External Communications Division

Annual Report on Performance 2016/2017
About this Report

This is the first Annual Report on Performance issued by the External Communications Division of the Ministry of Tourism and External Communications. It gives an overview of the Ministry’s main roles and functions. It also evaluates the key actions, major activities and measures undertaken during the Financial Year 2016/2017.

This Report has been prepared in line with the requirements of the Finance and Audit Act 2015 according to the guidelines issued by the Ministry of Finance and Economic Development through its Circular No 10 of 2016.

Guide to this Report

Part I: About the Ministry/Department

Part I sets out the Vision, Mission, Overview of the Division, its roles and functions and the major agencies under the purview of the Division.

Part II: Main Achievements

Part II describes mainly the main achievements, status on the achievements of Budget Measures and Key Actions for the year 2016/2017.

Part III: Financial Performance

Part III provides the financial highlights for the financial year 2016/2017 and includes the statement of expenditure.

Part IV: Way Forward

Part IV provides a SWOT analysis of the environment in which the Division operates. It also includes the strategic direction to achieve the Division’s Vision, Objectives and other desired outcomes.
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Part 1.0 – About the Ministry

1.1 Vision and Mission

1.1.1 Vision

To be the center of excellence and a leading organisation for port and aviation matters.

1.1.2 Mission

To respond effectively and professionally to the growing needs and aspirations of our customers, in particular the stakeholders of the port and air transportation industry in terms of enhanced safety and security, establishment of a solid regulatory framework and provision of quality services that meet international standards.

1.1.3 Our Pledge

- To recognise the role of the Port and Airport as important pillars of our socio-economic development.

- To provide value-added and quality services to the Port and Aviation communities.

1.1.4 Our Core Values

- To be guided by the highest standards of professional ethics.

- To be result-oriented and committed to provide quality services in an effective manner.
1.2 Statement from the Permanent Secretary

The External Communication Division has as mandate to transform Mauritius as an Aviation Hub and to make Port Louis Harbour a major Import and Export Gateway in the region.

To this effect, the Division has continued to support ongoing investment in modern infrastructure and State of the Art Equipment to meet the growing needs and aspirations of all those who are engaged in the sea and air transport industry. In addition, considerable efforts are being made to diversify, broaden and deepen Port and Aviation Markets, activities and services.

High investment over the next five years will transform Port Louis Harbour from a destination Port to a Regional Hub.

The Mauritius Ports Authority (MPA) has embarked on the implementation of the works to extend the existing Mauritius Container Terminal (MCT) Quay by 240m, the expansion of the container stacking yard by 7.5 ha, strengthening of existing 560m quay and deepening of the navigation channel to 16.5m. These projects upon completion will allow two fully loaded container vessels of 9000+ TEUs’ capacity to be berthed concurrently.

At the same time the Cargo Handling Corporation Ltd is investing in the acquisition of two super Post Panamax Ship to Shore (STS) Cranes and associated equipment to service two bigger vessels at the same time and also improving its productivity and efficiency of Terminal Operations.

The MPA is also proceeding with a New Port Master Plan Study which will take into consideration new opportunities offered by the activities related to the Ocean Economy and address land use requirements for future Port development projects such as crane operation, seafood, transhipment and bunkering activities.

To cope with the increase in tourist arrivals, the airport infrastructure is being improved and enhanced. The SSR International Airport is being transformed into an efficient regional aviation hub with necessary facilities to cater for the needs and requirements as a transit hub. The construction of a new Air Control Tower and Aircraft Parking Stand projects are being implemented.
In addition, a Cargo/Freeport Zone is being developed to boost Air Cargo Traffic. The SSR International Airport ranked first in Africa in airport service quality by Airports Council International for the last three consecutive years since 2014.

The Department of Civil Aviation is working steadily towards the discharge of its essential functions which are to regulate Civil Aviation Activities and provide safe and efficient Air Navigation Services within our airspace. This year has also seen the enactment of a new legislation for the operation of Remotely Piloted Aircraft (Drones) in Mauritius.

The Division has continued to work closely with the state agencies and organisations operating under its aegis and with other Government Departments and Agencies.

These stakeholders play a very important role in helping us to meet our objectives and the progress outlined in this report reflects our close engagement with them, which we value greatly.

