

e-Newsletter



Ministry of Public Service, Administrative and Institutional Reforms

Republic of Mauritius

A professional public service committed to excellence

Issue 1- December 2020

PUBLIC SECTOR TRANSFORMATION



- Gearing up to New Frontiers in Public Sector Business Transformation

- The I-Council Project of Moka District Council

- Public Value Theory for a Successful Digital Transformation



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Special Note:

The second edition of the e-Newsletter will focus on "Occupational Safety and Health". The Ministry of Public Service, Administrative and Institutional Reforms would welcome submissions on the theme from Public Officers to be considered for publication.

All submissions are to be made on mcsa-arun@govmu.org.

Disclaimer

Articles appearing in this e-Newsletter reflect the views of the authors and not necessarily those of the Ministry of Public Service, Administrative and Institutional Reforms (MPSAIR).

The MPSAIR would like to place on record the valuable advice and support from Mr Pradeep Goburdhane, Principal Information Officer, Government Information Service (GIS).



INTERVIEW OF THE MINISTER OF PUBLIC SERVICE, ADMINISTRATIVE AND INSTITUTIONAL REFORMS

Hon Teeruthraj Hurdoyal

2020 has been a difficult year for all of us. Mauritius, like many other countries across the world, has been hard hit by the consequences of the COVID-19 pandemic. This unpredictable event has deeply impacted our personal lives but also our working environment.

1. After one year as Minister how would you assess the situation in the Civil Service?

I must admit that I am impressed by the resilience and the capability of our public sector in juggling so well with this black swan, despite the fact that most of our public officers had to adapt to a new working concept which is working from home.

Our front-liners in the Health Sector and the Mauritius Police Force responded admirably and were on duty all throughout the crisis. I wish to seize this opportunity to pay tribute to all those who demonstrated patience and commitment in serving the people of our country, especially during the lockdown.

2020, has also been marked by a number of achievements. Among which, the implementation of the Public Sector Business Transformation Strategy to ensure that the Public Service is at the forefront of innovation and technology and driven by an organisational culture geared towards performance and excellence.

We have also successfully embarked in the promotion of a lean, flexible and citizen-centric Public Service, which upholds the principles of good governance and ethics. The Civil Service College Mauritius will be operational shortly. Just to mention these few achievements.

My appreciation goes also to the Public Officers Welfare Council, which continues to organise activities for the welfare of our public officers.

I reiterate my utmost commitment and my unflinching support in ensuring that the Public Service continues to play its role.

2. Trade Unions have indeed a major role in the smooth running of the service. How would you define your relationship with the trade unionists?

Trade unions have indeed an important role to play in the smooth running of the public service. Personally, I

believe that it is important for the trade unions to be involved in the policy discussion because we need to ensure that all changes made in the Public Service, always protect the welfare of our public officers.

Trade Union is often referred to as the link between public officers and the management. Therefore, they have an essential role to play when it concerns the rights of our public officers and their welfare. This is why I believe that it is imperative that there is a good and harmonious relationship established between the Minister and trade unions.

Since I was appointed Minister, I have had several meetings with trade unionists to discuss issues pertaining to the Ministry and the betterment of our public.

Recently, I have been meeting them individually to share our views and discuss how we can work together to transform the Public Service. Recently, I have been meeting them individually to share our views and discuss how we can work together to transform the Public Service. I must say that each and every trade unionist that I have met till now has expressed their satisfaction and has demonstrated their willingness to collaborate fully.

3. Lately, in certain quarters there has been an outcry for major reforms in the public sector. What are your views?

We are in the process of bringing major reforms to transform the public sector and one of our topmost priority is the implementation of the Public Sector Business Transformation Strategy. However, it is a process that takes time. The transformation has not only already started but we have also started to see good and encouraging results.

We are relentlessly working to enhance the standards in public service delivery, ensure that the Public Service is at the forefront of innovation and technology and is driven by an organizational culture geared towards performance and excellence. I am convinced that we are moving in the right direction and we will undoubtedly achieve this objective.

I would seize this opportunity to express my firm commitment and determination to ensure that this Ministry relentlessly pursues its transformative journey towards a World Class Public Service.



MESSAGE FROM THE SECRETARY FOR PUBLIC SERVICE

Swaminathan Ragen

As Secretary for Public Service, I am delighted to contribute to the first edition of the quarterly e-Newsletter of the Ministry of Public Service, Administrative and Institutional Reforms. Already, I had hinted in the special edition of the e-newsletter on Covid-19 on the need to transform and reinvent the Public Service as the “lockdown” period has crudely exposed the weaknesses and challenges on the manner we are organised and functioned.

Public Sector Transformation is a relatively new concept even when we refer to literature from scholars and practitioners. In contrast, “reforms” is a more widely accepted terminology and has been consistently used in the context of the Mauritian Public Service. Whilst Reforms is an incremental and prudent approach towards change, transformation is more about radical changes which has the potential to disrupt a system in a positive way and is sometimes associated with the term “creative destruction”.

This is why many express some degree of cynicism when the subject matter is canvassed. At times, it takes some effort and persuasion to convince the sceptics on our vision of a “whole-of-Government” approach towards public service delivery.

However, Public Sector Transformation is high on the Agenda of Government as it occupies a prominent place in Government Programme 2020- 2024. The implementation of the Public Sector Business Transformation Strategy is devolved upon this Ministry. As I have a natural aversion towards half-baked strategies and shallow rhetoric, I can assure you of the high standard of rigour applied in ensuring that the Mauritian Public Service is on the right path of its transformation process. In fact, I have to time and again set my foot down at the Ministry on a number of aspects such as on the novel work-from home scheme, job rotation policy, digital transformation and the functioning and effectiveness of Transformation Implementation Committees at the level of Ministries and Department.

Closing the gap between our ideals and hard realities

How to close the gap between our ideals in setting a gold standard in public service delivery and the hard realities on the “ground”? Here, we have some key milestones to achieve. First and foremost, the kindle for transformation should come from within every one of us. It is about the way you would treat the Public in the same manner you would like people to treat you. Transformation is about nurturing an attitude of sharing, teamwork and a collective resolve to achieve more than the sum of individual efforts. It is also the upholding of the ethos of the Public Service such as performance, selflessness, integrity and maintaining political neutrality at all times.

National Planning and Results Committee

Equally important is about the reengineering of our obsolete, labour intensive and manual processes and to leverage on Digital Transformation platforms in such areas as Electronic Document Management System (EDMS), e-HR, e-Health, e-Education and e-Social Security.

To this end, I will soon chair a dedicated meeting of the “National Planning and Results Committee” focused on a fit-for-purpose Digital Transformation Strategy in order to support Ministries and Departments in ensuring that they prioritise on their digital agenda.

