guidelines for the training of Public Sector employees detailing, among others, the roles and responsibilities of Training Managers, preparation of Annual Training Action Plan and the procedure to be adopted to tap the services of the relevant institutions and availing the appropriate training; and**
- (ii) Ministries/Departments/Organisations should prepare a quarterly report on, inter alia, usage of training budget; training courses provided; and number of employees trained both locally and abroad for monitoring, follow-up and decision taking purposes.**

Mode of Compensation for Training Managers

8.32 Training Managers in the Civil Service are paid a monthly allowance for shouldering additional responsibilities in that capacity. We are maintaining payment of same.

Recommendation 6

8.33 We recommend that:

- (i) notwithstanding provision made at paragraph 8.28(ii), the officer designated as Training Manager in the Civil Service, Parastatal Bodies, Local Authorities and Rodrigues Regional Assembly should be paid a monthly allowance equivalent to two increments at point reached in the salary scale; and**
- (ii) in no circumstances, the allowance payable to a Training Manager should exceed two increments.**

Training Committees

- 8.34 In order to assist Training Managers in accomplishing their key functions, the Bureau recommended in 2021 PRB Report, that Supervising Officers of Ministries/Departments/Organisations should mandatorily set up a Training Committee and submit details of its composition to the MPSAR. The Training Committee, under the guidance and advice of the Training Manager was, among others, tasked with formulating a Training Action Plan for short term as well as a long-term strategy, taking into account the specific training needs and requirements of each organisation; ensuring the optimum use of financial resources allocated for training; and facilitating the continuous professional development and growth of officers across the Public Sector.
- 8.35 So far, most of the above provisions have been implemented in the Civil Service while the Parastatal Bodies, Local Authorities and Rodrigues Regional Assembly are lagging behind. In view of their importance in boosting employee performance and reinforcing the Training and Development functions, we consider that Training Committees should be established in all Public Sector organisations and should actively and effectively carry out this responsibility.

Recommendation 7

- 8.36 **We recommend that Supervising Officers of Ministries/Departments/Organisations across the Public Sector should ensure:**
- (i) **that a Training Committee is set up in their organisation and is fully operational; and**
 - (ii) **proper earmarking of training funds for employees and that same are not left idle and/or reallocated for other use.**

Training Scheme for Trainees

- 8.37 Provision exists for the enlistment of Trainees to improve their employability and enable them to gain experience in the Public Service. During their traineeship, they are provided relevant training so that they may acquire the right skills and competencies. We are maintaining this arrangement.

Recommendation 8

- 8.38 **We recommend that the MPSAR should, after consultation with Ministries/Departments/Organisations, continue to identify areas where the services of Trainees are required and set up schemes for their enlistment as well as the terms and conditions governing them. Through these schemes, the Trainees would be called upon to undergo training dispensed by any approved institution and acquire the right skills and competencies for appointment to the relevant grades.**

List of Training proposed by Management and the Staff Side

- 8.39 During consultations, the representatives of the staff side were requested to submit a list of training programmes/areas suitable for their affiliates while Management was asked to provide a list of training courses that may be dispensed to officers in their respective organisation for an improved service delivery. **The training programmes/areas/topics as proposed by stakeholders are at Annex, for any appropriate action by the MPSAR.**

ANNEX**Proposed Training for Civil Service****Workmen's group**

1. Aluminium works
2. Gypsum board Partitioning works
3. Painting, Plumbing, Masonry, Cabinet Making
4. First Aid
5. Improving Communication and Productivity at Work
6. Customer Service and Communication for Field Technicians
7. Awareness on Gender Mainstreaming
8. Tea Making and Service.
9. Standard Driving Courses
10. Customer Care
11. Electrical Safety and Compliance
12. Heating, Ventilation and Air Conditioning (HVAC) System Installation and Maintenance
13. Energy Efficiency and Green Technologies (solar integration, smart HVAC systems)
14. Reading and Interpreting Blueprints and Schematics
15. Workplace Ergonomics and Injury Prevention
16. Basic Project Management for Tradesmen
17. Training on Blocking, hot foil and folding Machine
18. Training on mechanical machine
19. Training on Basic IT Courses
20. Training on sewing, stitching and adhesive Machine
21. Pneumatic Training
22. Preventive Maintenance on hydraulic system
23. Mechanical Training on Offset Printing Machines (Grosser Tiegel, Speedmaster 74, Printmaster74)
24. Training on Stacker for Stores Attendant
25. Defensive Driving
26. Personal Grooming
27. Training on operating telephone PABX
28. Training on code of ethics

