COMMONWEALTH STAKEHOLDERS WORKSHOP
Strategic Performance Case Studies in Africa

Report of committee on errors, omissions & anomalies: end March 2013

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Interview
Mr. S.M. Hatteea - Ombudsman
“...... an independent and impartial advocate for administrative fairness”
Editorial Team

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12. Mr D. Mooloo, Executive Officer

The Editorial Team would like to place on record the valuable advice and support from Mr Subash Gobine, Director of Communications, Prime Minister’s Office and Mr Pradeep Goburdhone, Ag Principal Information Officer, Government Information Service, Prime Minister’s Office.

The Editorial Team would also like to thank Mr S. Green and his team of the Government Printing Office for help and support extended in the publication of this Magazine.

This Newsletter will be published on a terannual basis. Articles appearing in this Newsletter reflect the views of the authors and not necessarily those of Ministry of Civil Service and Administrative Reforms.
The workshop which was held at Intercontinental Hotel, Balaclava from 16 to 18 October, 2012 was attended by high-level delegates from the five concerned countries, including the Head of Civil Service of Ghana, the Permanent Secretary, Office of the Prime Minister of Kenya, officials of the Commonwealth Secretariat, Atos Consultants and Professor Moses Kiggundu, an independent Consultant from Carleton University, Ottawa, Canada.

BACKGROUND
The Commonwealth Secretariat is highly active in the promotion of good governance and strategic performance management (SPM) among its member states. Through its Governance and Institutional Development Division (GIDD), the Commonwealth Secretariat works with member states in Africa to build the capacity of public sector institutions to improve public service delivery and support socio-economic development. It regularly facilitates discussions between senior officials, bringing them together to discuss and explore strategies for improving public sector management in Africa.

STUDY OF SPM IN 5 AFRICAN COUNTRIES
At the Heads of Public
Service Forum held in the Seychelles in 2009, Commonwealth member states presented a series of papers to outline their achievements in the strategic performance management field, and discussions were held among member states to share experiences on the subject matter.

Against this backdrop, GIDD undertook a more detailed research exercise, exploring the current state of strategic performance management in five African Commonwealth countries: Ghana, Kenya, Mauritius, Nigeria and Tanzania. The overall goal of that exercise conducted by Atos Consulting between October 2011 and May 2012 was to provide a common platform for review of progress against performance management reforms and to gain a more detailed understanding of those reforms, including challenges, lessons learnt and examples of good practice.

OBJECTIVES OF THE STAKEHOLDERS VALIDATION WORKSHOP

The objectives of the Stakeholders Validation Workshop were:

• To allow key stakeholders to review the country case studies submitted by the Consultants, provide input and agree on the final version for publication to a wider audience;

• To review the synthesis chapter of the proposed publication to ensure it has properly captured and analysed achievements, major challenges and measures to accelerate implementation of performance management systems in the public service in Africa; and

• To ensure stakeholder ownership of the final document for publication.

EMERGING ISSUES IN SPM REFORMS

Drivers of SPM reforms
Pressure for performance management reforms should not come from only one source, but from a variety of different actors in the SPM system such as Political Leaders, Civil Service Leadership, Private Sector Leaders, Donors, Employees/Unions, Media, Service Users, General Public.

Performance Contract
It is a core component of SPM in many countries. It enables alignment of organizational goals and individual performance targets and should be linked to higher national and strategic planning. Such contracts should typically address the following:

• Improving performance to deliver quality and timely services to the citizen;

• Instilling a sense of accountability and transparency in service delivery and the utilization of resources;

• Giving autonomy to government agencies without being subjected to the bureaucracies or unnecessary procedures.

Leading and Planning
Multi-year plans link situation to future desired state. This allows long term unified direction in key areas and improves communication top down and across government. The lessons derived from the study indicate that there should be clear ownership as well as clarity of roles and responsibilities of all actors. Planning should be focused on core services delivery and linked to finance.

Centrality of Financial Management
Medium Term Expenditure Framework (MTEF) and Programme Based Budget (PBB) are core tools in SPM. Financial management reforms enhance allocation of resources towards strategic objectives and priorities, improving fiscal discipline and delivering value for money.

Coordination of SPM Reforms
There is no single prescription as to what should be the coordinating body. However, the criteria for success are listed below:

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<tr>
<th>Coordination of SPM: criteria for success</th>
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<td>Direct and regular access, when needed, to the political directorate to ensure ongoing support</td>
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<td>Direct and regular access to most senior government officials</td>
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<td>Competent leadership and management with the ability to take a strategic viewpoint</td>
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<td>Significant status and profile across the public sector</td>
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<td>Capacity and ability to exert leverage to make change happen in different parts of the public service</td>
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Monitoring, Evaluation and Reporting

Monitoring, evaluation and reporting are rarely early elements for consideration, but are necessary to embed SPM.

SUSTAINABLE SPM

For SPM to be sustainable, reciprocally reinforcing processes must be integrated. Performance reporting should be linked to recognition and sanctions. Systems and processes should be backed by resources. Leadership is a key factor in the implementation and maintenance of SPM reforms, but alone it is not enough. Performance contracts are a key link in the ‘golden thread’ bringing leaders in the heart of SPM system. Further, any good SPM system has a number of institutions which are responsible for the enforcement of good practice. Finally, the sequencing of SPM reforms is a matter to be considered based on the context, priorities and development level of the country. What really matters is the linkages, integration and mutual support among the different elements of reform.

PRESENTATION OF PMS IN THE MAURITIAN CIVIL SERVICE

Mauritius was given the opportunity to showcase what has been achieved so far on the PMS front in our Civil Service. Particular emphasis was laid on the review being undertaken by the Ministry to streamline appraisal processes and improve appraisal forms to make them more user-friendly and more applicable in the local context. Following plenary discussions on the Mauritian initiative, delegates agreed that it is not always necessary to start reform process at one particular level, and a bottom-up approach can be effective in the absence of a strong national strategic framework. Mauritius has approached the sequencing of SPM reform process by concentrating, so far, on two of the most significant measures within the SPM conceptual framework: individual performance management and programme-based budgeting. The progress made on these fronts has been unanimously acclaimed.
The 2012 edition of the Public Service Excellence Award (PSEA) was launched on Friday 28 September 2012 at 14 30 hrs at the Sir Harilal Vaghjee Hall, Port Louis. To-date, 54 organisations have shown their intention to participate in this Award.

Launching the 2012 edition, Hon. S. Moutia, Minister of Civil Service and Administrative Reforms said that his Ministry is constantly encouraging and promoting various administrative reform initiatives such as the PSEA which is a call for all public sector organisations to pursue excellence and even compete for recognition.

Governments, he added, in all countries are undertaking ambitious reforms to strengthen and transform their respective public sectors, especially at this point in time when the economic and financial impediments require that Governments have to do more with less.

The Public Service Excellence Award (PSEA) is now an annual event and it aims to encourage innovation and excellence in the delivery of public services. It recognises and honours the efforts of those Ministries and Departments or Divisions and Units that have excelled in introducing and successfully putting in place innovative measures to improve the effectiveness and efficiency of the public service.

The deadline for submission of the entries for the PSEA 2012 was 31 January 2013.
Office safety

Tips to keep the office safe

- Reduce the risk of slip or trip by keeping your work area clean. Clean up spills as soon as they happen. The carpet must be properly fitted and intact. Use non-slip floor mats.

- Electrical cords used for projectors, or other equipment, must be placed in a cord guard before laying the cord on the floor in an open area. Use power strips with built-in circuit breakers to avoid tangled extension cords and overloaded outlets. All outlets must be grounded.

- Coffee pots, microwaves, or other appliances used in the workplace need to be maintained in good working order.

- Keep desk drawers, filing cabinets, and lockers closed except when in use. Open one drawer at a time and close it gently, using the handle. Do not try to force open a stuck drawer. Fill empty cabinets and storage racks from the bottom up to prevent tipping.

- Arrange contents of filing cabinets and storage racks so they will not be too heavy. Store frequently handled or heavy objects between mid-thigh and shoulder height. Do not use the top for storage.

- Secure filing cabinets and storage racks that are three or more times taller than they are deep to the floor, wall, or ceiling. For example, bolt a storage rack to the wall if it is eight feet tall but only two feet deep. As an alternative you can bolt storage racks back-to-back.

- Store sharp and pointed objects safely and do not reach for them without looking. Use paper cutters safely. Keep fingers away from blades and only cut a small stack of paper at a time.

- Before placing equipment on a desk or table, check to be sure it is stable and can support the weight of the equipment. Disconnect power to a business machine, such as a personal computer, before attempting to service or adjust it. Observe all warning labels on office machines.

