



Republic of Mauritius

NATIONAL AUDIT OFFICE

PERFORMANCE AUDIT REPORT

**FOSTERING A CULTURE
OF COMMUNITY SPORTS
AND PHYSICAL ACTIVITY**

Ministry of Youth Empowerment,
Sports and Recreation

DECEMBER 2023

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FOREWORD

Section 16 (1A) of the Finance and Audit Act makes provision for the Director of Audit to carry out performance audit and report on the extent to which a Ministry, Department or Division is applying its resources and carrying out its operations economically, efficiently and effectively.

I am pleased to submit to the Minister of Finance, Economic Planning and Development, and through him to the National Assembly, this Performance Audit Report entitled “Fostering a Culture of Community Sports and Physical Activity.”

The Government of Mauritius recognises the need for greater focus on sports and physical activity as Non-Communicable Diseases remain a major public health problem. Only 20 per cent of the adult population met World Health Organisation (WHO) recommendations of physical activity in 2022-23 (*Source: Ministry of Youth Empowerment, Sports and Recreation Budget 2023-2024*). The Ministry of Youth Empowerment, Sports and Recreation developed the National Sports and Physical Activity Policy in 2018 to provide strategic guidance for the development of community sports and physical activity but encountered challenges in the implementation of measures stated in the Policy.

This performance audit assessed whether the interventions of the Ministry were effective in fostering a culture of community sports and physical activity to move towards achieving the target of 35 per cent of adults physically active by 2028. The Report contains audit findings, root causes, conclusion and recommendations for improvement. The Ministry was given the opportunity to comment on the contents of the Report and I was informed that it has no objection to the release of the Performance Audit Report.

A follow-up audit will be carried out to evaluate the effectiveness and timeliness of actions taken in relation to the reported findings and recommendations.

I take this opportunity to thank the Permanent Secretary and staff of the Ministry of Youth Empowerment, Sports and Recreation and the Director and staff of the Mauritius Sports Council for their cooperation and collaboration.



Dr. D. PALIGADU
Director of Audit
National Audit Office
PORT LOUIS

01 December 2023

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ABBREVIATIONS AND ACRONYMS

ERS	Exercise Referral Scheme
IOIG	Indian Ocean Island Games
KPI	Key Performance Indicator
MMIL	Mauritius Multisports Infrastructure Limited
MSC	Mauritius Sports Council
MYESR	Ministry of Youth Empowerment, Sports and Recreation
NCD	Non-Communicable Diseases
NSPAP	National Sports and Physical Activity Policy
PE	Physical Education
POWC	Public Officers' Welfare Council
SFM	Sports Facilities Mauritius
TOR	Terms of Reference
WHO	World Health Organisation

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EXECUTIVE SUMMARY

Introduction

Mauritius has ranked in the top five countries worldwide for diabetes prevalence for many years. The global percentage of mortality rate from diabetes is 3 per cent compared to that of Mauritius which is 26 per cent. According to the Non-Communicable Diseases Survey 2021, diabetes mellitus was the first principal underlying cause of mortality in 2020.

The World Health Organisation (WHO) urges all countries to promote physical activity in primary health care plans and Non-Communicable Diseases (NCD) policies, sustainable mobility plans and sports policies. According to WHO, regular physical activity is proven to help prevent and manage NCD.

The Ministry of Youth Empowerment, Sports and Recreation (also referred to as ‘the Ministry’) formulated, in 2018, a National Sports and Physical Activity Policy (NSPAP) that included nine transformative actions geared towards fostering a culture of community sports and physical activity.

One of the objectives and key performance indicator of the Policy is to reach 35 per cent of adult population practising sports and physical activity by 2028 as recommended by WHO. However, the Ministry has been facing several challenges in the implementation of the Policy. The reported percentage of population physically active for the financial year 2022-23 was around 20 per cent.

The National Audit Office conducted this performance audit to assess whether the interventions of the Ministry, as of June 2023, were effective in fostering a culture of community sports and physical activity so as to achieve the target of 35 per cent of adults physically active by 2028.

Key Findings

1. Non-Implementation of Measures in the National Sports and Physical Activity Policy

- (a) Actions in the NSPAP were either partially implemented or not implemented by the Ministry during the period 2018 to June 2023 mainly because:
- Meetings of the Implementation Taskforce, set up at the level of the Ministry to provide strategic leadership in the implementation of the NSPAP, were not convened after 2018.
 - The Cross-Ministerial Working Group for sports and physical activity to leverage economies of scale, share best practices and drive change at national level was not set up.
- (b) Measures that were not implemented mainly included the monitoring of targets set for the delivery of Physical Education Curriculum in collaboration with the Ministry of Education, Tertiary Education, Science and Technology; bringing compulsory workplace health and wellness programmes to the public and private sectors; the deployment of Exercise Referral Scheme in all public health institutions; the delivery of nationwide joint communication

and awareness campaigns with the collaboration of the Ministry of Health and Wellness and the digitisation of the sports and physical activity landscape.

- (c) Following community-focused activities, no assessment was made to determine the success and viability of future projects.

Root Cause

There were insufficient commitment and efforts from the Accounting Officer of the Ministry in initiating actions to address the above issues. Also, the Ministry and the Mauritius Sports Council (MSC) had not properly planned for several measures to be implemented.

2. Lack of Monitoring and Evaluation of Programmes

For each strategic action in the Active Mauritius Strategy 2020-2025, it is imperative to set clear targets, take ownership and deliver against a timeline. However, only 7 out of 24 strategic actions for interventions and programmes across the five segments namely Move It, Youth on the Move, Ageing Well, Elderly Fitness and All Ages had targets.

The number of adults meeting WHO recommendation of 150 minutes of moderate intensity aerobic activity per week was not used as an indicator to monitor output. No evaluation was carried out to determine the extent to which the strategic objectives of programme across the five segments had been met.

Root Cause

The Accounting Officer of the Ministry did not set up an appropriate performance reporting mechanism to adequately monitor and evaluate programmes.

3. Under Utilisation of Sports Facilities

According to the Sports Act, MSC shall maintain and manage sports infrastructures entrusted to it by the Ministry. Good practice also stipulates that strong oversight is important to ensure the success of every public sector organisation in delivering services effectively.

From an analysis of a sample of attendance records for users of sports facilities, it was noted that most of the infrastructures were not optimally used. The Ministry did not exercise a strong oversight over MSC on the use of the sports facilities. The utilisation status of the different facilities was not known to the Ministry.

Root Cause

The Ministry did not devise an appropriate mechanism to monitor the effective use of sports facilities through allocated time slots to different groups of users.

4. Inadequate Maintenance of Sports Facilities

Preventive maintenance was not undertaken by the Ministry to ensure infrastructures were cared for early, and thereby, preventing deteriorations from creeping in. Maintenance works carried out on sports infrastructure were of a corrective and reactive nature.

Root Cause

The Accounting Officer of the Ministry did not have a maintenance plan that balances the need for short-term and long-term maintenance work.

Conclusion

Over the years the Ministry has been taking several initiatives to foster a culture of community sports and physical activity in Mauritius. Although policies and strategies have been developed, the Ministry has not been able to ensure their sustained implementation.

Sports infrastructures under the control of the Ministry has not been optimally used by the population for community sports and physical activity. Although MSC has developed several programmes under Active Mauritius to promote community sports, it has been facing challenges in their implementation.

The Ministry and MSC focused mainly on reactive rather than preventive maintenance. This approach does not ensure the prolonged lifespan of sports infrastructures, the reduction in downtime and the prevention of costly repairs.

Recommendations

The Accounting Officer of the Ministry should:

- assess the relevance and importance of the Implementation Taskforce and the Cross-Ministerial Working Group to facilitate the implementation of the NSPAP, and take appropriate action thereafter.
- engage with relevant stakeholders to ensure that the timely implementation of the different measures in the NSPAP are carried out to meet the intended objectives.
- set up an effective performance reporting mechanism to monitor and evaluate programmes put in place.
- ensure that sports facilities are regularly maintained by developing structured and meaningful preventive maintenance plan to avoid emergency infrastructure maintenance and ensure the longevity of sports infrastructure.

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CHAPTER ONE

INTRODUCTION

This Chapter provides a background of the subject matter examined and describes the audit approach used in carrying out the audit.

1.1 Background

The burden of Non-Communicable Diseases (NCD) is considerable across the world. Mauritius has ranked in the top five countries worldwide for diabetes prevalence for many years. The last Non-Communicable Diseases Survey 2021 carried out by the Ministry of Health and Wellness shows that around 20 per cent of the overall population in Mauritius has diabetes while, the proportion of newly diagnosed diabetes was 26.2 per cent.

A substantial gap exists between Mauritius and global standards in many indices as shown in Table 1, which requires immediate actions.

Table 1 Global Indices compared to Mauritius

Indicators	Unit of Measure	Global Average	Mauritius
Mortality rate from diabetes	Global Average (%)	3	26
Household expenditure on recreation and culture	EU Average (%)	9	5
Annual rate of increase in health spend per person	Global Average (%)	5	7

Source: Global Indices, Consultant Analysis

The global percentage of mortality rate from diabetes is 3 per cent, while in Mauritius, it is at a staggering 26 per cent, which is around nine times higher. It should also be noted that Mauritian citizens spend more on healthcare than the global average.

According to the Non-Communicable Diseases Survey 2021, diabetes mellitus was the first principal underlying cause of mortality in 2020 with 21 per cent. In fact, in Mauritius NCD account for 89 per cent¹ of all deaths.

Moreover, the World Health Organisation (WHO), in its Global Status Report on Physical Activity 2022, emphasised that supporting people to be more active through walking, cycling, sport, and other physical activity has significant benefits not only for the physical and mental health of individuals, but also for societies, environments and economies. WHO urges all countries to promote physical activity in primary health care plans and NCD policies,

¹ World Health Organisation Regional Office for Africa – How Mauritius is tackling NCD risk factors in the context of COVID-19? – 26 January 2021

sustainable mobility plans and sports policies, as well as national COVID-19 response and recovery plans.

The Ministry of Youth Empowerment, Sports and Recreation (MYESR), also referred to as “the Ministry”, is responsible for the elaboration of youth and sports policies to promote sports and recreation for the well-being and sound development of our young people and citizens.

1.2 Audit Motivation

In Mauritius, non-infectious, lifestyle diseases have significantly increased over the past 20 years. On average, one in four Mauritians dies of Type II diabetes, a ratio higher than anywhere in the World. In addition, only 14 per cent of Mauritians meet the WHO guidelines for recommended levels of physical activity².

A National Sports and Physical Activity Policy (NSPAP) 2018-2028 consisting of 20 Transformative Actions was prepared by MYESR. The implementation of the 20 recommendations of the policy was agreed by Government in September 2018. One of the objectives and key performance indicator of the policy is reaching 35 per cent of adult population meeting WHO guidelines for recommended levels of physical activity by 2028.

Several issues regarding the use and maintenance of sports facilities over the years had prompted debates in the National Assembly and were also reported in the local and social medias.

It is against this background that the National Audit Office carried out a performance audit on the effectiveness of the interventions of the Ministry in fostering a culture of community sports and physical activity.

1.3 Audit Objective

The audit assessed whether the interventions of the Ministry were effective in fostering a culture of community sports and physical activity to move towards achieving the target of 35 per cent of adults physically active by 2028.

1.4 Audit Design

The audit was designed by formulating three audit questions and the answers to these questions supported the conclusion against the objective. The audit questions are as follows:

1. Had the Ministry taken appropriate actions to implement the NSPAP?
2. Was the Ministry using its sports infrastructures to meet its objective of increasing sports and physical activity in a timely manner?

² Adults aged over 18 are recommended by the WHO to: “do at least 150 minutes of moderate-intensity physical activity throughout the week, or do at least 75 minutes of vigorous-intensity physical activity throughout the week, or an equivalent combination of moderate-and vigorous-intensity activity.”

