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MINISTRY OF CIVIL SERVICE AFFAIRS
AND ADMINISTRATIVE REFORMS
MAURITIUS

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12 December 2001

Circular Letter No.43 of 2001

2/28/01

To: Secretary for Public Service Affairs
Supervising Officers in Charge of Ministries/Departments

Civil Service Reforms – Meeting with Desk Officers

Please refer to this Ministry's Circular Letter No.33 of 2001 dated 12 October 2001.

The sixth meeting of Desk Officers was held, as scheduled, on Wednesday, 21 November 2001.

The seventh meeting of Desk Officers which was initially fixed for Wednesday, 19 December 2001 has been postponed to Wednesday, 16 January 2002. It will be held in the Conference Room of this Ministry, Level 7, New Government Centre, Port Louis, from 10 15 hours to 11 30 hours with the following agenda:-

- (a) Approval of the notes of the sixth meeting held on 21 November 2001 (copy enclosed);
- (b) Matters Arising;
- (c) Follow-up on Projects for improvement of Counter Services;
- (d) Communication and Coordination of Reforms in the Public Service;
- (e) Briefing by members of the Steering Committee; and
- (f) A.O.B

With regard to paragraph 3 (c) and (d) above, Desk Officers present at the last meeting were requested to submit by e-mail (mcsa-arv@mail.gov.mu) to the Administrative Reforms Unit, the relevant information along the lines of the enclosed format. Very few Ministries/Departments have responded so far. We would be grateful if the Desk Officer of your Ministry/Department could be requested to expedite matters.

It would be appreciated if the Desk Officer could be released to attend the meeting scheduled for January 2002.

(D.P. Ruhee)

Secretary for Public Service Affairs

cc: Desk Officers

Notes of the 6th Meeting with Desk Officers for Reforms held in the Conference Room of the Ministry of Civil Service Affairs and Administrative Reforms on Wednesday 21 November 2001 at 10 15 hrs

Members Present

| | |
|---------------|---|
| D. P. Ruhee | Secretary for Public Service Affairs (<u>Chairman</u>) |
| R. Mudhoo | Permanent Secretary, Ministry of Civil Service Affairs and Administrative Reforms |
| M. Mahalingam | Adviser, Public Service Reforms, Ministry of Civil Service Affairs and Administrative Reforms |
| Desk Officers | Annex A |
| A. Pursunon | Assistant Secretary, Ministry of Civil Service Affairs and Administrative Reforms (acted as <u>Secretary</u>) |

Apology

| | |
|------------|---|
| D. Bundhoo | Chairman, Steering Committee on Civil Service Reforms |
|------------|---|

The Chairman stated that he was chairing the meeting in the absence of Mr. D. Bundhoo who was taken up elsewhere. He welcomed the members present and, in particular, Mr. R. Mudhoo, Permanent Secretary, who has been posted to the Ministry of Civil Service Affairs and Administrative Reforms, in replacement of Mr. N. Bundhun.

Approval of Notes of Meeting

The notes of the fifth meeting with Desk Officers held on Wednesday 19 September 2001 were approved without amendment.

Matters Arising

Ongoing Projects for Improvement of Counter Services

- 1 Desk Officers reported progress concerning their respective projects on improvement of counter services.

2 New Projects for Improvement of Counter Services

- 2.1 The Chairman stated that, following discussions at the level of the Steering Committee on Civil Service Reforms, it had been decided that a Committee under the chairmanship of the Permanent Secretary of the Ministry of Civil Service Affairs and Administrative Reforms, should, henceforth, examine and approve all new projects for improvement of counter services.
- 2.2 Mr. Mudhoo reported that a meeting of the Committee was held on 20 November 2001 to examine all new projects for improvement of counter services submitted by Ministries/ Departments. It was observed that most of the projects were inward looking in the sense that the focus was more on the comfort of public officers providing counter services rather than on improvements of service delivery to customers.
- 2.3 Mr. Mudhoo stressed that all such projects should be geared primarily towards suiting the needs of the customers, for example, by reducing the queuing time or simply doing away with the queuing system.
- 2.4 He appealed to the Desk Officers, who know better their respective work areas, to come up with projects which would make a qualitative difference by changing the image of the Civil Service and that could contribute to increase national productivity.

