



**MINISTRY OF CIVIL SERVICE AFFAIRS  
AND ADMINISTRATIVE REFORMS  
MAURITIUS**

Ministry of Civil Service Affairs and Administrative Reforms

Circular Letter No. 11 of 2001

EJ60/28/01

09 May 2001

From: Secretary for Public Service Affairs

To: Supervising Officers i/c Ministries/Departments

*Civil Service Reforms - Meeting with Desk Officers*

The Third Meeting of Desk Officers will be held in the Conference Room of this Ministry, Level 7, New Government Centre, Port Louis on Wednesday, 16 May 2001, from 10.15 a.m. to 11.30 a.m. with the following agenda:-

- (a) Approval of notes of meeting held on 18 April, 2001 (copy enclosed together with handouts in respect of presentations made by Mr M. Mahalingam on "An Overview of Public Sector Reforms" and Citizens' Charter)
- (b) Matters arising.
- (c) Briefing by members of the Steering Committee.
- (d) Follow-up on Projects on improvement of Counter Services.
- (e) Communication Strategy; and
- (f) A.O.B.

2 With regard to paragraph 1(d) above, a status report as at 30 April 2001 on each project should be submitted to this Ministry along the lines of the enclosed pro forma by Monday 14 May 2001 at latest.

3 It would be appreciated if the Desk Officer for your Ministry/Department could be released to attend the meeting.

(D. P. Ruhee)

Secretary for Public Service Affairs

Copy to:

Desk Officers

**MONITORING OF PROJECTS ON IMPROVEMENT OF COUNTER SERVICES FINANCED  
BY THE MINISTRY OF CIVIL SERVICE AFFAIRS AND ADMINISTRATIVE REFORMS AND  
THE SKILLS AND IT DEVELOPMENT FUND IN THE CONTEXT OF CIVIL SERVICE  
REFORMS**

**STATUS REPORT AS AT 30 APRIL 2001**

(i)	MINISTRY/DEPARTMENT	
(ii)	PROJECT TITLE	
(iii)	(a) AMOUNT ALREADY APPROVED (b) AMOUNT ALREADY SPENT BALANCE AS AT 30 APRIL 2001	
(iv)	DURATION OF PROJECT (a) COMMENCEMENT DATE (b) EXPECTED DATE OF COMPLETION	
(v)	IMPLEMENTATION STATUS (GIVE FULL DETAILS OF PROGRESS ACHIEVED AT EACH STAGE OF THE PROJECT INDICATING DATES)	
(vi)	REASONS FOR DELAYS (IF ANY)	
(vii)	REMEDIAL ACTION BEING TAKEN	
(viii)	ANY OTHER RELEVANT INFORMATION	

Signature: .....

Name: .....

Designation: .....

Date: .....

**Notes of the Second Meeting with Desk Officers for Reforms held in the Conference Room of the Ministry of Civil Service Affairs and Administrative Reforms on Wednesday 18 April 2001 at 10.10 a.m.**

**Were Present**

Mr. D. P. Ruhee, Secretary for Public Service Affairs (**Chairman**)

Mr. D. Bundhoo, Chairman, Steering Committee on Civil Service Reforms

Mr. M. Mahalingam, Adviser, Public Service Reforms

Mrs. Y. Noorghen, Officer-in-Charge, Administrative Reforms Unit

Desk Officers (Annex A)

1. **The Chairman** welcomed the Desk Officers and thanked them for their attendance. He said that it was the first opportunity for him to meet all the Desk Officers in his capacity as Secretary for Public Service Affairs. The meeting would also provide a forum for Desk Officers to interact among themselves and to establish new contacts especially after the recent changes in posting of some Desk Officers.

