



MINISTRY OF CIVIL SERVICE AND ADMINISTRATIVE REFORMS
MAURITIUS

30 October 2017

Ministry of Civil Service and Administrative Reforms
Circular Letter No. 80 of 2017

From : Secretary for Public Service

To : Supervising Officers in charge of Ministries/Departments

Public Sector Business Transformation Strategy

Would you please refer to this Ministry's letter (E/60/28/29/14) of 09 October and to the meeting held on Thursday 12 October 2017 during which Supervising Officers in charge of Ministries/Departments were provided with a status report on the outcome of the Public Sector Business Transformation Strategy prepared by Ms Kelly Culver, Consultant.

2. As agreed at the above meeting that was chaired by the Minister of Civil Service and Administrative Reforms, I am pleased to announce that Government has approved the following recommendations contained in the Transformation Strategy and Implementation Plan;

- (i) Re-engineering of the Cabinet Secretariat
 - (a) that necessary resources be provided in order to strengthen the capabilities of the Cabinet Secretariat for a more effective monitoring of the implementation of Government decisions;
 - (b) the setting up of a High Powered Committee under the chairmanship of the Secretary to Cabinet and Head of the Civil Service to oversee the implementation of the Public Sector Business Transformation Strategy and Action Plans. The High Powered Committee will report to the Prime Minister. The terms of reference of the High Powered Committee are at Annex A.

/2..

- (c) the setting up of a National Planning and Results Committee under the chairmanship of the **Secretary for Public Service of the Ministry of Civil Service and Administrative Reforms** to, *inter alia*, oversee and monitor the integrated planning, resourcing and delivery of Government's mandate and priorities, including Public Sector Business Transformation. **The National Planning and Results Committee will report to the High Powered Committee.** The terms of reference are at **Annex B**; and
- (d) the setting up of Transformation Implementation Committees at the level of each Ministry to ensure, *inter alia*, the implementation of the Transformation Plan as well as Government programmes and projects. The Transformation Implementation Committees will replace the existing Reforms Cells in Ministries/Departments. Regular reports will be made to Cabinet on the work done by the Transformation Implementation Committees. The terms of reference are at **Annex C**.

(ii) **Setting up of a Public Sector Business Transformation Bureau**

The Bureau will be the main catalyst of Government's transformation agenda, contributing to the creation of a new model for the Mauritius Public Service aligned to a common purpose, vision, sense of belonging, behaviour and goals. The Bureau will operate under the aegis of this Ministry. As part of its mandate, the Bureau will be expected to:

- (a) sustain and impel the transformation process;
- (b) strengthen institutional effectiveness, capacity and response for transformation, improvement and innovation;
- (c) work in close collaboration with the High Powered Committee; and
- (d) provide guidance and support to Ministries and the Transformation Implementation Committees.

The Bureau will also assist the Cabinet Secretariat in overseeing the timely implementation of Government decisions by accessing the Online Monitoring System and the Citizen's Support Portal, whilst working closely with the Coordination and Monitoring Unit at the Prime Minister's Office.

(iii) **Restructure of the Ministry of Civil Service and Administrative Reforms**

The restructure of the Ministry of Civil Service and Administrative Reforms will lead to the Ministry being vested with a new vision and mission and a dual focus on public sector transformation and strategic human resource management. The Ministry will be the principal agent of change in view of:



3/..

- (a) promoting the sustainable economic and social development of Mauritius;
- (b) improving the effectiveness of service delivery by Government;
- (c) instilling a culture of excellence in the Service;
- (d) ensuring strong and responsive institutional capacity for transformation, improvement, innovation and human resource development;
- (e) building capabilities that will enable Government to be fit for purpose; and
- (f) laying the foundation for a new model for the Public Service that will be aligned to a common purpose, vision, sense of belonging and goals, focused on quality people and quality service delivery.

3. As part of her assignment, the Consultant has also prepared a set guidelines that are meant to assist Ministries/Departments during the implementation phase of the Transformation Strategy and Plan in a coordinated and systematic manner. These two documents will be available following consideration by the Ministerial Committee chaired by the Minister Mentor, Minister of Defence, Minister of Rodrigues, and approval by Government.

