

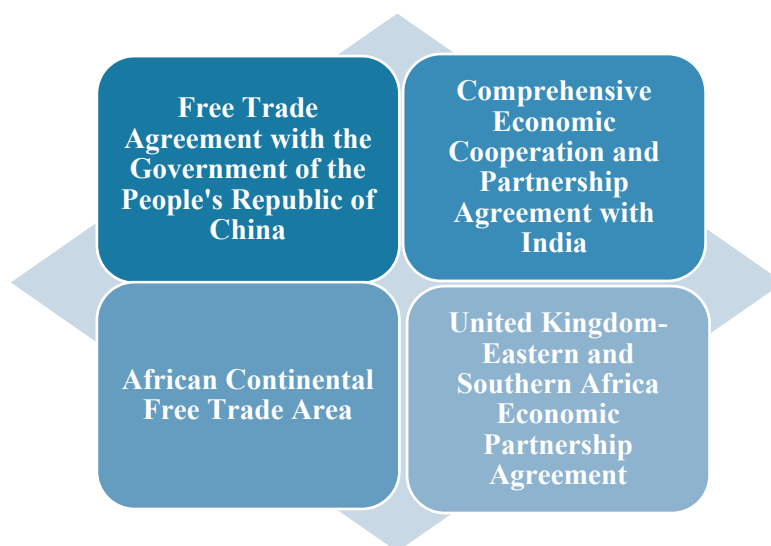
## **STRATEGIC OVERVIEW**

### **I. Mission Statement**

- To develop and implement foreign policy with a view to safeguarding and promoting the strategic interests of Mauritius and upholding national sovereignty and territorial integrity
- To consolidate existing economic and trade partnerships as well as expand regional and multilateral cooperation

### **II. Current Situation & Challenges**

- In the wake of the COVID-19 pandemic, the Ministry operated as a facilitator for the repatriation of over 9,700 Mauritians stranded abroad on account of worldwide lockdowns.
- Government has recently signed and ratified four important agreements to promote trade, investment and economic cooperation:



- The Ministry has sustained a proactive regional cooperation strategy and played a major role in preventing the exclusion of Mauritius from the list of Africa Growth and Opportunity Act (AGOA) beneficiary countries on account of its graduation to a High-Income country status.
- The Ministry continued to engage proactively in the Post-Cotonou framework discussions in the context of the future of the ACP-EU cooperation as well as the broadening and widening of an efficient Interim Economic Partnership Agreement (IEPA) with the EU where all parties will receive the best gains possible.

### Key Challenges

- To fully avail of the trade opportunities under the recently signed agreements, the following main constraints need to be addressed:
  - poor connectivity;
  - stringent rules of origin for textiles and apparel (under SADC);
  - high production cost;
  - non-tariff barriers; and
  - limited export basket.
- Remoteness from main export markets
- External shocks emanating from Brexit and rise of protectionist policies
- Lack of willingness to domesticate regional instruments

### III. Strategic Direction 2021-2024

Strategic Direction	Enabler
<b>Strengthen bilateral relations with a view to expanding the economic space of Mauritius</b>	<ul style="list-style-type: none"> <li>▪ Joint Commissions and political dialogues with individual countries to, inter alia, expand trade and investment and promote capacity building and peer-to-peer learning</li> <li>▪ Active participation and increased political influence in regional fora</li> <li>▪ Conclude a new generation of bilateral arrangements including exchange of knowledge, research and innovation</li> </ul>
<b>Reinforce engagement with the WTO for trade facilitation</b>	<ul style="list-style-type: none"> <li>▪ Complete the 5<sup>th</sup> Trade Policy Review of Mauritius</li> <li>▪ Complete the WTO Fisheries Subsidies text-based negotiations</li> </ul>
<b>Deepen trade relations and economic partnership with Development Partners to unlock growth potential</b>	<ul style="list-style-type: none"> <li>▪ Complete negotiations on the deepening of the EPA with EU with enhanced market access</li> <li>▪ Complete negotiations with SADC in priority sectors on trade in services including distribution and business services</li> </ul>

