

## **ANNUAL REPORT**

FINANCIAL YEAR 2022-2023

ADOPTING SUSTAINABLE INITIATIVES IN ROAD ASSET MANAGEMIENT

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## MESSAGE FROM THE HONOURABLE MINISTER OF NATIONAL INFRASTRUCTURE & COMMUNITY DEVELOPMENT



It is with great pleasure that I present the Annual Report of the Road Development Authority (RDA) for the Financial Year 2022-2023. This financial year, under review, was marked with the completion of a number of projects including the initiation of mega projects amid the phased introduction of sustainable initiatives in road construction.

The RDA has pursued its role as one of the most important drivers in further enhancing economic activities and relieving the hurdles of the population through improved road connectivity, quality of roads by regular upgrading and maintenance of the existing classified road network.

In so doing, the RDA is consistently addressing congestion, resolving flooding matters, easing the life of the population, enhancing leisure while promoting the country's image in the eyes of the tourists which is returning to its normal status after the Covid 19 pandemic.

The completion of road projects such as the Verdun Bypass, Flyover at Quay D and upgrading of the bridge at Constance, amongst others, and the colossal works being undertaken in the ongoing projects such as the La Vigie-La Brasserie link road, flyovers at Wooton and Terre Rouge, amongst others will further address the problem of traffic congestion while maintaining the trend to further boost the economic activities. The completion of the unprecedent bridge A1 M1 bridge over the Grand River North West River is reaching completion and will come into use in December 2023. With this structure the connectivity between the western part of the island to the Capital and central areas of the island that will further be enhanced.

It is also worth noting that climate change has detrimental effects world-wide, Mauritius being a highly vulnerable island is most likely to be affected by the consequences and hence the need to consider environmental aspects while embarking on infrastructural projects. The Authority has embraced sustainable initiatives and is looking forward to further implemented these initiatives which will not compromise on safety and quality of the road infrastructure.

As Minister of the Authority, I will always support the action of the RDA in respect of matters for the development of road infrastructure and will thrive to avail the required resources in terms of finance, administrative support for the implementation of road projects for benefits of the population and the overall interest of the country.

I have witnessed the commitment and devotion of the RDA in thriving to meet the objectives of Government's and I seize this opportunity to express my sincere appreciation and gratitude to the Board, the RDA Management and the whole staff of the Authority to continue improving the livelihood of our citizens.

"Without environmental sustainability, economic stability and social cohesion cannot be achieved."—

Phil Harding

Hon. Mahendranuth Sharma HURREERAM Minister of National Infrastructure and Community Development

#### STATEMENT OF THE CHAIRMAN



As Chairman of the Board of Directors of the Road Development Authority, I am pleased to associate myself with the Authority to present the Annual Report for the financial period 2022-23. In line with its mission and in concurrence with the objectives of Government, the RDA pursued with the implementation of new roads while focusing on the rehabilitation and upgrading of its existing road network.

Additionally, the Authority has embarked on sustainable initiatives aimed at suiting the needs to the community at present without compromising on the needs of the future generations in terms of road infrastructure.

Climate change has both direct and indirect effects on the road network, hence a need to adopt sustainable measures to minimise its effects. Over the past years, the Authority embarked on sustainable action such as use of recycled asphalt, it is now pursuing with the adoption of further sustainable initiatives in road construction.

The Authority has also adhered to the National Code of Corporate Governance for Mauritius (2016) and has ensured that it complies with the highest standards of governance and that it has an effective system of control in place so that risks can be properly assessed and managed.

I would like to thank the Management and staff of the RDA, without whom, the commendable achievements, during the financial period, would not have been possible. I am also thankful to the members of the Board, the Minister for the continued support and trust for meeting the objectives of the RDA.

L. J. Y. J Patron Chairman

#### STATEMENT OF COMPLIANCE

The Directors of the Board recognise their obligations and requirements under the Code of Corporate Governance and affirm that the Road Development Authority has, to the best of its knowledge, complied with the Code.

L. J. Y. J Patron Chairman

**Board Member** 

### REPORT FROM THE GENERAL MANAGER

# 1.0 Organisational and Financial Performance with Respect to Budgetary Provision



The Road Development Authority, as the executive arm of the Government of Mauritius for the development and construction of the road infrastructure, is pursuing its mission through the implementation of new road projects while ensuring the maintenance and upgrading of the overall existing network of classified roads throughout the island.

The Authority, having a duty of care to matters relating to environment, has embarked on the adoption of sustainable initiatives in the construction and maintenance of roads without compromising on quality

safety and customer satisfaction. While the construction of new roads enhances connectivity which act as catalyser for economic activities, it also addresses congestion by reducing travel distance and travel time. Hence providing comfort, safety and leisure to the public in general. The strategy of reducing travel time and distance is directly proportional to the reduction of fuel consumption, therefore contributing positively towards reduced carbon emission.

The other sustainable initiatives being adopted by the Authority include the following, amongst others:

- Use of durable recycled asphalt for resurfacing;
- Use of solar street lighting
- Vertical greening and embellishment
- Road design to curtail green/forest areas use
- Slope Stabilisation Works
- Manual vegetation control aiming at reducing the use of herbicide
- Internal digitalisation process to reduce paper dependency
- Effective management of fleet of vehicles for reduced fuel consumption

As regards to the budgetary performance of the Authority, a budgetary provision to an amount of Rs 4,080 M was made during the Financial Year 2022/23. The Authority made a laudable overall expenditure of a total sum of Rs 3,667 M in the realisation of the different projects (including Road Decongestion Programme, Covid-19 Project Development, NEF Projects and Maintenance & Rehabilitation of existing roads) with a marked expenditure of around 90% of the total fund allocated. While procurement delays and litigations for land acquisition were the main causes for not attaining further budgetary expenditure, it is, however, to be noted that the remaining amount was already committed in the next budget period. The achievements of the Authority are further highlighted in this report.

The financial period under review was also marked with the continuation of the iconic A1-M1 bridge. This forthcoming bridge, spanning over the Grand River North West valley, will close the gap between the economically strategic locations of the island. With the eventual coming into use of this unprecedent bridge, the connectivity between the central and western part of the island will be further enhanced, thereby reducing travel time and distance. The realisation of the bridge would not have been possible without the expert input from consultants of the KEC and technical management of the RDA. As at 30 June 2023, this bridge has reached 97% completion and is most likely to be opened to public by December 2023.

It is worth noting that the measures adopted by the RDA, to address road congestion were not limited to the implementation of new road projects only. A large number of minor works were taken under the road maintenance budget to implement simple measures such as widening of roads, introduction of slip lanes, amongst other traffic relieving measures.

The Authority has also positively contributed in road safety which has been placed as an important matter in its business. The RDA has worked closely with other stakeholders namely Police, TMRSU and Local Authorities to pursue its action with regards to safety matters through the road maintenance programme by implementing the following, amongst others:

- Upgrading of footbridges improving of geometry of roads
- construction of footpaths
- provision of retro-reflective road markings
- provision of street lighting
- provision of cats' eyes
- installation of handrails and guard rails
- felling of trees by the road side
- use of diamond grade traffic panels

To further enhance safety of inhabitants living on boundaries of unstable slopes, the Authority has pursued with the implementation of landslide countermeasures namely at Batelage and Riviere des Creoles. Additionally, the falling of rocks off the cliffs at Maconde is seen as a potential threat to public. Taking into account the safety of public, the stretch of the road was required to be closed temporarily on several occasions. This was causing much inconveniences to public to commute in that part of the island. With the view to addressing this problem, the Authority has embarked on the project for the purging of rocks and provision of rock net as a long-term measure.

The issue of flooding, as a result of torrential rains and flash floods, is increasingly becoming problematic and a threat to the safety of public and adversely impacts on the economy of the island. The Authority has worked closely with the Land Drainage Authority and has implemented a number of projects to address flooding issues. During the financial period under review, the RDA made an expenditure of around Rs 100M for the implementation of projects under the National Flood Management Programme. These projects were mainly implemented under the RDA Framework Agreement for Road Maintenance and concerned the following:

• Cleaning and upgrading of existing drains

• Construction of new drains

• Upgrading of bridges with improved hydraulic capacity

The Authority is dynamically bringing its contribution to the boosting of the economic growth of the country through the provision of road infrastructure in different areas of the island. During the financial period under review, the RDA, under the direction of Government, teamed with stakeholders in the private section namely Medine, Hermes Ltd and ENL for the construction of new road infrastructures on a cost sharing basis. This arrangement has laid foundation to future public-private partnership to materialise vital infrastructure for the

country.

In line with its mission and vision, the Road Development Authority has, throughout its existence strived, as one of the key stakeholders, to enable economic activities and growth and for the betterment of the public. The Authority is dedicated to pursue with its activities which would further contribute towards economic activities with the adoption of sustainable initiatives in the road construction sector. The achievements of the RDA would not have been possible without the dedication of its staff, the unwavering support of the Board, the Ministry and the Honourable Minister.

Together we are shaping slowly but surely the infrastructural landscape of Mauritius.

N. Mowlabaccus General Manager

## 2.0 Major Achievements

During the financial Period under review, the Authority has successfully completed the following road projects in line with its Key Performance Indicators aimed at developing and maintaining of a high standard classified road network, including highways.

#### **Completed Projects**

Project	Project Value (Rs M)	Payment Effected as at 30 <sup>th</sup> June 2023 (Rs M)
Construction of Verdun Bypass	403.2	352.1
Upgrading of Constance Bridge along B117 Road at St Remi	57.2	48.6
Landslide Works at Chamarel	367.8	357.0
Design and Construction of Flyover at Quay D	372.2	316.9

Completed Major Road Projects FY 22-23

#### Design and Construction of Flyover at Quay D



Quay D Flyover



Quay D Flyover

## **Upgrading of Constance Bridge along B117 Road at St Remi**

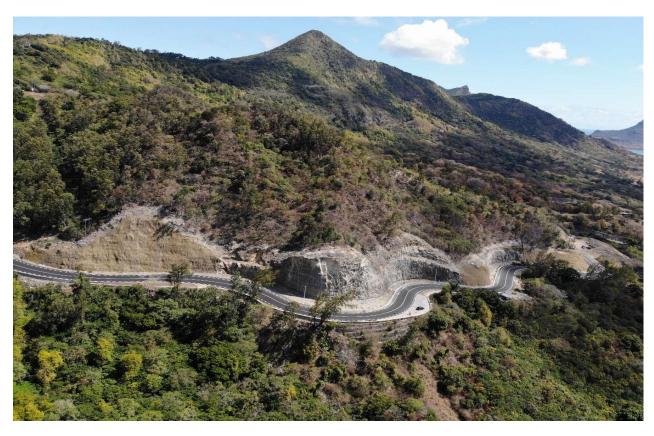


Constance Bridge

## **Landslide Improvement Works at Chamarel**



Land slide Improvement Works at Chamarel



Land slide Improvement Works at Chamarel

## **Construction of Verdun Bypass**



Verdun Bypass - Phase 1



Verdun Bypass - Phase 1

#### **Ongoing Projects**

In line with its mission, the RDA has pursued the implementation of the following projects which are anticipated to be completed in the coming year/s. Objectively, these road projects would further address the problem of congestion while enhancing safety and sustainability.

Project	Project Value (Rs M)	Payment Effected as at 30 <sup>th</sup> June 2023 (Rs M)
Construction of A1-M1 Bridge	2,923.9	2,511.8
Construction of Bois Cheri Bypass	256.8	50.0
La Vigie – la Brasserie Phase 1	750.8	462.3
Construction of Bridge at Baie du Tombeau	171.2	27.0
Land Stabilisation at Riviere des Creoles	79.8	41.6
Land Stabilisation at Batelage Souillac	95.6	54.7
Purging of Rock at Maconde Cliff	46.0	7.2
Interchange construction and Improvement along M3-A14 corridor at Ebene	524.2	233.5
La Brasserie – Beaux Songes – Phase 2 (Works & Consultancy)	1597.8	148.3
Grade Separated Junction at Wooton	388.3	96.0
Construction of Flyover on Motorway M2 at Terre Rouge	427.1	85.0
Flood mitigation measures at Anse Jonchee	183.5	39.2
Grade Separated Junction to link Verdun Bypass to St Pierre Bypass	547	172.5

#### Implementation of La Vigie – la Brasserie Phase 1 Project

Presently, the main traffic from the South to the West is through the congested areas of Phoenix, Vacoas, Curepipe, etc. The La Vigie – la Brasserie project aims at improving journey times between the West, Central and South regions of the country, including between Black River, the M1 motorway and the SSR International Airport. Additionally, the new road will improve connectivity within and between the town of Curepipe where the main road network is currently fragmented and congested and which as a consequence is adversely affecting business and leisure travel in the western and southern parts of the conurbation.



La Vigie La Brasserie Beaux Songes Link Road – Phase 1

#### Construction of Flic-en-Flac bypass from Xavier to Pierrefonds

Over the past several years, there has been a rapid population growth with new residential areas in the Flic en Flac region in line with the growth of tourism and leisure related activities in the area. This change in demographic in the region has led to an increased pressure on the existing road infrastructure with the occurrence of congestion at specific junctions during the day.

It is estimated that if nothing is done to alleviate congestion and traffic flow in the future, the existing junctions at the Cascavelle Shopping Village, including the Flic en Flac Road B34 junction, will reach Level of Service F (i.e. will lead to a complete breakdown of traffic flow in about 5-6 years). In this regard as the existing Flic en Flac Road B34 will reach its capacity the need for a new link road towards flic en flac became a priority.



Construction of Flic-en-Flac bypass from Xavier to Pierrefonds

#### Traffic Congestion Relieving Measures at B32/B143 Junction (Vallee des Pretres Region)

Vallee des Pretres is a highly built-up area, situated in Port Louis. Its main access and exit point is along Bernardin de St Pierre Road (B143), which connects to Abdool Razack Mohamed and Pamplemousse streets (B32).

The second major junction in this region is the Military Road/A. R. Mohamed junction which connects Quay D to Vallee des Pretres, Cite Martial and Plaine Verte. Both junctions operate beyond capacity during peak hours causing queuing along the main roads.

The RDA has embarked on road traffic congestion relieving measureas at the junction to ease the daily life of citizens in the region and the public at large.



Traffic Congestion Relieving Measures at B32/B143 Junction - Vallee des Pretres Region

#### Slope Failure at Riviere des Creoles along A 15- Stabilisation Works

The problem of land slide is becoming more obvious these days as a result of floods linked to climate change. In view of maintaining connectivity while enhancing safety, the Road Development Authority embarked on the reconstruction of the damaged stretch of the A15 Road and hence stabilized the slope to prevent any future accidents to road users as well as the general Public. The implementation of this project will enable unaffected traffic flow along the A15 Road and will protect the general public from the slope instability.



Slope Failure at Riviere des Creoles along A 15- Stabilisation Works

## 3.0 The Iconic A1-M1 Bridge

The A1-M1 bridge is an unprecedent bridge spanning over the GRNW valley providing an alternative access from the A1 Road to motorway M1. This bridge unique in its type, forming part of the Road Decongestion Programme of Government, will enhance connectivity for traffic from the western part to the Capital and central part of the island. The bridge is being constructed jointly under the supervision of the KEC and RDA. As at the end of the period under review, the construction of the bridge reached around 97% and is set to be put into use by December 2023.

The following pictures highlight the progress of work of the bridge.

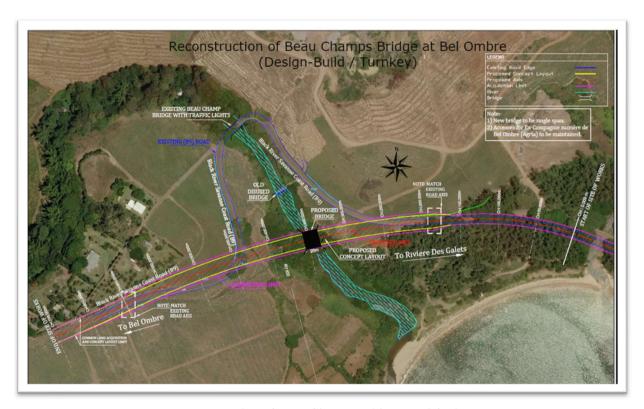


## 4.0 Forthcoming Road Projects

The Authority is looking forward towards the implementation of number of road projects, approved by Government, to further address decongestion, improving road connectivity while enhancing safety for citizens. Some of these projects are illustrated below:



Construction of a Flyover on Motorway M1 at La Vigie



Reconstruction of Beau Champs Bridge at Bel Ombre



Upgrading of part of Holyrood Road

#### 5.0 Road Maintenance and Rehabilitation

Roads are crucial contributors to growth and economic development bringing along important social benefits to the population. While the RDA has embarked on new road projects, its endeavours to maintain its existing road network.

The routine and periodic maintenance of the RDA road network is done through the following medium:

- its direct labour from the 8 Sub offices throughout the districts island;
- the Framework Agreement for Road Maintenance and Minor Works RDA for maintenance projects in view of the upgrading and rehabilitating roads and bridges.

It is worth noting that works carried out by the Maintenance Division usually arise from the routine inspection of roads, complaints by the public, requests from the Ministry of National Infrastructure and other Ministries/Departments and the National Task Force falling under the aegis of the Prime Minister's Office. During the financial period under review, a number of works was undertaken under the Road Maintenance programme. The expenditure under the maintenance budget is detailed in tables below:

Periodic and Routine Maintenance Activities	Amount spent (MUR Million)
Rehabilitation of Roads & Bridges	504.5
Improvement of Safety and Provision of new safety features (Traffic signs, Guardrails, Road marking etc.)	16.8
Construction of footpath and drains	170.3
Routine Maintenance	80
Total	771.6

Budgetary expenditure for the Maintenance Division

#### Construction of New Footpath and Drain

District	Construction of New Footpath and Drain/m
Black River	150
Moka	575
Pamplemousses	650
Riviere du Rempart	350
Total	1700

Fixing of Guardrails and Handrails

District	Fixing of Guardrails
	and Handrails/m
Port Louis	650
Black River	650
Pamplemousses	300
Grand Port	650
Savanne	500
Plaine Wilhems	500
Total	3250

#### Resurfacing of Roads

#### Rehabilitation of Footpath & Drain

District	Resurfacing/km
Port Louis	4.2
Black River	3
Moka	15.8
Flacq	14
Pamplemousses	8.2
Riviere du Rempart	8.27
Grand Port	7
Savanne	3.2
Plaine Wilhems	10.9
Total	74.6

District	Rehabilitation of Footpath and drain/m
Port Louis	1400
Black River	1150
Moka	1500
Flacq	1700
Pamplemousses	1600
Riviere du Rempart	2050
Grand Port	3500
Savanne	3650
Plaine Wilhems	3150
Total	19700

#### **Complaint Management**

With a view to effectively and efficiently manage complaints and queries from public, the RDA pursued its online Complaint Management System. Additionally, the hotline which was introduced to register complaints and to take applicable measures for quality service to the public, was maintained to enhance capture of complaints. The RDA also receives and deals with complaints from the Online Citizen Support Portal, administered by the Customer Support Unit (CSU), Prime Minister's Office. Out of the total number of complaints received, the Authority successfully addressed around 80% of them. The remaining complaints were, nevertheless, programmed in view of their resolutions in major road projects which are, however, subject to the availability of funds.

#### Routine Maintenance in collaboration with the National Environment Cleaning Authority (NECA)

During the period under review, the RDA teamed with the National Environment Cleaning Authority for vegetation control along classified roads mainly the motorways. At the initial stage, the NECA started the cleaning of the sides of the motorways. As regards to the central verge, maintenance thereof was pursued by the RDA.

It is anticipated that ultimately, the NECA will take over the full control of vegetation of the motorways. In this vein, the RDA is looking forward towards the signature of a memorandum of understanding with the NECA.

#### 6.0 Further Achievements

#### **Provision of Advisory Services**

In line with its core objectives, the Authority pursued with the provision of advisory services to different Ministry and Departments with regard to road and transport issues. It has also pursued with the provision of recommendations in respect of road infrastructure matters as a representative on a number of Boards and Committees including Morcellement Board, EIA Committee, Land Drainage, Traffic Impact Assessment (TIA), Natural Disaster & Risk Management Committee, Road Safety Audit, amongst others.

In its contribution for economic growth of the country and to promote businesses, the Authority has processed applications/clearance of diverse nature. During the financial period under review, the following were undertaken:

Applications processed/Views submitted & follow up on Developments	Number of Applications Processed
Building and Land Use Permit (BLUP)	308
New Social Living Development (NSLD)	45
National Housing Development Corporation (NHDC)	11
Smart Cities & Property Development Scheme (PDS) (thr' the Economic Development Board)	19
Petrol Filling Stations (thr' Local Authorities & NLTA)	30
Environment Impact Assessment (EIA) & Preliminary Environmental Report (PER)	43
Morcellement (thr' the Morcellement Board)	810
Outline Planning Permission (OPP)	2
Land Conversion	3
Total	1475

Views and Applications Processed

#### **Quality Assurance by the Material Testing Laboratory**

Quality assurance in road projects is ensured, to some extent, by the RDA Materials Testing Laboratory through a wide range of tests. This specialised laboratory undertakes regular testing of samples and materials used in the projects/works implemented by the Authority. During the period under review, the RDA laboratory generated an income of Rs 3,048,320/- as detailed in the following table:

Type of Test	Total Number	Income Generated- MUR
Extraction only	4	4800
Extraction and grading	578	895900
Marshall	519	851160
S. Gravity asphalt	519	363300
Grading Coarse Agg	45	26775
Grading fine Agg	33	16665
Flakiness	41	7790
Los Angeles	40	32400
A.C.V	22	16500
Bulk density	12	6780
A.I.V	13	7345
S. Gravity coarse Agg.	31	13950
S.Gravity Fine Agg.	20	11500
Sand Equivalent	31	9920
Proctor (Kango Hammer)	26	39780
Soil Assessment	61	15250
Moisture Content	4	1160
Simple proctor	8	11760
Modified proctor	12	20700
Grading Soil	49	46305
Atterberg Limits	56	46480
CBR	16	15840
Compressive strength test	2686	308890
Penetration bitumen	5	2250
S.Gravity of Bitumen	5	2075
Softening point	5	2075
Core drilling	43	62565
Core cutting	223	64670
Core density	199	75620
Deflection	3	7680
Field density	30	35100
Transport/Km	1689	25335
Tota	1	3,048,320

Tests conducted and Income Generated by the RDA Laboratory

#### **Public-Private Partnership**

The Authority has pursued its collaboration with private stakeholders for enabling the implementation of smart cities. These projects include the following, amongst others;

- Savannah Smart City
- Cap Tamarin Smart City
- Azuri Smart City
- Yihai Garden Smart City Phase 3 at Pailles
- Uniciti Smart City Project (Medine Ltd)
- Les Paletuviers Smart City

Additionally, the RDA is working together with different stakeholders on cost sharing basis for the implementation of the different road projects namely, the Verdun Bypass, the Flic-en- Flac Bypass and the Grade Separated Junction at Tribecca. This arrangement has laid foundation to future public-private partnership to materialise vital infrastructure for the country.

#### Collaborative Works with the Rodrigues Regional Assembly

In line with the Memorandum of Understanding signed with the Rodrigues Regional Assembly (RRA), aimed at providing assistance in classifying the road network in Rodrigues, the RDA has pursued with the collaborative works with the RRA. The RDA is looking forward to the provision of advice and knowledge sharing to officers of RRA through working sessions in due course.

#### **Active Participation in National Flood Management Programme**

The RDA has pursued in contribution in addressing the problem of flooding throughout the island in line with the vision of Government. The Authority has, during the past financial period, implemented projects (entrusted by the Land Drainage Authority under the National Flood Management Programme) to the tune of around Rs 100M. It is also worth noting that while a number of projects were still ongoing, further projects to resolve the problem of flooding have already been earmarked and were planned for implementation in the forthcoming financial period.

#### **Capacity Building and Empowerment**

As a concerned and caring employer, the Road Development Authority believes in fostering a dedicated workforce in a conducive work environment. As such, the Human Resource section of the RDA remains a pivotal pillar of the organization, allowing for healthy work relationships among all employees, be it at the Head Office or at the sub offices. The Human Resource section also acts as the bridge between the management and the employees, steering the core values of the RDA and ensuring fair HR practices at all times. Working collaboratively with RDA Unions further enhances a conducive environment in the best interest of the employees of the RDA.

#### **Gender Policy**

As adopted by the Parent Ministry, the Authority as well champions the Gender Policy, wherein in this so far male-dominated industry, much emphasis is being laid on Gender Equity. The recruitment of increasing female candidates over the past year, across all cadres speaks for itself, particularly in the Engineering, Technical, Financial, Administrative as well as Survey Sections. Additionally, as one of the rare parastatal bodies doing so, the advertisements for vacancies on the establishment of the Authority carry a special mention to encouraging female candidates to apply.

#### Staffing at RDA

As at 30th June 2023, the RDA had a total workforce of 429 employees on its establishment, all grades included, and split into 373 male and 56 female employees.