Harnessing the potential of Artificial Intelligence

Surfing on a wave on disruptive technologies is also a priority area such as in harnessing the potential of Artificial Intelligence for better prognosis in critical health services, wearables to quell the scourge of Gender-Based Violence, QR Code for improving our messy Public Parking Services and Data Analytics for Strategic HR functions. These innovations have a deep transformative effect on Public Service delivery and it is at the very core of improving the quality of life of our citizens.

In this context, this Ministry is spearheading the Sandbox Initiative which is a key measure announced in Budget 2020-2021. Sandbox initiatives which are pre-commercial pilot projects are aimed at encouraging the adoption of disruptive technologies in Ministries and Departments through the process of “learning by doing”.

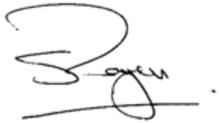
Moreover, this Ministry is leaving no stone unturned to shape up a knowledge based Public Service for a paradigm shift in public service delivery. In this context, the Ministry is sharpening its strategy on capacity building and capability development with focus on industry-led certifications and Massive Open Online Courses (MOOCs) offered by leading global universities.

3 Key Performance Indicators (KPI)

In order to gauge the effectiveness of our strategies and actions, Government has decided to set three Key Performance Indicators (KPI) to be achieved by all Ministries and Departments. These relate to the exclusive adoption of the e-Procurement platform for the procurement of public goods and services, the conduct of two (2) Corruption Risk Assessment per year and the utilization of ninety (90) percent of the training budget allocated. Two more KPIs on Work from Home and the Greening of the Public Service are envisaged.

Our contribution to the transformation journey is to build a greater edifice of the Public Service knowing full well that nothing that we can ever contribute would ever be enough.

I wish you a pleasant reading.



The intense innovation activity ignited by the global pandemic shows that some 'elephants' can dance when they must. Indeed, our Public Service has clearly demonstrated resilience and flexibility by being able to adapt itself to new challenges and work patterns more than we could have imagined a few months ago.

The prime objective during the "lockdown" period was to provide efficient Government services to the nation. The outcome has been unequivocal - a "Covid-safe" country since April last. It is with great resolve that we are, relentlessly and through a collaborative approach, waging an uphill battle against the escalating setbacks of the pandemic so as to minimise its impacts on the social and economic landscape.

As uncertainty hopefully abates, there is a pressing need for a new trajectory on approaches to transformation and innovation in the Public Sector.

Focused meeting on Public Sector Business Transformation

In this context, the Ministry of Public Service, Administrative and Institutional Reforms has set up under the chair of the Secretary for Public Service a focused meeting on Public Sector Business Transformation in order to gear up public service delivery to another level of service delivery in the face of these unprecedented times.

The objective is to ensure that each and every Public Officer is able to contribute to build a greater edifice of the Public Service and bequeath a proud legacy to the future generation.

The Context

The responsiveness of Public Service towards the crisis situation was first put to test during the period of confinement which spanned from March to May 2020. During that period, the MPSAIR has devised a set of guidelines and procedures set out in Circulars which were made available to Ministries and Departments.

These ranged from the adoption of the SMS based platform, Work from Home concepts, flexitime, data analytics on the Human Resource Management Information System and digital collaborative platforms on Microsoft Teams, amongst others.

Such an unprecedented situation is a stark reminder that bold transformation of the Public service is no longer a choice and it is now the time to correct our systemic weaknesses and act boldly and rapidly.

Some impactful Initiatives

Re-energising Transformation Implementation Committees

The 40 Transformation Implementation Committees (TICs) set up in Ministries and Departments are the driving force in our transformation journey for an efficient, knowledge-based and citizen-centric Public Service. The Public Sector Business Transformation Bureau has recorded more than 270 Business Transformation Initiatives (BTIs) which are grouped under the 10 implementation pillars of the Public Sector Business Transformation Strategy. These BTIs serve as a valuable input to foster a "Whole-of-Government" approach towards transformation of the Public Service.

The MPSAIR is coming forward with a Performance Contract for TICs in order to give a new impetus to its functioning. The objective is to come up with measurable indicators on Transformation Initiatives initiated at the level of each Ministry and Department which has a potential to instil a culture of efficiency, collaboration, transparency and accountability thus contributing to set the gold standard for a modern and responsive Public Service.

A half-day training session was conducted in two batches on 19 August 2020 on the use of Key Performance Indicators (KPIs) features on the Management Information System (MIS) which is managed by the Public Sector Business Transformation Bureau.

The implementation of the above KPIs would be closely monitored and progress would be reported to Cabinet on a quarterly basis.

In line with its mandate, the MPSAIR is proposing to come up with two additional Key Performance Indicators by December 2020.

Institutional Reforms

The MPSAIR has been entrusted with the mandate of Institutional Reforms in line with the vision of Government to render Public Sector Organisations more agile and responsive to the needs of the population. Moreover, the profound impact of digital transformation on organisations call for a deep rethink of the "future of work", a term invoked in recent years in relation to opportunities and challenges of technological disruption. Such situation calls for reskilling and upskilling of human capital as well as a realignment of organisational setups.

Monitoring Key Performance Indicators in Ministries and Departments

In July 2020, Government decided that the performance of Ministries and Departments be gauged in the following areas in line with objectives set in the Public Sector Business Transformation Strategy (PSBTS):

SN	Key Performance Indicators	Implementation Pillar(s) of the PSBTS	Target to be Achieved
1.	Proper use of Training Budget allocated to Ministries/ Departments.	Capacity Building and Capability Development	90 % of funds utilised.
2.	Use of e-Procurement System by Ministries/ Departments	Business Transformation; Innovation & Acceleration; Smart Process; Performance; and Implementation.	100 % use of the e-procurement platform.
3.	Conduct of Corruption Risk Assessment (CRAs)	Strong Governance and Institutional Arrangements.	2 CRAs per year.

In this context, the MPSAIR will soon engage with stakeholders to implement a rule-based framework for organisational reforms based on international best practices.

Such framework will enable the MPSAIR to assist Ministries and Departments in their quest to align organisational performance for optimal and citizen-centric service delivery in line with its mission, vision and values.

Strategic Human Resource Management

An efficient and responsive Public Service is reflective of our strategy in attracting, motivating and retaining diverse talent while fostering an organisation culture geared towards excellence. In this context, the MPSAIR will give new dimension to the Strategic Human Resource Management “function” which will leverage on existing HR expertise and digital tools for evidence-based HR Planning, succession planning, Talent Management and Knowledge Management and the establishment of proper recruitment and retention policies amongst others.

Reshaping the Human Resource Management Information System (HRMIS)

Undoubtedly, the Human Resource Capital of the Public Service remains the single most important asset. Whilst it acknowledged that there have been inroads in the implementation of the existing Human Resource Management Information System, yet the digitalisation

of processes in the field of Human Resource Management for operational HR functions to strategic HR planning has to be given a new impetus particularly in the wake of the “new normal” situation in which the Public Service will need to operate.

