

GOVERNMENT PRINTING | ANNUAL PERFORMANCE
DEPARTMENT | REPORT JULY 2020 - JUNE 2021



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Our Mission

Our mandate is to contribute to the promotion of educational democracy and welfare of the country by providing effective and efficient printing services and timely dissemination of information.

Our Vision

A modern and efficient Printing Service Provider

Vision (Human Resource)

To have the right person/competencies at the right place

Values

To earn the respect and trust of our customers, we adhere to the following values:

- Honesty and Integrity
- Dignity and Respect
- Excellence and Quality
- Collaboration and Partnership
- Zero Tolerance of corruption practice

Quality Values

Excellence is our standard. To achieve excellence we:

- Exceed our customer's expectations.
- Identify our customers' needs and meeting those needs
- Ensure that each employee partners in the production concept of every job being "right and on time"
- Maximize the use of technology to support internal and external quality service.

Who We Serve

- Ministries and their Departments
- Government and Parastatal Bodies
- The Public (for *Government Gazette* publications)





Our
Main Customers



- Attorney General's Office
- Central Informatics Bureau
- Central Information Systems Division
- Corporate and Business Registration Department
- Data Protection Office
- Department of Civil Aviation
- Director of Public Prosecutions
- Employment Relations Tribunal
- Equal Opportunities Commission
- Government Printing Department
- Independent Police Complaints Commission
- Judiciary of Mauritius
- Mauritius Fire and Rescue Services
- Mauritius Meteorological Services
- Mauritius Prison Service
- Ministry of Local Government and Disaster Risk Management
- Ministry of Financial Services and Good Governance
- Ministry of Agro Industry and Food Security
- Ministry of Arts and Cultural Heritage
- Ministry of Blue Economy, Marine Resources, Fisheries and Shipping
- Ministry of Commerce and Consumer Protection
- Ministry of Education, Tertiary Education, Science and Technology
- Ministry of Energy and Public Utilities
- Ministry of Environment, Solid Waste Management and Climate Change
- Ministry of Finance, Economic Planning and Development
- Ministry of Foreign Affairs, Regional Integration and International Trade
- Ministry of Gender Equality and Family Welfare
- Ministry of Health and Wellness
- Ministry of Housing and Land Use Planning
- Ministry of Industrial Development, SMEs and Cooperatives
- Ministry of Information Technology, Communication and Innovation
- Ministry of Labour, Human Resource Development and Training
- Ministry of Land Transport and Light Rail
- Ministry of National Infrastructure and Community Development
- Ministry of Public Service, Administrative and Institutional Reforms
- Ministry of Social Integration, Social Security and National Solidarity
- Ministry of Tourism
- Ministry of Youth Empowerment, Sports and Recreation
- National Archives Department
- National Assembly
- National Audit Office
- National Land Transport Authority
- Occupational Safety and Health Division
- Office of the Ombudsman
- Office of the President
- Office of the Electoral Commissioner
- Ombudsperson for Children
- Pay Research Bureau
- Prime Minister's Office - All Offices
- Police Department
- Probation and Aftercare Service
- Public Bodies Appeal Tribunal
- Public Service Commission and Disciplined Forces Service Commission
- Registrar General Department
- Rodrigues Regional Assembly
- Statistics Mauritius
- The Treasury
- Valuation Department



Government Printer's Statement

The Government Printing Department (GPD)'s Annual Performance Report for the fiscal year 2020-2021 is being proudly presented as a showcase of our efforts and performance in achieving our main objectives.

One of our main tasks these 2 last years in addition to being the authority for the publication of the Government Gazettes and being a One-stop service, providing Design, Printing and Binding works to Government, is the timely construction of the New Government Printing Building. As I am writing this statement, I am confident that the Project is nearing completion and that the transfer exercise will soon start.

While this year also was different due to COVID-19, I have again seen the Government Printing Department supporting our country and staff using online tools for ensuring essential service delivery.

Throughout the financial year 2020-2021, this Department has published 173 Government Gazettes including 123 Extraordinary issues containing 324 Government Notices and 2395 General Notices, processed a total of 3215 jobs for 44,565,425 units of work from which a total of 27,010,292 units were completed.

The Department has also processed 283 urgent assignments including confidential works during the same period. All the urgent works have been successfully completed within its deadline.

One of the key strengths I believe has enabled GPD to post such results is its consistent focus on its staff, customers and digital technologies. This combination has been critical to delivering the best service for customers and enabling them to meet their printing requirement.

This year again, I would like to convey my sincere thanks to ministries, parastatal bodies, suppliers and all our stakeholders for their cooperation. I also wish to express my warmest gratitude to our technical staff for being the backbone of this Department and to the administrative and non-administrative staff for their unflinching support.

Ms. Geneviève Taryn KNUBLEY
Government Printer



History of the Government Printing Department

“The Press, known from the beginning as *Imprimerie Royale* or *Imprimerie du Roy*, was in *rue de l’Hôpital*, Port Louis. Shortly after the French revolution, it was transferred to the corner of the *rue de la Pompe* and *rue du Rempart*.”

Source: Port-Louis: Deux Siècles d’Histoire



Technological Timeline

70s:

In the seventies, together with the Press and Binding sections, there existed also 5 different sections prior to Letterpress printing. The 5 sections may be referred to what nowadays we call the prepress, but formerly they were referred as Typography sections and were separated into 5 units namely: Display Section, Job Section, Book Section, Linotype Section and Monotype Section using lead type for page layout for Letterpress/cylinder/Platen printing presses. The Sedwick Report in 1974 has brought a change to the appellation of Typographer who were then referred as Compositors while keeping the tasks and techniques used alike. Shortly before the 80s, the department acquired automated equipments for binding tasks that has resulted in the splitting of the Binding section into 2 sections namely: Manual and Industrial Binding.

By the end of the 70s, the Display section, Job Section and Book Section merged to form the Photomechanic Section. Photomechanic operators composed their layout through the use of transparencies, rotting pens and rulers coupled with lead type composition. At that time it was discovered that the use of lead type composition was a health hazard and it was further decided to depart from this technology progressively because of the large number of existing Letterpresses requiring lead composition in the Printing Department.

80s:

With the 80's came an alternative to Letterpress – Offset presses. The Government Printing Department acquired its first one-colour Offset press-SORM in the early 80s.

90s:

In the early 90s, the Press Section was split into 2 sections.

The department gradually shifted to Offset printing and it was only in 1996 that the Letterpresses were being completely replaced by offset presses such as SORM and GTO. Around these years the Linotype and Monotype

sections merged to form the Reprographic Section (industrial photocopying).

The Photomechanic section was separated into two and the Computer Room was created for page layout of publications including the Government Gazette. The Photomechanic section specialised in imposition and platemaking.

With the advent of Offset Printing, colour separations, film making and plate making became a prerequisite. As such by 1996, a Computer to Film (CTF), image processor was purchased for colour separations and film making. Equipments for platemaking, developments and insolation of plates were also acquired around this period. In the 90s, a change in the appellation for the Computer Room Operator to that of Phototype Setting Operator was effected and later on the Photomechanics were renamed as Plate Making/Finishing Operator.

The year 1996 also witnessed the creation of a new section 'Graphic Section' where artistic skills and creativity are required from those officers to meet new demands.

2000 to date:

Acquisition of the first 4 colour press-Speed Master (SM)74 in 2002. At present, the department has 3 Colour Presses; 2 SM74 and 1 Print Master (PM)74. The purchase of additional equipments for the binding tasks was also done within this period.

In 2009, the Computer-to-Film (CTF) was replaced by the Computer-to-Plate (CTP) although traditional platemaking is still being performed by the use of transparencies. It is estimated that the traditional methods will be completely replaced in the coming years.



About Us

The Government Printer is the administrative Head of the Government Printing Department. She is assisted in her functions and duties by the Deputy Government Printer, the Assistant Government Printer, the Printing Officers and a pool of specialised and dedicated public officers coming from different cadres, namely Graphic, Production Unit, Procurement and Supply, Human Resource, Finance as well as officers belonging to the General Services Grades. The Government Printer is responsible for the proper and overall administration, management and general supervision of the department. The Government Printer also aims to build and maintain an inclusive working environment where the officers feel highly valued, motivated and encouraged to reach their full potential.

Having as vision a modern and efficient Printing Service Provider, the department's strategic goals and objectives have been targeted towards the new Printing Factory which is in the pipeline and the modernisation of its work process and operations through the introduction of the Manufacturing Enterprise Resource Planning (MERP). It is believed that such measures would improve the quality of its service delivery in line with the latest technological development and better equip its workforce in this information age era.

