

PUBLIC SERVICE EXCELLENCE AWARD 2017

ENTRY FORM

Theme:

*“Fostering creativity and innovation
to better respond to citizens’ needs”*

PUBLIC SERVICE EXCELLENCE AWARD 2017

INTRODUCTION

The Public Service Excellence Award (PSEA) is one of the many tools used to drive the public service towards becoming a more dynamic, customer-centric and highly performing institution. It encourages team work and a culture of excellence across the public service.

Its overall objective is to recognise and reward meritorious efforts of Ministries/ Departments and their respective Section/Division/Unit which have strived and travelled the extra mile to improve public service delivery and customer satisfaction in a noticeable manner. It is also a reliable instrument to foster innovative management practices in public sector organisations.

THE THEME

The theme chosen for the 2017 Edition of the PSEA is *“Fostering creativity and innovation to better respond to citizens’ needs”*. This theme is meant to give an added dimension to the ongoing effort of Government to enhance the quality of public service in line with Vision 2030 and the 3-Year Strategic Plan.

THE AWARD

The best three submissions will receive the Gold, Silver and Bronze Awards in order of merit. The Winners will also be offered cash prizes as follows:

Gold Award : Rs 100,000

Silver Award : Rs 60,000

Bronze Award: Rs 40,000

ELIGIBILITY

All Ministries/Departments or Divisions/Units are eligible to participate in the Award.

However, Grand Winners of the previous editions of the Award are not eligible for participation for the next two editions following the year of their award.

ADJUDICATION

A Panel of Jury will be set up to assess the submissions.

APPLICATION

Applications should be submitted on the appropriate Form which is available on the website of this Ministry at <http://civilservice.govmu.org>. Information provided by participants should be factually correct, comprehensive and concise.

A hard copy, duly signed by a member of Senior Management, and a soft copy of the submission should reach this Ministry by **31 July 2018**, at latest, at the following address:

Administrative Reforms Division

Ministry of Civil Service and Administrative Reforms

Level 10, SICOM Building 2, Corner Chevreau & Rev Jean Lebrun Streets, Port Louis

Tel : 405 4100 (PABX) - Extension : 10224 / 10225

Fax : 211 5047

Email : mcsa-ar@govmu.org

Website: <http://civilservice.govmu.org>

All submissions should be typewritten. **Handwritten or incomplete submissions will not be considered.**

NOTES FOR GUIDANCE

In their submission, organisations are required to bring forth their achievements for the past 12 months in terms of “*Best Practice*” (as defined below) and provide a substantive overview thereof so as to justify what qualifies them to be the potential winner of the Award. Organisations are encouraged to include written documentary evidence in support of their write-ups.

Definition of a Best Practice

A Best Practice is the implementation of a method/process/procedure/activity that has proven to work efficiently and effectively and produced remarkable results, and is, therefore, recommended as a model for other organisations to emulate.

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Ref:

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Date of acknowledgement: / /

ENTRY FORM

1. PROFILE OF ORGANISATION

Name of organisation : PRIME MINISTER'S OFFICE

Address : 7TH FLOOR
GOVERNMENT CENTRE
PORT LOUIS

Full name (*Block Letters*) of Contact Person : SURAJ RAMGOLAM

Post held by Contact Person : PROGRAMME MANAGER

E-mail Address : sramgolam@govmu.org

Telephone Number : 52595444/214 2005

Contact address, if different from above : 4th FLOOR
GOVERNMENT CENTRE
PORT LOUIS

Name (*Block Letters*) and Signature of Senior Manager who validated the submission : BILKISS RAJAHBALEE-CADER

(SIGNATURE).....

Telephone Number of the Senior Manager : 201 1952

Title of the Best Practice : THE CITIZEN SUPPORT PORTAL

Start date : 28 APRIL 2017

1. AREAS OF BEST PRACTICE

Organisations are requested to submit a well-defined Best Practice that has contributed to make substantial changes/improvements in management practices inspired by a combination of any of the ten pillars below. (*Pillars concerned by the practice must be selected from the list below*)