During the financial year ending June 2023, the RDA has witnessed significant changes and mobility in its workforce. To this effect, the following recruitment/promotions were made during the period under review:

- New Appointments: 34, including 1 on contract basis,
- Promotions: 17 employees to ensure employee motivation and satisfaction at work.

Additionally, as a measure to boost employee motivation and satisfaction at work, 26 serving employees were appointed internally to higher grades.

#### Capacity Building through Training and Development

The Authority views capacity-building is a core concept to strengthen the capacity of employees with the view to enhance the personal growth of employees while benefitting the organisation in terms of efficiency. During the period under review, the RDA has provided training to some 41 employees, from a wide range of grades for the courses/workshops as per undermentioned table. Moreover, Management regularly organises coaching sessions with groups of staff, through the digital interactive board, to share hands on experience.

1	Refresher Training on e-PMIS
2	Training on Awareness Raising and Sensitization Sessions regarding Stockholm +50
3	We Remember
4	Risk Management
5	Store Form 4, Request of Purchase & Purchase Orders
6	Role and Responsibilities of the Resident Engineer in the FIDIC contracts
7	Tender Preparation and Evaluation
8	Court Proceedings
9	Public Sector Financial Management
10	Corruption Prevention in Public Procurement in the Post Covid Era
11	Inception Workshop on the Disaster Resilience Scorecard for Cities
12	Training of Trainers workshop on MauNDC Registry Platform
13	Workshop on the Land Drainage Masterplan
14	Seminar on Occupational Safety and Health
15	Protecting personal data across all economic sectors
16	Project Management and Contract Administration
17	Training session on the scorecard and the findings of the first scorecard assessment exercise
18	Technical Assistance for the Social Response to the COVID 19 pandemic in Mauritius- Challenges and Solutions for the social integration of Persons with Disabilities.
19	Postgraduate Certificate in Project Management and Contract Administration (PGCPMCA) programme
20	SIL Cybersecurity Workshop- Leveraging on a strong cybersecurity framework for risk reduction and compliance.
21	Validation workshop on the draft Local Disaster Risk Reduction and Management Action Plan for
	the township of Beau Bassin Rose Hill
22	Half Day Workshop- Assistance from the Infrastructure and Projects Authority of UK
23	The National Library "Festival of Books"

Training Session provided by the RDA

#### 7.0 Innovation Approaches/ Road Technologies paving towards Sustainability

Businesses are becoming more sustainable, balancing their fiscal, economic, environmental and social responsibilities to protect the planet and people. This is paving way towards implementing green and environment- friendly initiatives into business model, while still growing their businesses and maintaining profit. Similarly, the Authority has embraced sustainable initiatives considering its existing policy on climate change, resilient infrastructure, and sustainable development.

#### Use of Durable Recycled Asphalt for Resurfacing

The Authority introduced the use of recycled asphalt in its road maintenance programme through the Framework Agreement for Maintenance (2020-2023). During the period under review, RDA pursued it programme regarding the resurfacing of roads with recycled asphalt. Depending on the effectiveness of such asphalt, the Authority would extend its application for resurfacing of roads throughout its road next work.

#### **Introduction of Solar Street Lighting**

In line with the 2030 Agenda for Environment and Sustainable Development goals and its policy on climate change, resilient infrastructure, and sustainable development, the Authority has embarked on two major ongoing pilot projects for the testing of Stand-Alone Solar Led Street Lighting. One of which is located in Riche Terre and the other one located on the central plateau in Petit Camp whereby the effectiveness are being assessed.

The provision of solar street lighting, in lieu of conventional street, entails the following;

- (i) an eco-friendly design;
- (ii) use of renewable energy, reducing carbon emission;
- (iii) provision of more street lighting to improve road safety at lower cost;
- (iv) savings to the project;
- (v) timely completion of project; and
- (vi) cost effective since no electricity bills involved and very low maintenance cost required.
- (vii) Protection against theft of cables (Vandalism)

However, the major drawback of solar street lighting is the direct impact of sunlight in performance of this luminaire.

Taking in consideration, the numerous advantages of solar street lighting as well as its major drawback, a phased approach to implement this eco-friendly time of lighting taking into account safety of road users includes:

- (i) Usage of both solar street lighting and conventional street lighting for new projects. Conventional street lighting would be placed at junctions where safety is of high priority;
- (ii) Provide for solar street lighting at critical location for safety of road users;
- (iii) Replace on a phased manner the costly conventional existing defective street lighting.

As at 30 June 2023, the implementation of solar street lighting reached was substantially completed at both locations namely at Riche Terre and Petit Camp. Additionally, Solar Street Lighting has already been implemented on along B104 for the Landslide/Slope Treatment at Baie du Cap – Chamarel and for the realignment of part of Savanne Road (A9) in the context of Rivieres Des Anguilles DAM project at Tyack.

#### **Vertical Landscaping**

Cities all around the world are facing from one major effect of development, i.e, pollution. People complain about lack of green areas and pollution are rising in developing countries like Mauritius. With the major infrastructural developments, there is a need to provide lumps of green space to the concrete world.

The introduction of vertical garden/landscaping on concrete MSE wall will give old same feeling closer to nature. Vertical garden/landscaping will allow plants to grow on the walls and other surfaces.

The Phoenix flyover has been earmarked to be landscaped through this model on a pilot basis. The MSE wall will be covered with plants enhancing the visual experience of traveling across the flyover. The tender for the vertical landscaping at the locus is expected to be launched by early September 2023.



MSE wall covered with plants

#### Alignment of new roads to avoid vegetative loss

In any infrastructural development, especially in the country where there are limited land resources, encroachment on green areas is inevitable. During the conceptualisation of new roads projects, particular attention is paid to the fact that vegetative areas are affected to a minimum.

#### Replanting of felled trees in the course of project implementation

With implementation of new roads or even review of road alignment, unfortunately and inevitably, there are always a number of trees which require to be felled. With a view to ensuring green environment, the RDA is ensuring for the replantation of 2-3 trees for each tree felled during or after road construction.

#### **Bio-engineering and Traditional Vegetation Control**

The use of bio- engineering principle, through plantation of vegetation along roads, is viewed as a prospective approach in building resilience to climate change. Through most projects already implemented, the provision of shrubs and grassing have been provided as a means to increase vegetation. Additionally, with the involvement of the NECA, the control of vegetation is being done mostly through traditional manual method, which reduces the use of herbicide. This measure limits the spraying of herbicides which adversely impact on the ecosystem.

#### **Bicycle Lane**

Use of bicycle as a means for commuting helps in reducing use of vehicles and hence a reduction in fuel consumption and dependency. Use of bicycle also serves the added benefit so far it concerns health issues and leisure. In line with the policy of Government, the Authority has integrated the provision of bicycle lanes in new road projects. This initiative aims at providing a dedicated lane for bicycle users for enhancing safety of this category of 2 wheelers while reducing congestion. RDA has, by closing of the last financial period, successfully implemented a cycle track within the Verdun Bypass project Phase 1. The RDA is also set to implement bicycle lanes in the following road projects and other projects in the future.

- La Vigie- La Brasserie- Beaux Songes Link Road, Phase I and II;
- The Grade Separated Junction to link the Verdun Bypass and the St Pierre Bypass;
- The Flic-en- Flac Bypass.

#### **Digitalisation of The Authority**

Digitalisation is inevitable to cope with the today's business environment in the era where extreme competition. While digitalisation facilitates the work processes, it also positively contributes towards sustainability by reducing paper work, more timely processing and accuracy.

#### • Digitalisation of the Finance activities

The RDA was provided with the required funding for the digitalisation of its financial activities. During the period under review, the bidding exercise for the computerisation of the finance activities was completed and as at 30 June 2023, the bids received were under evaluation.

#### • Electronic Document Management System (e-DMS)

The Authority has also embarked on the digitalisation of its internal registry processes in view of enhancing quality and timely service delivery through an Electronic Document Management System (e-DMS). During the period under review, most of the workflows were substantially completed with the assistance of Consultancy Firm in view of the implementation the system.

#### **Effective Fleet Management of Vehicles**

The RDA has a fleet of 55 vehicles distributed at its Head Office and the eight suboffices under its purview. With a view to making these vehicles sustainable, the following practices are observed;

#### • Regular Maintenance

Vehicles are properly serviced and repaired when required. This prevents engine wear and reduce carbon/smoke emissions.

#### • Life cycle analysis

Old vehicles which are not compliant with policies and regulations regarding smoke emissions are being removed/boarded from the existing fleet and replaced by new ones.

#### • Sensitisation and Awareness

Drivers are constantly being educated about defensive driving and not indulge into unnecessary and rapid acceleration as this can lead to higher smoke emissions. They are also reminded not to overload vehicles and to reduce unnecessary engine idle time, amongst others.

#### **Reduction of electricity Consumption**

In view of reducing the electricity consumption at its Head office and other sub-offices as a sustainable measure, the Authority has embarked on the following practices, amongst others:

- Progressive replacement of conventional lights by LED lights;
- Procurement and use of low consumption electric appliances and equipment;
- Switching off of lights and other electric equipment when not in use;
- Sensitisation of staff for understanding the impacts of unwanted use of electricity consumption and best practice to be observed.

### 8.0 Strategic Direction

#### **Enhancement of the Road Network**

As part of its strategic direction, the Authority is looking forward to the implementation of the following projects among others, while pursuing the implementation of other road projects launched during previous financial periods together with the maintenance programme of the classified road network:

- Flyovers on M2 at Labourdonnais and Baie du Tombeau Roundabout;
- Upgrading of B28 Road- Lot 1, from Cavendish Bridge to Anse Jonchee;
- Construction of a Grade Separated Junction on M1 at Camp Fouquereaux Roundabout;
- Construction of an access to the New Flacq Teaching Hospital
- Consultancy services to bypass the Ferney valley and linking same to the proposed M4 Motorway.

In this respect, the Authority has been granted with the following budgetary provisions for the next financial period:

RDA EXECUTIVE BUDGET SUMMARY ESTIMATES 2023/24			
	Estimates FY 2023/24		
Description	Rs M		
Ongoing projects			
Studies	0.3		
Capital Projects	1603.9		
Bridges	63.5		
National Environment and Climate Change Fund under	132.0		
Landslide Management Programme			
Project Development Fund	763.7		
Maintenance	600.0		
Sub Total - ongoing projects	3,163.4		
New Capital projects			
Construction and Upgrading of Roads	10.0		
Bridges	10.0		
National Environment and Climate Change Fund	20.0		
under Landslide Management Programme			
Project Development Fund	120.0		
Co.l. T. dul	1/0.0		
Sub Total- new projects	160.0		
GRAND TOTAL	3,323.4		

Budget Estimates for next Financial Period

#### **Construction of RDA Head Office**

The Authority is looking forward to the construction of its own headquarters in the region of St Pierre for which the required lands have already been acquired. The Authority has, during the period under review, launched a request for proposal (RFP) for hiring the services of a Transaction Advisory Firm to assist RDA in implementing the project for the eventual construction of a building house its head Office under the Build Operate Transfer (BOT) Unit

The RFP was, however, cancelled and as at 30<sup>th</sup> June 2023, the scope of the services of the hiring of a Transaction Advisor was being revised for relaunching.

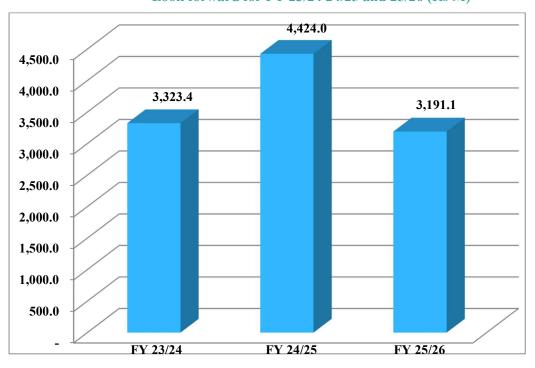
#### **Revenue Generation through Advertisement**

The advertising business is one amongst the means for revenue generation. RDA, being the regulatory body for display of billboards and advertising structures, is looking forward to the introduction of new legislations governing the subject of advertisement along classified roads and on footbridges/underpass. These new legislations will harmonise advertisements while reviewing the fees associated thereto. As at 30<sup>th</sup> June 2023, the RDA has submitted the draft regulations to the Attorney General Office for advice.

#### **Delivery Plan with regards to Road Infrastructure**

The RDA is looking forward to further enhance the road network while ensuring for safety, road decongestion and improved connectivity. The Authority is looking forward to implement the following new projects, already conceptualised, in line with its three-year delivery plan.

In the next 3-year period, a sum of around Rs 11 billion is expected to be allocated to the RDA for the implementation of new roads and maintenance of the overall RDA road network.



Look forward for FY 23/24 24/25 and 25/26 (Rs M)

### CORPORATE GOVERNANCE

#### Introduction

The Road Development Authority (RDA), a body corporate established by Act No. 6 of 1998, operates under the aegis of the Ministry of National Infrastructure and Community Development. It is established to carry out duties as per Road Act and RDA Act. RDA is also a representative on the Morcellement Board, EIA Committee and other committees including Land Drainage, TIA etc, wherein recommendations in regard to access on classified roads and motorways are given.

The RDA is required to comply with the National Code of Corporate Governance for Mauritius, 2016 (the 'Code') by virtue of the provisions of the Financial Reporting Act 2004.

This Corporate Governance Report highlights how the RDA has implemented the recommendations of the Code.

#### **Governance Structure**

#### **Board Structure**

The RDA has an effective Board which leads and controls the organization. It has the following main functions:

- To approve, monitor, review and evaluate the implementation of strategies, policies and business plans;
- *To prepare a statement of corporate objectives:*
- To ensure that the RDA complies with the highest standards of governance and that it has an effective system of control in place so that risks can be properly assessed and managed;
- To ensure that communication of all material information to the stakeholders be made in a transparent way.

#### Vision

The RDA aims to provide a reliable road network to support the main economic activities of the country through the effective movement of people and goods.

#### Mission

The mission of Road Development Authority is to provide a cost-efficient mobility in comfort and safety for the Mauritian population and its economic operators to all parts of the island, by developing, preserving and maintaining a high standard classified road network through the judicious use of human, material, financial, and technological resources.

#### **Organizational Chart**

The Road Development Authority has an approved organisation chart (by the Board) spelling out the senior governance position and their respective major accountabilities with respect to the functions devolved on the authority.

#### **Objectives of the Authority**

As per the RDA Act, the Authority is responsible for the construction, care, maintenance and improvement of motorways and main roads.

#### **Duties and Functions**

#### The Duties and Functions of the authority are:

- To plan, design and supervise the construction of roads, intended to be classified as motorways and main roads;
- b) To carry out or cause to be carried out the upgrading of motorways and main roads and their routine and periodic maintenance;
- c) To maintain existing bridges, tunnels and associated works on motorways and main roads;
- d) To plan, design and supervise the construction and reconstruction of bridges, tunnels and associated works on motorways and main roads;
- e) To advise the Minister on the formulation of a road development policy;
- f) To advise the Minister on the management policy of roads;
- g) To prepare and implement road development schemes;
- h) To conduct and coordinate research and investigation on materials required for road construction;
- i) To control the display of advertisements along or visible from motorways and main roads;
- i) To regulate undertakers' works in relation to motorways and main roads.

#### Services provided by the Authority

The main services provided by the Authority are:

- Providing new roads as an integral part of national development.
- Maintaining the classified road network in a safe and ride able quality.
- Ensuring that bridges on classified roads are safe and to standard.
- *Giving clearance for access on classified roads.*
- Controlling advertisement on classified roads.
- Controlling undertaker's works on classified roads.
- Providing advice on road development policies.
- *Providing services for material testing.*

 Processing applications/giving recommendations for EIA and Morcellement and giving clearances at technical Committees.

In addition to the above normal activities, RDA provides collaboration to Private Sector in several developments of private projects including Smart Cities.

RDA also provides advisory services to different Ministries and Departments with regards to road and transport issues; and undertakes some contractual works on behalf of Traffic Management Road Safety Unit, Local Government, CWA including road surfacing, drainage works, handrails etc.

#### **Key Governance Responsibilities and Accountabilities**

The Board ensures that proper standards of Corporate Governance are applied and maintained throughout the organisation. The following key governance positions are critical in enabling the Board to fulfil its mission, vision and objectives:

#### Chairman of the Board

The Chairman is non-executive and is appointed by Minister in compliance with the RDA Act 1998.

#### **General Manager**

The General Manager is the Chief Executive Officer of the Authority and is appointed by the Board with the approval of the Minister in accordance to the RDA Act 1998.

The General Manager is responsible for the implementation of the policies of the Board, for achieving the financial operating goals and objectives and ensuring proper management and monitoring of the day-to-day affairs of the organization. In the performance of his duty, the General Manager is assisted by two Deputy General Managers.

#### **Management Team**

Every employee of the Authority shall be under the administrative control of the General Manager. The Board may make provision, in such form as it may determine, to govern the conditions of service of the employees of the Authority and, in particular, for –

- (a) the appointment, dismissal, discipline, pay and leave of the employees of the Authority;
- (b) appeals by officers against dismissal and other disciplinary measures.

The RDA is basically a technical organisation headed by professional Engineers and supported by administrative personnel. The main challenge of the Authority is, therefore, to manage efficiently its limited resources to further achieve its main objectives.

The activities of the RDA are organised under two executive arms, namely, Administration and Technical. The Administration arm encompasses Secretariat and Finance while the technical arm comprises the Planning Division, Development Division Implementation Division, the Maintenance Division and a Special Support

Division with each division headed by a Divisional Manager. The Secretariat is under the administrative control of an Administrative Manager who is also responsible for the Stores Section. The Financial Manager is the head of the Finance Section. The Organisation Chart is at Appendix 1.

#### The Structure of the Board and Its Committees

#### **Board Structure**

The structure, composition and size of the Board have been established in accordance with Section 7 of the RDA Act 1998 as amended. The Act provides for the Authority to be administered and controlled by the Road Development Authority Board.

#### **Board Composition**

The Board of RDA consists of eleven Directors who are all non-executive and independent ones. They come from diverse business and academic backgrounds and possess the necessary knowledge, skills, objectivity, integrity, experience and commitment to make sound Corporate Governance. The Chairperson is independent from the Parent Ministry.

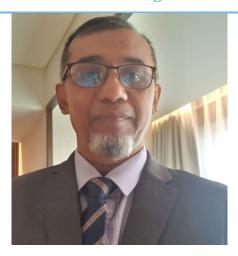
#### **Board Members**

The composition of the Board of RDA as at 30th June 2023 was as follows:

Chairperson

Mr. PATRON Louis Joel Yves as from 20 May 2020

#### **General Manager**



#### Mr. MOWLABACCUS Nazeer

Registered Civil Engineer, Master of Science in Civil Engineering, Associate Member of the Institute of Infrastructure Asset Management, Malaysia (Asia Region), Post Graduate Certificate in Airport Design & Construction and Airport Maintenance from Civil Aviation Academy of Singapore, Certificate in Infrastructure Asset Management from Institute for Infrastructure Asset Management

<b>Board Members</b>	Name	Profile
Representative of Ministry of National Infrastructure and	Mr GAONEEADRY  Dhanunjaye  (from 31 December 2020 to  19th April 2023)	Senior Chief Executive
Community Development (National Infrastructure Division)	Mr. BUNDHOOA Geeanesswar (as from 21st April 2023)	Ag. Permanent Secretary Master of Public Administration BSc (Hon.) Business Studies (Specialisation in Human Resource Management Diploma in Personnel Management
Representative of Ministry of Public Infrastructure and Land Transport (Land Transport Division)	Mr NATHOO Dharamdev (as from 15 April 2021)	Director Traffic Management and Road Safety Unit Registered Civil Engineer B.Eng (Hons) Civil Engineering
Representative of the Prime Minister's Office	Mrs DASSAYE Preeyadarshanee (as from 25 February 2021)	Deputy Permanent Secretary MBA BSc (Hons) Economics
Representative of the Ministry of Finance and Economic Development	Mr. RAMDHANY Ajay (as from 24 May 2016)	Lead Analyst MBA (Financial Risk Management), FCCA
Representative of the Commissioner of Police	Mr. GANGADIN Dunraz (as from 07 March 2022)	Superintendent of Police Police Head Quarters
Representative of the Ministry of Housing & Land Use Planning	Mr. LUCHOO Navinchandra (as from 02 December 2021)	Deputy Chief Surveyor Commissioned Land Surveyor MBA (Specialisation in Information Systems) Category B - Hydrographic Surveying
Representative of the Land Drainage Authority	Mr. KHEDAH Mahen Nuvin (as from 02 December 2021)	Director LDA Registered Civil Engineer MSc Project Management B.Eng (Hons) Civil Engineering Diploma in Human Resource Management & IR
Appointed Member	Mr. SOMAI Beejaye (as from 2 March 2018)	SC, Three diplomas from International Labour Organisation Certificates of attendance in various workshops
Appointed Member	Mr. BASSAWAN Al Jameel Mohamad (as from 20 May 2020)	Registered Professional Engineer MSc Project Management B. Eng (Hons) Electrical & Electronics Engineering
Appointed Member	Mr. AUBEELUCK Juswansing (from 20 May 2020 to 07 March 2023)	MA Philosophy Post Graduate Certificate in Education BA (Hons) Hindi & History
Secretary, RDA	Mr. TEELUCK Nishal	Administrative Officer MBA Human Resource & Knowledge Management BSc (Hons) Occupational Safety & Health Management

Composition of the Board



The Board of the Authority

#### **Board and Sub Committees**

The Board, under the powers conferred by the Act, has set up three Sub Committees of the Board, as a mechanism to assist the Board in giving detailed attention to specific areas. The Board Committees for the period were as follows:

- 1. Human Resource Committee
- 2. Risk Monitoring Committee
- 3. Finance Committee

Members	Human Resource	Risk Monitoring	Finance
Chairman	-	-	-
Representative of Ministry of National Infrastructure and	$\sqrt{}$	$\sqrt{}$	$\sqrt{}$
Community Development (Public Infrastructure Division)	Chairman		
Representative of Ministry of Land Transport and Light Rail	$\sqrt{}$	-	$\sqrt{}$
Representative of the Ministry of Finance, Economic	-	-	$\sqrt{}$
Planning & Development			Chairman
Representative of Prime Minister's Office	-	$\sqrt{}$	$\sqrt{}$
Representative of the Commissioner of Police	$\sqrt{}$	$\sqrt{}$	-
		Chairman	
Representative of the Ministry of Housing & Land Use Planning	-	-	-
Representative of the Land Drainage Authority	-	-	-
Appointed Members – Mr. B. Somai	$\sqrt{}$	-	-
Appointed Members – Mr. A.J. M. Bassawon	-		-
Appointed Members – Mr. J. Aubeeluck	-	$\sqrt{}$	-

Composition of Sub Committees

The terms of reference of each subcommittee are formally approved by the Board as further detailed.

#### **Human Resource Committee**

The Human Resource Committee considers and makes recommendations to the Board on matters relating to, inter-alia:

- Human Resource Strategies;
- *Selection and Appointment;*
- Remuneration and Performance Management;
- Training and Development;
- Conditions of services;
- Disciplinary and industrial dispute

The General Manager and the Ag. Human Resources Management Officer are in attendance. The Human Resource Committee is normally the Selection Board which conducts interviews, carries out selection exercises and makes recommendations for recruitment and promotion to the Board. Besides, the Board co-opts other Members in the selection Panel depending upon the posts. With a view to bringing more objectivity in the selection exercise and to ensure that the Authority hires the best candidate for key positions, the Board/Selection Panel carries a second round of reiteration sessions with the shortlisted candidates.

#### Secretary

The Administrative Officer was assigned the duties of Secretary.

# **Finance Committee**

The Finance is a standing committee of the RDA Board. Apart from finance issues, the Committee is called upon to look after most economic and efficient design, procurement and implementation of projects. The Committee conducts independent and objective review of financial and procurement policies and processes and performance issues. The Committee's main responsibilities include the following, amongst others:

- To ensure that there is an effective and consistent framework of financial and procurement regulations and procedures, and that they are regularly and comprehensively approved;
- To recommend the medium-term budget in line with the Strategic Plan and the RDA's prioritised objectives for approval by the Board;
- To review progress reports on the delivery and improvement plans with regard to all aspects of programme(s) implementation, including financial and non-financial parameters;
- To monitor performance against agreed performance indicators in relation to programme and project implementation;
- To develop, monitor and review the Procurement Strategy and the Capital Investment Programme and make recommendations to the Board;
- To review and recommend contract and financial matters which arise in between meetings of the Board and make decisions including approval of contracts for onward approval of the Board;
- *To recommend and keep under review, on behalf of the Board, the RDA procurement plan;*
- To ensure that procurement of goods and services is carried out in line with established legal framework;

- To determine corrective actions necessary to address any adverse trends and report to the Board on any serious service delivery failures or concerns;
- To review and recommend the final accounts of the RDA for approval by the Board; and
- To undertake any other such duties as may be directed by the Board.

