5.   PUBLIC SECTOR MANAGEMENT REFORMS

5.1   There is an increased concern for the Public Service to be modernised and professionalised in order to meet the challenges of the 21st century. The Public Service needs to be responsive to the public that is increasingly demanding for a higher standard of service.

5.2   In line with the New Government Vision 2030, the Ministry of Civil Service and Administrative Reforms put in place an agenda of Reforms to transform the landscape of the Public Service so as to make it more flexible and responsive to the needs of the citizens while keeping the interest of the public officers.

5.3   The Bureau's main theme for this Report is Transformation of the Public Sector for enhanced service delivery to meet citizens, non-citizens as well as other stakeholders' needs.   In crafting the strategies, it is imperative that Ministries/Departments/Organisations take into consideration the road map to achieve the objectives of this transformation. Transformation should be dealt with at three levels – Ministry/Organisations, Institutions and employee level. The focus of this theme is on continual training and development, career path, career earnings, conducive work environment, digital technology, amongst others.

5.4   With the technical assistance of the Commonwealth Secretariat (COMSEC), the Ministry of Civil Service and Administrative Reforms would formulate a Civil Service Reforms Strategy in line with Vision 2030 to bring about transformational and meaningful change in the Civil Service.   The strategy would focus on:

(i)   the review of existing reform initiatives and building an understanding of the reform context;

(ii)   the formulation of a draft Civil Service Reform Strategy document, incorporating a Human Resource Strategy, as well as a Capacity Building Strategy; and

(iii)   the development of a draft implementation matrix for the short, medium and long terms activities.

5.5   For the transformation to happen, alignment of the resources of the following six institutions would be necessary:

(i)   **Ministry of Finance and Economic Development** – This Ministry is responsible to provide funds for filling of posts and financing of projects;

(ii)   **Ministry of Civil Service and Administrative Reforms** – The Ministry is responsible for implementing PRB's recommendations and it is spearheading reforms in the public sector. In this vein, there is the Civil

Service College which has been set up will lead in the training of public officers;

(iii) **Public Service Commission** – The Commission's role is to recruit the best qualified, most suitable and meritorious candidates to serve in the Civil Service. The Local Government Service Commission looks after the recruitment in the Local Authorities while the respective Boards are there for the parastatal bodies.

(iv) **Pay Research Bureau** – The Bureau is responsible for making appropriate recommendations for salary grading and conditions of service and for ensuring that its recommendations are properly interpreted and implemented. Consequently, the Departmental and Implementation Monitoring Committee and the Central Implementation and Monitoring Committee (CIMC) has been constituted. The CIMC is chaired by the Senior Chief Executive, Ministry of Civil Service and Administrative Reforms where PRB is a member.

(v) **The Ministry of Technology, Communication and Innovation** is responsible for improving and modernising the IT infrastructure throughout the Civil Service.

(vi) **The new Ministry of Good Governance and Financial Services** would assist organisations in adopting/adapting the principles of transparency and accountability and good governance in their day to day management. As such CEO's have to be accountable for any decision taken.

5.6 The resources of these six institutions have to be pooled together, for transformation to take place.

Public Sector Management Reforms

5.7 Public Sector Management Reforms (PSMR) are initiatives taken by Government to improve its capacity to efficiently and effectively execute policies. The reform initiatives also aim at strengthening capacity to perform Government functions, necessary for sustainable economic and social development through the creation of a performance culture focussing on quality, cost and access. It is, therefore, expected to raise quality of public services delivered to citizens.

5.8 Global changes coupled with technological advancement are impacting on the environment, calling for better governance through effective service delivery. To this end, PSMR is not only important, but inevitable for achieving effective results.

5.9 In addressing issues of PSMR, particular attention is paid to economic, social, political, environmental and technological considerations with focus on improvements in outcomes to transform the Public Sector.

5.10 In its successive Reports, the Bureau has made wide-ranging recommendations in respect of Public Sector Management Reforms, the striking ones being Programme-Based Budgeting (PBB) and PMS in the context of the Medium Term Expenditure Framework (MTEF), Gemba Kaizen, ISO Certification, Misty Shopping, among others. Recommendations pertaining to Customer/Counter Services Scheme were also made. The overall effectiveness of the measures taken were assessed through 'Exit Interviews' and surveys.

