The Audit & Risk Committee met on 8 occasions during the year 2014 and was constituted as hereunder:

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. Y. Ismaël</td>
<td>Chairperson</td>
</tr>
<tr>
<td>Mr. S. Nemchand</td>
<td>Member</td>
</tr>
<tr>
<td>Mr. V. Soondram</td>
<td>Member</td>
</tr>
<tr>
<td>Mr. M. Soobrayen</td>
<td>Member</td>
</tr>
</tbody>
</table>

**PROJECT MONITORING COMMITTEE**

In October 2013, the Board approved the setting up of a Project Monitoring Committee as a Sub-Committee of the Board to, inter-alia:

<table>
<thead>
<tr>
<th>Terms of Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>monitor the progress of major projects implemented at the level of CWA;</td>
</tr>
<tr>
<td>review the quarterly progress reports of the P&amp;D Division with a view to ascertaining that projects are on schedule and to avoid as far as possible unnecessary claims from contractor/s at a later stage;</td>
</tr>
<tr>
<td>ascertain that the appropriate recommendation/s are made to the Board for timely approval.</td>
</tr>
</tbody>
</table>

The Project Monitoring Committee was constituted as follows:

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. Y. Ismaël</td>
<td>Chairperson</td>
</tr>
<tr>
<td>Mr. S. Nemchand</td>
<td>Member</td>
</tr>
<tr>
<td>Mr. V. Soondram</td>
<td>Member</td>
</tr>
</tbody>
</table>

In 2014, the Project Monitoring Committee met on 7 occasions.

**CORPORATE GOVERNANCE COMMITTEE**

The Corporate Governance Committee was set up as a sub-committee of the Board in October 2014 to assist the Board in promoting good governance practices and to ensure that disclosures are made in the annual report in compliance with the disclosure provisions in the Code of Corporate Governance.

The Corporate Governance Committee was constituted as follows:

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. Y. Ismaël</td>
<td>Chairperson</td>
</tr>
<tr>
<td>Mr. S. Nemchand</td>
<td>Member</td>
</tr>
<tr>
<td>Mr. V. Soondram</td>
<td>Member</td>
</tr>
</tbody>
</table>

The Corporate Governance Committee, however, did not meet in 2014.
# ATTENDANCE AND REMUNERATION OF BOARD MEMBERS

<table>
<thead>
<tr>
<th>Board Members</th>
<th>Board Meetings (including Special Board Meetings)</th>
<th>Board Committees</th>
<th>Remuneration for year 2014 (Rs)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FC</td>
<td>ARC</td>
<td>PMC</td>
</tr>
<tr>
<td>No. of Meetings</td>
<td>13</td>
<td>17</td>
<td>8</td>
</tr>
<tr>
<td>Mr. P. Saddul (Chairperson)</td>
<td>12</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Mr. S. Nemchand</td>
<td>13</td>
<td>17</td>
<td>8</td>
</tr>
<tr>
<td>Mrs. D. Moosooohur</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>(alternate to Mr. S. Nemchand)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. V. Soondram</td>
<td>13</td>
<td>15</td>
<td>8</td>
</tr>
<tr>
<td>Mr. R. Fuzurally</td>
<td>-</td>
<td>2</td>
<td>-</td>
</tr>
<tr>
<td>(alternate to Mr. V. Soondram)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. M. N. Soobrayen</td>
<td>12</td>
<td>-</td>
<td>7</td>
</tr>
<tr>
<td>Mr. B. Raghoonauth</td>
<td>1</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>(alternate to Mr. M. N. Soobrayen)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dr. Y. Ismaël</td>
<td>13</td>
<td>17</td>
<td>8</td>
</tr>
<tr>
<td>Mr. D. Marion</td>
<td>12</td>
<td>12</td>
<td>30</td>
</tr>
</tbody>
</table>

**Members of Management**

<table>
<thead>
<tr>
<th></th>
<th>FC</th>
<th>ARC</th>
<th>PMC</th>
<th>SC</th>
<th>SSC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ag. General Manager</td>
<td>13</td>
<td>22</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deputy General Manager (A)</td>
<td>12</td>
<td>28</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**FC** : Finance Committee  
**ARC** : Audit & Risk Committee  
**PMC** : Project Monitoring Committee  
**SC** : Staff Committee  
**SSC** : Staff Selection Committee

Board members are remunerated from the General Fund as the Minister may determine. During the period under review, the fees paid to the Chairperson and Board Members for attendance at Board and Board Committee meetings amounted to Rs 1,820,106/-. 

