



Republic of Mauritius



RISING TO THE CHALLENGE OF OUR AMBITIONS

THREE YEAR STRATEGIC PLAN

2017/18 - 2019/20

Three-Year Strategic Plan

2017/18 – 2019/20

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1 Executive Summary

Vision 2030: An Inclusive High-Income Country

Mauritius has undergone a complete transformation since independence. From a primarily agricultural economy, it has transitioned into a well-diversified economy with agro-industry, manufacturing, financial services, tourism, retail trade and information and communication technology (ICT) as main pillars. Ocean economy, renewable energy, knowledge centre of excellence and medical hub are also emerging strongly as growth sectors, creating more remunerative employment for Mauritians. Today, Mauritius has a gross national income (GNI) per capita of USD 9,740, compared to below USD 200 at Independence.

However, rising income has eroded the competitiveness of some export-oriented manufacturing industries vis-à-vis lower-income countries with cheaper labour. This, together with an ageing population, is threatening future growth. Compounding the problem are structural issues that impede further progress up the value chain. These include inadequate levels of education and hence human capital development; poor linkages between foreign direct investment, small-medium enterprises and socio-economic development; a lack of innovation; and the need to increase the effectiveness of Government and public service. Meanwhile, the country's ability to achieve growth that is inclusive and equitable has been impeded, with the worsening of main measures of income inequality in recent years.

Vision 2030 Development Model

A new development model has been elaborated to give a new impetus to the transformation of Mauritius. It aims to jumpstart a new phase of high growth with shared prosperity and enhanced quality of life, ultimately transforming Mauritius

into an inclusive, high-income country by 2030 – the Vision 2030.

This Vision 2030 Development Model has identified growth sectors that have the potential to accelerate growth. As such, growth enablers have also been identified with accompanying strategies to develop a range of Mauritian industries; to improve the productivity of the growth sectors; and to enhance the capacity to compete on an international scale.

To keep development of these growth sectors and enablers on track, this Three-Year Strategic Plan has been prepared to provide short to medium term strategic directions and targets against which progress can be evaluated. The goals for each enabler and sector are detailed below.

Growth Enablers

Good governance is a pre-requisite for a conducive business environment that allows these growth sectors to thrive. Government will, through the **constitutional bodies**, improve transparency, effectiveness and efficiency in the delivery of **public services**.

Public order and safety will be strengthened. These good governance attributes will facilitate further economic and social development, and attract more private and foreign direct investment.

Public infrastructure will also be upgraded. New transport infrastructure will be constructed while the capacity of the existing ones will be increased to enhance efficiency. **Energy and public utilities** will tap on more local renewable

sources to ensure sustainability, as well as to encourage investment in storage energy.

As we build our fixed capital, human capital must also be increased concurrently to realise the Vision. The **education** system will be transformed to deliver the next generation of leaders with deep skills by ensuring that all Mauritians – the most precious asset of the country – have access to quality education and that the curriculum equips Mauritians with the knowledge and skills required by the economy. These will complement strategies for the **labour** market to improve employment and employability through the better matching of skills that is needed in an age of rapid digitisation. Together, these initiatives will also ensure that the growth we achieve is inclusive.

In terms of **foreign affairs and international trade**, the key focus is to expand the economic space for Mauritian firms through enhanced economic integration and cooperation. A bigger market will help local firms reap economies of scale and strategic partnerships will enable Mauritius to acquire technology.

Thus far, the strategies have been focusing on raising the quantitative standard of living of Mauritians. To improve quality of life in its totality, other strategies will be adopted to address the needs and the lifestyle aspirations of the people.

Mauritius aims to develop an affordable and sustainable **health** care system, with a special focus on tackling problems associated with an ageing population. A high-quality health care system will also boost medical tourism.

Housing needs will also be given consideration, with the aim to ensure all Mauritian families have the capacity to own a decent home by 2030. Other forms of **social protection** will be implemented to protect the vulnerable. The key thrust is to empower them economically so that they can be financially independent.

Measures will be put in place to ensure that Mauritians have the opportunities to pursue their interest in **arts, culture and sports**. The **environment** will also be protected so that all can enjoy nature and the great outdoors.

Growth Sectors

The **agro-industry sector** will be expanded by increasing crop and livestock productivity, and developing higher value-added processing activities. This will, at the same time, enhance national food security.

The key strategy for the **manufacturing** sector relies on deeper integration with the regional economies. Enhanced support will be provided to micro, small and medium-sized enterprises to level the playing field for growth that is more inclusive.

By diversifying our tourist base and tourism product portfolio, the **tourism** sector will be able to enjoy sustained growth, both in terms of visitor arrivals and earnings. The goal is to enhance the reputation of Mauritius as a leading island destination.

Mauritius aims to become an international financial centre of substance. The product and service offering of the **financial services** sector will be broadened and deepened.

The **ICT** sector is expected to create more jobs by tapping the regional market for growth. This will be supported by enhanced infrastructure and human capital at home.

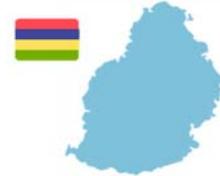
The **ocean economy** will move up the value chain by developing higher value-added products. This strategy will be pursued while ensuring marine and sea-bed resources are exploited in a sustainable manner.

The enablers and growth sector strategies are interconnected and complement each other. Hence, they must be implemented through a **Whole-of-Government approach**, together with all segments of society working towards becoming an inclusive, high-income country by 2030.

The overview of the Mauritian economy and the key components of the vision are illustrated in the following pages.

CURRENT ENVIRONMENT IN MAURITIUS

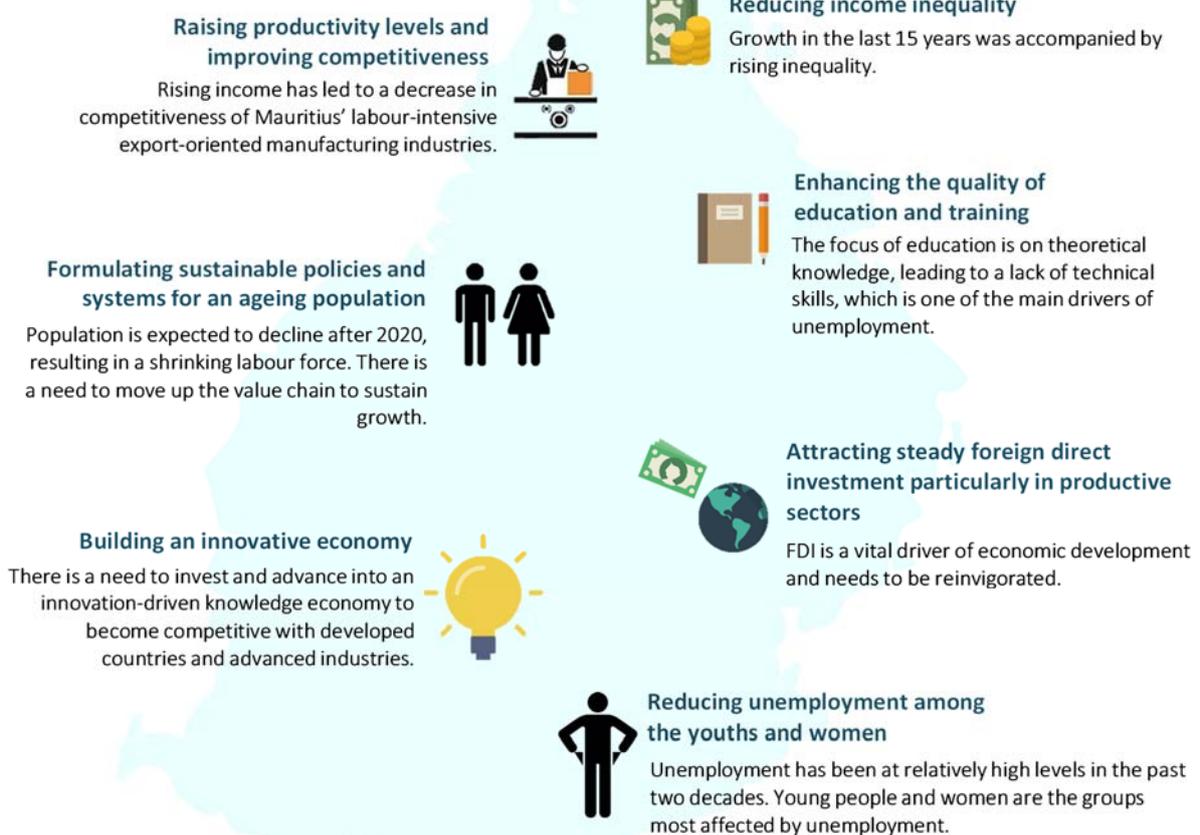
A highly diversified and vibrant economy, Mauritius has transformed greatly since Independence. Going forward, Mauritius aims to develop into an inclusive, high-income country.



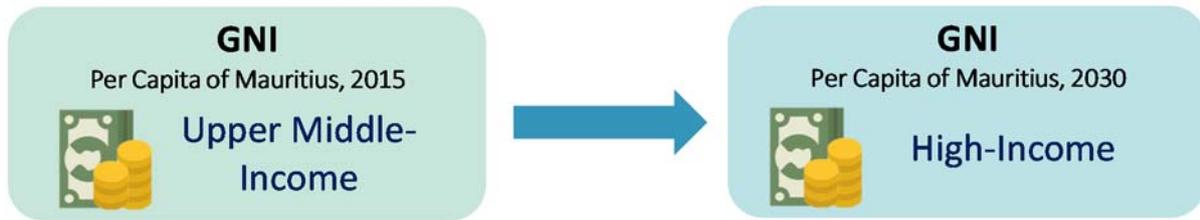
Macro Overview



Challenges



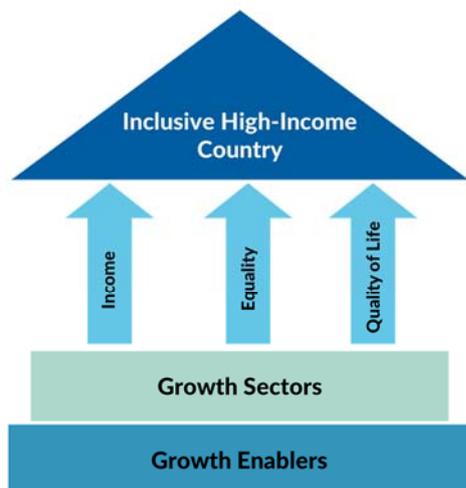
2030 DEVELOPMENT MODEL



Mauritius' GNI per capita was \$9,780 in 2015, as computed by the World Bank, which is above the upper middle-income threshold. The aim is to bring Mauritius to high-income status by 2030.

Model for Growth

In the Vision 2030 Development Model, growth will be enabled by higher innovation and entrepreneurship, more efficient public institutions, world class infrastructure, up skilling of the labour force, as well as a more globally integrated economy. These will be driven by key sectors of the economy.

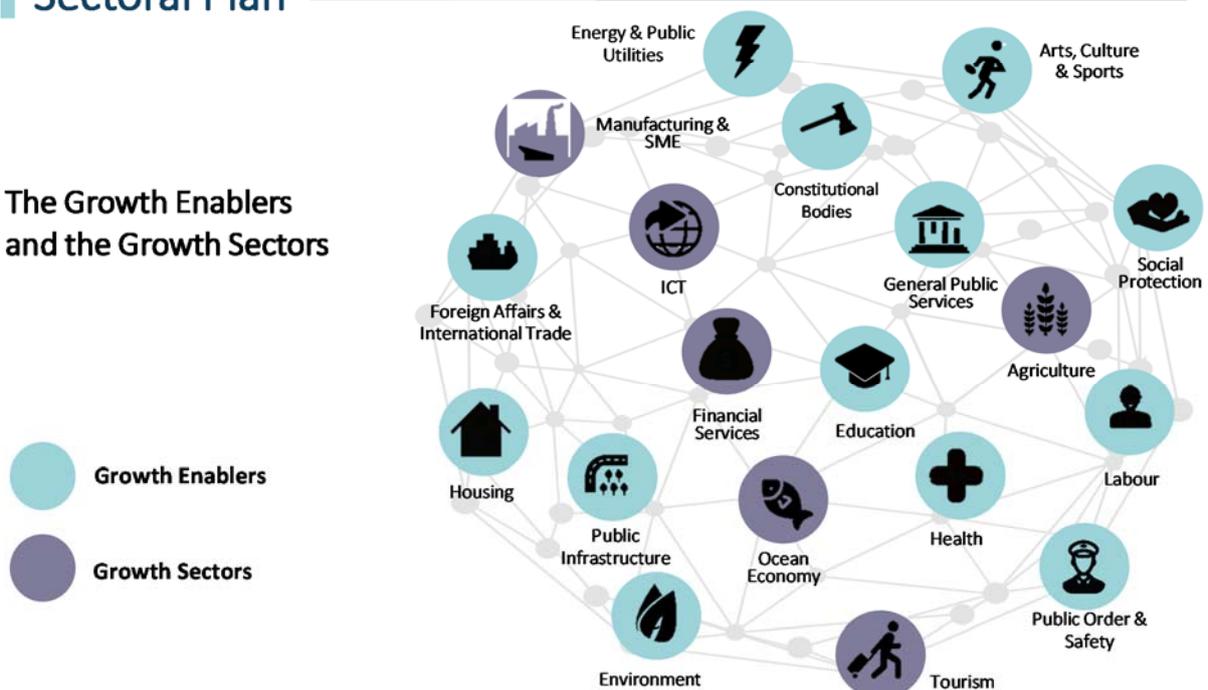


Performance Measures

- 
Income
 The growth drivers will propel the economy to higher GNI per capita values, measured using the World Bank method to classify countries according to income groups.
- 
Equality
 An inclusive growth model would ensure that the needs of all are taken into account, providing everybody with equal opportunities. Measured by the Gini Coefficient.
- 
Quality of Life
 Higher and more inclusive growth will raise the economic standard of living of all Mauritians. Measured by the Human Development Index (HDI).

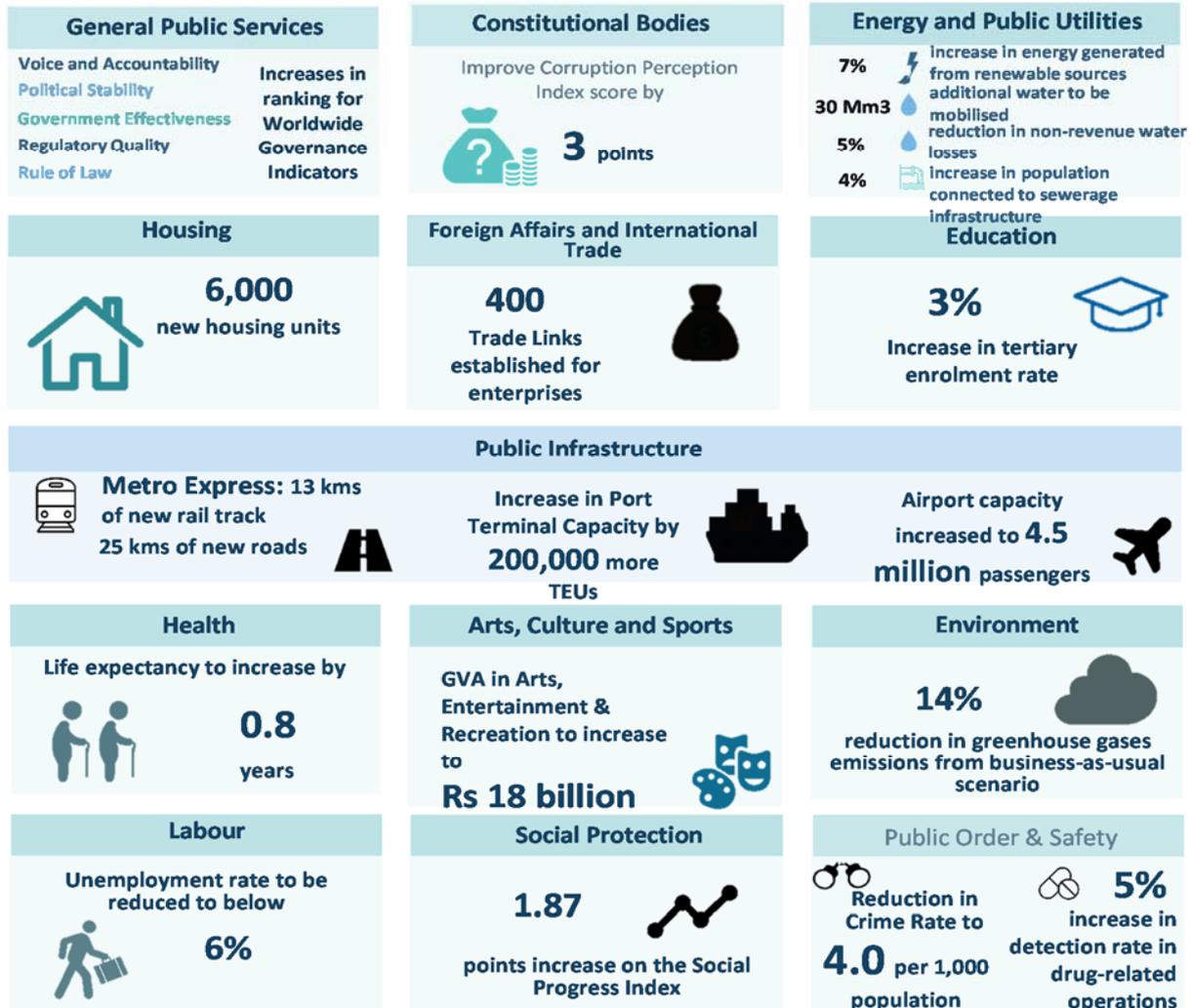
Sectoral Plan

The Growth Enablers and the Growth Sectors

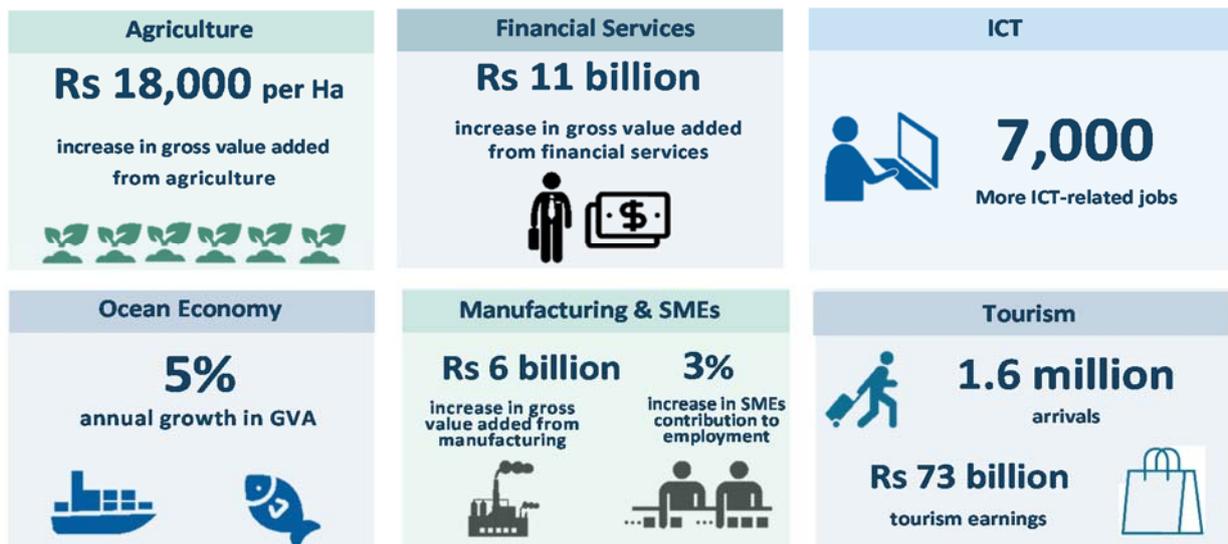


THREE YEAR SECTORAL GOALS

Growth Enablers



Growth Sectors



2 The Context

Context Overview

Between the 1980s and 2000, Mauritius experienced robust economic growth which propelled the country to the rank of upper middle-income status. At the same time, Mauritius achieved full employment and wages rose relative to other countries. This led to a shift from a labour intensive to a capital intensive growth model, which in turn led to a rise in inequality.

The vision of the Government is that Mauritius should be an inclusive high-income country by 2030 – the Vision 2030. The Development Model of Vision 2030 has been formulated to set the country on a higher growth path, with shared prosperity and improved quality of life for all Mauritians.

The Section begins with an overview of Mauritius' existing environment, noting particularly the challenges being encountered by the country, such as loss of competitiveness and an ageing population. It then turns to Vision 2030, outlining the model's overarching approach to growth and relevant performance measures.

2.1 Current Environment and Emerging Trends

Upper-Middle Income Status

Mauritius has successfully been transformed from a mono-crop economy to a diversified and vibrant economy by the 1990s. Growth was mainly driven by export-oriented manufacturing, taking advantage of comparatively cheap labour. The success was also supported by preferential access to the European market, which accounted for close to 70% of the country's exports. During the last 15 years, Mauritius has become an increasingly open and diversified economy.

Today, Mauritius has the third highest gross national income (GNI) per capita in Africa after Seychelles and Equatorial Guinea. As from 1991, Mauritius is classified as an upper-middle income country by the World Bank. Making significant improvements, Mauritius' GNI per capita has grown at a rapid average rate of 6% between 2005 and 2016 to head towards the high-income threshold. The Mauritius 2016 GNI per capita of US\$ 9,740 is 79% of the high-income threshold (US\$12,260).

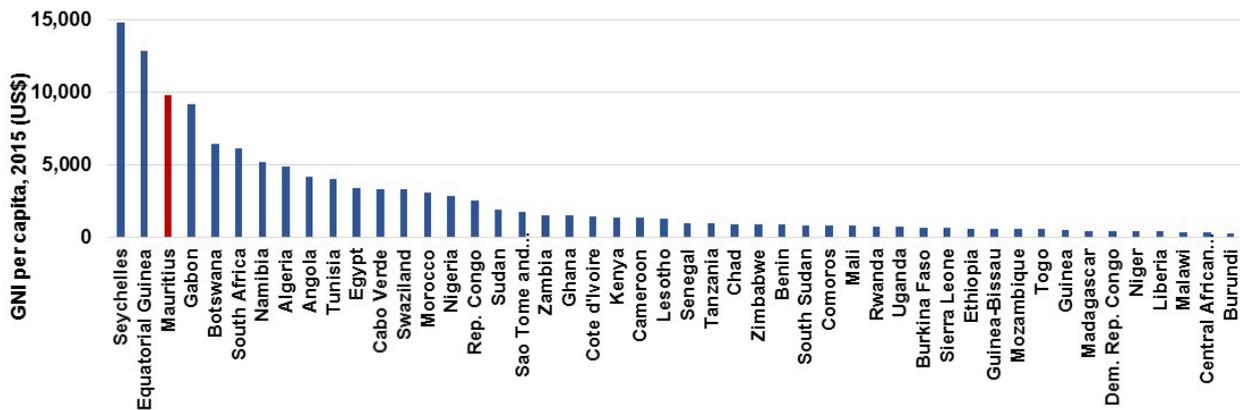


Figure 2-1: GNI per capita for Africa for 2015

Source: World Bank (2016)

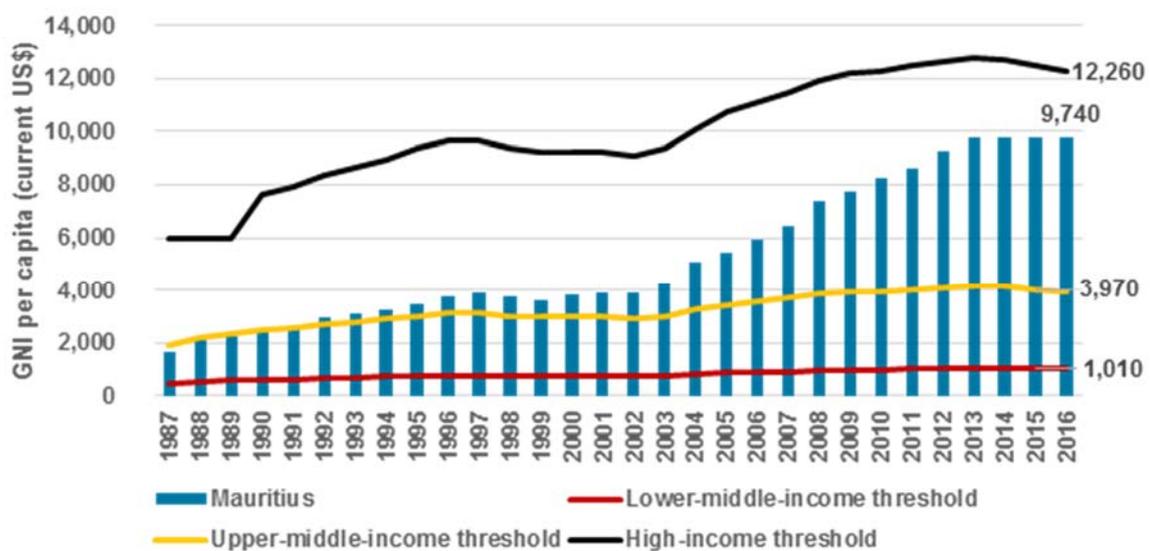


Figure 2-2: GNI per capita of Mauritius, 1987-2016

Source: World Bank (2016)

GDP Growth and Trend

Mauritius' GDP has been growing at a slower average rate of 3.7% between 2009 and 2015, compared to 4.6% experienced between 2003 and 2008. In 2016, the Mauritian economy grew by 3.7%, up from 3.5% in 2015. This pick-up in growth is mainly due to better performance of key sectors such as tourism, financial services and construction.

Compared to peer countries, over the past 15 years, Mauritius' growth rate was relatively stable and had the smallest fall in growth during the 2009 global financial crisis, maintaining a positive growth rate over this period.

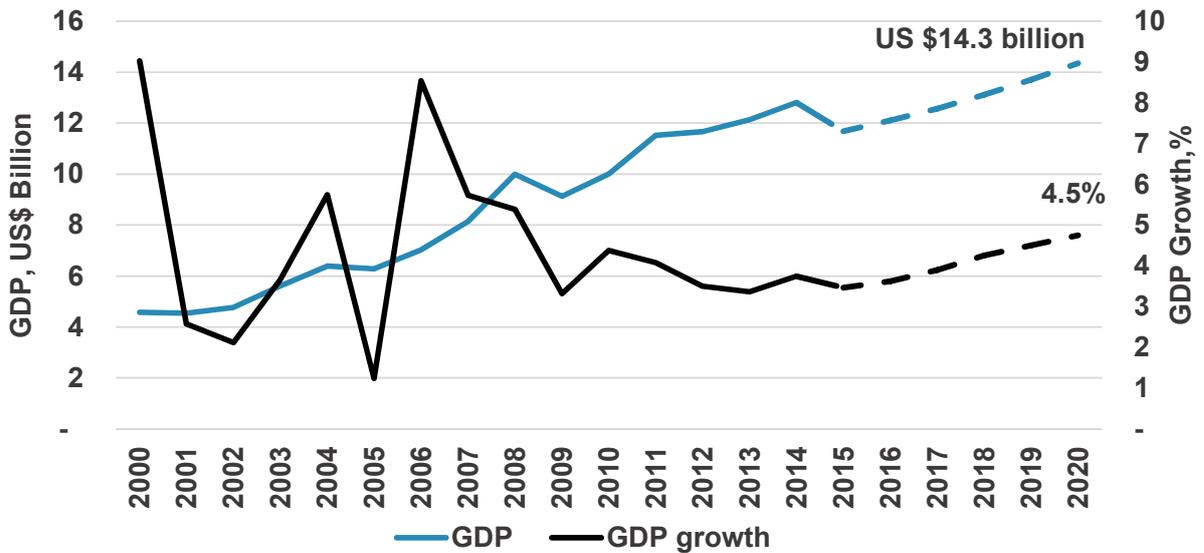


Figure 2-3: GDP and GDP growth rate of Mauritius, 2016-2020 (forecast)

Source: World Bank (2016)

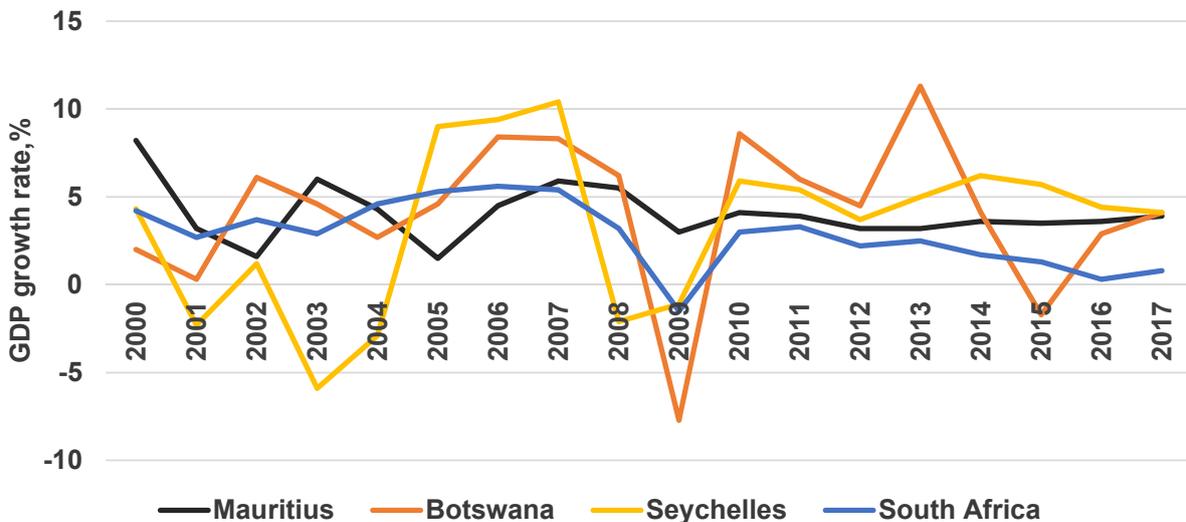


Figure 2-4: Mauritius GDP growth rate compared to peers, 2000-2017

Source: IMF World Economic Outlook (2017)

GDP Composition by Sector

The services sector is the largest contributor to Mauritius' gross value added (GVA) (75%), followed by the industrial sector (21%) and the agricultural sector (4%). The main pillars of growth are tourism, manufacturing, ICT, retail trade, and the financial and insurance sectors.