3. Was maintenance of sports infrastructures carried out properly to provide the required level of service?

1.5 Audit Scope

This performance audit examined the activities of MYESR in organising, conducting and monitoring community sports in Mauritius and excluded Rodrigues and Agaléga. It covered

the period 2018 to 2022 and was supplemented by information related to the period prior to 2018. Also, information up to June 2023 had been included in the report to get an insight into the latest developments in community sports.

1.6 Audit Criteria

Audit criteria are the standards to be met by the audited entity. They were used as a basis for evaluating the evidence collected, developing audit findings and reaching conclusion on the audit objective, and were extracted from the following sources:

- The Sports Act 2016
- Physical Education and Sports Act 1984
- The National Sports and Physical Activity Policy 2018 – 2028
- WHO Global Action Plan on Physical Activity 2018 – 2030
- Active Mauritius Strategic Plan 2020-2025
- National Facilities Strategy 2020
- Mauritius Workforce Strategy 2018

Details on the audit criteria used are in the relevant paragraphs of the Report.

1.7 Audit Methodology

The audit was conducted in accordance with Performance Audit Standards of the International Standards of Supreme Audit Institutions. Different methodologies were used to understand the audit area, along with obtaining sufficient, relevant and reliable audit evidence to support conclusion and recommendations.

Audit findings were developed by comparing the factual situation with the audit criteria.

1.8 Method of Data Collection

Data was gathered mainly from files and documents. This was complemented by interviews to confirm the information in the files.

1.8.1 Review of Documents

Information relating to policies, guidelines, regulations, structures, processes, systems, procedures and practices was collected through a review of files and documents at MYESR and Mauritius Sports Council (MSC).

1.8.2 Personnel Interviewed

Key personnel at operational, middle and senior management levels at MYESR as well as at MSC were interviewed.

The interviews were used to obtain information and also to confirm the evidence obtained from the documents reviewed and for obtaining explanations where information was not available in the reviewed documents.

1.9 Data Validation Process

Management of MYESR was provided with the audit findings, root causes and recommendations to confirm their relevance, accuracy and suitability.

1.10 Structure of the Report

The remaining part of the Report covers the following:

- Chapter Two describes the roles and responsibilities of key stakeholders, the audit area, and key aspects of community sports.
- Chapter Three presents the audit findings, root causes based on the three specific audit questions and the recommendations based on the audit findings.
- Chapter Four provides the audit conclusion.

CHAPTER TWO

DESCRIPTION OF THE AUDIT AREA

This Chapter describes the roles and responsibilities of key stakeholders, the audit areas, and key aspects in community sports.

2.1 Ministry of Youth Empowerment, Sports and Recreation

MYESR has the responsibility to elaborate youth and sports policies for the well-being and sound development of citizens of the Republic of Mauritius. The composition of the different sections of the Ministry is illustrated in Appendix I.

To carry out its activities, the Ministry has under its control 67 infrastructures as shown in Table 2, of which 30 are managed by MSC.

Table 2 Sports Facilities Under the Control of MYESR

Sports Facility	Number
Gymnasiums/Multipurpose Sports Halls	12
Football Grounds	8
Stadiums	10
Swimming Pools	5
Other Sports Infrastructures	2
Youth Centres	25
Residential Training Centres	5
Total	67

Source: Ministry of Youth Empowerment, Sports and Recreation

The facilities are used by the population for performing community sports and physical activities as well as for training purposes by sports federations and affiliated clubs. There are around 1,400 facilities across the island and 71 per cent are operated by Ministries, Local Authorities and Parastatal Bodies (*Source: Report on National Facilities Landscape Audit & Assessment April 2020*).

2.2 Operations of the Sports Section of the Ministry

In furtherance of its role, the Ministry operates a Sports Section, headed by a Director of Sports and is assisted by Senior Sports Officers and Sports Officers.

The main objectives of the Sports Section are to:

- Promote sports through the organisation of major sporting events.

- Set up national sports infrastructure and facilities.
- Provide opportunity to all citizens to practise a sport of their choice.
- Ensure a balanced development of sports throughout the country.

2.2.1 Sports Infrastructure Sub-Directorate

The Sports Infrastructure Sub-Directorate was set up in 2017 to provide sports facilities belonging to the Ministry for the promotion of Elite Sports and Sports for All activities. The following activities are carried out by the sub-directorate:

- Maintenance and management of sports infrastructures including stadiums, gymnasiums, football grounds, swimming pools and sports complexes.
- Setting up and monitoring of capital projects.

2.3 Role and Responsibilities of the Mauritius Sports Council

Following the promulgation of the Physical Education and Sports Act in 1984, MSC was set up to promote and improve the practice of sports among the public at large and to manage state-owned sports infrastructures among others.

The objectives of MSC with respect to sports are to:

- Provide sports infrastructure for holding regional, national and international competitions, training sessions, seminars, workshops and conferences by National Sports Federations, regional committees, clubs, schools/colleges/universities and private companies against payment of rental fees.
- Upgrade, renovate and maintain sports infrastructures.
- Provide opportunities to sports persons/public to document and conduct research on sports-related subjects.

2.4 Management of Sports Facilities

2.4.1 Management of Sports Facilities by the Ministry

The Sports Infrastructure Sub-Directorate of the Ministry is responsible, among others, for the management and maintenance of sports infrastructures. Except for Swimming Pools, all sports facilities are under the responsibility of an officer of the Ministry, either a Coach or a Senior Coach (officer-in-charge). Senior Sports Officers are required to supervise the officer-in-charge and to follow up and monitor activities at sports infrastructures.

The Ministry had invested some Rs 838 million during the past five years in the construction and upgrading of sports infrastructures as shown in Table 3.

Table 3 Actual Expenditure for Upgrading and Construction of Sports Infrastructures (MYESR)

Year	2017-18	2018-19	2019-20	2020-21	2021-22	Total
	Rs 000	Rs 000	Rs 000	Rs 000	Rs 000	Rs 000
Upgrading of Sports Infrastructures	12,275	9,098	3,409	14,009	1,723	40,514
Association for the Upgrading of IOIG Infrastructure	135,000	429,000	-	182,200	5,700	751,900
Construction of Sports Infrastructure	5,000	1,306	1,755	609	37,512	46,182
Total	152,275	439,404	5,164	196,818	44,935	838,596

Source: Annual Reports of the Accountant General

The actual percentage of population practising active physical activity and the targeted figures are shown in Table 4.

Table 4 Actual and Targeted Percentage of Population Practising Physical Activity

Outcome Indicator	Actual	Target	Target	Target
	2021-22	2022-23	2024-25	2030
Percentage of Population Physically Active	15	20	30	35

Source: Estimates 2022-23 and Planned Estimates 2023-24 and 2024-25

2.4.2 Formulation of a National Sports and Physical Activity Policy

In the budget speech 2017-2018, the preparation and implementation of a National Sports Policy was announced. The objective was to formulate a policy to provide an action plan to reinvigorate the sports sector in Mauritius.

The National Sports and Physical Activity Policy (NSPAP) 2018–2028 for the Republic of Mauritius, prepared by an international consulting firm, was submitted to MYESR, in June 2018. Recommendations in the policy document were approved by Government in September 2018. The policy focuses on three transformational themes, supported by 20 transformative actions to boost physical activities for a better health. The nine transformative actions towards fostering a culture of community sports and physical activity are presented in Appendix II.

2.4.3 Strategies for Implementation of National Sports and Physical Activity Policy

Complemented by additional works in the sports and physical activity landscape, the consultancy firm which was selected to formulate the NSPAP delivered several strategic plans in 2019 and 2020. The most important strategic plans for community sports and physical activities are:

- The Active Mauritius 5 Year Strategic Plan 2020-2025.
- The National Facilities Strategy.
- The Mauritius Workforce Strategy.

The Active Mauritius 5-Year Strategic Plan 2020-2025 – The predominant objective for Active Mauritius is to hit 35 per cent of the adult (15+) population meeting WHO recommended levels of physical activity by 2025. In addition to achieving the 35 per cent target, the Strategic Plan consists of several holistic objectives.

The National Facilities Strategy – Local facilities are at the heart of the physical activity ecosystem and will be the key to unlocking 35 per cent physical activity levels. However, currently the Ministry has oversight on 27 national facilities, resulting in accessibility issues for large parts of the population. The sector requires a shift in focus away from national training facilities towards community facilities that enable local delivery of physical activity.

The Mauritius Workforce Strategy – The Workforce consists of coaches, officials and volunteers. Overarching workforce development is being limited by insufficient focus, commitment and resources. Necessary action is required to establish a National Training Institute which will be the key delivery body for training and developing coaches.

2.4.4 Procedures for Repairs and Maintenance followed by MYESR

The Sports Infrastructure Sub-Directorate is responsible, among others, for the maintenance of sports infrastructures under the responsibility of the Ministry. Whenever the need for a particular repair is identified, officers-in-charge of sports facilities make a request to the Sports Infrastructure Section. If the maintenance work is minor, it is performed by the Maintenance Team while major maintenance works are contracted out.

For major works to be contracted out, the request is referred to the Project Coordinator who carries out preliminary survey and prepares the scope of work together with the cost estimates. Once estimates are approved, requests are either sent to the Ministry of National Infrastructure and Community Development to be undertaken under the Framework Agreement by private contractors or works are done by MYESR by launching of tenders.

2.4.5 Management of Sports Facilities by MSC

MSC manages the use of sports infrastructures and booking for use is done by:

- (i) National Sports Federations;
- (ii) Affiliated and Private Clubs;
- (iii) Ministries and Government Departments;
- (iv) Parastatal Bodies;
- (v) Schools and Colleges; and
- (vi) General Public.

An annual plan is prepared by MSC for all existing bookings. Bookings for regular training and events by Sports Federation are done at the start of each year. Other bookings are done as and when there is a need for the use of infrastructure by relevant bodies.

Demand for use of sports infrastructures by the public is done through Booking Application Forms available at MSC. When an application is made by the public, the form is evaluated and if any slot is available, the application is approved and the individual is informed accordingly. The booking is confirmed only after payment of appropriate amount by the applicant and, thereafter, the user can avail of the facilities.

2.4.6 Active Mauritius

Active Mauritius was launched in July 2019 by MSC to foster a nationwide culture of community sports and physical activity to promote health and well-being among all Mauritian people. Its strategy is to encourage, facilitate and support everyone to take part in enjoyable physical activities at any age so as to increase the number of people to be actively engaged in quality sports, physical activity and physical education regularly.

Active Mauritius consists of four targeted programmes aimed at addressing specific needs according to life-cycle stage, from childhood to teenage, adulthood and old age as shown in Table 5.

Table 5 Active Mauritius Programmes

Programme	Age Group (Years)	Activities
Move It	7 - 13	<ul style="list-style-type: none"> • After school sports and fitness program (Primary) • Swimming activities • Winter and Summer Holiday Sports Camp
Youth on The Move	14 - 25	<ul style="list-style-type: none"> • After school sports and fitness program (Secondary) • Swimming activities • Winter and Summer Holiday Sports Camp
Ageing Well	Adult Population	<ul style="list-style-type: none"> • Ageing well in Community Centres • Walking clubs • Exercise Prescription Program • Sports Medicine Program • Exercise at Workplace – 12 Hour Run
Elderly Fitness	Among Older People	To promote physical activity among the elderly by giving momentum and energy, strengthening the heart, decreasing body fat levels, reducing the risk of developing diseases and enhancing mental health.

Source: Active Mauritius Strategic Plan 2020-2025

2.4.7 Procedures for Maintenance Works followed by MSC

For sports infrastructures under the responsibility of MSC, an officer-in-charge (employed by MSC for swimming pools or by MYESR for stadiums and gymnasiums) is posted at the facility for its day-to-day management. If a maintenance issue crops up, the officer-in-charge of the facility notifies the MSC.