The Committee met on 4 occasions during the financial period under review. The General Manager, the Deputy General Manager and the Financial Manager are in attendance.

#### Secretary

The Administrative Officer was assigned the duties of Secretary.

# **Risk Monitoring Committee**

In line with the National Code of Corporate Governance for Mauritius (2016), the roles and responsibilities of the Risk Monitoring Committee are to review and report to the Board on significant financial reporting issues and judgments which the Financial Statements of the RDA contain, having regard to matters communicated to the Committee by the Internal Auditor.

Its responsibilities are also to:

- Review the processes effected by RDA's management and other personnel which are designed to provide reasonable assurance of the achievement of objectives in the following categories:
  - 1) Operational Effectiveness and Efficiency
  - 2) Financial Reporting Reliability
  - 3) Applicable Laws and Regulations Compliance
- Review the various components (Control Environment, Risk Assessment, Control Activities, Information
  and Communication, Monitoring) forming the pillars upon which rely RDA's mission, strategies and
  related business objectives.

These components work to establish the foundation for sound internal auditing within the Organisation through directed leadership, shared values and a culture that emphasizes accountability for control. The various risks facing the RDA are identified and assessed routinely at all levels and within all functions in the Organisation through quarterly reports submitted to Committee members, subsequently transmitted to Board members with the recommendations of the Committee.

### **Secretary**

The Administrative Officer was assigned the duties of Secretary.

# **Management of RDA**

The Road Development Authority is headed by the General Manager who is responsible for the implementation of the policies of the Board, for achieving the financial operating goals and objectives and ensuring proper management and monitoring of the day-to-day affairs of the organisation.

# **Management Profile as at 30 June 2023**

Name	Designation	Qualifications
		Registered Civil Engineer
Mr. Nazeer	General Manager	Master of Science in Civil Engineering,
Mowlabaccus		Associate Member of the Institute of for Infrastructure Asset Management,
		Malaysia (Asia Region)
		Post Graduate Certificate in Airport Design & Construction and Airport
		Maintenance from Civil Aviation Academy of Singapore
		Certificate in Infrastructure Asset Management from Institute for
		Infrastructure Asset Management, Malaysia.
Ms Zulaikha Bai	Deputy General	Registered Civil Engineer,
Alimohamed	Manager	B Tech (Hons) in Civil Engineering,
		Certificate in Computer Science and Programming
Mr. Dharminder	Deputy	Registered Civil Engineer,
Mungrah	General Manager	MSc Project Management,
		BTech (Hons) in Civil Engineering
Mr. Shantaram	Divisional Manager	Registered Civil Engineer,
Jankee		MSc in Quality Management,
		Degree of Bachelor of Civil Engineering
Mr. Ali Asraf	Divisional Manager	Registered Civil Engineer,
Jhumka		Master of Business Administration, BTech (Hons) in Civil Engineering
Mr. Rishikesh	Divisional Manager	Registered Civil Engineer,
Jugoo		MSc in Quality Management,
		BTech (Hons) in Civil Engineering
Mr. Chansraj	Divisional Manager	Registered Civil Engineer,
Puchooa		BTech (Hons) in Civil Engineering
		Master of Transport Management
		Chartered Member of the Chartered Institute of Logistic and Transport
Mr. Mahen	Assistant Divisional	Registered Civil Engineer,
Hurree	Manager	BTech (Hons) in Civil Engineering
Mr. Dharmen	Assistant Divisional	B. Eng Civil Engineering
Sunyasi	Manager	
Mr. Ashraf	Assistant Divisional	Master in Information Technology
Ally Nabeebux	Manager	B. Eng Civil Engineering
Mr. Oomesh	Assistant Divisional	B. Eng Civil Engineering
Beekarry	Manager	
Mr. Chandranand	Assistant Divisional	B. Eng Civil Engineering
Lobind	Manager	
Mr. Anandlall	Financial Manager	Fellow Certified Chartered Accountant
Baboolall		
Mr. Kedurnath	Administrative	Master in Laws incorporating Common Professional Examinations
Ramphul	Manager	MSc Quality Management;
		BSc Management;
		Diploma in Public Administration Management; Certificate in Computer
		Science and Programming

Senior Management Team

# **Appointment of Board Members**

The Board is appointed by the Minister of the parent Ministry as per Section 7 of the RDA Act. The Chairman is appointed by the Minister on such terms and conditions as he may decide as per section 7(3) of the Act. Seven of the Board Members are ex-officio - representatives of different Ministries and three are appointed Members having experience in road construction, traffic management, road transport, scientific or administrative matters.

#### **Tenure of Office**

The present tenure of office of members is for 2 years and are eligible for re-appointment. The Board was constituted on 20 May 2020 with Mr. J. Patron as the Chairman. With the reconstitution of the Board on 20 May 2022, Mr. J. Patron was reconducted as the Chairman of the RDA Board.

#### **Conflict of Interests**

Any member of the Board who acquires any interest in any civil engineering undertaking or consultancy has to resign from the Board as stipulated in the Act. Additionally, all Board members and officials of RDA are required to disclose their interest as soon as the relevant facts come to their knowledge and do not participate in any deliberation or any decision with respect to the matter. Records, with regards to declarations made by Directors for conflicts of interests, are maintained in a register.

# **Director Duties, Remuneration and Performance**

#### Role, Function and Powers of the Board

The role, function and powers of the Board are determined by the RDA Act. The Board is the focal part of the Corporate Governance System and is ultimately accountable and responsible for the performance and affairs of the Authority. Its main responsibility is to determine the Authority's strategies and policies for the implementation of the objectives of the Authority as defined in the Act. It ensures performance in accordance with the objects of the RDA, performance-based budgeting; and compliance in accordance with relevant laws, regulations, codes of best business practices.

# Attendance to Board Meetings and of its Sub Committees

The Board has also set up three Sub Committees of the Board under the powers conferred by the Act, as a mechanism to assist the Board in giving detailed attention to specific areas: -

- Human Resource Committee
- Risk Monitoring Committee
- Finance Committee

Board Meetings of the Road Development Authority and its Sub Committees are regularly held and at times they are supplemented by special meetings and Resolution by Circulation to attend to issues which require urgent attention. The Board met on 17 occasions during the financial period. Most of the Board Members or their alternate attended the Board meetings/Sub Committees as scheduled.

NAME	Board (17)	Human Resource (4)	Risk Monitoring (2)	Finance (4)
Chairperson - Mr. J. Patron	17	-	-	-
Representative of the Ministry of National Infrastructure and Community Development (Public Infrastructure Division)	17	4	1	3
Representative of the Ministry of Land Transport and Light Rail	16	4	-	4
Representative of Prime Minister's Office	10	-	1	2
Representative of the Ministry of Finance, Economic Planning & Development	16	-	-	4
Representative of the Commissioner of Police	14	2	2	-
Representative of the Ministry of Housing & Land Use Planning	15	-	-	-
Representative of the Land Drainage Authority	14	-	-	-
Appointed Member - Mr. Beejaye Somai	15	4	-	-
Appointed Member - Mr. Al Jameel Mohamad Bassawan	15	-	1	-
Appointed Member - Mr. Juswansing Aubeeluck	2	-	-	-

Attendance to Board and Sub-Committee Meeting

# **Remuneration of Board Members**

The Chairperson is remunerated in accordance with Section 7 (3) (a) of RDA Act and the members of the Board and other Sub-Committees are remunerated in accordance with the provisions of the Pay Research Bureau Report. Fees paid to members amounted to MUR 1,126,693.25 during the 12 months period, detailed as follow:

Members	Name	Board Allowance (MUR)
Chairman	Mr. L. J. Y. J Patron	900,000.00
Representative of the Ministry of National Infrastructure	Mr D. Gaoneadry	134,618,00
and Community Development (National Infrastructure Division)	Mrs T. Codadeen	30,775.50
Representative of the Ministry of Land Transport and Light Rail	Mr D. Nathoo	99,402.00
Light Raii	Mr H. Sungker	4,630.00
	Mr. S. Jewon	9,555.00
Representative of the Ministry of Finance, Economic Planning and Development	Mr A. Ramdhany	78,577.50
Representative of the Prime Minister's Office	Mrs P. Dassaye	42,851.25
Representative of the Ministry of Housing & Land Use	Mr. N. Luchoo	34,143.00
Planning	Mr. Y. Bhoobeechurn	2,875.00
Representative of the Land Drainage Authority	Mr N. Khedah	32,083.50
	Mr. O. Bundhoo	2,875.00
Representative of Commissioner of Police	Mr D. Gangadin	51,325.50
	Mr. V. Dawon	6,420.00
	Mr. G. Murdaymootoo	24,780.75
A 136 . 1	Mr B Somai	96,151.75
Appointed Members	Mr A. J. M. Bassawon	65,323.25
	Mr. J. Aubeeluck	32,334.25

Remuneration of Board Members

### **Risk Governance & Internal Control**

## **Risk Governance and Management**

The Board of the Road Development Authority is responsible for the total process of risk management and ensures that the Organisation develops and executes a comprehensive and robust system of risk management. The process of risk management includes the systematic and continuous identification and evaluation of risks as they pertain to the different units / sections of the organisation. Strategies are then developed to eliminate, transfer or mitigate each risk as and when they are identified and evaluated.

The Board has put in place and maintained several mechanisms and committees both at the Board level and at Management level in its risk management initiatives (some of which have been highlighted below).

#### **Internal Audit**

At the Road Development Authority, Internal Auditing is an objective assurance and consulting activity designed by management to add value and improve the organisation's operations. It helps the organization to achieve its strategic objectives by bringing a systematic, disciplined approach to evaluating and improving the effectiveness of risk management, control and governance processes. With a view to further enhancing quality and addressing shortcomings, if any, the support of an experienced engineer has been provided to Internal Auditor.

Internal Audit exercise is carried out in this perspective. The Annual Audit Plan is a risk-geared audit plan which is reviewed by Management as well as the Risk Monitoring Committee of the Road Development Authority. It is consequently approved by the Board.

## **Technical/Quality Audit**

Management has maintained a Technical Audit Team, consisting of experienced Principal Technical Officers and headed by the DGM, whose mandate is to carry out inspections on on-going capital projects and report upon any irregularities that they come through. These reports and the corrective measures taken to address problems reported thereon, are subsequently passed on to the Risk Monitoring Committee. This task can be considered as a consulting activity which can also help to reduce or mitigate certain risks that can be encountered during project implementation.

#### Risk Management

RDA has maintained a top risk register with a view to providing assistance in identifying, analysing, assessing, treating, monitoring and communicating top strategic risks. The strategic risks are assessed through a risk matrix, where risks are calculated on the basis of their respective severity and likelihood. The high rated risks are dealt with in priority so that they are reduced to insignificant and acceptable level through the implementation of mitigating actions.

Moreover, policies, procedures and practices to the tasks have been reviewed to effectively manage the risks. Additionally, a Risk Monitoring Committee, which is a subcommittee of the Board, independently reviews the corporate risks and mitigations.

Furthermore, Management Team under the chair of the General Manager regularly brainstorms on lessons learned from both - project failures and successful ones to review its processes and systems and capture lessons for future improvement. Besides, a Safety and Health Committee has also been maintained regularly to identify, assess and prioritise safety related risks and hazards to ensure a safe working environment and positive actions being taken.

#### **Procurement Committee**

The Procurement Committee is an internal committee of the Management which reviews and makes recommendations to the Board through the General Manager on matters relating to procurement, bids evaluation and award of contracts in accordance with the Public Procurement Act, Regulations and Directives. The Deputy General Manager or his representative, one Divisional Manager, the Financial Manager and the Principal Procurement and Supply Officer form part of the Committee. An Office Management Assistant is designated as Secretary.

# Control on variation in cost in project

With a view to strengthening the procurement mechanism and to reduce variations in project, the Board had put in place and maintain a control mechanism with the following measures: -

- (i) The internal Procurement Committee takes due diligence in its evaluation and recommendations of bids to the General Manager and/or to the Board;
- (ii) An officer from the Finance Section is co-opted in the Bid Evaluation Committee to ensure financial efficiency;
- (iii) With a view to minimising unfavourable fluctuations in exchange rate, the RDA usually favours local currency to foreign one, to consider payment in local currency for local inputs and not to put local contractors in a disadvantage position;
- (iv) Good project management practices and proper planning and design have been institutionalized;
- (v) Negotiation on variations between the contractor and the Project Engineer from RDA or Consultancy Firm are kept transparent and in line with Public Procurement Act, Regulations and Directives. Negotiation and decision on variation are taken by a negotiation panel (comprising of at least 3 officers, one of whom to be from Finance) designated and validated by the General Manager/Board depending on case-to-case basis. The outcome of any negotiation on variations is brought to the Board after being analysed by the Finance Committee;
- (vi) Quantities are monitored closely even those certified and recommended by Consultant or Resident Engineer in order to avoid any possible collusion and to deter malpractices.

### **Project Review and Assurance Process**

A project review process has been maintained to ensure value for money. An independent team not involved in the project reviews independently the project and its findings are brainstormed with Management Team to ensure value for money.

# Minor Works Under Road Maintenance Project

The procurement procedure was maintained to outsource minor works and vegetation control which were normally undertaken by major contractors under Road Maintenance Framework Agreement to small contractors/SME's region wise. Additionally, the NECA has teamed with the RDA to further maintain the motorways.

#### **Investigative Committee**

In line with the recommendation of the Independent Investigative Committee, with regards to further action in the case of road failure at Ripailles (Terre Rouge Verdun Project), the RDA under the guidance of the Attorney General Office (AGO), served a "Mise- en- Demeure" against both the Contractor and the Consultant for the recovery of cost borne for the repairs.

While the contractor has rejected the claim put by RDA, the reply from the Consultant was still being awaited.

As at 30<sup>th</sup> June 2023, the RDA was pursuing discussions with the AGO to explore avenues in view of recouping the cost borne for the repairs of the failed portion.

### **Anti-Corruption Committee**

Anti-corruption matters at the RDA are being dealt with the Anti-Corruption Committee recently set up by the Board. The responsibilities of this Committee are to:

- Review RDA's systems and controls for the prevention of bribery.
- Review significant cases of employee conflicts of interest, misconduct or fraud, or any other unethical activities by employees of the Organisation.
- Review Corruption Risk Management exercises which are to be carried out by dedicated teams within various sections of the Organisation.

It is worth noting that the RDA has successfully conducted 2 Corruption Risk Assessment (CRAs) in line with the ICAC. The Authority is among the few parastatal bodies to have successfully achieved same. As at 30<sup>th</sup> June 2023, the RDA was following on the implementation of the recommendations mentioned in the 2 CRA's completed by RDA though its regular meetings.

# **Reporting with Integrity**

## **Submission of Annual Report**

The Annual Report for Financial Year ending 30 June 2022, incorporating the Financial Statement of the Road Development Authority, is prepared in accordance to International Public Sector Accounting Standard (IPSAS) and submitted to the National Audit Office (NAO) within the prescribed submission date after duly approved by the Board. After the Annual report is audited by the National Audit Office, it is posted in the website of RDA. Copies of the audited report are submitted to the Parent Ministry for tabling at the National Assembly and filed/tabled with all the relevant authorities as per statutory requirements.

Following audit of the Annual Report for Financial Year 2020-2021, the Director of Audit, in its report dated 02<sup>nd</sup> May 2023, communicated the following main findings:

- Financial Statements gave a fair view of the financial position of RDA as at 30th June 2022;
- The financial performance and cash flows were in accordance with the International Public Sector Accounting Standards;
- Compliance with the statutory bodies (Accounts and Audited) Act in so far it related to the accounts;
- The expenditure incurred by RDA was out of an extravagant or wasteful nature;
- The Board has applied its resources and carried out its operations fairly and economically and the provisions of Part V of the PPA 2006 were complied with.

### **Integrated Sustainability Reporting**

RDA has developed and implemented social, safety, health and environmental policies and practices that in all material respects comply with existing legislative and regulatory frameworks.

#### **Anti-Corruption Policy**

With a view to preventing fraud and corruption at the RDA and to ensuring Good Corporate Governance practices, the Board has put in place various control mechanisms. This is monitored by and reported at the Risk Monitoring Committee. RDA has also adopted policies and procedures in relation to anti-corruption, gift, conflict of interest which are applicable at all levels from Board Members to minor grades.

#### **Environmental Issues**

Sustainable development and environmental issues are taken into consideration in the design and implementation of project. Moreover, the RDA is committed to the greening of roads and maintenance thereof in collaboration with public and private partners. Besides, the Authority is engaged in the adoption of sustainable initiatives in road construction.

## Safety and Health

The RDA has complied with the Occupational Safety & Health (OSH) Act and other regulations and legislations regarding safety and health issues. Policies and procedures have been established and updated in this respect for continual improvement. An OSH management system is implemented for systematically and periodically assess risks, devise and implement control measures to eliminate and minimize risks assuring for the safety & health of employees. The RDA Safety & Health Committee established as per the OSHA, as an essential component of the OSH Management System meets on a regular basis to oversee OSH matters throughout the Authority.

#### **Social issues**

With a view to promoting the exchange of information, undertaking research RDA has provided training facilities to trainees as a corporate social action, it has enlisted a number of young graduates under Youth Employment Programme and Trainee Engineers to provide them with skills, competence and opportunities for registration.

Additionally, the Authority organised blood donation activities in collaboration with the Ministry of Health & Wellness. RDA staff participated actively in the blood donation campaign.

#### **Code of Ethics**

The RDA is committed to the highest standards of integrity and ethical conduct in dealing with all its stakeholders and Staff at all levels. To this effect a code of ethics has been developed and circulated among staff. Adequate grievances and disciplinary procedures are in place to enable enforcement of the Code of Ethics.

#### **Political Donations**

During the period under review, no political donations were made.

# **Charitable Donations**

During the period under review, no charitable donations were made.

# **Related Party Transactions**

The particulars in respect of Related Party Transactions have been disclosed in the Financial Statements.

# Audit

The Board should establish formal and transparent arrangements to appoint and maintain an appropriate relationship with the organization's internal and external auditors.

# **Internal Control System**

The Board is primarily responsible for the effectiveness and efficiency of the system of internal control, while the design, implementation and monitoring of the system devolves on management. Each unit in the organization has its own internal control procedures and mechanism to ensure that operations are carried out accordingly and the Internal Audit Unit is present to ascertain those rules and regulations are followed and adhered to. Any breach of internal control mechanism set up by Management or any unethical/irregular reported to Management and ultimately to the Board through the Risk Monitoring Committee.

#### **Internal Audit**

The Internal Audit function is considered vital to the Authority and plays an independent assurance and monitoring role, providing independent opinion on the effectiveness or otherwise of the system of Internal Control. The Internal Audit Unit at the Road Development Authority which is under the responsibility of the Internal Audit, assists both Management and the Board by monitoring, examining, evaluating, reporting on and recommending improvement to the adequacy and effectiveness of the Authority risk management processes, derives assurance that the risk management process are in place and effective. Regular reports from the Internal Audit Division are sent to the Risk Monitoring Committee and to the Board.

#### Accounting

The Board is responsible for the preparation of accounts which fairly presents the state of affairs of the Authority and the results of its operations and which had to be complied with International Accounting Standards. In this context, the Board is responsible for adequate accounting records, maintenance of an effective system of internal control, and choice of accounting policies supported by reasonable prudent judgement.

#### **External Audit**

The RDA Act provides that the Auditor to be appointed shall be the Director of Audit. This ensures the independency of the system. Every year the National Audit Office sends officers to carry out Audit and Financial Statement of the RDA and to report thereon. All weaknesses and their findings are reported to Management through a Report. The External Auditor's Report is reviewed by the Internal Auditor and presented in the Risk Monitoring Committee.

The External Auditor's Report together with the recommendations of the Risk Monitoring Committee are presented to the Board.

# Relations with Stakeholders

Several mechanisms have been established through which shareholders and stakeholders are consulted and met directly and indirectly for achieving its objectives. Regular meetings and consultations are held with the Parent Ministry for all matters pertaining to RDA activities. The Public and other stake holders are also consulted in the project planning and implementation processes in view of embarking on the best way forward.

#### **Customers**

The RDA views road user satisfaction as one of its most important functions through the provision of high-quality roads and effectively maintaining the road riding standard and safety. Additionally, RDA addresses all complaints received through the CSU, its head office and the regional offices. The RDA ensures that its staff members and representatives possess the necessary skills, experience and knowledge to serve the public better with transparent advice and timely service delivery in line with relevant legislation, rules, codes and guidelines.

## **Suppliers**

The Authority ensures that value for money services and goods are rendered to the RDA in an efficient way while engaging with suppliers on ethical commitments.

# STATEMENT OF DIRECTOR'S RESPONSIBILITY FOR THE

FINANCIAL STATEMENTS

The Directors of the Authority are responsible for the preparation and fair presentation of the financial statements in accordance with International Accounting Standards and in compliance with the requirements of prevailing statutes.

## Responsibilities of the Board of Directors

The fundamental statutory responsibilities of the Board of Directors are to lay down the overall policies regulating the various business/activities of the Authority; it oversees the Authority's strategic direction and its organisational structure. The Board discharges the above responsibilities either directly or through Board Committees for more in-depth analysis and review of various issues while retaining its responsibility for all policy matters. The Chairman of each Committee periodically places reports of its proceedings before the Board for approval/information, as may be relevant.

The Board promotes openness, integrity and accountability to improve corporate behaviour, strengthens control systems over business and reviews management performance on a regular basis. In addition, the Board is committed to ensure as far as reasonably possible, and in accordance with legislation in force, the safety and welfare of its staff. To fulfil their responsibilities, Board members have access to accurate and relevant information periodically and as & when required.

L. J. Y. J Patron Chairman

**Board Member** 



On the Financial Statements of the Road Development Authority for the year ended 30 June 2023

- NATIONAL AUDIT OFFICE\_\_



# NATIONAL AUDIT OFFICE

# REPORT OF THE DIRECTOR OF AUDIT TO THE BOARD OF THE ROAD DEVELOPMENT AUTHORITY

Report on the Audit of the Financial Statements

# **Opinion**

I have audited the financial statements of the Road Development Authority, which comprise the statement of financial position as at 30 June 2023 and the statement of financial performance, statement of changes in net assets/equity, cash flow statement and statement of comparison of budget and actual amounts for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In my opinion, the accompanying financial statements give a true and fair view of the financial position of the Road Development Authority as at 30 June 2023, and of its financial performance and cash flows for the year then ended in accordance with International Public Sector Accounting Standards (IPSASs).

#### **Basis for Opinion**

I conducted my audit in accordance with International Standards of Supreme Audit Institutions (ISSAIs). My responsibilities under those standards are further described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report. I am independent of the Road Development Authority in accordance with the INTOSAI Code of Ethics, together with the ethical requirements that are relevant to my audit of the financial statements in Mauritius, and I have fulfilled my other ethical responsibilities in accordance with these requirements. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

#### **Key Audit Matters**

Key Audit Matters are those matters that, in my professional judgment, were of most significance in my audit of the financial statements of the current period. These matters were addressed in the context of my audit of the financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

I have determined that there are no key audit matters to communicate in my report.

14<sup>th</sup> Floor, Air Mauritius Centre, John Kennedy Street, Port Louis Mauritius Tel: 212 2096-97/211 0882 - Fax: (230) 211 0880

# **Emphasis of Matter**

I draw attention to the accumulated deficit in the financial statements, which increased from some Rs 419.8 million as at 30 June 2022 to some Rs 476 million as at 30 June 2023 mainly due to a deficit of some Rs 7.6 million during the financial year 2022-23 and a shortfall of some Rs 48.5 million following remeasurement of retirement benefit obligation at the end of the financial year.

My opinion is not modified in respect of this matter.

#### **Other Information**

Management is responsible for the other information. The other information comprises the information included in the annual report of the Road Development Authority, but does not include the financial statements and my auditor's report thereon.

My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

# Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with IPSASs, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Road Development Authority's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management intends to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Road Development Authority's financial reporting process.

# Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISSAIs, will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISSAIs, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Road Development Authority's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Road Development Authority's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Road Development Authority to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or, when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

### Report on Other Legal and Regulatory Requirements

# Management's Responsibilities for Compliance

In addition to the responsibility for the preparation and presentation of the financial statements described above, management is also responsible to ensure that the Road Development Authority's operations are conducted in accordance with the provisions of laws and regulations, including compliance with the provisions of laws and regulations that determine the reported amounts and disclosures in an entity's financial statements.