29. Communication and Interpersonal Skills
30. Workplace Safety and Health for Handy workers and Drivers
31. Training on electric vehicle meters
32. Metrology
33. Working at heights
34. Installation, Maintenance and Repairs of Split Type Air Conditioners Using R290 Refrigerant

Clerical, Executive and Technical group

1. Operation and Processes Management
2. Advanced Microsoft Excel
3. Registry Procedures
4. Tender Preparation and Evaluation
5. Advanced PowerPoint
6. Awareness on Gender Mainstreaming
7. Supervisory skills
8. Data Analytics
9. Advanced Microsoft Word
10. Tender Preparation and Evaluation
11. Advanced Project Management
12. Writing Project Management
13. Registry procedures
14. Report Writing
15. Interpersonal and Communication Skills
16. Financial Operations in the Public Sector – Applications of Rules and Regulations.
17. Strategic Management and Planning
18. Statutory Interpretation and Drafting of Legislations.
19. Protocol and Etiquette for Events
20. Advanced Electrical System Design and Load Calculations
21. Building Automation and Smart Heating, Ventilation and Air Conditioning Systems
22. Energy Management and Sustainability Practices.
23. Project Management and Leadership for Engineers.
24. Managing Resources
25. Code of Ethics and Good Governance

26. First Aid
27. Increasing Productivity through Stress Management
28. Knowledge Management
29. Writing Effective Minutes of Meeting
30. Introduction to Statistical Software (Stata, CS Pro, SPSS)
31. Strata and Analysis of Statistical information
32. Multidimensional
33. Data Management
34. Microsoft Excel Formulas and Functions
35. Graphical Presentation of data
36. Power Point Presentation
37. Leadership and Management skills
38. Time Management
39. Team work
40. Motivational skills
41. Coordination, Monitoring, Evaluation and Reporting
42. Operating e-Social Security System
43. Training on Accounting and Records Management
44. Increase productivity through Stress Management
45. Handling Difficult Customers
46. Negotiation and Mediation Skills
47. Writing skills for parliamentary questions and cabinet documents
48. Leadership and management training for Technical Cadre
49. Improving public sector governance
50. Course in legal writing/prosecution
51. Analytics and World Trade Matters
52. Rule of Origins and Trade Agreements
53. Advanced Trade Policy Course
54. NSP, Ocean Governance, Strategic thinking, Technical Diving
55. Surveys for hydrocarbon/Minerals
56. e-Registry system
57. Drone Image Processing, Deep Sea for Plantation, Targeted Seminar/Workshop
58. Training on specialised software for Commission on Limits of the Continental Shelf (CLCS) (Geocap)

59. Further capacity building in mineral and hydrocarbon exploration, overseas training with institution in extractive industry
60. Marine spatial planning, Real-Time Kinematic (RTK) Training, Data Management
61. Capacity Building in the implementation of Biodiversity Beyond National Jurisdiction (BBNJ) provisions in national legislation
62. Advanced training in using Hypack software, Scientific programming. Python Programming

Administrative/Professional Group

1. Drafting of Terms of Reference for Capital Projects
2. Training in structural steel, retrofitting of existing govt Building, Contract Management.
3. Fédération Internationale Des Ingénieurs Conseils (FIDIC)
4. Training on Building Information Modelling (BIM)
5. Training on Hybrid and Electrical Cars
6. Procurement Policy Office (PPO)
7. Short Course on Photovoltaics (PV) for beginners and Advance (PV)
8. AutoCAD 2D and 3D Essentials.
9. Short Course: Implementing ISO9001:2015 Quality Management System
10. IET wiring Regulations – BS 7671:17th Edition Incorporating Amendment Number 3(2015)
11. Fundamentals of Fire Alarm Systems
12. Course on Energy Saving LED Lighting Technology
13. Basic Electronic Practices
14. Heating, Ventilation and Air Conditioning Fundamentals
15. First Aid
16. Strategic Management and Leadership
17. Court Proceedings
18. The Cybersecurity Fundamentals
19. Statutory Interpretation
20. Managing Performance in Public Sector
21. Strategic Management and Planning
22. Leadership skills and Strategic Thinking
23. Writing skills for Parliamentary Questions and Cabinet Documents
24. Legal Writing – Principles and Practices.