A survey is carried out to determine the complexity and extent of works to be carried out. Minor maintenance works are performed by MSC, while major ones are referred to the Ministry for launching of tenders.

CHAPTER THREE

FINDINGS, ROOT CAUSES AND RECOMMENDATIONS

This Chapter presents the findings, root causes and recommendations on whether the interventions of the Ministry were effective in fostering a culture of community sports and physical activity.

Introduction

This section examines how far the Ministry was implementing the actions stated in the NSPAP relating to community sports.

3.1 National Sports and Physical Activity Policy - Implementation Taskforce Meetings Not Carried Out

Criteria: To facilitate the implementation of the NSPAP, an implementation taskforce was set up and a draft Terms of Reference (TOR) was prepared by a Consultant and submitted to the Ministry in October 2018.

The draft TOR laid down, among others, the role of individual group members, membership and frequency of meetings. The Taskforce would be chaired by the Ministry and meetings would be convened by the Chair. The roles and functions of the Ministry's Policy Implementation Taskforce are presented in Appendix III.

Situation Found: The first meeting of the Implementation Taskforce chaired by the Permanent Secretary was held in November 2018. Members of the Committee reviewed the TOR of the Implementation Taskforce and unanimously agreed on the mandate, roles and responsibilities of the Committee. It was also decided that meetings would be held on the first Friday of each month. A second meeting chaired by the Deputy Permanent Secretary was held in December 2018, whereby each transformative action in the NSPAP was reviewed.

However, no further meeting of the Implementation Taskforce was convened after December 2018.

Consequence: The Implementation Taskforce was not active in fulfilling its role as defined in the TOR and major decisions to drive the implementation of measures in the NSPAP were not taken.

Root Cause: There was no commitment from the Accounting Officer of the Ministry to convene further meetings of the Taskforce.

Recommendation: The Accounting Officer and the top management of the Ministry should assess the relevance and importance of the Implementation Taskforce and thereafter take appropriate actions to revamp it.

3.2 Non-Implementation of Measures in the National Sports and Physical Activity Policy

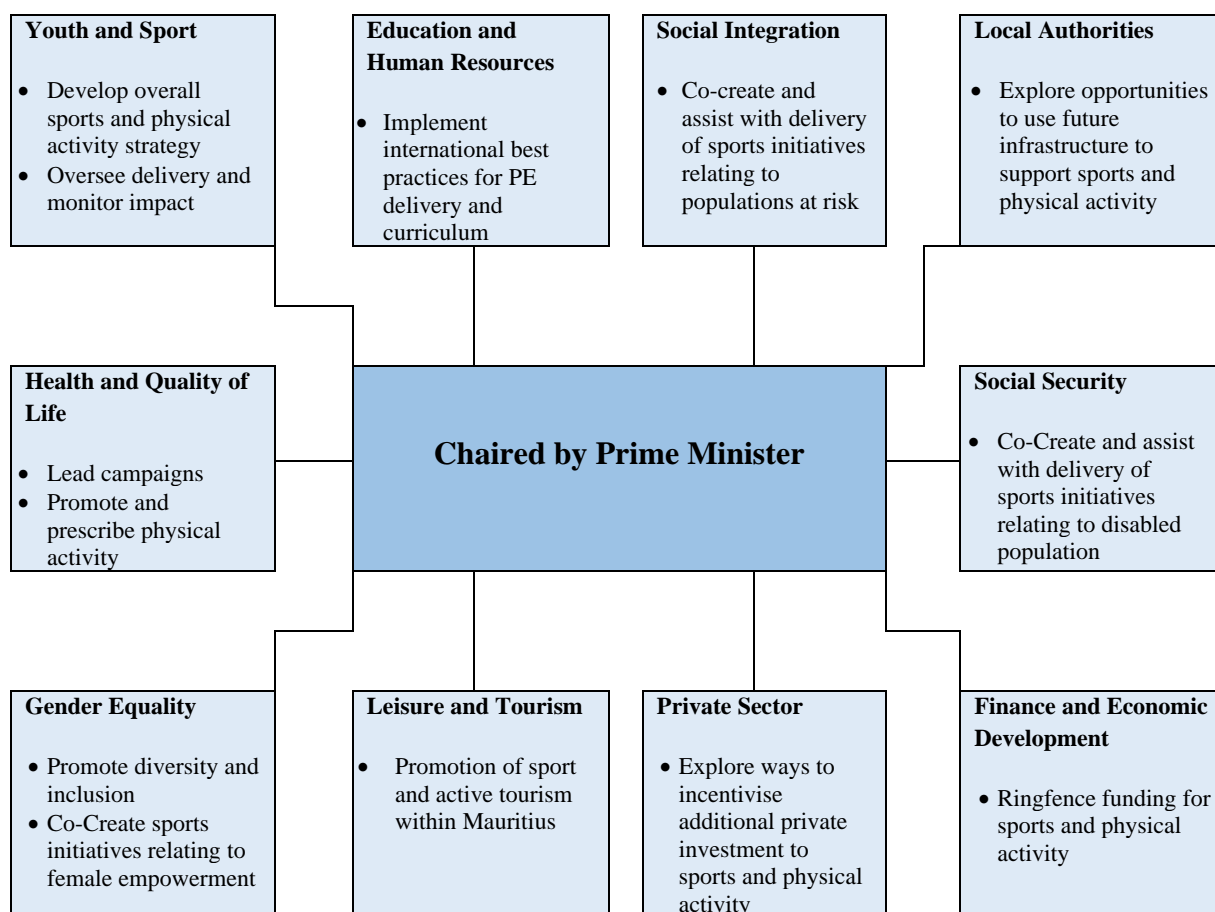
The NSPAP consists of three Transformational Themes, sub-divided into 20 Transformative Actions, out of which nine are related to fostering a culture of community sports and physical activity. However, the Ministry had been facing several challenges in implementing some of the transformative actions and these are elaborated in the following paragraphs.

3.2.1 No Cross-Ministerial Working Group for Sports and Physical Activity

Criteria: The NSPAP recommended the creation of a cross-ministerial working group for sports and physical activity to leverage economies of scale, share best practices and drive change at national level.

The set-up of the cross-ministerial working group, is shown in Figure 1, and should comprise relevant Ministries, Local Authorities, the Private Sector and other Stakeholders.

Figure 1 Cross-Ministerial Working Group for Community Sports and Physical Activity



Source: Consultant Analysis

The roles and functions of the Group are presented in Appendix IV.

Situation Found: The Consultant submitted a draft TOR in October 2018 in which the role of individual group members, membership, chairmanship, frequency of meetings and other details of the cross-ministerial working group are laid down. However, as of June 2023, the cross-ministerial working group was not yet set up.

Consequence: According to the NSPAP, efforts in increasing physical activity in Mauritius, were fragmented with limited cross-ministerial collaboration. As of June 2023, in the absence of the cross-ministerial working group, this situation was still prevailing.

Root Cause: There were insufficient commitment and efforts from the Accounting Officer of the Ministry in initiating actions for the setting up of the cross-ministerial working group, which was one of the requirements of the NSPAP since October 2018.

Recommendation: In line with the transformative action stated in the NSPAP and to bring the necessary changes at National Level, the Ministry should initiate appropriate actions for the establishment of the cross-ministerial working group.

3.2.2 Absence of Review and Monitoring of the Physical Education Curriculum

Criteria: According to the NSPAP, the Ministry had to review and update Physical Education (PE) Curriculum in collaboration with the Ministry of Education, Tertiary Education, Science and Technology with the following objectives and outcome:

- The continued development and transition to a curriculum in collaboration with the Ministry of Education, Tertiary Education, Science and Technology.
- To increase the importance of, and improve access to, sports and physical activity for students in primary, secondary and higher education.
- To ensure long-term improvement in both quantity and quality of the PE curriculum.

The targets set up in the policy for monitoring the adherence to the PE curriculum and participation during school hours are shown in Table 6.

Table 6 Targets Set for Monitoring of Adherence of Physical Education Curriculum

	2019	2024	2028
Percentage of schools where Physical Education curriculum adhered to	50	90	95
Weekly (university) student participation	20	40	60
Minimum number of minutes of Physical Education a week (Primary)	50	100	100
Minimum number of minutes of Physical Education a week (Secondary)	70	150	150

Source: NSPAP 2018-2028

Situation Found: Statistics on PE curriculum were not available at the Ministry. Hence, it did not have a basis to monitor the targets set to ensure that PE was well-delivered and the curriculum allocation was adhered to.

Consequence: The Ministry could not ensure whether the objectives set out in the Policy, with respect to delivery of PE and adherence to the PE Curriculum, were being met.

Root Cause: There was no coordination and monitoring mechanism between MYESR and the Ministry of Education, Tertiary Education, Science and Technology to ensure that PE was well delivered and the curriculum was adhered to.

Recommendation: The Accounting Officer of the Ministry should engage with the Ministry of Education, Tertiary Education, Science and Technology to ensure that review and update of the physical education curriculum and monitoring of the adherence of the physical education curriculum are carried out.

3.2.3 Compulsory Workplace Health and Wellness Programmes Not Developed

Criteria: According to the NSPAP, there is a need to bring compulsory workplace health and wellness programmes in public and private sectors to enable the transformation of employees' mindsets around physical activity, hence, providing opportunities for all employees across the public and private sectors to engage in physical activity.

Situation Found: A Fitness Centre at the Public Officers' Welfare Council (POWC) was set up in collaboration with the Ministry of Public Service, Administrative and Institutional Reforms.

In addition, MSC and MYESR are providing opportunities for physical exercise at workplace for their staff. MSC coordinators carry out site visits at POWC fitness centre when exercises are carried out and submit reports on the number of participants. These reports were not clear as to the proportion of Ministries and Departments that had adopted workplace health and wellness programmes.

However, as of June 2023, the Ministry had not initiated actions to develop compulsory workplace health and wellness programmes in the public sector. It had also not engaged with the private sector for opportunities to be provided to its employees to engage in physical activity.

Consequence: In the absence of compulsory workplace health and wellness programmes, opportunities for all employees across the public and private sectors to engage in physical activity were not available.

Root Cause: The Ministry did not have any mechanism to engage with stakeholders in both the public and private sectors to develop compulsory workplace health and wellness programmes.

Recommendation: The Ministry should initiate actions for the development of a mechanism to engage public and private sectors stakeholders to formulate compulsory workplace health and wellness programmes.

3.2.4 Insufficient Empowerment of the Medical Sector to Prescribe Sports and Physical Activity

Criteria: One of the recommendations of the NSPAP was to empower the medical sector to prescribe sports and physical activity. Professional healthcare providers would be able to prescribe physical activity to prevent and treat illness. Moreover, according to the NSPAP, having a pilot phase, including longitudinal analysis would help assess local impact and lay the foundations for a nationwide programme.

Situation Found: The Exercise Prescription Programme was initiated through Action 22 (Build out the Exercise Prescription Programme) of Active Mauritius Strategic Plan 2020-2025 whereby it was emphasised that exercise prescription be run on a 12-week pilot basis at two health centres with 25 trained Clinical Champions.

A 20-week pilot phase started at three Medi-Clinics and one Area Health Centre. The aim of the project was to analyse the effectiveness of the Exercise Referral Scheme (ERS) in a cohort of Mauritian adults diagnosed with one or more NCD like diabetes, hypertension and obesity.

Based on the statistics compiled by the Exercise Referral Consultant, the Program Officer submitted quarterly reports after the completion of each block exercise to MSC. On 26 April 2023, the final report on the pilot ERS was submitted to MSC. The scheme was successful in demonstrating significant improvements in certain parameters associated with major NCD and risk factors for coronary heart disease.

As of May 2023, the ERS was ongoing in only three Medi-clinics and one Area Health Centre.

Consequence: The Ministry had not been able to empower the medical sector on a nationwide basis to prescribe physical activity to prevent and control NCD. The ERS was not deployed to all public health institutions.