2. **Roles and Responsibilities of Desk Officers**

2.1 **The Chairman** reminded the Desk Officers of their crucial role as change agents for spearheading reforms at the level of their respective Ministries/Departments. Whilst the Administrative Reforms Unit of the Ministry of Civil Service Affairs and Administrative Reforms would drive the reforms, it would be the responsibility of Desk Officers to set up a core unit in their respective organisations to initiate, implement, coordinate and monitor reform measures.

2.2 **The Chairman** observed that public administrative reform is an ongoing process and successful reform would only be possible with the commitment of every member in the organisation.

3 Mr. Bundhoo stressed that the appointment of Desk Officers was part of the strategy for capacity building to implement reform measures in a sustainable manner. Desk Officers were links between their respective organisation and the Administrative Reforms Unit of the Ministry of Civil Service Affairs and Administrative Reforms. He added that meetings should be held regularly and in a consistent manner. These meetings would be an appropriate forum to discuss key issues and for exchange of views generally on administrative reforms.

#### 1 Public Administrative Reforms Strategies

11 The Chairman expressed his appreciation to the Desk Officers for the identification of projects for improvement of counter services as part of the short term strategy for reforms in the public service. Out of the 30 projects submitted, 17 had been approved for financing to the tune of Rs 4.6 m by the Ministry of Civil Service Affairs and Administrative Reforms from funds available under item "Civil Service Reforms". Some projects had also been submitted by this Ministry for financing under the Skills and I.T. Fund. Seven such projects had been retained for a total amount of Rs 12.5 m.

12 The Chairman invited the Desk Officers to submit other adhoc projects which could fit in the short term strategy for improvement of counter services.

#### 4 Adviser in Public Service Reforms

The Chairman introduced Mr. M. Mahalingam who had taken up a one-year assignment as Adviser in Public Service Reforms with effect from 14 December 2000. He invited Desk Officers to take advantage of the wide experience of Mr. Mahalingam and seek his assistance and guidance on any particular reform project. The Ministry of Civil Service Affairs and Administrative Reforms was already organising a series of meetings to enable all stakeholders to meet Mr. Mahalingam for exchange of views on Administrative Reforms Strategies for the Public Service.

### Presentation by Mr. Mahalingam

Mr. Mahalingam made his presentations on "An Overview of Public Sector Reforms" and "Citizens Charter" for the benefit of the Desk Officers.

Copies of the relevant papers on these issues are enclosed.

### Communication Strategy

Mr. Bundhoo elaborated on the importance of building up a network with all Desk Officers for the proper dissemination of information on Civil Service Reforms. Due to time constraint, he could not make a presentation on the communication strategy that could be adopted by the Desk Officers. The matter would be discussed in detail at the next meeting with Desk Officers.

### Meeting with Desk Officers

The meetings with Desk Officers had been scheduled on the third Wednesday of each month as follows, except for the meeting to be held on the 22 August 2001:-

16 May  
20 June  
18 July  
22 August  
19 September  
17 October  
21 November  
19 December

The meeting would be held from 10.00 a.m. to 11.30 a.m.

The meeting ended at 11.40 a.m.

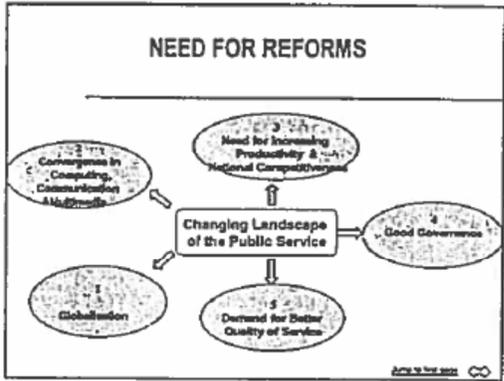
Ministry of Civil Service Affairs and  
Administrative Reforms