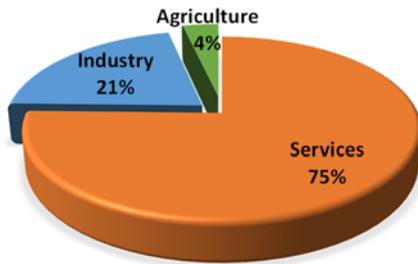


Figure 2-5: Composition of GDP by Sector in 2016

Historically, the agricultural sector has played a significant role in the Mauritian economy, contributing around 30% of GVA in the 1970s. It has since been overtaken by other industries as a result of economic diversification. However, the agricultural sector, particularly the sugar industry, remains important in terms of employment and exports.

The industrial sector has contributed significantly towards higher economic growth and employment creation in the 1990s. With the restructuring of the clothing and textile industry, the share of the sector in the economy has declined in recent years.

Growth in the services sector is being driven by financial services, tourism and ICT. Expansion of financial services sector is supported by the Global Business sector in addition to strong domestic banking and insurance activities. Growth in tourism sector is driven by increase in arrivals from Europe and Asia-Pacific regions. Main activities of the ICT sector include business process outsourcing, information technology outsourcing and telecommunication services.

Challenges Faced by Mauritius

Over the last decade, the Mauritian economy has shown significant resilience to external shocks and has managed to sustain a reasonable level of economic growth. However, the country faces several challenges as it aims to join the league of high income countries. The main challenges are to:

- raise productivity levels and improve competitiveness;
- formulate sustainable policies and systems for an ageing population;
- build an innovative economy;
- enhance quality of education and training;
- reduce income inequality;
- reduce unemployment among the youths and women; and
- attract steady foreign direct investment, particularly in productive sectors.

Raising Productivity Levels and Improving Competitiveness

With rising income, it has become increasingly difficult for labour-intensive export-oriented manufacturing industries in Mauritius to compete with lower-wage countries. As a result, manufacturing growth has been decelerating and its share in global exports declining.

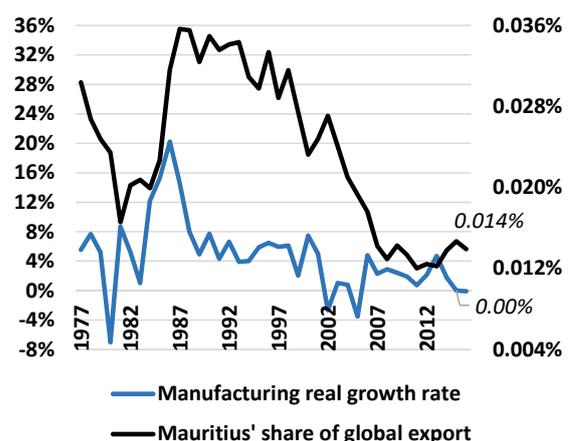


Figure 2-6: Manufacturing growth rate and share of global export of Mauritius, 1977-2016

Source: Statistics Mauritius (2017), IMF (2017)

Formulating Sustainable Policies and Systems for an Ageing Population

Population growth in Mauritius has stagnated at a low rate of 0.1% in recent years. While total population at the end of 2016 was 1.26 million, it is expected to decline as from early 2020s.

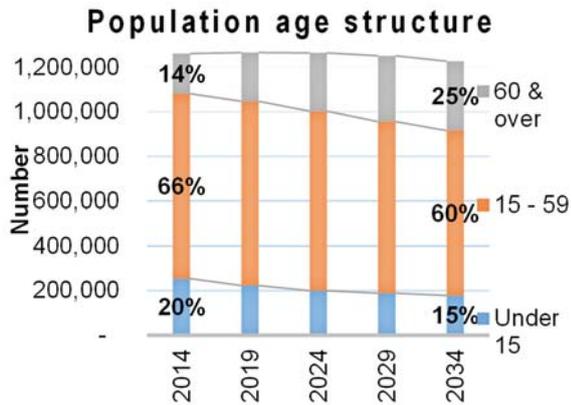
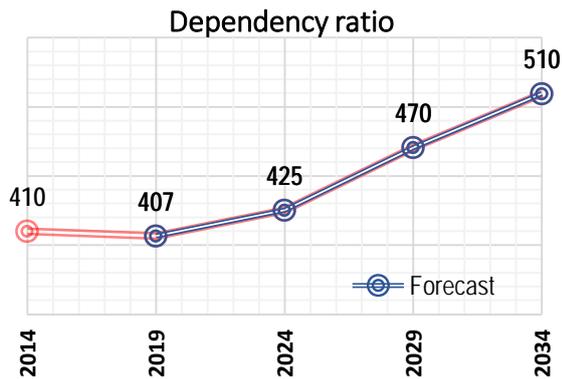


Figure 2-7: Mauritius' population age structure

With the improved life expectancy, the population age structure is expected to change, causing the dependency ratio to worsen and impacting on the size of the labour force. The implications of an ageing population include, among others, reduced output growth and increased healthcare and social protection expenditure.



Building an innovative economy

Figure 2-8: Dependency ratio

Note: Dependency ratio is the combined population aged under 15 and over 65 years per 1,000 population of intermediate age (15 - 64 years).

Mauritius faces a number of challenges to transform itself into an innovation-driven economy capable of competing with developed countries. These include:

- inadequate supply of skilled human capital;
- lack of an innovation ecosystem;
- low private sector investment in research and development; and
- poor linkages between foreign direct investment, and small and medium enterprises.

Expenditure on Research & Development (R&D) in Mauritius has been relatively low over the years. In 2012, it amounted to 0.18% of GDP, down from an average of 0.35% during the period 2000 to 2005. Investment in R&D has not kept pace with GDP growth.

Emigration of skilled labour makes it more difficult for the economy to move up the value chain.

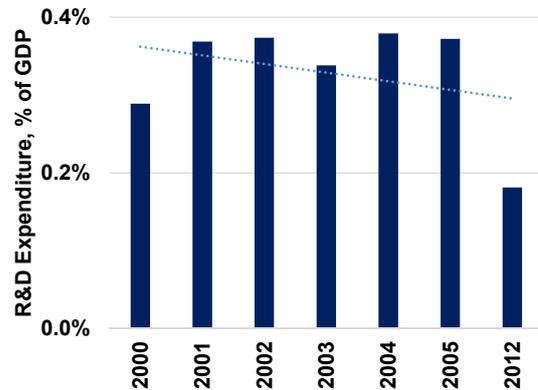
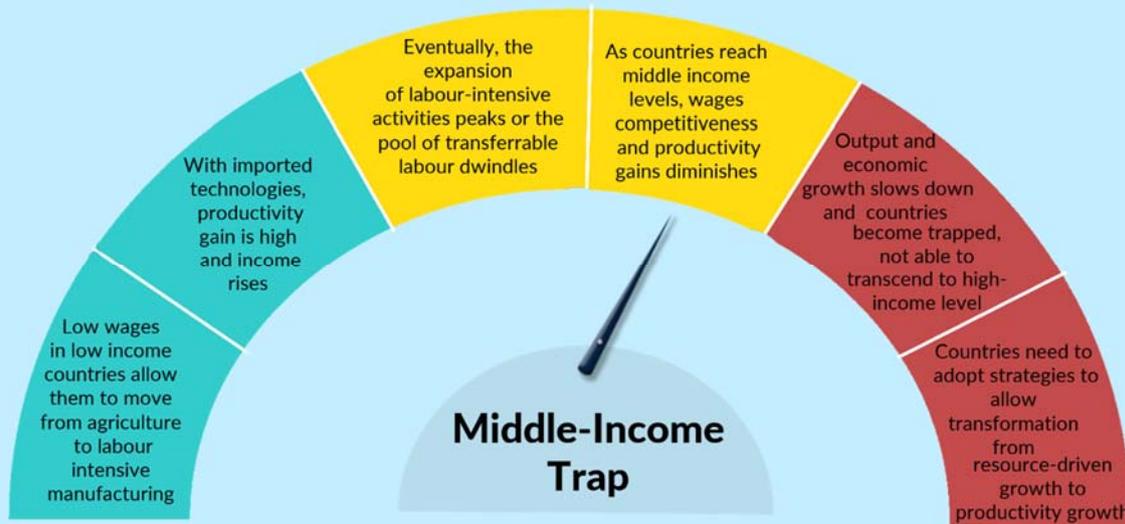


Figure 2-9: R&D expenditure (as a % of GDP), 2000-2012

Source: World Bank (2017)

Box 1 Middle Income Trap

Middle-income trap (MIT) refers to an economy that grew rapidly initially but stagnates at middle-income level as it becomes unable to compete with low-income, low-wage countries. As a result, the middle-income country is unable to transit into a high-income status due to a slowdown in growth.



Enhancing the Quality of Education and Training

Inadequate skills constitute a major constraint for Mauritius to diversify and increase its competitiveness.

The supply of technical and vocational education and training remains limited and there is too much emphasis on low-skilled training programmes. This renders technology absorption more difficult.

Mauritius has significantly improved its ranking and score with regard to the Networked Readiness Index (NRI) over the past four years. However, it still lags behind the score of advanced and emerging economies. There is much scope to leverage information and communication technology (ICT) for increased prosperity.

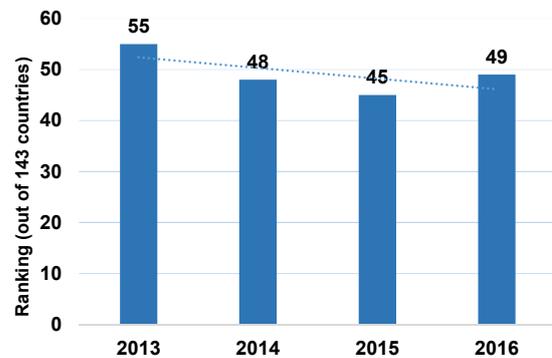


Figure 2-10: NRI ranking for Mauritius, 2013-2016

Source: World Economic Forum (2017)

Reducing income inequality

As economic growth is increasingly being driven by high-skilled services sectors, the level of income inequality in Mauritius has increased in recent years. The Gini coefficient went up from 0.37 in 2001/02 to 0.41 in 2012. The proportion of households below the relative poverty line has increased from 7.7% in 2001/02 to 9.4% of total households in 2012.

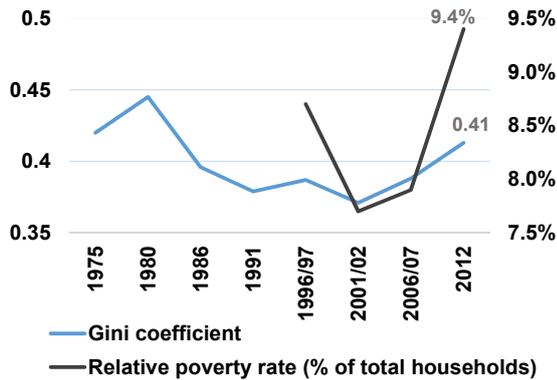


Figure 2-11: Income inequality and poverty rate

Reducing Unemployment among the Youths and Women

Unemployment in Mauritius remained at an elevated level of around 8% during the past few years, with a reduction to 7.3% in 2016. Unemployment among the youths and female workforce is more pronounced.

The labour market is faced with growing skills mismatch. This is, in part, reflected by a disconnect between the education system on the one hand, and labour market requirements on the other. New entrants in the labour market also lack the necessary work experience to increase their employability.

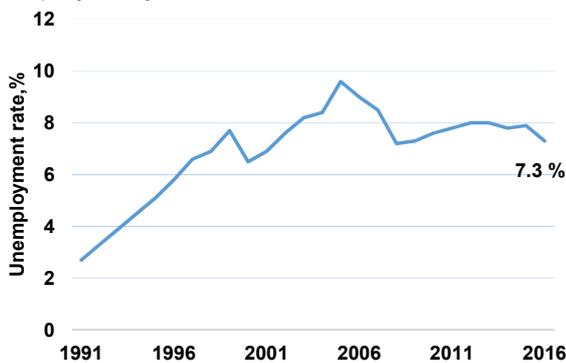


Figure 2-12: Unemployment Rate in Mauritius, 1991-2016

Attracting Steady Foreign Direct Investment Particularly in Productive Sectors

Foreign Direct Investment (FDI) is a vital driver of economic development particularly for a small country like Mauritius. Improving the business environment is a key factor affecting the level of FDI as outlined in the Mauritius National Export Strategy (see Box 2).

In recent years, most of the FDI inflows in Mauritius were directed towards real estate development. Only a small proportion was invested in manufacturing and tourism.

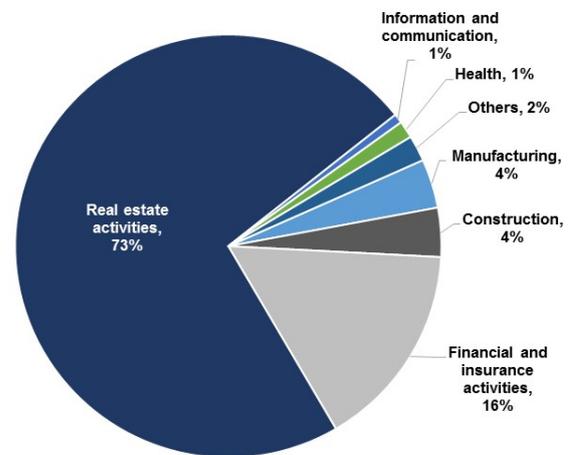


Figure 2-13: FDI by sector, 2016

Source: Bank of Mauritius (2017)

Sustained FDI flows, particularly in productive sectors, is a prerequisite for Mauritius to advance to high-income status. Such FDI will bring in modern technology, effective production methods and more importantly the market.

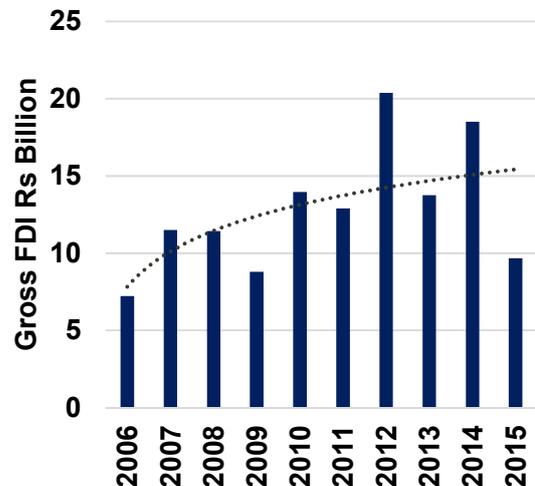


Figure 2-14: Gross FDI inflow of Mauritius, 2006-2016

Source: Bank of Mauritius (2017)

Box 2 National Export Strategy

The Mauritius National Export Strategy (NES) of Mauritius, released in 2017, provides a blueprint that aims at reinvigorating growth and trade in a socially inclusive manner. It provides a way forward that seeks to encapsulate a series of specific sector and cross-sector strategies.

The strategy is to turn Mauritius into a hub for international trade, an open, dynamic and sustainable economy driven by knowledge and innovation. The NES follows three overarching strategic objectives at the national level:

1. Transition to a knowledge-based economy thriving on innovation and value addition.
This is to be accomplished by fostering innovation, improving institutional coordination and strengthening the skills of workers across the economy.
2. Make Mauritius the preferred business location for international traders and investors.
This objective is to be achieved by streamlining customs and export procedures, by improving the dissemination of sector-specific information on market access opportunities offered by existing trade agreements, and by addressing trade finance bottlenecks.
3. Translate export-led success into sustainable and inclusive growth.
This is to be achieved through a combination of specific support for business associations and trade support institutions that have a bearing on gender issues

2.3 Vision 2030

The socio-economic transformation of Mauritius has been remarkable. However, as many other countries, Mauritius is facing increased global competition and several economic headwinds. In response, a new development model is being adopted to realise the Vision 2030, which is to become an inclusive, high-income country.

Vision 2030 requires that Mauritius moves onto a higher growth path and that growth is equitably distributed among all the segments of the population. Growth will, therefore, be:

- **Enabled** by increased innovation, more efficient public institutions, world class infrastructure, skilled labour force, as well as better access to the global market place; and
- **Driven** by key sectors of the economy where Mauritius will develop a competitive advantage internationally such as agriculture, financial services, ICT, ocean economy and tourism.

The Vision 2030 Development Model is illustrated below.

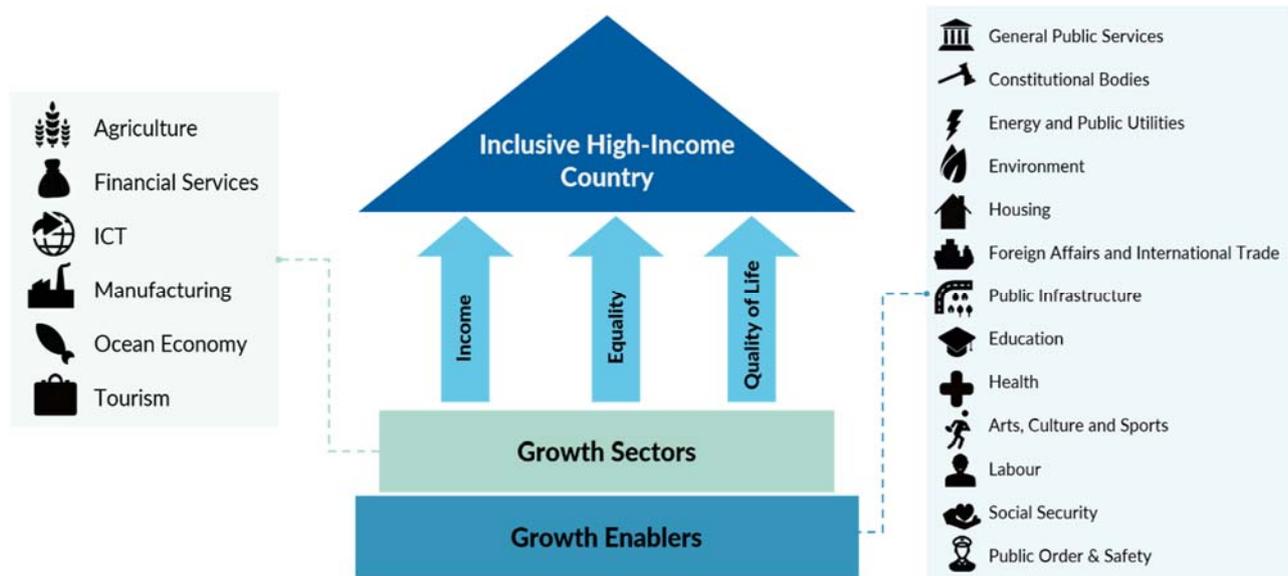


Figure 2-15: The Vision 2030 developmental mode

Growth Enablers

The growth enablers will set the foundation for a conducive business environment for higher growth. Industries that constitute “Growth Enablers” are listed in the figure above. Across these sectors, there are overarching and recurring themes such as innovation, quality of institutions and governance, fixed and human capital investment, connectivity as well as economic integration.

Innovation

Structural reforms would need to be implemented in various sectors to enable growth. Innovation should prevail across all dimensions, including product development and process optimisation, to increase value added growth in the economy. There is a need to move away from the reliance on transfer of innovation and technology by multinational companies and to focus on developing technology domestically. To this end, investment in science and technology, funding for R&D in the identified growth driving sectors, as well as the creation of an institutional environment that supports technological change will be given priority.

Governance

Institutionally, processes will be streamlined, public services upgraded and governance improved and enhanced to make Mauritius more business-friendly. Legal and regulatory frameworks will be established to enable growth driving sectors such as the financial services and ICT sectors to prosper. These strategies on innovation and governance will go hand in hand towards enhancing total factor productivity within the economy.

Fixed and Human Capital Investment

Mauritius must continue to invest in its factors of production, both fixed and human capital. The investment in fixed capital will focus on physical infrastructure, such as port, roads, rail and utilities, to expand the productive capacity of the economy. The investment in fixed capital will not only improve service provision to the day-to-day lives of the population, but also assist in the re-industrialisation of the country's growth driving sectors. With the labour force expected to contract, there is a need to maximise the utilisation of limited human resources. This requires education and skills development that will equip the population with the know-how and skills to successfully compete in an era of rapid digitisation.

Economic Integration

Internationally, Mauritius will pursue economic diplomacy to capitalise on its rich cultural and ethnic diversity as well as geographical location to expand its economic space and integrate into the global value chain. Mauritius can connect the English and French-speaking countries with its effectively bilingual population, and position itself as the gateway to Africa for Asian, European and Middle Eastern businesses. In addition to these advantages, Mauritius ranked first in Africa for Ease of Doing Business by the World Bank (2016). This strategy matches emerging opportunities in Africa with the resources and expertise available in Mauritius. It calls for enhanced integration with the global economy so that local industries can benefit from a larger market and hence increasing returns to scale. The forming of strategic partnerships will allow local industries to acquire knowledge and technology to further boost productivity.

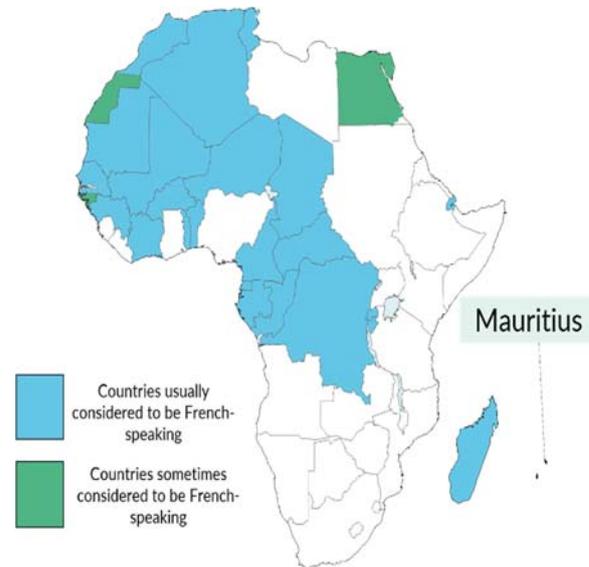


Figure 2-16: French-speaking countries in Africa

Growth Sectors

The growth enablers would provide the necessary productive capacity and improvements for the growth sectors to better compete on a global scale.

Agriculture

Higher value-added processing activities will be developed in the agriculture sector. This strategy requires innovation in product development and a more integrated value chain from primary producers to manufacturers. A shift towards sustainable agricultural practices and eco-friendly methods of production would be expected as Mauritius aims to improve food security.

Financial Services

The strategies for the financial services sector seek to transform Mauritius into an international financial centre of substance. A sound legislative and regulatory framework will be put in place to enable the development of new products and the provision of a wide range of services.

Information and Communication Technology

A key strategy for the ICT sector is to export Mauritius' existing expertise to the rest of Africa. Economic diplomacy will expand the market for Mauritian firms and promote cross-border

businesses. Domestically, institutional support structures, physical communication networks and training schemes to produce a skilled labour force will be enhanced to complement this strategy.

Manufacturing

The global changes that the manufacturing sector is facing require new strategies to be developed to spur production and exports. This will include ensuring that Export Oriented Enterprises and Domestic Oriented Enterprises adopt new technologies, and are capable of entering new market segments through product diversification and process re-engineering.

Ocean Economy

There is great potential for the ocean economy to generate higher levels of development for Mauritius. For example, food and energy security can be enhanced via the use of marine resources while economic development can be facilitated through ocean-related tourism. Mauritius will thus form strategic partnerships and attract foreign investment to acquire knowledge and technology to develop higher value-added products such as cartilages from marine resources. This will help local small and medium-sized enterprises (SMEs) move up the value chain for more inclusive growth.

Tourism

The tourism sector will pursue diversification strategies. The tourism base will be diversified through economic diplomacy to establish more flight routes and increase the country’s connectivity. At the same time, tourism products will be diversified to expand the range of our offerings to complement our pristine natural assets such as beaches and coral reefs.

Performance Measures

The indicators in this section provide a measure of effectiveness for the strategies put in place to achieve the Vision. They include income, equality and quality of life.

Income

The strategies outlined for agriculture, financial services, ICT, manufacturing, ocean economy and tourism will provide the impetus for growth to create the conditions for the economy to prosper. Importantly, the strategies will move Mauritius up the value chain, generating higher-paying jobs. Mauritius GNI per capita in 2016 was US\$9,740, compared to the high-income threshold of US\$12,260 as defined by the World Bank. Real GDP is expected to grow at an annual average of 4.5% between 2018 and 2020, and at 4.75% after 2020. At this rate, Mauritius is expected to reach the high- income threshold by 2023.

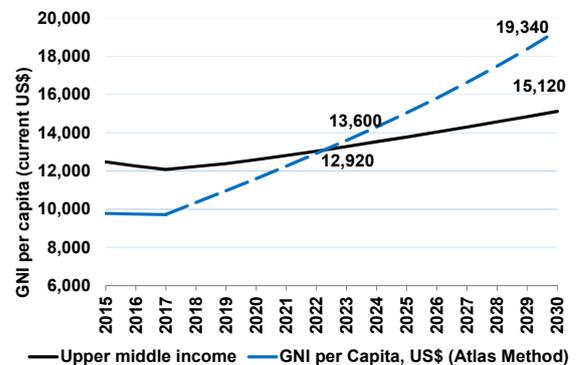


Figure 2-17: GNI per capita targets

Source: World Bank (2016)

Note: The high-income threshold forecast is based on the average change in SDR deflator i.e. 1.3% per annum between 2016 and 2030.

Equality

As the economy renews focus to achieve higher growth, there is a need to ensure that the growth is inclusive. To this end, strategies have been developed to ensure shared prosperity including:

- creation of home-based employment opportunities for women and the ageing population by offering information technology-enabled services (ITeS) such as knowledge process outsourcing within the ICT sector;
- implementing a Government procurement policy that supports entrepreneurship and local companies; and
- expansion of consumer base through economic diplomacy so that local SMEs can reap economies of scale.

In 2012, Mauritius’ Gini coefficient was 0.41, which places Mauritius at the 82nd position

among 143 countries, for which such information is available. For comparison, the Gini coefficient for the top 25 countries range from 0.2 to 0.32. Mauritius targets to move into this group of countries and improve its Gini coefficient to 0.31.

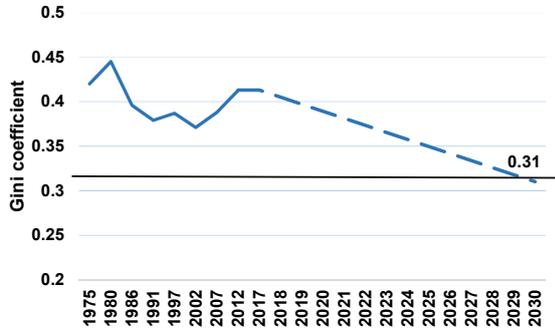


Figure 2-18: Gini coefficient targets

Source: World Bank (2016)

Quality of Life

Higher and more inclusive growth will raise the economic standard of living of all Mauritians. In addition, strategies have been developed to ensure Mauritians have access to affordable and quality healthcare and housing, and avenues to pursue their interest in arts, culture and sports. The environment will also be protected so that all can enjoy nature and the great outdoors.

The country's Human Development Index (HDI) will be used to monitor the progress of the quality of life. The HDI is a composite statistic of life expectancy, education and per capita income indicators, which are used to rank countries into four tiers of human development. In 2015, Mauritius scored a HDI of 0.78, which places it at the 64th position among 188 countries.

Nineteen countries had similar HDI scores in the past. They have experienced an average improvement in HDI of 0.08 over a 15-year period. On the basis of this rate of improvement, the HDI for Mauritius is expected to increase to 0.81 by 2020 and 0.86 by 2030.