3 Training of officers providing direct Counter Services

- 3.1 The training sessions for officers providing direct counter services were held at the University of Technology, Mauritius, on 5, 6 and 7 November 2001. Some 172 officers of different Ministries/Departments attended the sessions.
- 3.2 Mr. Mahalingam was the main resource person. Mr Zeadally had volunteered to help in the training programme. He intervened during the sessions to illustrate local examples of issues relating to service delivery in certain areas of the Civil Service.

13 In-house training sessions will be conducted in Ministries/Departments, which have an appreciable number of officers providing direct counter services. Desk Officers were invited to liaise with the Administrative Reforms Unit for that purpose.

Drawing up of Citizens'/Customers' Charters

4.1 The Chairman said that, in the context of the implementation of the Action Plan 2001-2003, there was need to identify 10 Ministries/Departments for the implementation of Citizens'/Customers' Charters.

4.2 Mr. Mahalingam reported that he had assisted the Ministry of Civil Service Affairs and Administrative Reforms, the Ministry of Fisheries and the Citizens Advice Bureau in preparing their respective draft Charters. He would assist the following Ministries/Departments to elaborate their charters'.

- ◆ Prisons Department
- ◆ Meteorological Services Department
- ◆ Reforms Institutions Division of the Ministry of Social Security, National Solidarity & Senior Citizen Welfare and Reform Institutions
- ◆ Customs & Excise Department
- ◆ Income Tax Department
- ◆ Companies Division
- ◆ Civil Status Division
- ◆ Registrar-General's Department

4.3 Should it be necessary, a seminar involving the participation of all stakeholders in the elaboration of the Citizens'/Customers' Charters would be organised.

5 Mauritius Public Sector Newsletter

- 5.1 The Chairman said that the third issue of the Mauritius Public Sector Newsletter was released by the Minister of Civil Service Affairs and Administrative Reforms during his visit in Rodrigues in the last week of October 2001.
- 5.2 The fourth issue of the Mauritius Public Sector Newsletter would be released in mid-January 2002.
- 5.3 Mr. Mudhoo had been appointed chairman of the Editorial Committee.
- 5.4 Mr. Mudhoo pointed out that there was need to broaden the base of the Editorial Committee to include officers from other Ministries. The distribution list would be widened to include a number of non-governmental organisations.
- 5.5 The suggestion made by a Desk Officer to the effect that the Mauritius Public Sector Newsletter be distributed to every public officer has been noted.
- 5.6 The Chairman pointed out that the contents of the Mauritius Public Sector Newsletter may be visited on the website of the Ministry of Civil Service Affairs and Administrative Reforms.
- 5.7 Mr. Mudhoo stated that it was proposed to issue a highly academic and intellectual magazine which would contain articles written by practitioners in the Civil Service. Desk Officers would be kept informed of developments in that respect.
- 5.8 Mr. Padaruth said that the Meteorological Services were already issuing Newsletters which were widely distributed. Copies of the latest information leaflet in the Cyclonic Season 2001-2002 were circulated for the information of desk officers.

Staff Suggestion Scheme

- 1 The Chairman stated that the draft working paper on the Staff Suggestion Scheme had been submitted to Supervising Officers for their comments/observations.
- 2 Mrs. B. F. Abdool Rahman-Ahmed reported that the Staff Suggestion Scheme had already been introduced at the Employment Division of the Ministry of Training, Skills Development and Productivity.

Task Forces

- 1 The composition of the Task Forces was circulated for information of Desk Officers.

Format for Communication and Coordination of Reforms in the Public Service

- 1 The Chairman thanked all Desk Officers who had made written suggestions/comments on the draft format for communication and coordination of reforms in the Public Service.
- 2 Mr. Mahalingam made a powerpoint presentation to highlight the salient parts of the format.
- 3 The draft format would be finalised and circulated in due course.
- 4 Mr. Mahalingam appealed to the Desk Officers to use the format to share information through the e-mail address of the Administrative Reforms Unit (mcsa.aru@mail.gov.mu).

A.O.B.