5.11 Consequently, a series of reforms were undertaken by Ministries/Departments and other sectors to keep pace with development in the ever-changing and evolving context of the then New Public Management Initiatives.

5.12 In the above context, appropriate strategies were crafted to respond to the main challenges faced by the public sector environment. In this respect, the Bureau recommended, *inter alia*, the maintenance of the Public Sector Reforms Steering Committee (PSRSC); the spearheading, implementation and monitoring of the reform initiatives by the MCSAR.

5.13 The 2013 PRB Report reiterated the provisions made in respect of reform initiatives in the public sector taking into consideration the socio-economic landscape of the country.

5.14 Subsequently, the EOAC Report recommended the establishment of a permanent hierarchical structure to clearly delineate between responsibilities and streamline the reform process throughout the Public Sector.

5.15 The main components of the structure are as follows:

(a) The Reforms Steering Council (RSC);

(b) The Strategic Policy Unit (SPU);

(c) The Public Sector Re-engineering Bureau (PSRB); and

(d) Reforms Cells.

Recommendation 1

5.16 We recommend that the above components of the permanent hierarchical structure which clearly delineate between responsibilities and which streamline the reform process throughout the Public Sector should be maintained.

Working Environment

5.17   In our quest for transforming the Civil Service for enhanced service delivery, we have laid emphasis for the provision of a conducive working environment for all public officers.

5.18   Another important factor regarding safety and health governance is a fundamental part of an organisation's overall risk function. Failure to manage safety and health risks effectively entails both human and financial costs.

5.19   Supervising Officers in Ministries/Departments should have an important role in ensuring that public officers are provided with working environments that are safe and without risk to health.

5.20   In this respect, Supervising Officers should ensure that the recommendations made by Safety and Health Officers through risk assessments and safety audits are taken on board as enunciated at Chapter 18 of this Volume.

Reform Cells in Ministries and Departments

5.21   To facilitate the implementation of reforms approved by the Council, the EOAC recommended that each Ministry and Department re-activates the Reform Cells to coordinate with the Public Sector Re-engineering Bureau and the Project Management and Delivery Unit in a more pro-active and efficient manner.

5.22   A Reform Cell is chaired by an officer not below the level of Deputy Permanent Secretary (*formerly known as Principal Assistant Secretary)* and includes all Heads of Section as well as representatives of Staff Associations or recognised Unions.

5.23   Each Reform Cell, *inter alia*:

(a)   monitors and identifies weaknesses hindering the progress within the organisation;

(b)   reviews processes, operations, and procedures to improve service delivery;

(c)   facilitates the effective implementation of all relevant approved reform initiatives within the scope of their unit;

(d)   devises an annual training plan for all members of staff after conducting a training needs analysis;

(e)   develops, schemes for performance-related incentives based on agreed criteria and desired outputs; and

(f)   provides regular reports on the progress, observations, and suggestions to the Public Sector Re-engineering Bureau and the Office of Public Sector Governance.

Reform Cells in Parastatal Bodies and Local Authorities

5.24   EOAC recommended that the Office of Public Sector Governance ensures that Reform Cells be initiated in all Parastatal Bodies and Local Authorities to review individual structures, human resource utilisation and their scope of activities. Their assignment would be aligned with those of the Reform Cells in Ministries and Departments.

Ministry of Finance and Economic Development (MOFED)

5.25   The Ministry of Finance and Economic Development shall strive to:

(a)   provide the necessary support to Ministries, Departments, Parastatal Organisations, and the Local Authorities;

(b)   actively initiate reform initiatives falling under its jurisdiction for approval by the Reforms Steering Council and assist in the subsequent implementation process; and

(c)   collaborate with the Reforms Steering Council and the Ministry of Civil Service and Administrative Reforms in the elaboration of their Performance-Related Reward and Incentive Scheme for various Ministries and Departments as well as in Parastatal Bodies and Local Authorities.

Continual Training and Development

5.26   Performance gaps identified on the basis of performance appraisal should be the base line for providing training. In addition, organisations should identify such training that would be vital for the performance of their core functions.

