



## Department of Civil Aviation Annual Report (2022 -2023)



## **ABOUT THIS REPORT**

This is the Annual Report on Performance of the Department of Civil Aviation for the Financial Year **2022/23** prepared following amendments made to the Finance and Audit Act.

The report has been prepared according to the amended guidelines issued by the Ministry of Finance and Economic Development in August 2019.

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### Director's Statement

This annual report provides an assessment of the Department of Civil Aviation performance for the 2022/23 financial year. The last financial year has known a tremendous increase in air traffic thus reflecting the resumptions of normal operations post the COVID-19 pandemic which had severely impacted the industry.

As a regulatory authority, we have focused on developing systems, procedures and processes to make sure that our stakeholders operate within an effective and safe environment. In order to cope with the recovery of the aviation industry, we have engaged with our stakeholders to analyse and respond to the risks and challenges associated with the recovery from the pandemic.

A State Safety Report dated 08 June 2023 has been published on the DCA website. We have also embarked on the review of the current Civil Aviation Act and Regulations. This will allow us to undertake our safety oversight functions under a more clearly defined legislative framework. We have also implemented a consolidated risk based approach for safety oversight thus allowing us to build a more effective regulatory capability. Since March 2023, with the new airspace structure project, we have implemented new procedures based on satellite navigation. We continue to work in close collaboration with the Prime Minister's Office to increase aircraft traffic to meet the tourist arrival target set by the Government.

For the year 2024, we shall embark on the development of our National Aviation Safety Plan (NASP) which would be in line with the Global Aviation Safety Plan (GASP) and Regional Aviation Safety Plan (RASP) of the International Civil Aviation Organisation (ICAO). The NASP is the means to demonstrate commitment to the implementation of activities for improvement of safety in the State of Mauritius.

Additionally, keeping in mind the impact that the recovery of the aviation industry will have on the environment in terms of carbon emissions, Mauritius has announced its voluntary participation in the CORSIA scheme as from January 2024. CORSIA is the first global market-based measure for any sector and represents a cooperative approach that moves away from a "patchwork" of national or regional regulatory initiatives through the implementation of a global scheme that has been developed through global consensus among governments, industry and international organisations. It offers a harmonized way to reduce emissions from international aviation ensuring that there is no market distortion, while respecting the special circumstances and respective capabilities of ICAO Member States.

Furthermore, we have updated our State Action Plan which reflects the current mitigation measures which are being implemented by our stakeholders to contribute towards the reduction of carbon emissions. Our participation in CORSIA and the publication of a revised State Action Plan has placed Mauritius on the map in terms of eco-tourism. Participation in CORSIA provides the additional benefit of greening air transport connections to the rest of the world thus showing our commitment towards contributing to a greener aviation industry.

I would like to acknowledge the commitment of my staff who have covered a substantial amount of our Surveillance Plan for the year 2022-2023 in terms of audits and inspections. Our main objective remains that our operators comply with international standards for the safety and security of aircraft operations.

While the recovery of aviation is in full swing, it will still be subject to some challenges along the way. Our commitment is to provide the best support and guidance to our stakeholders for safe and secure aviation.

**I POKHUN**  
Director of Civil Aviation

## **PART I – ABOUT THE DEPARTMENT**

Civil Aviation has an international dimension as it relates to flights across borders whereby more than one country are involved in the process. The most important element of Civil Aviation is the safety and security aspect of passengers, public, airlines and airport. This can only be achieved through the establishment of an effective regulatory framework implementation of safety and security measures and a strong regulatory oversight to ensure compliance with international standards. With this in mind, the Department of Civil Aviation has developed its vision and mission as follows:

### **Vision**

To be recognised as the best regulator of civil aviation and the best provider of air navigation services in the region.

