

A background network diagram consisting of white dots connected by thin white lines, forming a complex web of connections. The dots are scattered across the page, with some clusters and some isolated nodes.

MINISTRY OF FINANCE,
ECONOMIC PLANNING &
DEVELOPMENT

Annual Report

Financial Year
2021-2022

Two thick, curved bands, one blue and one gold, sweeping across the bottom of the page from left to right. The blue band is on top and the gold band is on the bottom, both curving upwards towards the right side of the page.

About this report

The Annual Report on Performance of the Ministry is prepared in compliance with the statutory requirement of Section 4B of the Finance & Audit Act.

Annual Report 2021-22 provides information on the Ministry's performance, achievements and targets set for the financial year in relation to the resources approved by the National Assembly and its strategic direction for the next three years.

The Annual Report provides information about this Ministry for our stakeholders and the public at large.

Part I - About MOFEPD

Part II - Achievements

Part III - Financial Performance

Part IV - Way Forward



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Statement from Minister



I am pleased to present the Annual Report of the Ministry of Finance, Economic Planning and Development for FY 2021-2022.

FY 2021-2022 was marked by the outbreak of the Russia-Ukraine war that complicated the supply chain challenges of the COVID-19 pandemic and accentuated the inflationary pressures.

Russia and Ukraine together account for more than 55 percent of global exports of sunflower oil, 30 percent of steel and 20 percent of wheat. The war is inexorably affecting world supply of food and energy and causing a surge in their prices.

The IMF expects inflation to rise to 7.2 percent in advanced economies, a 40-year high. In emerging market and developing economies and Sub-Saharan African countries, the inflation rate is projected at 9.9 percent and 14.4 percent, respectively.

Mauritius, being a net importer of food and energy, was also affected by the rising international prices. To protect the purchasing power of our citizens, Government provided a subsidy on essential commodities from July 2021 to June 2022. The subsidy provided on rice, flour and cooking gas was increased. As a caring Government, we have taken new measures in the 2022-2023 Budget Speech

to support the population against the rising prices.

With the complete opening of our borders as from October 2021 and the relaxing of global sanitary restrictions, we are confident to achieve our target of 1 million tourist arrivals this year. Thus, our economic recovery is well on-track. Real GDP growth in 2022 is, therefore, projected to be around 7.2% percent. The level of investment in the country has recovered fully and exceeds the pre-pandemic level. Labour market conditions continue to improve and the unemployment rate is expected to decline in 2022. The level of gross official international reserves of the country remains at a comfortable level. The public sector debt to GDP ratio is on declining path.

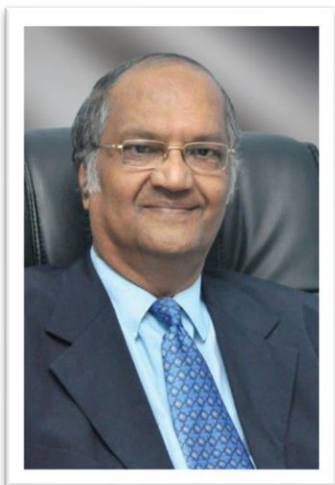
Another major achievement in 2022 is the removal of Mauritius from the FATF grey list and the EU black list. This has strengthened the confidence of the international business community in the Mauritius International Financial Centre. We are working closely with relevant stakeholders to further enhance our AML/CFT framework and diversify the financial services sector.

I wish to thank the Financial Secretary and all the staff of the Ministry for their dedication and efforts and for the commendable performance of the Ministry in a year fraught with challenges. I am sure they will continue to work with the same dedication and even more enthusiasm.

**Dr. the Honourable Renganaden
PADAYACHY**

**Minister of Finance, Economic Planning
and Development**

Statement from Financial Secretary



I am pleased to present to you the Annual Report of the Ministry of Finance, Economic Planning and Development for the FY 2021-2022.

The course of our economy over the past two years has been shaped by the adverse impact of the COVID-19 pandemic and our efforts to contain it. The war between Russia and Ukraine is exacerbating the impact of the external shock on our economy.

More than ever, working together with all stakeholders including Ministries/ Departments, the business community, employees' organisations and the civil society has been instrumental to ride out the various challenges thrust upon our economy.

We have come up with a series of innovative measures following wide consultations to mitigate the impact of the pandemic and the Russia-Ukraine War on the population, the business community and the economy at large. The Ministry has mobilized significant resources to finance the support provided in the last two years.

The Ministry is, therefore, exercising effective stewardship of public finances, with a view to ensuring that the limited resources are being allocated in the most efficient way to boost the economic recovery and improve the living conditions of the population.

Real GDP growth for 2022 is expected to be around 7.2 percent. The main strategy will continue to be centered around import substitution particularly for food and energy, export expansion through improved productivity and competitiveness, further diversification of the economy into sectors such as blockchain, fintech, and the ocean and the expansion of the economic space by partnering with countries in the region.

Over the past 24 months, Mauritius has demonstrated its ability to bounce back when confronted with major challenges. We remain a proven and trusted jurisdiction of excellence for the international business community.

Going forward, we are confident that together we shall accelerate the economic recovery and achieve Government's vision of an Inclusive, High Income and Green Mauritius.

I wish to take this opportunity to extend my appreciation to the Minister for his guidance and support, and the staff of the Ministry and other public bodies for their continued efforts, commitment and dedication to the public service.

Dharam Dev MANRAJ, G.O.S.K
Financial Secretary

PART I - ABOUT MOFEPD

Part 1 sets out the vision, mission and objectives of the Ministry, its roles and functions as well as its organisational structure and a Gender Statement

VISION, MISSION & OBJECTIVES

VISION

- To be a forward-looking and innovative organisation that promotes **strong economic growth** and equitable social development while ensuring **fiscal sustainability** to ultimately transform Mauritius into an **inclusive, high-income** country.

MISSION

- To promote **sustainable economic and social development** of the country, and improve the standard of living of the population.
- To ensure **optimal revenue mobilisation** and **allocation of funds** while providing the right incentives for economic growth and social development.

OBJECTIVES

- Steer the economy to a higher plane of development to achieve the high income country status with **greater equality** and social justice for one and all.
- Maintain **macro-economic stability** and sound public finances.
- Increase investment and employment level in productive sectors.
- Enhance **productivity** and competitiveness in the global market.
- Modernise public financial management for enhanced **transparency** and **accountability**

ROLE AND RESPONSIBILITIES

The Ministry of Finance, Economic Planning and Development (MOFEPD) is responsible for formulating policies for the economic and social development of the country and for the economic management of the affairs of Government of Mauritius.

MOFEPD is also responsible for ensuring financial soundness of Government's socio-economic policies for effective mobilization of revenue and for the proper control of expenditure. The Financial Secretary, as Supervising Officer has the responsibility to ensure that the objectives of MOFEPD are achieved in the most economical, efficient and effective manner.



Figure 1: National Budgeting

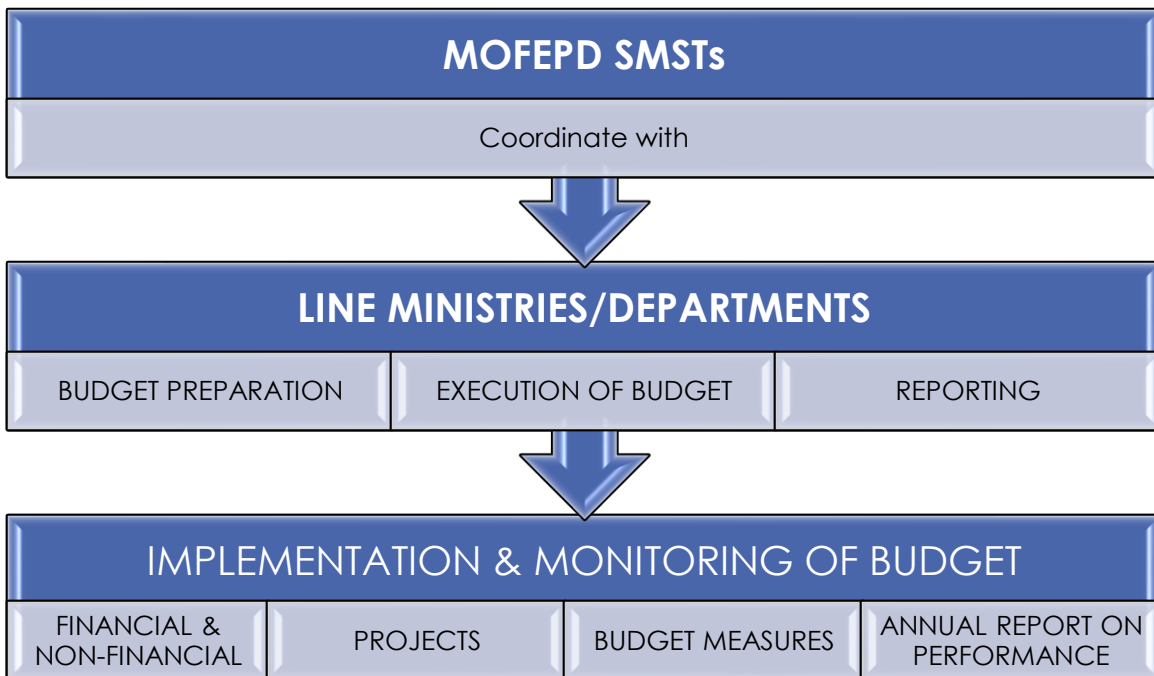


Figure 2: Key responsibilities of MOFEPD

KEY FUNCTIONS



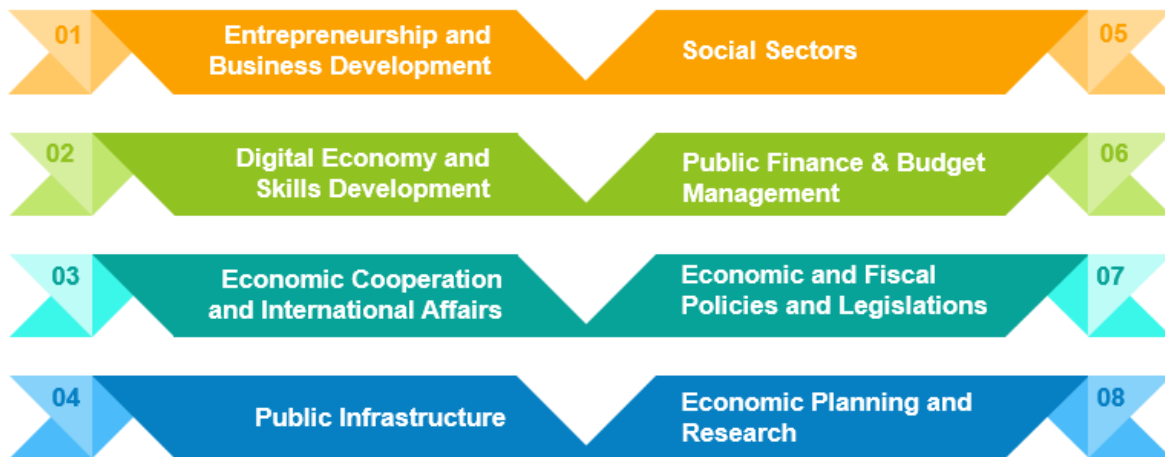
- Formulate Government economic reform strategy and coordinate its implementation
- Develop the macro-fiscal framework and formulate fiscal policy
- Prepare the annual Budget Estimates in collaboration with Ministries/Departments
- Work out, in consultation with Ministries/Departments, a Public Sector Investment Programme (PSIP)
- Provide support, through SMSTs, to Ministries/ Departments in the formulation of their strategic plans and the preparation, execution and monitoring of their budget
- Carry out systematic appraisal of project proposals, make appropriate recommendations and monitor implementation of major projects through the Public Investment Management Unit (PIMU) so as to ensure value for money of capital projects
- Ensure the smooth and timely implementation of projects, programmes and budgetary measures through the Project Implementation and Monitoring Agency (PIMA).
- Develop and implement debt management strategies whilst supporting the development of a well-functioning market for Government securities
- Coordinate with the Bank of Mauritius and the Financial Services Commission to ensure the soundness and stability of the financial system
- Develop cooperation with international financial institutions and mobilise financial resources and seek technical assistance

ORGANISATIONAL STRUCTURE

OUR PEOPLE

The Financial Secretary is the head of the Ministry. He is assisted in his functions and duties by four Deputy Financial Secretaries, the Permanent Secretary and officers from the various cadres namely; Analyst Cadre, Administrative Cadre, Human Resources Management Cadre, Financial Operations Cadre, Procurement and Supply cadre, Internal Control Cadre as well as officers belonging to the general services grades. He is also responsible for the overall administration and general supervision of all Departments and other Bodies falling under the aegis of the Ministry.

The technical arm of the Ministry consists of eight (8) directorates namely:



The organisational structure of MOFEPD is presented at Figure 3.

The Corporate Services are responsible for, inter-alia, Parliamentary Affairs, Boards and Committees and Budget Proposals; Office Operations and Facilities Management; Human Resources matters and policy issues; financial operations, procurement and supply and Internal control.

MOFEPD is also responsible to provide, to all Ministries, human resources in three main areas namely, Financial Operations, Procurement & Supply and Internal Control to facilitate the smooth running of their core businesses.

ORGANIGRAM

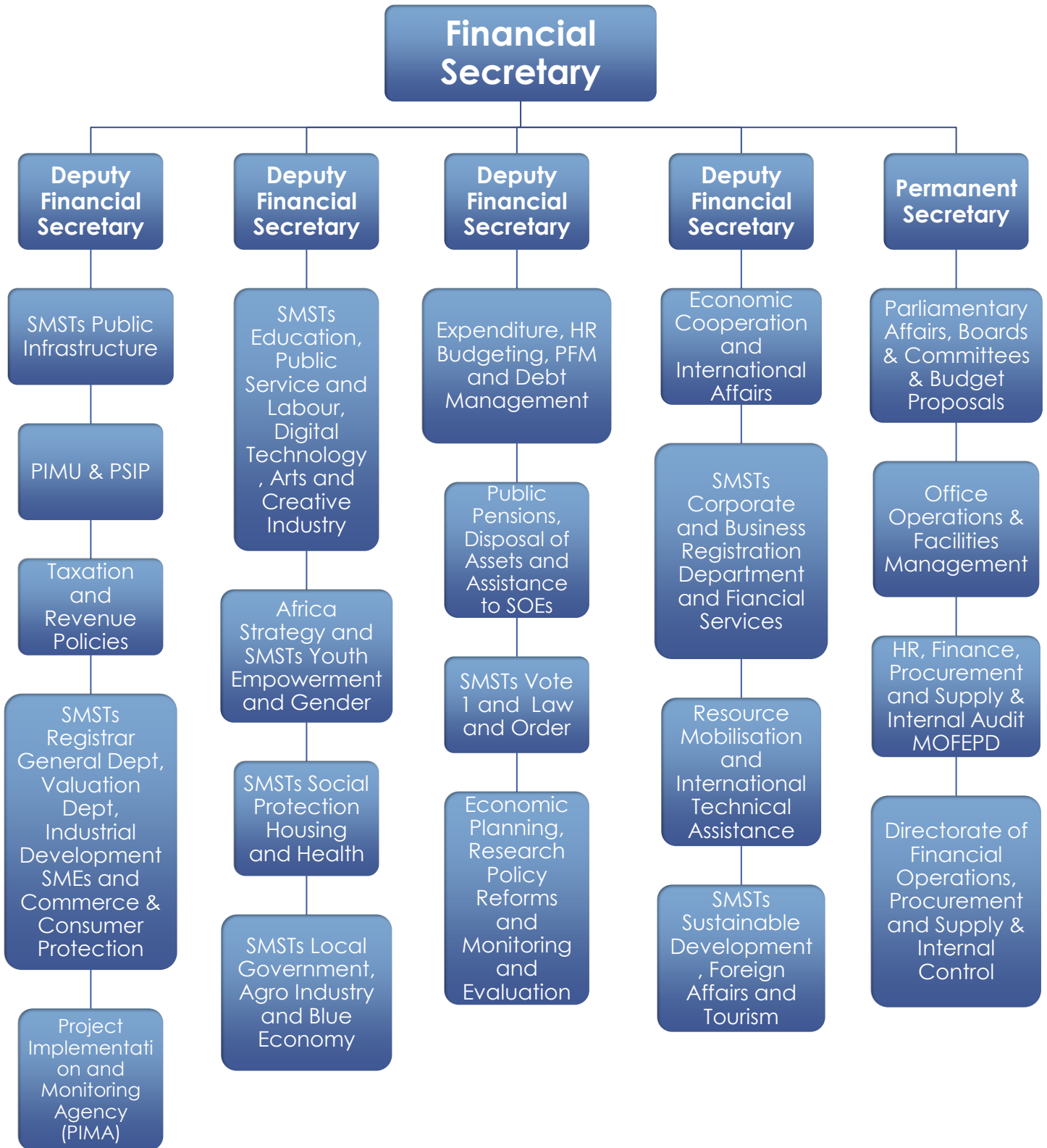


Figure 3: Organisational Structure

HUMAN RESOURCES OF MOFEPD

During FY 2021-22, the composition of MOFEPD staff was as follows:

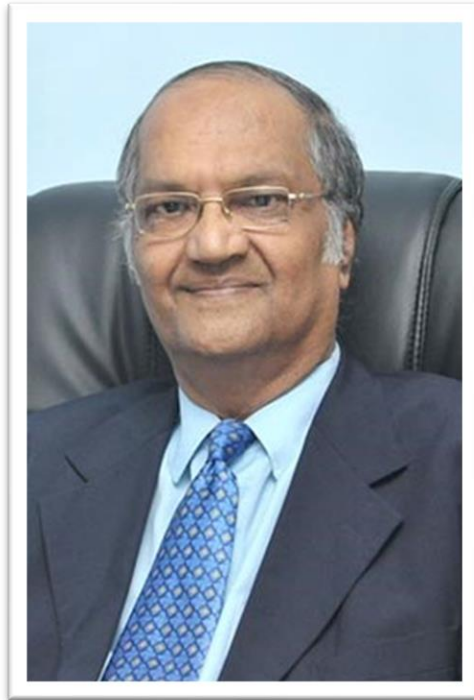
JOB TITLE	NUMBER OF STAFF
FINANCIAL SECRETARY	1
DEPUTY FINANCIAL SECRETARY	4
DIRECTOR (ECONOMIC & FINANCE)	7
LEAD ANALYST	46
SENIOR ANALYST	1
ANALYST/SENIOR ANALYST	112
STRATEGIC POLICY AND PLANNING OFFICER/ SENIOR STRATEGIC POLICY AND PLANNING OFFICER	2
FINANCIAL OPERATIONS CADRE*	593
INTERNAL CONTROL CADRE*	106
PROCUREMENT & SUPPLY CADRE*	458
ADMINISTRATIVE CADRE	5
HR CADRE	8
GENERAL SERVICES STAFF	107
ASSESSMENT REVIEW COMMITTEE TECHNICAL CADRE	18
INDEPENDENT REVIEW PANEL TECHNICAL CADRE	3
PROCUREMENT POLICY OFFICE	1
CENTRAL PROCUREMENT CADRE	16
ADVISERS	7 ¹
CONTRACTUAL OFFICERS	22
SERVICE TO MAURITIUS PROGRAMME INTERNS	168
PIMU	1
TOTAL	1,686

Table 1: Number of Staff in post in MOFEPD as at 30 June 2022

*Officers in the Financial Operations, Internal Control and Procurement & Supply Cadres are out-posted in all Ministries and Departments to perform operational duties.

¹ Includes 1 commissioner for protection of borrowers and 1 Assistant Parliamentary Counsel

SENIOR MANAGEMENT TEAM



Financial Secretary
Mr D. D. Manraj, G.O.S.K

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Mr Manraj has an extensive experience, developed from the start of his career, predominantly within the public and semi-governmental spheres in Mauritius. He occupied various positions within the Ministry of Finance, ranging from Senior Accountant to Financial Secretary.



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Deputy Financial Secretary

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The corporate services of the Ministry of Finance, Economic Planning and Development is headed by the Permanent Secretary. Mr V. A. Putchay assumed duty as the Permanent Secretary of MOFEPD since 5th November 2021. Previously, Mrs Z. Auladin-Auckburally was the Permanent Secretary, *i.e* 1st July 2021 up to 4th November 2021.



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Director

(Project Implementation and
Monitoring Agency)

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DIRECTORATES & CORE TEAMS

DIRECTORATES	CORE FUNCTIONS
ENTREPRENEURSHIP & BUSINESS DEVELOPMENT	<ul style="list-style-type: none"> ❖ SME, Manufacturing & Commerce ❖ Agri - Business ❖ Tourism & Film Industry ❖ Blue Economy & Freeport ❖ Private Investments
PUBLIC FINANCE & BUDGETING	<ul style="list-style-type: none"> ❖ Public Debt Management ❖ Budget Expenditure Management & HR Budgeting ❖ Public Financial Management ❖ Medium Term Macro Fiscal Framework ❖ E-Budgeting
SOCIAL SECTORS	<ul style="list-style-type: none"> ❖ Social Protection ❖ Housing ❖ Health ❖ Regional & Local Government ❖ Family, Youth & Culture
ECONOMIC & FISCAL POLICIES	<ul style="list-style-type: none"> ❖ Direct Taxation ❖ Indirect Taxation
BANKING & FINANCIAL SERVICES	<ul style="list-style-type: none"> ❖ Financial Services ❖ International Agreement relating to Tax
PUBLIC INFRASTRUCTURE	<ul style="list-style-type: none"> ❖ PSIP ❖ Infrastructure ❖ Environment Protection ❖ Public Utilities ❖ External Communication & Innovative Financing ❖ Monitoring & Evaluation
ECONOMIC CO-OPERATION & INTERNATIONAL AFFAIRS	<ul style="list-style-type: none"> ❖ International Affairs & Trade ❖ Resource Mobilization ❖ Bilateral Agreements and Economic Cooperation
DIGITAL ECONOMY AND SKILLS DEVELOPMENT	<ul style="list-style-type: none"> ❖ Digital Economy ❖ Employment & Training ❖ Education ❖ Business Facilitation ❖ Research, Development and Innovation

Table 2: Directorates & Core Functions

OPERATING ENVIRONMENT

DEPARTMENTS & OTHER BODIES

The following Departments/Bodies operate under the aegis of MOFEPD:

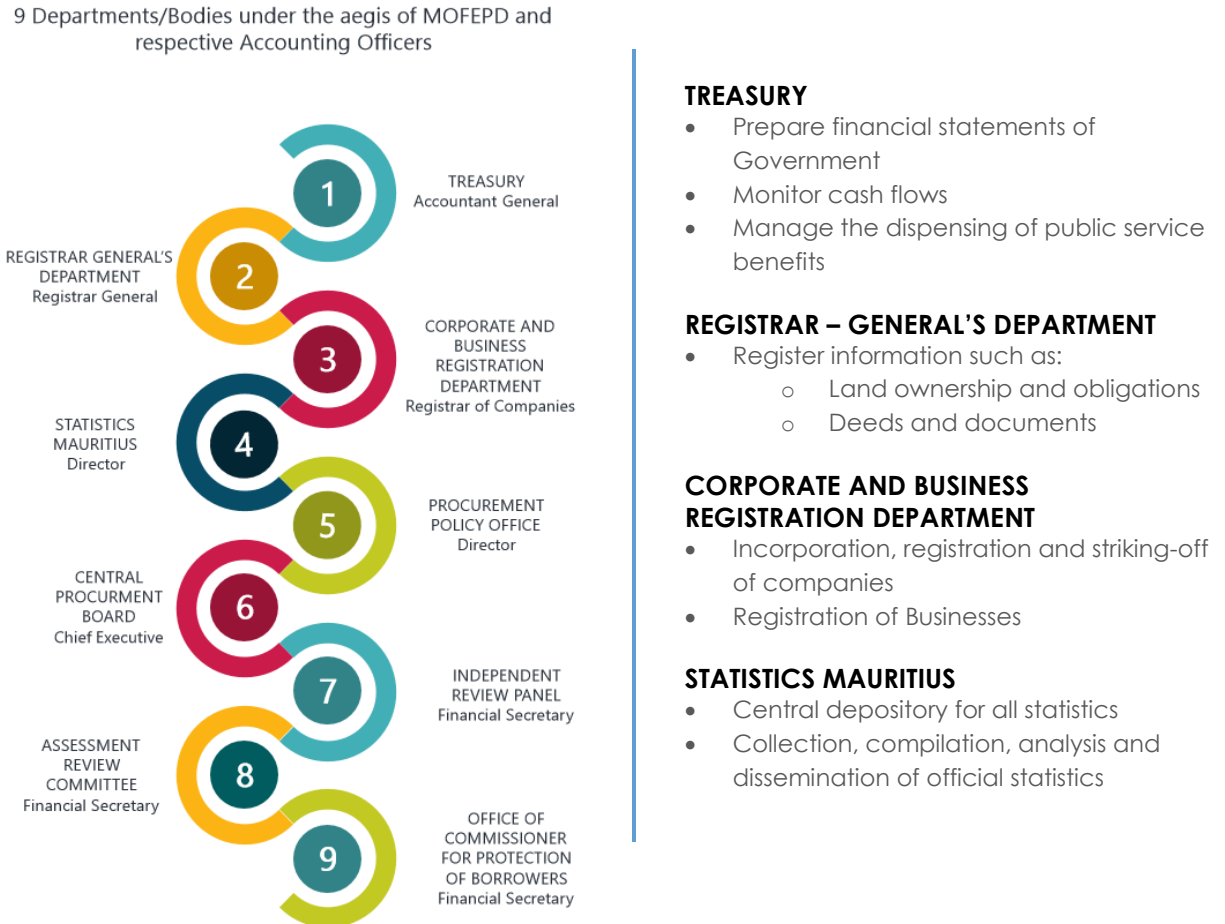


Figure 4: Departments and other Bodies under the aegis of MOFEPD

The Financial Secretary is also responsible for the overall administration of the various Cadres and Divisions as well as for the general supervision of the Departments under the aegis of MOFEPD.

STATUTORY BODIES & COMPANIES

MOFEPD has five (5) Statutory Bodies and ten (10) companies under its jurisdiction as listed below. These Bodies operate as autonomous entities and have their own goals and objectives. They are the Executive arm of the Ministry in supporting and promoting Government’s vision, mission and objectives. Each Statutory Body is managed by a Board of Directors, appointed by the Government, which sets the policies and directions of its operations. The Board appoints the Officer-in-Charge under different types of denomination according to the Act. The Officer-in-Charge is responsible for the day-to-day management of the organisation.

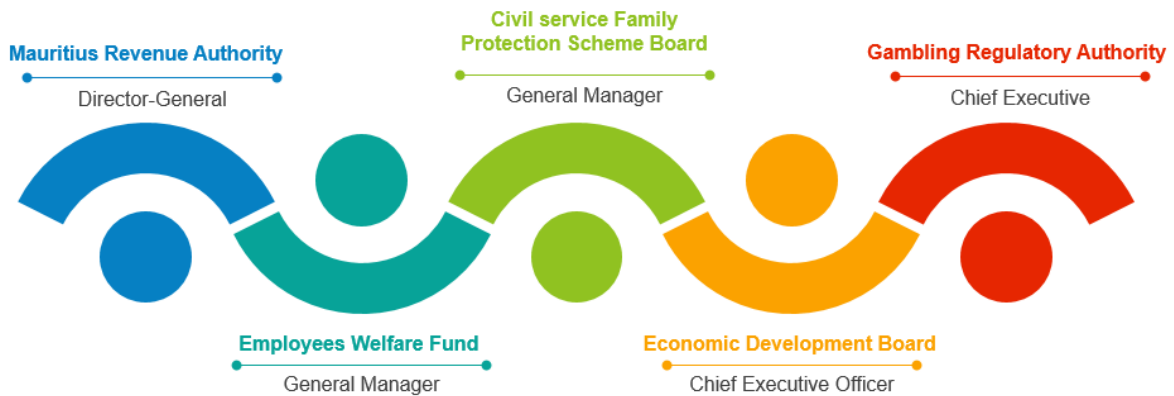


Figure 5: Statutory Bodies under the aegis of MOFEPD

The key responsibilities of the above-mentioned Statutory Bodies are described at Annex I.



Figure 6: Companies under the aegis of MOFEPD

GENDER POLICY STATEMENT



MOFEPD Gender Policy

Introduction

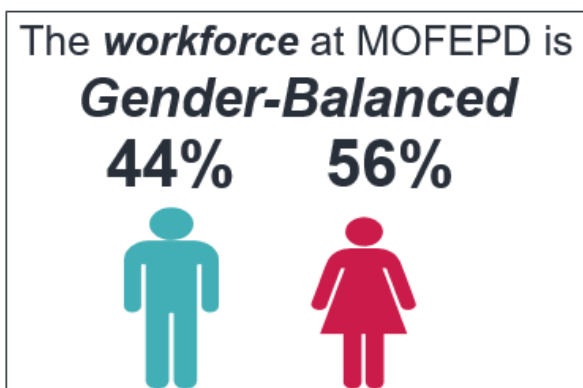
There is growing awareness and acceptance that gender equality is a critical and cross-cutting issue for development. Gender equality is achieved when women and men enjoy the same rights, entitlements and opportunities across all sectors of the society, including economic participation and decision making, and when the different behaviours, aspirations and needs of men and women are equally valued and favoured.

However, Mauritius has made considerable progress on the status and advancement of women. There is a lot more that can be achieved in regard to women’s economic empowerment. The widening of economic opportunities for women depends largely on the nature of macroeconomic policy making as well as the engendering of budgets.

Government’s aim is to move to a high-income economy, which necessitates accelerating economic development, whereby the whole spectrum of genders of the Mauritian population are taken on board. Consequently, Government ambition is to design frameworks and policies that promote inclusion and empowerment in a sustainable and equitable manner.

The Government of Mauritius is committed to the principles of gender equality. The Beijing Platform for Action (1995) urged Government into action to establish an efficient institutional mechanism aimed at integrating a gender perspective in all policies and programmes.

MOFEPD - Demographic Analysis



Category	Male	Female
Top Management Salary ≥ Rs 110k	92%	8%
Middle Management Rs47k < Salary < Rs110k	55%	45%
Support & Others Salary: ≤ Rs47k	35%	65%
Overall	44%	56%

Rationale

Mauritius by virtue of Section 3 (2) of its Constitution which stipulates that “in Mauritius there have existed and shall continue to exist without discrimination by reason of race, place of origin, political opinions, colour, creed or sex...”, and in line with the Sustainable Development Goals - Goal 5 “Achieve Gender Equality and Empower all women and girls” as adopted by the United Nations in September 2015, Mauritius strives to create equal opportunities for both men and women across all spheres of life, including economic and political fronts so that they can both exercise their full rights in the national development process.

Respective development policies and programmes are designed and implemented in ways consistent with gender equality. To achieve this, sound financial management practices and budgetary processes will need to be ‘gender responsive’ and based on a differentiated approach that will boost economic empowerment of the individuals – men and women, alike.

Thus, a number of flagship measures have been enumerated that consolidate efforts to help eliminate gender gaps, foster the role of women in economic activities and that would ultimately enable Mauritius to graduate from a middle to high income economy in an inclusive manner. These measures are:

- Gender Mainstreaming as a pillar in the development process
- Implementation of Gender Responsive Budgeting
- Addressing Gender Issues in the three-year Strategic Plan
- Budgetary provision to implement the gender mainstreaming programme in Government ministries and departments.
- Amendment to the Statutory Bodies (Accounts and Audit) Act requiring Statutory Bodies to have at least one woman on their board of directors.
- The restriction to 3 confinements in the public service on maternity leave on full has been removed.

