



MINISTRY OF CIVIL SERVICE AFFAIRS  
AND ADMINISTRATIVE REFORMS  
MAURITIUS

14 May 2004

Ministry of Civil Service Affairs and Administrative Reforms  
Circular Letter No. 28 of 2004  
E/60/28/08/02 V2

From: Senior Chief Executive, Ministry of Civil Service Affairs  
and Administrative Reforms

To: Supervising Officers in charge of Ministries and Departments

Performance Management System

In the context of developing an integrated Performance Management System for the Civil Service, the Pay Research Bureau, in its 2003 Report – Volume I has recommended at paragraph 7.15 that all organisations should come up with a periodic plan containing the following:-

- (i) mission and value statement or vision of the organisation;
- (ii) the main services that the organisation offers;
- (iii) the organisation's and division's targets for the year; and
- (iv) performance measures and indicators to assess the effectiveness of the organisation.

2. Some ground work has already been effected following the circulation in December 2001 of the Report of the Task Force on Performance Management. Subsequently, Ministries and Departments have worked out their Vision and Mission Statements as summarised in the Annex.

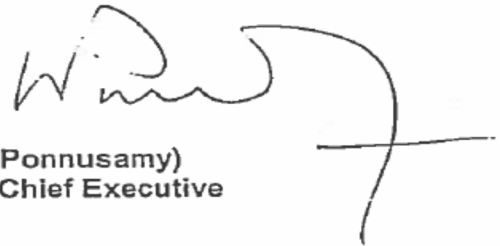
3. As there is renewed emphasis, in the context of Administrative Reforms, for the adoption of a more results-oriented approach for more accountability at all levels, it is imperative that all Ministries and Departments update or review their Vision and Mission statements as appropriate and in line with existing Ministerial portfolios.

4. The development of the periodic plan will set the foundation for the development of a structured and integrated performance management system, which, initially, will set overall performance targets at Ministry/Department and Unit levels. This system will facilitate subsequently, the adoption of a new performance review system linking overall goals and objectives to individual work plan and individual targets/standards.

5. This Ministry will continue to provide the necessary support and coordinate the activities with the Special Units set up at the level of Ministries as per recommendation 7.20 of the PRB Report in order to ensure that all Ministries and Departments are ready to review and evaluate their performance by 15 July 2004 as recommended at paragraph 7.17 of the PRB Report.

6. In view thereof, it would be appreciated if the annual plan as mentioned at the opening paragraph could be submitted to this Ministry by 15 June 2004 at latest. This Ministry will provide assistance for the elaboration of the Vision and Mission statements if needs be, on request.

7. I would like to enlist your support in promoting a Performance Management Culture in the Civil Service.



(K. Ponnusamy)  
Senior Chief Executive

Copy to:  
Secretary to Cabinet and Head of the Civil Service

List of Ministries and Department which have already submitted their Vision and Mission Statement

	<i>Ministry/Department</i>	<i>Vision</i>	<i>Mission</i>
1.	<i>Prime Minister's Office</i>	<ul style="list-style-type: none"> <li>• Civil Aviation Department</li> </ul> <p>To be recognized internationally as an effective regulator of civil aviation as well as an effective air traffic control service provider in Mauritius.</p>	<p>To encourage the development of a safe and efficient civil aviation industry to serve the interests of the Mauritian community, regulate the Mauritian civil aviation activities and provide safe and effective air traffic control services in the Mauritian Flight Information Region.</p>
2.	<i>Ministry of Finance and Economic Development</i>	<ul style="list-style-type: none"> <li>• Treasury</li> </ul> <p>To be recognized as a modern organization providing financial services of international standards.</p>	<p>Striving towards excellence in service delivery through continuous improvement and enhancement.</p>
		<ul style="list-style-type: none"> <li>• Central Statistics Office</li> </ul> <p>To be among the best providers of high quality statistic in the region.</p>	<p>It provides reliable, timely and easy accessible statistical information in user friendly ways.</p>
		<ul style="list-style-type: none"> <li>• Income Tax Department</li> </ul> <p>To be a modern and highly efficient tax administration, respected for its fairness, integrity and professionalism.</p>	<p>To support the social and economic progress of Mauritius by achieving excellence in the operation of the Income Tax System.</p>
		<ul style="list-style-type: none"> <li>• Large Tax Payer Department</li> </ul> <p>Aims to be an excellent tax administration respected for its fairness, integrity and professionalism.</p>	<p>To administer the income tax and VAT laws in so far as they relate to large tax payers and the taxes due by them in an</p>

1. Prime Minister's Office  
 2. Ministry of Finance and Economic Development  
 3. Civil Aviation Department  
 4. Treasury  
 5. Central Statistics Office  
 6. Income Tax Department  
 7. Large Tax Payer Department

