



MINISTRY OF CIVIL SERVICE AFFAIRS  
AND ADMINISTRATIVE REFORMS  
MAURITIUS

19 June, 2003

Circular Letter No. 22 of 2003  
E/60/28/08/05 V2

From: Secretary for Public Service Affairs

To: Supervising Officers in Charge of Ministries/Departments

Review of Financial Management Manual

As you are aware, five Task Forces were set up in August 2001 in order to assist this Ministry in the Civil Service Reform initiatives under way. In this context, the Task Force on Financial Management has set up five sub-committees to look into specific issues, including the reviewing of the Financial Management Manual (FMM).

2. The Financial Secretary had issued a circular letter (Ref. MFC/1/43) dated 7 January 2003 to Accounting Officers inviting their views and suggestions on those parts of the FMM which need to be updated or reviewed. It has been reported to the Ministry that very few responses have been received so far.

3. You will no doubt appreciate that there is an urgent need to re-visit some of the existing provisions in the finance and stores legislation and procedures, as reflected in the FMM, to bring them in line with practices based on financial accountability and financial integrity so as to respond to the needs of a dynamic Public Service for better efficiency and effectiveness.

4. Since the Sub-Committee responsible for the updating of the FMM is finalising its recommendations, it would be appreciated if your suggestions, if any, on the reforms to be brought to the financial management system could be submitted to the *Administrative Reforms Unit of the Ministry of Civil Service Affairs and Administrative Reforms, 7<sup>th</sup> Floor, New Government Centre, Port Louis, by Monday, 30 June 2003.*

(D.P. Ruhee)

Secretary for Public Service Affairs

Copy to:  
Secretary to Cabinet & Head of the Civil Service

## Guidelines on the Annual Public Sector Counter Service Awards Scheme

### Scheme Details

#### 1. Introduction

The purpose of these guidelines is to provide information to Ministries and Departments on the Counter Service Awards Scheme in the Public Sector. It outlines the application procedure, submission of entries and reporting format, selection and evaluation, assessment criteria, adjudication process and the award structure.

#### 2. Rationale for Awards

One of the reform projects mentioned in the Ministry's Action Plan 2001-2003 "Towards the Modernization of the Public Service" is the introduction of an Annual Counter Service Awards Scheme. The primary aim of the award is to recognize the achievement of Ministries/Departments in providing effective customer service through counter services and to further promote a customer-focused culture in the Public Service.

In order to promote and sustain the momentum of providing good customer service through counter services, the Ministry of Civil Service Affairs and Administrative Reforms, in collaboration with the Mauritian Quality Institute is launching the Annual Counter Service Awards Scheme as from this year. Such awards, will encourage Ministries/Departments to provide quality, efficient and cost-effective customer services. These awards would be given to Ministries/ Departments which have undertaken improvement efforts and have excelled in customer service. All Ministries/Departments, irrespective of their staff size and nature of services, can compete for the Award.

There will be one Award for the Police Department and one for the Health Sector to recognize improvements in the two most visible departments in the public eyes.

#### 3. Objective of the Awards

The main objectives of giving the "Public Sector Counter Service Awards" are -

- To promote a quality service and customer-focused culture in the Public Service
- To publicize and recognize the achievements of Ministries/Departments in the pursuit of excellent customer service
- To provide a high level of public recognition and support for public sector institutions to improve performance
- To further motivate Ministries/Departments and their staff to strive for continuous improvements in serving the community
- To foster healthy competition leading to the improvement of the quality of service rendered by public sector organisations.

#### 4. Assessment Criteria

The assessment criteria for the awards will be based on the three main areas of Quality, Efficiency and Cost Effectiveness focusing on key indicators/attributes pertaining to customer focus, leadership and team spirit, process management, system improvement, innovation and application of information technology, productivity and the effective use of resources. All entries will be assessed according to the following detailed criteria:

Selection Criteria	Examples of Indicators	Weightage per Sub-Criteria	Weightage as per Self-Assessment
(B) Efficiency	<b>PROCESS MANAGEMENT</b> WEIGHTAGE: 100%		
	<b>Process Management</b> <ul style="list-style-type: none"> <li>Efficient and accurate service delivery with user-friendly procedures 15%</li> <li>Upkeeping performance pledges and pursuing continuous improvement 15%</li> </ul> <b>System Improvement</b> <ul style="list-style-type: none"> <li>Work process/systems re-engineered to achieve greater efficiency and to reduce process time 15%</li> </ul> <b>Innovation and Application of Information Technology</b> <ul style="list-style-type: none"> <li>New technology applied to work process to achieve higher productivity and to add value for customers. 10%</li> <li>Application of innovative ideas to bring improvement in the delivery of service 15%</li> </ul> <b>Productivity</b> <ul style="list-style-type: none"> <li>Measures to increase productivity. 30%</li> </ul>		
(C) Cost-Effectiveness	<b>WEIGHTAGE: 100%</b>		
	<ul style="list-style-type: none"> <li>Effective use of resources to enhance service output while maintaining satisfactory standard of service 60%</li> <li>Savings achieved through service re-engineering process and other measures without affecting the quality and efficiency of service 40%</li> </ul>		
	<b>Total Weightage:</b>	<b>500%</b>	