*annual report 2014*
SENIOR MANAGEMENT TEAM

Dev Anand Aukle
Acting General Manager
Mr. D.A. Aukle holds a Bachelor of Engineering from the Bombay University and a MSc in Engineering (Hydraulics and Water Resources) from Canada. He is also holder of a Certificate in Water Resources Management from Italy. He joined the OWA in 1977 as Executive Engineer and was ultimately promoted to Principal Engineer (1988-1992) and Chief Engineer (1993-2002). He moved to Wastewater Management Authority as Deputy General Manager (Technical) – on contract – in July 2003 where he served for two years. He returned to CWA in 2005 and served as Chief Engineer till 2007 prior to being promoted to the post of Deputy General Manager (Technical). Since December 2010, Mr. D.A Aukle has occupied the post of Acting General Manager of the Authority.

Hermann Joseph
Deputy General Manager (Adm) – Since 2004
Mr. H. Joseph is holder of a Degree in Accounting and Computer Science and a MSc in Finance. He was an Ex-Member of The Association of International Accountants (A.A.I.A) and The British Computer Society (M.B.C.S). He is also a MQA Registered Trainer in IT – NOF Level 5. He started his career at CWA in August 1973 as Accounts Clerk and has been successively promoted to Senior Accounts Clerk, Accounts Officer, Accountant, Chief Financial Officer and Deputy General Manager (Administration). He occupied the post of Chief Financial Officer from August 1987 to December 2004. Since December 2004 to-date he has occupied the post of Deputy General Manager (Administration) in the Authority.

Jeetsing Munbualal
Ag. Deputy General Manager (Technical) – Since January 2012
Qualifications: Bachelor of Civil Engineering (Australia); Certificate in Computer Science Engineering (UOM); Member of Institute of Engineers (Australia).

Romesh Chandra
Kishore Rajcoomar
Chief Engineer (water resources / operation & support services) – Since 2008
(Mr. R.C.K. Rajcoomar retired from the services of the Authority in March 2014)
Following the retirement of Mr. R.C.K. Rajcoomar, Mr. Dhanraj Gungadeen (Principal Engineer) has been assuming the responsibility of Chief Engineer (water resources / operation & support services) in an acting capacity with effect from March 2014.

Dhanraj Gungadeen

Saytookumar Gungah
Chief Engineer (Planning & Development) – Since September 2012
Qualifications: B.Tech Civil Eng (I.I.T); Dip. Hydraulic Eng (Delft Netherlands); MSc Eng Project Management (UOM); ACI Arbitrator – Associate Chartered Institute of Arbitrators (UK).

Krishnacockmor Bisnatsingh
Acting Chief Engineer (Operations) – Since July 2012
Qualifications: Pre-Engineering Div.I
BSc Civil Engineering.
Outtum Issur  
Chief Financial Officer – Since 2005  
Qualifications: Fellow of the Association of Chartered Certified Accountants (FCCA) and MSc Finance. Member of the Mauritius Institute of Professional Accountants (MIPA); Member of the Chartered Institute of Management Consultants-Canada; Fellow of the Institute of Administrative Management (UK).

Nitish Jhagdambi  
Ag. IT Manager - Since August 2013  
Qualifications: BSc Computer Science with multimedia.

Yateendranath Ramkelawon  
HR Manager (On Contract) – Since January 2011  
Qualifications: Diploma in Personnel Management; LLB (Hons).

Chittaman Jugroo  
Manager Commercial Services – Since November 2010  
Qualifications: Fellow of Chartered Certified Accountants (FCCA) and MSc Finance. Member of the Mauritius Institute of Professional Accountants (MIPA).

Daniel Chan Moo Lun  
CHIEF INTERNAL AUDITOR – Since April 1990  
Qualifications: Fellow of the Association of Chartered Certified Accountants (FCCA).

Ramakrishna Neelayya  
Administrative Secretary – Since January 2011  
Qualifications: BSc (Hons) Economics; Post Graduate Dip. (Marketing Management); Post Graduate Dip. (Business Administration).

Kaleeanee Heeramun  
Economist / Analyst (On Contract)– as from May 2012  
Qualifications: BA (Hons) Economics – University of Delhi.

Bishek Narain  
Communication Officer [On Contract]:  
Since July 2006.  
(Mr. B. Narain resigned from the services of the Authority in May 2014)  
Qualifications: Bachelor of Marketing (BM) in Information and Public Relation – Norwegian School of Marketing, Oslo, Norway.