5.27   In the context of Reforms, it is considered that training at all levels is an essential component in equipping the employee with necessary skills and competencies which are linked with our reward strategy over and above academic qualifications and experience. Moreover, continual training should be strongly linked with career path and career progression as expatiated at Chapter 9 of this Volume.

Recommendation 2

5.28   Head of Organisations should ensure that, to the extent possible, training be provided at all levels.

Consolidation of Schemes of Service

5.29   It is observed that many schemes of service in the Public Sector tend to group duties in a very narrow and specific field. Consequently, any change in that sector invariably leads to certain changes in the schedule of duties. Amendment to the schemes of service takes quite some time as the process is lengthy.

5.30   The consolidation of schemes of service by the MCSAR is underway. It has been argued that the schedule of duties should cover broader areas, based on same level of skills and competencies.

5.31   Generally the MCSAR: (i) reviews the process for prescribing schemes of service within a period of not more than four months (ii) consolidates schemes of service for posts requiring same level of skills and competencies in consultation with stakeholders/Responsible Officers of Ministries/Departments.

5.32   While prescribing schemes of service, consideration should be given to, cover the broader aspects of the job requiring the same level of qualification and competencies so that, any minor change in the schedule of duties would not require an amendment to the schemes of service.

Recommendation 3

5.33   We recommend that the MCSAR should ensure that duties specified in the schemes of service cover broad aspects such that minor changes in schedule of duties do not trigger an amendment to the schemes of service, taking into consideration that these duties require same level of skills and competencies.

Recruitment

5.34   Efficient and effective service delivery depends on the processes through which the service is delivered and on the staff involved in such delivery. Improvement thereof, therefore, depends on the processes as well as the staff.

Recommendation 4

5.35   The Public Sector Reforms Steering Council should, in consultation with the Public & Disciplined Forces Service Commissions (PDFSC) and MCSAR, come up with proposals to review the selection process to enable the PDFSC recruit candidates who, not only possess the required qualification, but also have the appropriate mindset.

Use of Modern Technology

5.36   Information and Communication Technology singly has the greatest potential of elevating the processes to new levels. It facilitates efficient storing and retrieval of data, instantaneous transmission of information, processing information and data faster than manual system, speeding up transactions and taking decisions (informed) expeditiously and judiciously thus increasing transparency and enforcing accountability.

5.37   The use of IT across the Public Sector has the objective of modernising the system for improved service delivery. Many Ministries, Departments and

Organisations have recognised the increasing importance of electronic systems and have adopted many E-Government initiatives.

5.38   Recommendations have been made for:

(i)   the increased usage of the IT tool in the day-to-day running of the organisation;

(ii)   training to be provided to staff at all levels; and

(iii)   computerisation and automation of work processes.

5.39   Provision was made for a designate position of Head ICT to lead e-Government projects and initiatives in Ministries/Departments/ Organsiations.

Recommendation 5

5.40   We recommend that Ministries/Departments/Organisations should provide the necessary support to the Head ICT in respect of e-Government initiatives.

Reforms Process

5.41   Government has demonstrated a strong commitment to the reform program and there should be a sense of ownership of the reform process. Such ownership will greatly enhance the likelihood of success of the support being provided by the development partners.

5.42   Reform initiatives should be pursued till the end so as to reap the benefits thereof.

5.43   We have taken into consideration:

(i)   the concept of citizen centric administration in Ministries/Departments/ Organisations;

(ii)   that procedures to tap services are simplified to improve efficiency; and

(iii)   that mechanisms such as citizens charters are used as a means of improving performance and accountability in MDOs.

Knowledge Management

5.44   We are living in a world of rapid change driven by globalisation, the knowledge-based economy coupled by ever-fast development of information, communication and technology (ICT). This change, however, not only poses some challenges, but also offers opportunities for both private and public sectors alike.

5.45   Knowledge Management (KM) has for sometimes been at the core of government tasks – inseparable from strategy, planning, consultation and implementation (OECD 2001). However, evidence drawn from the existing

literature suggests that public sector is falling behind in these practices. Governments are now realising the importance of Knowledge Management to its policy-making and service delivery to the public and some of the government departments are beginning to put Knowledge Management high on its agenda.

