

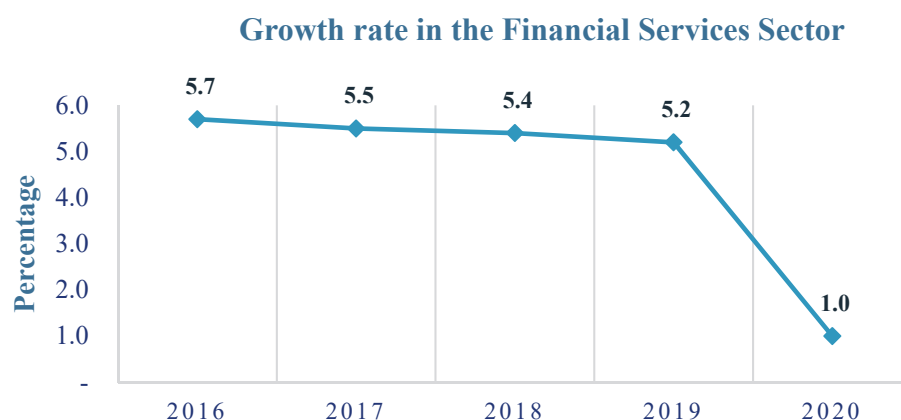
## **STRATEGIC OVERVIEW**

### **I. Mission Statement**

To transform Mauritius into a competitive and reputable International Financial Centre anchored on principles of good governance and best practices

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

- The International Financial Centre (IFC) in Mauritius is a core pillar of the economy, contributing some MUR 22.7 billion or 13 percent to the economy in 2020.
- Employment in “Financial and Insurance Activities” stood at 14,142 in March 2020.
- The growth rate over the past 5 years in the Financial Services sector is depicted below.



- Amidst the COVID-19 pandemic, the financial services sector recorded a slurred growth rate of 1.0 percent for 2020.

### **Key Challenges**

- The listing of Mauritius by the Financial Action Task Force (FATF) and the European Commission
- Continual pressure for changes in international taxation rules and the need for IFCs to demonstrate a higher level of substance
- Need to continuously reassess the operational framework, adapt and modernise the legislations and ensure effectiveness of regulatory institutions
- Need to constantly review our product offerings to keep pace with market trends and demand
- Application of good governance practices in the public sector

### III. Strategic Direction 2021-2024

Strategic Direction	Enabler
<p><b>Enhance the attractiveness and competitiveness of the Mauritius International Financial Centre</b></p>	<ul style="list-style-type: none"> <li>▪ Complete the FATF Action Plan and exit the list of countries under increased monitoring</li> <li>▪ Review the legal and regulatory frameworks to upgrade the payment and settlement infrastructure and facilitate the use of new financial technologies</li> <li>▪ Adopt and develop FinTech innovations, blockchain technology and other emerging financial technologies</li> <li>▪ Strengthen collaboration between the Public and Private sector to safeguard the repute of the IFC</li> <li>▪ Enhance capacity building in the sector through the Financial Services Institute</li> <li>▪ Encourage local investors/local talents to enter the financial services sector</li> </ul>
<p><b>Strengthen the AML/CFT<sup>1</sup> Framework and ensure the sustainability of the IFC</b></p>	<ul style="list-style-type: none"> <li>▪ Review legislations to ensure full compliance with ESAAMLG<sup>2</sup>, FATF and EU standards and requirements</li> <li>▪ Update the National AML/CFT Risk Assessment for development and prioritisation of AML/CFT policies and strategies</li> <li>▪ Implement risk-based policies to ensure AML/CFT obligations are fulfilled for high-risk sectors</li> <li>▪ Enhance co-operation and co-ordination amongst relevant stakeholders involved in AML/CFT</li> <li>▪ Take appropriate measures and actions against non-compliance with AML/CFT obligations</li> </ul>
<p><b>Position Mauritius as a green financing hub in the Africa region</b></p>	<ul style="list-style-type: none"> <li>▪ Establish the appropriate framework for sustainable financing in line with the Sustainable Development Goals (SDGs)</li> <li>▪ Provide a package of incentives to attract investment in sustainable financing on the regional front for the issue of blue/green and other forms of sustainable bonds</li> </ul>