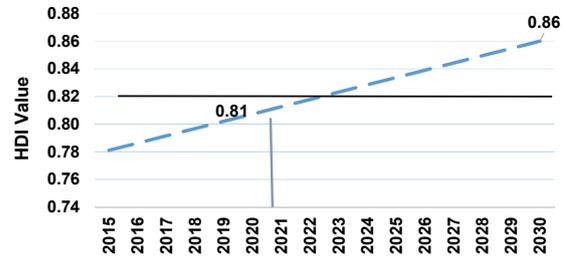


Figure 2-19: HDI targets

Source: UN Development Program (2016)

Note: 2015 figures are actual data obtained from the UNDP. HDI figures for the period from 2016 to 2030 are forecast values.

3 Three-Year Sector Plans and Goals/Targets

Strategic Plan Overview

The pathway to Vision 2030 will be made up of three-year strategic plans. This Plan covers the period 2017/18 to 2019/20.

The following sections outline the growth enablers and drivers. The Three-year Strategic Plan is based on the overarching strategies and goals of Government for the next three years.

Each section begins with a **vision** to be realised by 2030. To keep each segment on track to achieve the vision, monitorable **goals** to be achieved by 2020 have been developed. These form the long- and short-term targets that Mauritius will strive towards to. For each sector, a description and analysis of the **current situation** is provided to summarise the status and challenges faced in each segment. This is then followed by the **strategic direction** for 2017/18 through to 2019/20, which outlines the main thrusts of the Strategic Plan.

Specific key performance indicators (KPIs) to evaluate the progress of each sector have been developed. These KPIs and targets are presented at the end of each section and are separated by Ministries within the Government.

The Key Capital Projects for each sector are also included.

3.1 General Public Services

“To promote the sustainable economic and social development of Mauritius, and instil a culture of excellence in the Civil Service”

Goals

By 2030, the Government intends to improve its performance and ranking in Worldwide Governance Indicators.

There is a strong positive correlation between national income and the quality of governance. The figure below presents the current percentile rankings for Mauritius based on the 2016 Worldwide Governance Indicators released by the World Bank and the average rankings of high income countries. Over the next three years and towards 2030, the Government will actively promote good governance practices and structures and will continuously improve public sector performance.

Mauritius has performed exceedingly well for political stability, which the Government will aim to maintain and further improve upon. The Government aims to close the gaps for the dimensions of Voice and Accountability, Government Effectiveness and Regulatory Quality by 2020, and Rule of Law and Control of Corruption by 2030.

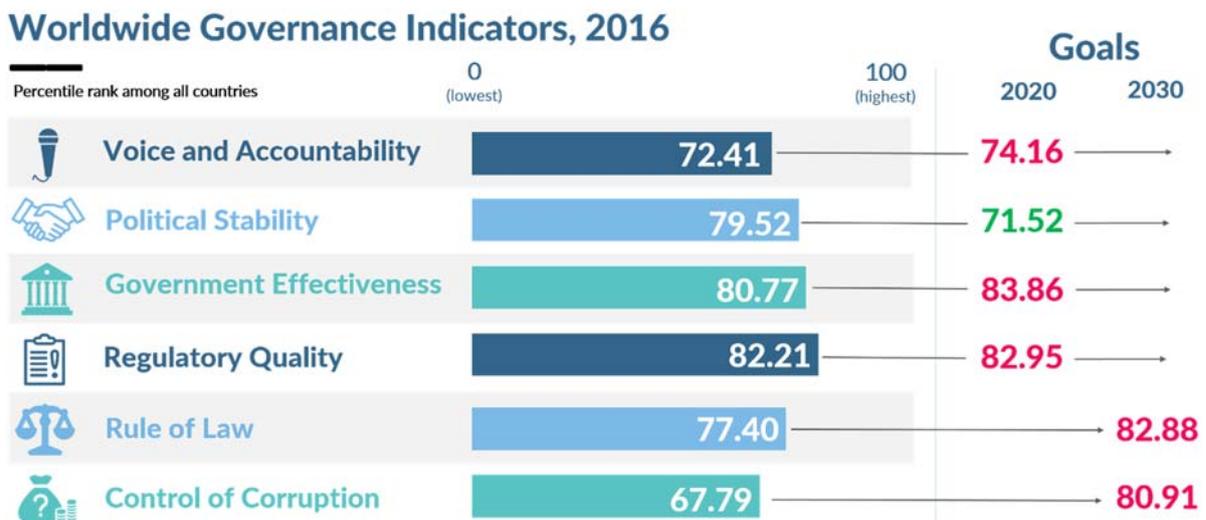


Figure 3-1: Worldwide Governance Indicators, 2016

Note: Red and green rankings on the right-hand side indicate the average ranking of 51 countries, classified as high income by the World Bank

Source: World Bank (2016)

Current Situation

Government acts as the facilitator, regulator and provider of essential services through:

- Central Government, covering Ministries and Departments
- Statutory Bodies and Government agencies

- Rodrigues’ Regional Assembly
- Local Government covering Municipalities and District Councils

The public sector contributes to around 12% of GDP and employs some 95,000 people.

Sound macroeconomic management has led to significant improvement in key economic indicators, as follows:

- Higher GDP growth rate of 3.9% in FY 2016/17 compared to 3.2% in FY 2015/16
- Inflation rate of 1% in 2016, the lowest rate in the past three decades
- Lower unemployment rate of 7.3% in 2016 as against 7.9% in 2015
- Higher foreign direct investment (FDI) inflows of Rs 13.6 billion in 2016 compared to Rs 9.7 billion in 2015
- Lower deficit in current account of balance of payments of 4.3% of GDP as against 4.8% in 2015
- Balance of payments surplus of Rs 26.2 billion in 2016, up from Rs 20 billion in 2015

Major developments include:

- Some 6,500 Public Officers have been trained and their development capabilities enhanced through face-to-face training and online E-Learning System by the Civil Service College Mauritius
- Signing of Air Services Agreements and Codeshare Framework Agreements to boost air connectivity
- Facilitation of businesses among like-minded African countries through signing of the MoU for "Accelerated Programme for Economic Integration"
- Completion of drains and bridges in four flood prone areas
- Publication and distribution of the first consolidated map of the Exclusive Economic Zone and the Extended Continental Shelf
- Formulation of customer charters by Ministries/Departments - 17 Ministries and 33 Departments have published their customer charters to ensure that Public Officers adhere to organizational norms and standards for the delivery of timely public services

Strategic Direction

To consolidate the economic fundamentals and improve the effectiveness of Government in service delivery, the following strategies will be implemented:

- Maintaining macro-economic stability and sound public finances so as to keep public sector debt at sustainable levels while modernising the key infrastructure of the country and at the same time strengthening other debt-related parameters on affordability, solvency and liquidity;
- Revitalising private and foreign investment, and create new employment opportunities through greater business facilitation and an improved investment climate;
- Keeping tax revenue below 20% of GDP, in line with the strategy of "fiscalité légère";
- Pursuing a more open air access policy to further enhance air connectivity with Africa and the rest of the world;
- Supporting the Rodrigues Regional Assembly to consolidate and accelerate the socio-economic development of Rodrigues;
- Improving living conditions in Agalega by providing basic infrastructure and social amenities and improving connectivity;
- Establishing the institutional and legal framework for the early exploration and the sustainable exploitation of natural resources in the maritime zones of the Republic of Mauritius and in the Mauritius/Seychelles Extended Continental Shelf ;
- Establishing a financially sustainable and performance-promoting pay policy for the public sector;
- Providing support to Ministries/Departments to develop capacity, capability and learning;
- Developing Government's Public Sector Business Transformation Strategy with a **Whole-of-Government approach** for creating a unity of effort, shared outcomes across portfolios and coming up with shorter decision-making cycles to tackle issues and respond to citizen's needs;
- Accelerating the implementation of Public Accounting and Financial Reporting framework benchmarked on international best practices; and

- Creating an administrative city at Cote D'Or for Government offices, mixed use developments, residential and leisure development.

Côte D'or City

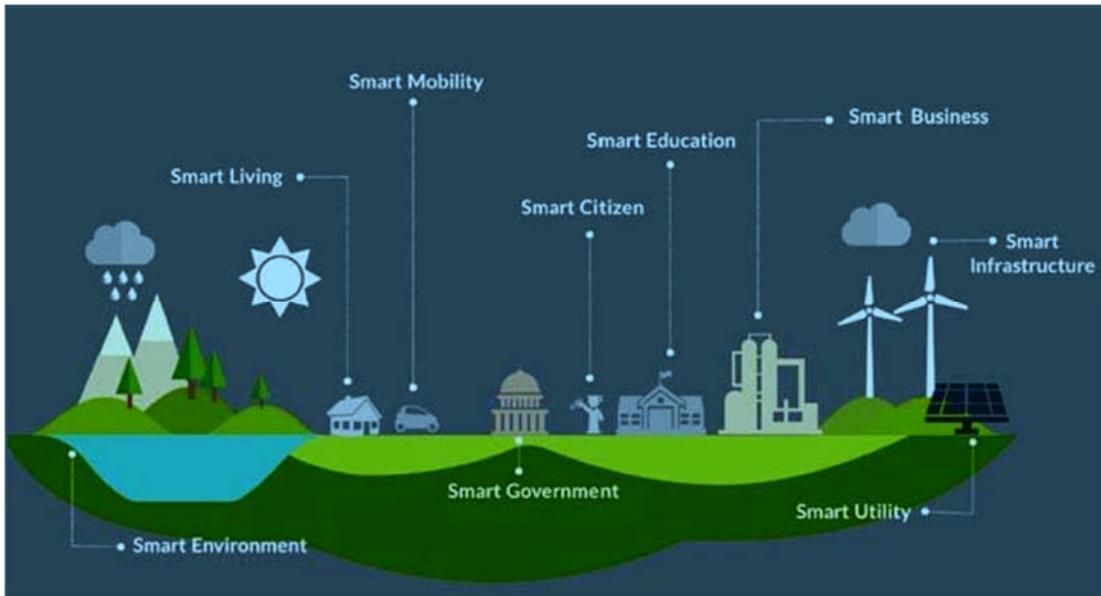
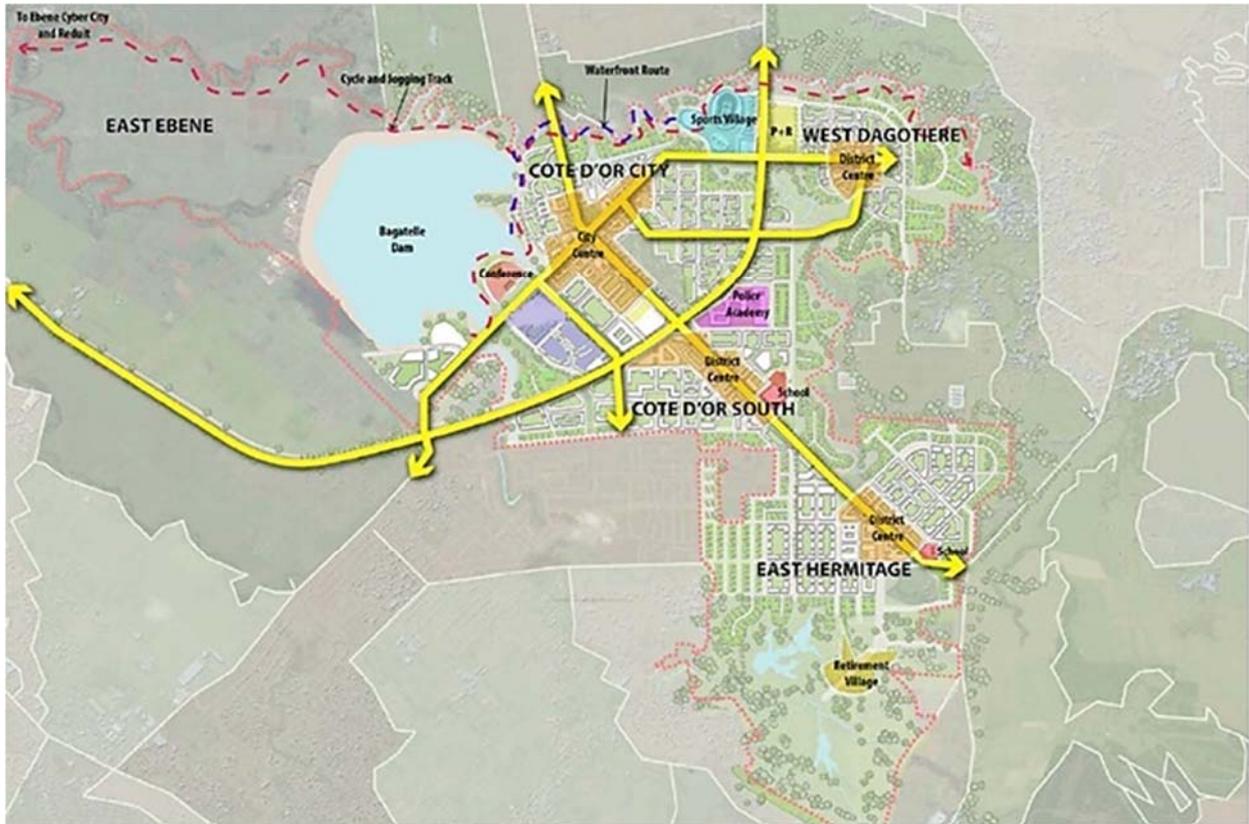




Figure 3-2: General Public Services Key Strategic Plans

Key Actions

Key Action	Key Performance Indicator	Target 2017/18	Target 2018/19	Target 2019/20
Prime Minister's Office				
To enhance the information, communication and education channels with the public in Ministries/Departments and public bodies	Special Publication for 50 th Anniversary of Independence on progress achieved since 1968	Feb-Mar 2018	-	-
Investigation of complaints received in relation with discrimination through the Equal Opportunities Commission	Percentage of investigation to be completed for complaints received in relation with discrimination	25%	30%	35%
Formulate air access strategy for sustainable development	National Air Access Policy Developed	March 2018	-	-
	New air routes developed	3	2	2
Ensure safe, orderly and regular migration to prevent abuse and exploitation and discourage entry of foreigners with ill intentions	Reinforcement of Immigration Act	Nov 2017	-	-

Key Action	Key Performance Indicator	Target 2017/18	Target 2018/19	Target 2019/20
Finance and Economic Development				
Improving coordination of monetary and fiscal policies	Budget deficit as a percentage of GDP	3.2 %	≤ 3.0%	≤ 3.0%
Improving Public Financial Management	Submission of Annual Report on Performance by Ministries/Departments	> 80%	> 90%	100%
Promoting Mauritius as an investment destination and facilitation of projects to attract higher levels of foreign direct investment (FDI)	FDI in existing and emerging sectors (Rs Billion)	15.4	17.4	19.7
Implementation of Government e-Procurement system (e-PS)	Integration of e-PS in major public bodies	50	100	150
Improving asset management through online recording of non-financial assets by Ministries and Departments	Recording of non-financial assets in the Computerised Fixed Asset Register	10%	20%	30%
Promoting trading of Government securities on secondary markets	Percentage increase in average monthly trading of Government securities on secondary market compared to relevant period in preceding years	10%	5%	5%
Local Government & Outer Islands				
Local Authorities shifting to the IPSAS for reporting of financial statements	Existing E-Biz system modified to be in line with IPSAS	Jan 2018	-	-
	Submission of Financial statements on transitional IPSAS		Sept 2018	Sept 2019
Rehabilitation of Plaza Theatre & Town Hall of Curepipe	Percentage of renovation works completed	-	30%	100%
Sensitisation campaigns on fire and disaster management	Number of target groups sensitized	550	600	650
Enforcement of statutory fire safety requirements in high risk premises	Percentage of high risk premises inspected complying with fire safety requirements	>90%	>90%	>90%
Access to internet connectivity in Agalega	Provision of 10 Mbps bandwidth capacity	Feb 2018	-	-
Civil Service & Administrative Reforms				
Implementation of the Public-Sector Business Transformation Strategy	Putting in place appropriate institutional arrangements to support the Transformation Plan; involving creation of Public Sector Business Transformation Bureau and other related Governance structure to ensure effectiveness and success of the Plan	Apr 2018	-	-

Key Action	Key Performance Indicator	Target 2017/18	Target 2018/19	Target 2019/20
Operationalization of the Payroll, Human Resources, Self-Service, Performance Management and Learning Management modules of the Human Resource Management Information System (HRMIS)	Number of HRMIS modules ready for implementation	2	2	1
	Rolling out and implementation in other Ministries/Departments on a phased basis Payroll	>25%	>40%	>60%
Improving efficiency of the civil service through both face to face and online generic and customised training courses by the Civil Service College Mauritius	Number of Public Officers trained	9,000	10,000	11,000
Maintaining a system approach to improve safety & health standards and compliance through safety audits in Ministries/Departments	Number of safety audits conducted	6,000	6,200	6,400
	Number of organisations where OSH Management Systems developed (cumulative)	30	40	50
Meteorological Services				
Installation of additional Automatic Weather Stations(AWS) in flash flood prone and other vulnerable areas for monitoring of heavy rainfall forecast	Accuracy of heavy rainfall forecast	81%	82%	83%
Installation of Doppler Weather Radar Equipment (Hardware & Software)	System for monitoring and tracking of tropical cyclones and forecasts of rainfall completed	70%	100%	-

Key Capital Projects

General Public Services

Rs Million

Description	Project Value	2017/18 Estimates	2018/19 Planned	2019/20 Planned
Prime Minister's Office				
Upgrading of Crime Intelligence System	215	13	13	13
e-Government Projects : Online Application System for Visa and Residence Permits	76	10	16	21
Government Printing				
Acquisition of printing equipment	300	25	20	20
Construction of New Building for Government Printing	413	25	140	185
Finance and Economic Development				
Integrated Customs and Governmental Clearance Centre at the Airport	365	80	150	130
Electronic Fiscal Device in Restaurant Sector	50	20	20	10
Enhancement of CCTV Control Room	55	26	21	5
Procurement of one fast interceptor boat	24	12	12	-
Mobile Container Scanner	100	40	60	-
Implementation of a Central Electronic Monitoring System - Gaming Machine	100	50	50	-
Rodrigues				
Port Development Project	264	23	25	30
Water Supply Development Projects	50	8	6	6
Construction and Rehabilitation of Dams and Reservoirs	56	13	15	27
Construction /Extension of Secondary Schools, Equipment and Furniture	282	57	60	45
Construction of Roads	1,058	75	75	75
Improvement, Renewal, Minor and Infrastructural projects in Villages	194	40	25	25
Housing and Rehabilitation Projects	307	100	100	100
Construction of Sports Complexes	98	24	30	25
Construction and Upgrading of Youth Centres	71	14	10	15
Health Infrastructural Development Projects	130	35	19	19
Water distribution for Irrigation Projects	85	22	20	30
Airport Development Project	163	27	9	5
Construction of Community Schools	195	21	25	15
New Fire Station at Mon Plaisir	45	15	30	14
Desalination Projects	169	50	40	50
Water sector development across Rodrigues	40	14	-	-
Port Mathurin Port Development Project	25	10	15	-
Meteorological Services				
Acquisition of Doppler Weather Radar	537	250	162	-
Local Government and Outer Islands				
Construction of drains across the island	297	89	-	-
Cleaning, Rehabilitation and Upgrading of Drains, Bridges and Rivers	80	20	20	20
Construction and upgrading of amenities	1,213	400	250	200
Construction of New District Council Head Office for Pamplemousses D.C	30	8	13	9
Construction of New District Council Head Office for Flacq D.C	30	8	13	9
Construction of New District Council Head Office for Savanne D.C	40	9	19	12

Description	Project Value	2017/18 Estimates	2018/19 Planned	2019/20 Planned
Construction of Market Fair at Bel Air	115	20	30	60
Construction of Market Fair and Traffic Centre at Goodlands	300	25	30	215
Renovation of Plaza Theatre	324	10	97	187
Renovation of the Town Hall of Curepipe	100	-	15	55
Multipurpose Complex at Plaine Verte	50	5	10	20
Construction of Market Fair at Chemin Grenier	125	10	20	80
Construction of Market Fair at Mahebourg	85	15	20	40
Landslide Management at Morcellement Hermitage Coromandel	23	2	15	6
Incinerator at Camp Levieux and Quatre Bornes	12	4	8	1
Covering of the Plaine Magnien Fair	15	2	11	2
Incinerator at Tombeau, Mahebourg	12	4	8	1
Incinerator at Highlands and Allee Brillant	15	4	10	2
Landslide Management at Ruisseau de Creole, Baie du Cap	15	1	12	2
Incinerator at Souillac	12	3	9	1
Fire Services				
Rose Belle Fire Station	61	29	18	8
Construction of a new Fire Station at Goodlands	60	1	6	31
Ministry of Civil Service and Administrative Reforms				
Integrated Human Resource Management Information System	414	60	35	10
Centrally Managed Initiatives of Government				
Mauritius E-Licensing Project by Board of Investment	500	178	118	-
Landscape (Mauritius Ltd)				
New Administrative City project (Government Buildings)	3,600	800	1,000	1,000

3.2 Constitutional Bodies

“To provide efficient, reliable and high quality public services to protect the rights of Mauritians”

Goals

The principles of good governance, ethics, transparency and accountability will be upheld across all public institutions. The objective is to increase the score of Mauritius under the Corruption Perceptions Index (CPI) of Transparency International from 54 presently to around 66 out of 100 by 2030, which is the average score of high-income countries.

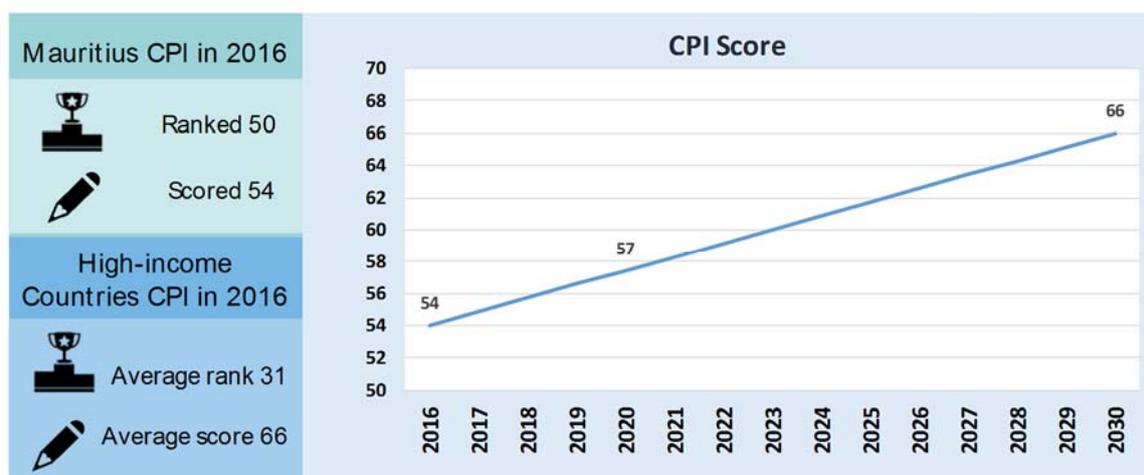


Figure 3-3: Constitutional Bodies Goals and Targets

Note: Average ranking and score are based on 51 countries that are classified as high income by the World Bank

Source: Transparency International (2016)

Current Situation

The constitutional bodies promoting efficiency in the public sector are as follows:

Promotion of Efficiency in the Public Sector

- National Assembly
- Office of the Electoral Commissioner
- National Audit Office
- Public Service Commission
- Local Government Service Commission
- Independent Commission Against Corruption

These bodies ensure that the public sector conducts its duties in an efficient and transparent manner.

The Public Service Commission, for example, ensures that Mauritius has a professional and efficient Civil Service geared towards excellence.

The Independent Commission Against Corruption aims at creating a culture of intolerance towards corruption and instilling a sense of integrity into the community. In 2016, a total of 12 Corruption Prevention Reviews (CPRs) and 25 follow-ups exercises in public bodies were conducted.

Protection of the Rights of Mauritians

Constitutional bodies involved in protecting the rights of Mauritians and in dispute settlements are as follows:

- Public Bodies Appeal Tribunal
- Office of Ombudsman
- Employment Relations Tribunal
- National Human Rights Commission
- Office of Ombudsperson for Children

These bodies help to provide an avenue for aggrieved parties to voice out their concerns and in some cases, bring about an action for any wrongdoings that might have occurred.

The Public Bodies Appeal Tribunal, for example, allows aggrieved public officers to appeal against the decision of Public Bodies with regard to appointment exercises or disciplinary actions. In 2016, a total of 1,140 out of 1,247 appeal cases filed were settled.

The Office of Ombudsperson for Children ensures that the rights, needs and interests of children are given consideration by the society. More than 100 visits to youth institutes (Residential Care Institutions, Rehabilitation Youth Centres, Correctional Youth Centres, primary and secondary schools) were carried out in 2016 and more than 4,000 Mauritians were sensitised on the rights of children.

Strategic Direction

Promotion of Efficiency in the Public Sector

Setting up of Youth Parliament: This will serve as a platform for the youth to voice out and discuss issues of national importance, whilst at the same time, expanding the democratic space of the nation.

Modernising public services: Harnessing the potential of information and communication technologies will reduce processing time and improve efficiency and quality of service delivery.

Corruption Prevention Reviews: Systems, procedures and practices in public bodies will be reviewed to improve quality, transparency, accountability, integrity and fairness in public service delivery.

Developing a Mauritius Leadership Brand: Leadership skills in the public sector will be developed so as to build a culture of trust, innovation, hard work and excellence.

Protection of the Rights of Mauritians

Sensitisation Programme: Human Rights sensitisation sessions will be held in Social Welfare Centres to educate the public on their rights and responsibilities as well as to instil a culture of human rights among citizens.

Ensuring fair treatment: Rights of citizens will be safeguarded through fair and timely resolutions of cases and adequate follow-up actions by public bodies.

Constitutional Bodies



Strategic Direction



Figure 3.4: Constitutional Bodies' Key Strategic Plans

Key Actions

Key Action	Key Performance Indicator	Target 2017/18	Target 2018/19	Target 2019/20
National Assembly				
Setting up of a Youth Parliament to provide a platform for young people to discuss issues of national importance	Number of participants targeted	100	100	100
Conducting a Road Show on the role & Functions of Parliament	Number of participants targeted	120	120	120
Office of the Electoral Commissioner				
Compilation and publication of registers of electors	Registers of electors compiled and published	Aug 2018	Aug 2019	Aug 2020
Organisation and conduct of Elections	Extracts of registers prepared, polling stations identified, logistics set up within statutory date limit	-	Village council Elections	National Assembly Elections
National Audit Office				
Audit and certification of financial statements within 6 months of submission by Statutory Bodies and other bodies	Percentage of financial statements audited and certified within 6 months of submission.	90%	90%	90%
Issue of Performance Audit Reports on the extent Government bodies are applying their resources and carrying out their operations economically, efficiently and effectively.	Number of Performance Audit Reports issued	5	5	5
Public Service Commission and Disciplined Forces Service Commission				
Automation of submission and processing of applications resulting in improved efficiency and service delivery and reduced time taken to process recruitment	Average time taken to process recruitment (weeks)	28	27	26
Timely processing of schemes of service by reducing time taken for approval of schemes	Average time taken for approval of schemes of service (weeks)	6	5	5
Timely processing of disciplinary cases by reducing time taken to settle cases	Average time taken to settle disciplinary cases (weeks)	4	4	3

Key Action	Key Performance Indicator	Target 2017/18	Target 2018/19	Target 2019/20
Public Bodies Appeal Tribunal				
To increase the number of cases settled within six months	Percentage of cases settled (actual 2016/17: 46.4 %)	48%	50%	52%
Office of Ombudsman				
Follow-up on implementation of all remedial measures recommended	Percentage of remedial measures monitored	100%	100%	100%
Employment Relations Tribunal				
Disposal of disputes and applications within statutory time limit	Number of cases disposed of within statutory time limit	97	102	107
Local Government Service Commission				
Timely recruitment /promotion in the Local Government Service by maintaining the average processing time of applications	Average processing time of applications (weeks)	12	11	10
Independent Commission Against Corruption				
Conduct of empowerment sessions for the public, private and civil society sector	Number of sessions	40	45	50
Servicing and supporting Anti-Corruption Structures	Number of Anti-Corruption Clubs	4	5	6
	Number of Integrity Clubs	113	118	123
	Number of public bodies implementing the PSACF	80	85	90
Conduct of Corruption Prevention Reviews	Number of CPR reports to be released	20	20	20
Development of best practice guides and conduct of research studies	No of publications	3	3	3
National Human Rights Commission				
Increase in the percentage of resolved cases relating to alleged violation of human rights	Percentage of resolved cases	70%	72%	74%
Office of Ombudsperson for Children				
Investigation of cases of violation of the rights of the children	Percentage of cases investigated and disposed of within 90 days	75%	75%	75%

Key Capital Projects

Constitutional Bodies

Rs Million

Description	Project Value	2017/18 Estimates	2018/19 Planned	2019/20 Planned
Office of the President				
Renovation of State House (Phase 1)	45	18	24	-
National Assembly				
Live Broadcasting of the Proceedings of the House	120	20	-	-
Public and Disciplined Forces Service Commissions				
Additional two floors to the new building at the Public and Disciplined Forces Commissions	32	9	19	5
Local Government Service Commission				
Extension and Renovation of the Local Government Service Commission	49	15	23	11

3.3 Public Order & Safety

“To enhance security and safety in the country by reducing the level of crime”

Goals

To move towards a national system that guarantees security and safety of people living in Mauritius, the goal is to reduce crime rate from 4.9 per thousand population in 2016 to around 4.0 by 2020 and to less than 4.0 by 2030.