- How do I manage my work and time for safety?
  - Hurrying to meet a deadline and taking short cuts can lead to accidents. Get organised before you act. Spending a little time in planning and preparation saves time and avoid accidents later on.
  - Take responsibility for safety. Stop when you see a hazard and eliminate it on the spot. Report hazards that you cannot easily fix to your supervisor. Do not wait for someone else to make the workplace safe.
  - Use the right tool for the job and use whatever safeguards you can. A finger guard protects against paper cuts. A moistener prevents cuts to the mouth or tongue while licking stamps or envelopes.
  - Know where emergency equipment is stored. Know what to do in case of fire, medical, or other emergencies. Keep telephone numbers for police and fire departments handy. Know where fire alarms and fire extinguishers are, and know how to use them.
  - In case of fire, leave as quickly as possible. Know where your emergency exits are. Always plan your primary and secondary escape routes.
  - Use a step ladder (never a desk, chair or box) to reach overhead objects, and move close to what you need rather than stretching for it. When standing more than six inches off the floor for any reason (i.e. filing or getting something down), it is recommended that you remove rings. If you should slip, rings can catch on drawers or the edges of furniture causing potentially severe injury to your fingers or hand.
ENHANCING COUNTER SERVICES / CUSTOMER CARE

Improved counter services at Fire Services and Assay Office

In line with the vision of Government of “Putting People First”, the Ministry of Civil Service and Administrative Reforms is actively promoting a scheme to enhance the level of Counter/Customer Services, particularly at the level of Ministries/Departments that deal directly and extensively with members of the public.

Under this scheme, funds are allocated to Ministries/Departments for the upgrading/modernisation of their customer/counter services.

This scheme has contributed to improved waiting areas, a better channeling of customers and streamlined processes, which resulted in faster service delivery for critical public services delivered to a large number of members of the public daily.

**Fire Services**

*Before*  
*After*

**Assay Office**

*Before*  
*After*
ISO 9001:2008 Certification Scheme

Five new organisations ISO certified

For the year 2012, 5 organisations have been awarded their ISO Certificates during the Award Ceremony held on Wednesday 25 July 2012 at 10 30 hrs at the Sir Harilal Vaghjee Hall.

These organisations are:

**Fire Services Department**, Government Fire Services

**Agricultural Information Division**
Ministry of Agro-Industry & Food Security

**Human Resource Management Division**
Ministry of Civil Service and Administrative Reforms

**National Coast Guard (NCG)**
Marine Training Establishment, Albion NCG Post, NCG Harbour Security Post, Maritime Air Squadron

**Home Affairs Division**
Prime Minister’s Office

To date, 38 organisations/units within Ministries/Departments are operating according to the MS ISO 9001:2008 standards.

Projects underway
There are five ISO projects underway, namely:

- Employment Division, Ministry of Labour & IRs
- Data Protection Office, Prime Minister’s Office
- Competent Seafood Authority
- Mauritius Prisons Department
- Police Planning & Reforms Unit

For the year 2012, 5 organisations have been awarded their ISO Certificates during the Award Ceremony held on Wednesday 25 July 2012 at 10 30 hrs at the Sir Harilal Vaghjee Hall.
The Committee to look into errors, omissions and alleged anomalies arising out of the Pay Research Bureau Report 2013 (PRB 2013) will submit its report by 29 March 2013. Chaired by Mr Dharam Dev Manraj, Senior Adviser, Project Management and Delivery Unit, Prime Minister’s Office, the Committee held its first meeting with representatives of the Federations of Trade Unions on Friday 04 January 2013 at the Cyber Tower in Ebene.

In the course of the meeting, the Chairperson made an overview of the work programme, methodology, the time frame and the guiding principles underscoring the assignment that is being undertaken by the Committee. Representatives of various trade unions also gave their views and made valuable suggestions which have been retained by the Committee for the successful execution of the work assigned.

The committee which started meeting representatives of Federations of Trade Unions as from 28 January 2013 made an appeal to all those Unions which are not affiliated to any Federation as well as groups and individuals who have made written representations and who wish to make oral submissions to notify the Secretariat at latest by 30 January 2013.

The Committee will be required to submit its report by 29 March 2013 taking into account several broad parameters, mainly: changes in the economic environment, economic performance and the need for increased productivity; economic and financial development in the country; the need to attract, recruit, motivate and retain qualified high caliber candidates, particularly those with wide experience and scarce talents; the need to partially bridge the gap between the Public Private sectors at the appropriate levels of the echelon to facilitate recruitment and retention of required talents; remuneration trends in the economy and market realities; and other salient factors.
Meeting with the Prime Minister

It will be recalled that the Committee has been set up following a meeting the Prime Minister, Dr Navinchandra Ramgoolam, GCSK, FRCP, had with representatives of Trade Unions on 26 October 2012 after the publication of the PRB Report 2013 on the Review of Pay and Grading Structures and Conditions of Service in the Public sector (Civil Service, Parastatal and other Statutory Bodies, Local Authorities and Rodrigues Regional Assembly) and the Private Secondary Schools.

Main tasks of the committee

The main tasks of the committee are: to receive representations made through the Ministry of Civil Service and Administrative Reforms from staff associations, trade unions, public officers, local government officers, officers of the Rodrigues Regional Assembly, officers employed by parastatal and statutory bodies and employees of private secondary schools; examine the representations and make appropriate recommendations thereon; and determine in light of such representations the extent to which it is appropriate, necessary and advisable to modify the reports of the PRB and to accordingly make other additional recommendations.
Deux trophées pour la Police Planning & Reforms Unit (PPRU)

S’il y a une chose à laquelle la Police Planning & Reforms Unit (PPRU) ne s’attendait pas, c’est bien le fait de remporter deux trophées au dernier Public Service Excellence Awards (PSEA) de 2011. C’était au cours d’une cérémonie de haute facture tenue le 6 juillet 2012 à l’hôtel Le Méridien en présence du ministre de la Fonction Publique et des Réformes Administratives Sutyadeo Moutia et de plusieurs hautes personnalités.

Lors de son discours, le ministre de tutelle a affirmé que le PSEA est un outil de motivation qui, tout en reconnaissant l’excellence et l’innovation au sein des organisations gouvernementales, agit également comme un catalyseur de bonnes pratiques et d’efficience dans la prestation des services publics.

Lorsque vient enfin l’annonce du gagnant de la catégorie Innovation et Amélioration, c’est la grande surprise chez les représentants de la PPRU. Ces derniers n’arrivent pas à le croire ! Ils sont de surprise en surprise lors de la soirée.

Le trophée et le cash prize de Rs 50 000 reçus, la PPRU se remet à peine de ses émotions lorsqu’elle entend proclamer...
le nom du récipiendaire de la Mention Spéciale du Jury. La PPRU exulte ! Deux trophées pour une première participation aux PSEA 2011, les membres du PPRU n’en reviennent pas.

« On ne s’attendait vraiment pas à cela », confie le Deputy Commissioner of Police, Choolun Bhojoo qui supervise l’implémentation des différents projets à la PPRU sous le commandement du Commissaire de Police, Dhun Iswur Rampersad. « C'était notre première participation aux PSEA et bien-sûr nous espérions être reconnus pour le travail bien fait. Tous ceux qui participent ont une attente, un objectif à atteindre. Et je dois dire que nous avons travaillé avec assiduité pour en arriver là, » poursuit le DCP Bhojoo.

Quelle est donc la recette pour obtenir deux si prestigieux trophées ?

Pour la PPRU il n’y a pas de recette miracle. « C’est un travail assidu réalisé par une équipe. C’est une façon de projeter ce que nous faisons, de vulgariser et d’essayer de mesurer quel effet nous avons sur d’autres secteurs. C’est une occasion de rendre compte de nos actes et nous sommes prêts à recevoir des remarques et des suggestions du public, » affirme pour sa part le Chief Inspector, Clifford Frichot. La PPRU ne s’endort pas sur ses lauriers et pense déjà à ses futurs projets : la certification ISO pour toute la force policière jusqu’en 2015. Il faudra compter également avec le PPRU pour le PSEA 2012 dont le thème est Innovation and Citizens Engagement in Service Delivery. « Nous sommes partants pour une deuxième participation. Cette fois nous serons mieux préparés grâce à l’expérience acquise, » souligne le DCP Choolun Bhojoo.

La PPRU est une unité créée en février 2010 après la mise en œuvre d’un grand programme de reformes sous le National Policing Strategic Framework (NPSF) lancé par le Premier Ministre Navin Ramgoolam. Ce programme de reformes vise à permettre le passage de la Police d’une ‘Force’ à un ‘Service’. Le NPSF s’articule selon six axes qui assurent, entre autres, la modernisation des services de la police à travers : la mise en œuvre du plan de gestion stratégique et de la planification, améliorer la prestation des services et d’assurer la sureté et la sécurité des quartiers à travers des services de police communautaires, renforcer la capacité réactive en adoptant des projets de technologie de l’information et de la communication et assurer un service rapide, moderniser les ressources humaines et finalement adopter des modèles de répression criminelle axée sur le renseignement.
PUBLIC SERVICE EXCELLENCE AWARD (PSEA) 2011

La consécration pour le Droopnath Ramphul State College

Honneur au collège Droopnath Ramphul. L’établissement qui a remporté au fil des ans plusieurs prix de la PSEA sous diverses catégories a obtenu cette fois le grand prix. Le fruit d’un dur labeur...