<sup>1</sup> Anti-Money Laundering and Combating the Financing of Terrorism

<sup>2</sup> Eastern and Southern Africa Anti-Money Laundering Group (ESAAMLG)

Strategic Direction	Enabler
<b>Promote good governance practices throughout the public sector</b>	<ul style="list-style-type: none"> <li>▪ Perform Governance reviews in public sector bodies to improve governance practices and accountability</li> <li>▪ Conduct sensitization programmes through the Office of Public Sector Governance in collaboration with the National Committee on Corporate Governance</li> </ul>

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

Outcome							
A sound, competitive and progressive International Financial Centre							
Outcome Indicator				Actual 2020/21 (Prov.)	Target 2021/22	Target 2022/23	Target 2023/24
Growth rate in the Financial Services sector				1% (2020)	> 3%	> 5%	> 5%
Delivery Unit	Main Service	Key Performance Indicator	Actual 2020/21 (Prov.)	Target 2021/22	Target 2022/23	Target 2023/24	
<b>AML/CFT Unit</b>	Formulate and implement AML/CFT policies and strategies	Number of FATF recommendations (out of 40) for which Mauritius obtained full technical compliance	36	39	40	-	
		Number of strategic deficiencies (identified by FATF) addressed	-	5	-	-	
<b>Financial Services Unit</b>	Formulate policies and strategies to enhance competitiveness of jurisdiction	Number of innovative financial products launched	2	2	2	2	
<b>Office of Public Sector Governance</b>	Provide management consultancy, financial and organisational reviews in public sector organisations	Number of reviews carried out in public sector organisations	8	10	12	15	

## V. Human Resource & Gender Distribution

Staff in Post	Number	Male	Female
Top Management (Salary $\geq$ Rs 100,000)	2	100%	-
Middle Management (Rs 40,000 $\leq$ Salary < Rs 100,000)	20	65%	35%
Support (Salary < Rs 40,000)	49	37%	63%
<b>Overall</b>	<b>71</b>	<b>46%</b>	<b>54%</b>

*CISD Figures – May 2021*

**VOTE 12-1: Ministry of Financial Services and Good Governance - continued**

**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 12-1: TOTAL EXPENDITURE</b>		210,000	<b>256,000</b>	264,000	262,000
<b>Recurrent Expenditure</b>		210,000	248,000	258,000	262,000
20	Allowance to Minister	2,400	2,400	2,400	2,400
21	Compensation of Employees	51,245	63,108	67,158	68,058
22	Goods and Services	40,855	28,142	24,942	24,942
26	Grants	115,500	154,350	163,500	166,600
<b>Capital Expenditure</b>		-	8,000	6,000	-
26	Grants	-	8,000	6,000	-

**Summary by Sub-Heads**

Rs 000

Details	2020/21 Estimates	2021/22 Estimates	2022/23 Planned	2023/24 Planned
Sub-Head 12-101: General	172,900	210,620	219,670	217,170
Sub-Head 12-102: Financial Services	18,200	24,610	23,030	23,260
Sub-Head 12-103: Public Sector Governance Reforms	18,900	20,770	21,300	21,570
<b>TOTAL</b>	<b>210,000</b>	<b>256,000</b>	<b>264,000</b>	<b>262,000</b>

**Sub-Head 12-101: General**

Rs 000

Item No.	Details	2020/21 Estimates	2021/22 Estimates	2022/23 Planned	2023/24 Planned
<b>Recurrent Expenditure</b>		<b>172,900</b>	<b>202,620</b>	<b>213,670</b>	<b>217,170</b>
<b>20</b>	<b>Allowance to Minister</b>	<b>2,400</b>	<b>2,400</b>	<b>2,400</b>	<b>2,400</b>
20100	Annual Allowance	2,400	2,400	2,400	2,400
<b>21</b>	<b>Compensation of Employees</b>	<b>26,760</b>	<b>29,405</b>	<b>30,455</b>	<b>30,855</b>
21110	Personal Emoluments	23,745	25,883	26,926	27,326
.001	Basic Salary	17,445	18,623	19,635	20,034
.002	Salary Compensation	500	910	921	921
.004	Allowances	1,800	2,000	2,000	2,000
.005	Extra Assistance	2,000	1,200	1,200	1,200
.006	Cash in lieu of Leave	-	1,150	1,150	1,150
.009	End-of-year Bonus	2,000	2,000	2,020	2,021
21111	Other Staff Costs	2,715	3,222	3,229	3,229
.001	Wages	200	200	200	200
.002	Travelling and Transport	2,300	2,807	2,814	2,814
.100	Overtime	200	200	200	200
.200	Staff Welfare	15	15	15	15
21210	Social Contributions	300	300	300	300
<b>22</b>	<b>Goods and Services</b>	<b>36,240</b>	<b>23,415</b>	<b>20,515</b>	<b>20,515</b>
22010	Cost of Utilities	2,340	2,140	2,140	2,140
22020	Fuel and Oil	300	350	350	350