Awareness of Knowledge Management in the public sector

5.46   A major component of successful Knowledge Management practice is raising its awareness not only to managers at all levels, but also to frontline personnel. The concept of KM need to be better understood and benefits much talked about by everyone in the organisation in order for the organization to be conducive to the KM practices.

Managing Organisational Knowledge

5.47   The essence of managing knowledge is concerned with deciding with whom to share, what is to be shared, how it is to be shared, and ultimately sharing and using it. Managing knowledge produces value when shared knowledge is used and reused.

Benefits of Knowledge Management

5.48   In an organizational setting, benefits can occur at two level; individual and organisational. At the individual level, KM provides employees opportunities to enhance skills and experience by working together and sharing other people's knowledge and learn from each other, thereby improving personal performance, thereby leading to better career development.

5.49   At the organisational level, KM provides two major benefits for an organisation:

      (i)   Improving the organisation's performance through increased efficiency, productivity, quality and innovation.

      (ii)   Organisations that manage knowledge claim higher rates of productivity. By having greater access to their employees knowledge, organisations make better decisions, streamline processes, reduce re-work, increase innovation, have higher data integrity and greater collaboration.

Importance and need of Knowledge Management for government

5.50   The management of knowledge is of increasing importance for governments in dealing with the challenges created by the knowledge economy.

Civil Service Reform

5.51   Developments taking place at both regional and international levels, dictate that the Civil Service, as the key engine that facilitates the socio-economic development of the country, has to constantly innovate and deliver timely results that are of high quality and value.

5.52   In its 2015-2019 Programme, Government has taken the commitment to bringing transformational changes in the Civil Service so as to render it responsible and responsive through the implementation of a series of measures focusing on Human Capital Development, Streamlining of Processes and Optimization of Information and Communication Technologies.

5.53   The aim is to ensure the readiness of public officers at all levels by equipping them with the necessary knowledge, skills and attitude to better adapt to a modern and results-oriented business environment. The onus to act in a responsible and professional manner, therefore rests on public officers themselves who should always bear in mind that the results of their actions impacts heavily the lives of the Citizens.

Recommendation 6

5.54   The Ministry of Civil Service and Administrative Reforms, through the Civil Service College, Mauritius should accordingly arrange for appropriate training programmes to be dispensed to professionals and other senior officials involved in project management.

Customer Satisfaction Survey

5.55   So far, the Ministry of Civil Service and Administrative Reforms conducts annual Mystery Shopping exercises in some selected organisations where services are dispensed to the general public. The results obtained are shared with the respective Ministries/Departments for appropriate action.

5.56   Taking into consideration that feedback on citizens' direct experience with public services is extremely important in policy formulation and to improve delivery of services, the Ministry of Civil Service and Administrative Reforms, in collaboration with Statistics Mauritius, is introducing Annual Customer Satisfaction Surveys in the Civil Service.

The right Mindset for a Modern Civil Service

5.57   It is an undeniable fact that the use of Information and Communication Technology (ICT) has brought significant changes to business practices, impacting positively on individual and organizational performance. ICT has, thus, become an indispensable tool enabling the highly desired shift from the "business as usual" mode of operation to a smarter way of doing things. This trend, which is worldwide, is bound to continue in the Civil Service. While use of technology will be helpful to modernize business practices, the role of public officers as users of systems is of paramount importance. This undoubtedly requires a new mindset on the part of public officers.

5.58   With a view to strengthening the capacity of the Ministry of Civil Service and Administrative Reforms in its endeavour to promote good governance and ethical behaviours at all levels, the **Public Service Bill** is under process.

Quality Initiatives

5.59   With a view to further enhance the quality of services being delivered by Public Sector Organisations, the Ministry of Civil Service and Administrative Reforms is facilitating the implementation of some Quality Initiatives. These initiatives have indeed enabled the participating organisations to streamline their work processes and procedures. Efforts will therefore be sustained at the level of the Ministry of Civil Service and Administrative Reforms to further increase the participation level in such initiatives.

Performance Management System

5.60   The Performance Management System was implemented on a pilot basis in a few Ministries/Departments in 2006 and has, since, been gradually extended to cover the whole civil service. Following intensive sensitization and training sessions across all levels of public officers and based on feedback and comments received from various stakeholders, international consultants and the Pay Research Bureau itself, the PMS processes have, in 2012, been streamlined and the appraisal forms simplified.