Date: 24 April, 2001

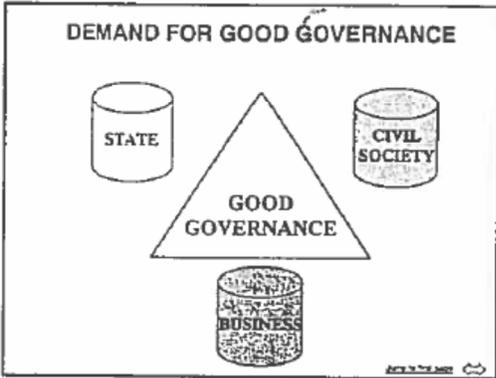
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# PUBLIC SECTOR REFORM STRATEGY

## An overview



- ### Globalisation
- Increasing interdependence - borderless world
  - changes in one country affect others
  - Increase in international competition
  - Increasing pressure from international organisations - economic, poverty, environment and corruption
  - Realization that many issues can only be resolved at international level



- ### DEMAND FOR BETTER QUALITY SERVICES
- STAKEHOLDERS ↔ CUSTOMERS
- Speed of action
  - Less bureaucracy
  - Streamline regulations and procedures
  - Single Window/One Stop Centre

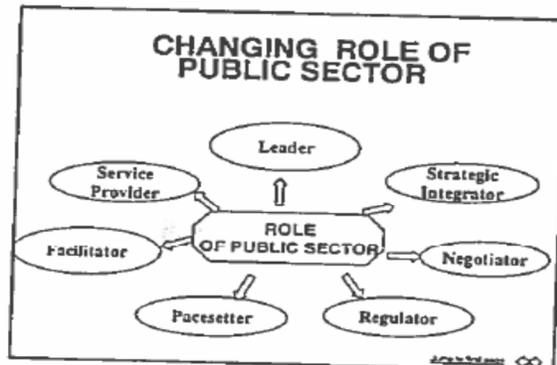
- ### VISION OF GOVERNMENT
- Effective Governance Institutions to ensure a Fair and Equitable Society
  - Good Governance based on Accountability, Transparency and Responsiveness as guiding principles for Public Service

### Objective of Reforms

To create a performance oriented Civil Service

**The Public Service must:-**

- be mission-oriented
- respond effectively to the changing scenario
- promote creativity and innovation
- reduce bureaucratic processes
- focus on HRM and HRD



### PACESETTER

- Set the pace for the economic growth
- Establish new frontiers - Technology Parks, Cyber City
- Provide infostructure
- Formulate cyber laws
- Provide leadership in R&D
- Creativity - Innovation

### FACILITATOR

- Smart partnership-Public / Private sector, NGO's
- Institute favorable policies
- Continuously improve systems and procedures
- Disseminate information
- Provide adequate and trained manpower

