AIPSI
ATAL BIHARI VAJPAYEE
INSTITUTE OF PUBLIC SERVICE
AND INNOVATION
MAURITIUS

1st International Conference on

Public Sector Management, Administration, Policy and Public Finance

-+hg 28-30 October 2026

Organised by

Atal Bihari Vajpayee Institute of Public Service and Innovation (AIPSI)

Cote d'Or Technopole, Minissy, Réduit, Republic of Mauritius

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PARALLEL TRACK SESSIONS

DAY 2

THURSDAY 29th OCTOBER 2026

PARALLEL SESSION III
TRACK 1: 9:00–11:00 (GMT+4)
Venue: Academic Block; Ground Floor, Lecture Theatre 1

Video Conference Link: Click Here to Attend Virtually

Introduction of Theme: Capacity Building, Service Delivery & Leadership. This session looks at what it takes to build a capable public service and lead it well. Capacity does not come from training alone. It depends on how people learn, how talent is managed, who is given the chance to lead, and how politics and administration work together to deliver services.

Chairperson: Nuluyati Nabiwande, Civil Service College, Uganda.

1. ***Shanmuga Priya Mishra**, Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie India: "*Simulating Workplace Challenges — Adult Learning Principles and the Transfer-of-Learning Gap in Public Sector Training.*"

2. **Fikeni Somadoda,** Office of the Public Service Commission, South Africa: "*Public Sector Reforms*".

3. **Deepa Gokulsing and Ramjuttun D**, *University of Mauritius and Ministry of Gender Equality and Family Welfare: "The Future of Work/Jobs in the Digital Globalised Era"*

4. **Balakrishnen Tandarayen, V. Teeroovengadum and A. Seebaluck**, University of Mauritius: "*Antecedents and Outcomes of Workplace Learning in the Public Sector: A Conceptual Framework.*"

5. ***Ghristee Kareemun Jogarah**, **Priya Devi Gunesh and Ourvashi Bissoon,** University of Mauritius: "*An Analysis of the Glass Ceiling Challenges Faced by Women in Leadership Roles and their Impact on Work-Life Balance: Evidence from the Mauritian Service Sector.*"

6. **Rasodi K Manyaka,** Tshwane University of Technology, South Africa: *"The Causes and Implications of Politics-Administration Tensions on Service Delivery in Pre-Election Period In South African Local Government."*

7. ***Appiah-Marfo S**, Ghana Institute of Management and Public Administration: "Continental Outlooks on Public Sector Capacity-Building Agendas: The Case of Executive Master's Capacity Building Framework at The Ghana Institute of Management and Public Administration."*

**Online presentation*

PARALLEL SESSION III
TRACK 2: 9:00–11:00 (GMT+4)
Venue: Academic Block; First Floor, Lecture Theatre 2

Video Conference Link: Click Here to Attend Virtually

Introduction of Theme: Public Sector Finance. This session looks at how governments raise and manage public money. Public finance depends on taxpayers who trust the system, officers who understand it and institutions that apply the rules fairly and openly.

Chairperson: Eleonah Kapapa, National Institute of Public Administration, Zambia

1. ***Pryati Sharma**, Lal Bahadur Shastri National Academy of Administration Mussoorie, Uttarakhand, India: "*Faceless Tax Assessment in India: Evolution, Institutional Design and Way Forward.*"

2. **Nasinyama Moses Makoha, Mugisha James and Kakuba Sultan Juma**, Kyambogo University Uganda: *" Revenue Knowledge Awareness and Public Revenue Mobilization in Pallisa District, Uganda: The Revenue Officers' Perspectives"*

3. **Revathi T**, Indian Institute of Technology, Madras: "*Climate Risk and Fiscal Space: An Empirical Investigation*".

4. ***Bernard Zvashura, Vani Sarada. Swaleha Peeroo**, Universite des Mascareignes, Mauritius: "*Enhancing Institutional Transparency Through Social Media Marketing In Green Finance: Evidence from Emerging Economies"*

5. ***Dinesh Appa Jala & Rajendra Parsad Gunputh**, University of Mauritius: *"Evaluating Procedural Fairness and Taxpayer Rights in the Transition from the Assessment Review Committee to the Revenue Tribunal: A Comparative Doctrinal and Qualitative Analysis of Tax Dispute Resolution."*

6. ***Varun Singh and Himanshi Rastogi**, Delhi Technological University and National Centre for Good Governance: *"Participatory AI Governance in Public Universities: Involving Students and Faculty in Policy Design"*.

7. **Balakrishnen Tandarayen V.Teeroovengadum and D .Seebaluck**, University of Mauritius: "*Testing of a Predictive Model for Workplace Learning and Internal Service Quality in the Public Sector."*

*Online presentation

TEA BREAK: 11:00-11:15

PARALLEL SESSION IV
TRACK 1: 11:15–13:15 (GMT+4)
Venue: Academic Block; Ground Floor, Lecture Theatre 1

Video Conference Link: Click Here to Attend Virtually

Introduction of Theme: From Policy to Practice: Delivery, Accountability and Change in Public Administration. This session asks a practical question: how do public reforms move from policy on paper to real change in the way services are delivered? Answering it means looking at delivery systems, the rules that bind public officers, the ways staff learn, and the reasons why change efforts sometimes fail.

Chairperson: Samuel Appiah-Marfo, Ghana Institute of Management and Public Administration**.**

1. **Rajesh Kumar Pathak and Om Pradyumana Gupta,** National Informatics Centre (NIC), Ministry of Electronics and Information Technology, Government of India : "*Nine-Fold Volume, One-Twelfth the Time: A Quantitative Assessment of India's CPGRAMS and a Transferable Roadmap for National Grievance Redress Systems*".

2. **Mutinta Nabuyanda, Mashombotwa Mukwena, Eleonah Kapapa and Elina Ngoma,** National Institute of Public Administration, Zambia: "*From Policy to Practice: Institutionalising Deliverology through the Zambia Public Service Change Management Framework and the Ministerial Delivery Units Curriculum.*"

3. **Asrani Gopaul**, University of Mauritius: "*The Decolonization of the Welfare Services in the Public Sector in Mauritius.*"

4. ***Kaushiki Sukhoo and R P Gunputh**, University of Mauritius: "*The Challenges of Upholding the Rule of Law in Public Administration.*"

5. **Lutchmee Kureeman**, Open University of Mauritius: "*Talent Management Practices as a driver of innovation in the Public Financial Services Sector of Mauritius: A theoretical review.*"

6. ***Shanmuga Priya Mishra**, Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie, India: "*Diagnosing Change: A Thick/Thin Framework for Understanding Why Public Sector Behavior Change Interventions Fail.*"

**Online presentation*

PARALLEL SESSION IV

TRACK 2: 11:15–13:15 (GMT+4)

Venue: Academic Block; First Floor, Lecture Theatre 1

Video Conference Link: Click Here to Attend Virtually

Introduction of Theme: Digital Transformation for Better Services: Access, Infrastructure and Governance. This session looks at how digital transformation is changing the way services are designed, delivered and governed. Technology can widen access and save time, but it also raises questions about security, inclusion and oversight.

Chairperson: Balakrishnen Tandarayen, University of Mauritius**.**

1. ***Geeani Devi Awatar**, University of Technology, Mauritius: "*Digital Visual Narrative Strategies in SME Financial Services: A Qualitative Study of Mauritius as a Business-Friendly Hub.*"

2. ***Adedamola Adeniran and Rajendra Parsad Gunputh**, "*The Role of Digital Transformation in Expanding Public Healthcare Service to Gig Workers in Nigeria: Implementing the National Health Insurance Directive 2026.*"

3. ***Leenshya Gunnoo, Thakoor Sharma Geerawo, Chitisha Gunnoo, Kesseven D Padachi,** University of Technology, Mauritius: "*Digital Transformation in the Public Sector: A Bibliometric Analysis of Trends, Themes, and Emerging Research Frontiers*"

4. ***Jennita Rao Appanah Appayya,** University of Technology, Mauritius: "*From Critical Sectors to Critical Operators: A Three-Stage Methodology for Critical Information Infrastructure Designation.*"

5. **Rubeena Doomun and Bibi Assma Goolamally Cassim,** Open University of Mauritius: "*Enhancing Public Service Delivery through a Mobile-Based Smart Queue Management System.*"

6. **Varuna Devi Bangaleea and Ravi Foogooa,** University of Technology, Mauritius: "*Extending IT Governance to AI Governance in Mauritius' Digital Public Infrastructure: Evidence, Gaps and Priorities for Developing Countries in Africa*".

**Online presentation*

13:15-14:00 LUNCH

PARALLEL SESSION V
TRACK 1: 14:00–16:00 (GMT+4)
Venue: Academic Block; Room: First Floor, Conference Hall

Video Conference Link: Click Here to Attend Virtually

Introduction of Theme: Sustainability, Culture and Governance in Small Island Contexts. This session looks at how a small island state can pursue sustainable development while protecting its culture and strengthening its institutions. Small island developing states face particular pressures from climate change, limited resources and global competition. Their responses depend on sound governance, local knowledge and the participation of communities.

Chairperson: Shweta Bhiwajee, University of Technology, Mauritius**.**

1. **Krishnee Adnarain Appadoo**, University of Western Australia, Australia: " *Operationalising Climate Loss and Damage in SIDS: Public Sector Governance, Policy Disconnects, and Innovative Finance in Mauritius."*
2. **Furaha Elimwokozi Kowero, Perunjodi Naidoo, Prabha Ramseook- Munhurrun and Chandradeo Bokhoree**, University of Technology, Mauritius: "*Visitors' Engagement and Experience in Everyday Cultural Tourism Practices: A Systematic Literature Review.."*
3. **Alocate Zvikaramba, Shireen Panchoo, Kesseven D. Padachi**, University of Technology, Mauritius: "*Green E-Commerce Adoption and Sustainable Business Performance in SMEs: A Systematic Literature Review"*
4. **Makoondlall-Chadee, Toshima, Ramasamy Coolen Preeya Vijayalakshmee and C. Bokhoree**, University of Technology, Mauritius: " *From Footprints to Futures: Participatory Climate Action as a Driver of Higher Education Policy in Mauritius."*
5. ***Christina Chan-Meetoo**, University of Mauritius: "*Linguistic Dynamics and Power Relations: Mauritian Creole in Political Communication and Public Sector Governance virtual."*
6. ***Désiré Gaël Henriette-Bolli & Rajendra Parsad Gunputh,** Open University of Mauritius: "*From Statute To Service Delivery: Public Sector Capacity, Digital Transformation and The Governance of Labour Law Enforcement In Mauritius."*

**Online presentation*

16:00 CLOSING OF CONFERENCE

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DAY 3

FRIDAY, 30 OCTOBER 2026

Cultural Tour

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Book of Abstracts

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DAY 1
Wednesday 28th October 2026
Parallel Session I
TRACK 1: 13:00–15:00 (GMT+4)
Venue: Academic Block; Ground Floor, Lecture Theatre 1

1st Presentation

From Compliance to Public Trust: Strengthening Governance, Risk Management, Public Finance and Accountability in South Africa.

Prof Mandlenkosi Stanley Makhanya
Commissioner: Public Service Commission, South Africa

Abstract

South Africa has one of the most developed frameworks of governance and accountability. This arises from our Constitution which establishes principles of accountable government. However, the country still finds itself struggling to produce positive governance outcomes. If our starting point is a link between governance, compliance, risk management, public finance, accountability and trust-building in public institutions, the question that should be of concern to us is where we get it wrong. The central feature of my argument in this paper is to move from compliance as an administrative exercise towards governance that produces demonstrable public value. This is produced by an accountable ecosystem that builds and sustains conditions of service delivery, protection of public resources and thus building public trust.

While performance management system (both at individual and organisational level) speaks to accountability, an element that cannot be ignored is the institutionalisation of ethics.

As I delve into this subject, my priority is to first clarify of the following concepts, viz., capacity, capability, ethos and integrity, as in my view these are key elements that we require in those who serve in the public service/public administration.

Finally, the framing of my paper demonstrates the institutional chain of an integrated process or system of governance.