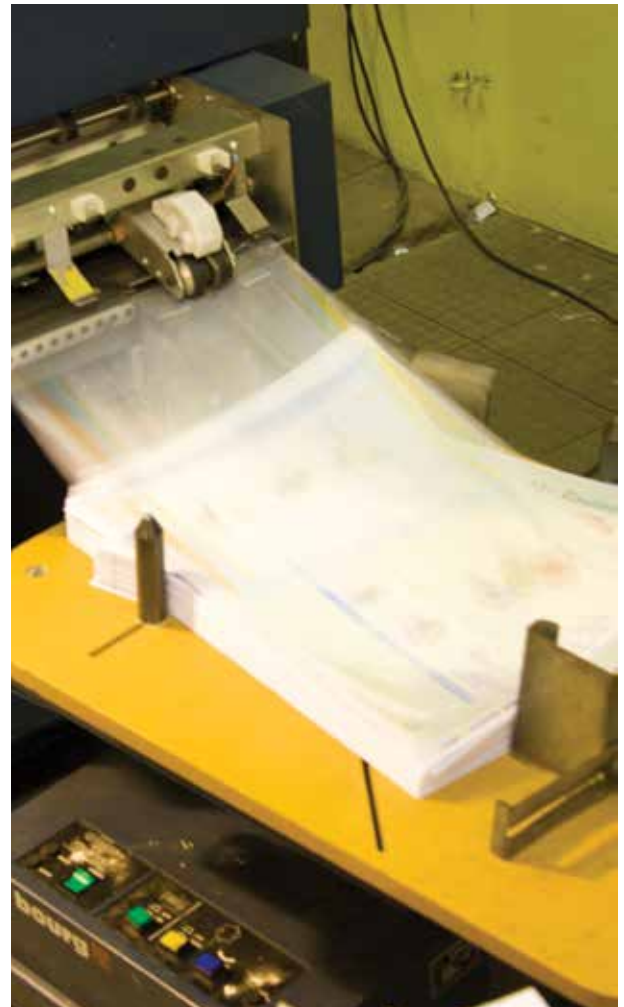
The department also envisions at having the right type of people/competencies in the right number at the right place and aims at retaining a committed workforce to provide excellence in the delivery of services to the utmost satisfaction of our customers, with a smarter way of doing things.

A motivated workforce is vital to every organisation's success. The aim to build a common high-performance culture throughout the department is our "motto". The department thus pursues continuous improvement and high performance in line with our values and creating a great place to work with the highest possible employee engagement. It is not organisations that make our world so great, it is the people in those organisations that do.

The management of the department also aims at providing a strategic and comprehensive approach to managing the staff and the workplace culture and environment. This enables the officers within the department to contribute effectively and productively to the overall department's direction and the accomplishment of its goals and objectives.

The Government Printing Department Staff

DEVELOPMENT OF STAFF



1. Training and Development activities are ongoing so that all staff working within the department meet the needs for quality service and professional and personal growth.
2. Appropriate staff development programs are provided which ultimately ensure that continued education occurs in order for the staff to remain knowledgeable in their respective fields and acquire relevant skills to be applied in the performance of their duties.
3. Staff development can be viewed as the activities and programs (formal or informal) on and off the job, that help the staff to learn about their responsibilities, develop required skills and competencies necessary to prepare themselves for advancement in the department.
4. Development planning departmentalwise does not necessarily have to be complicated or costly. At its core, it's mostly a matter of taking the employer-to-employee time to understand the employee, recognising his skills and needs and guiding him to fill in the gaps. If it's done well, the payoff can be substantial in terms of long-term loyalty. The department thus dedicates much attention on this aspect.
5. An overview on development of staff is:-
On joining the service, newly appointed officers are being mentored and coached by their Senior Officers. They are also being given on the job training.
On acquisition of new machines/equipments, management sees to it that appropriate training course are being given for good service delivery.
The department also approaches the Civil Service College of Mauritius to mount training courses so as to keep officers abreast with new techniques in management and to enhance their performance at work like team building, leadership, communication, motivation, public service reforms, amongst others.

Roles and Functions of the Department

Key functions:

Our Key functions is to provide printing services to our customer. As such, the department provides for a one-stop service at a single location including the Design and Prepress, Printing and Binding (Finishing) workshops.

Key legislation

The Government Printing Department falls under the aegis of the Prime Minister's Office and one of its major functions is the publication of the official gazette of the country, namely the Government Gazette. The price of the Government Gazette and related services opened to the public are fixed and has been gazetted bearing the General Notice No. 2015 of 2015.

Overview of activities

The Government Printing Department is organized into three fields of operation namely: Graphic and Prepress (Phototype and Platemaking Section), Press (Main and Security Section), and Postpress (Industrial and Manual Binding Section).

Job flow

The management receives job requests from ministries, departments and parastatal bodies by email or letter. Upon approval of request by both parties, an Original Storeform 17 (with job full description and liaison officer's contact details) is then needed to officially start the job. For non-recurrent jobs, a quotation is sent to ministries/parastatal bodies for approval.

A job ticket containing job name and description, a job number, storeform 17 number, job specifications, delivery timeframe and other important technical information is sent to various concerned sections at different stages of production.

The printing officers track the various processes of production and act as liaison between clients and technicians. They also ensure customers' satisfaction with the timely delivery of a high quality end product.



Graphic Section

The Graphic Section is specialised in the realisation of creative artwork such as posters, pamphlets, magazines, logos, annual reports, etc. Furthermore, high-security jobs such as Ballot Papers, Parking Coupons, Driving Licence and international certificates are designed here. A brainstorming session is scheduled with the client prior to starting the creative process. Graphic artists then issue proofs that meet the client's needs until strike off.

Phototype Setting Section

Legal Notices, General Notices, Bills and Acts for publication are formatted to be published in the Government Gazette. Additionally, some page layouts for visiting cards, menu cards, forms and programmes are executed in this section.

The Phototype Setting section liaise closely with customers to ensure the final artwork is valid for printing.

Plate Making/Finishing Section

The Plate Making and Finishing section converts artworks into plates for printing press. The main task of the section is to prepare imposition and plates through generated computer software and Computer-to-plate (CTP) technology. CTP is an imaging technology used in modern printing processes where an image is created in a Desktop Publishing (DTP) application and is output directly to a printing plate.

Press Section

The Press section takes the output (Plates or Digital document files) from Platemaking Section and produces printed sheets of paper either on Offset or Digital press.

Offset printing is predominantly used to print longrun full colour and black jobs, posters, annual reports, school text books and forms.

Digital printing is mainly use for short run full colour or black & white jobs. It is also used for production of variable data (no two documents are the same), personalisation of documents such as certificates and badges. Digital printing is transforming prepress operations as well as the printing process. It eliminates much of the lengthy process in transferring print files to the printing press by directly transferring digital files to an electronically driven output device bypassing most prepress operations.

