



Republic of Mauritius

Ministry of Civil Service and Administrative Reforms

in collaboration with

Mauritian Quality Institute

and

University of Technology, Mauritius

Public Service Excellence Award 2007



Recognising Innovation and Excellence



**The Ministry of Civil Service and
Administrative Reforms**

Public Service Excellence Award 2007

Messages

From:

Dr The Honourable Navinchandra Ramgoolam, G.C.S.K
Prime Minister of the Republic of Mauritius

Mr Suresh Chandre Seeballuck
Secretary to Cabinet and Head of the Civil Service

Mr Premhans Jhugroo
Supervising Officer
Ministry of Civil Service and Administrative Reforms

Mr Mohamad A. Vayid, C.M.G, G.O.S.K
Chairman, Panel of Jury

Dr R. Durbarry
Head of School of Public Sector Policy and Management,
University of Technology, Mauritius

Dr (Mrs) Brinda Seebaruth-Sonah
President, Mauritian Quality Institute

Mr Toolsyraj Benydin
President, Federation of Civil Service and Other Unions

Mr Radhakrishna Sadien, M.S.K
President, State Employees' Federation

Participating Organisations

Abdool Rahman Abdool Government School

Biochemistry Department, Central Laboratory,
Victoria Hospital

Biodiversity Unit, Forestry Services

Camp de Masque Police Station

Citizen's Advice Bureaux

Citizenship Section, Prime Minister's Office

Civil Aviation Department

Coromandel Police Station

Droopnath Ramphul State College

Eau Coulée Police Station

Energy Services Division

Grand Gaube Police Station

High Dependency and Intensive Care Unit
Victoria Hospital

Licensing Office, Traffic Branch, Police Department

Management Audit Bureau

Mauritius Meteorological Services

National Environment Laboratory,
Ministry of Environment and National Development Unit

National Parks and Conservation Service

National Plant Protection Office

Pointe aux Sables Police Station

Public and Disciplined Forces Service Commissions

Registrar-General's Department

Scholarship Section,
Ministry of Education and Human Resources

Souillac Police Station

Valuation Department



Table of Contents

Message

From:



Dr the Hon Navinchandra Ramgoolam, G.C.S.K.
Prime Minister
Republic of Mauritius

The Public Service Excellence Award (PSEA) is an effective motivational tool for Ministries and Departments to improve the quality of their services. It is regarded as a label of excellence as well as recognition.

Mauritius is going through major changes and it is essential that the public service follows pace and adopts innovative practices and develops a culture of operational excellence. The public service must be poised to cope efficiently with upcoming challenges and assist the country to successfully integrate the globalised world.

As I stated in my intervention in the National Assembly on the National Budget 2008/2009, the public sector has been the backbone of our country's development. This can continue only if we have dedicated public officers equipped with the right skills and tools.

But, most of all, public officers have to inspire trust and confidence in public institutions. They must be seen to be providing impartial and customer-oriented services, in a professional manner, within an open and transparent system while ensuring good governance. They need to make full use of the modern tools available to them and endeavour to provide faster and streamlined services.

The recommendations contained in the Pay Research Bureau Report 2008 will certainly be a strong motivation tool to further enhance the performance of officers at all levels.

I congratulate the winners of the PSEA 2007 and invite more organizations to take up the challenge and participate in the next edition of the PSEA.

01 July 2008

A handwritten signature in black ink, reading "Dr N. Ramgoolam". The signature is written in a cursive style.

Dr the Hon Navinchandra Ramgoolam, G.C.S.K.
Prime Minister

Message

From:



Mr. Suresh Chandre Seeballuck
*Secretary to Cabinet and
Head of the Civil Service*

Trust in the Public Service is vital for the upholding and ongoing development of a democratic and well-governed society. This trust needs to be earned by ensuring that citizens and businesses get easy and impartial access to the basic services they require and more importantly, by delivering these services in a timely and efficient manner.

The theme of the Public Service Excellence Award (PSEA) 2007 'In the pursuit of Excellence: Enhancing Trust in the Public Service' has been purposefully selected to reflect the theme of 'Building Trust in Government' which was adopted for the 7th Global Forum on Reinventing Government held in Vienna, Austria in June 2007.

Fostering a culture of excellence in the Public Service will certainly enhance citizens' trust in the Public Service. This requires amongst others, that public officers abide by our values of integrity, objectivity, impartiality and honesty at each and every step of their day-to-day operations. Good governance requires that we establish and sustain an unwavering commitment to uphold a clean and fair Public Service.

To this end last year, a new Code of Ethics for Public Officers was launched to help promote an ethical culture within the Public Service. An Ethics Online corner has also been developed to further sustain this effort to act as a focal point on ethics.

The PSEA rewards public organizations that have shown consistent efforts to achieve excellence through the adoption of a new zeal and mindset. The participation of organizations in the PSEA 2007 demonstrates their interest in and commitment to reforms and their willingness to undergo scrutiny.

I would like to place on record my thanks and appreciation to the Chairman of the Panel of Jury, Mr Mohamad A. Vayid, C.M.G, G.O.S.K and its members for the valuable time allocated for a fair and impartial evaluation exercise. I also take this opportunity to thank the Mauritian Quality Institute and the University of Technology, Mauritius, partner organizations for their support as well as to the Federation of Unions.

I congratulate the winners of PSEA 2007 and wish them continued success in their endeavours. They are trend setters in the pursuit of excellence that other should endeavour to emulate. I commend all organizations that have participated in the PSEA and invite other Ministries/Departments to join the quest for excellence by participating in the next edition of the Public Service Excellence Award.

Mr. S. C. Seeballuck
*Secretary to Cabinet
and Head of the Civil Service*

Message

From:



Mr Premhans Jhugroo
Supervising Officer, Ministry of Civil Service and Administrative Reforms

Government is aiming for efficiency, effectiveness and responsiveness in all its actions to build an 'attractive, modern, inclusive, green and open country', where the Public Service as its executive arm, is tuned and intent on providing quality public services. Public institutions are called upon to meet the new challenges to implement successfully the Government Programme through a continual process of capacity building and the review of systems and procedures.

The different reform initiatives introduced in the Civil Service since several years which include, among others, the adoption of quality management systems such as the ISO standards, the publication of Customer/ Citizen's Charters, the upgrading of Counter/Customer Services and the extension of the E-services have all generated substantial gains in terms of improved quality and responsive public services. Such reforms have provided more leverage to the Public Service in assuming its role as facilitator and agent of social change to ensure the development of an enterprising and productive society.

