

ANNUAL REPORT ON PERFORMANCE

FINANCIAL YEARS
2018 – 2019 & 2019-2020



Ministry of Local Government and
Disaster Risk Management

Table of Contents

| | |
|----------------------------------------------------------|----|
| LIST OF TABLES..... | 4 |
| LIST OF FIGURES..... | 5 |
| About this Report..... | 6 |
| Guide to this Report..... | 6 |
| STATEMENT FROM THE MINISTER..... | 7 |
| STATEMENT FROM THE SENIOR CHIEF EXECUTIVE | 9 |
| Part I – About the Ministry | 12 |
| Vision and Mission | 12 |
| Core Values..... | 13 |
| Strategy, Roles and Functions of the Ministry | 13 |
| Key Functions | 14 |
| Main Legislations..... | 14 |
| Units operating under the Ministry | 15 |
| Our People..... | 19 |
| Gender Policy Statement..... | 22 |
| Human Resource Management Initiatives | 23 |
| PART II - Major Achievements and Challenges | 25 |
| Financial Year 2018/2019 | 25 |
| Citizen Support Portal | 25 |
| Local Development Projects | 26 |
| Adoption of IPSAS | 27 |
| Field Services Unit..... | 27 |
| Waste Carriers Licensing Unit | 27 |
| Budget Measures – Financial Year 2018/2019 | 28 |
| Audit Committee..... | 29 |
| Financial Year 2019/2020 | 30 |
| Activities undertaken during Covid-19 lockdown | 30 |
| Centralised Cleaning Coordination Committee | 32 |
| Urban Terminal Projects | 33 |
| Citizen Support Portal | 34 |
| Local Development Projects | 34 |
| Field Services Unit..... | 35 |
| Waste Carriers Licensing Unit..... | 35 |
| Budget Measures – Financial Year 2019/2020 | 36 |
| Audit Committee..... | 37 |
| Centralised Cleaning Coordination Committee | 37 |
| Disaster Risk Reduction and Management | 38 |

| | |
|-----------------------------------------------|----|
| Part III – Financial Performance | 42 |
| Statement of Expenditure – FY 2018/2019..... | 42 |
| Statement of Expenditure – FY 2019/2020..... | 49 |
| Analysis of Total Expenditure..... | 52 |
| PART IV – Way Forward | 55 |
| Trends and Challenges | 55 |
| SWOT Analysis | 55 |
| Strategic Direction | 56 |

LIST OF TABLES

| | |
|------------------------------------------------------------------------------------------------------|----|
| Table 1: Senior Management Team | 20 |
| Table 2: Staffing Position..... | 21 |
| Table 3: Number of staff employed on contract..... | 21 |
| Table 4: Filling of Vacancies | 21 |
| Table 5: Gender Staffing Proportion..... | 22 |
| Table 6: Training Programmes conducted during Financial Year 2018-2019 | 23 |
| Table 7: Training Programmes conducted during Financial Year 2019-2020 | 24 |
| Table 8: Number of Complaints Processed..... | 25 |
| Table 9: Funds allocated to Local Authorities for Local Development Projects | 26 |
| Table 10: Licensing and Registration of Waste Carriers | 27 |
| Table 11: Number of contraventions established - FY 2018-2019 | 27 |
| Table 12: Status on Implementation of Measures Announced in Budget Speech 2018/2019 | 29 |
| Table 13: Number of Complaints Processed..... | 34 |
| Table 14: Funds allocated to Local Authorities for Local Development Projects | 35 |
| Table 15: Licensing and Registration of Waste Carriers in FY 2019-2020 | 35 |
| Table 16: Number of contraventions established - FY 2019-2020 | 35 |
| Table 17: Status on Implementation of Measures Announced in Budget Speech 2019-2020 | 37 |
| Table 18: Statistics - Activation of NEOC during FY 2019-2020 | 38 |
| Table 19: Sensitisation - Community Disaster Response Programme - FY 2019-2020 | 39 |
| Table 20: Statement of Expenditure for FY 2018-2019..... | 42 |
| Table 21: Facilitation to Local Authorities - FY 2018-2019..... | 43 |
| Table 22: Vote for Ministry of Local Government and Outer Islands – FY 2018-2019..... | 44 |
| Table 24: General Expenditure for FY 2018-2019 | 45 |
| Table 26: Facilitation to Local Authorities - FY 2018-2019..... | 46 |
| Table 28: Expenditure for Ministry of Local Government and Outer Islands - FY 2018-2019..... | 47 |
| Table 29: Statement of Expenditure for FY 2019-2020..... | 49 |
| Table 30: Facilitation to Local Authorities - FY 2019-2020..... | 50 |
| Table 31: Ministry of Local Government and Outer Islands - FY 2019-2020..... | 51 |
| Table 33: General Expenditure for FY 2019-2020 | 52 |
| Table 35: Facilitation to Local Authorities - FY 2019-2020..... | 53 |
| Table 37: Actual Expenditure for Ministry of Local Government and Outer Islands - FY 2019-2020 | 54 |

LIST OF FIGURES

Figure 1: Organisation Structure of the Ministry 19

Figure 2: Architectural design of Victoria Urban Terminal 33

Figure 3: Comparative Grant-In-Aid appropriated FY 2017-2018 and FY 2018-2019 48

Figure 4: Expenditure FY 2018/2019 in terms of Grant-In-Aid and Internally Generated Funds 48

About this Report

This consolidated Annual Report on Performance of the Ministry of Local Government and Disaster Risk Management (formerly Ministry of Local Government and Outer Islands) for the financial years 2018-2019 and 2019-2020 is a statutory requirement in accordance with Section 4B of the Finance & Audit Act and has been prepared according to guidelines issued by the Ministry of Finance, Economic Planning and Development, through its Circulars No. 10 of 2016 and No. 7 of 2018.

The Annual Report 2018-19 and 2019-2020 provides information on the Ministry's performance, achievements and the reasons for deviations on targets set for a particular year, in relation to the resources approved by the National Assembly. Further, it aims at providing to stakeholders, an insight of the roles of the Ministry.

This report also includes a gender statement and an implementation plan to address shortcomings identified in the latest Director of Audit's Report.

Guide to this Report

Part I: About the Ministry

Under this Part, the Vision, Mission as well as the strategy, roles and functions of the Ministry are defined.

Part II: Ministry's Achievements and Challenges

This Part highlights the major achievements and the status on the achievement of budget measures during the financial years 2018-2019 and 2019-2020. It also captures the initiatives taken in relation to risk management, citizens-oriented actions and good governance principles.

It is noteworthy to highlight that the appellation of the Ministry was amended after December 2019 from Ministry of Local Government and Outer Islands to Ministry of Local Government and Disaster Risk Management. The portfolio was also amended to include Disaster Risk Management and Meteorological Services whereas that of outer islands removed. Therefore, this report will include outer islands for the financial year 2018-2019 only and Disaster Risk Management and Meteorological Services for the financial year 2019-2020.

Part III – Financial Performance

The Statement of Expenditure, as well as an analysis thereof, is described under this Part.

Part IV – Way Forward

Part IV provides for a SWOT analysis of the trends and challenges facing the Local Government Sector. It also gives an indication of the Ministry's strategic directions, in line with its vision, with a view to attaining its objectives.

STATEMENT FROM THE MINISTER

It is my pleasure and privilege to be associated with the presentation of the consolidated Annual Report for the Ministry of Local Government and Disaster Risk Management for the financial years 2018/2019 and 2019/2020 which showcases the performance of the Ministry in terms of activities, key achievements and challenges.

The periods under reference have witnessed major events at the national level with the reinforcement of the Ministry following the formation of a new Government in November 2019 with the addition of the important mandates for Disaster Risk Management and Meteorological Services, although the Outer Islands component has been shifted to another Ministry. Apart from the usual Local Government policies, programmes and projects, the Ministry has been deeply involved with the formulation and development the different Urban Terminals in the Metro Express corridor, namely at Victoria Square, Vacoas, Rose Hill, Curepipe and Immigration Square. The Ministry has been closely associated with the conceptualisation and setting up several important infrastructural projects in all the 12 Local Authorities to enhance the living environment and provision of amenities, in terms of sports infrastructure, multi-purpose complexes, incinerators, amongst others. Some Rs 1.3 billion will be invested to improve the everyday life of our citizens though enhancement of infrastructures and new local development projects.



Furthermore, necessary financial and human resources have been provided to the Municipal and District Councils so that they deliver the essential services such as scavenging, street lighting, market fairs, cemeteries, green spaces and improvement of secondary roads, and maintenance and cleaning of drains, just to name a few.

With a view to making the Local Authorities more efficient and responsive, my Ministry is spear-heading the I-Council project which will use advance information technologies for the decision-making process and monitoring service delivery in a transparent, innovative, integrated and timely manner.

The Mauritius Fire and Rescue Service is being modernized with the construction of a new Fire Station at Rose Belle, and several others in the pipeline. New Fire Fighting Trucks and equipment have also been provided, while procedures have been completed for the acquisition of more Fire Fighting Trucks and Trailer Mounted Flood pumps under the Indian Line of Credit.

With regard to Disaster Risk Management, the National Disaster Risk Reduction and Management Centre and the Mauritius Meteorological Services have played crucial roles in emergency alerts and early warning of natural disasters, including cyclones, flooding as a result of heavy rainfall, marine surge and high energy waves. The National Emergency Operations Command at the level of the National Disaster Risk Reduction and Management Centre as well as the National Crisis Committee

had

to

be

activated on numerous occasions to ensure that necessary preparedness and response plans were in place to protect the population as well as assets and infrastructure from potential hazards turning into disasters.

The year 2020 has been challenging with the outbreak of the COVID-19 pandemic which has severely impacted on the activities and business continuity in the country following the lockdown imposed for sanitary and health reasons. We had to find solutions to daunting problems and challenges which we had never faced earlier. The staff of my Ministry, in close collaboration with the Local authorities as well as other agencies operating under its purview rose to the challenges through their commitment, dedication and devotion by providing uninterrupted services such as cleaning of public places, scavenging, thereby contributing significantly to making the country COVID-19 safe.

I avail myself of this opportunity to extend my highest appreciation to the personnel for their unflinching support during these tough times.

I would like to thank and congratulate the staff of my Ministry for their dedication and hard work for the successful materialization of the large number of projects and initiatives undertaken, both at the level of the Ministry and the local authorities, to translate the Government's vision into reality.

***Dr the Hon Mohammad Anwar HUSNOO
Vice-Prime Minister
Minister of Local Government and Disaster Risk Management***

STATEMENT FROM THE SENIOR CHIEF EXECUTIVE

As Senior Chief Executive, I am much pleased and honoured to present the Annual Report on Performance of the Ministry of Local Government and Disaster Risk Management for the Financial Year 2019-2020 which is also a combined report for the Financial Year 2018-2019 for the then Ministry of Local Government and Outer Islands.

With the coming into office of the new Government in November 2019, the Ministry's appellation changed to Ministry of Local Government and Disaster Risk Management, whereby for the first time 'Disaster Risk Management' was included in the portfolio, given this ranks high on the agenda of Government.

I took the responsibility of the Ministry of Local Government and Disaster Risk Management in my capacity as Permanent Secretary in November 2019, and was appointed Senior Chief Executive in March 2020.

Indeed, the Ministry plays a crucial role in the overall machinery of government and for the promotion of local democracy with key entities under its ambit, namely twelve Local Authorities, National Disaster Risk Reduction and Management Centre, Mauritius Fire and Rescue Service, and Mauritius Meteorological Services.

The Ministry of Local Government and Disaster Risk Management is responsible for the formulation of appropriate policies and strategies and the establishment of necessary legal framework to ensure that entities under its purview operate smoothly to contribute effectively towards achieving national objectives in respect of:

- *Local government matters in Mauritius;*
- *Disaster Risk Reduction and Management;*
- *Enforcement of conveyance of municipal solid wastes;*
- *Cleaning, landscaping and embellishment of public places;*
- *Fire prevention and fighting as well as rescue service; and*
- *Meteorological services.*

This Report presents the main accomplishments of the Ministry in terms of the implementation of measures, policies and programmes and key actions projected in the fiscal years 2018-2019 and 2019-2020.

The Ministry has played a stewardship role in constantly guiding the twelve Local Authorities that their respective priorities and actions should coalesce with the vision of the Central Government, thus creating the synergy for enhanced social, cultural, economic development in all corners of Mauritius while ensuring the protection of the environment. The objective is to improve the quality of life of the people. The Local Authorities have been provided with the required resources both in terms of staffing and necessary funding to enable them to provide an adequate level of essential services to the public, such as scavenging, street lighting, markets and fairs, cemetery and



crematorium facilities, sports installations as well as cleaning and maintenance of public places, drains and water courses. Furthermore, the Ministry has funded the implementation important capital projects, such as construction of Headquarters of District Councils, multi-purpose complexes, market fairs, setting up of incinerators, amongst others. The Ministry has been closely monitoring the implementation of these projects. Additionally, funding has been provided to the Local Authorities to carry out major cleaning and embellishment works and collection of bulky wastes and e-wastes across the island. Under the supervision of the Ministry, the Local Authorities have also been engaged in cleaning and desilting of drains, rivers and other water courses, especially prior to and during the rainy season, in order to avoid obstruction thereof and mitigate the problem of flooding in critical flood prone sites.