The detection and arrest rate in drug-related operations is to be effectively increased from the current rate of 75% to around 80% by 2020 and around 85% by 2030.

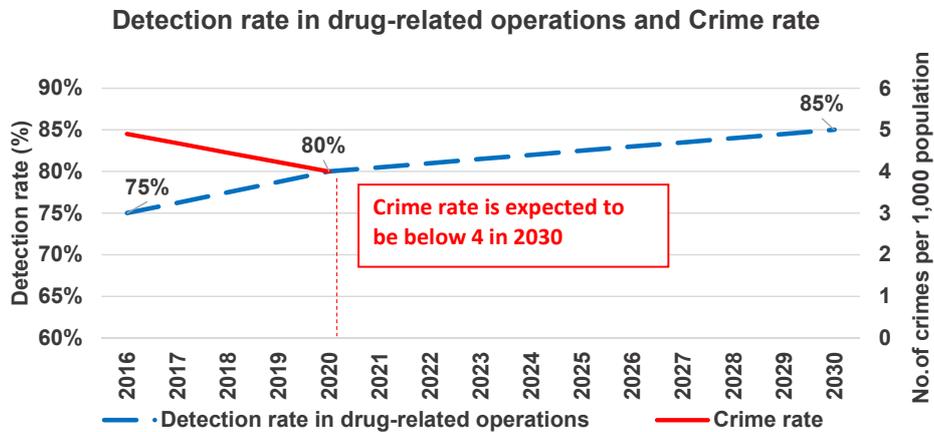


Figure 3.5: Detection rate in drug-related operations and Crime rate

Current Situation

Responsibilities

 Judiciary	Responsible for the administration of justice Maintain an independent and competent judicial system Safeguard the rights and freedom of individuals
 Attorney General's Office	Provide sound and independent legal advice and representation Contribute in the development of a fair and just legal system Promote the rule of law in the interest of the State and the people
 Mauritius Police Service	Enhance the quality of life of the population by preserving public peace, enforcing the law
 Mauritius Prison Service	Serve society by keeping detainees in safe and humane custody Help prepare them for a useful life through best correctional practices

Figure 3.6: Main Players Upholding Law and Order in Mauritius

Strategic Direction

The objective of Government is to reduce crime and violence through education and prevention, and the adoption of new technologies.

Attorney General's Office

Timely delivery of legal advisory services: The current structure of the Attorney General's Office will be organised to provide timely quality legal services and efficient prosecution services.

Setting up of a framework for prosecution: A framework will be introduced for prosecution of serious offenders and tax evaders and for cooperation at international level.

Judiciary

Separation of Court of Appeal and High Court:

Legislation will be introduced to separate the Court of Appeal and the High Court to enhance public perception of independence in dispensing justice and to expedite determination of appeal cases.

Police Service

Adoption of state-of-the-art technology (Safe City Project): The Safe City Project is being scaled up to the national level to combat crime

and drug proliferation as well as assist in effective traffic and road safety management. Modern technologies such as Intelligence and Traffic Surveillance Cameras will be installed along motorways, main roads and public places.

Increased number of operations: To combat drug trafficking, patrols and operations on both land and sea will be stepped up. Additionally, Government will put in place a mechanism for effective sharing of information with friendly countries at regional and international level.

Awareness Campaign: A comprehensive nation-wide campaign on crime prevention, road safety awareness and community policing will be pursued to sensitise the community at large.

Prison Service

Detoxification Programme: The Detoxification Programme will be scaled up through the setting up of a residential therapeutic and rehabilitation centre for drug addicts. This will help drug-abusers lead a drug-free life once released from Prison and reducing the rate of recidivism.

Educational and vocational training: Detainees will be encouraged to take up courses and activities under Mauritius Qualification Authority (MQA) approved educational and vocational training. Such engagement would prepare them to become law-abiding citizens upon release from prison.



Figure 3.7: Strategic Direction for Public Order and Safety

Key Actions

Key Action	Key Performance Indicator	Target 2017/18	Target 2018/19	Target 2019/20
Attorney General's Office				
All policies requiring legislative actions effectively translated into appropriate legislations within an average of six weeks	Average time for policies to be translated into appropriate legislations (weeks)	6	6	6
Timely advice on criminal investigations and decisions to prosecute cases	Percentage of cases that are processed within 8 weeks	≥ 90%	≥ 90%	≥ 90%
Judiciary				
Construction works for a New Supreme Court Building	% Completion of construction works	20%	80%	100%
Putting in place an electronic Revenue Register for proper monitoring of revenue collection.	Electronic Revenue Register operational	25%	100%	-
Police Service				
Ensure safer neighbourhoods by reducing Crime against Property (Larceny with aggravating circumstances)	Percentage reduction in number of reported cases of crime against property	2%	1%	1%
Coordinated interventions to render our road safer	Increase in number of result-oriented operations in relation to speeding, use of mobile phone and drunken driving (actual 2016/17: 200)	210	215	220
Attending to emergency public calls	Percentage of emergency public calls attended to within 15 minutes (100%)	90%	90%	90%
Render our road safer by reducing the number of road accidents causing death or serious injury	Percentage reduction in number of road accidents causing death or serious injury	1%	1%	1%
Increase detection rate in all reported cases of crimes	Detection rate in reported cases of crimes (2016/17: 32.7%)	34%	35%	37%
Increase effectiveness in arrest and seizure in drug-related operations	Percentage of drug related operations resulting in arrest and seizure (2016/17: 75%)	76%	78%	80%
Forensic Science Laboratory				
Upgrade of DNA unit	Implementation of Next Generation Sequencing (NGS)	30% (Acquisition of new equipment)	70% (Integration with Database)	100% (Application of NGS in routine casework)

Key Action	Key Performance Indicator	Target 2017/18	Target 2018/19	Target 2019/20
Prison services				
Increase in capacity for detainees to follow Educational & Vocational Training.	Number of detainees following MQA Approved educational and vocational training.	300	325	350
Detoxification Programme at the Eastern High Security Prison to help substance abusers released from Prison to live a drug-free life in the community	Number of detainees following the detoxification programme	75	100	100
Strengthened partnership with civil society organisations to facilitate re-settlement of detainees through pre-release and post-release programmes	Number of MoUs signed with NGOs	3	4	5

Key Capital Projects

Public Order and Safety

Rs Million

Description	Project Value	2017/18 Estimates	2018/19 Planned	2019/20 Planned
The Judiciary				
Upgrading of New Court House	17	2	2	-
Upgrading of Other Courts	49	3	3	-
Construction of New Supreme Court	1,100	245	600	246
Improvement/Upgrading/Refurbishment of SIFB Buildings at Pamplémousses and Souillac	20	20	-	-
Forensic Science Laboratory				
Acquisition of Laboratory Equipment	86	31	10	10
Construction of Forensic Laboratory	260	25	120	90
Police Service				
Construction of St. Pierre Police Station	22	12	4	3
Construction of Cent Gaulettes Police Station	15	4	5	5
Construction of a Regional Detention Centre at Piton	75	10	30	25
Construction of NCG Post at St. Brandon	13	2	11	1
Construction of NCG Post at Poste La Fayette	14	1	10	1
Construction of Moka Police Station	28	5	15	5
Construction of Camp Diable Police Station	16	12	3	-
Construction of Pamplémousses Police Station	35	5	17	13
Construction of Vallee Pitot Police Station	20	1	5	12
Upgrading of CCTV at Moka Detention Centre	20	1	2	17
Construction of NCG Post at Poudre D'Or	7	1	5	1
Acquisition of Waterjet Fast Attack Craft	1,649	152	-	-
Construction of NCG Post at Trou D'Eau Douce	8	1	2	6
Construction of New Metropolitan North Divisional Headquarters at Abercrombie	70	5	20	30
Project Trident - Setting up of an Integrated Development Project for the National Coast Guard	2,900	9	180	600
Mauritius Police Academy	895	10	50	300
Construction of Petit Gabriel Police Station	12	2	7	3
Construction of Grande Montagne Police Station	12	5	4	3
6 Light Armoured Personnel Carriers	250	28	72	92

3.4 Energy and Public Utilities

“To ensure security, affordability, reliability and sustainability of energy and water supply to meet the needs of the population and the country”

Goals

Energy

The proportion of energy generated from renewable sources is targeted to increase from 21% in 2016, to 28% in 2020 and 35% in 2030.

Water

About 23% of the total rainfall (850 Mm³) is currently mobilised. The additional water to be mobilised is targeted to increase by 30 Mm³ in 2020, and by 115 Mm³ in 2030 through river abstractions, construction of new dams, increasing capacity of existing dams, drilling of new boreholes and re-use of treated wastewater for irrigation.

Water losses (non-revenue water) due to the ageing water distribution network, defective metering and illegal usage of water is to be reduced from 55% to 50% in 2020, and to 34% by 2030.

Wastewater

The National Sewerage Master Plan targets to increase the proportion of the population connected to the sewerage infrastructure from 26% in 2016 to 30% in 2020, and to 50% in 2030.

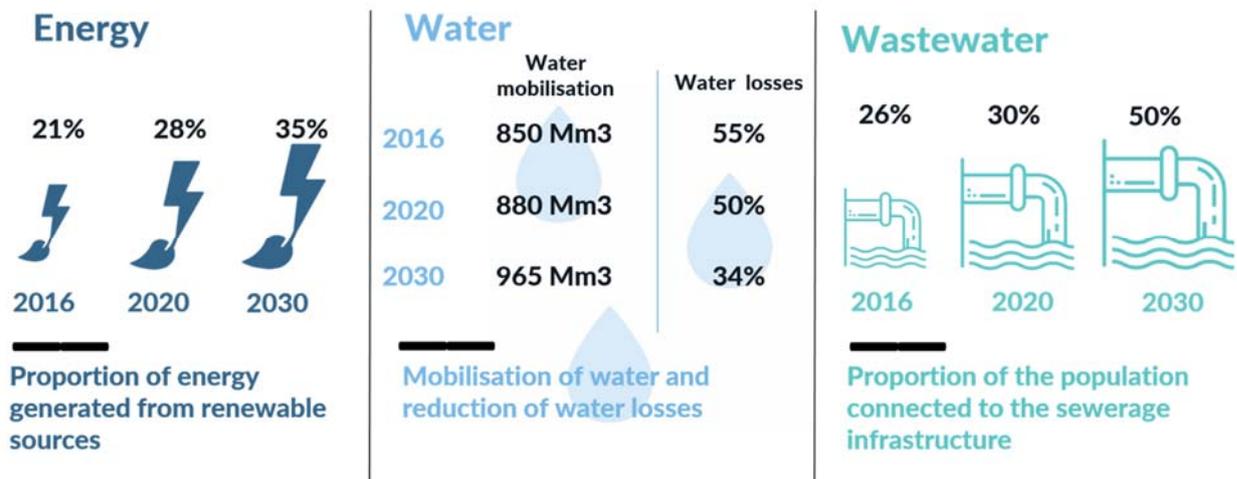


Figure 3.8: Energy and Public Utilities Goals and Targets

Current Situation

Energy

In 2015, 84% of the primary energy source was derived from imported fossil fuels. The remaining 16% of the energy supply was met from renewable sources of which the highest

contributors are bagasse and hydro. The amount of energy generated from solar, wind, waste and biofuel was 5% though the potential to further exploit these resources exists.

Total electricity generated in Mauritius amounted to 2,996 GWh in 2015. The peak demand for electricity has increased by more than 50% since 2000 to reach 460 MW in 2015.

According to the 2014 edition of the “Renewables Global Status Report for the 21st Century” (REN21), Mauritius ranked second globally in terms of the ratio of investment in renewable power to 2012-GDP. The reliance on fossil fuel may be reduced by further diversifying the production of electricity to renewable sources like bagasse, hydro, wind, solar and biomass. In FY 2016/17, for example, three solar power plants were commissioned to provide an additional 6 MW of renewable energy.

Water

The main source of water in Mauritius is groundwater (54%), impounding reservoirs and river intakes (46%). On average, Mauritius receives an annual volume of 3,700 Mm³ of rain water, of which 60% (2,220 Mm³) flows as surface run-off into rivers, 10% (370 Mm³) as groundwater recharge, and 30% (1,110 Mm³) is lost through evaporation.

The average individual consumption of potable water is 170 litres per day, and it is projected to reach 175 litres per day by 2025, and 180 litres per day by 2050 (Master Plan for Development of the Water Resources NIRAS, 2012). Treated water is supplied at relatively low price to consumers. Since January 2016, about 16% of all consumers, who use up to 6m³ of water, are exempted from payment of water charges.

As a small island state, Mauritius has been facing the impact of climate change on water resources, which are stressed by variation in rainfall patterns and intensity and in some years, by droughts. This situation has been causing disruption of water supply to the population.

Wastewater

The majority of the population in Mauritius makes use of the on-site sanitation systems such as septic tanks. With the implementation of the National Sewerage Master Plan, on-site sanitation systems are gradually being replaced by sewerage networks.

Strategic Direction

Energy

The objective of Government is to ensure long term security of electricity supply by providing additional energy generation capacity and increasing the contribution of renewable energy technologies, as well as to implement energy efficiency measures in line with the Intended Nationally Determined Contributions.

Concurrent with the development of renewable energy technologies, investment in storage energy will be encouraged. Grid capacity will be enhanced to enable the integration of a higher share of renewable energy. The production of solar and wind energy by small and medium producers will be further encouraged.

Energy efficiency will be encouraged through energy audits, replacement of street lightings system by more efficient ones, labelling of electrical appliances and sensitisation of the public.

The Utility Regulatory Authority will set up a regulatory framework for the energy sector which aims at promoting long term interest of consumers and ensuring safe, reliable and affordable electricity supply.

The “Mauritius Renewable Energy Agency” (MARENA) will explore financing and incentive schemes for renewable energy.

Research and Development will be carried out to support renewable energy technologies.

Water

An appropriate asset management framework based on optimisation of the existing resources and use of modern technologies will be implemented to increase water efficiency. The water strategy will emphasise on the optimisation of the existing technologies, systems and management methods in order to avoid wastages and improve efficiency through proper leakage detection, monitoring and maintenance mechanism.

The water sector will be operated within a new legal framework for the management, conservation and control of water resources.

The water supply infrastructure development programme will encompass replacement of old pipes, construction and rehabilitation of dams, replacement of consumer meters, construction of new service reservoirs, and upgrading of treatment plants.

The quality of raw water (e.g. reservoirs) will be improved by eliminating dumping, minimizing release of hazardous chemicals and untreated wastewater. The “Water Quality Monitoring System” will be strengthened through integrated water resources management, which includes effective databases and indicators, monitoring of effluent discharge, upgrading of treatment plants and protection of water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes.

Wastewater

Expansion and modernisation of the wastewater infrastructure will allow the sewerage network to be extended to other densely populated areas. The number of houses that will be connected to

the sewerage network will thus increase from 83,000 to 169,000 in 2030. Major wastewater treatment plants will be upgraded. Photovoltaic systems will be installed at treatment plants for production of energy for on-site use.

Treated wastewater of around 50 Mm³ per annum is released into the aquifer and the sea although the policy is to re-use the treated wastewater in irrigation and industries. It is projected that the annual volume of treated wastewater would increase from 50 Mm³ in 2015 to 80 Mm³ by 2030. The wastewater collected will be recycled and utilised optimally for irrigation and industrial purposes. The re-use of the treated wastewater would meet 20% of the irrigation requirements, thus releasing an equivalent volume of potable water into the network for domestic uses.

The Waste Water Authority will be restructured and the financing arrangements reviewed, to enable implementation of the investment plan and the sustainability of the organisation.

Key Actions

Key Action	Key Performance Indicator	Target 2017/18	Target 2018/19	Target 2019/20
Generation of additional electricity from renewable energy sources	Additional electricity generated from renewable energy sources (MW)	80	40	35
Energy audit of government-owned buildings	Number of buildings audited	20	25	30
Mobilisation of ground water	Number of boreholes drilled	4	5	5
Upgrading of Water Supply Infrastructure	Length of water pipes replaced (km)	100	100	100
Connection of additional premises to the sewerage network	Number of additional premises connected to the sewerage network	645	1,310	2,300
Monitoring of radiation workers	Number of radiation workers monitored	1000	1,060	1,100

Key Capital Projects

Energy and Public Utilities

Rs Million

Description	Project Value	2017/18 Estimates	2018/19 Planned	2019/20 Planned
Deputy Prime Minister's Office, Ministry of Energy and Public Utilities				
Grand Baie Sewerage Project- Phase I B	2,395	224	280	445
CHA Estates & Low Cost Housing Sewerage Project	418	141	123	78
Pailles Guibies Sewerage Project	1,874	323	401	400
Highlands Sewerage Project - Phase 1	316	90	64	4
Kensington Sewerage Project (Pte Aux Sables) works	80	56	12	2
Rehabilitation works for Sewerage at Tommy D'Arifat Curepipe	4	4	0	-
Bagatelle Water Treatment and Associated Works	1,352	598	362	77
Riviere du Poste Water Treatment Plant	96	30	50	8
Bagatelle Dam	7,641	400	146	-
Riviere Des Anguilles Dam	3,262	87	300	1,300
Upgrading of Mont Blanc Water Treatment Plant	187	19	75	67
Construction of Pont Lardier Water Treatment Plant (GRSE/DRBC)	425	54	100	256
Riviere du Rempart - Roche Noire Pipeline	220	136	68	6
Roche Bois - Plaine Verte Pipeline	100	10	70	20
Cite Roche Bois Pipeline	100	10	70	20
Montagne Fayence - Ecroignard	100	40	45	15
Salazie - Les Mariannes Pipeline	60	6	50	4
Lallmatie - Brisee Verdiere - Laventure Pipeline	211	88	89	9
Piton du Milieu - Q.Militaire Pipeline	100	40	55	5
Rose Belle - Plaine Magnien - Beau Vallon Pipeline	250	100	115	35
South-West Coast Pipeline	96	28	43	4
Renewal of Pipeline at Residence Kennedy, Candos	86	37	7	2
Renewal and Improvement Works in Morcellement Swan (Pereybere)	99	35	13	7
Service reservoirs at Cluny, Riche en Eau, Balisson, Riviere Dragon, and Alma	125	75	47	-
Renewal of pipelines in Roches Noires and Plaine des Roches regions	184	40	15	12
Central Electricity Board				
Construction of New Tank Farm at Fort William/Les Grande Salines Ph I and II	560	40	-	-
Redevelopment of St Louis Power Station	4,068	595	-	221
Underground Cables from les salines to St Louis(i.C,W CCGT plant	175	172	-	-
Underground cables from St Louis to la Tour Koenig	200	3	172	25
Reconstruction of 66/22kv substation at FUEL	350	75	275	-
Airport 66/22kv Substation	275	75	200	-
Construction of 132kv GIS Sub Stn at Wooton, St Louis & Ebene	1,200	875	295	-
Setting up of a 105-120 MW Combined Cycle Gas Turbine (CCGT) Power Plant - Phase 1 & 2	8,900	1,618	3,130	4,152
Water Development Co. Ltd				
Replacement of 150 kms water pipes	1,980	240	990	550
CEB (Green Energy) Co. Ltd				
Battery Energy Storage System	360	180	180	-

3.5 Housing

“To provide all families with access to decent, safe and affordable housing fitted with adequate services”

Goals

Over the next three years, some additional 6,000 vulnerable and low-income families will benefit from social housing units.



Figure 3-9: Housing Targets

Current Situation

According to the 2011 Housing and Population Census, there were 356,900 housing units in Mauritius. This represents an increase of 20% over a 10-year period. Some 90% of the housing units were used as primary residence, 1.7% as secondary residence, while 7.8%, that is 28,000 units, were vacant. Home ownership was estimated at 89%.

The development of the housing sector over the last decade is summarised as follows:

Republic of Mauritius	2000	2011
Total Housing Units	297,700	356,900
Principal Residence	93.5%	90.5%
Secondary Residence	1.3%	1.7%
Vacant	5.2%	7.8%
Number of Private Households	297,900	341,000

Table 3-1: Housing Sector Development in 2000 and 2011

Strategic Direction

Giving a boost to the Social Housing Programme for the vulnerable and low-income households.

Putting in place an integrated land use planning system: A National Planning Commission will be set up to ensure sustainable management of land resources for agricultural, industrial, services, commercial and residential zones, and ecologically sensitive areas. A proper strategy will also be developed to promote mixed-use and higher density development.

Operationalising the State Land Digital Register: A register will be developed for a better management of state lands.

Upholding good governance in the management of state lands: The guidelines for allocation of state lands will be improved to maintain fairness, transparency and accountability and the monitoring system enhanced to prevent squatting of state lands.

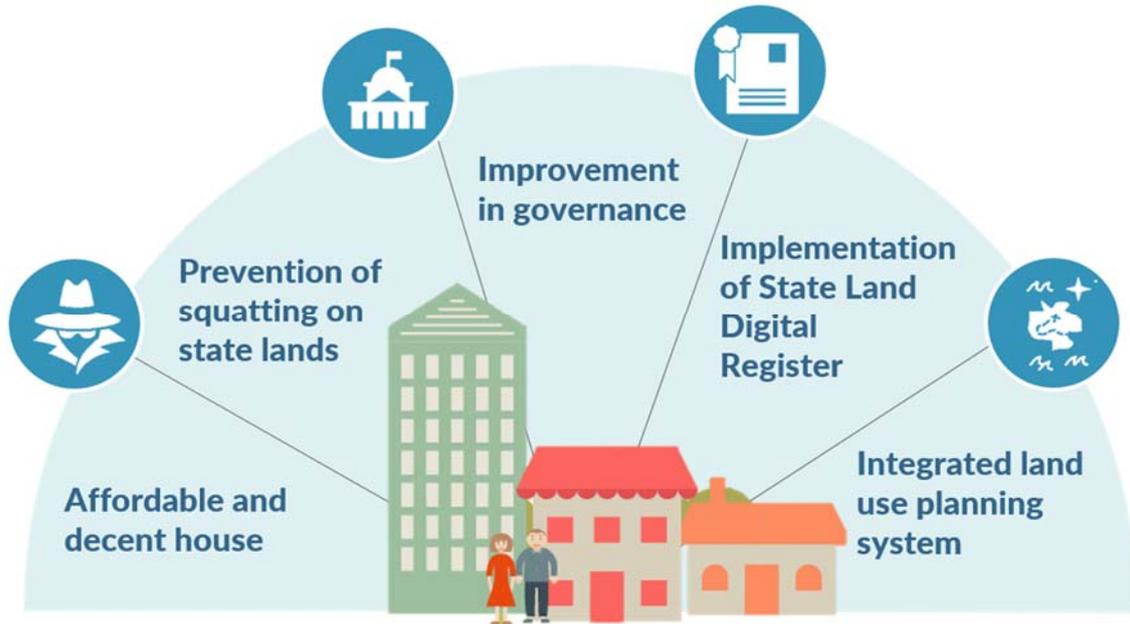


Figure 3-10: Housing Sector Strategic Plans

Key Actions

Key Action	Key Performance Indicator	Target 2017/18	Target 2018/19	Target 2019/20
Construction of social housing units	Number of social housing units constructed	1,240	2,000	2,800
Rehabilitation of NHDC Housing Estates	Number of NHDC Housing Estates rehabilitated	3	10	5
Grant for casting of roof slab	Number of beneficiaries	1,300	1,300	1,300
Database of all state lands	Setting up of a Digital State Land register	80%	100%	-
Preparation of Topographic maps to help in Disaster Risk Management	Number of regions at risk for which topographic maps have to be prepared	8	8	4

Key Capital Projects

Housing

Rs Million

Description	Project Value	2017/18 Estimates	2018/19 Planned	2019/20 Planned
Vice-Prime Minister's Office, Ministry of Housing and Lands				
Construction of Social Housing Units (Chemin Grenier 265, Gros Cailloux 124, St Julien 206, Goodlands and Ors)	6,070	900	1,300	1000
Rehabilitation of Infrastructure of NHDC Estate	1,079	163	95	31
Casting of Roof slab Grant Scheme	913	100	100	100
National Housing Development Co Ltd				
Social Housing Batch V, 1100 housing units	1,800	600	1,000	200

3.6 Foreign Affairs and International Trade

“To develop and implement foreign policy objectives that aim to safeguard and advance the interests of Mauritius”

Goal

To advance the competitiveness of Mauritius external economy, Government aims to expand its diplomatic relations at bilateral, regional and multilateral levels with a view to creating opportunities for exports of goods and services as well as for the promotion of foreign direct investment. Existing economic and trade relations with traditional partners will be strengthened and partnerships with emerging economies and countries in Africa will be forged with a view to diversifying our economic and trade relations. Some 400 Trade Links will be established for Mauritian enterprises over the next three years. A yearly average growth of around 5% in exports of goods and services is targeted.

Current Situation

Export growth is vital to a country as it affects the nation’s internal trade and economic stability.

The Chart below shows the trend of exports of goods for Mauritius since 2008, with a drop in 2015 and 2016. It is forecast to increase to Rs 87 billion in 2017.

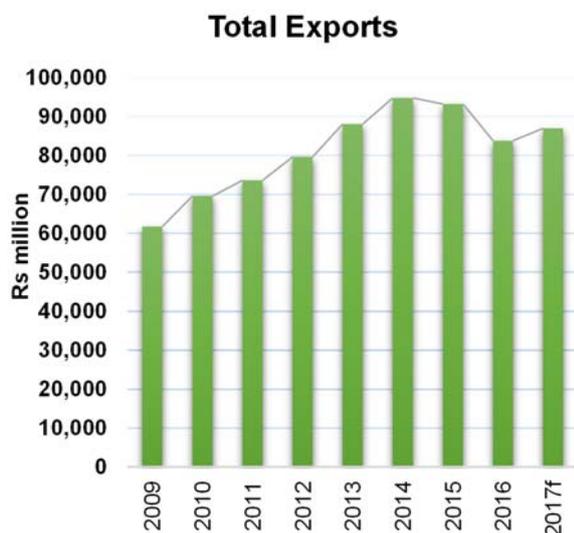


Figure 3-11: Exports Trend

Mauritius has entered into a number of trade agreements, which provide duty and quota free access to goods produced in Mauritius. Under the Interim Economic Partnership Agreement with the European Union, there are huge opportunities for the export of high value-added products such as pharmaceutical products, jewellery and fertilisers. Mauritius has always maintained close economic

ties mainly with Europe. Free Trade Agreements (FTAs) with other countries such as Turkey and Pakistan are currently operational. The Africa Growth and Opportunity Act also provides preferential access to some 6400 products on the US market.

In addition to the benefits derived from COMESA and SADC FTAs, the Government plans to adopt a more open approach to tap opportunities from the emerging markets in Africa. Such strategies seek to provide further support to entrepreneurs seeking to broaden their business operations in Africa.

Strategic Direction

Moving towards an economy-driven diplomacy, so as to create opportunities for export of goods and services, and promote investment through the consolidation of trade networks and existing markets as well as creation of new ones.

Deepening engagement with Africa: The establishment of special economic zones in selected African countries will be accelerated. Negotiations on the Tripartite FTA and the Continental FTA will be pursued towards conclusion before the end of 2018. These will improve access to market for export of services and increased recognition of Mauritius as an important economic gateway to Africa.

Improving access to markets through bilateral and regional Trade Agreements: By developing and strengthening relations with the South West Indian Ocean, Mauritius can leverage on the regional and multilateral agreements to increase exports of goods and services. At the same time, it aims at creating new markets for export of trade in Latin America and Central Asia. In respect of this, the Comprehensive Economic Cooperation and Partnership Agreement (CECPA) with India will be concluded, while negotiation with China will commence around mid-2017.

Revamping of the Industrial Property Office which currently operates under the International Trade Division so as to implement effectively the new legislation. Mauritius will adhere to a number of World Intellectual Property Organisation (WIPO) Administered Treaties to facilitate the registration of Patents, Trademarks and Industrial Designs.

Global Connectivity: An e-Diplomacy plan is being developed. This plan will include an e-

platform to meet the increasing demands and changing expectations of the international and local business community.

Opening of new embassies to expand the diplomatic network and allow for hosting of high-level official visits and regional and international conferences.



Figure 3-12: Foreign Affairs and International Trade Strategic Plans

Key Actions

Key Action	Key Performance Indicator	Target 2017/18	Target 2018/19	Target 2019/20
Creating opportunities for export of goods and services and promotion of investment.	Number of trade links established for Mauritian enterprises leading to a rise in exports of goods and services.	100	150	150
	Number of contacts established on investment opportunities and forwarded to BOI.	100	150	200
Securing economic opportunities through the implementation of various diplomatic strategies.	Pursuing the process for signature of Agreements with various countries.	25	25	25
	Number of activities agreed during Joint Commissions	50	50	50
Preparation of regional projects for funding	Number of regional projects submitted to Regional Economic Communities	5	6	7
Deepening of partnership between India and Mauritius in trade in goods, and services and investment.	Signature of CECPA with India and its implementation	-	June 2019	-
Protection of Industrial Property (IP) Rights	Implementation of the IP legislation	June 2018	-	-
Developing strategies to tap emerging opportunities and address potential threats from BREXIT	Number of proposals submitted in collaboration with other Ministries and agencies to Inter- Ministerial meetings to be implemented within specified timeline.	6	8	10

Key Capital Projects

Foreign Affairs and International Trade

Rs Million

Description	Project Value	2017/18 Estimates	2018/19 Planned	2019/20 Planned
Ministry of Foreign Affairs, Regional Integration and International Trade				
Construction of Chancery and staff residence - Addis Ababa	145	50	44	15
Construction of High Commissioner's Residence in New Delhi	26	12	12	3

3.7 Information and Communication Technology

“To develop the ICT sector into a thriving sector of the economy, focusing on research and innovation ”

Goals

By 2030, the ICT sector is expected to contribute substantially in the economic growth of Mauritius and employ up to 50,000 people.

