



**MINISTRY OF NATIONAL INFRASTRUCTURE
NATIONAL DEVELOPMENT UNIT**

**ANNUAL REPORT
Financial Year (01 July 2024 – 30 June 2025)**



About this Report

This Annual Report on Performance of the Ministry of National Infrastructure (National Development Unit) for the Financial Year 2024/2025 has been prepared in accordance with the amended guidelines issued by the Ministry of Finance. The National Development Unit (NDU) is committed to maintaining accountability and transparency in its activities and continually improving its reporting.

Guide to this Report

PART I - ABOUT THE MINISTRY/DEPARTMENT

Part I includes the Statement of the Minister and the Ag. Permanent Secretary, Core Values, Vision, Mission and Objective, Roles and Functions of the Ministry/Department, Gender Policy Statement, and About Our People.

PART II - ACHIEVEMENTS & CHALLENGES

Part II describes the major achievements, status on implementation of budget measures and key actions and a review of how the Ministry/Department has performed during the previous year including Key Performance Indicator that it has set for its Delivery Unit. This section also provides the actions and system put in place in relation to risk management, citizen-oriented initiatives and good governance practice and implementation plan following the recommendations of the Director of Audit.

PART III - FINANCIAL PERFORMANCE

Part III provides the financial highlights of the previous year. It also includes statement of expenditure.

PART IV - WAY FORWARD

Part IV provides a situational analysis of the environment in which the Ministry/Department operates and which impacts on its service delivery. It also includes the strategic directions to realise the Ministry's Vision, Mission and Objectives.

TABLE OF CONTENTS

Page

PART I - ABOUT THE MINISTRY/DEPARTMENT

1.1	Statement of the Minister	3
1.2	Statement of the Acting Permanent Secretary.....	4
1.3	Vision, Mission, Objective and Core Values	5
1.4	Roles and Functions of the Ministry/Department	7
1.5	About our People.....	9
1.6	Gender Classification	10
1.7	Gender Statement.....	11

PART II- MINISTRY/DEPARTMENT ACHIEVEMENTS & CHALLENGES15

2.1	Major Achievements.....	15
2.2	Status on Implementation of Budget Measures.....	15
2.3	Programme	15
2.4	Strategic Direction 2024-2027.....	16
2.5	Status on Key Deliverables and key Performance Indicators.....	17
2.6	Government Programme	18
2.7	Risk Management, Citizen Oriented Initiatives & Good Governance	19
2.8	Implementation Plan – Director of Audit Comments	20

PART III - FINANCIAL PERFORMANCE21

3.1	Financial Highlights	21
3.2	Budget Allocation	22
3.3	Statement of Expenditure	23
3.3.1	Analysis of major changes.....	24

PART IV - WAY FORWARD26

4.1	Trends and Challenges.....	26
4.1.1	Trends	26
4.1.2	Challenges.....	26
4.1.3	SWOT Analysis.....	28
4.2	Strategic Direction.....	29

1.1 STATEMENT OF THE MINISTER



It is my honour to present this Annual Report of the National Development Unit (NDU) for the financial year 2024-2025, a period that saw a significant democratic transition with the General Elections of November 2024.

Since assuming office, our new government has moved decisively to re-orient the NDU's trajectory, placing a premium on accountability, accelerated delivery, and tangible results. We recognised the urgent need to confront the persistent challenge of flooding with a strategic and comprehensive approach. True to our commitment, we have not only intensified the pace of ongoing drain projects but have also delivered on a fundamental pledge: the public release of the landmark Land Drainage Master Plan for Mauritius. This blueprint provides a long-term, scientifically grounded roadmap to build national resilience against flooding, guiding our investments and interventions for years to come.

Furthermore, in our unwavering commitment to the development of the entire Republic, we have started the preparation of a dedicated Land Drainage Master Plan for the island of Rodrigues. This ensures that our sister island benefits from the same rigorous, initiative-taking approach to flood risk management, safeguarding its communities and assets.

Beyond these strategic milestones, we have instilled a new culture of performance within the NDU. We have streamlined project monitoring, enhanced inter-agency coordination, and tackled bureaucratic bottlenecks head-on to ensure that budget allocations are efficiently translated into completed, high-quality infrastructure - from resilient roads and drains to modern community amenities.

My vision is for the NDU to be the nation's premier agency for responsive and climate-resilient community infrastructure. Our strategic direction is clear:

Strategic Implementation: We will actively implement the Land Drainage Master Plans, ensuring our projects are part of a cohesive, national strategy.