Rohit Mungra  
Senior Advisor – Since 2007  
(Mr. R Mungra was the General Manager of the OWA on contract basis from 2001 to 2005)  
Qualifications: BTech (Civil Engineering); IIT Diploma in Water Supply and Public Health Engineering; Diploma in Water Quality Control & Management.
CODE OF CONDUCT FOR CWA EMPLOYEES

The code of conduct for CWA employees which was approved by the Board in August 2012, rests upon a number of core values which require that CWA employees behave with integrity, selflessness, impartiality, objectivity, accountability, openness, honesty and justice.

The three guiding principles of the code are that CWA employees shall:
• fulfill their lawful obligations to the CWA with professionalism, integrity and loyalty;
• perform their official duties honestly, faithfully and efficiently while respecting the rights of the public and their colleagues; and
• not bring the CWA into disrepute through their private activities

TRANSPARENCY, ACCOUNTABILITY & INTEGRITY

Transparency
With a view to ensuring maximum transparency within the Authority, clear sets of internal procedures have been devised to eliminate the risks of fraud, errors and corruption. Well established and comprehensive Procedures have been worked out and are available on the Intranet of the Authority to ensure that all employees have easy access.

All internal and external circulars are published on the Intranet to ensure that all employees are updated. Besides, all major board decisions are also published on the Intranet in line with our transparency policy on a monthly basis.

The CWA annual reports and financial statements are also available on the CWA website: http://cwa.govmu.org and can be downloaded by anyone free of cost.

Accountability
In line with our Accountability policy, all payments are effected according to established procedures.

Integrity
The Authority ensures, as far as possible, that there is segregation of duties in all sections.

RISK MANAGEMENT, INTERNAL CONTROL & INTERNAL AUDIT

The Board has the overall responsibility for the Authority’s system of risk management and internal controls as well as for the assessing of their effectiveness. The Board views risk management as an integral component of good business practice with a view to supporting management’s decision making, improving the reliability of business performance and assisting in the preparation of the Authority’s consolidated accounts.

The Board delegates to executive management the responsibility for designing, operating and monitoring both the system and maintenance of effective internal control. The system of internal control is based upon an ongoing process of identifying, evaluating and managing key risks and includes the risk management processes as well. In this context, regular risk assessment is carried out in respect of Health and Safety throughout the organisation. Recognising that the operational activities involve permanent exposure to hazards and the safety of its employees is a constant concern, the CWA carried out Hazard Identification and Risk Assessment on all CWA sites. The recommended measures, inter-alia, provision of protective equipment, provision of safety signs, training programmes among others are duly implemented.
These measures help to mitigate risks and provide safer working conditions that will undoubtedly help to reduce accidents, injuries and occupational illnesses. The Internal Audit function provides Management and the Audit & Risk Committee with assurance that the internal controls in place are appropriate and effective.

The Internal Audit Division is governed by an Internal Audit Charter approved by the Audit Committee. It reports to the Audit Committee functionally and administratively to the General Manager.

The objective of the Internal Audit is to assist various levels of management in the effective discharge of their responsibilities. It also undertakes reliable assessment and value adding services relating to systems, internal controls and procedures.

Internal Audits are conducted as per the Annual Audit Plan approved by the Audit & Risk Committee. Special investigations are carried out at the request of the General Manager. The Internal Audit Team collaborates with the External Auditors as far as the review of system of internal control is concerned and follow-up action on weaknesses noted by them.

HEALTH & SAFETY

The Authority firmly believes that the security and health of its employees are sine qua non obligation. As a caring employer, CWA is committed to providing and maintaining a healthy, safe and secured working environment for its employees as well as for its stakeholders in general. During the year under review, the Authority has continued its effort to create an ideal environment for health, safety and welfare of its employees. Moreover, in line with the requirements of the Occupational Safety & Health Act 2005, Safety & Health Committees were conducted at regular intervals to look into all aspects health and safety pertaining to the Authority.

POLITICAL & CHARITABLE DONATIONS

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

CORPORATE SOCIAL RESPONSIBILITY

The CWA recognises the need to be socially committed and supportive to the lower income group. In this respect, during the year under review, CWA has maintained the Water Tank Grant Scheme with a view to supporting families in Mauritius and Rodrigues with a monthly income not exceeding Rs 15,000/- for the purchase of a water tank at a subsidised price.

RELATED PARTY TRANSACTIONS

The particulars in respect of Related Party Transactions have been disclosed in Note 28 of the Financial Statements.
Water management sustainability, stronger infrastructure and water quality assurance remain the dominant areas of the CWA operations. The institution continues to invest in its operational capabilities so that it can swiftly and effectively respond to new opportunities and threats. However, non revenue water has been the major challenge for CWA and hence, the Singaporean-backed Reduction of Non Revenue Water initiative in the MAV (Upper) Zone.

Continuous improvement of customer care and on-going communications with the public remain high on our agenda. We want to engage the community in our efforts to instil sustainability in our production model and create more opportunities for demand management initiatives.

