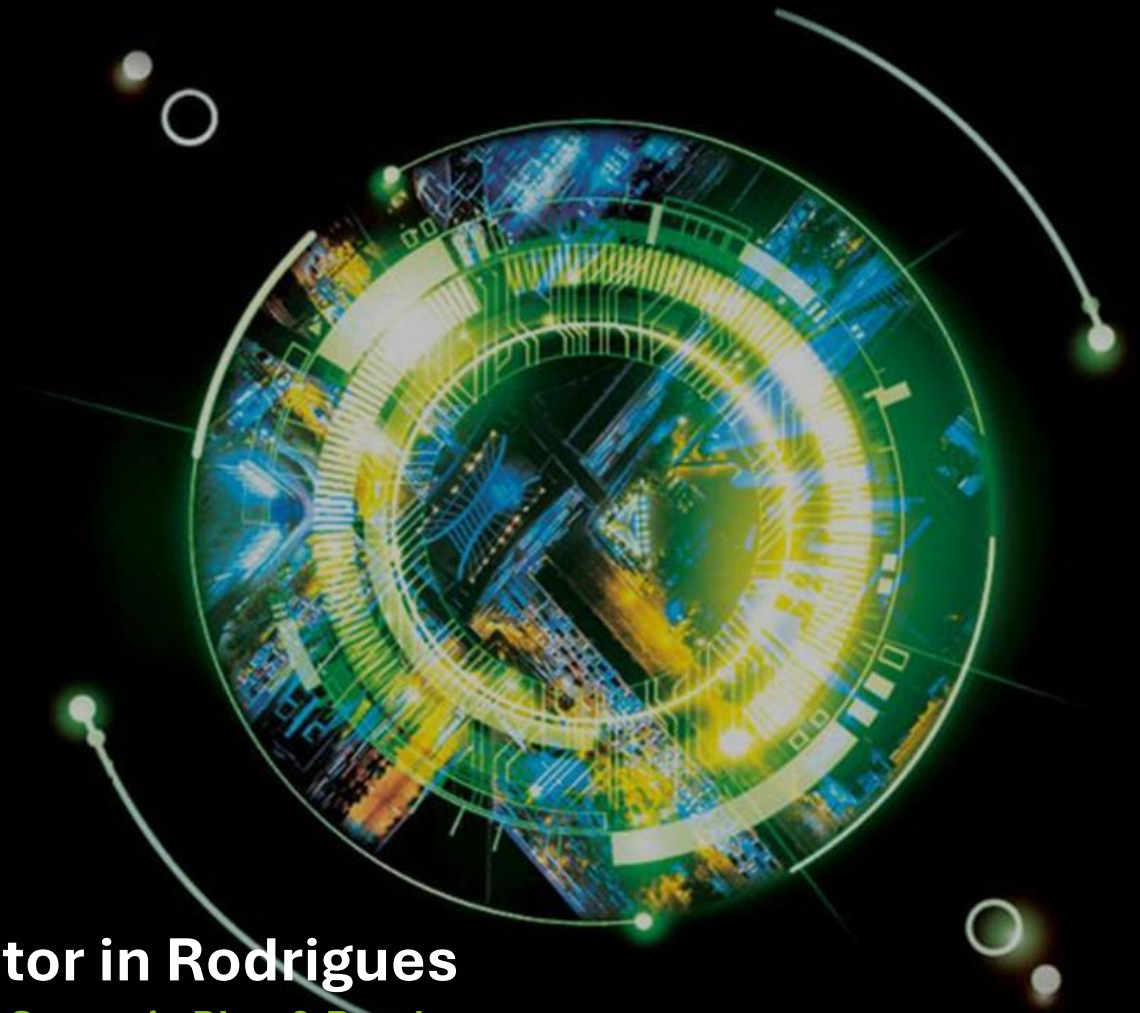
Deloitte.

Together makes progress



Roadmap for ICT Sector in Rodrigues

Rodrigues Digital Vision (RDV) –Strategic Plan & Roadmap

Commission for Information Technology and Telecommunications & Others, Rodrigues

Disclaimer

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Executive Summary

Goals & Objectives : A digital era for Rodrigues

The Rodrigues Regional Assembly (RRA) has embarked on a pivotal journey toward shaping a digitally empowered future for the island. The goals and key objectives set by the RRA reflect the bold commitment to driving inclusive growth, strengthening institutional capacity and unlocking new economic opportunities for Rodrigues.

Goals

Optimal use of the available ICT infrastructure
Leverage the MARS submarine cable system, which connects Rodrigues to Mauritius and to the rest of world.

Accelerate development of the ICT sector
Expand and diversify the economic pillars of the island and lay a strong foundation for the next era of economic development.

Provide impetus to the growth of the economy
Synergize traditional sectors, which are growing rapidly, with technology-based tools, generating employment opportunities.

Key Objectives

- Analysis of the current **ICT readiness** of Rodrigues island.
- Identify **leading practices** and **initiatives** relevant to ICT sector
- **5-year** strategic ICT roadmap, with detailed **initiatives**, **timelines** and **resource requirements**
- Identify potential **opportunities for growing the ICT sector**
- Identify **training** and **skilling requirements**

Collaborative Approach | Worked closely with the members of the ICT Department, Commission for ICT & Others, during this engagement.

May-June 2025	July-August 2025	August-September 2025	September-October 2025	November-December 2025
✓ *Engaged with **multiple stakeholders*** to assess the current ICT landscape in Rodrigues*	✓ ***Draft version** of the Rod-Digital Vision ICT Roadmap shared*	✓ *Working Sessions in Rodrigues to obtain inputs and feedbacks from the Commission for ICT*	✓ *Collaborative sessions with Commission for ICT team to refine the Rod-Digital Vision ICT Roadmap*	✓ *Finalized **Rod-Digital Vision ICT Roadmap***

*List of Stakeholders can be referred to on Page 18 of the document

Customized approach towards developing the ICT Roadmap

Focused roadmap for the ICT sector has the potential to boost the economic growth and competitiveness both locally and regionally for Rodrigues. The **phased approach** was shaped and anchored towards **the unique socio-economic landscape and digital realities**—grounded in **local aspirations, existing capabilities**, and the **island's potential to evolve into an inclusive ICT ecosystem**.

Baseline Assessment

"Know where we are"

Establishing a factual foundation for Rodrigues' digital transformation

- Leveraged UNDP's Digital Transformation Framework and UNDP Small Islands Digital States (SIDS) report to assess the **Current ICT landscape in Rodrigues** across five key transformation pillars.
- **Conducted consultations** with **multiple stakeholders** (including existing ICT/BPO companies, and educational institutes) to gather insights on digital usage, workforce & skilling, ICT ecosystem and potential areas of improvement in the ICT sector.
- A **targeted survey** was launched to assess **actual digital literacy** levels, access to **connectivity**, and **workforce readiness** across Rodrigues.

Strategic Alignment

"Know where we're going"

Alignment of Key Transformational Objectives

- **Benchmarked Rodrigues' ICT sector** against other select jurisdictions to identify positioning, gaps, and strategic opportunities for differentiation.
- Identified four core values—**Trust, Innovation, Sustainability, and Resilience,** along with five strategic pillars—**Human Capital, Connectivity, Economy, Government, and Regulation** as key strategic elements for the roadmap. Each of the strategic transformation pillars represents a key area for investment and reform.

Roadmap Development

"How we'll get there"

Translating strategy into a phased and actionable plan

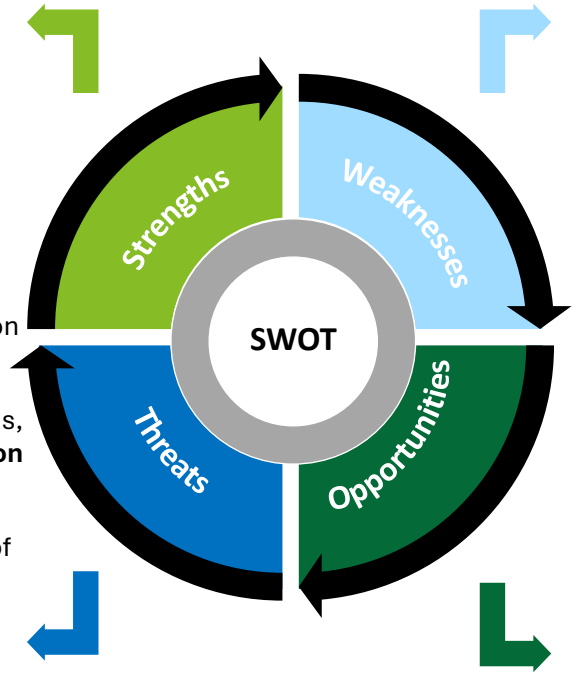
- **Developed the ICT Roadmap - Rod-Digital Vision Roadmap (RDV)** structured around Rodrigues' socio-economic goals and objectives covering all five key transformation pillars of the ICT sector.
- RDV roadmap is a **5-year plan** with **5 strategic pillars**, and **18 transformational initiatives** phased across **short-term**, **medium-term**, and **long-term**.
- Identified **key skills** and **training** required to enable the transformational initiatives of the RDV roadmap

Baseline assessment of Rodrigues' existing ICT sector

Based on stakeholder consultations, analysis of survey responses and desk research, the SWOT analysis represents an overview of Rodrigues' existing ICT sector.

Strengths

- **Submarine cable connectivity (MARS)**, along with fall-back through the **LEO satellite system.**
- **92% 5G coverage**, with near 100% coverage expected in 2026.
- **Presence of 3 ICT/BPO companies** operating from Rodrigues and providing support to international geographies.
- **Growing ICT infrastructure**, through the imminent inauguration of the **Baladirou Technopark.**
- Active participation from community leaders and associations, such as the **Rodrigues Information Technology Association (RITA),** to **promote ICT development and capacity building.**
- **Access to legal and regulatory frameworks** within Republic of Mauritius.



Weaknesses

- **Digital skills gap**, particularly in intermediate to advanced and emerging ICT areas, driven by limited specialized technology courses and training facilities.
- **Absence of tertiary campus for post-secondary education,** currently only two technical training centres in operations, complemented by distance learning options.
- **Small labour pool** resulting in scalability and competitiveness concerns.
- Largely **paper-driven public service delivery for citizens** and **trade licensing** framework for organizations.
- **Relatively expensive cost** of the current internet **connectivity fall-back** (LEO Satellite System).

Threats

- **Migration of skilled professionals** and **youth pursuing tertiary education** (469 Rodriguans enrolled in 7 Publicly funded Universities & 25 enrolled in 10 Private Institutions in Mauritius).[1]
- '**Threat of omission**' with respect to **public digital infrastructure** and regulations for frontier technologies (such as Artificial Intelligence).
- Competitive pressure from regional developing nations (such as **Madagascar**) for attracting **ICT-companies.**
- Growing **power supply** needs of next-gen technologies and ICT-companies.