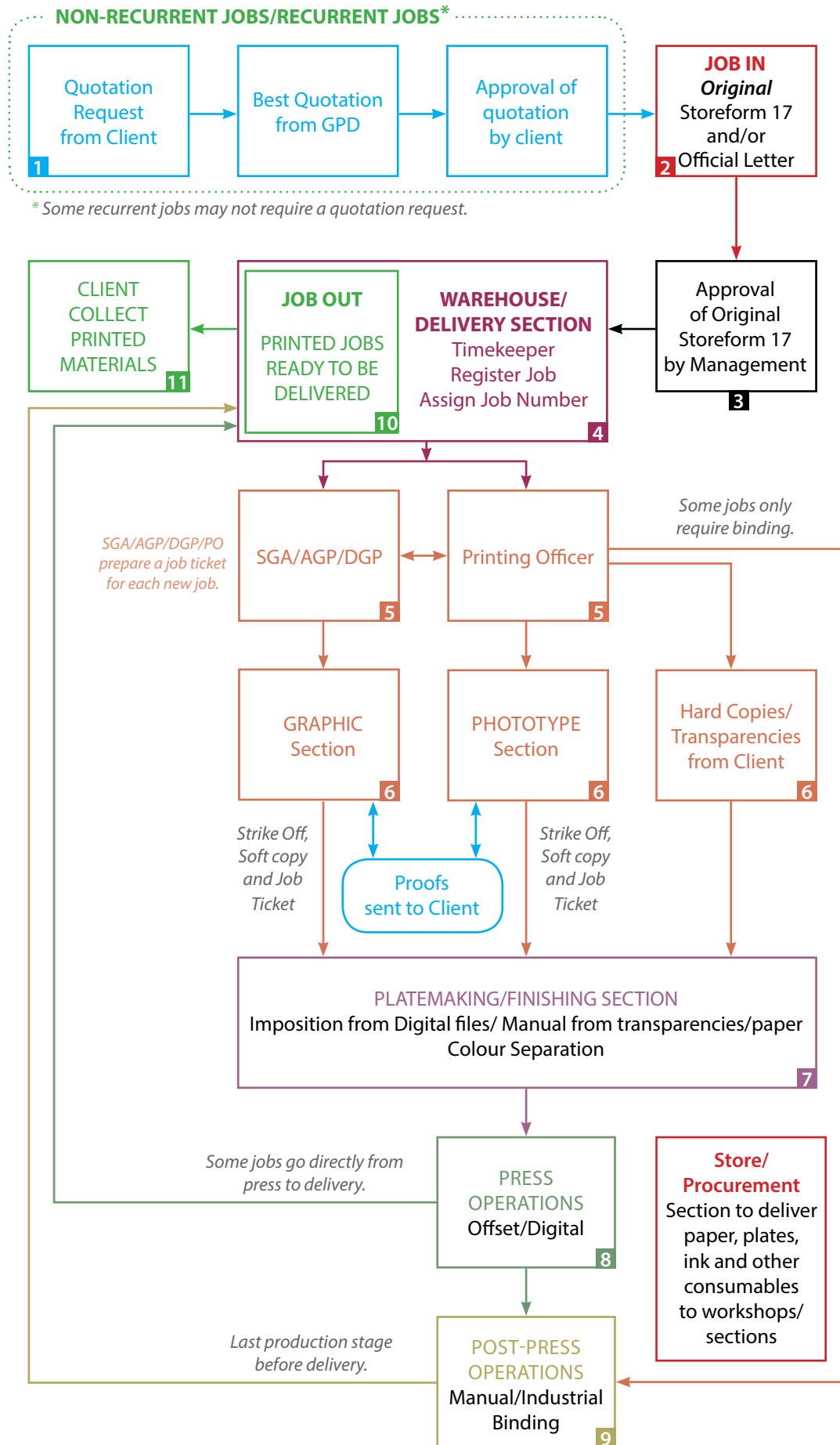
Binding Section

The actual finishing is executed in the binding section. Printed sheets from the press are transformed into finished books, magazines, leaflets, bags and full-bound books. This is done both manually and by the use of out of the line machineries such as Collating Machines, Hot Adhesive Machines, Sewing Machines, Line Stitching Machine, and Folding Machines coupled with IT control. The binding of books often require experienced craftsmanship for hardcovers, foiling, decorations and lettering.

Delivery Store

Finished products are then sent to the delivery store. The client is eventually called to pick up their requested products within a determined delay. For each quoted jobs, the customers from ministries should submit a Storeform 6 prior to delivery. A receipt voucher is issued upon reception of the products.

PRODUCTION WORKFLOW Overview



Links between the Department objectives and those of Government

The Department has ensured that its strategies and objectives revolve around Government policies and objectives as illustrated in table 1. Moreover the strategies are deployed in such a way that it gives a clear direction and a comprehensive roadmap for the Department to meet its objective. As a recall, the Department aims at a modern and efficient printing factory ensuring excellency in service delivery.

Table 1: Links between the Department objectives and those of Government

Item	Government objective	Printing Department objective	Ways
1	Growth enablers: Government effectiveness	Modern and efficient Printing Department	<ol style="list-style-type: none"> 1. New Government Printing Building 2. Implementing MERP with Store management, job tracking and costing modules 3. Training programs 4. Acquisition of state of the art technology to better serve our customers 5. Aimed at ISO certified to ensure quality in service delivery

Gender Statement

The Government Printing Department commits to ensure equal opportunities for all persons, regardless of gender, ethnicity, or sexual orientation.

The Government Printing Department is tacking its gender sensitive approach by devising a gender statement, which includes five primary objectives:

1. To ensure that all our internal publications is gender impartial.
2. To ensure that all department grades are gender neutral.
3. To create a comfortable and inclusive workplace for all, where all technologies used is gender neutral, oriented towards gender equity.
4. To support all staff that has caring responsibilities and special arrangement is made to nursing female staffs.
5. To address for behaviors that perpetuate gender stereotypes, through training and development.

CORE TEAM

of the Government Printing Department

(1 July 2020 to 30 June 2021)

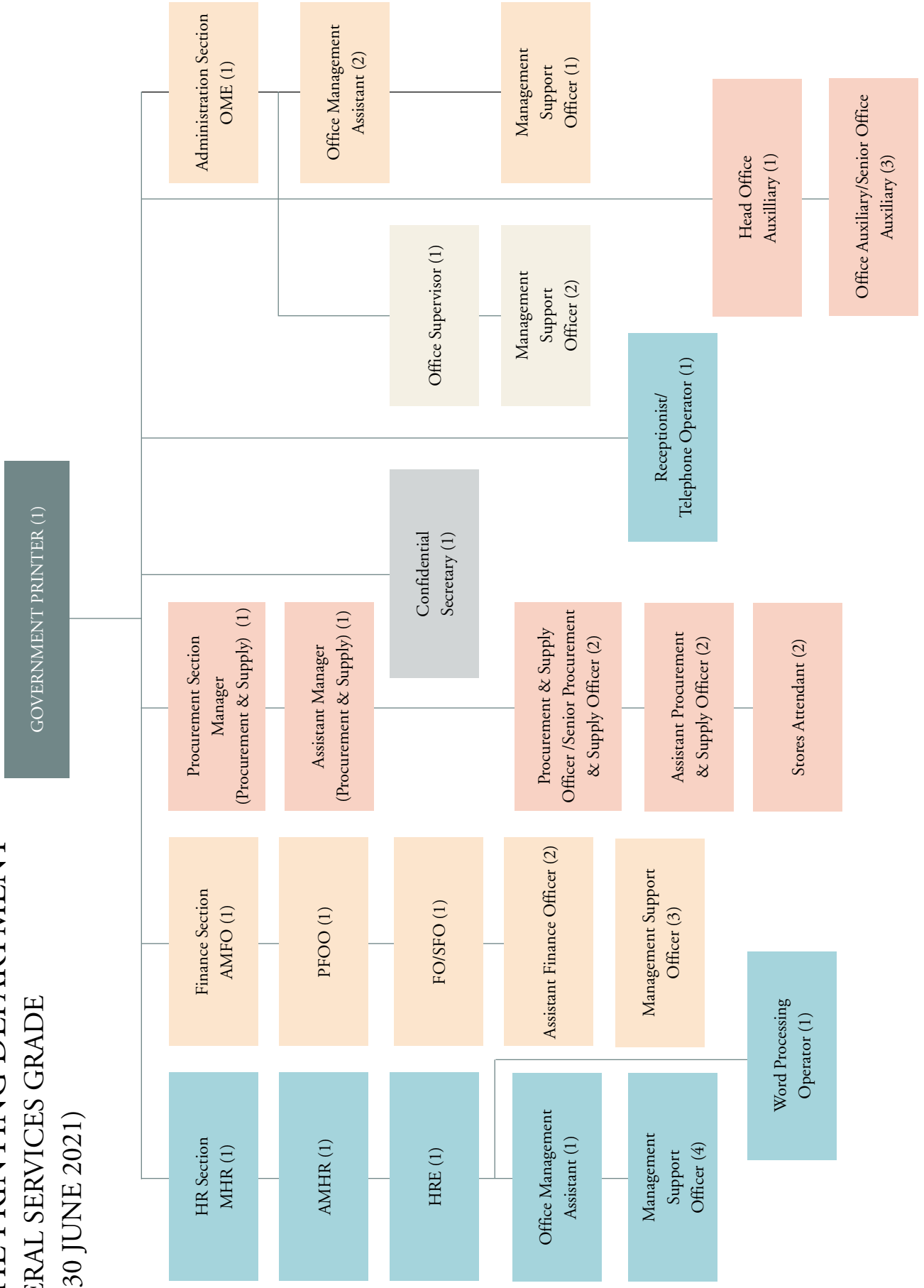
NAME	STATUS
Ms. Geneviève Taryn KNUBLEY	Government Printer
Administrative Section	
Mr. Mohamad Reza MOHAMUDALLY	Deputy Government Printer
Ms. Sanjini TEEROOVENGADUM	Printing Officer (Assigned duties of Assistant Government Printer)
Printing Section	
Ms. Rajalakshmi RAMGOOLAM	Senior Graphic Artist
Mr. Sadj Djaad RUSSUN	Printing Officer
Mr. Nasrat RUSSUN	Ag. Printing Officer
Ms. Amla RAMJEET	Assistant Printing Officer (on roster)
Mr. Georges Desiré Eric DOMINGUE	
Mr. Leung Chen Yin LEUNG SUI FUNG	Assistant Printing Officer (on roster) (w.e.f. 15.09.2020)
Mr. Darmalingum RUNGIEN	Production Supervisor (on roster) (Binding Section)
Mr. Clency Victoir GERY	
Mr. Oomaduth BOOTNA	
Mr. Dorsamy Pillay MARDAY	
Mr. Gassen Neeliah MAISTRY	Production Supervisor (on roster) (Press Section) (Retired on 1 August 2020)
Mr. Mario Louis AGATHE	Production Supervisor (on roster) (Press Section)
Mr. Yusuf Khan KHODABOCUS	
Mr. Jean Clovis SOLEIL	
Mr. Sandiren TANDRAYEN	Production Supervisor (on roster) (Press Section) (w.e.f. 13 October 2020)
Mr. Georges Rudy Daniel MOMPLE	Production Supervisor (on roster) (Phototype Setting Section) (Retired on 16 November 2020)
Mrs. Veemla RAMIAH-PILLY POTIAH	Production Supervisor (on roster) (Phototype Setting Section)