### Auditor's Responsibilities

In addition to the responsibility to express an opinion on the financial statements described above, I am also responsible to report to the Board whether:

- (a) I have obtained all the information and explanations which to the best of my knowledge and belief were necessary for the purpose of the audit;
- (b) the Statutory Bodies (Accounts and Audit) Act and any directions of the Minister, in so far as they relate to the accounts, have been complied with;
- (c) in my opinion, and, as far as could be ascertained from my examination of the financial statements submitted to me, any expenditure incurred is of an extravagant or wasteful nature, judged by normal commercial practice and prudence;
- (d) in my opinion, the Road Development Authority has been applying its resources and carrying out its operations economically, efficiently and effectively;
- (e) the provisions of Part V of the Public Procurement Act regarding the bidding process have been complied with; and
- (f) the Road Development Authority has complied with the National Code of Corporate Governance in accordance with the Financial Reporting Act.

I performed procedures, including the assessment of the risks of material non-compliance, to obtain audit evidence to discharge the above responsibilities.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my qualified opinion.

#### Statutory Bodies (Accounts and Audit) Act

I have obtained all information and explanations which to the best of my knowledge and belief were necessary for the purpose of my audit.

As far as it could be ascertained from my examination of the relevant records:

- (a) the Road Development Authority has complied with the Statutory Bodies (Accounts and Audit) Act; and
- (b) no direction relating to the accounts has been issued by the responsible Minister to Road Development Authority.

Based on my examination of the records of Road Development Authority, except for the matter reported below, nothing has come to my attention that causes me to believe that:

- (a) expenditure incurred was of an extravagant or wasteful nature, judged by normal commercial practice and prudence; and
- (b) the Authority has not applied its resources and carried out its operations economically, efficiently and effectively.

#### Additional Costs Incurred

The contract for the Construction of Grade Separated Junctions at Pont Fer/Jumbo/Dowlut Flyovers and the A1- Ml Link Road was awarded in February 2018. As of April 2024, the initial contract value of the project estimated at Rs 3.55 billion (excluding Value Added Tax) has increased to Rs 4.1 billion (excluding Value Added Tax) mainly due to the following:

- Additional variation costs of Rs 155 million were claimed for the re-design and build of the bridge;
- An amount of Rs 28 million was paid for the construction of three temporary bridges;
- Claims for variations works at Dowlut Zone amounting to Rs 7.7 million;
- Works carried out on behalf of National Development Unit and Central Water Authority which were outside the Contractor's scope of work, amounting to Rs 89.2 million; and
- In May 2023, the Global claims of Rs 1.3 billion were settled at an agreed amount of Rs 268 million.

#### Public Procurement Act

In my opinion, the provisions of Part V of the Act have been complied with as far as it could be ascertained from my examination of the relevant records.

### Financial Reporting Act

My responsibility under the Financial Reporting Act is to report on the compliance with the Code of Corporate Governance disclosed in the annual report and assess the explanations given for non-compliance with any requirement of the Code. From my assessment of the disclosures made on corporate governance in the annual report, the Road Development Authority has, pursuant to section 75 of the Financial Reporting Act, complied with the requirements of the Code.

Dr D. PALIGADU Director of Audit

National Audit Office Level 14 Air Mauritius Centre PORT LOUIS

29 April 2024

# **FINANCIAL**

# **STATEMENTS**

for

Financial Year

2022-2023

# ROAD DEVELOPMENT AUTHORITY STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2023

	Notes	2	023	<u>2022</u>	
		MUR	MUR	MUR	MUR
ASSETS					
Current assets					
Cash and cash equivalents	6	32,854,081		66,631,971	
Trade and other receivables	7	189,139,626		217,155,162	
Inventories	8	8,395,928		10,287,819	
Held to maturity investment	9	34,695,981		24,943,413	
Total current assets			265,085,616		319,018,365
Non assument accets					
Non-current assets Car loan receivable	10	1 040 053		2 112 227	
	10 11	1,849,852 38,444,349		3,113,337 32,904,466	
Property, plant and equipment	12	235,934			
Intangible assets	12	233,934	. 40.520.125	276,115	26 202 019
Total non-current assets			40,530,135		36,293,918
TOTAL ASSETS			305,615,751		355,312,283
LIABILITIES					
Current Liabilities					
Trade and other payables	13	218,885,573		263,355,605	
Employees Benefit Obligations	13	15,400,000		15,900,000	
Total current liabilities	17	13,400,000	234,285,573	13,700,000	279,255,605
Total carrent mannes			23 1,200,073		273,233,003
Non-current liabilities					
Retirement Benefit Obligations	15	446,130,940		396,021,018	
Employees Benefit Obligations	16	99,353,160		96,763,359	
Car loan payable	17	1,849,852		3,113,337	
Total non-current liabilities			547,333,952		495,897,714
TOTAL LIABILITIES			781,619,525		775,153,319
			701,019,828		
NET ASSETS			(476,003,774)		(419,841,036)
NET ASSETS/EQUITY					
Capital Contributed					
Accumulated Deficit	18		(476,003,774)		(419,841,036)
1 10 0 million D officer	10		(1,0,000,,71)		(12,011,000)
TOTAL NET					
ASSETS/EQUITY			(476,003,774)	•	(419,841,036)

These Financial Statements were approved by the RDA Board on 27th September 2023

CHAIRMAN BOARD MEMBER GENERAL MANAGER

# STATEMENT OF FINANCIAL PERFORMANCE FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

	Notes	<u>2023</u> MUR	<u>2022</u> MUR
REVENUE			
Non exchange transactions			
Grants for RDA Road Projects	19	2,888,001,496	1,847,979,034
Grants for Road Projects out of National Environment and Climate Change Fund (NECCF)	20	194,540,522	243,407,866
Grants for Road Projects out of Covid-19 Fund	21	394,156,168	388,466,216
Grants for Financing of Recurrent Expenditures	22	207,968,363	168,465,814
Contribution from State Trading Corporation	23	103,413,471	96,132,308
Grant for financing of Capital Expenditure	24	4,416,129	9,081,336
	_	3,792,496,149	2,753,532,574
	<del>-</del>		
OTHER INCOME			
Exchange transactions			
Laboratory Fees		3,060,060	3,828,660
Investment Income		611,118	231,992
Income from Road Accident		2,268,115	2,959,200
Other Miscellaneous Income	25	506,359	1,546,456
	_	6,445,652	8,566,308
TOTAL REVENUE	-	3,798,941,801	2,762,098,882
TOTAL REVENUE	=	3,/98,941,801	2,702,098,882
EXPENDITURE  Expenditure on Road Projects  Expenditure for RDA Road Projects	26	(2,888,001,496)	(1,847,979,034)
Expenditure for Road Projects out of National Environment and Climate Change Fund (NECCF)	27	(104 540 522)	(242 407 966)
Expenditure for Road Projects out of Covid-19 Fund	27 28	(194,540,522) (394,156,168)	(243,407,866) (388,466,216)
Expenditure for Road Projects out of Covid 17 Tund	20 _	(3,476,698,186)	(2,479,853,116)
	<del>-</del>		
Other Expenditure	20	0.5 ( 0.51 0.50)	/A.F. 202 /2-
Staff Cost	29	256,361,259)	(255,202,435)
Depreciation and Amortisation	30	6,944,124)	(7,050,372)
Tools and materials	31	5,549,445)	(13,121,237)
Motor vehicle expenses	32	,994,084) 0,185,133)	(5,825,406) (9,991,333)
Rent Other administrative expenses	33 34	3,787,359)	(11,890,449)
Finance costs	35	3,787,339) 8,267)	(77,151)
Finance costs	33	8,207)	(77,131)
	=	29,889,671)	(303,158,383)
TOTAL EXPENDITURE	-	(3,806,587,857)	(2,783,011,499)
SURPLUS / (DEFICIT) FOR THE YEAR	-	(7,646,056)	(20,912,617)

# STATEMENT OF CHANGES IN NET ASSETS / EQUITY FOR FINANCIAL YEAR ENDED 30 JUNE 2023

	2022			
	Accumulated Funds	Total		
	MUR	MUR		
Balance as at 01 July 2021	(331,035,305)	(331,035,305)		
Adjustments for financial year 2021/2022:				
Actuarial gain / (loss) on Defined Benefit Plan	(67,893,114)	(67,893,114)		
Deficit for the Financial Year 2021/2022	(20,912,617)	(20,912,617)		
Balance as at 30 June 2022	(419,841,036)	(419,841,036)		
	2023			
	Accumulated Funds	Total		
	MUR	MUR		
Balance as at 01 July 2022	(419,841,036)	(419,841,036)		
Adjustments for financial year 2022/2023:				
Actuarial gain / (loss) on Defined Benefit Plan	(48,516,682)	(48,516,682)		
Deficit for the Financial Year 2022/2023	(7,646,056)	(7,646,056)		
Balance as at 30 June 2023	(476,003,774)	(476,003,774)		

#### **Cash Flow Statement**

for the financial year ended 30 June 2023

for the infancial year chief 30 June 2023	1 July 2022 to 30 June 2023 MUR	1 July 2021 to 30 June 2022 MUR
Cash Flows from Operating activities		
Deficit for the year	(7,646,056)	(20,912,617)
Adjustments for:		
Depreciation and Amortisation	6,944,124	7,050,372
Retirement Benefit Obligations	1,593,240	11,974,160
Provision for Passage Benefit	4,975,523	5,370,548
Provision for Vacation Leave	3,636,771	5,405,177
Provision for Sick Leave	8,746,879	12,532,437
Interest Income for Investment in Treasury Bills	(611,118)	(231,992)
(Profit) / Loss on disposal of PPE / Intangible Asset	(116,350)	(204,356)
Finance Costs	68,267	77,151
	17,591,280	21,060,880
Change in Inventories	1,891,891	205,168
Change in Trade and other receivables	27,915,536	235,567,542
Change in Trade and other payables	(44,370,032)	(277,285,765)
Change in Trade and other payables	(44,370,032)	(277,265,765)
Net Cash flows from Operating activities	3,028,675	(20,452,175)
Cash flows from Investing activities		
Purchase of Property, Plant and Equipment	(12,368,271)	(14,187,116)
Additions to Intangible Assets	(75,555)	(166,750)
Proceeds from Disposal of Property, Plant and Equipment	116,350	(,,
Investment in Government Treasury Bills	(34,141,450)	(24,796,750)
Encashment of Investment in Treasury Bills	24,796,750	44,951,350
Investment income received	203,250	298,650
Loan released to staff		(1,243,400)
Loan refunded by staff	1,363,485	2,122,825
Net Cash flows from Investing activities	(20,105,441)	6,978,809
Cash flows from financing activities		
Passage Benefit paid	(5,972,886)	(6,170,757)
Vacation Leave paid	(1,929,447)	(2,146,075)
Sick Leave paid	(7,367,039)	(7,600,001)
Repayment of ADB Loan	-	-
Interest / Bank charges paid	(68,267)	(77,151)
Car loan received from Ministry of National Infrastructure & Community	(**,=**)	(,,,===)
Development	-	1,243,400
Car loan disbursed/repaid to Ministry of National Infrastructure & Community		, ,
Development	(1,363,485)	(2,122,825)
Net Cash flows from financing activities	(16,701,124)	(16,873,409)
Net (decrease) / increase in cash and cash equivalents	(33,777,890)	(30,346,775)
Cash and cash equivalents at beginning of year	66,631,971	96,978,746
Cash and cash equivalents at end of year	32,854,081	66,631,971
casa and casa equivalents at one of jour	22,001,001	00,001,771

#### **Notes to the Cash Flow Statement**

#### (a) Cash and Cash Equivalents

Cash and Cash Equivalents consist of cash in hand balances with bank. Cash and Cash Equivalents included in the Cash Flow Statement comprise the following Statement of Financial Position amounts:

	2023	2022
	MUR	MUR
Cash at Bank	(110,642,969)	(29,936,727)
Notice Deposit	143,497,050	96,568,698
	32,854,081	66,631,971

#### (b) Held to maturity investment

The held to maturity investment consist of one investment in Government Treasury Bills of settlement amount of Rs 34,141,450 with the SBM Bank (Mauritius) Ltd held in Mauritian Rupees. The value date of the investment was 15 November 2022 with a maturity date of 3 November 2023 and yield of 2.59% per annum. On maturity, the nominal amount of Rs 35,000,000 will be paid to the RDA.

Statement of Comparison of Budgeted and Actual Amounts for the Financial Year ended 30 June 2023

Component	Note	Original Budget	Revised Budget	Actual Received	Variance - Revised and Original Budget	Variance - Revised and Actual Budget	Financial Statement
		MUR	MUR	MUR	MUR	MUR	MUR
REVENUE							
Government Grant for RDA Road Construction and Maintenance Grants for Road Projects out of National Environment & Climate Change	19	2,918,300,000	2,702,660,000	2,758,442,439	(215,640,000)	55,782,439	2,888,001,496
Fund (NECCF)	20	320,400,000	198,470,000	195,539,462	(121,930,000)	(2,930,538)	194,540,522
Grants for Road Projects out of Covid-19 Fund	21	656,730,000	748,530,000	547,858,148	91,800,000	(200,671,852)	394,156,168
Government Grant for Financing of Recurrent Expenditures	22	153,000,000	156,978,310	156,363,005	3,978,310	(615,305)	174,160,987
Government Grant (Additional Grant for Recurrent Expenditure)		5,866,150	-	-	(5,866,150)	-	-
Government Grant for Financing of Tools & Materials	22	20,000,000	20,000,000	33,807,376	-	13,807,376	33,807,376
Contribution from State Trading Corporation	23	101,000,000	101,000,000	100,734,319	-	(265,681)	103,413,471
Government Grant for Financing of Other Plant & Machinery Government Grant for Financing of Intangible Fixed Assets (E-Document	24	2,000,000	2,000,000	1,270,424	-	(729,576)	1,270,424
Management System) Government Grant for Financing of Intangible Fixed Assets	24	4,600,000	1,200,000	-	(3,400,000)	(1,200,000)	-
(Computerisation Project of RDA)	24	3,000,000	-	-	(3,000,000)	-	-
Transaction Advisory Services	24	-	2,000,000	-	2,000,000	(2,000,000)	-
Government Grant for Financing of Upgrading of Sub Office Building	24	1,000,000	1,000,000	847,904	-	(152,096)	847,904
Government Grant for Financing of Acquisition of Motor Vehicles	24	2,000,000	2,300,000	2,297,801	300,000	(2,199)	2,297,801
		4,187,896,150	3,936,138,310	3,797,160,878	(251,757,840)	(138,977,432)	3,792,496,149
Laboratory fees		4,600,000	4,600,000	1,043,000	-	(3,557,000)	3,060,060
Investment Income		500,000	500,000	203,250	-	(296,750)	611,118
Income for damage caused to Road Infrastructures	25	3,500,000	3,500,000	1,677,934	-	(1,822,066)	2,268,115
Other Income	25	1,200,000	1,200,000	467,130	-	(732,870)	434,359
TOTAL REVENUE		4,197,696,150	3,945,938,310	3,800,552,192	(251,757,840)	(145,386,118)	3,798,869,801

# Statement of Comparison of Budgeted and Actual Amounts for the Financial Year ended 30 June 2023

	Note	Original Budget MUR	Revised Budget MUR	Actual Paid MUR	Variance - Revised and Original Budget MUR	Variance - Revised and Actual Budget MUR	Financial Statement MUR
EXPENDITURE				112011			
Expenditure on RDA Road Construction and Maintenance	26	2,918,300,000	2,702,660,000	2,758,166,909	215,640,000	(55,506,909)	2,888,001,496
Expenditure on Road Construction - NECCF	27	320,400,000	198,470,000	195,539,462	121,930,000	2,930,538	194,540,522
Expenditure on Road Construction-Covid-19 Fund	28	656,730,000	748,530,000	547,858,148	(91,800,000)	200,671,852	394,156,168
Expenditure on Tools & Materials	31	20,000,000	20,000,000	33,807,376	·	(13,807,376)	35,523,144
TOTAL EXPENDITURE ON ROAD CONSTRUCTION AND MAINTENANCE	E	3,915,430,000	3,669,660,000	3,535,371,895	245,770,000	134,288,105	3,512,221,330
Staff Cost	29	236,512,550	232,822,290	236,205,131	3,690,260	(3,382,841)	255,259,840
Repairs & Maintenance Building	34	470,000	452,130	592,444	17,870	(140,314)	611,059
Repairs & Maintenance Office Equipment	34	1,909,000	1,324,000	1,250,576	585,000	73,424	1,075,392
Repairs Plant & Machinery	34	470,000	430,000	345,711	40,000	84,289	229,101
Maintenance Premises	34	755,000	852,400	827,490	(97,400)	24,910	820,943
Books & Periodicals	34	10,000	6,500	5,750	3,500	750	12,023
Motor Vehicle expenses	32	5,665,000	6,850,000	7,338,032	(1,185,000)	(488,032)	6,994,084
Advertising	34	650,000	460,000	422,625	190,000	37,375	439,875
Printing	34	130,000	300,000	220,591	(170,000)	79,409	220,591
Postage	34	126,400	170,800	164,159	(44,400)	6,641	154,455
Stationery	34	1,083,000	2,221,190	1,750,350	(1,138,190)	470,840	1,926,474
Magazines Newspaper	34	61,000	=	-	61,000	-	=
Professional /Legal Fees	34	275,000	850,000	828,217	(575,000)	21,783	783,337
Audit Fees	34	500,000	500,000	500,000	-	-	500,000
Rent	33	10,383,200	10,200,000	10,171,333	183,200	28,667	10,185,133
Electricity	34	1,300,000	1,170,000	1,380,406	130,000	(210,406)	1,427,116
Gas	34	1,000	1,000	240	-	760	240
Water	34	49,000	54,000	54,696	(5,000)	(696)	52,097
Telephone	34	1,580,000	1,382,500	1,561,632	197,500	(179,132)	1,517,487
Insurance & Indemnity	34	850,000	560,000	540,950	290,000	19,050	528,020
Overseas Travelling	34	200,000	250,000	248,676	(50,000)	1,324	248,676
Conference Committees	34	1,000,000	1,660,000	1,631,122	(660,000)	28,878	1,787,447
Miscellaneous Expenses	34	162,500	170,000	191,075	(7,500)	(21,075)	200,872
Staff Welfare	29	700,000	950,000	916,839	(250,000)	33,161	907,214
Staff Training	29	600,000	40,000	174,160	560,000	(134,160)	194,206
Bank Charges	35	100,000	80,000	68,267	20,000	11,733	68,267
Tools & Equipment	31	20,000	27,000	26,301	(7,000)	699	26,301
Road accidents written off	34	-	-	-	-	-	1,077,273
Contribution to International Organisation	34	125,000	186,000	185,807	(61,000)	193	174,881
TOTAL ADMINISTRATIVE EXPENDITURE	_	265,687,650	263,969,810	267,602,580	1,717,840	(3,632,770)	287,422,404

# ROAD DEVELOPMENT AUTHORITY Statement of Comparison of Budgeted and Actual Amounts for the Financial Year ended 30 June 2023

	Note	Original Budget	Revised Budget	Actual Paid	Variance - Revised and Original Budget	Variance - Revised and Actual Budget	Financial Statement
		MUR	MUR	MUR	MUR	MUR	MUR
Depreciation and Amortisation	30						6,944,124
TOTAL RECURRENT EXPENDITURE		4,181,117,650	3,933,629,810	3,802,974,475	247,487,840	130,655,335	3,806,587,858
CAPITAL EXPENDITURE							
Office Furniture	11	538,500	530,390	537,823	8,110	(7,433)	537,823
Office Equipment	11	415,000	535,000	537,210	(120,000)	(2,210)	537,210
Computers	11	2,785,000	2,592,000	1,810,560	193,000	781,440	1,810,560
Software Computers	12	240,000	151,110	75,555	88,890	75,555	75,555
Upgrading of Office Buildings	11	1,000,000	1,000,000	5,914,453	-	(4,914,453)	5,914,453
Acquisition of Vehicles	11	2,000,000	2,300,000	2,297,801	(300,000)	2,199	1,719,121
Intangible Fixed Assets (E-Document Management System)	11	4,600,000	1,200,000	-	3,400,000	1,200,000	-
Intangible Fixed Assets (Computerisation Project of RDA)	11	3,000,000	-	-	3,000,000	-	-
Transaction Advisory Services	11	-	2,000,000	-	(2,000,000)	2,000,000	-
Acquisition of Other Machinery and Equipment	11	2,000,000	2,000,000	1,270,424	-	729,576	750,854
TOTAL CAPITAL EXPENDITURE		16,578,500	12,308,500	12,443,826	4,270,000	(135,326)	11,345,576
TOTAL EXPENDITURE		4,197,696,150	3,945,938,310	3,815,418,301	251,757,840	130,520,009	3,817,933,434

# Statement showing reconciliation of Actual Cash Flows with Financial Statements for the financial year ended 30 June 2023

REVENUE Actual Revenue as per Statement of Comparison	MUR 3,800,624,192
Adjustment for Opening Receivables FY 22/23 - Non-Exchange Transactions	(197,369,163)
Adjustment for Opening Receivables FY 22/23 - Exchange Transactions	(15,682,364)
Adjustment for Closing Receivables FY 22/23 - Non-Exchange Transactions	169,997,024
Adjustment for Closing Receivables FY 22/23 - Exchange Transactions	16,560,739
Other Adjustments	24,811,373
Revenue as per Statement of Financial Performance	3,798,941,801
EXPENDITURE	MUR
Actual Expenditure as per Statement of Comparison	3,815,418,301
Adjustment for Opening Accruals FY 22/23	(189,682,324)
Adjustment for Closing Accruals FY 22/23	157,839,375
Adjustment for Opening Prepayments FY 22/23	1,584,279
Adjustment for Closing Prepayments FY 22/23	(1,599,065)
Other Adjustments	16,083,167
Non-Cash Items Adjustments	6,944,124
<b>Expenditure as per Statement of Financial Performance</b>	3,806,587,857

#### 1. REPORTING ENTITY AND BUSINESS ACTIVITY

The Road Development Authority (RDA), a body corporate established by Act No. 6 of 1998, operates under the aegis of the Ministry of National Infrastructure and Community Development. Its registered office is situated at 8<sup>th</sup> Floor, Blue Tower, Rue De L'Institut, Ebene, Postcode 80817.

RDA is also a representative on the Morcellement Board, EIA Committee, wherein recommendations in regard to access on classified roads and Motorways are given.

The mission of the RDA is to provide a cost-efficient mobility in comfort and safety for the Mauritian population and its economic operators to all parts of the island, by developing, preserving and maintaining a high standard classified road network through the judicious use of human, material, financial and technological resources.

The RDA is responsible for the construction, care, maintenance and improvement of motorways and main roads.

#### The duties and functions of the RDA are:

- To plan, design and supervise the construction of roads intended to be classified as motorways and main roads;
- To carry out or cause to be carried out the upgrading of motorways and main roads and their routine and periodic maintenance;
- To maintain existing bridges, tunnels and associated works on motorways and main roads;
- To plan, design and supervise the construction and reconstruction of bridges, tunnels and associated works on motorways and main roads;
- To advise the Minister on the formulation of a road development policy;
- To advise the Minister on the management policy of roads;
- To prepare and implement road development schemes;
- To conduct and coordinate research and investigation on materials required for road construction;
- To control the display of advertisements along or visible from motorways and main roads;

#### 2. BASIS OF PREPARATION

#### (a) Statement of Compliance

The financial statements have been prepared in accordance with International Public Sector Accounting Standards (IPSAS) issued by International Public Sector Accounting Standards Board (IPSASB).

#### (b) Going Concern

The financial statements have been prepared on a going-concern basis. The RDA will continue to be in operational existence in the foreseeable future on the basis that government will continue to support the RDA in form of grant and that the RDA will continue to receive contribution collected by the State Trading Corporation in respect of Road Tax on fuel.

### (c) Use of estimates and assumptions

The preparation of financial statements in conformity with IPSAS and generally accepted accounting practices requires the use of estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period.

In the application of the RDA 's accounting policies which have been described in Note 4, Management is required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources.

The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the estimate affects only that period or in the period of the revision and future periods if the revision affects both current and future periods. Estimates include, but are not limited to fair valuation of inventories, accounts receivables and accrued charges.

One of the key assumptions and estimation concerning the future at the reporting date is the Retirement Benefit Obligation. This requires the use of actuarial calculations or other assumptions that include significant estimates in respect of, inter alia, the expected return on plan assets, future salary increases and future pension increases. These significant estimates are assessed annually by management with the actuaries where applicable. Differences between actual and estimates are recorded as actuarial gains or losses.

#### (d) Reporting date

The Financial Statements has been prepared for the year 01 July 2022 to 30 June 2023. Comparative audited figures relate to the period 01 July 2021 to 30 June 2022.

#### (e) Functional and Presentation of Currency

The Financial Statements are presented in Mauritian Rupees expressed as either "Rs" or "MUR". Rounding has been made where applicable to the nearest Mauritian Rupee.

#### (f) Budget Information

The Budget is prepared on cash basis, classified by nature of expenses, and covers the Financial Year 1 July 2022 to 30 June 2023.

#### (g) Cash Flow Statement

The indirect method has been used as basis in the preparation of Cash Flow Statement. The Cash and Cash Equivalent at the beginning of year has been reconciled to the balance at end of year using the direct method which has been disclosed as a note under Cash and Cash Equivalents.