<input checked="" type="checkbox"/>	<p>Growth and Development <i>Public Sector business, programme and service delivery solutions that facilitate the inclusion of social and economic growth, keeping pace with the way society is evolving and are reflective of the diverse Nation we serve.</i></p>
<input checked="" type="checkbox"/>	<p>Business Transformation <i>Anticipation and responsiveness to the evolving client needs through modernisation and business transformation including the efficient use of resources and effort in developing a new workplace, culture and ethos.</i></p>
<input checked="" type="checkbox"/>	<p>Innovation and Acceleration <i>Making use of science, research, technology, innovation, institutional knowledge, data analytics, smart practices, shared information and knowledge for ideas generation and concept mapping.</i></p>
<input checked="" type="checkbox"/>	<p>Digital Transformation <i>Making use of technology, E-platforms (such as e-procurement, etc.), tools and applications as an accelerator for improved quality service, efficiency, productivity, performance and results.</i></p>
<input checked="" type="checkbox"/>	<p>Smart Process <i>Making use of objective-oriented systems to simplify and automate business processes to be forward-thinking, rapid, responsive and efficient.</i></p>
<input checked="" type="checkbox"/>	<p>Strong Governance and Institutional arrangements <i>Ensuring that the right oversight and guidance for good governance, compliance, ethics, integrity, transparency, accountability, legal, operational and performance frameworks are in place.</i></p>
<input checked="" type="checkbox"/>	<p>Performance <i>Ensuring greater coordination and clarity of objectives, goals, roles and responsibilities and performance outcomes and providing the right tools, resources equipment and physical environment to enhance efficiency, productivity and employee commitment and motivation.</i></p>
<input checked="" type="checkbox"/>	<p>Capacity Building and Capability Development <i>Developing capacity, capability and learning to ensure that employees are continuously adopting and developing new skills, capabilities and technical/behavioural competencies while giving high priority to digital skills.</i></p>
<input checked="" type="checkbox"/>	<p>Implementation <i>Planning, design and implementation of projects, programmes and priorities are integrated so that the right people, funding, resources, logistics, infrastructure are in place and there is a shared ownership of outcomes.</i></p>
<input checked="" type="checkbox"/>	<p>Customer Satisfaction: The Bottom line <i>Improvement in customer experience and making public services efficient, transparent and equitable based on consultation and feedback from clients. The</i></p>

	<i>public and clients are at the heart of policy development, programmes, services and actions.</i>
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2. EXECUTIVE SUMMARY

3.1 Provide an executive summary of the Best Practice successfully implemented by your organisation. (Not more than 300 words)

It is a fact that technology and innovation are constantly pushing forward the limits of what is possible and the finality of this disruption should remain the improvement of the quality of life of people. Whilst it is often argued that Government operations are less prone to adopting best practices which are leveraged by innovative technologies, the Citizen Support Portal (CSP) which is managed by the Citizen Support Unit (CSU) of the Prime Minister's Office (PMO), is an undeniable illustration of how the citizen has been placed at the centre of public service delivery within a short span of time.

Set up as part of an initiative of the Prime Minister in January 2017, the Citizen Support Portal is an internet-based system that is available online and round the clock, has significantly contributed to bring radical changes in business processes and the manner complaints and suggestions are handled by Government bodies.

Implemented in over 283 Government entities and mobilising more than 1000 officers, the CSP is set to become a benchmark as regards to the adoption of best practices in areas such as reengineered business processes, technology, lean and responsive management operation and availability of accurate, timely and reliable data for decision-making.

As a matter of fact, since its operation in April 2017, nearly 50,000 complaints and suggestions have been received and processed by Government entities by the end of June 2018 accounting for an increase of 150% to 500% of complaints received prior to the implementation of the CSP. The average time taken to address a complaint or suggestion has dropped from one month to only less than 10 days and with the expectation of a further drop with the adoption of new initiatives such as the setting up of task force meetings chaired by Parliamentary Private Secretaries (PPS).

The project has been a resounding success with more than 70% of complaints and suggestions resolved to the satisfaction of the Citizen in an environment which is far more efficient, transparent, accountable and citizen-focused.

3. MOTIVATION FOR THE ADOPTION OF THE BEST PRACTICE

3.1 What were the problem areas faced by the organisation and how were beneficiaries affected? (Not more than 300 words)

The perception of the Public which echoed in the press and private radios on the manner their complaints and suggestions were handled by most Government entities was reflective of the cumbersome and manual process adopted prior to the implementation of the CSP.

Even those few institutions that had a process for complaints management, same were in many cases manual, paper intensive, disparate and largely inefficient.

Therefore, in most institutions complaints or suggestions received from Citizens were invariably recorded in a paper-based file and dealt with in a traditional manner. In many cases, these were misplaced or even lost and in certain situations it was too late to act on an issue which necessitated an urgent action.

Furthermore, it was neither possible to get statistics on complaints or suggestions received by each Government body, nor was it possible to know whether these were given the attention required in line with the aspiration of the population.

At the level of the CSU, it was a daunting task to ensure, within a short period of time, the seamless transition from a purely manual approach to complaints management to a fully automated system that operates online and round the clock. Training had to be provided to users of different profiles ranging from ‘Desk Officers’, Systems Administrators and the Management of Government entities. Besides the training of users, the CSU had to address issues related to change management to ensure that Government entities are able to adapt to a transformed environment which embraces innovative technologies and which holds the potential to drive operational efficiencies, save time and money, and open the exploration of new avenues in other areas of Government operations.