Accelerated Delivery: We will use technology and agile procurement to drastically cut project timelines.

Community-Centric Development: We will deepen our grassroots engagement, ensuring projects directly reflect the needs of every community.

Enhanced Capacity: We will invest in our people, equipping the NDU team with the tools and training to excel.

The NDU is central to our government's promise of sustainable development and improved quality of life for all citizens. With a clear strategic direction and a committed team, I am confident the Unit will exceed expectations and play a pivotal role in building a safer, more resilient, and prosperous Mauritius.

Hon. G. GUNNESS
Minister of National Infrastructure

1.2 STATEMENT OF THE ACTING PERMANENT SECRETARY

It is my privilege to present the Annual Report of the National Development Unit (NDU) for the financial year 2024–2025. This report provides an overview of the activities and projects undertaken during the year, reflecting the Unit’s continued efforts to support the implementation of Government’s development priorities and to respond to the needs of communities across the country.

During this period, the NDU remained focused on its core mandate of executing small- and medium-scale infrastructure projects, improving community facilities, and contributing to flood mitigation and drain projects. A wide range of interventions were implemented, ranging from the upgrading of roads to the construction and rehabilitation of drains and other community amenities. These projects, though modest in scale, play a critical role in addressing the day-to-day concerns of citizens and improving their quality of life.

At the same time, it must be acknowledged that the year under review was not without its challenges. The increasing demand for infrastructure interventions, financial and resource constraints, and the rising complexity of works, particularly in the area of flood management, have placed pressure on the Unit’s delivery capacity. While significant progress has been achieved, there remain important gaps and a backlog of projects to be addressed.

The NDU has, however, sought to enhance efficiency and accountability in its operations. Emphasis has been placed on closer monitoring of works, improved coordination with Local Authorities, consultants and contractors, and stronger oversight to ensure that projects meet quality standards and provide value for public funds.

I wish to express my appreciation to the staff of the NDU for their commitment and professionalism during the year, as well as to our partners and stakeholders whose collaboration has been instrumental in carrying out our mandate. It is my firm belief that with sustained effort, innovation, and teamwork, the NDU will continue to play a vital role in supporting inclusive and sustainable development in Mauritius.

S. K. Sobee

Ag Permanent Secretary

Ministry of National Infrastructure

(National Development Unit)

PART I – ABOUT THE MINISTRY/DEPARTMENT

1.3 VISION, MISSION, OBJECTIVE AND CORE VALUES

VISION

An informed society benefitting from efficient and continually upgraded infrastructure and Government programmes.

MISSION

Bring the benefits of socio-economic development to the doorsteps of people and protect the population from flooding and natural disaster.

OBJECTIVES

The NDU aims at bringing development to the doorstep of citizens. In its endeavour to constantly upgrade the quality of life of the population, the NDU has been and will continue to be a major driving force in the development of infrastructure and provision of amenities throughout the island. Construction of major drainage infrastructure and construction of retaining walls and river training projects play a key role in our National Disaster Risk Reduction strategies.

OUR CORE VALUES

- Integrity - We are guided by professional ethics
- Accessibility - We provide an open door policy
- Responsiveness - We are attentive to the needs of our clients and strive to meet them in a timely manner
- Transparency - We operate in all fairness and transparency
- Equity - We ensure that projects are managed and implemented in all fairness and according to merits
- Innovation - We find new ways of doing things better
- Improvement - We strive to enhance our processes and services
- Motivation - We are motivated to improve our performance and take initiatives to provide high standard of service
- Quality - We are result-oriented and committed to providing services of the highest quality to our customers
- Teamwork - We foster team spirit and sharing of information and resources
- Timeliness - We are responsive and strive to meet targets set
- Professionalism - We endeavour to be committed to work ethics, confidentiality, impartiality, discipline and accountability
- Service Excellence - We are committed at every level to provide service excellence

1.4 ROLES AND FUNCTIONS OF THE MINISTRY/ DEPARTMENT

The NDU has adopted a grassroot level approach to address the real needs of the population. To achieve its objectives, the NDU has set up a mechanism and network system through its Regional Development Officers posted in the different Citizen's Advice Bureaux across the country to identify and implement projects to improve the living environment of inhabitants in different parts of the country under a wide-range programme. The NDU also undertakes the provision of the following major infrastructure facilities:

- Drains
- Construction and resurfacing of non-classified Roads
- Bridges, culverts and swales
- Sports Infrastructure
- Children Playgrounds
- Outdoor Gymnasiums

LAND DRAINAGE AUTHORITY

The Land Drainage Authority (LDA) is a body corporate established under the Land Drainage Authority Act 2017 which operates under the aegis of the Ministry of National Infrastructure (National Development Unit). It was established to highlight the inter-dependence between environment, integrated land drainage management and land planning in order to protect people and assets against flooding in Mauritius and Rodrigues.

