

STRATEGIC OVERVIEW

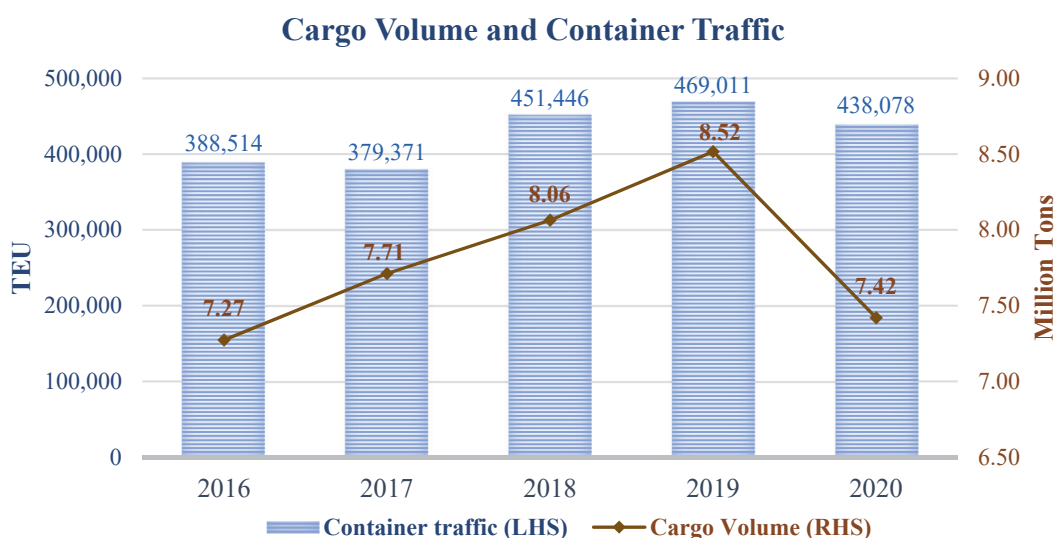
I. Mission Statement

- To position the Port Louis Harbour as a high performing and competitive port by leveraging on smart technologies to better manage its operations, maintain safe, secure and energy efficient facilities, and mitigate environmental impacts
- To provide safe, secure, and efficient aviation operations in Mauritius for improved traveller experience

II. Current Situation & Challenges

Port

- Port activities experienced a setback in FY 2020/2021 due to the impact of the COVID-19 pandemic as follows:
 - Cargo volume expected to decline by 6.5 percent to reach 7.2 million tons; and
 - Total container traffic projected to decline by 6.6 percent to around 435,000 TEU¹s.
- Transshipment container traffic is, however, expected to increase slightly from 174,057 TEUs in FY 2019/20 to 198,229 TEUs in FY 2020/21.



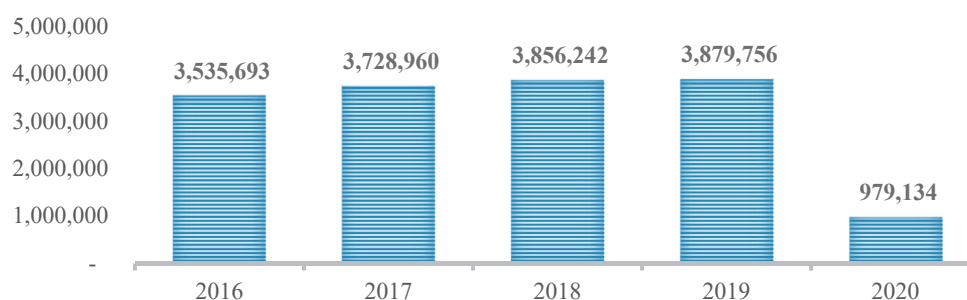
- Gross crane productivity and ship productivity are below the set standards, hovering around 21 and 35 moves per hour, respectively.
- Bunker supply is expected to reach 600,000 metric tons in FY 2020/21.

Aviation

- Since March 2020, the average monthly international passenger traffic has dropped from about 325,000 to 5,000. The average monthly flights have also decreased from a pre-COVID-19 level of around 2,000 to 287 as from April 2020.