From a technological perspective, the setting up of the Citizen Support portal, its connection to more than 280 Government entities across the Government Intranet System and implementing ICT Security measures has been a complex and tedious exercise that needed specialised ICT Skills.

3.2 Describe the plan or strategy adopted to address the problem areas using the ten pillars at Section 2. List down and describe the main elements of the plan or strategy, focusing especially, on their innovative feature(s) and the expected or intended effects. (Not more than 500 words)

Planning has been the cornerstone in the implementation of the CSP Project, which is considered as a transformative endeavour towards adopting best practices in dealing with complaints and suggestions by Government entities.

Once the policy decision has been taken for the adoption of an electronic platform and best practices for complaints management arising from the citizens, the following questions were immediately put forward:

What is to be done, when and where it is to be done, and how it is to be done, and by whom?

It is worth mentioning that the above questions were captured and addressed in a Concept Paper prepared at the level of the PMO and same was duly approved by Government.

The very first step in the planning process has been the setting up of the Citizen Support Unit under the Prime Minister’s Office and the appointment of a head of the Unit who is a seasoned and experienced Deputy Permanent Secretary. Thereafter, the team was constituted comprising of a senior officer of the Citizen Advice Bureau, a Programme

Manager from the Central Informatics Bureau, the technical staff of Mauritius Telecom and supporting staff.

The CSU team had to clearly define the objectives that had to be attained in line with the policy decision taken. Once these objectives have been defined, agreed upon and validated by policy maker, the CSU team had to work on details the plan.

The detailed project planning phase constituted of defining with a high degree of precision the different activities to be carried out, that is, the activity itself, its duration, resources required, cost involved (if any), dependencies and any constraints that needed to be addressed.

During this crucial phase, the CSU team made use of project planning tools and software such as Gantt Charts and Critical path methods so that everyone could have a common understanding of the plan and the strategies that was put in place to support them. For this purpose, the team relied on the commonly used software package Microsoft Project that is meant to assist in project planning

The CSU team had to ensure that the resources required to execute the tasks and activities identified were available and if these were not available appropriate arrangements were made.

The CSU team ensured that the different tasks assigned to the team were executed as planned whilst paying particular attention to those activities that if delayed could have any impact on others thus having a bearing on the overall completion date of the project. Similarly, the CSU had to delay some activities, which were less critical since in many cases the team faced constraints such as lack of human resources or their completion depended on external parties.

It is worth mentioning that the different, interrelated and at times complex tasks that were to be executed according to the plan have been executed within a short period of time, i.e., from February 2017 to May 2017 where the CSP became fully operational in 283 Government agencies. Prior to that, the project was implemented in a pilot phase with six Ministries involved. This phase gave the CSU team an opportunity to assess, monitor, coordinate and adjust on the plan that was made so that experience learnt and mistakes made were used as a good feedback mechanism to ensure a more efficient execution of the plan ahead of the final rolling out of the CSP in all Government entities.

4. METHODOLOGY

5.1 What were the quantitative and/or qualitative targets or key performance indicators that were set for the implementation of the Best Practice? (Not more than 300 words)

In line with the vision of Government to place the Citizen at the Centre of public service delivery, the CSU has set the following list of targets to be achieved in the wake of the implementation of the CSP. They are as follows:

- a. Providing Efficient and Round the Clock Service

A citizen can record a complaint or a suggestion at any time on the CSP through a simple and user friendly procedure where he/ she has the possibility to attach supporting documents including photographs and videos. The time frame set to resolve complaints and suggestions varies depending on its type with “typical” cases set to be addressed within 10 days.

b. Ensuring Transparency and Accountability

The complaint/ suggestion which is assigned a unique ticket number is processed on a first-come-first-service basis indiscriminately of who records the complaint.

c. Reengineering of Government Operations

The CSP has the potential to dramatically change the manner complaints and suggestions are processed in Government bodies as those are now processed electronically instead of the traditional, cumbersome and manual method which at times, unfortunately, symbolises Government operations. Besides efficiency gain, the possibility of complaints and suggestions be left unaccounted for, misplaced or channelled to an officer not entitled to deal with the case no more exists.

d. Achieving the ‘One Government’ concept

The CSP enables all 283 Government bodies to be linked together through a unified platform and database as regards complaints management is concerned.