However, the performance and service delivery of public organizations have to be continuously evaluated and reviewed so that the gaps are indentified and corrective measures are taken where required. In this respect, a new initiative known as "Mystery Shopping" has been introduced recently by the Ministry of Civil Service & Administrative Reforms, whereby trained shoppers act as real customers to gather information on an organisation's service related functions. It provides organizations with an insight of their service delivery levels from the customers' point of view and highlights both their strengths and weaknesses. Again, this new initiative is aimed at improving service delivery.

Other management tools for gauging the performance of public service organizations are Performance Management System (PMS) and the Programme Based Budgeting (PBB) which are being rolled out across the Civil Service. Both these reforms are meant to improve organizational performance and good governance practices, but more importantly to promote a culture of performance to take root in the Civil Service that would result in increased trust of citizens in our public services.

The Public Service Excellence Award has thus been introduced to give due recognition to officers and to Ministries/Departments and Units/Divisions that have strived to be innovative, customer-focused and results-oriented. It is also to reward them for their hard work and dedication and to motivate them to sustain the momentum in reforms and improved levels of services. No doubt this Award Scheme helps to further permeate a culture of continuous improvement and performance in public service organizations.

On behalf of the Ministry of Civil Service & Administrative Reforms, I take this opportunity to thank the Panel of Jury, which was ably led by Mr. Mohamad A.Vayid, C.M.G, G.O.S.K to do justice to the demanding task of adjudication. I also thank the University of Technology, Mauritius, the Mauritian Quality Institute, the State Employees' Federation and the Federation of Civil Service and Other Unions for their continued support.

I wish to praise all participating organizations in the Public Service Excellence Award 2007 for it goes to their credit and shows their confidence in the effectiveness and efficiency of their operational processes and services. I cannot but encourage them further to pursue with renewed energy and enthusiasm their quest for excellence. I warmly congratulate the winners of the Public Service Excellence Award 2007 and wish them continued success. I invite other public service organizations to follow their example and look forward for an increased participation in the next edition of the Award.

Mr P. Jhugroo
Supervising Officer
Ministry of Civil Service and Administrative Reforms

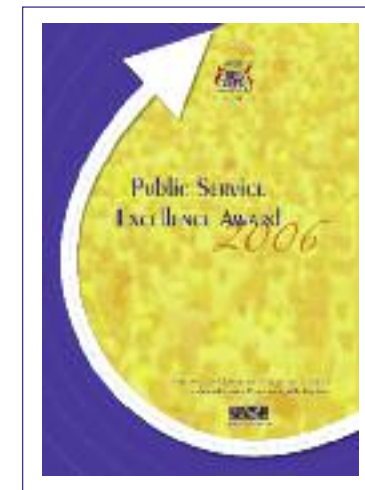
LAUNCHING OF THE PUBLIC SERVICE EXCELLENCE AWARD SCHEME



The Public Service Excellence Award Scheme was launched on 4 October 2006 by Mr S.C. Seeballuck, Secretary to Cabinet and Head of the Civil Service in the Sir Harilal Vaghjee Memorial Hall.

In his address to Heads of Ministries and Senior Public Officers, the Secretary to Cabinet and Head of the Civil Service pointed out that:

“the Public Service Excellence Award Scheme we are launching today is another step in the right direction and it will prove to be a useful tool in achieving organizational excellence”.





Public Service Excellence Award 2006

PUBLIC SERVICE EXCELLENCE AWARD SCHEME

Objectives

The objectives of the Public Service Excellence Award Scheme are to:

- recognise excellence and innovation and highlight their importance in developing a quality public service
- reward Ministries/Departments or Units/Divisions that have adopted innovative ways to meet the challenges facing them daily
- promote a performance-oriented, responsive, customer-friendly and accountable public service.

Awards

The trophy of Public Service Excellence Award is conferred to the Ministry/Department or Unit/Division that has excelled in all of the following judging criteria:

- Strategic Planning and Objectives
- Leadership and Team Spirit
- Effectiveness and Efficiency
- Customer Focus
- Innovation and Improvement

The winner of the Public Service Excellence Award is also offered a cash prize of **Rs. 100,000**.

*Specific Awards may be attributed to the Ministry/Department or Unit/Division which scores the highest in each of the criteria mentioned above, save for 'Strategic Planning and Objectives', along with individual prizes of **Rs. 50,000**.*

Winners are recognized for their outstanding achievements and enjoy publicity that will establish their reputation as a proven provider of exemplary services.

Entry

All Ministries/Departments or Units/Divisions are eligible to enter the Public Service Excellence Award. However, the winner of the Public Service Excellence Award will subsequently be eligible for participation only after two years.

All participants receive a Certificate in recognition of their efforts for working towards excellence and a quality public service.

Adjudication

Panel of Jury

A Panel of Jury, made up of the Chairman and four members from both public and private sector organizations and the unions are called upon to assess the entries.

Judging Process

The evaluation process comprises the following stages:

- shortlisting of entries submitted by participants;
- evaluation of shortlisted participating organizations and site visits by a team of Assessors;
- final assessment by Panel of Jury.

WINNER OF THE PUBLIC SERVICE EXCELLENCE AWARD 2006 - COMPANIES DIVISION



WINNER OF THE PUBLIC SERVICE EXCELLENCE AWARD 2006 - COMPANIES DIVISION

Companies Division means business.....

The Companies Division is responsible for the incorporation of local companies and global businesses, the provision of services and facilities for inspecting and obtaining company information and records of registered documents, as well as ensuring compliance by companies and their officers with their obligations under the relevant law.

Companies Division's vision

To create a modern and efficient registry for companies in order to make the corporate sector one of the major players of the Mauritian economy and to provide the country with the necessary instruments to compete globally.

Companies Division's mission

To provide a modern and efficient framework for companies to carry out their business activities and to facilitate enterprise development, promote transparency and enhance competitiveness.

To ensure that the legislative framework governing our corporate sector is efficient, effective, responsive, user and investor friendly whilst promoting accountability, openness and fair dealing.

To act as a facilitator for the creation and monitoring of a modern corporate environment for domestic and international investors to invest in and from Mauritius with confidence.

Achievements

The Companies Division's commitment to achieve world-wide recognition as an excellent Companies Registry was recognised in 2003 by being awarded the first prize of the Excellent Customer Service Award.

By providing the community with a quality service whilst at the same time strengthening the country's position as one of the most business friendly jurisdictions in the world, the Companies Division won the title of the Grand Winner of the Public Service Excellence Award competition in 2006.

Both awards are recognition of the constant efforts and achievements of the office in the pursuit of service excellence and constant improvement of delivery of public services. They have helped in instilling a sense of belonging and greater commitment amongst the staff towards achieving excellence.