To promote gender-oriented welfare within its own workplace, MOFEPD has set up a Gender Cell to help address any gender gap and bring in gender balance in its decision making process. The Cell provides a platform for dialogue where views and concerns on gender mainstreaming issues are shared. The gender focal point is responsible to ensure that gender is mainstreamed in all programmes, policies and activities of the Ministry.

As regards staffing structure at MOFEPD, it would be noted that out of 489 officers, there are 213 males (representing 44%), whilst 276 are female representing 56% of the Ministry’s population as at date. These statistics demonstrate an overall gender balance at the level of MOFEPD.

Women representation in MOFEPD top management stood at 92 percent compared to 8 percent for men. However, with regards to middle management women representation is 45 percent. There is therefore need to provide opportunities for an increased number of women to operate at higher management levels.

In view of the above and also to be in line with the National Gender Policy Framework (NGPF) of Mauritius, MOFEPD proposes to take the following actions: -

- To further integrate gender perspectives in the Budget Speech & Budget Call Circular;

- To allocate to all Ministries and Departments, during each fiscal year, a percentage of the national budget to support activities relating to gender mainstreaming.
- Reinforce performance budgeting by putting emphasis on a more gender equitable allocation of resources;
- Reinforce the ‘gender lense’ of Monitoring and Evaluation on implementation outcomes of policies and programmes and, through feedback, further reduce gender-biased policies and programmes;
- Address lags in training needs of MOFEPD staff from a gender perspective;
- Provide training in ‘Gender Aware Economics’ with particular focus on ‘Budgeting with gender lenses’ to equip staff of MOFEPD with appropriate tools and expertise to successfully engender the policies and programmes of the Ministry;
- Ensure an equal opportunity for male and female staff to be represented on Boards and Committees or any other forum; and
- To ensure gender disaggregated data in terms of target groups and amount of money spent on all genders are available for informed decision-making.

To conclude, MOFEPD will, through the formulation of policies and strategies and budgetary allocation process, give due consideration to the issue of gender in the pursuit of sustainable socio-economic development. The Ministry will also continue to foster a working environment free of any gender discrimination.

GENDER DISTRIBUTION OF MOFEPD STAFF

The gender distribution of human resources at MOFEPD is as follows:

CADRE	NUMBER OF STAFF		TOTAL
	Male	Female	
INTERNAL CONTROL	4	5	9
ARC	6	11	17
IRP	1	2	3
PPO	1	-	1
CPB	5	13	18
COMMISSIONER OF BORROWERS	1	-	1
FINANCIAL OPERATIONS	17	23	40
PROCUREMENT AND SUPPLY	18	12	30
ANALYST	77	82	159
ADVISER	5	1	6
OFFICERS ON CONTRACT	17	5	22
OA/SOA	12	12	24
DRIVER	14	-	14
STORE ATTENDANT	-	1	1
HOA	3	-	3
GENERAL WORKER	2	-	2
RECEPTIONIST	-	3	3
ADMINISTRATIVE	3	1	4
HR CADRE	-	8	8
GENERAL SERVICE	15	89	104
STM	12	8	20
TOTAL	213	276	489

Table 3: Gender Distribution at MOFEPD

PART II - ACHIEVEMENTS

Part II highlights the major achievements of MOFEPD and the status on implementation of budget measures for FY 2021-2022.

MAJOR ACHIEVEMENTS FOR FY 2021-22



Achievements for the financial year **2021-2022**

Macroeconomic Management

- With the resurgence of the pandemic in a number of countries and the Russia-Ukraine war, which has intensified supply chain disruptions and further increased fuel and food prices, it is expected that the global economic recovery will slow down further in 2023. The IMF has maintained its global GDP growth for 2022 at 3.2% but revised downwards its projection for 2023 from 2.9% forecasted in July to 2.7%. On the other hand, inflationary pressures are expected to increase with global inflation rate rising from 4.7% in 2021 to 8.8% in 2022.
- As for the Mauritian economy, real GDP growth rebounded by 8% in FY 2021-2022, from a contraction of 7.9% in FY 2019-2020 and 5.2% in FY 2020-2021. This positive growth was mainly driven by a recovery in the tourism sector, following the complete reopening of borders, the construction sector, the ICT sector and the financial services sector. For FY 2022-2023, GDP is expected to grow further by 8.5%.

KEY ECONOMIC INDICATORS



Figure 7: key Economic Indicators (2021-2022)

- Since the full opening of borders, the number of tourist arrivals has been on a rising trend. In addition, the average expenditure per tourist has increased from Rs 45,000 during the pre-COVID period to around Rs 67,000 during the first semester of 2022 and the average length of stay from 11 to 12.6 nights.

- It is expected that some 1 million tourists would visit Mauritius in 2022 and some 1.4 million in FY 2022-2023. Other related sectors, such as recreation and entertainment, are also expected to grow and contribute positively to overall GDP growth.
- There was a significant pick-up in investment, particularly private sector investment, in 2021. The investment rate went up from 17.1% in 2020 to 19.5% in 2021 and is expected to be around 19.2% in 2022. Investment in building and construction works rose by 17.5% in real terms.
- Labour market conditions improved gradually. The unemployment rate went down from 10.5% in the 2nd quarter of 2021 to 8.1% in the corresponding quarter of 2022. Youth unemployment rate also went down from 32.4% in 2nd quarter of 2021 to 26.1% in the corresponding quarter 2022.
- The headline inflation rate in 2021 was 4%, up from 2.5% in 2020 mainly due to higher prices of vegetables and also external factors such as the rise in freight costs and increase in prices of energy and food at the global level. For the year ended June 2022, the inflation rate rose to 8%.
- Foreign direct investment flows in Mauritius amounted to Rs 15.4 bn in 2021. For the 1st quarter of 2022, it amounted to Rs 4.7 bn compared to Rs 2.6 bn for the same period of 2021.
- Deficit in the current account of the balance of payments was 13.2% of GDP in 2021, explained by the rise in import bill for fuel and food, higher freight costs and lower tourism earnings. There was, however, a net inflow in the balance of payments of almost 12% of GDP in 2021 as against a net outflow of around 5% in 2020.
- The level of gross official international reserves of the country stood at Rs 345 billion as at end June 2022 compared to Rs 309 billion in June 2021. In USD terms, gross reserves increased from USD 7.3 billion to USD 7.6 billion.

Enhancing Competitiveness for Growth and Job Creation

- **Economic Freedom Report 2022 – Fraser Institute**

Mauritius ranks 9th globally, leapfrogging from last year's 11th position out of 165 countries and joins the league of top 10 countries which are most favorable to economic freedom according to the annual Economic Freedom Report published by the Fraser Institute.

The report entitled 'Economic Freedom of the World: 2022 Annual Report' also shows that Mauritius has sustained its first position as the most-economically free country in Sub-Saharan Africa.

- **Mo Ibrahim's Governance Index**

In terms of good corporate governance, the country ranks 1st in Africa on Mo Ibrahim's Governance Index for the 10th year in a row with an overall score of 77.2.

- **Democracy Index 2021 (published by The Economist Intelligence Unit)**

On the Democracy Index 2021 (published by The Economist Intelligence Unit), Mauritius maintains its “Full Democracy” status, ranking 1st in Africa and 19th worldwide with a score of 8.08. Mauritius is the only African country to be classified as a “full democracy”, featuring in the same league as G20 member countries Australia, Canada, Germany, Japan, South Korea, and the United Kingdom.

- **2021 Social Progress Index**

On the 2021 Social Progress Index, Mauritius ranks 45th worldwide, and 1st in Africa, with a score of 77.30.

- **2022 Global Peace Index**

On the 2022 Global Peace Index, Mauritius ranks 28th worldwide, and 1st in Africa, with a score of 1.57.

Improving Public Financial Management

- The Government has continued with the implementation of accrual-based IPSAS as per the established roadmap, with new items recognised for the first time in the financial statements and continuous incremental enhancements being made to existing items and disclosures where relevant. It is expected that full compliance with IPSAS will be achieved in the near future.
- The full implementation of accrual-based IPSAS includes consolidation of all public sector entities. The consolidation is planned to be carried out for the General Government for the financial statements FY 2021-2022 in the first phase and thereafter for the Public Sector as from FY 2022-2023.
- To facilitate the collection of all IPSAS related information of the entities within the scope of the consolidation, a ‘Consolidation Package’ has been developed.
- To further strengthening accountability and transparency in Statutory Bodies, the Statutory Bodies (Accounts & Audit) Act has been amended to provide that the Director of Audit may submit a consolidated annual report on the accounts of Statutory Bodies.
- With a view to facilitating establishment of formal risks management structures and processes in the public sector, guidelines have been circulated to Accounting Officers in developing a risk management framework according to the specificities of Ministries/Departments. A dedicated Internal Control team is assisting Accounting Officers in this exercise.
- For more transparency in the Public Sector and enhanced access to information, a centralised dashboard has been setup through the website of the Ministry of Finance, Economic Planning and Development whereby the public will be able to access the Annual Report on Performance submitted by all Ministries and Departments.
- The Project Implementation and Monitoring Agency (PIMA) has been set up in October 2021 to ensure the smooth and timely implementation of projects, programmes and budgetary measures. Since January 2022, the monitoring is done through an online Project Information and Monitoring Platform (known as the e-PMIS).

- PIMA reports to the PIMA Committee (chaired by the Financial Secretary) and the Coordination Committee (chaired by the Honourable Prime Minister) on a monthly basis.
- A computerized inventory management system (e-IMS) has been introduced to automate stock management system in Government warehouses. The e-IMS has already been deployed on some 165 sites and it is expected that by June 2023 the system will be extended across all Ministries and Departments.
- 102 public bodies have on-boarded on e-Procurement system with registration of some 4,800 suppliers on the system. As at end of October 2022, some 22,500 electronic Invitation for Bids published by e-PS.

Enhanced Revenue Management & Taxation Policies

- In FY 2021/22, the Mauritius Revenue Authority (MRA) collected a total of Rs 112.6 billion, of which Rs 106.5 billion was remitted to the Consolidated Fund.
- In terms of assessments raised, MRA was close to the usual Rs 7 billion threshold of the pre-pandemic years whilst its debt collections has increased by roughly one billion rupees compared to FY 2020-2021 to reach Rs 2.6 billion.
- Although there was no complete lock down, the MRA still paid some Rs 3,782 million and Rs 188 million under the GWAS and SEAS financial support schemes to affected sectors;
- Slightly more than one billion of rupees were paid to importers, distributors and retailers in the form of subsidy on essential products to ensure that consumers benefit from lower prices;
- The Mauritian jurisdiction is still on the “positive” lists of the OECD and the European Union in so far as taxation is concerned thanks to concerted efforts of relevant stakeholders, including MRA, to provide relevant explanation and make necessary amendments to our legislations to ensure compliance with international standards.
- **Integrated Customs Clearance Centre (ICCC)** was inaugurated in January 2022. The ICCC aims at providing a one-stop-shop service for the clearance of air cargo and improving interaction with the trading community and hence improving customer service;
- **Portable Retirement Gratuity Fund (PRGF)** implemented to ensure that employers can effect payment of PRGF in respect of their employees and funds collected together with relevant data on each employer & employee are transmitted to the Ministry of Social Security;
- **E-Alternative Tax Disputes Resolution (ATDR):** implemented the e-submission and e-recording of application to join ATDR, in line with MRA’s paperless initiatives and taxpayer facilitation; and
- **Salary Review & Conditions of Service:** implemented through a collective bargaining exercise with the MRA Staff Association (MRASA).

Development in Business Facilitation

- For the FY 2021/22, the Registrar-General's Department (RGD) has collected a total amount of Rs 7.1bn which was remitted to the Consolidated Fund
- Payment effected to beneficiaries under the Community Support Programme on a monthly basis under the following schemes:
 - Home Ownership Scheme – **6,095 beneficiaries** for an amount of Rs 837m
 - Home Loan Payment Scheme – **2,668 beneficiaries** for an amount of Rs 116m
- Queue Management System replaced by locally developed Mo Rendez Vous EQMS.

Strengthening Regional Integration and International Cooperation



Regional Integration & International Cooperation

Regional Economic Development

Common Market for Eastern and Southern Africa (COMESA)

- COMESA provided technical assistance of Rs 5.2 million (Euro 116,000) in 2022 to enhance the development of the leather value chain in Mauritius. The assistance includes the sourcing of quality skins and hides to export of quality leather and leather-related products to niche regional and international markets.

United Nations Development Programme (UNDP)

Technical Assistance was mobilized for the following:

- Rs 400,000 for the conceptualisation of an Integrated Shelter for Victims of Domestic Violence. (The final report was submitted by the consultant in November 2021)
- Rs 600,000 for a study on the Prevalence of Gender Based Violence in Mauritius which included training of officers.
- Rs 600,000 for the production of Animated Cartoons for sensitisation on Gender Equality

Socio-Economic Transformation Programme (SETP)

- MOFEPD signed a Socio-Economic Transformation Programme (SETP) with the UNDP for support to Government of Mauritius during the period 2021-2023, post-Covid-19 recovery agenda. The Programme estimated around USD 5 Million will support a structural transformation agenda through delivery on three areas, namely: strengthening public sector efficiency; strengthening engagement with the private sector; and creating an enabling environment for equal participation of men and women in development programmes, while leveraging the UNDP Accelerator Lab to explore and test new ideas and innovative solutions, and digitalisation to address the fast-evolving development challenges.

International Cooperation

United Nations (UN)

Socio-Economic Recovery Plan (SERP)

- A Coordination Committee on implementation of the UN Socio Economic Recovery Plan (SERP) for Mauritius, mandated by Cabinet on 2nd October 2020, was set up and co-chaired by Ministry of Finance, Economic Planning and Development (MOFEPD) and United Nations Development Programme (UNDP) Country Office. The aim of the plan was to assist the Government and people of Mauritius to prepare for and respond urgently to the social and economic impacts of the pandemic.

Health Sector Budget Support Programme

- In the context of the response to the COVID-19 pandemic, the EU provided a budget support to the tune of EUR 7.9 million for the “Reinforcing the Health Sector in Mauritius” – REHSIMUS project. On 23 August 2022, the European Union Delegation (EUD) has informed us that all the expected results under the budget support programme has been successfully achieved.

11th EDF TCF ENVELOPE

- Funds have been mobilised from the EU under the 11th Indicative Development Programme – Technical Cooperation Facility to support Mauritius in the Fight of the COVID-19 Pandemic to the tune of some Rs 10 million.

GCCA+

- Funds have been mobilised from the EU under the Global Climate Change Alliance+ (GGCA+) envelope to the tune of some Rs 4.2 million.

IEPA – Interim Economic Partnership Agreement

- Funds have been mobilised from the EU under the 11th IEPA Envelope. The following contracts have been awarded for:
 - Technical Services for Software Development, Support & Maintenance of the National E-Licensing System - **EUR 147,735**;
 - Implementation of an Information Security Management System (ISMS) and preparation for certification to the ISO/IEC 27001 Standard for the National E-Licensing System - **MUR 2,000,000**;
 - Setting up of a Disaster Recovery System for the National E-licensing System-Supplies; and
 - Setting up of a Disaster Recovery System for the National E-licensing System-Services - **EUR 303,807**.

Agence française de développement (AFD)

FEXTE BRGM

- As part of the €300 million Catastrophe Deferred Drawdown Option (Cat DDO) loan, a provision has been made for a study of the risks associated with coastal erosion in Mauritius within the framework of the Technical Expertise Fund and exchange of experiences. Training and capacity building will be provided to the Ministry of Environment, Solid Waste Management and Climate Change. The financing agreement was signed on February 15, 2022.