Root Cause: The Accounting Officer of the Ministry did not plan for the timely deployment of the ERS in all public health institutions in collaboration with the Ministry of Health and Wellness.

Recommendation: Timely decisions should be taken by the Accounting Officer of the Ministry so that the ERS can be replicated on a nationwide basis thus promoting physical activities to prevent and control NCD.

3.2.5 No Joint Communication Campaigns with Ministry of Health and Wellness

Criteria: One of the recommendations made in the NSPAP was the delivery of nationwide joint communication and awareness campaigns by MYESR with the collaboration of the Ministry of Health and Wellness.

Situation Found: As of June 2023, joint communication and awareness campaigns with the Ministry of Health and Wellness were not carried out. However, MYESR, on its own initiative, had used sports, cultural, health and other participatory events as opportunities to raise awareness and promote sports and physical activity. These opportunities were not necessarily in line with the objective of the Ministry of Health and Wellness of reducing NCD.

Consequence: There has been no increase in the participation of the Mauritian community in sports and physical activity.

Root Cause: Lack of coordination between stakeholders was a major constraint for the development of a communication and public awareness campaign on the benefits of sports and physical activity for long-term health.

Recommendation: The Accounting Officer of the Ministry should develop a coordination mechanism to facilitate the delivery of national communication and awareness campaigns in collaboration with the Ministry of Health and Wellness to encourage the population to understand and recognise the positive effects of sports and physical activities.

3.2.6 Insufficient Delivery of Impactful and Sustainable Sports and Physical Activity

Criteria: According to the NSPAP, the key activities to deliver impactful and sustainable sports and physical activity for all programmes are:

- Identify a series of key events at different levels;
- Provide opportunities for continued participation after events; and
- Evaluate event attendance and success to inform future projects.

To reach the targeted 35 per cent of the population, that is, 362,000 physically active persons by 2028, the Policy stated that it required having 222,000 new physically active individuals along with the 140,000 already practising sports in 2018.

Situation Found: The MSC through Active Mauritius organised various activities aimed at addressing people's specific needs according to the life-cycle stage, from childhood to teenage, adulthood and old age.

The percentage of population covered in Active Mauritius Programmes was only 2 per cent, 3 per cent, 8 per cent and 9 per cent for the years 2019, 2020, 2021 and 2022 respectively. Appendix V presents the detailed number of participations in Active Mauritius programmes for the period 2019-2022. In the years 2021 and 2022, there were 100,451 and 109,579 participations respectively in the Active Mauritius events.

However, event attendances compiled following key events and community-focused activities were not evaluated to assess provision of opportunities for continued participation after events and the success and viability for future projects.

Consequence: Without evaluation of key events and community-focused activities, the Ministry could not determine whether sports and physical activity for all programmes delivered were impactful and sustainable.

Root Cause: The Accounting Officer of the Ministry and the officer-in-charge of MSC had not planned for the provision of opportunities for continued participation after event and for the evaluation of event attendance and the success of events for implementation of future projects.

Recommendation: To deliver impactful and sustainable sports and physical activity for all programmes, the Accounting Officer of the Ministry should plan for evaluation of event attendance and assess whether there is continued participation after events and for the successful implementation of future projects.

3.2.7 Insufficient Dissemination of Calendar of Activities to the Public

Criteria: In the Active Mauritius Strategy Plan 2020-2025 (Actions 23 and 29), the following activities were recommended:

- Delivery of a calendar of physical activity events focused on mass participation.
- Digitisation of data collection and storage.
- Introduction of a digital booking platform to improve user experience.

Situation Found: The Ministry through the MSC organised several key physical activity events such as Exercise for Health and Walking. However, as of June 2023, the calendar of activities available at MSC was not disseminated to the public, for instance, the calendar was not posted on the websites of the Ministry and the MSC, nor was it affixed at the sports facilities.

The Ministry had envisaged the creation of a digital booking platform. However, as of June 2023, actions had not been initiated at the Ministry for the creation of the digital booking platform.

Consequence: The public was not aware of the location and timings of activities organized by MSC. Moreover, in the absence of a database and a streamlined booking and payment system, there are accessibility and operational challenges.

Root Cause: The Ministry and the MSC did not adequately plan for the dissemination of key physical activity events focused on mass participation. Moreover, according to the Ministry, the project of creating a digital booking platform had not been implemented due to budgetary constraints.

Recommendation: The Accounting Officer of the Ministry and the officer-in-charge of MSC should plan and disseminate information about the timings and locations where community-wide initiatives such as Exercise for Health are held through a calendar of physical activity events focused on mass participation and the digitisation of its booking platform.

3.2.8 Insufficient Sports Coaches and Capacity Building

Criteria: Workforce is critical to the development of sports and physical activity. Moreover, one of the major areas to enable change is through increased capacity and quality of the entire workforce. Hence, the Mauritius Workforce Strategy was designed to assist in the implementation of the NSPAP.

According to the Strategy, a well-trained coaching workforce is essential to deliver the NSPAP and as such an additional estimated 14,000 coaches would be required to support the long-term physical target of 35 per cent of population practising regular sports activities by 2028.

Situation Found: As of March 2023, there were 24 Coaches /Senior Coaches employed by the Ministry, 351 coaches employed by the National Sports Federations and 379 coaches at the MSC. However, as of June 2023, the Ministry had not initiated actions to move towards having the additional coaches as stated in the Mauritius Workforce Strategy.

Moreover, in the Sports Act 2016, it is stipulated that a National Institute of Sports be established for the development of community sports among others, while in the NSPAP it is recommended that a National Training Institute be created to deliver the National Workforce Plan. In addition, during budget speech 2019-2020, the setting up of Coaching Mauritius was announced for workforce development. However, as of June 2023, the Ministry had not initiated actions for the establishment of the abovementioned institutions.

Consequence: In the absence of additional coaches and institutional set-ups, there was a risk that the target of 35 per cent of population practising regular sports activities by 2028 would not be achieved.

Root Cause: The Accounting Officer of the Ministry did not adequately plan for additional coaches as stated in the Mauritius Workforce Strategy and for the establishment of institutions stated above.

Recommendation: In line with the Mauritius Workforce Strategy, the Accounting Officer of the Ministry should plan for a well-trained coaching workforce by having more coaches, as well as initiate actions for the setting up of the various institutions as specified in the Sports Act 2016 and the NSPAP.

3.3 No Action Plan for Implementation of National Sports and Physical Activity Policy

Criteria: According to WHO National Audit Tool for Health Promoting Sports Clubs 2022, an Action Plan aims at identifying who does what and who is responsible for implementation, when actions are to be completed, how implementation is to be undertaken and what resources are to be used.

Situation Found: In the NSPAP, a roadmapping tool had been developed to oversee the implementation of each recommendation and as such a strategic roadmap was submitted in June 2018. It was intended to enable key stakeholders to perform ongoing, iterative management and monitoring of the implementation of the NSPAP.

The roadmap did not have essential elements such as how it would be monitored and when each milestone would be achieved. Targets were devised only for Year 1 and Year 5. A comprehensive action plan for community sports for the period 2018-2028 in terms of targets and resources was not prepared by the Ministry.

The nine transformative actions for community sports were not costed and milestones and targets were not set for all of them. Table 7 gives a snapshot of the roadmap.

The transformative actions were followed by activities but Key Performance Indicators (KPIs) and Targets were not available for all activities. For example, for transformative action 8, 10 activities were available but no KPIs and Targets were set.

Table 7 Roadmap of Nine Transformative Actions Towards Fostering a Culture of Community Sports and Physical Activity

Transformative Action	No of Activities	Milestones Set	KPI	Target Year 1
1	5	5	2	3
2	12	6	5	4
3	4	2	0	0
4	9	9	7	5
5	8	5	5	5
6	13	6	4	4
7	28	9	4	1
8	10	1	0	0
9	10	1	7	4

Source: NAO Analysis

Consequence: The Mauritius National Sports and Physical Activity Survey carried out in 2018 revealed that 14 per cent of Mauritians met WHO guidelines for recommended levels of physical activity. The reported percentage of population physically active for the financial year 2022-23 was 20 per cent. From June 2018 to June 2023, the participation rate for physical activity increased by 6 per cent only, that is an average of 1.2 per cent per year.

With an average increase of 1.2 per cent per year, it is unlikely that the Ministry will attain its target of 35 per cent of adult population meeting recommended levels of physical activity by 2028.

Root Cause: The Accounting Officer of the Ministry had not planned for the development of an action plan when the tender was launched for the design, drafting and formulation of the NSPAP.

Recommendation: The Accounting Officer of the Ministry should develop a comprehensive action plan which should include allocated resources, planned targets, indicators and milestones for the successful implementation of the transformative actions.

3.4 Lack of Monitoring and Evaluation of Programmes

Criteria: In the Active Mauritius Strategy 2020-2025, emphasis is put on the development of monitoring and evaluation frameworks for all programmes. For each strategic action, it is imperative to set clear targets, take ownership and deliver against a timeline.

Situation Found: *Target* – An assessment of the Active Mauritius Strategy 2020-2025 revealed that targets had been set for only 7 out of 24 strategic actions for the intervention/programmes across the five segments namely Move It, Youth on the Move, Ageing Well, Elderly Fitness and All Ages (Appendix VI refers).

Indicator – Moreover, the indicator used for monitoring output was the number of participations in Active Mauritius activities. There was need for indicators to measure input, activity, output, outcome and impact. The only outcome indicator used by the Ministry was percentage of population physically active. Indicator to measure the impact of NSPAP such as Mauritian adult population meeting WHO recommendation of 150 minutes of moderate intensity aerobic activity was not used.

Evaluation – On receiving the data from MSC, the Ministry did not evaluate the success or failure of programmes. Actual results of programmes and interventions were not measured against targeted results.

As of May 2023, no evaluation was carried out to determine the extent to which the strategic objectives had been met for Move it, Youth on the Move, Ageing Well and Elderly Fitness and All Ages programmes. The Ministry was not aware whether the strategic objectives of the various activities carried out under the Active Mauritius programmes were being met.

Consequence: Monitoring and evaluation of programmes and activities were not being sufficiently carried out by the Ministry and its implementing agencies to track progress, performance and impact of interventions and readily identify target areas for future plans of action.

Root Cause: The Accounting Officer of the Ministry did not set up an appropriate performance reporting mechanism to adequately monitor and evaluate programmes.

Recommendation: The Accounting Officer of the Ministry should set up a proper performance reporting mechanism to monitor and evaluate programmes.

3.4.1 Annual Mauritius Physical Activity and Sport Survey Not Carried Out

Criteria: An annual survey providing a detailed understanding of sports and physical activity in Mauritius, whose results will support strategic decisions and enable Policy impact monitoring, is recommended in the NSPAP.

Situation Found: Following the submission of NSPAP, a National Sports and Physical Activity Survey was carried out in October 2018 which was central to the Policy's ongoing success, as it enabled better understanding and measurement of impact.

A second survey was carried out in 2022 to assess the evolution of the attitudes and behaviours of the population with regard to physical activities. No other survey had been carried out by the Ministry. The Mauritius Physical Activity and Sport Survey was not being carried out on an annual basis.

Consequence: In the absence of the Annual Mauritius Physical Activity and Sport Survey, a detailed understanding of the sports and physical activity landscape in Mauritius was lacking.

Root Cause: The Accounting Officer of the Ministry did not ensure that the Annual National Sports and Physical Activity Survey was carried out in a timely manner.

Recommendation: The Accounting Officer of the Ministry should conduct the Annual Survey on Physical Activity and Sports, which is central to measure implementation of measures and policy impact and track investment going forward as well as to evaluate to what extent sports and physical activities developments are effective.

3.5 Under Utilisation of Sports Facilities

Criteria: According to section 17 of the Sports Act, MSC shall maintain and manage sports infrastructures entrusted to it by the Ministry. Good practice also stipulates that strong oversight is important to ensure the success of every public sector organisation in delivering services effectively.