The office benefitted enormously in participating in the Public Service Excellence Award competition organised by the Ministry of Civil Service and Administrative Reforms. It gave us an opportunity to benchmark our services and to focus on continuous improvement whilst boosting the confidence of the staff.

Mrs D. Packiry P. Chinien
Registrar of Companies

WINNERS OF SUB-CATEGORIES.....

Customer Focus Award



Floreal Police Station

Innovation and Improvement Award



Pointe aux Canonniers Police Station

Efficiency & Effectiveness Award



Civil Aviation Department

Leadership & Team Spirit Award



Meteorological Department

.....OF THE PUBLIC SERVICE EXCELLENCE AWARD 2006



The theme for the 2007 edition of the Public Service Excellence Award is 'In the pursuit of excellence: Enhancing Trust in the Public service'. This is in line with the United Nations 7th Global Forum on Re-inventing Government held in Vienna in June 2007 on the theme 'Building Trust in Government'. Trust between citizens and Government is indeed a vital element for a democratic and well-governed society.

Good governance is the key for a transparent, accountable and responsive public service. Trust in Government depends on the degree to which Government ensures that citizens receive consistent and responsive access to the basic services upon which they depend.

It is therefore important that public services adopt a citizen-centric approach, aimed at improving the responsiveness and the quality of public services. In the same breath, successfully rolling out innovations that improve public services significantly set organizations on the path to excellence and further enhances trust in Government.

Panel of Jury

Chairman

Mr Mohamad A. Vayid, C.M.G, G.O.S.K

Chairman, National Economic and Social Council

Members

Mr Krishnasamy Ponnusamy

Chairman, National Pay Council

& former Senior Chief Executive,

Ministry of Public Infrastructure, Land Transport and Shipping

Mrs Prabha Munhurrun

Academic Staff, University of Technology, Mauritius

Mr Rajcoomar Jhurry

Vice President, Mauritian Quality Institute

Mr Mohammad Iqbal Amiran

Secretary, State Employees' Federation

Message

From:



Mr Mohamad A. Vayid, C.M.G, G.O.S.K
Chairman, Panel of Jury

The Ministry of Civil Service and Administrative Reforms should be commended for initiating this competition for Excellence Awards, for two main reasons: it sets the sights of Government very high regarding performance standards in the Civil Service and affords to participants the opportunity to go through the motions of an essential training exercise in management while responding to the conditions of the competition.

For the jury it was quite edifying to conduct interactive sessions with the various contenders from Government Departments. It was also in some way a humbling experience as those meetings revealed facets of the work of the various organizations concerned that are seldom exposed to the public but which are critical elements of public services and administration.

It was therefore a learning experience for the members of the jury and arguably something of a revelation for the department being evaluated to have their operations mirrored in the perceptions and analyses of objective observers. It is worthy of note - and totally to the credit of the representative teams - that the atmosphere and the exchanges at the planned meetings were highly congenial and professional.

We are most grateful to the management of the participating bodies for the excellent arrangements made for our visit and the openness with which they were prepared to discuss their achievements and their problems.

While the technical proficiency, the public spiritedness, the dedication to service were much in evidence, one could not help noticing that advanced management thinking and practice, which could have enhanced performance in public institutions, was sorely lacking in many cases. Examples of creative and innovative management were rare, yet laudable efforts are often made to cope with outdated equipment or without essential tools or sufficient investment.

Part of the explanation for this state of affairs is the narrow focus - adopted by many Departments. Given our geographical position and the strategic role our services like the Civil Aviation and the Meteorological Services play in this part of the world, it would be to our advantage to adopt not just a regional perspective but a global one. To that end both these key institutions should be afforded the financial support they require to transform Mauritius into a high quality, efficient and reliable hub. Those in charge of our key institutions deserve nothing less if our country is to move forward.

To end I should like to place on record my gratitude to the members of the Jury, especially Mr Kris Ponnusamy, who deputized for me on a few occasions, for their support and assistance and to Mr A. K. Hoolass and Miss Z. Auladin along with the team from the Administrative Reforms Division for their high level of administrative competence in facilitating all our meetings and interactive sessions.

Mr Mohamad A. Vayid, C.M.G, G.O.S.K
Chairman, Panel of Jury

Message

From:



Associate Professor R. Durbarry
Head of School of Public Sector Policy and Management
University of Technology, Mauritius

It is with great pleasure that University of Technology, Mauritius (UTM) has once again collaborated with the Ministry of Civil Service and Administrative Reforms on such a prestigious national recognition of excellence, the Public Service Excellence Award 2007. We were pleased to work with members of the Panel of Jury to pay tribute to public service Ministries/Departments which, through their determination and dedication, have helped and continue to help build our country. Through their collective efforts they are better able to serve the public. The expectations of the public for good service delivery are high and we have witnessed many Ministries/Departments doing their utmost to deliver excellent services.

Indeed the Public Service Excellence Award is an ongoing exercise of recognising and acknowledging public officers who rise to the challenges of their work and excel in service delivery. The University of Technology, Mauritius is truly privileged to work with the Public Sector in designing and offering training programmes to public officers that focus on developing the necessary skills, building innovation capacity and creating a culture of continuous service improvement to respond to the needs of the public.

Associate Professor Ramesh Durbarry
Head of School of Public Sector Policy and Management
University of Technology, Mauritius

Message

From:



Dr. (Mrs) Brinda Seebarath-Sonah
President, Mauritian Quality Institute

It is with great pleasure that the Mauritian Quality Institute associates itself once again with the Ministry of Civil Service & Administrative Reforms for this laudable initiative - the second edition of the 'Public Service Excellence Award'.

The Mauritian Quality Institute is the national body coordinating the Quality effort in Mauritius. The Institute is an independent, not-for-profit organization.

We are committed to discover, learn, apply and share Organizational Excellence and TQM concepts in all sectors of our economy. We promote best practices, value creation, innovation, productivity and world-class standards.

As part of our activities, we organize the National Quality Award and have also partnered with the Ministry of Industry, Small & Medium Enterprises, Commerce & Cooperatives to organize the 'Mauritius Business Excellence Award' and with the Education Division of the Independent Commission Against Corruption to organize the second edition of the 'Best Anti Corruption Framework'.

For the organization of these various awards, the Mauritian Quality Institute brings its contribution in the development of the award criteria, provision of assessors, and the assessment process.

In any organization, excellent customer service is a direct result of the robustness of its processes. When processes are carefully designed within each function of the organization through well defined responsibilities, tasks, inputs and outputs, targets and controls, and when there is a seamless interface between cross functional processes at the various nodes of the organization which are linked to each other, planned deliverables in terms of service or any other organizational output are inevitably achieved. The principle of a seamless interface in the realization of robust processes should be attentively addressed as this is key in determining process continuity, the overall performance of the process and the envisaged service experience/outcome.