Récemment promue Assistant Director au ministère de l’Education Neeru Beeharry-Panray souligne que ce trophée est le fruit d’un dur labeur (voir entretien plus loin) et le dédie à ceux et celles qui ont œuvré sans relâche pour accomplir ce résultat. Ce n’est pas le premier prix que remporte le collège. En effet, l’établissement secondaire est un serial-winner! Et énumérer les nombreux trophées remportés par le collège dans cet article est quasiment impossible car la liste est si longue!

En six ans l’établissement secondaire a rafat pas moins de 28 prix sous la direction de

Mme Beeharry-Panray, « L’école a été couronné par plusieurs succès pour des activités académiques aussi bien que périscolaires: le théâtre, la présentation des projets, débats, quiz, rédactions, le sport, la musique, etc... » affirme l’ancienne rectrice. Parmi notons que l’établissement secondaire a figuré parmi les dix BEST...

Questions à… Neeru Beeharry Panray, ex-rectrice du Droopnath Ramphul State College
Le Droopnath Ramphul State College a remporté le Public Service Excellence Award (PSEA) 2011. Comment avez-vous vécu cette consécration?
C’est un immense plaisir de voir son collège être honoré par une si prestigieuse reconnaissance! Toutefois, en toute franchise, ce n’était une grande surprise pour moi. Je m’explique : je m’attendsais à recevoir une distinction étant donné que nous avons énormément travaillé, en étroite collaboration et avec l’esprit d’équipe. J’avais toujours une vision pour mon école et j’ai tout mis en œuvre pour la concrétiser. Je dois rappeler que les années précédentes nous avions réussi à construire l’école selon notre idéal. Les enseignants, les élèves, les parents et les ONG qui nous ont parrainés, ont tous apporté leur pierre pour aboutir à ce remarquable succès.

Fidèles à la culture du travail que nous avons instaurée au fil des années, il nous a été possible de concrétiser au mieux nos projets. J’ai toujours eu confiance en moi-même et en ceux avec qui j’ai été donné de travailler. Je valorise le travail de tout un chacun, et je donne l’occasion aux talents de s’épanouir. Je dois avouer que j’initie des projets avec beaucoup de détermination, j’y mets mon cœur. J’ai de grandes exigences envers moi-même, et ne recule devant aucun obstacle, ce qui peut parfois donner une impression d’inflexibilité… C’est la dualité qui s’installe quand on fait du travail un élément quasi sacré de son vécu.

L’institution semble abonnée au succès. Quelle est le secret de sa réussite?
C’est le fruit du dur labeur! Etre compétitive et avoir la détermination de réussir dans la vie et surtout, il faut qu’on soit dédié à l’excellence car tout est possible malgré les difficultés qu’on doit surmonter quotidiennement. C’est essentiel qu’on aime ce qu’on fait, qu’on cultive la culture du travail dès le début, qu’on la maintient au fil des années et qu’on soit toujours positif dans tous ses engagements. Plus précisément, la morale doit s’inscrire dans une ontologie, et cette philosophie doit fonder une théorie de réalité et des valeurs.

Vous êtes aujourd’hui Assistant Director au ministère de l’Education. Quels conseils pourriez-vous donner aux institutions secondaires publiques qui souhaitent participer aux prochaines PSEA 2012?
Il n’y a pas une magie de la réussite! Il y a seulement la voie du travail organisé, concerté. Ajoutons à cela la foi en ce que l’on a entrepris et en ceux avec qui on œuvre dans l’intérêt commun.

Bindu Boyjoo
Regional and International Awards

African Association for Public Administration and Management (AAPAM) Award

Cadastral Implementation Unit of the Ministry of Housing and Lands wins Silver Award

The Cadastral Implementation Unit of the Ministry of Housing and Lands has won the Silver Award during the 34th AAPAM Annual Roundtable Conference which was held from 12 to 16 November 2012 in Zanzibar. Thirteen organisations participated in the African Association for Public Administration and Management (AAPAM) Award for the year 2012.

The African Association for Public Administration and Management (AAPAM) Award was launched in December 2005. It is run in association with the Governance and Institutional Development Division (GIDD) of the Commonwealth Secretariat and recognises organisational achievements in the public sector.

The Award aims to promote innovation in the public sector by encouraging and recognizing organizations and people for creative and effective ways of solving specific problems of administration and management; publicize innovations in the public sector which are worthy of emulation; facilitate the transfer of innovations and best practices to improve the quality of Public Administration and Management in Africa; and enhance the image of the public sector in Africa.

AAPAM Awards

<table>
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<tr>
<th>Year</th>
<th>Winner</th>
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<tbody>
<tr>
<td>2007</td>
<td>Administrative Reforms Division, Ministry of Civil Service and Administrative Reforms was Winner of Silver Award</td>
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<td>2010</td>
<td>Department of Civil Aviation won the Bronze Award</td>
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<tr>
<td>2011</td>
<td>Entomology Division, Agricultural Services, Ministry of Agro Industry &amp; Food Security won the Silver AAPAM Award</td>
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<tr>
<td>2011</td>
<td>Companies Division won the Glass Trophy</td>
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<tr>
<td>2012</td>
<td>Cadastral Implementation Unit of the Ministry of Housing and Lands won the Silver Award</td>
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Regional and International Awards

United Nations Public Service Awards (UNPSA)

ICAC wins first place

ICAC was proclaimed as first place winner in the Africa Region in the category of “Preventing and Combating Corruption in the Public Service” for the year 2012.

The UNPSA is one of the most prestigious international recognition of excellence in the public service. It rewards creative achievements and contributions of public service institutions to the development of countries around the world. Through this annual competition, the United Nations promotes the role, professionalism, image and visibility of the public service.

The award aims to discover innovations in governance, reward excellence in the public sector, motivate public officers to further promote innovation, enhance trust in government, collect and disseminate successful practices for possible replication.

For the 2013 Awards, 6 nominations have been received as at closing date from the following organisations:

- Companies Division
- Mauritius Police Force
- Biodiversity Unit, Forestry Services, Ministry of Agro Industry and Food Security
- Mauritius Prisons Service
- Ministry of Health and Quality of Life
- Cadastral Implementation Unit (CIU), Ministry of Housing & Lands (MHL)

All Africa Public Sector Innovation Awards (AAPSIA)

AAPSIA is the first continental Africa-wide awards programme that celebrates innovation in the public sector. It aims at promoting and encouraging innovative practices in the public sector for improved service delivery:- promoting regional and cross-sector collaboration for the promotion of good governance; and creating a platform for information sharing, lesson learning and possible replication of successful initiatives across the African continent.

In 2008, the Biodiversity Unit, Forestry Services, Ministry of Agro Industry and Fisheries was the First Runner up of the All Africa Public Sector Innovations Award (AAPSIA)

In 2010, the Mobile Clinic of Ministry of Health and Quality of Life was the Winner of the All Africa Public Sector Innovation Awards (AAPSIA) in the category Innovative Service Delivery.

In 2012, four organisations participated in the AAPSIA award namely:

- Health Inspectorate, Ministry of Health & QL
- Shrimati Indira Gandhi SSS
- Companies Division and
Improving Public Service Delivery

Implementation of a Customer Satisfaction Survey as from 2013

The Ministry of Civil Service and Administrative Reforms is putting in place as from this year, a Customer Satisfaction Survey (CSS) which will act as a tool to gauge the level of satisfaction the public derives from the services provided by Government.

The Minister of Civil Service and Administrative Reforms, Honourable Sutyadeo Moutia, made this announcement on 04 December 2012 at the launching of a three-day training course on leadership for some 100 officers at middle and top management levels as well as high officials from various technical cadres across the public sector, at La Plantation Hotel, Balaclava. According to Hon. S. Moutia, the CSS will in the first instance target a limited number of public services and ultimately take on board other Ministries/Departments. He pointed out that this survey will enable identification of performance gaps, determine where training is needed and the type of training to be provided so as to address any shortcomings hindering service delivery in the civil service. On this score, the Minister cautioned that it is imperative that training and development should bring visible and tangible improvement in service delivery.
In this interview Mr. SOLEMAN M. HATTEEA speaks about the role of the Ombudsman and also on what are the expectations from public officers in today’s world where we are witnessing an avalanche of demands.

1. Mr Hatteea, since you took office as Ombudsman, what have you been advocating to Civil Servants?

Allow me first to quote from a speech of the Honourable Minister for Civil Service and Administrative Reforms at a Workshop held in April 2012. He said — “There should be increased levels of accountability, cost-efficiency and responsiveness to meet the expectations of the citizens which certainly require a cultural change.”

What I have myself been trying to advocate over the years in my Annual Reports is for our administrators to also adopt values such as fairness, objectivity, impartiality and above all integrity. Indeed public officers should consider their duties as a mission towards nation-building and gear their efforts to that end. They will find in me a partner along this road.

Mauritius can pride itself on having an Ombudsman institution as this shows our country’s commitment to democracy, the rule of law, good governance and respect for the rights of its citizens. Indeed it is a healthy sign to have such an institution set up by government itself to inquire into its own actions or omissions.

2. When was the office of Ombudsman created and how has it evolved?

The institution has existed for the last forty-four years and is as relevant to-day as it was when it was first created when our present Constitution was drafted. It was of such importance that a whole chapter of the Constitution was devoted to the Ombudsman, setting out the manner of his appointment, the bodies and authorities against which he can investigate, his powers and the procedure after investigation.