### **Mission**

- To foster the development of safe, secure, and efficient civil aviation operations
- To regulate and promote civil aviation activities in Mauritius
- To provide safe and efficient air navigation services within our airspace
- To serve the interests of the Mauritian community at large

### **We shall accomplish our mission through:**

- partnerships with aviation stakeholders;
- highly trained, competent and empowered staff;
- compliance with international civil aviation industry standards and practices;
- high levels of customer service, responsive to the industry and to the public;
- documented policies and procedures; and
- state of the art technology.



## Our Core Values

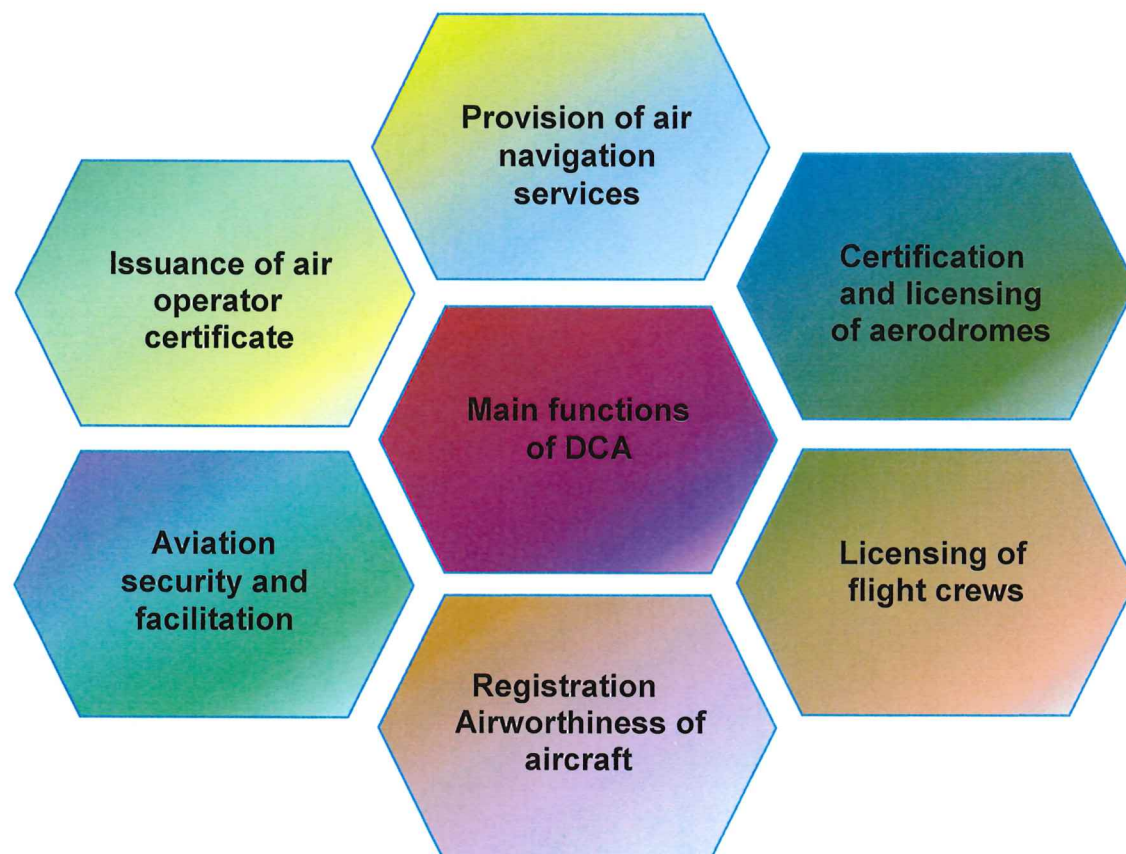


## Our Commitment

The Department of Civil Aviation (DCA) is committed to providing a professional, efficient and courteous service to all customers, providing and delivering the highest quality of service in accordance with the principles of quality customer service. We will treat all our customers equally and make every effort to ensure that the services we provide reflect their needs and expectations. Our commitment to our customers are more fully documented in our Customer Service Action Plan developed by the Department to ensure that we deliver on our commitments in the most pragmatic and realistic manner.