I take this opportunity to renew the commitment of the Mauritian Quality Institute in its continued partnership with the Ministry of Civil Service & Administrative Reforms to promote quality and quality best practices within the public service arena.

Dr Brinda Seebaruth Sonah
President, Mauritian Quality Institute

Message

From:



Mr. Toolsyraj Benydin
*President of the Federation of
Civil Service and Other Unions (FCSOU)*

As in the previous years, I am pleased to be closely associated with the Public Service Excellence Award 2007 and to convey to all colleagues in the Public Service a message of encouragement in all efforts mustered to provide improvements and excellent services to the Citizens of Mauritius.

With the ongoing process of modernization and the geared objectives of meeting the challenges in the World of Work, the FCSOU is convinced that alongside with the implementation of the recommendations of the 2008 PRB Report, added incentives should be given to Public Officers in the form of professional skills and training, better working environment and appropriate equipments, responding to the development of Information and Communication Technology.

The Public Service Excellence Award offers wide opportunities to government departments and services to focus on improvements and the integrity of the Public Service. In this context, government's project to come forward with a Public Service Act is a step further in the right direction to uphold Civil Service values and reinforce public trust.

Another milestone which will definitely boost public officers morale is the setting up of the Public Bodies Appeal Tribunal which will consolidate the intrinsic values with regard to promotion and career prospects in the public sector.

Let me convey my hearty congratulations and thanks to departments and ministries for their participation in this contest. The FCSOU looks forward that the award will become an annual feature and contribute to instill and arouse Public Officers interests for more innovation in the Public Service.

Mr Toolsyraj BENYDIN
President (FCSOU)

Message

From:



Mr. Radhakrishna Sadien, M.S.K
President of the State Employees' Federation

It is an undeniable fact that these past years the Public Service has witnessed major transformation through a series of reform initiatives undertaken by the Ministry of Civil Service and Administrative Reforms. Unfortunately, these changes are not always visible in the eyes of the public or are just being ignored.

It is also quite unfortunate that the Public Service has been denied resources which does not help to attain its objectives.

Although it is known that one way to eradicate poverty is through the provision of a Quality Public Service, yet the role and importance of the Public Service in the development of the country are too often being underestimated by people who either despise or simply do not know how the service functions. Some people have even made it their daily prayer to criticize the Public Service or take pleasure in using public officers as scapegoats.

However, we have to admit that several measures which were announced lately like the passing of the Public Service Bill and the Public Bodies Appeal Tribunal are expressions of positive signs aimed at rendering more visibility to the Public Service

Public Officers need to promote the continuous improvement of service delivery with a view to satisfy the exigencies of the population. Customer satisfaction should be the motto of every Ministry and Department. Every public officer should make it a duty to serve the public the way it would like to be served.

It is with much satisfaction that we have seen that over the years, the number of participating teams in the Public Service Excellence Award have increased which is a good sign for the Public Service. All participating teams should consider themselves winners so long as there is continuous improvement of the service they are offering in the quest for excellence. I would like to convey my best wishes to all public officers who have taken the oath to serve the public with devotion, impartiality and a sense of justice.

I am pleased to be associated with the Public Service Excellence Award which encourages innovation, good governance, justice as well as visibility, with a view to satisfy our customers' needs. It is only when our clients would feel happy that we can say that we have done our job properly.

It is only public officers themselves who can change the wrong perception of the Public Service in the eyes of the public.

The future is therefore in our hands.

Long Live the Quality Public Services.

Mr. Radhakrishna Sadien, M.S.K
President, State Employees' Federation

Participating Organisations



ABDOOL RAHMAN ABDOOL GOVERNMENT SCHOOL



The school is located in a deprived area on the outskirts of the city. The school population is of 770 pupils and the six standards are leveled class-wise according to age group. The average teacher pupil ratio is 1:35.

The school targets a professional and expert approach towards the welfare, well-being and achievements of all pupils, by treating each as an individual in quest of affection and attention.

We strongly believe that academic boost and success after years of schooling are inadequate to shape the future citizens. Our prime concern is to ensure teachers detect the students' latent talents, pool them out wisely and harmoniously to fuse them with academic areas.

Extra-curricular and co-curricular activities play a predominant role in our modern trend of education. Pupils are empowered at all levels and stages to grow through interactive teaching and learning conditions and also through outdoor pedagogical activities. Everybody on board is enticed to discover, stack, store and apply knowledge and concepts through holistic approaches.

The PTA and the community at large are fully involved as partners through a cohesive and supportive atmosphere.

Never before in history has innovation offered promise of so much to so many in so short time.

Bill gates

THE BIOCHEMISTRY DEPARTMENT, CENTRAL HEALTH LABORATORY



36

The department of Biochemistry performs within the framework of the Central Health Laboratory which provides extensive services in the broad disciplines of pathology.

The Biochemistry Department provides a comprehensive service, including routine chemistry, endocrinology, diabetes care, oncology and therapeutic drug monitoring. It is committed to medical laboratory service, research and education.

The department is also responsible for a quality assurance scheme for central and regional Biochemistry Departments of the hospitals of the Ministry of Health and Quality of Life.

Laboratory analysis of blood, urine and other body fluids is performed using a range of techniques from simple manual procedures to those using

complex scientific instrumentation. Many require a high degree of technical and scientific expertise and others, the operation of highly sophisticated, multi-channel analytical systems.

The Biochemistry Department also provides a clinical advisory service. There is close liaison with clinicians and other healthcare personnel within the hospital, the community and in other hospitals to ensure best practice in the use of the Biochemistry Service.

The noblest search is the search for excellence

Lyndon B. Johnson

BIODIVERSITY UNIT - FORESTRY SERVICES

The Biodiversity Unit was set up in 1997, with a view to coping better with the challenges of the Sustainable Forestry Management in the Forestry Service of the Ministry of Agro Industry and Fisheries. The conservation of native forests, environmental education, and public awareness on conservation of biodiversity are among the priorities of the Unit.

The Biodiversity Unit believes that the environmental education and conservation awareness programme are vitally important and should start at a very tender age. This vision has been turned into reality by successfully implementing an innovative concept of combining:

- Creation of Nature Corners in schools and talks to school children
- Guided tours in nature walks, visual interpretation and film shows in Visitor's Centres, namely at Mon Vert, Bras d'Eau and Powder mills

- In-situ conservation in Nature Reserves and Ex-situ conservation in nurseries and compound of Visitor's Centres
- Propagation of rare endangered native plants in Greenhouse at Curepipe for upland species and at Tree Seed Centre Abercrombie for lowland species
- Contribution of beautification of Mauritius through the National Tree Planting Campaign.