**VOTE 12-1: Ministry of Financial Services and Good Governance - continued**

Rs 000					
Item No.	Details	2020/21 Estimates	2021/22 Estimates	2022/23 Planned	2023/24 Planned
22030	Rent	12,500	12,750	12,750	12,750
22040	Office Equipment and Furniture	200	800	400	400
22050	Office Expenses	410	410	410	410
22060	Maintenance	430	575	575	575
22070	Cleaning Services	100	200	200	200
22100	Publications and Stationery	700	730	730	730
22120	Fees	18,050	4,250	1,750	1,750
	<i>of which</i>				
.008	Fees to Consultants	17,800	4,000	1,500	1,500
22900	Other Goods and Services	1,210	1,210	1,210	1,210
	<i>of which</i>				
.955	Gender Mainstreaming	200	200	200	200
<b>26</b>	<b>Grants</b>	<b>107,500</b>	<b>147,400</b>	<b>160,300</b>	<b>163,400</b>
26313	Extra-Budgetary Units				
.015	Financial Intelligence Unit	45,000	76,000	83,000	85,000
.016	Financial Reporting Council	25,000	31,000	35,000	36,000
.114	National Committee on Corporate Governance	1,500	2,900	4,800	4,900
.140	Integrity Reporting Services Agency	36,000	37,500	37,500	37,500
<b>Capital Expenditure</b>		-	<b>8,000</b>	<b>6,000</b>	-
<b>26</b>	<b>Grants</b>	-	<b>8,000</b>	<b>6,000</b>	-
26323	Extra-Budgetary Units				
.015	Financial Intelligence Unit	-	8,000	6,000	-
<b>TOTAL</b>		<b>172,900</b>	<b>210,620</b>	<b>219,670</b>	<b>217,170</b>

**Sub-Head 12-102: Financial Services**

<b>Recurrent Expenditure</b>		<b>18,200</b>	<b>24,610</b>	<b>23,030</b>	<b>23,260</b>
<b>21</b>	<b>Compensation of Employees</b>	<b>9,400</b>	<b>16,460</b>	<b>18,630</b>	<b>18,860</b>
21110	Personal Emoluments	7,700	14,585	16,585	16,814
.001	Basic Salary	-	8,650	11,775	12,004
.002	Salary Compensation	-	235	510	510
.004	Allowances	-	300	300	300
.005	Extra Assistance	7,000	5,100	2,800	2,800
.009	End-of-year Bonus	700	300	1,200	1,200
21111	Other Staff Costs	1,500	1,675	1,845	1,846
.002	Travelling and Transport	1,500	1,675	1,845	1,846
21210	Social Contributions	200	200	200	200
<b>22</b>	<b>Goods and Services</b>	<b>800</b>	<b>1,200</b>	<b>1,200</b>	<b>1,200</b>
22120	Fees	-	400	400	400
<b>26</b>	<b>Grants</b>	<b>8,000</b>	<b>6,950</b>	<b>3,200</b>	<b>3,200</b>
26210	Contribution to International Organisations				
.036	Eastern and Southern Africa Anti-Money Laundering	3,000	3,200	3,200	3,200
26313	Extra Budgetary Units				
.152	Financial Services Institute Co. Ltd	5,000	3,750	-	-
<b>TOTAL</b>		<b>18,200</b>	<b>24,610</b>	<b>23,030</b>	<b>23,260</b>