As regards Disaster Risk Reduction and Management, the National Disaster Risk Reduction and Management Centre has been monitoring emergencies during cyclones and heavy rainfall and activated the National Emergency Operations Command to ensure proper coordination with all the stakeholder in terms of preparedness, response, relief and recovery. Several community disaster response programmes and sensitization and awareness campaigns have been conducted with first responders as well as the community so that they are better prepared to face potential disasters and to respond swiftly and effectively to prevent a hazard turning into a disaster. A National Multi-Hazard Emergency Alert System (NMHEAS) Project has been initiated. The system will cover Mauritius, Rodrigues, Agalega and St Brandon. It will allow for the dissemination of warnings and alerts to a maximum number of people and stakeholders within an acceptable timeframe through different communication channels. Important milestones have been covered.

Although the Mauritius Fire and Rescue Service and the Mauritius Meteorological Services are self-accounting, they rely on the Ministry for policy guidance as well as to clear administrative bottlenecks in dealing with other government agencies. Major projects supervised by the Ministry in respect of the MFRS relates to construction of new Fire Stations and upgrading of existing ones and acquisition of firefighting trucks and related equipment.

I hope that this report will help to provide a better understanding about the Ministry.

I seize this opportunity to express my appreciation to all members of the staff of the Ministry of Local Government and Disaster Risk Management for their contribution, commitment, teamwork spirit, dedication for the achievements during the Financial Years 2018-2019 and 2019-2020.

C.R. Seewooruthun (Mrs)
Senior Chief Executive

Part I – About the Ministry

The Ministry of Local Government and Disaster Risk Management is responsible for the formulation of appropriate policies and strategies and the establishment of necessary legal framework to ensure that entities under its purview operate smoothly to contribute effectively towards achieving national objectives in respect of:

- Local government matters in Mauritius;
- Enforcement of conveyance of municipal solid waste;
- Cleaning, landscaping and embellishment of public place; and
- Fire prevention and fighting as well as rescue service.

Additional responsibilities have been devolved on the Ministry in February 2019 following a change in Ministerial portfolio, namely: -

- Disaster Risk Reduction and Management;
- Meteorological services.

Vision and Mission

Our vision is to:

- (i) foster a vibrant local democracy and promote effective, transparent and proactive delivery of services by Local Authorities, and bridge the development divide between rural and urban areas
- (ii) maintain a high level of cleanliness, hygiene and embellishment of environment in public places;
- (iii) strengthen the resilience of Mauritius so as to substantially reduce and prevent disaster risks and losses in lives, livelihoods and assets of people, communities and businesses;
- (iv) make the Republic of Mauritius a safe place to live in, work and visit anytime and anywhere free from the threats of fire and other calamities/emergencies; and
- (v) establish a weather resilient and climate-smart nation.

Our Mission is to:

- ensure that Local Authorities adhere to the principles of good governance;
- empower and provide appropriate support to Local Authorities so as to enable them to manage the affairs of the local communities effectively and efficiently;

- engage all stakeholders in local community affairs;
- establish the necessary framework for holistic disaster management, including risk assessment, disaster risk reduction, early warning and emergency alerts, to preparedness, response, relief, recovery and rehabilitation;
- put in place modern and reliable early warning and emergency alerts to forewarn the population and first responders as well as emergency management agencies of imminent threats and to advise on appropriate precautionary and preparedness measures to be taken;
- reinforce preparedness at all level of the society through increased understanding to deal with identified risks of natural and potential man-made disasters;
- develop emergency response plans and schemes, and ensure their execution by relevant first responders and emergency management agencies on the ground;
- protect and reduce losses of life and property and prevent damage to the environment due to fire and other threats; and
- provide accurate and timely weather and climate services and early warnings for natural hazards for enhanced socio-economic development of the Republic of Mauritius.

Core Values

Integrity: We are guided by the highest standards of professional ethics.

Innovation: We always look forward to innovate.

Quality: We are result-oriented and are committed to provide quality services.

Teamwork: We foster teamwork, communication and information sharing.

Timeliness: We strive to meet targets in a timely manner.

Strategy, Roles and Functions of the Ministry

The overall strategy of the Ministry is to establish parity development in both urban and rural areas all over the country through the Local Authorities. The Ministry has, in this context, a major role to play in coordinating the activities of the Local Authorities to ensure their active participation and support in this endeavor.

As such, the Ministry administers the Local Government Act 2011 and makes such regulations for the smooth implementation thereof and provides general policy guidance to Local Authorities. The Ministry also ensures that the appropriate legal and administrative frameworks are developed to assist the Local Authorities to bring sustainable development by facilitating business undertaken by economic operators. The goal aimed at is to build a strong local government sector with a view to delivering a quality and cost-effective service to the community.

Key Functions

- To ensure that Local Authorities comply with the provisions of the Local Government Act.
- To approve Estimates of Local Authorities.
- To ensure that the Local Authorities are performing their statutory duties efficiently.
- To conduct elections for appointment of Village Councillors, as and when vacancy arises.
- To define policies to assist Local Authorities to better perform their duties.
- To make regulations with a view to providing the appropriate legal framework for the Local Authorities to comply with the Local Government Act for their service delivery.

Main Legislations

- The Local Government Act 2011
- National Disaster Risk Reduction and Management Act 2016
- Mauritius Fire and Rescue Service Act 2013
- Mauritius Meteorological Act 2018

Units operating under the Ministry

Field Services Unit

The Field Services Unit (FSU) carries out the following main activities:

- Execution of minor infrastructure projects for the Ministry itself, as well as for various organisations, such as the Beach Authority, the Living Environment Unit, Solid Waste Management Division, the Sugar Industry Labour Welfare Fund and the Local Authorities.
- Cleaning of the Motorways.
- Cleaning of overgrown bareland.
- Assisting the Local Authorities in Bulky Wastes Collection Campaigns.
- Landscaping and embellishment works across the island.
- Maintaining a nursery so as to have a stock of plants for landscaping and embellishment purposes, as well as for ceremonial functions organised by Ministries/Departments and other organisations.
- Assisting various Government and Non-Government Organizations by providing labour for various tasks, including cleaning, repairs, transportation of equipment, masonry, painting, carpentry works.

The Waste Carriers Licensing Unit

The Waste Carriers Licensing Unit of the Ministry is responsible for the enforcement of the Local Government (Dumping and Waste Carriers) Regulations 2003 whereby vehicles are issued with Waste Carriers Licence. This Unit receives and processes applications for Waste Carriers Licence and examines the fitness of vehicles to carry municipal solid wastes. Examination of such vehicles is done on appointment.

The Waste Carriers Licensing Unit carries out, *inter alia*, the following duties: -

- Enforcement of the Local Government (Dumping and Waste Carriers) Regulations 2003.
- Registration and licensing of Waste Carrier Vehicles.
- Enforcement of the provisions pertaining to waste collection and disposal in the Local Government Act.
- Coordination of waste collection operation, drain cleaning, etc. carried out by the Local Authorities.
- Investigate and report on complaints (illegal dumping, abandoned bareland, etc.).

Unified Local Government Service Board

A Unified Local Government Service Board is operational at the level of the Ministry with a view to optimising human resources in Local Authorities.

The Unified Local Government Service Board is responsible to, *inter alia*:-

- approve the establishment of any office of emolument in the service of a Local Authority;
- change the posting of an officer, except an officer from the workmen's group, from one Local Authority to another;
- redeploy officers;
- issue guidance on general human resource matters;
- approve loans to eligible officers;
- determine applications for leave without pay made by officers; and
- approve schemes of service.

Other Bodies falling under the Ministry

Local Authorities

The Local Authorities, which are governed by the Local Government Act 2011, comprise 5 Municipal Councils, 7 District Councils and 130 Village Councils.

The Local Authorities aim at providing services and carry out infrastructural developments at regional level. These include, among others, the provision of street-lighting, construction and maintenance of roads, drains and public spaces, provision and maintenance of bus shelters and traffic centres, scavenging services, organisation of sports and cultural activities, issue of Building and Land Use Permits, operation of markets and fairs; and maintenance of cemeteries and cremation grounds.

Mauritius Fire and Rescue Service

The Mauritius Fire and Rescue Service (MFRS) aims at making Mauritius a safe place by minimizing the risks of loss of life, property and environmental damage through enforcement of fire legislations, education and rescue services. It is an “all hazards” department that responds to all types of incidents including fire, road traffic collisions, hazardous materials response, technical rescues, flood, special assistance, and much more. The MFRS also has the statutory obligation for the issue of Fire Certificate and carry out Enforcement Inspection and also being involved in

promoting emergency preparedness, fire prevention and Fire Safety Education. The MFRS is manned by around 1140 officers in the firefighter cadre working on four shifts and providing fire and emergency cover for the whole island. It currently operates 10 Fire stations all over the island and a fire post in Agalega island.

The MFRS is responsible for ensuring that the people of the Republic of Mauritius are supported by and benefit from an effective disaster and emergency management system and essential emergency response services.

The Chief Fire Officer is the Accounting Officer for the MFRS.

Legislation: The Mauritius Fire and Rescue Service Act 2013

The National Disaster Risk Reduction and Management Centre

The National Disaster Risk Reduction and Management Centre (NDRRMC) acts as the main coordinating body of the Ministry for the planning, organising, coordinating and monitoring of disaster risk reduction and management activities at all levels. The NDRRMC operates under the supervision of the National Disaster Risk Reduction and Management Council, and is the primary coordinating agency for national disaster management activities in the Republic of Mauritius, and takes a pro-active all-hazard, multi-agency approach to risk management that emphasizes building capacity at all levels from the individual to the institutional. The NDRRMC coordinates with all stakeholders to ensure that risk reduction and preparedness planning is included at the required levels namely at national, municipal and district councils, private sector and communities' levels. In crisis situation, the National Crisis Committee (NCC) is convened under the chair of the Minister of Local Government and Disaster Risk Management. The National Crisis Committee shall have all the functions and powers of the National Disaster Risk Reduction and Management Council and shall take decisive and timely actions through the National Emergency Operations Command (NEOC) to safeguard the life of persons in danger.

Legislation: National Disaster Risk Reduction and Management Act 2016

The Mauritius Meteorological Services

The Mauritius Meteorological Services (MMS) is the sole authority mandated to provide weather and climate services for the general welfare of the citizens of the Republic of Mauritius. In addition, it provides early warning for natural hazards so as to reduce the loss of life and damage to property. The MMS is an essential service and operates on a 24/7 basis. Its technical personnel work on a

shift system at the following stations: Vacoas Headquarters, Plaisance Aeronautical Meteorological Station, St Brandon Meteorological Station, Agalega Meteorological Station and Trou aux Cerfs Doppler Weather Radar Station.

Legislation: Mauritius Meteorological Act 2018

Statutory Bodies Family Protection Fund

The Statutory Bodies Family Protection Fund, is a body corporate, with the following objectives:

- To ensure the well-being of its members, pension beneficiaries and employees.
- To provide continuous training and staff motivation to keep pace with development trend and to meet daily challenges.
- To improve the financial base of the Organisation.
- To promote its growth.

Legislation: The Statutory Bodies Family Protection Fund Act 1966

Agencies which operated under the aegis of the Ministry of Local Government and Disaster Risk Management during Financial Year 2018-2019

Outer Islands Development Corporation (up to December 2019)

The Outer Islands Development Corporation is a parastatal body responsible for the management and development of the Outer Islands and advises the Minister on:-

- the development of such activities as may lead to a more economic exploitation of the Outer Islands; and
- the grant or determination of leases over the Outer Islands on such terms and conditions as shall warrant their optimum use.

The administration and control of the affairs of the Corporation is vested in the Outer Islands Development Board.

Legislation: The Outer Islands Development Corporation Act 1983

Our People

The Senior Chief Executive is the administrative head of the Ministry. She is assisted in her functions and duties by two Deputy Permanent Secretaries, as well as officers from various cadres and classes. The technical arm of the Ministry consists of the Local Authorities Governance Unit, Land Use Planning Unit, the Field Services Unit, the Waste Carriers Licensing Unit and the Unified Local Government Service Board.