5.61   The most significant achievements realized so far with respect to PMS implementation are as follows:

      (i)   Phasing out of Annual Confidential Report in 2013;

      (ii)   PMS established and accepted as the official tool for appraising and reporting on individual performance;

      (iii)   Grant of annual increment is performance-based; and

      (iv)   Filling of Performance Appraisal Form is mandatory and the compliance rate is satisfactory.

Executive Performance Management Review for Supervising Officers

5.62   The MCSAR is also coming up with an Executive Performance Management Review for Supervising Officers. Performance Appraisal system will be the only instrument used to assess individual performance as from January 2013. Accordingly, 3 types of Performance Appraisal Forms had been devised, namely for Senior Management Staff, Workmen's Group and General Staff.

5.63   To cater for the whole of the Civil Service, the MCSAR has devised an Executive Performance Management Review (EPMR) form for Supervising Officers. The EPMR would be an important step towards managing performance of organisational level.

5.64   The EPMR would reflect accountability and commitment of Supervising Officers to the achievement of strategic goals through evidence-based performance information. Instead of Appraiser/Appraisee interaction on performance review, the system would provide for self-assessment of Supervising Officers with respect to key commitments that have been undertaken at the start of the Performance Management Cycle. Thereafter, the Head of Ministry/Secretary to Cabinet and Head of the Civil Service would submit their views thereon.

Consolidation and Sustenance

5.65   The MCSAR is satisfied that PMS is now starting to take root as an important strategic tool to better manage human resources in the public service. There is need, however, to consolidate the system further and ensure its long-term sustenance.

5.66   A yearly monitoring exercise is conducted by the MCSAR to ascertain the level of compliance with established PMS procedures and also to gather feedback and suggestions.

Recommendation 7

5.67   We recommend that periodical evaluations be conducted to assess the outcome of PMS implementation in the service, its impact on management of HR and on delivery of services and also to take remedial measures likely to enhance its effectiveness.

Performance Related Incentives

5.68   The salary package comprising basic salary, annual increment, overtime, extra-duty, adhoc and other allowances already provide incentives to cater for situations where an individual officer delivers beyond his expected level of performance.

5.69   It is proposed to work out options for non-financial incentives as a means to recognize individual excellence in service delivery revamped Public Service Excellence Award Scheme with revised evaluation criteria may be the appropriate instrument for rewarding excellence at organisational/ group or unit level.

Monitoring of organisational performance

5.70   Now that individual performance appraisal system is beginning to get entrenched in public service management, there is need to align individual and organizational performance for the system to be really effective.

Recommendation 8

5.71   We recommend that the roles of the Public Service Reengineering Bureau, Reforms Steering Council, Public Sector Efficiency Bureau need to be harmonised for enhanced capacity building at institutional level.

Human Resource Management Information System (HRMIS)

5.72   Along with the Performance Management System (PMS), the Ministry of Civil Service and Administrative Reforms is leading an unprecedented reform initiative, namely the Human Resource Management Information System (HRMIS). The system will not only establish an online human resource database for the Civil Service, but will also re-engineer the human resource management functions and related Financial Operations.

5.73   In addition to the Human Resource and Payroll Modules, the HRMIS also provides for a "Self-Service" application which will enable all Civil Servants, irrespective of grade, to access, and to some extent amend their basic details within a defined and secured environment. The HRMIS is expected to be fully operational in all Ministries/Departments by end 2016/early 2017.

5.74   Several tasks such as computation of leaves and passage benefits, pensions as well as payment of salaries will be carried out almost instantly with a click of the button. Furthermore, the system will create synergy between the HR and Finance Divisions enabling employees to benefit from fast services. Implementation of the system will considerably relieve them from routine works. Strategic Human Resource Planning and Management will become possible in the Civil Service resulting in a judicious use of human and financial resources across the Civil Service.

5.75   In order to enjoy the maximum benefits of the HRMIS, it will have to be well understood and utilized by all officers of the HR Cadre as well as those of the Financial Operations Cadre dealing with Payroll. The success and sustainability of the HRMIS therefore depends highly on the commitment and dedication of these officers. The role of the Human Resource Division in Ministries/Departments is therefore vital to ensure successful implementation of the HRMIS Project.