Public Complaints Bureau and Hotline

- 1 Desk Officers of Ministries/Departments which do not have a Public Complaints Bureau and/or a hotline were invited to consider the idea of providing such facilities to their customers.

2 Mr. Zeadally suggested that complaints which come to the notice of the Administrative Reforms Unit should be brought to the attention of the Desk Officers concerned. It would also be helpful if Desk Officers could share articles which may be of interest, especially, in the context of administrative reforms.

The seventh meeting with Desk Officers was fixed for Wednesday 19 December 2001 at 10 15 hrs.

The meeting ended at 11 30 hrs.

Ministry of Civil Service Affairs &
Administrative Reforms
Port Louis

November, 2001

Ministry of Civil Service Affairs and Administrative Reforms
Civil Service Reforms - Meeting with Desk Officers on 21 Nov 2001

| Name | Designation | Ministry/Department |
|-------------------------------|-----------------------------------|---|
| Mr. U. Ramdhony | Assistant Comptroller | Customs & Excise |
| Mr. Roland Ghung Sam Wan | Ag. Deputy Director | National Archives |
| Mr. S. Thylam | Deputy Chief Fire Officer | Fire Services |
| Mr. Max Louison | Police Press Officer | Police |
| Mr. Viraj Raumessur | Ag. Executive Officer | Attorney-General |
| Mr. L.C.M. Li Ting Wai | Area Superintendent | Arbitration & Control Board |
| Mr. Subash Padaruth | Deputy Director | Meteorological Services |
| Mr. S. Awatar | Principal Electoral Officer | Electoral Commission |
| Mr. T. Jeebodhun | Job Analyst | Pay Research Bureau |
| Mr. M. Khadaroo | Deputy Director | Central Statistics Office |
| Mr. R. Goorayah | Ag. Deputy Registrar General | Registrar General's |
| Mrs. S. Lim Kong | Assistant Commissioner of Tax | Income Tax |
| Mr. M. Bholah | Assistant Commissioner | Value Added Tax |
| Mr. F. Chuttan | Principal Assistant Secretary | Labour & Industrial Relations |
| Mrs. K. Doolhur | Higher Executive Officer | External Communications |
| Mr. H. Hosanee | Secretary | Ombudsman's |
| Mr. J. Henri | Assistant Commissioner of Prisons | Reform Institution |
| Mr. S. Aujeet | Assistant Secretary | Cabinet Office |
| Mr. A. Zeadally | Principal Assistant Secretary | Reform Institutions |
| Mr. P. Raumessur | Senior Economist | Economic Development, Financial Services and Corporate Affairs |
| Mr. T. Khedun | Ag. Senior Government Valuer | Valuation Office |
| Miss G. Callychurn | Assistant Secretary | Agriculture, Food Technology and Natural Resources |
| Mr. Boodhna Jean Roger | Secretary | Permanent Arbitration Tribunal |
| Mr. P. Nosib | Ag. Assistant Director | Mauritius Institute |
| Mr. R. Ramsamy | Senior Postal Executive | Postal Services |
| Mr. S. Kinnoo | Ag. Director of Civil Aviation | Civil Aviation |
| Mrs. P. Neewoor | Senior Personnel Officer | Land Transport & Shipping |
| Mrs. I. Goorwappa | Executive Officer | Housing and Lands |
| Miss S. Jiagoo | Deputy Registrar | Civil Status Division |
| Mr. R. Sunnasy | Personnel Officer | Public Infrastructure, Land Transport and Shipping (Public Infrastructure Division) |
| Mr. A. Nagamootoo | Ag. Chief Inspector | National Transport Authority |
| Mrs. A. Pawan | Assistant Secretary | Social Security, National Solidarity & Senior Citizen Welfare and Reform Institutions |
| Mrs. A. Ajaheb | Principal Information Officer | Government Information Services |
| Mr. S. Ramdeen | Assistant Accountant-General | Treasury |
| Mrs. G. Hayes | Assistant Secretary | Foreign Affairs and Regional Co-operation |
| Mrs. B. F. Abdool-Raman-Ahmed | Assistant Secretary | Training, Skills Development and Productivity (Employment Division) |
| Miss V. Appadoo | Assistant Secretary | Finance |
| Mr. G. Ramrekha | Assistant Secretary | Education and Scientific Research |