<b>Strategic Direction</b>	<b>Enabler</b>
<b>Review our economic diplomacy strategy to enhance efficiency of our embassies and consulates in performing their roles and functions</b>	<ul style="list-style-type: none"> <li>▪ Re-engineer our missions and consulates to act as a facilitator for cross border economic activities namely, trade in goods and services as well as foreign direct investment</li> <li>▪ Re-organise the roles, operations and strategy of embassies and missions abroad to ensure greater transparency, accountability, efficient use of public funds and achievement of economic benefits</li> </ul>
<b>Promote regional cooperation and integration</b>	<ul style="list-style-type: none"> <li>▪ Elaborate regional projects in specific areas of interest</li> <li>▪ Improve air, maritime and digital connectivity</li> <li>▪ Enhance intra-regional trade and investment</li> </ul>
<b>Create a conducive environment for business and innovation through a proper Industrial Property Framework</b>	<ul style="list-style-type: none"> <li>▪ Proclamation of the new IP legislation 2019</li> <li>▪ Accession to the three WIPO-administered treaties</li> </ul>

#### **IV. Key Deliverables & Key Performance Indicators**

<b>Outcome</b>						
<b>Stronger economic growth through effective foreign policy and enhanced international trade</b>						
<b>Outcome Indicator</b>			<b>Actual 2020/21 (Prov.)</b>	<b>Target 2021/22</b>	<b>Target 2022/23</b>	<b>Target 2023/24</b>
Percentage growth in exports of goods & services			-33% (2020)	>15%	>8%	>5%
<b>Delivery Unit</b>	<b>Main Service</b>	<b>Key Performance Indicator</b>	<b>Actual 2020/21 (Prov.)</b>	<b>Target 2021/22</b>	<b>Target 2022/23</b>	<b>Target 2023/24</b>
<b>Overseas Mission</b>	Creating opportunities for export of goods and services and promotion of investment	Number of trade and investment links established	250	575	785	900
	Implement various diplomatic strategies to create economic opportunities	Number of Agreements and MOUs with various countries under negotiation	10	11	9	11

**VOTE 6-2: Foreign Affairs, Regional Integration and International Trade - *continued***

Delivery Unit	Main Service	Key Performance Indicator	Actual 2020/21 (Prov.)	Target 2021/22	Target 2022/23	Target 2023/24
<b>Regional Integration Division</b>	Prepare regional projects for funding	Number of regional projects submitted to Regional Economic Communities	5	5	5	5
<b>International Trade Division</b>	Expanding trade agreements and market access opportunities	Comprehensive Economic Partnership Agreement with UK: Discussions initiated on identifying priority areas for negotiations	-	June 2022	-	-
	Strengthening engagement with the WTO	Finalisation and adoption of a Fisheries Subsidies Agreement at WTO multilateral level	-	June 2022	-	-
	Creating a proper Intellectual Property Framework	Deposit of Instrument for accession to WIPO administered Treaties	-	Oct 2021	-	-

**V. Human Resource & Gender Distribution**

Staff in Post	Number	Male	Female
Top Management (Salary ≥ Rs 100,000)	32	75%	25%
Middle Management (Rs 40,000 ≤ Salary < Rs 100,000)	80	50%	50%
Support (Salary < Rs 40,000)	203	27%	73%
<b>Overall</b>	<b>315</b>	<b>37%</b>	<b>63%</b>

*CISD Figures – May 2021*

## FINANCIAL RESOURCES

### Summary by Economic Categories

Rs 000

Code	Economic Categories	2020/21 Estimates	2021/22 Estimates	2022/23 Planned	2023/24 Planned
<b>VOTE 6-2: TOTAL EXPENDITURE</b>		1,190,000	<b>1,181,000</b>	1,197,000	1,155,000
<b>Recurrent Expenditure</b>		1,086,900	1,106,700	1,072,250	1,074,920
20	Allowance to Minister	2,400	-	-	-
21	Compensation of Employees	469,409	481,000	486,550	489,120
22	Goods and Services	318,859	326,100	286,900	287,200
26	Grants	296,232	299,600	298,800	298,600
<b>Capital Expenditure</b>		103,100	74,300	124,750	80,080
31	Acquisition of Non-Financial Assets	103,100	74,300	124,750	80,080