The LDA acts in a motivated and collaborative way, taking into consideration its contingency planning and approach towards risk readiness.

VISION

- To increase resilience of the Republic of Mauritius to flooding through an effective and efficient land drainage system

MISSION

- Ensuring a well maintained land drainage system through sensitisation and awareness raising campaigns

VALUES

- Conducting and coordinating research and development on land drainage and watershed management

DRAINS INFRASTRUCTURE CONSTRUCTION LTD

The Drains Infrastructure Construction Ltd (DICL) was set up as a Special Purpose Vehicle to fast-track the implementation of drain projects earmarked under the National Flood Management Programme (NFMP) across the Island.

It operates under the aegis of the Ministry of National Infrastructure (National Development Unit). As at date, some 63 drain projects have been allocated to the Company by the Land Drainage Authority (LDA) for implementation.

For the Financial Year 2024-2025, a recurrent budget of Rs 24 M was allocated to the Company. With regard to its Capital Expenditure with respect to the implementation of the drain projects, same is met under the National Flood Management Programme. In 2024-2025, an amount of Rs 475.9 M has been disbursed from that Programme.

The status of projects is as follows:

- Five (5) projects have been completed;
- Nine (9) projects are ongoing; and
- Forty-Nine (49) projects are in the Preparatory Stage (i.e Designs being finalised and Draft Bidding Documents prepared).

1.5 ABOUT OUR PEOPLE

Our people are the most important asset that gives a new strategic orientation to the NDU. We firmly believe that our people are critical to providing innovative solutions leading to sustainable economic and social development. Our goal is to develop a culture that values the experience, well-being and performance of our employees.

The NDU has a workforce of 181 employees consisting of the Administrative Cadre, Engineering Cadre, Regional Development Officer Cadre, General Services, Financial Operations Cadre, Human Resource Cadre, Procurement and Supply Cadre and the support staff, among others.

The NDU has the commitment to continuously develop capacity since we strive hard to align workforce needs with long term strategic goals, as highlighted in our strategic plan. We provide our people with the learning opportunities and coaching to upskill and reskill, helping them to adapt and grow within the organisation while empowering them to meet the evolving needs and expectations of our customers.

We are keenly aware of the need to promote and protect the well-being of our staff. Our ambition is to create and maintain an environment and work culture that supports the mental, emotional and social needs of all staff and to provide support and tools to enable them to achieve a balance in life. Employees are provided with necessary facilities, equipment and a conducive working environment to enable them to give the best of themselves in terms of skills, knowledge, competencies in achieving the goals and objectives of the NDU.

Welfare of employees and their families has not been overlooked as it is believed that a happy family makes a lively and motivated employee. Activities that have been well acclaimed by all employees are amongst others, hiking, picnic, children's day on Christmas and celebration of the world music day.

1.6 GENDER CLASSIFICATION

Categories	Women	Men
Top Management	-	1
Middle Management	16	20
Support & Others	99	50
Overall	115	71

The categorisation of staff is broadly aligned with the salary levels prescribed in the PRB Report. Top Management generally refers to senior executives responsible for the strategic management and overall direction of the organisation. Senior/Middle Management comprises heads of sections, divisions, or units who are responsible for policy formulation, implementation, and supervision of operational activities.

For the purpose of presentation on the performance dashboard, the following staff categorisation has been adopted:

- (i) Top Management: **Salary $\geq$ Rs 110,000**
- (ii) Senior/Middle Management: **Rs 55,000 < Salary < Rs 110,000**
- (iii) Support and Others: **Salary $\leq$ Rs 55,000**

1.7 GENDER STATEMENT

Mauritius is a signatory to several international and regional human rights instruments that promote gender equality and the empowerment of women, including the *Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW)*, the *Beijing Platform for Action*, the *Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa*, and the *Sustainable Development Goals (SDGs)*—in particular Goal 5, which aims to achieve gender equality and empower all women and girls.

In alignment with these commitments, the National Development Unit (NDU) upholds gender equality as a fundamental principle in achieving sustainable and inclusive national development. The NDU firmly believes that women and men must have equal access to opportunities, resources, and decision-making processes, particularly in infrastructure planning and implementation, where the impacts on communities are profound and long-lasting.