### REGULATOR

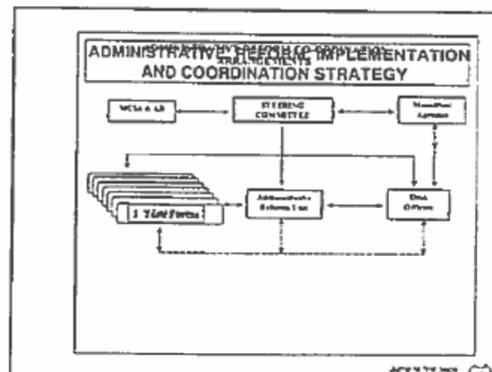
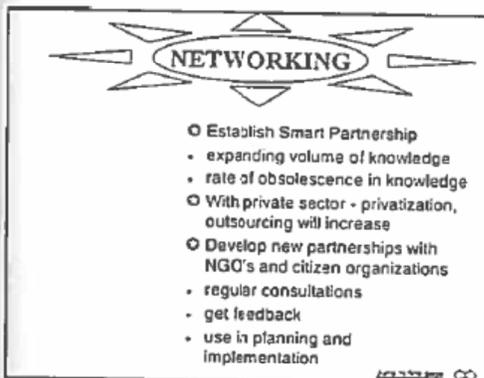
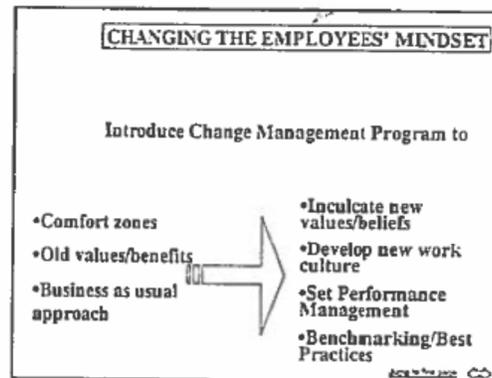
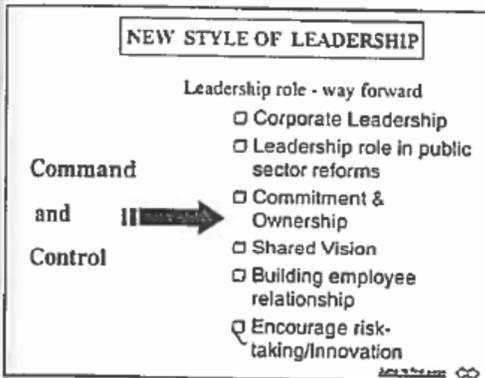
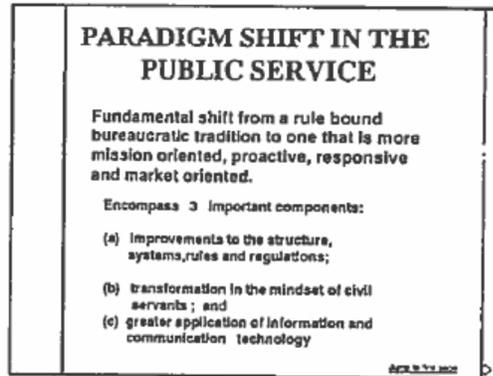
An emerging role:

- Regulate tariffs/User Charges
- Add Value
- Protect consumers
- Balance the interest of the suppliers and customers
- Services to uneconomical segments

### NEGOTIATOR

At various Levels:

- National level:
  - Private Sector /businesses
  - Unions
  - NGO's / Citizens
 Bring about convergence of ideas and interests  
 Balance concerns and needs of all
- Regional Level: e.g.SADC,COMESA,IOC/IOARAC
- International level:
  - Governments - bilateral & multilateral
  - International bodies and NGO's e.g. WTO, WCC, etc.



### IMPLEMENTATION STRATEGIES

MINISTRY OF CIVIL SERVICE AFFAIRS AND ADMINISTRATIVE REFORMS - LEAD AGENCY

STEERING COMMITTEE

IMPLEMENTATION BY ALL MINISTRIES AND AGENCIES

ROLE OF PERMANENT SECRETARIES/HEADS OF DEPARTMENTS

5 TASK FORCES - To Develop Strategies and Action Programmes for Change in each Sectoral Area

ADMINISTRATIVE REFORMS UNIT

DESK OFFICERS IN MINISTRIES/AGENCIES AS FACILITATORS

3 YEAR WORK PLAN

SPECIFIC PROGRAMMES




- ### FOCUS AREAS - PERFORMANCE MANAGEMENT
- ✓ Strategic /Scenario Planning
  - ✓ Creating Enabling Environments
  - ✓ Customer Focus
  - ✓ Creativity and Innovation
  - ✓ QCC/WIT
  - ✓ Staff Suggestion Scheme
  - ✓ TQM
  - ✓ Citizen's Charters
  - ✓ ISO 9000
  - ✓ Improvement to Systems and Procedures
  - ✓ Performance Measurement/Indicators
  - ✓ Excellence Awards
  - ✓ Work Ethics/ Positive Values/ Attitudes
  - ✓ Results Orientation/Outcomes
  - ✓ Benchmarking/Best Practices
- 