It is in this context, the MPSAIR is having a fresh approach to the speedy implementation of the HRMIS on a reengineered digital platform focussing on key HR functions such as Leave Management, Passage Benefits and Performance Management in order to provide flexible and round-the-clock facilities to our Public Officers and Management for enhanced efficiency and decision making.

Data Analytics

The HR database of some 57,000 Public Officers presently kept on the HRMIS is arguably the most comprehensive data set available in the Public Service that can be harnessed for advanced data analytics to look for trends and patterns for policy formulation on issues such as ageing workforce, rotation policies, succession planning, career development and manpower assessment.

In this context, the MPSAIR is working in close collaboration with the Data Analytics Unit set up at the level of the Central Information Systems Division of the Ministry of Information Technology, Communication and Innovation to harness bespoke digital tools for data analytics with the aim of devising short, medium and long terms plans.

About the Public Sector Business Transformation Strategy and the Public Sector Business Transformation Bureau

Public Sector Business Transformation Strategy

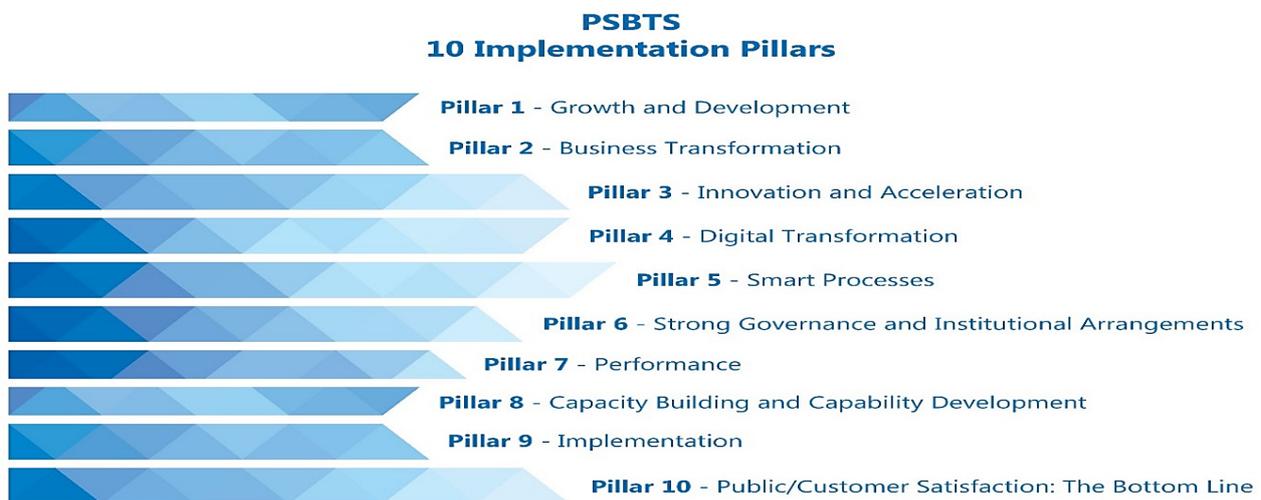
Developed with the assistance of the Commonwealth Secretariat, the Public Sector Business Transformation Strategy (PSBTS) was approved by Government in February 2017. The Strategy charts a clear roadmap for a Public Service 4.0 which underpins an adaptive, responsive, high performing, citizen-centric set up by leveraging on innovative technologies, lean and smart processes and a fit-for-purpose organisational structure.

Public Sector Business Transformation Bureau

The Public Sector Business Transformation Bureau (PSBTB), which operates under the aegis of the Ministry of Public Service, Administrative and Institutional Reforms has been set up as part of the recommendation of the Public Sector Business Transformation Strategy and is operational since May 2019. The Bureau has been entrusted with the mandate to drive, coordinate, evaluate and monitor the Business Transformation programmes, initiatives and processes in the Public Sector.

The Bureau also advises and supports the High-Powered Committee on Public Sector Business Transformation, the National Planning and Results Committee and the Transformation Implementation Committees set up at the level of each Ministry and Department.

The **PSBTS** has been built around **Implementation Pillars grouped in 10 thematic areas:**



The Pillars are the indicators and benchmarks on which progress, performance and results are monitored.



For more information, please visit our website

<http://civilservice.govmu.org>

S. Ramgolam

Assistant Director

Public Sector Business Transformation Bureau

Public Service, Administrative and Institutional Reforms

Succession Planning can be defined as a deliberate and systematic effort by an organisation to ensure leadership continuity in key positions, retain and develop intellectual and knowledge capital for the future, and encourage individual advancement.

PRESENT TALENT = FUTURE TALENT

Succession Planning ensures that:

- (i) Employees are recruited and/or developed to fill each key role;
- (ii) We operate effectively when individuals occupying critical positions depart;
- (iii) Managerial positions or hard-to fill roles are taken care of; and
- (iv) Alignment of bench strength for replacing critical positions.

Succession Planning is not a one-time event, or decided by an individual or reacting only when a position becomes vacant.

Importance of Succession Planning

Succession Planning gives a strategic consideration of internal candidates who can fill job vacancies. It helps to assess job requirements and skills of existing employees, and fill the gaps between needs and skills through training and development.

Guidelines for effective Succession planning

- Customised to suit the needs of the organisation
- Driven by the line function and HR executives
- Develop key candidates, in anticipation of future openings
- Training & Development
- Take into account the culture of the organisation
- Consistent with the future strategic direction of the company.

Steps in the process

- Phase 1: Identify key/critical positions
- Phase 2: Conduct Position Analysis
- Phase 3: Develop Succession Plan
- Phase 4: Monitor, Evaluate, Revise

The argument establishes that succession plans maximize business performance-based on having the right talent at the right time.

Benefits of Succession Planning

1. Long term sustainability
2. Establishing knowledge as a tangible asset
3. Decrease in the learning curve
4. Continued professional development of employees
5. A highly motivated, engaged workforce
6. A developed talent pool that can be drawn upon at any time for any reason

The role of Top Management in Succession Planning

The vision for Succession Planning and talent management must begin at the top and not be the sole responsibility of Human Resource Department. When top management is engaged in the process, it becomes a priority of the organisation and the odds of implementation are increased.

When top management is involved, every employee at every level will understand his or her value to the organisation.

Why Succession Planning fails?

Succession Planning is not effective when candidates are arbitrarily identified, and there is no strategic vision. Some top management have problems in dealing with the big picture and tend to concentrate on short term vision. There is also lack of transparency.

Advantages for Employees

Employees who know that the next role awaits them receive a boost to self-esteem and self-respect. This enhances their efficacy and value as an employee. Knowing the organisation's plans for your next potential opportunity - and that there is one—reinforces your desire for career development and career opportunities. This development is one of the areas that employees want most from their employers.