5.76   The project involves access to procedures regarding HR functions so that tasks are attended to expediently, and in a standardised manner. Additionally, this requires officers of the HR cadre to make regular use of IT tool in the performance of their duties. For the success of this project, all Ministries/ Department have the duty to provide the relevant support.

Recommendation 9

5.77   We recommend that all Ministries/Departments should continue to provide support to the Ministry of Civil Service & Administrative Reforms for the mounting and effective implementation of the HRMIS.

Role of technical staff of the Ministry of Technology, Communication and Innovation (MTCI)

5.78   Implementation of sizeable and complex projects, like the HRMIS, in a seamless manner relies much on technical back-ups and support. Users of the system should at no single moment be confronted with an unreasonable downtime period, due to hardware or connectivity or bandwidth problems. The different Technical Divisions of the Ministry of Technology, Communication and Innovation (Central Informatics Bureau, Central Information Systems Division, IT Security Unit and the Government Online Centre) have therefore a proactive role to play so that all technical problems are identified and sorted out within the least possible delay.

Recommendation 10

5.79   We recommend that the MTCI puts at the disposal of MCSAR a pool of well-trained technical team to be responsible for all technical matters and to also devise strategies for sustainability of the HRMIS Project. For practical reasons, the team should be accountable to MCSAR. The terms of reference of the team should accordingly be clearly defined by MTCI and MCSAR.

Technical Support to Ministries/Departments for ICT Projects (within an HR perspective)

5.80   The Ministry of Technology, Communication and Innovation has within its e-Government strategy, identified several areas in different Ministries/ Departments where e-services could be delivered to the citizens. It thus goes without saying that a digital revolution is taking place and there is no doubt that in a very near future, these initiatives will considerably change the landscape of the Civil Service.

5.81   The successful achievement of e-Government initiatives depends a lot on the level of synergy among those involved in managing projects. Due to inadequate technical support, Ministries/Departments are at times left on their own in managing ICT projects. They are indeed required to handle almost all matters, from start to end, with a view to ensuring timely implementation of such projects, in spite of the presence of Project Managers of the Central Informatics Bureau, who instead of driving projects for Ministries/Departments, only provide consultancy services. In the 2013 Report of the Director of Audit, shortcomings have been highlighted in the functioning of the various technical divisions of the Ministry and appropriate recommendations have also been made with a view to ensuring adequate support to Ministries/Departments for the timely implementation of e-Government projects.

5.82   Given that adoption of e-Government in the various Ministries/Departments is inescapable to bring our country to a higher level of development, the different technical arms of the Ministry of Technology, Communication and Innovation need to act differently by taking the lead role and facilitate implementation of projects across the service. As such all technical issues related to e.g., connectivity, hardware/server management, bandwidth capacity, choice of the type of software, security matters, required etc., should be handled by them.

Recommendation 11

5.83   We recommend that the Ministry of Technology, Communication and Innovation should thus allocate the services of dedicated teams to Ministries/Departments.

5.84   We further recommend that the Ministry of Technology, Communication and Innovation takes appropriate steps to provide adequate training to its technical staff to equip them with the necessary skills and attitude to better support Ministries/Departments in achieving their respective targets.

5.85   We also recommend that the Ministry of Technology, Communication and Innovation should arrange with the Ministry of Civil Service and Administrative Reforms for the proposed training to be dispensed by the Civil Service College, Mauritius.

Human Resource Development (HRD) Strategy

5.86   The HRD Strategy should be aligned with the overall vision of the Government as enunciated in the Government Programme 2015-2019 "Achieving Meaningful Change". In this context, a series of cutting edge measures must be implemented to bring a transformational change in the civil service with focus on human capital & talent development and optimization of information and communication technologies as a tool for training and development.

5.87   The contribution that human resources make, is only one of several factors that determine the effectiveness of public service delivery. Organisational performance depends on factors such as the organizational climate, rules and regulations, procedures and practices, techniques and technological applications. To be effective, training needs to support and facilitate the reform initiatives both in the environmental and motivational spheres. With the advent of major government projects such as Human Resource Management Information System and Performance Management System, a broader dimension and orientation will be given to the training function to render it more demand-driven, performance based and reforms oriented in the civil service.