	<i>Ministry/Department</i>		<i>Vision</i>	<i>Mission</i>
				impartial, uniform and efficient manner
		<ul style="list-style-type: none"> <li>Registrar General Department</li> </ul>	To be a reliable and efficient administration reputed for its integrity, transparency and fairness.	Dedicated to contribute towards the enhancement of the social and economic progress of Mauritius by optimizing our performance.
		<ul style="list-style-type: none"> <li>Value Added Tax Department</li> </ul>	To excel and command respect as an efficient Tax Administration	To contribute in the socio-economic development of the Republic of Mauritius by optimizing revenue collection.
3.	Ministry of Public Infrastructure, Land Transport and Shipping		<ul style="list-style-type: none"> <li>To provide a land transport system and a shipping service responsive to the needs and aspirations of the people and which contribute to the development of the country.</li> <li>To provide the highest standards in the land transport and shipping sectors.</li> <li>To ensure the provision of quality land transport and shipping services.</li> </ul>	To formulate and implement policies for safe, efficient and environmentally sustainable services in the land transport and shipping sectors.
4.	Ministry of Public Utilities		To achieve excellence in the delivery of utility services and to anticipate and respond to changes in the country and the region.	To fulfill our commitment to the nation and the environment, by ensuring the provision of high quality, safe and adequate electricity, water

	<i>Ministry/Department</i>	<i>Vision</i>	<i>Mission</i>
			and waste water services to the public at affordable price.
5.	Ministry of Agriculture, Food Technology and Natural Resources	The adoption of modern production techniques and innovative technologies in an organized framework to face the challenges.	To give a new boost to the agricultural sector through the development of new business avenues.  To provide new opportunities to the planting community.
6.	Ministry of Environment and National Development Unit	To provide a better environment and quality of life for the present and future generations.	To ensure the protection and management of the environment assets of Mauritius so that their capacity to sustain the society and its development remains unimpaired and to foster harmony between quality of life, environmental protection and sustainable development for the present and the future generations.
7.	Ministry of Civil Service Affairs and Administrative Reforms	To create a modern and efficient Public Service to achieve excellence in the delivery of public service and to ensure good governance	<ul style="list-style-type: none"> <li>• To be a driver, catalyst and facilitator for the development of effective and efficient human resources in the Civil Service.</li> <li>• To spearhead administrative reforms so as to enable the delivery of timely and quality service</li> </ul>

	<i>Ministry/Department</i>	<i>Vision</i>	<i>Mission</i> to the public.
8.	Ministry of Women's Rights, Child Development and Family Welfare	To have a society where there is no place for domestic violence and discrimination based on sex, where the fundamental rights of women and children are respected and where human values within the family and the civil society are cherished.	We undertake to frame and execute policies and programmes geared towards upgrading the status of women, children and family units, safeguarding their rights protecting them against all kinds of abuse and discrimination and ensuring their economic development and welfare within the Civil Society.
9.	Ministry of Fisheries	To spearhead the sustainable development and management of living aquatic resources in the waters of and of interest to Mauritius.	To maintain and foster the sustainable development and management of fisheries resources, conservation, and protection of living aquatic resources and the marine environment thus ensuring continued socio-economic benefits to all stakeholders and people.
10.	Ministry of Industry, Financial Services and Corporate Affairs	To facilitate the development of a world class manufacturing sector	To act as a facilitator for sustained industrial development and for the smooth integration of the manufacturing sector into the global economy.
11.	Ministry of Information	To make of Mauritius a cyber	To provide the right

	<i>Ministry/Department</i>		<i>Vision</i>	<i>Mission</i>
	Technology and Telecommunications		island and the ICT leader in the region.	environment for the harnessing of Information and Communication Technologies to generate employment, increase national wealth, improve quality of life and create new opportunities for sustainable socio-economic development of Mauritius.
		Central Informatics Bureau	To make government services available round-the-clock to better serve the citizens in the digital age.	To enable Government harness Information and Communications Technologies (ICT) to enhance staff productivity and provide customer-centric services.
		Central Information Systems Division	To achieve excellence in the provision of State-of-the-Art ICT Support Services to the Civil Service.	To provide reliable, timely and cost-effective ICT Support Service to Government Institutions.
12.	Ministry of Training, Skills Development, Productivity and External Communications		To create a nation having a highly adaptable, versatile and up to date labour force.	Driving strategically our human resources towards knowledge based economy.
13.	Ministry of Youth and Sports		To be responsive to the aspirations and needs of youth and empowering them for a better future and fostering a culture of sports among the citizens.	To create an enabling environment and act as a catalyst and facilitator for the promotion and development of youth and sports at regional, national and international levels.
14.	Ministry of Local Government and Rodrigues (Local		<ul style="list-style-type: none"> <li>To provide appropriate support as a facilitator to</li> </ul>	<ul style="list-style-type: none"> <li>To empower the local authorities with a view to</li> </ul>

<i>Ministry/Department</i>		<i>Vision</i>	<i>Mission</i>
	Government Division),	<p>local authorities to enable them to operate as real partners of development.</p> <ul style="list-style-type: none"> <li>To ensure the preservation of the environment and the provision of a better quality of life for the citizens through sound solid waste management and beach management policies</li> </ul>	<p>enabling them to be more responsive to the needs of the local community</p> <ul style="list-style-type: none"> <li>To ensure an efficient and sustainable management of the solid waste for the present and future generations</li> <li>To put at the disposal of the public, clean and well equipped beaches for optimum leisure facilities.</li> </ul>
	Rodrigues Division	To provide a conducive environment so as to sustain growth, alleviate poverty and improve quality of life of Rodrigues	To ensure maximum autonomy so as to integrate Rodrigues into the mainstream of social, economic and political development of the State of Mauritius
	Government Fire Services	To promote an efficient service to the community at large by responding quickly and effectively to every fire/emergency call so as to save life and property from fire and its effects.	To ensure a "Fire Safe" environment for the whole community with a view to protecting life and property against destruction by fire.