Mr. Viniting RAGHOO	Production Supervisor (on roster) (Phototype Setting Section) (w.e.f. 8 January 2021)
Mr. Weershun BHUWAJEE	Production Supervisor (on roster) (Reprographic Section)
Mr. Ehambaram Nayedoo SOOBEN	Production Supervisor (on roster) (Printing Stores Section)
Mr. Salim NUCKCHEDDY	
Mr. Sanjiv RAMBHUUJOO	Production Supervisor (on roster) (Platemaking/Finishing Section)
Mr. Gerald Yannick LIMKEE	
Mr. Purwez BADOORALLY	Senior Printer's Mechanic (on roster)
Mr. Nazeer Hossen RAMJANE	
Mr. Jean Joseph Denis DUPRAT	Assistant Production Supervisor (on roster) (Printing Stores Section)
Mr. Marie Désiré Clency LEBON	Assistant Production Supervisor (on roster) (Printing Stores Section)
Mr. Michel Gerald Eddy LEOVILLE	
Mr. Louis Julian RITTA	
Mr. Wilson Christian JANVIER	Assistant Production Supervisor (on roster) (Binding Section)
Mr. Pran SUNTOO	
Mr. Rajenrao RUGJEE	
Mr. Luc Charles Reginald NARAINSING	
Mr. Sandiren TANDRAYEN	Assistant Production Supervisor (on roster) (Press Section) (up to 12 October 2020)
Mr. Louis Philippe Mario BARDOU	Assistant Production Supervisor (on roster) (Press Section)
Mr. Brij Mahendra RAMBHUUJOO	Assistant Production Supervisor (on roster) (Press Section)
Mr. Parmasiven TANDRAYEN	
Mr. Louis Richard Benjamin LAVERDURE	
Mr. Mohammad Dilshaad KARRIMBOCCUS	
Mr. Rajendranath ELLIAH	Head Printing Assistant (on roster) (Retired on 14 February 2021)
Mr. Jean Claude MAMODE	Head Printing Assistant (on roster) (Retired on 31 July 2020)
Mr. Ghanasan CHULAN	Head Printing Assistant (on roster) (w.e.f. 29 September 2020)

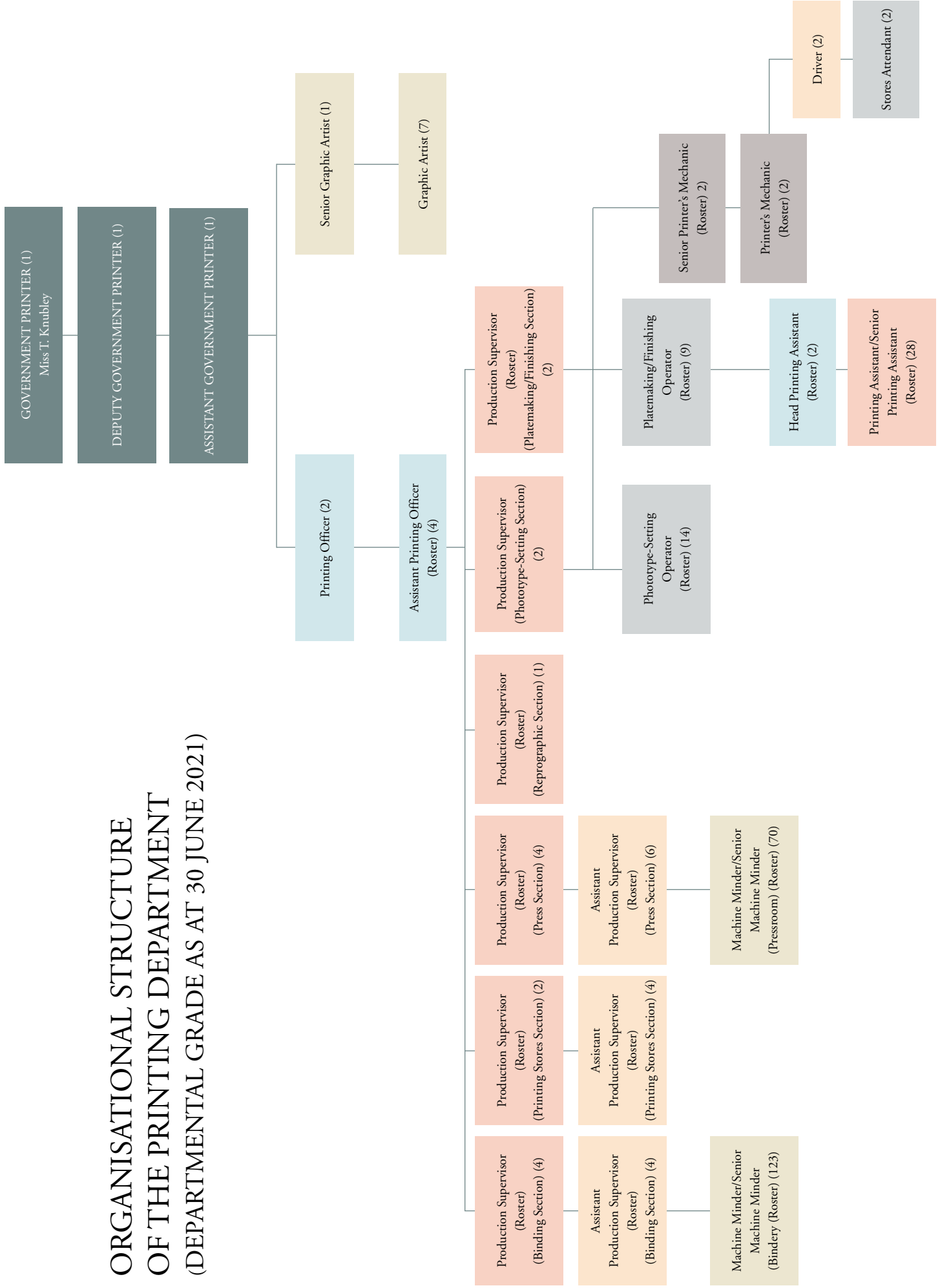


Accommodation Section	
Mr. Moostafiz AUCKBURALLY	Office Management Executive
Mrs. Minatchee CURPEN NAICK	
Procurement and Supply Section	
Mr. Abdool Wahed Bhye MASARDY	Manager, Procurement and Supply (Retired on 17 March 2021)
Mr. Mohammud Salim NAUZEER	Manager, Procurement and Supply (Assumed duty at department on 18 May 2021)
Mr. Devprasad BOOTNA	Assistant Manager, Procurement and Supply (posted to department up to 11 October 2020)
Mr. Subhir Sen HOOLASH	Assistant Manager, Procurement and Supply (posted to department w.e.f. 12 October 2020)
Human Resource Section	
Mrs. Nahleenee BISMOHUN	Manager, Human Resources (posted to department up to 3 January 2021)
Mrs. Bibi Rosida ROOJEE	Assistant Manager, Human Resources (Acting Manager Human Resources w.e.f. 4 January 2021)
Finance Section	
Mr. Vidianand NAUGLOO	Assistant Manager, Financial Operations
Registry	
Mrs. Linda Pearlie DAHAREE	Office Supervisor
Head Office Auxiliary (Attached to Administration)	
Mr. Prem Hurryduth DABY	Head Office Auxiliary

ORGANISATIONAL STRUCTURE OF THE PRINTING DEPARTMENT (GENERAL SERVICES GRADE AS AT 30 JUNE 2021)



ORGANISATIONAL STRUCTURE OF THE PRINTING DEPARTMENT (DEPARTMENTAL GRADE AS AT 30 JUNE 2021)



Human Resource Section

The role of the Human Resource Section is to ensure that the department's most important asset – its human capital is being nurtured and supported by means of the creation and management of policies/procedures and by fostering a positive work environment through effective employee-employer relations.

The concept behind this principle is that employees who are subject to effective Human Resource Management are able to move effectively and contribute productively to the department's overall direction thereby ensuring its goals and objectives are accomplished.

On joining the service, new recruits are given a good orientation on what is expected of them at the workplace, the vision/mission of the department and on how their roles and functions will help towards achieving its strategic objectives. With these objectives clear in their mind, officers are in a better position to deliver fully and eventually help to enhance overall performance.

The Human Resource Section has also to counsel officers on their benefits, conditions of service, any change affecting their work and other queries.

As a whole the role of the Human Resource is to maintain a conducive working environment in the interest of both the employees and the department.