The NDU is committed to mainstreaming gender considerations in all its policies, programmes, and projects. This includes ensuring that infrastructure initiatives—such as roads, drains, and community amenities—are designed, implemented, and monitored in ways that respond to the distinct needs and safety concerns of women, men, girls, and boys.

Internally, the NDU strives to foster a diverse, inclusive, and respectful workplace culture that values and leverages the potential of every employee, regardless of gender. We continue to promote fair representation of women in leadership and technical roles, support professional development opportunities for all staff, and ensure a safe, supportive, and harassment-free working environment.

Through these concerted efforts, the NDU contributes to the national vision of an equitable and resilient Mauritius, where both women and men play an active and equal role in shaping the country's sustainable development and where no one is left behind.

1.8 NDU STAFFING

The NDU is staffed by officers from various grades/cadres as detailed below:

SN	Post/Grade	No. of men employed	No. of women employed	Total	
1	Permanent Secretary	0	-	0	1 DPS assigned duties of PS
2	Deputy Permanent Secretary	2	-	2	
3	Assistant Permanent Secretary	-	4	4	
4	Manager Human Resources	-	1	1	
5	Senior Human Resource Executive	-	1	1	
6	Human Resource Executive	-	1	1	
7	Chief Project Manager	1	-	1	
8	Project Manager	5	2	7	
9	Project Officer/Senior Project Officer	10	1	11	
10	Quantity Surveyor/Senior QS	1	-	1	
11	Surveyor	1	-	1	
12	Survey Technician	1	-	1	
13	Technical Design Officer	1	-	1	
14	Project Assistant	11	1	12	
15	Chief Regional Development Officer	1	-	1	
16	Principal Regional Development Officer	1	1	2	
17	Senior Regional Development Officer	3	2	5	
18	Regional Development Officer	6	11	17	
19	Manager, Financial Operations	-	1	1	
20	Assistant Manager Financial Operations	-	1	1	
21	Principal Financial Operations Officer	1	-	1	
22	Financial Officer/ Senior	-	-	0	2 AFO

Financial Officer				3	assigned duties of FO and 3 MSO assigned duties of AFO
23	Assistant Financial Operations Officer	-	3		
24	Manager Procurement Supply	1	-	1	
25	Assistant Manager Procurement & Supply	2	1	3	
26	Principal Procurement & Supply Officer	-	1	1	
27	Assistant Procurement and Supply Officer	1	1	2	Plus 1 MSO assigned duties of APSO
28	Manager, Internal Control	1	-	1	
29	Principal Internal Control Officer		1	1	
30	Internal Control Officer/ Senior Internal Control Officer	-	3	3	
31	Office Management Executive	1	-	1	
32	Office Management Assistant	1	7	8	
33	Executive Officer (Ex SMEDA)	-	1	1	
34	Office Supervisor	-	2	2	
35	Management Support Officer	8	44	52	3 MSO assigned duties of AFOO and 1 MSO assigned duties of APSO
36	Confidential Secretary	-	6	6	
37	Senior Word Processing Operator	-	1	1	
38	Word Processing Operator		5	6	
		1			
39	Handyworker (Special Class)	-	-	-	1 General Worker assigned duties of Handyworker
40	Receptionist/Telephone Operator	1	1	2	

41	Head Office Auxiliary	1	-	1	
42	Office Auxiliary/ Senior Office Auxiliary	5	4	9	
43	Office Attendant (Ex SMEDA)		1	1	
44	Driver	3	-	3	
45	General Worker	1	-	1	Assigned duties of Handyworker
TOTAL		72	109	181	

From the table above, it is observed that female employees represent 60% of the workforce, while male employees account for 40%.

The core mandate of the National Development Unit (NDU) is the implementation of development projects aimed at improving the quality of life of citizens across the island. Given the nature and scope of these community-based infrastructural projects, it is not feasible to quantitatively assess the direct benefits of such interventions on a gender-disaggregated basis.

PART II – ACHIEVEMENTS & CHALLENGES OF THE NDU

2.1 MAJOR ACHIEVEMENTS

INFRASTRUCTURAL PROJECTS IMPLEMENTED BY THE NDU:

- (i) 118 road projects;
- (ii) 35 drain projects; and
- (iii) 13 amenities projects.

2.2 IMPLEMENTATION OF BUDGET MEASURES

2.2.1 BUDGET SPEECH 2024-2025

The following measure was announced in the budget speech 2024-2025 to ascertain the security of the population in the event of floods and to enhance the quality of life of citizens.