This ‘eGovernment’ model offers several advantages such as the elimination of duplicity, officers have now a single view of the Citizen’s complaint, the elimination of cumbersome paper work, the possibility to provide end-to-end service to the population thus upholding the philosophy of Government to place the citizen at the centre of public service delivery.

e. Ensuring Interoperability

From a technological perspective, the CSP is a fully open system developed on open source technology which enables the seamless interoperability with other systems and technologies available in Government.

f. Upholding Confidentiality

The protection of personal data handled by the CSP is an essential condition in upholding trust and confidence among users. The CSU, therefore, ensures that complaints and suggestions that are received on the CSP are treated in strict confidentiality by authorised officers. Moreover, the CSP has been developed to include strong and resilient protective security features which comply with internationally benchmarked Cyber security standards.

g. Upholding Fairness and predictability

The CSP enables every citizen to be treated indiscriminately irrespective of his origin, social status, locality or creed. This is a key factor in creating a trustful environment for an enhanced Government-citizen interaction.

Furthermore, the citizen has now an opportunity to be aware at all times about the status of his / her complaint or suggestion as well as obtaining update from the officer handling the case while in process.

5.2 (i) Describe in details the involvement of employees and, if any, other stakeholders in the identification of the problem areas. (Not more than 300 words)

Citizen feedback through different channels of communication such as the press, private radios, and grievances received, *inter alia*, from members of Legislative Assembly, PPSs and even Ministers have been major contributors in the identification of problem areas insofar as the effectiveness in managing of complaints in Government Bodies is concerned.

Therefore, it has become obvious that Citizen's dissatisfaction, which is a major problem area, is directly linked to how staff conducts operations and adopts in many cases, inefficient and archaic business processes. Those were so entrenched in the organisational set up that the CSU team had to use persuasion to create awareness on how innovative technologies could help streamline and improve work procedures. Therefore, all inefficient and cumbersome business processes had to be identified and studied by the CSU team and staff of Government entities so that redesigned ones could be inbuilt into the CSP.

Furthermore, feedback received from staff from different levels of the organisational hierarchy provided the CSU team with a clear picture of the gap that needed to be filled in between the existing manual system of complaints management and the desired outcome to be achieved by adopting best practices in this particular area of Public Service delivery

When it came to implement new business processes on the CSP, the technical team of Mauritius Telecom has been instrumental in further refining the solution so that it was no longer possible, at that stage, to identify any problem area related to either the existing system or the proposed one on the CSP.

However, during the testing phase of the newly designed process on the CSP and in the pilot phase of implementation, it was still possible for those users or even the implementers to identify flaws and misunderstandings, which have arisen during the crucial phases of information gathering and "systems analysis".

(ii) How far were employees and, if any, other stakeholders involved in problem solving and decision making? (Not more than 300 words)

The CSP project, which is considered as a transformative reforms initiative, has been implemented at a wide scale and within a short span of time. This venture has required the collaboration of different stakeholders both from within and outside Government entities.

First, the CSU team has ensured top management commitment within Government. In fact, as soon as the Prime Minister announced the initiative in January 2017, a workshop was organised with the Senior Management of Government entities on 30 March 2017 to brainstorm on the best possible scenario for a smooth roll out of the CSP. At this session, several key decisions were taken such as the assignment of a dedicated officer in each Government entity for managing complaints and suggestions received on the CSP. Earlier on, that is, on 16 February 2017 a workshop was organised to discuss on the reengineering of Citizen Advice Bureaux to ensure a new paradigm shift in the desired interaction between the Citizen and Government.

The CSU team had also intensive and regular working sessions with officers Government entities prior to, during and post implementation. It should be pointed out those interactive sessions were not meant to be prescriptive but were intended to get sufficient ideas and inputs in order to ensure that a customised solution is developed that meet the needs and aspirations of Government entities.

The technical team of the CSU also had meaningful and collaborative arrangements with the staff of MT with a view to coming up with the right technological environment that will operate optimally for the Citizens as well as for internal users over sometimes disparate platforms and on different devices.

Trade Unions and NGOs also provided the CSU with interesting insights and ideas coming from independent and different perspectives as regards Government service delivery to the Citizens. These inputs have duly taken on board while implementing the best practice.

5.3 How was team work and team spirit fostered to achieve objectives? (Not more than 300 words)

Empowerment and alignment to organisational goals are key elements that nurture team work and team spirit of the CSU team. At the top of the Unit, there is strong leadership that inspires and drives a multi-disciplinary and multi-skilled team each of whom is empowered to carry out a specific ‘business function’, i.e., Operations, ICT and Innovation, Communication, Monitoring and Evaluation, Communication and Statistics without the need for continuous guidance. Such an organisational arrangement reinforces team work and team spirit which in turn results in superior performance and outcome. The CSU team promotes a culture of trust, mutual understanding, transparency and fairness while focussing on outcome to be achieved and at the same time resolve issues and conflicts in a trustful and objective manner.