Statement of vacancies as at 30 June 2021

	Grade	No. on Establishment	In Post	Funded Vacancy	Funded Position
1.	Assistant Production Supervisor (on roster)	14	13	1	14
2.	Phototype Setting Operator (on roster)	14	7	3	10
3.	Plate Making/Finishing Operator (on roster)	9	7	1	8
4.	Machine Minder/Senior Machine Minder (Bindery) (on roster)	123	80 (55 Printing & 25 in other Mins/Depts)	18 (6 Printing & 12 in other Mins/Depts)	98 (61 Printing & 37 in other Mins/Depts)
5.	Machine Minder/Senior Machine Minder (Pressroom) (on roster)	70	45	13	58
6.	Printer's Mechanic (on roster)	2	NIL	2	2
7.	Head Printing Assistant (on roster)	2	1	1	2
8.	Printing Assistant/Senior Printing Assistant (on roster)	28	20	2	22
9.	Driver	2	1	1	2

Workforce Planning

Each financial year, the department makes its Human Resource proposals taking into consideration existing vacancies, new vacancies that will arise during the year vice officers who will retire/will get promoted as well as for new service delivery.

Training & Development

Once employees are recruited, the department ensures that they are not only trained to do the job but also continue to grow and develop new skills in their job. This results in higher productivity for the department. Training is also a key component in employee motivation. Employees who feel they are developing their skills tend to be happier in their jobs, which results in increased employee retention.

Training is an ongoing process in the department. On acquiring new machines, staff are given training so as to have the required skills to operate and handle them.

In view of the Covid-19 pandemic outbreak, the training calendar was disturbed. The team building exercise scheduled yearly for all staff of the department as well as the industrial related course for production staff could not be held.

The statistics on the number of Production and Administrative Staff having followed courses offered by the Civil Service College Mauritius (CSCM) and on the number of Production staff who have followed courses on Machines are as follows:

Number of Officers from Administration and Production Sections who have followed courses for period 1 July 2020 to 30 June 2021

Period	Section	No of officers who have followed Courses	Courses followed	Institution
1 July 2020 – 31 December 2020	PRODUCTION	8	First Aid Course	St. John Ambulance Mauritius
		2		
1 July 2020 – 31 December 2020	ADMINISTRATION	1	e-Procurement System Prepare and Review of Invitation for Bids	Procurement Policy Office
1 July 2020 – 31 December 2020	ADMINISTRATION	1	Tender Preparation and Evaluation	Procurement Policy Office
1 July 2020 – 31 December 2020	Production	1	Training Programme – Frontline, Supervisory, Technical Grades	Civil Service College Mauritius
1 January 2021 – 30 June 2021	Production	5	Advanced Microsoft Excel	Civil Service College Mauritius
1 January 2021 – 30 June 2021	Production	4	Training on XEROX 1000i	On the job
1 January 2021 – 30 June 2021	Production	3	Advanced Adobe InDesign Course	FRCI
	Technical Grades	4		

Welfare of Staff

STATISTICS ON TIME OFF GRANTED TO OFFICERS FOR VARIOUS ACTIVITIES

Time off granted to officers to attend Trade Union Activities for period 1 July 2020 to 30 June 2021

SN	Name of Trade Union	No. of days granted
1	FEDERATION OF CIVIL SERVICE & OTHER UNION (FCSOU)	11
2	GOVERNMENT SERVICES EMPLOYEES ASSOCIATION (GSEA)	10
3	GOVERNMENT PRINTING WORKERS UNION (GPWU)	11

Time off granted to officers for Co-operative Activities for period 1 July 2020 to 30 June 2021

SN	Name of Co-operative	No. of days granted
1	Government Printing Workers' Co-operative Credit Union Limited (GPWCCU)	29

Time off granted to officers for Welfare Activities for period 1 July 2020 to 30 June 2021

SN	Name of Welfare	No. of days granted
1	GOVERNMENT PRINTING STAFF WELFARE ASSOCIATION (KERMESSE + FOOTBALL)	9

Safety and Health at the Government Printing Department

The management of the Government Printing Department shows great commitment towards safety and health and fosters the discipline of dealing with the prevention of work-related injuries and diseases as well as the protection of the health of the employees. In this context, new digital machines and equipment have been introduced in the organisation, thus largely reducing the occupational risks.

Whilst Mauritius was in the grips of a devastating second wave of the COVID-19 virus, the Government Printing Department managed to create a culture of safety with clear coordination and communication between management and the employees. This involved a combination of measures to prevent the spread of COVID-19 in the workplace, such as social distancing, hand hygiene, roaster system for all grades of employees, regular disinfection of common areas, 'work from home' concept was again adopted and amongst others, which is now the new normal.

Prioritizing workplace safety is further demonstrated by the construction of a new building where all the aspects of safety and health norms and standards have been entailed. This will enable the department to safeguard its employees against a wide range of workplace dangers and ensures that the employees get the support they need to protect themselves against these risks.

Employees are very concerned with safety, health and welfare. Thus, they are very cooperative with management. This has, over the years, allowed to progressively uplift the standard of safety and health at the Government Printing Department.



MAJOR ACHIEVEMENTS

Government Gazette

This department has published 173 Government Gazettes (including 123 Extraordinary issues) and has received 324 Government notices and 2,395 General Notices which have been successfully gazetted and delivered within its deadline for the fiscal year July 2020 - June 2021.

Major Production

The following table depicts some of the major products printed at the Government Printing Department during the financial year.

Product	Quantity Requested (units)	Quantity Completed (units)
File Covers	452,430	336,880
Parking Coupons	2,125,150	2,025,150
Casualty Cards	5,000,000	1,000,000

Production analysis for the year July 2020 to June 2021

The following tables show that the Government Printing Department has processed a total of 3215 jobs for 44,565,425 units of work from which a total of 27,010,292 units were completed.

Total jobs requested and delivered (units and number of jobs):

SN	Ministries/Department	No. of jobs	Quantity Requested (units)	Quantity Completed (units)
1	Attorney General's Office	79	7,224	4,552
2	Central Informatics Bureau	1	1	1
3	Central Information Systems Division	5	1,510	1,510
4	Corporate and Business Registration Department	17	235,992	160,992
5	Department of Civil Aviation	13	11,464	11,464
6	Director of Public Prosecutions	20	51,814	51,814
7	Employment Relations Tribunal	4	207	207
8	Equal Opportunities Commission	1	1,000	1,000
9	Government Printing Department	66	555,692	541,602
10	Independent Police Complaints Commission	10	9,106	9,104
11	Judiciary of Mauritius	33	281,040	225,850
12	Mauritius Fire and Rescue Services	20	95,394	55,394
13	Mauritius Meteorological Services	7	5,561	5,561
14	Mauritius Prison Service	89	276,650	253,600
15	Ministry of Local Government and Disaster Risk Management	22	27,470	27,420
16	Ministry of Financial Services and Good Governance	35	22,689	22,182
17	Ministry of Agro Industry and Food Security	31	18,287	17,287
18	Ministry of Arts and Cultural Heritage	24	25,930	25,623
19	Ministry of Blue Economy, Marine Resources, Fisheries and Shipping	34	18,920	18,520
20	Ministry of Commerce and Consumer Protection	18	18,944	18,944
21	Ministry of Education, Tertiary Education, Science and Technology	77	183,230	31,125
22	Ministry of Energy and Public Utilities	48	77,352	77,352
23	Ministry of Environment, Solid Waste Management and Climate Change	37	28,862	28,462
24	Ministry of Finance, Economic Planning and Development	59	15,059	8,628
25	Ministry of Foreign Affairs, Regional Integration and International Trade	40	26,824	26,714
26	Ministry of Gender Equality and Family Welfare	48	36,760	25,560
27	Ministry of Health and Wellness	456	35,154,799	18,699,345
28	Ministry of Housing and Land Use Planning	34	48,452	47,100
29	Ministry of Industrial Development, SMEs and Cooperatives	47	23,261	23,253
30	Ministry of Information Technology, Communication and Innovation	57	47,515	47,412
31	Ministry of Labour, Human Resource Development and Training	71	133,737	130,737
32	Ministry of Land Transport and Light Rail	29	2,136,417	2,036,267
33	Ministry of National Infrastructure and Community Development	67	33,440	30,865
34	Ministry of Public Service, Administrative and Institutional Reforms	22	79,772	26,272
35	Ministry of Social Integration, Social Security and National Solidarity	73	1,106,725	1,076,350
36	Ministry of Tourism	32	15,070	15,070
37	Ministry of Youth Empowerment, Sports and Recreation	7	13,202	13,202

SN	Ministries/Department	No. of jobs	Quantity Requested (units)	Quantity Completed (units)
38	National Archives Department	13	6,110	6,110
39	National Assembly	14	7,302	6,302
40	National Audit Office	13	10,826	10,617
41	National Land Transport Authority	18	97,675	92,675
42	Occupational Safety and Health Division	5	6,100	6,100
43	Office of the Ombudsman	17	15,351	15,151
44	Office of the President	36	22,732	21,731
45	Office of the Electoral Commissioner	679	575,543	462,837
46	Ombudsperson for Children	2	4	4
47	Pay Research Bureau	5	6,230	6,200
48	Prime Minister's Office - All Offices	295	922,681	835,956
49	Police Department	124	1,701,178	1,428,278
50	Probation and Aftercare Service	14	27,200	24,100
51	Public Bodies Appeal Tribunal	6	3,905	3,905
52	Public Service Commission and Disciplined Forces Service Commission	23	129,375	104,375
53	Registrar General Department	2	5,002	5,002
54	Rodrigues Regional Assembly	8	25,400	20,400
55	Statistics Mauritius	69	20,513	20,507
56	The Treasury	44	55,594	43,579
57	Valuation Department	13	16,135	16,135
TOTAL		3,133	44,480,228	26,926,305