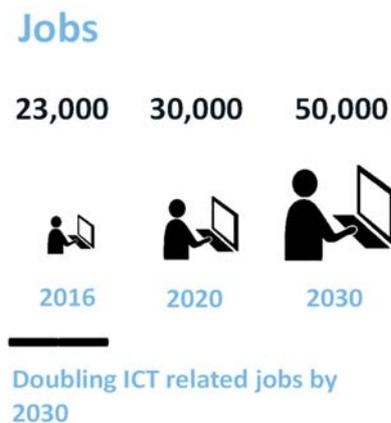


Figure 3-13: ICT Sector Goals and Targets

Current Situation

The ICT sector is a key driver of the economy with a contribution of 5.5% to gross value added in 2016, employing over 23,000 people and underpinned by leading global companies. Over the last decade, internet connectivity speed has increased ten-fold, whilst internet tariff has experienced up to 70% reduction.

The mobile penetration rate has reached around 144% and growth is driven by demand for Fibre To The Home, TV content and business solutions like cloud computing and software applications.

Mauritius has made significant progress in the development of the ICT sector. According to the Global Competitiveness Report 2016-2017, Mauritius ranks among the top African countries in terms of different ICT performance indicators. Government aims to accelerate the transformation of Mauritius into a digital economy and society.

Country	Overall Global Competitiveness Index Rank	Fixed broadband penetration	International bandwidth availability
Mauritius	45	55	76
Singapore	2	33	4
South Africa	47	86	21
Botswana	64	101	104
Top African Country	Mauritius 1 st	Mauritius 1 st	South Africa 1 st

Table 3-2: Rankings of Mauritius in the Global Competitiveness Report 2016-2017

Strategic Direction



Formulating technology-friendly policies and adapting the Legal Framework



Enhancing Research and Innovation capabilities through funding schemes in focused areas.



Accelerating island-wide deployment of Fibre Optics and enhancing access to Wi-Fi in public areas



Adjusting training programs and curriculums in line with industry requirements



Strengthening Cyber-security



Embedding digital technology in public administration processes to improve Public Service Delivery



Positioning Mauritius as a high value added outsourcing destination for such activities like software and animation, accounting, medical and legal services outsourcing, big data analytics, disaster recovery and cloud computing.



Promoting Open Source Software



Unlocking Opportunities for Technology start-ups through Open Data

Figure 3-14: ICT Strategic Plans

Key Actions

Key Action	Key Performance Indicator	Target 2017/18	Target 2018/19	Target 2019/20
Increase broadband penetration	Broadband penetration for Household (Actual 2016: 68%)	79%	92%	109%
Promoting innovation through schemes	Number of approved innovative projects	10	12	15
Development of new mobile applications for innovative services to citizens	Number of new mobile applications developed	≥ 10	≥ 10	≥ 10
Data Sharing in the public sector	Number of e-services integrated through the Info Highway	≥ 20	≥ 25	≥ 30
Operationalisation of Open Data Portal	Number of datasets released as open data	≥ 5	≥ 15	≥ 25

Key Capital Projects

Information and Communication Technology

Rs Million

Description	Project Value	2017/18 Estimates	2018/19 Planned	2019/20 Planned
Ministry of Technology, Communication and Innovation				
Acquisition of Servers and Other IT Equipment for upgrading GOC	486	84	55	25
High Speed Connectivity in Primary Schools	100	60	40	-
Anti Cyber Threat Monitoring System	107	20	70	10
Research and Innovation Projects	450	150	150	150

3.8 Public Infrastructure

“To transform Mauritius into a vibrant global city with the provision of world-class transport infrastructure that will reduce congestion, promote public transport use, drive productivity and create integrated communities”

Goals

The goal of public infrastructure is to support Mauritius as it moves into a new phase of development driven by innovation, supply chain efficiencies and productivity to attain the status of a “high-income economy”. Modern, well-designed and efficient public infrastructure will facilitate a smooth transition into this new economic phase as it unlocks economic opportunities, builds competitiveness and acts as a catalyst to economic growth. This will lead to rising levels of employment, income and standard of living as well as a reduction of income disparities.

Rail and Road

Government will be investing massively in inland transport infrastructure over the next 3 years, including 13 km of new commuter rail (Metro Express) and 25 km of new roads (Road Decongestion Programme), becoming operational by 2020. By 2030, commuter rail is expected to increase to over 30 km, with 50 km new roads added to the overall public transport network.

Port

Substantial investment will be made in Port infrastructure to transform the Port Louis harbour into a major logistics and maritime hub. Following the extension and upgrading of the Mauritius Container Terminal berth, the capacity of the Terminal will be increased from 550,000 to 750,000 Twenty-foot Equivalent Units (TEUs) by 2020 and later to 1.3 million TEUs.

Aviation

The SSR International Airport will be developed into a major regional logistics and aviation hub. For this purpose, major works will be undertaken at the SSR International Airport to cater for increases in both passenger and cargo traffic. The passenger terminal handling capacity will be increased to 4.5 million by 2020 with the refurbishment of the old passenger terminal and to 6 million in 2030 with an extension of the new terminal. Air cargo volume, which is expected to be around 58,000 tonnes in 2020, will grow to 90,000 tonnes by 2030.

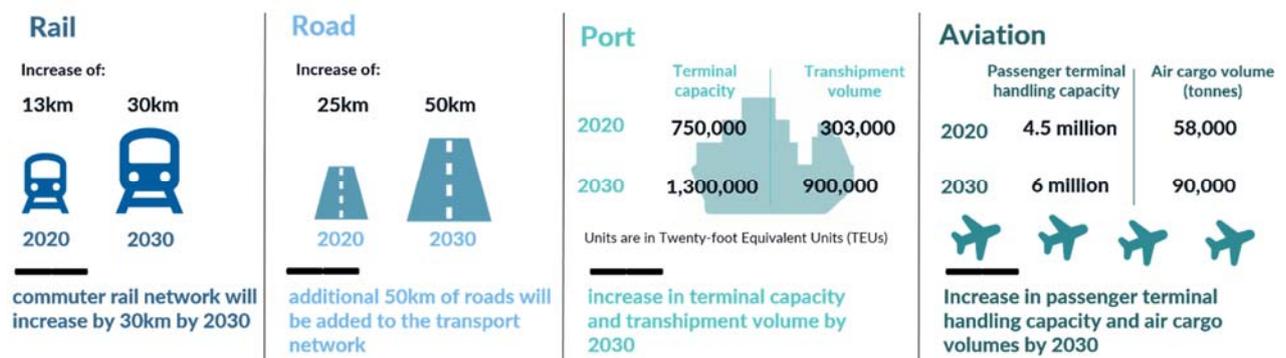


Figure 3.15: Public Infrastructure Goals and Targets

Current Situation

Road and inland transport: As of May 2017, there were around 2,100 public buses serving Mauritius and Rodrigues, over more than 325 routes. The bus network is run by 5 major bus operators and a large number of individuals organised into co-operatives, with the latter accounting for around two-thirds of buses on the Island. The bus sector is currently facing many challenges ranging from poor condition of buses, irregular services, reckless driving, poor safety, and inadequate maintenance.

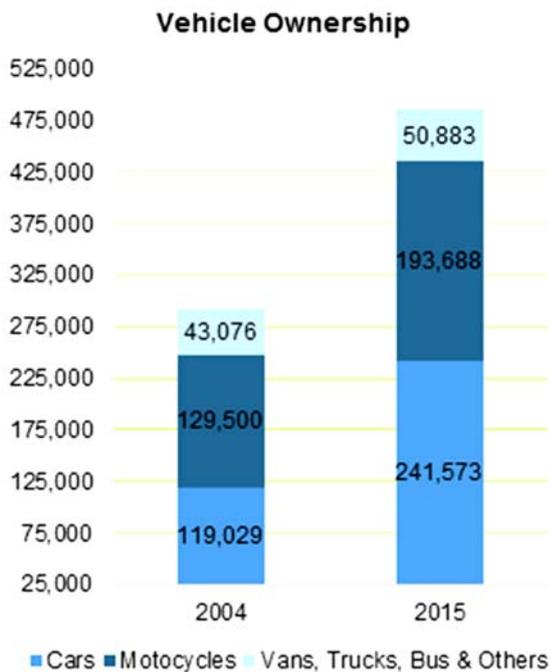


Figure 3-16: Vehicle Ownership

The road network stood at 2,350 km at the end of 2016. With rising standard of living, the number of vehicles has increased by two-thirds in a span of 10 year, which is shown in the graph above.

Port and shipping infrastructure: Port Louis is the sole maritime gateway of the country and handles 99% of the total volume of external trade and it contributes 2% to GDP. In terms of international shipment score, Mauritius was ranked 115th among 160 countries in the World Bank’s Logistic Performance Index (LPI) for 2014.

Airport infrastructure: Currently more than 20 scheduled airlines serve more than 30 destinations through the SSR International Airport. It currently handles 1,640 passengers

per hour (both arrivals & departures) and has capacity of 4 million passengers per year. The airport is currently operating at 88% of its capacity.

Port statistics			
Category	2013	2014	2015
Total Trade Volume	6.8 million tons	6.9 million tons	6.8 million tons
Total Container Traffic	385,326	403,001	361,109
Vessel Calls	3,652	3,329	2,947

Table 3-3: Port Statistics

Disaster Management Infrastructure: Mauritius is vulnerable to natural disasters and according to the World Risk Report 2013, Mauritius is ranked 13th most vulnerable country in the world, out of 172 countries.

Strategic Direction

Addressing road congestion, especially along the main arteries of the Island through the rollout of the Road Decongestion Programme (RDP). Implementation of other modes of public transport to complement current public bus services, such as the Metro Express Project, will significantly alleviate road congestion and increase inland connectivity between Curepipe and Port Louis.

Investing in a modern and integrated public transport system, with focus on reliability, comfort, safety and accessibility. Some examples of modernisation include enhancement using technology that can better estimate bus arrival times, use of mobile apps, GPS technology, cashless transaction systems and through the implementation of new mode of transport in the public transport space such as the Metro Express.

Implementing the National Road Safety Strategy: The focus is to improve the driving standard and educate all road users, while at the same time investing in infrastructure to mitigate risk of road accidents.

Expanding Port Infrastructure: Existing port infrastructure will be modernised, new ones constructed and state-of-the-art equipment acquired for loading and unloading of containers with a view to increasing productivity and efficiency in port services and attracting more vessels. Port-Louis Harbour will be able to berth container vessels of more than 9,000 TEUs capacity.

In order to cater for traffic beyond 2030, a techno-economic study on the construction of an Island Container Terminal is being undertaken so that implementation of the project could start as from 2025.

Developing Air Cargo logistic capacity: With a view to increasing air-freight traffic, private operators will be provided with appropriate infrastructure and logistic at the Airport through the creation of a Cargo, Freeport and Logistic Zone. 49 hectares of land are available for lease to interested operators and developers. In the

longer term, the zone will cover 72 hectares of land.

Enhancing Air Navigation Services and Security: The existing Department of Civil Aviation will be transformed into an autonomous Civil Aviation Authority to provide better regulation and security to the Civil Aviation industry and more effective and efficient Air Navigation Service.

Developing and enforcing norms and standards for the construction industry and for the maintenance of roads, drains, public buildings and other infrastructure.

Enhancing management of flooding and landslide risks: Through the setting up of the Land Drainage Authority, the national land drainage system and its characteristics and risks will be properly mapped and standards will be set and enforced.



Figure3-17: Public Infrastructure Strategic Plans

Key Actions

Key Action	Key Performance Indicator	Target 2017/18	Target 2018/19	Target 2019/20
Public Infrastructure				
Implement the Road Decongestion Programme	Jumbo Phoenix Roundabout reconstructed	20%	45%	100%
	A1-M1 bridge constructed	20%	45%	100%
	Flyover on M1 at De Caen Street Port Louis constructed	60%	100%	-
Implement the National Road Safety Strategy 2016-2025.	Road Safety measures implemented (cumulative length of road km)	120	280	480
Modernize the Public Transport System	Construction of Metro Express System completed	30%	60%	90%
	Online payment system for motor vehicle registration operational at the National Transport Authority	Jan 2018	-	-
	Integrated electronic ticketing system introduced to provide passengers with a cashless payment system	-	Dec 2018	-
External Communications				
Modernise port infrastructure and acquire new equipment to improve port productivity and services	Volume of cargo traffic (7.3 million tonnes in 2016/17)	7.6	8.1	8.6
	Total Container Transshipment Traffic In and Out (245,520 TEUs in 2016/17)	270,000	286,000	303,000
	Crane productivity (19 container moves per hour in 2016/17)	23	25	27
Operationalise the Cargo, Freeport and Logistic Zone to increase Air Cargo traffic	Freight traffic at the airport (52,000 tonnes in 2016/17)	54,000	56,000	58,000
Transform the Department of Civil Aviation into a Civil Aviation Authority for better Air Navigation Services and Security	Submission of Consultant Report	March 2018	-	-
	Implementation of Recommendations of Consultant	-	December 2018	-
Improve Airport Service Quality score (ASQ) for SSR International Airport as awarded by Airports Council International	ASQ performance/score (4.3 out of 5 in 2016)	4.4	4.45	4.5
Flood Management (National Development Unit)				
Address flooding problems in a coordinated manner	Number of major drain projects implemented	9	10	11
	% of existing land drainage system mapped	40%	100%	-

Key Capital Projects

Public Infrastructure

Rs Million

Description	Project Value	2017/18 Estimates	2018/19 Planned	2019/20 Planned
National Development Unit				
Construction and Upgrading of Drains	4,055	720	400	400
Construction of Roads	1,601	250	250	250
Construction of Sports Facilities	458	70	70	70
Landscaping Works	61	8	8	8
Construction and Upgrading of Childrens' Playgrounds	18	3	3	3
Construction of Cremation Grounds/Cemeteries	124	10	10	10
Civil Aviation				
Replacement Of Very Small Aperture Terminal (VSAT)/Very High Amplitude Modulation (VHF-AM) System	110	55	55	-
Construction of Office Building	40	30	7	3
Public Infrastructure				
Construction of Building for QS Section	53	14	2	-
Road Maintenance and Rehabilitation	8,913	600	600	600
New Access Road to Sir Seewoosagur Ramgoolam International Airport	608	74	15	-
Rehabilitation works for Landslide management	53	30	12	-
Construction of La Vigie - La Brasserie - Beau Songes Link Road (Phase I)	669	1	-	51
Construction of Flyover at De Caen Street, Port Louis	411	150	175	78
Construction of Glen Park-Robinson Link Road	44	20	20	4
Terre Rouge - Verdun -Stabilization Works	916	116	-	-
Construction of Toilet Block at Pere Laval	4	3	0	-
Refurbishment of Electrical Equipment at Emmanuel Anquetil Building	142	36	58	36
Design and Construction of Jin-Fei Port Road	350	90	200	60
Third Lane from Jin Fei to the Port	80	50	28	2
Repair of Embankment Failure on Terre Rouge/Verdun Road	326	284	8	-
Construction of A1-A3 Link Road	200	34	146	20
Design and Construction of a Bypass at Cap Malheureux	200	-	-	50
Reconstruction of B104 (Baie-du-Cap - Chamarel - Case Noyale) Road at Chamarel	100	40	58	3
Upgrading of Pointe aux Sable Road at Petit Verger	88	20	66	2
Construction of a third lane to Grand Bassin	66	56	2	-
Rehabilitation of St Denis Bridge at Chamarel	48	25	23	-
Reconstruction of Pont Bruniquel at Baie Du Tombeau	60	30	24	6
Upgrading of Radier St Martin at Bel Ombre	85	49	25	3
Construction of Saint Julien Bypass	262	180	52	7
Reconstruction of Jumbo Phoenix Roundabout and A1-M1 Bridge	5,000	1,200	1,500	1,900
Construction of Arsenal Link Road	23	12	-	-
Rehabilitation of Ste Marie Bridge at Bel Ombre	65	10	49	6
Upgrading of Choisy Bridge at Poste Lafayette	30	5	22	3
Enabling works for Metro & Road Interface at Palmerstone	300	50	200	50
Rehabilitation of Joli Bois Bridge at Mare Tabac	27	4	18	5
Upgrading of B28 Road (Lot 3) from Deux Freres to Bel Air	212	30	150	32

Rs Million

Description	Project Value	2017/18 Estimates	2018/19 Planned	2019/20 Planned
Upgrading of Ebene Flyover	250	70	100	80
Improvement of Bend at Nouvelle Decouverte	65	10	53	2
Re profiling of L'Amaury Road	40	4	35	1
Landslide works at Chamarel	313	-	30	250
Land Transport				
Road Safety Devices	652	40	40	40
Speed Cameras	304	25	50	13
Metro Express	20,904	8,833	6000	3000
Construction of Traffic Centre at Ebene	200	-	64	92
Implementation of National Road Safety Strategy	860	200	150	140
Construction of Traffic Centre at Pointe Aux Sables	75	40	27	8
NTA Computerisation Project	415	100	100	150
Acquisition of Traffic Lights	53	10	20	15
Construction of Traffic Centre at Piton	39	30	9	-
Mauritius Ports Authority & Cargo Handling Corporation				
Berth Extension and Strengthening at Mauritius Container Terminal (MCT)	6,535	811	160	-
Cargo and Freeport Development	669	49	29	29
Island Container Terminal (Study)	60	54	6	-
Cruise Terminal Building	535	103	390	35
Procurement of four big Tugs	900	200	350	100
New Control Tower including equipment	683	138	191	320
Purchase of 2 ship to shore cranes	1,100	660	-	-
Refurbishment of oil jetty (M & E)	116	93	23	-
Procurement of three small tugs	140	42	84	14
Regional Civil Aviation Training Academy	680	-	200	340
Construction of Breakwater at Fort William & Caudan	800	5	550	195
Refurbishment of the Departures Boarding Lounge of the old Passenger Terminal	500	25	425	50

3.9 Education

“To create the next generation of leaders with deep skills to make Mauritius a globally competitive economy where a culture of excellence prevails”

Goals

Moving towards 2030, a key goal is to ensure inclusive and equitable quality education whilst promoting lifelong learning opportunities for all. All learners will be equipped with knowledge, skills and right attitudes for future learning, their personal well-being as well as future employment. Improvement of teacher quality and the enhancement of innovative learning environments will accelerate the acquisition of deep skills to face the 21st century challenges. Further, to position Mauritius as an education hub, higher learning opportunities will be expanded, alongside a renewed focus on research and innovation.

By 2030, all students will complete secondary education whether General or Technical. The tertiary enrolment rate, which was 47.4% in 2015, is targeted to increase to 50% by 2020 and 60% by 2030.

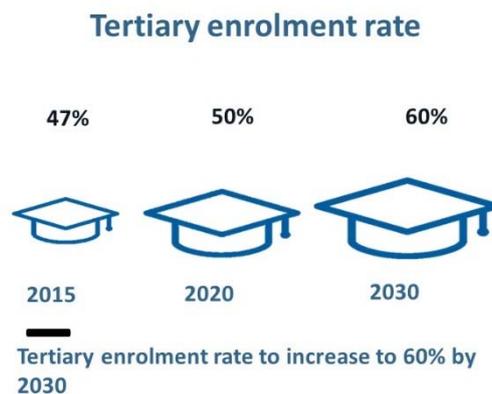


Figure 3-18: Education Goals and Targets

Current Situation

Education is one of the key growth enablers of socio-economic development. Government spending on education has averaged 3.4% of GDP during the past few years.

In 2015, nine out of every ten children aged between 11 and 17 years were enrolled in general and pre-vocational secondary education. Around 15% of a cohort sitting for the Certificate of Primary Education Examination did not reach the required level to pursue general secondary education and were channelled to a prevocational programme. Of these, one quarter would not make it to the end of the programme.

Children’s inability to acquire the minimum level of education explains the widening literacy gap

between the better educated and the rest of the population which results in unskilled and low-skilled labour, unemployment and rising inequality.

Changing technology and reengineering of the workplace pose challenges to the continuous improvement of the quality and relevance of Technical and Vocational Education and Training (TVET) programmes. The curricula need to be reviewed systematically and more regularly to respond to the growing skill needs of industry today and the requirements of emerging economic sectors.

The higher education sector is being called upon to emerge as a strong pillar of the economy. It

accordingly requires profound and transformative changes with innovation, entrepreneurship and competitiveness being central to that change.

The reforms currently underway in the higher education sector centre on:

1. review of the legislative framework to put in place a robust quality assurance system;
2. partnership with industry for curriculum and pedagogical reform with emphasis on training for innovative thinkers;
3. promoting entrepreneurship training; and
4. emphasis on research of national relevance.

In view of the current situation, the key challenge faced by the Education and Training sector is to uplift the quality of the nation's human capital and the relevance of the education and training system by:

- (i) building the foundational skills that will guarantee success in all future learning;
- (ii) developing a generation of young adults with deep learning skills for the 21st century; and
- (iii) designing technical and tertiary education programmes that prepare students to become productive employees and innovative leaders.

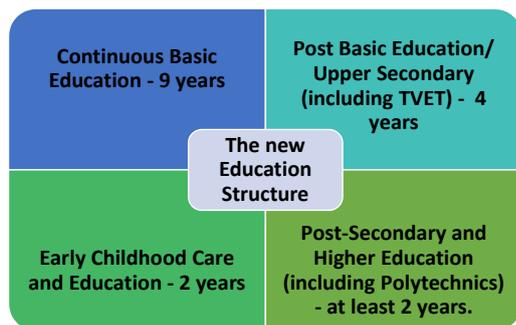


Figure 3-19: The New Education Structure

Source: Inspiring every child (2016) – Ministry of Education & Human Resources, Tertiary Education and SR

Strategic Direction

Rolling out the Nine Year Continuous Basic Education Reform: The focus will be on quality basic education for the consolidation of foundational skills and holistic development of

learners, thus preparing them for upper secondary schooling.

Introducing E-learning platforms that will serve as a powerful lever to accelerate and enhance student learning with the acquisition of higher-order skills. In addition, E-learning reduces reliance upon private tuition. Digital learning contents will enable students to study at their own pace after school hours.

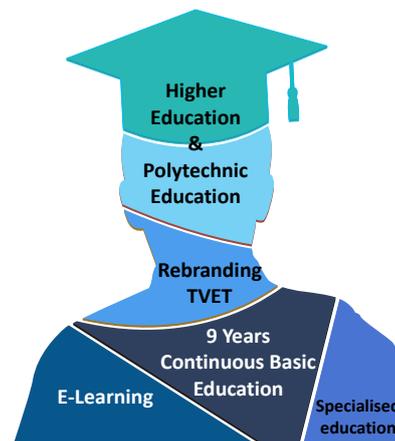
Developing a Special Education Needs (SEN) Strategy with the aim to achieve full inclusion of all learners, irrespective of their disabilities, by creating and providing a disability-friendly environment commensurate with their specific needs.

Rebranding TVET: A TVET Strategy will be developed to focus on implementation of a new framework for TVET with focus on review of training programmes and strengthening of capacity building.

Strengthening Higher Education: The shift from middle to high income economic status of Mauritius will necessitate transformative changes in the higher education sector.

The diversity of offerings, both programmatic and institutional will necessitate a properly regulated higher education system with strong emphasis on quality and relevance.

Polytechnic Education will provide a new and attractive pathway for the development of advanced technical skills as well as training at the middle-management level. The involvement of industry in programmatic conceptualisation and delivery will guarantee relevance and employability.



Key Actions

Key Action	Key Performance Indicator	Target 2017/18	Target 2018/19	Target 2019/20
Making Secondary Schools disabled-friendly for students with Special Needs	Number of schools provided with ramps and handrails (Barrier Free Access) (Cumulative)	16	20	25
Setting up of a multi-purpose room in primary schools with relevant equipment for holistic development.	Number of primary schools equipped with such facilities (Cumulative)	170	200	215
Provision of learning swimming pools (“<i>bassin d’apprentissage</i>”) in primary schools	Number of pupils initiated to basic swimming and survival skills	2,500	5,000	7,500
Improving teaching and learning outcomes through availability of digital tools	% of classes in primary schools equipped with digital learning tools.	50%	60%	70%
Review of TVET programmes in line with industry need.	Percentage of training programmes reviewed and/ or new programmes developed	50 %	75%	90%
Operationalising of Polytechnics	Number of diploma courses offered (Cumulative)	5	8	12
Funding of research projects on issues of national relevance and interest.	Number of research projects funded (Cumulative)	10	20	30
Public TEIs upgraded with the necessary teaching and learning spaces and equipment to meet international standards	Number of public TEIs upgraded (Cumulative)	2	4	6

Key Capital Projects

Education

Rs Million

Description	Project Value	2017/18 Estimates	2018/19 Planned	2019/20 Planned
Ministry of Education and Human Resources, Tertiary Education and Scientific Research				
Construction of Pre-Primary Units (Public)	69	8	6	8
Fond du Sac GS	13	6	3	2
Bambous 'A' GS	77	5	18	25
MGSS Moka (Ph IV)	149	25	9	-
Construction of Quartier Militaire SSS	59	6	-	-
Construction of Gymnasium at Goodlands SSS	53	8	20	15
Construction of Bel Air SSS (Playfield)	12	2	5	4
Construction of Gymnasium at Floreal SSS	53	8	20	15
Construction of Gymnasium at Sodnac SSS	81	4	10	35
Construction of Gymnasium at Vacoas SSS	85	4	15	25
Construction of Gymnasium at Bell Village SSS	49	4	15	19
Construction of Ebene (G) SSS (Playfield)	74	2	10	25
Construction of Nouvelle France MGSS (Playfield)	12	1	8	3
Construction of D Ramphul SSS (Playfield)	5	2	2	1
Upgrading of G Raynald SSS	25	3	10	7
Construction of Mapou GS	6	3	1	-
Upgrading of S Torul GS	30	5	9	10
Upgrading of Dr R. Chaperon SSS (ph II)	48	8	10	1
Construction of Planetarium and extension of Rajiv Gandhi Science Centre Building	153	5	17	33
Upgrading of Abdool Raman Abdool Gs	89	10	15	12
Construction of Lady Sushil Ramgoolam SSS	30	20	2	-
Construction of R. Gujadhur SSS (Science Block)	50	13	15	12
Setting up of MITD Training Centre at Petit Bel Air, Mahebourg (TVET)	92	10	30	25
Upgrading of Baichoo Madhoo GS	63	8	15	20
Construction of Pandit Sharma Ayrga GS	8	3	3	2
Upgrading of Reunion Rd G.S	58	10	15	16
Upgrading of G. Cheetamun G.S	24	10	6	2
Upgrading of Robinson G.S	45	12	17	10
Upgrading of Trois Boutiques G.S	15	3	7	5
Construction of E Anquetil SSS Ph 11	45	8	15	17
Upgrading of Shri I Gandhi SSS	11	1	-	-
Construction of a New Science Block and upgrading of existing Science Block into a Library at Sir Leckraz Teeluck State Secondary School	50	12	20	8
Nine Year Continuous Basic Education- Acquisition of Other Machinery, Equipment and Furniture	195	25	75	20
Nine Year Continuous Basic Education- Construction and Extension of Schools	525	210	120	120
Acquisition of Equipment for Early Digital Learning Programme	500	350	-	-
Upgrading of Sookdeo Bissoondoyal Government School	16	1	5	7
Upgrading of La Flora Government School	20	1	8	9
Construction of Swimming Learning Pools - Zone 1	20	5	15	-
Construction of New PSEA Building	184	5	15	86

3.10 Tourism

“To become a leading and sustainable island destination”

Goals

The visibility of Mauritius as a top-class tourist destination in traditional, emerging and new markets will be enhanced. The target is to achieve an annual average increase in tourist arrivals of at least 5% along with an annual increase of 7% in tourism earnings.

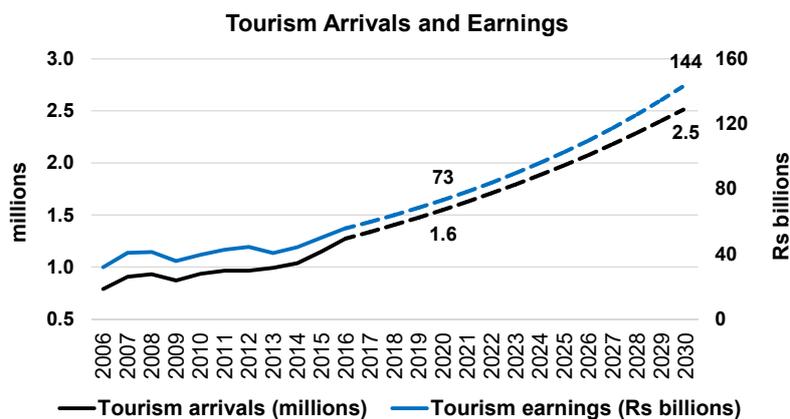


Figure 3-20: Tourism Goals and Targets

Current Situation

The tourism sector is a key pillar of the economy, contributing 7.8% of GDP in 2016.