- ### QUALITY MANAGEMENT
- Journey towards developing a Quality Culture in the Civil Service
- Implementation of Quality Mgt. Programmes
- Implementation of Total Quality Management Programme
  - Citizen's Charter
  - Quality Counter Services
  - Implementation of ISO 9000
- 



### CITIZEN'S CHARTER

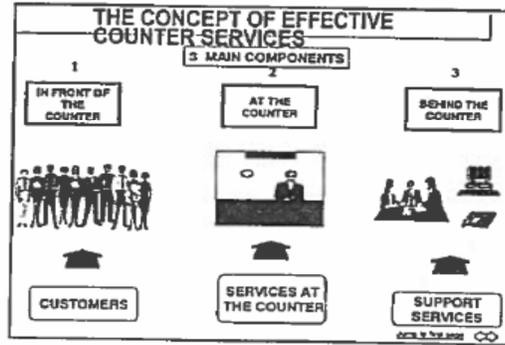
*A Written Commitment  
By Government Agencies  
Promising To Deliver Services To  
Their Customers/ Clients  
According To Pre-Determined  
Quality Standards.*



### IMPROVEMENT OF COUNTER SERVICES TO CUSTOMERS

Ofocal Point of Contact between Public and Agency  
Where Perceptions are formed about Performance of Government

- Continuous efforts towards provision of Fast, Efficient, Courteous and Effective Counter Services
- Improvement efforts categorised into 3 components:
  - Quality Services
  - Systems and Procedures
  - Support Services



### TRAINING

TRAINING NEEDS ANALYSIS  
DEVELOP COMPREHENSIVE TRAINING POLICY/STRATEGY  
NEED FOR A CIVIL SERVICE COLLEGE

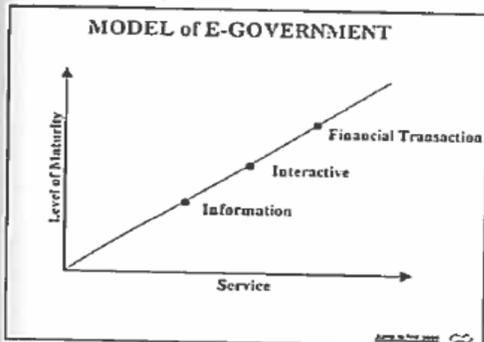
FOCUS AREAS:

- High level management skills e.g leadership, scenario planning, decision making, negotiation skills
- PFR focussed areas e.g institution building, OD, Alternative service delivery, privatisation, devolution/local government;
- Management methodologies e.g TOM, Productivity, Performance Management, Benchmarking, ISO 9000, Value for Money (VFM)
- Technical skills e.g. Project planning, monitoring/evaluation, gap analysis and statistical techniques;

### MISSION OF E-GOVERNMENT SERVICE

- >electronic services to public and businesses
- >more effective access to service delivery
- >higher quality services
- >greater impact through better electronic processes and systems
- >better and more efficient communication
- >more transparent and faster decision making

“ ONLINE , ANYTIME , ANYWHERE ”



### EXAMPLES OF REFORMS INITIATIVES IN OTHER COUNTRIES

**DEFINITION AND OBJECTIVES OF ELECTRONIC GOVERNMENT**

**Definition**

A multimedia networked paperless administration linking government agencies within Putrajaya with government centres around the country to facilitate a collaborative government environment and efficient service to businesses and citizens

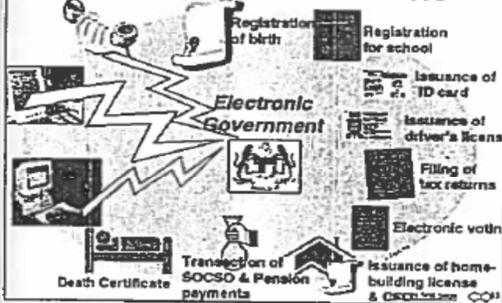
**Objectives for Malaysia**

- Offer efficient, high-quality administrative on-line services to citizens and businesses
- Streamline government's internal process to improve quality of service, reduce costs and increase productivity
- Strengthen data security and protect privacy
- Increase citizen participation in government
- Create transparency through good documentation, effective communication and traceability