This combination develops a strong environmental ethic in the young generation that leads to personal responsibility for civic commitment to the protection of the native forests, eco-system and wildlife habitats.

The Biodiversity Unit believes in involving citizens in the conservation of their biodiversity and natural resources. Encouraging children to take an interest in nature is an important part of this combination process.



CAMP DE MASQUE POLICE STATION



The Camp de Masque Police Station came into operation on 29 September 1993. It is situated at Medine Camp de Masque, a central location easily accessible to all.

We aim to protect the community and property by:

- Preventing, detecting and investigating crime
- Monitoring and promoting road safety
- Maintaining social order.

The police station is manned with over 30 sworn officers and covers an area of 36.26 km² with a population of about 60,000 inhabitants. It provides support and services to the community 24 hours a day, 365 days a year. The division is well known for its banana and pineapple plantations.



Innovation distinguishes between a leader and a follower

S. Jobs

CITIZEN'S ADVICE BUREAUX NETWORK



The Citizen's Advice Bureaux Network comprises 35 Citizen's Advice Bureaux (CABx) situated around the country. The main functions of the CABx are:

- (a) to inform citizens on the services provided by Government institutions, on policies and programmes; and
- (b) to register the needs of localities in terms of social development. Internet facilities are available in each CAB and precise information tapped from the Government Portal is made available to the public.

Progressively the CAB service has established collaborative partnerships with a number of agencies like the NHDC, the SEHDA, the BOI, the DCP (EU), the Ministry of Housing and Lands, the Ex-Serviceman's Welfare Fund, the Trust Fund for the Social Integration of Vulnerable Groups and the Empowerment Programme to offer a basket of decentralized services to Mauritian citizens.

The CABx are in a privileged position to identify the developmental needs of citizens. Along with marketing the programmes and services of government, there is feedback at grassroots level.

Based on observations in the field, the CABx has taken initiatives for encouraging women entrepreneurship. Hence, three groups of women have obtained funding from the Afro Asian Rural Development Organisation for income generating projects which will be implemented shortly.

The CABx is the only counter where an individual has the possibility to seek guidance on a pertinent grievance affecting his daily life. The experienced staff provide a unique service which includes advocacy, counseling, advice, information and facilitation.

The Citizen's Advice Bureaux Network with its ramification in different parts of the country, strives to bring public facility to the people. Every effort is being made to translate the vision of Government "to put people first".



CITIZENSHIP SECTION, HOME AFFAIRS DIVISION



The Mauritius Citizenship Act came into force in 1968 and provides for the acquisition (by registration or naturalisation), deprivation and renunciation of the Citizenship of Mauritius.

It is government policy to actively engage its diaspora to invest and participate in its development and securing its partnership in all reforms aimed at restructuring the Mauritian economy to face the challenges of the 21st Century. The diaspora can become an

important partner in providing know-how and resources in view of the current economic situation of the country.

Citizenship has always been a matter of significant importance: a citizen is not merely an inhabitant of a country; he is the essence of the ability of that country to shape its future.

Apart from responsibilities that goes along, citizenship offers rights and privileges to:-

- (i) live in Mauritius permanently;
- (ii) leave and re-enter the country at any time;
- (iii) have access to free education and health services; and
- (iv) purchase property.

The Citizenship Section provides a key service to Mauritian citizens worldwide, as well as non-nationals including foreign investors. The Section deals with applications relating to commonwealth and non-commonwealth citizens, minor children of citizens of Mauritius, non-citizens married to citizens of Mauritius and citizens of Mauritius holding dual nationality. Certificates of Citizenship are also processed for persons whose citizenship of Mauritius is doubted.

The main mission of the Section is to provide a service 'par excellence' to all applicants, irrespective of their background. Our values are Customer Satisfaction first time and every time, Excellence in Service delivery, and confidentiality, in view of the nature of information provided.

The Section is staffed by a team of five officers who have the responsibility to process applications as well as providing non-stop counter services from 9 hrs to 16 hrs.



CIVIL AVIATION DEPARTMENT

Mauritius signed the Convention on International Civil Aviation on 30 January 1970 thereby taking the commitment as a contracting State of the International Civil Aviation Organization (ICAO) to comply with the International Standards and Recommended Practices annexed to the convention.

This commitment has been conferred upon the Director of Civil Aviation vide section 11 of the Civil Aviation Act of 1974 and assigns the task of ensuring safety, security, regularity and efficiency of the air transport system in Mauritius.

The Department of Civil Aviation (DCA) has two main responsibilities:

- (i) to regulate the civil aviation activities in Mauritius; and
- (ii) to provide air traffic services within the Mauritius Flight Information Region.

The functions of the DCA, as a regulator for safety, include amongst others, the licensing of personnel (pilots and crews, air traffic controllers, aircraft maintenance engineers), certification of aircraft airworthiness and certification of aerodromes in Mauritius, namely the SSR International Airport and Sir Gaetan Duval Airport.

As an Air Navigation Service provider, DCA maintains the necessary communication, navigation and surveillance facilities to allow for an efficient air traffic control within the vast airspace under our jurisdiction as allocated by ICAO.

In the context of security of aircraft and passengers, the Department of Civil Aviation also regulates access control for all persons requiring access to the controlled zone at the airport.



COROMANDEL POLICE STATION



The Coromandel Police has, in its endeavour to adapt to the contemporary needs and expectations of its customers embarked on the mission of offering an excellent service to its residential areas, namely Morcellement Montreal and Hermitage and its Industrial Zone.

Our aim is to know the needs and expectations of the public and exceeding them by going an 'extra' mile, thereby 'delighting' the customers.

The competition has enabled us to gain more knowledge about customer service excellence. It has brought about many positive changes in the working environment and the behavior of the police officers towards the Public and vice versa. We are now working with a purpose and as a team. It has added value to our work. The police and public relationship has greatly benefited. Both are now working in partnership for a safer area. The understanding and trust between the public and police can now be felt.

A service excellence culture is now starting to permeate the existing Police culture at Coromandel Police.



Excellence is the gradual result of always striving to do better

Pat Riley

DROOPNATH RAMPHUL STATE COLLEGE

Droopnath Ramphul State College has been named after the eminent Judge Droopnath Ramphul. In June 2006, the school became a National College and, in 2007, had a population of more than 900 students.