2nd Presentation

Employee Preparedness for Artificial Intelligence Adoption in the Mauritian Public Service

Neha Jugessur
University of Mauritius

Abstract

Neha Jugessur is a doctoral student in Development and Welfare Economics at the University of Mauritius. Her doctoral research, titled “The Private Returns to Higher Education: An Economic Perspective of the Mauritian Case,” examines the prevalence and consequences of occupational

mismatch among graduates, with particular attention to over education, under education and skills misalignment in the Mauritian labour market. Using multiple methodological approaches, her research investigates wage outcomes, gender disparities and sectoral differences. It contributes new empirical evidence to inform education and labour market policy reforms in Mauritius and other small island developing states. Her broader research interests include human capital development, labour economics and the welfare implications of education policy. Artificial intelligence can improve service delivery in public administration, but it can also change work tasks, skill requirements and employees' sense of job security. This paper examines how Mauritius can introduce AI into its public service while supporting employees and maintaining accountability. A review of relevant policy documents and international literature was carried out, combined with a structured questionnaire administered to public officers. Occupational groups were classified according to the major groups of the National Standard Classification of Occupations 2008 used by Statistics Mauritius, allowing perceptions of AI-related task exposure to be compared across broad categories of public sector work. The questionnaire examined officers' knowledge and use of AI, the tasks they believe could be automated or supported, perceived benefits and employment concerns, preparedness for changing work requirements, training needs, willingness to use AI, and expectations of management support. The study shows that the perceptions of AI exposure differ according to the tasks performed within each occupation. Clerical and administrative officers reported greater exposure in routine drafting, document summarisation, data entry and information retrieval. Professional, technical and managerial officers perceived greater opportunities for AI-supported analysis, research and decision preparation while placing more importance on accuracy and human responsibility. Service, operational and frontline officers identified fewer directly automatable tasks but may recognise opportunities for improved information access, scheduling and communication. The paper proposes a people-centred approach based on gradual introduction, employee consultation, relevant training and continued human responsibility. The study aims to provide evidence on employee preparedness and concerns, while avoiding predictions of job losses. It argues that responsible adoption should use AI primarily to complement public officers and improve services, supported by training, participation and accountability.

3rd Presentation

Enhancing Digital Accessibility through Artificial Intelligence in Geriatric Medication Management

Rubeena Doomun and Muhammad Wazeer Chadun

Open University of Mauritius

Abstract

When combining factors such as an ageing population, the rising prevalence of diseases and more frequent medication errors that lead to hospitalisation and deaths, the need for effective digital solutions that provide support and assistance in medication management is becoming increasingly important. The widespread use of smartphones across different age groups, including older adults, creates new opportunities for mobile health applications that can provide convenient

features such as medication reminders, tracking and access to reliable medication information. However, many existing applications target the general population and do not fully address the unique accessibility needs of older adults, who often experience age-related visual and cognitive limitations. Despite recent advancements in Artificial Intelligence, research examining how these technologies can be leveraged to enhance digital accessibility remains limited. This study investigates how Artificial Intelligence can be used to improve accessibility in medication management applications used by older adults. The research aims to design, develop and evaluate a mobile application that supports medication adherence and access to information through an accessible and user-centred interface. The literature review identifies current accessibility challenges, AI methods and existing research gaps. A pre-intervention survey involving older adults establishes user requirements and shapes the user interface and user experience design of the application. The prototype is developed using an Agile, AI-assisted development methodology and incorporates fundamental accessibility standards. A post-intervention evaluation combines quantitative and qualitative data to assess usability, accessibility and the overall user experience. This research contributes to the field of accessible digital health by demonstrating how Artificial Intelligence can be integrated into medication management applications to support older adults. The findings are expected to inform future research, provide design recommendations for developers of inclusive mobile health technologies and guide the safe use of AI in healthcare.

4th Presentation

From Generative Artificial Intelligence (GenAI) to AI Governance in Higher Education: Balancing Global Normative Integration, Policy Hybridization, and Digital Sovereignty.

Gayan S.N. and Rajendra Parsad Gunputh
University of Mauritius

Abstract

Generative AI (GenAI) seems the ideal technological tool of this century provoking a sense of wonder: though it is unanimously adopted and undeniably promoting knowledge promptly in key sectors of socio-economic development, questions arise as to the implications of its widespread use at societal level (Pudaruth, 2020), at institutional level including academia (Abbas et al., 2024) and at state level. As GenAI reshapes global knowledge production, developing states face intense systemic pressure to assimilate into a transnational digital order (Blomquist, 2026). Drawing on International Society theory (Buzan et al., 2018), the paper frames the adoption of GenAI and AI governance frameworks in Mauritian higher education as a complex process of normative socialisation. Through international organizations like UNESCO and the UN (specifically SDG 4: Quality Education), Small Island Developing States are socialized into 'universal' standards of technological ethics and academic integrity. This institutional socialization yields significant structural benefits, providing the Mauritian public sector—including public universities and parastatal bodies—with proven, ready-made policy templates and mechanisms to address issues

such as educational misconduct, academic dishonesty, unethical/fraudulent appropriation of authorship, among others. (Chatterjee et al., 2023). However, a purely pragmatic approach—that small states adopt off-the-shelf Western-developed tools and templates to avoid unnecessary costs of "re-inventing the wheel"—entails asymmetric risks for domestic digital sovereignty. Passive compliance engenders regulatory dependence on Western norm-entrepreneurs and global tech monopolies. Furthermore, relying blindly on exogenous AI detection software (such as Turnitin) may introduce acute algorithmic biases and increase risks of higher false-positive rates when evaluating students within multilingual, post-colonial educational ecosystems such as Mauritius. To counter this structural dependency, this paper examines how small states can assert agency through policy hybridization. Grounded in the authors' public sector experience and desk-based qualitative document analysis of the Mauritius Artificial Intelligence Strategy alongside UNESCO charters, this study examines the friction between global normative compliance and sovereign digital agency. The authors suggest that a hybridized AI Governance framework that integrates national policies, institutional quality assurance, and improved stakeholder AI literacy can advance holistic AI detection. By prioritizing transparency, fairness, and human oversight, this hybridized model mitigates technological risks. The paper tries to demonstrate how Mauritian public sector AI governance can socialize within international society and protect local stakeholders without denting digital autonomy.

4th Presentation

Towards a Mauritius Public Service Quality and Satisfaction Index: A Citizen-Centred Framework for Service Improvement Using Technology and Artificial Intelligence

Viraiyan Teeroovengadum, Nicholas Ragodoo, Boopen Seetanah, Lomendra Vencataya

Public service quality shapes citizen satisfaction, trust in government and institutional legitimacy. Yet performance is still assessed mainly through administrative and operational indicators, with little systematic measurement of what citizens actually experience. This paper proposes a customised Mauritius Public Service Quality and Satisfaction Index and examines how technology, including artificial intelligence (AI), can help address the service gaps it identifies.

The framework has two components. The Public Service Quality Index (PSQI) captures citizens' evaluations of service attributes such as accessibility, responsiveness, reliability, competence, fairness, transparency, digital service quality and citizen orientation. The Public Service Satisfaction Index (PSSI) measures overall satisfaction with services received. Both can be measured at the level of individual services and, through aggregation and weighting, at sectoral and national levels.

The indices are intended as diagnostic tools rather than league tables. By showing where services fall short, they indicate where technology could make the greatest difference. In many cases, the first step is digitalisation itself: moving services online, simplifying procedures and connecting systems across agencies. Building on this foundation, AI could be introduced where it adds clear value. For example, virtual assistants could improve responsiveness and accessibility, predictive analytics could reduce delays, and analysis of complaints and feedback could help agencies

anticipate problems and adapt services to citizen needs. Repeated measurement would then show whether these interventions improve quality and satisfaction, supporting benchmarking, prioritisation and the evaluation of reforms overtime. Linking citizen-based measurement with the targeted use of technology and AI offers a practical route to more responsive and evidence-based public services in Mauritius, provided adoption is guided by appropriate safeguards on data protection, fairness and transparency.

6th Presentation

Building Human Capacity for a Resilient and Future-Ready Public Service

Charlotte CICERON-DELORIE, Eclosia Group

Abstract

Policies, systems, technology and processes are essential to the delivery of public services, but their effectiveness ultimately depends on the people who put them into practice. Public officers interpret policy, implement decisions, manage change, collaborate across institutions and respond to the needs and expectations of citizens and stakeholders.

The environment in which they perform these responsibilities has become increasingly volatile, uncertain, complex and ambiguous (VUCA). This reality is not unique to the public sector. Across sectors, employees are expected to adapt more rapidly, manage greater complexity and sustain performance through continuous change. Technical competence remains fundamental, but it needs to be supported by the human capabilities that enable people to use their knowledge effectively and sustainably.

The private sector has increasingly recognised this connection. Employee wellbeing has progressively moved beyond isolated wellness activities and into organisational culture, leadership and people-management practices. CIPD research published in 2025 reported that 75% of surveyed organisations were taking action to improve employee health and wellbeing, 57% had a standalone wellbeing strategy compared with 44% in 2020, and 74% had wellbeing on the senior leadership agenda, compared with 61% five years earlier.

The economic implications are equally significant. The World Health Organization estimates that depression and anxiety account for approximately 12 billion working days lost globally each year, representing an estimated US$1 trillion in lost productivity. International guidance increasingly points towards preventive organisational interventions and the development of managers and employees, alongside individual support.

For public administration, this presents an opportunity to broaden the traditional understanding of capacity building. Technical expertise and professional competencies remain indispensable, but they can be complemented by the development of self-awareness, emotional intelligence, resilience, adaptability, communication, collaboration and psychological safety.

This development can be supported through a structured combination of training, mentoring, coaching and appropriate psychological assessment. Training can build knowledge and practical interpersonal capabilities; mentoring can facilitate experience-sharing, professional guidance and

knowledge transfer; coaching can support reflection, self-awareness, individual development and the achievement of professional goals; and appropriately administered psychological assessments can provide evidence-based insights into relevant capabilities and development needs. Where psychological assessment is used, it should be conducted by suitably qualified professionals and within appropriate ethical, confidentiality and professional frameworks.

Rather than intervening only when employees are already experiencing difficulties, such an approach places greater emphasis on prevention, development and continuous capacity building. It creates opportunities for employees at different levels of the organisation to better understand themselves, recognise and develop their strengths, improve the quality of their interactions and strengthen their ability to respond constructively to pressure and change.

Psychological safety is an important part of this environment. Employees should be able to ask questions, contribute ideas, raise legitimate concerns, acknowledge mistakes and learn from experience without fear of humiliation or unfair consequences, while remaining accountable for their responsibilities. For managers and leaders, this requires the ability to communicate constructively, listen, provide meaningful feedback and lead people effectively through uncertainty.

The relevance for the public sector extends beyond individual wellbeing. Strengthening human capacity can influence the way teams collaborate, managers lead, institutions respond to change and services are ultimately delivered. The progression is therefore broader than the individual:

Empowered individuals → stronger teams → effective leadership → resilient institutions → better public service → better-served citizens

Employee wellbeing, viewed in this context, is not an additional HR activity. It forms part of a wider approach to institutional and human capacity building. Through purposeful training, mentoring, coaching and appropriate assessment, public institutions can invest not only in what their people know, but also in how they adapt, relate, lead and perform.

Investing in the people who deliver public services is ultimately an investment in the capacity, resilience and future-readiness of the public service itself.

Parallel Session I

TRACK 2: 13:00–15:00 (GMT+4)

Venue: Academic Block; First Floor, Lecture Theatre 2

1st Presentation

Ayurveda for Workplace Wellness: Building Resilience and Well-being in Public Service.

Sabharwal P and Driver F, University of Mauritius & Ministry of AYUSH, India

2nd Presentation

Continental Outlooks On Public Sector Capacity-Building Agendas: The Case Of Executive Master's Capacity Building Framework At The Ghana Institute Of Management And Public Administration (GIMPA)

Appiah-Marfo S

Ghana Institute of Management and Public Administration

Abstract

Globally, public sector capacity-building has assumed an unparrelled priority. This is because of uneven human resource development, rapid technological advancement, and ongoing institutional reforms with their implications for multi-dimensional poverty, population growth, increased urbanization and deepened local governance. This paper examines continental outlooks on public sector across Africa and Asia and identifies convergence and divergence. Situating the case in Ghana, it links public sector capacity-building in Africa to a new academic program, Executive Master's in Municipal Management at GIMPA, Ghana. The paper argues that continental reform agendas increasingly converge at the local government level, where public service delivery acceptability is most visible.

3rd Presentation

A Virtual Reality Framework for Workplace Well-being in the Public Sector virtual.

Dr Nassirah Laloo and Dr Mohammad Sameer Sunhaloo,

University of Technology, Mauritius

The well-being of public sector employees is of growing concern as the government seeks to provide better service quality. High workload, administrative complexity, and continuous exposure to stressful environments can negatively affect employee well-being, which may ultimately have an adverse impact on the organisational performance. While many organisations make provisions

for conventional wellness initiatives, innovative and emerging digital interventions remain underexplored within the public sector workplaces. This paper proposes a conceptual framework to consider the integration of an immersive well-being programme within the employee wellness initiatives. The framework introduces VR-based wellness experiences within the public institutions, whereby employees may voluntarily participate. The sessions may be considered in structured period of 15 to 20 minutes during the day whereby participants are provided with relaxation sessions. The experiences may be designed as wellness interventions to complement existing employee support programmes. The paper presents the conceptual model of this framework and considersthe practical issues with its implementation. These include accessibility, user acceptance, operational integration, privacy, and governance, among others. An evaluation model is proposed to assess employee well-being, perceived stress, workplace engagement, user satisfaction, and the readiness of organisations for adopting immersive wellness initiatives. The proposed framework contributes to digital transformation and innovation in the public sector with a focus on Virtual Reality as a potential approach to support healthier workplaces. It provides a conceptual foundation for future pilot implementation and empirical research. Also, it establishes an innovative approach for policymakers and public sector leaders, in their endeavour to strengthen employee well-being and improving sustainability of public service delivery.