PARAGRAPH 247

It was announced that an amount of Rs 1 billion has been earmarked to pursue the implementation of 132 drain projects of a total value of Rs 3.5 billion.

2.3 Programme

Programme	Outcome	Indicator	2024/2025
2503: Land Drainage and Community Infrastructure Development	Effective drainage infrastructure and community amenities	Percentage of flood prone areas equipped with effective drain system (Cumulative)	35%

2.4 Strategic Direction 2024 - 2027

Strategic Direction	Enabler
Address flooding problem in a sustainable manner	▪ Provide adequate drainage infrastructure to mitigate flooding risks ▪ Ensure the drainage network is regularly inspected and maintained effectively

2.5 Status on Key Deliverables and Key Performance indicators

Delivery Unit	Main Service	Key Performance Indicator	Target 2024/25	Status as at 30 June 2025
National Development Unit (NDU)	Construction and Upgrading of drains	Number of drain Projects completed in flood-prone areas	25	35
	Construction and upgrading of non-classified roads	Number of road projects completed	40	118
	Provision of community-based amenities	Number of Amenities projects completed	20	13
Land Drainage Authority (LDA)	Oversee and coordinate on the effectiveness of the land drainage system	Audit coverage of rivers cleaned and desilted annually in flood prone areas	100%	100%
		Audit coverage of drains, swales and retention basins cleaned and maintained annually	80%	85%
	Develop a Land Drainage Master Plan	A Land Drainage Master Plan developed for Rodrigues	100%	30%
Drains Infrastructure Construction Ltd	Mitigate flooding problems in various regions across the island and build resilience to flash floods and cyclones	Number of major drain projects completed	21	6

2.6 Government Programme

Page Paragraph	Measure	Implementing Agency	Milestones/Activities	Key Performance Indicators	Remarks/Comments
Page 31/ Para 60	Government will make public the Land Drainage Master Plan	Land Drainage Authority /NDU	LDMP Report submitted to Cabinet	Completed	Technical committee comprises the following Ministries: • Ministry of Housing and Lands • Ministry of Environment, Solid Waste Management & Climate Change • Ministry of National Infrastructure • Ministry of Financial Services and Economic Planning (Economic Planning Division) • Ministry of Energy and Public Utilities • Ministry of Local Government
			Setting up of Technical Committee	Completed	
			Submission of inception review report	Report Submitted	
			Submission of final review Report	On track	
			Publication of the LDMP		
Para 31/ Para 60	Government will make public the Digital Elevation Model	Land Drainage Authority /NDU	DEM submitted to Cabinet	Completed	
			Rendering public the DEM		
Para 32/ Para 62	A Land Drainage Master plan for Rodrigues will be commissioned by the Land Drainage Authority	Land Drainage Authority	Contract awarded	Completed	Consultant: • HYDRATEC/SET EC
			Kick Off Meeting held	Completed	
			Submission of Inception Report	Completed	
			Review of Inception Report		
			Progress meeting to be conducted with all relevant stakeholders		
			Final Report		

2.7 RISK MANAGEMENT, CITIZEN ORIENTED INITIATIVES & GOOD GOVERNANCE

Monitoring and Evaluation Mechanisms

At the level of the National Development Unit (NDU), the following committees meet regularly to monitor, evaluate, and ensure the effective delivery of services:

I. Management Meetings

These meetings, chaired by the Honourable Minister on a fortnightly basis, serve to review the progress of project implementation, particularly in high-risk flood-prone areas as identified by the Land Drainage Authority (LDA). The meetings provide a platform to assess ongoing works, address implementation challenges, and ensure timely decision-making at policy level.

II. Project Monitoring Meetings

These meetings are chaired by the Acting Permanent Secretary and focus on the operational aspects of project implementation. Key issues discussed include project progress, mitigation of delays, resolution of bottlenecks—especially those relating to wayleave and site clearance and the monitoring of payment processing to ensure contractors are remunerated in a timely manner.

In addition, the activities of the NDU are subject to regular scrutiny by the National Audit Office and the Internal Control Unit. Compliance monitoring is also undertaken by officers of the Procurement Policy Office (PPO) to ensure adherence to procurement laws and regulations.

Continuous capacity building at all levels is promoted to keep officers abreast of developments in the procurement field and to reinforce compliance with relevant legislation. The diligent implementation of all recommendations received further strengthens NDU's commitment to good governance, transparency, and accountability in public service delivery.