25. Forensic Auditing
26. Investigative Interviews
27. Financial Analysis
28. Investigative techniques to modern fraud.
29. Time Management.
30. Team Dynamics
31. Change Management and Organisational Development
32. Legal and Compliance Training (HR, Contracts, Labour Laws, etc.)
33. Negotiation and Influencing Skills
34. Crisis Management and Business Continuity Planning
35. Innovation and Digital Transformation Strategies
36. Tender Preparation/E-Procurement Training
37. Training on Payroll Computation
38. Training on Finance and Legal Matters.
39. Investigatory Techniques (interview techniques, evidence gathering and analysis writing)
40. Specialised areas of investigation – e.g noise nuisance and noise regulations, town and country planning
41. Risk Management
42. Customer Service Excellence
43. Managing Change for Transformation
44. Public Sector Financial Management
45. Policy formulation
46. Digital Transformation
47. Court Proceeding
48. Effective Performance Appraisal
49. Project Management
50. Performance Based Budget monitoring and preparation
51. Enhanced leadership skills and courses in athletics coaching and officiating on project set up
52. Specialisation in elite
53. Regional and National level swimming
54. Managing Youth in difficult situation and severe behavioural problems
55. Managing Resources in the community

56. Leadership Development Programme
57. Conflict Management
58. Judicial Review
59. Interpersonal and Communication Skills
60. Maritime Security Laws/ International Law of the Sea
61. Firefighters Development Programme
62. Complex, Structural, High-Rise Firefighting and Rescue Training Course
63. Hazardous materials First Responder Training Course/Hazardous materials Instructor Course
64. Initial Incident Command/Intermediate Incident Command/Advanced Tactical Incident Command/ Strategic (GOLD) Incident Command
65. Practical Fire Investigator
66. Portable Fire Extinguisher Recharging and Maintenance
67. Incident Safety Officer
68. Fire Prevention Inspector
69. Rope Rescue (High Rise Building and Mountain Cliff) Training Course
70. Fire Safety Smoke Control/Ventilation/Pressurisation
71. Light Rail Fire and Rescue Training Course
72. Road Collision and Extrication Training Course
73. Auxiliaries Fire Equipment Maintenance, Standard Tests and Repairs
74. Main Control Administration and Fire Risk Assessment
75. Fire Safety Management and Fire Risk Assessment
76. Introduction to Accident and Incident Investigation
77. Auditing in Flight and Ground Operations
78. Occurrence reporting in aviation
79. Government Safety Inspector Course (Airworthiness)
80. Aircraft Accident Investigation Techniques
81. Aviation Audit Techniques
82. Aerodrome Control Rating ICAO 053
83. Approach Control Course ICAO 052
84. Area Control Course
85. ICAO 022: Aeronautical Cartography (Basic)
86. Workshops for Air Traffic Control Officers
87. Basic Aeronautical Information Services Course

- 88. ICAO AVSEC National Instructors Course
- 89. National Civil Aviation Security Programme
- 90. ICAO Aviation Security Supervisors Course
- 91. Cyber Security
- 92. ICAO Security Culture
- 93. Landside Security
- 94. Aviation Security Management Programme

Proposed Training for Parastatal Bodies**Workmen's Group**

1. Health and Safety at work
2. Harassment at Work
3. Stress Management
4. Legal aspect of work and Contract of employment
5. Code of Ethics
6. First Aid
7. Personal Grooming and Business Etiquette at Workplace
8. Plumbing Techniques/ Roof Plumbing/ Pipe Drafting/ Pipe laying works and Repair of pipe
9. Defensive driving techniques
10. Electrofusion Techniques
11. Develop construction and repair skills
12. Facilities Management/ Plant Maintenance
13. Training on road safety
14. Training on Gender Equality
15. Interpersonal and Communication skills
16. Handling Difficult Customers/Customer care
17. Confidentiality Values
18. Performance Management System for workmen's group
19. Operating telephone switchboard and how to communicate over the phone
20. Tea making and Service
21. Gardening practices and training on utilisation of equipment like brush cutter and on different techniques of plant propagation (Caretaker/Gardener)
22. Safe use of blades for Binders
23. Use of chemicals for cleaning: General Worker/Library Attendants
24. Safe Lifting Techniques
25. Heritage principles, ethics and law, practical skills for conservation techniques and preservation methods.
26. Brick laying/ Stone Masonry
27. Carpentry and Joinery
28. Painting and Decorating
29. Plastering