Situation Found: Booking for the utilisation of sports facilities was carried out by MSC. The latter kept a Utilisation/Booking Chart, in which the time allocated to different groups of users of facilities was recorded. An analysis of usage of sports facilities was not carried out by the Ministry and MSC to ensure optimal use of the infrastructures.

During site visits carried out in May and June 2023, attendance records of users were analysed and it was found that most of the sports facilities were not being used to their maximum. This is supported in subsequent paragraphs.

All officers-in-charge of Sports Facilities are required to submit regular reports to the Ministry, through Senior Sports Officers, regarding the management of the facilities. Presently, information collected is limited to time and the number of users attending the Sports Facilities. Information on time available, allocated and actually used are not reported regularly to the Ministry.

The Ministry and MSC did not use available information on attendance records of users to manage and optimise the use of sports facilities. The Ministry did not have strong oversight over the services delivered by MSC.

Consequence: The utilisation status of sports infrastructures was not known by the Ministry. Effective programming was lacking to ensure maximum utilization of facilities. The Ministry was unable to fully implement its objectives of increasing awareness of the benefits of sports and physical activity across the Mauritian society and improving the level of public participation as stipulated in the NSPAP. Moreover, there were no incentives to promote the use of facilities in period of low utilisation.

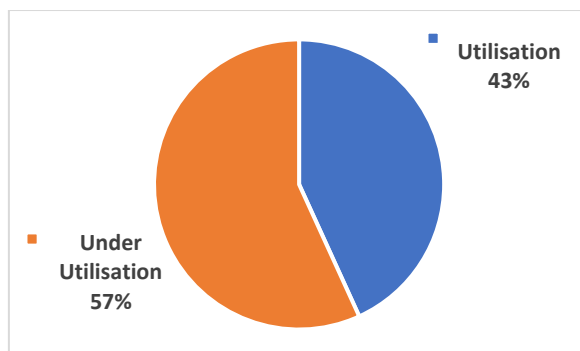
Site Visits

Site visits were carried out at various sports infrastructures managed by the MSC and observations made are outlined in the following paragraphs.

Mare D’Albert Swimming Pool – The pool consists of six lanes and it can accommodate between 10 to 15 persons per lane (based on usual practice information obtained from coaches and officers of MSC). The pool can be used for 13 hours per day. Its daily operating capacity is therefore 780 persons per day. The weekly operating capacity is some 4,500 persons.

An analysis of the weekly utilisation of the pool in April 2023 showed that the average attendance per week was some 1,900 persons, that is only 43 per cent of its operating capacity was used as illustrated in Figure 2.

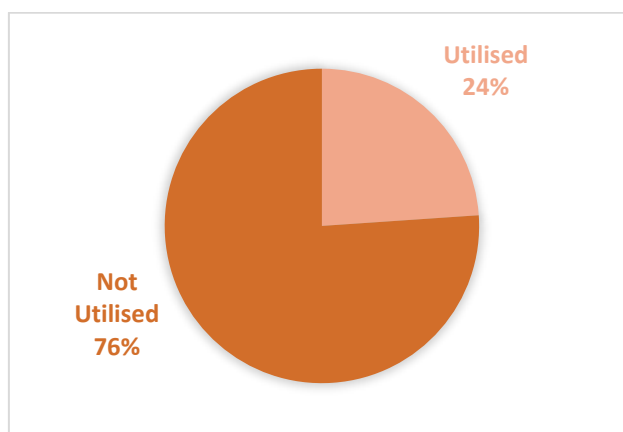
Figure 2 Utilisation of Mare D’Albert Swimming Pool



Source: NAO Analysis of Attendance Records

Pavillon Swimming Pool – The pool can accommodate around 60 persons at a time. Its daily operating capacity is therefore 780 persons per day and the weekly operating capacity is some 4,600 persons. From an analysis of the weekly utilisation of the swimming pool in October 2022, it was noted that the average attendance per week was some 1,100 persons, representing only 24 per cent of its operating capacity. (Figure 3 refers).

Figure 3 Utilisation of Pavillon Swimming Pool

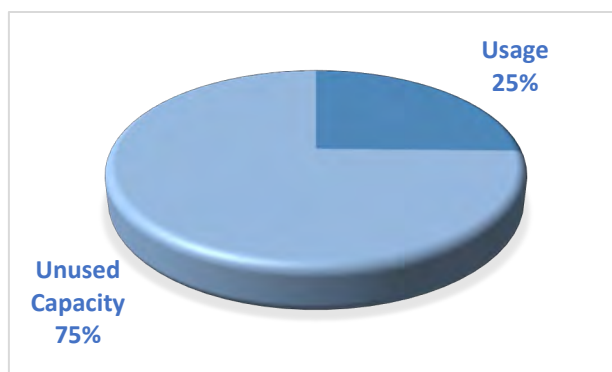


Source: NAO Analysis of Attendance Records

Serge Alfred Swimming Pool – The pool consists of a 50-metre pool with eight lanes. Each lane has a capacity of 15 to 20 people at a time (based on usual practice information obtained from coaches and officers of MSC), which means that it has a daily capacity of some 1,550 persons and a weekly capacity of 9,000 persons.

An analysis of weekly usage was carried out in October 2022. It was noted that, the average attendance per week was some 2,300 persons, that is only 25 per cent of the capacity was used as shown in Figure 4.

Figure 4 Utilisation of Serge Alfred Swimming Pool



Source: NAO Analysis of Attendance Records

New George V Stadium – The Stadium is open from 7 a.m. to 3.15 p.m. on Weekdays and from 7 a.m. to 10.45 a.m. on Saturday. Records of bookings for the months of April 2023 and May 2023 were scrutinised. The stadium was available for use for some 175 hours per month. For the month of April 2023, the Ministry and one private club used the stadium for football competitions for some ten hours.

For the month of May 2023, again only two organisations, MYESR and one affiliated football club, had utilised the football ground of the stadium for some 15 hours. One public entity used the meeting room for Yoga purposes on three occasions for a total of three hours.

Although the Stadium was mainly reserved for federations and affiliated clubs for training and for national and international matches, they had not used the infrastructure for the abovementioned months. The Stadium was therefore underutilised.

Pandit Sahadeo Gymnasium – The Gymnasium is used mainly for playing volleyball. The gymnasium is open on weekdays, as from 9 a.m. and usually closes at 6 p.m. The facility is also available for use beyond the abovementioned time and also during weekends as closing time depends largely on the training of players and on the end of volleyball matches.

The Gymnasium has three volleyball courts, one main court and two side courts. It is used mainly by federations and clubs affiliated with sports federations for training and playing volleyball for competitions under various divisions.

Records for the month of April 2023 and May 2023 were examined. There were no bookings on six days (mostly Sundays) and five days (Weekdays and Sundays) during the month of April and May respectively. For the remaining days of the two months, volleyball courts were used for only a few hours in a day. For example, for the month of April 2023, volleyball courts were used for a maximum of five hours in a day.

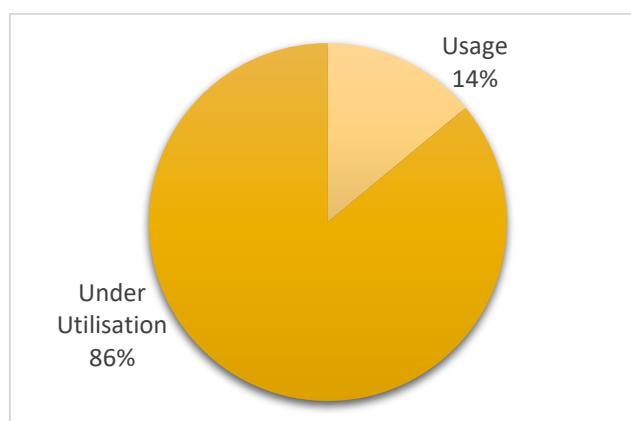
This facility was underutilised and also did not attract the interest of the general public. The Ministry was facing difficulties in maximising the use of its sports infrastructure.

National Badminton Centre – The National Badminton Centre is open, on weekdays from 6 a.m. to 10 p.m. (16 hours per day). The Centre is used between 6 a.m. and 7 p.m. on Saturday and between 6 a.m. and 6 p.m. on Sunday by the general public and private clubs and also for training and competitions under various divisions by clubs affiliated with sports federations.

Badminton courts is rented on a quarterly basis by various organisations. MSC advertises, one month before the relevant quarter that bookings are opened and invites users to reserve badminton courts for the coming quarter. Badminton courts are allocated on a first come, first serve basis but priority is given to sports federations for training and for national and international competitions.

The National Badminton Centre has nine courts with an average capacity of four persons per court daily. The daily average capacity of the Centre is 576 persons. From an analysis of the weekly utilisation in April 2023, it was noted that less than 15 per cent of the available capacity was actually used. For example, in week 3, the available capacity was 3,312, out of which only 463 persons used the court. The Badminton Centre was therefore underutilised by 86 per cent as shown in Figure 5.

Figure 5 Utilisation of National Badminton Centre



Source: NAO Analysis of Attendance Records

Root Cause: MYESR did not devise an appropriate mechanism to monitor the effective use of sports facilities through allocated time slots to different groups of users.

Recommendation:

The Ministry must continue in its endeavour to promote community sports at grassroots level and should develop feasible plans to maximise the use of all its facilities.

The Ministry, through MSC, should undertake a vast sensitisation and awareness campaign to make the public aware of the various facilities at their disposal.

The Ministry should strengthen its monitoring procedures as systems and processes in place for the use of facilities are not adequate.

The Ministry should consider reviewing its policy of earmarking some sports facilities solely for federations including affiliated clubs and look into the possibility of allocating sports facilities, to the public where such facilities are not in use or are partly used by Federations thus increasing participation of the Mauritian population in community sports and physical activities.

3.5.1 Delay in Digitisation of the Sports and Physical Activity Landscape

Criteria: One of the key recommendations in the NSPAP was the digitisation of the sports and physical activity landscape which will offer, among others, improved consumer experiences.

Situation Found: As of June 2023, the setting up of such a digital portal had yet to be initiated at the Ministry. In the meantime, there were accessibility and operational challenges such as the absence of a digital booking and payment system and unavailability of a database to find available facilities with available time for utilisation on a digital portal.

Consequence: The effect of such a delay was that:

- There was no centralised platform for users to check the availability of facilities as well as opening and closing times of these facilities among others.
- The actual booking system was time-consuming.

Root Cause: The Ministry did not plan for the digitisation of the sports and physical activity landscape.

Recommendation: The Accounting Officer of the Ministry should plan for the digitisation of the sports and physical activity landscape and ensure its implementation and include the option of online booking for the use of facilities.

3.6 Inadequate Maintenance of Sports Facilities

Introduction: Facility maintenance ensures that all areas within and around a facility are operating as optimally as possible for maximum efficiency and safety.

Criteria: In January 2015, the Ministry issued guidelines for the maintenance of sports infrastructures to assist officers in the management of the facilities, with particular emphasis on the maintenance of stadiums, gymnasiums and swimming pools. The officer-in-charge of the infrastructures had the responsibility to, among others:

- a. Attend to repairs and reports submissions for remedial actions;
- b. Continue follow-up of all major works on sports infrastructures with the Assistant Secretary (Sports Infrastructure) and flag the issue if no progress is noticed; and
- c. Supervise and monitor the general maintenance of sports sites.

Moreover, good practice requires the inclusion of preventive maintenance as part of an overall maintenance plan.

Situation Found: The budgeted and actual expenditure with respect to the Upgrading of Sports Infrastructures for the past five financial years from 2017-18 to 2021-22 are shown in Table 8. The total provisions for the financial years 2017-18 to 2021-22 were some Rs 128 million, whilst accumulated expenditure for the same period was around Rs 40 million.