Beyond the main tasks carried out by the CSU team at the PMO, it is also worth mentioning that coordination and interaction with more than 1000 staff in Government entities who resolve complaint on a daily basis through the CSP are also carried out.

Besides, the CSU also oversees Citizen Advice Bureau (CAB) Officers who are the first point of contact with the Citizen on the CSP. Furthermore, the CSU team also works in close collaboration with the Mauritius Post Limited which has made special arrangements in more than 95 Post Offices to enable Citizens to have their complaints and suggestions recorded on the CSP.

Whilst each officer of the CSU has a 'core' set of duties and responsibilities, it is a usual practice that they are involved in tasks other than those assigned to them. For instance, the team participates actively in the monthly event "CSU Debarik Kot Ou" in collaboration with the Mauritius Broadcasting Corporation and which has now become a popular attraction for Citizens of a given locality. Similarly, the Monitoring and Evaluation team is supported by other team members when reports have to be submitted on a quarterly basis to Cabinet.

The CSU team is also actively involved and collaborates with members of the task force set up by Government and chaired by PPSs to, *inter-alia*, monitor tickets raised on the CSP at constituency level.

The CSU endeavours to keep the team motivated by organising regular team building activities where successes are celebrated and failures serve as a reminder to try harder and all of these are undertaken in an informal and casual manner.

5.4 What were the measures taken to ensure that resources were used optimally?

(Not more than 300 words)

The fact the CSU is a relatively small team with in all 14 staff of different professional backgrounds yet multi-skilled and motivated that is mainly pooled from the existing establishment of different Ministries meant that scarce human resources were used in the most optimal manner during the implementation of the best practice. In addition, the lean and flexible reporting line in contrast with typical bureaucratic arrangements existing in Government has ensured that the team was able to operate at its full potential whilst ensuring transparency and accountability.

The CSU team also relied heavily on existing ICT tools and on affordable yet convenient networking and communications tools such as WhatsApp group in order to ensure a steady flow of communication among staff members and key stakeholders. This model contributed to reduce the use of paper work and printing activities through the use of shared ICT devices and resources among staff over a secured network.

Furthermore, conventional meetings and traveling as seen in public sector organisations were curtailed to a bare minimum as the CSU relied on the communications facilities that were offered through electronic means. Since the team had to work at staggered, irregular and outside working hours and even at home, typical attendance rules as defined in the public service did not apply. This situation gave a real flexibility and opportunity to the team to go beyond the paradigm of the typical 9 to 4 working hours as applicable in Government.

The CSU team was trained through coaching and mentoring from within so that they became multi-skilled. As such, they were empowered to operate on multiple tasks requiring different skills which lead to an optimal use of resources.

At the level of Government entities, existing officers who were carrying other responsibilities were, in addition, assigned the responsibility to manage complaints and suggestions on the CSP. Similarly, except for a few cases, existing ICT infrastructure available in Government entities were used to access the CSP.

Since no additional funding on staffing was required and that the CSP was put at the disposal of the CSU by Mauritius Telecom free of charge, financial resources were utilised to the strict minimum for the conduct of such activities like marketing and communication campaigns.

5. IMPLEMENTATION OF THE BEST PRACTICE

6.1 Explain how the Best Practice was implemented. (Not more than 300 words)

Besides the adoption of innovative technologies in the implementation of the CSP Project, the philosophy of implementing such a project revolves around the adoption of best practices in terms of streamlining procedures and processes and in many situations completely redesigning them. It is therefore important to understand the seven step process which is embedded in the CSP for the efficient and timely management of complaints and suggestions. They are as follows:

- a. Step 1: The Citizen enters the web site address www.csu.mu to record a complaint or suggestion. He or she can walk in one of the 35 Citizen Advice Bureau or one of the 95 post offices to have their complaint or suggestion recorded. The Citizen will then receive a unique ticket number by email and on his mobile phone for reference and / or status tracking once his complaint or suggestion has been duly recorded on the CSP.
- b. Step 2: The complaint or suggestion posted by the citizen will be automatically channelled to the Citizen Advice Bureau which he / she had earlier specified on the online application form.

The officer of the Citizen Advice Bureau thereafter transfers electronically the complaint or suggestion to the respective Government body. There are in all 283 participating Government entities on the CSP

- c. Step 3: When a complaint or suggestion has been duly transferred to a Government entity, a high ranking officer (the Department Supervisor) takes ownership of same.

The Department Supervisor can personally address to the complaint or suggestion or he / she can assign the complaint to one of his subordinates, the Department Officer.

The suggestion or complaint can be reassigned to another Department Officer or transferred electronically to another Government entity where the same process as described above is adhered to.