Total jobs requested and delivered for parastatal and other bodies (units and number of jobs):

SN	Parastatal and Other Bodies	No. of jobs	Quantity Requested (units)	Quantity Completed (units)
1	Aapravasi Ghat Trust Fund	1	15	15
2	Beach Authority	4	2,010	2,010
3	Civil Service College Mauritius	2	10,000	10,000
4	Civil Service Family Protection Scheme Board	3	40	40
5	Hindi Speaking Union Mauritius	1	2	2
6	Independent Broadcasting Authority	1	3,000	3,000
7	Independent Commission Against Corruption (ICAC)	1	50	50
8	Law Reform Commission	6	620	620
9	Le Morne Heritage Trust Fund	4	63	63
10	Manufacturing Sector Workers Welfare Fund	2	6,000	6,000
11	Mauritius Revenue Authority	7	51,013	51,013
12	Mauritius Oceanography Institute	1	20	20
13	Mauritius Tourism Authority	3	175	125
14	Mutual Aid Association	1	5	5
15	National Children's Council	3	3,014	3,014

SN	Parastatal and Other Bodies	No. of jobs	Quantity Requested (units)	Quantity Completed (units)
16	National Empowerment Foundation	1	5	5
17	National Heritage Trust Fund	1	1	1
18	National Women Entrepreneur Council	8	4,618	4,118
19	Nelson Mandela Centre for African Culture	2	8	8
20	Public Officer`s Welfare Council	2	500	500
21	Road Development Authority	4	1,500	1,000
22	Seafarers' Welfare Fund	2	2	2
23	SSR Botanic Garden Trust	4	1,200	1,200
24	Sugar Industry Labour Welfare Fund	3	52	52
25	Sugar Insurance Fund Board	4	641	641
26	The District Council of Savanne	2	320	160
27	The Economic and Development Board	1	10	10
28	The Gambling Regulatory Authority	3	5	5
29	The National Productivity and Competitiveness Council	1	1	1
30	University of Technology, Mauritius	2	303	303
31	Vallée d'Osterlog	2	4	4
Total		82	85,197	83,987

Urgent Jobs

The department has processed 283 urgent assignments (including confidential works) from 1st July 2020 to 30 June 2021.

All urgent jobs have been successfully completed within its deadline.

Status of Key Actions

Key actions and Performance Indicator

Key Action	Key Performance Indicator	Target 2020-21	Achievements 2020-21	Remarks
Timely printing services by maintaining average delivery time to 11 weeks	Average delivery time (weeks)	11	76%	Percentage has decreased due to confinement period from March to May 21 All the remaining jobs have not been delivered as we have not received strike off for production yet or request have been dropped by the client.

Swot Analysis

Table 8: SWOT Analysis of the Printing Department

Strengths	Consolidating Strengths
<ul style="list-style-type: none"> • Willingness to work after normal working hours (for production) • Commitment to work • Good relationship with Customers • Ongoing need for print • Quality product • Keep pace with new technology 	<ul style="list-style-type: none"> • Maintain high standard quality products • Improve staff skills through training
Weaknesses	Isolating Weaknesses
<ul style="list-style-type: none"> • Lack of staff due to lengthy recruitment process • Costly equipment – high maintenance cost • Lack of communication between sections • Some Outdated technology • Lack of suppliers of Printing Equipment and consumables – Few such players in the local Printing Industry • No local exposure on the evolving printing possibility • High cadre (Printing related) trainers are not available locally 	<ul style="list-style-type: none"> • Build effective communication skills through training • Introduction to New technology • Implementation of ISO
Opportunities	Exploiting Opportunities
<ul style="list-style-type: none"> • Demand for short run jobs • Demand for environment orientated goods • Variable and personalize printing • E-commerce development (web ordering) • Security printing • Packaging • New Building 	<ul style="list-style-type: none"> • Digital press for short run jobs • Recycle paper which are suitable for Industrial Printing • MERP
Threats	Overcoming Threats
<ul style="list-style-type: none"> • Green Movement paperless policy • New media – advertising, e brochure, magazine, invitation are all available through web • High convenience of acceding to Online application forms 	<ul style="list-style-type: none"> • Offer enhanced Print Quality and value added products like hotfoil, numbering, etc. • Evolve to new service like personalize printing

FINANCIAL PERFORMANCE

Total Voted Provision for Financial 2020/2021 under Vote 2-4 for the Government Printing Department was Rs 298,300 M of which:

Recurrent Expenditure: Rs 119,100 M

Capital Expenditure: Rs 179,200 M + 199,000,000 CFA

Total expenditure incurred during the year is illustrated below in Figure 1 by economic categories.

Expenditure by Economic Categories

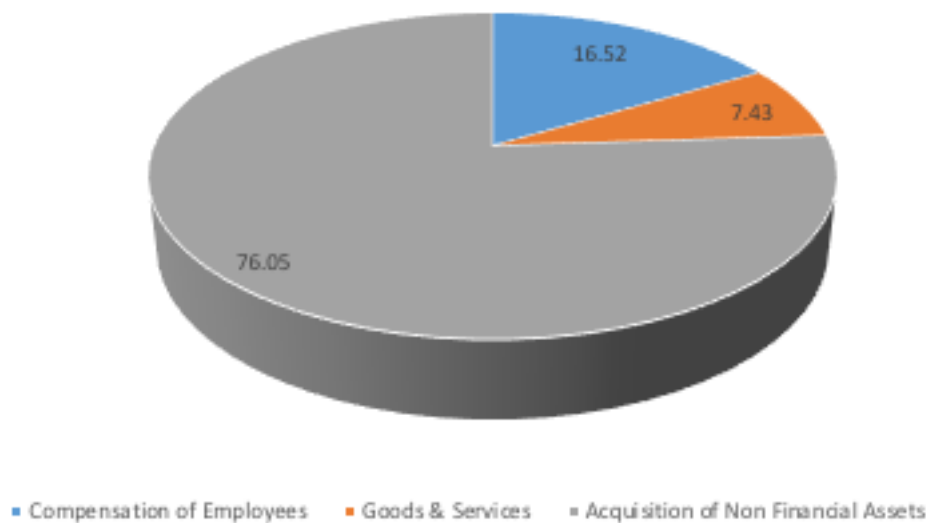


Figure 1

Table 1 below provides a Summary of Expenditure incurred by GPD for FY 2020/2021 from data captured in the Treasury Accounting System.

Economic Categories	Actual 2019/20	Estimates 2020/21	Actual 2020/21
Compensation of Employees	82,407,980	82,170,000	80,710,309
Goods and Services	38,883,196	36,930,000	30,869,241
Acquisition of Non-Financial assets	108,003,564	378,200,000 (179.2 + 199 M)	218,642,077

Table 1

Expenditure under Compensation of Employees comprised mainly costs for Salaries and Allowances, Overtime, Salary compensations, Cash in lieu of Leave, End of Year Bonus, Travelling, NSF, Goods and Services, Utility Bills, Fuel, Office Expenses, Cleaning and Security Services, Maintenance of Machinery and Equipment, Uniform Allowance, Training for staff, Purchase of Office Equipment and Furniture, Spare Parts, Paper & Materials, Acquisition of Non-Financial Assets, Construction costs for New Building, Acquisition of IT Equipment, Acquisition of Generators and Software.

Total Actual Expenditure for FY 2020/2021 amounted to Rs 330,221,627 compared to Rs 229,294,740 in 2019/2020. Expenditure was higher by Rs 100,926,887 due to additional amount required under CFA for payment icw the Construction of New Building.

An annual comparison of expenditure incurred by GPD under Vote 2-4 is shown in Figure 2 below.