Opportunities

- **Position Rodrigues as a sub-hub** for Mauritius-based ICT firms, leveraging shared frameworks and proximity
- '**Work-life balance' campaigns** for attracting **remote working professionals**, **digital nomads** and **creative skilled workers**
- Hub for emerging technologies, focused on **specialized innovations for core economic sectors** - AgriTech, Sustainable fisheries, and sustainable tourism

Based on analysis and discussions with stakeholders, reports shared by the RRA, and secondary research

[1] *Most recent statistics (2023) from the Higher Education Commission , Mauritius*

Strategic alignment : leading ICT sector practices and initiatives

This section compares selected Small Island Developing States and regions that have **actively pursued ICT-led growth, using the ICT Development Index (IDI 2025) as a key reference.** It highlights performance across **human capital, connectivity, digital economy, and governance** to identify strategic drivers.

Malta	Cyprus	Mauritius	Trinidad & Tobago	Cabo Verde	Fiji	Solomon Islands	Madagascar
95.0	89.9	86.3	80.6	80.6	67.8*	58.2*	32.8

ICT Development Index (IDI Report 2025)

Key Parameters

Human Capital (ICT Workforce & Skilling)

Mauritius and Malta prioritize advanced digital skilling, while Fiji, Trinidad & Tobago, Cyprus, and Cabo Verde actively develop their workforces; Solomon Islands and Madagascar face significant digital literacy challenges.

Connectivity (Digital Public Infrastructure)

Malta and Mauritius lead in advanced ICT, while Cyprus, Fiji, Trinidad & Tobago, and Cabo Verde are actively developing; Solomon Islands and Madagascar face significant connectivity challenges.

Economy (Digital Ecosystem & Job Creation)

Mauritius and Malta have well-developed, government-supported tech ecosystems; Cyprus, Fiji, Trinidad & Tobago, and Cabo Verde are actively building theirs; while Solomon Islands and Madagascar face significant challenges in fostering tech innovation.

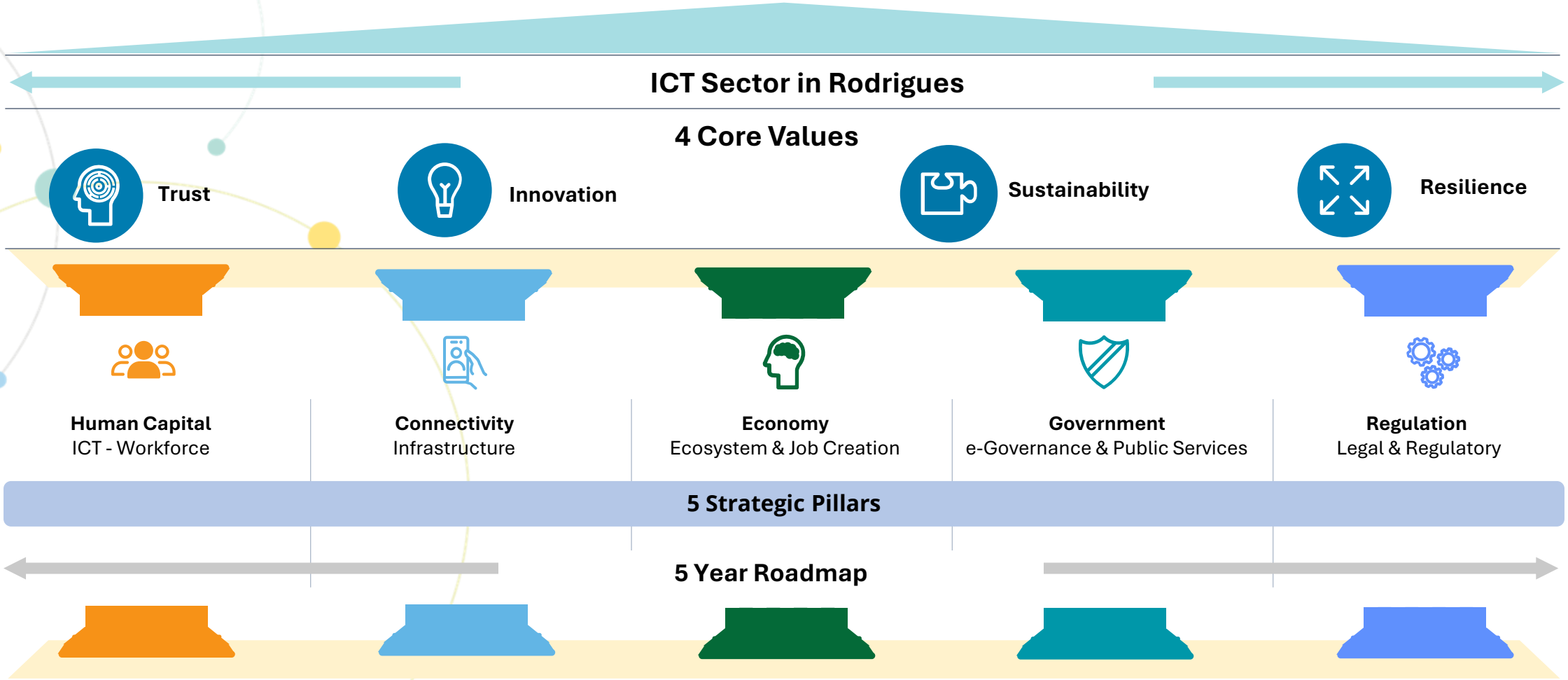
Government & Regulation

Mauritius and Malta exhibit highly progressive digital governance. Fiji, Cabo Verde, Cyprus, and Trinidad & Tobago actively implement digital transformation. Solomon Islands and Madagascar are in earlier stages, focusing on digital inclusion.

*Analysis of global leading practices and initiatives have been considered to formulate recommendations towards the steps needed to grow the ICT sector in Rodrigues, summarized excerpts have been made available in the **Annexure***

Based on secondary research and reports published by the respective countries/regions
**Based on scores from IDI report 2024 (most recent data)*

Rod-Digital Vision Roadmap : The Strategic Pillars & Roadmap



- This roadmap outlines a strategic pathway to grow the ICT sector in Rodrigues, aligned with the UNDP Digital Transformation Framework. The Rod-Digital Vision is anchored on **four core values—Trust, Innovation, Sustainability, and Resilience,** with **five strategic pillars**—Human Capital, Connectivity, Economy, Government, and Regulation
- The Rod-Digital Vision ICT Roadmap is phased across a **five-year horizon**.

Rod-Digital Vision Roadmap : 18 Transformational initiatives for the ICT sector

The roadmap includes **eighteen transformational initiatives**, across **five strategic pillars**—Human Capital, Connectivity, Economy, Government, and Regulation

Strategic Pillars

- **Human Capital (ICT-Workforce)**
- **Connectivity (Infrastructure)**
- **Economy (Ecosystem & Job Creation)**
- **Government (e-Governance & Public Services)**
- **Regulation (Legal & Regulatory)**

Transformational Initiatives

Short Term — 1-12 Months

- AI as an enabler to promote digital Literacy within Rodrigues for Citizens & Public sector officials (leveraging AI tools)
- Partner with Higher Education Commission (HEC) to launch the Micro-Credentials Program
- Baladirou Techno Park Ecosystem
- Expand ICT/BPO sector and promote bandwidth intensive activities
- Cultivate locally driven Incubators & Accelerators
- Extend existing eGovernance & Digital Public Services to Rodrigues*
- Introduce Trade Licensing for ICT Sector
- Establish a formal alignment and local representative channel for ICT-regulations

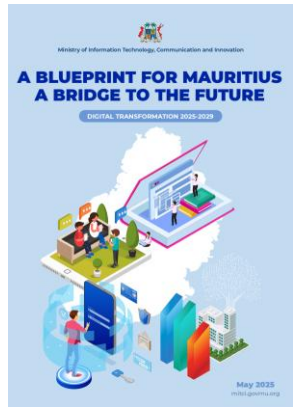
Medium Term — 12-36 Months

- Infuse technology-enabled skilling to accelerate new avenues in key economic sectors
- Promote 'Work-Life Balance' in Rodrigues to attract skilled talents (Brain Gain)
- Develop Co-working & Collaborative Workspace by digitally-equipping existing infrastructure
- Attract companies to consider Rodrigues as a Disaster Recovery (DR) / Business Continuity site
- Explore Rodrigues as a pilot for new eGovernment initiatives (in line with Mauritius ICT Blueprint)*
- Operationalization of National ICT Compliance Standards under the Mauritius Standard Bureau

Long Term — 36-60 Months

- Develop Tertiary Education Accelerator (TEA) for the ICT Sector
- Plan for backup connectivity through second submarine cable
- Establish a Rodrigues Special Economic Zone (SEZ) through expansion of the Baladirou techno-park
- Introduction of the ICT Public-Private Partnership Incentives

Leverage on Mauritius ICT Blueprint



** Select initiatives launched under the Mauritius ICT Blueprint have been mapped against **'Government' initiatives** of the Rod-Digital Vision roadmap*

*These **18 transformational initiatives** form the crux of the overall RDV roadmap; identifying **new economic opportunities**....*

Key economic opportunities to maximize the use of the MARS cable (1/3)

... the transformational initiatives activates **key economic opportunities** to unlock the **maximum potential of the MARS cable** and **grow the ICT sector**

S/N	Key economic opportunities	Workforce requirement *(Supply)*	Economic opportunity source *(Demand)*	Enablers for success *(Transformational initiatives Rod-Digital Vision Roadmap)*
1.	Drive eGovernance and digitalisation of public services	• Upskilling/re-skilling of existing staff • Internships for ICT freshers	• Implementation of Rod-Digital Vision ICT roadmap • Pilot for new eGovernment initiatives (in line with Mauritius ICT Blueprint) • Implementation of eGovernance & Digital Public Services	• Digital Literacy, leveraging AI tools (Reference: H1- Pg 47) • Micro-Credentials Program (Reference: H2 – Pg 51) • Extension of eGovernance & Digital Public Services (Reference: G1 – Pg 67) • Pilot new eGovernment initiatives (Reference: G2 – Pg 69)
2.	Assist expansion of existing ICT/BPO sector (larger workforce, additional/higher complex service offerings)	• Upskilling of existing staff • ICT freshers • Reverse brain drain of ICT-skilled Rodriguans • Attract ICT-skilled expatriate workers	• Additional workforce requirements of existing ICT/BPOs • Migration of higher skilled jobs within existing ICT/BPOs • ICT & ICT/BPO companies, based in Mauritius, opening offices in Rodrigues	• Micro-Credentials Program (Reference: H2 – Pg 51) • 'Work-Life Balance' in Rodrigues (Reference: H4 – Pg 53) • Tertiary Education Accelerator (Reference: H5 – Pg 54) • Baladirou Techno Park Ecosystem (Reference:C1 – Pg 56) • Backup Connectivity (Reference: C3 – Pg 58) • Rodrigues Special Economic Zone (Reference: C4 – Pg 59) • Promote ICT/BPO sector (Reference: E1 – Pg 62) • Trade Licensing Regulations for ICT Sector (Reference: R1 – Pg 71) • Formal alignment and local representative channel for ICT-regulations (Reference: R2 – Pg 73)
3.	Attract additional ICT & ICT/BPO companies			