The Ombudsman institution has stood the test of time mainly because at the very outset it incorporated the essential characteristics needed to successfully fulfil its mission, to wit: independence of the Office, wide powers of investigation, informal procedure for conducting an investigation, a non-adversarial approach to the resolution of problems and finally the power to make recommendations. It would be apt to recall that the law setting up the Ombudsman institution has remained virtually unchanged except for the fact that Chapter IX of the Constitution has been amended in the year 2003 to extend the oversight powers of the Ombudsman to cover the Rodrigues Regional Assembly and Local Authorities. That amendment came into operation in 2006.

3. What does good governance mean to you?

It is of universal acceptance that one of the components of democracy is good governance. And a corollary of good governance is good administration. Indeed how can good governance function if the administration fails to deliver. For the running of its affairs, every country is entirely dependent on the administrators in place who are expected to serve the government of the day to the best of their ability. It is however also incumbent on government to encourage and ensure a high standard of service to the public by providing its officers with proper tools of management and quality working conditions.

“Our Office will therref impartial”
Maladministration occurs whenever a public body fails to act in accordance with a rule or principle which is binding upon it. But administrators are expected to go beyond and be service-minded and ensure that members of the public are properly treated.

4. In the course of your duties what is your relationship with Civil Servants?

I am pleased to be able to record that, overall, I have had good working relationships with the Chief Executives of Government agencies and other bodies with whom I have interacted in the course of my duties. Most of them seem to be willing to co-operate with the Ombudsman’s Office in helping to resolve complaints. I must however add that in a few cases I have had to “extract” a response from them.

However, human nature being what it is, it is not uncommon that certain citizens feel frustrated about decisions, or sometimes absence of decisions, that may have been taken or not taken by an administration in their dealings with that administration. In such cases they have the right to complain.

5. How does your office deal with complaints received from members of the public?

The Ombudsman offers an independent and objective recourse in considering complaints made against the administration. He is neutral and does not take sides. The only difference, so to speak, is that citizens can complain against the administration
whereas the reverse is not true. Let me however hasten to say that it does not follow that a complaint made against an administration necessarily means that the administration has gone wrong somewhere. But it is incumbent on the Ombudsman to investigate into such a complaint and if the complaint is found to be justified the Ombudsman would recommend that remedial measures be taken. It would be intolerable that any injustice caused by maladministration identified in the course of an objective and impartial investigation should be allowed to go without remedy. However, if the complaint is not justified the Ombudsman would explain to the complainant why the decision taken is right and thus act as a shield for the administration.

It must also be remembered that a complaint is not confined to a question of resolving a particular dispute but more importantly it is an opportunity to identify systemic failings and to remedy any flaw in the system and thus improve service-delivery in general. It is thus of great benefit to our administrators in their endeavour to achieve good administration.

6. Could you please elaborate on the powers of the Ombudsman?

First of all let us see the bodies that fall under the jurisdiction and scrutiny of the Ombudsman. These are –
- any ministry or department of the Government,
- the Police Force,
- the Prisons Service,
- any authority which determines with whom any contract is entered into on behalf of Government,
- the Rodrigues Regional Assembly,
- all Local Authorities.

Now the various powers of the Ombudsman. Thus, if after making an investigation, the Ombudsman is of the opinion that the action that was the subject-matter of the investigation was –
- contrary to law;
- based wholly or partly on a mistake of law or fact;
- unreasonably delayed; or
- otherwise unjust or manifestly unreasonable,

and the Ombudsman is of opinion that –
- the matter should be given further consideration;
- an omission should be rectified;
- a decision should be cancelled, reversed or varied;
- any practice on which the act, omission, decision or recommendation was based should be altered;
- any law on which the act, omission, decision or recommendation was based should be
reconsidered;
• reasons should have been given for the decision; or
• any other steps should be taken,

the Ombudsman shall report his opinion, and his reasons, to the Principal Officer of any department or authority concerned, and may make such recommendations as he thinks fit; he may request that officer to notify him, within a specified time, of any steps that it is proposed to take to give effect to his recommendations; and he shall also send a copy of his report and recommendations to the Prime Minister and to any Minister concerned. Where within a reasonable time after the report is made no action is taken which seems to the Ombudsman to be adequate and appropriate, the Ombudsman, if he thinks fit, after considering any comments made by or on behalf of any department, authority, body or person affected, may send a copy of the report and recommendations to the Prime Minister and to any Minister concerned. Where within a reasonable time after the report is made no action is taken which seems to the Ombudsman to be adequate and appropriate, the Ombudsman, if he thinks fit, after considering any comments made by or on behalf of any department, authority, body or person affected, may send a copy of the report and recommendations to the Prime Minister and to any Minister concerned. Where within a reasonable time after the report is made no action is taken which seems to the Ombudsman to be adequate and appropriate, the Ombudsman, if he thinks fit, after considering any comments made by or on behalf of any department, authority, body or person affected, may send a copy of the report and recommendations to the Prime Minister and to any Minister concerned.

It is also important to know that for the purposes of an investigation the Ombudsman may require any Minister, Officer or Member of any department or authority concerned or any person likely to furnish information or produce documents relevant to the investigation to furnish such information or produce such document.

Furthermore, no obligation to maintain secrecy or other restriction upon the disclosure of information obtained by or furnished to persons in the public service imposed by any law in force in Mauritius or any rule of law shall apply to the disclosure of information for the purposes of an investigation by the Ombudsman. Even the State is not entitled to any privilege in respect of production of documents as is allowed by law in court proceedings.

One exception is in regard to information or document relating to proceedings of the Cabinet or any committee of the Cabinet, in which case a certificate to that effect must be issued by the Secretary to the Cabinet with the approval of the Prime Minister. Another exception is where disclosure would be contrary to the public interest in relation to defence, external relations or internal security. In this case a notice from the Attorney-General is required.

7. What happens if a person, under inquiry, fails to furnish information or provides false and misleading information?

Section 6 of the Ombudsman Act deals with this situation as it makes it an offence that may be committed by any person who is requested by the Ombudsman or by any member of his staff, acting in the exercise of his duties, to furnish any information or to produce any document and who willfully fails to do so. It is equally an offence for any such person to wilfully provide false or misleading information in a material particular. An offence under this section is met by a fine not exceeding Rs 1000/- and to imprisonment for a term not exceeding twelve months.

I would thus call upon public officers in general to strictly observe the delay granted whenever there is a query from our Office or otherwise to apply for an extension of delay if the circumstances so require but giving the reasons therefor. In no circumstances however must our Office be left in the dark.

8. Your conclusion Mr Hatteea?

Let me conclude by saying that the Ombudsman does not have a magic wand. No Ombudsman in the world has. Consequently it does sometimes happen that I am unable to obtain from an administration a reply favourable to a complainant, even on humanitarian grounds. Nor is it my intention to ask any administration to do anything contrary to the provisions of the law or to go against established practices, although I feel that there are cases where the administration may show some flexibility. All efforts are not lost though, as these are opportunities for us all to learn and draw lessons in order to improve our approach and performance.

Our Office will therefore continue to be an independent and impartial advocate for administrative fairness. Its success and effectiveness depends on Government’s continued commitment to uphold the independence of the institution and to give it the support it needs in fulfilling its mandate and mission.
L’Association des Anciens Boursiers Mauriciens de l’Ecole Nationale d’Administration a pour objectif de regrouper les Mauriciens ayant suivi une formation à l’ENA, de disséminer les valeurs et principes de l’ENA et de représenter les membres auprès de l’ENA et des autorités compétentes entre autres.

C’est un projet qui leur tenait à cœur. L’Association des Anciens Boursiers Mauriciens de l’Ecole Nationale d’Administration a été officiellement lancée le 17 décembre 2012 à la Résidence de France en la présence de Jean-François Dobelle, l’Ambassadeur de France à Maurice ainsi que d’un parterre d’invités composé de hauts fonctionnaires et des membres de la nouvelle association.

D’emblée Fareed Chuttan le président de l’Association des Anciens Boursiers Mauriciens de l’ENA, devait confier dans quelles circonstances l’association a vu sa naissance. La première tentative entamée il y a quelques années n’a pas aboutit car il n’y avait que 8 à 10 personnes concernées. Elle aura plus de chance en 2011, car selon le président de l’Association une masse critique de 18 élèves mauriciens de l’ENA fut atteinte. « Afin d’avoir une existence et une reconnaissance officielle, nous devions, primo, obtenir l’aval des autorités compétentes pour l’utilisation du mot ‘mauriciens’ dans l’appellation de notre Association et, secundo, être enregistrés auprès du Registrar of Associations. Cette étape a été franchie il y a trois mois. Cependant les aléas du calendrier des principaux acteurs concernés n’ont pas permis qu’on se réunisse tous plus tôt. C’est chose faite aujourd’hui », devait-il ajouter.