FAPS (Facilité d'Amorçage, de Préparation et de Suivi des Projets)

- Following the grounding of the MV Wakashio, AFD agreed to finance the preparation of (i) an environmental impact study, social and economic disaster, (ii) a financial estimate of the damage suffered and (iii) an action and restoration plan budgeted for the short and medium term. To support Mauritius, a Facility for Support, Preparation and Monitoring of Projects, commonly called "FAPS" for a maximum amount of EUR 210,000 which will contribute to the financing of expertise and studies relating to post-Wakashio. The financing agreement was signed on 29 July 2021.

Facilité 2050

- The Facilité 2050 has been mobilized to support Mauritius in developing long-term decarbonization and adaptation trajectories. The ambition is (i) to allow Mauritius to submit a long-term resilient and low greenhouse gas emissions development strategy to the UNFCCC Secretariat by 2024, and (ii) revise and raise the ambition of the next Nationally Determined Contribution (NDC) accordingly. AFD is supporting Mauritius in its endeavour to achieve its target of 40% of renewable energy mix and an amount of EUR 1,100,000 over a three-year period has been earmarked. The implementing entity will be the Ministry of Environment, Solid Waste Management, and Climate Change. The financing agreement was signed on 15 February 2022.

Global Environment Facility (GEF)

Implementing Sustainable Low and non-Chemical Development in SIDS (ISLANDS)

- The project document 'Implementing Sustainable Low and non-Chemical Development in SIDS (ISLANDS) in Mauritius' was signed. The project is being funded by the Global Environment Facility under the GEF 7 global envelope. Mauritius, along with Seychelles, Comoros and Maldives form part of the Indian Ocean ISLANDS project. Total project cost amounts to USD 34 million for Mauritius. We are benefitting from USD 4.05 M grant under the GEF 7 Global envelope. Co-financing from our budget amounts to USD 29.9 million.

Cooperation with the African Development Bank

- The African Development Bank (AfDB) provided a grant of USD 460 000 to Mauritius to deal with the after-effects of the Wakashio Oil Spill. The grant resources have been used towards the reimbursement of expenses already incurred in respect of salvaging and cleaning services linked to the oil spill.

- Out of grant funding, USD 326 000 were earmarked to replace the damaged and worn out equipment which is essential to maintain the capacities of the response team and operational capability of the National Coast Guard, Police Helicopter Squadron, Special Mobile Force for oil spill responses. Furthermore, USD 44 000 were earmarked to FAREI for capacity building and start-up assistance regarding organic crop and broiler production to those communities who were affected by the oil spill. Training and starter kits for organic crop and broiler production will be distributed to some 1200 participants.
- The funds were completely utilized at the end of March 2022.
- The Bank provided Mauritius with grant financing to the tune of MUR 6M, to undertake a feasibility study to carry out a full assessment of access to infrastructure, energy, finance, and markets; research, entrepreneurship and managerial capacity as well as enabling policy/regulatory environment. The Letter of Agreement was signed on 30 November 2021.

Cooperation with India

- A Line of Credit of USD 190 M has been signed on 06 January 2022, for the extension of the Metro Express Project and other infrastructure projects in Mauritius.

Double Taxation Avoidance Agreements (DTAA) and Investment Promotion and Protection Agreement (IPPA)



Mauritius is committed towards its strategy of expanding its worldwide tax and investment Agreements network with a special focus on Africa in order to promote cross-border trade and investment.

Mauritius firmly believes that the expansion of its network of the Double Taxation Avoidance Agreements (DTAAs) and Investment Promotion Agreements (IPPA) has contributed significantly towards attracting cross-border investment flows into various sectors of our economy and towards the reinforcement of our International Financial Centre. The negotiation and signature of these agreements with partner countries has provided an adequate framework which is conducive to the cross-border flow of investment and trade, by removing the impediments to investment flows and providing certainty to investors.

As at date, Mauritius has signed 52 DTAAs out of which 23 are with African countries. There are 44 DTAAs currently in force and the remaining in process of ratification. In

relation to Investment Promotion and Protection Agreements (IPPA), Mauritius has signed 45 IPPA out of which 24 are with African Countries. There are 29 IPPA currently in force and the remaining in process of ratification.

Through timely implementation of reforms, Mauritius continuously ensures compliance to the latest international tax standards in terms of substance requirements, transparency and fair taxation. The fact that Mauritius does not appear in any tax blacklist or greylist which are established by international standard-setters such as the Organisation for Economic Cooperation and Development (OECD) and the European Union (EU), further confirms the good standing of Mauritius in terms of compliance to international tax standards.

During FY 2021-2022, the following agreements were signed:

- A new DTAA with **Angola** was signed in April 2022;
- The DTAA with **Estonia** which was signed in February 2021 came into force in October 2021;
- A new DTAA with **Hong Kong** has been finalized in March 2022;
- A Protocol amending the DTAA with **Germany** was signed in October 2021;
- The Protocol amending the DTAA with **Eswatini** which was signed in August 2020 came into force in August 2021;
- Protocols amending the DTAA's with **Uganda and India** have been finalised in July 2021 and March 2022 respectively;
- With a view to promoting responsible business conduct and attracting sustainable investment, Mauritius submitted an application in June 2022 to adhere to the **OECD Declaration on International Investment and Multinational Enterprises** and to participate in related work of the OECD investment Committee; and
- As part of the global initiative of the OECD on the Global Minimum Tax, Mauritius adopted the Statement on the Two-Pillar Solution to Address the Tax Challenges Arising from the Digitalisation of the Economy of the OECD in October 2021. The Two-Pillar Solution will ensure that multinational enterprises (MNEs) will be subject to a minimum tax rate of 15%, and will re-allocate profit of the largest and most profitable MNEs to countries worldwide.



NEGOTIATIONS

The following negotiations were held during the year:

- **DTAA with Hong Kong:** virtually held in March 2022 and successfully concluded;
- **Protocol amending DTAA with India:** virtually held in March 2022 and successfully concluded;
- **Global Minimum Tax and related issues:** discussions are on-going at the level of the OECD to develop a solution regarding the adoption of a global minimum tax for large multinational enterprise groups and to address the tax challenges arising from the digitalization of the global economy. Mauritius is participating actively in the discussions;
- **Multilateral Framework for Investment Facilitation:** Mauritius participates actively in the discussions at the level of the WTO for the development of Multilateral Framework for Investment Facilitation. Discussions are on-going;
- **EU-Eastern and Southern Africa Economic Partnership Agreement (EPA):** Negotiations are ongoing and Mauritius participates actively in discussions with the EU on the different chapters of the Agreement which include Investment Liberalisation and Investment Facilitation chapters amongst others; and
- **Protocol on Investment of the African Continental Free Trade Area Agreement (AfCFTA):** Mauritius, being a signatory of the AfCFTA, is participating in the discussions to develop a Protocol on Investment which will provide a conducive framework to protect, promote and facilitate investments between Mauritius and the rest of Africa.

Status on Implementation of Budget Measures FY 2021-22

Measures Implemented

Budget para	Budget Measures	Status Update	Effective Date
67-68	Setting up of a Rs 5 billion Modernisation and Transformation Fund to be managed by a new Industrial Financial Institution (IFI), which will take over the activities of the ISP Ltd and SME Equity Fund and cater for industries in manufacturing, agriculture and fisheries amongst others	Effective as from 01 January 2022	Jan-22
70	Projects eligible under Modernisation and Transformation Fund to benefit from leasing facilities at a preferential rate of 2.5 % per annum over an extended period of up to 9 years	<ul style="list-style-type: none"> • Scheme operational as from January 2022. • Number of application approved as at June 2022: 39 for Rs 177.1 M 	Jan-22
71	Reduction in the annual interest rate for the existing Leasing Equipment Modernisation Scheme (LEMS) as follows: <ul style="list-style-type: none"> ○ LEMS I, from 3.9 % to 2.9 % for companies with turnover up to Rs 50 million ○ LEMS II, from 4.25 % to 3.25 % for companies with turnover between Rs 50 million and Rs 250 million ○ LEMS III, from 4.75 % to 3.75 % for companies with turnover above Rs 250 M 	<ul style="list-style-type: none"> • Effective from 01 Jul 2021 to 1 July 2022 • Number of applications approved: 21 applications for Rs 82 M 	01-Jul-21
72/73	Extension of the Credit Guarantee Scheme (CGS) for SMEs to cover 5 % of the default amount on leases contracted from private leasing companies and implementation of the Scheme by IFI in collaboration with the Fonds de Solidarité Africain	Scheme already operational	Jan-22
74	Increase the maximum investment through licensed crowd lending platforms by the IFI from Rs 200,000 to Rs 1 million per project	SME Equity Fund Ltd will invest up to 10% of the project value being raised on licenced crowd lending platforms, if the project be referred to IFCM	Jan-22
75	200 % deduction from taxable income on the acquisition of specialised software and systems	Income Tax Act amended through Finance Act 2021	01-Jul-21

Budget para	Budget Measures	Status Update	Effective Date
83	Streamlining some sixteen different incentives schemes under three certificates issued by the EDB: (a) the Investment Certificate (b) the Export Development Certificate (c) the Premium Investor Certificate	<ul style="list-style-type: none"> • EDB Act amended through Finance Act 2021 • Number of Certificates issued as at end June 2022: -64 Export Development Certificate -10 Investment Certificate 	05-Aug-21
84	The Premium Investor Certificate will allow companies investing at least Rs 500 million to benefit from negotiable incentives upon recommendation of a Technical Committee and approval by the Minister	EDB Act amended through Finance Act 2021	05-Aug-21
85	(a) Set up a Business Support Facility that will provide facilitation and advisory services to all businesses in Mauritius (b) Dedicate an accounts manager to all registered businesses (c) Implement an information sharing platform with the MRA and CBRD to facilitate exchange of information between these institutions	As at end of June 2022, 15 businesses supported (DBM loan applications facilitated)	As at Sep-21
86	Set up, under EDB, Commissions on: (a) Trade and Business Facilitation (b) Export Development (c) Investment (d) Sectoral Development (e) Financial Services	A Coordination Committee has been set up under the Chair of the Financial Secretary to analyse the findings of these Commissions and make recommendations to the Public Private Joint Committee (PPJC) under the chair of the Minister of Finance	03-Sep-21
102	A concessionary loan of 2% up to an amount of Rs 100,000 to enable households to purchase solar kits for domestic use	As at 30 June 2022, 13 applications have been approved.	09-Jul-21
106	Removing the 5 % excise duty on Electric Vans of up to 180 kW used for the transport of goods	Excise regulations made to give effect to measure as from 12 Jun 2021. As at 30 June 22, 9 electric vans have been imported.	12-Jun-21
110	Operators acquiring electric buses will be eligible to a lease under the Transformation Fund	Linked to Para 67 (Setting up of IFCM)	Jan-22
126-127	Set up a special desk aiming to attract at least 50,000 foreign retirees in Mauritius during the next financial year, through a targeted marketing campaign in collaboration with MTPA. Launching of a dedicated portal for foreign retirees	<ul style="list-style-type: none"> • Special desk set up and dedicated portal operational. • 355 permits issued as at end June 2022 	9-Jul-21

Budget para	Budget Measures	Status Update	Effective Date
129 (a)	Extending the Wage Assistance Scheme (WAS) and Self-Employed Assistance Scheme (SEAS) to tourism-related companies for the three-month period up to September 2021	<p>Payment made by MRA from Jul to Dec 2021</p> <p>WAS: Rs 3,192,454,262</p> <p>SEAS: Rs 81,789,890</p> <p>Total: Rs 3,274,244,152</p> <p>Average monthly number of beneficiaries in tourism sector for the period July 2021 to Dec 2021:</p> <p>WAS: 35,000</p> <p>SEAS: 2,600</p> <p>Payment of WAS and SEAS was extended for workers and self-employed individuals in other sectors as well.</p>	1-Jul-21
130	Reduction of registration tax on transfer of lease of state lands from 20% to 10% for hotels for a two-year period.	<p>Land (Duties and Taxes) Act amended through Finance Act 2021</p> <p>Number of beneficiary hotels: 9</p>	01-Jul-21
131	Introduction of a Tourism Business Continuity loan for SMEs at a rate of 0.5 % per annum (Loan of up to Rs 5M at 0.5% p.a.)	As at 30 June 2022, Rs 4.6 Million loan amount was approved.	09-Jul-21
133	Amendment of Invest Hotel Scheme to: (a) Allow the sale of up to 80% of the units with the possibility for the owner of a room to stay for a maximum of 6 months annually; and (b) Reduce the minimum selling price of a standalone villa from USD 500,000 to USD 375,000	Amended by Economic Development Board (Invest Hotel Scheme) (Amendment) Regulations 2021.	26-Nov-21
150	Increasing the maximum loan under the DBM Backyard Gardening Loan Scheme from Rs 20,000 to Rs 100,000	As at 30 June 2022, 18 applications have been approved for an amount of Rs 1,215,000.	09-Jul-21
151/168 /258/ 323	Planters, Fishermen, SMEs & women entrepreneurs will be eligible to the following loan schemes from the DBM: (a) Rs 100,000 interest free loan for cashflow issues;and (b) A 0.5 % COVID-19 Special Support Scheme of up to Rs 1 m	<ul style="list-style-type: none"> • SME Interest Free Scheme 7,987 - Applications approved • Covid-19 Special Support Scheme 1,932 - Applications approved 	09-Jul-21
152	Leasing facilities to planters under the Transformation Fund for the acquisition of Single/Double Space Cabin Vehicles.	Scheme operational.	Jan-22

Budget para	Budget Measures	Status Update	Effective Date
153/162 /169	An amnesty programme for planters, breeders and fishers facing difficulties in repaying long-overdue loans	The total amount waived is Rs 112.8 M.	02-Jul-21
163-164	Zero-rating VAT and exempting import duties on animals for the purpose of training, breeding and re-export. These activities will also be exempted from registration duty	VAT Act and Land (Duties and Taxes) Act amended through Finance Act 2021.	5-Aug-21
170	Provision of leasing facilities at an annual interest rate of 2.5 % for acquisition of Semi-Industrial Fishing Vessels up to a maximum of Rs 10 m.	Scheme operational.	Jan-22
177, 180	Developers to benefit from exemption on: (a) Registration duty and land transfer tax; (b) Land conversion tax; and (c) VAT on construction. Companies engaged in the medical, biotechnology and pharmaceutical sector to be taxed at 3% instead of 15%	<ul style="list-style-type: none"> Amendment to Land (Duties and Taxes) Act, Sugar Industry Efficiency Act, VAT Act & Income Tax Act through Finance Act 2021. 	5-Aug-21
179	Full tax credit for Biotechnology and pharmaceutical companies on the costs of acquisition of patents	Income Tax Act amended through Finance Act 2021.	1-Jul-21
187	Refund of 5 % of the cost of the property, up to a maximum of Rs 500,000 to an individual buying a house, apartment, or land to construct his residence in FY 2021/2022	<ul style="list-style-type: none"> Registration Duty Act amended through Finance Act 2021 Number of beneficiaries as at 30 June 2022: 6,996 	1-Jul-21
188	Refund of 5 % of the Home Loan, up to a maximum of Rs 500,000 to individuals contracting a Home Loan to construct their residence	<ul style="list-style-type: none"> Registration Duty Act amended through Finance Act 2021 Number of beneficiaries contracting home loans as at 30 June 2022: 3,215 	1-Jul-21
190	Exemption of registration duty for first time buyers shall apply on the first Rs 5 million of the cost of a built-up residential property	<ul style="list-style-type: none"> Registration Duty Act amended through Finance Act 2021. Number of beneficiaries as at 30 June 2022: 1,208 	5-Aug-21
195	Government will work with commercial banks to introduce a mortgage scheme to cover: (a) 80% of housing loans for Self-Employed individuals and contractual employees; and (b) 100% of housing loans for other individuals	Mortgage schemes covering up to 100% of housing loans available at commercial banks	01-Jul-21