### Summary by Sub-Heads

Rs 000

Details	2020/21 Estimates	2021/22 Estimates	2022/23 Planned	2023/24 Planned
Sub-Head 6-201: General	68,000	71,200	72,500	73,200
Sub-Head 6-202: Foreign Relations and Regional Integration	1,027,400	1,016,800	1,073,100	1,029,500
Sub-Head 6-203: International Trade	94,600	93,000	51,400	52,300
<b>Total</b>	<b>1,190,000</b>	<b>1,181,000</b>	<b>1,197,000</b>	<b>1,155,000</b>

### Sub-Head 6-201: General

Rs 000

Item No.	Details	2020/21 Estimates	2021/22 Estimates	2022/23 Planned	2023/24 Planned
<b>Recurrent Expenditure</b>		<b>68,000</b>	<b>71,200</b>	<b>72,500</b>	<b>73,200</b>
<b>20</b>	<b>Allowance to Minister</b>	<b>2,400</b>	-	-	-
20100	Annual Allowance	2,400	-	-	-
<b>21</b>	<b>Compensation of Employees</b>	<b>52,806</b>	<b>58,000</b>	<b>59,300</b>	<b>60,000</b>
21110	Personal Emoluments	48,006	52,740	54,040	54,740
.001	Basic Salary	38,606	42,657	43,412	43,858
.002	Salary Compensation	1,500	2,313	2,416	2,416
.004	Allowances	1,500	1,600	1,700	1,800
.005	Extra Assistance	3,000	-	-	-
.006	Cash in lieu of Leave	-	2,430	2,475	2,525
.009	End-of-year Bonus	3,400	3,740	4,037	4,141
21111	Other Staff Costs	4,150	4,610	4,610	4,610
.001	Wages	200	160	160	160
.002	Travelling and Transport	3,800	3,600	3,600	3,600
.100	Overtime	100	800	800	800
.200	Staff Welfare	50	50	50	50
21210	Social Contributions	650	650	650	650

**VOTE 6-2: Foreign Affairs, Regional Integration and International Trade - continued**

Rs 000

Item No.	Details	2020/21 Estimates	2021/22 Estimates	2022/23 Planned	2023/24 Planned
<b>22</b>	<b>Goods and Services</b>	<b>12,794</b>	<b>13,200</b>	<b>13,200</b>	<b>13,200</b>
22010	Cost of Utilities	1,500	1,700	1,700	1,700
22030	Rent	9,596	9,700	9,700	9,700
22040	Office Equipment and Furniture	200	250	250	250
22050	Office Expenses	333	360	360	360
22060	Maintenance	200	225	225	225
22070	Cleaning Services	40	40	40	40
22100	Publications and Stationery	575	575	575	575
22900	Other Goods and Services	350	350	350	350
	<i>of which</i>				
.955	Gender Mainstreaming	200	200	200	200
<b>TOTAL</b>		<b>68,000</b>	<b>71,200</b>	<b>72,500</b>	<b>73,200</b>

**Sub-Head 6-202: Foreign Relations and Regional Integration**

<b>Recurrent Expenditure</b>		<b>927,800</b>	<b>945,800</b>	<b>948,650</b>	<b>949,720</b>
<b>21</b>	<b>Compensation of Employees</b>	<b>385,427</b>	<b>389,600</b>	<b>393,150</b>	<b>394,420</b>
21110	Personal Emoluments	262,927	263,950	267,450	268,670
.001	Basic Salary	121,527	118,222	120,967	121,980
.002	Salary Compensation	1,600	1,828	1,920	1,920
.004	Allowances	125,000	127,000	127,000	127,000
.005	Extra Assistance	4,500	1,600	1,600	1,600
.006	Cash in lieu of leave	-	5,000	5,100	5,200
.009	End-of-year Bonus	10,300	10,300	10,863	10,970
21111	Other Staff Costs	121,200	124,300	124,300	124,300
.001	Wages	96,000	97,000	97,000	97,000
.002	Travelling and Transport	25,000	25,800	25,800	25,800
.100	Overtime	100	1,400	1,400	1,400
.200	Staff Welfare	100	100	100	100
21210	Social Contributions	1,300	1,350	1,400	1,450
<b>22</b>	<b>Goods and Services</b>	<b>249,495</b>	<b>260,300</b>	<b>260,400</b>	<b>260,400</b>
22010	Cost of Utilities	19,200	18,225	18,225	18,225
22020	Fuel and Oil	2,400	2,500	2,500	2,500
22030	Rent	191,500	201,500	201,500	201,500
22040	Office Equipment and Furniture	1,500	1,500	1,500	1,500
22050	Office Expenses	2,100	2,800	2,800	2,800
22060	Maintenance	6,000	6,100	6,100	6,100
22070	Cleaning Services	120	150	150	150
22090	Security	8,000	8,000	8,000	8,000
22100	Publications and Stationery	3,300	3,600	3,600	3,600
22120	Fees	425	425	425	425
22190	Overseas Travel - Staff posted in Embassies	10,000	9,500	9,500	9,500
22900	Other Goods and Services	4,950	6,000	6,100	6,100
	<i>of which</i>				
.014	Hospitality and Ceremonies	3,500	3,000	3,000	3,000
.971	Expenses icw Commonwealth Climate Finance Skills Hub	1,000	2,500	2,500	2,500