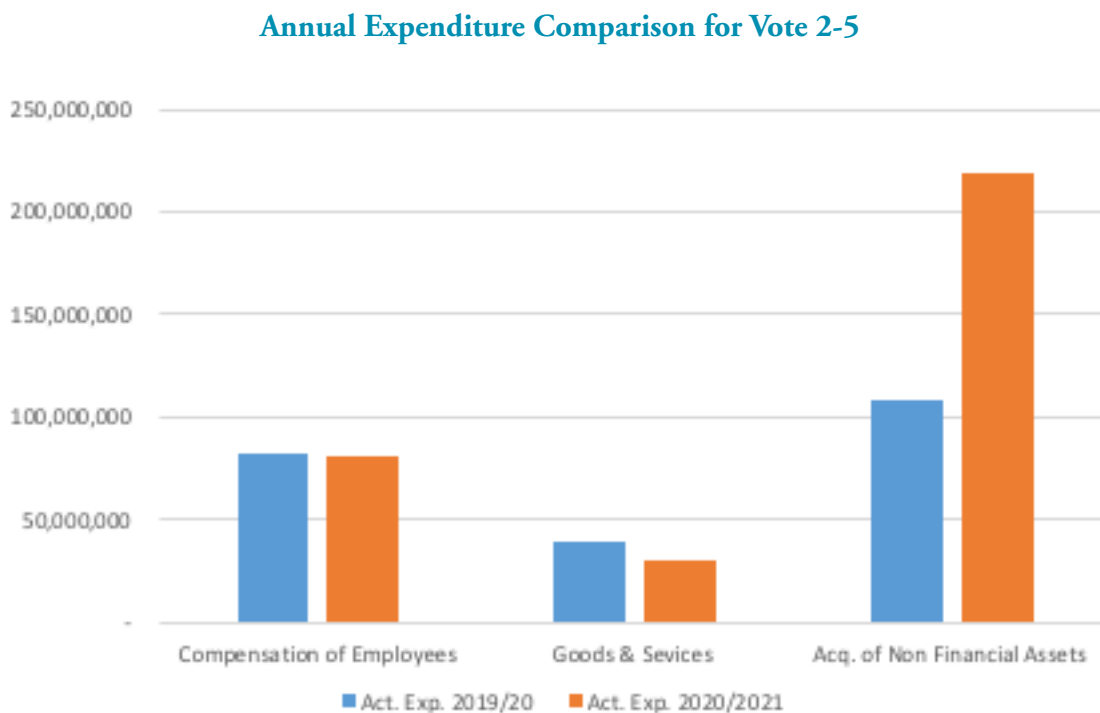


Figure 2

Acquisition of Non-Financial Assets:

- **Construction of New Building. (New Project value Rs 512.8 M)**

Provision under the Item amounted to Rs 356,000,000 (179.2 + 199 CFA). Payments mainly to HYVEC, Consultants and CEB amounted to Rs 218,642,077.

- **Acquisition of IT Equipment (Rs 1.906 M)**

Provision under the Item totaling Rs 1.5 M plus a reallocation of Rs 406,000 was to cater for the purchase of Computers, Printers and Software. Expenditure under the item amounted to Rs 1,905, payments effected mainly to ISPACE LTD and ANTECH for thwe acquisition of IMAC, CLOUR PRINTERS and Software.

- **Acquisition of Generators (Rs 1.7 M)**

Provision under the item totaling Rs 1.7 M to cater for the acquisition of UPS. A sum of Rs 1,167,882 was paid to SCOMAT LTD for supply of DELTA UPS. Remaining balance Rs 400,000 was reallocated to IT Equipment.

- **Acquisition of Software (Rs 10 M)**

Provision under this item was mainly to cater for the computerization of the processes of the GPD. As at the end of the Financial Year expenditure was nil, due to bid being relaunched.

- **Acquisition of Printing Equipment**

No provision was made under the item for 2020/2021, but a reallocation of funds was effected from Recurrent Expenditure Paper and Materials Rs 491,660 to cater for fluctuation in rate icw purchase of Equipment from DSI LTD.

STATEMENT OF REVENUE

Revenue by Categories is given in Table 2 below.

Revenue (Rs million)	2019/2020 Actual	2020/2021 Estimates	2020/2021 Actual
Sales of Publications consisting of fees for Publications of Notices and printing works for Ministries / Departments and Parastatal Bodies.	27.40	23.00	25.90
Miscellaneous Revenues consisting of sale of paper waste and used plates.	0.30		0.28
Total Revenue	27.70		26.18

Table 2

Revenue Collection by Categories is shown below in Figure 3.

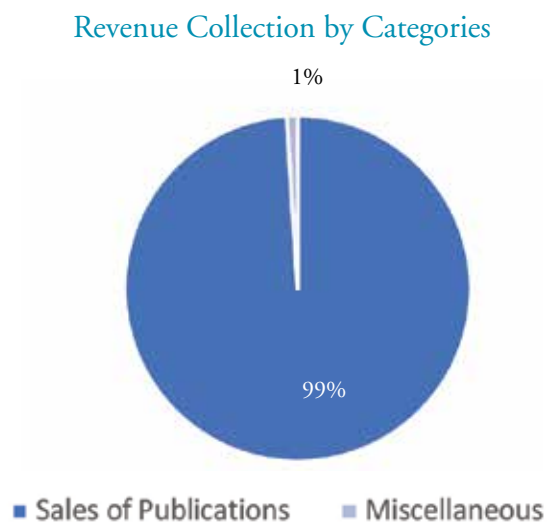


Figure 3

Breakdown of Revenue for Sales of Publications is given in Table 3 below:

Details	FY 2019/2020	FY 2020/2021
Subscription fees	1,342,500	1,187,500
Publication of Notices	2,410,530	2,523,037
Publication Works from Parastatal Bodies	1,555,401	1,517,492
Printing Works from Ministries/Departments (SF6/ Departmental Warrants)	22,540,153	20,665,247
TOTAL	27,848,584	25,893,276

Table 3



Annual comparison of Revenue for Sales of Publications is shown in Figure 4 below:

Annual Revenue Comparison for Sale of Publication

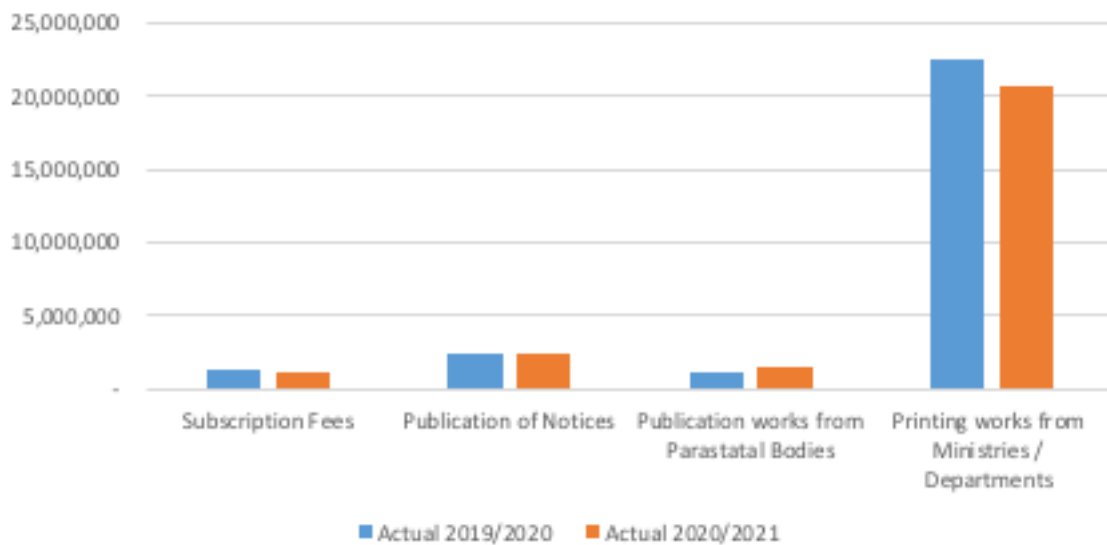


Figure 4



Achievements of the Procurement Section during Financial Year 2020 - 2021

1. Formal Quotations

SN	Procurement Reference No.	Procurement Description	Suppliers	Contract Amount (Rs)
1	PRG/PROC/04/20-21	Papers	Ramtoola papers Ltd	177,859.00
2	PRG/PROC/04/20-21	Papers	Raffray Brothers Co Ltd	182,965.00
3	PRG/PROC/01/20-21	Spare Parts	Intergraph Ltd	455,865.75
4	PRG/PROC/07/20-21	Cleaning Services	Angel Cleaning Services Ltd	828,000.00
5	PRG/F/341/8	Spare Parts	E.O.Solutions Ltd	140,415.00
6	PRG/F/341/8	Spare Parts	E.O.Solutions Ltd	144,900.00