## Roles and Responsibilities of the Department of Civil Aviation

The DCA is a Government Department within the Prime Minister's Office under the aegis of the External Communications Division. It plays a leading role in the development of the aviation industry in Mauritius through the safety and security regulations of the Mauritian Civil Aviation and by providing Air Navigation Services in the Mauritius airspace in compliance with the Standards and Recommended Practices (SARPs) of the International Civil Aviation Organisation (ICAO). The DCA is the regulatory body on matters pertaining to civil aviation. Its specific responsibilities are enshrined mainly in the Civil Aviation Act of 1974, Civil Aviation Regulations 2007 as amended and Civil Aviation Security Regulations 2019 and include amongst others:



The DCA is headed by a Director of Civil Aviation who is assisted by one Deputy Director of Civil Aviation for the implementation of aviation policies to achieve set objectives.

## Major Functions of the Department of Civil Aviation

The functions of the Department of Civil Aviation can be classified into two main sections. We are the regulator of the aviation industry in Mauritius and we provide Air Navigation Services within the airspace under the jurisdiction of Mauritius. The main functions in each category are as follows:



## **Services Provided by the Department**

### **A Regulatory Function**

The regulatory duties are provided by the divisions detailed below.

#### **1. Airworthiness Division**

The responsibility of the Airworthiness Division is to supervise the airworthiness of all aircraft registered in the Mauritius Civil Aircraft Registry. Airworthiness inspectors perform inspections to ensure that airworthiness is maintained in accordance with approved maintenance programme. The airworthiness Division also covers all matters relating to registration of aircraft, continuing airworthiness, approval of maintenance organisations and maintenance certification of operators and licensing of maintenance personnel.

#### **2. Aircraft Accident Investigation Unit**

The Aircraft Accident Investigation Unit looks into the root cause of reportable occurrences under the Civil Aviation Regulations 2007 by inspecting any evidence from the scene of the incident or accident as well as all aircraft technical documents.

#### **3. Flight Operations Division**

The Flight Operations Division is responsible for conducting investigations for awarding Air Operator Certificate, exercising continuing surveillance and inspections of operations and issuing approval for the transportation of dangerous goods.

#### **4. Personnel Licensing Section**

This section carries out the functions and duties relating to the issuance of validation certificates and licences for flight crews for all aircraft registered in Mauritius. It also issues cabin crew certificates for all non-flight crew personnel. Air Law examinations are also carried out by this Section prior to the issuance of Mauritian Flight Crew Licences.

#### **5. Aerodrome Licensing Section**

The Aerodrome Licensing Section ensures that all Standards and Recommended Practices (SARPS) of ICAO Annex 14 are adhered to, through regular audits, inspections, surveillance and general oversight. It is also responsible for the issue of licences to aerodrome operators within the Republic of Mauritius.

#### **6. Air Traffic Services Standards Section**

This section is responsible for making recommendations to the Director of Civil Aviation on safety policies and regulatory requirements and overseeing the Air Navigation Service Providers (ANSP) in their implementation of safety related SARPs, ICAO Annexes, the safety of Air Navigation Services (ANS) operations and training for Air Navigation Services including Air Traffic Management (ATM), Aeronautical Information Services (AIS), Search and Rescue (SAR), Aeronautical Meteorology Services (MET), Flight Procedure Design (PANS-OPS) and

Aeronautical Charts (MAP) within Mauritius Flight Information Region (FIR) and airspace allocated to Mauritius under national and international agreements with authorization from ICAO.

## **7. Civil Aviation Security Unit**

The Civil Aviation Security Unit (CASU) is responsible for ensuring implementation of Annex 9 and Annex 17 ICAO SARPs. This is achieved by ensuring establishment of a legal framework and that all regulatory requirements related to Security and Facilitation are included in the national security and facilitations programmes. CASU also ensures compliance with security and facilitation provisions by conducting aviation security oversight activities such as: audits, inspections and tests over the airport operators, aircraft operators, catering service providers, regulated agents and other stakeholders entrusted with an aviation security responsibility.