2.8 IMPLEMENTATION PLAN – DIRECTOR OF AUDIT COMMENTS

The NDU has taken note of the comments/ recommendations of the Director of Audit for Financial Year 2023-2024 and has taken necessary remedial action accordingly.

Issues Raised	Actions Taken/Proposed Measures
Financing of Projects- Underutilisation of funds provided for NDU projects	It is noted that funds allocated also relate to ongoing projects where payments are expected as and when contractors submit their claims. The implementation of projects is very often delayed due to factors not under the control of the NDU such as clearances from other Ministries/Department, relocation of existing services and land acquisition procedures. Performance of contractors is also a determining factor in the timely implementation of the projects. The NDU takes action against poorly performing contractors as per conditions of contract. Meetings are systematically held with other Ministries/Department to expedite matters relating to clearances.
Low Execution of High-Risk Flood-Prone Areas Projects	Monitoring meetings are held at the level of the Ministry on a fortnightly basis to review the status of Emergency projects which are priority projects. Bottlenecks identified are addressed promptly to avoid delays. Approval of cabinet was obtained for the NDU to carry out the negotiation procedures on behalf of the Ministry of Housing and Lands in order to speed up matters. The Land Drainage Authority ensures that timely approval of design reports is conveyed for high-risk flood prone areas. To further fast track implementation of High-Risk Flood-Prone drain projects, 21 projects were allocated to the DICL for implementation.
Flooding at Tranquebar Non-compliance with Consultant	The NDU stands guided by the recommendation of the Consultant. Geotechnical investigation was provided under the works contract and the suggestion for the geotechnical investigation was duly complied. Due to high vulnerability to flooding risks, the execution of the works was urgently warranted.

PART III – FINANCIAL PERFORMANCE

3.1 FINANCIAL HIGHLIGHTS

Mission

Bring the benefits of socio-economic development to the doorsteps of people and protect the population from flooding and natural disaster.

Total Expenditure FY 2024/25

Name of Ministry:	
Expenditure	Rs
Recurrent	212,137,388
Capital	187,357,992

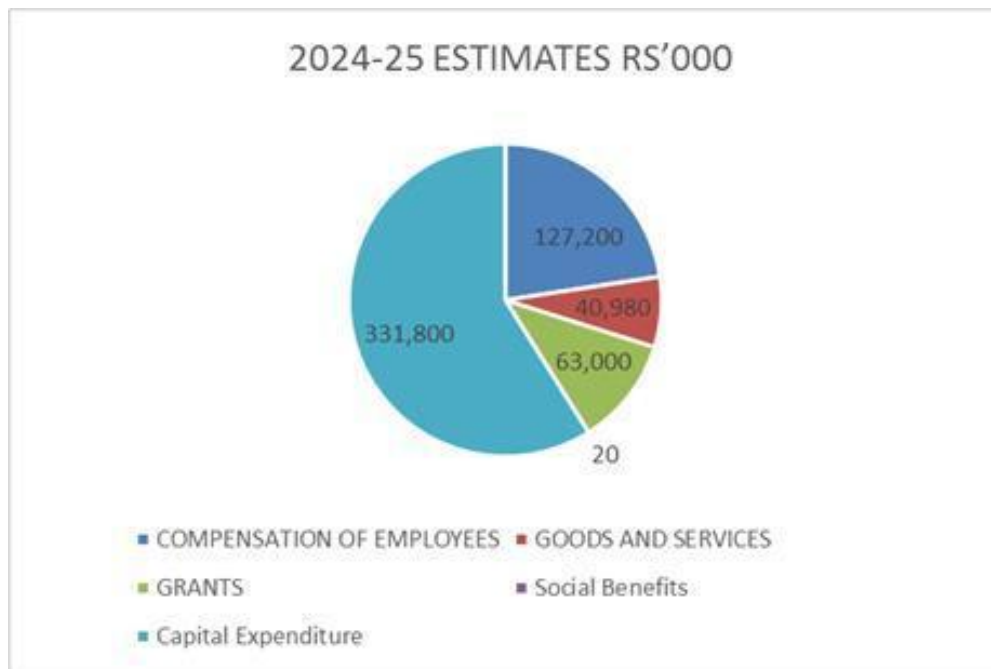
Summary Statement of Expenditure by economic categories

Details of Expenditure	Rs
Compensation of Employees	125,280,243
Goods and Services	40,443,437
Grants	46,413,708
Acquisition of Non-Financial Assets	187,357,992
Total Expenditure	399,495,380

3.2 BUDGET ALLOCATION

The National Development Unit was under Vote 15-2 of the budget and for the Financial Year 2024-25 an amount of Rs 563.0 million was allocated, apportioned as follows:

- (i) Recurrent Expenditure: Rs 231.2 million representing 41.1 % of the Budget Estimates; and
- (ii) Capital Expenditure: Rs 331.8 million representing 58.9 % of the Budget Estimates.