¹ TEU – Twenty-foot equivalent unit

Passenger Traffic



- Prior to outbreak of the pandemic, there were 22 airlines operating at the SSR International Airport. Currently, under the prevailing conditions, only 2 regular airlines, i.e., Air Mauritius and Emirates are operating.
- The laboratory set up at the airport has performed more than 67,000 PCR tests on arriving passengers since October 2020.
- Air cargo volume is expected to drop by 63 percent in FY 2020/21 to reach 17,394 tons.

Key Challenges

Port

- Port productivity needs to improve to outmatch the most efficient competing ports in the region.
- Further digitalisation and automation of port operations are required to improve service delivery.
- Huge investment is required to finance important mega port development projects.

Aviation

- There is a need to strengthen travellers' confidence through the implementation of safety protocols/measures to minimise human contact and interaction at the SSR International Airport.
- Airport operators need to find ways and means to reduce the over-reliance on aeronautical revenue.
- Air cargo operators to relocate to the new Cargo and Freeport village in the Airport vicinity.

III. Strategic Direction 2021-2024

Strategic Direction	Enabler
<p>Transform Port Louis Harbour into a Smart Port to improve Productivity and Competitiveness</p>	<ul style="list-style-type: none"> ▪ Outsource the management of the Mauritius Container Terminal (MCT) and the Multi-Purpose Terminal to a private operator through a Management Contract. The aim is to bring crane moves to above 25 per hour and ship moves to between 45 and 70 per hour ▪ Elaborate a Business Continuity Plan to be implemented by Cargo Handling Corporation

Strategic Direction	Enabler
	<p>Ltd to ensure reliable and sustainable port operations</p> <ul style="list-style-type: none"> ▪ Undertake a competitiveness study of Port Louis harbour vis-à-vis other ports in the Sub-Saharan region ▪ Expedite modernisation and computerisation of the port through: <ul style="list-style-type: none"> ○ Digitalisation of the communication and marketing systems and the operationalisation of the Maritime Single Window system by the MPA to allow online clearance of vessels ○ Implementation of the Integrated Single Window for Trade by the MRA ○ Full deployment of the NAVIS N4 system to enable optimum yard planning and housekeeping at MCT
<p>Port Louis Harbour as a Pole of Economic Development</p>	<ul style="list-style-type: none"> ▪ Implementation of the Island Container Terminal project ▪ Operationalisation of Cruise Terminal with a view to improving quality of service to cruise passengers ▪ Operationalisation of a full-fledged Fishing Port at Fort William, including fish processing facilities ▪ Private operators setting up infrastructure on the reclaimed land at Fort William for storage of petroleum products, dry docking, bunkering and de-bunkering ▪ Mixed development at Les Salines for residential, commercial and recreational activities
<p>Transform the SSR International Airport into a Smart Airport</p>	<ul style="list-style-type: none"> ▪ Provide a safer environment to travellers by implementing contactless technology ▪ Improve passenger experience by enhancing process efficiency ▪ Increase use of renewable energy
<p>Promote Business / Private Jet Operations at the Airport</p>	<ul style="list-style-type: none"> ▪ Attract high net worth individuals to Mauritius through Private Jets Operations
<p>Cargo and Freeport development</p>	<ul style="list-style-type: none"> ▪ Marketing of Cargo and Freeport village to attract more operators

IV. Key Deliverables & Key Performance Indicators

Outcome						
(i) A smart port with world class infrastructure and logistics						
(ii) A safer passenger experience at the SSR International Airport						
Outcome Indicator			Actual 2020/21 (Prov.)	Target 2021/22	Target 2022/23	Target 2023/24
Percentage of Indian Ocean maritime traffic captured			9%	10%	11%	12%
Volume of Air Cargo (million tons)			17,400	30,000	40,000	60,000
Delivery Unit	Main Service	Key Performance Indicator	Actual 2020/21 (Prov.)	Target 2021/22	Target 2022/23	Target 2023/24
Mauritius Ports Authority	Provide efficient port services	The Maritime Single Window operational	-	May 2022	-	-
	Development of bunker trade	Sales volume of bunker fuels (metric tons)	600,000	700,000	775,000	850,000
Cargo Handling Corporation Ltd	Improve port productivity	Volume of Container Traffic (TEUs)	435,000	480,000	510,000	540,000
		Crane productivity	21	25	27	30
		NAVIS N4 system fully optimised	-	March 2022	-	-
Airports of Mauritius Ltd/Airport Terminal Operations	Provide passenger facilitation services	Proportion of passengers handled through a Contactless Clearance System	30%	80%	100%	-
		Number of private jet arrivals	52	54	56	58
	Increase use of renewable energy at the airport	Proportion of electricity from renewable sources	< 3%	3-5%	5-8%	10%

