



**MINISTRY OF PUBLIC SERVICE AND ADMINISTRATIVE REFORMS
MAURITIUS**

15 October 2025

**Ministry of Public Service and Administrative Reforms
Circular Letter No. 67 of 2025
E/60/28/29/3/1 T**

**From: Senior Chief Executive, Ministry of Public Service and Administrative Reforms
To: Supervising Officers in Charge of Ministries**

Strategic Framework for Public Service and Administrative Reforms 2025-2029

As you are aware, paragraphs 68 and 69 of the Government Programme 2025–2029 and paragraph 210 of the Budget Speech 2025–2026 advocate that reform efforts in the Public Service should align with national development priorities. Accordingly, this Ministry is in the process of elaborating a Strategic Framework for Public Service and Administrative Reforms 2025–2029.

2. This Framework will represent a pivotal initiative supporting Government's vision to build a modern, agile, transparent, resilient and citizen-centric Public Service, while promoting a "whole-of-Government" approach to eliminate inefficiencies and enhance accountability and value in Public Service delivery.
3. The Framework will be based on key Pillars namely, Administrative Reforms and Innovation, Capacity Building, Digitalisation and Public Service Policies and Strategies. The Strategic Framework will also comprise a Public Service Delivery Index, which would be a crucial measuring tool to continuously monitor progress and performance and address inefficiencies in a timely manner. A brief on the proposed Strategic Framework is enclosed.
4. In this context, this Ministry will be holding a One-Day Open Discussion Forum on Wednesday 22 October 2025 as from 08.45 hours at the Atal Bihari Vajpayee Institute of Public Service and Innovation, MedTech Street, Côte d'Or Technopole, Réduit (Minissy) to have consultations with all relevant stakeholders concerned with public service delivery to obtain their views for the elaboration of the Strategic Framework.
5. You are, therefore, invited to personally attend the Forum, along with the Director of Reforms of your Ministry to participate actively in the discussions.
6. It would be appreciated if the enclosed participation form could be submitted to this Ministry on email psbtb@govmu.org, at latest by, **Friday 17 October 2025**.

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7. The following officers, namely, Mr A. Joyram, Assistant Permanent Secretary on phone number 405 5397 or Mrs T. Soomarah, Office Management Assistant on phone number 405 4138 may be contacted for any additional information or clarification.

8. I rely on your usual cooperation.



Dr D. Kawol
Senior Chief Executive

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

Brief on the Strategic Framework for Public Service and Administrative Reforms 2025-2029

Introduction and Vision

The Strategic Framework for Public Service and Administrative Reforms (SFPSAR) 2025-2029, spearheaded by the Ministry of Public Service and Administrative Reforms, sets a bold vision to transform Mauritius's Public Service into a modern, agile, transparent, resilient, and citizen-centric institution. Moving away from traditional, siloed operations, this framework aims to create an integrated, innovative, and anticipatory system that meets 21st-century challenges head-on. Aligned with the Government Programme 2025-2029, the SFPSAR positions the Public Service as a cornerstone of national development, delivering seamless, inclusive, and high-quality services to all citizens.

Rationale for Reform

The Mauritian Public Service faces critical challenges that demand urgent reform:

- Bureaucratic inefficiencies and persistent red tape slow down service delivery;
- Digital unpreparedness hinders effective governance in a technology-driven era;
- Outdated legal frameworks limit the ability to implement transformative changes; and
- Fragmented administrative systems undermine cohesive governance and accountability.

These challenges are compounded by growing citizen expectations for prompt, transparent, and accessible government services. The SFPSAR provides a comprehensive roadmap to address these issues and build a Public Service that is responsive, forward-thinking, and trusted.

The Pillars of Transformation

The framework is built on interconnected pillars, designed to work synergistically to achieve a modern, agile, and citizen-focused Public Service, namely:

Administrative Reforms and Innovation

This pillar drives a shift from traditional bureaucracy to a mission-driven, results-oriented work culture. Key initiatives include:

- Streamlining processes to eliminate inefficiencies and enhance service delivery;
- Modernising governance structures for greater agility and accountability; and
- Establishing 32 Reforms and Innovation Units across Ministries, led by Directors of Reforms, as announced in the Budget Speech 2025-2026, to spearhead and coordinate transformative efforts.

Capacity Building

A skilled, motivated, and high-performing workforce is essential for effective policy implementation. This pillar focuses on:

- Launching a comprehensive Training Strategy across the Public Service to ensure a knowledgeable and competent workforce;
- Leveraging the Atal Bihari Vajpayee Institute of Public Service and Innovation as the central hub for training and skill development; and
- Aligning public officers' competencies with national priorities to foster a culture of excellence and adaptability.

Digitalisation

Digital transformation is at the heart of a modern Public Service. This pillar aligns with the Digital Transformation Blueprint 2025-2029 and adopts a phased approach towards:

1. Building a unified data ecosystem for reliable, systematic data management;
2. Digitising workflows to enhance efficiency, transparency, and accessibility; and
3. Integrating Artificial Intelligence to enable predictive analytics and automate routine tasks, ensuring a future-ready Public Service.

Public Service Policies and Strategies

This pillar ensures accountable and effective policy implementation through principles of good governance, including transparency and adherence to the rule of law. Key actions include:

- Enacting a landmark Public Sector Reforms Bill to provide a legal foundation for modernisation; and
- Embedding accountability mechanisms to ensure compliance and measurable outcomes.

Integration and Evaluation: The Public Service Delivery Index

Launched by the African Development Bank Group in May 2025, the Public Service Delivery Index (PSDI) offers African countries a structured, evidence-based approach to evaluate and enhance public service performance using measurable, citizen-focused indicators. Drawing on this continental framework, Mauritius is aligning with the PSDI to design its own national model, moving away from traditional output-based Key Performance Indicators towards a more integrated, outcome-oriented system.

The PSDI will serve as a robust evaluation tool designed to measure the collective impact of all the reform pillars. By benchmarking performance and incorporating citizen feedback through the forthcoming Public Service Facilitation System, the PSDI will ensure that reforms are data-driven, transparent, and citizen-centric. Once established, this mechanism will track progress, identify gaps, and drive continuous improvement in service quality, thereby strengthening accountability and fostering a culture of performance across the public sector.

Stakeholder Engagement

With a view to ensuring that the SFPSAR reflects diverse perspectives, a Consultative Forum is being held to gather inputs from key stakeholders.

Following this Forum, stakeholder feedback will be analysed and incorporated into the SFPSAR document. The Ministry will provide regular updates to ensure transparency and collaboration throughout the implementation process, keeping all stakeholders informed on progress.

Ministry of Public Service and Administrative Reforms

One – Day Open Discussion Forum on Strategic Framework for Public Service and Administrative Reforms

Wednesday 22 October 2025

Atal Bihari Vajpayee Institute of Public Service and Innovation

Kindly fill in this form to confirm your participation and submit it to the Public Sector Business Transformation Bureau of this Ministry on email: psbtb@govmu.org by **Friday, 17 October 2025**.

Surname: Mr/Mrs/Miss:.....

Other Name(s):

Designation:

Ministry/Department where posted:

.....

Tel. No: (Office) (Mobile)

Fax No.: E-mail:

Signature:

Date:

Certified by HR Section:

Name:

Designation:

Signature:

Date: