



32

MINISTRY OF CIVIL SERVICE AFFAIRS
AND ADMINISTRATIVE REFORMS
MAURITIUS

08 June 2004

Circular Letter No. 33 of 2004
E/75/76/01V9

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

To: Supervising Officers in charge of Ministries

Public Sector Reforms

The Commonwealth Association of Public Administration (and Management (CAPAM) in collaboration with the Commonwealth Secretariat is undertaking a comparative study on Public Sector reform initiatives undertaken by three countries namely Mauritius, Guyana and Tanzania.

2. In this context, the case study on Mauritius will reflect all reform initiatives undertaken not only on Administrative Reforms relating to issues which cut across the Civil Service such as Performance Management, Quality Management, Human Resource Management etc, but also on sectoral reform programmes initiated by respective Ministries on Health, Education, E-Government, Agriculture, Environment, Medium Term Expenditure Framework and others. The information called for relates to the following issues:-

The Public Sector Reform Challenges

- (a) Critical domestic and/or international challenges, both immediate and longer term.
- (b) The context of the reform program. How did the current government arrive at its commitment to Public Sector reform?
- (c) What were the triggers?
- (d) Has there been any history of previous attempts at reform programs? What happened?
- (e) What level of political commitment exists for the program of reform?
- (f) Are there any political conditions which will pre-determine the shape and the timing of the reform program reform options.
- (g) What are the key reform components?
- (h) What are the reform program implementation arrangements? Who or what body is co-ordinating the reform program?
- (i) Describe any organisational/functional reviews that have already taken place. What were the results?

- (j) Has the reform program determined upon a sequence of action? What is the time-frame? What needs to be done first?
- (k) How will you know when the reform programme has succeeded? How will the results of the reform be measured?
- (l) Are there any conditionalities of the reform programme, factors that must be in place for the commencement, continuation or completion of the programme which are at risk of change thus jeopardizing the reform programme?
- (m) What are the key challenges of the program?
 - (i) Personnel matters such as
 - Downsizing
 - Recruitment, pay, classification
 - Performance Management
 - Leadership, the role of the Secretary, and senior civil servants
 - Capacity Deficits
 - Training and education
 - Departmental roles, responsibilities and functions
 - (ii) Financial issues
 - Cost of Public Sector employment
 - Corporatisation, privatisation?
 - (iii) Governance Issues
 - Public Service Ethics
 - Discipline and Dismissal procedures
 - Handling of grievances and complaints
 - The role of a Public Service Commission or equivalent?

3. It would be appreciated if information called for in respect of sectoral reforms pertaining to your Ministry could be submitted in hard and soft copies to this Ministry by Friday 25 June 2004. Additional information could be obtained from Mrs Y. Moorghen, Principal Assistant Secretary on Tel. No. 201-1434.

4. Thanking you for your collaboration.


(K. Ponnusamy)
Senior Chief Executive

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