5.88 **As training is only one of several measures needed for enhancement of performance and achievement of organizational objectives, the HRD strategy has to be synchronized with other measures contributing for a shared vision and common objectives.**

Civil Service College Mauritius (CSCM)

5.89   The CSCM will set the foundation and framework for the institutional support towards capacity building and Human Resource Development through lifelong learning, training in ICT, e-learning and also multi-skilling. The college will help to systematically expand training and development efforts across all levels of the civil service and also for the various sectors including state-owned enterprises and parastatals.

5.90   The college will also help to bridge performance gaps identified during performance appraisal of public officers and make a positive impact on overall productivity in the civil service. It is also proposed to give a regional dimension to the college with linkages to other public service training institutions in Africa, Asia and the Indian Ocean. The CSCM will be the central training institution and the apex body.

Recommendation 12

5.91 **We recommend that each Ministry/Department should be required to contribute a defined percentage of its training budget to CSCM through the MCSAR.**

5.92   The Civil Service College has an important role to play in capacity building. The College and the Public Sector Re-engineering Bureau as well as the Reforms Cells must work together to establish a framework for the delivery of well-structured training programmes geared towards improved performance and effective service delivery.

5.93   While mounting training courses, the College should focus on induction programmes for newly-recruited employees, training and skills development programmes for serving employees; specific on the job-related training; training and executive development for senior management staff; reskilling programmes for redundant employees; and refresher courses, workshops, seminars to encourage the sharing of learning and experience at national and regional level.

E-Learning Strategy through Leaning Management System (LMS)

5.94   Ministries and Departments must make a maximum use of online courses through the LMS. The development of e-learning courses in the public sector

will complement traditional courses, with a number of outstanding advantages for public institutions and public officers, including reduced costs.

5.95   The LMS will strengthen professional and personal development and provide universal access to learning in the Civil Service. The learning web-based platform must reach a very large number of public officers, while management of courses will be simplified and logistical constraints reduced. The LMS will be used to promote e-learning culture to contribute to build knowledge and self-confidence and encourage public officers to take responsibility for their own learning and self-development.

Training Needs Assessment (TNA)

5.96   A Training need is the gap between the desired and actual levels of performance in the organisation. Where performance standards are laid down, deficiencies in performance can easily be measured by observing actual performance and comparing it with the prescribed level of performance. Listing the competency requirement for each of the functions needed to fulfil organisational objectives and the level of proficiency required therein, will point to training needs. Difference between the competency requirements of the post and the competency levels prescribed for recruitment to the post will help to identify training needs for induction courses.

Recommendation 13

5.97   We recommend that every Ministry/Department will have to carry out periodic training needs assessments in respect of all the functions of the organisation. In cases where the necessary expertise is not available in a specific department, the services of Human Resource Managers should be sought.

Monitoring & Evaluation (M&E)

5.98   The successful achievement of strategic goals and objectives depends highly on how implementation of programmes and projects are being monitored, evaluated and timely corrective measures taken.

5.99   Monitoring and Evaluation (M&E) is a process that helps improving performance and achieving desired results. Its goals is to improve current and future management of outputs, outcomes and impact. It is mainly used to assess the performance of programmes and projects by establishing links between the past, present and future actions.

5.100   In view of the considerably huge amount of public funds being mobilised to implement major projects under the supervision of Ministries/Departments, it is believed that it's high time that the M&E becomes part and parcel of the project management process in the Civil Service.

5.101   Monitoring and evaluation help improve performance and achieve results. More precisely, the overall purpose of monitoring and evaluation is the measurement and assessment of performance in order to more effectively manage the outcomes and outputs.

5.102   Benefits of training will only accrue to the organisation and the individual if trainees get adequate opportunities to apply the knowledge and skills they have acquired. This is possible only if the trainee is employed on duties where there is scope to apply these skills. Hence the department's placement policy and training plan must be linked. This requires the support and co-operation of line managers.

Recommendation 14

5.103   We recommend that arrangements be made by Ministries/Departments for proper monitoring and evaluation of performance.

Conclusion

5.104   The Bureau considers that the above recommendations be implemented by Ministries/Department/Organisations in order to help the Transformation of the Public Sector to happen.

****