Over the years Droopnath Ramphul State College has built up an achievement culture with a 100% pass rate at SC level and about 95% at HSC level in 2006. The school has on its board of honour three laureates and three brilliant prizes, two top of the world at SC level in 2006 and one at HSC level in 2007.

A conducive environment for teaching and learning prevails at the school. One of our students won the first prize for public speaking in 2008 and represented Mauritius in a worldwide competition in London. Droopnath Ramphul State College not only primes academic excellence but fosters wholistic development of the students who are allowed to participate in extra-curricular activities. Our young ladies are endowed with various skills and our Majorettes are encouraged to perform at national level.



Innovation is the ability to see change as an opportunity - not a threat

anon

EAU COULÉE POLICE STATION



Headed by a Chief Inspector of Police, the Eau Coulee Police Station is situated at corner Mgr Leen and Royal Roads, Eau Coulee. The 35 Police Officers posted at the Station cover a geographical area of 11.6 sq kms with an estimated population of about 60,000 inhabitants.

Our vision

1. To see members of the public look towards the Police with renewed faith and confidence.
2. To maintain the law firmly and fairly, thus preserving the public peace.

Our mission

1. To preserve a sense of security in society.
2. To uphold the law and maintain order and keep the peace.
3. To attend to requests promptly and tactfully

Whatever you do, don't do it halfway.

Bob Beamon

ENERGY SERVICES DIVISION



The Energy Services Division (ESD) is under the aegis of the Ministry of Public Utilities and is headed by a Chief Engineer who is supported by a hierarchy of professionally qualified Engineers and other officers having the appropriate qualifications and experience to perform both technical and administrative tasks.

The ESD is the authority in all electrical matters for the Government. Our customers are ministries and departments. The ESD's roles and functions are as follows:

- (i) to carry out electrical installations in public buildings.
- (ii) to carry out the design of and to supervise the electrical and associated services for government capital projects.
- (iii) to undertake or supervise the repairs and maintenance of
 - Air Conditioning Systems
 - Lifts
 - Stand by Generators
 - Fire and Intruder Alarms

- Water Pumps
- Uninterruptible Power Supplies (UPS's)

The ESD has set up outstations at strategic parts of the island, through which it ensures an effective and efficient delivery of its Electrical and Associated Services. Each outstation is under the responsibility of an Engineer and is manned by an appropriate team that includes staff of the Technical Cadre, Tradesmen and Assistant Tradesmen. Overall direction of these outstations emanate from the Principal Engineers.

The ESD has recently embarked on new projects on renewable energy such as solar energy and the use of energy saving lamps in line with the government policy to ensure sustainable development of the country.

In spite of the fact that the number of government buildings are constantly increasing, the ESD is rising to the challenge of attending to all requests received. The ESD is committed to satisfying its customers' needs.

It is to be noted that very shortly the ESD aims to be ISO certified.



GRAND GAUBE POLICE STATION



customer-based policing, human rights, transparency, accountability, courtesy and legality. The success of Grand Gaube Police Station depends on quality service offered to our customers.

Excellence is to do a common thing in an uncommon way

Booker T. Washington: Excellence

Grand Gaube Police Station is based along the coastal road in the North of Mauritius. It covers an area of about 15 km² with a population of about 15,000 inhabitants. It is a fast developing tourist area with hotels and numerous bungalows. Thirty six officers including two women officers are posted to this station which operates on a 3-shift system.

Policing is carried out in partnership with the local community. Our aim is to reduce crime rate, uphold security and safety of villagers. We believe in

HIGH DEPENDENCY & INTENSIVE CARE UNIT, VICTORIA HOSPITAL

Emergency and traumatic cases and other critically ill patients are treated in the Intensive Care Unit, which has a capacity of 700 beds. The Consultant Anesthetist is in-charge of the Unit. There are always a Medical & Health Officer and an Anesthetist on call on a 24 hours basis. There is only one nurse specialized in critical care nursing in the Unit.

The purpose and goals of ICU are:

1. To provide care:
 - (a) for the critically ill patients with potentially reversible conditions;
 - (b) for patients who require close observation and/or specialized treatments that cannot be provided in general ward;
 - (c) for patients with potential or established organ failure;

2. To reduce avoidable morbidity and mortality in critically ill patients.

Future Plan

The first proposals for innovative changes were made in 2006 by the Consultant Anesthetist, Anesthetists and the specialized critical care nurse. It is proposed to provide a supportive structure to all the general wards and to all critically ill patients who are not in ICU through 'Critical Care Outreach' service.



LICENSING OFFICE - TRAFFIC BRANCH



The Licensing Office, Traffic Branch is one of the units operating under the aegis of the Mauritius Police Force. Being the sole authority responsible for the issue of driving license in Mauritius and Rodrigues, it provides a number of services to residents and non residents of Mauritius and Rodrigues.

Some of the services provided by the licensing office are as follows:

- Issue and control of driving licenses including international driving permit and driving school/driving instructors' license
- Scheduling of appointments for oral and practical driving tests
- Renewal of driving licenses for citizens above 60 years of age
- Restoration of driving licenses for persons disqualified by Courts of Law
- Maintenance of driving license records and previous convictions on a database
- Follow up of medical examination of applicants showing physical disability
- Provide a 24 hrs service via the government web portal on <http://www.gov.mu>. This service enables online application of learners' license which is processed in a timely manner

The licensing office receives an average flow of 1000 people on a daily basis. Our team is dedicated and geared towards a customer care approach. We believe in customer satisfaction with a timely and quality service at all times.



Creativity is thinking up new thing. Innovation is doing new things

T. levitt

MANAGEMENT AUDIT BUREAU

The Management Audit Bureau (MAB), as a department within the Ministry of Finance & Economic Development, is reputed for its objectivity, independence and professionalism in providing consultancy and financial services to public service entities.

The MAB has, since its creation, strived for responsiveness to the ever increasing exigency of its customers for a higher quality and standard of service. We inculcate values of excellence in the production and delivery of our services. Moreover, we foster work systems conducive to continuous improvement by adopting modern management tools and techniques, innovative ideas, total quality management and a process-based approach among others.

Our major achievements:

- **Year 2000** - MAB became the first public sector organisation to be MS ISO certified. It has, thus, maintained its standard as per ISO requirements for nearly eight years.
- **Year 2001** - Won the National Quality Award, a competition open to both the private and public sectors - Trophy for “Best Practices Award for Process Management” and NQA Level 3 Special Mention.
- **Year 2004** - The Public Service Excellence Award for 'Efficiency'.

The morale and enthusiasm of staff are constantly boosted as reflected in meeting clients' expectations and in performing complex and challenging assignments. The stimulus to perform better is omnipresent in our culture.