4th Presentation

Working beyond retirement. How Older Adults Balance Work and Care.

Annick Yeung, University of Mauritius

Working beyond retirement. How Older Adults Balance Work and Care As populations age globally, bridge employment (paid work undertaken after formal retirement) has become an increasingly important feature of later-life work transitions. While existing research has largely focused on financial necessity, health status, and individual preferences as drivers of continued work, less attention has been given to how post-retirement employment intentions are shaped by caregiving responsibilities and broader social roles. This study explored the intentions of 17 older public sector employees in Mauritius to engage in bridge employment, with a focus on how they anticipate balancing paid work with caregiving and family responsibilities. The study adopts a qualitative approach, using semi-structured interviews with employees nearing formal retirement age. Data were analysed thematically to capture participants' anticipated decisions, perceived constraints, and expected trade-offs in relation to work beyond retirement. The findings indicate that intentions to continue working after retirement are shaped by an interplay of perceived benefits, risks, and personal capacity, alongside anticipated family obligations. Participants view bridge employment as a potential means of maintaining purpose, identity, and social connection, but also anticipate challenges related to health limitations, caregiving demands, and workplace flexibility. Caregiving responsibilities are often expected to be more significant for women participants, reflecting gendered patterns of family care. The study has several implications. For research, it highlights the need to further examine bridge employment intentions through life-course and care-centred perspectives that go beyond economic explanations. For policy, it underscores the importance of retirement frameworks that recognise caregiving responsibilities alongside extended workforce participation. For practice, it emphasises the need

for flexible work arrangements and supportive organizational cultures that enable older workers to anticipate and manage the dual expectations of work and family care. The study suggests that bridge employment intentions are shaped by how older adults foresee negotiating work and care within later-life transitions rather than by economic factors alone.

5th Presentation

Knowledge Sharing as Relational Care: Older Workers in the Public Sector

Dr. Yannick Li, Department of Management, Faculty of Law and Management,
University of Mauritius

In the modern knowledge economy, organizations increasingly rely on relational labor to sustain continuity and employee well-being. With global population aging, older workers play a valuable role in preserving institutional memory by mentoring and sharing their expertise. Knowledge sharing can be understood as a form of relational care where older workers nurture the growth of younger colleagues while sustaining the long-term functioning of workplaces and the quality of public service. At the same time, engaging in knowledge sharing supports older workers' sense of purpose and well-being. This reflects a form of self-care that promotes healthy aging and reduces future dependency. In small island developing states such as Mauritius, where institutional memory is concentrated in relatively few roles, preserving tacit knowledge through relational care is particularly consequential. This study integrates the theory of planned behavior (TPB) and institutional theory (IT) as theoretical foundations, to capture both micro-level motivations and macro-level enabling or constraining conditions for knowledge sharing behavior in the workplace. Most studies focus on individual behavioural determinants while rarely situating them explicitly within their institutional contexts. Therefore, combining these theoretical perspectives addresses a gap in the literature. Framing knowledge sharing as relational care further links the behavioral and institutional levels to a policy-relevant concern which is centering care across the life course. This study proposes a conceptual model investigating the influence of institutional and individual forces on older workers' knowledge sharing behavior. Implications for policy, research and practice are also discussed. First, public organizations can benefit from leadership development programs including modules on mentorship to cultivate the 'helper's mindset' among supervisors and managers. Second, policymakers should encourage workplace environments in which discussions about life's meaning, legacy, and mortality are normalized rather than stigmatized. Research has demonstrated that this reflective state has been shown to foster prosocial intentions, including the desire to share knowledge especially from older workers' perspectives. Third, the creation of cross-functional knowledge sharing platforms resonating with the day-to-day challenges of each occupation can promote effective dissemination of knowledge.

6th Presentation

An Analysis of Factors Affecting Quality Of Working Life Among Civil Servants In Mauritius

Lukea Bhiwajee S.D , University of Technology, Mauritius
Durbarry R., Atal Bihari Vajpayee Institute of Public Service and Innovation
Jaffur M.N, Open University of Mauritius

The effective application of QWL principles contributes not only to employee welfare and a positive working climate but also exerts a significant psychological influence on individual behaviour and productivity (Jati et al., 2022). While extant studies largely focus on private sector organisations, the relevance of QWL within the public sector has also been increasingly recognised (Heskett et al., 1994)

Existing local studies on QWL, (See for example Bhundhoo, Coolen, and Fraser (2024), Lukea-Bhiwajee and Gunesh (2022), Veerunjaysingh (2023), provide valuable insights into factors such as leadership, job quality, and organisational challenges. However, these studies remain limited in scope and do not offer a comprehensive, model-based analysis of QWL within the civil service. Furthermore, regional evidence indicates a scarcity of QWL research in sub-Saharan and small island economies (Sabonete et al., 2021).

This study thus uses the 8 dimensions of the Walton's (1973) QWL model and aims at examining the factors affecting employees' QWL in the Mauritian civil service. A survey of 484 employees across three Ministries and two Departments was analysed using SPSS 21.0 through descriptive statistics, inferential analysis and factor analysis.

Findings indicate that employees perceived overall QWL to be above average and reported highest satisfaction with respect to the dimensions of "constitutionalism" and "social relevance of work life". Strong perceptions of fairness, ethical governance, and meaningful contribution to society were observed but varied across organisational and demographic groups. Key influences included marital status, age, job position, dependents, and income. Strong positive relationships were also found between QWL dimensions Skills Development, Work-Life Balance, and Social Integration. Moreover, Social Integration emerged as the most important QWL dimension, followed by Adequate and Fair Compensation and Safe and Healthy Working Conditions. The most influential factors within these dimensions included employees' sense of belonging based on their skills and merit, ; performance-based pay appraisal; safe workplace design; effective use of employee skills; access to training opportunities; team commitment to organisational norms; protection of workers' rights; and employees' ability to meet personal and financial commitments.

Overall, the study underscores that comprehensive QWL programs are essential for reducing negative outcomes such as low morale, absenteeism, and turnover, and for enhancing employee well-being, organisational effectiveness, and public sector performance in Mauritius.

Parallel Session II

TRACK 1: 15:15–17:15 (GMT+4)

Venue: Academic Block; Ground Floor, Lecture Theatre 1

1st Presentation

Fiscal Space and Redistributive Efficiency: The Conditional Role of Legislative Constraints.

Ronald Miranda (Universidad de la República)
Leonel Muinelo -Universidad de la República)

Abstract

This paper examines the redistributive efficiency of fiscal policy and the role of state capacity in shaping redistribution outcomes across a broad sample of countries over the period 1995–2023, with particular emphasis on Latin American and Caribbean (LAC) economies. Redistributive efficiency is defined as the ability of fiscal policy instruments—specifically direct taxes and monetary transfers—to reduce income inequality relative to the fiscal resources employed.

The analysis employs a stochastic frontier approach to estimate the redistributive efficiency of fiscal policy and to identify the factors associated with cross-country differences in performance. Particular attention is devoted to state capacity, understood as the administrative ability of governments to design, implement and manage fiscal policy instruments. The empirical framework also considers a range of institutional, demographic, economic and political factors, as well as the effects of major shocks, including the Great Recession of 2008–2009 and the COVID-19 pandemic.

The results provide new evidence on the determinants of fiscal redistribution and highlight the importance of state capacity in enhancing the effectiveness of redistributive policies. By focusing on LAC countries, the paper contributes to a relatively underexplored area of the comparative macroeconomic literature and offers relevant insights for the design of more effective and equitable fiscal policies.

2nd Presentation

An Analysis of Trade Policy and Finance: The Case Of Kenya

Vaola Sambo
University of South Africa.

Abstract

The paper considers trade policy and finance, using Kenya as a case study. Kenya was chosen as the case study due to its importance as the leading economy in the East Africa Community (EAC). Kenya's 2017 National Trade policy, espouses an export-led and regionally integrated framework. The policy seeks to create an efficient domestic market as well as deepen participation in regional

and continental structures such as Common Market for Eastern and Southern Africa (COMESA) and Africa Continental Free Trade Area (AfCFTA). The policy framework has as such supported steady growth in trade, over the past 30 years, as well as gradual diversification over and above the country's reliance on tea, coffee and cut flowers. Moderate gains in competitiveness and Global Value Chains (GVC) participation have been recorded, this albeit, persistent trade deficits and a global market share that remains small.

The paper followed a mixed-method approach wherein both qualitative and quantitative methodologies were adopted. Empirical evidence presented in the paper shows that trade openness is positively associated with amongst others Foreign Direct Investment (FDI) inflows, under regional integration. However, structural constrains in amongst others logistics, and infrastructure bottlenecks, non-tariff barriers, and continued concentration in low-value agro-based exports with limited prospects to upgrade into higher technology and the green economy, persist for Kenya, thus limiting the country's potential to benefit from the aforementioned positive association.

The paper proposes strategies to assist Kenya in improving the country's prospects when it comes to trade. Some of the recommendations relate to: GVC integration and upgrading programme, MSME export competitiveness strategy and productive capacity transformation and green export agenda. Through increasing GVC participation at firm-level, promoting trade facilitation and finance for MSMEs, as well as providing incentives to exporters in the green economy, all these initiatives could go a long way in strengthening competitiveness, and attracting better quality FDIs, thus position Kenya to be an inclusive and dynamic export-led country on the African continent and globally.

3rd Presentation

Spatial Manifestations of Economic Transformation in Mauritius: Emerging Policy, Retaining Talent and Resultant Urban Change

Monika Vij,

University of Delhi, India

Abstract

Mauritius has entered a new phase of economic and demographic transformation which has significant spatial manifestation. Mauritius's historical economic trajectory—from sugar monoculture through export-processing manufacturing, tourism, and offshore finance, toward anemerging knowledge-and-digital economy—has produced distinct spatial imprints across the island's urban and peri-urban landscape. This paper examines the spatial manifestation of these successive economic transitions, focusing on four interrelated processes: the vertical densification and gentrification of Port Louis as a financial services hub; the adaptive reuse and partial decline of former Export Processing Zone (EPZ) industrial clusters; the enclave urbanism of coastal tourism development along the north and west coasts, marked by land value inflation and the displacement of traditional fishing communities; and the state-led spatial engineering of ICT-orientated agglomeration exemplified by Ebène Cybercity. Drawing on the Small Island Developing States (SIDS) literature, the paper situates Mauritius's often-celebrated development

narrative within a critical spatial-justice framework, interrogating the distributional consequences of land-use conversion, infrastructural bifurcation between tourist and local service standards, and the erosion of agricultural land under peri-urban sprawl. By synthesising land-use data, policy documents, and spatial analysis, the study argues that Mauritius's economic "success" has been unevenly inscribed onto its territory, generating parallel geographies of opportunity and marginalisation. Drawing on the literature on small-state agency, particularly McDougall's analysis of Mauritius's capacity to strategically leverage international relationships, institutions, education and economic opportunities, this paper examines economic transformation as a process with a measurable spatial manifestation. The paper argues that the attraction of international talent, investment and knowledge-intensive activities is not spatially neutral; it generates new concentrations of employment, institutions, residential development, commercial activity, and infrastructure, thereby reshaping urban and peri-urban landscapes. The study adopts an integrated Remote Sensing (RS) and Geographic Information Systems (GIS) methodology to examine these spatial transformations. These spatial indicators will subsequently be analysed alongside economic, demographic, investment, and policy data to identify emerging urban transformation hotspots. The paper seeks to demonstrate how public policy, economic restructuring, and international flows of talent and investment become physically embedded in space, highlighting emerging challenges for urban planning, infrastructure provision and public-sector governance in Mauritius.

4th Presentation

The Financial Inclusion-FDI Nexus – Do Institutions and Human Resource Capital matter?

Sanju Naraidoo,

Middlesex University

Abstract

Financial inclusion and foreign direct investment (FDI) are both central policy priorities and key sustainability objectives for governments. Yet, despite their close interrelationship, the literature has typically examined them as separate fields of inquiry. This has constrained understanding of how institutional quality and human resource capital shape the relationship between them. This research examines the interaction between financial inclusion and FDI in Mauritius over the period 1990 to 2025 using a dynamic time-series approach. It focuses on the moderating role of institutional quality and assesses whether human resource capital mediates this relationship. More specifically, the study investigates the mechanisms through which financial inclusion can act as a catalyst for attracting FDI. It also considers the reciprocal relationship by examining how FDI may, in turn, advance financial inclusion within the host economy. By focusing on these transmission channels, the research shows how broader access to and use of financial services can make an economy more attractive to foreign investors, while FDI can stimulate the development and reach of financial services across different segments of society.