During processing the Citizen may be contacted by phone or notified by email.

- d. Step 4: The Citizen Advice Bureau and CSU Officers as well as officers of a given Government organisation have the possibility to monitor, query officers or post an internal note on the CSP during the processing of complaints or suggestions.
- e. Step 5: The CSP provides for the citizen to be informed by email during the processing phase of the complaint or suggestion.
The Citizen receives an email when his ticket has been closed by the Government body dealing with the complaint or suggestion
- f. Steps 6 & 7: The Citizen can at any time check the status of his / her complaint by providing the ticket number received when the post was first made.

Once a ticket is closed, the Citizen is invited to fill in a feedback form where he / she will have the opportunity to provide relevant comments and rate the level of service obtained.

6.2 How were obstacles/bottlenecks resolved? (Not more than 300 words)

Whilst it is an undeniable fact that the implementation of the Citizen Support Portal project at such a large scale has brought a transformational change in the manner Government handles complaints and suggestions, such an initiative has been a daunting and challenging experience for the CSU. The CSU team has had to overcome several obstacles and bottlenecks prior, during and following the implementation of the Citizen Support Portal.

Firstly, being given that the initiative was considered as a top priority for Government, the CSU team has had a tight schedule on the time frame allotted for implementation. However, with the dedication of the team, the project was implemented within agreed schedule of four months.

Moreover, implementing a project of such scale and leveraged by innovative technologies has been a demanding task for the technical team particularly where third party technologies are required. Fortunately, Mauritius Telecom put at the disposal of the CSU its Data Centre to host the portal whilst the fibre-optic based Government Intranet System (GINS) had to be crafted to enable internal users to access the system. Furthermore, the technical team was well trained and equipped to remedy to any technical issue that cropped up.

From an operational perspective, the receipt and management of complaints in all 283 Government agencies has now shifted from a 9-to-4 time frame to a round-the-clock service. Such paradigm shift in operation has been possible due to the adoption of Internet technologies as well as adjustments that had to be made in work schedule of respective officers.

Being given that the CSP operates on an Internet based platform and collects personal data from Citizens, the CSU team had to ensure that stringent Cyber Security and Data Protection measures in line with International best practices were implemented.

The implementation of any project that brings a transformational change in the manner an organization operates, more particularly in a Public Sector environment, invariably

creates a sentiment of worry and uncertainty among the staff of Government entities. These apprehensions were diligently allayed with the organisation of specially crafted training and change management programmes at the CSU.

Lastly, the decision of Government to set up of task force meetings and chaired by PPSs for the monitoring of tickets has created the right synergy among representatives of different Government entities in the resolution of bottlenecks so as to address more expeditiously the complaints and suggestions recorded on the CSP.

6.3 State specifically how the health and safety issues and environment-friendly concepts were taken on board while implementing the Best Practice. (Not more than 300 words)

With the implementation of the CSP, the role of CAB Officers posted in 35 CAB Offices across the Island has been redefined as they are now the first point of contact with the Citizen irrespective of whether complaints or suggestions have been posted directly online by the Citizen, at a CAB Office or in one of the 95 Post Offices located around the Island. It was, therefore, important to rebrand the CAB Offices with a new identity that would reflect the vision of Government in enhancing Public Service Delivery.

In this context, the CSU availed of the “*Improvement of Counter/ Customer Scheme*” of the Ministry of Civil Service Affairs and Administrative Reforms where funds were provided to fully refurbish and create an eco-friendly environment in all CAB Offices that would commensurate with the level of service delivery that was expected from Government. At the end of the financial year 2017-2018, all CAB Offices were fully refurbished with a cost of around Rs 1.4 million where emphasis has been made on cleanliness, ergonomics and a welcoming place

Furthermore, with the advent of the CSP in Government entities ICT equipment was procured with a view to enable officers to operate on an electronic platform. Invariably, therefore, paper based files and documentations were no longer required and disposed of. Such step meant that less paper and space were required. Furthermore, staff was also trained on health and safety aspects as regards the utilisation of ICT equipment in the work place.

From a more holistic perspective, technologies adopted such as cloud computing, data centre and data analytics tools in the implementation of the CSP meant lesser electric consumption for Government, elimination of paper work at all levels, reduced transportation, promotion of tele-working and which have as overall impact in contributing, albeit modestly, in reducing carbon footprint. However, if such model is adopted in other areas of Government operations, the impact will be significant on health and safety including the adoption of ergonomic approaches in the workplace, the environment, transportation and traffic issues and tele-working particularly its positive effect on work-family balance.