Table 8 Budgeted and Actual Expenditure for Upgrading of Sports Infrastructures (MYESR)

Year	2017-18	2018-19	2019-20	2020-21	2021-22	Total
	Rs m	Rs m	Rs m	Rs m	Rs m	Rs m
Budgeted Expenditure	26.8	17.2	26.4	27.0	30.7	128.1
Actual Expenditure	12.3	9.1	3.4	14.0	1.7	40.5

Source: Annual Budgets of MYESR and Annual Reports of the Accountant General

Only 31 per cent of the total provisions had been utilised over the last five years for the maintenance of sports facilities across the island.

Furthermore, some Rs 88 million remained unspent in the budget of the Ministry for the financial years 2017-18 to 2021-22. Maintenance and repair works to be undertaken depend on the cost estimates and the budget available at the Ministry. The thresholds to carry out minor and major works were not specified.

Consequence: Maintenance carried out on sports infrastructure was of a corrective and reactive nature. Preventive maintenance was not undertaken by the Ministry which was important for prolonging the life of the infrastructure, reducing downtime and preventing costly emergency repairs from occurring.

Root Cause: The Accounting Officer of the Ministry did not have a maintenance plan that balances the need for short term and long-term maintenance work.

Recommendations: The Accounting Officer of the Ministry should ensure that sports facilities are well maintained and regular check-ups or routine maintenance are carried out. A systematic approach to facility maintenance and operation should be established to avoid infrastructure maintenance emergencies and ensure the longevity of sports infrastructures.

A widespread national programme to improve facilities maintenance and accessibility should be prepared with the allocation of appropriate funding for long-term maintenance so that the Ministry could ensure that the sports facilities are always in good running condition and unscheduled repairs and immediate closure of sports infrastructures may be reduced.

3.6.1 Insufficient Upkeep of Sports Infrastructures

Situation Found: In August 2021, the Sports Infrastructure Sub-directorate carried out a survey of 37 sports facilities scattered across the country which are under the responsibility of

the Ministry and a list of major and minor repairs /works was drawn. In several cases, requests for repairs/works had already been sent to the Ministry for further action while in others new requests had to be addressed.

The Survey Report of 2021 pointed out that maintenance and upkeep of sports infrastructures were insufficient, requiring important refurbishment in many cases. This was confirmed during the review of individual files of sports infrastructures.

The Ministry engaged in repairs and upgrading works when issues were raised or when facilities were not functioning properly. It was only before major international/regional events such as the Indian Ocean Islands Games and the Commission de la Jeunesse et des Sports de L’Ocean Indien Games that surveys were carried out to identify sports infrastructures that would be used during the games and evaluate works that needed to be carried out to bring the facilities up to international norms and standards (refer to Case Study 1 on page 32).

Consequence: In several cases, the Ministry was faced with unexpected repairs which were time-consuming to deal with and facilities had to be closed for several months. For example, it was reported in October 2022 that the filtration pump of the Riviere-du-Rempart Swimming Pool was not functional and the pool had to be closed for several months.

Root Cause: The Ministry did not plan for preventive maintenance.

Recommendation: The Accounting Officer of the Ministry should consider carrying out a comprehensive annual survey of all sports facilities by a qualified team to identify and assess the need for any repairs and maintenance works. Maintenance plans should be developed for all facilities and should include a balance of planned maintenance (preventive and corrective) and unplanned maintenance (reactive and emergency) over the immediate, medium and long terms as infrastructures face degeneration in the absence of planned maintenance.

Case Study 1

Upgrading of Sports Infrastructure for the Indian Ocean Island Games 2019

In the context of the 10th Edition of the Indian Ocean Island Games (IOIG) held in 2019 in Mauritius, major upgrading and renovation works had to be carried out to fourteen sports infrastructures to bring them up to international norms and standards. Most of the sports facilities had to be upgraded and renovated anew. The total cost incurred for the renovated sites amounted to some Rs 746 million.

The sports infrastructures were in such a deplorable state that it costed Government more than Rs 700 million to renovate these facilities. It was only after sixteen years that such important renovations were undertaken as the last time that a major upgrading and renovation of sports facilities was carried out was in 2003 when Mauritius hosted the 6th edition of the IOIG.

All sites were renovated in time for the IOIG held in July 2019 and were later handed over to MSC for their day to day running and management. During a meeting of the MSC Infrastructure, Health and Safety Committee held in October 2021, it was pointed out that no preventive measures were being taken to upkeep the renovation works that have been done in the context of the IOIG 2019.

Neither the Ministry nor MSC had a preventive maintenance plan and works were carried out on sports infrastructures only when significant maintenance issues arose or before major regional/international events whereby Government had to spend significantly on upgrading and regenerating existing facilities in time for the games.

The above situation emphasised the importance of having a well-defined maintenance policy supported by an effective maintenance plan that considers the need for both short-term and long-term maintenance work that is imperative for extending the life of sports infrastructures and preventing colossal emergency upgrading and renovation works from occurring. Government should recognise the importance of infrastructure maintenance and the role that effective maintenance will play in supporting sustained use of sports facilities by improving its maintenance practices.

3.6.2 No Condition Assessment

Criteria: According to good practice, condition assessments are important because they determine the extent to which a facility can meet its intended purpose and they are a significant component of preventive maintenance.

A condition assessment is a technical inspection by competent assessors to evaluate the physical state of building elements and services and to assess the maintenance needs of the facility. One of the requirements of the framework is that departments assess the condition of

their buildings by site inspections at least every three years (*Source: Maintenance Management Framework of the Queensland Government of Australia updated in 2017*).

Situation Found: It was not the practice at the Ministry to carry out periodic condition assessments of all its infrastructures.

Consequence: Several sports facilities remained in a bad state. It was only before major international events such as the IOIG that surveys were carried out to identify sports infrastructures that would be used for competition during the games and to determine their state of play. Major upgrading and renovation works had to be carried out to bring them up to international norms and standards.

Root Cause: The Ministry did not plan for periodic assessments of all its sports facilities to be carried out to evaluate the state of its infrastructures.

Recommendation: The Accounting Officer of the Ministry should plan and carry-out condition assessments of all its sports facilities at regular intervals for example, every three to five years. Effective maintenance planning is crucial for enabling Government to develop appropriate strategies and actions for maintenance, major replacements, refurbishments and investment.

3.6.3 Inefficient Maintenance of Sports Facilities by MSC

Thirty sports facilities of the Ministry are managed by MSC. Repair works of routine nature are carried out by the MSC while major upgrading of sports infrastructure works are referred to the Ministry for tender exercises.

Criteria: The budgeted and actual expenditure for the maintenance of Sports Infrastructures (minor) for MSC for the past five financial years from 2017-18 to 2021-22 are shown in Table 9.

Situation Found: The total provisions for the financial years 2017-18 to 2021-22 were some Rs 8.7 million, while actual expenditure for the same period totalled some Rs 4.8 million.

Table 9 Budgeted and Actual Expenditure for Maintenance of Sports Infrastructures (MSC)

Year	2017-18	2018-19	2019-20	2020-21	2021-22	Total
	Rs m	Rs m	Rs m	Rs m	Rs m	Rs m
Budgeted Expenditure	1.7	2.1	2.2	1.2	1.5	8.7
Actual Expenditure	2.2	0.8	0.5	0.3	1.0	4.8

Source: MSC

Consequence: Only 55 per cent of the total provisions had been utilised over the last five years for the maintenance of sports facilities.

Root Cause: MSC did not have a preventive maintenance plan and works were carried out on the facilities on a need basis.

Recommendation: The Accounting Officer of the Ministry should ensure that MSC has a preventive maintenance plan and that sports facilities under its responsibility are regularly maintained and kept in good condition.

3.6.4 Inappropriate Handing Over of Certain Sports Facilities

Criteria: According to several literatures, a terms and conditions agreement acts as a legally binding contract between two parties. It sets the rules and guidelines that users must agree to and follow.

Situation Found: With effect from 1 July 2022, five swimming pools across the island and the National Badminton Centre were administratively handed over to MSC for their day-to-day operation and management. However, as of June 2023, clearly defined terms and conditions of the handing-over were not available.

Furthermore, as per established procedures, MSC was carrying out minor repairs and upgrading works. However, no threshold for repairs and upgrading works had yet been defined. In April 2022, the Ministry agreed that MSC carry out repairs and upgrading works, as and when required on ten sites (5 swimming pools, National Badminton Centre and 4 Outdoor Centres), up to a threshold of Rs 3 million and that the Ministry would carry out works above Rs 3 million. No decision was taken for the other sports facilities.

Consequence: In March 2023, except for the Outdoor Centres, vesting documents were not available for other sports facilities handed over to MSC. It was not clear under which terms and conditions the facilities were handed over to the Council.

Root Cause: Sports infrastructures handed over to the MSC were not being systematically monitored by the Accounting Officer of the Ministry.

Recommendation: The parameter of the works handled by MYESR and MSC should be well defined and as such vesting documents and agreements should be prepared for all sites under the management of MSC specifying clearly the terms and conditions for the purpose of transparency and accountability.

3.6.5 Irregular Maintenance Works

Criteria: In September 2021, the Board of MSC approved the setting up of the Infrastructure, Health and Safety Sub-Committee with members from MSC and MYESR amongst others, to discuss issues on sports infrastructure managed by MSC, including maintenance matters.

Situation Found: From a scrutiny of the notes of meetings of the Infrastructure, Health and Safety Committee, the following were noted with regard to the maintenance of sports infrastructures:

- Some activities at several sports facilities could not be performed as maintenance was not carried out regularly.
- There was a lack of coordination among stakeholders noted by the Health and Safety Officer of MSC. He was not informed of the status of issues reported to the Health and Safety Officer of the Civil Service, following site visits of sports infrastructures.
- Major renovations were carried out for the Indian Ocean Islands Games and the Commission de la Jeunesse et des Sport de L’Ocean Indien Games but ongoing renovation works had not been done for the upkeep of these facilities.
- Very often the services or recommendations of engineers were required regarding issues but the engineers working with MYESR were taken up with other workloads.
- Lack of maintenance at some sports facilities represented a hazard to users and as such facilities had to be closed for a long period of time.

Consequence: Despite the observations of the Infrastructure, Health and Safety Committee, there were not sufficient sustained efforts to effectively address the maintenance issues. Repairs and maintenance works were carried out only upon request made by the officer-in-charge of the facilities.

Root Cause: MSC did not have a preventive maintenance plan and works were carried out on facilities only when issues arose.

Recommendation: MSC should develop maintenance plans and ensure that these facilities are in good running condition by engaging in regular check-up or routine maintenance.

3.6.6 Responsibility of Sports Facilities Mauritius not Properly Defined

Criteria: During two consecutive Budget Speeches of 2019-20 and 2020-21, it was announced that Sports Facilities Mauritius (SFM) would be established to optimise the use of sports infrastructure and the Sport Facilities Mauritius Unit will supervise the maintenance and long-term strategy of our national portfolio of sport facilities, youth hubs, outdoor education and recreation centres.

Situation Found: In October 2021, the Ministry initiated procedures for the setting up of SFM and proposed its establishment within (MMIL)³ whereby repairs, maintenance and upgrading works up to a defined threshold would be carried out.

The Ministry also proposed to sign an MoU with MMIL and MSC for the running of SFM and a draft document was sent to MMIL on 19 October 2021.

Government has, in July 2022, agreed that the mandate of MMIL be extended to operate a Sports Facilities Mauritius Unit for the provision of maintenance services in respect of local sports infrastructures.

³In the context of the implementation of the project for the construction of a Multisport Complex at Cote D’Or, a special purpose vehicle under the name of Mauritius Multisports Infrastructure Ltd (MMIL) was created with a view to fast track the project. MMIL was incorporated on 21 November 2016 as a private company with Government as sole shareholder. In June 2019, the mandate of MMIL was extended so as to include therein the management and maintenance of the Multisport Complex at Cote D’Or.