**VOTE 6-2: Foreign Affairs, Regional Integration and International Trade - continued**

						Rs 000
Item No.	Details		2020/21 Estimates	2021/22 Estimates	2022/23 Planned	2023/24 Planned
<b>26</b>	<b>Grants</b>		<b>292,878</b>	<b>295,900</b>	<b>295,100</b>	<b>294,900</b>
26210	Contribution to International Organisations					
.044	United Nations Organisations		11,320	12,836	12,898	12,975
.045	African Union		95,000	98,000	98,000	98,000
.046	African Carribean and Pacific States		4,800	5,000	5,000	5,000
.047	United Nations Peacekeeping Operations		7,200	6,200	6,200	6,200
.048	Commonwealth Foundation		700	800	800	800
.049	Organisation Internationale de la Francophonie		2,200	2,200	2,200	2,200
.050	Commonwealth Secretariat		4,515	5,600	5,600	5,600
.051	International Seabed Authority		40	50	50	50
.053	Group of G77-ECDC		180	195	195	195
.056	IORA-Membership Contribution		6,500	6,500	6,900	6,900
.057	IOC Secretariat		26,397	27,334	28,282	27,005
.058	SADC and Affiliated Institutions		101,000	109,000	104,600	104,600
.059	COMESA Council		24,000	21,000	23,000	24,000
.149	South Centre		180	-	190	190
.151	International Exhibition Bureau		510	560	560	560
.175	African Commission on Nuclear Energy		536	625	625	625
.195	African Peer Review Mechanism		7,800	-	-	-
<b>Capital Expenditure</b>			<b>99,600</b>	<b>71,000</b>	<b>124,450</b>	<b>79,780</b>
<b>31</b>	<b>Acquisition of Non Financial Assets</b>	Project Value Rs 000	<b>99,600</b>	<b>71,000</b>	<b>124,450</b>	<b>79,780</b>
31111	Residential Buildings					
.011	Consultancy Services and Construction of High Commissioner's Residence (New Delhi)	26,300	5,000	-	5,000	18,000
31112	Non-Residential Buildings					
.047	Construction of Chancery, Ambassador and/or Staff Residence		10,000	7,000	54,450	5,150
	(a) Addis Ababa	151,000	4,000	4,000	-	-
	(b) Madagascar	65,000	6,000	3,000	54,450	5,150
.408	Upgrading of Chanceries		19,500	10,000	49,500	39,630
	(a) New Delhi - Chancery House & Staff residence	52,130	10,000	7,000	40,000	5,130
	(b) London - High Commissioner's Residence	35,000	3,500	-	3,500	27,500
	(c) Paris - Renovation of Staff Residence	15,000	6,000	-	6,000	7,000
	(d) Washington - Renovation of residence		-	3,000	-	-
31122	Other Machinery and Equipment					
.402	Upgrading of IT Equipment		9,400	5,400	13,000	14,500
	(a) VoIP and Consultancy for EDMS		1,000	-	6,500	10,000
	(b) Implementation of EDMS	22,800	8,400	5,400	6,000	3,000
	(c) On-line Register for Diaspora	3,000	-	-	500	1,500
.799	Acquisition/Upgrading of Other Machinery and Equipment		2,500	2,500	2,500	2,500