The study also offers practical policy insights for Mauritius as it seeks to deepen its financial sector through stronger institutions. Mauritius's placement on the European Union blacklist and the

Financial Action Task Force (FATF) grey list for money laundering and terrorist financing in 2020 raises important questions about institutional quality. Moreover, as a small island developing state, the island needs to diversify its economic base to enhance resilience to external shocks. In this context, FDI can support diversification beyond tourism, while broader financial inclusion, including digital financial inclusion, can help attract such investment and spread the benefits of diversification more widely across society. The public sector can play a crucial role in strengthening the absorptive capacity and institutional quality needed to reinforce the link between FDI and financial inclusion.

5th Presentation

Health Expenditure and Economic Growth during the Pandemic: Evidence from Sub-Saharan African Economies

Damini Ayeshka Mohit, Sanjeev Kumar Sobhee and Harshana Kasseeah,
University of Mauritius

Abstract

The COVID-19 pandemic generated a profound shock to Sub-Saharan Africa's (SSA) economies, amplifying longstanding fiscal fragilities and testing the resilience of health systems across the region. Although governments mobilised substantial emergency spending, limited empirical evidence exists on whether increased health-related outlays strengthened economic resilience or exacerbated existing fiscal pressures. This study contributes to the literature by examining the effectiveness of fiscal responses during crisis conditions in emerging African economies. Using annual data for 2000–2023, we compare pre-pandemic and pandemic periods to investigate the relationship between government expenditure on healthcare and economic growth. The results obtained in this study reveal a positive and statistically significant post-2020 level change in GDP growth, conditional on macroeconomic fundamentals. The findings highlight the role of targeted health expenditure in supporting short-term economic stabilisation, while also raising important questions about the sustainability of crisis-induced fiscal strategies in resource-constrained SSA contexts.

6th Presentation

Export Diversification and Economic Growth in Mauritius: A Strategic Case of Structural Transformation in Africa.

Lydie Myriam Marcelle Amelot ,Leenshya Gunnoo and Chitisha Gunnoo
University of Technology, Mauritius

Abstract

Digital transformation has become a central agenda in public sector reform, reshaping governance structures, service delivery mechanisms, and state-citizen interactions through the integration of emerging digital technologies. Despite the rapid expansion of scholarly interest in this field, the literature remains fragmented, conceptually diverse, and unevenly developed across regions and thematic domains. This study provides a comprehensive bibliometric and science-

mapping analysis of digital transformation research in the public sector to examine its intellectual structure, thematic evolution, and global collaboration patterns. The study applies a systematic bibliometric analysis approach following PRISMA guidelines, using Scopus-indexed publications covering the period 1986–2026. This four-decade timeframe enables a holistic assessment of the evolution of digital transformation in the public sector, capturing both foundational developments and emerging innovations that have shaped contemporary governance practices. A total of 582 peer-reviewed articles were analysed using bibliometric techniques, including performance analysis, co-word analysis, co-authorship networks, bibliographic coupling, and thematic mapping, amongst others. Analytical tools such as VOSviewer and Biblioshiny were employed to visualise collaboration structures, keyword co-occurrences, and thematic clusters. The findings reveal a rapidly growing research field, particularly after 2020, characterised by strong thematic concentration around innovation, governance, and economic performance. However, the field remains highly fragmented, with limited consolidation of leading authors and a predominance of single-contribution publications. China emerges as the most influential country across multiple network measures, while the United Kingdom and United States act as key bridging actors in global collaboration networks. Thematic evolution analysis indicates a clear shift from e-government and digitisation toward broader digital transformation frameworks, although conceptual inconsistencies persist. Moreover, citizen-centric themes such as trust, participation, and digital inclusion remain relatively underrepresented, while emerging areas including artificial intelligence governance and digital ethics continue to occupy a peripheral position within the literature.

Parallel Session II

TRACK 2: 15:15–17:15 (GMT+4)

Venue: Academic Block; First Floor, Lecture Theatre 2

1st Presentation

Les changements climatiques comme opportunité de financement du développement en Afrique : le rôle stratégique des cadres des services publics dans la mobilisation de la finance climat.

HILOU Kissifing Tihouhon Rodrigue
Enseignant-Chercheur
Maître-Assistant de sociologie de l'environnement au Centre Universitaire de Manga de l'Université Norbert ZONGO, (Burkina Faso).

Abstract

Face à l'accentuation des urgences environnementales en Afrique, la crise climatique impose une reconfiguration majeure des mécanismes de financement du développement sur le continent. Loin d'être uniquement une contrainte budgétaire, la transition écologique représente désormais un levier stratégique et une source majeure d'attraction de capitaux internationaux (Fonds Vert pour le Climat, mécanismes REDD+, marchés du carbone et financements multilatéraux). Cependant, la captation effective de ces ressources mondiales demeure un défi complexe pour les administrations publiques africaines, souvent confrontées à des contraintes d'ingénierie financière et de gouvernance.

Cette communication examine la mutation essentielle du rôle des cadres de la fonction publique dans l'attraction et la gestion axée sur les résultats de la finance climat. Traditionnellement perçus comme des régulateurs ou des gestionnaires de ressources budgétaires classiques, les cadres administratifs africains doivent aujourd'hui endosser une posture d'acteurs stratégiques de l'ingénierie financière et du montage de projets bancables.

L'analyse met en lumière trois compétences fondamentales attendues des hauts fonctionnaires : (i) la capacité à concevoir et négocier des projets publics structurants intégrant les priorités d'atténuation et d'adaptation au changement climatique ; (ii) l'harmonisation des cadres budgétaires nationaux avec les exigences des bailleurs internationaux en matière de transparence et de redevabilité et (iii) le pilotage interministériel pour articuler efficacement politiques environnementales et priorités nationales de développement socio-économique.

En s'appuyant sur l'exemple du Burkina Faso, cette recherche insiste sur la nécessité du renforcement des capacités managériales et techniques au sein des administrations publiques, afin de transformer la contrainte climatique en un catalyseur pérenne de financement public et d'innovation inclusive.

2nd Presentation

Governing Residential Thermal Comfort in a Warming Small Island State: Policy Gaps and Reform Priorities for Mauritius

Irusha Costa & Nicolas Ragodoo
University of Mauritius, Reduit, Mauritius

Mauritius is a tropical Small Island Developing State where rising temperatures and more frequent extreme heat are expected to intensify residential overheating, cooling demand and social inequalities (UNFCCC, 2025), (Gooroochurn, 2022), (UNEP, 2025). This study examines whether the Mauritian policy framework translates climate-resilience and occupant-comfort objectives into measurable and enforceable requirements for residential buildings. A qualitative documentary policy analysis was undertaken across legislation, planning guidance, energy-efficiency regulations, climate strategies and state-housing instruments in force or formally adopted up to July 2026. The corpus included the Construction Industry Authority Act 2023 (CIA, 2023), Planning Policy Guidance 1 (Ministry of Housing and Lands, 2004), the National Development Strategy 2025 (Ministry of Housing and Lands, 2025), the Energy Efficiency Act 2011 ((EEMO), 2011) and subsidiary regulations, the Climate Change Act 2020 (Government of Mauritius, 2020), national mitigation and adaptation frameworks, Mauritius' NDC 3.0 (UNFCCC, 2025), and social-housing policies. Instruments were assessed for legal force, recognition of thermal comfort, passive-design provisions, quantitative performance criteria, compliance mechanisms, future-climate integration, retrofit coverage and social equity. The review finds a pronounced gap between policy intent and regulatory operationalisation. Current legislation recognises occupant comfort, energy savings and heat-island reduction; planning guidance promotes climate-responsive design; and energy regulation establishes enforceable performance standards for cooling equipment. However, the reviewed public sources did not reveal a gazetted residential thermal-performance framework specifying measurable overheating, building-envelope, solar-control or ventilation criteria with an associated compliance pathway. Climate policy recognises increasing heat risk, yet quantified building-code targets are concentrated on public buildings. Historical evidence further indicates a longstanding implementation challenge in translating proposed building-energy codes into enforceable requirements. The study recommends residential thermal-performance regulations under the Construction Industry Authority Act, locally calibrated adaptive-comfort criteria, integration with Building and Land Use Permits, mandatory standards for publicly funded housing, targeted retrofit finance for vulnerable households, post-occupancy monitoring, and clearer inter-agency responsibilities. Closing this policy-to-implementation gap can advance climate resilience, energy affordability and thermal equity in small island states such as Mauritius.

3rd Presentation

Positive Discipline: the key to effective student discipline management in public secondary schools in Mauritius

Dr. Chemen Danalutchmee Dr. Belle Louis Jinot
Ministry of Education Open University of Mauritius

Discipline Management is a core management function of school leaders, particularly in public secondary schools in Mauritius, where a surge in student indiscipline has been noted over the past five years. Indeed, indiscipline among secondary school students in schools has become a number one public health problem. The Student Behaviour Policy (2015) of the Ministry of Education highlights reactive disciplinary measures that have not proved to be significantly effective in tackling bullying and school violence. This study propounds a shift in discipline management from a reactive and punitive approach to a positive, proactive, and preventive approach. Discipline should not be viewed as maintaining order but rather as self-discipline. Positive discipline refers to a soft measure that can adopted to address indiscipline in schools. Indiscipline problems can be addressed through the five fundamentals of positive discipline, namely role model, guidance and support, teaching and learning, problem-solving skills, and sense of belonging. Adopting a mixed-methods approach and purposive convenience sampling to investigate the current disciplinary strategies used by school leaders in state secondary schools, it was found that informing parents, counselling, rustication, warning, and disciplinary committees are inadequate to curb the new forms of indiscipline and their complex nature. This study proposes a framework for positive discipline management in view of mitigating acts of indiscipline among students in public schools in Mauritius. This framework strengthens the parent-educator relationship, the creation of an indiscipline unit, rustication with amendments, warning with counselling, creation of a school-wide discipline plan, setting up of a school-wide behaviour policy, training of educators and school leaders, inculcating positive discipline in students, and collaboration between family, school, and society.

4th Presentation

Bilingual Metacognitive Prompts: Supporting Low-Achieving Mathematics Learners Through Mother-Tongue Scaffolding.

Hamuth Mohamad Farouk, Open University of Mauritius

Abstract

In multilingual Mauritius, English is the official medium of mathematics instruction, yet Mauritian Creole is the mother tongue for the majority of students. For low-achieving learners, this linguistic mismatch creates significant barriers to comprehension, problem-solving, and metacognitive regulation. This study investigated the impact of bilingual metacognitive prompts, structured through Ana Kuzle's seven-phase framework, on low-achieving Grade 8 students' performance, comprehension, engagement, and self-regulation in coordinate geometry. A quasi-experimental design was employed with 47 low-achieving students from two single-gender schools (girls: n = 12 treatment, n = 7 control; boys: n = 5 treatment, n = 6 control). Treatment groups received

bilingual (English/Mauritian Creole) metacognitive prompt sheets and a 20-minute orientation session; control groups received regular instruction without prompts. Quantitative data from pre- and post-tests were analyzed using t-tests and Mann-Whitney U tests. Qualitative data from classroom observations were analyzed thematically. Treatment groups significantly outperformed control groups at post-test in both schools (girls: $t(10) = -2.87$, $p = 0.017$, Cohen's $d = 1.65$; boys: $U = 0$, $p = 0.004$, $r = 0.83$). Qualitatively, students initially exhibited passive engagement and cognitive overload. Contextualized scenarios (plumbing elbow for boys; TikTok for girls) served as bridges to active participation. Over time, treatment group students demonstrated internalization of metacognitive phases, self-monitoring, error detection, and transfer of strategies to novel tasks such as decomposing a trapezium. Control group students remained procedurally dependent on teacher scaffolding without developing independent metacognitive regulation. Bilingual metacognitive prompts significantly improved mathematical performance and fostered metacognitive development among low-achieving learners in a multilingual context. However, metacognitive gains required sustained scaffolding and did not become fully automatic within a single intervention cycle. The findings support integrating linguistically accessible metacognitive instruction into regular mathematics teaching for low-achieving students.