Around 58% of total tourist arrivals in 2016 was from Europe, especially from France, UK and Germany. At the regional level, Reunion and South Africa are important tourist markets, contributing 11.5% and 8.2% of arrivals, respectively.

To further develop the sector, Government has taken the following measures:

- Revisited its promotion strategy to penetrate emerging markets such as China and India;
- Liberalised air access to increase connectivity. For example, the Mauritius-Singapore Air Corridor, which links several destinations in Africa and more than 90 in Asia, has been developed to position Mauritius as an aviation hub. Thus, the share of tourist arrivals from Asia has increased from 8% in 2006 to 16% in 2016.

Strategic Direction

Broadening the tourist base: Open Skies agreements will be negotiated to increase flight routes and tap into the rising middle-income group in Asia.

Diversifying the tourism product: The range of tourism activities will be expanded to include:

- Adventure sports such as bike trails and marked hiking trails;
- Cruise tourism;
- Cultural tourism and cultural themed discovery tours, with rehabilitation or construction of museums, galleries and historical monuments;
- Events such as International Chef Competition and Rugby-10 Tournament, especially during low tourist season;
- Medical tourism; and
- Yacht tourism through the creation of marinas.

Promoting local products and handicrafts: Linkages between small enterprises in the handicraft sector and the tourism sector will be reinforced to provide an outlet for local artisans to sell their products and to promote authentic Mauritian products.

Upholding quality of services: Front-liners will be equipped with the right skills and attitude to be the brand ambassadors of Mauritius.

Enhancing quality assurance of service delivery: A quality label, similar to the Hotel Classification System, will be developed for non-hotel accommodations. In addition, all tour operators will be regulated to ensure high service standard and customer safety.

Adopting Eco-friendly infrastructure: The tourism sector will mainstream eco-friendly

practices such as the adoption of energy-saving technology, renewable energy and rain-water harvesting.



Figure 3-21: Tourism Sector Strategic Plan

Key Actions

Key Action	Key Performance Indicator	Target 2017/18	Target 2018/19	Target 2019/20
Maintain Mauritius as a prime holiday and up-market destination	Tourist arrivals (million)	1.38	1.44	1.52
Sustain the visibility of the destination	Fairs/Workshops/Roadshows	40	40	40
	Online campaigns	30	32	35
	Major events	40	42	43
Improve and diversify tourism product	Number of tourism signage panels maintained and upgraded	50	50	50
	Number of cycling tracks constructed	2	2	3
Facilitate orderly and sustainable conduct of nautical activities	Number of skippers trained	1,600	650	650
Increase participation in leisure activities	Number of participants in organised leisure activities (actual 2016: 240,000)	255,000	265,000	275,000

Key Capital Projects

Tourism

Rs Million

Description	Project Value	2017/18 Estimates	2018/19 Planned	2019/20 Planned
Ministry of Tourism				
Upgrading of Touristic and Leisure Infrastructure (Upgrading of La Citadel)	39	10	5	5

3.11 Health

“To be a healthy nation and improve quality of life through the development of an affordable and sustainable healthcare system”

Goals

The key goal is to raise average life expectancy at birth of the population from 74.6 years in 2015 to at least 75.4 years by 2020 and 76.2 years by 2030. While average life expectancy for both females and males will continue to increase, females will have a higher life expectancy of around 7 years than males.

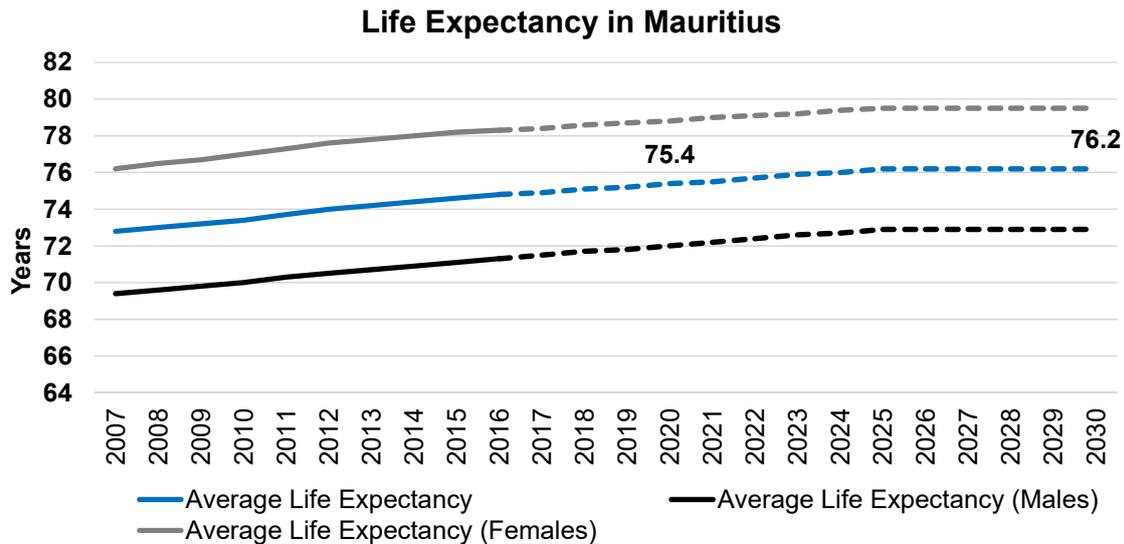


Figure 3-22: Health Goals and Targets

Current Situation

In 2015, the average life expectancy was 74.6 years, the highest in the African region. The well-developed health system in Mauritius has contributed to the high life expectancy of its citizens. Provision of free healthcare in the public sector has ensured that every Mauritian has access to healthcare services.

Spending on healthcare from both public and private sources has accounted for 5.5% of GDP in 2016, totalling a value of over Rs 20 billion. Government spending represents about half of the total, comprising spending on primary health care centres, medi-clinics, regional hospitals as well as specialised hospitals.

However, rising income levels and changing demographics and lifestyles of Mauritians have led to significant shifts in the health landscape. While these present both new challenges and opportunities for the healthcare sector, a refocusing of government policies and expenditure on key areas is essential.

Government is implementing strategies to enhance healthcare infrastructure as well as improve the treatment of chronic diseases such as cancer and diabetes.

Mauritius is also positioning itself as a medical hub, with some 18,000 foreign patients treated in 2016, a 70% increase from 2010.

Strategic Direction

Adjusting healthcare policies to an ageing population: The ageing population will result in higher demand for specialised healthcare services and will put additional strain on public finances. Addressing the increase in demands for specialised clinical care such as cancer, diabetes and hypertension, will be a key area for the government. Moreover, to limit the financial burden placed on the government, health insurance schemes will be widely encouraged.

Refocusing expenditure on Non Communicable Diseases (NCDs): Also known as chronic diseases, NCDs accounted for over 80% of the total mortality in Mauritius during 2015. The government will realign funding efforts to ensure that it is complementary with private spending, to ensure that even the most vulnerable are cared for. Some key initiatives include enhancing the prevention and control of NCDs and developing robust NCDs Surveillance System to identify corrective measures.

Improving public health service delivery: Public health service delivery improvement is an area to be prioritised. The pressures from increased demand for healthcare services will be greatly alleviated with the following initiatives:

- Evidence-based monitoring and evaluation (M&E) – Public sector efficiency will be raised after the implementation of M&E processes. Wastages will be reduced and this will result in more sustainable expenditures
- Revamping of Public-Private Partnership – The revamping of the PPP framework will attract more private investments in the health sector. Health care services ranging from basic screening to quaternary services will be improved

- Use of ICT– Enhanced communications between healthcare providers and individuals via the use of ICT ensures greater responsiveness of the healthcare system. ICT can also be used for performance management to raise efficiency of services
- Developing human capital – Skilled service staff is key in providing higher quality healthcare, hence the government has extended links with medical institutions for Continuous Professional Development

Developing the use of genomics: Genetic research allows the tailoring of healthcare at an individual level. Although in its nascent stage, genomics is an area of focus for the government.

Establishing Mauritius as a medical centre of excellence: Mauritius is aiming to be positioned as a destination for medical tourism in the future. The current efforts to strengthen their healthcare infrastructure will allow the country to build an enduring brand-name for medical excellence and attract more visitors for medical tourism.

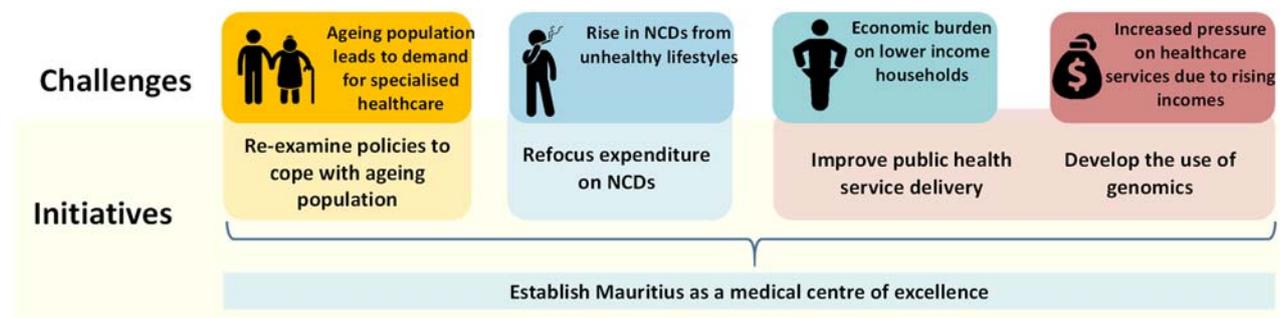


Figure 3-23: Health Sector Strategic Plans

Key Actions

Key Action	Key Performance Indicator	Target 2017/18	Target 2018/19	Target 2019/20
Extension of shift system to other departments in regional hospitals	Percentage of departments in regional hospitals in which shift system is implemented	50%	75%	100%
Implementation of the e-health system in regional hospitals and medi-clinics	% of regional hospitals and medi-clinics computerised	20%	50%	100%
Improving specialized services to address chronic conditions related to non-communicable diseases (NCDs)	Mortality rate due to NCDs per 100,000 population	≤545	≤540	≤535
Opening of new Cancer Centre	% works completed	25%	50%	100%
Strengthening of primary health care to reduce pressure on Hospitals	Number of new Medi-clinic/ AHC/CHC operational	3	3	3
Improving neonatal services in regional hospitals for new born babies	Infant Mortality Rate per 1,000 live births	11	10	9

Key Capital Projects

Health

Rs Million

Description	Project Value	2017/18 Estimates	2018/19 Planned	2019/20 Planned
Ministry of Health and Quality of Life				
E-Health	700	51	150	150
New ENT Hospital	587	200	190	190
Construction of New Tombeau Bay CHC	38	12	20	4
Construction of New Phoenix CHC	38	11	20	5
Construction of New Bambous AHC	45	5	15	15
Acquisition of High Tech and Other Medical Equipment	1,737	410	200	200
Construction of Mediclinic at Floreal	79	20	30	16
Construction of Bunker and Acquisition of Linear Accelerator for Cancer treatment	300	15	150	135
Construction of Grand Baie CHC	76	2	11	11
PET/CT Scan for Nuclear Medicine, JNH	68	51	12	-
Upgrading and renovation works at New Cancer Centre	167	60	75	30
New Petite Riviere AHC	45	5	15	15
Construction of Coromandel Mediclinic	70	8	15	20
Construction of Bel Air Mediclinic	87	1	20	45
Construction of Baie du Cap CHC	38	2	10	25
Construction of Pointe aux Sables CHC	38	2	10	25
Upgrading of Minor and Major Operating Theatre - SSRNH	94	10	10	21
National Health Laboratory preliminary preparation and design (Consultancy)	650	10	-	-
New Dialysis Unit at Long Mountain Community Hospital	16	5	10	1
New Dialysis Unit at Dr A.G.jeetoo Hospital	12	7	-	-
New Neurosurgery Unit at Dr A.G. Jeetoo Hospital	100	5	-	-
Construction of New Cap Malheureux CHC	38	2	10	10
Construction of New Camp de Masque CHC	38	2	9	12
Construction of L'Esperance, Moka CHC	38	5	10	18
Construction of Trou D'Eau Douce CHC	38	2	5	15
Construction of Quartier Militaire Mediclinic	81	5	20	38
Construction of Stanley Mediclinic	81	1	20	42
Construction of Francois Xavier, Port Louis CHC	38	5	15	18
Construction of Building for the Nuclear Medicine Department	137	10	50	52

3.12 Arts, Culture and Sports

“To promote Mauritian arts and cultural values and encourage practice of sports”

Goals

Arts and Culture

Each citizen will have the necessary knowledge of the multi-cultural mosaic that allows them to act as ambassador of Mauritius. Artists, Creators and Performers will be empowered so as to have higher recognition by the public. Our tangible and intangible National Heritage will be further safeguarded and promoted for sustainable economic development. Local film industry will be encouraged and the image of Mauritius as a preferred film shooting destination will be promoted. Over the next three years, at least 300 arts and cultural events will be held.

Youth and Sports

The aim is to promote elite sports and encourage all Mauritian to practice sports for a healthy lifestyle. There is also the need to enhance sports infrastructure to international standards for improved participation and performance at international level. Mauritius targets the first position in the next Indian Ocean Island Games of 2019. Government is also striving towards youth development for better citizenship.

In 2017, the gross value added from arts, entertainment and recreation is approximately Rs 14 billion. This is expected to double in 2030 to reach approximately Rs 30 billion.

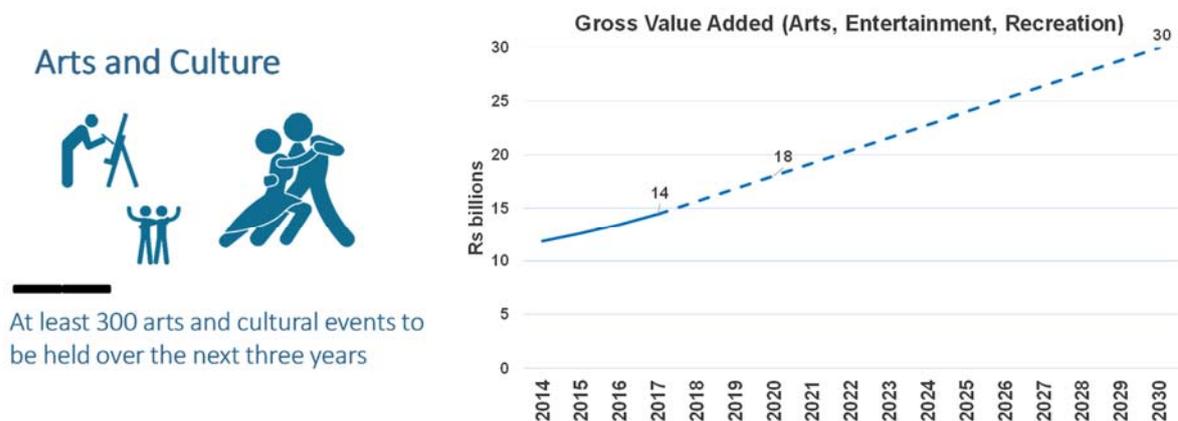


Figure 3-24: Arts, Culture and Sports Goals and Targets

Current Situation

Arts and Culture

The Aapravasi Ghat and Le Morne Cultural Landscape are two sites in Mauritius inscribed as UNESCO World Heritage sites.

The Mauritian Sega, Sega Tambour of Rodrigues, and Bhojpuri Geet Gawai have also

been listed on UNESCO Intangible Cultural Heritage of Humanity. There are various assistance schemes for promoting the creative industry and safeguarding the interests of artists. Government is exploring ways to improve recognition of artists and to improve the quality of support service.

Youth and Sports

Sports is an important driver of a country’s social and economic development. However, the level of involvement of the Mauritian population in physical activity is relatively low, where only about 23% of Mauritians, in the age group 18 to 74, undertook sufficient vigorous or moderate physical activity (17% of women and 30% of men).

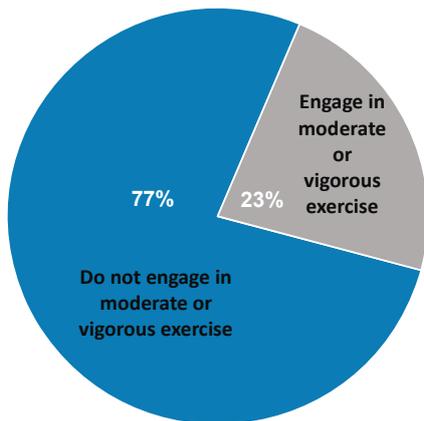


Figure 3-25: Involvement rate in sports among Mauritians

Source: Mauritius Non Communicable Diseases Survey (2015)

Social problems faced by the youths is on the rise as indicated by increase in juvenile delinquency rate. Government is ensuring youth development through recreational activities, wellness and attitude programmes and youth entrepreneurship and employability to bring about a more integrated and responsible citizenship.

Strategic Direction

Arts and Culture

Giving due recognition to artists and their works through several support schemes promoting creative and artistic values and harnessing new talents.

Channels to showcase local talents: Training centres under the Ministry of Arts and Culture will be revamped and equipped with sound, light

and parking facilities. Additionally, construction of a Concert Stadium will be envisaged, and a new Arts and Culture TV channel will be set up. These combined efforts aspire to create a stage for emerging artists to perform.

National Heritage: The National Heritage Act will be reviewed to further safeguard the country’s tangible and intangible National Heritage including relics, archaeological artefacts, as well as historical remnants of flora and fauna. Upgrading and rehabilitation works will be conducted on historical and cultural sites.

Promoting film industry: Following the review of the Film Rebate Scheme in 2016, development plans will be in place to transform Mauritius into a preferred shooting destination.

Cultural Exchange Programme: Cultural links with other countries, as well as regional and international organisations, will be enhanced.

Youth and Sports

Implementing a new National Sports Policy, focusing on promoting a healthy lifestyle for all and practice of sports and physical activity.

Expanding sports recreation programme: Investment in sports and physical education will increase. Children and youth will be encouraged to learn swimming as an essential life skill.

Modernising sports infrastructure: Existing sports infrastructure across the country will be upgraded and new infrastructure constructed, in accordance with international standards.

Promoting youth participation: Optimising use of Youth Centres and other public facilities for greater youth participation in life skills and sports activities.

Recognising the contribution of high-level sportsmen and sportswomen: Government will promote the employability of high level sportsmen and sportswomen, while ensuring a decent livelihood.

Key Actions

Key Action	Key Performance Indicator	Target 2017/18	Target 2018/19	Target 2019/20
Arts and Culture				
Provision of support to local artists for the development of the creative industries	Number of artists (individuals/groups) supported under different schemes	≥325	≥350	≥375
New building to house National Archives and the National Library at Réduit, Moka	Progress in completion of works	10%	50%	100%
Upgrading of national museums	Number of museums/ upgraded	2	2	2
Rehabilitation of National heritage sites	Number of sites rehabilitated	At least 10	At least 15	At least 20
Provision of support services for film shooting in Mauritius to attract more foreign film crews	Number of foreign film crews serviced	110	115	118
Youth & Sports				
To encourage all Mauritians to practice a sport for a healthy lifestyle	Number of persons practising sports	50,000	75,000	100,000
Improve the FIFA ranking of Mauritius from 160	Ranking to be improved	Top 140	Top 135	Top 130
Upgrading of existing infrastructure and construction of new infrastructure in the context of the IOIG 2019	Percentage of infrastructure works completed	50%	100%	-
Youth Empowerment	Number of youth participating in Smart Youth Programmes	25,000	35,000	50,000

Key Capital Projects

Arts, Culture and Sports

Rs Million

Description	Project Value	2017/18 Estimates	2018/19 Planned	2019/20 Planned
Ministry of Arts and Culture				
Restoration and Conservation of Cultural Landscape - Le Morne World Heritage Site	30	5	2	2
Setting up of Galerie d'Art Nationale	53	5	5	5
Upgrading of Theatres	40	6	1	1
Upgrading of Espace Artistique at La Citadelle	15	3	2	-
Construction of New Building for the National Archives and National Library	450	20	125	280
Ministry of Youth and Sports				
Upgrading of August Voltaire Synthetic Track	28	5	-	-
Construction of Swimming pool at Riviere des Anguilles(Design and Tender Document)	3	2	-	-
Design and Survey of a Swimming Pool at Curepipe	1	1	-	-
Upgrading of Rose Belle Stadium (Design and Tender)	2	1	-	-
Association for the Upgrading of IOIG Infrastructure (AUGI)	300	135	150	15
Multi Sports Complex at Cote D 'Or	3,185	975	2,075	135

3.13 Environment

“To combat climate change and its impacts through the use of adaptation and mitigation measures”

Goals

Government intends to reduce total greenhouse gas (GHG) emissions by 30% relative to the business-as-usual expected scenario of 7 million metric tonnes CO₂ equivalent in 2030. The objective for 2020 is to reduce emission to below 5.1 million metric tonnes CO₂ equivalent.

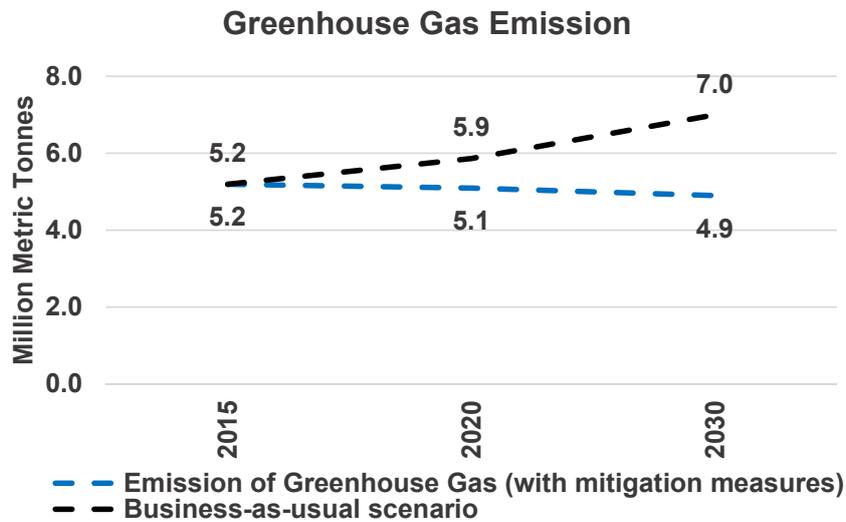


Figure 3.26: Environment Goals and Targets

Current Situation

Over the past 50 years, average temperature in Mauritius has risen by 1.32 °C.

Climate change has increased the frequency, intensity and severity of disasters particularly for small and vulnerable states like Mauritius. There is now a higher prevalence of flash floods, rainfall variability and intense tropical cyclones.

In addition, it is projected that total water resources available could decrease by 13% by 2050. Rising sea-levels and temperatures would negatively affect agriculture, fisheries, biodiversity and the tourism industry.

Government has taken a number of initiatives to enhance the country’s preparedness against natural disasters, combat climate change and increase resilience. A series of natural disaster simulation exercises is being carried out. Major

coastal and beach rehabilitation works and land drainage works are being implemented.

Strategic Direction

Implementing the Disaster Management Strategy: This risk reduction strategy comprises Prevention and Protection, Preparedness, Response and Recovery. The strengthening and modernisation of meteorological observation network, through continuous reception of satellite imagery and numerical weather prediction models, will enhance the quality and accuracy of climate forecasts and warnings.

Adapting to climate change: A number of sectoral climate change adaptation projects will be implemented to enhance resilience, including the Integrated Pest and Disease Management (IPDM) and Integrated Coastal Zone Management (ICZM).

Reducing GHG emissions through a two-pronged approach:

- Mitigation strategies – These include changes in the day-to-day lifestyle of individual and the community. For example, Government will develop and encourage the use of sustainable transportation (energy efficient mass transportation) as part of its mitigation strategies; and
- Green Economy – This refers to the implementation of a low-carbon growth and renewable energy strategy in key sectors

such as agriculture, manufacturing and tourism. In the agricultural sector, anaerobic digestion of waste will be promoted to reduce emission of GHG. Sustainable waste management practices will be pursued to encourage composting of green wastes and material recovery from dry wastes.

Protecting current wildlife habitats: Projects for rehabilitation of wildlife habitats such as wetlands, sea-grass and mangrove areas will be implemented. Protected areas will be extended.

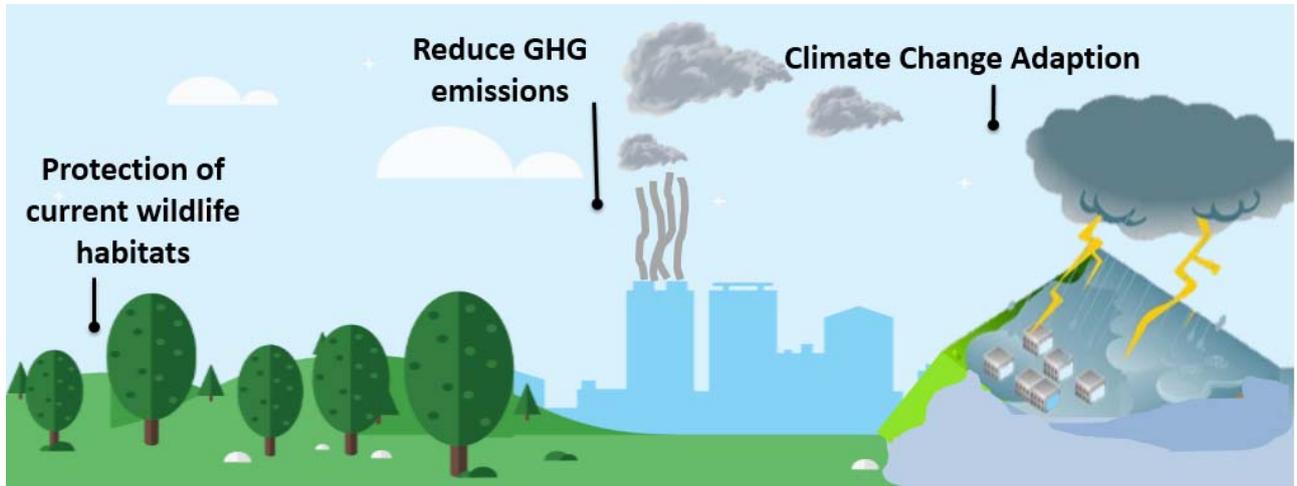


Figure 3.27: Environment Sector Strategic Plans

Key Actions

Key Action	Key Performance Indicator	Target 2017/18	Target 2018/19	Target 2019/20
Coastal protection and rehabilitation to address beach erosion	Number of coastal sites protected and rehabilitated	3	3	3
Implementation of a warning system against disasters	Percentage project completion for the setting up of the Multi-Hazard Early Warning, Emergency Alert and Advisories System.	25 %	75%	100%
Enhancing the resilience of vulnerable local communities to extreme weather events and climate vulnerabilities	Number of planters, farmers and fishermen of the south-eastern coast trained and sensitized on Climate Resilient Technology	460	828	-
Sensitisation of students on the importance of Biodiversity	Number of schools where endemic gardens have been set up	20	20	20
Implementation of Beach Management Plans	Number of beaches upgraded with appropriate amenities and facilities	3	3	3
Treatment of Hazardous Waste at La Chaumiere	Quantity of Hazardous Waste collected and exported annually (tonnes)	400	400	400

Key Capital Projects

Environment

Rs Million

Description	Project Value	2017/18 Estimates	2018/19 Planned	2019/20 Planned
Environment and Sustainable Development				
Landscaping and provision of amenities on public beaches	308	38	38	38
Implementation of Emergency Alert System in Mauritius	45	15	15	3
Rehabilitation of Beaches	654	47	65	85
Mare Chicose Landfill Site--Modified Cell 7	688	60	60	27
Coastal Rehabilitation-(AFB-Climate Change Adaptation Programme)	135	67	46	-
Solar Water Heater Scheme	187	25	-	-
Composting Scheme	26	10	-	-
Rainwater Harvesting Scheme	16	7	-	-
Identification of New Landfill Site	112	2	7	3

3.14 Agriculture

“To achieve the four-fold objective of increasing productivity of agricultural land, export revenue, local production of healthy foods by environmentally sustainable practices, and enhancing eco-tourism through preservation of the country’s unique biodiversity”

Goals

The key goals are to raise productivity of decreasing land resources, increase agricultural exports and production of locally cultivable food crops and livestock products through farm modernisation and adoption of more sustainable practices; preserve forests and biodiversity resources for their ecotourism potential; and improve the national food security level, by maintaining self-sufficiency in locally produced foodstuffs with less agro-chemicals.