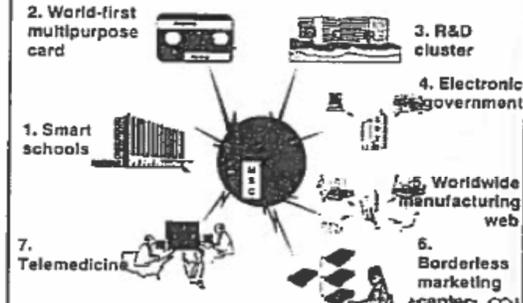
**SCOPE OF ELECTRONIC GOVERNMENT**



**ELECTRONIC GOVERNMENT WILL AFFECT THE LIVES OF CITIZENS**



**7 "FLAGSHIP" APPLICATIONS OF MSC**



**Restructuring Decisions- Canada**

- **Public Interest test**  
Does the activity continue to serve public interest
- **Role of Government test**  
Is there a legitimate and necessary role for Government
- **Federalism test**  
Is it the role of Central Govt. or an activity for local government
- **Partnership test**  
What activities could be transferred to the private/voluntary sector
- **Efficiency test**  
If the activity continues how could efficiency be improved
- **Affordability test**  
Is the resulting package of activities affordable within financial constraints? If not, what activities could be abandoned?

**Example: Singapore's Case**  
 Singapore = World Competitiveness Rank 2  
 Island State = 646sq km  
 Population = 3 million  
 Singapore Public Service: 110,000  
 60,000 in Civil Service  
 50,000 in Statutory Bodies  
 A Number of Reforms Undertaken

### Singapore -PS 21

In May 1995, the Permanent Secretaries decided to mount a deliberate exercise called "Public Service for the 21st Century" or "PS21" for short. PS21 has two basic objectives.

1. To nurture an attitude of service excellence in meeting the needs of the public with high standards of quality, courtesy and responsiveness.

2. To foster an environment which includes and welcomes continuous change for greater efficiency and effectiveness by employing modern management tools and techniques while paying attention to morale and welfare of public officers.

APCS to New Jersey

### Reinventing Singapore

PS 21

#### Redefining Industries

Retail Sector Restructuring Plan  
 Financial Sector Review Plan  
 Construction 21  
 Industry 21

Cleaning Industry Transformation Plan  
 Driving Innovation  
 Tourism 21  
 National Science & Technology Plan

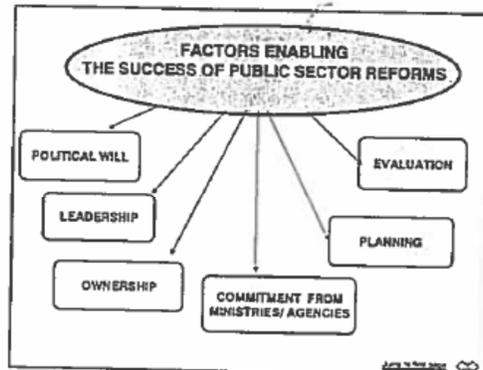
ICT 21 PROACT 21 Manpower 21  
 Thinking Schools, Learning Nation  
 Technopreneurship 21  
 Industrial Land Plan 21  
 SME 21  
 NTUC 21