#### (h) Measurement Base

The accounting principles recognised as appropriate for the measurement and reporting of the Financial Performance, Financial Position on an accrual basis using historical cost are followed in the preparation of the Financial Statements. The Cash Flow has been reported on Cash Basis.

# 3. ACCOUNTING STANDARDS, AMENDMENTS AND INTERPRETATIONS ISSUED BUT NOT YET EFFECTIVE

At the date of preparation of these Financial Statements, the following standards, amendments to existing standards and interpretations were in issue but not yet effective. They are mandatory for accounting periods beginning on the specified dates, but the RDA has not early adopted them except for IPSAS 41 – Financial Instruments which has been early adopted.

IPSAS 43, Leases could not be early adopted as it did not meet the recognition criteria related to the rights obligations created by the lease.

New or revised standards, amendments and interpretations:

IPSAS	Pronouncement	Effective date of amendments
IPSAS 43	Leases	01 January 2025
IPSAS 44	Non-current Assets Held for Sales and	01 January 2025
	Discontinued Operations	
IPSAS 45	Property, Plant and Equipment	01 January 2025
IPSAS 46	Measurement	01 January 2025
IPSAS 47	Revenue	01 January 2026
IPSAS 48	Transfer Expenses	01 January 2026

These new standards, amendments and interpretations are either not relevant to RDA's operations or are not expected to have a material effect on the accounting policies and disclosures.

#### 4. ACCOUNTING POLICIES

The following specific accounting policies that materially affect the measurement of financial performance and the financial position are applied: -

# 4.1 Revenue recognition

Revenue recognitions are based on exchange and non-exchange transactions and recognized on an accrual basis.

#### Exchange Transactions-

IPSAS 9-Revenue from Exchange Transactions

Revenue under exchange transaction are those arising from rendering of services, the sales of goods or the use by others of the RDA assets. Revenue is recognised to the extent that it is probable that

the economic benefit or service potential associated with transactions will flow to the RDA and that the revenue can be reliably measured.

It includes among others Laboratory fees, Sub Division of land, Income from Accident, Tender fees and Investment Income.

All Accident claims dated more than 10 years has been written off as it is felt that there is no reasonable expectation of recovery (either partially or in full). In addition, these claims are legally time barred to be recovered. Accident claims involving government vehicles have been written off.

Held-to-maturity investments are recorded at amortised cost using the effective interest method less any impairment, with revenue recognised on an effective yield basis.

# Non-Exchange Transactions

IPSAS 23-Revenue from Non-Exchange Transactions

Assets and revenue arising from transfer transactions are recognised in accordance with the requirements of IPSAS 23- Revenue from Non-Exchange Transactions (Taxes and Transfers). It includes mainly Grants and contribution received from State Trading Corporation and other inflows of future economic benefits or service potential from non-exchange transactions, other than taxes.

Grants consist of Grants for RDA Road Projects, Grant for financing of Recurrent Expenditure and Grant for financing of Capital Expenditure.

Certain projects are financed out of National Environment and Climate Change Fund (NECCF) and Covid-19 Project Development Fund (PDF). Both Funds are managed by MOFEPD.

## 4.2 Foreign Currency Translation

Transactions in currencies other than Mauritian Rupees are recorded at the rates of exchange prevailing on the dates of the transactions. At each Statement of Financial Position date, monetary assets and liabilities that are denominated in foreign currencies are retranslated at the rates prevailing on the Statement of Financial Position date. Non-monetary items that are measured in terms of historical cost in a foreign currency is translated using the exchange rate at the date of the transaction. Gains and losses arising on retranslation are recognized in the Statement of Changes in Net Assets/Equity.

### 4.3 Expenditure

All expenses have been accounted for on an accrual basis.

## 4.4 Property, Plant & Equipment

Property, plant and equipment are initially recognized as assets at cost if it is probable that future economic benefits associated with the items will flow to the RDA and their costs can be measured reliably.

Depreciation is calculated on straight-line basis to recognise the consumption of economic benefits of an asset over its useful life. The annual rates used are as follows:

Plant and Machinery	15%
Furniture and Fittings	10%
Computers	20%
Office Equipment	10%
Motor Vehicles	10%
Building	2%

Property, plant and equipment are stated at historical cost or revalued amount less any accumulated depreciation and any accumulated impairment losses. Profit or loss on disposal of property, plant and equipment is determined by the difference between the carrying value of the asset and its disposal proceeds and is accounted for in the Statement of Financial Performance.

All Buildings constructed by the Authority (which are used as suboffices for Maintenance Works) have been accounted in the Financial Statements based on the actual cost incurred for their construction and are depreciated over their remaining useful economic lives.

Building still under construction has been treated as Work In Progress under Property, Plant and Equipment and not depreciated.

Depreciation is accounted for the Statement of Financial Performance, except for that part which relates to the revalued portion of assets which is charged to the revaluation reserve.

#### 4.5 Intangible Assets

Intangible assets which comprise of computer software are stated at historical cost less accumulated amortization and any impairment losses. Amortization is provided over the estimated useful life using the straight-line method. The estimated useful life for intangible asset is 5 years and is amortised at the rate of 20%.

# 4.6 Impairment of Assets/Revaluation

### **Impairment of Assets**

At each Statement of Financial Position date, the RDA reviews the carrying amounts of its tangible and intangible assets to determine whether there is an indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the RDA estimates the recoverable amount of the cash generating unit to which the asset belongs. Where a reasonable and consistent basis of allocation can be identified, assets are also allocated to individual cash-generating units, or otherwise they are allocated to the smallest group of cash-generating units for which a reasonable and consistent allocation basis can be identified.

If the recoverable amount of an asset is estimated to be less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount.

An impairment loss is recognized immediately in the Statement of Financial Performance, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

Where an impairment loss subsequently reverses, the carrying amount of the asset is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognized for the asset in prior years.

A reversal of impairment is recognized immediately in the Statement of Financial Performance, unless the relevant asset is carried at a revalued amount, in which case the reversal of the impairment loss is treated as revaluation increase.

There is no indication that those assets have suffered from impairment loss. Hence no review of the carrying amounts of the tangible and intangible asset was carried out.

### **Revaluation of Assets**

Any increase arising on revaluation is credited to a Revaluation Surplus account in Statement of Changes in Net Assets/Equity except to the extent that it reverses a revaluation decrease for the same asset previously recognized in Statement of Financial Performance.

## 4.7 Inventories

Inventories are valued at the lower of cost and current replacement cost where they are held for:

- Distribution at no charge or for a nominal charge
- Consumption in the production process of goods to be distributed at no charge or for a nominal value

Cost is determined using FIFO method and comprises the invoiced value from suppliers.

Current replacement cost is the cost the entity would incur to acquire the asset on the reporting date.

#### 4.8 Provisions

Provisions are recognized as liabilities (assuming that a reliable estimate can be made) because they are present obligations and it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligations.

Provisions are reviewed at each Statement of Financial Position date and adjusted to reflect the current best estimate.

## 4.9 Employees Benefit Obligations

Employee benefits comprise all forms of consideration given by the RDA in exchange of service rendered by employees. These include current and short-term benefits such as salaries, National Savings Fund contribution, Contribution Sociale Generalisée (CSG), Family Protection Scheme Contribution, annual vacation and sick leave, passage benefits, and post-employment benefits such as pensions (Retirement Benefits).

The average monthly number of employees for the year ended 30 June 2023 stood at 426 compared to 413 for the year ended 30 June 2022.

Employee benefits that are earned as a result of past or current service are recognized as a liability, net of payment made and charged as expenses.

#### Sick leaves refund

Sick leave is granted to eligible officers when they are absent from duty on grounds of illness.

Officers appointed in a substantive capacity are entitled to 21 working days' full pay sick leave every calendar year. Any untaken sick leave at the end of the year is accumulated in a bank of sick leave up to a maximum of 110 days. When the "bank" maximum has been reached, a maximum of 16 unutilised days, out of the annual entitlement of 21 working days, is paid in cash at the rate of 1/22 of monthly salary per day.

In the context of COVID 19 pandemic which impacted negatively on public finance, Government decided that, exceptionally, there would be no cash refund for the unutilized sick leaves for year 2020. However, up to a maximum of 16 days, of such leaves will be accumulated in the sick leave bank of eligible officers.

As such, employees will not forfeit their unutilised sick leave which will be refunded in cash at time of their retirement on their last salary drawn.

### 4.10 Retirement benefit obligations

Provisions for retirement benefits for the RDA staff are made under the Statutory Bodies Pension Fund Act 1978 (as amended) and pension is payable to eligible employees upon retirement.

The RDA contributes monthly to both a Defined Benefit Plan and a Defined Contribution Plan which are both managed by the State Insurance Company of Mauritius Ltd (SICOM).

# **Defined Benefit Plan**

The net liability at Statement of Financial Position date is determined as the present value of funded obligations after adjusting for the fair value plan assets.

The current service cost and any recognized past service cost are included as an expense together with the associated interest cost, net of expected return on plan assets is recognized in the Statement of Financial Position.

The contribution rates to the Defined Benefit Plan for permanent and full time employees is 6% from the latter and 15% from the employer.

As per Section 5 of the Statutory Bodies Pensions Funds Act (SBPFA), an actuarial investigation into the fund of the Defined Benefit Scheme should be carried out at intervals of not more than 5 years to consider the solvency position of the Fund on the ongoing and discontinuance bases and to make recommendations in respect of any re-adjustments or modifications necessary in the working of the Fund in the interest of the beneficiaries. Accordingly, SICOM carried out a valuation of the Fund as at 30 June 2020 showing a deficit of Rs 260.1M implying that the fund assets available would not be able to sustain the payment of pension already accrued as at the valuation date.

On 30 June 2021, the RDA Board was apprised of the actuarial valuation report of the RDA Pension Fund as at 30 June 2020, in particular of the increasing deficit that required special attention with a view to sustaining the payment of pension to retired officers. The Board also took note of the main causes relating to the deficit and the predictions for further increase over time and the recommendations made by SICOM to keep the Defined Benefit Pension Scheme Fund solvent in the medium and long term on the basis of the actuarial reports.

In this respect, a Technical Committee on Statutory Bodies Pension Funds was set up at the level of the MOFEPD to identify Pension Funds facing deficits and to propose measures and recommendations to address them.

Following deliberations, one of the recommendations of the Committee, amongst others, is to increase the funding level of Statutory Bodies Pension Funds to at least 60% over a period of 10 years, starting FY 2022-2023.

In this context, a transfer of a sum of Rs 17,533,540 has been made to RDA Pension Fund.

### **Defined Contribution Plan**

With effect from January 2013, all new entrants in a Statutory Body shall henceforth join the new Public Pensions Defined Contribution Pension Scheme.

The contribution rates to the Public Pensions Defined Contribution Pension Scheme for permanent and full-time employees is 6% from the latter and 12% from the employer.

- State Plan and FPS Contribution
   Contributions to the National Savings Fund and Family Protection Scheme are expensed to the
   Statement of Financial Performance in the period in which they fall due.
- (ii) Annual vacation and sick leave and staff passage benefits
  Provision is made for benefits accruing to employees in respect of annual vacation leave, sick leave and staff passage benefit when it is probable that settlement will be required and the benefits are capable of being measured reliably.

The estimated liability of vacation leave that accumulates is recognized when the employee become entitled to leave.

#### 4.11 Contribution Sociale Généralisée (CSG)

Following the introduction of the Contribution Sociale Généralisée (CSG) employers are required to deduct, where applicable, the employee's contribution from his wage or salary and pay that contribution together with the employer's contribution to the MRA. These social contributions also apply on end of year bonus. The rate applicable on the basic wage or salary of the employee and to

be deducted from the wage or salary of the employee varies from 1.5% to 3% and the rate applicable on the basic wage or salary of the employee and payable by the employer varies from 3% to 6%.

# 4.12 Cash and Cash Equivalents

Cash and cash equivalents comprise of cash and bank balances.

#### 4.13 Trade and other receivables

Trade and other receivables are stated at amortised cost.

### 4.14 Trade and other payables

Trade and other payables are stated at amortised cost.

## 4.15 Contribution received from State Trading Corporation (STC)

Contribution receivable in respect of Road Tax on fuel consumption (25 cents per litre on Mogas,15 cents per litre on Gas oil and 15 cents per litre on Dual Purpose Kerosene) under the "Petroleum Pricing System" was accounted as Revenue.

This contribution is utilized for financing of RDA recurrent expenditure and has been wholly accounted for in the Statement of Financial Performance in line with IPSAS 23. This amount is collected by the State Trading Corporation and remitted to the Mauritius Revenue Authority and transferred to the RDA bank account by the Accountant General.

# 4.16 Car Loan to RDA Employees

Car Loans to the RDA employees are advanced by the Accountant General through the Parent Ministry. All car loan and interest repayments are deducted by the RDA and remitted to the Accountant General. The amount due by employees (which comprises of the capital element of the loan) is accounted for as Accounts Receivable and the amount payable to the Accountant General as Accounts Payable.

#### 4.17 Taxation

The RDA is exempted from Income Tax.

#### 4.18 Events after the Reporting Period

There are no material events subsequent to the Statement of Financial Position date which are of such importance that they would require adjustments or disclosures in the Financial Statements.

### 4.19 Finance Costs

Finance cost includes bank charges incurred and is recognized as an expense in the period in which they are incurred.

## 4.20 RDA Road Projects

Road constructions and maintenance are financed mainly from Government Grant except for certain projects which are financed out of the National Environment and Climate Change Fund (NECCF) and Covid-19 Projects Development Fund. Its corresponding payments to Contractors and Consultants and grant received are accounted in the Financial Statements.

# 4.21 National Environment and Climate Change Fund (NECCF)

Some projects are financed out of the National Environment and Climate Change Fund (NECCF) which is managed by the Ministry of Finance, Economic Planning and Development.

The payments for these projects are funded out from the Grant which is disbursed out of NECCF upon application and submission by RDA of all relevant supporting documentations. Its corresponding payments to Contractors and Consultants and grants received are accounted in the Financial Statements.

# 4.22 Covid-19 Project Development Fund

Some projects and maintenance and rehabilitation are financed out of the Covid-19 Projects Development Fund managed by the Ministry of Finance, Economic Planning and Development.

The payments for the projects including road maintenance and rehabilitation are funded out of Grant which is disbursed out of Covid-19 Fund upon application and submission by RDA of all relevant supporting documentations. Its corresponding payments to Contractors and Consultants and grants received are accounted in the Financial Statements.

#### 4.23 Held-to-Maturity Investment

Investments with fixed or determinable payments and fixed maturity dates, that the entity has the positive intent and ability to hold to maturity, are classified as held-to-maturity investments. Held-to-maturity investments are recorded at amortised cost using the effective interest method less any impairment, with revenue recognised on an effective yield basis. The effective interest method is a method of calculating the amortised cost of a financial asset and of allocating interest income over the relevant period.

#### 4.24 COVID-19 Pandemic

The outbreak of the pandemic COVID-19 virus and its spread had negatively impacted all countries, resulting in lockdowns, border closures, travel bans, quarantines, and other emergency public safety measures. The magnitude of the spread of the virus and its highly contagious nature had led to an unprecedented sanitary crisis locally and globally.

With the closing of borders, disruption in the world supply chains and sanitary confinement, the RDA endured the COVID-19 pandemic direct consequences mainly on procurement, initiation and implementation of Road Projects. The immediate and on-going adverse financial impacts on individual projects were dependent on the nature and scale of the projects.

The main impact was that physical progress was hampered and budgetary provision being underutilized. The RDA has placed the health, safety and wellbeing of its employees, as well as operational business continuity central to its pandemic crisis management strategy.

The RDA did not receive any direct government assistance for COVID-19 pandemic nor was it involved in providing financial support to its staff except for protective equipment like face masks thereby limiting the spread of COVID-19. All salaries and benefits were paid as normal and where necessary, amounts are being recouped in line with Government directives. The pandemic has had no material effect that will impact Provisions, Contingent Liabilities and Contingent Assets, Employee Benefits and Government Grant.

#### 4.25 Trade and other receivables – Income from Accident

Trade and other receivables in respect of income from accident are recognised initially at cost less allowance for impairment. An allowance for impairment of trade receivables is established when there is objective evidence that the Authority will not be able to collect all amounts due according to the original terms of the receivables. The amount of the allowance is in respect of Road Accident Claims that are more than 10 years due and these are written off (either partially or in full) as there is no reasonable expectation of recovery.

The amount of the allowance is recognised in the Statement of Financial Performance.

## 4.26 Deposits for Road Projects

All Deposits for Road Projects and Maintenance are received upfront for the execution of specific works for respective Ministries, Departments and private institutions on their behalf. Where the work has been completed to satisfaction and no payment to contractor is outstanding, the balance is refunded subject to relevant recommendation and approval.

#### 5. FINANCIAL RISK MANAGEMENT

A description of the various risks to which the RDA is exposed is shown below as well as the approach taken by management to control and mitigate those risks.

# 5.1 Credit Risk

This risk is primarily attributable to its trade receivables. The RDA has policies in place to ensure that credit facilities are given to customers with an appropriate credit history.

## 5.2 Operational risk management

Operational risk, which is inherent in all organizations activities, is the risk for financial loss and business instability arising from failures in internal controls, operational processes of the system that supports them.

#### 5.3 Legal Risk

Legal risk is the risk that the business activities of the RDA have unintended or unexpected legal consequences.

It includes risk arising from:

- Inadequate documentation, legal or regulatory incapacity, insufficient authority of a counterparty and uncertainty about the validity or enforceability of a contract in counterparty insolvency;
- b) Actual or potential violations of law or regulation (including activity unauthorized for a company and which may attract a civil or criminal fine or penalty);
- c) Failure to protect the RDA property (including its interest in its premises);
- d) The possibility of civil claims (including acts or other events which may lead to litigation or other disputes).

The RDA manages legal risk through the effective use of its legal adviser.

# NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

# 6. CASH AND CASH EQUIVALENTS

The Cash and Cash Equivalents is in respect of all bank accounts held by the RDA.	
Cash and cash equivalents is made up as follows:	

The Cash and Cash Equivalents is in respect of an bank accounts held by the RDA.		
Cash and cash equivalents is made up as follows:	<u>2023</u>	<u>2022</u>
	MUR	MUR
Cash at Bank	(110,642,969)	(29,936,727)
Notice Deposit	143,497,050	96,568,698
	32.854.081	66.631.971

The Cash and Cash Equivalent at the beginning of year has been reconciled to the balance at end of year using the direct method as follows.