Advantages for Employers

You rely on staff to carry out the mission and the vision and to accomplish the goals of the organisation. The need to have replacement employees ready if you decide to promote employees or redesign your organisation enables you to make necessary changes without being hampered by a lack of replacements. This will also help if you are concerned about your ability to recruit new employees who have a specific skill set.

Knowledge About Employees Is Shared

Knowledge about key, skilled, contributing employees is shared with managers organisation-wide. This information allows managers to consider the widest number of candidates for any open job. It also emphasises with your employees that your organisation provides the career development opportunities they seek.

In the post-COVID-19 world, these trends may change or not. Nevertheless, employers who have adopted an effective Succession Planning system will be prepared for any recruiting environment.

According to Strategic Human Resource Management, "research on preparing for an ageing workforce has found that less than 40% of HR professionals said their employers were analysing the impact of workers over the age of 55 leaving their organisations in the next 10 years."

You want to capture the knowledge before it walks out of your door. Effective, proactive Succession Planning leaves the organisation well prepared for all contingencies. Successful Succession Planning builds bench strength, that is, identifying people who are ready to step into someone's shoes at the appropriate time under the appropriate circumstances with seamless transition.

"There is no stimulus like that which comes from the consciousness of knowing that others believe in us."

Orson Swett Morden

There is no success without a successor.

Mrs S. Millien
Manager, Human Resources
Ministry of Public Service, Administrative and
Institutional Reforms





SERVING OUR CITIZENS THROUGH INNOVATION

In line with the initiative of Central Government to modernise the Public Sector, through e-government, the Ministry of Local Government and Disaster Risk Management had embarked on an array of digitalisation projects and technological innovations, through an I-Council pilot project at the District Council of Moka, with a view to enhance management efficiency, effectiveness and improve service delivery.

The poles of transformation in the I-Council project were based on a paradigm shift of viewing Council's services and intervention in relation to a geographical point instead of a file based bureaucratic system. The shift consisted of moving from a constrained and static analogue system to a dynamic and unrestricted virtual system through the Geographical Information System, GIS technology. The second pole of transformation was to set up an Information System wide enough, in the size of an Enterprise Resource Planning, ERP system to capture and re-engineer all transactions involved in the processes of all service delivery having a direct impact on their scope, time and cost while providing wide possibilities of reporting and real time close monitoring.

The I-Council Project (i for Innovative) was launched at the District Council of Moka on 27 August 2018 by the Hon. Prime Minister, Mr. Pravind Kumar Jugnauth

The I-Council project is the driver of the E-Governance transformation for Local Authorities which englobes and integrates Geographical Information System, Project Management System, Financial Management

System, HR Management System, E- Licensing System, IMIS, E-Procurement System, Complaint Management System and Mobile Support System.

Components consisting the I-Council

The I-Council Project comprises the use of Global Positioning System (GPS), Geographical Information Systems (GIS) and a tailor-made Council Project Management Software (CPM) created in-house by the officers of The District Council of Moka and which has been successfully implemented. The Council Project Management (CPM) is a software designed for the Implementation and Fund Management of projects under implementation.

The main services provided by the Councils are covered by the following GIS systems:

- Council Project Management System, (CPM)
- Fleet Management System
- Scavenging Service Management System
- Drain Management System
- Maintenance of Asset Management System
- Road Management System
- Urban Planning Management System
- Street Lighting Management System
- Bare Land Management System



■ Council Project Management System (CPM)

The Council Project Management, (CPM) is a project management software developed by the District Council of Moka to organise and supervise projects being implemented at all levels which englobes legal, contractual, procurement and financial procedures of project implementation processes from conception to the payment phases. The system helps to control the expenses as well as provide detailed reports on progress achieved that are easily and timely generated. Deadlines and milestones on activities to be achieved are controlled through the system and alerts are prompted for remedial action to be taken to mitigate delays on projects. This software enables proper management of the resources and provides a convenient tool for decision making by the Council. The system optimises the deployment of the resources and funds in a more controlled manner to enable the Council to deliver its mandatory responsibilities efficiently throughout its jurisdiction.

■ Fleet Management System

The Fleet Management System enables the control of expenditure on the fleet of vehicles on a real time basis on GIS maps through the use of GPS devices and sensors. The system provides alerts on the deadline dates for maintenance of vehicles as well as renewal of certificates of vehicles and monitors the fuel consumption. Reports and graphs are automatically generated and issues related to vehicles are more easily identified for remedial action to be implemented in organising the fleet of vehicles of the Council.

■ Scavenging Service Automatic Monitoring System

The Scavenging Service Automatic Monitoring System provides real time monitoring of the scavenging works being carried on a digitized GIS map throughout the jurisdiction with the use of GPS installed on the scavenging lorries which enables better planning distribution and management of waste collection in a methodical manner for an efficient service delivery. An Integrated Reporting System is used to display the programme of scavenging service provided and identified zones for intervention to be promptly made. Nearly zero complaint for scavenging service has been achieved through the real time monitoring.

■ Drain Management System

The management of drain is carried out through the use of GIS map and GPS tags to identify all the drain in the jurisdiction. The cleaning and maintenance programme are monitored through the system which provide visual color codes for the status of the drain and work being carried out. The system provides automatic alerts for the work to be scheduled and reports are more easily generated for a more efficient service.

■ Maintenance of Asset Management System

All the assets of the Council have been surveyed and tagged with GPS coordinates and translated on a GIS map to enable the Council to properly identify and manage the maintenance of these assets as well as the cost involvement in all assets. Reports are easily generated for better planning and decision making by the Council.



Protocol for Complaints



District Councillors



Downloads



Photo Gallery



Public Notification



Senior Staffs



Events



Online Complaints

■ Road Management System

The Road Management System is the mapping of the road network under the jurisdiction of the Council through GPS and translated on a GIS map. The planning, management and monitoring of repairs and construction of roads is done through the system's platform.

■ Urban Planning Management System

The system enables the use of the GIS platform which compiles the requirement of the Planning Policy Guidance, PPG, planning norms and planning criteria from different planning instances for the assessment and processing of BLUP applications. By simply plotting the location of an application on the GIS, the system automatically generates a concise context plan to assess the suitability and feasibility of the application by giving precise information for the permit delivery exercise to be carried out more rapidly and efficiently.

■ Street Lighting Management System

The maintenance of the street lighting is carried out through the GIS system for identification of street lighting poles and a mobile app that allows

repairs carried out on site to be reported directly to the system from which automatic reports can be generated at any time. Better quality and more efficient service is therefore provided.

■ Bare Land Management System

Bare lands are managed through the use of the GIS system whereby identified bare lands are mapped and details recorded. Follow up is carried out by automatic scheduling and alerts for visits to be carried out and notices to be served in due time are generated by the system for an efficient service to be provided.