V. Human Resource & Gender Distribution

Staff in Post	Number	Male	Female
Top Management (Salary ≥ Rs 100,000)	2	50%	50%
Middle Management (Rs 40,000 ≤ Salary < Rs 100,000)	65	88%	12%
Support (Salary < Rs 40,000)	217	65%	35%
Overall	284	70%	30%

CISD Figures – May 2021

VOTE 2-2: External Communications - continued

FINANCIAL RESOURCES

Summary by Economic Categories

Rs 000

Code	Economic Categories	2020/21 Estimates	2021/22 Estimates	2022/23 Planned	2023/24 Planned
VOTE 2-2: TOTAL EXPENDITURE		25,000	22,800	19,000	19,200
Recurrent Expenditure		25,000	21,100	19,000	19,200
21	Compensation of Employees	11,123	12,400	12,600	12,800
22	Goods and Services	13,877	8,700	6,400	6,400
Capital Expenditure		-	1,700	-	-
31	Acquisition of Non-Financial Assets	-	1,700	-	-

Vote 2-2: External Communications

Rs 000

Item No.	Details	2020/21 Estimates	2021/22 Estimates	2022/23 Planned	2023/24 Planned
Recurrent Expenditure		25,000	21,100	19,000	19,200
21	Compensation of Employees	11,123	12,400	12,600	12,800
21110	Personal Emoluments	9,913	11,010	11,205	11,400
.001	Basic Salary	8,263	8,833	8,963	9,108
.002	Salary Compensation	400	450	450	450
.004	Allowances	500	520	550	570
.006	Cash in lieu of Leave	-	400	400	400
.009	End-of-year Bonus	750	807	842	872
21111	Other Staff Costs	1,085	1,260	1,260	1,260
.002	Travelling and Transport	900	900	900	900
.100	Overtime	180	350	350	350
.200	Staff Welfare	5	10	10	10
21210	Social Contributions	125	130	135	140
22	Goods and Services	13,877	8,700	6,400	6,400
22010	Cost of Utilities	650	750	750	750
22020	Fuel and Oil	65	75	75	75
22030	Rent	4,232	4,107	4,107	4,107
22040	Office Equipment and Furniture	110	550	200	200
22050	Office Expenses	80	110	110	110
22060	Maintenance	185	355	355	355
22100	Publications and Stationery	375	395	405	410
22120	Fees	8,050	2,150	150	150
	<i>of which</i>				
.008	Fees to Consultants	8,000	2,000	-	-
22900	Other Goods and Services	130	208	248	243
Capital Expenditure		-	1,700	-	-
31	Acquisition of Non-Financial Assets	-	1,700	-	-
31121	Transport Equipment	-	-	-	-
.801	Acquisition of Vehicles	-	1,700	-	-
TOTAL		25,000	22,800	19,000	19,200

VOTE 2-2: External Communications - *continued*

HUMAN RESOURCES

SN	Position Titles	Funded	
		2020/21	2021/22
Vote 2-2: External Communications		21	22
1	Permanent Secretary	1	1
2	Deputy Permanent Secretary	1	1
3	Assistant Permanent Secretary	2	2
4	Financial Officer/Senior Financial Officer	1	1
5	Assistant Procurement and Supply Officer	1	1
6	Office Management Executive	1	1
7	Office Management Assistant	1	2
8	Management Support Officer	4	4
9	Confidential Secretary	2	2
10	Word Processing Operator	3	3
11	Driver	1	1
12	Office Auxiliary/Senior Office Auxiliary	3	3
TOTAL		21	22