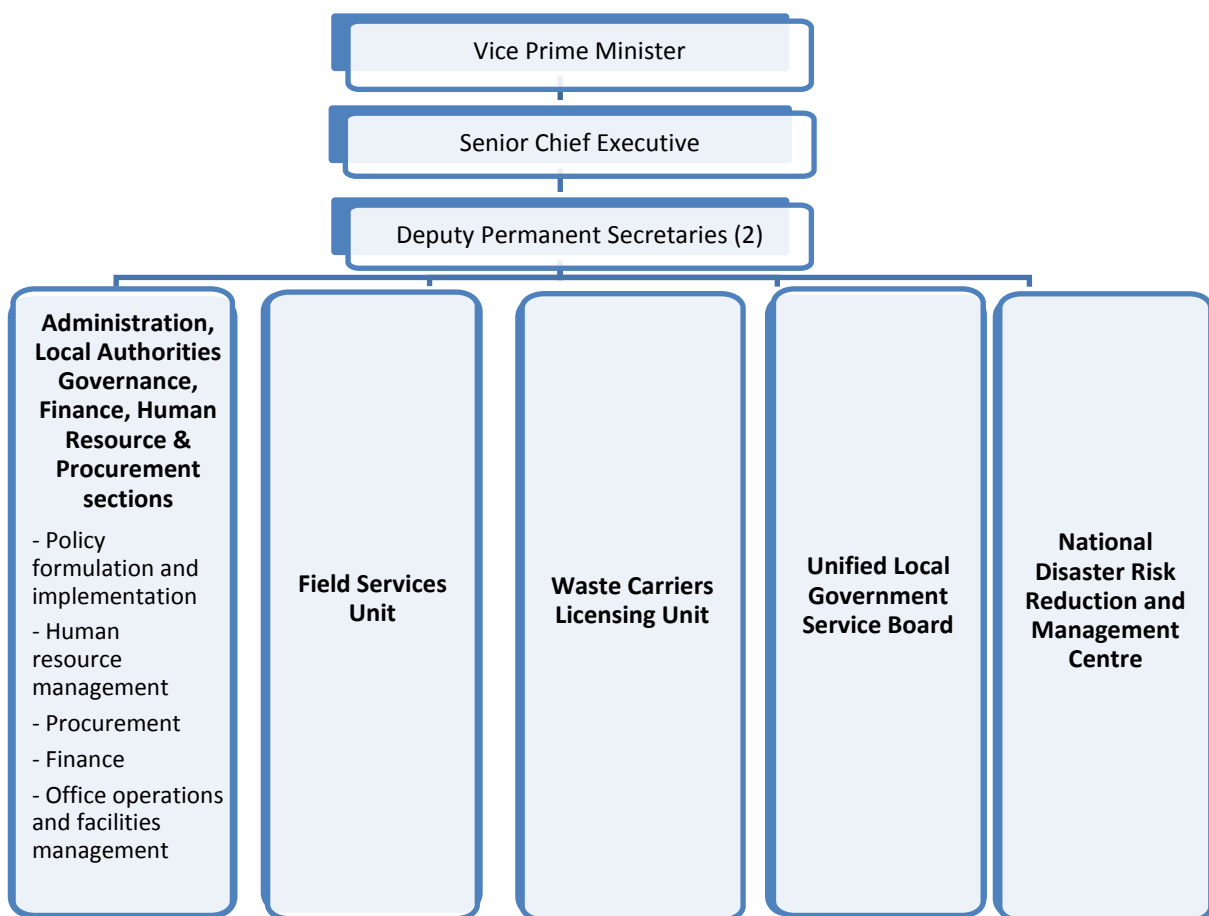


Figure 1: Organisation Structure of the Ministry

Senior Management Team

| Title | Name | Tel/Fax | Email Address |
|-------------------------------------------------|-------------------------|------------------------------------|--------------------------|
| Administration | | | |
| Senior Chief Executive | Mrs.C.R SEEWORUTHUN | Tel no: 2133236 Fax no: 2117506 | dseewooruthun@govmu.org |
| Deputy Permanent Secretary | Mr. J. HAUROO | Tel no: 2013008 Fax no: 2011660 | jhauroo@govmu.org |
| Deputy Permanent Secretary | Mr. A. K. JHOERREEA | Tel no: 2013008 Fax no: 2011660 | ajhoerreea@govmu.org |
| Assistant Permanent Secretary | Mr. A. TEELUCKDHARRY | Tel no: 2117812 Fax no: 2013940 | ateeluckdharry@govmu.org |
| Assistant Permanent Secretary | Mr. T. GARBURRUN | Tel no: 2143696 | tgarburrun@govmu.org |
| Assistant Permanent Secretary | Miss K. GOPAL | Tel no: 2012599 Fax no: 2089729 | kgopal@govmu.org |
| Assistant Permanent Secretary | Mr D. RUGHOO | Tel no:2011109 | drugoo@govmu.org |
| Local Authorities Governance Unit (LAGU) | | | |
| Lead Analyst | N. MUNGROO | | Retired |
| Analyst/Senior Analyst | Mrs.K. SEWBUNDHUN | Tel no: 2011217 Fax no: 2089729 | ksewbundhun@govmu.org |
| Land Use and Planning | | | |
| Land Use and Planning Executive | Mr. R. PHUL | Tel no: 2013571 Fax no: 2089729 | rphul@govmu.org |
| Human Resources | | | |
| Manager, Human Resources | Mrs. R. RAMNARAIN | Tel no: 2012221 Fax no: 2013433 | ramnarain@govmu.org |
| Assistant Manager, Human Resources | Mrs D. NAPAL | Tel no: 2013617 Fax no: 2089729 | dnapal@govmu.org |
| Finance | | | |
| Manager, Financial Operations | Mr. G. KULLEAN | Tel no: 2012300 Fax no: 2132244 | gkullean@govmu.org |
| Assistant Manager, Financial Operations | Mrs. S. BOODHNA | Tel no: 2011268 Fax no: 2089729 | sboodhna@govmu.org |
| Procurement and Supply | | | |
| Manager, Procurement and Supply | Mr. C. KALLEE | Tel no: 2013617 Fax no: 2117734 | kkallee@govmu.org |
| Assistant Manager, Procurement and Supply | Mr. V. KAULLYSING | Tel no: 2011654 Fax no: 2089729 | vkaullysing@govmu.org |
| Waste Carriers Licensing Unit | | | |
| Ag, Principal Technical Enforcement Officer | Mr. J. JOKHOO | Tel no: 2130988 Fax no: 2088804 | jjokhoo@govmu.org |
| Field Services Unit | | | |
| Chief Inspector | Mr. P. SOOKUN | Tel no: 2122331 Fax no: 2086539 | |

Table 1: Senior Management Team

Staffing Position

| Section | No. of Staff 2018-2019 | No. of Staff 2019-2020 |
|------------------------|---------------------------|---------------------------|
| Administration | 70 | 76 |
| Human Resource | 5 | 6 |
| Finance | 5 | 6 |
| Procurement and Supply | 5 | 5 |
| Inspectorate | 8 | 7 |
| Field Services Unit | 209 | 184 |
| Enforcement Unit | 3 | 5 |
| NDRRMC | - | 13 |
| Total | 305 | 302 |

Table 2: Staffing Position

Additionally, 7 persons were employed on contract as follows: -

| Designation | No. of Staff 2018-2019 | No. of Staff 2019-2020 |
|-----------------------------------|---------------------------|---------------------------|
| Adviser to the Minister | 3 | 3 |
| Consultant - Expert Skills Scheme | 2 | 2 |
| Service to Mauritius | 2 | 2 |

Table 3: Number of staff employed on contract

Filling of Posts

During the period under review, the following posts were filled:

| Grade | Number of Vacancies filled FY 2018/2019 | Number of Vacancies filled FY 2019/2020 |
|--------------------------|--------------------------------------------|--------------------------------------------|
| Tradesman Assistant | 2 | - |
| Mason | 1 | - |
| Plumber and Pipe Fitter | 1 | - |
| Driver (Mechanical Unit) | - | 2 |
| Foreman | - | 2 |
| Handy Worker | -- | 23 |
| Carpenter | - | 1 |
| Leading Hand | - | 10 |

Table 4: Filling of Vacancies

Gender Policy Statement

The Ministry's Gender Policy Statement subscribes to the broad principles of the National Gender Policy Framework 2008 and is guided by its comprehensive vision. It reflects our commitment to mainstreaming gender in our specific sector intervention, ultimately promoting gender equity and equality for a sustainable society.

The Gender Cell oversees gender issues and ensure that all activities/programmes are gender sensitive whilst also, promoting gender parity in all departments and at all levels within the Ministry and in order to provide a conducive environment whereby a culture of equal respect of men and women prevails, the Ministry ensures the participation of women in policy development and decision-making processes at all levels.

Gender Staffing Proportion

The staffing position gender-wise as at 30th June 2019 was as follows:



| FINANCIAL YEAR 2018-2019 | MALE | FEMALE |
|---------------------------------|-------------|---------------|
| Number | 251 | 54 |
| Percentage | 82% | 18% |
| FINANCIAL YEAR 2019-2020 | | |
| Number | 214 | 88 |
| Percentage | 71% | 29% |

Table 5: Gender Staffing Proportion

Human Resource Management Initiatives

+ Human Resource Management Information System (HRMIS)

The Ministry embarked on the HRMIS project in 2018, a project initiated by the Ministry of Civil Service & Administrative Reforms. This project aims at a performance-based and result-oriented public service and brings added value to the organization. The HRMIS takes maximum advantage of the potential of ICT capabilities in enhancing administrative efficiency, timeliness and ensure quality service to management and employees.

As at June 2020, data of employees of the Ministry had already been migrated to the HRMIS and the Payroll Module was already operational with a parallel run of the said module being conducted with the CISD. The Ministry ensured regular updating of information on the system.

+ Performance Management System (PMS)

The Ministry has successfully implemented the PMS to assess individual performance of staff at all levels.

+ Training and Development

The tables below outline the training programmes conducted during Financial Years 2018-2019 & 2019-2020 in collaboration with other organisations for the development of officers/employees: -

Financial Year 2018-2019

| Institution | Course/Workshop | No. of Employees Attended |
|----------------------------------------------------------------------|-------------------------------------------------------------------|---------------------------|
| Ministry of Public Service, Administrative and Institutional Reforms | Basic Techniques for Electrical Safety | 9 |
| | Sensitization on Road Safety | 2 |
| Civil Service College | Certificate of Achievement in Services and Performance Excellence | 12 |
| | Induction Course for New Recruits as Management Support Officer | 4 |
| | Induction Course for Office Management Assistants | 2 |
| Ministry of Tourism | Sustainable Procurement Training Workshop for the Public Sector | 2 |

Table 6: Training Programmes conducted during Financial Year 2018-2019

Financial Year 2019-2020

| Ministry Concerned | Course/Workshop | No. of Employees trained |
|----------------------------------------|---------------------------------------------------------------------------------------|---------------------------------|
| Civil Service College Mauritius | Training Programme on Effective Minutes of Meeting | 3 |
| | Training Programme on Legislative Drafting | 1 |
| | Training Programme on Tender Preparation and Evaluation | 5 |
| | Training Programme on Risk Management | 2 |
| | Training Programme on Negotiation and Mediation Skills | 1 |
| | Training in Performance and Public Sector Excellence for Support Staff | 1 |
| | Training Programme on Managing Projects in the Public Sector | 2 |
| | Training Programme in Performance and Public Service Excellence for Middle Management | 2 |
| | Training Programme in Performance and Public Service Excellence for Support Staff | 1 |
| | Performance and Public Service Excellence for Workmen's Group | 4 |

Table 7: Training Programmes conducted during Financial Year 2019-2020

PART II - Major Achievements and Challenges

Financial Year 2018/2019

Citizen Support Portal

Integration of the Complaints Management Systems within the Citizen Support Portal at the level of Local Authorities

A Complaints Management System (CSM) exists at the level of the Ministry to look into complaints against Local Authorities. This system has been integrated in the Citizens Support Portal (CSP) at the level of the Local Authorities and it allows the Councils to use the Citizen Support Unit (CSU) as the main centralized and single database for complaints management. The main features of the current ticketing module implemented in CSU are as follows:

- (i) Categorization of tickets;
- (ii) Custom Reports; and
- (iii) User Management.

A dedicated unit at the Ministry has the responsibility to attend to complaints and queries received through the CSP. A weekly status report is prepared for analysis by Management.

Training sessions were organized by the CSU of the Prime Minister's Office for officers of this Ministry and the Local Authorities.

Statistics on the number of complaints processed is as follows:

| | 2018-2019 |
|-----------------------------------------------|------------------|
| Number of complaints received | 2490 |
| Number of complaints attended/resolved | 1312 |
| Number of complaints rejected | 13 |
| Number of complaints outstanding | 1165 |

Table 8: Number of Complaints Processed

Local Development Projects

During the period under review, the Ministry disbursed an amount of Rs 94,234,865 to the Local Authorities for the execution of several projects aimed at improving the standard of living of the population.

The projects undertaken can be categorized as Other Projects (included upgrading of the village halls, upgrading of football grounds, lighting facilities, construction and resurfacing of roads, amongst others), construction of drains and cleaning of drains, rivers and bridges.

The breakdown of the sum allocated to the Local Authorities is as follows:

| Local Authority | Construction of Drains (Rs) | Cleaning of Drains (Rs) |
|-------------------------------------------------------------|-----------------------------|-------------------------|
| Municipal City Council of Port Louis | 5,547,735 | 2,050,415 |
| Municipal Council of Beau Bassin / Rose Hill | 8,213,645 | 1,688,892 |
| Municipal Council of Curepipe | - | 1,560,602 |
| Municipal Council of Quatre Bornes | 7,394,185 | 1,590,570 |
| Municipal Council of Vacoas – Phoenix | - | 1,635,489 |
| District Council of Black River | 3,148,575 | 1,580,669 |
| District Council of Moka | 8,675,780 | 1,616,000 |
| District Council of Flacq | 3,010,623 | 2,810,556 |
| District Council of Pamplemousses | 4,365,113 | 5,393,223 |
| District Council of Rivière du Rempart | 1,717,158 | 1,583,688 |
| District Council of Grand Port | 6,416,543 | 2,138,268 |
| District Council of Savanne | 979,906 | 1,236,208 |
| Others:- | | |
| Contingencies (Before & After Natural Disasters) | | 11,781,022 |
| Other Projects | 8,100,000 | - |
| Total | 57,569,262 | 36,665,603 |

Table 9: Funds allocated to Local Authorities for Local Development Projects

Adoption of IPSAS

Adoption of International Public Sector Accounting Standard (IPSAS) in all twelve (12) local authorities for reporting purposes.

To be in congruence with Government policy in consolidation of financial reporting, Local Authorities adopted the IPSAS well ahead of the schedule of 2022. IPSAS aims to improve the quality of general purpose financial reporting by local authorities, leading to better informed assessment of limited resources allocation decisions with the final goal to increase transparency and accountability.

Field Services Unit

The Field Services Unit provides support and assistance to various ministries, departments and other organisations in cleaning of the motorways, cleaning of overgrown bareland, in bulky wastes collection campaigns, landscaping and embellishment works across the island, execution of minor infrastructure projects.

47 such Projects were carried out by the FSU during the period under review.