Budget para	Budget Measures	Status Update	Effective Date
211(b)	Extension of tax holiday for Family Offices as well as Fund and Asset Managers from 5 to 10 years	Income Tax Act amended through Finance Act 2021.	5-Aug-21
211(f)	Introduction of a dedicated QR Code at national level to facilitate digital payments	Launch of MauCAS QR Code made on 20 Sept 2021.	20-Sep-21
211(l)	Launch a one-year training programme on AML and related matters for a minimum of 100 graduates with a monthly stipend of Rs 15,000	37 graduate trainees are posted at BOM and FSC.	Jan-22
215	Set up a Trade Development and Intelligence Cell which will operate as a one stop desk for all trade related matters	Trade Development and Intelligence Cell in place at EDB.	Aug-21
216	Introduction of an Export Development Programme to improve export readiness of enterprises to tap into the potential under the new trade agreement	(a) Market Research & Intelligence Gathering in India completed and 3 Africa Countries have been selected for the assessment of export potential through a market research with field investigation (b) Enterprise Audit exercise completed for 22 companies. (c) A promotional event was undertaken in South Africa from 07 to 14 April 2022.	Mar-22
217(a)	Freight Rebate Scheme is being extended until June 2022	As at June 2022, Rs 14.29 M disbursed for 798 claims (41 beneficiaries).	1-Jul-21
217(b)	Increase the maximum refund from 0.2 to 0.5 % under the Export Credit Guarantee Scheme up to June 2022	As at June 2022, Rs 4.37 M disbursed for 14 claims (11 beneficiaries).	1-Jul-21
220	(a) Third party freeport developers will be authorised to rent space to an enterprise outside the Freeport zone for manufacturing and storage of goods (b) Display showrooms will be added to the list of authorised Freeport activities	<ul style="list-style-type: none"> • Freeport Act amended through Finance Act 2021. • Registration portal amended and Freeport communique issued on 27 August 2021. 	5-Aug-21
224(a)	Increasing the bid price preference of 20% to 30% for products such as tea, fruit juices, margarine and medical gas produced locally	(a) Margin of preference for SMEs: (i) 40% on locally manufactured goods bearing the “Made in Moris” certification; or (ii) 30% on locally manufactured goods not having the “Made in Moris” certification. (b) Local manufacturers, which are not SMEs benefit from a margin of	20-Sep-21

Budget para	Budget Measures	Status Update	Effective Date
		preference of 30% on their locally manufactured goods.	
224(b)	Adopting a Mauritius First policy for the procurement of sanitisers, masks, PPEs, medical devices and medical gas, amongst others	Completed	20-Sep-21
229	Exemption from land transfer tax and registration duty for construction and expansion of student campuses	Land (Duties and Taxes) Act amended through Finance Act 2021	5-Aug-21
230	Provision of a concessional 3 % corporate tax rate to private universities set-up in Mauritius	Income Tax Act amended through Finance Act 2021	5-Aug-21
248	Review of the occupation permit as follows: -The validity period for an Occupation Permit for Professionals is being extended from 3 years to 10 years -The maximum age limit of 24 years for dependents will be waived	Amendments made in Finance Act 2021.	5-Aug-21
250	The EDB will set up a dedicated concierge service to provide a seamless experience to investors and retirees entering Mauritius	Concierge Facility operational.	Mar-22
255a	To support SMEs, sustain the payment of wages through the financing of the salary compensation of Rs 375 monthly for fiscal year 2021/22	<ul style="list-style-type: none"> Income Tax Act amended through Finance Act 2021. Amount disbursed: Rs 54,877,655 	1-Jul-21
255(d)	Extend the Tax Arrears Settlement Scheme (TASS) for SMEs up to December 2021	<ul style="list-style-type: none"> MRA Act amended through Finance Act 2021. <u>TASS 2020</u> - 6,748 applications received, out of which 6,219 are SMEs. <u>TASS 2021</u> - 1,120 applications received and 1,105 are SMEs. 	Effective from 1 November 2020 to 31 December 2021.
256	To encourage large manufacturers to procure from SMEs, a 110 % deduction will be allowed on the taxable income for the direct expenditure incurred on the purchase of products manufactured locally by SMEs	Income Tax Act amended through Finance Act 2021	1-Jul-21
257(a)	The DBM Ltd will provide a rebate of up to 30 % on the annual rental of industrial space to SMEs engaged in the manufacturing sector over the next 3 years	Rebate during the <u>Period July 2021-June 2022 for</u> Existing tenant: Rs14,559,644 New tenant: Rs 1,020,751	1-Jul-21

Budget para	Budget Measures	Status Update	Effective Date
259	DBM will earmark an amount of Rs 1 billion to provide loan facilities of up to Rs 5 million to retailers with turnover of up to Rs 250 million at a concessional rate of 3.5 % per annum	As at 30 June 2022, Rs 39.8 Million approved to 60 beneficiaries	9-Jul-21
294	Private health institutions will also benefit from a double deduction for expenses related to international accreditation.	Income Tax Act amended through Finance Act 2021	1-Jul-21
296	Increase in rates of excise duty by 10% on alcohol and tobacco products (as from 12 Jun 2021)	Financial Resolution passed on 11 June 2021.	12-Jun-21
314-317	To fully implement the CSG, a comprehensive legislation will be introduced to cater for payment of contribution and benefits. Under the NPF, Self-Employed individuals were not eligible to benefits in case of injury at work. With the CSG, they will be eligible to those benefits as long as they are registered with the MRA and contributing to the CSG. This will also allow them to benefit from any government assistance as is the case for employees in the formal sector	<ul style="list-style-type: none"> • Social Contribution and Social Benefits Bill passed on 27 July and gazetted on 31 July 2021. • Amount of Social Contribution as at 30 June 2022: Rs 13.24 B 	01-Sep-21
358	Introduction of four special lotto draws for the financing of restoration of designated historical sites and museums.	The four special lotto draws completed.	Dec 2021- May 2022
361	Provision of funds for the implementation of the PRB Report.	On 14 Oct 2021, Cabinet agreed that the new PRB salary recommendations be implemented in full as from 1 January 2021. Arrangement was made to pay arrears for the period Jan-Oct 2021 in November 2021.	As from November 2021
365	Change in the format of the Budget Estimates to provide strategic information in line with the principles of performance-based budgeting to strengthen accountability and transparency in the management of public funds.	Implemented in Budget Estimates 2021/22.	11-Jun-21
376(c)	DBM will provide a loan of up to Rs 200,000 to registered planters and farmers to construct their own water storage facility and invest in new irrigation systems	Scheme in Rodrigues effective as from 09 Jul 2021 in Rodrigues.	9-Jul-21

Budget para	Budget Measures	Status Update	Effective Date
425(a)	Increase the maximum exemption in respect of a child pursuing tertiary education to Rs 225,000, irrespective of the place of study of the child and total income of the household	Income Tax Act amended through Finance Act 2021.	1-Jul-21
425(b)	Increase the maximum allowable deduction for medical insurance premiums from: (a) Rs 15,000 to Rs 20,000 for an individual and his first dependent (b) Rs 10,000 to Rs 15,000 for every other dependent	Income Tax Act amended through Finance Act 2021.	1-Jul-21
425(c)	Allow an exemption in respect of donations made to an approved charitable NGO or religious bodies up to an amount of Rs 30,000	Income Tax Act amended through Finance Act 2021.	1-Jul-21
425(d)	Allow an exemption of an amount of up to Rs 30,000 in respect of an individual pension scheme	Income Tax Act amended through Finance Act 2021.	1-Jul-21
441	(a) Setting up a Project Implementation and Monitoring Agency under the Ministry of Finance, Economic Planning and Development to monitor, oversee, coordinate and assist in the implementation of budgetary measures, projects, and programmes including those under the Covid-19 Project Development Fund; (b) The Agency will report on progress on a monthly basis to a Coordination Committee under the chairmanship of the Prime Minister	The Project Implementation and Monitoring Agency (PIMA) has been set up as a unit under the Ministry of Finance, Economic Planning and Development to assist and advise in the implementation of projects/ programmes and budgetary measures.	Oct-21

Table 4: Status on Implementation of Budget Measures FY 2021-2022

Budget Measures - Work in Progress

Budget para	Budget Measures
79-80	Introduction of a Regulatory Impact Assessment Bill to require regulatory bodies to submit an impact of upcoming regulations on the business environment
81	Establishment of a RIA Office, under PMO, to oversee and monitor the quality of assessments
87	Development of a Notice-Based registry under the Mauritius E-Registry system
88	Introduction of an Insolvency (Amendment) Bill to factor in recent developments in insolvency practices (focusing on preserving businesses amidst the COVID-19 pandemic)
141	1,000 arpents of land to be made available through Centralised Digital Land Bank to private growers with a view to boosting agricultural production
199(a)	Setting up of a Digital Industries Academy. Trainees will benefit from a total stipend of up to Rs 15,000 equally shared between HRDC and the private sector
210	Introduction of a new Bank of Mauritius (BOM) Bill and Banking Bill
211(e)	Rolling out a Central Bank Digital Currency – The Digital Rupee - on a pilot basis
211(g)	Revamp Bank of Mauritius guidelines allowing the setting up of regional offices by international banks to be in line with latest international trend
211(h)	Setting up of an Open-Lab for banking and payment Solutions and a FinTech Innovation Lab to encourage an entrepreneurship culture
218/219	Launch an e-export Directory to display to the world products manufactured by Mauritian entrepreneurs. The directory will be a matchmaking platform to facilitate movement of goods between Mauritius, Africa and Asia
249	Introduction of a new category under the Occupation Permit Regime, the 10-Year Family Occupation Permit for those contributing USD 250,000 to the COVID-19 Projects Development Fund
251	A privilege club scheme will be implemented providing a range of incentives to Occupation Permit holders and retirees, ranging from privilege access to hotels, golf courses, restaurants, private medical institutions, etc
260	The EDB will set-up an online marketplace for start-ups to showcase their products and services
355	The EDB will act as a one-stop-shop to register and assist our local artists as well as promote the sector internationally.
374(d)	Introducing a sustainable public procurement framework to promote green procurement by public bodies

Table 5: Budget Measures - Work in Progress

Status on Implementation of Key Actions – FY 2021-2022

Table 6 below shows the status of the Key Actions and the Key Performance Indicators (KPIs) pertaining to MOFEPD which were included in the Budget 2021-22.

Status of Key Actions and KPIs

Outcome	Outcome Indicator	Target 2021/22	Achievement	Remarks
Sustainable public finances	Budget deficit as a percentage of GDP	≤ 5%	5.5%	
Inclusive and sustainable economic growth	World Bank Doing Business ranking	11 th	13 th	Achievement represents World Bank Doing Business Ranking for the year 2020. In Sep 2021, World Bank announced that the Doing Business report is being discontinued.

Main Service	Key Performance Indicator	Target 2021/22	Achievement	Remarks
Development of sound economic and fiscal policies and effective budget execution and monitoring	Percentage of Key Budget measures implemented	100%	81%	Out of a total 77 budget measures, 62 measures are implemented
	Percentage of financial clearance requests processed within 10 working days	90%	90%	
Improve Accountability through effective public financial management	Submission of Annual Report on Performance by Ministries/Depts	90%	82%	55 out of 67 Ministries/ Departments have submitted their Annual Report as at end June 2021
Strengthen internal audit and risk management in the Public Sector	Percentage of Risk Management Framework established in Ministries/Dept.	20%	16.7%	Out of 24 ministries/depts, the Risk Management Framework has been approved for 3 Ministries (PMO (Rodrigues, Outer Islands and Territorial Integrity Division), MNICD and MEPU) and 1 dept. (PSC)
Application of financial rules and regulations and budgetary discipline	Average working days for processing of payments	6	6	

Main Service	Key Performance Indicator	Target 2021/22	Achievement	Remarks
Improve stock/inventory management system in Government warehouses	Percentage of Ministries/Dept. where E-Inventory Management System has been deployed	75%	70%	Out of a total of 238 sites for Ministries/Dept., E-Inventory Management System has been deployed in 166 sites. Delays were noticed due to Work From Home/Roster and readiness issues at end-users.
Advise on procurement and contract management to Public Bodies	Number of public bodies audited	12	9	9 Procurement Compliance Audits were carried out in FY 2021/22
Award of contracts for major projects	Percentage of procurement exercises completed within the established lead time	75%	45%	Low achievement owing to Covid-19 pandemic, rescheduling of closing dates of several projects and longer lead time for projects with 2-envelope system
Collection of tax revenue	Arrears collected as a percentage of total collectible arrears at the start of the year	16%	24.4%	
Accounting and reporting Government financial transactions	Preparation of Financial Statements in line with accrual IPSAS in a phased manner	Central/General Govt.	Budgetary Central Government	The Financial Statements of FY 2020/21 were prepared as far as possible in line with accrual based IPSAS, with various assets being included for the first time. Financial Statements for FY 2021/22 are expected to include most of remaining items. Consolidation package has been developed to facilitate preparation of Consolidated Financial Statements of the Central/General Government.
Provide useful, timely and reliable data	Operationalisation of modern statistics e-Platform	Jun-22	-	Delay in recruitment of a consultant for the development of the e-platform; Development of project is expected to start as from end Oct 2022 and e-Platform expected to be operational in Jun 2023
Registration of companies and businesses	Percentage of entities registered in real time	90%	99.8%	

Main Service	Key Performance Indicator	Target 2021/22	Achievement	Remarks
Registration of property transactions	Enhancement of system to speed up registration of motor vehicles	75%	25%	The process flow for the MV module submitted to developer for financial proposals. Project expected to start by Jan 2023, after finalisation of financial proposals
Promote Mauritius as an investment and trade destination	FDI inflows (Rs bn)	22.3	19.9	For Jul 2021 - Mar 2022 - Rs 15.7 bn (BOM) For Mar 2022 - June 2022 - Rs 4.2 bn (EDB Estimates)
	Exports of goods & services (Rs bn)	161	265.2	

Table 6: Status of Key Actions and KPIs

Other Internal Key Performance Indicators

Table 7 below provides status for other Key Performance Indicators developed by MOFEPD for improving service delivery.

Other Internally developed KPI's

KEY ACTION	KEY PERFORMANCE INDICATOR	STATUS
MODERNISING PUBLIC FINANCIAL MANAGEMENT		
Strengthening accountability and transparency	Circular No. 4 of 2021 - Financial Instructions - Salaries, Wages and Payroll	25 August 2021
	Circular No.5 Of 2021 - Request for Submission of Project Intentions	24 September 2021
	Circular No. 7 of 2021 - Dashboard - Annual Report on Performance	15 October 2021
	Circular No. 8 of 2021 - Guidelines for establishment of Risk Management in the Public Sector	28 December 2021
	Circular No. 1 of 2022- Financial Instructions No. 1 of 2022: Project Implementation and Monitoring Agency	8 March 2022
	Circular No. 3 of 2022- Financial Instructions No 2 of 2022: Remittance of Surplus Cash Balances	29 March 2022
	Circular No. 7 of 2022 - Special Funds adopting accrual IPSAS	30 May 2022
Modernising Accounting & Reporting Framework	Technical Assistance from the IMF/AFRITAC South to advise Government on accounting framework in line with best practices.	Remote Technical Assistance received in January/February 2022
Public Investment Framework	Technical Assistance from IMF/AFRITAC South to advise on strengthening Public Investment Framework	AFRITAC South delivered two of remote technical assistance missions between April-July 2022.
STRENGTHENING REGIONAL INTEGRATION & INTERNATIONAL COOPERATION		
Expand network of DTAA's & IPPAs	Conclude at least 4 agreements	<ul style="list-style-type: none"> ○ DTAA's with Hong Kong was concluded and is in process of being signed. ○ A Protocol amending DTAA with Germany was signed. ○ Protocols amending DTAA's with Uganda and India were concluded and are now in process of being signed.