Les bénéficiaires d’une formation à l’ENA peuvent se targuer d’avoir obtenu une formation académique et pratique, axée sur le travail quotidien des responsables de la fonction publique. « Maurice a une histoire mixte avec une forte influence franco-britannique dans l’administration publique comme en témoigne notre législation bipolaire. A l’ENA, nous avons pu faire plus ample connaissance des rouages de l’administration française et de l’Union Européenne, deux entités figurant parmi les plus grands partenaires économiques de Maurice, » a indiqué Fareed Chuttan.

Il a rappelé les principaux objectifs de l’association qui sont de regrouper les Mauriciens ayant suivi une formation à l’ENA, de disséminer les valeurs et principes de l’ENA, de représenter les membres auprès de l’ENA et des autorités compétentes, de participer à la réflexion sur les thématiques locales et internationales, de collaborer avec les Associations similaires, d’apporter un soutien aux Mauriciens postulant pour une formation à l’ENA et d’impartir l’expérience acquise à l’ENA aux compatriotes. Il
a également souhaité que les mariciens puissent continuer à poursuivre une formation à l’ENA régulièrement à travers le programme de coopération franco-mauricienne. Fareed Chuttan s’est joint aux membres de l’association pour remercier tous ceux ayant contribué à la création de l’Association des Anciens Boursiers Mauriciens de l’ENA, plus particulièrement l’Ambassadeur de France, le ministre de la Fonction publique et aux officiels de l’Ambassade du ministère de la Fonction Publique.

L’ambassadeur de France, Jean-François Dobelle, devait pour sa part exprimer sa joie de célébrer la naissance de cette nouvelle association à laquelle il attache une importance toute particulière comme Ambassadeur de France d’une part et comme ancien élève de l’ENA d’autre part. S’adressant aux personnes réunies, il a ajouté que l’association devait désormais se structurer. « De mon point de vue, les rôles que pourrait être amenée à jouer votre association sont multiples. Outre le développement d’échanges avec des associations sœurs dans les pays de la région, ou le partage d’informations et l’encadrement des nouveaux fonctionnaires mauriciens appelés à suivre une formation à l’ENA en France, l’Association pourrait utilement agir comme un ‘think tank’ en aidant à la réflexion sur des grandes questions d’actualité et des problématiques majeures de bonne gouvernance, et en conseillant le gouvernement mauricien dans la formulation de ses politiques publiques, » a ajouté Jean-François Dobelle.

Auparavant il devait confier que depuis sa création, L’ENA a formé plus de 3000 élèves fonctionnaires étrangers débutants ou confirmés, originaires de 127 pays différents. L’Ambassadeur a ajouté que la Coopération entre la France et Maurice dans le domaine de la formation des hauts fonctionnaires de l’État Mauricien a l’ENA a débuté en octobre 1995 avec le départ en France du premier boursier Somduth Nemchand, qui est aujourd’hui Directeur Financier et Administratif à l’ICAC. Depuis cette date, 18 autres hauts fonctionnaires mauriciens ont pu suivre des formations à l’ENA en bénéficiant de bourses d’excellence du gouvernement français. Cette année et en novembre dernier, deux nouveaux autres boursiers ont commencé leur stage à Paris, portant à 20 le nombre de boursiers de l’ENA. Il a rappelé qu’outre ces bourses de stage de haut niveau, mis en place par l’Ambassade de France à Maurice, le ministère de la Fonction Publique a reçu en 2006 des dons de livres et documents de référence sur les institutions politiques et administratives de la France entre autres afin d’aider les futurs candidats à se préparer aux concours de sélection de l’ENA.

Jean-François Dobelle a terminé son discours en se félicitant que Maurice montre une fois encore le bon exemple et que la parité soit si bien respectée dans cette association puisque sur les 18 membres qu’elle compte actuellement, 11 sont des femmes.

Liste des anciens élèves mauriciens de l’ENA :

M. Somduth NEMCHAND
M. Fareed Azad Iman CHUTTAN
Mme. Marie Anne Janick JAUNBOCUS
Mme Jayavadee SOOBEN
Mme Devi Chand Anandi Rye SEEWOOORTHUN
Mme Moheenee NATHOO
M. Janmajaising BISSOONDOYAL
M. Mohammad Yaaseen HANSROD
Mlle Alvina SAMJAWON
Mlle Zahira Bibi AULADIN
M. Angraj K. Roy JAUNKY
Mlle Marie Joelle Sandrine VALERE
M. Nityanand LOBIND
Mme. Kantabye BABAJEE
M. Danny AUBEELuck
Mlle Kalianee KAUTCICK
The Human Resource Development Division – an overview

More than 2650 officers trained in 2012

The Human Resource Development Division of the Ministry of Civil Service and Administrative Reforms has trained more than 2650 officers from different grades and cadres during the year 2012. These officers have been exposed to various training programmes ranging from half a day to a full 5-day week. Among the courses, some were outsourced and others run in-house with available resources.

The Office of the DPP to which the course on Prosecution was outsourced in April was much appreciated. It has sharpened the skills of prosecuting officers in doing their jobs with a higher rate of success.

Ecole Hôtelière Sir Gaëtan Duval took charge of the training of public service Telephone Operators and Receptionists on Customer Care in October. It was important to outsource this course to MITD as their courses on Hospitality Management are of world class standard and are internationally recognised.

Towards the end of the year, a high calibre course on Leadership for the 21st Century Mauritius civil service was run by a private local training provider, namely Landmark Management and Technology Consultants Ltd targeting over 100 senior public officials.

Apart from 3 Induction Programmes there were more than 25 other different training courses. Stress Management course which was in high demand was conducted by three experts in the area namely Dr A. Soreefan, Mrs Y. Modely-Dumar and Mr H. Ramgobin, all three very active in Life Plus Unit of the Ministry of Social Security, National Solidarity and Reform Institutions.

There were also some IT courses on Excel, Microsoft Outlook, PC Trouble-shooting, PowerPoint which were given to Word Processing Operators, Confidential Secretaries and a couple of officers from other cadres.

A few focussed courses like Public Financial Management for senior officers from Human Resource and Procurement and Supply cadres were also organised.

This course conducted by Mr Emmanuel Bor, UNDP Expert, posted at the Ministry of Finance and Economic Development has given birth to a new e-learning course on the same subject.

Negotiations skills, personal and interpersonal skills, Award Courses for Confidential Secretaries, just to name these few, would complete the list of courses organised by the Human Resource Development Division.

“No one ever attains very eminent success by simply doing what is required of him; it is the amount and excellence of what is over and above the required, that determines the greatness of ultimate distinction”
Civil Service College

Incorporation of the Civil Service College, Mauritius

16 November 2012. At long last! The much awaited training institution for the public service was born after its incorporation as Civil Service College, Mauritius.

This state-owned private company being still in its early infancy will need to be nurtured and supported to enable its smooth growth and development. Civil servants and other public officials must be feeling a sense of pride to see their training college as a real entity.

The College does not yet have a house of its own. Once the Board of Directors is constituted, it will have to give priority to finding a suitable location to carry out its functions. During its early stage of development the college will rely on a small staff and will have its seat at the Ministry of Civil Service and Administrative Reforms. Like other institutions with the same vocation, it will outsource high end courses and run in-house training for those at the lower levels of the hierarchy.

With the setting up of this college, public officers can rest assured that training across the public service will be rationalised and standardised. All public officers without exception need certain core skills to render the provision of public services more efficient and cost effective.

OBJECTIVES
This College has been set up to help in improving the efficiency and effectiveness of the public sector by providing the right training to the right person at the right time. It will also aim at equipping employees of the public sector with the appropriate values, workplace skills and management tools to ensure that a lifelong learning culture is instilled in them.

With time it will engage in research relevant to the development of officers in the public sector and organisational excellence and at the same time establish linkages with local, regional and international institutions with a view to promoting cooperation and sharing of knowledge and experience.
Leadership for the 21st Century
Mauritius Civil Service

La Plantation Hotel, Balaclava had the honour to welcome on 04 December, 2012 in its premises over 100 senior civil servants grouped in 3 batches. In order not to disrupt the work of the participants too much, they attended the workshop every other day for three days.

The course on leadership is the first programme conducted under the aegis of the Civil Service College, Mauritius and the focus is to provide participants with the opportunity to interact with each other and enhance their leadership skills with a view to address the needs of the public sector in Mauritius. The main objectives are:- to deepen their understanding on the complexities of the public service and connect this learning to their respective service story through a broad, multidisciplinary approach; expose them to the models of ethical and effective service; develop their leadership knowledge, skills and competencies through a comprehensive programme of theoretical study backed by practical experience and analysis; and further enhance their understanding of the issues faced by civil servants and how best to strategically confront and solve challenges.

The team of trainers headed by Dr D. Moonshiram, comprised experienced facilitators in the field like Mr Shyam Seebun, Dr Pramode Dabeedass, Mr Irshad Goolamaly and Ms Sandra Viljoen. The course was tailor-made to suit the needs of public officers. Being aware that our civil service has its own specificities, they laid much emphasis on Leadership Skills that would be most appropriate for our civil service leaders.

By making the sessions interactive, the delegates could also gain an insight into their own strengths and weaknesses to enable them to draw more effectively on their leadership abilities.

Going by the feedback of the participants, it can be said that the training was fruitful as the participants were exposed to a highly experiential and strategic programme aimed at building a cadre of more effective senior leaders across the public service.