This Division’s achievements during this year reflect the hard work and commitment of the staff throughout the year. I would like to thank them for their ongoing dedication to our mission.

Ms. Maheswaree Madhub
Permanent Secretary
1.3 Roles and functions of the Division

This Division is responsible for the formulation of national policies and programmes for the development, operation and regulation of the port and aviation activities in Mauritius.

This Office also oversees and provides policy guidelines to organisations falling under its purview. In its quest for providing an efficient service to the public, this Division ensures that quality, standard and expeditious services are provided.

1.3.1 Port Sector

- Formulate policies and programmes for Port Promotion and Development.
- Ensure that port resources and infrastructure are adequate and used judiciously.
- Oversee all matters pertaining to Port Investment.
- Supervise that port operations and navigation are carried out in a conducive environment in relation to port safety, security and environment protection.
- Ensure that port development is carried out accordingly to the Port Master Plan and Government Programme.
- Consider and approve applications for the allocation of land in the port area.

1.3.1.1 Key Legislations

- Acts
  
  Ports Act 1998

- Regulations
  
  i. Port (Operations and Safety) (Amendment) Regulations 2007
  
  ii. Port (Fees) (Amendment) Regulations 2017
  
  iii. Ports (Issue of Licenses) Regulations 1981
1.3.2 Aviation Sector

- Formulate policies and programmes for the development and regulation of the Aviation sector.
- Supervise, provide guidance and advise on organizational activities.
- Supervise all matters pertaining to air safety and security, in collaboration with the Department of Civil Aviation.
- Ensure that our domestic policies are aligned with international standards and practices.

1.3.2.1 Key Legislations

- **Act**
  
  Civil Aviation Act 1974

- **Regulations**
  
  i. Civil Aviation (Amendment) Regulations 2010
  ii. Civil Aviation Security Regulations 2008
  iii. Mauritius Civil Aviation Regulations (Amendment 2016)

1.3.3 Agencies operating under the aegis of the Division

1.3.3.1 Mauritius Ports Authority (MPA)

As the principal gateway of the country, Port Louis Harbour plays a vital role in the national economy by handling about 99% of the total volume of the external trade. All strategic imports such as food, petroleum products, raw materials for the textile industry, and major exports such as sugar and textile, transit through the harbour.

The Mauritius Ports Authority (MPA) is the sole national port authority set up under the Ports Act 1998, to regulate and control the port sectors in Mauritius and Rodrigues. The MPA is a landlord port, providing the main port infrastructure and superstructure with
associated port facilities, marine services and navigation aids. It regulates and controls all port activities and environmental issues within the designated port areas.

The strategic objective of the MPA is to ensure Port Louis and Port Mathurin Harbours adequately equipped, professionally managed and continuously upgraded in order to maintain high efficiency and enhanced service levels at competitive rates. To achieve this objective, MPA pursues a policy based on innovation and improvement of service delivery and fostering enhanced connectivity with the outside world. In so doing, the port increased activities attract new business opportunities triggering further investment in the port and other sectors of the economy. In the same manner, it will encourage further investment in the port to respond to the growing needs of the shipping lines and other port stakeholders.

1.3.3.2 Cargo Handling Corporation Limited

The Cargo Handling Corporation Ltd (CHCL) is a state owned private company incorporated in October 1983 to take over the activities of four private stevedoring companies. The CHCL is the sole service provider for container handling activities at Port Louis. It equally handles general and bulk cargoes.

CHCL has a workforce of 1370 people across its three distinct business units namely, Mauritius Container Terminal, Multi-Purpose Terminal and Corporate Services. It has a skilled and experienced manpower providing container handling activities round the clock at a relatively competitive rate in the region.

In order to provide an efficient service delivery of world standard, CHCL has embarked on the procurement of two state of the art cranes and associated yard equipment. These cranes will be able to service super-sized container vessels of more than 350m long. The container yard of CHCL is being increased by 7.5 hectares, thereby increasing its capacity from its actual 500,000 TEUs to more than 750,000 TEUs.
1.3.3.3 Department of Civil Aviation

The Department of Civil Aviation (DCA) plays a leading role in the development of the aviation industry in Mauritius through the safety regulation of the Mauritius Civil Aviation and by providing air navigation services in the Mauritian airspace in compliance with the Standards and Recommended Practices (SARPs) of the ICAO.