Implementation of I-Council in all Local Authorities

Following the decision of the Government on 16 March 2020, the District Council of Moka has been mandated by the Ministry of Local Government and Disaster Risk Management for the implementation of the I-Council in all local authorities to provide an effective optimised management system and an improved quality of service. The project is steered by the Ministry of Information Technology, Communication and Innovation.



PUBLIC VALUE THEORY FOR A SUCCESSFUL DIGITAL TRANSFORMATION

06

More Public Services do not always lead to more satisfied citizens



Dr. K. S. Sukon
Director-General
Open University of Mauritius

Even if citizens live in a safer environment while being healthier and living longer, there is a feeling of dissatisfaction among the public as if the black shadow of the white roses overshadowing the magnificent beauty of the flower. It should be noted that this is not the case in Mauritius only! OECD's cross-sectional survey conducted in 2018 in twenty-one of its member states, entitled "Risks That Matter", revealed that only a minority of the twenty-two thousand respondents were satisfied with the services offered by the Government. One of the key findings of this survey is the fact that sixty percent of the people stating that the Government does not consider their views when designing social policies. Therefore, designing social protection systems is not enough, it is important to restore trust and confidence in them.

Public Value Theory v/s New Public Management

The dissatisfaction may emanate from the prolonged focus on the New Public Management system that proposes to go for digital transformation in order to improve internal administrative efficiency. In order to establish a successful public service, we need to shift the focus from processes within the organisation aimed at production of services to those that create public value and meet the expectations of the citizens in line

White roses have often been associated with eternal loyalty. This has made them very popular in weddings. Unfortunately, even the white rose has a black shadow. Mauritius is well known for its generous social protection system. The bunch of white roses that our public service offers to its citizens including free health care, free education up to undergraduate level, free transport to students, free books up to Grade 9, and subsidised housing facilities amongst others.

with the Public Value Theory. With rapid advances in digital technology, it is certainly possible to transform the public service so that it fulfils the social needs and expectations of the people.

Several researchers have suggested several strategies for delivering public values. Due to its multidimensional effects, cloud computing is used to improve management of data flow by integrating isolated information. Another way to deliver public value is to view Government as a platform of interconnected platforms. All the organisations created by the Government including the Ministry, Department or Unit have their own platform. "Government as a Platform" strategy has been proved to be more responsive to the needs of the people as it does not only help to eliminate conflicting information and processes but it also promotes the joint creation of public values and development of innovative practices. For instance, with platforms similar to UK Government Digital Service (<https://www.gov.uk>), citizens would not only find most of the government services at one place, they would be required to input data once only and this can then be used on all platforms subject to necessary security clearance. The unique national identity card number should be sufficient for accessing all the social services and benefits. At a later stage, each person can have his/her own platform that can be linked to those managed by the Government. Public Value Theory provides a new paradigm for the management of public services with greater engagement with the citizens using digital technologies.



Dr Keith Robert Thomas
Director General,
University of Technology, Mauritius

Educational transformation has limitless possibilities. Yet across the world education is mainly structured according to age and in stages, for example, pre-school, primary, secondary, tertiary education conducted by educational establishments such as nurseries, schools, colleges, universities. The current global pandemic brought about dramatic educational transformation, at breakneck speed, with the move to distance, online and blended teaching and learning modes. For most education providers, this transformation demanded rapid upskilling and quick adaptation in terms of the use of technology and communication. For many teachers and educational establishments such transformation had not been meticulously planned, yet the transformations somehow took place. There was an acknowledgement that what was being put in place was not perfect, but educators were doing their best in challenging and unprecedented circumstances. The transformations have not stopped but are ongoing in a constant process of reflexive practice and sharing of good practice; a laudable and unique example of educational transformation taking place across the globe.

The opportunity for us all, as educators, is to apply the knowledge and skills gained from this experience of educational transformation to our educational establishments. We need to ask ourselves: how can my nursery, school, college, university deliver the best education possible to every learner? We are all in agreement that education is a central tenet of society. So how can we ensure that our educational establishments provide high quality education for all? The answer to these questions is: educational transformation.

All educational establishments need to transform. The purpose of education is widely understood but the context of education is constantly shifting. If education is the right of every child and adult, how can we bring about the transformation that is needed for today and the future?

Education is about transformation. Education transforms individuals, families, communities and societies - locally, nationally and globally. Every person reading this article is able to do so because of education. Lives are transformed by education. Access to education should be a right for every child and adult. For education to achieve its indisputable goals it must be constantly engaged in a process of reflexive transformation.

Working in the field of educational transformation in three continents for several years, I have witnessed how transformation occurs in schools and universities. I have also learnt about the barriers to transformation and about how to overcome those barriers. Transformation can be a messy business. It requires a particular type of leadership and a clear sense of direction. However, I have learnt that there are underpinning principles that need to be identified, named, shared and implemented in order for the transformation to be successful and sustainable. To bring a sense of order to this messy business I will look at transformation using a structure familiar to many educators: the 5Ws and 1H approach of WHO, WHAT, WHEN, WHERE, WHY and HOW.

The 5Ws and 1H approach

WHO

Transformation is never brought about by one person. It cannot be the imposed will of one individual. No one likes being told to change. Change can be threatening. Educational transformation in a nursery, school, college or university is a shared pursuit and a team effort. Everyone must be involved and see themselves as key players in the process - security guards, gardeners, cleaners, technicians, drivers, administrators, teachers/lecturers both part-time and full time, parents and carers, employers, visitors, governors, community members, legislators and so on - and valued stakeholders in the education process. However, most important of all, is WHO is the focus of the transformation. We must remember that every decision made is for the benefit of the learners. Moreover, the learners must be central to the transformation process and their voices must be heard. Learner-centred decision making is essential. Education and transformation are built on listening, consultation and consensus in an atmosphere of trust, respect and conciliation. Quality education does involve and invite discussion, debate and dissent but it must eschew conflict and aggression in its discourse. There is too much conflict in the world. Educational transformation must path the way to peace, harmony and social justice.

WHAT

The components of an educational establishment are complex and multifarious. The priorities for transformation will be different in every nursery, school, college and university. But central to every establishment is creating a space where the learners, staff and stakeholders feel safe, valued and included. This involves being observant, noticing and transforming the prevailing culture and ethos where necessary. This may require a shift of mindset and adjustments to everyday behaviours. Everyone is responsible for the culture and ethos. All stakeholders have a voice and a choice to create an ambiance commensurate with quality education and built on shared values, infused with trust, respect, tolerance, patience and kindness. The moral and emotional climate must be co-constructed in order for quality education to take place. Then attention can be paid to the vital components of education: curriculum, extra-curricular activities, student and staff experience, administrative processes and procedures, assessment and quality assurance practices, teaching and learning spaces and facilities inter alia. The WHAT is like a large jigsaw where all the pieces are interconnected and work together to create the full picture of a holistic education.