URA Concept Plan 2001

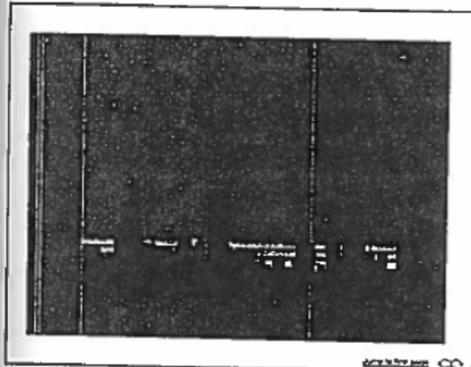
### eXCELERATEing from ExCEL

- Growing from a Strong Foundation of ExCEL Since 1995
- Empowering Officers to Give Ideas
- Encouraging Teamwork and Training
- Achievements:
  - WITs & SSS Savings = S423million
  - 100,000 Officers Involved in WITs
  - 4 Suggestions by Each Officer
  - 95% of Staff Receive Training
- Efficiency and Quality Alone Are No Longer Sufficient
- New Value Creation is Central

APCS to New Jersey



APCS to New Jersey



APCS to New Jersey

PROACTIVE DISCUSSIONS  
 and  
 Q AND A SESSION

APCS to New Jersey

Ministry of Civil Service Affairs & Administrative Reforms

## Implementation of the Citizen's Charter in the Public Service

A BRIEF OVERVIEW

## Charter will be Part of the Overall Public Sector Performance Framework

Setting Standards  
Openness  
Information  
Choice  
Non-discrimination  
Accessibility  
Redress

### Citizen's Charter

#### Rationale and Benefits for Implementation

##### Benefits to the Public

- › To know the quality of services to expect from a department;
- › To evaluate the performance of the services rendered;
- › It reduces uncertainties over the delivery of services;
- › It facilitates comparison between agencies;
- › Aware of the quality standards of each department;

#### Benefits to the Agency

- ✓ Charter will act as a performance indicator
- ✓ Service Delivery will improve to Customers
- ✓ Enables the department to make an evaluation of its output/services
- ✓ Discipline, responsibility and accountability in the civil service will be upgraded
- ✓ Contribute to a more transparent public service
- ✓ Image of the government departments will improve in the eyes of the public.

### Characteristics of a Citizens Charter

Formulation of a citizen's charter should include the following characteristics:

- › Clarity
- › Facilitates Dissemination
- › Credibility
- › Practicality
- › Specific
- › Continuous improvement
- › Relevant

### Developing a Citizen's Charter

- Process 1: Formulation of the charter
- Process 2: Promotion of the citizen's charter
- Process 3: Service Recovery
- Process 4: Monitoring
- Process 5: Evaluation and Improvement

## Formulating a Citizen's Charter

- Step 1: Identifying customers and their requirements
- Step 2: Identifying the major products or services of department
- Step 3: Determining the quality standards of the products or the services.
- Step 4: Preparing the Citizens Charter

### Standards Should be:

- **Relevant** - Should clearly relate to the needs of users - focus on key issues of interest to them.
- **Meaningful** - they should look at the service from the user's viewpoint; avoid management targets.
- **Challenging** - Should be challenging but realistic.
- **Simple** - written in plain language.
- **Measurable** - e.g. Should be measurable either direct, - part of normal procedures, or by a Customer Survey.
- **Monitored** - Systems should be in place to support regular monitoring.
- **Published** - Performance against Standards should be widely published, following wherever possible, Independent Validation.
- **Reviewed** - Their effectiveness should be regularly reviewed, and standards updated.

## Key Steps in Developing Citizen's Charter

### Identification of Organisation, its customer and their requirements

#### Agency Identification

- Name of Agency/ Logo
- Charter Coverage
- Date of Issue
- Date of review

#### Customer

- Brief description of customers
- External and Internal Customers

#### Service Identification

- Indicate major services provided

### Charter Format

- Short and simple and contain the main service undertakings
- May be supported by additional documents

### Promotion

Promotion to educate and inform customers

- Production of pamphlets
- Displayed at the premises of the agency in a visible area
- Agency's corporate booklet/report