THE MAURITIUS METEOROLOGICAL SERVICES

Our vision :

To be a proactive, highly efficient and effective institution.

Mission :

To provide accurate and timely weather information and meteorological products and information related to natural disasters for the general welfare of the citizens of the Republic.

The Mauritius Meteorological Services (MMS) is an essential public service - working round the clock - under the umbrella of the Prime Minister's Office and is a member of the World Meteorological Organisation (WMO), a special agency of the United Nations. It is a scientific institution which provides atmospheric, marine and other geophysical services.

Further, its specialized products cater for the needs of the general public, civil aviation, shipping, agriculture, engineering, tourism, industry and for research purposes. This service has put in place an extensive program to utilize modern technology, including space-based, into its observing systems, for the preparation of meteorological products. The MMS is also privileged to be an active participant among regional and international meteorological communities.

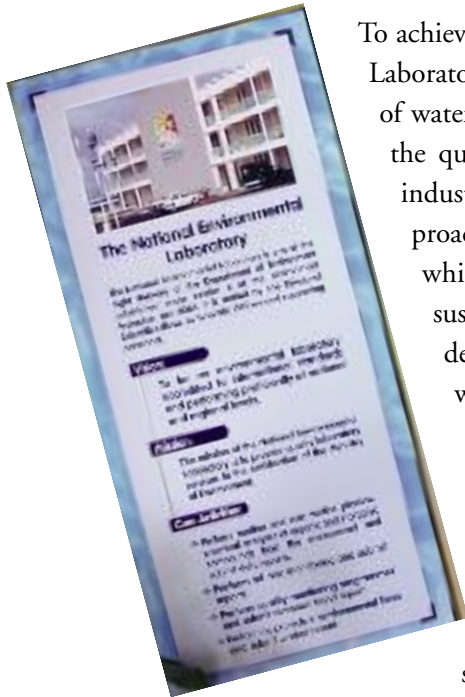
In its endeavour to provide better quality service to its customers, the MMS aims to be ISO certified this year.



We are what we repeatedly do. Excellence, then, is not an act, but a habit

Aristotle

THE NATIONAL ENVIRONMENT LABORATORY, MINISTRY OF ENVIRONMENT AND NATIONAL DEVELOPMENT UNIT



To achieve its mission, the National Environmental Laboratory (NEL) regularly monitors the quality of water (groundwater, surface and lagoonal) and the quality of ambient air, laying emphasis on industrial areas. Furthermore, NEL is being proactive by carrying out research projects which have bearings on its objectives to sustain developments related to economic development. One of the research projects which is highly commendable is the analysis of underground water to detect any types of contamination through isotope techniques. For this exercise, NEL has enlisted the support of the International Atomic Energy Agency which has provided training to its staff as well as equipment.

Furthermore, NEL is fully engaged in an Environment Audit exercise to determine the effectiveness of treated effluents on the environment. This exercise has been requested by the European Union which at donors meetings has expressed its satisfaction over the presentation and results achieved in the report.



The NEL is ISO 9001:2000 certified since May 2003. As part of continual improvement, the NEL is looking forward to be accredited to the MS ISO/IEC 17025:2005 Standard. While the MS ISO 9001:2000 standard covers aspects of the quality management system only, the MS ISO/IEC 17025:2005 standard also takes on board technical aspects related to competency in testing and is thus more specific to laboratories. It assures the client that procedures and test results are technically valid and that laboratory staff is technically competent.

NATIONAL PARKS AND CONSERVATION SERVICE



The mission statement of the National Parks and Conservation Service is to ensure sustainable management and restoration of native terrestrial Mauritian fauna and flora so as to retain its genetic biodiversity for future generations through in-situ and ex-situ conservation, ecosystem restoration, public awareness, promotion of ecotourism, research and implementation of international conventions.

There are two important points in this mission statement which are 'public awareness' and 'promotion of ecotourism' which are both related to the service of the public. We cannot ask an individual to conserve our native forest if we do not explain to them why we should conserve.

This Service is only 14 years old. However, within the 14 years of existence of the service, lots of achievements have been registered in terms of conservation works and improvement of service in terms of provision for recreational facilities, proper information and good service in issuing of permit.

The Black River Gorges National Park is a natural asset for both Mauritians and foreigners. Every year, some 450,000 individuals visit the park either for its recreational values, nature exploration, physical exercise or simply for a moment of silence.

Our outcome is public satisfaction. We want them to revisit us again and again.



NATIONAL PLANT PROTECTION OFFICE, MINISTRY OF AGRO INDUSTRY AND FISHERIES

The National Plant Protection Office (NPPO) is the defense arm of the Ministry of Agro Industry and Fisheries. It has a clear mandate to protect the country's agricultural economy and natural resources. The NPPO is entrusted with the overall responsibility for:

- The prevention from introduction of exotic pests at strategic ports of entry-SSR International Airport and Sea port (Port Louis) Harbour.
- The implementation of the quarantine legislation under the Plant Protection Act (2006)
- Regulatory and enforcement activities as well as bio-security measures and implementation of quarantine Protocols e.g White Grub Protocol.
- Policy information of phytosanitary Measures (SPS) in the context of the World Trade Organisation (WTO).
- SPS enquiry Point.
- Research and Development in specialized discipline of phytopathology and quarantine.
- Providing a wide range of services to importers, exporters and the planting community.

Our vision : To attain a more scientifically-based efficient plant quarantine system and conduct high quality research for the benefit of the planting community

Our mission : To ensure the protection of the country's agricultural economy from introduction of destructive pests, to help towards plant health improvement and to develop market access through bilateral agreement for export of agricultural product.

Services and Facilities

The NPPO provides a wide range of services and facilities to various stakeholders, exporters, importers, growers and the public at large, namely:-

- Examination and Phytosanitary Certification (PC) of agricultural produce for export
- Issue of Plant Import Permit (PIP)
- Plant Diseases Diagnosis and recommendation of control measures
- Seed Health Testing/Treatment of imported and locally produced seeds
- Plant and Seed Certification
- Active Growth Inspection of horticultural produce for export
- Advisory services on crop health improvements and post-harvest treatment of agricultural commodities for export



POINTE AUX SABLES POLICE STATION



Pointe Aux Sables Police Station has under its responsibility a geographical area of four km² and is located on the central west coast of the island with an estimated population of about 2600 inhabitants. It stretches approximately 3.5 km along the coastline and spreads the inside the main land for approximately 1 km.

Traditionally a fishing village, Pointe Aux Sables is now facing the phenomenon of globalization, industrialization, migration, tourism and a well-oriented population in the field of Information Technology and media are now urging the Police to adopt new approaches to police the division.