KEY ACTION	KEY PERFORMANCE INDICATOR	STATUS
Maintain reputation of our tax jurisdiction	Ensure compliance with international standards on tax practices	<ul style="list-style-type: none"> ○ All our tax regimes which are subject to continuous scrutiny and monitoring by the OECD and EU, have been assessed as compliant with international tax standards of the OECD and the EU. ○ Mauritius adopted the Statement on the Two-Pillar Solution to Address the Tax Challenges Arising from the Digitalisation of the Economy of the OECD in October 2021. ○ Mauritius has also improved its ranking on the Financial Secrecy Index which was published by the Tax Justice Network.
FINANCIAL OPERATIONS CADRE		
Capacity Building in Financial Operations and Financial Management	Number of Officers of the Financial Operations Cadre enrolled on or completed Diploma course in Financial Management with specialization in Public Finance (DFM).	<ul style="list-style-type: none"> ● 35 officers are expected to complete their Diploma Course in Financial Management with Specialization in Public Finance. After successful completion, the cohort will enroll on the BSc (Top Up) programme.
Development of virtual Voucher Room for payroll Reports and associated working documents	<ul style="list-style-type: none"> ● A new application (Fincloud) designed in collaboration with the CISD and CIB for the archiving of Payroll Reports and associated Working Documents. 	<ul style="list-style-type: none"> ● Sensitization programme and training completed with relevant officers of finance sections in the use of the system. ● Payrolls contents to be archived, methodology and timetable for archiving, established and implemented. ● FinCloud accessible from home. ● Internal Controllers and External Auditors are being provided access to FinCloud to facilitate auditing exercise on payrolls of all Ministries/ Departments.
Upgrading of e-Payslip and easing of accessibility to the document by	<ul style="list-style-type: none"> ● E-payslips to be uploaded on MoKloud Platform. 	<ul style="list-style-type: none"> ● Procedures to upload e-payslips on MoKloud completed

KEY ACTION	KEY PERFORMANCE INDICATOR	STATUS
employees of the public service.	<ul style="list-style-type: none"> • E-payslips bear a unique Quick Response identification (QR Code) giving information on; issuer, date generated, and validity period (expiry time/date) of the e-payslip. • Users able to save a softcopy of their payslips or print it for any administrative purposes • Users encourage to register on MauPass platform to ease access to MoKloud • Possibility for the inclusion of Digital Signature on payslips explored. 	<ul style="list-style-type: none"> • Sensitisation programme ongoing to encourage employees of the public service to be registered on MauPass to have access to the new upgraded version of the e-payslip. • Meetings and consultation ongoing with stakeholders for the inclusion of Digital Signature on payslips
Revamping of the e-payroll system to include personal history part of employees.	<ul style="list-style-type: none"> • An enhanced version of the e-payroll system developed in collaboration with the CISD to include the history part of employees other than emoluments and with integrated salary card system 	<ul style="list-style-type: none"> • Working towards elimination of duplicate processes where users have to request file from CISD for uploading in the salary card system. • Processes in progress for the automatic validation of new employee's data at the Central Population Database (CPD) of the Civil Status Division through the InfoHighway (IH) Infrastructure
Implementation of the Social Contribution and Social Benefits (Contribution by Public Sector Employees) effective as from 1 st November 2021.	Appropriate mechanism designed and put in place for the collection, processing, accounting, and transfer of the Social Contribution to the MRA as per Regulations.	Effective implementation of the new system.
Implementation of the PRB Report 2021.	Payment of new recommended salary and allowances and adjustment of salary and other allowances as from January 2021.	New salary, arrears of salary and allowances as from January 2021 effectively paid by scheduled date.
INTERNAL CONTROL CADRE		
Strengthening internal control mechanisms in Ministries/Departments	Percentage Annual Internal Audit Plans of Ministries/Departments completed	70%
	Percentage agreed recommendations in the Internal Audit Reports implemented	73%

KEY ACTION	KEY PERFORMANCE INDICATOR	STATUS
PROCUREMENT AND SUPPLY CADRE		
Introduction of computerised Inventory Management System (e-IMS)	Implementation of Electronic Management System across Ministries and Departments	During the financial year 2020-21 the e-IMS has been implemented in some 166 sites across Ministries/Departments
Capacity Building for Procurement and Supply Officers	(i) Advance Training in Procurement and Supply Management by Civil Service College, Mauritius, conducted for senior officers of the Procurement and Supply Cadre.	Training conducted from 24 May-22 June 2022 (10 days training to a batch of 20 officers)
	(ii) Induction Course for newly recruited Assistant Procurement and Supply Officers (APSOs)	(ii) An Induction course was conducted for the newly recruited APSOs. The Course was conducted in two batches: <ul style="list-style-type: none"> o Batch 1: 20 officers – 15 & 17 June 2022 o Batch 2: 20 officers – 21 & 23 June 2022

Table 7: Other Internally developed KPI's

Risk Management, Citizen Oriented Initiatives & Good Governance

Risk Management

The system of internal control at MOFEPD has been reviewed and re-organised to provide reasonable assurance regarding:

- the effectiveness and efficiency of operations in the Department;
- safeguard of assets and data of the Department;
- reliability of financial and non-financial reporting;
- prevention of fraud and irregularities; and
- compliance with applicable laws, regulations and instructions as well as policies and established procedures.

In this context, a Risk Management Framework has been developed in response to the requirements for the establishment of formal risks management structures or processes in the public sector. A set of guidelines of the Framework has been issued to support Ministries/Departments to improve and sustain their performance by enhancing their systems of risk management to protect against adverse outcomes and optimise opportunities through the maintenance of the Risk Register by Ministries/Departments.

These guidelines aim to assist Accounting Officers to develop a risk management framework according to the specificities of Ministries/Departments and facilitate the following processes:

- (i) risk identification;
- (ii) risk assessment;
- (iii) risk response;
- (iv) designing control activities to mitigate risks;
- (v) risk monitoring; and
- (vi) risk communication and reporting.

The Financial Secretary is accordingly responsible for –

- exercising care, skill and diligence in identifying, assessing and monitoring risks;
- carrying out, with the assistance of the Officer-in-Charge Internal Control (OIC Internal Control), a risk assessment exercise to identify areas where internal audit has to focus upon; and
- ensuring the preparation of an Internal Audit Operational Plan.

The approach adopted by the Internal Audit Unit of MOFEPD is to identify areas of significant operational or financial risks. The process to manage those risks is as follows:

- A risk based approach is adopted to identify areas of high risk or problem areas.
- Audit resources are directed to high risk areas.

- Risks are reassessed during the audit assignments and control measures in place are evaluated to assess their effectiveness.
- The attention of management is drawn on material weaknesses observed and recommendations for improvement are made.
- Follow up are made on a regular basis to ascertain status of actions initiated on all agreed recommendations in the action plan.

Public Financial Management Kit

A Public Financial Management (PFM) Kit will be prepared to consolidate all public financial management legislations, rules, procedures and Financial Instructions. In this context, the composition of the Financial Management Review Committee has been enlarged and enhanced.

Adopting of accrual IPSAS in the Public Sector

A first set of accrual-based IPSAS Consolidated Financial Statements will be prepared to include the accounts of Budgetary Central Government, Statutory Bodies and Local Authorities as from Financial Year (FY) 2021/22;

Government Asset Management

To ensure that state assets are managed and utilised in the most efficient and effective way, Accounting Officers will be required to develop and implement appropriate asset management strategies including annual maintenance programme and replacement plan.

Internal Audit

For the period 1 July 2021 to 30 June 2022, out of 348 internal audit exercises planned, 244 were completed as shown in Figure 8. This represents 70% of Annual Internal Audit Plans. It is to be noted that in addition to the coverage of planned audit, 100 special assignments have been completed at the request of Accounting Officers.

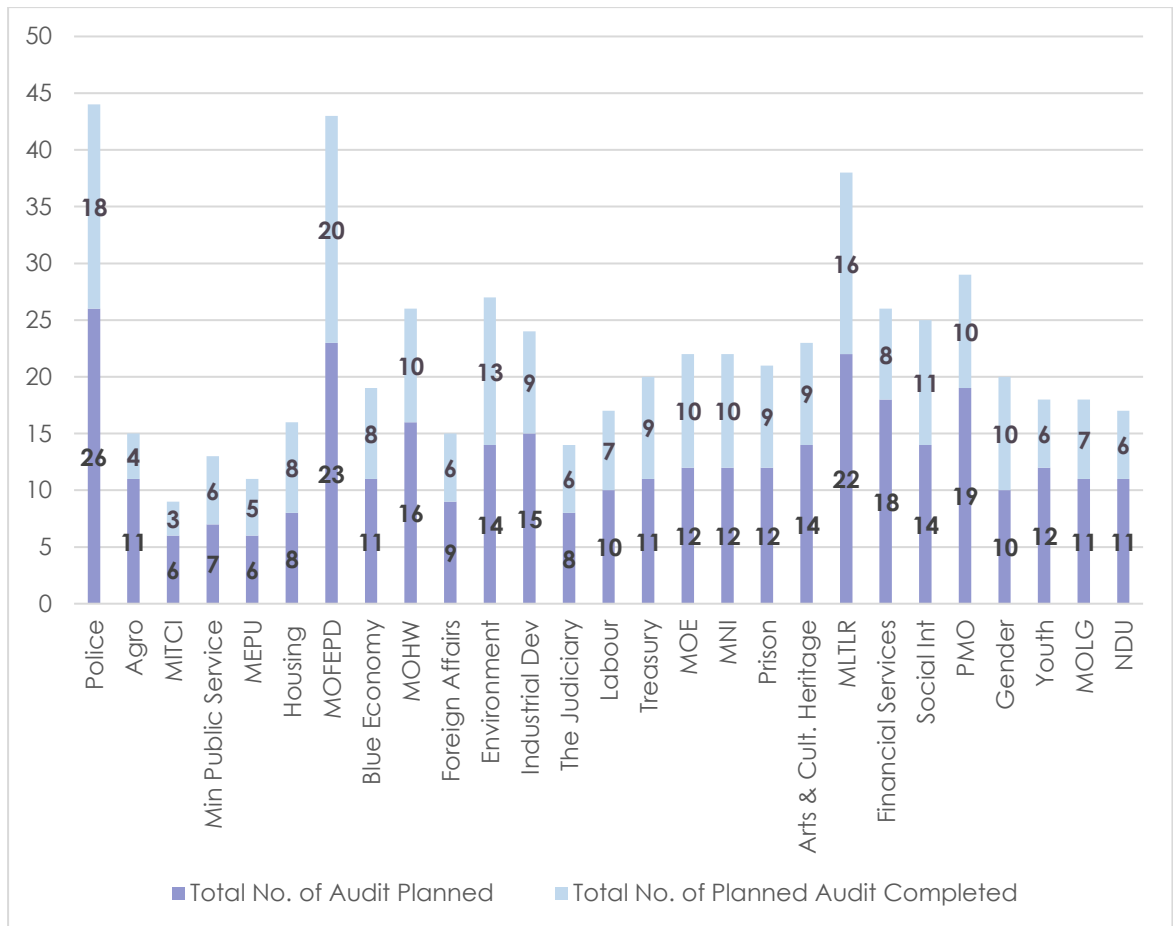


Figure 8: Planned internal audit exercises and completed internal audit exercises

Implementation of agreed recommendations in the Internal Audit Reports

Follow up exercises have been carried out to ascertain the degree of implementation on 1858 recommendations made in Internal Audit Reports. As at 30 June 2022, 1371 recommendations have already been implemented. This represents 73% of the total recommendations.

Audit Committee

- *Composition of Committee*

The Audit Committee (AC) set up in MOFEPD is constituted as follows:

Name	Designation	Position in the AC
Mr. A. Acharuz	Deputy Financial Secretary	Chairperson
Mr. S. Lalmahomed	Lead Analyst	Member
Mrs V.D. Appadoo	Deputy Permanent Secretary	Member
Mr. A. Mooteea	Analyst/Senior Analyst	Secretary

Table 8: Constitution of the Audit Committee

- The Audit Committee (AC) has had two meetings during FY 2021-2022. Specific meetings were held with MOFEPD management and departments falling under MOFEPD, to discuss issues reported by the Director of Audit. The issues discussed at the level of Audit Committee are as follows:
 - review of the Internal Audit Plan for MOFEPD and the works carried out by the Internal Audit team;
 - remedial actions to be taken to enhance Procurement procedures;
 - assistance of the Internal Control Cadre in the implementation of Risk Management Framework in Ministries / Departments; and
 - review of queries raised by the Director of Audit and follow up on his recommendations.

Implementation Plan - Director of Audit Comments

The Director of Audit issued his report on the accounts of the Government of Mauritius for the FY ending 30 June 2021 in February 2022. Included in his report were shortcomings noted at the level of Ministry of Finance, Economic Planning and Development. The actions/measures taken or being undertaken to address the shortcomings are shown in the table below.

Issues (Report Ref)	DOA Comments	Proposed Measures	Status of Actions taken/ Implementation Date
MOFEPD			
10.1.1	Non-submission of financial statements for audit by Gambling Regulatory Authority	GRA to consolidate the financial statements of the Authority and the Responsible Gambling and Capacity Building Fund into one document before submitting same to the NAO.	<ul style="list-style-type: none"> Financial statements for FY 2019-20 have already been approved by the board of GRA and submitted to the Director of Audit. Financial statements for FY 2020-21 have been prepared for submission to the Board and Director of Audit.
10.1.2	Delay in implementation of E-Inventory Management System. Actions initiated to roll out the system in all Ministries/Departments by Dec 2022.	Actions to roll out the E-IMS system in all Ministries / Departments	<ul style="list-style-type: none"> As at 11 October 2022, e-IMS has been deployed in 168 sites. The exercise is expected to be completed by June 2023.
10.1.2	Compliance by Ministries/Departments for submission of Annual Report. Actions taken. 70% of Ministries/Depts already submitted the 2020/21 Reports.	Follow up with Ministries/ Depts through SMSTs to request them to submit their Annual Reports to MOFEPD.	<ul style="list-style-type: none"> As at date 84% of Ministries/Depts have already submitted their FY 2020/21 Annual Reports on Performance. Follow up with Ministries/Depts are ongoing to ensure 100% submission.
10.1.2	Equity Participation in MauBank Holdings Ltd reaching Rs 5.2 billion as at 30June 2020 – No return on investment.		<ul style="list-style-type: none"> MauBank has adopted the transitional arrangement guideline for regulatory Capital Treatment of IFRS 9 provisions for expected credit losses” issued by BOM. As such, it will not be able to distribute dividends during such period. Furthermore, actions have been initiated for implementation of a divestment programme entailing the potential disposal of the shares of MauBank Holdings in its subsidiaries

Table 9: Director of Audit Comments - Implementation Plan

Events Hosted by MOFEPD in FY 2021-2022



Plan de relance économique : Joint Public-Private Committee
July 2021



Mauritius/Japan: Signature Of A Grant Assistance
August 2021

- Budget Speech Day 2022-2023 - 7 June 2022



- Pre-Budget 2022-2023 Consultations



Activities organized by the MOFEPD Staff Welfare Association

- Contribution to farewell parties of staff going on retirement



- Participation by MOFEPD Officers in activities organized by Public Officers Welfare Council such as:
 - Domino Competition;
 - Scrabble Competition; and
 - Quiz Competition.



PART III - Financial Performance

Part III provides the financial highlights for the FY 2021-2022 and an analysis of significant changes in financial results. It also includes statements of revenue and expenditure.

Financial Highlights

Revenue collected by MOFEPD and its Departments and Statutory Bodies can be classified into two broad categories: -

- Taxes (including licence fees); and
- Non-Tax Revenue (sales of goods and services, dividends, interest on loan to parastatal bodies and fines)

There are presently six Expenditure Votes under MOFEPD as follows:

- 7-1 Finance Economic Planning and Development (Ministry only)
- 7-2 Central Procurement Board
- 7-3 Treasury
- 7-4 Statistics Mauritius
- 7-5 Corporate and Business Registration Department
- 7-6 Registrar-General's Department

Appropriation of funds is made by the National Assembly through these Votes.