Our operational capabilities rest on two key pillars, namely, Human resources and Technological platform. The year 2014 has seen vital investments in both areas as part of our vision to make the CWA a high-performance public utility organisation.

It is a prerequisite for Mauritius to be water secure in the face of challenges such as climate change, population growth, etc. As such, balancing the equation between water availability and increasing demand, together with meeting the ever growing expectations of public in terms of quality service, remain pressing issues for CWA.

The role of sound governance, institutions and regulations and the need for new ways of communicating and engaging with stakeholders and the need to build sustainability in the sector based on sound asset management, appropriate financial mechanisms and fair tariffs for all are indispensable.

The National Water Policy was formally adopted by Government in 2014. It stresses the value of a holistic approach which recognises the extensive and inter-sectoral decision making process about water. The document serves as a broad framework to promote sustainable development and translate into practice all water development strategies and water and sanitation action plans to meet the water requirements of all sectors.

The theme for the World Water Day 2014, which was the ‘The Water and Energy Nexus’ was designed to lead the way to energy security and sustainable water use in a green economy. CWA cannot be left out of this process of transition to green economy and it is, therefore, called upon to revisit its strategy for energy consumption. Reduction in the carbon footprint of water has thus become an important preoccupation for management.

A number of milestones were attained. The upgrading works on Pailles WTP were on track. The Reduction of NRW project in Upper MAV also picked up momentum in 2014. Under this project, four contracts for pipe replacement in priority DMAs were awarded. Leaks were identified and repaired. The renewal of non working meters in the 17 priority DMAs was also undertaken. The project completion date has been postponed to January 2016.

Regarding other objectives set, some 51 km of pipelines were renewed in 2014 by the Planning and Development Division against the targeted 50 km. On the other hand, the project for Construction of Bagatelle Dam Water Treatment Plant (WTP) experienced delays. A case was filed at IRP and the ruling of IRP has not been in favour of Central Procurement Board (CPB)’s decision to award the contract to the lowest bidder. The CPB, however, maintained its stand. By December 2014, the contract had not yet been awarded.

An initiative worth outlining was that the organisation embarked on a Risk Management Journey in 2014. The element of risk is omnipresent in the organisation and Management at CWA reckons that without solid risks mitigation plans in place, it is impossible to cope with the set of operational, environmental, social, economic, political and other categories of risks that hamper the smooth operation of the organisation. A sound risk management system ensures business continuity in a highly volatile environment.
WATER SUPPLY IN MAURITIUS

During the last 40 years of its existence, the CWA has strived to make piped potable water universally accessible in Mauritius. Despite countless challenges faced by Government and the CWA over the years, we can boast to be the only country in the region which has achieved nearly 100% water supply coverage.

Our country has achieved the Millennium Development Goal as far as accessibility to safe drinking water is concerned. During a normal/wet season, 86% of the population receive potable water on an 18-24 hour basis. It is worth highlighting that the potable water supplied by CWA is compliant to the norms of the World Health Organisation (WHO) and to the Drinking Water Standards set by the Ministry of Environment.

Potable water is supplied across the island through six distribution systems that are organized on a geographical basis as shown below:

- **PORT-LOUIS WATER SUPPLY SYSTEM**
  - Consists of some 444 km of pipeline network which serves about 48,661 subscribers
  - Comprises 12 service reservoirs

- **DISTRICT WATER SUPPLY SYSTEM (NORTH)**
  - Consists of some 930 km of pipeline network which serves about 75,016 subscribers
  - Comprises 16 service reservoirs

- **DISTRICT WATER SUPPLY SYSTEM (EAST)**
  - Consists of some 576 km of pipeline network which serves about 42,941 subscribers
  - Comprises 11 service reservoirs

- **DISTRICT WATER SUPPLY SYSTEM (SOUTH)**
  - Consists of some 659 km of pipeline network which serves about 51,512 subscribers
  - Comprises 16 service reservoirs

- **MARE AUX VACOAS (UPPER) WATER SUPPLY SYSTEM**
  - Serves the central part of the island – mainly the upper Plaines Wilhems and part of Moka district
  - Consists of some 715 km of pipeline network which serves about 67,949 subscribers
  - Comprises 11 service reservoirs

- **MARE AUX VACOAS (LOWER) WATER SUPPLY SYSTEM**
  - Serves the central part of the island – mainly the Lower Plaines Wilhems and part of Moka district
  - Consists of some 851 km of pipeline network which serves about 61,318 subscribers
  - Comprises 27 service reservoirs
Service delivery over the island is done through a distribution network of some 4,175 km, made up of trunk, service and distribution mains. Some 100 Service Reservoirs sustain supply with a total storage capacity of 238,000 cubic metres scattered all around the island.