5th Presentation

Leading Digital Transformation under Infrastructure Constraints: The Role of School Leaders in Sustaining Quality Public Education in Rodrigues

Alain Marie Anne Christine Dr, Belle Louis Jinot
PhD Scholar Senior Lecturer
Open University of Mauritius Open University of Mauritius

Abstract

The success of digital transformation in the education sector and public-service delivery has become a major element of education reform. This cannot be detached from stable connectivity, reliable technological infrastructure, and institutional capacity. This dependency was made particularly evident during the COVID-19 pandemic in geographically isolated and resource-poor contexts. Rodrigues is an autonomous island under the jurisdiction of the Ministry of Education, and the sudden shutdown of in-person schools required the urgency of adopting innovative teaching and learning strategies. School leaders were faced with an unprecedentedly challenging situation – to maintain instructional continuity and quality of education while leading schools far below the technological floor typically taken for granted in virtual learning. From this perspective, this study aims to answer three research questions: What were school leaders' challenges as they implemented virtual learning? What were the leadership strategies used to sustain learning during virtual implementation? What institutional, structural, and contextual factors influenced the outcomes of virtual implementation? It adopted a qualitative interpretive design based on in-depth, semi-structured interviews with 10 school heads and deputy heads in primary and secondary schools in Rodrigues, and documentary analysis of ministerial circulars, school-level communication logs, and continuity plans. Analysis of data was thematic, focusing on how leaders interpreted, adapted, and sometimes resisted centrally issued directives where they were not appropriate to the local context. This study found that leadership practice was more about the

management of resource scarcity than technology. Leaders improvised continuously, using a mix of low-tech and no-tech (printed learning packs, telephone follow-up, radio, community-based distribution) and some digital provision for households that were accessible. Distributed and relational leadership, the emotional and pastoral dimension of leadership, and the crucial part parental and community partnership played in replacing institutional infrastructure, and the linkage of connectivity gaps with existing socio-economic disadvantage, were all recurrent themes. Central authorities' responsiveness, school heads' decision-making autonomy, and technical support all had a significant impact on what was achieved by leaders. Based on the findings, it is recommended that, in an infrastructure-constrained context, digital transformation is not a linear technology evolution process, but rather a process of adaptation, oriented by a leadership process, and in which continuity of learning is secured through hybrid and locally negotiated arrangements. It informs public sector resilience discussion, crisis leadership, and responsive service delivery in SIDS and has practical implications for school leadership preparation and infrastructure investment planning.

6th Presentation

Indigenous Knowledge Systems and Social Cohesion in South Africa: An Afrocentric Analysis of Public Policy Responses to Afrophobia.

Joshua Mawere, Ricky Munyaradzi Mukonza
Tshwane University of Technology, Faculty of Humanities, Department of Public Affairs, Polokwane Campus, South Africa

Abstract

South Africa continues to experience recurring episodes of Afrophobic violence. The violence is attributed to illegal migration and competition for scarce resources. This paper argues that the violence is not primarily a migration problem but a manifestation of unresolved public policy failures in land reform, public service delivery and economic inclusion that have undermined social cohesion. Grounded in the Afrocentric Theory, the paper examines how the marginalisation of Indigenous Knowledge Systems (IKS) from post-apartheid governance has weakened indigenous principles of Ubuntu, collective responsibility and equitable resource sharing. The paper uses qualitative research design based on secondary data to analyse government policy documents, parliamentary debates, South African Human Rights Commission reports and published empirical studies using thematic analysis. The findings indicate that structural inequalities and policy implementation deficits have eroded public trust and fuelled Afrophobic violence. The paper proposes an Afrocentric policy framework that repositions IKS as a strategic resource for building resilient, inclusive and socially cohesive public institutions.

DAY 2

Thursday 29Th October 2026
Parallel Session III
TRACK 1: 9:00–11:00 (GMT+4)
Venue: Academic Block; Ground Floor, Lecture Theatre

1st Presentation

Simulating Workplace Challenges — Adult Learning Principles and the Transfer-of-Learning Gap in Public Sector Training

Shanmuga Priya Mishra,

Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie India

Abstract

Public sector capacity building institutions continue to rely heavily on lecture-based content-delivery models primarily built for passive learners, despite catering to an experienced cohort of adult professionals with existing expertise, workplace context, and decision-making responsibility. This paper begins as a diagnostic inquiry into why andragogical principles (self-direction, experience-based learning, problem-centered engagement, and immediate applicability) remain largely absent or under-utilised in civil servant training design, and what monotonous training design and delivery costs in terms of learner engagement and, ultimately, transfer of learning to actual workplace performance.

The paper argues that sustained learner engagement is not incidental to training effectiveness but foundational to it — disengaged adult learners retain content poorly and rarely translate it into applied behavior change. Building on this diagnosis, the paper explores crisis simulation, red-flag identification and scenario-based exercises as a case of andragogically-aligned design: high-stakes, experiential formats that draw on real-life inspired cases to engage adult learners through complex, ambiguous, high-pressure decision-making rather than passive knowledge testing. The paper considers how such simulations can be designed to accommodate different learning styles, incorporate elements of personalisation, and build capacity for complex/ adaptive thinking rather than rote procedural recall.

Central to the paper's argument is a distinction between training that tests knowledge acquisition and training that produces measurable improvement in actual workplace performance. The paper positions transfer-of-learning as the appropriate success metric for training interventions. This is contingent on how well role-plays, scenario exercises, and simulations are designed for effective recall, application, and pre-emption of real crisis conditions.

The paper is intended as a diagnostic and design-oriented contribution, with scope to incorporate further illustrative examples, comparative training models, or an evaluative framework as research develops. The paper aims to speak to both public administration scholars and practitioners engaged in professional training design.

2nd Presentation

Fikeni Somadoda

Office of the Public Service Commission, South Africa.

Talk on Public Sector Reforms

3rd Presentation

The Future of Work/Jobs in the Digital Globalised Era

Gokulsing Deepa, University of Mauritius

Ramjuttun D, Ministry of Gender Equality and Family Welfare:

Abstract

The landscape of work is constantly evolving at a rapid pace, thus entering a period of profound transformation driven by artificial intelligence, automation, digitalisation, globalisation and evolving economic and social conditions. These developments are changing not only the tasks people perform but also the skills required, organisational structures, employment relationships and expectations surrounding careers. While technological innovation can improve productivity, generate new occupations and create opportunities for more flexible forms of employment security, skills gap and growing inequalities. It is therefore essential to prepare workers and institutions to meet the opportunities and challenges of this digital globalised era.

This study will explore how the future of work may reshape employment and examine the challenges and opportunities associated with this transformation. The research will also demonstrate how the future of work is likely to involve substantial transformation rather than a simple replacement of human labour by technology. Employability will increasingly depend on a combination of digital competence and distinctly human capabilities, including critical thinking, creativity, communication, adaptability, problem solving and resilience.

Both primary and secondary data will be used for this study. A qualitative methodology will be privileged, whereby both focus group discussions and semi-structured interviews will be conducted with university students and working people mainly in the public sector. Themes related to the perceptions and experiences of employment opportunities, job security, skills development and preparedness for the future will be discussed.

However, secondary data will also be collected using related theoretical approaches, also updated statistical data and reports.

This study will contribute to the wider debate on building inclusive and sustainable labour markets by highlighting the importance of continuous learning effective workforce policies and collaboration among governments employers and educational institutions. Ultimately, preparing

for the future of work requires not only technological readiness but also investment in people, skills and decent employment.

4th Presentation

Testing of a Predictive Model for Workplace Learning and Internal Service Quality in the Public Sector

B.Tandarayen, Dr. V.Teeroovengadum and Dr. A.Seebaluck
University of Mauritius

Abstract

Public service organisations are central to citizen engagement, yet their personnel face constant demands that require both technical and adaptive capabilities. This study examines how workplace learning enhances internal service quality in the Mauritian Public Sector. Drawing on Socio-Cognitive Theory and Human Capital Theory, it develops and tests a predictive structural model linking human resource development, workplace learning, and internal service quality. Both individual and organisational factors are examined as antecedents of learning outcomes. The study is guided by the research question: Is there a relationship between workplace learning and internal service quality? Using a cross-sectional survey of 412 public-sector employees, the model is estimated with Partial Least Squares Structural Equation Modeling (PLS-SEM). Results show that workplace learning, both formal and informal, has direct effects on internal service quality, with strong predictive relevance and explanatory power. The findings contribute to the workplace learning literature by introducing a validated instrument and advancing a sector-specific model of human resource development and service quality. For practitioners, the study highlights key attributes that can guide the effective application of workplace learning to strengthen internal service delivery. Limitations include the cross-sectional design and sector-specific context; future research should adopt longitudinal approaches and extend the analysis to other sectors and cadres. Overall, the study underscores the strategic role of learning and development in enabling public service organisations to meet citizens' expectations by improving internal service quality.

5th Presentation

An Analysis of the Glass Ceiling Challenges Faced by Women in Leadership Roles and their Impact on Work-Life Balance: Evidence from the Mauritian Service Sector

Ghristee Kareemun Jogarah
University of Mauritius

Abstract

Purpose: A woman's professional journey is often subtly yet potently shaped by both the policies formally available to her and her genuine opportunity to benefit from the rights that those policies propose. Local statistics show that although women outperform their male counterparts at university level, they remain significantly underrepresented in senior leadership positions. This

study examines the gap between the support that recent policies, organisations and families formally provide, and the support women leaders actually need and can access. It aims to understand how glass-ceiling barriers and socio-cultural expectations shape the wellbeing, career progression and work-life balance of women leaders in Mauritius's service sector.Design/methodology/approach: As a work-in-progress study, this research draws on a systematic review of the glass ceiling and work-life balance literatures to develop an integrative conceptual framework that distinguishes the formal provision of work-life and leadershipsupport policies from their actual enactment: women leaders' lived experience of accessing and benefiting from them within Mauritius's socio-cultural context. This framework will underpin a sequential mixed-methods study: a quantitative phase administering validated Likert-scale questionnaires to women leaders in the service sector (with sample size determined via Cochran's formula) to test seven hypotheses using SPSS, followed by a qualitative phase using semi-structured interviews, analysed both within and across cases, to explain the quantitative patterns in greater depth.Findings: As a work-in-progress study, this paper shares early findings from the literature rather than data. The review points to three ideas: that work-to-family and family-to-work strain are different things, with work pressures weighing heavier on senior women; that women's careers stall not because they face more work-family conflict than men, but because they are judged more harshly for it; and that having work-life policies on paper matters far less than whether managers actually let women use them. The proposed framework links the workfamily interface and organisational support to the well-being and career progression of women leaders, distinguishing throughout between the work-life measures an organisation provides and the support women actually receive. It locates the measurable relationships in the study's quantitative phase and the glass-ceiling barriers in its qualitative phase. Data collection is due to begin by late 2026.Originality/value: This study offers one of the first frameworks to distinguish between the provision of work-life and leadership-support policies (their formal existence in law, organisational policy or family arrangements) and their enactment (women leaders' actual capacity to access, use and benefit from them in practice), within the context of a small island developing state. In doing so, it integrates two bodies of work usually treated separately: the glass ceiling literature, which examines structural and cultural barriers to women's advancement into leadership, and the work-life balance literature, which examines how organisational and family support shape employees' ability to balance professional and personal responsibilities. The study further contributes by evaluating existing policies and reforms against the well-being of women leaders, placing their lived experience at the centre of the analysis rather than organisational outcomes alone.

6th Presentation

The Causes and Implications of Politics-Administration Tensions on Service Delivery in Pre-Election Period in South African Local Government

Rasodi K Manyaka
Department of Public Management, Tshwane University of Technology

Abstract

As keen observers of local government, the authors are often engaged in discussions with colleagues in academia and officials in municipalities on the implications of politics-administration tensions on service delivery. These engagements are often triggered by media reports of tensions between mayors and their municipal managers. The reaction of most of our colleagues in this regard is the same: That it will get worse as the country gears towards local government elections. This point out to an important but often neglected observation that the tensions between politicians (mayors) and administrators (municipal managers) are often amplified in pre-election period. Yet, there are few studies that have sought to examine the root causes of these tensions and their implications on service delivery. Most studies conducted on pre-elections tensions often focus on understanding the causes of 'violence' that is often experienced in communities during this period. Little or no attention is paid to politics-administration tensions in pre-election context. Hence this article seeks to address this identified knowledge gap by providing a comprehensive and rigorous analysis of politics-administration tensions in selected municipalities in the pre-election period. The findings reveal that tensions between municipal managers and mayors in pre-election period often escalate with deleterious consequences on service delivery. The main source of these tensions can be attributed to power struggle for dispensing patronage. The main conclusion is that accounting officers who resist the influence of politics in the discharge of their responsibilities are often targeted for removal from office or frustrated. Thus, it is recommended that local government must be professionalised to manage insulate accounting officers from these power dynamics.

7th Presentation

Antecedents and Outcomes of Workplace Learning in the Public Sector: A Conceptual Framework

Tandarayen, B.
Teeroovengadum V.
Seebaluck A.
University of Mauritius

Abstract

The purpose of this study is to develop an instrument to measure how workplace learning influences internal service quality in the Public Sector in Mauritius. The study will first identify the workplace learning methods that employees consider effective for enhancing service quality, then examine the factors that affect achieving service quality when employees learn on the job. It will

also explore the relationship between the factors influencing workplace learning, service quality delivery, and perceived learning effectiveness. The study will be guided by the research question: What are the perceived influencing factors affecting the achievement of service quality when employees learn in the workplace? The development of the study's theoretical model is informed by psychological and socio-cultural theories.