## **8. Permit Office**

The Permit Office of the Department of Civil Aviation is the unit responsible for the issuance of Aviation Security Identification Cards (ASIC) to personnel and vehicles of all stakeholders requiring access to areas of the airside and/or Security Restricted Areas of the Airport. The Permit office also coordinates with different stakeholders in relations with filming and photography, audits, aircraft and airport visit.

# **B Provision of Air Navigation Services**

The responsibility for provision of air navigation services rests on five divisions, namely:

## **1. Air Traffic Management (ATM) Division**

The Air Traffic Management (ATM) Division is responsible for managing all domestic and international air traffic within the Mauritius airspace with the aim of enabling aircraft operators to meet their planned times of departures and arrivals and adhere to their preferred flight profiles with minimum constraints and without compromising agreed levels of safety. We provide Air Traffic Services and Aeronautical Information Services to the Aeronautical Community. The ATM Division also carries out Flight Clearance function.

## **2. Communications, Navigation and Surveillance (CNS) Division**

The Communication, Navigation and Surveillance (CNS) Division is responsible for the provision of Communication, Navigation and Surveillance facilities and related support systems required for air traffic services within the airspace of the Republic of Mauritius. These facilities comprise, amongst others, of VHF and HF air/ground voice communications between Air Traffic Controllers and Pilots, voice and data communication with Air Traffic Control Centres in the region, Radio Navigation Aids such as the Instrument Landing System (ILS) and Doppler Very High Frequency Omni-Directional Radio Range and surveillance equipment (Automatic Dependent Surveillance using the TopSky ATM system for air situation display for aircraft under our control). The CNS Division is also responsible for the maintenance and proper functioning of the equipment used for providing these services and planning the replacement and upgrade for these equipment in line

with ICAO Regional Air Navigation Plan and Aviation System Block Upgrades framework.

**3. Aeronautical Information Services (AIS) Section**

The Aeronautical Information Services is responsible for the provision of aeronautical information services including flight procedure design and aeronautical cartography within the Mauritius Flight Information Region (FIR).

**4. Flight Clearance Office**

The Flight Clearance Office is responsible for processing applications from aircraft operators for all aircraft landing in Mauritius and overflying the Mauritian airspace.

**5. Search and Rescue (SAR)**

The Department is responsible for coordinating SAR operations in the event of aircraft emergencies and accidents within the Mauritius FIR.

**C Administrative Support Services**

The support services include various sections namely human resource, finance, registry, procurement and supply and transport. For the DCA to be effective in the provision of a quality service, it requires efficient support services to sustain its core activities. It should be noted that these services are regulated by the Human Resource Management Manual and the Financial Management Manual of the Civil Service.



## Gender Statement

The Department of Civil Aviation fully endorses the principles of gender equality as enshrined in the PMO's Gender Policy Statement and the ICAO Assembly Resolution A39-30. It is committed to ensuring that gender equality integrates all areas of the Department and that women participate with men on an equal footing; and that norms, attitudes and legal frameworks are conducive to real transformation.

However, over the last decade, the Department has amended the appropriate schemes of service to render them gender neutral and also provided amenities for female staff working at locations which were previously dedicated for male officers.

Although the Department still has a majority of male staff, the number of female staff has increased steadily and presently there are **39** Departmental and **43** General Service female staff of which there are:

- (i) **3** engineers (1 CNS Section and 2 Airworthiness Section),
- (ii) **2** officers in Regulatory Section (Personnel Licensing and Occurrence Reporting)
- (iii) **2** officers in Civil Aviation Security Unit,
- (iv) **12** officers in the Air Traffic Management Section (6 Air Traffic Control Officers, 3 Flight Data Officers and 3 Aeronautical Information Officers), and
- (v) **11** Aviation Security Officers.

It should also be mentioned that the recruiting institution in the public service is the Public Service Commission which recruits best qualified candidates irrespective of gender.