Waste Carriers Licensing Unit

✚ Licensing and Registration of Waste Carriers

| No. of applications received and processed | No. of vehicles examined and found suitable | No. of Waste Carrier licences issued |
|--------------------------------------------|---------------------------------------------|--------------------------------------|
| 815 | 740 | 740 |

Table 10: Licensing and Registration of Waste Carriers

✚ Enforcement of Local Government (Dumping and Waste Carriers) Regulations 2003

| No. of Enforcement Exercises | No. of Contraventions Established | Court Cases |
|------------------------------|-----------------------------------|-------------|
| 53 | 38 | Nil |

Table 11: Number of contraventions established - FY 2018-2019

Budget Measures – Financial Year 2018/2019

| Paragraph in Budget Speech | Budget Measure | Status as at 30 June 2019 |
|----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|
| 133 | A new Market Fair and Commercial Complex at Rose-Hill | In progress |
| | Upgrading of the Fish and Poultry Section of the Port-Louis Central Market | In progress |
| | Construction of a Multipurpose Complex at 1) Abercrombie, 2) Camp Leveux; and 3) Petit Verger | In progress In Progress Completed |
| | Installation of 9 additional funeral incinerators | In progress |
| | New jogging track at Camp Leveux | In abeyance |
| | Upgrading of Pamplemousses Market | In Progress |
| | New Market Fair at CheminGrenier | Launching of Bids |
| | 40 New Scavenging Lorries for Municipal and District Councils | Delivery was scheduled in January 2020 |
| | Construction of New Fire Stations at Goodlands, Mt Blanche, Q.Bornes and Mahebourg | In Progress |
| | Purchase of 5 new Water Lorries and Turntable Ladder | Completed |
| | Rs 400 M earmarked for Construction & Upgrading of Secondary Roads, Small Sports Infrastructure, Renovation of Public Toilets, Upgrading and Renovation of Village and Municipal Halls, Provision of Street Lighting, Construction of New Children Playground and Upgrading of existing ones. | In progress |
| 144 | Equipment to 12 Local Authorities to undertake continuous maintenance and cleaning of drains, rivers and canals. | In progress |
| 145 | Recruitment of 114 additional firefighters trained in the Swift Water and Rope Rescue Programme | Completed |
| | Recruitment of 100 Officers in the inspectorate cadre of the Local Authorities for stricter control on unlawful constructions | 91 Recruitments |
| 146 | Amendment to the legal framework to cater for more severe penalties in cases of illegal constructions, especially those affecting the drainage system | Amendment through Finance Bill July 2018 |
| 256 | Provision of internet connectivity through satellite bandwidth in Agalega as from Sept 2019 | Completed |

| Paragraph in Budget Speech | Budget Measure | Status as at 30 June 2019 |
|----------------------------|-------------------------------------------------------------------------------------------------------------------------|---------------------------|
| 257 | Agalega projects: EDB to work towards the development of fishing and seafood hubs in Agalega and other outer islands | In Progress |
| | Construction of 50 Housing Units by the NHDC in Agalega | In Progress |
| | Initial Engineering study for a sewerage system to preserve the fragile ecosystem of Agalega | Open National Bidding |
| | Construction of Dispensary at La Fourche – Agalega | Completed |
| | Additional Equipment for increased production of coconut oil and onion | Completed |
| | Covering of Market Fair at Plaine Magnien | Completed |
| | Construction of Market Fair at Mahebourg | In Progress |

Table 12: Status on Implementation of Measures Announced in Budget Speech 2018/2019

Risk Management, Citizen-Oriented Initiatives and Good Governance

Audit Committee

There is an Audit Committee set up in the Ministry. The Committee has as responsibility to look into the observations made in the Audit Report.

An Audit Committee is also established with the responsibilities of assisting and advising the Accounting Officer/Supervising Officer in respect of:

- a) Monitoring and reviewing both the risk control and governance processes in the organisation;
- b) Supervision of the entire audit and reporting process;
- c) Ensuring auditor independence;
- d) Ensuring that proper and timely attention is paid to control issues and compliance weaknesses;
and
- e) Ensuring that Audit recommendations and other corrective actions are implemented.

The Audit Committee met on five occasions in 2018.

Financial Year 2019/2020

Activities undertaken during Covid-19 lockdown

The coronavirus COVID-19 pandemic is the greatest challenge humanity has faced in recent times. The rise in the number of infected persons and the death toll is unparalleled and the world is still grieving and suffering from the loss of near and dear. The pandemic is not only a health hazard but also a socio-economic crisis.

In the wake of this crisis, the Ministry of Local Government and Disaster Risk Management, along with other essential service providers, raised to the challenging and daunting task in the pledge of combatting the plague for a COVID safe country.

This was achieved through arduous and grueling planning and coordination of services executed and translated through dedicated officers of the ministry, and institutions under its aegis such as the Mauritius Fire and Rescue Service and local authorities during the lockdown.

Ministry

- Coordination with various stakeholders, such as, the Ministry of Health and Wellness, Ministry of Commerce and Consumer Protection, Local Authorities and Mauritius Fire and Rescue Service for sanitary measures be respected at public places, such as hypermarkets, supermarkets, markets and fairs, public buildings and public places.
- Assistance to the Ministry of Health and Wellness in terms of logistics for disposal of waste from quarantine centres.
- Assistance in terms of logistics for transport of food packs to needy ones.
- Routine scavenging service on motorway.
- Cleaning of barelands at Military Road, Plaine Verte for prevention of spread of Dengue Fever.

Local Authorities

- Provision of scavenging service
- Cleaning, maintenance and disinfection of markets and fairs and preparing for social distancing measures in the context of re-opening of markets and fairs
- Cleaning and disinfection of traffic centers and bus shelters.



Disinfection of Market Fairs



Social Distancing Measures at Saint Pierre Market Fair



Disinfection of Traffic Centre



Washing of Bus Shelter at Réduit

Other activities:

- Cleaning and disinfection of all assets owned and/or managed by local authorities such as Village Halls, Multipurpose complex, greenspace, sports amenities, public toilets
- Assistance in distribution of food packs to needy ones.
- Assistance to the Ministry of Commerce and Consumer Protection for price verification.
- Cleaning of barelands at Military Road, Plaine Verte for prevention of spread of Dengue Fever.
- Burial of COVID-19 deceased persons at Bigarade Cemetery with strict adherence to set protocol by the Ministry of Health and Wellness.

Mauritius Fire and Rescue Service

- Assistance to Local Authorities in cleaning and disinfection of markets and fairs and traffic centres.
- Assistance to Hypermarkets/Supermarkets in compliance check of alphabetical orders for customers to effect purchase during confinement period.

Resumption of Activities in the Public Sector and Local Authorities

A sub-committee chaired by the Dr. the Hon. Vice-Prime Minister and Minister of Local Government and Disaster Risk Management was set-up to examine all implications of, and propose a Strategy and Action Plan for, the resumption of activities in the Public Sector and Local Authorities in the post-curfew period. The Committee comprised representatives from the Ministry of Local Government and Disaster Risk Management, Ministry of Public Service, Administrative and Institutional Reforms, Ministry of Information Technology, Communication and Innovation, Association of Urban Authorities and Association of District Councils.

The Sub-Committee met on 16 April 2020 and its recommendations were submitted to the National Steering Committee which was chaired by the Hon. Prime Minister.

Centralised Cleaning Coordination Committee

In July 2019, a Centralised Cleaning Coordination Committee was set up under the aegis of the Ministry of Local Government and Disaster Risk Reduction so as to engage in the cleaning of Mauritius. The Committee is responsible for coordinating all cleaning and embellishment activities in different regions such as public beaches and lagoons, as well as tourist sites including islets, city centres, main public roads, rivers, canals, watercourses and drains, motorways, etc.

The focus will not only be on cleaning and embellishment but also on sensitisation and raising awareness of the population.

In July 2019, a Mega Cleaning and Embellishment Campaign was held across Mauritius with the collaboration of all local Authorities and several public and private stakeholders. This campaign included cleaning of cleaning activities, collection of bulky wastes, collection of e-waste and embellishment projects.

It was projected that such campaigns would subsequently be held on two more occasions. However, those scheduled in March and April 2020 were cancelled due to confinement in relation with the COVID-19 pandemic.

Urban Terminal Projects

An Inter-Ministerial Committee has been set up under the Chairmanship of the Vice-Prime Minister and Minister of Local Government and Disaster Risk Management and comprising the Minister of Housing and Land Use Planning (currently Deputy Prime Minister), Minister of Land Transport and Light Rail, the Minister of Environment, Solid Waste Movement and Climate Change, and the Minister of National Infrastructure and Community Development to look into the implementation of the Urban Terminal Projects.

In the first phase of the project implementation, two Urban Terminal projects at the heart of Port-Louis, will be constructed and four other Urban Terminals in the towns of Mauritius are in the pipeline. The committee met on 9 occasions during the period under review.

The Urban Terminals will integrate major facilities, namely: parking, market, food court, commercial spaces, dedicated hawker areas in a secured controlled space, modern bus stand with enough bus bays, taxi stand, metro station and a pedestrian link (“esplanade”) to link the terminal with the Metro Express Terminal, all under a single roof for efficient transportation service. Small Medium Enterprises (SMEs) will also be given a strategic, fixed, modern and secured spot to work, where there will be a mass of people transiting daily.

Each Terminal will pave the way for new poles of economic development such as real estate and land property. There is no doubt, that these projects will make Mauritians proud as they will enhance the attractiveness of the towns and country at large.

The Urban Terminals will transform the urban landscape, along the corridor from Port-Louis to Curepipe together with the Metro Express Project. The Victoria Urban Terminal will be completed in 2021 while Request for Proposals (RFP) for Vacoas Urban Terminal Project would be launched this



Figure 2: Architectural design of Victoria Urban Terminal

month.

The list of Urban Terminal Projects to be implemented is as follows:

- (i) Victoria Urban Terminal

- (ii) Immigration Urban Terminal
- (iii) Rose-Hill Urban Terminal
- (iv) Quatre Bornes Urban Terminal
- (v) Vacoas Urban Terminal
- (vi) Curepipe Urban Terminal

Citizen Support Portal

A dedicated unit at the Ministry has the responsibility to attend to complaints and queries received through the Citizen Support Portal. A weekly status report is prepared for analysis by Management.

Statistics on the complaints received and attended in for the period under 2019-2020 is as follows:

| | 2019-2020 |
|-----------------------------------------------|-----------|
| Number of complaints received | 6290 |
| Number of complaints attended/resolved | 1020 |
| Number of complaints rejected | 55 |
| Number of complaints outstanding | 1881 |

Table 13: Number of Complaints Processed

Local Development Projects

During the Financial Year 2019-2020, the Ministry disbursed an amount of Rs **98,950,519** to the Local Authorities for the execution of several projects aimed at improving the standard of living of the population.

The projects undertaken can be categorized as Other Projects (includes upgrading of the village halls, upgrading of football grounds, lighting facilities, construction and resurfacing of roads amongst others), construction of drains and cleaning of drains rivers and bridges.

The breakdown of the sum allocated to the Local Authorities is as follows:

| Local Authority | Construction of Drains (Rs) | Cleaning of Drains (Rs) |
|-----------------------------------------------------|-----------------------------|-------------------------|
| Municipal City Council of Port Louis | 2,483,612 | 2,638,301 |
| Municipal Council of Beau Bassin / Rose Hill | 3,458,625 | 1,793,502 |
| Municipal Council of Curepipe | 7,081,000 | 1,335,743 |
| Municipal Council of Quatre Bornes | 3,117,512 | 1,020,930 |
| Municipal Council of Vacoas – Phoenix | 9,976,872 | 109,211 |
| District Council of Black River | 1,615,325 | 1,648,688 |

| | | |
|-----------------------------------------------------------------|-------------------|-------------------|
| District Council of Moka | 10,644,662 | 3,115,580 |
| District Council of Flacq | 8,642,963 | 3,160,306 |
| District Council of Pamplemousses | 1,814,000 | 1,719,109 |
| District Council of Rivière du Rempart | 4,111,969 | 1,640,298 |
| District Council of Grand Port | 4,800,697 | 1,900,947 |
| District Council of Savanne | 4,767,876 | 3,021,437 |
| Others:- | | |
| Contingencies (Before & After Natural Disasters) | | |
| Other Projects | 4,600,219 | 8,731,135 |
| Total | 67,115,332 | 31,835,187 |

Table 14: Funds allocated to Local Authorities for Local Development Projects

Field Services Unit

The Field Services Unit provides support and assistance to various ministries, departments and other organisations in cleaning of the motorways. cleaning of overgrown bareland, in bulky wastes collection campaigns, landscaping and embellishment works across the island, execution of minor infrastructure projects.

More than 50 such Projects were carried out by the FSU during the period under review.