The DCA is a regulatory body on matters pertaining to civil aviation; its specific responsibilities are enshrined mainly in the Civil Aviation Act of 1974 and the Civil Aviation Regulations of 1986 and include amongst others:

- Issuance of air operator certificate, registration of aircraft, airworthiness of Aircraft and licensing of personnel;
- Certification and licensing of aerodromes;
- Provision of air navigation services; and
- Aviation security and facilitation.

1.3.3.4 Airports of Mauritius Limited

Airports of Mauritius Ltd (AML), a public company incorporated in May 1998, started operations on the 01 April 1999, and is the owner and operator of Sir Seewoosagur Ramgoolam International (SSRI) Airport. The Government of Mauritius is the major shareholder of AML.

AML provide an environment friendly, safe and efficient airport facility, continually enriched by innovative services to ensure pleasant passenger experience, whilst striving to meet stakeholders' expectations and contributing to the national economy, by managing resources with professionalism and integrity. AML's vision is to make SSRI Airport a SMART Airport.
With the passenger traffic growing faster than expected, averaging 9.3% per annum and 5.4% for aircraft movement annually, SSRI Airport has developed into a regional hub, offering a wide range of commercial opportunities and services.

AML is pursuing the modernization of SSR International Airport and is working towards setting up of the necessary basic infrastructure to allow the private sector partners to come forward with their projects and develop new business activities thus creating jobs and generating wealth. Along with the aviation industry stakeholders, they work towards capitalizing on new synergies and put in place the required dynamic and responsive policies to promote the country as an ideal set up based for regional and global aviation industry players and service providers.

1.3.3.5 Airport Terminal Operations Limited

Airport Terminal Operations Limited (ATOL) is a private company incorporated on 24 July 2008, in which AML is a major shareholder to the tune of 90% and Aéroport de Paris Management (ADPM) holds the remaining 10% shares.

The main objective of the company is to operate the new passenger terminal of the SSR International Airport.
1.3.4 About Our People

The Permanent Secretary is the Administrative Head of the External Communications Division. She is assisted in her functions and duties by a Deputy Permanent Secretary, two Assistant Permanent Secretaries and Officers from other cadres namely Human Resource Management, Financial Operations, Procurements and Supply as well as officers belonging to the General Services. She is also responsible for the overall administration and general supervision of the Departments and Parastatal Bodies falling under the aegis of the Division.

For the Financial year 2016/2017, the Division had a total of 23 funded positions, distributed as follows:

*Table 1: Employee Resourcing*

<table>
<thead>
<tr>
<th>SN</th>
<th>Job Title/Category</th>
<th>Funded positions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Permanent Secretary</td>
<td>1</td>
</tr>
<tr>
<td>2.</td>
<td>Deputy Permanent Secretary</td>
<td>1</td>
</tr>
<tr>
<td>3.</td>
<td>Assistant Permanent Secretary</td>
<td>2</td>
</tr>
<tr>
<td>4.</td>
<td>Financial Officer/Senior Financial Officer</td>
<td>1</td>
</tr>
<tr>
<td>5.</td>
<td>Office Management Executive</td>
<td>1</td>
</tr>
<tr>
<td>6.</td>
<td>Office Management Assistant</td>
<td>3</td>
</tr>
<tr>
<td>7.</td>
<td>Management Support Officer</td>
<td>4</td>
</tr>
<tr>
<td>8.</td>
<td>Confidential Secretary</td>
<td>2</td>
</tr>
<tr>
<td>9.</td>
<td>Word Processing Operator</td>
<td>3</td>
</tr>
<tr>
<td>10.</td>
<td>Driver</td>
<td>2</td>
</tr>
<tr>
<td>11.</td>
<td>Office Auxiliary/Senior Office Auxiliary</td>
<td>3</td>
</tr>
</tbody>
</table>

*TOTAL* 23
1.3.4.1 Organizational Structure of the Division

Figure 1: Organizational Structure of External Communications Division
Part 2.0 – Achievements and Challenges