#### 5. Allocation of Score

Total assessment criteria will carry 500 points as the full score. Apart from the Ministry's/ Department's current achievement on the above three criteria, improvements made by Ministries/ Departments in the last two years will also be recognized in calculating the score.

#### 6. Awards

A total of 9 prizes will be given as follows-

**Details of Assessment Criteria**

Selection Criteria	Examples of Indicators	Weightage per Sub-Criteria	Weightage as per Self-Assessment
(A) QUALITY	(i) CUSTOMER FOCUS AND (ii) LEADERSHIP AND TEAM SPIRIT TOTAL WEIGHTAGE: 300%		
	<p><b>Customer focus (200 %)</b></p> <ul style="list-style-type: none"> <li>• Facilities for customers (Proper notice boards/ directional signs, enquiry counters, clean and well-ventilated waiting area, suggestion box, counter opening at specified times and availability of appropriate forms, guidelines/pamphlets regarding service). 40%</li> <li>• Effective system to understand customers expectations and to obtain customer feedback 30%</li> <li>• Measures/new services to address customer needs 30%</li> <li>• Customer Satisfaction on the services provided 40%</li> <li>• Positive step to turn customers requests/complaints into opportunities for improvement 30%</li> <li>• Setting services standards for delivery through customer charters 30%</li> </ul> <p><b>Leadership and Team Spirit (100%)</b></p> <ul style="list-style-type: none"> <li>• Strong leadership in encouraging teamwork and motivating staff to improve service delivery 10%</li> <li>• Clear departmental strategies on service enhancement 10%</li> <li>• High team spirit 15%</li> <li>• Staff with high morale, strong satisfaction and active involvement in improving customer service 15%</li> <li>• Effective communication channels on service enhancement policy of within the department 10%</li> <li>• Priority in provision of training and development of staff 10%</li> <li>• Promotion of a good image of the Ministry/Department and Public Services. 10%</li> <li>• Establishment of good public relations with customers, general public and media. 20%</li> </ul>		

- A grand prize of Rs 100,000/- will be awarded to the overall winner. A challenge shield will also be offered by the Mauritian Quality Institute;
- An award of each assessment criterion;
- A Best Public Image to the Ministry/Department which obtains the highest votes from the public in each group (3 prizes);
- An Award for the Health sector (1 prize);
- An Award for the Police Department (1 prize);
- Each winning Ministry/Department will receive a trophy and a cash allocation of the following value to be credited to the respective Ministries/Departments Staff Welfare Fund Account.

Awards	Value of Cash Allocation
Grand prize – Excellent Counter Service Award	Rs 100,000
Award under each assessment criterion (3 x 30,000)	Rs 90,000
Best Public Image Award (3 x 30,000)	Rs 90,000
Award to the Police Force	Rs 50,000
Award to the Health Sector	Rs 50,000
<b>TOTAL</b>	<b>Rs 380,000</b>

All participating Ministries/Departments will be awarded a certificate in recognition of their efforts in achieving quality customer service and making a submission for entry to the Awards Scheme.

#### 7. Adjudication Process

The adjudication process comprises two stages -

##### STAGE ONE

##### (a) Evaluation of submissions and Assessment Visits

- A team will be appointed to conduct site assessment and interview visits to all participating Ministries/Departments with the findings submitted to a screening panel comprising a representative of the Ministry of Civil Service Affairs and Administrative Reforms, the Mauritian Quality Institute Representatives and Representatives from the unions. The purpose of the site visit is to allow the Ministries/Departments to provide insights and information beyond what is described in the application report. It will also facilitate the site visit team to verify and clarify the information provided in the application report. The screening panel will examine and assess all submissions after taking into consideration the findings of the assessment visits.

- The Report will then be forwarded to the Grand Jury.

##### (b) Public Voting

Members of the public will be invited to participate in the selection of winning departments. The Public will also be allowed to vote through telephone hotline; this process will be managed by the Mauritian Quality Institute (MQI).