**VOTE 6-2: Foreign Affairs, Regional Integration and International Trade - continued**

Rs 000

Item No.	Details		2020/21 Estimates	2021/22 Estimates	2022/23 Planned	2023/24 Planned
31133 .801	Furniture, Fixtures and Fittings Acquisition of Furniture, Fixtures and Fittings ( <i>Addis Ababa</i> )	57,500	53,200	46,100	-	-
<b>TOTAL</b>			<b>1,027,400</b>	<b>1,016,800</b>	<b>1,073,100</b>	<b>1,029,500</b>

**Sub-Head 6-203: International Trade**

<b>Recurrent Expenditure</b>		<b>91,100</b>	<b>89,700</b>	<b>51,100</b>	<b>52,000</b>
<b>21</b>	<b>Compensation of Employees</b>	<b>31,176</b>	<b>33,400</b>	<b>34,100</b>	<b>34,700</b>
21110	Personal Emoluments	28,501	30,275	30,975	31,575
.001	Basic Salary	25,301	24,700	25,103	25,550
.002	Salary Compensation	700	1,151	1,207	1,208
.004	Allowances	500	500	500	500
.006	Cash in Lieu of Leave	-	1,600	1,650	1,700
.009	End-of-year Bonus	2,000	2,324	2,515	2,617
21111	Other Staff Costs	2,300	2,750	2,750	2,750
.002	Travelling and Transport	2,200	2,200	2,200	2,200
.100	Overtime	50	500	500	500
.200	Staff Welfare	50	50	50	50
21210	Social Contributions	375	375	375	375
<b>22</b>	<b>Goods and Services</b>	<b>56,570</b>	<b>52,600</b>	<b>13,300</b>	<b>13,600</b>
22010	Cost of Utilities	1,150	993	1,093	1,093
22020	Fuel and Oil	50	90	90	90
22030	Rent	6,335	6,327	6,627	6,927
22040	Office Equipment and Furniture	200	200	200	200
22050	Office Expenses	135	165	165	165
22060	Maintenance	2,650	3,725	3,725	3,725
22070	Cleaning Services	150	175	175	175
22100	Publications and Stationery	400	525	525	525
22120	Fees	15,250	20,150	450	450
	<i>of which</i>				
.008	Fees to Consultants	14,800	19,700	-	-
	<i>of which</i>				
	(a) <i>Implementation of National Intellectual Property Plan (EU Funded)</i>	-	18,900	-	-
	(b) <i>Trade Remedies Expert</i>	7,000	-	-	-
	(c) <i>Studies and impact assessment - Trade Agreements and Trade Related Issues</i>	800	800	-	-
22900	Other Goods and Services	30,250	20,250	250	250
	<i>of which</i>				
.014	Hospitality and Ceremonies	200	200	200	200
.965	SADC Trade Related Facility Programme ( <i>SADC/EU Funded</i> )	30,000	20,000	-	-
<b>26</b>	<b>Grants</b>	<b>3,354</b>	<b>3,700</b>	<b>3,700</b>	<b>3,700</b>
26210	Contribution to International Organisations				
.054	World Trade Organisation	2,150	2,460	2,460	2,460
.055	World Intellectual Property Organisation	104	120	120	120
.176	African Regional Intellectual Property Organisation	1,100	1,120	1,120	1,120



**VOTE 6-2: Foreign Affairs, Regional Integration and International Trade - *continued***

Rs 000					
Item No.	Details	2020/21 Estimates	2021/22 Estimates	2022/23 Planned	2023/24 Planned
<b>Capital Expenditure</b>		<b>3,500</b>	<b>3,300</b>	<b>300</b>	<b>300</b>
<b>31</b>	<b>Acquisition of Non Financial Assets</b>	<b>3,500</b>	<b>3,300</b>	<b>300</b>	<b>300</b>
31122	Other Machinery and Equipment				
.402	Upgrading of IT Equipment	3,500	3,300	300	300
	<i>of which</i>				
	<i>Modernisation of IP Office (EU Funded)</i>	3,300	3,000	-	-
<b>TOTAL</b>		<b>94,600</b>	<b>93,000</b>	<b>51,400</b>	<b>52,300</b>