**VOTE 12-1: Ministry of Financial Services and Good Governance - continued**

**Sub-Head 12-103: Public Sector Governance Reforms**

**Rs 000**

<b>Item No.</b>	<b>Details</b>	<b>2020/21 Estimates</b>	<b>2021/22 Estimates</b>	<b>2022/23 Planned</b>	<b>2023/24 Planned</b>
<b>Recurrent Expenditure</b>		<b>18,900</b>	<b>20,770</b>	<b>21,300</b>	<b>21,570</b>
<b>21</b>	<b>Compensation of Employees</b>	<b>15,085</b>	<b>17,243</b>	<b>18,073</b>	<b>18,343</b>
21110	Personal Emoluments	13,465	15,166	15,960	16,231
.001	Basic Salary	11,515	12,067	12,645	12,913
.002	Salary Compensation	250	499	556	556
.004	Allowances	500	500	500	500
.006	Cash in lieu of Leave	-	900	900	900
.009	End-of-year Bonus	1,200	1,200	1,359	1,362
21111	Other Staff Costs	1,470	1,907	1,943	1,942
.002	Travelling and Transport	1,400	1,837	1,873	1,872
.100	Overtime	50	50	50	50
.200	Staff Welfare	20	20	20	20
21210	Social Contributions	150	170	170	170
<b>22</b>	<b>Goods and Services</b>	<b>3,815</b>	<b>3,527</b>	<b>3,227</b>	<b>3,227</b>
22010	Cost of Utilities	750	700	700	700
22030	Rent	975	1,500	1,500	1,500
22040	Office Equipment and Furniture	200	500	200	200
22050	Office Expenses	40	45	45	45
22060	Maintenance	65	55	55	55
22070	Cleaning Services	100	50	50	50
22100	Publications and Stationery	150	165	165	165
22120	Fees	1,375	350	350	350
22900	Other Goods and Services	160	162	162	162
<b>TOTAL</b>		<b>18,900</b>	<b>20,770</b>	<b>21,300</b>	<b>21,570</b>

**VOTE 12-1: Ministry of Financial Services and Good Governance - continued**

**HUMAN RESOURCES**

SN	Position Titles	Funded	
		2020/21	2021/22
<b>VOTE 12-1: Ministry of Financial Services and Good Governance</b>		<b>63</b>	<b>97</b>
<b>Sub-Head 12-101: General</b>		<b>44</b>	<b>50</b>
1	Minister	1	1
2	Permanent Secretary	1	1
3	Deputy Permanent Secretary	2	2
4	Assistant Permanent Secretary	4	4
5	Analyst/Senior Analyst	-	2
6	Assistant Manager, Financial Operations	1	1
7	Financial Officer/Senior Financial Officer	1	1
8	Assistant Financial Officer	-	1
9	Procurement and Supply Officer/Senior Procurement and Supply Officer	1	1
10	Assistant Procurement and Supply Officer	1	1
11	Assistant Manager, Internal Control	1	-
12	Manager, Human Resources	-	1
13	Senior Human Resource Executive	-	1
14	Office Management Executive	1	1
15	Office Management Assistant	5	5
16	Office Supervisor	1	1
17	Management Support Officer	11	11
18	Confidential Secretary	1	3
19	Word Processing Operator	2	2
20	Head Office Auxiliary	1	1
21	Office Auxiliary/Senior Office Auxiliary	6	6
22	Receptionist/Telephone Operator	1	1
23	Driver	2	2
24	Handy Worker ( <i>New</i> )	-	-
<b>Sub-Head 12-102: Financial Services</b>		<b>-</b>	<b>24</b>
1	Director, Anti Money Laundering/Combating Financing of Terrorism	-	1
2	Lead Analyst, AML/CFT	-	2
3	Analyst/Senior Analyst, AML/CFT	-	14
4	Director, Financial Services	-	1
5	Lead Analyst, Financial Services	-	2
6	Analyst/Senior Analyst, Financial Services	-	4
<b>Sub-Head 12-103: Public Sector Governance Reforms</b>		<b>19</b>	<b>23</b>
1	Director, Office of Public Sector Governance	-	-
2	Lead Financial and Governance Analyst	3	4
3	Financial and Governance Analyst/Senior Financial and Governance Analyst	9	12
4	Senior Accounting Technician	1	1
5	Office Management Assistant	1	1
6	Management Support Officer	2	2
7	Word Processing Operator	1	1
8	Office Auxiliary/Senior Office Auxiliary	2	2
<b>TOTAL</b>		<b>63</b>	<b>97</b>