## About our People

The Director of Civil Aviation is the Head of the Department. As such he provides strategic directions to the Department as well as general supervision of all activities of the Department. He is the responsible officer of the Department as well as the designated authority under the Civil Aviation Regulations 2007 and the Civil Aviation Security Regulations 2019 for promoting and ensuring the safety and security of civil aviation in Mauritius.

The Director of Civil Aviation is presently assisted by one Deputy Director.

The Director of Civil Aviation is also assisted by three Divisional Heads for the implementation of technical standards to ensure compliance with ICAO and local legislation.

The Department currently has one contractual arrangement with Bureau Veritas of France for the provision of an expert in the field Air Navigation Services and one contractual agreement with OSAC for Flight Operations.



The table below provides the number of staff assigned to the different functional areas of the Department for the financial year 2021/2022:

Grade	YEAR	
	2022	2023
Director of Civil Aviation	1	1
Deputy Director of Civil Aviation	1	1
<b>Staff of the Regulatory Division:</b>		
Airworthiness, Mandatory Occurrence Reporting, Personnel Licencing	7	7
Civil Aviation Security Unit	6	6
<b>Staff of the Air Navigation Division:</b>		
Air Traffic Management Staff	70	72
Communication, Navigation and Surveillance Staff	36	36
Manual Grades	29	26
Drivers	11	9
Electrical and Mechanical Section	5	5
Aviation Telephonist	9	10
Permit Office	33	39
<b>General Grades:</b>		
Human Resource	2	2
Finance	6	6
Management Support Officers, Confidential Secretary, Word Processing Operator	32	36
Procurement and Supply	3	3
<b>Total</b>	<b>251</b>	<b>259</b>

The General Services staff provide the necessary administration support to the Director of Civil Aviation. Other support services such as the transport section with a fleet of 8 vehicles and 11 drivers and 29 manual grades are also available within the Department.

## PART II – DEPARTMENT ACHIEVEMENT AND CHALLENGES

### Achievement

#### (a) Airworthiness

The Airworthiness Section has:

1. registered **5** aircraft and **1** helicopter
2. renewed **9** Line Maintenance Organisation approvals and **6** Base Maintenance Organisation approvals
3. renewed and extended the Airworthiness Review Certificates of **23** aircraft;
4. renewed **9** Permits to Fly for microlights
4. in collaboration with the Flight Operations Division, performed **4** Safety Assessment on Foreign Aircraft (SAFA).

#### (b) Flight Operations

The Risk Based Safety Review (RBSR) methodology has been introduced for renewal of Air Operator Certificates (AOC) and continuous surveillance of operators. Moreover, the Flight Operations Sections has carried out inspections as follows:

FLIGHT OPERATIONS INSPECTIONS		
INPECTIONS / TASKS	COMMENTS	Nb OF INSPECTIONS /TASKS
Renewal Air Operator Certificate	4 complete RBSR performed (13 Domains inspected)	4
Microlight Operators Inspections	Born to Fly – Sky Dive – Air Agri – Aero Club Grand Baie – Sealoy Flights	5
Surveillance Inspections	In accordance with DCA Annual surveillance audit plan 2022 –and 2023 (95% performed up to 30 June 2023 –	12
En- route Cockpit inspection	ATR – A350 – LET 410	4
En route Cabin inspection	A350 – ATR	2
Line station inspection	KUL– LAOS - CDG	3
Cabin crew training	Cabin crew training facilities and evac demonstration	3
Training in Full Flight Simulator +AoEC	ATR – A330 – A350 (12 sessions)	4
Line check on helicopters	CORAIL – MHL Pilots	2
SAFA Inspection	SAFA / SANA Inspections	4
Certification of Ground Handler	Ground2air – Mauritius Services Ltd)	2
ATO Certification	(Airbus Helicopters South Africa – Corail Helicopters – Air Mauritius on going	3
Drafting and editing of the annual State Safety Report	Published on DCA website	1