Workplace learning encompasses a wide variety of activities under both formal and informal settings and shares common elements: gaining knowledge, skills, and attitudes. Both personal and organisational factors influence the way individuals learn within organisations. On an individual level, self-efficacy and growth mindset are important, while at the organisational level, factors such as learning climate and learning-centered leadership will be examined in relation to the research question. Additionally, the internal service quality provided by employees in the public sector is crucial for delivering service quality to external customers. Can this be achieved without a well-developed human resource system? What role does learning and development play in reaching this goal? The research aims to add to the existing literature and provide practitioners with useful tools to address the challenges faced by the public sector in Mauritius.

This study will introduce a unique model explaining the relationship between influencing factors, the effectiveness of workplace learning, and the achievement of internal service quality. Furthermore, this study will be among the few to use multilevel regression analysis for influencing factors of workplace learning at individual and organisational levels, covering a sample of about 400 employees from different government organisations in Mauritius. The development of the model and the testing of the hypotheses will utilise Structural Equation Modelling and ultimately help bridge the gap between the two fields of study, which are Workplace Learning and Internal Service Quality.

Parallel Session III
TRACK 2: 9:00–11:00 (GMT+4)
Venue: Academic Block; First Floor, Lecture Theatre 2

1st Presentation

Faceless Tax Assessment in India: Evolution, Institutional Design and Way Forward

Pryati Sharma,

Lal Bahadur Shastri National Academy of Administration Mussoorie, Uttarakhand, India

Abstract

Tax administrations across the world have long struggled with the challenge of exercising public authority while limiting opportunities for rent-seeking, undue influence and inconsistent decision-making. One important part of tax administration is examining the information reported by taxpayers and determining whether the tax payable has been correctly reported. This function is described differently across countries—as tax assessment, audit, examination or review. With governments increasingly using digital technologies, countries are exploring different ways of carrying out this function while improving transparency, efficiency and consistency. India's move towards faceless tax assessment is one such approach.

Introduced in stages from 2019 and subsequently given a statutory framework, faceless assessment sought to reduce direct interaction between taxpayers and tax officials, limit individual discretion and use technology to allocate and process cases through a structured, team-based system. After several years of implementation, the experience provides an opportunity to examine how this model has worked in practice and whether the changes in process have translated into better outcomes.

This paper examines the Indian model across several dimensions, including transparency, efficiency, quality of decision-making, taxpayer communication, procedural fairness, accountability and appellate outcomes. It draws on administrative data, audit and parliamentary material, judicial decisions and stakeholder perspectives, along with selected international approaches to digital tax administration.

The experience raises both encouraging developments and questions that merit closer examination. The paper looks at the gains associated with reduced direct interaction and greater standardisation, while also considering issues relating to complex cases, taxpayer engagement, allocation of responsibility and outcomes at the appellate stage. It looks at these developments comprehensively, examining the gains made through the reform as well as the areas where its implementation may call for further refinement.

The paper concludes by examining possible directions for the next stage of reform, including approaches to review, taxpayer communication, case differentiation, accountability and the use of appellate outcomes as feedback. Rather than recommending a single model, it considers the

choices and trade-offs involved in making digital tax administration more transparent, fair and effective.

2nd Presentation

Revenue Knowledge Awareness and Public Revenue Mobilization in Pallisa District, Uganda: The Revenue Officers' Perspectives

Nasinyama Moses Makoha, Mugisha James, Kakuba Juma Sultan, Kyambogo University Uganda

Abstract

This study examined the influence of revenue knowledge awareness on public revenue mobilization among the revenue officers in Pallisa District Local Government, Uganda. The study employed a correlational research design involving 99 revenue officers selected from a population of 132 through stratified random sampling. Primary data were collected using a structured questionnaire whose validity and reliability were established prior to the main survey. Data were analyzed using descriptive statistics, correlation analysis, and multiple linear regression analysis. The regression analysis showed that only perceptions towards IRAS significantly and positively influenced public revenue mobilization (B = 0.895, p< 0.01), whereas revenue knowledge and attitudes towards revenue collection were not significant predictors. The regression model explained 48.4% of the variation in public revenue mobilization (Adjusted R^2 = 0.484). The study concludes that effective digital revenue administration systems play a more critical role in improving public revenue mobilization than revenue knowledge or attitudes towards revenue collection alone. The study recommends that Pallisa District Local Government should prioritize strengthening the functionality, reliability, and accessibility of the Integrated Revenue Administration System while continuing to build the capacity of revenue officers to effectively utilize the system and enhance local revenue administration.

3rd Presentation

Climate Risk and Fiscal Space: An Empirical Investigation

Revathi T, Indian Institute of Technology, Madras

Abstract

Climate change as a serious threat to humankind was recognized at a very early stage itself. The impacts of the climate crisis are not likely to be felt evenly, and economies are expected to suffer differently depending on their geographical characteristics. We examine the fiscal implications of physical climate risk using a global sample of 139 countries from 1990 to 2024. After providing a detailed account of climate risk, particularly the physical risk attributable to a series of climate catastrophes, we examine its impact on fiscal health. Despite the evidence of governmental fiscal strength deteriorating owing to climate risk, we investigate the extent of such impact by exploring the probable channels through which it operates. Our analysis revealed that greater climate related economic damage is associated with higher blow to the fiscal space, as evident from few proxies we used to quantify the same. Climate-related economic damages force the governments to spent across rebuilding activities thereby incurring higher fiscal debt and likely impacting the

fiscal health. Our results align with the existing literature on physical climate risk while offering policy implications by highlighting the specific channels that amplify these impacts.

4th Presentation

Enhancing Institutional Transparency Through Social Media Marketing in Sustainable Green Finance: Evidence From Emerging Economies

Bernard Zvashura, Vani Sarada. Swaleha Peeroo,
Université des Mascareignes,

Abstract

Sustainable green finance has emerged as a critical instrument for addressing environmental and economic challenges in emerging economies. However, persistent barriers such as weak institutional transparency, limited stakeholder engagement, and declining investor confidence continue to impede the flow of sustainable investments. In this context, social media marketing (SMM) offers significant potential as a strategic tool to enhance transparency and institutional credibility. Grounded in the provisions of Signalling and Legitimacy Theories, this study investigates the role of SMM in strengthening institutional transparency and facilitating sustainable green finance, with a focus on the renewable energy sector in emerging economies. Employing a systematic literature review guided by PRISMA protocols, the study synthesizes insights from 40 peer-reviewed articles published between 2016 and 2026 across major academic databases. The findings reveal that SMM contributes to reducing information asymmetry, improving institutional visibility, fostering stakeholder engagement, and enhancing accountability, thereby strengthening investor confidence. The study concludes that SMM extends beyond its traditional promotional function and serves as a transformative mechanism for advancing transparency and sustainable investment flows. Policy implications highlight the need to integrate AI-enabled digital strategies into green finance frameworks to further strengthen financial sustainability.

5th Presentation

Evaluating Procedural Fairness and Taxpayer Rights in the Transition from the Assessment Review Committee to the Revenue Tribunal: A Comparative Doctrinal and Qualitative Analysis of Tax Dispute Resolution

Me Dinesh Appa Jala, PhD Candidate Open University
Professor Rajendra Parsad Gunputh, University of Mauritius

Abstract.

Tax administration is an important function of public administration, and the manner in which tax disputes are resolved has implications for taxpayer confidence, institutional accountability and the effectiveness of public services (Freedman, 2011). In Mauritius, the Assessment Review Committee (ARC) has traditionally provided taxpayers with an avenue to challenge determinations made by the Mauritius Revenue Authority. The transition from the ARC to the Revenue Tribunal represents an important institutional development in the administration of tax disputes and raises questions

concerning procedural fairness and the protection of taxpayer rights. This study evaluates procedural fairness and taxpayer rights in the transition from the ARC to the Revenue Tribunal, while considering the role of tax dispute resolution within the broader framework of public sector administration and public finance. It examines the legal and procedural framework governing tax disputes and considers the extent to which taxpayers are afforded meaningful safeguards throughout the assessment, objection and appeal processes. Particular attention is given to the opportunity to be heard, accessibility, transparency, independence and effective determination of disputes (Ibnususilo et al., 20205). The research adopts a comparative doctrinal and qualitative approach, drawing upon legislation, jurisprudence and the procedural framework governing tax dispute resolution, complemented by qualitative data concerning the administration and experience of tax disputes. Comparative analysis of selected tax dispute resolution institutions is also undertaken to identify practices that may inform the Mauritian framework. The study considers whether the transition from the ARC to the Revenue Tribunal represents merely an institutional change or has the potential to strengthen procedural fairness, taxpayer rights and institutional accountability, thereby contributing to a more effective, transparent and accountable system of public administration and tax dispute resolution in Mauritius (IMF, 2024).

Parallel Session IV
TRACK 1: 11:15–13:15 (GMT+4)
Venue: Academic Block; Ground Floor, Lecture Theatre 1

1st Presentation

Nine-Fold Volume, One-Twelfth the Time: A Quantitative Assessment of India's CPGRAMS and a Transferable Roadmap for National Grievance Redress Systems

Rajesh Kumar Pathak and Om Pradyumana Gupta,

National Informatics Centre (NIC), Ministry of Electronics and Information Technology, Government of India

Abstract

In 2014, a citizen who complained to an Indian Central Ministry waited 157 days on average for an answer. By 2026 the wait was 13 days. Caseload over the same period rose roughly nine-fold, from 3.01 lakh grievances a year to about 27 lakh. Most administrative systems buckle under growth of that order. This one got faster.

The paper asks how. Its subject is the Centralised Public Grievance Redress and Monitoring System, running since June 2007. Evidence comes from fifty consecutive Department of Administrative Reforms and Public Grievances (DARPG) monthly performance reports, replies tabled in Parliament between 2024 and 2026, and official statistical releases covering 2014 to 2026.

What emerges cuts against the usual account. Digitisation did not produce the improvement. CPGRAMS ran as a working portal for fifteen years while disposal time stayed in the tens of days, rising rather than falling between 2019 and 2021. Gains are concentrated after the 10-Step Reform Programme of 2022, which was overwhelmingly administrative in content: a registry that grew to more than 1.09 lakh frontline officers, making automatic routing possible; monthly league tables placing each department's record before its peers; a deadline tightened in stages from 60 days to 21; and a call centre asking citizens whether their problem was actually fixed, independently of the officer who closed the file.

Not one of these is a piece of software. All four are acts of administration, and that inverts the sequencing advice most governments receive: a state that buys a portal before building a registry of accountable officers should expect India's experience between 2007 and 2021, not the one after 2022. The paper closes with a five-phase roadmap, the conditions governing its transfer, and six lessons drawn as much from where the model falls short — 5.01 lakh recurring grievances in four years — as from where it succeeds.

2nd Presentation

From Policy to Practice: Institutionalising Deliverology through the Zambia Public Service Change Management Framework and the Ministerial Delivery Units Curriculum

Mutinta Nabuyanda Mashombotwa Mukwena, Grace Komanga and Eleonah Kapapa,

National Institute of Public Administration

Abstract

Implementation, not policy design, is the binding constraint on public sector reform across much of Sub-Saharan Africa. Zambia's experience is illustrative: ambitious commitments under Vision 2030 and successive National Development Plans have repeatedly outrun the institutional capacity to deliver them. This paper examines how the Government of the Republic of Zambia, through the Cabinet Office's Presidential Delivery Unit, has sought to close this gap by embedding "deliverology", the discipline of results-based delivery management pioneered in the United Kingdom and adapted globally, within a national change management architecture. We analyse two linked instruments: the Zambia Public Service Change Management Framework (ZPSCMF), organised around a five-stage change cycle (Initiate, Analyse, Design, Execute, Sustain) and a REVIVE-RESET-RAISE communications philosophy, and the Ministerial Delivery Units (MDU) Training Curriculum, a fourteen-module, four-pillar competency programme delivered through the National Institute of Public Administration (NIPA). We argue that the curriculum operationalises the ZPSCMF's change cycle into teachable, assessable routines and tools, and that the explicit tool-by-tool mapping between the two instruments is what distinguishes this initiative from typical one-off training interventions. Drawing on the curriculum's structure, assessment design, and case material, we identify the conditions under which delivery units are likely to outlast the political and administrative cycles that created them, and we set out implications for other public administrations considering similar reforms. The paper closes with a discussion of limitations, including the absence (at time of writing) of independent outcome evaluation, and proposes a research agenda for tracking the MDU cohort through alumni follow-up at six and twelve months.

3rd Presentation

The Decolonization of the Welfare Services in the Public Sector in Mauritius.

Asrani Gopaul,
University of Mauritius.