##### STAGE TWO

An adjudicating panel acting as the Grand Jury will select the Ministry/Department of each group winning the overall grand prize. The composition of the Adjudicating Panel will be as follows:

Chairman: Secretary for Public Service Affairs

Members: 1 Senior Government Official appointed by the Ministry of Civil Service Affairs and Administrative Reforms  
3 representatives of the Mauritian Quality Institute  
1 representative of Civil Service Unions.

8. Implementation Schedule for Annual Public Sector Counter Service Awards Scheme Starting from 2003

The implementation schedule will be as follows:

- |   |                    |
|---|--------------------|
| (a) Invitation for application/submission of entries by Ministries/ Departments.  | First week of July |
| (b) Closing date for submission of applications   | 31 July            |
| (c) Evaluation of entries and conduct of assessment and Interview visits  | Aug – Sept         |
| (d) Voting for Best Public Image Ministry/Department  | September          |
| (e) Evaluation of final reports and selection of Ministries/Departments by the Adjudicating Panel for the Award                                     | October            |
| (f) Submission to Grand Jury  | October            |
| (g) Presentation of Public Sector Counter Service Awards by the Prime Minister and the Minister of Civil Service Affairs and Administrative Reforms | Mid-November       |

9. Participation Form/Submission of Entries

Applications for award under the Public Sector Counter Service Award Scheme should be submitted through the Head of Ministry/Department. Participation form at Appendix B must be filled in and signed by the respective Head of Ministry/Department.

10. Application Report and Self-Assessment

Every application for the award must contain a brief write-up in the form of an application report, which would include two parts as follows:

Part 1

A brief description of the Ministry/Department pertaining to the following items:

- Vision and Mission
- Structure of the Ministry/Department (organization chart)
- Functions/Activities of the Ministry/Department

Part 2

A brief description of the overall performance, that is a self-assessment report, of the Ministry/Department in the provision of customer service must be presented. It must also elaborate on the improvements made by the Ministry/Department over the last two years pertaining to the assessment criteria, as outlined at item 4 of these guidelines. The write-up should be brief, concise and factual (about 1,500 to 2,000 words) providing specific information and examples on projects and initiatives

undertaken and results achieved under each assessment criterion (self-scoring). Statements should be supported with data where appropriate. The use of tables and graphs is encouraged.

The entrant is also required to provide a brief summary (around 200 words) on the outstanding services provided.

11. All entries should be submitted to:

Administrative Reforms Unit  
Ministry of Civil Service Affairs and Administrative Reforms  
7th Floor, New Government Centre  
Port Louis.

12. Notes

- The decision of the Adjudicating Panel will be final and binding.
- The Ministry of Civil Service Affairs and Administrative Reforms reserves the right for the interpretation of the guidelines and to make any changes to the implementation of the Scheme without prior notice.

13. Exhibition and Prize Presentation Ceremony

Prizes for the "Excellent Customer Service Award", 'and other Awards' will be presented by the Prime Minister and the Minister of Civil Service Affairs and Administrative Reforms to the winners at an Awards Ceremony to be held in mid-November and to which all participating Ministries/Departments will be invited. It is also proposed to hold an exhibition as part of the celebration of the *Quality Day of the Public Service*.

14. Enquiries

For enquiries, please contact:

Administrative Reforms Unit  
Ministry of Civil Service Affairs and Administrative Reforms  
7th Floor, New Government Centre  
Port Louis.

Tel: 201-1434

Fax No. : 212-9528

Email: [mcsa-ar@mail.gov.mu](mailto:mcsa-ar@mail.gov.mu)

Ministry of Civil Service Affairs and  
Administrative Reforms  
PORT LOUIS

01 July, 2003

**PARTICIPATION FORM FOR PUBLIC SECTOR COUNTER SERVICE AWARDS  
(PSCSA) SCHEME**

to be submitted to the Administrative Reforms Unit, Ministry of Civil Service Affairs and  
Administrative Reforms, 7th Floor, New Government Centre, Port Louis. Tel: 2011434 Fax:  
2528 E-mail: mcsa-arur@mail.gov.mu

*Details of Ministry/Department applying for award*

Name of Ministry/Department: .....

Address: .....

Fax: .....

Postal address: .....

Name of Head of Ministry/Department: .....

Designation: .....

Signature of Head of Ministry/Department: .....

Note: This participation form should be submitted along with the application report outlined in item 10 of  
'Guidelines for Public Sector Counter Service Awards Scheme'.

*Name of Parent Ministry/Department (where applicable)*

Address: .....

**Office Use Only**

PSCSA .....

Application received: .....

Acknowledged: .....