- 30. Mortar Analysis
- 31. Horticulture/Arboriculture

Clerical, Executive, Technical

- 1. Supervision and Management
- 2. Health and Safety at work
- 3. Development of Qualification Standards.
- 4. Data Management and Report Writing
- 5. Procurement and Supply Management
- 6. Public Sector Financial Regulations and Procurement/ Public Sector Accounting and Procurement/ Financial Management and Accounting Principles
- 7. Human Resource Management
- 8. Audit and Compliance
- 9. Administrative and Office Management
- 10. Customer Service Excellence/ Customer Care
- 11. Interpersonal and Communication skills/ Conflict Management
- 12. Time Management
- 13. Basic IT and Digital Skills/ Basic Microsoft Word/ Microsoft Excel/ Microsoft PowerPoint
- 14. Basics ICT Security/ Microsoft Office Cyber Security Training
- 15. Advanced Microsoft Excel
- 16. Basic HR and HR Regulations/Labour Laws
- 17. Business Report Writing
- 18. Code of Ethics
- 19. Filing Techniques/Record Management
- 20. Stress Management
- 21. Leadership and Supervisory skills for Middle Management
- 22. Legal skills
- 23. Managing Difficult Customers: De-escalation Techniques/ Public Relations
- 24. Minutes Writing
- 25. Team Building and Bonding
- 26. Training in Draughtsmanship
- 27. Tender Preparation and Bid Evaluation
- 28. Anti-Money Laundering and Combating Financing Terrorism

29. Advanced training on E-procurement system from PPO
30. Good Governance
31. Continuous Improvement Program
32. Performance Management
33. Registry Procedures
34. Risk Management
35. Managing projects in the Public Sector
36. Negotiation and Mediation Skills
37. Workforce Planning

Administrative/Professional

1. Code of Ethics for Public Officers
2. Good Governance
3. Health and Safety at Work
4. Tender Preparation and Evaluation.
5. Basics of ICT Security/ Information Security Management System
6. Strategic Leadership and Organisational Management
7. Public Policy and Cooperative Sector Development
8. International Collaboration and Networking
9. Financial Management for Senior Executives
10. Research Methodology and Data Analysis
11. Curriculum Development and Institutional Design
12. Project Management for cooperative development
13. Monitoring and Evaluation
14. Counselling Techniques
15. Risk Management
16. Office Management and Administrative Skills
17. Leadership and Managerial Training
18. Technology and Digital Transformation
19. Artificial Intelligence/ Business Intelligence
20. Interpersonal and Communication skills/ Conflict Management
21. Public Relations
22. Costing Techniques

23. Employee Motivation Skills and Techniques
24. Financial Risk Management
25. Handling of Cash, fraud and security aspects
26. International Public Sector Accounting Standards (IPSAS)-Improvements and Amendments
27. Managing Difficult customers/ De-escalation Techniques
28. Tax Planning
29. Advanced Course on Public Relations and Crisis Management
30. Advanced Course on Digital Marketing Course/ Social Media
31. Strategic Purchasing Management and Procurement Concepts
32. AI Masterclass for accounting and finance professional
33. Facilities Management
34. Latest Digital and manual Archiving/Documentation Techniques
35. Digitalisation of Library/ online Databases
36. Problem-solving skills
37. Training on Mauritian administrative laws and legal methods
38. Continuous improvement Concept
39. Benchmarking
40. Leadership and Strategic Management
41. Enhanced report writing skills
42. Advanced tools and techniques for data analysis and Business intelligence
43. Quantitative Methods for Competition Analysis
44. Investigation techniques, interviewing techniques and research skills
45. Preparedness in dealing with digital markets
46. Public Procurement
47. Advanced Secretariat
48. Leadership and Management
49. Stress Management
50. Museum management/ administration
51. First Aid
52. Improving efficiency in organisation
53. Stress Management
54. Performance Management

- 55. Project Management
- 56. Time Management
- 57. Negotiation and Mediation Skills
- 58. Protocol and Etiquette

Proposed Training for Local Authorities**Workmen's Group**

1. Safety training: Good work practice/manual handling operations
2. Tailor made courses to tradesman
3. Bush cutting and brush cutter handling

Clerical, Executive, Technical Group

1. Registry procedures
2. Prosecution duties
3. Handling operations
4. Customer Care
5. Building and construction

Administrative/Professional

1. ICT oriented hands-on training focused on awareness of using IT Tools and its best practices
2. Project management
3. Disaster management