Abstract

This paper examines the decolonization trajectory of welfare services in the Mauritian public sector from colonial poor relief to a post-colonial universal welfare state. Under British colonial rule, welfare was residual, racialized and based on the Poor Law model, distinguishing between deserving and undeserving poor, with services fragmented along ethnic lines and administered primarily through charitable and religious institutions.

Using a qualitative documentary analysis and key informant interviews with retired civil servants and social workers, the study traces how post-independence governments (1968 onwards) deliberately decolonized welfare through policy reforms that asserted social citizenship as a right. Key markers include the universalization of Basic Retirement Pension (1976), free health care and free education, and the professionalization of public social work, shifting from colonial charity to rights-based public provision.

However, findings reveal decolonization remains incomplete. The persistence of colonial administrative structures, bureaucratization, and recent neoliberal targeting through the Social Register of Mauritius (SRM) have re-introduced conditionality reminiscent of colonial poor relief. The paper argues that true decolonization requires not only Africanizing personnel but epistemological decolonization - integrating Mauritian Creole, Bhojpuri and indigenous solidarity values like _seva_ and mutual aid into public welfare delivery, moving beyond Eurocentric welfare models.

4th Presentation

The Challenges of Upholding the Rule of Law in Public Administration.

Kaushiki Sukhoo, PhD Candidate, Professor Rajendra Parsad Gunputh

Abstract.

Against the backdrop of shifting political and social influences, the rule of law still remains the bedrock of democratic governance. It ensures that administrative decision-making processes is exercised in accordance with well-established legal principles rather than by arbitrary discretion, thereby reinforcing public confidence and trust in the legitimacy of judicial and administration of democratic institutions (Lynn, 2009). The principles of the rule of law are significant in addressing administrative disputes to ensure that the restorative processes are conducted with fairness and transparency. Within the context of restorative justice, institutional resilience is built through clear and effective accountability mechanisms consistent with the rule of law and English-based practice.

In the absence thereof, administrative decision-makers may face no constraints in misusing public resources and finances to further their interests. Arbitrary decisions, due to inadequate administrative structure and control, may go unchallenged, resulting in poor governance and in strained international relations. It can also lead to the violation of fundamental rights and freedoms, ultimately undermining public confidence in State institutions. This, in turn, may give rise to social instability and public unrest or violence.

This abstract therefore explores the relationship between democratic governance and the rule of law, especially how the rule of law ensures that democratic governance remains grounded in fairness, transparency and accountability (Janderová, 2021). The abstract goes on to examine the current accountability practices within the administrative decision-making processes and

highlights the associated challenges which ultimately weakens institutional resilience (Zajac-Sannerholm, 2014) and erodes public trust in State institutions.

Through an analysis of the legal framework in place, this abstract identifies measures and loopholes that can address accountability deficiencies to ensure that decision-makers are held responsible in the exercise of their judicial and administrative powers (De Gaetano, 2024). It further demonstrates how the practical implementation of these measures reinforces the rule of law. Finally, it proposes measures to address shortcomings to strengthen accountability in the public sector and uphold the principles of natural justice.

5th Presentation

Talent Management Practices as a driver of innovation in the Public Financial Services Sector of Mauritius: A theoretical review

Lutchmee Kureeman,

Open University of Mauritius

Abstract

The adoption of digital technologies, financial technology and artificial intelligence is transforming the Financial Services Sector. This paper aims to examine the role of Talent Management (TM) practices in promoting organisational innovation in the Public Financial Services Sector of Mauritius. The paper seeks to examine how talent attraction and selection, employee development and training, performance management, career development, succession planning, employee engagement and retention can contribute to innovation by identifying the theoretical mechanisms underlying these relationships and highlight contextual gaps requiring further research.

The study adopts a theoretical review methodology, drawing on relevant scholarly literature and established theoretical perspectives rather than primary empirical data. The analysis is guided by the Resource-Based View, Human Capital Theory, Dynamic Capabilities Theory and Social Exchange Theory, which collectively explain how employee knowledge, skills, capabilities and organisational relationships can enhance adaptability and innovation. Evidence from emerging economies is also considered. Research in South Africa highlights the importance of talent management and employee training in strengthening organisational outcomes (Zake, Jonck, & Pelser, 2024), while research in Malaysia identifies positive relationships between talent management, financial performance and innovation performance (Hasan & Saufie, 2021).

The review identifies a contextual research gap concerning the limited examination of the relationship between talent management and innovation within Mauritius' Public Financial Services Sector. Existing literature provides valuable international evidence, but insufficient attention has been given to the specific challenges associated with public accountability, regulatory requirements, digital transformation and changing service-delivery expectations in Mauritius. The paper contributes by integrating multiple theoretical perspectives into a conceptual understanding of how talent management practices can develop human capital and organisational capabilities that support innovation. The paper concludes that effective talent

management should be viewed as a strategic driver of innovation, organisational adaptability and sustainable performance rather than solely as a human resource function.

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6th Presentation

Diagnosing Change: A Thick/Thin Framework for Understanding Why Public Sector Behavior Change Interventions Fail.

Shanmuga Priya Mishra

Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie, India

Abstract

Public sector change initiatives — from digitalization to anti-corruption reform to performance management — routinely default to thin-problem tools: circulars, training modules, KPIs, and compliance mandates. Yet the underlying obstacles to change are frequently complex: rooted in values, identity, discretion, and power. This paper argues that change management fails largely due to a diagnostic error at the outset — linear, siloed problem framing where systems-level diagnosis is required. Drawing on Lant Pritchett's framework for classifying implementation problems (transaction intensity, local discretion, service-versus-obligation orientation, and dependence on known technology versus innovation), the paper proposes an adapted diagnostic lens for distinguishing thick from thin change problems in public organizations.

The paper examines how misdiagnosis produces failures across three connected design levers. First, reliance on compliance-driven strategies where commitment-driven approaches are needed. Second, a mismatch between consultation depth and problem type — shallow consultation may suffice for a technical change but erodes trust and legitimacy when applied to behavioral or cultural change. Third, a mismatch between centralisation/ decentralisation and problem type — thin problems may require centralised control to avoid fragmentation, while thick problems may require decentralised, locally discretionary approaches to be credible.

Structural choice in change management strategy thus functions both as a potential cause of failure when misapplied, and as a deliberate lever within the solution when correctly calibrated. Building on this, the paper works toward a practical diagnostic instrument that practitioners can use before designing an intervention, to classify the problem and select a calibrated response across consultation, structure, and design.

This is a diagnostic, framework-building contribution, drawing on illustrative public sector reform examples. The balance between theory and instrument design will be refined through further research, with the paper positioned to speak to both scholars of public administration and practitioners engaged in organizational reform and capacity building.

Parallel Session IV
TRACK 2: 11:15–13:00 (GMT+4)
Venue: Academic Block; First Floor, Lecture Theatre 1

1st Presentation

Digital Visual Narrative Strategies in SME Financial Services: A Qualitative Study of Mauritius as a Business-Friendly Hub.

Geeani Devi Awatar

University of Technology, Mauritius

Abstract

Mauritius' SME sector has been a key driver of the country's evolution into a business-friendly financial hub. Public and private institutions, including banks, insurance companies, government agencies, and specialised SME-support organisations, offer a wide range of services such as business financing, grants, and capacity-building programmes. However, the effectiveness of these services depends on their visibility and accessibility. To ensure that SMEs can quickly identify, understand, and access relevant support, financial-service institutions increasingly use digital platforms, along with images, videos and other visual narrative forms.

Although research has examined visual and financial communication, limited empirical attention has been given to how these processes intersect within the SME financial-services ecosystem of a Small Island Developing State. Adopting a qualitative research design, this study examines publicly accessible digital visual content produced by institutions operating within Mauritius's SME financial-services ecosystem and analyses semi-structured interviews with professionals working in marketing, corporate communication, and SME development. The study investigates the recurring visual narrative themes shared across these institutions through which SME development is represented, and the ways in which institutional communication intersects with customer engagement, and perceptions of financial-service accessibility and credibility. Thus to validate whether visual narratives may function as strategic instruments and not merely promotional. The possibilities for SMEs to interpret institutional values, service accessibility, business opportunities, that supports entrepreneurial development can become persuasive communication. Moreover, By focusing on Mauritius as a business-friendly financial hub, the study contributes context-specific insight into the relationship between visual storytelling, institutional legitimacy and SME support, while offering practical implications for financial institutions seeking to communicate more clearly, credibly, and responsibly.

2nd Presentation

The Role of Digital Transformation in Expanding Public Healthcare Service to Gig Workers in Nigeria: Implementing the National Health Insurance Directive 2026.

Adedamola Adeniran & Professor Rajendra Parsad Gunputh

Abstract.

Location-based platform workers in most countries do not have access to adequate social protection because of the nature and scope of their employment relationship as self-employed or independent contractors (Adeniran, 2026). "The International Labour Organisation has used the concept of digital platform work which include web-based platforms and location-based platforms'' (ILO Flagship Report, 2021:3). "The services provided by digital labor platforms can be broadly distinguished as services performed digitally (clerical and data entry, translation or design services) or services performed on location (transport, delivery, housekeeping.)" (OECD Going Digital Toolkit, 2020: 5). The National Health Insurance Authority Directive 2026 for location-based platforms in Nigeria was introduced as a social protection policy by the National Health Insurance Authority to extend health insurance coverage to gig workers within Nigeria, and it is expected to make compliance certificate a mandatory requirement for app-based transport platforms and courier companies to renew or obtain fresh operational licenses. A questionnaire was given to representatives of 10 app-based transport platforms and courier and logistics companies, 5 policymakers were also asked regarding their opinions on whether the National Health and Social Insurance Compliance Platform an innovative digital solution has the potential to extend social protection coverage to gig workers in Nigeria. The results show that through interagency cooperation regulators can enforce compliance and ensure that all gig workers have access to healthcare. The study also found that the implementation of the National Health Insurance Compliance Platform requires support from the app-based transport platforms and courier and logistics companies and state regulators must also be further lobbied to drive the policy, further sensitisation and community engagements are also required to ensure that all gig workers have access to healthcare coverage.

3rd Presentation

Digital Transformation in the Public Sector: A Bibliometric Analysis of Trends, Themes, and Emerging Research Frontiers.

Leenshya Gunnoo, Thakoor Sharma Geerawo, Chitisha Gunnoo and Kesseven D Padachi,
University of Technology, Mauritius

Abstract

Digital transformation has become a central agenda in public sector reform, reshaping governance structures, service delivery mechanisms, and state-citizen interactions through the integration of emerging digital technologies. Despite the rapid expansion of scholarly interest in this field, the literature remains fragmented, conceptually diverse, and unevenly developed across regions and thematic domains. This study provides a comprehensive bibliometric and science-mapping analysis of digital transformation research in the public sector to examine its intellectual structure, thematic evolution, and global collaboration patterns. The study applies a systematic

bibliometric analysis approach following PRISMA guidelines, using Scopus-indexed publications covering the period 1986–2026. This four-decade timeframe enables a holistic assessment of the evolution of digital transformation in the public sector, capturing both foundational developments and emerging innovations that have shaped contemporary governance practices. A total of 582 peer-reviewed articles were analysed using bibliometric techniques, including performance analysis, co-word analysis, co-authorship networks, bibliographic coupling, and thematic mapping, amongst others. Analytical tools such as VOSviewer and Biblioshiny were employed to visualise collaboration structures, keyword co-occurrences, and thematic clusters. The findings reveal a rapidly growing research field, particularly after 2020, characterised by strong thematic concentration around innovation, governance, and economic performance. However, the field remains highly fragmented, with limited consolidation of leading authors and a predominance of single-contribution publications. China emerges as the most influential country across multiple network measures, while the United Kingdom and United States act as key bridging actors in global collaboration networks. Thematic evolution analysis indicates a clear shift from e-government and digitisation toward broader digital transformation frameworks, although conceptual inconsistencies persist. Moreover, citizen-centric themes such as trust, participation, and digital inclusion remain relatively underrepresented, while emerging areas including artificial intelligence governance and digital ethics continue to occupy a peripheral position within the literature.

4th Presentation

From Critical Sectors to Critical Operators: A Three-Stage Methodology for Critical Information Infrastructure Designation.

Jennita Rao Appanah Appayya,

University of Technology, Mauritius.