This first course run under the name of the Civil Service College, Mauritius will be a test case. The evaluation to be done after a couple of months would reveal whether the College is on the right track.

The course was mounted by Landmark Management and Technology Consultants Ltd.
Customer Care for Front Liners

79 Telephone Operators and Receptionists followed an intensive 2-day training at L’Ecole Hôtelière Sir Gaëtan Duval, Ebène

The training conducted by Ecole Hôtelière Sir Gaëtan Duval MITD facilitators emphasised on the role of front liners in enhancing the image of their public service organisations.

Telephone Operators and Receptionists are in fact the window of any organisation. They create the first impression as it is through them that other people within can be reached by the callers.

These officers were exposed to the concept of customer care in the public service. As front desk staff, during the course, they were trained to further develop their interpersonal communication skills and to adopt best practices in telephone communication techniques.

As front liners are often under pressure because they are dealing with difficult customers and complaints, they are therefore naturally subject to stress. Hence, it was found important and relevant to include techniques of stress management among the topics.

Finally, it is good to point out that without a positive mindset and effective communication skills, our front liners would never be able to project the best image of their respective organisations.

In a nutshell, the course aimed at equipping participants with the skills and techniques required to provide a quality front desk service. The training was also meant to help participants develop a positive attitude and adopt ethical behaviour at work as they are in constant contact with the public.
18th Conference of Commonwealth Education Ministers (18CCEM)

The 18th Conference of Commonwealth Education Ministers was held from 28 to 31 August 2012 at the Swami Vivekananda International Conference Centre, Pailles and saw the participation of 39 Member States, with 34 delegations led by Ministers of Education.

Hosted by the Republic of Mauritius and jointly organised by the Ministry of Education and Human Resources and the Commonwealth Secretariat, this Triennial Conference, the most important meeting in the Commonwealth education calendar, had as theme ‘Education in the Commonwealth: bridging the gap as we accelerate towards achieving internationally agreed goals’.

Conferences of Commonwealth Education Ministers offer an opportunity to bring together a diverse range of educational stakeholders, including Education Ministers, Senior Officials, and representatives from national and international agencies, academics, teachers, NGOs, youth and the private sector. In addition, four Parallel Forums were also held, bringing together some 700 participants. These Forums targeted Youth, Teachers, Higher Education and Technical, Vocational and Educational Training (TVET) representatives and Stakeholders. These parallel forums provide opportunities for the wider Commonwealth education community to meet, network and exchange ideas, engage in dialogue, as well as communicate their priorities to Ministers. The Commonwealth education community includes representatives from national and international agencies, academics, teachers, NGOs, youth and private sector engaged in education at all levels in the Commonwealth. In parallel with the Conference, an international Exhibition showcased the latest developments in the field of education, including educational technology.
The Opening Ceremony

The Conference was opened by Dr the Hon Ahmed Rashid Beebeejaun, GCSK, FRCP, Deputy Prime Minister of the Republic of Mauritius, who stressed the importance of education as the driver of economic growth and central to the development of human capital. In his welcome address, Dr the Hon Vasant K Bunwaree, Minister of Education and Human Resources focused on the primacy of education in a knowledge-driven world and its role as a rampart against ignorance and as the leverage to make of poverty-alleviation a reality.

HE Kamalesh Sharma, Commonwealth Secretary-General, viewed education as central to all sustainable democratic, social and economic advances and emphasized Commonwealth’s new ways of education delivery in the 21st Century that focus on sharing comparative strengths and contributions of the rich diversity of Commonwealth education partners and generating greater impact as a result.

Dr the Hon Kenny D. Anthony, Prime Minister of Saint Lucia, delivered the Keynote Address on the theme “Not money but education – valuing Human Development in the face of financial crisis.”

The Ministerial Meeting

Ministers reviewed progress of education in the Commonwealth in the context of the education-related Millennium Development Goals (MDGs) and Education for All (EFA) targets, together known as the Internationally Agreed Goals (IAGs), and noted good progress towards the achievement of the IAGs, notably in the provision of universal primary education. Ministers noted with concern that 23.3 million primary age children still remain out of school in Commonwealth countries while, globally, 775 million adults, of which over 460 million are in Commonwealth countries, still cannot read and write, two thirds of these being women.

In view of the need to address these challenges, Ministers reaffirmed both the importance of education as a fundamental human right and its crucial role in promoting social cohesion, tolerance and peace, and encouraging respect and understanding.

Recommendations

Ministers recognised that quality and equity represented common challenges and acknowledged:

- the benefits of using the mother tongue as a medium of instruction, especially in early years;
- the benefits of learning English as a language for communication;
- the importance of focusing on teacher professional standards and school leadership; and
- the need to set up a common platform for Open Educational Resources materials for harmonisation and ease of access.

Advocacy was also made for Education for Sustainable Development.
Development to be addressed explicitly in forthcoming IAGs for education.

Appreciation was expressed for the announcement by the Government of Mauritius to offer 54 scholarships by the Open University of Mauritius, and one additional scholarship at the University of Mauritius from 2013.

Ministers also noted the issues highlighted by the parallel forums: Youth, Stakeholders, Teachers and Post-Secondary and Higher Education Leaders, and appreciated the need for partnership at all levels.

In this connection, the Commonwealth Students’ Association was launched.

The Commonwealth Voice in the Post 2015 Development Agenda

It was strongly underscored that, unless robust advocacy is made, there is a risk that education might lose its place in the global post-2015 priorities. The 18CCEM hence saw the establishment of a Commonwealth Ministerial Working Group under the Chairmanship of Dr the Hon V.K. Bunwaree to effectively articulate the Commonwealth recommendations into the UN High-Level processes responsible for developing the post-MDGs and post-EFA goals. The collective input to UN discussions would ensure a strong Commonwealth voice in the process of formulating the next generation of global development goals. The Working Group would use the newly-created Commonwealth Connects on-line platform for its deliberations.

The Working Group members are Bangladesh, Barbados, Cyprus, India, Kenya, Malawi, Mauritius, Nigeria, Papua New Guinea, Seychelles, Sierra Leone, Tanzania and Uganda.

Closing ceremony

At the closing ceremony held on 31 August, the Minister of Education and Human Resources and Chair of the Conference, Dr Vasant K Bunwaree, expressed his satisfaction at the success of the 18CCEM which has enabled delegates to show their strong interest and commitment, share experiences, exchange ideas and good practices and present the various perspectives on the educational challenges faced by their respective countries. The Minister welcomed the creation of the Commonwealth Connects, the online platform, which he said will trigger a new era of green conferencing and will enable close follow-up on the main decisions and other business of the Commonwealth through electronic networking and sharing of information.

The Minister called for re-inventing the classrooms and pedagogical approaches in light of the emerging new realities with societies becoming information-intensive and knowledge-based. Dr Bunwaree also highlighted the importance of cross-cultural and interfaith understanding. According to the Minister, “we should not underestimate the vital role of education in promoting a greater understanding of our rich and diverse cultural and social identities and in encouraging mutual respect.”

For his part, the Commonwealth Secretary-General, Mr Kamalesh Sharma, commended the launching of the Commonwealth Connects, the establishment of the Commonwealth Ministerial Working Group to effectively articulate the Commonwealth recommendations into the UN High-Level processes and the creation of the Commonwealth...
Students’ Association. He also laid emphasis on the high quality of discussions in the various fora namely on the benefits of using the mother tongue as a medium of instruction and the benefits of learning English as a language for communication. Mr Sharma expressed his thanks and appreciation to all those who have contributed to the smooth running of the Conference, especially to the Government of Mauritius.

The Minister of Tertiary Education, Science, Research and Technology, Dr Rajeshwar Jeetah, for his part, reiterated the positive response of the Government of Mauritius to the invitation of the Commonwealth Secretariat in providing one scholarship to students of Commonwealth countries through the University of Mauritius. In addition, the Open University of Mauritius will offer 54 scholarships to students from the Commonwealth for distance education post graduate courses. Dr Jeetah also said that following various meetings he had with Education Ministers in the margin of the 18CCEM, he looks forward to signing agreements with some of the countries in Africa for mutual recognition of qualifications and exchanges.

The 19th Conference of Commonwealth Education Ministers will be held in The Bahamas in 2015.

Further information on the conference can be accessed at the following websites: http://www.gov.mt/portal/sites/18ccem/index.htm and http://www.thecommonwealth.org/Internal/190663/37088/ministerial_meetings/
In line with Government vision to render the Civil Service more efficient, the Ministry of Civil Service and Administrative Reforms has initiated actions towards the development of an Integrated Human Resource Management Information System (HRMIS) for the civil service.

The proposed HRMIS will be an on-line interactive system providing a central database on public officers that will ensure availability of timely and accurate information to assist management in the planning, monitoring and evaluation process and for an optimum utilisation of resources. The system will cover areas related to Human Resource Management functions and will interface with other existing systems e.g. Payroll, Pension etc.