Revenue

Figure 9 below is an illustration of revenue collected in FY 2021-22 by MOFEPD, its Departments and Statutory Bodies. Total collection was Rs 114.7 billion out of which revenue collected by the Mauritius Revenue Authority (MRA) represents 85.4 %.

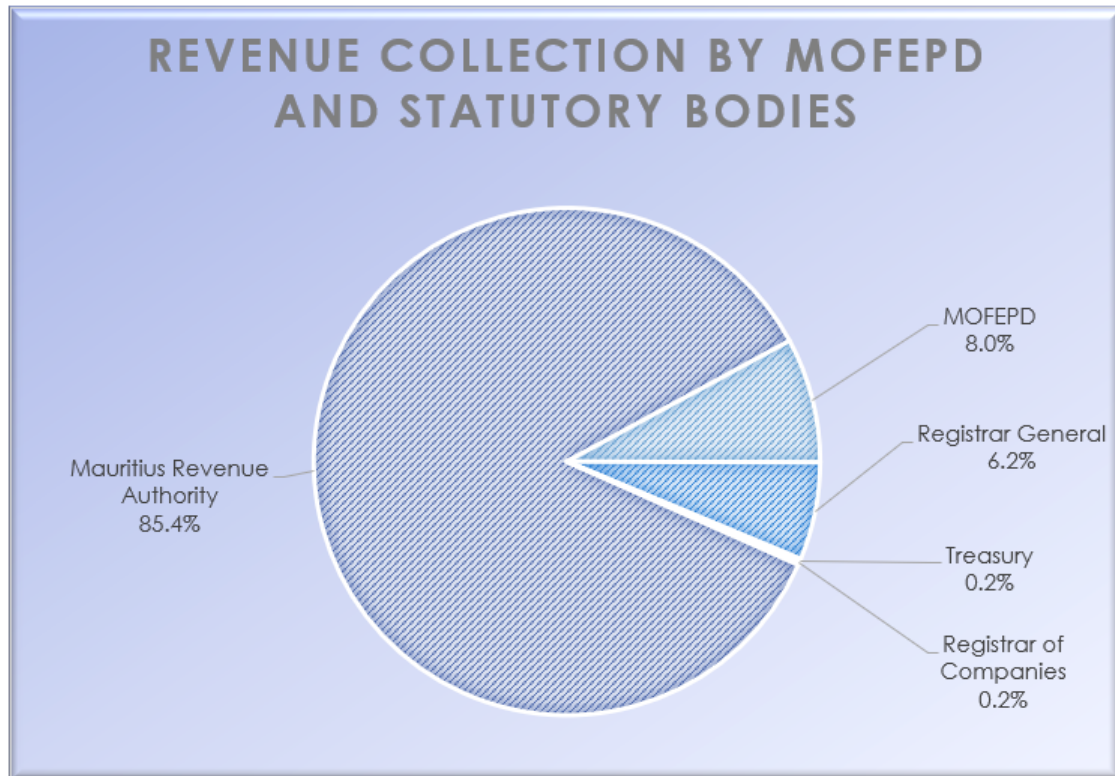


Figure 9: Revenue collection by MOFEPD and its statutory bodies

Expenditure

The figure below provides an illustration of expenditure incurred by MOFEPD in FY 2021 -22 under Vote 7-1 by economic classification. Around 87.5 % of total expenditure were incurred as grants whereas 10 % as compensation to employees in terms of personal emoluments, other staff costs and social contributions.

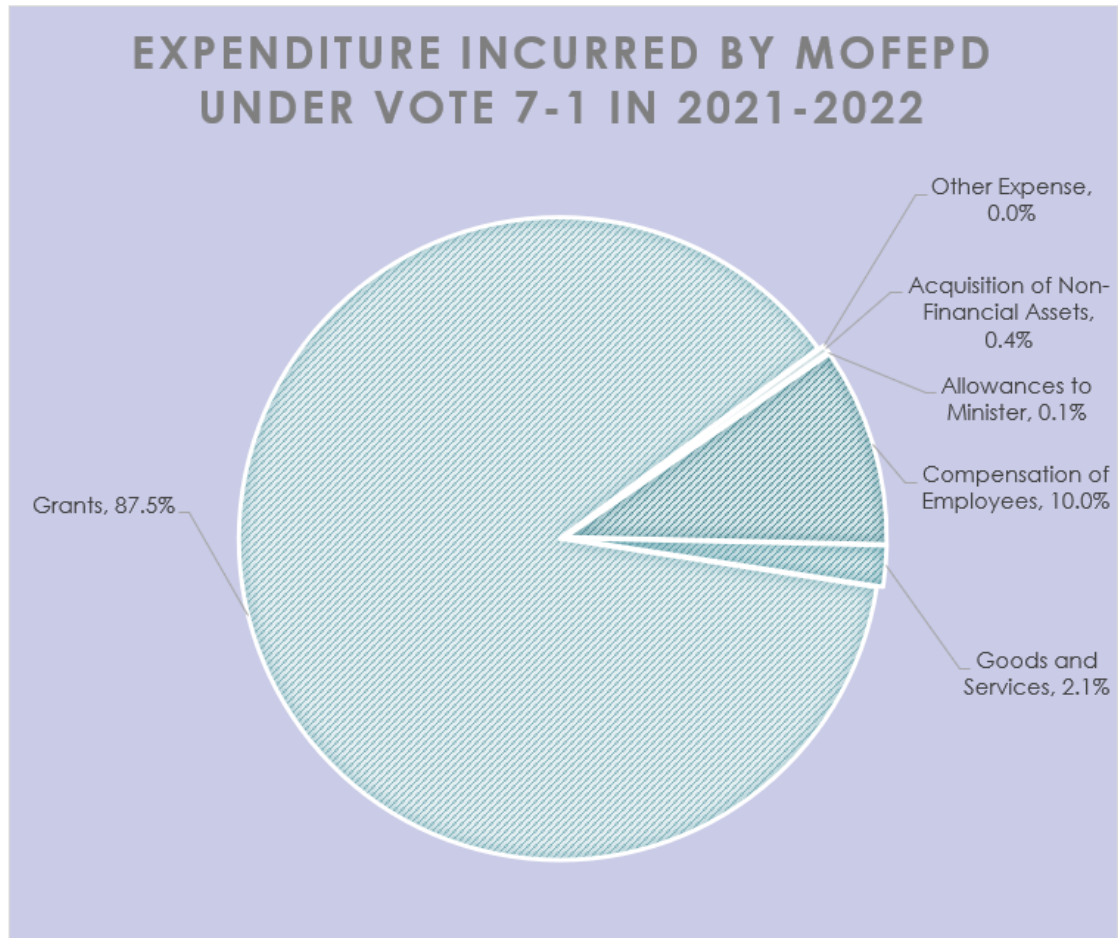


Figure 10: Expenditure incurred by MOFEPD under Vote 7-1

Analysis of Major Changes

Revenue

Figure 11 shows the breakdown of revenue collected by the Mauritius Revenue Authority in FY 2021-2022 as compared to collections for the preceding year, that is FY 2020-2021.

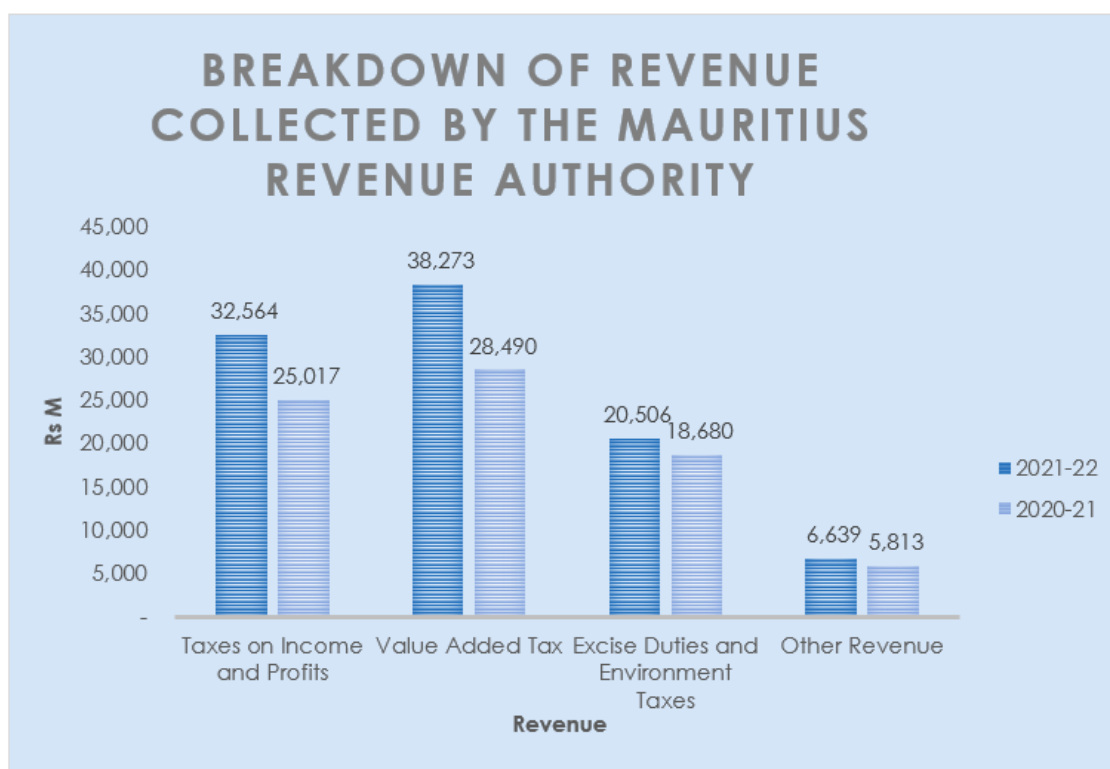


Figure 11: Comparison of revenue collected by MRA in FY 2020-2021 and FY 2021-2022

Out of a total revenue collection of Rs 98 billion by the MRA in FY 2021-22, Taxes on Income & profits, Value Added Tax, and Excise duties & Environment Taxes represent 33 percent, 39 percent, and 21 percent respectively. Other revenue representing 7 percent of total revenue comprises Taxes on Specific Services & Gambling, Taxes on International Trade & Transactions, Other Taxes, License Fees and User Fees & Charges. Compared to 2020-21, there was 25.6 percent increase in total revenue by MRA.

Expenditure

Generally, expenditure under MOFEPD includes Compensation of Employees, Goods and Services, Grants and Acquisition of Non-Financial Assets.

Grants are normally provided to Extra-Budgetary Units to meet their operating costs and capital expenditure. In the FY 2021-22, around 87.5 percent of Expenditure under Vote 7-1 was incurred under Grants which are provided as Current and Capital Grants to the Mauritius Revenue Authority, Gambling Regulatory Authority, Economic Development Board and Contribution to International Organisations. Compared to FY 2020-21 there was an increase of around 4 percent in total grants paid in 2021-22 for MOFEPD under Vote 7-1.

An annual comparison of expenditure on grants to the Mauritius Revenue Authority (MRA), Gambling Regulatory Authority (GRA), Economic Development Board (EDB) and Contribution to Collaborative Africa Budget Reform Initiative (CABRI) is shown in Figure 12 below.

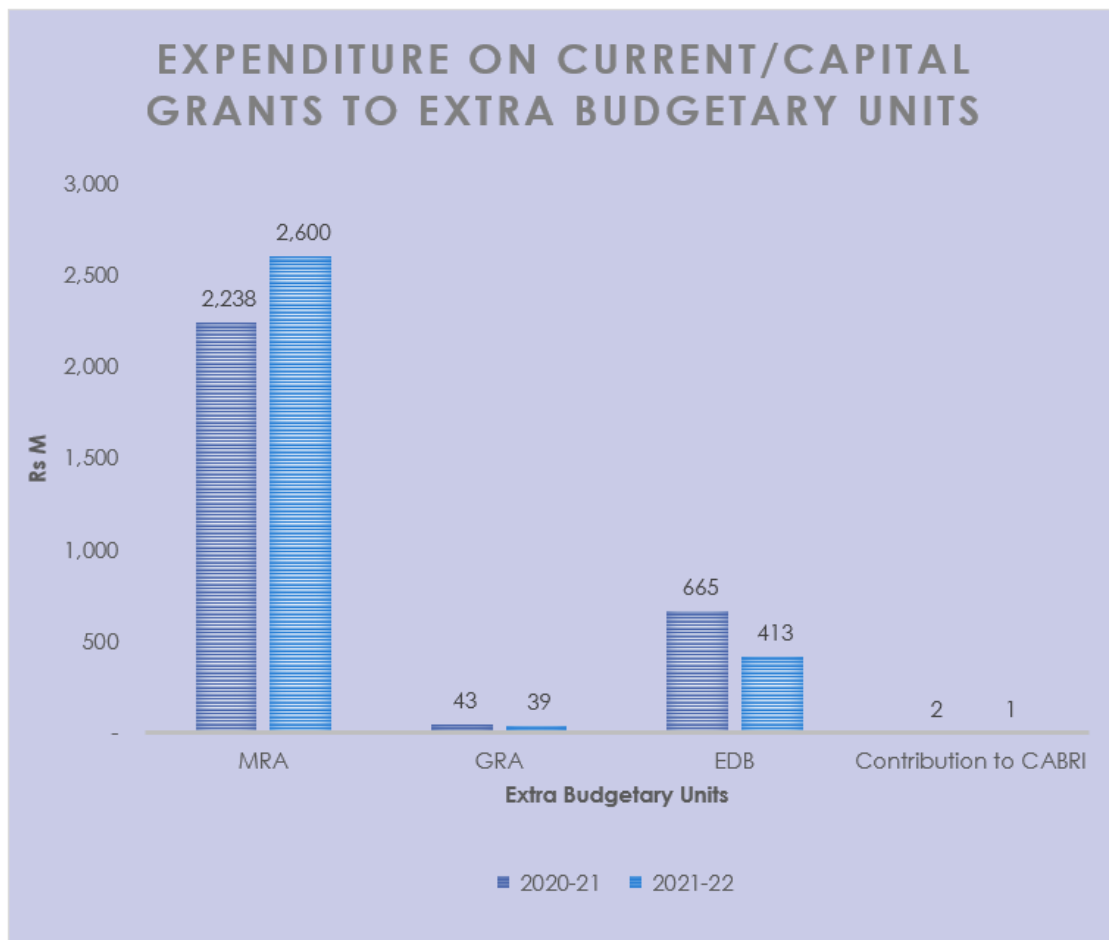


Figure 12: Comparison of Expenditure on current/capital grants to Extra Budgetary Units

Statements of Revenue and Expenditure

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

Table 10 below provides a summary of total revenue from property income, user fees and other sources which were collected by the MOFEPD and its Departments.