Waste Carriers Licensing Unit

✚ Licensing and Registration of Waste Carriers

| No. of applications received and processed | No. of vehicles examined and found suitable | No. of Waste Carrier Licences issued |
|--------------------------------------------|---------------------------------------------|--------------------------------------|
| 844 | 695 | 695 |

Table 15: Licensing and Registration of Waste Carriers in FY 2019-2020

✚ Enforcement of Local Government (Dumping and Waste Carriers) Regulations 2003

| No. of Enforcement Exercises | No. of Contraventions Established | Court Cases |
|------------------------------|-----------------------------------|---------------------------------------------------------------|
| 7 | 2 | Enquiry and prosecution carried by the Mauritius Police Force |

Table 16: Number of contraventions established - FY 2019-2020

Budget Measures – Financial Year 2019/2020

| Paragraph in Budget Speech | Budget Measure | Status as at 30 June 2020 |
|----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 133 | A new Market Fair and Commercial Complex at Rose-Hill | Clearance has been obtained from Ministry of Health and Wellness; and Traffic Management and Road Safety Unit. The clearance from the Road Development Authority is awaited. Once all the clearances are obtained, the Ministry of Housing and Land Use Planning would be informed accordingly for vesting of the plot of land. |
| | Upgrading of the Fish and Poultry Section of the Port-Louis Central Market. | Consultant awaiting clearance from UNESCO. The Heritage Impact Assessment received from Consultant and same would be submitted to the Technical Committee of the Aapravasi Ghat Trust Fund. |
| | Construction of a Multipurpose Complex at 1) Abercrombie, 2) Camp Levieux; and 3) Petit Verger | Abercrombie : JV Pixel Team submitted the preliminary drawings 15 May 2020 and same are being finalised. Camp Levieux : Works in progress: 20% completed. Petit Verger : Completed |
| | Installation of 9 additional funeral incinerators | In progress |
| | New jogging track at Camp Levieux | In abeyance |
| | Reconstruction of Pamplemousses Market | Bids were invited on 18 December 2019 and the was initially fixed for closing date was 31 March 2020 but due to COVID-19 confinement, the closing date for bid submission is being extended by the Central Procurement Board. |
| | New Market Fair at Chemin Grenier | The preliminary drawings have been approved on 26 May 2020. |
| | 40 New Scavenging Lorries for Municipal and District Councils | 21 Compactor Lorries to be delivered by June 2020. |
| 251 | Rs 400 M earmarked for Construction & Upgrading of Secondary Roads, Small Sports Infrastructure, Renovation of Public Toilets, Upgrading and Renovation of Village and Municipal Halls. Provision of Street Lighting, Construction of New Children Playground and Upgrading of existing ones | In progress |

| Paragraph in Budget Speech | Budget Measure | Status as at 30 June 2020 |
|----------------------------|-------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 257 | Covering of Market Fair at Plaine Magnien | Completed |
| | Construction of Market Fair at Mahebourg | Access to site was granted to the contractor on 02 December 2019. Final design is expected by 03 August 2020 and 25% of the design works have been completed. |

Table 17: Status on Implementation of Measures Announced in Budget Speech 2019-2020

Risk Management, Citizen-Oriented Initiatives and Good Governance

Audit Committee

There is an Audit Committee set up in the Ministry. The Committee has the responsibility to look into the observations made in the Audit Report.

An Audit Committee is also established with the responsibilities of assisting and advising the Accounting Officer/Supervising Officer in respect of:

- a) Monitoring and reviewing both the risk control and governance processes in the organisation;
- b) Supervision of the entire audit and reporting process;
- c) Ensuring auditor independence;
- d) Ensuring that proper and timely attention is paid to control issues and compliance weaknesses; and
- e) Ensuring that Audit recommendations and other corrective actions are implemented.

The Audit Committee met on eight occasions in 2019.

Centralised Cleaning Coordination Committee

In July 2019, a Centralised Cleaning Coordination (3C) Committee was set up under the aegis of the Ministry of Local Government, Disaster and Risk Reduction so as to engage in the cleaning of Mauritius. The Committee is responsible for coordinating all cleaning and embellishment activities in different regions such as public beaches and lagoons, as well as tourist sites including islets, city centres, main public roads, rivers, canals, watercourses and drains, motorways, etc.

Disaster Risk Reduction and Management

The National Disaster Risk Reduction and Management Centre (NDRRMC) is the technical arm of the Ministry in respect of matter relating to Disaster Risk Management. It has been involved in the development of policies, strategies and key actions as detailed below.

Activation of National Emergency Operations Command (NEOC)

In crisis situation, depending upon the extent, magnitude and severity of the threat, the multi-agencied National Emergency Operations Command (NEOC) is activated to coordinate and monitor preparedness, response, relief and recovery activities associated to the event.

For the period, July 2019 to June 2020, the NEOC was activated on 11 occasions relating to the Moderate Tropical Storms **Calvinia** in December 2019 and **Diane** in January 2020, as well as to monitor moderate and heavy rainfalls. The NEOC remained activated on a total of 29 days over the period mentioned.

| Number of times NEOC was activated during the period July 2019 to June 2020 | | | | |
|-----------------------------------------------------------------------------|-------------------------------------------|-------------------------------------------|-----------------------------------|--|
| Total No. of times NEOC activated Level 1 | Total No. of times NEOC activated Level 2 | Total No. of times NEOC activated Level 3 | Total No. of times NEOC activated | |
| 18 | 9 | 2 | 29 | |

Table 18: Statistics - Activation of NEOC during FY 2019-2020

Community Disaster Response Programme

Empowering vulnerable communities to be ready for disasters through the Community Disaster Response Programme (CDRP) whereby participants are initiated to basic rescue techniques.

Table 19 highlights the CDRP Training carried out from July 2019 to June 2020.

| SN | Local Authority | Area/Village targeted | Training carried out at | Date of Training |
|------------------|--------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|------------------------------------|
| Year 2019 | | | | |
| 1 | Municipal Council of Curepipe | For the regions of NHDC La Colombe/ Camp Bombaye, Floreal Mangalkhan/ Eau Coulee, Les Casernes | James Burty Gymnasium, Curepipe | 18 to 20 November |
| 2 | District Council of Pamplemousses | For the regions of Cité Roma/Le Hochet, Terre Rouge, Cité Mandela, Camp La Boue, Belle Source/ Bois Rouge | Terre Rouge Multi-purpose Complex | 25 to 27 November |
| 3 | District Council of Black River | For the regions of Cotteau Raffin/ La Gaulette, Richelieu | Richelieu Village Hall, Cotteau Raffin Sub-Hall | 02 to 04 December |
| 4 | Municipal Council of Beau Bassin-Rose Hill | For the regions of Stanley, Mont Roches/ Barkly and Chebel/ Coromandel | Conference Room, Plaza Building, Rose Hill | 04 to 06 December |
| 5 | City Council of Port Louis | For the regions of Pointe aux Sables, Bain des Dames, Roche Bois/Ste Croix – Le Cornue, Vallée des Pretres/ Tranquebar | Municipal Hall (cnr Mgr Leen & Marie Reine de la Paix Streets, Port Louis) | 09 to 11 December |
| 6 | District Council of Grand Port | For the regions of Nouvelle France/16eme Mille, Trois Boutiques/Carreau Esnouf, New Grove/Mare Tabac and Plaine Magnien | Mare d'Albert Multi-Purpose Complex | 11 to 13 December |
| Year 2020 | | | | |
| 7 | National Youth Council | 75 volunteers across Mauritius were trained | Pointe Jerome Outdoor Centre | 01 and 02 February |
| 8 | District Council of Savanne | For the regions of Surinam, Grand Bois, Bois Cheri, L'Escalier and La Flora | La Flora Village Hall | 18 March 2020 & 09 to 10 July 2020 |

Table 19: Sensitisation - Community Disaster Response Programme - FY 2019-2020

Simulation Exercises

The NDRRMC carries out frequently simulation exercises, which are based on a disaster scenario based event created with the purpose of testing the plans and procedures that would come into effect during a real emergency, helping to identify strengths and weaknesses. Emergency responders are given the chance to develop their skills and knowledge and it also provides a valuable opportunity for the various stakeholders to meet and work together to improve coordination. Simulation exercises thus promote a culture of disaster risk reduction including enhanced preparedness for effective response, as called for by the Sendai Framework for Disaster Risk Reduction 2015-2030, Priority 4: ‘Enhancing disaster preparedness for effective response’.

A total of 26 simulation exercises were carried out during the period July 2019 to June 2020 for incidents relating to flooding, tsunami, fire outbreak, LPG Tank roll over, landslide and Off-Airport Aircraft Crash.

Sensitising people in vulnerable areas on Disaster Risk Reduction through Training Programmes, Lectures and Workshops

To better prepare and educate the Republic of Mauritius regarding disasters, the National Disaster Risk Reduction and Management Centre regularly organises sensitization/awareness programmes in critical areas as well as other areas prone to be affected by hazards such as cyclones, flooding and storm surge amongst others.

Since its setting up, the NDRRMC was closely involved in several sensitisation programmes: training programmes, lectures and workshops aiming at educating vulnerable groups on disaster risks and disaster risk measures, including school children and the elderly. The sensitisation programmes also serve to inform the public on the roles and responsibilities of the NDRRMC and the NEOC and steps taken to mitigate disaster.

Information relating to Disaster Risk Reduction is also available through the Documentation Cell at the NDRRMC

Protocol for Heavy Rainfall for the Private Sector

The Protocol for Heavy Rainfall for the Private Sector was aligned, taking into consideration the specificity of some sectors, with the Protocol for Heavy Rainfall for the Private Sector under the guidance of the National Disaster Risk Reduction and Management Centre and in collaboration with Business Mauritius representing the private sector. The Protocol is meant to minimize the perception of discrimination in the private sector when decisions have to be made by employers to stop work

due to heavy rainfall and employees have to be released. It provides uniformity and transparency as to the manner decisions are taken by companies for also caters for the question of remuneration when private sector employees.

The Protocol supplements the Preparedness plan already set in place by the enterprise. The Protocol for the Private Sector has provided a set of guidelines *et al*, more or less same as that of the Public Sector, to facilitate the process of setting up the HRC within enterprises but **has left the onus on Management to act as it may deem fit and appropriate according to its specificities.**

A Heavy Rainfall Committee (HRC) has to be set up in each enterprise and the Management will have to designate a Chairperson to that Committee.

Business Mauritius shall act as the liaison or focal contact for all the enterprises registered with it. The Private Sector has been advised the same requirements as that of the Public Sector as concerns the list of employees, the updated list of flood prone areas, plans/release arrangements for employees and list of contact persons and organisations.

National Multi-Hazard Emergency Alert System

The National Multi-Hazard Emergency Alert System (NMH-EAS) is a major project undertaken by the NDRRMC in line with Sendai Framework and by virtue of Section 9(2)(f) of the NDRRM Act 2016.

The project consists of a reliable high-performance system using a Common Alert Protocol (CAP) standard. The system will disseminate warnings and alerts to a maximum number of people and stakeholders within an acceptable time frame through a number of communication channels such as TV, Radio, the Internet (including email, web site, social media), Mobile Apps and so forth.

The project will cost around Rs 48 million and is at an advanced stage of its implementation phase.

National Disaster Risk Reduction and Management Policies, Strategic Framework and Action Plan

A National Disaster Risk Reduction and Management Policies, Strategic Framework and Action Plan is currently under development for the Republic of Mauritius and is expected to be completed by the end of 2020.

The project which is being aligned with the Sendai Framework for Disaster Risk Reduction 2015-2020 is financed under the Adapt' Action Facility of the Agence Française de Développement (AFD) and will provide the necessary policy guidance for a whole-of-institution and whole-of-society coordinated and harmonised approach to further strengthen our resilience to increased risks due to climate change and disasters.

Part III – Financial Performance

Financial Year 2018/2019

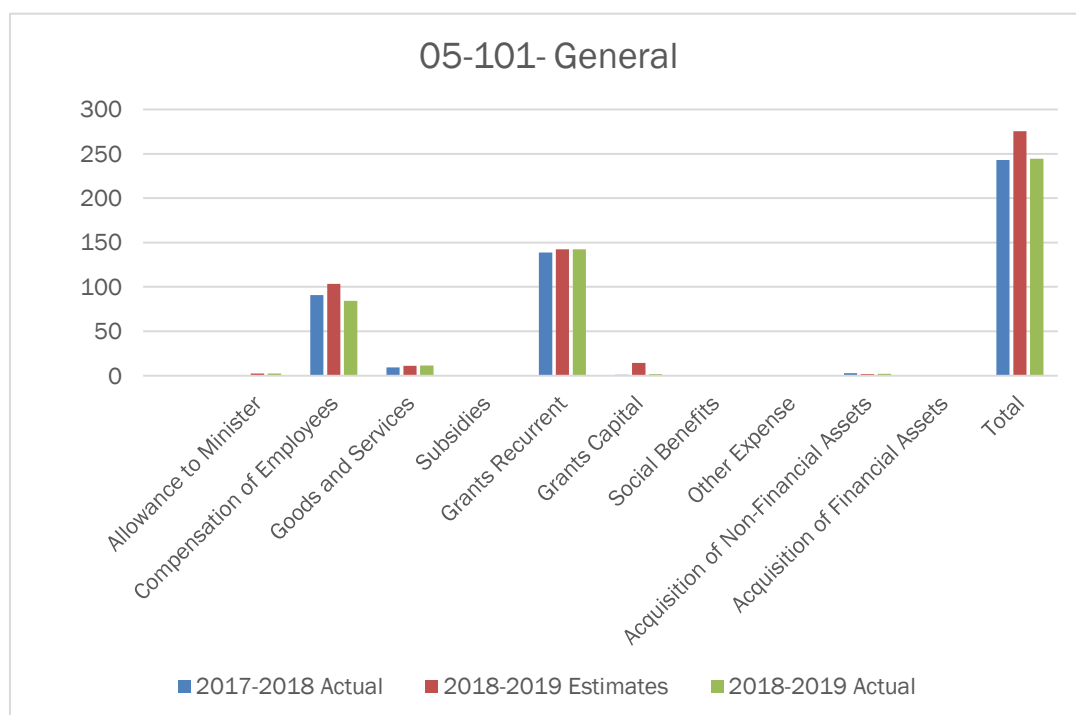
For the financial year 2018/2019, an amount of Rs 4,639,000,000 was voted for the Ministry. This amount comprised Rs 3,798,000,000 for recurrent expenditure and a sum of Rs 841,000,000 for capital expenditure.