### Communication with Agency

Information on how to contact the agency

- over the counter at service outlets/branches/circles;
- by telephones and toll free numbers (if any);
- through the mail at the address listed in the charter;
- by facsimile;
- via community based organisation's representative;
- via website/internet/e-mail;
- via central call centre

### Information on Services Provided

- Location(s) where services are available
- Office hours for service
- Forms/documents requirement
- Fees/charges
- Exhibit at strategic places

### Customer Service Standard

- Quantitative
- Qualitative

### Realistic Standard

- Standards have to be realistic;
- Ensure the pledges made are achievable all the time;
- Need to balance customers expectations;
- Easily understood by agency (staff) and its customers;
- Timeliness, waiting time, time taken in processing;
- Friendly, courteous and respectful;

## SMART can be used to describe how goals and targets should be set

S = Specific

M = Measurable

A = Achievable

R = Realistic

T = Time Related

### Standard Techniques for Setting Standards

#### Time Series Studies

- Time motion studies

#### Consultation with customers/stakeholders

- Customer survey
- In Consultations with customers and stakeholders

#### Discussion with Supervisor and Staff

- Team Discussion/WIT/QCC;
- Ascertained from departmental records

#### Conformance with Service Standards of other departments

- Standards used by other departments, agencies providing similar services;

#### Conformance with Standards that are Industry Standards

- Industry norms or standards set for similar services/products;
- Used as benchmarks for the performance measurement of department;

### Examples of standards

#### Immigration and Passport Office

- ✓ We will provide pleasant and clean waiting areas;
- ✓ We will ensure that all documents are safe during our custody;

#### Inland Revenue Department

- ✓ We will entertain and settle all assessment problems courteously;
- ✓ We will ensure that all important information to taxpayers will be treated with strict confidence;

### The Taxpayers' Charter

The service standards you can expect from us:

If you lodge an income tax or fringe benefits tax returns and you expect a refund.

- We will process electronic returns within 7 days of receipt to the Tax Office
- We will process paper returns within a maximum of 30 days
- We will attend to you within 15 minutes of your arrival at a Tax Office

### Monitoring and Review

- › Using market research surveys, questionnaires, suggestion boxes, observation, expression of satisfaction
- › Sampling the service at random intervals to measure accuracy, reliability of consistency of standards
- › Using customer consultative committees
- › Making comparisons with others that provide a similar service
- › Using independent consultants/reviewers/polls

### Effective Feedback System

- Facilitate customers to express their opinions or suggestions/complaints on the levels of outputs of services rendered
- The approaches used in obtaining feedback
  - ✓ Suggestion box
  - ✓ Clients feedback form
  - ✓ News monitoring
  - ✓ Hotline services
  - ✓ Clients surveys
  - ✓ Memorandums /Proposals (From Target Groups)

#### Complaints Handling Mechanism (Every agency should establish an effective complaints mechanism)

- is accessible where and to whom to make a complaint;
- (e.g name of person/section/tel/fax/e-mail/ hotline)
- enables complaints to be made either orally or in writing;
- inform customer of the progress and time frame for response (days/hours);
- deal with complaints quickly and courteously;
- respects the customer's right to complain and right of confidentiality;

### Customers Responsibilities

• Agency should indicate Customer's responsibilities in using an agency services

e.g Change of address, providing correct information, importance of keeping with appointments, etc.

### Service Recovery/Compensation System

When a department is not able to fulfill the pledge outlined in the Charter, service recovery is activated

**Legal Status** - Charters are commitments made by agencies to deliver quality services. Normally, Charter itself is not intended to confer legal rights.

#### Service Recovery 2 Types:

1. Reactive
2. Proactive

- Apologizing to the customer either verbally or in writing;
- Explain the reasons why the service cannot be delivered as pledged;
- Inform the customer on the follow-up action being taken/time;

### Commitment by Management

### Employees Awareness

### Conclusion

# Q & A Session