Sale Flow Statement for the financial year ended 30 June 2023   June 2023	The Cash and Cash Equivalent at the beginning of year has been reconciled to the balance at en-	d of year using the direct i	
Receipts         C.758,442,439         1,812,955,78           Grants for Road Projects out of National Environment and Climate Change Fund (NECCF)         195,539,462         244,102,748           Grants for Road Projects out of Covid-19 Fund         190,170,381         650,410,407           Grants for Road Projects out of Covid-19 Fund         190,170,381         94,431,349           Grant for Financing of Recurrent Expenditure         44,16,129         9,081,336           Grant for Financing of Capital Expenditure         1,043,000         739,120           Sub Division of Land (Morcellement Fees)         7,2000         146,000           Other Miscellanous Income         2,028,143         2,77,891,14           Deposits for Display of Advertisement         1,101,070         3,820,611           Deposits Laboratory Fees         2,109,600         3,294,235           Grant received in advance - EDMS         4,086,850,825         3,059,764,082           Fayermetize for Road Projects out of National Environment and Climate Change Fund         (2,758,166,009)         (1,822,600,870)           Expenditure for Road Projects out of National Environment and Climate Change Fund         (3,807,376)         (2,441,927,474)           Post and materials         (3,000,373,50)         (2,418,237,40)         (2,582,600,870)           Expenditure for Road Projects out of Covid-19 Fund	Cash Flow Statement for the financial year ended 30 June 2023	•	
Grants for RDA Road Projects         2,758,442,439         1,81,295,759           Grants for Road Projects out of National Environment and Climate Chunge Fund (NECCF)         195,539,461         244,192,748           Grants for Road Projects out of Covid-19 Fund         547,858,148         650,441,047           Grants for Financing of Recurrent Expenditures         190,773,4319         94,813,439           Grant for Financing of Capital Expenditure         1,446,129         9,081,336           Laboratory Fees         1,403,000         739,120           Sub Division of Land (Morcellement Fees)         72,00         146,000           Other Receiges Walveaves and Deposits for Road Projects         2,103,600         3,294,253           Grant received in advance - eDMS         1,117,419         3,280,641           Other Deposits Laboratory Fees         2,169,600         3,294,254           Grant received in advance - eDMS         2,220,459         65,543           Grant received in advance - eDMS         2,220,459         65,543           Other Deposits received in advance - eDMS         2,220,459         65,543           Other Complex of the Complex of	· · · · · · · · · · · · · · · · · · ·	MUR	MUR
Grants for Road Projects out of National Environment and Climate Change Fund (NECCF)         195,399,462         44,102,748           Grants for Financing of Recurrent Expenditures         190,170,381         190,905,816           Contribution from State Trading Corporation         1,013,009         739,120           Grant for Financing of Capital Expenditure         1,043,009         739,120           Laboratory Fees         1,043,009         739,120           Other Miscellaneous Income         2,028,714         2,759,134           Opposits for Display of Advertisement         1,101,076         3,820,414           Opposits Laboratory Fee         2,106,600         3,294,235           Grant received in advance - eDMS         1,117,409         6,117,434           Other Display of Advertisement         2,109,600         3,097,64,082           Grant received in advance - eDMS         2,109,600         3,097,64,082           Formatter for Road Projects         2,758,166,099         1,117,499           Chepotatine for Road Projects out of National Environment and Climate Change Fund         (7,588,188,188)         (69,041,047)           Expenditure for Road Projects out of Covid-19 Fund         (3,300,376)         (2,481,92,748)           Expenditure for Road Projects out of Covid-19 Fund         (3,000,300,300,300,300         (20,183,316)         (20,183,316) <td></td> <td>2.750.442.420</td> <td>1 010 055 750</td>		2.750.442.420	1 010 055 750
Grants for Road Projects out of Covid-19 Fund         \$47,858,148         650,441,047           Crants for Brinancing of Recurrent Expenditures         100,073,431         94,431,349           Crant for Financing of Capital Expenditure         4,161,29         9,981,336           Laboratory Fees         1,043,000         739,120           Sub Division of Land (Morcellement Fees)         2,028,714         2,775,935           Other Receipts: Wayleaves and Deposits for Road Projects         281,145,475         676,951,34           Deposits fac Display of Advertisement         1,010,708         3,820,641           Other Deposits received         2,169,600         3,242,255           Grant received in advance - eDMS         2,169,600         3,089,764,082           Other Deposit received         2,220,400         6,75,43           Expenditure for ROAd Road Projects         2,220,400         6,75,43           Expenditure for Road Projects out of National Environment and Climate Change Fund (NECCF)         (195,539,462)         (244,192,747           Expenditure for Road Projects out of Covid-19 Fund         5,478,881,481         660,441,1047           Expenditure for Road Projects out of Covid-19 Fund         5,478,881,481         660,441,1047           Tools and materials         3,380,373,691         1(1,822,600,871           Notor vehicle expen			
Grants for Financing of Recurrent Expenditures         100,734,31         94,413,43           Grant for financing of Capital Expenditure         4,416,129         9,081,346           Laboratory Fes         1,043,000         73,200         146,000           Sub Division of Land (Morcellement Fees)         2,028,714         2,775,935           Other Miscellaneous Income         2,028,144,475         67,695,134           Deposits Laboratory Fee         2,109,600         3,204,235           Other Deposits For Data of Advertisement         1,101,708         3,204,235           Grant received in advance - eDMS         2,220,450         6,754,34           Other Deposits Laboratory Fee         2,220,450         6,754,34           Expenditure for RDA Road Projects         2,220,450         6,754,260,870           Expenditure for Road Projects out of National Environment and Climate Change Fund         (1,052,000,870)         (1,022,000,870)           Kirl CSC         (2,220,173,67)         (21,027,400)         (24,119,274)           Kirl CSC         (3,303,302)         (24,119,274)         (21,027,367)         (21,028,000,400)           Kirl CSC         (3,000,300,300)         (24,119,274)         (24,119,274)         (24,119,274)         (24,119,274)         (24,119,274)         (24,119,274)         (24,119,274)			
Contribution from State Trading Corporation         100,734,319         94,413,349           Canat for Inancing of Capital Expenditure         4,416,129         9,813,36           Laboratory Fees         1,043,000         739,120           Sub Division of Land (Morcellement Fees)         2,028,714         2,775,935           Other Receipts: Wayleaves and Deposits for Road Projects         28,145,475         67,695,134           Deposits To Display of Advertisement         1,010,00         3,280,641           Deposits Laboratory fees         2,109,600         3,294,235           Crant received in advance - eDMS         2,220,450         67,543           Town treceived in advance - eDMS         4,806,809         1,117,419           Expenditure for RDA Road Projects         (2,758,166,909)         (1,822,600,870)           Expenditure for Road Projects out of National Environment and Climate Change Fund         (105,539,462)         2,244,192,747           Expenditure for Road Projects out of Covid-19 Fund         (57,88,166,909)         (2,244,192,747           Expenditure for Road Projects out of Covid-19 Fund         (57,88,166,909)         (2,244,192,747           Expenditure for Road Projects out of Covid-19 Fund         (57,88,166,909)         (2,244,192,747           Expenditure for Road Projects out of Covid-19 Fund         (40,821,146,146)         (4,921,146,14			
Grant for financing of Capital Expenditure         4,416,129         9,081,336           Laboratory Fes         1,043,000         73,91,20           Sub Division of Land (Morcellement Fees)         1,200         146,000           Other Miscellaneous Income         2,028,114         2,775,935           Other Receipts: Wayleaves and Deposits for Road Projects         2,109,600         3,204,215           Opposits Laboratory fee         2,109,600         3,204,235           Grant received in advance - eDMS         1,117,419         4,000           Other Deposits received         2,20,450         6,75,43           Other Deposits received         2,220,450         6,75,43           Expenditure for RDA Road Projects         (2,820,008,700)           Expenditure for Road Projects out of National Environment and Climate Change Fund         (195,539,462)         (244,192,747           CSP, Sepanditure for Road Projects out of Covid-19 Fund         (222,017,367)         (216,829,744)           NETCORY         (33,003,304)         (182,820,008,700)           Staff Cost         (33,003,304)         (182,829,604)           Tools and materials         (33,003,304)         (216,829,744)           Motor whicle expenses         (10,73,302)         (56,752,225)           Motor whice expenses         (20,203,303) <td></td> <td></td> <td></td>			
Laboratory Fees         1,043,000         739,120           Sub Division Land (Morcellement Fees)         72,000         146,000           Other Miscellaneous Income         2,028,714         2,775,955           Other Receipts: Wayleaves and Deposits for Road Projects         281,145,475         67,695,134           Deposits Dabyay of Advertisement         1,010,708         3,820,641           Deposits Laboratory Iees         2,169,600         3,294,233           Crain received in advance - eDMS         2,220,468         7,874           Other Deposit received         4,866,850,825         3,859,764,982           Expenditure for RDA Road Projects         (2,758,166,909)         (1,822,600,870           Expenditure for RDA Projects out of National Environment and Climate Change Fund         (1,95,539,462)         2(44,192,747           Expenditure for Road Projects out of Covid-19 Fund         (34,385,148)         (560,410,417)           Expenditure for Road Projects out of Covid-19 Fund         (33,807,376)         (12,878,876)           Staff Cost         (220,173,67)         (216,829,744)           Obstance of Road Projects out of Covid-19 Fund         (33,807,376)         (12,878,876)           Staff Cost         (220,173,677)         (216,829,744)           Obstaff Cost         (220,173,677)         (216,829,744)			
Sub Division of Land (Morcellement Fees)         7,200,00         14,000           Other Miscelleneous Income         2,028,714         2,775,935           Other Receipts: Wayleaves and Deposits for Road Projects         281,145,475         67,695,134           Deposits For Display of Advertisement         1,010,708         3,820,641           Deposits Laboratory fees         2,109,600         3,294,235           Other Deposit received         2,220,450         67,843           Other Deposit received         2,220,450         67,843           Other Deposit received         2,220,450         67,843           Paymert         4,086,880,825         3,089,764,082           Expenditure for RDA Road Projects         (27,81,66,909)         (1,822,600,870)           Expenditure for Road Projects out of National Environment and Climate Change Fund         (195,539,462)         (244,192,747)           Expenditure for Road Projects out of Covid-19 Fund         (195,539,462)         (244,192,747)           Expenditure for Road Projects out of National Environment and Climate Change Fund         (195,539,462)         (244,192,747)           Expenditure for Road Projects out of National Environment and Climate Change Fund         (195,539,462)         (244,192,747)           Expenditure for Road Projects out of Covid-19 Fund         (191,402,403)         (192,492,475) <td></td> <td>, , , , , , , , , , , , , , , , , , ,</td> <td></td>		, , , , , , , , , , , , , , , , , , ,	
Other Miscellaneous Income         2,028,714         2,775,955           Other Receipsi: Wayleaves and Deposits for Road Projects         281,184,875         6,76,951,34           Deposits for Display of Advertisement         1,010,708         3,820,641           Deposits Laboratory fees         2,169,600         3,294,235           Grant received in advance - eDMS         4,086,808,252         367,543           Tomate Texture of Road Projects         2,220,450         6,75,39           Expenditure for RDA Road Projects         (2,758,166,909)         (1,822,600,870)           Expenditure for Road Projects out of National Environment and Climate Change Fund (NECCF)         (347,858,184)         (654,410,947)           Expenditure for Road Projects out of Covid-19 Fund         (347,858,184)         (654,410,947)           Staff Cost         (222,017,367)         (216,829,744)           Tools and materials         (38,037)         (16,878,785)           Motor vehicle expenses         (7,353,032)         (567,5225)           Rent         (10,117,334)         (19,991,334)           Other administrative expenses         (295,103,316)         (11,734,90)           Other payment - DMS         (2,920,173,90)         (11,749,90)           Other payment - DMS         (2,920,173,90)         (1,920,40)           <	· · · · · · · · · · · · · · · · · · ·		
Obter Receipts: Wayleaves and Deposits for Road Projects         281,14,575         67,695,134           Deposits Laboratory fees         2,169,600         3,284,235           Grant received in advance - cDMS         2,169,600         3,294,235           Other Deposits Laboratory fees         2,220,455         67,543           Other Deposit received         2,220,455         67,543           Ab806,802,825         3,097,640,882           Payment         (2,758,166,90)         (182,260,870)           Expenditure for RDA Road Projects         (2,758,166,90)         (182,260,870)           Expenditure for Road Projects out of National Environment and Climate Change Fund         (195,539,462)         (244,192,747)           Expenditure for Road Projects out of Covid-19 Fund         (195,539,462)         (244,192,747)           Staff Cost         (222,017,367)         (216,839,744)           Tools and materials         (33,807,36)         (12,878,857)           Noter vehicle expenses         (10,171,333)         (9,91,334)           Other administrative expenses         (10,171,334)         (9,91,334)           Other administrative expenses         (10,171,300)         (11,073,000)           Other payments - Payments out of Deposits received         (295,103,316)         (13,059,00)           Other deposit refund	,	,	,
Deposits for Display of Advertisement			
Deposits Laboratory fees         2,169,000         3,294,235           Grant received in advance - eDMS         2,220,450         67,53           Grant received in advance - eDMS         4,086,508,252         3,057,64,082           Payments           Expenditure for RDA Road Projects         (2,758,166,909)         (128,260,0870)           Expenditure for Road Projects out of National Environment and Climate Change Fund         (195,539,462)         (244,192,747)           Expenditure for Road Projects out of Covid-19 Fund         (547,858,484)         (504,410,477)           Expenditure for Road Projects out of Covid-19 Fund         (33,807,376)         (218,78,877)           Staff Cost         (33,807,376)         (218,78,877)           Motor vehicle expenses         (10,171,334)         (99,134,94)           Motor vehicle expenses         (10,171,334)         (99,134,96)           Other apyments - Payments out of Deposits received         (295,103,316)         (10,359,873)           Refund for display of advertisement         (205,000,000)         (75,252)           Other apyments - Payments out of Deposits received         (295,103,316)         (10,358,973)           Refund for display of advertisement         (20,000,000)         (30,802,16,257)           Other apyments         Payments         (20,000,000)			
Payments		2,169,600	
Payments         4,086,850,825         3,059,764,082           Expenditure for RDA Road Projects         (2,758,166,909)         (1,822,600,870)           Expenditure for RDA Road Projects out of National Environment and Climate Change Fund (NECCF)         (195,539,462)         (244,192,747)           Expenditure for Road Projects out of Covid-19 Fund         (347,858,148)         (650,441,047)           Staff Cost         (222,017,367)         (216,829,744)           Tools and materials         (33,807,376)         (12,878,857)           Motor vehicle expenses         (7,353,032)         (5,675,225)           Rent         (10,171,334)         (99,913,34)           Other administrative expenses         (12,738,206)         (11,703,200)           Other payments - Payments out of Deposits received         (295,103,316)         (103,589,73)           Refund for display of advertisement         (1,067,000)         (752,820)           Advance Payment - eDMS         -         (4,052)           Other deposit refunded         -         (3,080,627)           Other Payments         -         (3,080,627)           Net Cash flows from Operating activities         -         (3,080,626,57)           Cash flows from Investing activities         (12,368,271)         (14,187,116           Purchase of Property, Plan	Grant received in advance - eDMS	· · · -	
Expenditure for RDA Road Projects   Expenditure for ROad Projects out of National Environment and Climate Change Fund (PSE, 2758, 166, 909)   (1,822,600,870)	Other Deposit received	2,220,450	67,543
Expenditure for RDA Road Projects out of National Environment and Climate Change Fund (195,539,462) (244,192,747)		4,086,850,825	3,059,764,082
Expenditure for Road Projects out of National Environment and Climate Change Fund (NECCF)	·		
KPECCF Interpoliture for Road Projects out of Covid-19 Fund         (195,539,462) (244,192,747)         (244,192,747)           Expenditure for Road Projects out of Covid-19 Fund         (547,858,148) (650,441,047)         (216,829,744)           Tools and materials         (33,807,376) (12,877,857)         (216,829,744)           Motor vehicle expenses         (7,353,032) (5,675,225)           Rent         (10,171,334) (9,991,334)           Other administrative expenses         (10,171,334) (9991,334)           Other administrative expenses         (10,170,300) (103,988,973)           Refund for display of advertisement         (1,067,000) (752,820)           Advance Payment - eDMS         - (1,117,419)           Other administrative expenses         (1,067,000) (752,820)           Advance Payment - eDMS         - (1,117,419)           Other deposit refunded         - (4,083,822,150) (3,080,216,257)           Other deposit refunded         - (4,083,822,150) (3,080,216,257)           Net Cash flows from Operating activities         3,028,675         (20,452,175)           Cash flows from Investing activities         (12,368,271) (14,187,116)         (14,187,116)           Purchase of Property, Plant and Equipment         116,350         (7,555)         (166,750)           Proceeds from disposal of Property, Plant & Equipment         116,350         (24,796,750		(2,758,166,909)	(1,822,600,870)
Expenditure for Road Projects out of Covid-19 Fund         (547,858,148)         (650,441,047)           Staff Cost         (22,017,367)         (216,829,744)           Tools and materials         (33,807,376)         (12,877,857)           Motor vehicle expenses         (7,353,032)         (5,675,225)           Rent         (10,171,334)         (9,991,334)           Other administrative expenses         (12,738,206)         (11,703,200)           Other payments - Payments out of Deposits received         (295,103,316)         (103,958,973)           Advance Payment - eDMS         (1,067,000)         (752,820)           Advance Payment - eDMS         -         (1,117,419)           Other deposit refunded         -         (40,521)           Other deposit refunded         -         (40,521)           Net Cash flows from Operating activities         -         (2,456,271)           Net Cash flows from Operating activities         (12,368,271)         (14,187,116)           Additions to Intangible Assets         (75,555)         (166,750)           Proceeds from disposal of Property, Plant & Equipment         116,350         -           Investment in Government Treasury Bills         (34,141,450)         (24,796,750           Increast on Investment received         (34,141,450) <t< td=""><td></td><td>(40 40 - 40 - 40 - 40 - 40 - 40 - 4</td><td>(2.1.1.02.2.12)</td></t<>		(40 40 - 40 - 40 - 40 - 40 - 40 - 4	(2.1.1.02.2.12)
Staff Cost         (222,017,367)         (216,829,744)           Tools and materials         (33,807,376)         (12,877,857)           Motor vehicle expenses         (7,353,032)         (5,675,225)           Rent         (10,171,334)         (9,991,334)           Other administrative expenses         (12,738,206)         (11,703,200)           Other payments - Payments out of Deposits received         (295,103,316)         (103,958,973)           Refund for display of advertisement         (1,067,000)         (752,820)           Advance Payment - eDMS         -         (1,117,419)           Other deposit refunded         -         (40,521)           Other deposit refunded			
Tools and materials	1		
Motor vehicle expenses         (7,353,032)         (5,675,225)           Rent         (10,171,334)         (9,991,334)           Other administrative expenses         (11,703,200)         (11,703,200)           Other payments - Payments out of Deposits received         (295,103,316)         (103,958,973)           Refund for display of advertisement         (1,067,000)         (752,820)           Advance Payment - cDMS         -         (1,117,419)           Other Agyments         -         (34,500)           Other deposit refunded         -         (34,500)           Other deposit refunded         3,028,675         (20,452,175)           Net Cash flows from Operating activities         3,028,675         (20,452,175)           Net Cash flows from Investing activities         (12,368,271)         (14,187,116)           Purchase of Property, Plant and Equipment         (12,368,271)         (14,187,116)           Additions to Intangible Assets         (75,555)         (166,750)           Proceeds from disposal of Property, Plant & Equipment         116,350         -           Investment in Government Treasury Bills         (34,141,450)         (24,796,750           Encashment of Investment in Treasury Bills         (34,141,450)         (24,796,750           Loan released to staff         (5,9			
Rent         (10,171,334)         (9,991,334)           Other administrative expenses         (12,738,206)         (11,703,200)           Other payments - Payments out of Deposits received         (295,103,316)         (103,958,973)           Refund for display of advertisement         (1,067,000)         (752,820)           Advance Payment - eDMS         -         (1,117,419)           Other Payments         -         (34,500)           Other deposit refunded         -         (34,500)           Other deposit refunded         -         (40,521)           Net Cash flows from Operating activities         3,028,675         (20,452,175)           Net Cash flows from Investing activities         (12,368,271)         (14,187,116)           Additions to Intangible Assets         (75,555)         (166,750)           Proceeds from disposal of Property, Plant & Equipment         116,350         -           Investment in Government Treasury Bills         (34,141,450)         (24,796,750)           Encashment of Investment in Treasury Bills         24,96,750         44,951,350           Interest on Investment received         203,250         298,650           Loan relaxed to staff         (20,105,441)         6,978,800           Net Cash flows from Investing activities         (88,267)         <			
Other administrative expenses         (12,738,206)         (11,703,200)           Other payments - Payments out of Deposits received         (295,103,316)         (103958,973)           Refund for display of advertisement         (1,067,000)         (752,820)           Advance Payment - eDMS         (1,117,419)           Other Payments         (20,4520)         (4,0521)           Other deposit refunded         -         (40,521)           Net Cash flows from Operating activities         3,028,675         (20,452,175)           Net Cash flows from Investing activities         3,028,675         (20,452,175)           Purchase of Property, Plant and Equipment         (12,368,271)         (14,187,116)           Additions to Intangible Assets         (75,555)         (166,750)           Proceeds from disposal of Property, Plant & Equipment         116,350         -           Investment in Government Treasury Bills         (34,141,450)         (24,796,750)           Interest on Investment received         203,250         298,650           Loan released to staff         1,363,485         2,122,825           Net Cash flows from Investing activities         (8,267)         (77,151)           Passage Benefit paid         (5,972,886)         (6,170,757)           Vacation Leave paid         (5,972,886)	•		
Other payments - Payments out of Deposits received         (295,103,316)         (103,958,973)           Refund for display of advertisement         (1,067,000)         (752,820)           Advance Payment - eDMS         -         (1,117,419)           Other Payments         -         (34,500)           Other deposit refunded         (4,083,822,150)         (3,080,216,257)           Net Cash flows from Operating activities         3,028,675         (20,452,175)           Cash flows from Investing activities         (12,368,271)         (14,187,116)           Purchase of Property, Plant and Equipment         (12,368,271)         (14,187,116)           Additions to Intangible Assets         (75,555)         (166,750)           Proceeds from disposal of Property, Plant & Equipment         116,350            Investment in Government Treasury Bills         (34,141,450)         (24,796,750)           Investment of Investment in Treasury Bills         (34,141,450)         (24,796,750)           Loan refunded by staff         203,250         298,650           Loan refunded by staff         (20,105,441)         6,978,809           Cash flows from Investing activities             (20,105,441)             6,978,809               Cash flows from Investing activities             (6,8267)			
Refund for display of advertisement         (1,067,000)         (752,820)           Advance Payment - eDMS         -         (1,117,419)           Other Payments         -         (34,500)           Other deposit refunded         -         (4,0521)           Net Cash flows from Operating activities         3,028,675         (20,452,175)           Net Cash flows from Investing activities         -         (12,368,271)         (14,187,116)           Additions to Intangible Assets         (75,555)         (166,750)           Proceeds from disposal of Property, Plant & Equipment         116,350         -           Investment in Government Treasury Bills         (34,141,450)         (24,796,750)           Encashment of Investment in Treasury Bills         (34,141,450)         (24,796,750)           Interest on Investment received         203,250         298,650           Loan released to staff         1,363,485         2,122,825           Net Cash flows from Investing activities         (20,105,441)         6,978,800           Cash flows from financing activities         (68,267)         (77,151)           Passage Benefit paid         (5,972,886)         (6,170,757)           Vacation Leave paid         (5,972,886)         (6,170,757)           Sick Leave paid         (7,367,039)	<u>.</u>		( , , ,
Advance Payment - eDMS         -         (1,117,419)           Other Payments         -         (34,500)           Other deposit refunded         (4,083,1216)         (30,802,162,275)           Net Cash flows from Operating activities         3,028,675         (20,452,175)           Cash flows from Investing activities         -         (12,368,271)         (14,187,116)           Purchase of Property, Plant and Equipment         (12,368,271)         (14,187,116)           Additions to Intangible Assets         (75,555)         (166,750)           Proceeds from disposal of Property, Plant & Equipment         116,350         -           Investment in Government Treasury Bills         (34,141,450)         (24,796,750)           Encashment of Investment in Treasury Bills         3,414,450         (24,796,750)           Interest on Investment received         203,250         298,650           Loan released to staff         203,250         298,650           Net Cash flows from Investing activities         (20,105,441)         6,978,809           Net Cash flows from financing activities         (68,267)         (77,151)           Passage Benefit paid         (59,72,886)         (6,170,757)           Vacation Leave paid         (7,367,039)         (7,600,001)           Sick Leave paid			
Other Payments         -         (34,500)           Other deposit refunded         -         (40,521)           (40,521)         (4,083,822,150)         (3,080,216,257)           Net Cash flows from Operating activities         3,028,675         (20,452,175)           Cash flows from Investing activities         (12,368,271)         (14,187,116)           Additions to Intangible Assets         (75,555)         (166,750)           Proceeds from disposal of Property, Plant & Equipment         1116,350         -           Investment in Government Treasury Bills         (34,141,450)         (24,796,750)           Encashment of Investment in Treasury Bills         (34,141,450)         (24,796,750)           Interest on Investment received         203,250         298,650           Loan refunded by staff         1,363,485         2,122,825           Net Cash flows from Investing activities         (20,105,441)         6,978,809           Cash flows from financing activities         (68,267)         (77,151)           Passage Benefit paid         (5,972,886)         (6,170,757)           Vacation Leave paid         (5,972,886)         (6,170,757)           Vacation Leave paid         (7,600,001)         (7,600,001)           Sick Leave paid         (7,367,039)         (7,600,001)		(1,067,000)	
Other deposit refunded         (40,83,822,150)         (3,080,216,257)           Net Cash flows from Operating activities         3,028,675         (20,452,175)           Purchase of Property, Plant and Equipment         (12,368,271)         (14,187,116)           Additions to Intangible Assets         (75,555)         (166,750)           Proceeds from disposal of Property, Plant & Equipment         116,350	·	-	
Net Cash flows from Operating activities         (4,083,822,150)         (3,080,216,257)           Cash flows from Investing activities         3,028,675         (20,452,175)           Purchase of Property, Plant and Equipment         (12,368,271)         (14,187,116)           Additions to Intangible Assets         (75,555)         (166,750)           Proceeds from disposal of Property, Plant & Equipment         116,350         -           Investment in Government Treasury Bills         (34,141,450)         (24,796,750)           Encashment of Investment in Treasury Bills         24,796,750         44,951,350           Interest on Investment received         203,250         298,650           Loan released to staff         -         (1,243,400)           Loan refunded by staff         1,363,485         2,122,825           Net Cash flows from Investing activities         (20,105,441)         6,978,809           Cash flows from financing activities         (68,267)         (77,151)           Passage Benefit paid         (5,972,886)         (6,170,757)           Vacation Leave paid         (7,367,039)         (7,600,001)           Sick Leave paid         (7,367,039)         (7,600,001)           Car loan received from Ministry of National Infrastructure & Community Development         (1,243,400)         (1,243,400)     <		-	
Net Cash flows from Operating activities         3,028,675         (20,452,175)           Cash flows from Investing activities         Turchase of Property, Plant and Equipment         (12,368,271)         (14,187,116)           Additions to Intangible Assets         (75,555)         (166,750)           Proceeds from disposal of Property, Plant & Equipment         116,350         -           Investment in Government Treasury Bills         (34,141,450)         (24,796,750)           Encashment of Investment in Treasury Bills         24,796,750         44,951,350           Interest on Investment received         203,250         298,650           Loan released to staff         -         (1,243,400)           Loan refunded by staff         1,363,485         2,122,825           Net Cash flows from Investing activities         (20,105,441)         6,978,809           Cash flows from financing activities         (68,267)         (77,151)           Passage Benefit paid         (5,972,886)         (6,170,757)           Vacation Leave paid         (5,972,886)         (6,170,757)           Sick Leave paid         (7,367,039)         (7,600,001)           Car loan received from Ministry of National Infrastructure & Community Development         (1,363,485)         (2,122,825)           Net Cash flows from financing activities         (	Other deposit refunded	(4 002 022 150)	`
Cash flows from Investing activities         Purchase of Property, Plant and Equipment       (12,368,271)       (14,187,116)         Additions to Intangible Assets       (75,555)       (166,750)         Proceeds from disposal of Property, Plant & Equipment       116,350       -         Investment in Government Treasury Bills       (34,141,450)       (24,796,750)         Encashment of Investment in Treasury Bills       24,796,750       44,951,350         Interest on Investment received       203,250       298,650         Loan released to staff       1,363,485       2,122,825         Net Cash flows from Investing activities       (20,105,441)       6,978,809         Cash flows from financing activities       (68,267)       (77,151)         Passage Benefit paid       (5,972,886)       (6,170,757)         Vacation Leave paid       (5,972,886)       (6,170,757)         Sick Leave paid       (7,367,039)       (7,600,001)         Car loan received from Ministry of National Infrastructure & Community Development       -       1,243,400         Car loan disbursed/repaid to Ministry of National Infrastructure & Community Development       -       1,243,400         Car loan disbursed/repaid to Ministry of National Infrastructure & Community Development       -       1,243,400         Net Cash flows from fin	Not Cook flows from On anating activities		
Purchase of Property, Plant and Equipment         (12,368,271)         (14,187,116)           Additions to Intangible Assets         (75,555)         (166,750)           Proceeds from disposal of Property, Plant & Equipment         116,350         -           Investment in Government Treasury Bills         (34,141,450)         (24,796,750)           Encashment of Investment in Treasury Bills         24,796,750         44,951,350           Interest on Investment received         203,250         298,650           Loan released to staff         -         (1,243,400)           Loan refunded by staff         (20,105,441)         6,978,809           Cash flows from Investing activities         (20,105,441)         6,978,809           Cash flows from financing activities         (68,267)         (77,151)           Passage Benefit paid         (5,972,886)         (6,170,757)           Vacation Leave paid         (5,972,886)         (6,170,757)           Sick Leave paid         (7,367,039)         (7,600,001)           Car loan received from Ministry of National Infrastructure & Community Development         -         1,243,400           Car loan received from financing activities         (16,701,124)         (16,873,409)           Net Cash flows from financing activities         (16,701,124)         (16,873,409)		3,028,073	(20,432,173)
Additions to Intangible Assets         (75,555)         (166,750)           Proceeds from disposal of Property, Plant & Equipment         116,350         -           Investment in Government Treasury Bills         (34,141,450)         (24,796,750)           Encashment of Investment in Treasury Bills         24,796,750         44,951,350           Interest on Investment received         203,250         298,650           Loan released to staff         -         (1,243,400)           Loan refunded by staff         1,363,485         2,122,825           Net Cash flows from Investing activities         (20,105,441)         6,978,809           Cash flows from financing activities         (68,267)         (77,151)           Passage Benefit paid         (5,972,886)         (6,170,757)           Vacation Leave paid         (5,972,886)         (6,170,757)           Vacation Leave paid         (7,367,039)         (7,600,001)           Car loan received from Ministry of National Infrastructure & Community Development         -         1,243,400           Car loan disbursed/repaid to Ministry of National Infrastructure & Community Development         -         1,243,400           Car loan freceived from financing activities         (1,363,485)         (2,122,825)           Net Cash flows from financing activities         (33,777,890)		(12.269.271)	(14.197.116)
Proceeds from disposal of Property, Plant & Equipment         116,350         -           Investment in Government Treasury Bills         (34,141,450)         (24,796,750)           Encashment of Investment in Treasury Bills         24,796,750         44,951,350           Interest on Investment received         203,250         298,650           Loan released to staff         -         (1,243,400)           Loan refunded by staff         1,363,485         2,122,825           Net Cash flows from Investing activities         (20,105,441)         6,978,809           Cash flows from financing activities         (68,267)         (77,151)           Passage Benefit paid         (5,972,886)         (6,170,757)           Vacation Leave paid         (5,972,886)         (6,170,757)           Sick Leave paid         (7,367,039)         (7,600,001)           Car loan received from Ministry of National Infrastructure & Community Development         -         1,243,400           Car loan disbursed/repaid to Ministry of National Infrastructure & Community Development         (1,363,485)         (2,122,825)           Net Cash flows from financing activities         (16,701,124)         (16,873,409)           Net (decrease) / increase in cash and cash equivalents         (33,777,890)         (30,346,775)           Cash and cash equivalents at beginning of year			
Investment in Government Treasury Bills         (34,141,450)         (24,796,750)           Encashment of Investment in Treasury Bills         24,796,750         44,951,350           Interest on Investment received         203,250         298,650           Loan released to staff         -         (1,243,400)           Loan refunded by staff         1,363,485         2,122,825           Net Cash flows from Investing activities         (20,105,441)         6,978,809           Cash flows from financing activities         (68,267)         (77,151)           Passage Benefit paid         (5,972,886)         (6,170,757)           Vacation Leave paid         (5,972,886)         (6,170,757)           Vacation Leave paid         (7,367,039)         (7,600,001)           Car loan received from Ministry of National Infrastructure & Community Development         -         1,243,400           Car loan disbursed/repaid to Ministry of National Infrastructure & Community Development         -         1,243,400           Net Cash flows from financing activities         (16,701,124)         (16,873,409)           Net (decrease) / increase in cash and cash equivalents         (33,777,890)         (30,346,775)           Cash and cash equivalents at beginning of year         66,631,971         96,978,746			(100,/30)
Encashment of Investment in Treasury Bills         24,796,750         44,951,350           Interest on Investment received         203,250         298,650           Loan released to staff         -         (1,243,400)           Loan refunded by staff         1,363,485         2,122,825           Net Cash flows from Investing activities         (20,105,441)         6,978,809           Cash flows from financing activities         (68,267)         (77,151)           Passage Benefit paid         (5,972,886)         (6,170,757)           Vacation Leave paid         (5,972,886)         (6,170,757)           Vacation Leave paid         (7,367,039)         (7,600,001)           Car loan received from Ministry of National Infrastructure & Community Development         -         1,243,400           Car loan disbursed/repaid to Ministry of National Infrastructure & Community Development         (1,363,485)         (2,122,825)           Net Cash flows from financing activities         (16,701,124)         (16,873,409)           Net (decrease) / increase in cash and cash equivalents         (33,777,890)         (30,346,775)           Cash and cash equivalents at beginning of year         66,631,971         96,978,746			(24.706.750)
Interest on Investment received         203,250         298,650           Loan released to staff         -         (1,243,400)           Loan refunded by staff         1,363,485         2,122,825           Net Cash flows from Investing activities         (20,105,441)         6,978,809           Cash flows from financing activities         (68,267)         (77,151)           Passage Benefit paid         (5,972,886)         (6,170,757)           Vacation Leave paid         (1,929,447)         (2,146,075)           Sick Leave paid         (7,367,039)         (7,600,001)           Car loan received from Ministry of National Infrastructure & Community Development         -         1,243,400           Car loan disbursed/repaid to Ministry of National Infrastructure & Community Development         (1,363,485)         (2,122,825)           Net Cash flows from financing activities         (16,701,124)         (16,873,409)           Net (decrease) / increase in cash and cash equivalents         (33,777,890)         (30,346,775)           Cash and cash equivalents at beginning of year         66,631,971         96,978,746			
Loan released to staff         -         (1,243,400)           Loan refunded by staff         1,363,485         2,122,825           Net Cash flows from Investing activities         (20,105,441)         6,978,809           Cash flows from financing activities         (68,267)         (77,151)           Passage Benefit paid         (5,972,886)         (6,170,757)           Vacation Leave paid         (1,929,447)         (2,146,075)           Sick Leave paid         (7,367,039)         (7,600,001)           Car loan received from Ministry of National Infrastructure & Community Development         -         1,243,400           Car loan disbursed/repaid to Ministry of National Infrastructure & Community Development         (1,363,485)         (2,122,825)           Net Cash flows from financing activities         (16,701,124)         (16,873,409)           Net (decrease) / increase in cash and cash equivalents         (33,777,890)         (30,346,775)           Cash and cash equivalents at beginning of year         66,631,971         96,978,746	· · · · · · · · · · · · · · · · · · ·		
Loan refunded by staff         1,363,485         2,122,825           Net Cash flows from Investing activities         (20,105,441)         6,978,809           Cash flows from financing activities         (68,267)         (77,151)           Passage Benefit paid         (5,972,886)         (6,170,757)           Vacation Leave paid         (1,929,447)         (2,146,075)           Sick Leave paid         (7,367,039)         (7,600,001)           Car loan received from Ministry of National Infrastructure & Community Development         -         1,243,400           Car loan disbursed/repaid to Ministry of National Infrastructure & Community Development         (1,363,485)         (2,122,825)           Net Cash flows from financing activities         (16,701,124)         (16,873,409)           Net (decrease) / increase in cash and cash equivalents         (33,777,890)         (30,346,775)           Cash and cash equivalents at beginning of year         66,631,971         96,978,746		203,230	· · · · · · · · · · · · · · · · · · ·
Net Cash flows from Investing activities         (20,105,441)         6,978,809           Cash flows from financing activities         (68,267)         (77,151)           Passage Benefit paid         (5,972,886)         (6,170,757)           Vacation Leave paid         (1,929,447)         (2,146,075)           Sick Leave paid         (7,367,039)         (7,600,001)           Car loan received from Ministry of National Infrastructure & Community Development         -         1,243,400           Car loan disbursed/repaid to Ministry of National Infrastructure & Community Development         (1,363,485)         (2,122,825)           Net Cash flows from financing activities         (16,701,124)         (16,873,409)           Net (decrease) / increase in cash and cash equivalents         (33,777,890)         (30,346,775)           Cash and cash equivalents at beginning of year         66,631,971         96,978,746		1 363 485	
Cash flows from financing activities         Finance costs       (68,267)       (77,151)         Passage Benefit paid       (5,972,886)       (6,170,757)         Vacation Leave paid       (1,929,447)       (2,146,075)         Sick Leave paid       (7,367,039)       (7,600,001)         Car loan received from Ministry of National Infrastructure & Community Development       -       1,243,400         Car loan disbursed/repaid to Ministry of National Infrastructure & Community Development       (1,363,485)       (2,122,825)         Net Cash flows from financing activities       (16,701,124)       (16,873,409)         Net (decrease) / increase in cash and cash equivalents       (33,777,890)       (30,346,775)         Cash and cash equivalents at beginning of year       66,631,971       96,978,746			
Finance costs         (68,267)         (77,151)           Passage Benefit paid         (5,972,886)         (6,170,757)           Vacation Leave paid         (1,929,447)         (2,146,075)           Sick Leave paid         (7,367,039)         (7,600,001)           Car loan received from Ministry of National Infrastructure & Community Development         -         1,243,400           Car loan disbursed/repaid to Ministry of National Infrastructure & Community Development         (1,363,485)         (2,122,825)           Net Cash flows from financing activities         (16,701,124)         (16,873,409)           Net (decrease) / increase in cash and cash equivalents         (33,777,890)         (30,346,775)           Cash and cash equivalents at beginning of year         66,631,971         96,978,746	<u>e</u>	(20,100,111)	0,570,005
Passage Benefit paid       (5,972,886)       (6,170,757)         Vacation Leave paid       (1,929,447)       (2,146,075)         Sick Leave paid       (7,367,039)       (7,600,001)         Car loan received from Ministry of National Infrastructure & Community Development       -       1,243,400         Car loan disbursed/repaid to Ministry of National Infrastructure & Community Development       (1,363,485)       (2,122,825)         Net Cash flows from financing activities       (16,701,124)       (16,873,409)         Net (decrease) / increase in cash and cash equivalents       (33,777,890)       (30,346,775)         Cash and cash equivalents at beginning of year       66,631,971       96,978,746	g .	(68,267)	(77,151)
Vacation Leave paid       (1,929,447)       (2,146,075)         Sick Leave paid       (7,367,039)       (7,600,001)         Car loan received from Ministry of National Infrastructure & Community Development       -       1,243,400         Car loan disbursed/repaid to Ministry of National Infrastructure & Community Development       (1,363,485)       (2,122,825)         Net Cash flows from financing activities       (16,701,124)       (16,873,409)         Net (decrease) / increase in cash and cash equivalents       (33,777,890)       (30,346,775)         Cash and cash equivalents at beginning of year       66,631,971       96,978,746		· · · · · · · · · · · · · · · · · · ·	
Sick Leave paid (7,367,039) (7,600,001)  Car loan received from Ministry of National Infrastructure & Community Development Car loan disbursed/repaid to Ministry of National Infrastructure & Community Development Net Cash flows from financing activities Net (decrease) / increase in cash and cash equivalents Cash and cash equivalents at beginning of year (7,600,001)  (1,363,485) (2,122,825)  (16,701,124) (16,873,409)  (30,346,775)  (33,777,890) (30,346,775)  (34,775) (35,777,890) (30,346,775)	· ·	* 1	
Car loan received from Ministry of National Infrastructure & Community Development Car loan disbursed/repaid to Ministry of National Infrastructure & Community Development Net Cash flows from financing activities Net (decrease) / increase in cash and cash equivalents Cash and cash equivalents at beginning of year  Carl loan disbursed/repaid to Ministry of National Infrastructure & Community Development (1,363,485) (2,122,825) (16,701,124) (16,873,409) (30,346,775) (33,777,890) (30,346,775) (39,978,746)			
Car loan disbursed/repaid to Ministry of National Infrastructure & Community Development(1,363,485)(2,122,825)Net Cash flows from financing activities(16,701,124)(16,873,409)Net (decrease) / increase in cash and cash equivalents(33,777,890)(30,346,775)Cash and cash equivalents at beginning of year66,631,97196,978,746	1	-	* * * * * * * * * * * * * * * * * * * *
Net Cash flows from financing activities(16,701,124)(16,873,409)Net (decrease) / increase in cash and cash equivalents(33,777,890)(30,346,775)Cash and cash equivalents at beginning of year66,631,97196,978,746	, , ,	(1,363,485)	
Net (decrease) / increase in cash and cash equivalents(33,777,890)(30,346,775)Cash and cash equivalents at beginning of year66,631,97196,978,746			
Cash and cash equivalents at beginning of year 66,631,971 96,978,746	Net (decrease) / increase in cash and cash equivalents		
	Cash and cash equivalents at beginning of year		
			66,631,971

#### NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

7. TRADE AND OTHER RECEIVABLES	<u>2023</u>	<u>2022</u>
	MUR	MUR
Contribution from STC	16,580,822	13,901,670
Car Loan Receivable within one year (Refer to note 10)	1,200,000	1,300,000
Income from accident	14,878,469	15,365,561
Government Recurrent Grant Receivable	264,441	-
Government Grant for RDA Road Projects and Maintenance receivable	153,151,761	28,766,572
Government Grant for Road Projects and Maintenance under NECCF receivable	-	998,941
Government Grant for Road Projects and Maintenance under Covid-19 receivable	-	153,701,980
Prepayments & Other Debtors	3,064,133	3,120,438
	189,139,626	217,155,162
8.INVENTORIES		
	2023	<u>2022</u>
	MUR	MUR
The inventories held are as follows:		
Tools and materials	7,319,761	9,035,529
Stationery	1,076,167	1,252,290
<u> </u>	8,395,928	10,287,819

#### 9. HELD-TO-MATURITY INVESTMENT

The held-to-maturity investment consists of one investment in Government Treasury Bills of settlement amount of Rs 34,141,450 with the SBM Bank (Mauritius) Ltd held in Mauritian Rupees. The value date of the investment was 15 November 2022 with a maturity date of 3 November 2023. Thus, it has 353 days to maturity and carries a yield of 2.59% per annum. On maturity, the nominal amount of Rs 35,000,000 will be paid to the RDA.

Held-to-maturity investments are recorded at amortised cost using the effective interest method less any impairment, with revenue recognised on an effective yield basis. The effective interest method is a method of calculating the amortised cost of a financial asset and of allocating interest income over the relevant period.

The held-to-maturity investment is being used as an alternative to deposits in bank which do not reap any interest income.

Interest income received through held to maturity investment is recognized as revenue.

The Held-to-Maturity Investment is a risk-free investment as it is issued by the Government as Government Treasury Bills. The details are as follows:

	<u>2023</u>	<u>2022</u>
	MUR	MUR
Investment in Government Treasury Bills	34,141,450	24,796,750
Interest Income allocated for FY 2022/2023	554,531	146,663
Held to Maturity Investment	34,695,981	24,943,413
10.CAR LOAN RECEIVABLE	<u>2023</u>	<u>2022</u>
	MUR	MUR
At 1 July	4,413,337	5,292,762
Add Car Loan advanced during the year	-	1,243,400
Less Repayment during the year	(1,363,485)	(2,122,825)
At 30 June	3,049,852	4,413,337
Less Amount receivable within one year (Note 7)	(1,200,000)	(1,300,000)
	1,849,852	3,113,337

# NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

NOTE 11

Property, Plant and Equipment

	BUILDING	WORK IN PROGRESS (BUILDING)	PLANT & MACHINERY	MOTOR VEHICLES	OFFICE EQUIPMENT	FURNITURE & FITTINGS	COMPUTERS	TOTAL
	MUR		MUR	MUR	MUR	MUR	MUR	MUR
COST								
At 01.07.22	5,293,605	-	32,323,786	66,246,042	9,904,622	5,448,029	11,791,426	131,007,510
Additions	-	5,914,453	1,270,424	2,297,801	537,210	537,823	1,810,560	12,368,271
Disposal			-519,570	-578,680				-1,098,250
At 30.06.23	5,293,605	5,914,453	33,074,640	67,965,163	10,441,832	5,985,852	13,601,986	142,277,531
Accumulated Depreciation								
At 01.07.22 Depreciation	996,294	-	28,081,164	48,573,003	6,746,221	4,022,849	9,683,513	98,103,044
Charge For Year	105,872	-	1,621,759	3,075,901	548,364	264,512	1,211,980	6,828,388
Disposal			-519,570	-578,680				-1,098,250
At 30.06.23	1,102,166	_	29,183,353	51,070,224	7,294,585	4,287,361	10,895,493	103,833,182
Carrying Amount								
At 30.06.23	4,191,439	5,914,453	3,891,287	16,894,939	3,147,247	1,698,491	2,706,493	38,444,349
At 30.06.22	4,297,311	-	4,242,622	17,673,039	3,158,401	1,425,180	2,107,913	32,904,466

Note: The Work in progress (WIP) relates to a building still under construction at the date of Statement of Financial Position at Helvetia, Mola (to be used as Sub -Office) on which no depreciation has been provided.

# NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

# NOTE 12

Intangible Assets

	Computer Software
COST	MUR
At 01.07.22	2,239,623
Additions	75,555
At 30.06.23	2,315,178
<u>AMORTISATION</u>	
At 01.07.22	1,963,508
Amortisation Charge For Year	115,736
At 30.06.23	2,079,244
Carrying Amount	
At 30.06.23	235,934
At 30.06.22	276,115

# NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

13. TRADE AND OTHER PAYABLES	<u>2023</u> MUR	<u>2022</u> MUR
Deposits for Road Projects	49,913,592	63,871,433
Deposits for erection and display of advertisement	6,489,323	6,545,615
Deposit for laboratory fees	484,076	331,536
Other Deposits received	65,000	65,000
Other Creditors and accruals	6,215,413	6,556,425
Car Loan payable within one year to Accountant General (Refer to note 17)	1,200,000	1,300,000
Creditors for RDA Road Projects and Maintenance	153,133,881	28,473,162
Creditors for Road Projects and Maintenance under NECCF	, , , <u>-</u>	998,941
Creditors for Road Projects and Maintenance under Covid-19	_	153,701,980
Grant received in advance - Road Projects	_	127,225
Grant received in advance - eDMS	1,117,419	1,117,419.00
Creditors for Works under STC Funds	266,869	266,869
creditors for works under 51°C runds	218,885,573	263,355,605
14. EMPLOYEES BENEFITS OBLIGATIONS	2023	2022
14. EMI EOTEES BENEFITS OBEIGNITONS	MUR	MUR
Staff Passage Benefit (See Note 16.1)	6,000,000	6,200,000
Staff Sick Leave (See Note 16.2)	7,400,000	7,600,000
Staff Vacation Leave (See Note 16.3)	2,000,000	2,100,000
Stail Vacation Leave (See Note 10.5)	15,400,000	15,900,000
15. RETIREMENT BENEFIT OBLIGATIONS		
Amounts recognised in Statement of Financial Position at end of year:	For year ending 30	For year ending 30
randunts recognised in Statement of I maneral I osition at end of year.	<u>June 2023</u>	<u>June 2022</u>
	MUR	MUR
Defined benefit obligation	624,655,976	556,476,188
Fair value of plan assets	(178,525,036)	(160,455,170)
Liability recognised in Statement of Financial Position at end of year	446,130,940	396,021,018
Amounts recognised in income statement:		
Service cost:		
Current service cost	19,087,960	17,676,146
(Employee Contributions)	(5,903,209)	(6,541,554)
Fund expenses	869,728	880,993
Net Interest expense/(revenue)	19,811,807	15,952,329
Statement of Financial Performance Charge	33,866,286	27,967,914
Remeasurement		
Liability loss/(gain)	47,808,703	59,318,645
Assets loss/(gain)	707,979	8,574,469
Net Assets/Equity (NAE)	48,516,682	67,893,114
Total	82,382,968	95,861,028
Movements in liability recognised in Statement of Financial Position:	207.021.013	21 < 1.72 = 4 :
At start of year	396,021,018	316,153,744
Amount recognised in Statement of Financial Performance	33,866,286	27,967,914
(Past service liability contribution)	(17,533,540)	-
(Contributions paid by employer)	(14,739,506)	(15,993,754)
Amount recognised in NAE	48,516,682	67,893,114
At end of year	446,130,940	396,021,018

### NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

## 15. RETIREMENT BENEFIT OBLIGATIONS (continued)

Expected employer contributions

Weighted average duration of the defined benefit obligation

(Calculated as a % change in PV of liabilities for a 1% change in discount rate)

The plan is a defined benefit arrangement for the employees and it is funded. The assets of the funded plan are held independently and administered by The State Insurance Company of Mauritius Ltd.

The present funding policy is to fund the RDA Pension Fund through regular monthly contributions and/or special contributions as advised by the Actuary in order to maintain the ongoing solvency of the fund.

The actuarial valuation of the RDA Pension Fund was carried out as at 30 June 2020 which disclosed a past service deficit. It was then recommended that one of the following measures be implemented:

- (i) Maintain the contribution rate at 21% and make a single cash injection of Rs 277.5 million or 5 annual payments of Rs 64.1 million OR
- (ii) Increase the contribution rate from 21% to 25% and make a single cash injection of Rs 224 million or 5 annual payments of Rs 51.7 million

For year ending 30 June

15,363,757

15 years

For year ending 30 June

	2022	2022
	<u>2023</u>	<u>2022</u>
Reconciliation of the present value of defined benefit obligation	MUR	MUR
Present value of obligation at start of period	556,476,188	482,782,251
Current service cost	19,087,960	17,676,146
Interest cost	28,500,543	24,139,113
(Benefits paid)	(27,217,418)	(27,439,967)
Liability (gain)/loss	47,808,703	59,318,645
Present value of obligation at end of period	624,655,976	556,476,188
Reconciliation of fair value of plan assets		
Fair value of plan assets at start of period	160,455,170	166,628,507
Expected return on plan assets	8,688,736	8,186,784
Employer Contributions	14,739,506	15,993,754
Employee Contributions	5,903,209	6,541,554
Past service liability contribution	17,533,540	
(Benefits paid + other outgo)	(28,087,146)	(28,320,960)
Asset gain/(loss)	(707,979)	(8,574,469)
Fair value of plan assets at end of period	178,525,036	160,455,170
	, ,	, ,
Distribution of plan assets at end of period		
Percentage of assets at end of year	June 2023	June 2022
Fixed Interest securities and cash	53.90%	58.00%
Loans	2.80%	2.90%
Local Equities	14.00%	13.60%
Overseas bonds and equities	28.80%	25.00%
Property	0.50%	0.50%
Total	100.00%	100.00%
Additional disclosure on assets issued or used by the reporting entity		
·	June 2023	June 2022
	(%)	(%)
Percentage of assets at end of year	,	,
Assets held in the entity's own financial instruments	0%	0%
Property occupied by the entity	0%	0%
Other assets used by the entity	0%	0%
Components of the amount recognised in NAE	***	<b>.</b>
Year	June 2023	June 2022
Currency	Rs	Rs
Asset experience (loss)/gain during the period	(707,979)	(8,574,469)
Liability experience (loss)/gain during the period	(47,808,703)	(59,318,645)
	(48,516,682)	(67,893,114)
Year	2023/2024	(07,020,117)
1 (41	4043/404 <b>7</b>	

#### NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

#### 15. RETIREMENT BENEFIT OBLIGATIONS (continued)

The plan is exposed to the following risks:

- 1. Investment Risk which is the risk that the return earned on the assets may be lower or higher than assumed.
- 2. Salary Risk which is the risk that the actual salary increases granted may be different than what we have assumed. For instance, a higher salary increase relative to the Investment returns shall increase the Defined Benefit Obligation and hence the liability
- 3. Longevity Risk is caused by the improvement in mortality rates among pensioners. The longer the latter live, the higher is the liability

The risk relating to death in service benefits is re-insured.

The cost of providing the benefits is determined using the Projected Unit Method. The principal assumptions used for the purpose of the actuarial valuation were as follows:

	For year ending 30 June 2023	For year ending 30 June 2022
Discount rate	5.96%	5.25%
Future salary increases	4.50%	3.50%
Future pension increases	3.50%	2.50%
Mortality before retirement	Nil	Nil
Mortality in retirement	PA (90) Tables rated down by 2 years	PA (90) Tables rated down by 2 years
Retirement age	6:	5 years

The discount rate is determined by reference to market yields on bonds.

Significant actuarial assumptions for determination of the defined benefit obligation are discount rate, expected salary increase and mortality. The sensitivity analysis below has been determined based reasonably on possible changes of the assumptions occurring at the end of the reporting period.

- If the discount rate would be 100 basis points (one percent) higher (lower), the defined benefit obligation would decrease by Rs 83.4 million (increase by Rs 105.2 million) if all other assumptions were held unchanged.
- If the expected salary growth would increase (decrease) by 1%, the defined benefit obligation would increase by Rs 49.7 million (decrease by Rs 42.6 million) if all assumptions were held unchanged.
- If life expectancy would increase (decrease) by one year, the defined benefit obligation would increase by Rs 18.6million (decrease by Rs 18.5M) if all assumptions were held unchanged.

In reality one might expect interrelationships between the assumptions, especially between discount rate and expected salary increases, given that both depends to a certain extent on expected inflation rates. The analysis above abstracts from these interdependence between the assumptions.