Statement of Expenditure – FY 2018/2019

General

| 05-101- GENERAL | 2017-2018 Actual (Rs Million) | 2018-2019 Estimates (Rs Million) | 2018-2019 Actual (Rs Million) |
|-------------------------------------|-------------------------------------|----------------------------------------|-------------------------------------|
| Allowance to Minister | 0 | 2.43 | 2.43 |
| Compensation of Employees | 90.78 | 103.56 | 84.47 |
| Goods and Services | 9.42 | 10.91 | 11.47 |
| Subsidies | | | |
| Grants Recurrent | 138.79 | 142.40 | 142.36 |
| Grants Capital | 1.00 | 14.40 | 1.79 |
| Social Benefits | | | |
| Other Expense | | | |
| Acquisition of Non-Financial Assets | 2.92 | 1.80 | 1.98 |
| Acquisition of Financial Assets | | | |
| Total | 242.91 | 275.50 | 244.50 |

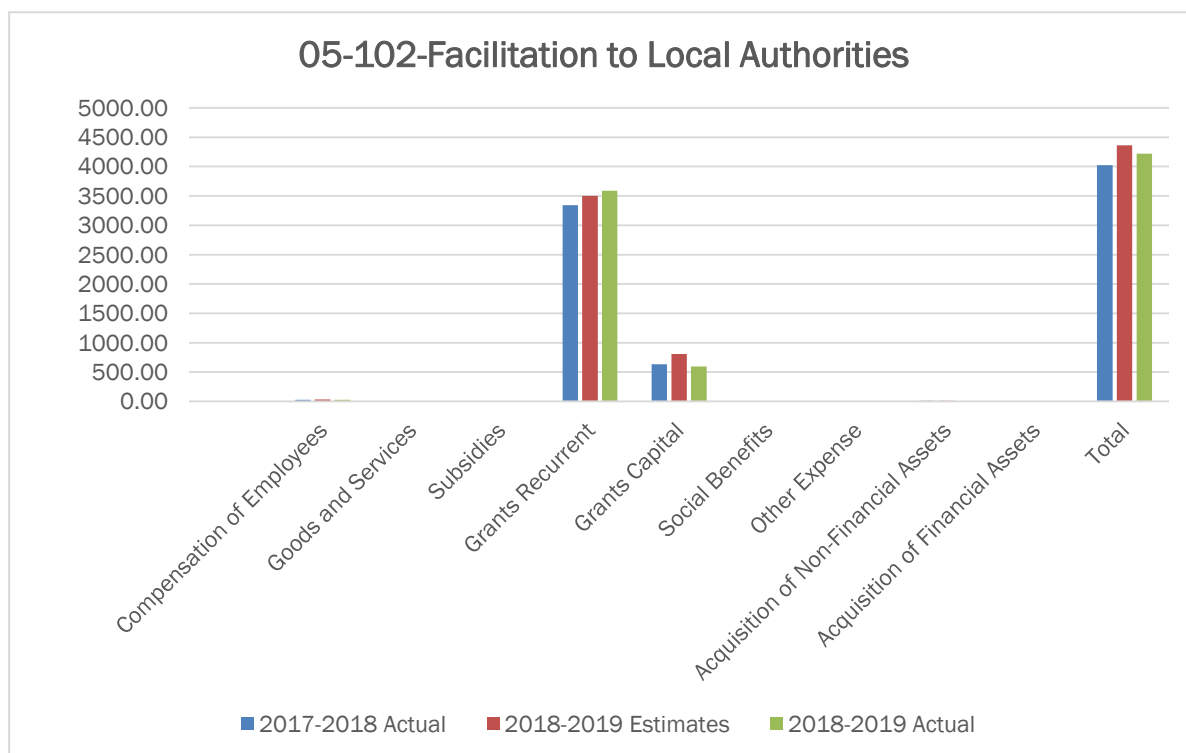
Table 20: Statement of Expenditure for FY 2018-2019



Facilitation to Local Authorities

| Sub-Head -05-102- Facilitation to Local Authorities (Rs million) | 2017-2018 Actual (Rs Million) | 2018-2019 Estimates (Rs Million) | 2018-2019 Actual (Rs Million) |
|------------------------------------------------------------------|-------------------------------|----------------------------------|-------------------------------|
| Compensation of Employees | 30.00 | 32.03 | 25.77 |
| Goods and Services | 4.00 | 6.52 | 4.52 |
| Subsidies | | | |
| Grants Recurrent | 3,345.05 | 3,500.15 | 3,590.14 |
| Grants Capital | 633.50 | 810.40 | 593.88 |
| Social Benefits | | | |
| Other Expense | | | |
| Acquisition of Non-Financial Assets | 12.50 | 14.40 | 7.38 |
| Acquisition of Financial Assets | | | |
| Total | 4,025.05 | 4,363.50 | 4,221.69 |

Table 21: Facilitation to Local Authorities - FY 2018-2019

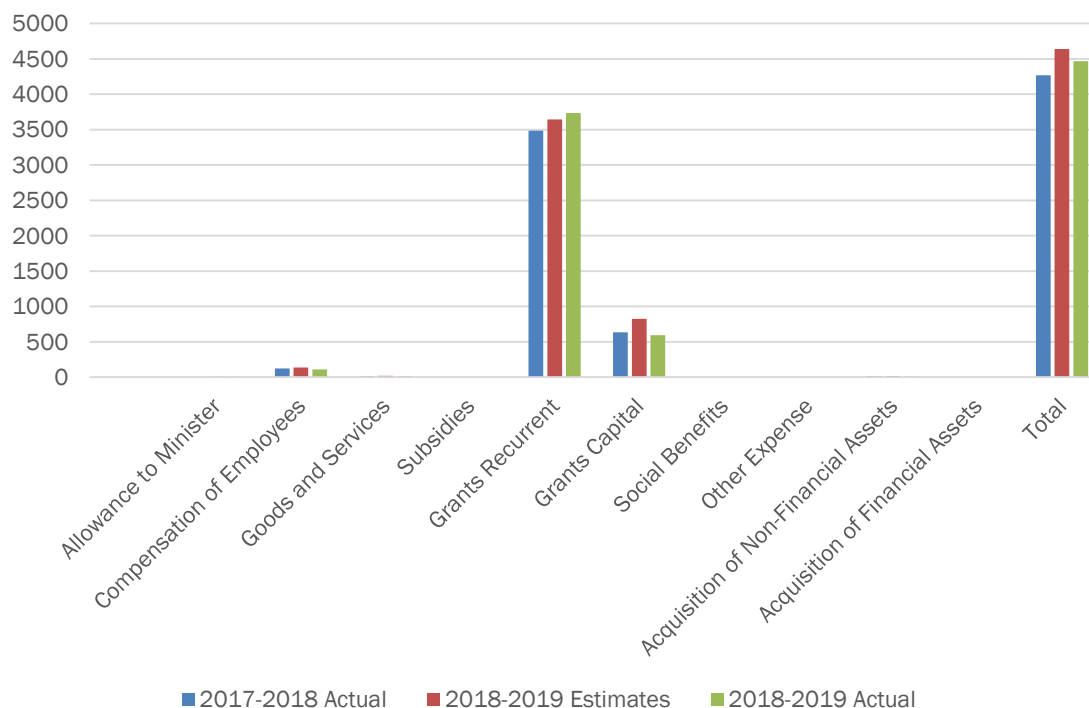


Ministry of Local Government and Outer Islands

| Vote-05-1- Ministry of Local Government and Outer Islands | 2017-2018 Actual (Rs Million) | 2018-2019 Estimates (Rs Million) | 2018-2019 Actual (Rs Million) |
|-----------------------------------------------------------|-------------------------------|----------------------------------|-------------------------------|
| Allowance to Minister | 0 | 2.43 | 2.43 |
| Compensation of Employees | 120.78 | 135.59 | 110.24 |
| Goods and Services | 13.42 | 17.43 | 15.99 |
| Subsidies | 0.00 | 0.00 | 0.00 |
| Grants Recurrent | 3483.84 | 3642.55 | 3732.50 |
| Grants Capital | 634.50 | 824.80 | 595.67 |
| Social Benefits | 0.00 | 0.00 | 0.00 |
| Other Expense | 0.00 | 0.00 | 0.00 |
| Acquisition of Non-Financial Assets | 15.42 | 16.20 | 9.36 |
| Acquisition of Financial Assets | 0.00 | 0.00 | 0.00 |
| Total | 4,267.96 | 4,639.00 | 4,466.19 |

Table 22: Vote for Ministry of Local Government and Outer Islands - FY 2018-2019

Vote-05-1- Ministry of Local Government and Outer Islands

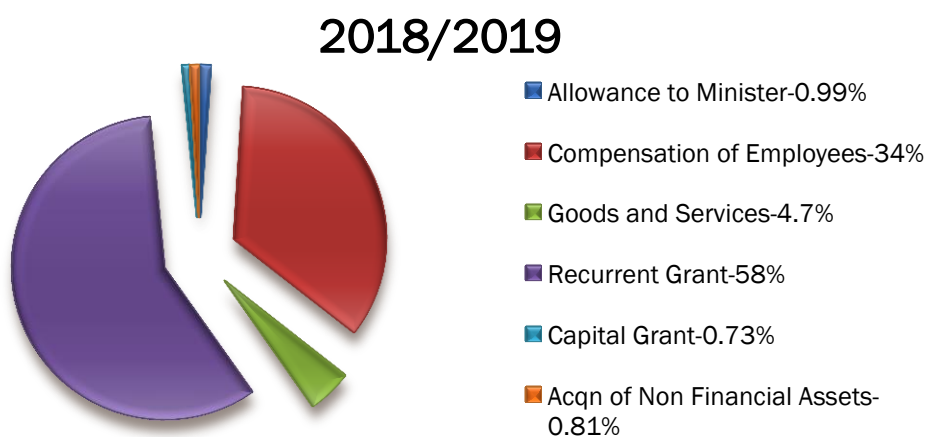


Analysis of Total Expenditure

Vote 05-101: General 2018/2019

| 05-101- GENERAL | 2018-2019 (Rs Million) |
|-------------------------------------|---------------------------|
| Allowance to Minister | 2.43 |
| Compensation of Employees | 84.47 |
| Goods and Services | 11.47 |
| Subsidies | - |
| Grants Recurrent | 142.36 |
| Grants Capital | 1.79 |
| Social Benefits | - |
| Other Expense | - |
| Acquisition of Non-Financial Assets | 1.98 |
| Acquisition of Financial Assets | - |
| Total | 244.50 |

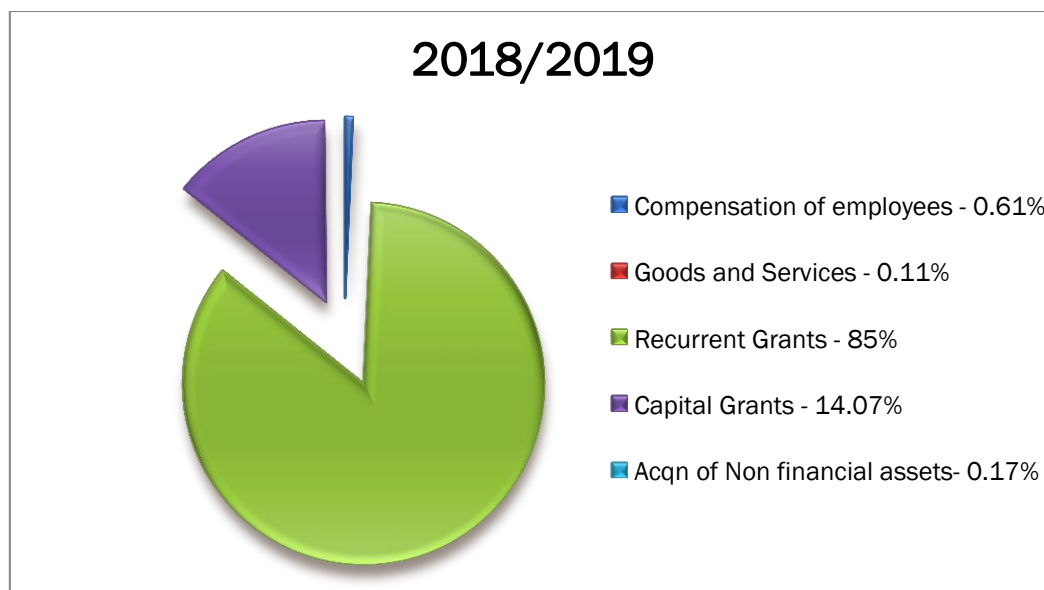
Table 23: General Expenditure for FY 2018-2019



Vote 05-102: Facilitation to Local Authorities – FY 2018/2019

| Sub-Head -05-102- Facilitation to Local Authorities | 2018-2019 (Rs million) |
|-----------------------------------------------------|------------------------|
| Compensation of Employees | 25.77 |
| Goods and Services | 4.52 |
| Subsidies | - |
| Grants Recurrent | 3,590.14 |
| Grants Capital | 593.88 |
| Social Benefits | - |
| Other Expense | - |
| Acquisition of Non-Financial Assets | 7.38 |
| Acquisition of Financial Assets | - |
| Total | 4,221.69 |