WATER TREATMENT PLANTS

CWA operates seven water treatment plants, namely, two slow sand and five rapid gravity filtration plants with a total treatment capacity of 318,000 m³/day for the treatment of surface water as hereunder:

<table>
<thead>
<tr>
<th>Treatment Plant</th>
<th>Treatment Capacity (m³/day)</th>
</tr>
</thead>
<tbody>
<tr>
<td>La Marie (old)</td>
<td>60,000</td>
</tr>
<tr>
<td>La Marie (new)</td>
<td>70,000</td>
</tr>
<tr>
<td>La Nicolère</td>
<td>66,000</td>
</tr>
<tr>
<td>Paillès</td>
<td>60,000</td>
</tr>
<tr>
<td>Piton du Milieu</td>
<td>37,000</td>
</tr>
<tr>
<td>Rivière du Poste</td>
<td>15,000</td>
</tr>
<tr>
<td>Mont Blanc</td>
<td>10,000</td>
</tr>
</tbody>
</table>

BUILDING RESILIENCE TO CLIMATE CHANGE

The CWA has, over the years, been bracing itself to face the challenges brought about by climate change. It has put in place a contingency plan to palliate shortages during dry season and also to mitigate the effects of prolonged drought. These measures include the renewal of some strategic old and leaking pipelines, construction of diversion pipelines, extension of existing treatment capacity, renewal of defective water meters, stepping up of measures against illegal tapping, etc. The tapping of river sources and the installation of containerised filtration plants also form part of this contingency plan. Besides, the CWA Emergency Cell ensures prompt intervention to hotline complaints of urgent nature. Water tanker facilities are provided to hardest hit areas. In parallel, a series of demand management measures are taken that include save water campaigns, promotion of rainwater harvesting systems, etc.

INCULCATION OF THE WATER SAVING CULTURE/NATIONAL WATER EDUCATION

Awareness campaigns are carried out island-wide to inculcate the culture of water conservation. The overall objective is to draw the attention of the public on the judicious use of water and the collective responsibility towards sustainable water management.

WATER MONITORING COMMITTEE

It is to be recalled that in 2014, with the advent of the dry season, the levels of boreholes and rivers dropped drastically and the reservoir levels also experienced sharp declines. The much anticipated rainfall, predicted by the relevant authorities, did not arrive. The MAV (Lower) catchment was worse affected being given that it draws 75% of its supply from underground sources. The Water Monitoring Committee was set up to review the water supply situation across the island, region by region, on a daily basis and to come up with urgent solutions for the crisis. The Committee was chaired by the Supervising Officer of the Ministry of Energy and Public Utilities and comprised representatives from WRU, CWA, Irrigation Authority and Meteorological Services. An update was provided to Radio and Television on a daily basis on all actions taken to address problems that included water supply disruptions, among others. Fortunately, the Mare aux Vacoas reservoir was at a
sustainable level, which ensured a regular water supply to the Plaines Wilmers district. The heavy downpours experienced in December, however, led to another problem, namely, clogging of the filters at Paillès Water Treatment (WTP), Rivière du Poste and Mont Blanc WTPs due to muddy water of the rivers, thereby affecting supply in regions of Port Louis and the South. These problems were dealt with rapidly and water supply restored to normality.

IMPROVING OUR RESPONSE TO COMPLAINTS

Our Emergency Cell Unit has continued to be of tremendous support to the operational side by ensuring prompt, effective and efficient round the clock intervention in critical cases of water supply problem. The Emergency Cell endeavours to ensure rapid interventions in any problem area at any time, particularly after normal working hours, during weekends and public holidays. Moreover, the Cell ensures regular contact with the different CWA operation zones in order to monitor the condition of the distribution network throughout the island. The Emergency Cell network has been consolidated with the appointment of 6 Emergency Cell Co-ordinators (ECC) responsible for the six zones and reporting to the Head ECC. This measure ensures a greater proximity with problem areas and hence, a prompter response to crisis and also, enhanced co-ordination.

WATER TANK GRANT SCHEME

Another step taken by Government to counter the effects of drought was the ‘Water Tank Grant Scheme’ launched in 2011. This scheme is meant to support families in Mauritius with a monthly income not exceeding Rs 15,000 for the purchase of a water tank at a subsidized price, subject to established terms and conditions. Since the start of the scheme, the CWA has received some 29,405 applications, of which 28,067 have been approved. An amount of Rs 90 Million has been disbursed by Government by end 2014 under this scheme.