Key economic opportunities to maximize the use of the MARS cable (2/3)

S/N	Key Economic Opportunities	**Workforce requirement** *(Supply)*	**Economic opportunity source** *(Demand)*	**Enablers for success** *(Transformational initiatives Rod-Digital Vision Roadmap)*
4.	Promote entrepreneurs and micro-enterprises	• Industry-specific skilling of ICT-practitioners • Reverse brain drain of ICT-skilled Rodriguans • Skilled freelances/digital nomads	• Digitalisation of key Rodriguan economic sectors (such as AgriTech, Blue economy, Tourism) • Remote-workers for international organizations	• Micro-Credentials Program (Reference: H2 – Pg 51) • Technology-enabled skilling in key economic sectors (Reference: H3 – Pg 52) • 'Work-Life Balance' in Rodrigues (Reference: H4 – Pg 53) • Tertiary Education Accelerator (Reference: H5 – Pg 54) • Co-working & Collaborative Workspaces (Reference: C2 – Pg 57) • Incubators & Accelerators (Reference: E2 – Pg 63)
5.	Enable ecosystem for setup of Disaster Recovery (DR) site /Business Continuity Planning (BCP) site	• ICT freshers • Reverse brain drain of ICT-skilled Rodriguans • Attract ICT-skilled expatriate workers	• Disaster recovery site for Mauritius GOC • Business Continuity sites for Mauritius based companies • Disaster recovery site for Mauritius-based data centers (Telecommunication companies)	• Micro-Credentials Program (Reference: H2 – Pg 51) • 'Work-Life Balance' in Rodrigues (Reference: H4 – Pg 53) • Tertiary Education Accelerator (Reference: H5 – Pg 33) • Backup Connectivity (Reference: C3 – Pg 58) • Promote ICT/BPO sector (Reference: E1 – Pg 62) • Disaster Recovery (DR) / Business Continuity site (Reference: E3 – Pg 64)

Key economic opportunities to maximize the use of the MARS cable (3/3)

S/N	Key Economic Opportunities	**Workforce requirement** *(Supply)*	**Economic opportunity source** *(Demand)*	**Enablers for success** *(Transformational initiatives Rod-Digital Vision Roadmap)*
6.	Facilitate Tech-enablement to develop ancillary economic sectors	• ICT freshers • Reverse brain drain of ICT-skilled Rodriguans	• Skilled practitioners for IT-roles in ancillary sectors (such as MarTech, AgriTech, Blue economy)	• Micro-Credentials Program (Reference: H2 – Pg 51) • Technology-enabled skilling in key economic sectors (Reference: H3 – Pg 52) • 'Work-Life Balance' in Rodrigues (Reference: H4 – Pg 53) • Tertiary Education Accelerator (Reference: H5 – Pg 54)

Additionally, the growth of the ICT sector in Rodrigues can stimulate the creation of jobs in the broader economic ecosystem (such as administration, house-keeping, security guards, etc.)

Cohesive implementation of the Transformational initiatives (Rod-Digital Vision) offers potential to unlock several key economic opportunities, ***leveraging the existing bandwidth unlocked by the MARS cable*** *and the developing infrastructure in Rodrigues.*

Digitalisation of government services*, simplification of* ***trade licensing****, adoption of* ***industry regulations*** *(such as Data Protection Act), operationalisation of a* ***National ICT compliance standards*** *(such as ISO), and establishing a framework for* ***public-private partnerships*** *will act as force multipliers for growing the ICT sector in Rodrigues*

Key economic opportunities across the RDV Roadmap will create ***employment opportunities*** *across public sector, private sector and startup ecosystem ….*

Illustrative

ICT employment opportunities – Public sector

… the economic opportunities creates potential employment opportunities to grow the ICT sector

The job creation engine for Rodrigues can be kick-started with the RRA 'leading from the front' by building **digital talent through e-services** and setting up **special teams towards digitalization of public services.** The envisaged staggered increase in role complexity and skills, aligns with the Short-Medium-Long term ambitions laid out in the Rod-Digital Vision

Government

Current

- Internships
- Full-time roles

Potential Future Opportunities (with an envisaged staggered increase in role complexity and skills)

- Digitization of records and processes
- Cyber Awareness and Digital data loads (ongoing)
- Special teams for driving e-gov initiatives
- Application/ website development, testing, and maintenance

Transformational initiatives which directly contribute to the potential unlocking of ICT employment opportunities in the public sector

Transformational Initiatives from RDV Roadmap

Short Term

- AI as an enabler to promote digital Literacy within Rodrigues for Citizens & Public sector officials
- Extend existing eGovernance & Digital Public Services to Rodrigues

1-12 Months

Medium Term

- Explore Rodrigues as a pilot for new eGovernment initiatives (in line with Mauritius ICT Blueprint)
- Operationalization of National ICT Compliance Standards under the Mauritius Standard Bureau

12-36 Months

Long Term

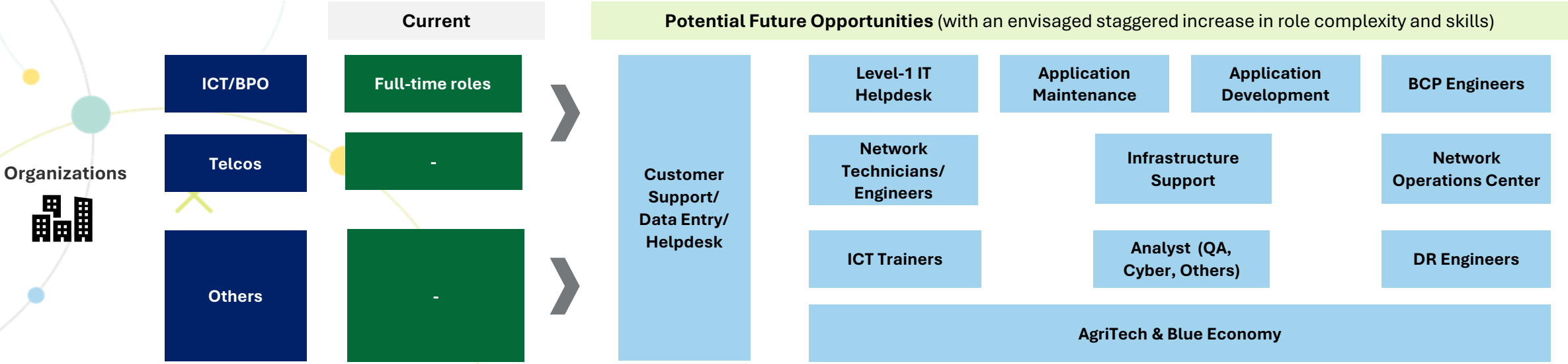
- Introduction of the ICT Public-Private Partnership Incentives

36-60 Months

Illustrative

ICT employment opportunities – Private sector/organizations

Coordinated and cohesive implementation of the Transformational initiatives can potentially unlock ICT employment opportunities within private sector enterprises and attract organizations to establish their presence in Rodrigues, with a staggered increase in skills requirements, across the 5-year roadmap.



Transformational initiatives which directly contribute to the potential unlocking of ICT employment opportunities in the private sector/organizations

Transformational Initiatives from RDV Roadmap

Short Term

- Baladirou Techno Park Ecosystem
- Introduce Trade Licensing for ICT Sector

1-12 Months

Medium Term

- Promote 'Work-Life Balance' in Rodrigues to attract skilled talents (Brain Gain)
- Develop Co-working & Collaborative Workspace by digitally-equipping existing infrastructure
- Attract companies to consider Rodrigues as a Disaster Recovery (DR) / Business Continuity site

12-36 Months

Long Term

- Plan for backup connectivity through second submarine cable
- Establish a Rodrigues Special Economic Zone (SEZ) through expansion of the Baladirou techno-park

36-60 Months

Illustrative

ICT employment opportunities – Start ups & incubator ecosystem

Through the establishment of a coordinated start-up and innovation ecosystem , Rodrigues can unlock new digital employment opportunities , stimulate entrepreneurship while progressively build capabilities in digital marketing, creative design, data and frontier technologies

Start-ups & Incubators

Current		Potential Future Opportunities (with an envisaged staggered increase in role complexity and skills)		
Start-up	Digital Creatives & Digital Marketing	Digital Marketing Customer Relationship Marketing (CRM)	Specialized Digital Creative Roles	MarTech (Marketing Technology Services)
	Social Media Management			
Freelance/ Digital Nomad	App Dev / CyberSec	**Mobile App / Website** (Development, Testing, Maintenance), **IT GRC**	**Data analytics** **CyberSec** (Pen. Testing , analysts)	**Agentic AI agents & maintenance** **Ethical Hackers**

Transformational initiatives which directly contribute to the potential unlocking of ICT employment opportunities in the startup & incubator ecosystem

Transformational Initiatives from RDV Roadmap

Short Term

- AI as an enabler to promote digital Literacy within Rodrigues for Citizens & Public sector officials
- Partner with Higher Education Commission(HEC) to launch the Micro-Credentials Program
- Cultivate locally driven Incubators & Accelerators

1-12 Months

Medium Term

- Promote 'Work-Life Balance' in Rodrigues to attract skilled talents (Brain Gain)
- Develop Co-working & Collaborative Workspace by digitally-equipping existing infrastructure

12-36 Months

Long Term

- Develop Tertiary Education Accelerator (TEA) for the ICT Sector

36-60 Months

*Unlocking the potential employment opportunities requires a focus on **skilling and training...***

Indicative

Building a Future Ready ICT Workforce for Rodrigues

... the identified employment opportunities require a **strong training / skilling focus at the heart of the program**

Supplementary ICT Skills for Secondary Education

- ✓ Digital Basics – Understanding device operation, typing skills, and file management.
- ✓ Creativity Tools (including AI Powered tools) – Creating simple documents, drawings, and visuals presentations such as MS Office.
- ✓ Online Safety- Practice safe and responsible use of computers and social media platforms.
- ✓ Introductory Coding & Problem-Solving – Learning basic programming logic such as Scratch Jr. and Code.org
- ✓ Online Collaboration & Cloud Tools – Enable usage of collaboration and shared platforms*

Upskilling / reskilling of ICT freshers

- ✓ Intermediate Productivity & Data Skills – Microsoft 365*
- ✓ Data & Logical Thinking – Foundational data analysis and logical problem-solving
- ✓ Basic Coding & Automation – Programming (Python, HTML) or query language (SQL)
- ✓ Additional for IT helpdesk and Network support roles - MCP - SysAdmin, ITIL, CompTIA A+/Network+ *
- ✓ Additional for Cyber roles – Certified in cybersecurity (Essentials, CompTIA Security+)
- ✓ For Customer support roles – customer service & support