WHEN

The transformation process has different sets of gears. The transformation of some components can be agreed upon and accomplished quickly. These early changes or quick wins are crucial for the morale and motivation of all, for example, tidying up and making the reception area beautiful, welcoming and cared for. Such visual improvements convey the message that things are changing and that the organisation cares. Other components involving a great amount of listening and consultation will take several months, for example, a staffing re-organisation or a review of the curriculum, teaching and learning or research. Such transformation projects need to be set up and the work needs to get started, with the understanding that these transformations will be ongoing and cyclic in nature. Working parties and development units (focussing on areas such as blended learning, staff development, equal opportunities, research and development) are the key here to get maximum buy-in and a sense of shared responsibility and distributed leadership to ensure transformation takes place over time, is embedded and sustainable in the future.

WHERE

Transformation should be encouraged, enabled and facilitated everywhere. Educational buildings communicate the quality of the education that takes place within. They convey the values, shared beliefs and moral purpose of the education on offer. Posters, photographs, visual images, straplines, slogans, displays of student and staff work, websites, newspaper

articles, teaching and learning classrooms, social learning spaces, offices, public areas, toilets, attire, colours, furniture, wall hangings, flowers and plants etc – all say something powerful about the educational establishment. In addition, transformation must also be coached, mentored and modelled to ensure it takes place in meetings, corridor conversations, emails and letters, telephone calls and messages, files and documents – in short, in all that we do involving language and communication. A paradigm shift is required but is achieved by everyone understanding that our every action and word is a valid and vital component in the transformation process.

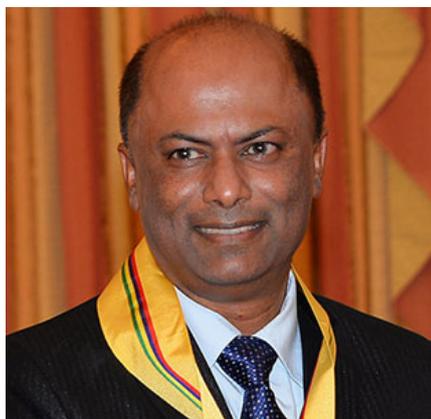
WHY

The WHY - the reasons for the transformation - must be determined and understood by the stakeholders. There are major overarching strategic drivers that we need to remember and keep in our sight. For example, the United Nations 17 Sustainable Development Goals, the Mauritius Vision 2030, national and international regulatory, statutory and legal frameworks, the vision, mission and policies of the organisation. I would argue that these provide the moral compass for educational establishments. To operationalise these, the WHY also needs to be agreed, articulated, understood and owned by the learners, staff and stakeholders. A palpable and tangible sense of where we are going and why we are transforming is the roadmap for the transformation journey.

HOW

Last, but not least, is the HOW. Transformation is not about devaluing or condemning the past and what has gone on before. Transformational leadership is founded on deploying the skills, knowledge and experience of every member of the education community. I am passionate about and enact the belief that every person has their unique capability. Every learner, staff member and stakeholder has a series of gifts that they bring to the transformation table. The role of the transformational leader is to take the time to get to know the myriad of individual stories and to identify each person's individual strengths. These individual gifts, capabilities and strengths are the raw material that must be identified, teased out, utilised, nurtured and grown.

Educational transformation is hard work. It is a privilege. For me, it is the best job in the world. I am proud to have discovered and to be deploying 'la méthode Thomas' in Mauritius and I share my transformation 'méthode' with humility and gratitude to all those who help me learn more about educational transformation every day.



Prof. Theeshan Bahorun, GOSK
Executive Director
Mauritius Research and Innovation
Council

In this context, the MIRC has held preliminary meetings with its parent Ministry (i.e. Ministry of Information Technology, Communication and Innovation) and the Ministry of Public Service, Administrative and Institutional Reforms.

To further develop the framework, the Council recently requested Ministries and Departments to indicate their priority requirements in terms of their focus on public sector transformation, with a view to identifying opportunities for improved efficiency and effectiveness. The objective was to ensure that the design of the scheme also takes into consideration the Public Sector Business Transformation Strategy whose main objective is to prepare and equip the public sector to remain efficient, resilient and responsive in order to face a complex and highly competitive global landscape by leveraging on innovative technologies, lean and smart processes and a fit-for-purpose organizational structure.

The PSTS will be designed to drive new, more effective solutions to complex policy and service delivery challenges in Mauritius. Support being requested through the PSTS should focus on outputs of the project that can contribute to improving the effectiveness or quality of outcomes for citizens and/or the public sector. In the first phase, it is envisaged that pilot projects will serve to ascertain the viability of concepts and the feasibility of proposed models. Once viability and feasibility are determined, the next stage could involve scaling of the projects to cover more areas within the public sector.

The Public Sector Transformation Scheme will be launched by early 2021.

The Mauritius Research and Innovation Council (MIRC) is currently developing a framework for the Public Sector Transformation Scheme (PSTS) as announced in the Budget Annex 2020 – 2021. The development and implementation of a Public Sector Transformation Scheme (PSTS) is aimed at supporting innovative collaborative projects that test new approaches/technologies by startups and SMEs for improving processes and enhancing service delivery in the public sector

Objectives of the PSTS:

- To create opportunities for new partnerships between government and other organisations.
- To allow prototyping or proof of concept by startups and SMEs.
- To strengthen the innovation capability in the public sector by facilitating experiential learning.
- To promote project outcomes and solutions across the public sector to encourage inter-departmental collaboration to solve complex policy challenges.
- To share the outcomes of projects and propagate new approaches, tools, and across government.

Economic and Social Benefits (Expected impact/outcome)

- Collaboration between private sector and innovators.
- Improved service delivery in the public sector.
- Collaboration of MIRC and Ministry of Public Service, Administrative and Institutional Reforms.



**Mr Yamal Matabudul,
Chief Executive Officer,
Polytechnics Mauritius**

Transformation in Government is a hugely complex undertaking. It is no easy feat to bring about sustainable change in any large, complex organisation. A 2019 McKinsey report has found that 74% of private sector transformation efforts fail to meet its objectives, while in the public sector the failure rate is even higher, at 80%. Mauritius, a small island state in the Indian Ocean, defies these odds to bring concrete change at the level of public service.

In Mauritius, public sector transformation has consistently ranked high on the agenda of this Government in an effort to improve the efficacy and efficiency of public services. In 2020, Mauritius gained 30 places from being ranked 82nd (2019) to 52nd (2020) in the Global Innovation Index (GII), a leading index jointly published by the World Intellectual Property Organization in collaboration with Cornell University and INSEAD which ranks 130 countries worldwide as a measure of a country's economic innovation. This measure includes an indicator on innovations in the public sector. Mauritius also ranked first across Sub-Saharan African countries. Similarly, according to the United Nations E-Government Survey 2020, Mauritius leads in Africa.