Table 24: Facilitation to Local Authorities - FY 2018-2019

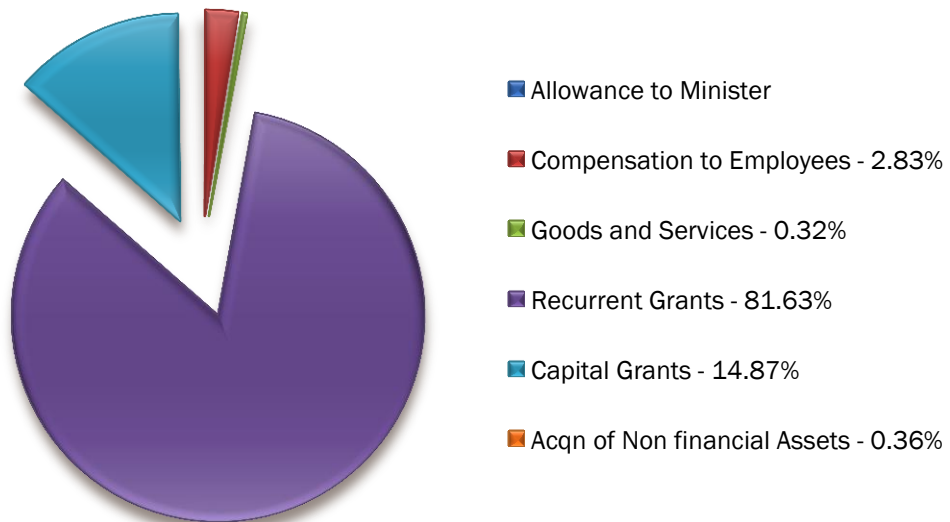


Vote 05-1 (Vote 05-101 and Vote 05-102): Ministry of Local Government and Outer Islands - 2018/2019

| VOTE-05-1- MINISTRY OF LOCAL GOVERNMENT AND OUTER ISLAND | 2018-2019 (Rs Million) |
|-----------------------------------------------------------------|-------------------------------|
| Allowance to Minister | 2.43 |
| Compensation of Employees | 110.24 |
| Goods and Services | 15.99 |
| Subsidies | 0.00 |
| Grants Recurrent | 3732.50 |
| Grants Capital | 595.67 |
| Social Benefits | 0.00 |
| Other Expense | 0.00 |
| Acquisition of Non-Financial Assets | 9.36 |
| Acquisition of Financial Assets | 0.00 |
| Total | 4,466.19 |

Table 25: Expenditure for Ministry of Local Government and Outer Islands - FY 2018-2019

MOLG - 2018/2019



Comparative Grant-In-Aid appropriated FY 2017/2018 and FY 2018/2019

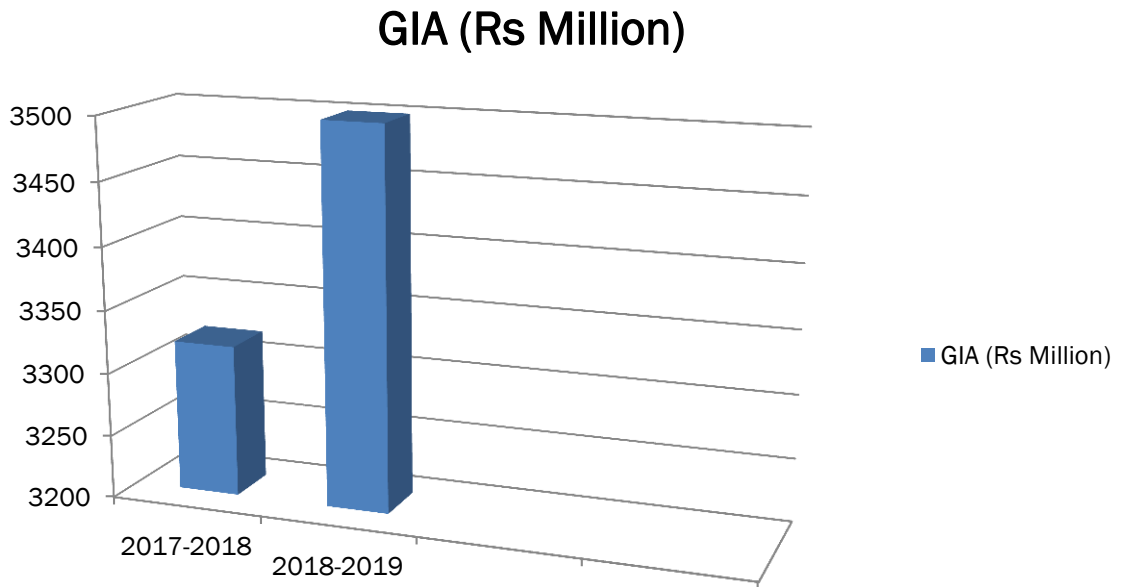


Figure 3: Comparative Grant-In-Aid appropriated FY 2017-2018 and FY 2018-2019

Expenditure FY 2018/2019 in terms of Grant-In-Aid and Internally Generated Funds

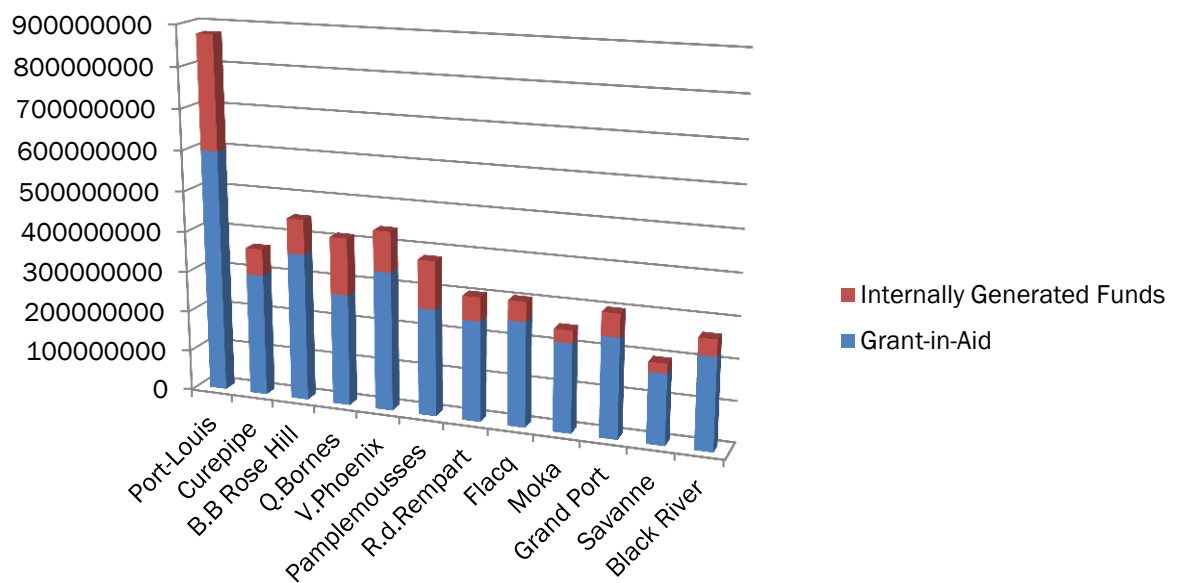


Figure 4: Expenditure FY 2018/2019 in terms of Grant-In-Aid and Internally Generated Funds

Financial Year 2019-2020

For the financial year 2019/2020, an amount of Rs 4,805,000,000 was voted for the Ministry. This amount comprised Rs 3,901,000,000 for recurrent expenditure and a sum of Rs 904,000,000 for capital expenditure.

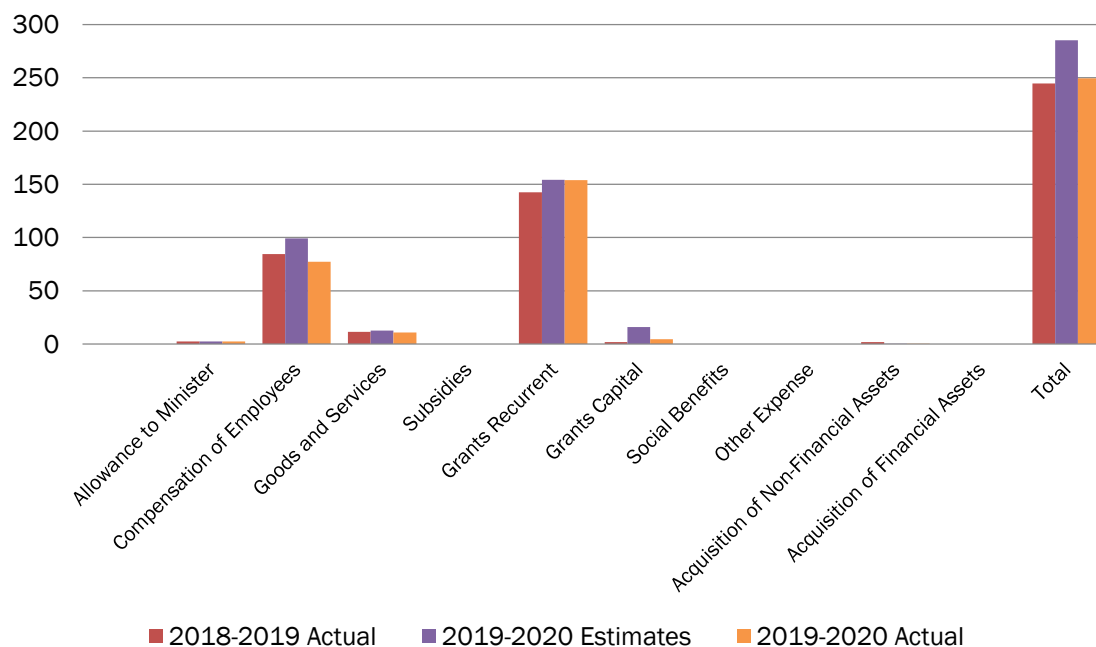
Statement of Expenditure – FY 2019/2020

General

| 05-101- GENERAL | 2018-2019 Actual (Rs Million) | 2019-2020 Estimates (Rs Million) | 2019-2020 Actual (Rs Million) |
|-------------------------------------|-------------------------------------|----------------------------------------|-------------------------------------|
| Allowance to Minister | 2.43 | 2.44 | 2.44 |
| Compensation of Employees | 84.47 | 99.37 | 77.16 |
| Goods and Services | 11.47 | 12.59 | 10.99 |
| Subsidies | 0.00 | 0.00 | 0.00 |
| Grants Recurrent | 142.36 | 154.20 | 153.97 |
| Grants Capital | 1.79 | 16.10 | 4.54 |
| Social Benefits | 0.00 | 0.00 | 0.00 |
| Other Expense | 0.00 | 0.00 | 0.00 |
| Acquisition of Non-Financial Assets | 1.98 | 0.5 | 0.42 |
| Acquisition of Financial Assets | 0.00 | 0.00 | 0.00 |
| Total | 244.50 | 285.20 | 249.52 |

Table 26: Statement of Expenditure for FY 2019-2020

05-101- General

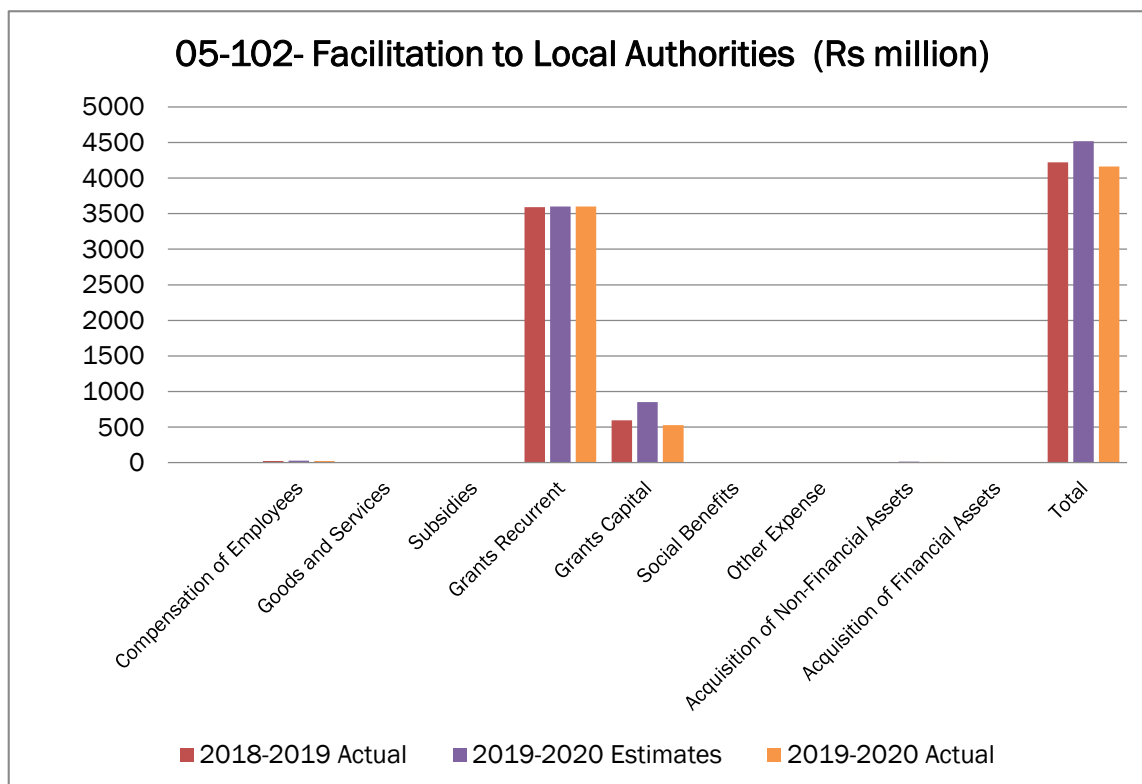




Facilitation to Local Authorities

| Sub-Head - 05-102 - Facilitation to Local Authorities (Rs Million) | 2018-2019 Actual (Rs Million) | 2019-2020 Estimates (Rs Million) | 2019-2020 Actual (Rs Million) |
|--------------------------------------------------------------------|-------------------------------|----------------------------------|-------------------------------|
| Compensation of Employees | 25.77 | 27.17 | 21.98 |
| Goods and Services | 4.52 | 5.08 | 3.28 |
| Subsidies | 0.00 | 0.00 | 0.00 |
| Grants Recurrent | 3,590.14 | 3600.15 | 3600.14 |
| Grants Capital | 593.88 | 854.00 | 528.82 |
| Social Benefits | 0.00 | 0.00 | 0.00 |
| Other Expense | 0.00 | 0.00 | 0.00 |
| Acquisition of Non-Financial Assets | 7.38 | 13.40 | 9.75 |
| Acquisition of Financial Assets | 0.00 | 20.00 | 0.00 |
| Total | 4,221.69 | 4,519.80 | 4,163.97 |