Accident investigation + Final report	Air Paradise	1
Incident investigation + Report	FOD – MHL Defect part – MK Dangerous goods	3
Symposium with Air Mauritius Examiners	Presentation preparation – Symposium at Air Mauritius facilities	1
Assessment and follow up of several projects submitted to DCA	Balloon in the Sky – St. Felix Aero Club — Paragliders	3
<b>TOTAL</b>		<b>57</b>
<b>SIMULATION INSPECTIONS CARRIED OUT</b>		
Cabin crew training	Cabin crew training facilities and EVAC demonstration	2
Training in Full Flight Simulator	ATR – A330 – A350 (12 sessions)	4
<b>TOTAL</b>		<b>6</b>

**(c) Personnel Licensing**

The Personnel Licensing Department has issued/renewed flight crew licences as detailed below

<b>THE LICENCES RENEWED/ISSUED FOR THE PERIOD</b>		
Airlines pilots	New licences – Renewal – new type rating	232
Helicopters pilots	New licences – Renewal – new type rating	6
Microlight	Validation of foreign National Private Pilot Licences	26
Air Law Exams	On line and in presence	68
<b>TOTAL Documents issued and tasks performed</b>		<b>332</b>

**(d) Civil Aviation Security Unit**

1. Conducted 14 annual security audits for stakeholders which have an Aviation Security responsibility as prescribed in the Civil Aviation (Security) Regulations 2019.
2. As part of its surveillance plan conducted around 200 security inspections.
3. In line with the requirement of the National Aviation Security Screener Certification Programme, some 370 screeners have been certified and recertified.
4. As per the requirement of the National Civil Aviation Security Instructor Certification Programme, 20 AVSEC instructors were certified.
5. Reviewed and updated the following National Security Programmes:
  - National Civil Aviation Security Programme
  - National Civil Aviation Security Quality Control Programme
  - National Civil Aviation Security Training Programme
  - National Aviation Security Screener Certification Programme



- National Civil Aviation Security Instructor Certification Programme
6. Conducted a training/workshop on the methodology for conducting security risk assessment for committee members in Rodrigues. The Risk Assessment exercise for landside security at Plaine Corail Airport was held from 13 to 15 June 2023.
  7. Actively participated in the Risk Assessment Committee (RAC) for SSRIA. The RAC has conducted the security risk assessment on landside security, installation of Whole Body Scanner at the airport and is currently embarked on reviewing the current Alert Codes Level and Counter Measures Matrix.
  8. Issued 17 Aviation Security Directives in relation to aviation security matters.

## **CIVIL AVIATION SAFETY & SECURITY ACHIEVEMENTS**

- Full SAFA / SANA training provided for 6 DCA Inspectors + 6 OJT inspection and release of certificate of achievement to trainees
- Approval of Operator's Operations Manual Part A, B, C and D and amendments – SMS Manual and amendments – Compliance list – Ground Handling Manuals

### **(e) Air Traffic Management**

#### **1. REVIEW AND RESTRUCTURE OF MAURITIUS AIRSPACE PROJECT**

The Air Traffic Management (ATM) Division of the Department of Civil Aviation (DCA) of the Republic of Mauritius embarked in a project to restructure and upgrade the Mauritius Flight Information Region (FIR) to be in line with the objectives of the Global Air Navigation Plan of ICAO (International Civil Aviation Organisation).

The new airspace structure has been implemented as from 23 March 2023. This new airspace design enhance efficiency, capacity, safety as well as reduce the impact of aviation on the environment and is in line with the recommendation of the International Civil Aviation Organisation.

#### **2. ISO CERTIFICATION OF THE AERONAUTICAL INFORMATION SERVICES (AIS)**

The ISO certification of the Aeronautical Information Service is a requirement of ICAO. As a Member State of the International Civil Aviation Organisation, the Department of Civil Aviation must implement Standards and Recommended Practices stipulated in the Annexes to the Convention on International Civil Aviation.

Therefore, the Department of Civil Aviation had embarked on a project to be ISO Certified and has obtained ISO 9001:2015 certification for the AIS since November 2022.