4. There is no doubt that the Public Sector Business Transformation Strategy, if properly implemented, will help public officers achieve higher professionalism in the discharge of their duties and responsibilities. I, therefore, solicit the collaboration of all my colleagues, Supervising Officers in charge of Ministries/Departments, to commit themselves to making of the transformation of the Public Service a success and reality.



S.K. Pather
Secretary for Public Service

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



Republic of Mauritius

MINISTRY OF CIVIL SERVICE AND ADMINISTRATIVE REFORMS

**The High Powered Committee for Public Sector
Business Transformation
Terms of Reference**

Objective

To oversee full implementation of the Mauritius Public Sector Business Transformation Strategy and Implementation/Action Plans, ensuring a joint ownership model for implementation, action and results and to develop and position the public sector into a continuously evolving, world class Public Service.

Governance Structure

Chair: Secretary to Cabinet and Head of the Civil Service

Reporting and Authority: The High Powered Committee reports to the Prime Minister.

Membership/Composition:

- Secretary of the Public Service who also serves as Vice-Chair
- Senior Public Official from the Prime Minister's Office
- Permanent Secretary, Strategy, Delivery and Results Secretariat in Cabinet Office
- Financial Secretary or representative not below the Deputy Financial Secretary, Ministry of Finance and Economic Development
- Permanent Secretary, Ministry of Technology, Communications and Innovation
- Director, Public Sector Business Transformation Bureau

Ex-Officio Representation:

- Representatives from Ministries, Departments, Implementation Committees, Parastatal bodies, Boards, Councils, Commissions from time to time on an issue-specific or initiative-specific basis
- Representatives from academia, the private sector, civil society, international bodies, subject matter experts on an issue-specific and invitation-only basis

Frequency of Meetings: Monthly



Republic of Mauritius

MINISTRY OF CIVIL SERVICE AND ADMINISTRATIVE REFORMS

**The High Powered Committee for Public Sector
Business Transformation**

Deliverables

- (a) to oversee the creation of the enabling environment for successful and long lasting transformation of the Public Sector in Mauritius so that it responds to the growing needs and aspirations of citizens and clients;
- (b) to oversee the implementation of all public sector business transformation initiatives, ensuring that the PSBT Strategy informs and guides all areas of government improvement, innovation and transformation regardless of sector;
- (c) to oversee major transformation, reform or re-engineering initiatives with a focus on whole-of-government approaches to external and internal service delivery including digital transformation;
- (d) to oversee the implementation of the new institutional framework as well as non-structural ways of achieving improved focus and coordination across government;
- (e) to oversee the implementation of new accountability frameworks that support a modern, smart country and enable working across boundaries and portfolios;
- (f) to oversee efficiency reviews and public sector re-engineering resulting in the merging or repurposing of public sector entities;
- (g) to oversee the monitoring and evaluation of results;
- (h) to prepare an annual performance and outcome report of the work of the High Powered Committee for the Ministerial Committee; and
- (i) to review these Terms of Reference annually for relevance, focus and adjustment.



Republic of Mauritius

MINISTRY OF CIVIL SERVICE AND ADMINISTRATIVE REFORMS

**National Planning & Results Committee
Terms of Reference****Objective**

To oversee and monitor the integrated planning, resourcing and delivery of the Government's mandate, priorities, public sector business transformation and other issues of national importance, creating a joint ownership model for implementation, action and results and to develop the public sector into a continuously evolving world class Public Service.

Governance Structure

Chair: Secretary for Public Service

Reporting and Authority: The National Planning and Implementation Committee reports to the High Powered Committee under the chair of the Secretary to Cabinet.

Membership/Composition

- Heads of Ministries concerned

Representation may be extended as and when required on an agenda-item basis to:

- Representatives from Ministries, Departments, Agencies, Implementation Committees, Parastatal Bodies, Boards, Councils, Commissions for specific issues or subject matter/technical expertise requirements.