The Police Force has considered it to be imperative to work in collaboration with the population. In this line, inter-agency and Community policing approaches are to a certain extent yielding positive results. The Inspector In-Charge of the Pointe Aux Sables Police Station and his team are not insensitive to this issue. The personnel of the Station are devising ways and means, leaving no stones unturned, to combat crime and to satisfy the population.

With the Public Service Excellence Award 2007, the personnel of Pointe Aux Sables Police Station, whilst adopting an inter-agency approach, have been able to embellish the station and its compound. Several companies in the division have not hesitated to provide their help. With a very dedicated team, the Inspector In-Charge and his team are very optimistic.



PUBLIC AND DISCIPLINED FORCES SERVICE COMMISSIONS



The Public Service Commission (PSC) was established under the Public Service Commission Ordinance No. 23 of 1953 and came into operation on 11 May 1955.

The Disciplined Forces Service Commission (DFSC) is established by virtue of Section 90 of the Constitution. It has replaced the former Police Service Commission following the amendment of the Constitution in 1997.

The PSC and DFSC are, under Sections 89 and 91 respectively, responsible for appointing persons to hold or act in any office in the public service (except those falling under the jurisdiction of the Judicial and Legal Service Commission), for the exercise of disciplinary control and for removal from office.

In the discharge of their functions, the Commissions are governed by their respective regulations, namely the Public Service Commission Regulations and the Disciplined Forces Service Commission Regulations.



The vision, mission and objectives of the PSC and DFSC are as follows:

Our vision : To be the benchmark for integrity, equity and efficiency in a dynamic public service.

Our mission : To ensure that the Republic of Mauritius has a professional and efficient civil service geared towards excellence.

Objectives:

- To identify and appoint qualified persons with the drive and skill for efficient performance.
- To safeguard the impartiality and integrity of appointments and promotions in the civil service and to ensure that these are based on merit.
- To take disciplinary action with a view to maintaining ethical standards and to safeguarding public confidence in the public service.

The PSC and DFSC are supported by the Secretariat, headed by the Secretary to both Commissions.

REGISTRAR-GENERAL'S DEPARTMENT



The Registrar-General's Department was created in 1804 and is a revenue earning cum service department which operates under the aegis of the Ministry of Finance and Economic Development. It is headed by the Registrar-General who acts as conservator of Mortgages and Authorised Officer for Campement.

The Registrar-General's Department has four main functions:

- (i) **Land Registry:** to register information regarding land ownership and obligations and to provide publicity for the safeguard of interests of creditors and of parties in sales and leases of immovable properties.
- (ii) **Registration:** registration of particulars of deeds and documents presented by members of the legal profession and the public including

transfer of vehicles. The purpose of registering a document is to give a “date certaine” to the document and to collect revenue in favour of the Government.

- (iii) **Valuation:** follow up action after reassessment of values of immovable properties by the Chief Government Valuer, including representation before the Assessment Review Committee.
- (iv) **Campement:** collection of annual tax payable by campement site owners and campement owners.

SCHOLARSHIP SECTION, MINISTRY OF EDUCATION AND HUMAN RESOURCES



The Scholarship Section of the Ministry of Education & Human Resources is a key one stop shop in the education sector for the processing of applications and nomination of scholarships at undergraduate and postgraduate levels.

The section equally processes both state undergraduate and postgraduate scholarships (laureates) and also scholarships/fellowships donated by friendly countries and international organisations. In this respect, it has always adopted a policy of transparency and fairness towards all applicants for the award of scholarships to the most deserving, only on the basis of

qualifications. Interviews are equally conducted, should donor states so indicate.

Imbued with a suitable mix of relatively young and experienced personnel, the Unit today is highly public-oriented and provides service of the highest quality to its customers and the public.

This quality drive has been formalised with the achievement of an ISO certification to MS ISO 9001:2000 standards in August 2007. The section aims to uphold high standards in the provision of scholarships, being a beacon of excellence in the Civil service at large.

Always do your best. What you plant now, you will harvest later

Og Mandino

SOUILLAC POLICE STATION



Souillac Police Station stands on the verge of the sea line adjacent to Telfair Garden which is amongst one of the numerous places of public resort and relaxation. It was built in 1856 in a gothic style, mainly with lime and rocks in a Victorian architectural design, together with the District Court and Saint Jacques Church.

Since its erection, the building was used as a detention centre for prisoners and slaves who used to work on sugar cane plantations and were engaged

in the loading of sugar bags on small boats calling at Souillac Harbour now known as Le Battelage.

Since the building has been allotted to Souillac Police Station, several repairs have been done and recently a complete renovation has been performed by the DWC and now the building has been classified as a National Heritage.

People forget how fast you did a job, but they remember how well you did it

Howard W. Newton

VALUATION DEPARTMENT



The Valuation Department operates under the aegis of the Ministry of Finance and Economic Development and is headed by the Chief Government Valuer, the Accounting Officer and Responsible Officer, who leads a team of professional valuers, technical staff and other supporting staff, comprising officers of the Administrative Section, Personnel Section, Finance Section and the Registry.

The mission of the Valuation Department is to provide professional, independent, objective and impartial valuation advice to Government in matters pertaining to :-

- Proper taxation;
- Compensation payable on compulsory acquisition by Government;



- Rent payable and receivable by Government;
- Valuation for any other purposes; and
- Policy

The Department's vision is to become “the leading organisation in the provision of valuation, appraisal and consultancy services relating to real estate at the national level including the outer islands”.

The e-mail address of the Department is vad@mail.gov.mu and its website is <http://valuation.gov.mu>.

Ministry of Civil Service and Administrative Reforms

Mr P. Jhugroo

Supervising Officer

Mr A.K. Hoolass

Principal Assistant Secretary

Ms Z. Auladin

Assistant Secretary

The Editorial Team would like to place on record the valuable assistance of the following officers of the Administrative Reforms Division

Mr. D. Mungra, Mr. P. Seekunt, Mrs. S. Paupiah, Mrs A. Sarju, Ms. A. Mohit, Ms. J. Luchmeepersad, Ms. J. Babajee, Mr. G. Jhowry, Ms. A. Rughoo, Mrs. G. Wong Hon Lang, Mrs. M.A. Cossigny-Rassou and Mrs. V. Veeramootoo.

The Editorial Team would also like to thank Mr S. Green and his team of the Government Printing Department as well as Mr. S. Sohawon and his team of the Government Information Service for the help and support extended in the publication of this magazine.

The contents of the articles published in the magazine reflect the views of the authors and may not necessarily be those of the Ministry of Civil Service and Administrative Reforms.