Abstract

The identification of Critical Information Infrastructure (CII) is an important component of national cybersecurity governance. While many national frameworks identify critical sectors, sector-level classification alone does not determine which individual operators and services are sufficiently important to be designated as CII. Operators within the same sector can differ considerably in terms of service impact, market coverage, dependencies and the availability of alternatives. This paper proposes a risk-based and proportionate methodology for identifying CII at the operator level. The methodology follows a three-stage sequential process. The first stage determines whether an operator provides a service that falls within the scope of CII assessment. The second identifies operators whose national criticality is sufficiently evident to support direct designation through predefined automatic triggers. Operators whose criticality remains less evident proceed to a weighted assessment based on six dimensions: service-level impact, cross-sector and cross-operator dependency, population scale, substitutability, recovery complexity and cyber dependence. An illustrative application demonstrates how the methodology can differentiate operators according to both their direct service importance and their wider role within the national infrastructure ecosystem. The approach also recognises that an operator may become critical

because other essential services depend on its infrastructure, even where its own direct service impact is limited. Developed within the Mauritian context, the methodology provides a structured basis for moving from broad sector identification towards more transparent, consistent and evidence-based operator-level CII designation. Further empirical application, expert validation and sensitivity analysis are required to assess the robustness of the proposed weights and designation thresholds.

5th Presentation

Enhancing Public Service Delivery through a Mobile-Based Smart Queue Management System: Evidence from a Pre-Intervention Study in Mauritius.

Bibi Assma Goolamally Cassim and Rubeena Doomun,
Open University of Mauritius

Abtsract

Public administrative service centers in Mauritius continue to face persistent challenges associated with traditional queue management systems, including long waiting times, overcrowding, inefficient service coordination, and limited access to real-time information. While digital transformation has become a strategic priority in the public sector, limited empirical evidence exists on citizens' experiences with current queue management practices and their readiness to adopt smart digital solutions. The study aims to investigate citizens' experiences with existing queue management systems, identify the major challenges affecting service delivery, assess users' readiness to adopt digital technologies, and determine the functional requirements for the proposed MauQueue mobile based smart queue management system. A quantitative pre-intervention research design was employed using an online questionnaire administered to 202 respondents who had previously accessed Mauritian public administrative services. Data were analysed using descriptive statistical techniques to examine service usage patterns, user satisfaction, waiting times, digital readiness, and expectations for a smart queue. The findings indicate that excessive waiting times, overcrowding, and limited-service transparency are the principal challenges experienced by users. Most respondents reported waiting more than 30 minutes for services and expressed dissatisfaction with current queue management practices. The study also revealed high digital readiness and a strong willingness to adopt mobile-based solutions, with appointment scheduling, real-time queue monitoring, and waiting time estimation identified as the most desirable system features. This study provides empirical evidence to inform the design and implementation of citizen-centred digital queue management systems. The findings offer practical recommendations for policymakers and public institutions seeking to improve operational efficiency, enhance citizen satisfaction, and support the digital modernisation of public administrative services in Mauritius.

6th Presentation

Extending IT Governance to AI Governance in Mauritius' Digital Public Infrastructure: Evidence, Gaps and Priorities for Developing Countries in Africa.

Varuna Devi Bangaleea, University of Technology, Mauritius
Ravi Foogooa, University of Technology, Mauritius

Abstract

Although the term 'governance' is widely used in policy and professional practice, it often lacks a clear and commonly accepted meaning. This conceptual uncertainty has become increasingly important as artificial intelligence (AI) assumes a greater role in public administration. This paper addresses the issue by examining the evolution of information technology (IT) in public service delivery, the development of IT governance as a means of establishing direction, accountability and control, and the subsequent introduction of AI into the public sector. It argues that AI governance should be understood as an extension of IT governance, rather than as an entirely separate field, because it builds upon and further complicates many existing governance concerns.This argument is explored using the Mauritian case. The paper combines a narrative literature review along with a documentary analysis of Mauritius's digital and AI policy frameworks. The review draws on four related domains: digital government maturity theory, public value theory, responsible AI governance and Digital Public Infrastructure (DPI) theory. Together these form the conceptual framework for the analysis.

The results identify six structural governance gaps between Mauritius's AI vision and the operational maturity of its DPI. These are related to infrastructure readiness, the operationalisation of the AI governance, data governance, citizen-centred accountability, institutional ownership and the capability to execute AI initiatives at scale. These gaps are not Mauritius-specific. They point to a larger issue: responsible AI requires much more than ethical guidelines and policy promises. Governance frameworks are inevitably influenced by the institutional, economic and social contexts in which they are developed. Much of the existing research on AI and IT governance is nevertheless based on the experiences of developed economies. This paper therefore calls for further research on AI governance in developing countries generally and in small island developing states specifically.

Parallel Session V
TRACK 3: 14:15–16:00 (GMT+4)
Venue: Academic Block; Room: First Floor, Conference Hall

1st Presentation

Operationalising Climate Loss and Damage in SIDS: Public Sector Governance, Policy Disconnects, and Innovative Finance in Mauritius

Krishnee Adnarain Appadoo,
University of Western Australia, Mind Matters Mauritius, Climate Justice Compact

Abstract

As a Small Island Developing State (SIDS) highly vulnerable to intensified tropical cyclones, coastal erosion, and extreme flooding, Mauritius suffers substantial economic and non-economic climate-induced Loss and Damage (L&D). While Mauritius has demonstrated diplomatic leadership within regional and global negotiating blocs, its domestic framework exhibits a persistent disconnect between rhetorical commitments and public sector operationalisation. This paper critically evaluates the legal, policy, and financial governance infrastructure governing climate resilience in Mauritius, assessing its readiness to implement L&D responses. Employing a qualitative legal and policy analysis, this case study conducts a comparative assessment of national legal instruments against regional SIDS practices and international climate governance frameworks. Drawing on an analysis of the Climate Change Act 2020, the National Disaster Risk Reduction and Management Act 2016, the 3rd Nationally Determined Contribution, and other relevant legal and policy documents, the study reveals that existing institutional frameworks remain fragmented, reactive, and heavily reliant on adaptation and disaster paradigms. Furthermore, key legislative instruments remain silent on L&D, lacking explicit accountability provisions, legal redress, or structured methodologies to quantify non-economic losses. To bridge this operational gap, the paper analyses domestic public finance innovations and market-based mechanisms. It assesses the implementation of the Corporate Climate Responsibility Levy (CCRL) and the proposed Climate and Sustainability Fund as mechanisms to finance ecosystem restoration and L&D initiatives. Additionally, it investigates the potential for national insurance schemes, including tourism sector climate levies and agricultural risk pools, to enhance public sector resilience. Comparing Mauritius with SIDS frameworks in the Pacific, the paper outlines strategic public policy and institutional reforms needed to establish a dedicated national L&D mechanism. It argues that effective access to global mechanisms like the international Fund for Responding to Loss and Damage (FRLD) requires urgent domestic institutional preparedness, robust L&D tracking, and an integrated public sector financial architecture.

2nd Presentation

Visitors' Engagement and Experience in Everyday Cultural Tourism Practices: A Systematic Literature Review.

Furaha Elimwokozi Kowero, Perunjodi Naidoo, Prabha Ramseook Munhurrun and Chandradeo Bokhoree,

University of Technology, Mauritius:

Abstract

Tourism is a growing sector shaped by visitors' engagement with attractions and destinations. Everyday cultural tourism is a practice that reflects cultural tourism's contribution to visitors' experiences and engagements. Despite increasing interest in visitor experiences and engagement research, a dearth of information remains, particularly regarding the limited integration of experience elements, engagement drivers, and interventions affecting visitor engagement in cultural tourism practices. This study seeks to address these gaps by conducting a systematic literature review using the Antecedents, Consequences, and Interventions (ACI) framework, grounded in the Stimulus–Organism–Response (S-O-R) model. The review employed the PRISMA guidelines for systematic reviews, and a comprehensive search was carried out via Google Scholar, yielding 789 articles. A manual filtering of publications indexed in Scopus was conducted, and inclusion and exclusion criteria were applied to obtain 28 articles relevant for analysis. This review provides a descriptive analysis and clusters themes with a focus on everyday cultural tourism. The findings indicate that visitor engagement, experiences, and behavioral responses influence everyday cultural tourism practices. Antecedents such as local participation, cultural narratives, and virtual reality lead to consequences that visitors respond to in terms of satisfaction, destination loyalty, and positive word-of-mouth. This study also extends theoretical implications by integrating the ACI and S-O-R frameworks, positing relationships and experience outcomes in everyday cultural tourism practices.

3rd Presentation

Mauritius: "Green E-Commerce Adoption and Sustainable Business Performance in SMEs: A Systematic Literature Review

Alocate Zvikaramba, Shireen Panchoo, Kesseven D. Padachi,

University of Technology

Abstract

Although small and medium-sized enterprises (SMEs) are engines of economic growth, studies on SMEs' shift towards sustainable digital practices remain scarce. SMEs using traditional e-commerce tools prioritise efficiency and profitability at the expense of sustainability, resulting in environmental and social issues. Current research on the adoption of green e-commerce practices among enterprises seems skewed towards large corporations or developed markets, leaving critical knowledge gaps on SMEs. This systematic literature review integrates scholarly evidence about green e-commerce adoption and its effect on SMEs' performance. The SPIDER framework,

PRISMA guidelines and citation chaining mechanisms were applied on platforms such as EBSCOhost, Google scholar, and Web of Science to retrieve data. Yielding 52 eligible articles; the papers met predefined inclusion and exclusion criteria. Findings show that green e-commerce enhances SMEs' performance across the economic, social and environmental dimensions by: driving marketing and financial growth, fostering adaptive leadership, trust and green innovations and eco-processes that curb carbon emissions. While leadership, Human Resource Management (HRM) and digital readiness drive adoption from within organisations, external factors such as government support and market competition speed-up the process. Notwithstanding this, progress is hindered by high costs, complex regulations and digital divides. Future research should be directed towards sector-specific adoption, longitudinal impacts and contemporary technologies such as blockchain and green fintech for knowledge-deepening. The review contributes a comparative framework linking adoption drivers and barriers to sustainability outcomes. Ultimately, bridging theory and practice for researchers, regulators and SME managers in the green e-commerce space

4th Presentation.

From Footprints to Futures: Participatory Climate Action as a Driver of Higher Education Policy in Mauritius.

Makoondlall-Chadee, Toshima, Ramasamy Coolen Preeya Vijayalakshmee and C. Bokhoree, University of Technology, Mauritius

Abstract

Higher education institutions (HEIs) in Small Island Developing States (SIDS) occupy a critical but under-leveraged position in national climate governance. In Mauritius, where environmental vulnerability is high and sustainability commitments are enshrined in the Vision 2050 long-term development strategy and the UN Sustainable Development Cooperation Framework (SDCF) 2024–2028, universities have an obligation to move beyond policy endorsement toward evidence-driven, community-embedded action.

This paper presents the outcomes of the UTM Community Carbon Footprint Initiative, a participatory pilot conducted at the University of Technology, Mauritius (UTM) under the EngageSDG Erasmus+ Capacity Building project (2023–2026). The initiative was designed through the project's Integrated Participatory Framework (IPF): A decision-support tool that guides HEIs in selecting from over 25 participatory approaches based on institutional objectives, resources, participant profile, and local constraints. Applying the IPF, the team selected Community-Based Participatory Action Learning and Research (CB-PALR) as the appropriate methodology.

5th Presentation.

Linguistic Dynamics and Power Relations: Mauritian Creole in Political Communication and Public Sector Governance virtual

Christina Chan-Meetoo,

University of Mauritius.

6th Presentation

From Statute To Service Delivery: Public Sector Capacity, Digital Transformation And The Governance Of Labour Law Enforcement In Mauritius

Désiré Gaël Henriette-Bolli, Open University of Mauritius
Rajendra Parsad Gunputh, University of Mauritius

Abstract

Labour law enforcement in Mauritius has traditionally been examined as a legal issue, focusing on statutory design, judicial interpretation, and doctrinal reform. This paper reconceptualises the issue as one of public administration and public finance, viewing the labour inspectorate, the Commission for Conciliation and Mediation, and the Industrial Court and Employment Relations Tribunal as components of a public service delivery chain that translates statutory entitlements into tangible outcomes for workers. By applying Moore's public value framework and the International Labour Organisation's benchmarks for inspectorate resourcing, the paper contends that the enforcement deficit in Mauritius is primarily due to a persistent mismatch between the operational capacity required for effective enforcement and the budgetary and staffing resources allocated by the state, rather than a lack of institutional design intent. Furthermore, the paper argues that Mauritius's significant, yet underutilised, investment in digital government—through the Digital Government Transformation Strategy 2018–2022 and the current Public Sector Reform Strategy 2025–2029—offers a feasible and fiscally efficient way to address part of this capacity gap. This can be achieved through integrated case management, risk-based inspection targeting, and public performance dashboards, without necessitating proportional increases in inspector headcount. Drawing on comparative public administration experiences from the European Union's regulatory framework and the United Kingdom's Labour Market Enforcement strategy, the paper proposes a public value model for labour law enforcement reform in Mauritius. This model centres on three levers accessible to public managers: resource reallocation, digital case-management integration, and published performance accountability. The paper thus introduces an administrative and public finance perspective to a debate previously dominated by doctrinal legal analysis, aligning directly with the conference's focus on governance, public finance, digital transformation, and trust-building in public institutions.

Conference Co-Chairs

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