Upskilling / reskilling for ICT – working professionals and RRA

- ✓ AI tools - AI awareness (including AgenticAI), understanding automation potential, responsible and ethical use
- ✓ Additional for RRA staff - Office 365, Cloud fundamentals (AWS/Azure), IT Project Management, use of e-forms, government applications MauPass , MoKloud , MauCors+, etc.
- ✓ Additional for Marketing professionals - HTML, Adobe Photoshop for digital creatives
- ✓ Additional for IT support - Network fundamentals, CCNA and CCNP certifications*, CompTIA Server+/Cloud+
- ✓ Additional for Ethical hacking - CompTIA – Security+, CEH

Awareness for General population

- ✓ Cyber Awareness – Practising safe passwords, recognizing phishing/ scams, security data responsibly
- ✓ Registration on MoKloud and MauPass for availing digital public services
- ✓ Offer AI literacy workshops through community centers & ICT excellence centre
- ✓ Registration for MauCAS based digital payments, through their bank of choice
- ✓ Social Media Safety: Understand privacy settings, misinformation risks, and respectful online behaviour

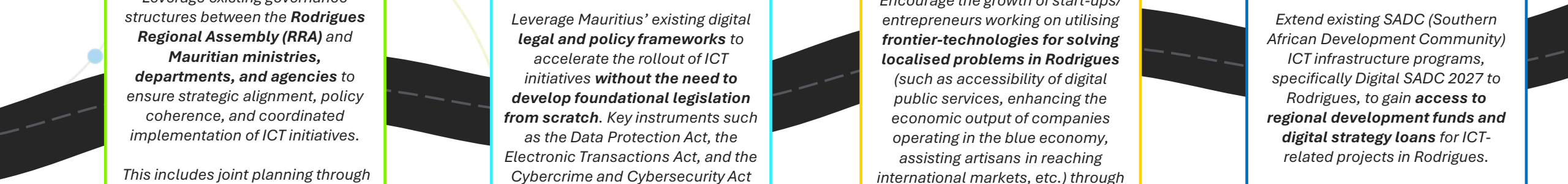
Transformation initiatives Rod-Digital Vision ICT Roadmap

- AI as an enabler to promote Digital Literacy (Reference: H1 – Pg 46)
- Partner with Higher Education Commission(HEC) to launch the Micro-Credentials Program (Reference:H2 – Pg 50)
- Infuse technology-enabled skilling to accelerate new avenues in key economic sectors (Reference:H3– Pg 51)
- Promote 'Work-Life Balance' in Rodrigues to attract skilled talent ('Brain Gain') (Reference:H4 – Pg 52)
- Develop Tertiary Education Accelerator (TEA) for the ICT Sector (Reference:H5 – Pg 53)

**Trainings are currently organized by the Commission for ICT, however, can be expanded for other skills. Trainings and certification assistance also provided through MITD, and other private sector institutions*

Empowering the roadmap through key enablers

To drive strategic pillars effectively, key enabling areas are needed to bridge the gap between strategic vision and practical execution



1

Existing Intergovernmental Coordination

*Leverage existing governance structures between the **Rodrigues Regional Assembly (RRA)** and **Mauritian ministries, departments, and agencies** to ensure strategic alignment, policy coherence, and coordinated implementation of ICT initiatives.*

This includes joint planning through national development programs, budgetary consultations, and sectoral partnerships already in place.

2

Existing National Legal & Policy Framework

*Leverage Mauritius' existing digital **legal and policy frameworks** to accelerate the rollout of ICT initiatives **without the need to develop foundational legislation from scratch**. Key instruments such as the Data Protection Act, the Electronic Transactions Act, and the Cybercrime and Cybersecurity Act already provide coverage for digital services, online transactions, and cybersecurity governance, and are in-line with global regulations.*

3

Encourage Private Sector partnerships and innovation

*Encourage the growth of start-ups/ entrepreneurs working on utilising **frontier-technologies for solving localised problems in Rodrigues** (such as accessibility of digital public services, enhancing the economic output of companies operating in the blue economy, assisting artisans in reaching international markets, etc.) through **tax incentives, access to sanitized data, regulatory sandboxes and seed-funding opportunities.***

4

Regional ICT Infrastructure & Digital Strategy Programs

*Extend existing SADC (Southern African Development Community) ICT infrastructure programs, specifically Digital SADC 2027 to Rodrigues, to gain **access to regional development funds and digital strategy loans** for ICT-related projects in Rodrigues.*

Indicative

Potential incentives towards the promotion of Rodrigues ICT Ecosystem

Proposed set of incentives, which can be considered by the RRA towards building the ICT sector in Rodrigues. The approach seeks to attract investment while building into a skilled local workforce within a regulatory framework that supports innovation.

List of Potential Incentives

Effective implementation will rely on collaboration and coordinated efforts across Government and Private-sector institutions, in tandem with National institutions

Fiscal & Financial Support [1]

- **Corporate Tax Concessions** : Offering reduced corporate tax rates or targeted multi-year tax holidays for high-value ICT activities.
- **R&D Incentives** : Providing enhanced tax deductions or credits for local research and development (R&D) expenditures.
- **Startup Funding** : Facilitating access to grants, seed funding, and loan guarantee schemes for startups and entrepreneurs.
- **Capital Allowances** : Allowing for accelerated depreciation for investment in ICT equipment, hardware, and infrastructure.

Talent & Human Capital Development

- **Specialized Training Programs** : Co-funding advanced training in niche areas like AI, data analytics, and cybersecurity.
- **Global Certification Support** : Subsidizing the cost of internationally recognized professional certifications for the local workforce.
- **Talent Attraction** : Offering incentives to attract highly skilled professionals and managers to the region, including relocation assistance.

Regulatory & Innovation [1]

- **Regulatory Sandbox**: Utilizing a national framework that allows companies to test innovative business models and solutions in a controlled environment.
- **Remote Work & Digital Nomad Facilitation** : Creating simplified visa and workspace access policy for digital nomads and remote workers, positioning Rodrigues as an attractive destination for global talent.
- **IP Protection**: Ensuring a strong legal framework for intellectual property rights to safeguard company innovations.

Non- Exhaustive

Potential Key Collaborators

HRDC · MQA · InVest Rodrigues · Economic Development Board Mauritius · ICTA · Mauritius Revenue Authority · HEC Higher Education Commission Mauritius · RiTA

[1] *Alignment required with various governmental bodies and any other relevant institutions within the Republic of Mauritius*

Next steps towards embarking on the Rod-Digital Vision Roadmap

Key considerations and potential next steps for the Rodrigues Regional Assembly to embark on the Digital Vision Roadmap

Obtain sign-off on the '**Rod-Digital Vision ICT Roadmap**' from the **Rodrigues Regional Assembly Leadership** and **Executive Council**

Align on the approved transformational initiatives listed in the 'Rod-Digital Vision ICT Roadmap ' strategic plan with the **Ministry of Information Technology, Communication & Innovation (MITCI)** and the **Economic Development Board (EDB)**, to enable national synergy on the strategic plan

Establish a **Rod-Digital Vision Governance committee** (comprising of Leadership members of the various RRA-Commissions, MITCI, EDB) and an **Implementation taskforce** (led by the Commission for ICT with possible participation from Commission for Vocation Training, Invest Rodrigues, other RRA Commissions and ICT-Community leaders)

Prioritize the execution of the transformational initiatives (recommended prioritization order provided in the 'Roadmap Development' section of the report) with the development of the **detailed project plan**, **personnel - roles & responsibilities**, **progress tracking metrics** and **governance cadence** to the **Rod-Digital Vision Governance committee**

Liaise with the MITCI, the EDB and the Rodrigues Regional Assembly Leadership to obtain approvals for **enabling resources**, to **initiate the implementation of the transformational initiatives in alignment with the above prioritization.**

Baseline Assessment :

“Know where we are”

UNDP Digital transformation framework

The baseline assessment leveraged the UNDP Digital Transformation Framework, including the five strategic pillars

UNDP Digital Transformation Framework

A **globally endorsed model** that organizes transformation into five pillars—**People, Connectivity, Government, Regulation, and Economy—**supported by Digital Public Infrastructure (DPI). It ensures coherence, interoperability, and scalability**, backed by tools like the Digital Readiness Assessment.**

UNDP Digital Transformation Framework Overview

Guiding Principles

The framework is anchored in principles that guarantee **people-first, rights-based, and inclusive digital transformation.**

These principles emphasize **trust, openness, resilience, and collaboration**, ensuring that digital ecosystems are ethical, sustainable, and aligned with international norms.

Framework source: United National Development Programme

Rodrigues in the National & Regional context

Situated 600 km north-east of mainland Mauritius, Rodrigues Island became part of the Republic of Mauritius in 1968 and gained autonomous status in 2002 with the establishment of the Rodrigues Regional Assembly. Rodrigues is emerging as a model for sustainable tourism, community-based inclusive development, and is seeking to provide the impetus to holistically grow the ICT sector.

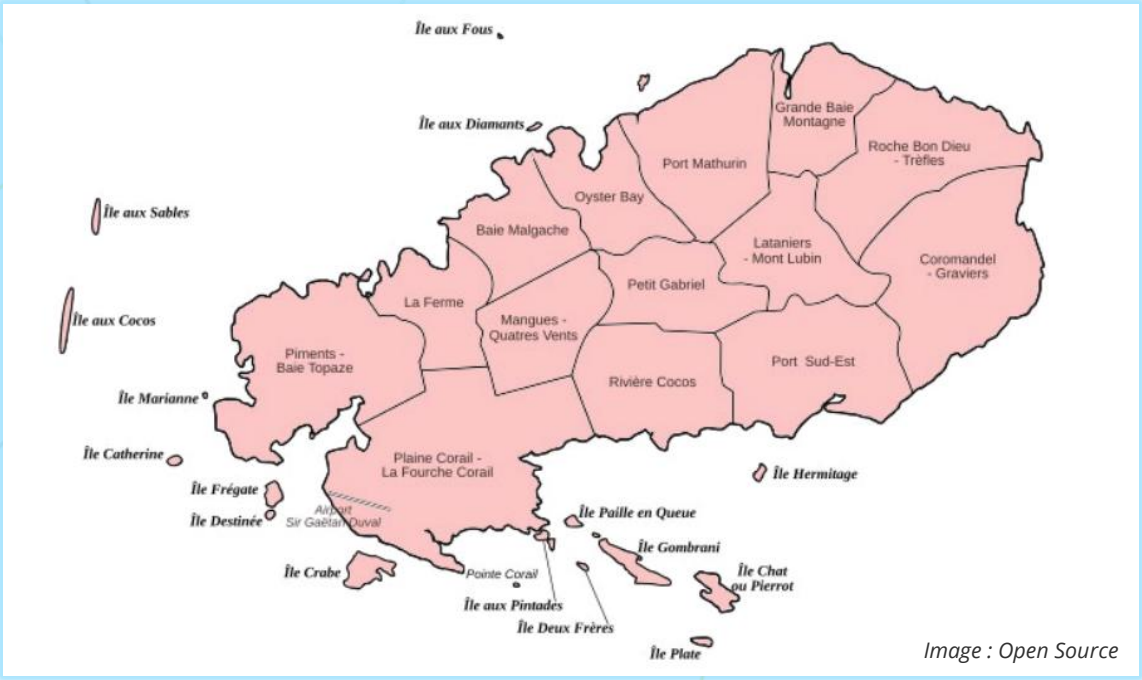


Image : Open Source

1 Demographic & Socio-Economic Profile

- **Area** : 108 sq. km
- **Population** : ~43,000
- **Working Age Population** (18–64): ~67%
- **Literacy Rate** : 83%
- **Languages Spoken** : Creole, French, English