6.4 Explain the monitoring and feedback process during the implementation of the Best Practice. (Not more than 300 words)

During the implementation of the CSP in Government entities, monitoring and feedback as regards to the key performance indicators and objectives defined at the planning phase were gauged constantly particularly during pilot implementation of the system.

Being given that officers of Government entities were adopting a completely new set of redesigned business processes driven on an electronic platform, it was important for the CSU to monitor and hand hold them in the process. Feedback received provided valuable inputs to fine tune the system and to adjust on the processes defined.

Furthermore, through observation and interviews the Monitoring and Evaluation section of the CSU was able to make proposals on how adjunct processes may be improved, for instance, it has been seen that at the Ministry of Social Integration and Economic Empowerment further improvements could be brought notwithstanding the fact that the CSP was already operational. Similarly, the CSU is in the process of coming up with a customised version of the CSP for Local Authorities following working sessions held during monitoring and evaluation.

From a technological perspective, the portal was subjected to different operating conditions to ensure that the performance of the system remained at acceptable limits and in cases where results were not according to set benchmarks corrective measures were taken.

At macro level, the CSU team gauged key performance indicators set for each category of complaint and compared them to the situation when same were treated prior to the CSP. Such indicators, *inter-alia*, related to the following:

- a) The margin of accuracy of CAB officers to transfer a ticket to the right Government entity
- b) The time taken for a designated officer to take cognisance of the complaint or suggestion
- c) The effectiveness of the designated officer to deal with the complaint or suggestion.
- d) The degree of control that a designated officer had on subordinate officers who had been “assigned” a ticket
- e) The effectiveness of the subordinate officers to deal with the complaint or suggestion and to flag same to the designated officer for closure of a ticket.
- f) The degree of Citizen Satisfaction in resolving a complaint or suggestion
- g) The percentage increase of tickets processed as a result of gain in public confidence

Finally, the outcome of each task force meeting held on a monthly basis provide the CSU team with valuable yardsticks to gauge the efficacy of the CSP and the accompanying processes put in place.

6.5 Name at least two risk factors that arose in implementing the Best Practice and explain those factors and/or risks briefly. (Not more than 200 words)

Like for any project particularly those which are enabled by innovative technologies, the implementation of the CSP has been fraught with a number of risks. They can be classified into two categories, namely, technological and organizational readiness.

From a technological perspective, the implementation of the CSP is the first ever project that was implemented at Government wide scale. The installation, configuration and implementation of the system over sometimes disparate technological platforms in Governmental entities were major risk factors. In addition, the CSP had to rely on third party's technologies such as the uninterrupted availability of adequate Internet bandwidth from the Internet Service provider. Lastly, the technical team had to ensure that the portal which was proposed to the public was user friendly and could operate on multiple devices such as PCs, laptops, Smartphones and Tablets.

Form an organisational perspective, the CSU team had to address a major risk of managing drastic change in the manner Government entities operate particularly those associated with the adoption of innovative technologies. Securing top management commitment, resistance to change and creating an environment which would bring about a change in mindset of staff were factors that had to be carefully assessed and addressed in the most astute manner.

However these risks factors were mitigated by the fact that top level commitment from the highest level of Government was obtained prior to embarking in the project.

6. EVALUATION OF THE BEST PRACTICE

6.1 Explain how was the evaluation of the impact of the Best Practice conducted? (Not more than 300 words)

Monitoring and Evaluation are not only essential to the success and sustainability of the CSP project but offer an excellent tool to bring about reforms and continuous improvement in Public Sector entities particularly in terms of implementing best practices through innovative technologies thus embracing the total quality management principle. As matter of fact, the CSU has a dedicated section responsible for monitoring and evaluation. The team is entrusted with a range of tasks aimed at ensuring, *inter alia*, that the main objectives of the CSP project are met and that the complaints and suggestions of citizens are addressed in an efficient and a timely manner. The team relies on information provided by the CSP as well as a tailor-made data analytics tool, Kibana, to ensure that the performance of Government entities in the handling of complaints and suggestion meet agreed key performance indicators such as the allocated time to resolve same. In this particular area, it is noted that the average time taken to resolve a complaint or a suggestion has dropped from one month to less than 10 days.

Furthermore, the team is able to produce different types of reports by relying on a powerful data analytics tool (Kibana) that extracts relevant data from the CSP. These reports are then made available to different Government entities for necessary actions to be taken and, at regular intervals, Government is made aware of the impact of CSP in placing the citizen at the centre of public service delivery.

The monitoring and evaluation team also actively supports and assists the task force recently set up by Government and chaired by each of the nine Permanent Parliamentary Secretaries responsible for a specific constituency. During the meeting, reports regarding open and closed tickets classified in different categories that are raised by citizens of a particular constituency and discussed for expeditious resolution of same.