As of June 2023, although SFM had already been established, details of its structure, composition of the SFM Committee, terms of reference, and agreements between concerned stakeholders were not available at the Ministry.

Consequence: There were no established procedures and vesting documents at the Ministry for maintenance carried out by SFM which can lead to unclear roles and responsibilities and duplication of works. Currently, maintenance works are carried out by the Ministry, MSC and SFM without defined thresholds. Clear and agreed roles and responsibilities of SFM with accountability and monitoring were lacking.

Root Cause: Effective coordination and follow-up were not undertaken by the Ministry for the finalisation of procedures and related documents with respect to repairs, maintenance and upgrading of sports facilities.

Recommendation: The Accounting Officer of the Ministry should promptly define the roles and responsibilities of SFM, MSC and MYESR in effectively addressing maintenance issues in sports infrastructures.

3.6.7 Maintenance Issues Observed During Site Visits

Criteria: Ministry's guidelines for maintenance of sports infrastructures put emphasis on the maintenance of stadiums, gymnasiums and swimming pools.

Situation Found: Site visits were carried out at various sports infrastructures in May and June 2023. Several maintenance issues observed are presented in the following paragraphs.

Mare D'Albert Swimming Pool - The maintenance of the administrative blocks was unsatisfactory. Spalling of roof was visible in several places. The roof was also leaking at numerous points and required waterproofing to prevent further deterioration (Figures 6 and 7).

Figure 6 Leakages on Roof of Administrative Block of Mare D'Albert Swimming Pool

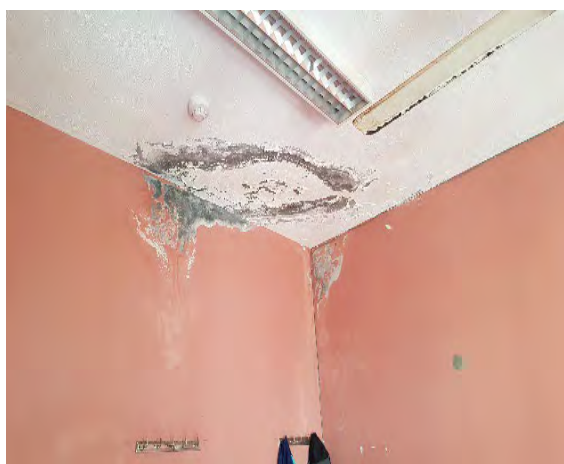
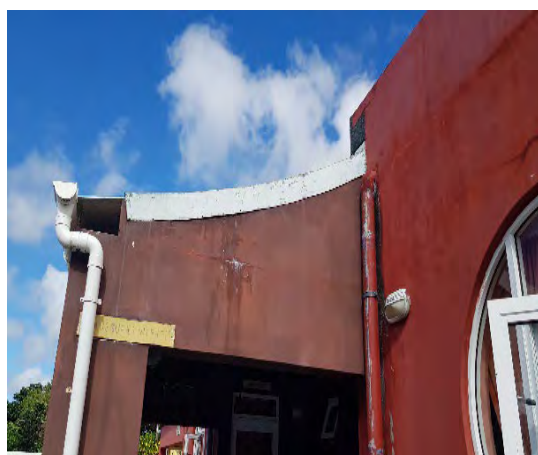


Figure 7 Leakages on Wall of Administrative Block of Mare D'Albert Swimming Pool



Serge Alfred Swimming Pool – The pool was closed to the general public since January 2023 as it was affected by grout tiles coming out in many places, leaving sharp edges and representing a danger to users especially children. Only elite swimmers were getting access to the pool for training purposes in view of national and international competitions.

As of 23 May 2023, repairs and maintenance of the pool had not yet been carried out and it was still closed to the public.

New George V Stadium – Major issues for the New George V Stadium are highlighted below:

- Maintenance of seating areas was insufficient. Bird droppings were present on most seats and as such they cannot be used.
- The water pumping system was out of order and workers had to shift to manual operation of the pump, rendering work more time-consuming.
- Bird nets were broken in many places and there were visible signs of wear and tear, thus rendering them ineffective against bird droppings.
- Fencing/metallic structures were broken and rusted in some places and needed repair.
- Security Barriers (for coming in and out of the Stadium) were rusted and unusable. (Figures 8 and 9).
- Fog lights were not used as well as most of the bulbs were broken or not functioning.
- Fire alarms were either out of order or not functioning well.

Figure 8 Electric Wire Exposure at Entry Gate of New George V Stadium



Figure 9 Damage to Bird Nets and Surveillance Camera at New George V Stadium



Vacoas Sports Complex - There were water leaks at several places at the Vacoas Sports Complex such as on the roof of the Pandit Sahadeo Gymnasium, on the ceiling and walls of the National Weight Lifting Centre and the National Boxing Centre (Figures 10 and 11 refer).

Figure 10 Water Leakages on Wall of Gymnasium at Vacoas Sports Complex



Figure 11 Water Leakages near Electric Panel at Vacoas Sport Complex



National Badminton Centre – The National Centre suffered from extreme water infiltration from its roof whenever there were heavy rainfalls and as such some of the playing courts could not be allocated to users until all water had dried off as water had accumulated under the flooring.

Moreover, rainwater infiltrated the electrical tubes leading to short circuit and general power cut in the whole centre. Due to the power outage, the gymnasium could not be put at the disposal of users until repairs were carried out.

Anjalay Stadium - The administrative blocks of Anjalay Stadium suffered from major leakages whereby spalling of roof had occurred in several places and false ceilings had deteriorated considerably (refer to Figures 12 and 13). In some places, floor tiles were cracked and damaged and in other places tiles were missing.

It was pointed out that during heavy rainfall, water penetrated the electric pipes, causing blackout across the whole stadium. Pigeon wastes were present across the stadium seating areas and on several walls, windows and doors. The second football training ground was closed to the public as head lights were hanging and represented a danger to users.

Figure 12 Rusting of Structure of Anjalay Stadium

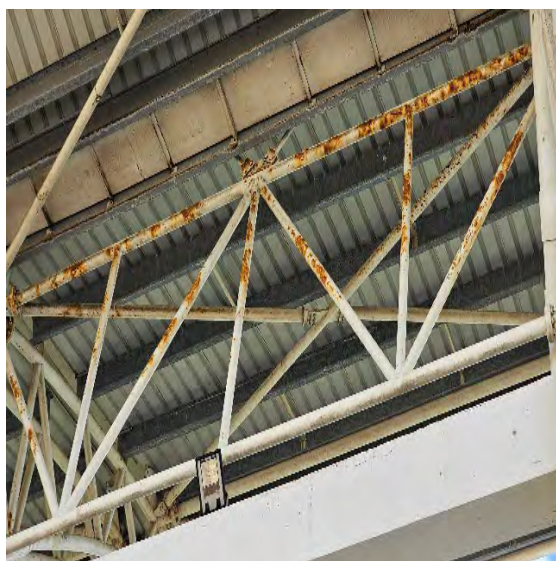
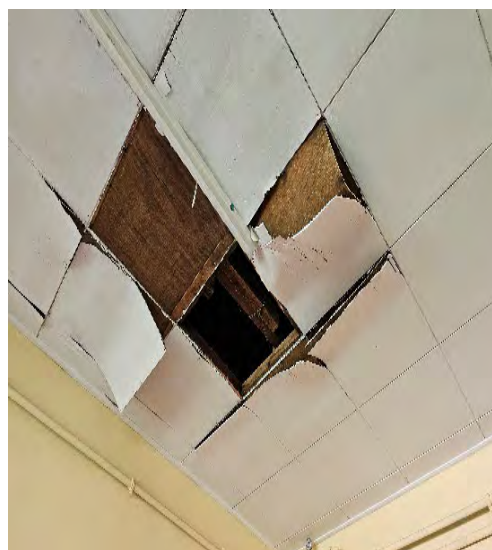


Figure 13 Ceiling in Deteriorating State in Administrative Block of Anjalay Stadium



Maintenance issues were reported to MSC through emails by the officer-in-charge of the facilities. A register was not kept to record maintenance requests. Hence, monitoring and follow-up of reported cases were difficult. It was not known what issues have been reported to MSC and whether approval for maintenance works had been obtained and carried out. As there were no audit trails, the completeness of records could not be ascertained.

Consequence: The state of sports infrastructures remained unsatisfactory as maintenance activities were not undertaken to prevent facilities from deteriorating.

Root Cause: Neither the Ministry nor MSC had a preventive maintenance plan and did not engage in routine maintenance of sports facilities.

Recommendation: The Accounting Officer of the Ministry and the officer-in-charge MSC should be pro-active in developing a structured and meaningful preventive maintenance plan to reduce infrastructure degeneration and enable facilities to operate efficiently.

MSC should consider keeping a maintenance register to record maintenance activities of all sports facilities with information with respect to the facility concerned, issues reported, actions taken to enable it to track and monitor maintenance tasks.

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CHAPTER FOUR

CONCLUSION

This chapter concludes against the audit objective based on the analysis and findings supported by audit evidence as elaborated in the previous chapter.

Over the years, the Ministry has been taking several initiatives to foster a culture of community sports and physical activity in Mauritius. The NSPAP, formulated in 2018, targeted 35 per cent of adult population to be physically active by 2028 through nine transformative actions. Although strategies have been developed, the Ministry has not been able to ensure their sustained implementation. With the pace at which these actions/strategies are being implemented it is unlikely that the Ministry will be successful in achieving the target of 35 per cent by 2028.

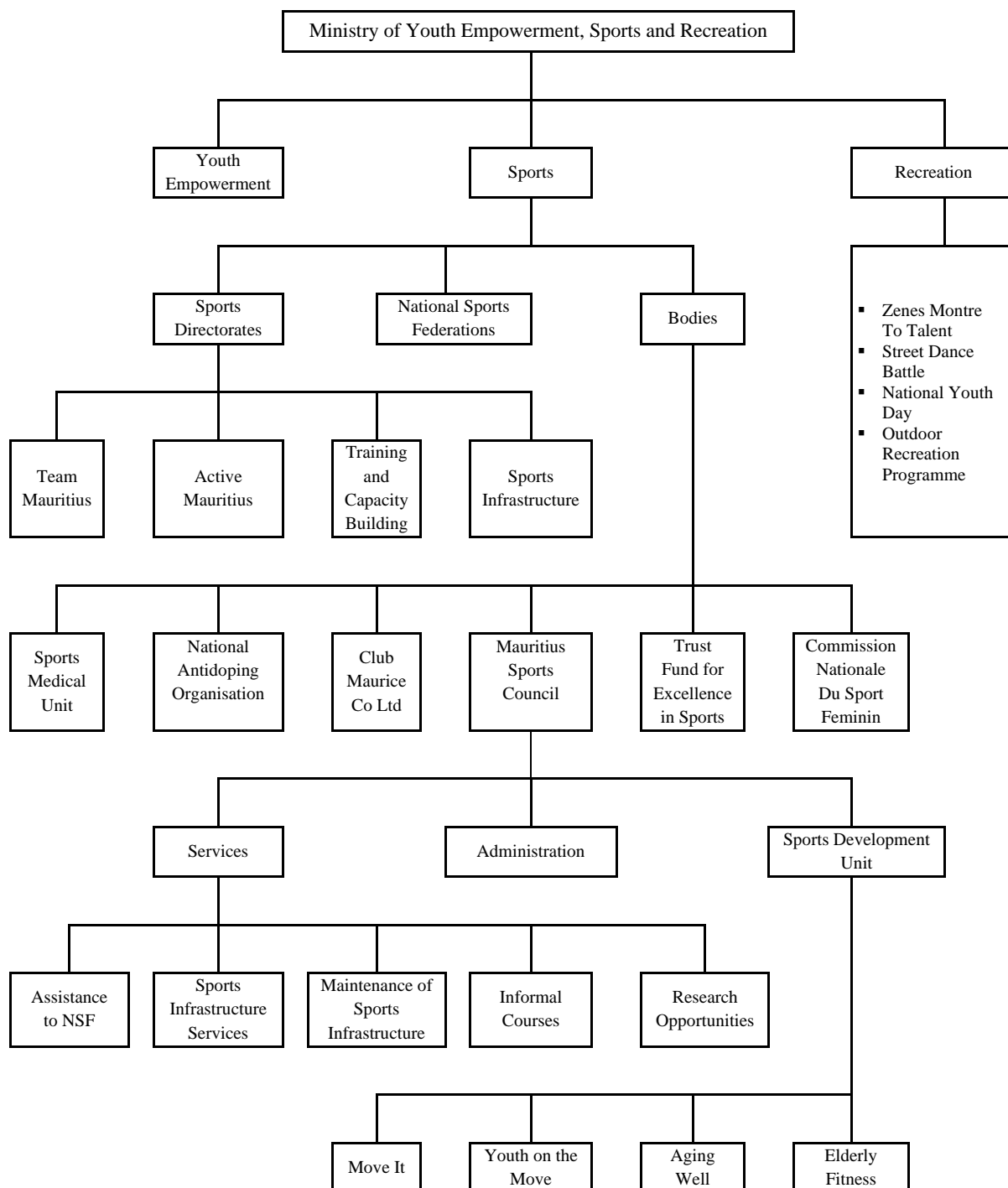
Mechanisms to facilitate the implementation of the NSPAP, such as the Cross-Ministerial Working Group for sports and physical activity and the Implementation Taskforce have either not yet been set up or are not functional. There is also no monitoring and evaluation mechanism at the Ministry to track and assess the progress achieved in the implementation of the actions/strategies.