2 Strategic Location & Connectivity

- **Time Zone :** GMT +4
- **Flight Connectivity** : 35 weekly flights from Mauritius, & 2 from Réunion
- **Internet Connectivity**: MARS submarine cable & LEO satellite

3 Economic Landscape

Major Sectors :

- Agriculture
- Fishing
- Hand-crafting
- Tourism & Hospitality
- ICT

4 ICT Education System

ICT-Skilling Institutions:

- Commission for ICT (ICT / Industry Certifications)
- Polytechnics Mauritius
- Wisdom In Tech
- Mauritius Institute of Training & Development (MITD)

Rodrigues : The Future Digital Node

- **98% and 92%** of Rodrigues is covered by **4G or 5G connectivity** respectively
- **23 public Wi-Fi hotspots** (including 5 post offices) providing up to 2 hours of free internet connectivity
- **100 Gigabit per second** of unlocked connectivity bandwidth through the **Mauritius Rodrigues Submarine Cable System (MARS)**, with backup connectivity enabled though **Low Earth Orbit (LEO) satellites**
- **5,200 sq.meter office spaces** planned to be available through the completion of the **Baladirou Technopark** (expected to be inaugurated in 2026)
- Planned **expansion of the Plaine Corail airport** to boost air connectivity, planned extended runaway will accommodate larger airplanes, such as the Boeing 737 and Airbus A321 (project expected to be launched in 2026)

Based on discussions with stakeholders and reports shared by the RRA, and secondary research

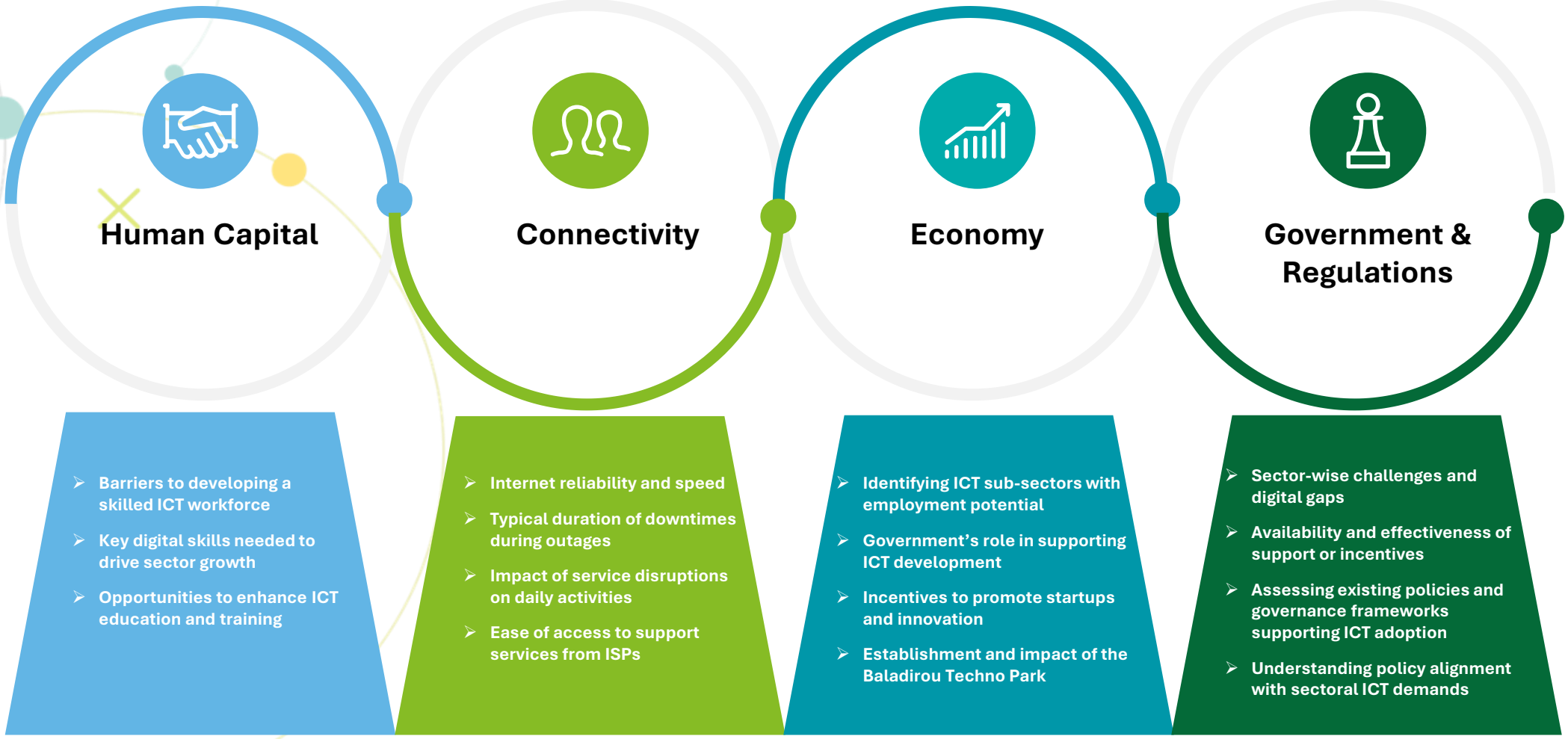
Rodrigues Voice : Community Engagement

We engaged with the following stakeholders across the ICT-ecosystem and solicited inputs from the Rodriguan community representatives.

Rodrigues Regional Assembly	Public Institutions	Private sector stakeholders
Commissioner for ICT & Others	Mauritius Institute of Technical & Development (MITD) & Mauritius Research & Innovation Council (MRIC)	Mauritius Telecom
Departmental Head – ICT ICT Manager & Assistant System Analyst	Economic Development Board	Emtel
Commission for Vocational Training	Information and Communication Technologies Authority (ICTA)	Solocal
Invest Rodrigues	Central Informatics Bureau - Ministry of Information Technology, Communication & Innovation	Procontact
Trade, Commerce and Licensing Department	Polytechnic (Rodrigues)	Wisdom In Tech
Community members and representatives of various public institutions (community townhall)		

Engagement Survey - Rodriguan community representatives and organizations

An online survey was launched to solicit inputs and suggestions from Rodriguan community representatives and organizations, the results of the survey were analysed and leveraged towards the Baseline Assessment of the ICT sector in Rodrigues. The survey questions were aligned in four categories -



Analysis of the survey responses were leveraged towards the Baseline Assessment and Digital Readiness, excerpts of the survey responses have been made available in the ***Annexure***

Rodrigues ICT Ecosystem : Understanding the Current State (Baseline)

Rodrigues is building its digital foundation, with progress in connectivity and skilling. The ICT ecosystem reflects structural gaps—such as limited tertiary education and regulatory readiness—and emerging opportunities through youth training, Technopark development, and expanding digital infrastructure. This baseline sets the stage for targeted interventions under the ICT Roadmap.

Key Categories

(Mapped to UNDP Digital Transformation Framework)

Summary of current-state (Baseline)

Human Capital*

- ICT courses are currently offered through Polytechnics, Wisdom-in-Tech, and the ICT Commission. While there is an **absence of a physical tertiary-level institution** , learners have access to **distance and online learning** opportunities from external providers and institutions.
- Out of approximately **494 Rodriguan students** enrolled in tertiary-level programs in Mauritius (from certificate to master's), only around **5% are pursuing ICT-related fields, predominantly at the bachelor's level** *(Higher Education Commission , 2023)*.
- **Over 800+ youths have been trained in Microsoft and ICT/BPO courses, while over 400+ have received IC3 certification training.**

Connectivity

- Primary internet connectivity is via the MARS submarine cable, with a **design capacity of 16 Tbps.** and has a **current lit capacity of 100Gbps and is backed up** by LEO (Low Earth Orbit) satellite offering a bandwidth up to 200 Mbps.
- **5G coverage** now reaches **92% of Rodrigues**, enabled by the Fiber backbone of Mauritius Telecom with a target of full coverage by end of 2025.
- **23 free public Wi-Fi hotspots** are operational across Rodrigues , with more **than 30 additional hotspots planned**; offering 2 hours of free internet daily at each site, and free internet is also available at 5 post offices.

Economy

- Rodrigues has **limited economic diversification**; reliant on agriculture, fishing, and tourism.
- In Rodrigues, most of the working population is employed **in the tertiary sector (62%), while the primary (20%) and secondary (18%)** sectors account for similar portions of employment.
- **Technopark at Baladirou** is planned to attract ICT/BPO investment and create ICT jobs (expected to be launched in early-2026).

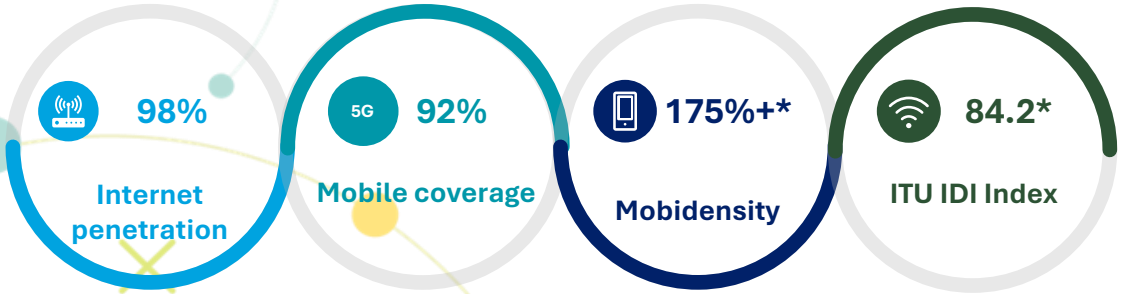
Government & Regulations

- Launching of the **e-Parliament System** with UNDP support, enhancing public access and legislative transparency.
- Operation of the **Citizen Support Unit (CSU)** and mobile outreach via Ansam avek CSU Rodrig, offering centralized digital service delivery.
- **Integration with MauPass and MoKloud**, though adoption remains limited due to low local service integration and public awareness.
- ICT development is shaped by national legislation (e.g., Cybersecurity Act 2021) and the **Rodrigues Regional Assembly Act, with new ICT regulatory frameworks expected by early 2026.**

**Refer to the annexure section for details towards Human Capital – Page : XX*
Based on discussions with stakeholders and reports shared by the RRA

Rodrigues ICT Ecosystem : Connectivity

The ICT infrastructure in Rodrigues received a significant boost with the completion of the 700 sq.km Mauritius - Rodrigues Submarine Cable System (MARS) in 2019, connecting the Rodrigues to Mauritius and providing a reliable primary source of internet connectivity



- Rodrigues Island has connectivity primarily through the MARS cable, with a backup LEO satellite-based connectivity launched in 2025 by a private-sector telecommunication company
- 5G mobile network rolled out for subscribers in 2024 (98% and 92% of Rodrigues is covered by 4Gor 5G connectivity respectively)
- 23 free public Wi-Fi hotspots and internet access through 5 post offices (additional 30+ Wi-Fi hotspots being planned)
- Access to global ICT-related appliances and hardware through Mauritius port

Rodrigues has international connectivity, primarily through the MARS **(Mauritius – Rodrigues Submarine Cable)** and through **Satellite-based communication**

*The phased unlocking of the internet bandwidth through the MARS submarine cable system, will result in availability of excess capacity unless fresh **value-generating data consumption avenues** are not operationalized. These avenues could be a combination of Government and private sector-led initiatives, with focused outcomes on improving the **growth of the Rodriguan economy** and **citizen centric e-services**.*

** Aggregated for the Republic of Mauritius*
Based on discussions with stakeholders and reports shared by the RRA

Rodrigues ICT Ecosystem : Economy

The ICT sector in Rodrigues is currently at a nascent stage, contributing with an employment of 250+ Rodriguans, however the sector can evolve into a sustainable growth driver for the Rodriguan economy through tapping of potential opportunities and am impetus from the Rodrigues Regional Assembly.