7.2 Describe the impact of the Best Practice on the level of services provided to key customers and on the environment, society. *(Not more than 300 words) (Please provide data by comparing targets v/s actual performance, before-and-after indicators, and/or other types of statistics or measurements)*

The impact of the implementation of the CSP by the CSU has been immediate and profound and has had an irremediable effect on, first and foremost, the Citizen but also in the manner Government entities operate and the civil society at large. These are summarised as follows:

a. Round the clock and superior Government services to the citizens

A citizen can now record a complaint or a suggestion online and at any time on the CSP through a simple and user friendly procedure where he/ she has the possibility to attach supporting documents including photographs and videos.

Furthermore, as per metrics on the data analytics tool for the CSP, the average time taken to resolve a complaint is less 10 days compared to one month prior to the implementation of the project.

Such improvement in service delivery has been a major contributing factor in fostering a citizen-centric Government.

b. Transparency, Accountability and Trust

The complaint/ suggestion processed on a first-come-first-service basis indiscriminately of who records the complaint contrary to the former manual method.

Since it is possible to trace and monitor tickets online and provide detailed information about the status of a complaint or suggestion, a trustful environment has been created for an enhanced Government-Citizen interaction. This means that the grievances of the public that find their way to the press and private radios have decreased. Furthermore, a collaborative platform has been developed with private radios, NGOs and Trade Unions amongst others in order to ensure that they are fully taken on board of this transformative process. Such approach has seen a surge in the number of complaints recorded on the portal ranging from 150% to up to 500% depending on Government entities

c. Environment friendly

The resolution of complaints and suggestions on the CSP is now entirely conducted on an electronic platform which means that all the paper-intensive process associated with

the manual system has now been eliminated. Furthermore, the Citizen no longer have to physically travel to Government entities to record a complaint or to check its status.

- d. Responding to the needs of the Citizens coupled with efficient allocation of resources

The implementation of the CSP has indeed significantly contributed to realise the vision of Government in placing the citizens at the centre of Public service delivery thus meeting their legitimate aspirations. The CSP is also a fitting example of how the adoption of innovative technologies and the judicious allocation of scarce resources could be harnessed to address the needs of the society at large.

8. REPLICATION TO OTHER ORGANISATION

8.1 How can the Best Practice be replicated to other organisations? (Not more than 200 words)

The implementation of the CSP in respect of the management of complaints and suggestions has entailed in Government entities the complete re-engineering of existing business processes which were entirely manual. This has now given way to an entirely new electronic platform that supports benchmarked business processes for optimum efficiency and productivity.

However, it is observed that in many areas of Government operations, many processes are still manual although the availability of ICT platforms and Internet connectivity are satisfactory. The transformation process of the Mauritian public service can be a successful and rewarding venture only if there is the proper 'digitalisation' of Government entities through the adoption of innovative technologies with redesigned and benchmarked business processes.

Making use of common technological platforms such as the Government Intranet System and Web based systems as is the case for the CSP may be adopted for other Government horizontal and vertical Information systems.

Government may also adopt a similar Governance and implementation model as that of the CSU which promotes best practices in terms of organisational efficacy, collaboration, team work and the promotion of a multidisciplinary and multi-skilled pool of Human resources,

The adoption of a citizen facing online system such as the Citizen Support Portal that promotes transparency, improves trust and accountability in Government bodies can be a good showcase to promote best practices in other areas particularly where there is constant public scrutiny such as in the health, education social security sectors

8.2 Based on your organisation's experience, name up to three factors which you consider as indispensable to replicate the Best Practice. (Not more than 200 words)

A set of prerequisites are required to ensure the successful implementation and sustainability of the CSP. The following factors are, however, considered to be

indispensable not only for the CSP project but for any project that is poised to bring a transformational change in the organisation.

1. Commitment from top management

Top management commitment is a sine qua non condition for the replication of any best practice in an organisation. A clear vision with the definition of desired outcomes and focusing relentlessly on achieving them are required.

The CSU team has, in this context, obtained the commitment from the highest echelon of Government.

2. Technological readiness

A robust, reliable and secure ICT Infrastructure is a key condition to implement any project which driven by innovative technologies. The implementation of the CSP across all 283 Government entities has been possible as the necessary infrastructure such as the MT Data Centre, the Government Intranet System and necessary computing tools at the level of users were made available to the CSU.

3. Organisational Setup & Team Work

The organisational setup of the CSU is quite unique with a lean and flexible organisation structure that is conducive for the implementation of innovation-led project. It comprises of a multi-disciplinary and a multi-skilled team all under the guidance and supervision of a Head. This ensures agility in planning and execution with streamlined reporting lines as the team is empowered to deal with multiple tasks and stakeholders.