MINISTRY OF CIVIL SERVICE AFFAIRS AND ADMINISTRATIVE REFORMS
(MCSA & AR)

ADMINISTRATIVE REFORMS UNIT
email address: mcsa-ar@mail.gov.mu

COMMUNICATION AND COORDINATION OF REFORMS IN THE PUBLIC SERVICE

Section 1

Desk Officers → → → → → MCSA & AR

Monitoring of projects on improvement of counter services financed by the Ministry of Civil Service Affairs and Administrative Reforms and the Skills and IT Development Fund in the context of civil service reforms

Section 1 : Improvement of counter services
Status Report as at

Ministry/Department:

Project Title:

Cost of Project:

(a) Amount already approved:
(b) Amount already spent:
Balance as at

Duration of Project
(a) Commencement Date :
(b) Expected Date of Completion :

Implementation Status
(Give full details of progress achieved at each stage of the project indicating dates)

Reasons for Delays (if any)

Remedial action being taken

Any other relevant information

Date:

Signature:

Name:

Designation:

Section 2

Ministries/Departments → → → → → MCSA & AR

Reforms Initiatives undertaken by Ministries/Departments

1. Reform Initiatives/Quality Improvements

(a) Brief description of Reform initiatives/ Quality Improvements undertaken

(b) Expected Outcome/benefit

(c) Major problems encountered in implementation

(d) New strategies/policies

(d) Any additional information

2. Training

Courses/Training held/planned

Conferences/Seminars/workshops

Presentations

3. Others

Publications/Reports/Brochures

Section 3

MCSA & AR → → → → → Desk Officers

Information on Reforms, Events, New Initiatives and Training undertaken

1. **Reform initiatives/recommendations made by the Steering Committee/Task Forces**
2. **Reforms programmes undertaken/planned**
3. **Courses/Training Programmes/workshops held/planned**
4. **Other information on reforms**



PRIME MINISTER'S OFFICE
REPUBLIC OF MAURITIUS

Ref: C/PS/2/15/1

27 December 2001

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

To: Supervising Officers in Charge of Ministries/Departments

Performance Management in the Public Sector

The Ministry of Civil Service Affairs and Administrative Reforms has, in its Action Plan 2001-2003: "Towards the Modernisation of the Public Service", which was released in August this year, highlighted the importance of an Integrated Performance Management Framework in the Civil Service that would include a new Performance Appraisal System. As part of this framework, Ministries and Departments will have to develop the following:

- (a) Vision and Mission statements;
- (b) Clear Organisational objectives;
- (c) Divisional work targets and
- (d) Individual work targets and Performance Indicators.

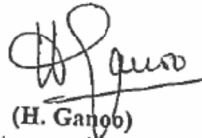
2. As a corollary, the Right Honourable Prime Minister, in his address on the occasion of the 15th Anniversary of the Association of Public Administrators on 28th November last, made the following statement:-

"What we need in our public institutions, is modern, performance-based management. Let us all start the coming year by writing a Mission Statement for each Ministry and Department. Let us create the mechanism to assess performance. Productivity and responsiveness are the two main components in assessing performance."

3. To implement the Action Plan, five Task Forces, including one on Performance Management, were set up with specific Terms of Reference. The Task Force on Performance Management has prepared a Draft Performance Management Framework for the Civil Service, Parastatal Bodies and Local Authorities, copy of which is enclosed.

.../I

4. I would urge you to:
- (a) work out the Vision and Mission statements of your Ministry or Department at the beginning of the New Year, if you have not already done so; and
 - (b) examine the proposals contained on the Draft Performance Management Framework and submit your views/suggestions to the Ministry of Civil Service Affairs and Administrative Reforms by mid January 2002.
5. The Heads of Parastatal Bodies and Local Authorities too should be invited to develop a Performance Management Framework for their institutions.
6. I rely on your usual collaboration in our common drive to enhance the quality of services provided by the public sector.



(H. Gangob)
Secretary to the Cabinet
and
Head of the Civil Service

Enc.