2.1 Major Achievements for the year 2016/2017

✓ Total cargo traffic increased by 6.3% to reach a new record of 7.3 million tonnes in 2016;
✓ Number of cruise vessels increased from 23 calls in 2015 to reach a new record of 28 calls in 2016 whilst the number of cruise passengers similarly increased by nearly 48% in 2016 to reach 34,533 pax;
✓ Total bunker traffic increased to 336,914 tonnes in 2016 i.e. an 18.5% increase over 2015 figures;
✓ The LPG traffic doubled during 2016 to reach 262,569 tonnes whilst the number of calls by tankers soared from 80 calls in 2015 to 141 calls in 2016. Mauritius is positioned to become a hub for the LPG trade for the Southern and Eastern Africa as well as for the regional islands;
✓ With a new dredged depth of the navigational channel to 16.5m Port-Louis Harbour is among the deepest ports in the region capable of servicing fully laden container vessels of 12000+ TEUs capacity;
✓ Following acquisition of a new big tug delivered in Aug 2016, the Port has strengthened its vessel handling capacity especially in regards to large container vessels exceeding 360m long and tankers of more than 200 m long which are calling regularly, thus requiring significant tug bollard pull capacity for their safe handling;
✓ The Airports of Mauritius Ltd new corporate offices have been awarded LEED GOLD certification and is the first building in Mauritius to receive this distinction;
✓ The new cargo and Freeport zone aims at offering appropriate infrastructure to boost the Freeport and Cargo activities. It will include Cargo Terminals and Freeport and Logistics Centres that will boost the air transshipment activities. AML has completed phase II of the Cargo & Freeport Zone development over an area of 49ha of land providing serviced plots with all infrastructure and utilities in place for their lease to potential operators and developers, setting up air cargo related infrastructure (warehouses, logistics center etc…);
✓ SSR International Airport ranked first in Africa in airport service quality by Airports Council International for the last three consecutive years since 2014;
An Aviation Training Centre has been set up to provide a platform for the development of knowledge and skills for AML personnel and airport stakeholders, and any person wishing to embrace a career in aviation (e.g school leavers). The Centre has acquired Trainair Plus accreditation as Associate Member;

Construction of an additional aircraft parking stand has been completed. The project comprised the construction of a new aircraft parking stand no. 16 to accommodate all types of aircraft including the A380;

New legislation has been introduced to regulate the operation of Remotely Piloted aircraft (Drone) to impose certain general restrictions on all Remotely Piloted Aircraft in order to ensure safety and security and privacy of the public and keep our space safe.

2.2 Status on Implementation of Budget Measures

In the year 2016/2017 Budget Speech, ten measures were announced pertaining to the port and aviation sectors. The table below shows the status of the announced measures:

Table 2: Budget Measures pertaining to External Communications Division

<table>
<thead>
<tr>
<th>Budget Para</th>
<th>Budget Measure</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Port Sector</td>
<td></td>
<td></td>
</tr>
<tr>
<td>124</td>
<td>Construction of breakwaters by the Mauritius Ports Authority to provide shelter for approximately 120 fishing vessels.</td>
<td>Land reclamation at Fort William is expected to be completed by mid-2017 after which construction will start.</td>
</tr>
</tbody>
</table>
| 187         | Investment of Rs 6 billion over the next 5 years to enhance port infrastructure.                                                                                                                                                                                                 | **Main projects:**
<pre><code>                                                                                  | 1. Upgrading and Extension of Berths at the Mauritius Container Terminal –                                                               |
                                                                                  |   • Strengthening of existing berths – To be completed in October 2017.                                                                                                                                   |
                                                                                  |   • Dredging works at Mauritius                                                                                                                      |
</code></pre>
<table>
<thead>
<tr>
<th></th>
<th>Container Terminal – Completed in May 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.</td>
<td>Upgrading of Capitainerie Building - To be completed in June 2017.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>59 189-191</th>
<th>Strategic investments to boost the development of the petroleum hub:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• 35 hectares of reclaimed land are being earmarked for petroleum storage, logistics and fishing activities.</td>
</tr>
<tr>
<td>59 189-191</td>
<td>A concept design for the Oil Jetty was submitted on 14 March 2017 and a Final Report from Consultants is expected by end of April</td>
</tr>
<tr>
<td></td>
<td>• Land Reclamation at Fort William is expected to be completed by July 2017.</td>
</tr>
<tr>
<td></td>
<td>• Infrastructural Development is expected to start in 2018.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>188</th>
<th>Acquisition of two additional Ship-to-Shore cranes and other equipment by Cargo Handling Corporation to service container vessels more efficiently.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Ship to Shore cranes are at Pre-shipped stage and are expected to be commissioned in December 2017.</td>
</tr>
<tr>
<td></td>
<td>• Rubber Tyred Gantry (RTG) cranes have been commissioned and the RTG are in operation.</td>
</tr>
<tr>
<td></td>
<td>• Centralised CCTV Surveillance system, a contract has been signed with Brinks(Mauritius)Ltd</td>
</tr>
<tr>
<td></td>
<td>• Acquisition of 10 Tractors/Trailers – contract has already been allocated and the delivery date is February 2018.</td>
</tr>
<tr>
<td></td>
<td>• Upgrading of the Navis system has been completed and new Navis N4 system is operational since 12 March 2017.</td>
</tr>
<tr>
<td>Page No.</td>
<td>Description</td>
</tr>
<tr>
<td>---------</td>
<td>-------------</td>
</tr>
</tbody>
</table>
| 184     | Investment of Rs 770 million in a new Integrated Government Clearance Centre in the Cargo Village and a modern Control Tower | **1. Integrated Government Clearance Centre**  
• Project Manager has already been appointed  
• Selection for Global Consultancy Services will be in September 2017. |
| 186     | Setting up of a Regional Aviation Training that will serve the African and Indian Ocean Rim region with the assistance of the Chinese Government. | • Feasibility Study Report submitted to Chinese Government for financing in October 2016.  
• Delegation proceeded to China in November 2016 for further discussion with Chinese Authority.  
• A team from China is expected to be in Mauritius. |
| 365     | Transform the Department of Civil Aviation into a Civil Aviation Authority to enhance our regulatory and air navigation services. | • Invitation for proposals for Consultancy services has been issued on 07 February 2017.  
• An Assessment Report has been received on 31 July 2017 and the first draft report is expected to be submitted in September 2017. |
2.3 Status on Implementation of Key Actions

Four Key Actions with Key Performance Indicators were stipulated in the Budget document of 2016/2017 and the status of these actions is given in the table below:

*Table 3: Key Actions pertaining to External Communications Division*

<table>
<thead>
<tr>
<th>Key Actions</th>
<th>Key Performance Indicator</th>
<th>Target</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deepen the navigational channel to accommodate bigger vessels of more than 9,000 twenty feet container equivalents</td>
<td>Depth of navigational channel (metre) (current depth – 14 metres)</td>
<td>16.5</td>
<td>The dredging work has been successfully completed in May 2017.</td>
</tr>
<tr>
<td>Increase crane productivity from the current 20 container moves per hour</td>
<td>Crane Productivity (moves per hour)</td>
<td>≥ 23</td>
<td>An average of 18.4 moves per hour has been achieved for the year 2016/2017 as Shipping Lines have been requested to temporarily reduce traffic volume during the construction phase of the quay.</td>
</tr>
<tr>
<td>Completed the second phase of the Cargo and Freeport Zone in the airport area to cover 49 hectares of serviced plots</td>
<td>Second Phase of Cargo and Freeport Zone in the airport area completed</td>
<td>October 2016</td>
<td>The new Cargo Terminal is already operational since May 2017.</td>
</tr>
<tr>
<td>Construct new and upgrade existing aircraft parking stands to accommodate A380 type aircraft</td>
<td>Number of A380 type aircraft parking stands operational</td>
<td>3</td>
<td>The third parking stand for A380 aircraft will be operational by mid August 2017.</td>
</tr>
</tbody>
</table>
2.4 Risk Management, Citizen Oriented Initiatives & Good Governance

2.4.1 Audit

The National Audit Office has carried out an audit exercise at the Division and in their report has covered areas such as safeguard of assets and data and effectiveness and efficiency of the operations of the Division and a clear report has been submitted.

2.4.2 Audit Committee

In accordance with the Charter issued by the Office of the Public-Sector Governance, an Audit Committee has been set up at the Division and the responsibilities of the committee include assisting the Permanent Secretary in:

- The coordination of all related units and other agencies falling under the Division’s purview.
- Overseeing the Division’s financial statements and internal controls.
- Monitoring and reviewing the risk control and governance processes which are established in the organization.