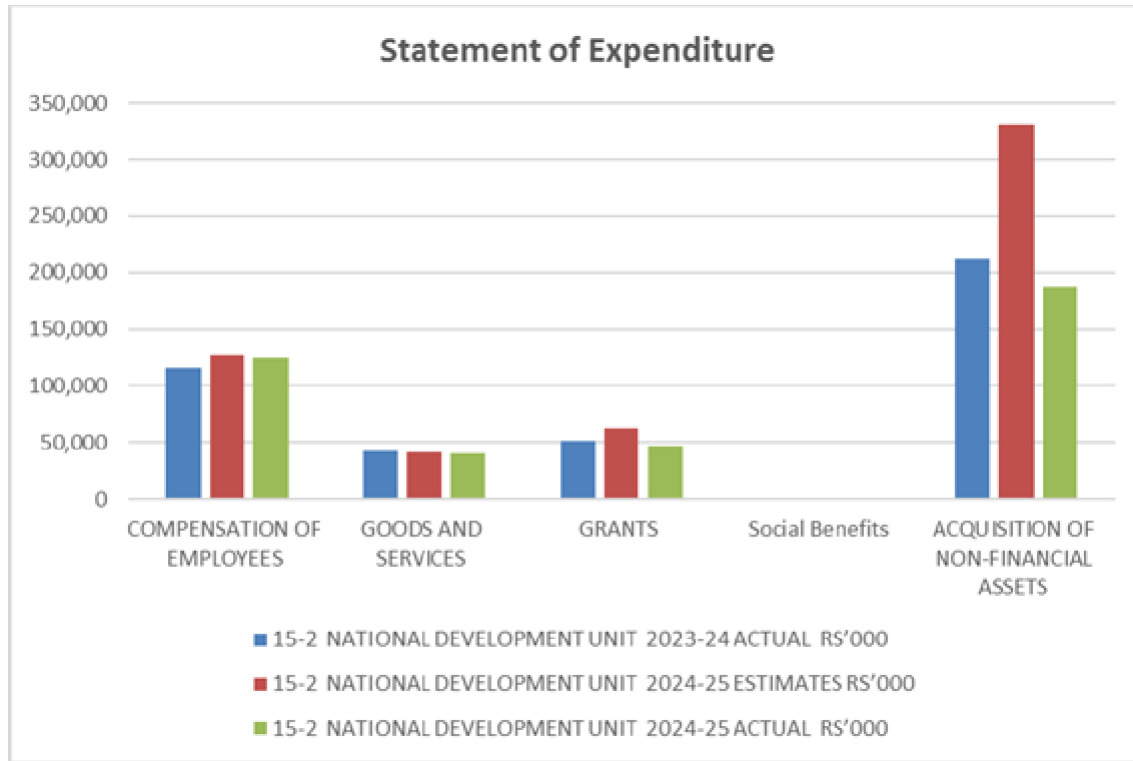


3.3 Statement of Expenditure

The Statements of Expenditure have been prepared from data captured from the Treasury Accounting System (TAS).

Table below provides a summary of total expenditure incurred by the National Development Unit under Vote 15-2.

15-2 NATIONAL DEVELOPMENT UNIT			
HEAD / SUB-HEAD OF EXPENDITURE	2023-24	2024-25	2024-25
	ACTUAL	ESTIMATES	ACTUAL
	RS'000	RS'000	RS'000
RECURRENT EXPENDITURE	209,939	231,200	212,137
COMPENSATION OF EMPLOYEES	115,816	127,200	125,280
GOODS AND SERVICES	42,303	40,980	40,443
GRANTS	51,820	63,000	46,414
Social Benefits	0	20	0
ACQUISITION OF NON-FINANCIAL ASSETS	212,321	331,800	187,358
TOTAL EXPENDITURE	422,260	563,000	399,495

STATEMENT OF EXPENDITURE**3.3.1 ANALYSIS OF MAJOR CHANGES**

An analysis of the actual expenditure by **category** for the Financial Year 2024/2025 indicates the following:

- (a) 98.5% of the amount budgeted for **Compensation of Employees** was spent as at June 2025;
- (b) 99% of the allocation for **Goods and Services** was utilised as at June 2025;
- (c) 74% of **Grants** were disbursed during the period; and
- (d) Expenditure on **Non-Financial Assets** amounted to 56.5% of the budgeted estimates for the financial year.