The Ministry has under its control many sports infrastructures but these have not been optimally used to foster a culture of community sports and physical activity in Mauritius. MSC has developed several programmes under Active Mauritius to promote community sports but has been facing several challenges in their implementation. There is a mismatch between availability of the sports facilities and demand.

The timely and proper maintenance of sports facilities are key challenges facing the Ministry and MSC. They focus mainly on reactive maintenance rather than preventative maintenance, with certain infrastructures facing degeneration. Maintenance plans are not developed. Condition assessments of all sports facilities are not carried out by the Ministry to evaluate the state of the infrastructures. Follow up and monitoring of maintenance issues at MSC are difficult. Some of the infrastructures could not be used because of maintenance problems.

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Organisation Chart of the Ministry of Youth Empowerment, Sports and Recreation



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National Sports and Physical Activity Policy - Transformational Themes and Actions

The NSPAP focuses on three transformational themes, supported by 20 transformative actions to boost physical activities for better health. The three transformational themes are:

- (i) Foster a culture of community sports and physical activity;
- (ii) Create an amateur to elite sport environment; and
- (iii) Develop a vibrant and growing sport economy.

The nine transformative actions towards fostering a culture of community sports and physical activity are to:

1. Agree on a National transformational vision for community sports and physical activity
2. Foster diversity and inclusion in sports and physical activity
3. Create cross-ministerial working group for sports and physical activity
4. Review and update physical education curriculum in collaboration with Ministry of Education
5. Mandate physical activity within all corporates and public sector
6. Empower medical sector to prescribe sports and physical activity
7. Redefine the sports ecosystem roles and responsibilities
8. Deliver joint communication campaigns with Ministry of Health
9. Deliver impactful and sustainable sports and physical activity for all programmes

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National Sports and Physical Activity Policy - Implementation Taskforce

The roles and functions of the Ministry's Taskforce will:

- Take ownership of the implementation of the Policy.
- Provide strategic leadership in the implementation and sustainability of the Policy, making key decisions and setting and driving priorities.
- Ensure the transition of ownership of the Policy to Ministry staff and assign accountability and responsibilities to staff members.
- Communication of the Policy to the internal staff of the Ministry of Youth and Sports and external stakeholders.
- Monitor identified and emerging risks and advise on their prevention, mitigation and management.
- Recognise barriers and risks to the successful implementation of the Policy.
- Monitor the Policy budget and expenditure.

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National Sports and Physical Activity Policy – Cross-Ministerial Working Group

The roles and functions of the Group will be:

- Take cross-ministerial ownership of the Policy and its outcomes.
- Provide high level vision and strategic leadership in the monitoring of the Policy, assisting and advising in the setting and driving of priorities.
- Design and develop cross-ministerial programmes in line with the Policy outcomes and the United Nation Sustainable Development Goals.
- Cross-ministerial communication of the Policy to the staff of all Ministries and external stakeholders.
- Monitor identified and emerging risks and advise on their prevention, mitigation and management.
- Recognise barriers and risks to the successful implementation of the Policy.
- Provide high level input into the future budgeting requirements around the Policy implementation and have an active involvement in setting annual budget levels across Ministries to achieve recognised outcomes.

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Participations in Active Mauritius Programmes for the Period 2019-2022

Programmes	Target group	Activities	Year 2019	Year 2020	Year 2021	Year 2022
			Number of participants			
Move It (after school program)	7- 13	After School Sports and Fitness Program - Primary	15,171	19,200	19,200	16,154
		After School Sports and Fitness Program Secondary	-	1,030	1,175	2,800
		Natation Scolaire	3,251	4,133	4,980	9,661
		A la découvertes de nos athlètes	615	-	-	38
		Sports Camp	541	13,510	719	1,420
		Nager C'est Vital	1,608	-	361	1,075
		Colonie des Vacances	-	-	-	1,800
		After School Learn to Swim	-	-	-	92
Youth on The Move	14-24	Vulnerable Youth Program	40	58	45	7,915
		Hamilton College Swimming Session	-	-	137	-
		Wellness day at the University Des Mascareignes	-	-	69	-
		Outdoor Education Activities	-	-	389	2,378
Ageing Well (Working Population)	25-65	Exercise to Music	-	-	411	2,660
		Exercise at Workplace	24	26	25	328
		Walking Club	439	512	454	619
		Exercise Referral Scheme	-	-	276	1,413
Elderly Fitness	65+	Elderly Home Care Program	230	230	206	2,395
Local Active Mauritius Partnerships	All ages	World Walking Day	-	-	72,004	58,831
Active Mauritius	All ages	Debark kot toi	451	-	-	-
Total Participants			22,370	38,699	100,451	109,579

Source: NAO Analysis of MYESR Annual Statistics Reports 2020 and 2021 based on data from MSC

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Active Mauritius Strategy – Targets Set

Programme	Action	Objective	Target set
Move It	1: Expand ASSFP to all pupils between grade 4 –9 at all schools	Expanding ASSFP to all pupils between Grade 4 – 9, which will mean ~68k participants in 2025.	Yes
	2: Introduce an Active Schools Flag	Introduce an Active Schools flag to acknowledge primary schools partaking in After Schools and Learn to Swim Programmes.	Yes
	3: Continue to embed PE in the school curriculum and build on the current offering	Amount of PE delivered as part of Nine-Year System.	Yes
	4: Deliver educational campaign to shift mindsets & increase participation	Delivers a Children’s pathway from educational handouts and daily exercises in school, encourages through the power of social media, and tracks progress and incentives through rewards as Children achieve key milestones.	Not set
	5: Facilitate inclusive physical activity opportunities for children within communities	Strategic relationships with local partners to collectively deliver increases in the quantity and quality of physical activity.	Not set
	6: Deliver Learn to Swim programme for all Grade 4 children	<ul style="list-style-type: none"> - Defining a set of minimum competencies provides the necessary foundation for a Mauritian Learn to Swim programme. - Teaching all school-aged children basic swimming, water safety and safe rescue skills is compulsory in numerous countries. - Primary schools have access to 15 swimming pools, with 88% of schools within a 20-minute driving time to a pool. - To ensure successful implementation of a National Learn to Swim programme we will work with a number of partners. 	Yes
Youth on the Move	7: Ensure secondary and tertiary education encourages knowledge and opportunities for an active life, watersports, aquatics and outdoor pursuits	Work with the MoE to ensure children receive an Outdoor Education and turn existing coastal youth centres into Youth Adventure Centres.	Not set
	8: Tackle low participation rates amongst older girls and young women	Target females between 15 –29 through targeted programme offerings around volleyball and swimming.	Not set

	9: Activate and deliver sport for development projects targeting the most vulnerable members of society	Utilise Line Up, Live Up resources in existing Vulnerable Youth Programme and deliver capacity building training to coaches.	Not set
	10: Activate tertiary education partners to provide physical activity	Target the ~37k students in tertiary education, in addition to the ~60k secondary school students targeted in the school curriculum review to meet our 35% target.	yes
Ageing Well	11: Encourage and incentivise adult swimming through targeted interventions and programmes	<ul style="list-style-type: none"> - Deliver and activate opportunities around swimming for adults. - A combination of free and subsidised programmes delivered directly and through partnerships . - Adult learn to swim, Women only lessons, Masters programmes Aquababy, Aqua aerobics. 	Not set
	12: Empower people to get active through walking	<ul style="list-style-type: none"> - Expand the Walking Clubs programme. - Identified 3 key areas for sustainable growth of Walking Clubs, which are all underpinned by moving to local delivery and will empower people to get active by walking. 	Not set
	13: Target light actives by encouraging a change in physical activity habits	Using clear design principles and insight into barriers to physical activity, we will design and deliver an educational and marketing campaign targeting light actives.	Not set
	14: Deliver programmes targeting women	Exercise to music is targeting physical activity for those with Diabetes and Pre-Diabetes. A broader approach is required, targeting housewives and mothers who are amongst the least active segments.	yes
	15: Create opportunities to continue to play recreational sport throughout lifetime through Masters programmes	Activate recreational sport through activating master programmes.	Not set
	16: Introduce financial & behavioural incentives to active exercise in the workplace	Working with the government and corporates to introduce a number of tailored financial and behavioural incentives targeting barriers to participation.	Not set
	Elderly fitness	17: Scale 'Elderly Fitness Programme' for all elderly adults, and increase offering to include swimming	Elderly Fitness Held in 9 homes in Mauritius is providing an opportunity for those in elderly homes to be physically active. Elderly Fitness programme, with a target of 45k participants by 2025.

	18: Develop and deliver 'Walking Football Programme' in communities	Run pilot in Rodrigues before rolling out in Mauritius.	Not set
All Ages	19: Ensure those with physical and mental disabilities have the opportunity to be physically active	<ul style="list-style-type: none"> - Provision of sports and physical activity for those with disabilities. - Ensure those with physical and mental disabilities have programmes suitable to their needs. 	Not set
	20: Build a culture of volunteering in sport	Local delivery and local programmes should be supported by local volunteers in their communities.	Not Set
	21: Enable Active Travel and build Active Places	<ul style="list-style-type: none"> - Encourage private partnerships e.g. MUGAs. - MUGAs provide an active environment for all ages in Mauritius. - Encourage safe active travel –walking and cycling through incentive schemes. - Digitisation of the physical activity programming and booking landscape to improve accessibility. 	Not set
	22: Build out the exercise prescription programme	12-week pilot programme National roll out	Not set
	23: Deliver a calendar of physical activity events focused on increasing physical activity levels	<ul style="list-style-type: none"> - Events do not have to be one-offs, and dedicating weeks or even months to physical activity can increase engagement levels and drive behavioural change. - Large-scale events and sports festivals should be used to increase public awareness and sustain participation levels. 	Not set
	24: Support Rodrigues in ensuring inhabitants are sufficiently active	Continue to support Rodrigues in ensuring sufficient activity levels through both delivery of Active Mauritius programmes and support of 'Physique dans Village'	Not set

National Audit Office

Air Mauritius Centre, John Kennedy Street, Port Louis, Mauritius
Tel: (230) 212 2096 Fax: (230) 211 0880 Web: <http://nao.govmu.org>

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