Back in 2017, Cabinet in its singular focus to bring strong reforms approved a Commonwealth strategy to transform the Civil Service in Mauritius into a modern technologically savvy one that is more responsive to the needs of the population. Ms. Kelly Culver, the Commonwealth funded expert said, "the focus is to shift away from the concept of civil service reforms and re-engineering which is predominantly administrative and process-based, to a vision of whole-of-government public sector business transformation. It places emphasis on a collective response to the business of government as well as themes of national importance

creating a joint ownership model for implementation, action and results". This report paved the way for the Public Sector Business Transformation Strategy 2017 highlighting 10 pillars of transformation. In the same stead, Government approved the Digital Government Transformation Strategy 2018-2022 which highlighted the need for public bodies to provide a more user-friendly platform whereby the public can easily access information and services. In changes sought at the level of public sector, utility value and ease of adoption remains a primary factor that steers prioritization and decision making.

The need for change

Around the world, the COVID-19 pandemic has exposed the underlying vulnerabilities of our systems or at the very least, reminded us of the volatility, uncertainty, complexity and ambiguity (VUCA) that the future can bring. Exacerbated with exogenous forces reaching our shores brought about by the Fourth Industrial Revolution and the Future of Work, the need for change is imperative. The next section highlights some select changes that have galvanized support across the system.

Digital transformation

In recent years, there has been a massive call for a shift in technological advancement across the public

service. One of the more recent digital transformations has been the revamping the Government portal to make it more user friendly. Such a platform promotes better collaboration and information sharing between and among various Government bodies. The Government portal has evolved from simply being an information provider to a service provider whereby citizens can pay their bills, apply for a permit, look for a job through the job portal or even access the SC and HSC results, referred to as the End-to-End Services in the Digital Government Transformation Strategy (DGTS) 2018-2022. Government's commitment for all public bodies to shift to e-Procurement by the end of 2020 and the introduction of other e-Services such as the e-Health and e-Judiciary is heralded as a significant milestone. These changes drastically decrease unnecessary bureaucracy and reduce the administrative burden of manual processes while promoting increased transparency.

The implementation of the Open Data Portal and Geospatial Data Portal by the National Computer Board" will provide reliable and up-to-date information in a transparent manner. Opening up of datasets will no doubt allow improvements in the conduct of Government business and service delivery. Since the portal was launched in 2018, more than 250 datasets have been shared.

In line with the Government's Vision 2030 of making Mauritius, an innovative island with global connectivity, the DGTS made provision for all infrastructures to be digitally equipped. Similarly, the Ministry of Education, Tertiary Education, Science and Technology has emphasized the need to launch programmes like Big Data Analytics, Animation, Blockchain, Cloud Computing to build skill sets and deliver the human capital needed for the transformation into a smart island. Many institutions such as University of Mauritius, Universite des Mascareignes and Polytechnics Mauritius have already added such programmes to their arsenal and more are forthcoming.

Decentralization of Services

The setting up of the Citizen Support Unit (CSU) under the Prime Minister's Office has been a landmark achievement towards ensuring a citizen-centricity approach. Decentralization of services demonstrates the clear commitment of Government to ensure proximity and interaction with citizens – an approach that comes

"of the people, by the people and for the people". The CSU portal allows citizens to file their complaints or request for support thus bridging the chasm between all Government institutions and the public while promoting inclusive and community-centered service delivery. The CSU, through its 35 Citizens Advice Bureau facilitates the registration of complaints for those who cannot do it online. From its introduction in April 2017 until September 2020, 151,183 cases have been lodged and more than 84% of cases have been resolved. Issues tackled include– street lighting, water issues, cleaning of bare lands, Police, building and permits drains and road infrastructure, public health and consumer affairs, among others.

Perhaps, one of the most notable features of the strategy has been the decentralisation of health services towards mediclinics and community health centres as a means to unclog the delays and divert the traffic away from the five regional hospitals across the island.

Capacity building of public officers

A competent workforce is an essential ingredient for a prosperous nation. UNDP Mauritius stated, "the Mauritian public sector at present, stands at the crossroads of a transformation journey which will lead it onto the path of providing highly superior and efficient services-centered on citizens' aspirations and needs". This Government has been utterly devoted to the capacity building of public officers, as a means to revamp and re-energize the public sector. Since 2015, the Civil Service College Mauritius has provided face-to-face training to a total of 32,080 officers and online training to 4,969 officers. CSCM is now developing a slew of dedicated courses for top management in the public service, industry lead certification for professionals and adopting Massive Open Online Courses (MOOCs) as a need to innovate, upskill and as a response to a COVID-19 pandemic whereby training needs to evolve onto online and cloud-based formats.

"Greening" of the Public Sector

In line with the Government Programme 2020-2024, this Government is being foresighted and bold in encouraging public organisations to become more environmentally conscious and adopt sustainable practices through the "Greening of the Public Sector". The emphasis is being laid on day-to-day operations from conservation of energy and water to waste



minimization, from recycling to paperless work, from adoption of sustainable technology to sustainable service delivery. The introduction of a Climate Change Bill is proof of the Government's dedication to fighting global warming. Mauritius has already committed to reducing greenhouse carbon emissions by 30% by 2030. Although the contribution will make but a small contribution to the global agenda of Goal 17 of the SDGs, this remains a visionary step into the future for Mauritius.

Immediate Revamping of Public Services during COVID-19 Pandemic

The COVID-19 came as a sudden yet unavoidable pandemic facing all countries around the world. Governments had been unprepared and have been stretched to tackle its ill-effects. Yet, Government's response in Mauritius has been formidable. The United Nations in a policy paper published in June 2020 outlined 9 key roles that public bodies will have to maintain to reach SDGs in spite of the COVID-19 to which Mauritius is also following suit. The Ministry of Education, Tertiary Education, Science and Technology has been swift in moving from paper-based to cloud enabled distance and online learning across all schools as well as broadcasted on TV and radio. This was done in full cognizance that post COVID-19, learners have to be able to shift easily between on-campus, on-the-job and online learning

or a combination of all three. Similarly, the Ministry of Health and Wellness setup flu clinics to better service the population while constantly raising awareness and keeping the population informed. During the lockdown, online platforms were used to host virtual workshops with local and international partners while the bilateral agreements made possible with the support of ministries gave access to platforms like the UNEVOC.

Direction not destination

All around the world, governments and public-sector agencies face an urgent imperative to deliver better outcomes, improve citizens' experience of public services, and make constrained budgets go further. This has especially been thrust into light with the remarkable handling of the COVID-19 pandemic in Mauritius which has earned us the praise and kudos of international media and governments all over the world. However, there is a long way to go. Achieving these results calls for ambitious, sustained, large-scale transformation. To get major change programmes right, governments need to focus relentlessly on efficacy and efficiency. They need to understand and tackle the cultural factors that hold back change, build change-leadership skills and mindsets among senior managers, and nurture new capabilities right across their public bodies.