Economic Context

- Rodrigues' economy remains **heavily reliant** on :
  - **Agriculture**: Predominantly subsistence and small-scale commercial farming
  - **Fishing**: Traditional and artisanal, with limited value-chain development
  - **Tourism**: Seasonal eco-tourism, with growing interest in sustainable travel
- **Limited diversification** into digital or knowledge-based sectors
- **ICT/BPO sector is emerging** but not yet mainstream in economic contribution

Integration of ICT in Traditional Sectors

- **Agriculture and Blue Economy**: Lack of formal digital platforms exist for farmers to access advisory services, market prices, or logistics support
- **Tourism**: Operators use social media and third-party booking platforms but there is no centralized digital tourism portal or integrated visitor experience system
- **Cross-sectoral ICT use**: ICT remains peripheral in traditional sectors, with no formal programs or platforms driving digital transformation in agriculture, tourism, or fisheries

ICT Infrastructure – Economic Activity

- A **5,200 m^2 facility Baladirou Technopark**, designed to host ICT/BPO firms (scheduled for inauguration in 2025) including 1 ICT centre for excellence and 23 community-based learning centres
- Rodrigues currently **houses 3 companies** within BPO and ICT Sector with a workforce of over 250 people
- **Youth Training & Upskilling** is supported by the Commission for ICT, in collaboration from the EDB and Rodrigues Commission for Industrial Development
- Involvement of **Rodrigues Information Technology Association (RITA)** towards ICT awareness and digital literacy, organizes coding events like WebCup, partners with institutions for specialized training, and connects local stakeholders to regional and international networking for promotion of the ICT ecosystem of Rodrigues.

Digital Business Ecosystem

- **Digital literacy among SMEs remains low,** with limited structured programs.
- **Entrepreneurship ecosystem lacks incubators**, accelerators, or startup support; over 1000 youth trained, yet few formal ICT startups exist.
- **Digital payments adoption is slow**, with limited uptake of QR-based payment systems (MauCAS based).
- **E-government platforms** such as **MauPass and MoKloud** are available, but adoption among SMEs and the public remains limited.
- **Digital marketing is practiced informally**, with most SMEs with less or no structured training programs towards advanced digital marketing strategies.

Based on discussions with stakeholders, and reports shared by the RRA

Rodrigues ICT Ecosystem : Government & Regulations (1/2)

The digital public service landscape in Rodrigues remains fragmented, with limited integration into national platforms, absence of key digital institutions, and uneven ICT capacity across departments—resulting in isolated initiatives and a largely manual service delivery environment.

E-Government Services

- Limited integration with national platforms such as **MauPass** and **MoKloud**, which are technically accessible but remain underutilized due to low awareness and lack of local institutional support.
- Citizens and public officers have **low visibility towards e-Government services**, contributing to minimal uptake of available e-services.
- Majority of Government services are delivered through **manual, paper-based processes**, with no unified digital service delivery framework.

Key Digital Institutions

- Rodrigues currently **does not host dedicated physical offices for key digital governance institutions** such as the Central Informatics Bureau (CIB), Government Online Centre (GOC), CERT-MU, and the Data Protection Office (DPO).
- The absence of these bodies limits **local capacity for ICT policy coordination, cybersecurity response, and digital service development**.
- **Low available capacity** within Commission for ICT to oversee **digital transformation** or ensure **alignment with national digital strategies.**

Digital Sectors

- The **E-Parliament System** (2023) supports digital documentation and session management for the Rodrigues Regional Assembly but remains isolated from other government systems.
- The Citizen Support Unit portal, introduced in 2017 was designed to handle citizen requests and complaints online enabling basic service interaction and ticket tracking.
- E-health systems at Queen Elizabeth Hospital are partially operational, with electronic patient records in use, but there is **no full-scale integration across the island's healthcare network.**

The Interoperability of the Ecosystem

- Government departments operate with **varying levels of ICT maturity**; some have basic digital tools while others rely on legacy hardware and manual workflows.
- RRA operates a **centralized intranet integrating HRMS, payroll, and accounting systems** across all commissions, ensuring unified administration and streamlined data management.

Based on discussions with stakeholders, and reports shared by the RRA

Rodrigues ICT Ecosystem : Government & Regulations (2/2)

As part of the Republic of Mauritius, all national laws and regulations are applicable to Rodrigues; however, the island lacks localized enforcement mechanisms, dedicated ICT regulatory bodies, and tailored legal instruments—resulting in limited responsiveness to digital sector needs and weak implementation of data protection and cybersecurity frameworks

Trade Licensing Framework

- The **Rodrigues Regional Assembly (Licences) Regulations 2003** governs business licensing **but does not reflect the needs of digital or ICT-based enterprises.**
- **Licensing procedures** remain **manual and paper-based, with no online application or tracking system.**
- There is **no classification or recognition of digital businesses, limiting formal sector participation for tech start-ups and online service providers**.

ICT Specific Regulatory Instruments

- Rodrigues does not have **locally enacted laws** for **electronic transactions**, **digital signatures**, or **online service delivery**.
- National legislation from Mauritius (e.g., Electronic Transactions Act) applies in principle but is not actively enforced or localized.

Data Protection & Cyber-Security

- While Mauritius has a Data Protection Act (2017) and a national cybersecurity strategy, Rodrigues lacks **local enforcement bodies** such as the Data Protection Office or CERT-MU.
- Public institutions and private entities in Rodrigues have **limited awareness of data protection obligations** and **cybersecurity best practices**.
- **Incident response capabilities are minimal**, with no local infrastructure or trained personnel to manage digital threats or breaches.

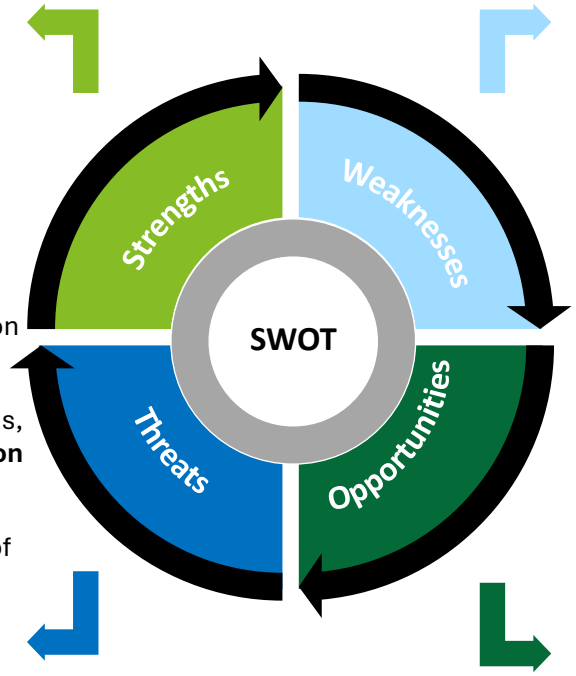
Based on discussions with stakeholders, and reports shared by the RRA

Baseline assessment of Rodrigues' existing ICT sector

Based on stakeholder consultations, analysis of survey responses and desk research, following SWOT analysis represents an overview of Rodrigues' existing ICT sector

Strengths

- **Submarine cable connectivity (MARS)**, along with fall-back through the **LEO satellite system**
- **92% 5G coverage**, with near 100% coverage expected in 2026
- **Presence of ICT/BPO companies** operating from Rodrigues, and providing support to international geographies
- **Growing ICT infrastructure**, through the imminent inauguration of the **Baladirou Technopark**
- Active participation from community leaders and associations, such as the **Rodrigues Information Technology Association (RITA),** to **promote ICT development and capacity building**
- **Access to legal and regulatory frameworks** within Republic of Mauritius.



Weaknesses

- **Digital skills gap**, particularly in intermediate to advanced and emerging ICT areas, driven by limited specialized courses and training facilities.
- **Absence of tertiary campus for post-secondary education,** currently only two technical training centres in operations, complemented by distance learning options.
- **Small labour pool** resulting in scalability and competitiveness concerns.
- Largely **paper-driven public service delivery for citizens** and **trade licensing** framework for organizations.
- **Relatively expensive cost** of the current internet **connectivity fall-back** (LEO Satellite System).

Threats

- **Migration of skilled professionals** and **youth pursuing tertiary education** (469 Rodriguans enrolled in 7 Publicly funded Universities & 25 enrolled in 10 Private Institutions in Mauritius)[1]
- '**Threat of omission**' with respect to **public digital infrastructure** and regulations for frontier technologies (such as Artificial Intelligence)
- Competitive pressure from regional developing nations (such as **Madagascar**) for attracting **ICT-companies**
- Growing **power supply** needs of next-gen technologies and ICT-companies

Opportunities

- **Position Rodrigues as a sub-hub** for Mauritius-based ICT firms, leveraging shared frameworks and proximity
- '**Work and balance' campaigns** for attracting **remote working professionals**, **digital nomads** and **creative skilled workers**
- Hub for emerging technologies, focused on **specialized innovations for core economic sectors** - AgriTech, Sustainable fisheries, and sustainable tourism

Based on analysis and discussions with stakeholders, reports shared by the RRA, and secondary research

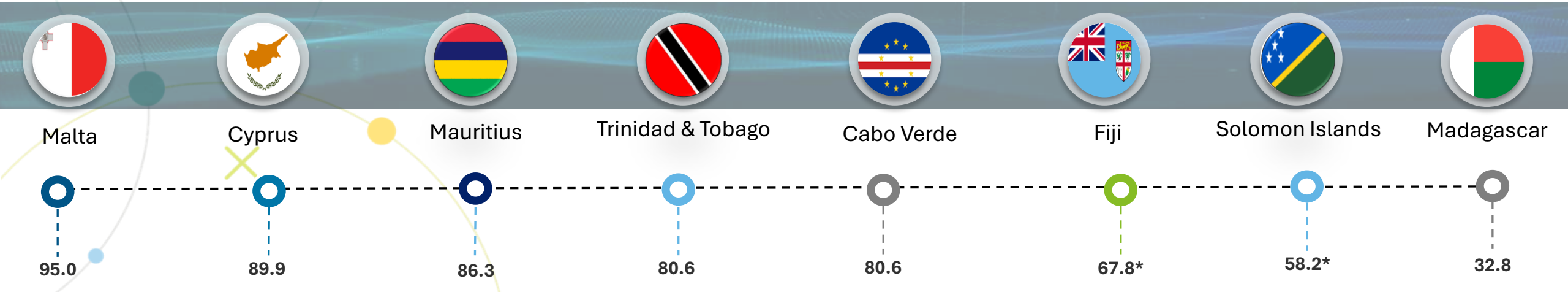
[1] *Most recent statistics (2023) from the Higher Education Commission , Mauritius*

Strategic Alignment :

“Know where we’re going”

Strategic alignment : Leading ICT sector practices and initiatives (1/2)

This section compares selected Small Island Developing States and regions that have **actively pursued ICT-led growth, using the ICT Development Index (IDI 2025) as a key reference.** It highlights performance across **human capital, connectivity, digital economy, and governance** to identify strategic drivers.