**VOTE 6-2: Foreign Affairs, Regional Integration and International Trade - *continued***

**HUMAN RESOURCES**

SN	Position Titles	Funded	
		2020/21	2021/22
<b>Vote 6-2: Foreign Affairs, Regional Integration and International Trade</b>		<b>329</b>	<b>346</b>
<b>Sub-Head 6-201: General</b>		<b>111</b>	<b>121</b>
1	Secretary for Foreign Affairs	1	1
2	Permanent Secretary	1	1
3	Deputy Permanent Secretary	1	1
4	Assistant Permanent Secretary	3	3
5	Engineer/Senior Engineer (Civil)	1	1
6	Analyst/Senior Analyst	-	1
7	Manager, Financial Operations	1	1
8	Assistant Manager, Financial Operations	3	3
9	Principal Financial Operations Officer	2	2
10	Financial Officer/Senior Financial Officer	4	4
11	Assistant Financial Officer	3	3
12	Assistant Manager (Procurement and Supply)	1	1
13	Procurement and Supply Officer/Senior Procurement and Supply Officer	1	1
14	Assistant Procurement and Supply Officer	1	1
15	Assistant Manager, Internal Control	1	1
16	Manager, Human Resources	-	1
17	Assistant Manager, Human Resources	-	1
18	Human Resource Executive	-	3
19	Office Management Executive	2	1
20	Office Management Assistant	12	14
21	Higher Executive Officer (Personal)	1	1
22	Office Supervisor	1	1
23	Management Support Officer	34	34
24	Confidential Secretary	3	5
25	Word Processing Operator	7	7
26	Receptionist/Telephone Operator	2	2
27	Head Office Auxiliary	2	2
28	Office Auxiliary/Senior Office Auxiliary	11	12
29	Machine Minder/Senior Machine Minder (Bindery) ( <i>on roster</i> )	1	1
30	Driver	10	10
31	Stores Attendant	1	1
<b>Sub-Head 6-202: Foreign Relations and Regional Integration</b>		<b>154</b>	<b>158</b>
1	Ambassador	20	20
2	Minister Counsellor/Deputy High Commissioner	17	17
3	First Secretary	24	27
4	Second Secretary	43	43
5	Attaché (Administration) ( <i>Personal</i> )	1	-
6	Director, Co-operation	1	1
7	Deputy Director, Co-operation	1	1
8	Principal Analyst (Co-operation)	3	3

**VOTE 6-2: Foreign Affairs, Regional Integration and International Trade - continued**

SN	Position Titles	Funded	
		2020/21	2021/22
9	Senior Analyst (Co-operation)	3	3
10	Analyst (Co-operation)	6	6
11	Office Management Executive	6	4
12	Office Management Assistant	6	8
13	Management Support Officer	2	2
14	Confidential Secretary	18	20
15	Driver	3	3
<b>Sub-Head 6-203: International Trade</b>		<b>64</b>	<b>67</b>
1	Director, Trade Policy	1	1
2	Deputy Director, Trade Policy	-	1
3	Principal Trade Policy Analyst	3	3
4	Senior Trade Policy Analyst	5	5
5	Trade Policy Analyst	7	7
6	Director, Industrial Property Office ( <i>New</i> )	-	-
7	Deputy Director, Industrial Property Office ( <i>New</i> )	-	-
8	Controller, Industrial Property Office	-	-
9	Principal Industrial Property Officer	1	1
10	Senior Industrial Property Officer	3	3
11	Industrial Property Officer	7	7
12	Deputy Permanent Secretary	1	1
13	Assistant Permanent Secretary	1	1
14	Trade Policy Information Officer	1	1
15	Financial Officer/Senior Financial Officer	1	1
16	Assistant Financial Officer	1	1
17	Human Resource Executive	-	1
18	Office Management Assistant	7	7
19	Management Support Officer	11	11
20	Confidential Secretary	2	3
21	Word Processing Operator	3	3
22	Head Office Auxiliary	2	2
23	Office Auxiliary/Senior Office Auxiliary	5	5
24	Driver	2	2
<b>TOTAL</b>		<b>329</b>	<b>346</b>