Frequency of Meetings: As determined by the Secretary for Public Service



Republic of Mauritius

MINISTRY OF CIVIL SERVICE AND ADMINISTRATIVE REFORMS

National Planning & Results Committee

Deliverables

- a) To provide a forum for integrated and joint planning, resourcing and implementation for issues of national importance;
- b) To review all decisions taken by Cabinet including policy decisions, policy statements, national plans and the annual Budget and to discuss projects that Government plans to undertake;
- c) To oversee the implementation of all public sector business transformation initiatives, ensuring that the PSBT Strategy informs and guides all areas of government improvement, innovation and transformation regardless of sector;
- d) To oversee major transformation, reform or re-engineering initiatives with a focused on whole-of-government approaches to external and internal service delivery including digital transformation;
- e) To oversee the implementation of the new institutional framework as well as non-structural ways of achieving improved focus and coordination across government;
- f) To ensure a systematic way to plan, allocate and prioritize resources creating a joint model for implementation, action and results;
- g) To ensure the effective coordination of issues and shared outcomes across portfolios;
- h) To inculcate a results and delivery culture across all public institutions;
- i) To prepare an annual performance and outcome report for the Secretary to Cabinet; and
- j) To review these Terms of Reference annually for relevance, focus and adjustment.

Secretariat Support

Provided by the Public Sector Business Transformation Bureau.



Republic of Mauritius

MINISTRY OF CIVIL SERVICE AND ADMINISTRATIVE REFORMS

**Transformation Implementation Committees Terms of Reference
(to be constituted at the level of each Ministry)****Explanatory Note**

Each Ministry will be responsible for setting up its own Transformation Implementation Committee.

Objective

To oversee, monitor and evaluate the development and implementation of a Ministry's Public Sector Business Transformation Implementation and Action Plan.

Governance Structure

Chair: Supervising Officer of the Ministry

Reporting and Authority: The Transformation Implementation Committee reports to the High Powered Committee for Public Sector Business Transformation

Membership/Composition:

- Senior management officials: Permanent Secretary, Deputy Permanent Secretary, Assistant Permanent Secretary
- Chief Technical Officer
- Directors, Deputy Directors and Heads of Departments
- Manager, Human Resources
- Manager, Finance

Ex-Officio Representation:

- Representatives from Public Officers and/or other Ministries, Departments who collaborate with the Ministry in implementing its public sector and business transformation priorities and programmes



Republic of Mauritius

MINISTRY OF CIVIL SERVICE AND ADMINISTRATIVE REFORMS

**Transformation Implementation Committees Terms of Reference
(to be constituted at the level of each Ministry)**

- Representatives from academia, the private sector, civil society, international bodies, subject matter experts on an issue-specific and invitation-only basis
- Representatives from Ministry-recognized Trade Federations and Associations as and when required
- Representatives from the Public Sector Business Transformation Bureau, the Strategic Policy and Planning Department or the Cabinet Secretariat as deemed necessary

Frequency of Meetings: Monthly or more frequent if stipulated in the Ministry's Transformation Implementation Plan



Republic of Mauritius

MINISTRY OF CIVIL SERVICE AND ADMINISTRATIVE REFORMS

**Transformation Implementation Committees Terms of Reference
(to be constituted at the level of each Ministry)****Deliverables**

- a) To oversee major transformation, reform or re-engineering initiatives within the Ministry;
- b) To collaborate, participate in, contribute to and execute whole-of-government transformation, reform, re-engineering or efficiency review initiatives, ensuring strategic deployment of resources, shared outcomes and joint ownership for implementation and results;
- c) To ensure the Ministry's mandate and governance structure is aligned with the new institutional framework and new accountability frameworks;
- d) To identify and implement non-structural ways of achieving improved focus and coordination within the Ministry and across Government;
- e) To continuously evolve, adjust and improve client-centred programmes and service delivery;
- f) To ensure business transformation is enabled through digital transformation and open data and is grounded in the principles of transparency, strategic alignment, efficiency and eliminating red tapism, reducing overlap and duplication and pursuing the highest and best use of resources;
- g) To create the enabling environment that facilitates a change of mindset in Public Officers and to ensure the development of Public Officers through strategic human resource management and talent development that is linked to the Government's long-term business goals;
- h) To report to the High Powered Committee on a monthly basis through the governance structure noted above;
- i) To prepare an annual performance and outcome report for the High Powered Committee; and
- j) To review these Terms of Reference annually for relevance, focus and adjustment.