Table 27: Facilitation to Local Authorities - FY 2019-2020

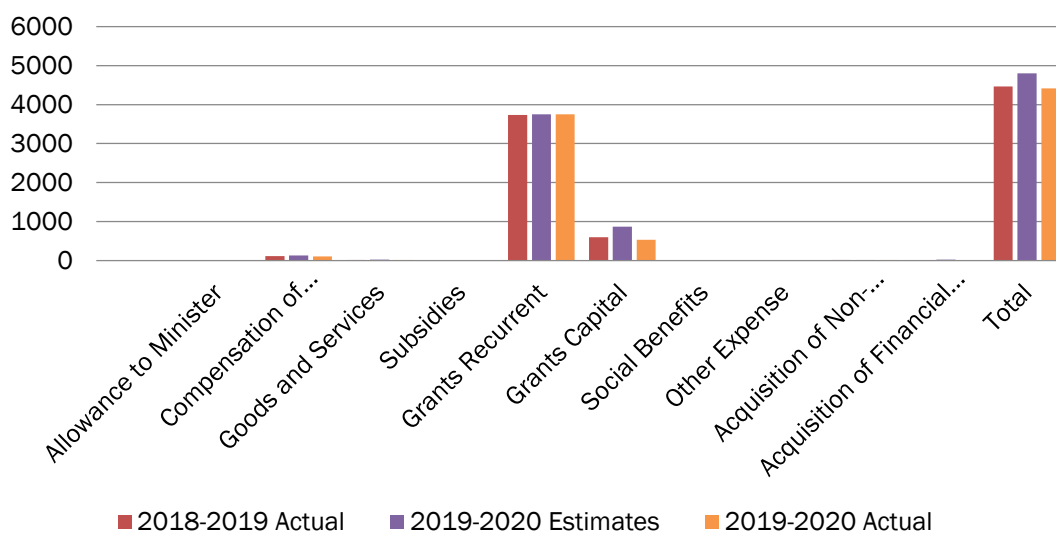


Ministry of Local Government and Outer Islands

| VOTE-05-1- MINISTRY OF LOCAL GOVERNMENT AND OUTER ISLAND | 2018-2019 Actual (Rs Million) | 2019-2020 Estimates (Rs Million) | 2019-2020 Actual (Rs Million) |
|----------------------------------------------------------|----------------------------------|-------------------------------------|----------------------------------|
| Allowance to Minister | 2.43 | 2.44 | 2.44 |
| Compensation of Employees | 110.24 | 126.54 | 99.14 |
| Goods and Services | 15.99 | 17.67 | 14.27 |
| Subsidies | 0.00 | 0.00 | 0.00 |
| Grants Recurrent | 3732.50 | 3754.35 | 3754.11 |
| Grants Capital | 595.67 | 870.10 | 533.36 |
| Social Benefits | 0.00 | 0.00 | 0.00 |
| Other Expense | 0.00 | 0.00 | 0.00 |
| Acquisition of Non-Financial Assets | 9.36 | 13.90 | 10.17 |
| Acquisition of Financial Assets | 0.00 | 20.00 | 0.00 |
| Total | 4,466.19 | 4,805.00 | 4,413.49 |

Table 28: Ministry of Local Government and Outer Islands - FY 2019-2020

05-1- MINISTRY OF LOCAL GOVERNMENT AND OUTER ISLANDS

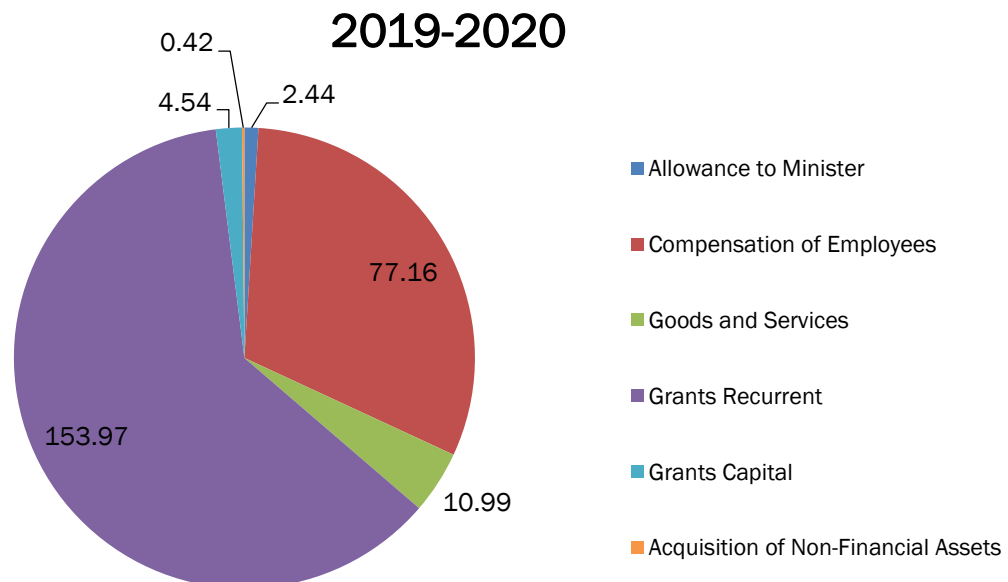


Analysis of Total Expenditure

Vote 05-101: General 2019/2020

| 05-101- GENERAL | 2019-2020 (Rs Million) |
|-------------------------------------|---------------------------|
| Allowance to Minister | 2.44 |
| Compensation of Employees | 77.16 |
| Goods and Services | 10.99 |
| Subsidies | 0.00 |
| Grants Recurrent | 153.97 |
| Grants Capital | 4.54 |
| Social Benefits | 0.00 |
| Other Expense | 0.00 |
| Acquisition of Non-Financial Assets | 0.42 |
| Acquisition of Financial Assets | 0.00 |
| Total | 249.52 |

Table 29: General Expenditure for FY 2019-2020

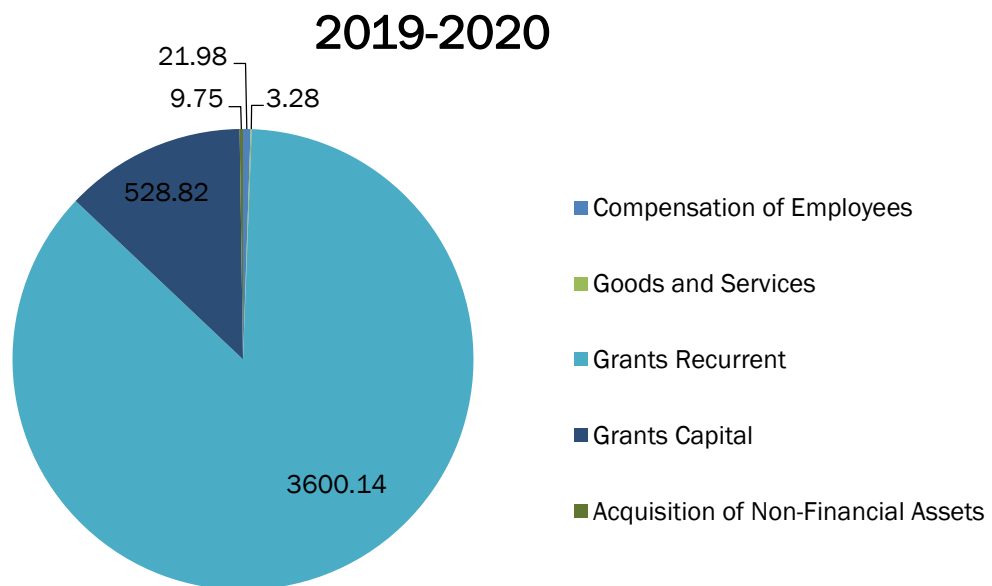




Vote 05-102: Facilitation to Local Authorities 2019/2020

| Sub-Head -05-102- Facilitation to Local Authorities | 2019-2020 (Rs Million) |
|-----------------------------------------------------|------------------------|
| Compensation of Employees | 21.98 |
| Goods and Services | 3.28 |
| Subsidies | 0.00 |
| Grants Recurrent | 3600.14 |
| Grants Capital | 528.82 |
| Social Benefits | 0.00 |
| Other Expense | 0.00 |
| Acquisition of Non-Financial Assets | 9.75 |
| Acquisition of Financial Assets | 0.00 |
| Total | 4,163.97 |

Table 30: Facilitation to Local Authorities - FY 2019-2020

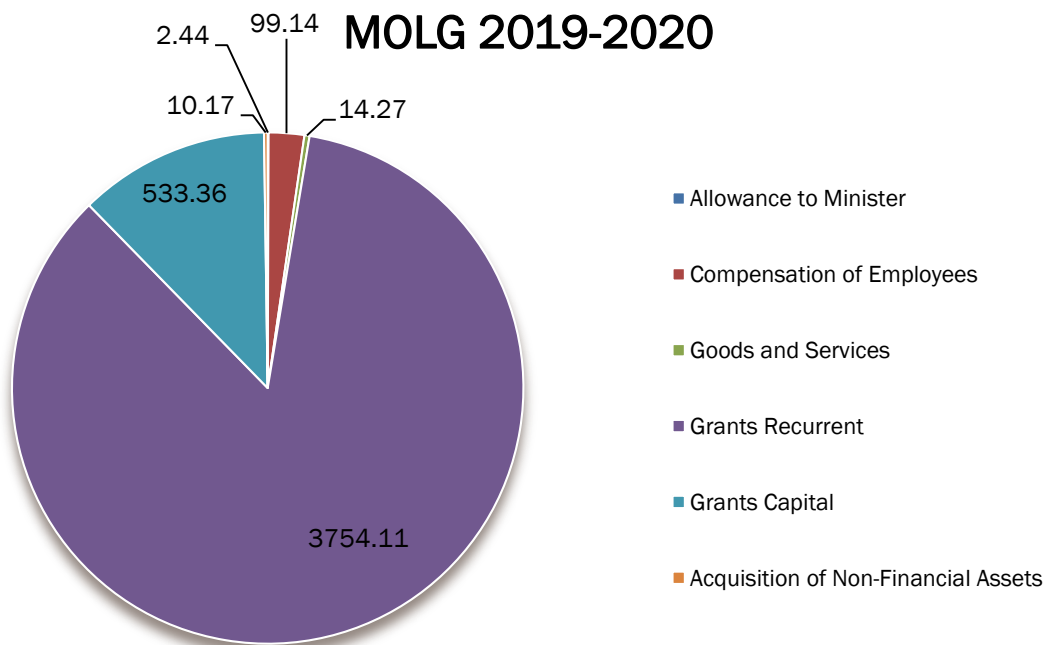




Vote 05-1 (Vote 05-101 and Vote 05-102): Ministry of Local Government and Outer Islands - 2019/2020

| VOTE-05-1- MINISTRY OF LOCAL GOVERNMENT AND OUTER ISLAND | 2019-2020 (Rs Million) |
|----------------------------------------------------------|------------------------|
| Allowance to Minister | 2.44 |
| Compensation of Employees | 99.14 |
| Goods and Services | 14.27 |
| Subsidies | 0.00 |
| Grants Recurrent | 3754.11 |
| Grants Capital | 533.36 |
| Social Benefits | 0.00 |
| Other Expense | 0.00 |
| Acquisition of Non-Financial Assets | 10.17 |
| Acquisition of Financial Assets | 0.00 |
| Total | 4,413.49 |

Table 31: Actual Expenditure for Ministry of Local Government and Outer Islands - FY 2019-2020



PART IV – Way Forward

Trends and Challenges

One of the Ministry's main responsibilities is to ensure that there is a seamless interaction between the Local Authorities and the local community for service delivery as statutorily provided.

The SWOT Analysis below takes into consideration the conditions under which the Local Authorities are operating.

SWOT Analysis

Strengths

A legal framework geared towards more decentralisation at the level of the Local Authorities

Weaknesses

Lack of adequate human and financial resources in Local Authorities which affects the efficient and effective implementation of projects, as well as enforcement of their statutory responsibilities

Opportunities

Proximity with the community and good working relationships with relevant stakeholders to address problems at local level

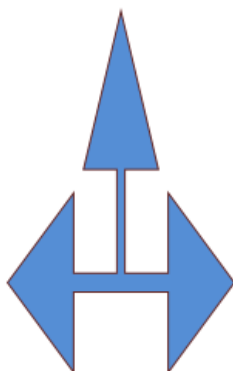
Threats

A dynamic socio-economic environment, as well as unpredictable climate change effects, resulting in higher expectations on service delivery by local authorities.

Strategic Direction

STRATEGIC DIRECTION

**To further consolidate democracy
at Local Government Level**



**To encourage Local Authorities to
implement self-supporting
development projects and
sustainable delivery of services**