3. 4 Special Fund

In addition, funds amounting to Rs 480.7 million were provided under the COVID-19 Project Development Fund for the implementation of drainage projects, Rs 1.28 million for the construction and resurfacing of roads, Rs 1.0 million for construction and upgrading of amenities projects, and Rs 160 million under the Post-Cyclone Belal initiative.

The COVID-19 Project Development Fund was established under the *Finance and Audit (COVID-19 Solidarity Fund) Regulations 2020*, made pursuant to the *Finance and Audit Act*.

For the Financial Year 2024–2025, a total amount of Rs 643 million was allocated from the said Fund to finance projects related to drains, roads, and amenities, as detailed in the table below.

COVID-19 PROJECT DEVELOPMENT FUND

	DESCRIPTION	ESTIMATES JUL2024-JUNE 2025 (Rs)	AMOUNT SPENT 30 JUNE 2025 (Rs)
1	DRAINS	480,702,532.00	480,702,532.00
2	ERP ROADS	1,284,818.91	1,284,818.91
3	ERP AMENITIES	1,000,000.00	641,027.28
4	Post Cyclone Belal	160,000,000.00	37,918,158.72
	TOTAL	642,987,350.91	520,546,536.91

* *National Environment Climate Change*

PART IV – WAY FORWARD

4.1 TRENDS AND CHALLENGES

The NDU faces several challenges in project management, particularly in the implementation of a large number of projects that vary in size, scope, and complexity. Effective management requires the optimal deployment of resources to meet deadlines, strict budgetary control, efficient communication and coordination among stakeholders, and the anticipation and mitigation of potential risks throughout the project lifecycle.

4.1.1 TRENDS

- The continuous changes in climatic patterns in Mauritius and Rodrigues, coupled with the resultant deterioration of existing infrastructure, have created an urgent need to upgrade existing drainage systems and to construct new, resilient watershed infrastructure capable of withstanding extreme weather events.
- The emergence of a better-informed and more demanding society has led to increasing expectations for timely, high-quality, and sustainable infrastructure development and service delivery.

4.1.2 CHALLENGES

The National Development Unit (NDU) faces a number of challenges in the effective delivery of its mandate, including the following:

- Meeting rising public expectations from an increasingly aware and demanding citizenry.
- Attracting and retaining highly qualified professionals, particularly in the engineering field, to address the shortage of skilled technical personnel.
- Enhancing staff training and development to adapt to evolving business processes and work methodologies.
- Ensuring timely delivery of projects amidst the limited capacity of some consultants and contractors.
- Modernising and streamlining internal processes to improve performance, productivity, and efficiency.

- Fostering a results-oriented organisational culture, where individual and team performance is closely aligned with the NDU's strategic goals and objectives.
- Leveraging technology and innovation in the design and implementation of infrastructure projects.
- Introducing and utilising digital project management tools to support project managers in tracking progress, addressing challenges, and enhancing overall productivity.
- Addressing land and cadastral constraints to secure adequate space for the development of new drainage infrastructure.

4.1.3 SWOT ANALYSIS

A SWOT Analysis taking into consideration the trends and challenges NDU is facing, is shown below:



4.2 STRATEGIC DIRECTION

With a view to contributing effectively to the infrastructural development of Mauritius, the medium-term strategy of the National Development Unit will focus on the following priorities:

- (i) Establishing an improved system for the effective implementation of projects under the various Framework Agreements, namely for the Construction and Upgrading of Roads and Associated Works; Construction and Upgrading of Drains and Associated Works; Construction and Upgrading of Amenities and Associated Works; and Consultancy Services for Drains, Roads, and Amenities, with a view to accelerating project delivery;
- (ii) Supporting the Land Drainage Authority (LDA) in the development and implementation of a Land Drainage Master Plan for Rodrigues, aimed at strengthening resilience against flooding;
- (iii) Enhancing consultation with landowners to ensure land availability for drainage infrastructure and to facilitate proactive measures that prevent development in high flood-risk areas;
- (iv) Strengthening collaboration between the NDU and the Land Drainage Authority in preparedness planning and the design of flood mitigation strategies; and
- (v) Leveraging Information and Communication Technology (ICT) and streamlining internal processes to reduce bottlenecks and improve efficiency in project implementation.

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