**Implementation time frame**

The pilot implementation of the project in 5 organisations namely the Ministry of Civil Service and Administrative Reforms (MCSAR), Ministry of Finance and Economic Development (MOFED) (Head Quarters only), Ministry of Information and Communication Technology (MICT) (all Divisions.), Ministry of Education and Human Resources (MOEHR) -(Head Quarters & Zones only), Treasury Department and the Public Service Commission (PSC) will thus be carried out in the first quarter of 2013. HRMIS is expected to be extended to 10 other Ministries/Departments as from 2014 and to all other organisations connected to the Government Intranet System by
2015. A high level Steering Committee, chaired by the Senior Chief Executive of this Ministry and comprising heads/representatives of various organisations namely, the Public and Disciplined forces Service Commissions, Ministry of Finance and Economic Development, Ministry of Information and Communication Technology, the Accountant General, the Central Informatics Bureau and the Central Information System Division has been set up to drive the project and to ensure its timely implementation. Furthermore, in order to look at technical and operational issues a Project Management Committee has also been set up comprising of technical staff of the above mentioned organisations.

Expression of Interest (EOI)

An Expression of Interest (EOI) was launched by this Ministry in March 2012 in view of enlisting the services of a Consultant to undertake the Needs Analysis. However, none of the firms was found to comply with the specifications set for the Needs Analysis. In order not to delay the project, a decision has been taken by the Steering Committee for the Needs Analysis to be carried out by a group of public officers instead of attempting a fresh EOI exercise for the enlistment of private consultancy services. Three different Working Groups, comprising the relevant expertise in the required domains (officers of the technical cadre of the Ministry of ICT; Officers of the Human Resource and Financial Operations Cadres from different Ministries and Departments as well as a representative of the Accountant General), have accordingly been set to look at specific issues as follows:

(a) Critical analysis of HR functions, practices/processes and to formulate proposals towards reviewing them and to also formulate new ways of operations;
(b) Look at financial operations matters and how to synergise with the HR division with regards to salary, allowances, pension, passage benefits, budgeting and;
(c) Assess and evaluate the existing ICT infrastructure and make appropriate recommendations for the hardware, software, security and networking requirements.

Objectives/Scope of the project

The proposed HRMIS will, inter-alia address the following:

• Render simple and easy the transactional aspects of Human Resource (HR) issues, ranging from recruitment to retirement in order to decrease administrative burden;
• Enable workforce management (attendance, leave) and performance management;
• Empower employees to access their personal details (leave and passage accounts as well as a representative of the Accountant General), have accordingly been set to look at specific issues as follows:

(a) the system dealing with Recruitment/Appointment at the Public and Disciplined forces Service Commissions;
(b) Treasury Accounting System, Passage and Pensions Systems at the Treasury Department; and
• Improve the line of communication/interaction between the Human Resource and Finance Divisions of Ministries/Departments;
• Avoid duplication of work through the availability of a single and centralized on-line database containing important details on individual public officers (personal records including salary and allowance paid to them; disciplinary matters; performance reports; medical reports; training records etc)
• Enable financial transactions relating to payroll, pensions, passages to be effected in a more coordinated and cost-effective manner; and
• Facilitate the analysis of data for monitoring and strategic planning and decision-making.

In order to meet the objectives set through the implementation of the HRMIS, the HR and Financial processes are in process of being reviewed and streamlined. The system will also interface with different systems available in other organisations like:

(a) the system dealing with Recruitment/Appointment at the Public and Disciplined forces Service Commissions;
(c) the Automated Budget System which is being put in place.

Furthermore, the existing payroll system and the Electronic Attendance System being implemented for the whole Civil Service will be integrated in the HRMIS. It is worth highlighting that the scope of the project is much broader than initially expected. With the implementation of the HRMIS, the Civil Service in general will benefit from a re-engineered system and service delivery would be much faster than what it is today.

**Workshop to finalise System Requirements**

A one day workshop was held on 04 September 2012 to work out and finalise the system requirements. Some 100 officers, comprising those of the HR, Finance Cadres and Accountant General Department participated therein.

**Fine-tuning and validation of user requirements**

In view of the complexity of the exercise, other working sessions were held to fine-tune the system specifications especially in light of additional proposals made at the workshop. These working sessions were completed on Thursday 27 September 2012. However, in view of PRB Report 2013, other updates have been carried out. A second validation workshop was held on 01 November 2012 to finalise the User Requirements Document.
Lecture on Reconciling Efficiency and Fraud Avoidance in the Public Service

Professor Haynes gives clue how to combat the different forms of fraud and corruption

Fraud and corruption, said Prof Haynes, arise in a number of forms, but from the vantage point of governments it manifests itself in three main ways. Firstly, individuals, companies or groups seeking commercial gain through corrupting a process to access contracts or profits that would not otherwise be available to them. Secondly individuals or groups inside the government or government bodies who seek to enrich themselves through misappropriation of government funds and thirdly organised crime. He cited many examples of frauds that were detected around the world, and the criminal minds that were behind them.

According to him, some social situations can make the development of corruption far easier than others. Cultures where it is normal to carry on business contracts
through relatives, a tribal group or friends are always going to be more prone to what developed economies regard as corruptions than societies where such behavior is uncommon, Prof Haynes added. In some countries there is a long cultural tradition of giving gifts to people with whom you are about to enter into a business contract. Corruption, he said, can be focused in a number of areas in a state: amongst the political class, amongst the civil service, amongst business people or amongst all the commercially, administratively or politically active members of a society. Prof Haynes also talked about the organised crime like the Italian mafia or the Japanese yakuza and how such bodies inter-relate with the state.

He concluded by saying that the greatest defenses against corruption are an effective, politically independent police force, a politically independent prosecutor of criminal offences, politically independent judges and an independent aggressive media.

Professor Andrew Haynes is a visiting Professor of Law at the University of Macau, People's Republic of China and a Senior Visiting Research Fellow at the Institute of Advanced Legal Studies, University of London. He is also Chairman of the Market Abuse Association. He holds a number of editorial positions including: Executive Editorial Board, the Company Lawyer, the International Journal of Banking Regulation, the Journal of Financial Crime and the International Journal of Disclosure and Compliance, together with being a member of the Editorial Advisory Board of the Transactions of the Centre for Business Law at the University of the Orange Free State, South Africa. Recently he gave evidence to the House of Lords' European Union Committee on Money Laundering and the Financing of Terrorism.
Public Officers’ Welfare Council

One-Day Workshop on Action Plan 2013

The Public Officers’ Welfare Council organised a one-day workshop with representatives of Staff Welfare Associations (SWAs) of different Ministries/Departments on Tuesday 29 January 2013 at the Hotel Intercontinental Mauritius Resort Balaclava Fort, Balaclava.

The main objective of the workshop was to obtain feedback from Presidents/Representatives of Staff Welfare Associations on activities organised during the year 2012, seek their suggestions for further improvement and to draw up an action plan for the year 2013.

60 Representatives of Staff Welfare Associations (SWAs) from different Ministries/Departments and board members participated in the brainstorming session.

Hon. Sutyadeo Moutia, Minister of Civil Service and Administrative Reforms, Mr S. Seeballuck, Senior Chief Executive, Ministry of Civil Service and Administrative Reforms and Mr D.P. Ruhee, OSK, Chairman of the Public Officers’ Welfare Council also participated in the workshop.

During the workshop SWAs were invited to come up with suggestions to organise new activities and to come up with ways and means to finance the activities organised by POWC due to financial constraints. The POWC will ensure that the Civil Service House (CSH) is used according to the Rules & Regulations and will also closely monitor the budget of CSH. SWAs were also encouraged to organise more welfare activities, song/drawing competitions and to set up a musical group composed of public officers so as to enable public officers maintain a work life balance and contribute towards a positive work climate.

For its part the Staff Welfare Associations made proposals related to Sports & Keep fit Activities, Recreational & Leisure Activities and Literary & Cultural Activities. Among the proposals were: organised visits to foreign countries like India, Singapore, Malaysia or China, mini-cruise - visits around the island, tours by helicopters which are normally organised by Air Mauritius and outing on catamaran, the organisation of a Fashion Day where public officers will get the opportunity to show their talents.
Bien-être et détente à la Civil Service House de la Public Officers’ Welfare Council

Ce lieu de rencontre inauguré le 21 décembre 2012 a été spécialement imaginé pour les fonctionnaires. Ces derniers peuvent s’adonner à plusieurs activités allant du yoga à l’aérobic en passant par la pétanque et la danse Zumba.