The average annual growth in agricultural land productivity, as measured by the gross value added per hectare, is estimated at 4% over the period 2011 to 2016. After allowing for climatic and market risks as well as eco-friendly production methods, it is considered that a 2% annual increase in agricultural land productivity is an achievable target for the next decade. Thus, the gross value added per hectare of agricultural land is expected to increase from Rs 220,000 in 2016 to reach Rs 238,000 in 2020 and to Rs 290,000 in 2030.

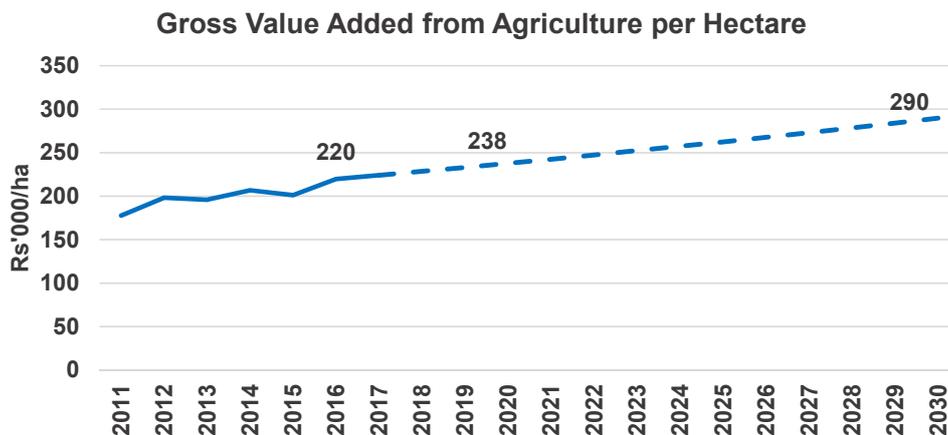


Figure 3-28: Agriculture Goals and Targets

Current Situation

Since the late 1980s the economic contribution of agriculture has fallen relative to the manufacturing and services sectors as a result of successful diversification of the economy. Agriculture’s share to GDP, which stood at 30% in the 1970s has gone down to a mere 3.4% in 2016. However, it is contributing to 18% of export earnings. Agriculture remains an important activity for securing livelihoods in the rural areas.

Mauritius imports most of its staples such as rice, wheat, edible oils, meats and dairy products.

The tables below give a snapshot of the sector in terms of land utilization and industry participation in 2016.

Industry by numbers:

Land Usage	
Sub-sector	Area (hectares)
Sugarcane	51,500 ha
Food Crops	7,900 ha
Tea	620 ha

Table 3-4: Area harvested for sugarcane, tea and food crops, 2016

Industry participation	
Sub-sector	Number of Farmers
Sugarcane	
- Small Farmers	12,000
- Corporate Farmers	33
Food Crops	8,000
Livestock	5,500

Table 3-5: Industry participation

Due to its geographic location, size and relief, Mauritius has a variety of micro-climates, which enables it to produce a wide range of crops and farm animals.

Strategic Direction

Promoting modern eco-friendly farming practices and technologies

Modern advances in agriculture and smart practices and technologies will help increase production of healthy food in spite of the current challenges such as scarcity of land and water and harsh climate. These techniques include:

- Hybrid crop varieties;
- Hydroponics;

- Bio-farming with less agro-chemicals; and
- Smart agriculture such as recourse to computer aided farming.

Increasing competitiveness of sugarcane industry

Mauritius will adopt a more aggressive marketing strategy in the existing EU markets and in the African regional markets. In parallel, it will also develop other products derived from sugar cane such as the use of ethanol as an environmentally friendly source of energy.

Smarter agricultural land use

Abandonment of cultivated land, for socio-economic reasons is a major problem. Some 500 to 600 hectares of sugarcane land are abandoned or put to other use every year.

A number of new schemes are being introduced to encourage cultivation on abandoned lands.

Promoting agri-businesses and cluster based approach

Entrepreneurship programmes that focus more on innovation and smart production systems based on the cluster farming model are being put in place to attract our educated youth to agri-business.

Preserving biodiversity

To ensure an environmentally sustainable ecosystem and promote eco-tourism, the 47,000 ha of forests and natural parks shall be preserved and enhanced through reforestation programmes and the unique flora and fauna will be protected, including in the islets.

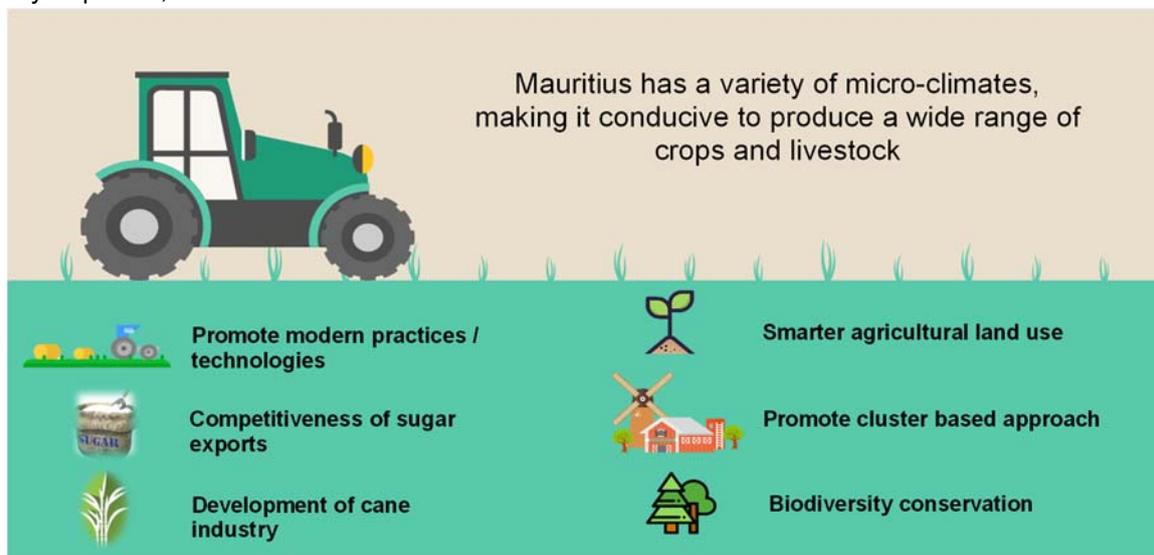


Figure 3-29: Agriculture sector Strategic Plans

Key Actions

Key Action	Key Performance Indicator	Target 2017/18	Target 2018/19	Target 2019/20
Implementation of an aggressive marketing strategy geared towards increasing exports of value added sugar	Value added sugar exported (tons)	450,000	460,000	475,000
Increase the extent of de-rocked lands belonging to small farmers	Minimum additional land area de-rocked (ha) every year	400 ha	400 ha	400 ha
Bring back abandoned cane lands under cultivation	Minimum Additional area (ha)	500	500	500
Use of State land for bio-farming activities.	State Land area put under bio-farming activities (cumulative ha)	30	60	90
Boost up the tea sector through the allocation of state land	State Land area allocated for tea plantation (cumulative ha)	85	127	169
Eradication of fruit flies, a serious pest for local fruits and vegetables.	Production and release of sterile flies in nature to crowd out the species.	5m	10m	15m
Control of invasive alien species	Land under conservation management (cumulative ha)	600	700	800

Key Capital Projects

Agriculture

Rs Million

Description	Project Value	2017/18 Estimates	2018/19 Planned	2019/20 Planned
Ministry of Agro-Industry and Food Security				
Derocking Of Small Planters' Lands (FORIP-Field Operation, Regrouping,Irrigation Project)	4,090	130	130	130
Setting Up Of a Multipurpose Containment Facility For Plant Protection	55	20	35	-
Construction of Farm Buildings	60	23	13	-
Rehabilitation of Nature Reserves and Parks (Native Terrestrial)	122	32	16	16
Land preparation and Agricultural Infrastructure Development Project (Mauritius)	295	55	50	50
Construction of New Slaughter House	250	20	100	110
Construction of a National Wholesale Market	370	35	150	150
Construction of a Fruit Fly Rearing Facility	30	15	15	-
Accompanying Measures to restore Abandoned Cane Lands	150	50	50	50

3.15 Manufacturing & SMEs

“The Manufacturing & SME sectors will be important engines of growth, contributing significantly to employment and wealth creation”

Goals

Manufacturing

The manufacturing base will be revamped and extended with the development of high-end, precision driven and technology-enabled industries.

The gross value added of the manufacturing sector stood at Rs 54 billion in 2016. It is targeted to increase to Rs 60 billion in 2020 and Rs 81 billion in 2030. Exports of goods is targeted to grow at an average annual rate of at least 3%.

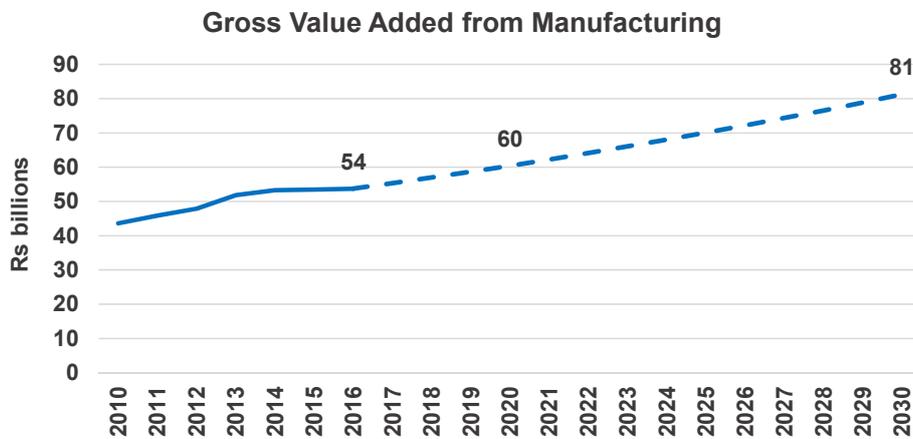


Figure 3-30: Manufacturing Goals and Targets

SMEs

The SME sector will be further developed into a vibrant sector that can easily and rapidly adapt to market changes. The SME sector contributed to 55% of total employment in 2016. This is expected to go up to 58% in 2020 and to 66% in 2030.

Employment

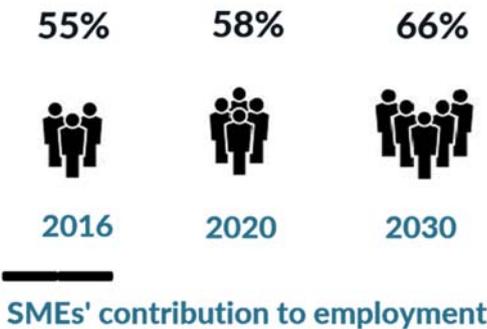


Figure 3-31: SME Goals and Targets

Current Situation

Manufacturing

The manufacturing sector is the largest sector in the Mauritian economy contributing 13.9% of GVA in 2016. The main sub-sectors are sugar milling, food processing, textile and clothing and other manufacturing. There were some 75,800 persons employed in the sector in 2016.

With a view to facing the potential impact of Brexit and reducing lead time in delivery to European markets, Government has, as from 1st April 2017, introduced on textile and apparel the Speed-To-Market-Scheme (STMS) with a 40% refund on air freight cost. A similar scheme, Freight Rebate Scheme for Africa, is being operated for exports to Africa by sea.

A National Export Strategy for Mauritius has been developed, covering seven priority sectors of the economy namely agro-processed foods, fisheries and aquaculture, jewellery, medical devices, cultural tourism, software development and financial services. The strategy is geared at, amongst others, synergising institutional support, market consolidation and diversification, and development of supply side capabilities.

SMEs & Cooperatives

The SME sector currently contributes to 40% of gross value added and 55% of total employment. SMEs operate in a wide range of sectors, such as livestock, garments, handicrafts and jewellery. According to the 2013 Census of Economic Activities, there were around 126,000 SMEs (excluding agricultural establishments) in operation, employing a total of 290,000 persons.

In terms of production units, wholesale and retail trade, and repair of vehicles make up 37.3% of SMEs. This is followed by transportation and storage (17.1%), manufacturing (12.1%) and construction (10.3%).

In support of SMEs, the Mauritian government opened five Business Development and Facilitation Centres at Coromandel, Bel Air, Goodlands, St Pierre and Henrietta.

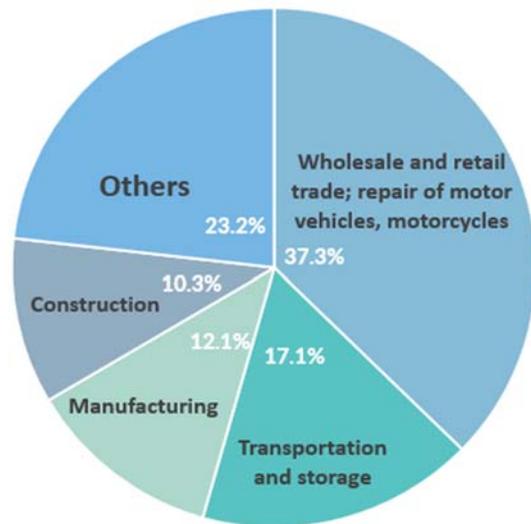


Figure 3-32: Industry sectors for SMEs

The cooperative movement also has an important role in the economy. As at date, there are 1,200 active societies operating in several sectors namely, agriculture, sugar, livestock, handicraft, finance, food processing, transport and fishing. There are 12 Regional Cooperatives Centres which act as the nodal point for cooperatives.

Strategic Direction

Manufacturing

The objective of Government is to enhance the competitiveness of the manufacturing sector through higher levels of productivity and the development of high-end quality products and providing fiscal incentives for expansion of export capacity.

The main strategies are as follows:

- Facilitating exports to traditional markets as well as emerging markets, both in the region and globally;
- Enhancing support to manufacturing enterprises to develop supply-side capabilities, invest in new equipment and technology, improve their export preparedness, and enhance their marketing and promotion campaigns;
- Upgrading MAURITAS into an international accreditation agency; and
- Positioning Mauritius as a renowned regional and international sourcing destination,

including accelerating the development of Mauritius into a petroleum and bunkering hub in the region, and promoting the setting up of oil terminals and jetties.

SMEs & Cooperatives

- Equipping SMEs and cooperatives with the right skills to run their businesses. The National SME Incubator Scheme has been introduced in collaboration with the private sector to incubate and mentor young entrepreneurs with innovative ideas. In addition, the National Cooperative College (NCC) has been set up to provide training to co-operators;
- Expanding the economic space for SMEs and co-operatives by facilitating access to local market, export markets and identified niche markets;
- Providing enhanced support to SMEs and cooperatives through:

- Technical Assistance – This includes a Technology Diffusion Cell to allow for information sharing on sources of technology and international innovations;
- ICT Support – Schemes on software adoption will be rolled out for SMEs and cooperatives to automate and streamline their business operations;
- Identifying new growth areas to achieve an inclusive and green growth for SMEs and cooperatives; and
- Facilitating the clustering of SMEs and cooperatives by setting up additional SME Industrial Parks.

Key Actions

Key Action	Key Performance Indicator	Target 2017/18	Target 2018/19	Target 2019/20
Manufacturing				
Implementation of the Export Development Plan to boost value of domestic exports	Percentage increase in value of domestic exports excluding sugar	3%	3.2%	3.5%
Development of new standards and accreditation of conformity assessment bodies	Number of new standards developed	40	45	50
	Number of laboratories, Certification Bodies and Inspection Bodies accredited to international standards	4	3	3
Development of bunker trade	Percentage increase in bunker sales	15%	15%	15%
Putting in place a new consumer protection framework	Introduction of a new Consumer Protection Bill	June 2018	-	-
SMEs & Cooperatives				
Building export capabilities for SMEs	Number of SMEs successfully entering the export market	10	15	20
Assisting SMEs to professionalise their services and operations through Business Diagnosis Scheme	Number of SMEs assisted	100	125	145
Assisting SMEs in technology upgrading	Number of SMEs assisted under LEMS	60	80	90
Operation of the National Cooperative College	Number of co-operators trained	2,500	3,500	4,000

3.16 Ocean Economy

“To conserve and use the oceans, seas and marine resources for sustainable development”

Goals

Ocean-based activities have the potential to generate resources, boost growth and create wealth. The gross value added from the ocean economy, which comprises eight main activities (hotel & restaurants, services allied to transport, seafood fishing and processing, leisure boat activities, freeport activities, storage, ship store and bunkering, and ship building and maintenance), stood at Rs 34 billion in 2015. The average annual growth rate of 5% recorded between 2011 and 2016, will be maintained up to 2020 before increasing to 7% till 2030.

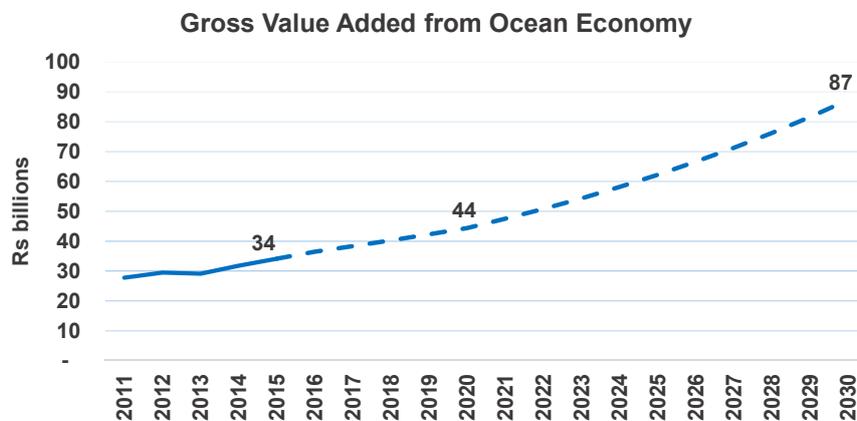


Figure 3.33: Ocean Economy Goals and Targets

Current Situation

The ocean economy, also known as the blue economy, is defined as the sustainable use of the sea and its resources.

Blessed with an Exclusive Economic Zone of around 2.3 million km² and a continental shelf of 396,000 km² managed jointly with the Republic of Seychelles, Mauritius has the sovereign rights to explore and exploit the resources of the waters.

A National Ocean Council was set up in 2015 to coordinate the efforts relating to the ocean economy.

Besides the development of aquaculture, training has also been provided to 1,200 participants at the Mauritius Maritime Training Academy to equip them with relevant skills and to find high-value jobs.

The overarching goals in developing the ocean-economy based activities are:

- Sustainable economic diversification to maximise value from marine sector;
- Creation of high-value jobs both onshore and offshore;
- Contribution to food security through sustainable utilization and management of marine resources; and
- Enhancing energy security via the development of marine renewable energy.

The main sectors identified with growth potential in the near future are:

- Shipping and maritime transport ;
- Seafood related activities, including aquaculture and coral farming;
- Coastal and marine tourism;
- Marine (renewable) energy and deep ocean water application projects; and
- Offshore extractive industry and refining activities.

Strategic Direction

Preparing an Integrated Roadmap and a Maritime Spatial Plan (MSP): The roadmap for the orderly and rational management of the ocean resources will be jointly done by the Government and private sector.

Elaborating the legislative, regulatory, institutional and fiscal frameworks: Frameworks for conservation and sustainability programs, maritime safety and surveillance and the offshore extractive industry will be drafted.

Enhancing business development, marketing and promotion activities: Potential foreign partners will be canvassed to provide the skills and finance required for the sector.

Establishing international and regional co-operation: Working relationships with international and regional organisations will be established to secure assistance and ensure transfer of knowledge.

Enhancing maritime security: To safeguard the territorial integrity of the country's maritime zones, appropriate legislation and logistics such as patrol vessels will be reinforced.

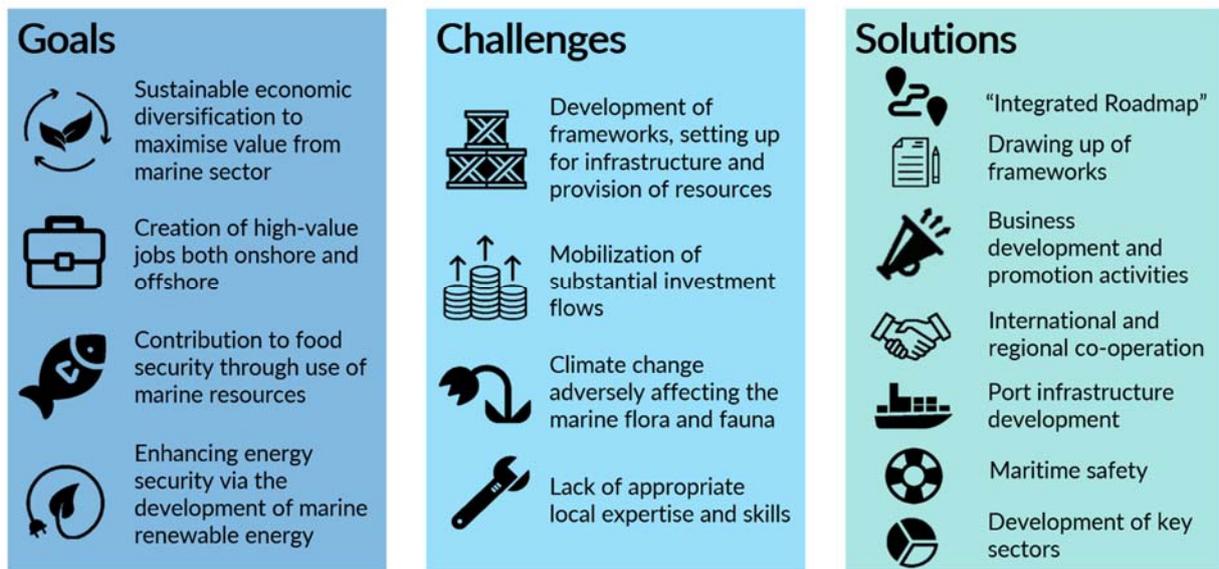


Figure 3.34: Ocean Economy Strategic Plans

Key Actions

Key Action	Key Performance Indicator	Target 2017/18	Target 2018/19	Target 2019/20
Seabed Exploration for Hydrocarbon & Minerals	Enactment of new Offshore Petroleum Bill	June 2018	-	-
Delimitation of Maritime Boundary & Continental Shelf	Exploration Surveys conducted (number)	-	At least 1	At least 1
Capacity Building in long line fishing on semi-industrial vessels	Number of candidates to be trained	50	50	50
Increase fish production through fish floating cages provided to fishermen cooperatives/associations for small-scale aquaculture.	Number of tonnes of fish harvested through floating cage culture	40 tonnes	80 tonnes	100 tonnes
Increasing the number of candidates trained at the Mauritius Maritime Training Academy	Number of candidates trained at the Mauritius Maritime Training Academy	2,000	2,500	3,000

Key Capital Projects

Ocean Economy

Rs Million

Description	Project Value	2017/18 Estimates	2018/19 Planned	2019/20 Planned
Ocean Economy, Marine Resources and Shipping				
Construction of New Laboratories and offices	101	2	3	-
Fisheries				
Dredging of Boat Passage at Remy Ollier	24	2	11	11
Construction of Jetties (Bambous Virieux, Baie du Cap, Mare Chicose, Poste Lafayette, La Preneuse and Poudre D'or)	25	3	15	5
Construction of Balaclava Marine Park Centre	35	-	10	24
Acquisition of Multi-Purpose Support Vessel	57	40	10	7

3.17 Labour

“To move towards full employment including access to adequate job opportunities and high labour force participation”

Goals

By 2030, Mauritius will have a lower long-run rate of unemployment of 4% - 5%. Through a range of measures, the 2020 goal is to promote employability through the implementation of a spectrum of employment schemes for youths, graduates, entrepreneurs and returning workers. Reduction in unemployment among the youth and females is an immediate priority.

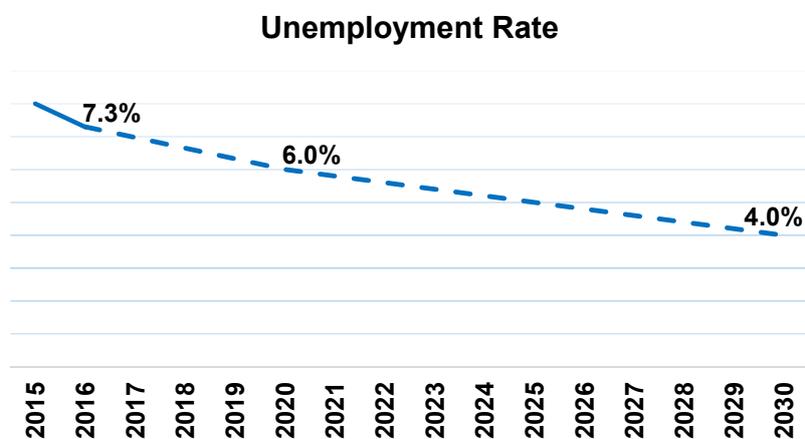


Figure 3.35: Labour Goals and Targets

Current Situation

Over the last five years, the unemployment rate has fluctuated around 7% to 8% and is more prominent among the youth and women.

Inadequate planning of human resources has resulted in a skills mismatch issue, with an adverse impact on productivity.

The education system is out of phase with the labour requirements of a fast-changing economy.

Moreover, a significant segment of the talent pool has migrated mainly due to a lack of job opportunities in Mauritius.

The lack of skilled workers and the skills mismatch are factors driving the private sector, particularly in the manufacturing and construction sector, to rely heavily on foreign labour. Shortage of skilled workers in the Mauritian labour market is a major matter of concern which is being addressed as a priority.

Inadequate labour productivity has also resulted in a shrinkage in the export industries as companies struggle with rising labour and other operational costs.

Strategic Direction

Setting up of the National Employment Agency (NEA) to oversee the different employment schemes and identify priority placements and training needs through a centralised online data base of the labour workforce.

Strengthening the existing training cum placement schemes:

- **Youth Employment Programme (YEP)** which offers placement with training for youth aged 16 – 35 years on an equal cost sharing between Government and the employer;

- o **Dual Training Programme (DTP)** which offers training with placement leading to a diploma or a degree; and
- o **Back to Work Programme (BTW)** which is intended for women above 35 years of age willing to take up or resume employment.

Expanding the National Skills Development Programme (NSDP) which promotes industry-ready programmes and helps in addressing skills mismatch by promoting hands-on learning with placement prospects.

Reinforcing the Graduate Training for Employment Scheme (GTES) to enhance employability of unemployed graduates by providing them with reconversion courses for a duration of up to 12 months.

Promoting female employment through the formulation of supportive labour legislation such as flexible working hours, “**work from home**” scheme and incentive schemes.

Expanding employment opportunities for Mauritians under the bilateral Circular Migration agreements entered with countries including Canada and a number of European and African countries.

Improving coordination between the public and private stakeholders: An assessment of the current and future skills requirement of the entire economy will be undertaken.

Introducing a National Minimum Wage Policy in early 2018, with a view to providing decent salary to workers.

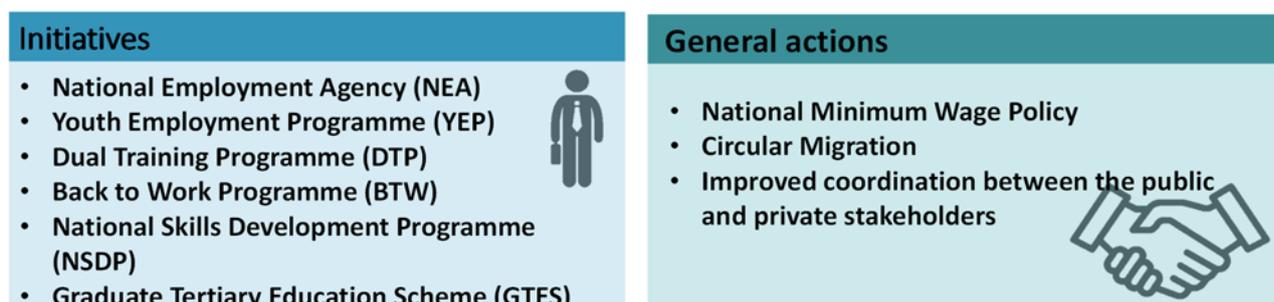


Figure 3.36 Labour sector Strategic Plans

Key Actions

Key Action	Key Performance Indicator	Target 2017/18	Target 2018/19	Target 2019/20
Restructuring the employment service with the setting up of a National Employment Agency	Number of Employment Information Centers restructured	6	2	2
Facilitate placement opportunities for registered jobseekers	Number of persons placed by the Employment Service under various training programmes	8,000	9,000	10,000
Introduction of national minimum wage	Implementation of the National Minimum Wage	Jan 2018	-	-
Enforcement of Labour legislation	% of registered complaints settled	60%	65%	70%

3.18 Financial Services

“To maintain Mauritius as an International Financial Centre of repute”

Goals

The main objective is to take the financial services sector to a new level by improving its depth with respect to the range of products and financial service providers. In that process, more international investors will be attracted. The annual growth rate of 5.5% will be maintained. The gross value added from financial services stood at Rs 45 billion in 2016, and is expected to increase to Rs 56 billion by 2020 and Rs 96 billion by 2030.