## **Citizen Oriented Initiatives & Good Governance**

The level of service for the Department of Civil Aviation is stated in the Customer Service Action plan as per the Customer Charter.

To ensure that the Department meets its commitments as described in the Customer Charter, it is important that customers are made aware of the procedures and processes. These are defined as our Service Standards. To further underpin our commitment to deliver the highest quality of service, the Department uses these standards as performance indicators in measuring and evaluating our performance.

The standards of service are as follows:

### **Quality of Service**

- Ensure that copies of the Customer Charter and Customer Service Action Plan are made available in all our offices and to all customers who wish to have a copy.

### **Timeliness and Courtesy**

- Ensure that all customers are treated with courtesy and that all enquiries are dealt with promptly and efficiently.
- Ensure that all staff state their names and sections when answering telephone calls.
- Ensure that full contact details are provided on all written or e-mail communication from the Department.
- Ensure that an acknowledgement is issued for each correspondence received.

### **Benchmark for response**

- Promptly acknowledge receipt of all communications.
- Provide a reply within five days of receipt of a communication.
- If an issue requires a longer period for resolution, provide the customer with regular feedbacks until a final reply is given.

### **Feedbacks**

- Ensure privacy and confidentiality regarding the identity of the person or organisation providing a feedback through a dedicated feedback register separate from other records.
- Ensure that all complaints are treated promptly, fairly, impartially and in confidence.
- Ensure that all complaints are acknowledged within three working days of receipt.
- Ensure that all complaints are investigated fully and that a reply to a complaint is issued within 15 working days. Where this is not possible, an interim reply will be given, explaining the reason for the delay and advising when a substantive response will be issued.

**Implementation Plan – Director of Internal Control's Comments**

<b>Issues</b>	<b>Comments of Director of Internal Control</b>	<b>Proposed Measures</b>	<b>Unit/Agencies Responsible</b>	<b>Status of Action taken/ Implementation Date</b>
Write off of Arrears of Revenue	Cases of irrecoverable arrears of revenue amounting to Rs 13,509,596.43 is being recommended for write off <sup>n</sup>	Ministry of Finance and Economic Development informed.	Department of Civil Aviation	Write off of irrecoverable arrears of revenue completed in August 2022.

## PART III – FINANCIAL PERFORMANCE

### Financial Highlight

#### **Expenditure (Rs)**

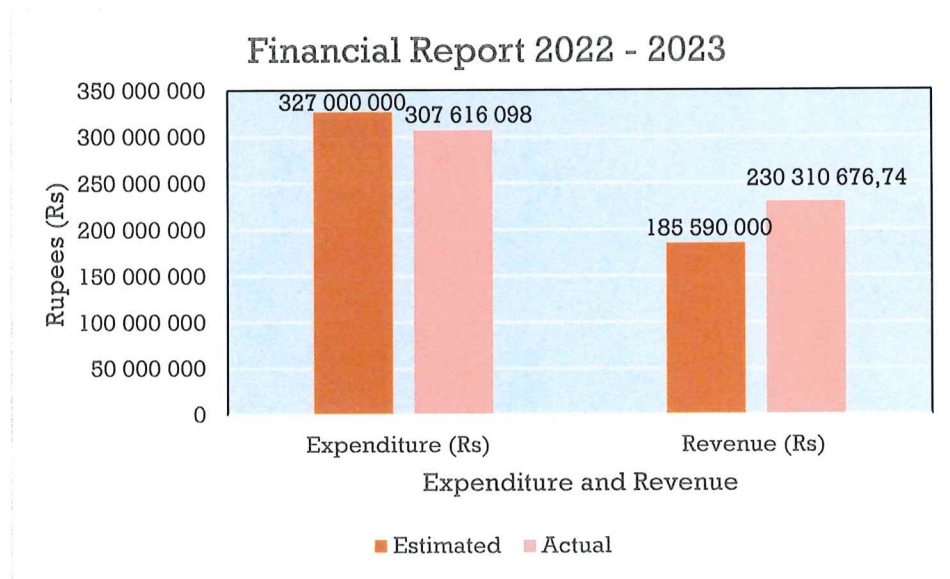
Estimated : 327,000,000

Actual : 307,616,098

#### **Revenue (Rs)**

Estimated : 185,590,000

Actual : 230,310,676.74



### Statement of Revenue:

The revenue generated by the DCA are mainly:

- from provision of Air Navigation Services and are collected from airlines overflying and landing in Mauritius.
- Charges for Regulatory services for issue of licences and certificates to approved Air Operators are mainly collected from holder of Air Operator Certificates, licence aerodrome and other regulated agents.
- Issue of Airport passes (ASIC).

Air traffic has picked up from the previous year as reflected in the table below:

Statement of Revenue	FY 2022/23	
Sales of Goods and Services as under	Estimates Rs.	Actual Rs.
Route Air Navigation Charges -RCAV-14 220 031	65,590,000	90,447,279.95
Approach and Aerodrome Charges - RCAV-14 220 032	60,000,000	95,607,402.51
Scheme of Charge - Regulatory Charges Issue of Airport passes, Audit Fees, Licences-RCAV-14 220 034	60,000,000	44,255,994.28
<b>TOTAL</b>	<b>185,590,000</b>	<b>230,310,676.74</b>

#### Statement of Expenditure

The main expenses incurred by the Department are as follows:

- Payment of personal emolument
- Payment of goods and services such as utilities, maintenance of Structures and Plant and Equipment
- Payment to Resident Inspectors according to contractual agreement
- Capital Expenditure including installation and replacement of equipment



Statement of Expenditure	2022/23	
Details	Estimates Rs.	Actual Rs.
Head/Sub-Head of Expenditure		
Compensation of Employees	148,500,000	136,645,158
Goods and Services	159,400,000	156,994,094
Subsidies	-	-
Grants	7,100,000	2,422,781
Other Expense	12,000,000	11,554,065
<b>TOTAL</b>	327,000,000	307,616,098

## PART IV – WAY FORWARD

### Trends and Challenges

ICAO recommends a phased approach to enable the safe return to high-volume domestic and international air travel for passengers and cargo. The approach introduces a core set of measures which will enable the growth of global aviation as it recovers from the pandemic and these measures should be:

- implemented in a multi-layer approach commensurate to the risk level and shall not compromise aviation safety and security;
- able to capitalise on the sector's longstanding experience and apply the same principles used for safety and security risk management. This includes monitoring compliance, reviewing the effectiveness of measures at regular intervals, and adapting measures to changing needs as well as improved methods and technologies;
- able to minimise negative operational and efficiency impacts while strengthening and promoting public confidence and aviation public health;
- consistent and harmonised to the greatest extent appropriate, yet flexible enough to respond to regional or situational risk-assessment and risk-tolerance. The acceptance of equivalent measures based on shared principles and internationally recognised criteria will be a fundamental enabler to restore air services on a global level;
- supported by medical evidence and consistent with health best practices;
- non-discriminatory, evidence-based, and transparent;
- cost effective, proportionate and not undermining to the equal opportunity to compete;
- highly visible, and communicated effectively and clearly to the aviation community as well as the general public; and
- consistent with international requirements, standards, and recommended practices applicable to aviation and public health.

These globally, regionally harmonised and mutually-accepted measures are essential. Such measures should allow for a viable economic recovery and should be safeguarded so as not to distort markets. Measures that impose costs or burdens on the industry must be carefully considered and justified by safety, public health, and confidence of passengers and crew. Mauritius as such needs to define a strategy to help operators to relaunch themselves.

## **Strategic Direction**

The Department had commissioned a study on the feasibility of creating an autonomous regulatory body to regulate the civil aviation sector. This will address the challenges being faced presently as a Government body. While still recovering from the unprecedented situation created by COVID-19, we maintain our prime objective to become an autonomous regulatory body as soon as possible so that we may face emerging future challenges.