SN	Procurement Reference No.	Procurement Description	Suppliers	Contract Amount (Rs)
7	PRG/PROC/11/20-21	Transfer of Equipment	Visitation Trading Ltd	160,000.00
8	PRG/PROC/11/20-21	Transfer of Equipment	DSI Ltd	1,449,000.00
9	PRG/PROC/11/20-21	Transfer of Equipment	EO Solutions Ltd	524,400.00
10	PRG/PROC/11/20-21	Transfer of Equipment	iSpace Technologies Ltd	63,825.00
11	PRG/PROC/11/20-21	Transfer of Equipment	Central Business Equipment Ltd	81,650.00
12	PRG/PROC/11/20-21	Transfer of Equipment	Image Runner	2,875.00
13	PRG/PROC/11/20-21	Transfer of Equipment	Intergraph Ltd	5,983,680.00
14	PRG/PROC/20/20-21	Rental of Digital Printing Machine	EO Solutions Ltd	230,000.00
15	PRG/PROC/25/20-21	Stitching Head	Visitation Trading Ltd	110,000.00
16	PRG/PROC/05/20-21	Papers	Ramtoola Papers Ltd	708,998.00
17	PRG/PROC/23/20-21	Hot Melt Glue	Intergraph Ltd	153,525.00
18	PRG/PROC/19/20-21	Maintenance of Air conditioners	Easy Cool Ltd	392,150.00
19	PRG/PROC/18/20-21	Transfer of warehouse items	Loulou Transport	262,200.00
20	PRG/PROC/15/20-21	Procurement of Furniture	Furnicon Ltd	23,548,200.00

SN	Procurement Reference No.	Procurement Description	Suppliers	Contract Amount (Rs)
21	PRG/PROC/21/20-21	Carton Boxes	Prestige Packaging Ltd	119,830.00
22	PRG/PROC/13/20-21	Toners	E.O.Solutions Ltd	1,042,590.00
23	PRG/PROC/13/20-21	Toners	Central Business Equipment Ltd	552,000.00
24	PRG/PROC/02/20-21	Papers	Raffray Brothers Co Ltd	523,250.00
25	PRG/PROC/05/20-21	Papers	Psion Ltd	472,075.00
26	PRG/PROC/26/20-21	Supply, Delivery, Installation and Commissioning of IP-PBX	Rogers Capital Technologies Services Ltd	1,174,489.65
27	PRG/S/345/INF/104/20-21	Procurement of Spare parts	Intergraph Ltee	116,794.00
28	PRG/S/309/46	Spare parts	EO Solutions Ltd	282,486.00
29	PRG/F/334/Av3	Spare parts	Intergraph Ltee	105,857.50
30	PRG/F/332T	Spare parts	Intergraph Ltee	153,036.25
31	PRG/F/337v2	Spare parts	Intergraph Ltee	155,094.75
32	PRG/F/341/6	Spare parts	Intergraph Ltee	117,024.00
33	PRG/F/341/4	Spare parts	EO Solutions Ltd	168,015.00
34	ONB/PRG/PROC/17/20-21	Procurement of Papers	Ramtoola Papers Ltd	6,047,597.00
35	PRG/PROC/30/20-21	Advance Course in Adobe InDesign CC	FRCI	175,000.00

SN	Procurement Reference No.	Procurement Description	Suppliers	Contract Amount (Rs)
36	PRG/PROC/31/20-21	Supply of White Bristol Paper 160gms	Federal Trading Ltd	152,375.00
37	PRG/PROC/32/20-21	Provision of services for the transfer of office equipment, office furniture, etc from GPD to newly constructed bldg	Perfect Logistics Ltd	161,000.00
38	PRG/PROC/33/20-21	Supply of CTP Plates	Intergraph Ltee	136,275.00
39	PRG/PROC/34/20-21	Provision for Transport Services for the Conveyance of staff	Sopres Ltd	1,940,520.00
40	PRG/PROC/37/20-21	Procurement of Tools	Motorex Ltd	203,642.00
41	PRG/PROC/62/19-20	Supply of Isopropyl Alcohol	Coroi Maurice Ltee	414,000.00
42	PRG/PROC/03/20-21	Procurement of services for the treatment against rodents	Alpha Pest Management	90,459.00
43	PRG/PROC/60/19-20	Supply of Ready Made Overcoats	Bhimraj Haute Couture	83,087.50
44	PRG/PROC/29/20-21	Transfer of Mobile Compactors from Old Building to New Government Printing Department	Estee Co Ltd	51,750.00
45	PRG/PROC/08/20-21	Supply of IT Equipment & Microsoft Office Software Licences	Jacey Computer Systems Ltd	3,100.00
46	PRG/PROC/08/20-21	Supply of IT Equipment & Microsoft Office Software Licences	Leal Communications & Informatics Ltd	41,764.55
47	PRG/PROC/08/20-21	Supply of IT Equipment & Microsoft Office Software Licences	Antech Informatic Ltd	4,680.50
48	PRG/PROC/38/20-21	Supply Installation and Commissioning of IT Equipment	Antech Informatic Ltd	495,569.50
48	PRG/PROC/38/20-21	Supply, Installation and Commissioning of IT Equipment	Antech Informatic Ltd	495,569.50

2. Informal Quotations:-

A total of **143** procurement exercises through the Informal Quotations method have been carried out during the period.

Remedial Actions for the Prevention of recurrence of shortcomings as referred to in the Report of the Director of Audit 2019-2020

Issues		Action being taken
(a) The principle of “economy” ignored in the acquisition of an air conditioning system for the Binding Sections;	(a) Acquisition of Air Conditioning System (b) Decision to Upgrade the Air-conditioning System (c) Opportunity Cost for Implementing a New System versus Providing Additional AC Units (d) Provisional/ Contingency Sum - Overpayment of Rs 575,000	<p>Principle of economy was not ignored as to be economical, efficient and effective, the Government Printing Department (GPD) should ensure that its machineries and workers, including those in the Binding sections are able to operate in a safe, work conducive environment.</p> <p>GPD will as from now request ESD to submit several options with cost estimates as a basis for Opportunity Cost.</p> <p>On 21 October 2020, the Contractor was informed of the matter and requested to refund the full sum of Rs 575,000 due in respect of contingencies before any refund for liquidated damage may be contemplated. A delay of fifteen days was given but so far, no refund has been received by GPD. As such an amount of Rs 568,100 (LD), has been withheld against payment for contingency pending any development.</p>
		<p>On 10 Feb 2021, GPD was informed that the Contractor has initiated legal action – ‘Plaint with Summons’ against The State of Mauritius and the Government Printer for the non-payment of contingency fees among others.</p>
(b) Poor planning in the procurement of heavy-duty collating machines entailing extra costs and wrong application of carryover provision;	(a) Procurement of Heavy- Duty Collating Machines (b) Procurement of Additional Machine (c) Wrong Interpretation of Carry-Over Provision	<p>The purchase of an additional machine did not arise due to poor planning but rather to unpredictable circumstances reported by Production Supervisors whereby all of our collating machines have broken down at same time with no certainty of repairs. The decision to purchase a new one was thus taken to ensure that production will not be disrupted and negatively impacted on service delivery.</p> <p>As regard ‘wrong interpretation of carry-over’, management has taken note and stays guided as advised by NAO.</p>

Issues		Action being taken
(c) Decision to write off a digital hot foil machine procured at a cost of some Rs 500 000 which did not operate as planned since purchase	Digital Hot Foil Stamping Machine not Operating as Required since Purchase	<p>The machine will be returned to Store and same will be sold by auction.</p> <p>For info, GPD has considered all avenues with the supplier of the said machine in view to solve the issue as the print quality could no longer match the usual standard given to our customers.</p> <p>Various meetings were held. At some point, no solution could be found and valuable time was being unnecessarily spent.</p> <p>The matter was referred to PPO. The Supplier was debarred as per PPA 2006 for a period of 3 months.</p>
(c) Digital Press equipment not provided with a continuous power supply for four years due to defective uninterruptible power supply (UPS);	Equipment in the Digital Press Section Operating Without UPS	<p>The UPS is now installed and was commissioned on 4 May 2021.</p> <p>As regard 'continuous power supply' the existing building is equipped with a generator which ensures electricity supply in case of power failure for all its equipment.</p> <p>The delay for procurement and installation was due to factors beyond GPD's control including No Funding in one FY, ESD unavailability and COVID 19.</p> <p>Once awarded to Supplier, the delivery of equipment was heavily delayed due to freight problem encountered by the supplier.</p>
(e) Excessive expenditure incurred for the operation of a heavy duty industrial colour digital press procured at a cost of some Rs 12 million;	Heavy Duty Industrial Colour Digital Press – Excessive Expenditure Incurred	<p>The supplier informed that additional training will be given to the staff free of charge in order to solve the issues.</p> <p>Proper calibration of machine will be performed free of charge as advised by the Supplier due to its sensitivity.</p> <p>GPD is closely monitoring the matter.</p>

Strategic Direction

The overall strategies have been summarised in Table H.

Table H: Strategic direction and ways to achieve goals

Sn	Strategies	Means to achieve objective
1	Modern new Government Printing Building	Funded by Government and monitored by Consultant, PMO, MPI and Management
2	Modernization of the work process and operation	MERP to increase tracking and monitoring of jobs
3	Asset renewal strategy/plan	To be updated annually
4	Human Resource Alignment Strategy	Indepth Analysis for PRB, Human Resource Planning
5	Cost Recovery Strategy	Reinforcing the Department Maintenance Unit
6	Maintaining/Acquiring an Efficient and Professional Workforce	Capacity building
7	Quality Management	Aiming at ISO Certification