Key Parameters

Human Capital (ICT Workforce & Skilling)

Mauritius and Malta prioritize advanced digital skilling, while Fiji, Trinidad & Tobago, Cyprus, and Cabo Verde actively develop their workforces; Solomon Islands and Madagascar face significant digital literacy challenges.

Connectivity (Digital Public Infrastructure)

Malta and Mauritius lead in advanced ICT, while Cyprus, Fiji, Trinidad & Tobago, and Cabo Verde are actively developing; Solomon Islands and Madagascar face significant connectivity challenges.

Economy (Digital Ecosystem & Job Creation)

Mauritius and Malta have well-developed, government-supported tech ecosystems; Cyprus, Fiji, Trinidad & Tobago, and Cabo Verde are actively building theirs; while Solomon Islands and Madagascar face significant challenges in fostering tech innovation.

Government & Regulation

Mauritius and Malta exhibit highly progressive digital governance. Fiji, Cabo Verde, Cyprus, and Trinidad & Tobago actively implement digital transformation. Solomon Islands and Madagascar are in earlier stages, focusing on digital inclusion.

*Analysis of global leading practices and initiatives have been considered to formulate recommendations towards the steps needed to grow the ICT sector in Rodrigues, summarized excerpts have been made available in the **Annexure***

Based on secondary research and reports published by the respective countries/regions
**Based on scores from IDI report 2024 (most recent data)*

Strategic alignment : Leading ICT sector practices and initiatives (2/2)

This section presents a comparative overview of selected **Small Island Developing States** and regions that have **pursued ICT-led development**, highlighting key demographic and economic indicators to extract lessons relevant to Rodrigues' strategic context. Despite differences in scale, these examples offer practical insights into how small economies can leverage ICT for inclusive growth and diversification.

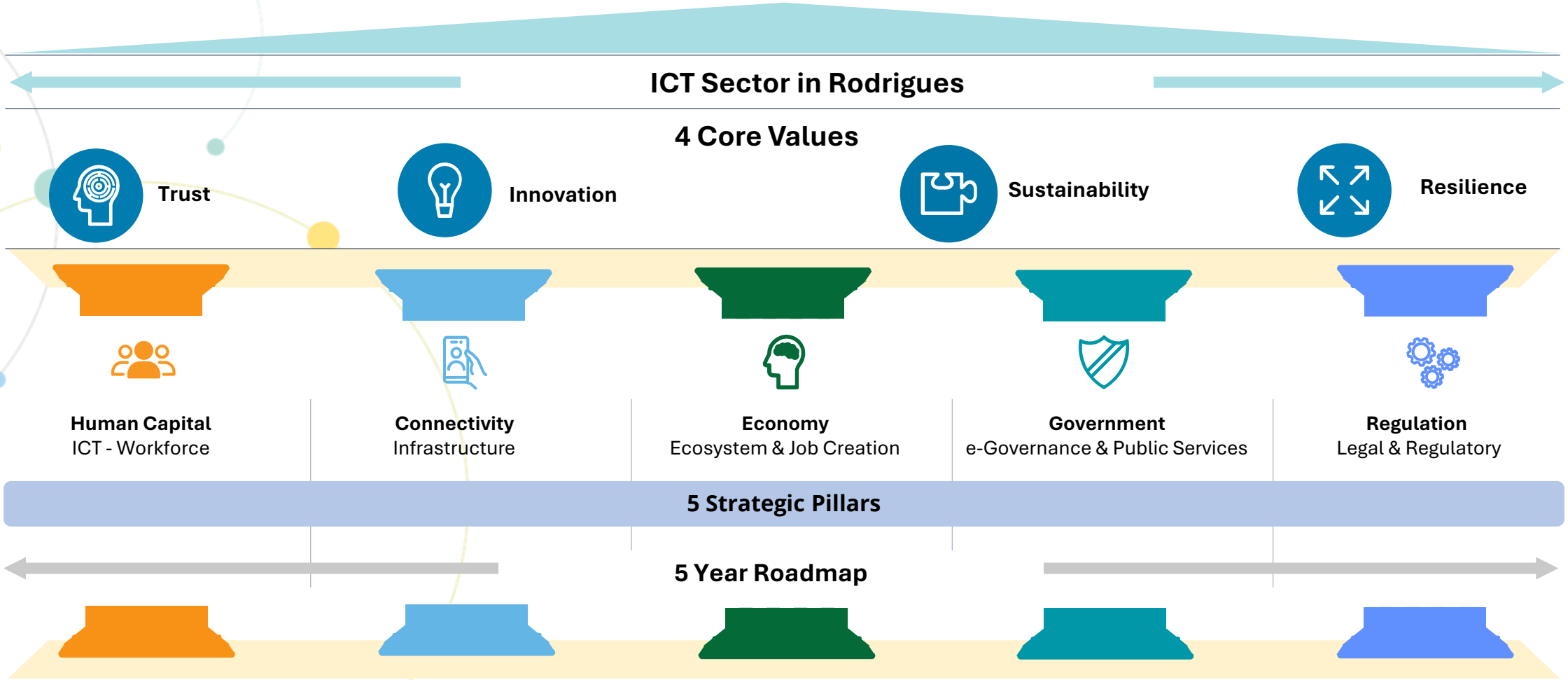
Overview of the selected countries/regions

	Mauritius	Cabo Verde	Solomon Islands	Fiji	Trinidad & Tobago	Malta	Cyprus	Madagascar
Continent	Africa	Africa	Oceania	Oceania	South America	Europe	Europe/Asia	Africa
Size (km^2)	2,040	4,033	28,400	18,274	5,128	316	9242	587,295
Population	1.20 million	524,877	856,221	936,858	1.37 million	585,462	1.25 million	33.4 million
Working age population%	39.5%	46.7%	68.4%	50.6%	43.1%	49.8%	44.3%	74.4%
Average age (Yrs)	39.2	29.0	25.5	31.1	38.2	43.0	39.8	24.1
Economy size (Billions $)	$15.0	$2.8	$1.8	$5.8	$30.2	$24.3	$36.3	$17.4
ICT-Sector's contribution to GDP	5.6%*	7.0%	~8.0%	4.1%	~3.7%	~7.0%	~16.0%	1.7%
Key GDP Sectors	Financial Services, Wholesale & Retail Trade, Agriculture, ICT, Tourism, Construction (public sector investment)	Services (particularly tourism), Fisheries, Light Manufacturing, with a focus on diversifying into blue & digital economies.	Tourism, Fishing & Processing, Food & Agribusiness, Livestock, Timber, Mineral Extraction, Infrastructure, Transport & Telecom.	Tourism, Agriculture (sugar), Light Manufacturing, Mining; modernizing finance, supporting tech adoption by MSMEs.	Petroleum and Petrochemicals (dominant), Manufacturing.	Services (tourism, financial & professional services, IT), Manufacturing (electronics, pharmaceuticals), Trade.	Services (Tourism, Shipping, Financial, ICT, IP), Real Estate, and emerging ICT investment.	Agriculture & Fisheries, Mining, Tourism, Manufacturing (Textiles, Agribusiness, Construction), Energy, Digital.

*Based on secondary research and reports published by the respective countries/regions. Key sources included in the **Annexure***

** Aggregated for the Republic of Mauritius*

Rod-Digital Vision Roadmap : The Strategic Pillars & Roadmap



- This roadmap outlines a strategic pathway to grow the ICT sector in Rodrigues, aligned with the UNDP Digital Transformation Framework. The Rod-Digital Vision is anchored on **four core values—Trust, Innovation, Sustainability, and Resilience,** with **five strategic pillars**—Human Capital, Connectivity, Economy, Government, and Regulation
- The Rod-Digital Vision ICT Roadmap is phased across a **five-year horizon**.

Roadmap Development:

The Strategic Pillars
& Transformational Initiatives

Rod-Digital Vision : A phased-roadmap to grow the ICT sector

The Rod-Digital Vision organizes Rodrigues' ICT transformational initiatives into Short-term, Medium-term, and Long-term phases.

Short Term

- Lay the **groundwork for future innovation**
- Launch **digital literacy and ICT awareness** programs across Rodrigues island (leveraging AI tools)
- Establish **essential digital capabilities** that support basic service delivery and eGovernance
- Focus on **foundation capabilities**, which align with Rodrigues' **immediate/ short-term goals**

Medium Term

- Pilot **emerging technologies in priority sectors** (e.g., IoT for smart agriculture, AI for tourism analytics) to validate practical use cases.
- Translate **pilot insights into targeted capacity-building programs**, ensuring the workforce develops the skills needed to operate and scale these technologies.
- Deepen the **digital ecosystem** of **public services** and **eGovernment** mechanisms.
- Activate localised extension of **regulatory** and **legal framework** for ICT sector.