16.EMPLOYEES BENEFIT OBLIGATIONS	<u>2023</u>	<u>2022</u>
	MUR	MUR
Staff Passage Benefit	9,323,337	10,120,700
Staff Sick Leave	44,185,299	42,605,459
Staff Vacation Leave	45,844,524	44,037,200
	99,353,160	96,763,359

# NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

16.1 PROVISION FOR PASSAGE BENEFITS	<u>2023</u> MUR	<u>2022</u> MUR
At 1 July	16,320,700	17,120,909
Adjustment	12,332	3,017
At 1 July (restated)	16,333,032	17,123,926
Payment during the year	(5,972,886)	(6,170,757)
Charge for the year	4,963,191	5,367,531
At 30 June	15,323,337	16,320,700
Less Amount due within one year (Note 14)	(6,000,000)	(6,200,000)
·	9,323,337	10,120,700
	<u>2023</u>	<u>2022</u>
16.2 PROVISION FOR SICK LEAVE	MUR	MUR
At 1 July	50,205,459	45,273,023
Adjustment	188,206	260,191
At 1 July (restated)	50,393,665	45,533,214
Payment during the year	(7,367,039)	(7,600,001)
Charge for the year	8,558,673	12,272,246
At 30 June	51,585,299	50,205,459
Less Amount due within one year (Note 14)	(7,400,000)	(7,600,000)
	44,185,299	42,605,459
	2023	<u>2022</u>
16.3 PROVISION FOR STAFF VACATION LEAVE	MUR	MUR
At 1 July	46,137,200	42,878,098
Adjustment	44,146	59,578
At 1 July (restated)	46,181,346	42,937,676
Payment during the year	(1,929,447)	(2,146,075)
Charge for the year	3,592,625	5,345,599
At 30 June	47,844,524	46,137,200
Less Amount due within one year (Note 14)	(2,000,000)	(2,100,000)
	45,844,524	44,037,200
	<u>2023</u>	<u>2022</u>
17.CAR LOAN PAYABLE	MUR	MUR
At 1 July	4,413,337	5,292,762
Add Car Loan advanced	-	1,243,400
Less Repayment during the year	(1,363,485)	(2,122,825)
At 30 June	3,049,852	4,413,337
Less Amount due within one year (Note 13)	(1,200,000)	(1,300,000)
	1,849,852	3,113,337
18. ACCUMULATED DEFICIT	<u>2023</u>	<u>2022</u>
	MUR	MUR
At 1 July	(419,841,036)	(331,035,305)
Actuarial gain / (loss) on Defined Benefit Plan	(48,516,682)	(67,893,114)
Deficit for the Year	(7,646,056)	(20,912,617)
At 30 June	(476,003,774)	(419,841,036)

#### NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

#### 19. GRANTS FOR RDA ROAD PROJECTS

The Capital Grant for RDA Road Projects represents amount received from the Ministry of National Infrastructure and Community Development for financing of roads construction and maintenance

	<u>2023</u> MUR	<u>2022</u> MUR
Grants for RDA Road Projects	2,888,001,496	1,847,979,034

# 20. GRANTS FOR ROAD PROJECTS OUT OF NATIONAL ENVIRONMENT AND CLIMATE CHANGE FUND (NECCF)

The Capital Grant for Road Projects out of National Environment and Climate Change Fund (NECCF) represents amount received from the Ministry of Finance, Economic Planning and Development through the Ministry of National Infrastructure and Community Development for financing of certain road projects.

	<u>2023</u> MUR	<u>2022</u> MUR
Grants for NECCF Road Projects	194,540,522	243,407,866

#### 21. GRANTS FOR ROAD PROJECTS OUT OF COVID-19 FUND

The Capital Grant for Road Projects out of Covid-19 Fund represents amount received from the Ministry of Finance, Economic Planning and Development through the Ministry of National Infrastructure and Community Development for financing of certain road projects and maintenance.

	<u>2023</u> MUR	<u>2022</u> MUR
Grants for Covid-19 Fund Road Projects and Maintenance	394,156,168	388,466,216
<b>22. GRANTS FOR FINANCING OF RECURRENT EXPENDITURES</b> This relates to Government Grant received as follows:		
	<u>2023</u>	<u>2022</u>
	MUR	MUR
Financing of Tools and Materials	33,807,376	12,845,172
Recurrent Grant	174,160,987	155,620,642

#### 23. CONTRIBUTION RECEIVED FROM STATE TRADING CORPORATION

Contribution receivable in respect of Road Tax on fuel consumption (25 cents per litre on Mogas,15 cents per litre on Gas oil and 15 cents per litre on Dual Purpose Kerosene) under the "Petroleum Pricing Mechanism" is accounted as Revenue from Non-Exchange Transactions (Taxes and Transfers)' as from 01 July 2017 with the full implementation of IPSAS 23. This contribution is utilized for financing of recurrent expenditure. This amount is collected by the State Trading Corporation and remitted to the MRA and transferred to the RDA bank account by the Accountant General

MIID
MUR
94,431,349
(12,200,711)
13,901,670
96,132,308
_

168,465,814

207,968,363

# NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

	<u>2023</u>	<u>2022</u>
24. GRANT FOR FINANCING CAPITAL EXPENDITURE	MUR	MUR
Government Grant received in current year for Upgrading of Buildings	847,904	-
Government Grant received in current year for acquisition of Motor Vehicles	2,297,801	8,013,100
Government Grant received in current year for acquisition of Machinery and Equipment	1,270,424	1,068,236
	4,416,129	9,081,336
25. OTHER MISCELLANEOUS INCOME	<u>2023</u>	<u>2022</u>
	MUR	MUR
Tender Fees	-	-
Processing fees for advertisement	233,500	173,000
Profit on Disposal	116,350	-
Subdivision of Land	72,000	146,000
Miscellaneous Income	84,509	1,227,456
	506,359	1,546,456

# 26. EXPENDITURE FOR ROAD PROJECTS OUT OF RDA BUDGET

The Expenditure for Road Projects out of RDA Budget represents amount paid to Consultants and Contractors for roads construction and maintenance.

and manneralise.	<u>2023</u> MUR	2022 MUD
De Caen Fly Over, Port Louis	18,405,834	MUR
La Vigie La Brasserie Link Road -Phase 1	222,665,378	163,604,676
Reconstruction of Jumbo Phoenix Roundabout and A1-M1 Bridge - Consultancy	43,396,620	46,100,753
Reconstruction of Jumbo Phoenix Roundabout and A1-M1 Bridge - Works	780,152,922	669,112,532
Upgrading of B28 Road (Lot 3) from Deux Freres to Beau Champ Phase 1	-	8,174,821
Review and Updating the Road Management System	127,225	127,225
Improvement of bend at Nouvelle Decouverte	-	2,078,533
A1-A3 Link Road	-	30,613,142
Hillcrest Flyover, Quatres Bornes	-	24,107,264
Upgrading of Road at Palmerstone, Vacoas	48,673,443	198,424,933
La Croisette New Link Road	-	10,574
La Vigie La Brasserie Beaux Songes Link Road-Survey Fees	845,155	-
Construction of Verdun Bypass	245,200,000	106,864,034
Consultancy Services for the Review of Study and Supervision for the East Coast Trunk		
Road (Motorway M4)	1,621,845	6,432,797
Upgrading of Constance Bridge along B117 Road at ST Remi	40,968,229	7,580,827
Construction of a Grade Separated Junction at Wooton	96,000,000	-
Consultancy Services for the Feasibility Study of a Dual Carriageway Linking SSR		
Airport to Souillac	17,422,385	-
Construction of La Brasserie- Beaux Songes Link Road- Phase 2	148,335,675	-
Grade Seperated Junction to link St Pierre Bypass to Verdun Bypass	172,500,000	-
Construction of Bois Cheri Bypass	49,992,580	-
Flood Mitigation Measure at Anse Jonchee along B28 Road	39,237,593	-
Construction of a Flyover on Motorway M2 at Terre Rouge Round About	85,000,000	-
Upgrading of B28 Road (Lot 3-Phase 2) from Beau Champ to Bel Air	15,072,130	-
Upgrading of Savanne Road (A9) from Flora to Tyack	36,650,385	-
Construction of Flic en Flac Bypass	110,014,635	-
Road Maintenance and Rehabilitation	715,719,462	584,746,923
- -	2,888,001,496	1,847,979,034

# NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

# 27. EXPENDITURE FOR ROAD DECONGESTION PROJECTS OUT OF NATIONAL ENVIRONMENT AND CLIMATE CHANGE FUND (NECCF)

The Expenditure for Road Projects out of National Environment and Climate Change Fund (NECCF) represents amount paid to Consultants and Contractors for certain road projects. The NECCF is a Fund managed by the MOFEPD.

	<u>2023</u>	<u>2022</u>
	MUR	MUR
Repairs to Terre Rouge Verdun Road -D4 Section	-	3,334,101
Landslide Works at Chamarel	145,640,799	142,827,243
Consultancy for Landslide at Chamarel	499,470	4,891,454
Counter Measure works to Slope Failure at Montagne Ory along B46 at		
Montagne Ory Road	-	30,438,087
Counter Measure works to Slope Failure at Batelage, Souillac	19,996,415	-
Counter Measure works to Slope Failure at Souillac Bridge	-	41,481,269
Design-Build / Turnkey for Purging of Rock & Provision of Rock Net at		
Maconde Cliff	2,568,125	4,593,002
Slope Failure at Riviere des Creoles along A15 - Stabilisation Works	25,835,713	15,842,710
	194,540,522	243,407,866

# 28. EXPENDITURE FOR ROAD DECONGESTION PROJECTS OUT OF COVID-19 Projects Development Fund

The Expenditure for Road Projects out of COVID-19 Projects Development Fund (COVID-19 PDF) represents amount paid to Contractors for certain road projects and maintenance. The COVID-19 PDF is a Fund managed by the MOFEPD.

	<u>2023</u>	<u>2022</u>
	MUR	MUR
Upgrading of Choisy Bridge, Poste Lafayette	1,972,712	14,638,850
Rehabilitation of St Denis Bridge, Chamarel	-	24,689,706
Rehabilitation of L'Avenir Bridge	-	38,380,428
Construction of Flyover at Quay D Roundabout	210,884,179	105,983,921
Interchange Constructions and Improvements along M3-A14 at Ebene	153,335,936	80,207,954
Construction of a Bridge at Baie du Tombeau (in lieu of Pont Bruniquel)	26,990,666	-
Road Maintenance and Rehabilitation	972,675	124,565,357
	394,156,168	388,466,216
29. STAFF COST	<u>2023</u>	<u>2022</u>
	MUR	MUR
Salaries and compensation	138,814,140	141,793,015
End of year bonus	10,998,814	11,092,375
Travelling	23,198,912	19,565,042
Overtime	11,091,710	8,117,434
Allowance	4,019,183	812,632
Medical Examination for employees	-	8,700
Uniform/Protective Equipment Allowance	2,787,292	2,302,864
Passage Benefit	3,422,151	7,054,767
National Savings Fund Contribution	2,466,580	2,355,166
Contribution Sociale Generalisée Contribution	7,993,810	8,406,060
Annual Leave refund	-	-
Vacation Leave refund	3,329,471	5,711,672
Pension Contribution	36,665,899	31,350,808
Family Protection Scheme	2,488,071	2,679,042
Sick Leave refund	7,983,806	13,297,206
Staff Training	194,206	118,950
Staff Welfare	907,214	536,702
_	256,361,259	255,202,435

#### NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

30. DEPRECIATION AND AMORTISATION	<u>2023</u>	<u>2022</u>
	MUR	MUR
Plant & Machinery	1,621,759	1,920,204
Motor Vehicles	3,075,901	3,183,621
Office Equipment	548,364	503,505
Office Furniture	264,512	223,168
Computers	1,211,980	956,728
Buildings	105,872	105,872
Computer Software	115,736	157,274
	6 944 124	7 050 372

#### 31. TOOLS AND MATERIALS

The expenditure incurred under this item comprises among others guardrails, handrails, instant patch, bitumen, cement, iron bars and small tools used in road maintenance such as drilling machines and grinders.

	<u>2023</u>	<u>2022</u>
	MUR	MUR
Tools & Materials	35,549,445	13,121,237

#### 32. MOTOR VEHICLE EXPENSES

This expense relates mainly to repairs and maintenance, fuel, insurance and road tax in respect of RDA vehicles - lorries, vans and cars.

	<u>2023</u> MUR	<u>2022</u> MUR
Motor vehicle expenses	6,994,084	5,825,406

#### **33. RENT**

The RDA has a lease with National Real Estate Ltd (NREL) whereby it rents office space of 2,768.8m<sup>2</sup> at the Blue Tower Building at Ebene Rose Hill to house its Head Office.

The initial commencement of the lease was on 10 January 2013 and it was subsequently renewed at regular intervals. The current lease covers period 10 Jan 2020 to 9 January 2023 for a period of 3 years where the RDA may also terminate the lease by giving, at least, three months advance notice to the Lessor.

The lease has been renewed on a month to month basis as from 10 January 2023 and no formal long term contract has been finalised at the date of preparation of the financial statement.

The lease do not meet criteria for the recognition of assets and liabilities related to the rights and obligations created by

As the contract is being renewed on a month-to-month basis, the Authority could not recognise a right of use asset because it does not control the right to use the underlying asset. As such, the RDA cannot recognise a lease liability because it does not have a present obligation to make future lease payment as there is no long-term lease contract.

The month-to-month lease payment qualify for recognition exemption as it is a short-term lease. Thus, it has been accounted as an operating lease consistent with how operating leases are treated under IPSAS 13.

The RDA pays monthly rental expenses of Rs 832,611.13 (inclusive of VAT) which is payable in advance. Lease payments is recognised as an expense on a straight-line basis over the lease term.

The following payments are expected to be effected for lease of the Blue Tower Building on the assumption that the lease will be renewed for a further period of 3 years under same terms and conditions:

(i) Period 1 July 2023 to 30 June 2024; Rs 9.991,333.56

(ii) Period 1 July 2024 to 9 January 2026; Rs 15,228,726.15

· /	•	·	Í		<u>2023</u> MUR	<u>2022</u> MUR
Rent					10,185,133	9,991,333

# NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

34.OTHER ADMINISTRATIVE EXPENSES	2023	2022
Conference and Committees	MUR	MUR
	1,787,447	1,126,693
Advertisement	439,875	657,624
Maintenance Premises	820,943	652,220
Repairs building	611,059	710,734
Stationery	1,926,474	1,359,456
Printing	220,591	224,786
Postage	154,455	237,849
Books and Periodicals	12,023	10,028
Newspapers and magazines	-	1,980
Electricity	1,427,116	1,413,525
Telephone	1,517,487	1,470,506
Water	52,097	62,940
Repairs/maintenance office equipment	1,075,392	571,446
Repairs/maintenance plant & machinery	229,101	500,665
Overseas travelling	248,676	64,736
Miscellaneous	200,872	234,678
Gas	240	180
Insurance and Indemnity	528,020	514,528
Legal/Professional fees	783,337	510,030
Audit fees	500,000	500,000
Road accidents written off	1,077,273	902,857
Loss on disposal		-
Contribution to international organisations	174,881	162,988
S	13,787,359	11,890,449
35. FINANCE COSTS	2023	2022
	$\overline{\text{MUR}}$	MUR
Bank Charges	68,267	77,151
	68,267	77,151

## 36. RELATED PARTY TRANSACTIONS

# Key Management Personnel

Key Management Personnel as per IPSAS 20, are:

- a) All directors or members of the governing body of the RDA; and
- b) Other person having the authority and responsibility for planning, directing and controlling the activities of the RDA

The Management of RDA comprises of the General Manager, 2 Deputy General Managers, 5 Divisional Managers, 1 Financial Manager and 1 Administrative Manager as Key Management Personnel.

The aggregate remuneration of key management personnel and the number of members determined on a full-time equivalent basis receiving remuneration in this category are:

	<u>2023</u>	<u>2022</u>
	MUR	MUR
General Manager	4,305,779	5,033,496
Other Key Management Personnel	31,198,197	30,216,061
Number of Persons	10	10
Close members of the family of Director	-	-
Close members of the family of Other Key Management Personnel	-	-
Remuneration of Chairperson who is part-time is as follows:		
Chairperson	900,000	900,000

#### NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

#### 36. RELATED PARTY TRANSACTIONS (continued)

Car Loan transactions with Key Management Personnel

	<u>2023</u>	<u>2022</u>
	MUR	MUR
Opening Balances	516,667	716,667
Loans receivable within 1 year	200,000	200,000
Loans receivable after 1 year	316,667	516,667
Opening Balance of Loans to staff promoted to key management level during		
the year		
Loans granted during the year	-	-
Loan instalments received	200,000	200,000
Loan transfer out	-	-
Closing Balances	316,667	516,667
Receivable within 1 year	200,000	200,000
Receivable after 1 year	116,667	316,667
	316,667	516,667

All eligible officers of the RDA are granted duty free facilities and loans for the purchase of a car as prescribed in the PRB reports.

There was no other remuneration or compensation to key management personnel.

Related party transactions were carried out at commercial terms and conditions.

#### 37. CONTINGENT LIABILITIES

No provision has been made in these financial statements for any liability that may arise under the Employment Rights Act or contingency sums under contract of goods, services and projects.

There are pending litigations in respect of court cases where the Authority is involved or is a party to it. One case relates to the incident following the flashflood in Port Louis on 13 March 2013 where Swan Insurance Co Ltd is claiming the sum of Rs 70M from the following defendants: (1)The State of Mauritius,(2)The Ministry of Environment, Sustainable Development, (3) Disaster and Beach Management, (4) The Mauritius Meteorogical Services, (5) The Ministry of Public Infrastructure and Land Transport, (6) The Road Development Authority, (7) The Municipal Council of Port Louis, (8) General Construction Company Limited. The RDA legal adviser is disputing liability on very strong grounds.

Other legal cases which are being handled by RDA legal adviser are as follows:

Plaint with summons - Mr Dhaneswar Busgeet & anor v/s The Road Development Authority & ors. Sum Claimed Rs 2,000,000 for loss of revenue. Status: Stand 31/07/2023

Chambers - Paul Hermanus Eck Limited v/s The Road Development Authority & ors. Status: Mention 17/07/2023

Plaint with Summons - Life Zone Co Ltd v/s Road Development Authority & ors. Sum claimed Rs 140,431,641 as damages. Status: Mention 27/07/2023

Plaint with Summons - Nas Wholesale Ltd v/s The Road Development Authority. Sum claimed Rs 5,000,000 as damages. Status: Mention 25/07/2023

Plaint with summons - Ashanti Business Parks Ltd v/s Road Development Authority & anor. Sum claimed Rs 10,251,248 as damages. Status: Arguments - 19/09/2023

Plaint with summons - Mr Naresh Bheenick & Anor v/s Moosafeer Excavateur Service Ltee & ors ipo The Road Development Authority & ors. Status: Mention 04/10/2023

Plaint with Summons - Mrs Marie Rosemary Ronelle v/s The Road Development Authority & anor. Sum claimed Rs 1,839,000. Status: Disposal 01/09/2023

Plaint with Summons - The District Council of Moka v/s B. Govinda ipo The Road Development Authority. Status: Merits 15/09/2023

#### NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

#### 38. NOTES ON BUDGET INFORMATION

#### Difference between Original and Revised Budget

### (a) Government Grant for RDA Road Construction and Maintenance and Road Projects under NECCF and Covid-19 PDF

The negative variance relates to some projects that were delayed and hence corresponding grant for financing these projects could not be claimed. This is mainly due to external dependencies such as land acquisition, challenge during procurement, delay in traffic diversion, relocation of family, slow progress by contractor, procurement and legal delays. Change in scope of works, resource constraints and complex geotechnical challenges are other reasons that road projects could not be carried out on time.

#### (b) Government Grant for Financing of Recurrent Expenditures

The positive variance was due to increase in rates of travelling (including travel grants and mileage), increase in fuel cost and increase in allowances payable to Board members which were revised and same backdated as from 1st January 2021. This resulted in our request for more grant to be disbursed to cater for the additional costs

#### (c) Government Grant for Financing of Intangible Fixed Assets (E-Document Management System)

The negative variance was caused due to delay in the implementation of the system

#### (d) Government Grant for Financing of Intangible Fixed Assets (Computerisation Projects of RDA)

The negative variance was caused due to procurement delays in the acquisition of the system

#### (e) Expenditure on RDA Road Construction and Maintenance and Road Projects under NECCF and Covid-19 PDF

The positive variance relates to some road projects that were delayed. This is mainly due to external dependencies such as land acquisition, challenge during procurement, delay in traffic diversion, relocation of family, slow progress by contractor, procurement and legal delays. Change in scope of works, resource constraint, complex geotechnical challenges are among the reasons for the delay in implementing road projects

#### (f) Staff Cost

Savings was caused mainly by the fact that there was delay in recruitment of certain posts mainly General Workers

# (g) Repairs & Maintenance Office Equipment

The savings is due to the fact that there was delay in the implementation of the EDMS where provision was made to upgrade wifi, rental charges for hosting the EDMS (cloud data centre) and upgrade email facilities

#### (h) Motor Vehicle Expenses

The negative variance is caused by vehicles requiring frequent repairs and maintenance due to ageing fleet and also several increases in fuel costs during the year

#### (i) Stationery

The negative variance is caused by increase in purchase of toners, photocopy papers and general stationeries following recruitment of staffs such as Managers, Surveyors, MSOs, etc

#### (i) Professional/Legal fees

The negative variance is due to Arbitration Cost for Project "Construction of Grade Separated Junctions at Pont Fer / Jumbo / Dowlut R/Abouts and A1 - M1 Link Road" (Amicable Settlement) which had to be paid to the London Court of International Arbitration

#### (k) Conference & Committees

The variance is due to an upward increase in rates of allowances and travelling paid to RDA Board members which had been revised in this financial year and thus all arrears' allowances and travelling had to be paid in FY 2022/2023 (same effective as from 1 January 2021).

#### (I) Staff Training

Savings in Staff Training was due to the fact that there was already a shortage of manpower at the RDA and hence staff could not be released for training purposes

#### (m) Intangible Fixed Assets (E-Document Management System)

The positive variance is due to delay in the implementation of the EDMS

#### (n) Intangible Fixed Assets (Computerisation Project of RDA)

The positive variance is due to procurement delays in the acquisition of the Computerisation Project

#### NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

Difference between Revised Budget and Actual Amounts

# (a) Government Grant for RDA Road Construction and Maintenance and Road Projects under NECCF and Covid-19 PDF

The negative variance relates to some road projects that were delayed due to external dependencies such as land acquisition, challenge during procurement, delay in traffic diversion, relocation of family, slow progress by contractor, procurement and legal delays. Change in scope of works, resource constraint, complex geotechnical challenges are among the reasons for the delay in implementing road projects.

### (b) Government Grant for Financing of Tools & Materials

The positive variance was due to the purchase of tools and equipment mainly guardrails for an amount of Rs 22.7M

#### (c) Government Grant for Financing of Intangible Fixed Assets (E-Document Management System)

The negative variance was caused due to delays in the implementation of the system

#### (d) Government Grant for Financing of Other Plant and Machinery

The negative variance is mainly due to procurement delays caused by the fact that e-procurement was launched for procuring of plant and machinery and no bids were received from suppliers.

#### (e) Expenditure on RDA Road Construction and Maintenance and Road Projects for NECCF

The positive variance relates to some road projects that were delayed due to external dependencies such as land acquisition, challenge during procurement, delay in traffic diversion, relocation of family, slow progress by contractor, procurement and legal delays. Change in scope of works, resource constraint, complex geotechnical challenges are among the reasons for the delay in implementing road projects

#### (f) Expenditure on Tools & Materials

The negative variance was due to the purchase of tools and equipment mainly guardrails for an amount of Rs 22.7M

#### (g) Staff Cost

The negative variance was caused due to compensation granted amounting to Rs 1,000 each month to all employees for which no provision was made and its impact on contribution towards the Contribution Sociale Generalisée (CSG) Fund which resulted in additional costs

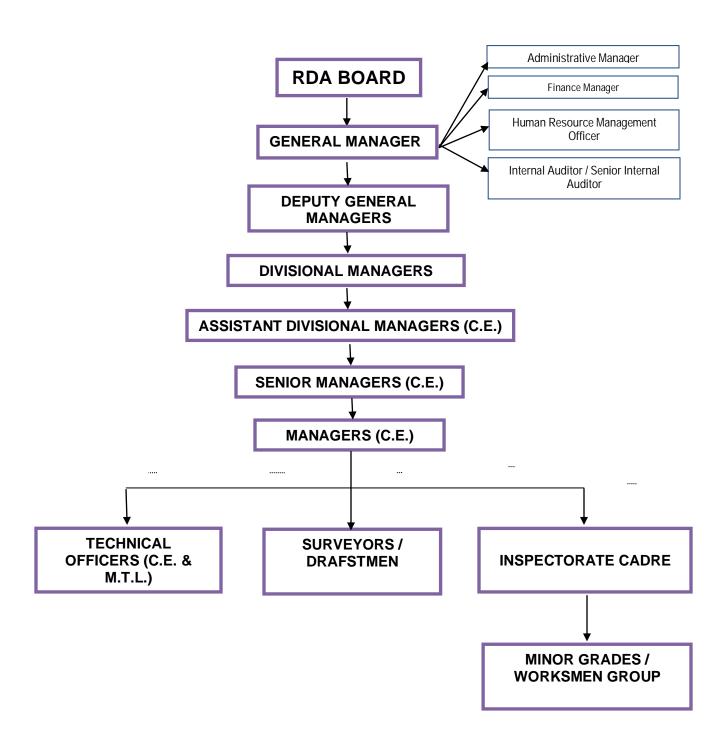
## (h) Upgrading of Office Buildings

Construction of a new sub office building at Helvetia, Moka for which only Rs 1M was disbursed out of grant and the remaining amount had to be met from RDA own funds

# (i) Intangible Fixed Assets (E-Document Management System)

The positive variance is due to delay in the implementation of the EDMS

# RDA Organisation Structure



# **Abbreviations**

C.E – Civil Engineering

M.T.L – Materials Testing Laboratory