C’est dans une ambiance conviviale et bon enfant que la Civil Service House a été inaugurée. Entouré du Vice Premier ministre et ministre des Infrastructures Publiques Anil Bachoo, du ministre de la Santé Lormus Bundhoo, du ministre de l’Environnement Dev Virahsawmy, du President de la Public Officers’ Welfare Council (POWC) Dev Ruhee et de hauts fonctionnaires entres autres invités, le ministre de la Fonction Publique et des Reformes Administratives Sutyadeo Moutia a exprimé sa joie de voir se concrétiser ce projet qui bénéficiera à tous les fonctionnaires. La POWC qui œuvre pour les retraités de la fonction publique. « Lorsque j’ai pris les rennes du ministère de la Fonction Publique et des Reformes Administratives l’année dernière, j’ai décidé que ce projet devait se materialiser. C’est un site idéal pour un club house, » a ajouté le ministre Sutyadeo Moutia. Il a aussi exprimé sa gratitude aux ministres présents d’avoir répondu à l’appel de son ministère pour la mise en œuvre de ce projet. « Aujourd’hui nous avons un bâtiment rénové doté d’équipements de remise en forme. Je suis convaincu que les fonctionnaires en feront bon usage. »

Le Vice Premier ministre et ministre des Infrastructures Publiques Anil Bachoo a dit noter avec fierté que le bâtiment qui était auparavant délabré a aujourd’hui été converti en un lieu convenable en collaboration avec les ministères concernés. « Encourager les fonctionnaires à se rendre au Civil Service House est une autre paire de manches. Ce lieu devra s’animer et vibrer d’activités, » a-t-il souhaité. Après le lancement du magazine souvenir de la POWC et le dévoilement d’une plaque commémorative, les invités ont été conviés à un ‘Get Together’ animé par des démonstrations de Tai Chi, Karate et de la danse Zumba.

Les fonctionnaires ont ainsi leur lieu de détente, loin du brouhaha de la trépidante ville de Vacoas. Situé près du terrain de foot du Gymkhana, ce centre se dévoile après une laborieuse remise en état qui aura duré deux ans. Jardin réaménagé, espace repensé, les lieux respirent la sérénité et le calme. Pourtant ce petit coin de paradis était en état d’abandon il y a deux ans de cela. En témoigne Shakeel Bundhoo, secrétaire de...
la POWC : « Le bâtiment était en piteux état. La moisissure avait tout recouvert. Et que dire du sol abîmé, des fils électriques qui pendaient et de la plomberie défaillante... Nous avons pu remettre les lieux en état grâce à un travail méticuleux et de longue haleine. »

Aujourd’hui le centre dispose d’une cuisine aménagée selon les normes, d’une spacieuse salle de conférence et d’un bureau pour les besoins administratifs. Face à une demande croissante de nombreux employés de la fonction publique souhaitant s’adonner au yoga, un porche donnant sur un magnifique jardin a été construit. Outre le yoga, les amateurs de remise en forme peuvent y pratiquer le Tai Chi ou encore l’aérobic.

Le jardin autrefois négligé a été complètement redessiné. Elle se compose maintenant d’un kiosque en bois et au toit en bardeaux qui domine les lieux, d’un jardin d’enfants et d’un boulodrome, le tout savamment orchestré par la National Development Unit du ministère des Infrastructures Publiques et du ministère de l’Environnement. La Civil Service House a également d’autres vocations. Elle se veut être un lieu de rencontre pour les différents Staff Welfare Associations des divers ministères. « Elles pourront organiser leurs réunions, comités ainsi que des ateliers de travail ici, » ajoute Shakeel Bundhoo.

Les employés de la fonction publique n’ont plus aucunes excuses. Parmi les résolutions de la nouvelle année 2013, ils peuvent désormais ajouter sur la liste la Civil Service House.

Bindu BOYJOO

L’équipe était composée des Officiers Jayshree Bussawon, Shridevi Conjobeeharry, Priyadarshini Sauba, Amrita Jamodhee et de Shamine Moosuddee, secrétaire confidentielle du ministre de tutelle.

« Nous aurions souhaité être parmi les trois premières, mais par manque d’expérience ce but n’a pu être atteint. Le résultat est quoique honorable car la plupart d’entre nous jouait pour la première fois en compétition, » souligne Amrita Jamodhee, la Team Leader de l’équipe féminine de badminton.

Elles se sont inscrites au tournoi de badminton organisé par le Public Officers Welfare Council pour le fun. A l’arrivée l’équipe féminine de badminton de la Fonction Publique a décroché la quatrième place et découvert un sport ludique et très physique.

Lors de son allocution le ministre de la Fonction Publique et des Réformes Administratives Sutyadeo Moutia a félicité ceux et celles qui ont participé au tournoi tout en encourageant les...


La coupe remportée par l’équipe du ministère de la Fonction Publique et des Réformes Administratives trône à tour de rôle dans l’un des bureaux des joueuses.

Shamine Moosuddee l’a posé sur un placard, là où les visiteurs peuvent la voir et l’admirer. Cette dernière affirme que ce qu’il faut retenir lors de cette compétition c’est n’est pas le fait d’avoir perdu la médaille de bronze. « Pour moi le plus important c’est cet esprit d’équipe qui a duré pendant la compétition et les entraînements. Le badminton nous a aussi apporté une panoplie de bienfaits, » dit-elle. Ce jeu, poursuit-elle, permet l’endurance puisque les échanges de badminton peuvent être longs, de travailler ses muscles, d’améliorer son souffle et son rythme cardiaque, son adresse, sa réactivité et sa concentration ... « J’ai plaisir à pratiquer ce sport car c’est un dépassement de soi a chaque point. Il faut lutter pour remporter un point en parcourant des kilomètres, confie-t-elle.

Les joueuses du ministère de la Fonction Publique et des Réformes Administratives n’ont pas démérité et se classent 4ème au tournoi de badminton

L’équipe féminine du ministère de la Fonction Publique et des Réformes Administratives remercie le ministre Sutyadeo Moutia pour le soutien accordé ces trois derniers mois. Leur souhait maintenant c’est de pouvoir continuer à pratiquer ce sport qu’elles ont appris à aimer. C’est le cas de Jayshree Bussanw : « Le badminton est un sport accessible ou règne une forte convivialité. C’est un sport complet qui permet de s’entretenir de manière ludique. » Comme elle, les autres joueuses amateurs de la Fonction Publique n’attendent que le moment de retrouver un terrain et de faire voler ces cinq grammes de plumes.

Bindu Bayjoo
Public Officers’ Welfare Council—Tournaments

J. Nehru Hospital bags the trophy in the Civil Service group while the Police Headquarters wins the Disciplined Force group

**FOOTBALL TOURNAMENTS 2012**

41 teams participated in the two Football Tournaments for male Public Officers namely the Disciplined Force Tournament (for officers in the Disciplined Force); and the Civil Service Tournament (for officers in the Civil Service in general). 27 teams participated in the Civil Service Tournament and 14 teams in the Disciplined Forces Tournament. Both Tournaments were played on league-cum-knock-out basis.

Matches were played at the Gymkhana Grounds, Vacoas, Auguste Volaire and Germain Commarmond Stadia. Tournaments started on 01 March 2012 and matches were officiated by Referees and Assistant Referees from the Mauritius Football Association.

The finals were played on 28 June 2012 at the Police Department Football Ground, Line Barracks, Port Louis.

In the Civil Service group, J. Nehru Hospital defeated Ministry of Public Infrastructure (Drawing Office) while Police Headquarters beat Special Support Unit in the Disciplined Force Group.
SCRABBLE COMPETITION 2012

Mr. D. Dina and Mr. P. Bhujohory winners in the two categories

Mr. D. Dina of the Ministry of Health & Quality of Life and Mr. P. Bhujohory of the Ministry of Agro Industry, Food Security have won the 4th edition of the annual scrabble competition in categories A and B respectively.

90 Public Officers from different Ministries/ Departments participated in the competition. The preliminary round constituted of 8 pools. Matches were played on a knock out system at the Sir Abdool Razack Mohamed SSS.

Mr. D. Adjodha, Senior Youth Officer at the Ministry of Youth and Sports acted as Technical Coordinator for the Competition.

After the first round 2 pools were constituted and divided in two respective competitions with the winners in Group A and the runners up in Group B.
Winners of the 2012 edition

The 17th edition of the Culinary Exhibition was held in collaboration with the Ecole Hôtelière Sir Gaetan Duval on Thursday 04 October 2012 in Sir Harilal Vaghjee Memorial Hall with a view to promoting healthy eating habits and to combat non-communicable diseases.

27 Public Officers presented 78 dishes in the following categories:
• Starter;
• Main Course; and
• Dessert

The winners in each category were as follows:

Starter Category: Mrs. Ameeta Chemben, Ministry of Health & Quality of Life

Main Course Category: Mrs. Jagadamba Charoux, Ministry of Agro Industry & Food Security

Dessert: Mrs. Zainah Bolah, National Audit Office

Mrs. Zainah Bolah was also awarded a course in basic foot preparation sponsored by Ecole Hôtelière Sir Gaetan Duval.
Some 100,000 visitors attended the 19th edition of the Civil Service Kermesse held on Sunday 28 October 2012 at Gymkhana, Vacoas.

The Civil Service Kermesse is one of the most popular activities of the Council. The main objective of the Kermesse is to enable public officers, their families and the public in general interact in a friendly and relaxed atmosphere. The Kermesse also enables Staff Welfare Associations of various Ministries/Departments raise fund for the benefit of their members.

56 stalls were put at the disposal of Ministries/Departments/Staff Welfare Associations, sponsors, the Blood Transfusion Service of the Ministry of Health & Quality of Life and media partners.

The following activities were organised: display of a helicopter of the Police Department; display of fire fighting lorry of the Fire Services; bouncing castles and cycling track for children; selling of foodstuffs, drinks, clothing items, green plants and other fancy goods and fun games and animations.
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