STATEMENT OF REVENUE FROM PROPERTY INCOME, USER FEES & OTHER SOURCES			
DEPARTMENT / HEAD OF REVENUE	2020-21 Actual Rs'000	2021-22 Estimates Rs'000	2021-22 Actual Rs'000
Mauritius Revenue Authority			
<i>Taxes on Income and Profits</i>	25,016,890	29,900,000	32,563,559
<i>Taxes on Goods and Services</i>	48,992,955	66,575,000	61,344,004
<i>Value Added Tax</i>	28,490,203	39,528,000	38,272,969
<i>Excise Duties and Environment Taxes</i>	18,679,811	22,596,000	20,505,628
<i>Taxes on Specific Services and Gambling</i>	1,800,452	4,426,000	2,542,961
<i>Licence Fees - Liquor</i>	22,489	25,000	22,445
<i>Taxes on International Trade and Transactions</i>	1,180,020	1,500,000	1,528,314
<i>Other Taxes</i>	2,703,731	2,627,000	2,425,913
User Fees and Charges	106,316	115,000	119,802
Total Revenue from MRA	77,999,912	100,717,000	97,981,591
Registrar General			
<i>Recurrent Taxes on Immovable Property</i>	2,775	6,000	3,237
<i>Taxes on Financial and Capital Transaction</i>	5,636,182	6,306,000	6,992,769
<i>Other Non Recurrent Taxes on Property</i>	25,105	65,000	30,128
<i>Administrative Fees</i>	-	117,000	121,088
Total Revenue from Registrar General	5,664,062	6,494,000	7,147,222
Registrar of Companies			
<i>Licences</i>	212,689	250,000	216,644
<i>Incorporation and Lodging fee, search duty, etc</i>	9,935	15,000	11,957
Total Revenue from Registrar of Companies	222,624	265,000	228,601

Treasury			
<i>Interest</i>	197,632	319,000	182,605
<i>Pension Contribution reimbursements</i>	965	900	1,033
<i>Compensation iro Government-owned vehicles</i>	3,135	3,000	2,749
<i>Sale of store</i>	9,894	14,180	7,520
<i>Miscellaneous</i>	715	1,600	139
<i>Fines, Penalties and Forfeits</i>	20,628	16,000	21,789
Total Revenue from Treasury	232,969	354,680	215,835
Ministry of Finance, Economic Planning and Development			
<i>Dividends</i>	110,897	340,000	675,679
<i>Withdrawals</i>	992,103	9,460,000	8,444,795
Total Revenue from MOFEPD	1,103,000	9,800,000	9,120,474
Total Revenue from Property Income, User Fees & other Sources	85,222,567	117,630,680	114,693,724

Table 10: Statement of Revenue from Property Income, User Fees and Other Sources

Total revenue collected by MOFEPD and its Departments and statutory Bodies amounted to Rs 114.7 billion in FY 2021-22 compared to 85.2 billion in FY 2020-21.

Also, the actual revenue figures were lower by 2 percent compared to estimated figures. This is mainly explained by lesser collections from Taxes on Goods and Services, Non-Recurrent Taxes on property, Licences, Interests and Withdrawals.

Statements of Expenditure

The Statements of Expenditure² have been prepared from data captured from the Treasury Accounting System (TAS).

Table 11 below provides a summary of total expenditure incurred by MOFEPD under Vote 7-1 (Headquarters) which comprises Sub-Heads 7-101: General, 7-102: Procurement Policy Office, 7-103: Independent Review Panel, and 7-104: Assessment Review Committee.

Head of Expenditure 7-101 General	2020-21 Actual Rs'000	2021-22 Estimates Rs'000	2021-22 Actual Rs'000
7-1 FINANCE, ECONOMIC PLANNING AND DEVELOPMENT			
7-101: General	3,287,584	3,260,200	3,414,398
<i>Allowances to Minister</i>	2,400	2,400	2,400
<i>Compensation of Employees</i>	269,303	326,400	305,973
<i>Goods and Services</i>	48,852	52,000	40,812
<i>Grants</i>	2,947,732	2,861,900	3,053,721
<i>Other Expense</i>	537	700	452
<i>Acquisition of Non-Financial Assets</i>	18,760	16,800	11,040
7-102: Procurement Policy Office	30,124	31,000	29,264
<i>Compensation of Employees</i>	12,198	13,300	12,682
<i>Goods and Services</i>	17,926	17,700	16,582
7-103: Independent Review Panel	7,437	9,800	8,466
<i>Compensation of Employees</i>	2,868	3,500	3,213
<i>Goods and Services</i>	4,309	6,000	4,988
<i>Acquisition of Non-Financial Assets</i>	259	300	264
7-104: Assessment Review Committee	37,039	39,000	38,119
<i>Compensation of Employees</i>	24,765	29,200	27,614
<i>Goods and Services</i>	9,357	9,800	9,584
<i>Acquisition of Non-Financial Assets</i>	2,917	-	921
TOTAL EXPENDITURE FOR VOTE 7-1	3,362,183	3,340,000	3,490,247

Table 11: Statement of Expenditure under Vote 7-1 (MOFEPD Headquarters)

² Expenditure figures as at October 2022

Summary of Expenditure incurred by Departments of MOFEPD

Head of Expenditure	2020-21 Actual Rs'000	2021-22 Estimates Rs'000	2021-22 Actual Rs'000
7-2 Central Procurement Board	55,22	61,600	58,543
<i>Compensation of Employees</i>	34,527	39,600	37,824
<i>Goods and Services</i>	19,503	20,700	18,977
<i>Social Benefits</i>	1,192	1,300	396
<i>Acquisition of Non-Financial Assets</i>	-	-	1,346
7-3 The Treasury	114,518	161,800	151,467
<i>Compensation of Employees</i>	72,857	86,100	84,951
<i>Goods and Services</i>	40,329	60,400	62,342
<i>Grants</i>	974	1,000	1,075
<i>Acquisition of Non-Financial Assets</i>	358	14,300	3,098
7-4 Statistics Mauritius	127,117	314,000	244,703
<i>Compensation of Employees</i>	96,771	113,500	111,678
<i>Goods and Services</i>	30,200	142,460	111,790
<i>Grants</i>	35	40	35
<i>Acquisition of Non-Financial Assets</i>	111	58,000	21,201
7-5 Corporate and Business Registration Department	119,255	141,500	132,451
<i>Compensation of Employees</i>	55,302	68,100	68,202
<i>Goods and Services</i>	43,390	41,330	38,818
<i>Grants</i>	44	70	44
<i>Acquisition of Non-Financial Assets</i>	20,519	32,000	25,386
7-6: Registrar-General's Department	101,865	109,000	98,663
<i>Compensation of Employees</i>	67,460	78,600	77,578
<i>Goods and Services</i>	19,342	20,200	19,693
<i>Acquisition of Non-Financial Assets</i>	15,064	10,200	1,391
TOTAL EXPENDITURE FOR VOTE 7-2 TO 7-6	517,977	787,900	685,827
TOTAL EXPENDITURE FOR VOTE 7-1 TO 7-6	3,880,160	4,127,900	4,176,074

Table 12: Summary of Expenditure incurred by MOFEPD and its Departments

Total expenditure under the different votes of MOFEPD amounted to some Rs 4.2 billion in FY 2021-22 compared to actual expenditure of Rs 3.9 billion in FY 2020-21, that is an increase of around Rs 300 million. Also, compared to the budgeted amount, there has been an additional expenditure in FY 2021-22 of some 48 million mainly due to the implementation of the Mauritius Revenue Authority Salary Review and Conditions of Service with effect from 1st July 2020.

Centralised Services of Government

Vote 23-1 Centrally Managed Expenses of Government

Vote of Expenditure	2020-21 Actual Rs'000	2021-22 Estimates Rs'000	2021-22 Actual Rs'000
<i>Compensation of Employees</i>	1,748,407	1,950,000	2,461,508
<i>Goods and Services</i>	1,605	35,000	65,001
<i>Grants</i>	53,676	-	-
<i>Other Expense</i>	181,642	197,000	146,719
TOTAL EXPENDITURE FOR VOTE 23-1	1,985,330	2,182,000	2,673,228

Table 13: Summary of Expenditure incurred under Centralised Services of Government

As per the table 13 above there was an increase in expenditure in 2021-22 in Vote 23-1: Centrally Managed Expenses of Government by some Rs 688 million. Also, compared to the total budgeted amount the total expenditure exceeded by Rs 491 million due to additional provision required for the following:

- (a) to cater for increased number of requests from Civil Servants for encashment of passage benefits following implementation of the PRB Report; and
- (b) implementation of PRB Report with effect from 1st January 2021

24-1 Centrally Managed Initiatives of Government

Vote of Expenditure	2020-21 Actual Rs'000	2021-22 Estimates Rs'000	2021-22 Actual Rs'000
<i>Compensation of Employees</i>	2,206,818	4,555,000	4,472,634
<i>Goods and Services</i>	18,499	30,000	17,459
<i>Subsidies</i>	6,454,229	13,000	10,956
<i>Grants</i>	31,889,164	8,526,500	13,021,827
<i>Social Benefits</i>	370,794	-	-
<i>Other Expense</i>	8,504,175	829,500	853,839
<i>Acquisition of Non-Financial Assets</i>	94,084	477,000	176,669
<i>Acquisition of Financial Assets</i>	14,485,377	5,221,000	5,605,307
TOTAL EXPENDITURE FOR VOTE 24-1	64,023,138	19,652,000	24,158,691

Table 14: Summary of Expenditure incurred under Centrally Managed Initiatives of Government

Total actual expenditure under Vote 24-1: Centrally Managed Initiatives of Government in 2021-22 was lower in 2021-22 by Rs. 39.9 billion. However, the total expenditure exceeded the budgeted amount by some Rs 4.5 billion mainly due to the following reasons:

- (a) Additional provision required to cater for increase in salaries of civil servants for the period January 2021 to June 2022, following the implementation of the PRB Report with effect from 1st January 2021; and
- (b) Provision required for contribution to the COVID-19 Projects Development Fund to ensure smooth implementation of the Flood Management Programme over the next three years.

PART IV - WAY FORWARD

Part IV provides a situational analysis of the environment in which MOFEPD operates and which impacts on its service delivery. It also includes the strategic directions to realise MOFEPD's vision, objectives and desired outcomes.

Trends and Challenges

The diagram below shows a SWOT Analysis, which takes into account the conditions under which MOFEPD is operating and trends and challenges it is facing.



Figure 13: SWOT Analysis of MOFEPD

Strategic Direction

This part provides the strategic direction of the Ministry for the next three years. To consolidate the economic fundamentals and improve the effectiveness of Government in service delivery, the following strategies will be implemented:

Consolidate the economic recovery and maintain macroeconomic stability

- Implement new policies and measures to unlock private investment and exports
- Improve the business environment by further consolidating the public-private partnership
- Further diversify the economy with the development of new sectors such as the green energy industry, the circular economy, the biotechnology and pharmaceutical industry, the blue economy and the knowledge industry
- Accelerate the implementation of the import substitution strategy particularly with regard to energy security and food self-sufficiency

Maintain sound public finances

- Review tax policies to improve tax buoyancy
- Enhance collection of revenue arrears
- Review expenditure management to ensure judicious use of taxpayers' money
- Secure alternative modes of financing and leverage on assets of Government and public bodies to modernise key infrastructure of the country and reduce debt
- Meet the borrowing requirements of Government at the least cost and within an acceptable level of risk

Improve tax system

- Strengthen tax administration and enforcement by MRA and other revenue collecting departments
- Ease tax payer's compliance through the use of IT
- Improve tax payer's services through effective use of social media and e-services
- Improve and automate the registration and data capture of motor vehicles

Improve investment climate

- Attract higher FDI in emerging and existing productive sectors through more targeted investment promotion and facilitation campaigns
- Diversify the export product and market by leveraging on opportunities from trade agreements through targeted export promotion and trade facilitation activities

Modernise public financial management

- Enhance and embed planning in budgeting by adopting the principles of performance-based budgeting
- Implement accrual-based accounting framework consistent with International Public Sector Accounting Standards (IPSAS) in the Public Sector as per the roadmap
- A first set of accrual-based IPSAS Consolidated Financial Statements will be prepared to include the accounts of Budgetary Central Government, Statutory Bodies and Local Authorities as from Financial Year (FY) 2021/22
- Enhance public procurement policy and process
- Strengthen internal audit functions and establish risk management framework in Ministries/Departments
- Optimise the use of technology by enhancing e-payment, e-procurement, e-IMS and e-payroll
- Review legislations to strengthen accountability and reporting
- Setting up of a Dashboard to act as a central repository of Annual Reports on Performance of all Ministries/Departments
- A Public Financial Management (PFM) Kit will be prepared to consolidate all public financial management legislations, rules, procedures and Financial Instructions;
- To ensure that state assets are managed and utilised in the most efficient and effective way, Accounting Officers will be required to develop and implement appropriate asset management strategies including annual maintenance programme and replacement plan
- Enhance the framework for public investment management to ensure a unified approach in the implementation of capital projects by public bodies.

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Annex I: Key Responsibilities of the Departments falling under the purview of MOFEPD

Treasury

- Preparation of the statutory financial statements of the government and ensure that accounting systems fully respond to government's needs for proper recording and accounting of financial transactions;
- Monitor the cash flows of government and ensure availability of cash for meeting government's payment obligations; and
- Manage the dispensing of public service benefits – civil service pensions, passage benefits and advances for the purchase of motor vehicles – and to ensure payments are effected in a timely manner and according to prescribed rules and regulations.

Registrar-General's Department

- Registering information regarding land ownership and obligations and to provide publicity for the safeguard of interests of creditors and of parties in sales and leases of immovable properties;
- Registration of particulars of deeds and documents presented by members of the legal profession and the public including transfer of vehicles;
- Follow up action after reassessment of values of immovable properties by the Chief Government Valuer, including representation before the Tax Appeal Tribunal; and
- Collection of annual tax payable by campement site owners and campement owners.

Corporates and Business Registration Department

- Incorporation, registration and striking-off of companies
- Registration of documents that must be filed under the Companies Act 2001
- Provision of company information to the public
- Enforcement of compliance with the legal requirements
- Registration of Businesses
- Insolvency Services
- Registration of Limited Partnerships and Foundations

Statistics Mauritius

- Act as the central depository for all statistics produced in Mauritius; and
- Collect, compile, analysis and disseminate official statistics relating to all aspects of the economic and social activities with a few exceptions like fisheries and health statistics which fall under the responsibility of the respective Ministry, and banking and balance of payment statistics for which the Bank of Mauritius is responsible.

Statistics Board

- Offering guidance to Statistics Mauritius and other official producers of statistics on the directions and priorities for official statistic

Procurement Policy Office

- Provision of a mechanism for conducting oversight and monitoring of the performance and progress of the procurement system in Mauritius, and to guide and promote its continuing development and improvement.
- formulate policies relating to procurement, including directives, procedures, instructions, technical notes and manuals, for the implementation of the Act.

Central Procurement Board

- Promote economy, efficiency, effectiveness, transparency, fairness and accountability by government ministries and public bodies and prevent any corrupt practice in public procurement and thus achieve best value for money in terms of price, quality and delivery having regard to set specifications; and
- Provide assistance to the public sector through training and other interactions in the field of procurement.

Independent Review Panel

- Upholding and maintaining confidence of suppliers and contractors as well as the general public in the public procurement process;
- Ensuring and promoting transparency and good governance in the public procurement process; and
- Hearing and determining appeals against procurement decisions by a Public Body and/or the Central Procurement Board in compliance with the Public Procurement Act 2006 and Regulations as well as other Laws of Mauritius, and in the respect of the principles of best practice.

Assessment Review Committee

- Processing of representations lodged; schedule representations made in terms of Pro Forma, Informal Meetings, Hearings or Argument as the case may be; convene Appellants and other related stakeholders to meetings/cases when scheduled; hear representations made; and determine such representations.

Mauritius Revenue Authority

- Management of an effective and efficient revenue-raising system; and
- Administration and collection of taxes due in Mauritius within an integrated organisational structure.

Economic Development Board

- Promoting and facilitating of investment in Mauritius;

- Assisting investors in the growth, nurturing and diversification of their business; and
- Working in close collaboration with Government bodies, institutions and private sector companies with a view to facilitating the implementation of investment projects and more importantly, to continuously improve the investment and business climate.

Employees Welfare Fund

- Manage the financial and other resources of the Fund;
- Set up and operate schemes and projects for the welfare of employees and their families; and
- Give loans or financial assistance to employees or their families for such purpose as may be determined by the Board.

Civil Service Family Protection Scheme Board

- Provision of protection to dependents of deceased contributors by way of a monthly surviving spouse's pension and/or children's pension.