**J. P. Rangan, Permanent Secretary,
Ministry of Commerce & Consumer Protection**

A pre-destiny

In England, the King's Court, as it was, is the earliest traced-back form of administration and is probably the most remote ancestor of our Civil Service. But the first transformation was yet to come.

Later, under **King John** who conceded the revolutionary **Magna Carta 1215**, the idea of a people's organisation to check on royal abuse led to the Magnum Concilium or Greater Council in 1236, as a primitive Parliament. It later graduated, in 1371, to the existing bicameral system with the House of Commons and the Upper House. Alongside, in 1600, more precisely on 31 December, the South East India Company was created initially as a trading arm of the United Kingdom in the south east region. Unsurprisingly though, it started to be involved in military, diplomatic and political manoeuvres, acting much as a UK Government outside UK.

In those days, and up until the 18th century, only the privileged could serve WhiteHall or the South East India Company either through peerage or patronage. Thus, Servants existed before the Service.

The Birth

William Gladstone triggered in 1854 the ante-natal transformation of the Civil Service with the Northcote-Trevelyan Commission. The idea of **Stafford Northcote** and **Charles Trevelyan** was to merge the South East India Company with the aristocratic administration existing in WhiteHall and transform it into a permanent, meritocratic and unified Service that would uphold the principles of integrity, honesty, loyalty and impartiality. Fifteen years later in 1869, a Civil Service Commission was set up and for the first time ever, recruitment was made through open competitive examinations, opening the Service to the working class and the commoners.

From its origin, the Civil Service was destined to be transformed all the time because its first ever transformation occurred at a time when it was still embryonic and not yet in existence. In medieval times, Kings ruled their kingdom and drew from their subjects to constitute their court.

That was the real birth of a mammoth of modern time baptised the Civil Service.

An Asian Influence

Interestingly, contrary to popular belief, the idea of merit and competition was not intrinsic to UK but was largely inspired from Imperial China where the system was in place as early as 206 BC, under the **Han** dynasty. The term "mandarin" which is normally used to refer to senior civil servants also derives from there. That such a system was later improved and self-appropriated as something quintessentially british is nothing but a ruse of theirs to distort history.

The Trap

From then on, for the next century or so, the nascent Civil Service succumbed to an irresistible temptation of grandeur, growing exponentially in size over the decades to reach the gigantic proportions that we know of now. Additionally, the british did what they knew best to introduce a rule for everything and codify the same in a complex maze of rules and regulations, notoriously known later as red tape or bureaucracy.

Early Warning

A first signal came from **Edward Bulwer-Lytton** in 1838 in his wonderful novel "Alice, or, the mysteries" when he sought to deride ministerial standing by writing "**the men of more dazzling genius began to sneer at the red tape minister as a mere official manager of details.**" It was impressive of **Bulwer-Lytton** to bring so much out in a single sentence. But the biggest warning sign came from no other than **Charles Dickens**, slightly after in 1857, when a contrario his fellow authors who were civil servants like **Geoffrey Chaucer, Anthony Trollope, John**

Milton or **William Wordsworth**, he predicted the decline of administration in his satirical description of an imaginary Circumlocution Office in his novel "**Little Dorrit**." It was a public office, which only knew, "how not to do something" and which, never, on any account whatsoever, gave a straight forward reply. History later, cruelly proved **Dickens** right.

Mauritian Context

The situation was no different in Mauritius where prior to 1810 under French colonisation, a Civil Administration had started to shape up with the French aristocracy taking up the important positions.

Later the British brought the Westminster WhiteHall model to Mauritius and managed the island through their Colonial Office and their Governors. **John Pope Hennessy** and **Edward Mackenzie Kennedy**, in particular, contributed a lot to set up a local political architecture as a premise for decolonisation.

Gradually the Service started to open up to mauritians of diverse background in the pre-independence period culminating with the swift transfer of powers in 1976 from the last UK-born Head of the Civil Service, **Freebairn Liddon Simpson** to the first Mauritian one **Sir Dayendranath Burrenchobay**.

The attempts to Civil Service reforms in Mauritius have been few and far apart including the **Burrenchobay** report of 1997 and the 2017 Transformation Agenda. As always, implementation remained an issue.

Fashion

Our reforms narrative is replete with words like pillar, structure, architecture, overarching structure, re-structure, and reengineering. In audit, we have it all: HR audit, Management audit, Operational audit and what not.

The verb to streamline or its gerund streamlining are used and abused by reformers and until recently, invariably appeared in almost every report or centrally issued circular about Service improvement. It has now been supplemented by terms such as "across the Service" or "whole of Government." In the same

fashion, the new buzz words of transformation are accelerator, catalyst and growth enhancer.

We borrow too much from architecture, engineering, auditing or motor mechanics. Rather than hiring the next grey haired, sweet-tongued, and venerable consultant who will borrow from other specialities or disciplines, we need a plain man's approach to transformation.

How to save the Civil Service?

I believe four things are needed. First and foremost, an acknowledgement that the Service is ailing and dying and secondly, an admission that reforms have failed and have led to nowhere. On this count, the earlier we bury the word "reforms" and do its eulogy, the better. The prefix "re" means again and indicates repetition, that is more of the same and which is not needed. **Petronius**, in A.D 66, guided us on that when he said "**every time we were beginning to form up in teams, we would be re-organised. We tend to meet any new situation by re-organisation and what a wonderful method it can be to create the illusion of progress while producing confusion, inefficiency and demoralisation.**" Already "transformation" has supplanted "reforms." The third thing needed is a total disruption from the past and from ingrained habits and finally, a short transition, from the past to the new Service.

Conclusion

Disruption is no longer a scary word and prophets of doom are sometimes necessary. 2020 is, *sui generis*, the year of disruption and what is certain about tomorrow is that nothing is certain. A new world order is needed. But if, oblivious to **Einstein's** warning, "**we continue to do the same thing over and over again but expect a different result,**" then suddenly, the future, if there is still one, becomes fatally predictable.

We need an unflinching belief that the Civil Service can still be saved and that the salute will come from inside. If there is any doubt about that, remember **Hölderlin's** words "**where peril grows, there grows also what saves.**"

MINISTRY OF PUBLIC SERVICE, ADMINISTRATIVE AND INSTITUTIONAL REFORMS

SICOM Building 2, Corner Chevreau & Rev Jean Lebrun Streets,
Port Louis, Republic of Mauritius
Tel: PABX (230) 405 4100, Fax: (230) 212 4160
Email: civser@govmu.org
Website: <http://civilservice.govmu.org>