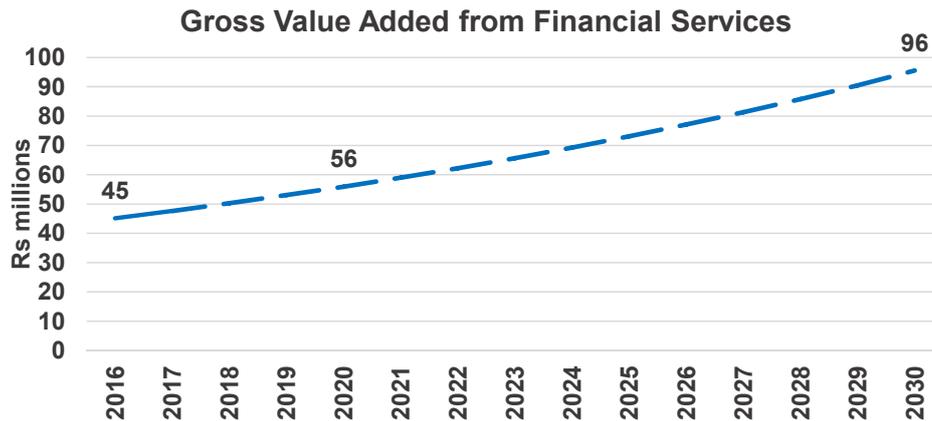


Figure 3.37: Financial Services Goals and Targets

Current Situation

The financial services sector contributes to 12% of GDP and employs 13,900 people. Between 2011 and 2015, the sector registered an average annual growth rate of over 5.5%. The structure of the Financial Services Sector can be summarised in the pie chart below, which consist of Monetary Intermediaries (57%), Insurance and Pension (26%) and Non-banks institution (17%).

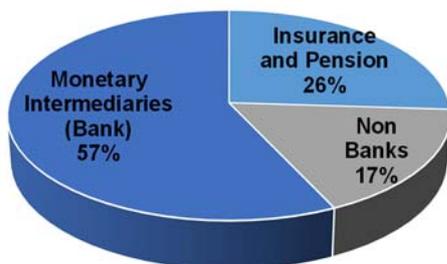


Figure 3.38: Financial Services Sector

Mauritius subscribes to the adoption of international best practices and transparency in disclosure requirements which gives credence to its reputation as an international financial centre.

A spectrum of products and services has been launched, amongst which the family corporation licence to develop the wealth management sector by attracting high net worth individuals and the framework for the Regional Headquarter Scheme.

The Financial Services Institute has been set up to promote financial literacy and a Captive Insurance Act has been enacted.

The financial services sector currently faces several challenges, classified into various areas. These include:

Banking industry

- Dominance of a small number of major banks
- Supervision of financial conglomerate

Primary and Secondary Market

- Building up of efficient primary market practices
- Underdevelopment of long term government and corporate bond markets

Offshore Financial Sector

- Global Business Licence tax regime is being reformed to ensure compliance with international requirements

Capital Markets

- Stock market is small in size with low market capitalisation
- Suffers from lack of liquidity and low turnover ratio

Human Capital

- Shortage of legal and financial expertise

Strategic Direction

Financial Technology: FinTech innovations will contribute to the provision of better financial services. The legal framework will be reviewed to upgrade the payment and settlement infrastructure and facilitate the use of new financial technologies.

Review of legislation: Legislative framework for the banking sector, securities market and Global business sector will be reinforced.

Anti-money Laundering: The framework on anti-money laundering and combating the

financing of terrorism will be reinforced through compliance with international norms and standards.

Cyber-security: To improve techniques for safeguarding banking and payment transactions from any form of data breach, including cyber-attacks, a national objective will be laid down through a consultative approach among banks, regulators and other financial institutions.

Mauritius International Derivatives and Commodities Exchange (MINDEX): A platform for the trading of derivatives as well as spot trading of gold, diamonds and precious stones including vaulting activities, will be set up.

Capital Markets: Development banks are encouraged to issue Infrastructure Bonds for projects in mainland Africa from Mauritius. SEM will endeavour to position the Mauritius jurisdiction as an attractive international platform for debt structuring and listing.

Regional Financial Platform: Multinational firms will be encouraged to establish headquarters for Africa in Mauritius. The Stock Exchange of Mauritius (SEM) will serve as a multi-currency platform to position SEM as an attractive capital raising and dual-listing platform for Africa-focused ventures and international products.



Figure 3.39: Financial Services Sector Strategic Plans

Key Actions

Key Actions	Key Performance Indicator	Target 2017/2018	Target 2018/2019	Target 2019/2020
Setting up of Financial Crime Commission	Financial Crime Commission Bill introduced in National Assembly	Jun 2018	-	-
Creation of Mauritius Commodities and Derivatives Market	Creation of SPV	Dec 2017	-	-
	Setting up Derivatives and spot platform	-	Sept 2018	-
Introduction of a regulatory framework for FinTech firms	Report of Assessment of the FinTech global arena	Dec 2017	-	-
	Regulatory framework for FinTech firms in place	Jun 2018	-	-

3.19 Social Protection

“To provide adequate social protection to the poor, the vulnerable and the elderly, promote gender equality and protect rights of children”

Goals

The focus of the social security protection programmes, as highlighted in Vision 2030, is on the poor, the vulnerable and the elderly.

In 2016, Mauritius ranks 40th among 133 countries in the Social Progress Index (Social Progress Imperative). With a score of 73.24, it is classified in the upper middle league. The objective is to move to the high progress league with a score of 80 by 2030.

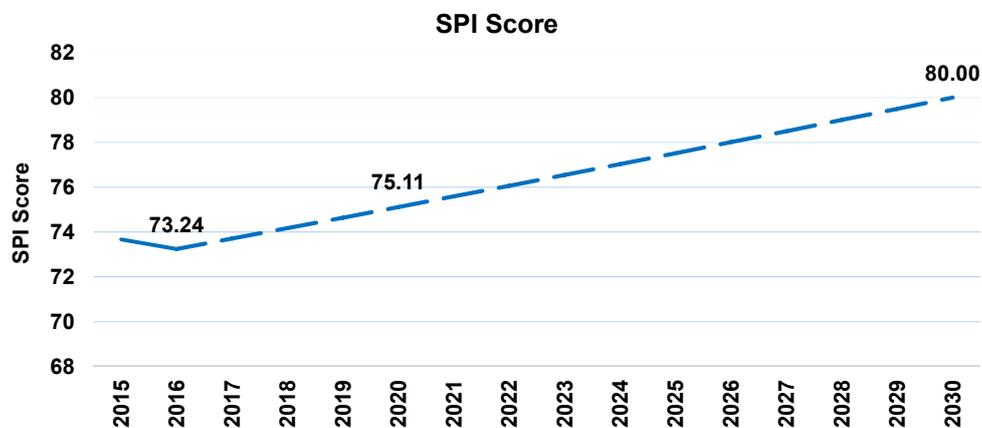


Figure 3-40: Social Progress Index Goals and Targets

Note: Average ranking and score are based on 37 countries that are classified as high income by the World Bank

The Absolute Poor

The aim is to empower the poor in all spheres of society by encouraging families to engage in education and economic activities.

Empowerment support programmes will be enhanced through a case management approach so that they move out of the poverty trap and become self-sustaining.

Elderly

The living conditions of the elderly will be improved by providing them with better welfare and protection for a healthy ageing population.

Women and vulnerable groups

Rights of women and children will be safeguarded and their well-being promoted. Female labour participation rate will be increased from 43.6% currently to 50% by 2030.

Women representation in Parliament will be at least 30%.

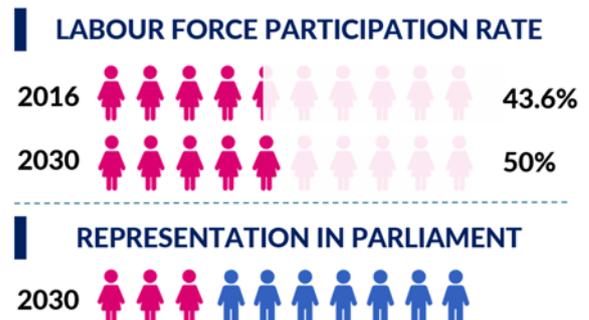


Figure 3-41: Women Participation Ratio

Current Situation

Mauritius provides free health care and education. In addition, there are over 30 social assistance and empowerment programmes, ranging from universal basic pensions to educational support to poor families such as child allowances, school materials and scholarships for higher education. Free travel is also being provided to students, persons with disabilities and the elderly.

Main social programmes implemented to move towards a more inclusive nation are as follows:

- Empowerment Support Scheme (subsistence allowance) to eradicate absolute poverty with a threshold which is 40% higher than the World Bank benchmark. Some 8,200 families are benefitting from this scheme;
- Domiciliary visits covering some 6,600 elderly for medical care;
- Basic invalidity pensions provided to 3,400 additional beneficiaries below the age of fifteen; and
- Victims of domestic violence supported by timely assistance and counselling.

Elderly

Mauritius has an ageing population with the proportion of people aged 60 and above increasing from 15% in 2016 to 24 % in 2030. This will have major implications on demand for social services such as health care and elderly care homes. It will also add pressure on public finance.

Moreover, there may be rising incidences of poverty among the elderly.

The Absolute Poor

The key challenge is to effectively monitor and evaluate current social programmes designed to address low level of education and lack of skills that are highly prevalent among the poor households.

Women among vulnerable groups

In 2015, women in Mauritius scored some 14% points lower than men in terms of the Inequality-adjusted Human Development Index (IHDI). Female-headed households have higher poverty rates than male-headed households.

Strategic Direction

Formulating policies in the fields of health, social protection and security to cater for the needs of the elderly. These include the modernization of the social protection schemes to ensure pension sustainability and the consolidation of existing social assistance schemes for the elderly.

Focusing the Economic Empowerment Programme for the absolute poor on education, employability and improvement of living conditions.

Enhancing the effectiveness of social safety net through the harmonisation of social protection policies and programmes, so as to provide integrated support to the vulnerable.

Promoting a culture of monitoring and evaluation for better social protection policy decision-making.

Enhancing collaboration with NGOs in addressing social ills.

Increasing employability of women through upgrading of skills.

Promoting participation of women in decision-making at the level of boards of companies and in legislative elections.

Consolidating and reinforcing the legal framework for better protection of children's rights and improvement of welfare.

Increasing protection of victims of violence through improved services in shelters, Day Care Centres and promotion of foster care.

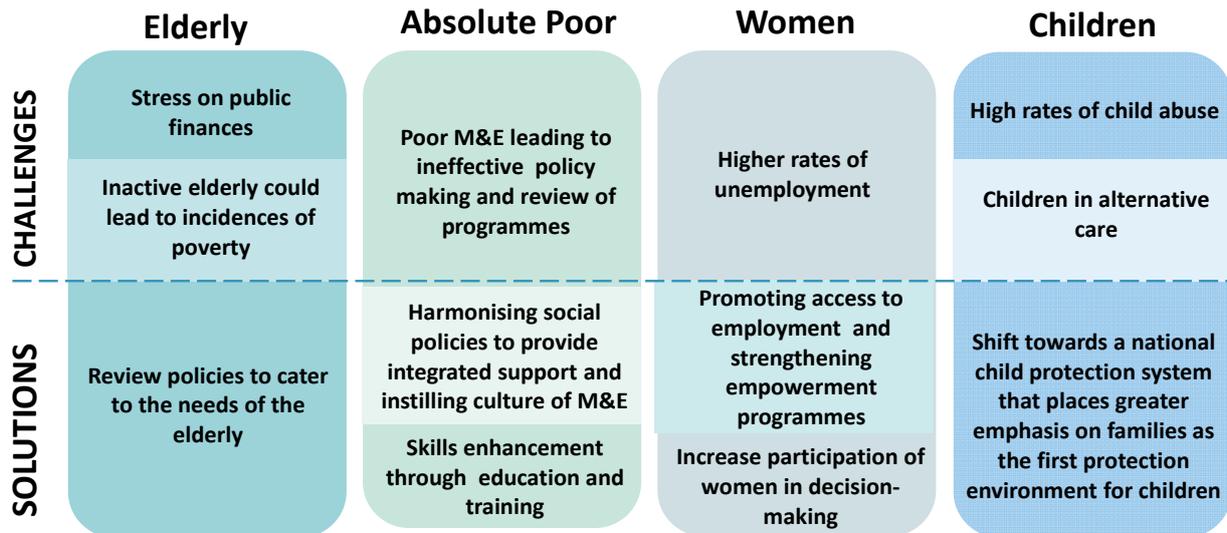


Figure 3-42: Social Security Strategic Plans

Key Actions

Key Action	Key Performance Indicator	Target 2017/18	Target 2018/19	Target 2019/20
Social Security				
Review and consolidate pensions, including the NPF, to ensure long term sustainability	Financially sustainable and implementable recommendations formulated	-	Dec 2018	-
Framework for the full enjoyment of human rights and fundamental freedoms by persons with disabilities (PWDs)	Disability Bill introduced in the National Assembly	Jun 2018	-	-
Social Integration				
Empowerment of Beneficiaries	Percentage of beneficiaries complying with Social Contract	85%	87%	90%
Support towards education of students from vulnerable groups	Number of Students supported	12,700	13,000	13,000
Support to NGOs by the National Corporate Social Responsibility Foundation (NCSR)	Number of NGOs supported	200	250	300
Gender Equality, Child Development and Family Welfare				
Licensing and monitoring of Child Day Care institutions	Number of additional Child Day Care institutions compliant with regulations	25	50	75
Empowerment of Women	Number of women trained /sensitised in economic and political empowerment	20,000	20,500	21,000
Provision of services and outreach facilities at Social Welfare Centres	Number of persons involved in vocational skills/ capacity building and trained in income generating activities	3,500	3,800	4,000

Key Capital Projects

Social Protection

Rs Million

Description	Project Value	2017/18 Estimates	2018/19 Planned	2019/20 Planned
Social Security and National Solidarity				
Construction of Recreation Centre at Riambel	215	145	15	-
Ministry of Social Integration and Economic Empowerment				
Social Housing for Vulnerable Groups	401	115	76	65
Ministry of Gender Equality, Child Development and Family Welfare				
Construction of an Integrated Services Women Centre at Vacoas	3	2	-	-

4 Three-year Public Sector Capital Projects (2017-2020)



4.1 Three-year Strategic Public Investment Plan (2017-2020)

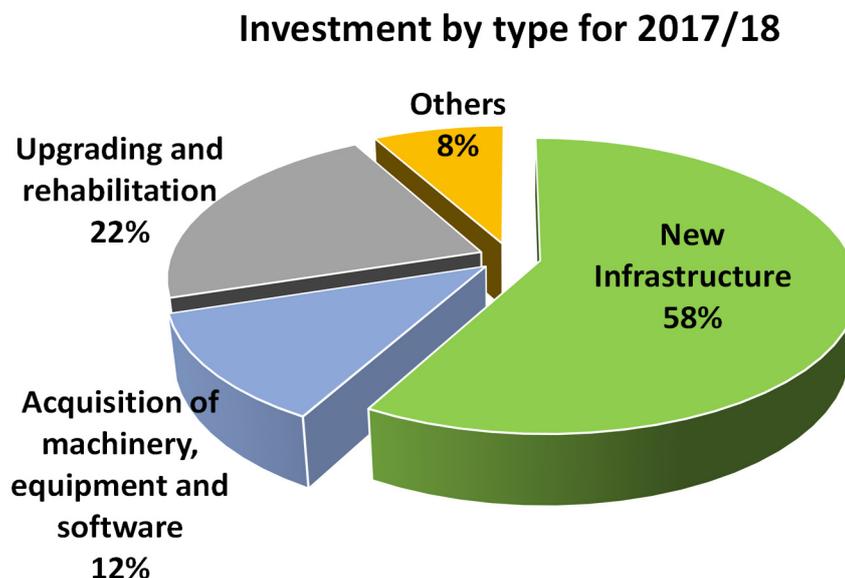
Total public investment over the period 2017-2020 is estimated at **Rs 116.9 billion**. For FY2017/18, total public investment will amount to **Rs 42.3 billion**, of which Rs 22.3 billion relate to implementation of new projects and the remaining Rs 20 billion will be in respect of on-going projects.

The Investment Plan covers capital projects to be executed by Ministries, Departments, Local Authorities, Statutory Bodies and State Owned Enterprises (SOEs). However, the above figures do not include capital expenditure by State-controlled financial companies and such large companies and groups as Air Mauritius, Mauritius Telecom and State Investment Corporation Ltd.

The main areas of investment are:

- **Water and wastewater sectors** (Rs 18.3 bn) – increasing water storage capacity, up-hauling water distribution structures and sanitation infrastructure.
- **Roads, land transport and drains** (Rs 32.3 bn) – improving public transportation, increasing mobility and access through roads and addressing road safety.
- **Energy sector** (Rs 18.0 bn) – increasing power generation and distribution infrastructure.
- **Social and community development** (Rs 21.7 bn) – social housing, up-hauling and construction of land drainage structures, construction and upgrading of schools and health infrastructure.
- **Port development** (Rs 4.4 bn) – increasing berthing capacity, improving and enhancing port cargo handling capacities.
- **Airport development** (Rs 3.4 bn) – cargo and Freeport structures and parking stands for higher capacity airplanes.
- **Public order and safety** (Rs 5.4 bn) – equipment and infrastructure for the police services and judiciary.
- **Administrative and other projects** (Rs 13.5 bn) – construction of administrative city and other Government structure.

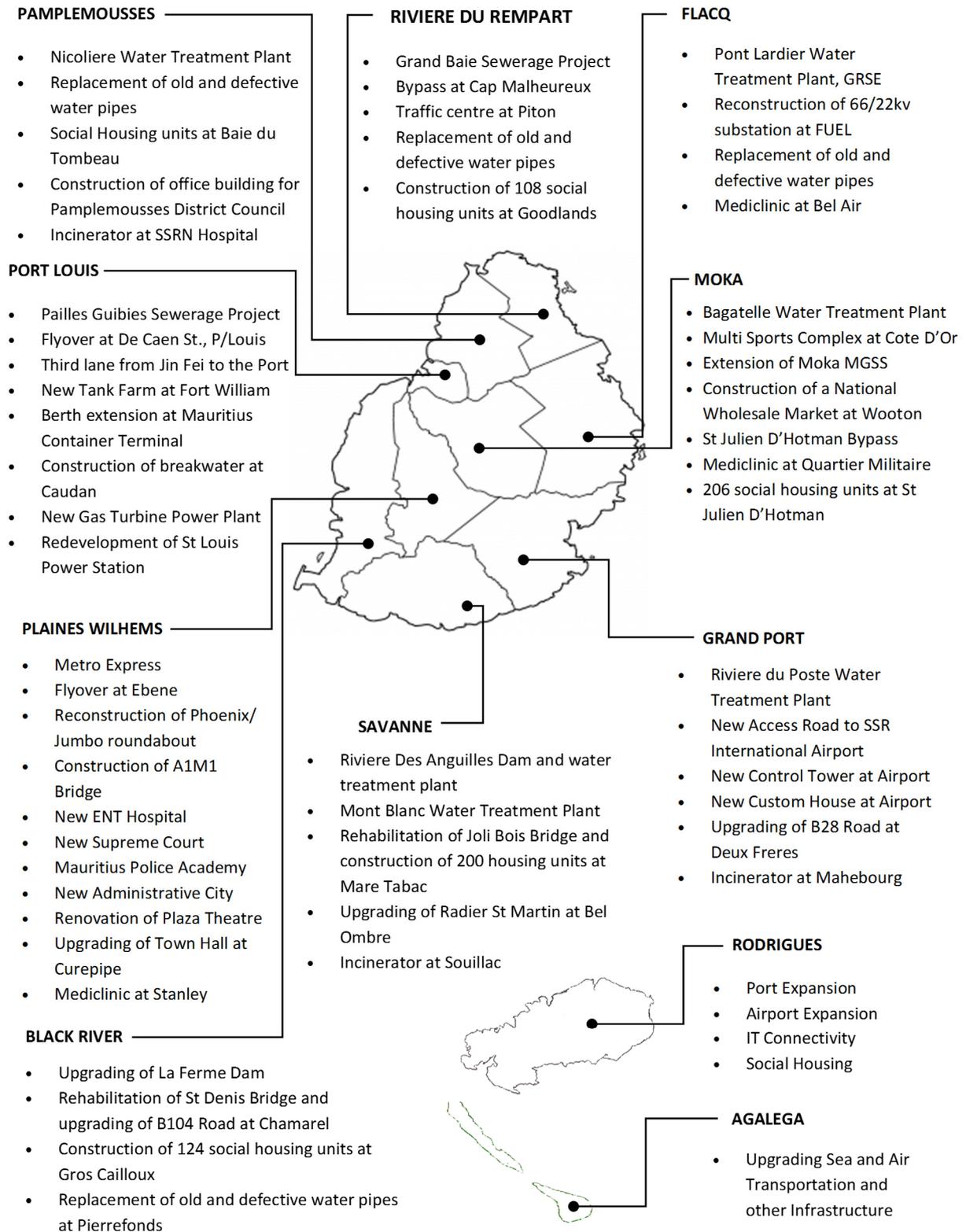
Out of the total public sector investment for FY2017/18, 58% will be spent for the construction of new infrastructure, 23% on rehabilitation and upgrading of existing infrastructure and 11% on acquisition of machinery, equipment and software. This is shown in the chart below.



4.2 Investment by Key Sectors (2017 - 2020)



4.3 Key Capital Projects by Regions



4.4 Major Capital Projects

Details	Project Value	Estimate 2017/18	Planned 2018/19	Planned 2019/20
Water and Wastewater	63,746	5,423	6,579	6,307
<i>of which</i>				
(i) Water Mobilisation				
Riviere Des Anguilles Dam	3,262	87	300	1,300
Bagatelle Dam	7,126	400	147	-
Service reservoirs at Cluny, Riche en Eau, Balisson, Riviere Dragon, and Alma	125	75	47	-
(ii) Water Distribution				
Bagatelle Water Treatment and Associated Works	1,352	598	362	77
Nicoliere Water Treatment Plant	430	60	80	201
Riviere des Anguilles Water Treatment Plant and Downstream Works	700	-	-	-
Construction of Pont Lardier Water Treatment Plant (GRSE/DRBC)	425	54	100	256
Upgrading of Mont Blanc Water Treatment Plant	187	19	75	67
Pipe Replacement Programme	19,497	1,098	1,804	1,994
Replacement of 150 kms water pipes	1,980	240	990	550
(iii) Wastewater				
Grand Baie Sewerage Project- Phase I B	2,382	224	280	445
Pailles Guibies Sewerage Project	1,874	323	401	400
CHA Estates & Low Cost Housing Sewerage Project	418	141	123	78
Highlands Sewerage Project - Phase 1	316	90	64	4
Roads, Drains and Land Transport Infrastructure	60,527	13,792	10,875	7,659
<i>of which</i>				
Metro Express Project	20,904	8,833	6,000	3,000
Construction of New Access Road to SSR Airport	608	74	15	-
Construction of Flyover at De Caen Street, Port Louis	411	150	175	78
Widening of M2 Motorway between Jin-Fei and Mer Rouge	350	90	200	60
Construction of Saint Julien D'Hotman Bypass	262	180	52	7
Construction of a Bypass at Cap Malheureux	200	-	-	50
Construction of A1-A3 Link Road	200	34	146	20
Repair of Embankment Failure on Terre Rouge/Verdun Road	326	284	8	-
Upgrading of B28 Road at Deux Freres	212	30	150	32
Upgrading of B28 Road at Anse Jonchee	475	-	20	220
Upgrading of Ebene Flyover	250	70	100	80
Reconstruction of B104 Road at Chamarel	100	40	58	3
Construction of Jumbo Phoenix Roundabout and A1-M1 Bridge	5,000	1,200	1,500	1,900
Road Maintenance and Rehabilitation	8,913	600	600	600
Upgrading and construction of Secondary Roads	1,601	250	250	250
Construction of Traffic Centres at Ebene, Piton and Pte aux Sables	314	70	100	100
Implementation of National Road Safety Strategy	860	200	150	140
Landslide Stabilization works at Chamarel	313	-	30	250
Acquisition of new Speed Cameras	304	25	50	13
NTA Computerisation Project	415	100	100	150
Land Drainage Programme	4,352	809	400	400
Energy	33,281	6,061	6,423	5,507
<i>of which</i>				
Extension and Enhancement of Distribution Networks	8,000	973	813	544
Setting up of a 105-120 MW Combined Cycle Gas Turbine (CCGT) Power Plant	8,900	1,618	3,130	4,152
Underground Cables from les salines to St Louis (i.C.W CCGT plant)	175	172	-	-
Redevelopment of St Louis Power Station	4,460	595	-	221
Construction of 132kv GIS Sub Stn at Wooton, St Louis & Ebene	1,200	875	295	-
Airport 66/22kv Substation	275	75	200	-
Reconstruction of 66/22kv substation at FUEL	350	75	275	-
Underground cables from St Louis to la Tour Koenig	200	3	172	25
Battery Energy Storage System	360	180	180	-
Port Development	11,016	2,216	1,732	459
<i>of which</i>				
Berth Extension and Strengthening at Mauritius Container Terminal (MCT)	6,535	811	160	-
Purchase of 2 ship to shore cranes	1,100	660	-	-
Acquisition of one big and three small Tugs	1,040	242	434	114

THREE YEAR STRATEGIC PLAN 2017/18-2019/20

Details	Project Value	Estimate 2017/18	Planned 2018/19	Planned 2019/20
Air Transport	8,309	1,266	1,084	910
<i>of which</i>				
New Control Tower including equipment	683	138	191	320
Cargo and Freeport Development	669	49	29	29
Integrated Customs and Governmental Clearance Centre at the Airport	365	80	150	130
Replacement Of Very Small Aperture Terminal (VSAT)/Very High Amplitude Modulation (VHF-AM) System	110	55	55	-
Regional Civil Aviation Training Academy	680	-	200	340
Social and community development	59,442	7,403	8,679	5,648
<i>of which</i>				
Construction, extension and upgrading of Schools (Primary & Secondary)	4,359	419	538	457
Nine Year Continuous Basic Education- Construction and Extension of Schools	525	210	120	120
Acquisition of Tablets for Early Digital Learning Programme	500	300	-	-
E-Health	700	51	150	150
New ENT Hospital	587	200	190	190
Construction of Mediclinics at Quartier Militaire, Bel Air and Stanley	249	7	60	125
Construction of Bunker and Acquisition of Linear Accelerator for Cancer treatment	300	15	150	135
Acquisition of High Tech and Other Medical Equipment	1,737	410	200	200
Upgrading and renovation works at New Cancer Centre	167	60	75	30
Construction of Social Housing Units (Chemin Grenier 265, Gros Cailloux 124, St Julien 206, Goodlands and Ors)	6,069	900	1,300	1,000
Rehabilitation of Infrastructure of NHDC Estate	1,079	163	95	31
Social Housing for Vulnerable Groups	401	115	76	65
Rehabilitation of Beaches	654	47	65	85
Landscaping and provision of amenities on public beaches	308	38	38	38
Improvement/upgrading-Rehabilitation of rivers/beaches/mountains/islets	255	20	20	20
Multi Sports Complex at Cote D'Or	3,185	975	2,075	135
Construction of Sports Facilities	458	70	70	70
Association for the Upgrading of IOIG Infrastructure (AUGI)	300	135	150	15
Construction of Recreation Centre at Riambel	215	145	15	-
Construction and upgrading of amenities	1,213	400	250	200
Derocking Of Small Planters' Lands	4,090	130	130	130
Construction of office building for District Council at Flacq, Pamplémousses & Savanne	100	25	45	30
Construction of Market Fairs at Bel Air, Mahebourg and Chemin Grenier	325	45	70	180
Acquisition of 6 Incinerators	96	23	49	16
Public Order and Safety	23,005	1,303	1,896	2,231
<i>of which</i>				
Project Trident - Integrated Development Project for the National Coast Guard	2,900	9	180	600
Mauritius Police Academy	895	10	50	300
Construction of New Supreme Court	1,100	245	600	246
Construction of Forensic Laboratory	260	25	120	90
Acquisition of Waterjet Fast Attack Craft	1,649	152	-	-
Light Armoured Personnel Carriers	250	28	72	92
Administrative and Other projects	51,760	4,820	4,626	4,059
<i>of which</i>				
New Administrative City project	3,600	800	1,000	1,000
Construction of New Building for the National Archives and National Library	450	20	125	280
Acquisition of Servers and Other IT Equipment for upgrading GOC	486	84	55	25
Acquisition of Doppler Weather Radar	537	250	162	-
Construction of New Building for Government Printing	413	25	140	185
Construction of Chancery and staff residence - Addis Ababa	145	50	44	15
Mauritius E-Licensing Project by Board of Investment	500	178	118	-
Integrated Human Resource Management Information System	414	60	35	10
Construction of a National Wholesale Market	370	35	150	150
Construction of New Slaughter House	250	20	100	110
Upgrading Sea and Air Transportation and other Infrastructure	750	-	-	-
Rodrigues projects	6,326	835	715	750
Total Public Sector Investment Programme		42,283	41,893	32,779
Major Capital Projects in PSIP		30,778	30,756	25,872
Percentage of Major Capital Projects in PSIP		73%	73%	79%