Three meetings were held during the financial year 2016/2017.

2.4.3 Safeguard of Assets

According to the paragraph 17 of Chapter 30.7 of the Financial Management Manual (FMM), the details of all equipment and furniture issues to every Government Office has to be noted on Inventory Sheets and affix in each office. The Inventory Sheets are annually checked against a master record of assets.

Hence, all assets that are issued to users are recorded in the Office Equipment Register and presently, a new system will be implemented by the Treasury, whereby all assets would also be recorded in the Government Asset Register.
Part 3.0 – Financial Performance

3.1 Financial Highlights

As per the Budget Estimates, the External Communications Division has one Vote under its control for the Financial year 2016/2017 namely:

**Vote 3-2: External Communications**

As such, the appropriation of funds is made through the Vote. Also, there is no revenue collection that is carried out by the External Communications Division.

Figure 2 below provides an illustration of the total expenditure incurred by the External Communications Division for the Financial year 2016/2017.

**Figure 2: Expenditure incurred in 2016/2017**
3.2 Statement of Expenditure

The Statement of Expenditure has been prepared from data extracted from the Treasury Accounting System (TAS).

The table below provides a summary of the total expenditure incurred under Vote 3-2: External Communications.

*Table 4: Statement of Expenditure under Vote 3-2*

<table>
<thead>
<tr>
<th>Head/Sub-Head of Expenditure</th>
<th>2015-2016 Actual (Rs)</th>
<th>2016-2017 Estimates(Rs)</th>
<th>2016/2017 Actual(Rs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compensation of Employees</td>
<td>10,468,000</td>
<td>14,688,000</td>
<td>10,822,000</td>
</tr>
<tr>
<td>Goods and Services</td>
<td>5,735,000</td>
<td>19,312,000*</td>
<td>5,993,000</td>
</tr>
<tr>
<td>Acquisition of Non-Financial Assets</td>
<td>870,000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Acquisition of Financial Assets</td>
<td>-</td>
<td>250,000,000</td>
<td>215,224,000</td>
</tr>
<tr>
<td>Total</td>
<td><strong>17,073,000</strong></td>
<td><strong>284,000,000</strong></td>
<td><strong>232,039,000</strong></td>
</tr>
</tbody>
</table>

* Goods & Services Rs 19,312,000 represents the Budget Estimates for Financial year 2016-2017 which includes fees to consultants of Rs 12M which was not disbursed during the Financial year, whereas the actual expenditure for the item for the Financial year 2016/2017 is Rs 5.9M.
Part 4.0 – Way Forward

4.1 Trends and Challenges

A SWOT Analysis taking into consideration the conditions under which External Communications Division operates and the trends and challenges it faces, is illustrated below:

<table>
<thead>
<tr>
<th>S</th>
<th>W</th>
<th>O</th>
<th>T</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dedicated and competent workforce</td>
<td>Changes in Government policies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Well-established Organisational structure</td>
<td>Shortage of trained technical workforce</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technical expertise in aviation and port matters</td>
<td>Increased International competition</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lengthy procedures and paper-based processes</td>
<td>Government’ commitment to projects of the sector</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lack of World Class infrastructure and Logistics support</td>
<td>Increasing Trade Productivity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lack of Communication</td>
<td>Technological advances and innovation</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Increase in freight traffic</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Figure 3: SWOT Analysis
4.2 Strategic Direction for the years 2017 - 2019

- Modernise existing port infrastructure and acquire new equipment to increase efficiency in port services.

- Promote the development of air cargo and logistics park and provide appropriate infrastructure at the airport to cater for increased passenger and cargo traffic.

- Enhance air traffic management system to ensure safety and security for all stakeholders.

- Transform the Department of Civil Aviation into a Civil Aviation Authority to respond more effectively to the rapidly evolving air transport environment.

- Set up a Regional Civil Aviation Training Academy to provide for degree and non-degree training and education for civil aviation professionals.

- Enhance cruise passenger reception facilities through the construction of a Cruise Terminal Building at Les Salines.

- Attract major shipping lines to increase their volumes by providing incentives and guarantee on productivity, berthing and competitive tariffs.

- Enhance capacity of airport terminal to improve the overall airport experience
Contact Information

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Sir William Newton Street
Port Louis

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