Long Term

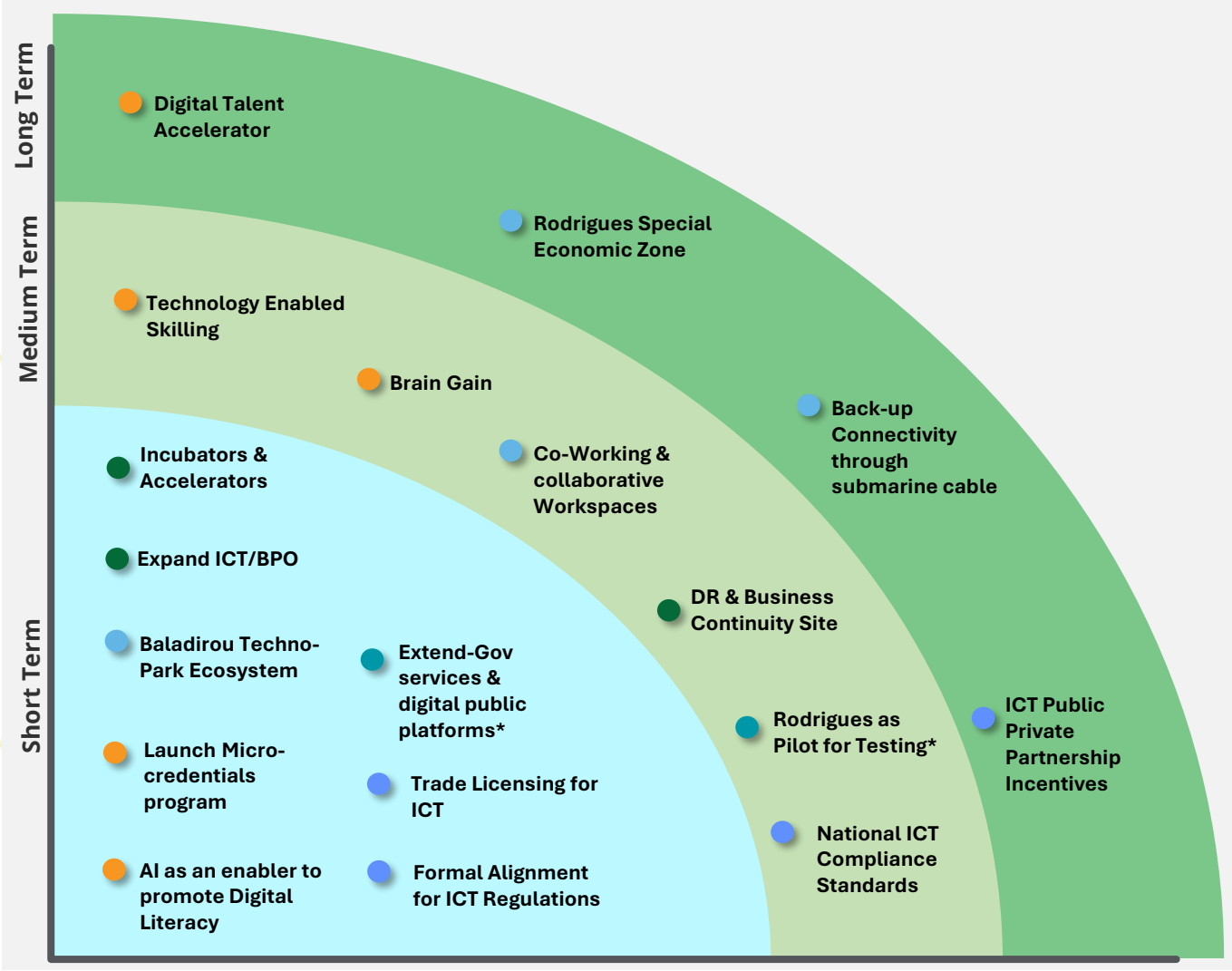
- **Scale and integrate emerging technologies** to enable higher-value ICT services and innovation.
- Catalyse **innovation and entrepreneurship.**
- **Support advanced skilling programs** towards frontier technologies to create a future-ready workforce.
- Support **ecosystem development by nurturing partnerships** (including exploring public-private partnerships).

Rod-Digital Vision : Transformational initiatives to grow the ICT sector (1/2)

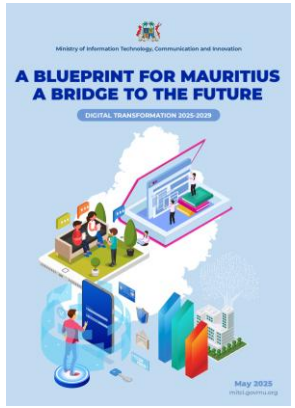
This section outlines Rodrigues' five strategic pillars—Human Capital, Connectivity, Economy, Government, and Regulation—as the foundation for ICT development. The initiatives per pillar are mapped across short-, medium-, and long-term horizons. The structure ensures a phased, scalable approach to digital transformation aligned with the Rod-Digital Vision ICT Roadmap.

Strategic Pillars

- Human Capital (ICT-Workforce)
- Connectivity (Infrastructure)
- Economy (Ecosystem & Job Creation)
- Government (e-Governance & Public Services)
- Regulation (Legal & Regulatory)



Leverage on the Mauritius ICT Blueprint



** Select initiatives launched under the Mauritius ICT Blueprint have been mapped against **'Government' initiatives** of the Rod-Digital Vision roadmap*

Rod-Digital Vision : Transformational initiatives to grow the ICT sector (2/2)

The roadmap includes eighteen (18) transformational initiatives, across five strategic pillars—**Human Capital, Connectivity, Economy, Government,** and **Regulation**

Strategic Pillars

- **Human Capital (ICT-Workforce)**
- **Connectivity (Infrastructure)**
- **Economy (Ecosystem & Job Creation)**
- **Government (e-Governance & Public Services)**
- **Regulation (Legal & Regulatory)**

Transformational Initiatives

Short Term

- AI as an enabler to promote digital Literacy within Rodrigues for Citizens & Public sector officials (leveraging AI tools)
- Partner with Higher Education Commission(HEC) to launch the Micro-Credentials Program
- Baladirou Techno Park Ecosystem
- Expand ICT/BPO sector and promote bandwidth intensive activities
- Cultivate locally driven Incubators & Accelerators
- Extend existing eGovernance & Digital Public Services to Rodrigues*
- Introduce Trade Licensing for ICT Sector
- Establish a formal alignment and local representative channel for ICT-regulations

1-12 Months

Medium Term

- Infuse technology-enabled skilling to accelerate new avenues in key economic sectors
- Promote 'Work-Life Balance' in Rodrigues to attract skilled talents (Brain Gain)
- Develop Co-working & Collaborative Workspace by digitally-equipping existing infrastructure
- Attract companies to consider Rodrigues as a Disaster Recovery (DR) / Business Continuity site
- Explore Rodrigues as a pilot for new eGovernment initiatives (in line with Mauritius ICT Blueprint)*
- Operationalization of National ICT Compliance Standards under the Mauritius Standard Bureau

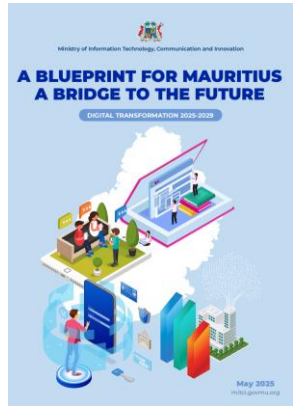
12-36 Months

Long Term

- Develop Tertiary Education Accelerator (TEA) for the ICT Sector
- Plan for backup connectivity through second submarine cable
- Establish a Rodrigues Special Economic Zone (SEZ) through expansion of the Baladirou techno-park
- Introduction of the ICT Public-Private Partnership Incentives

36-60 Months

Leverage on Mauritius ICT Blueprint



** Select initiatives launched under the Mauritius ICT Blueprint have been mapped against **'Government' initiatives** of the Rod-Digital Vision roadmap*

Strategic Pillar 1: Human Capital (ICT-Workforce)

Short-Term | Medium-Term | Long-Term

(H1) AI as an enabler to promote digital Literacy within Rodrigues for Citizens & Public sector officials
Leverage AI to drive digital literacy across Rodrigues through personalized learning experiences for citizens and scalable training programs delivered via existing public infrastructure. Cultivate ICT champions within the public sector by providing advanced and approved courses on emerging technologies and practical governance applications empowering them to drive digital transformation within the public sector level.

(H2) Partner with Higher Education Commission (HEC) to launch the Micro-Credentials Program
Collaborate with HEC to launch a Micro-Credential Program designed to certify, upskill, and energize its ICT workforce through short, stackable certifications in high-demand areas such as helpdesk support, digital marketing, coding, and BPO operations, aligned with industry needs. By leveraging accredited providers and flexible delivery models, the program ensures quality, recognition, and accessibility for youth and school leavers creating a dynamic pipeline of digital talent for the ICT ecosystem.

(H3) Infuse technology-enabled skilling to accelerate new avenues in key economic sectors
Align ICT-skilling for the Rodriguans workforce engaged in activities in key sectors ICT , Agriculture , Tourism and Blue Economy, to the new digital-ways of working introduced through adoption of digital tools and platforms developed for their respective industries. Skilling activities may include usage and maintenance of IoT-based devices, use of Conversational AI-based services, piloting of new digital public services (relevant to the respective economic sector and activities)

(H4) Promote 'Work-Life Balance' in Rodrigues to attract skilled talent ('Brain Gain')
Leverage on Mauritius'* mobility-friendly visa policies to promote 'Work-Life Balance' campaigns as part of the existing international outreach (currently tourism-focused), to actively engage, attract, and integrate skilled talent (including diaspora) to utilize growing internet connectivity, co-working spaces and opportunities to digitalise key economic sectors

(H5) Develop Tertiary Education Accelerator (TEA) for the ICT Sector
Create a Digital Talent Accelerator through strategic partnerships with universities (University of Mauritius , University Technology Mauritius , Open University Mauritius and private tertiary institutions) and tech firms, offering advanced certifications, remote learning, and innovation hubs to position Rodrigues as a digital talent hub.

** Visa and Occupation Permit policies aggregated for the Republic of Mauritius*

Strategic Pillar 2 : Connectivity (Infrastructure)

Short-Term | Medium-Term | Long-Term

(C1) Activate Baladirou Techno Park Ecosystem
Design a holistic strategy across workspace, transportation connectivity, business-enabling services (such as banking, postal, and food & beverage) to position Baladirou techno-park as the technology hub for Rodriguan ICT/ICT-related companies. Allocate area for the creation of a co-working workspace as the Rodrigues Digital Accelerator (incubators) which can be utilised by entrepreneurs and freelancers (such as digital nomads), financial incentives can be considered by the Rodrigues Regional Assembly to waive workspace rental for entrepreneurs for an initial period of 6-12 months, subject to pre-set conditions.

(C2) Develop Co-working & Collaborative Workspace by digitally-equipping existing infrastructure
Digitally-equip existing 23 Community Learning Centres and Post offices (in consultation with the MPL) across key village to offer reliable internet access, co-working spaces, and basic digital tools to support remote work and entrepreneurship, while also strengthening last mile connectivity for inclusive eGovernance and public services for Rodriguans. This initiative shall also include the deployment of trained personnel to manage the operations and facilitate community engagement.

(C3) Plan for backup connectivity through second submarine cable
Prepare the long-term business plan towards construction of the second submarine cable system.

(C4) Establish a Rodrigues Special Economic Zone (SEZ)
Expand the Baladirou Techno-park into a Special Economic Zone (SEZ) , with the assistance of the Ministry of Finance, EDB, and Invest Rodrigues, this SEZ will offer fiscal incentives, simplified regulations, and digital-ready infrastructure. The initial focus is on attracting ICT firms, tech startups, and BPO providers, positioning Rodrigues as a nearshore digital services hub in the Indian Ocean, modelled after successful SEZs in Mauritius, Shenzhen, and Coega (South Africa) , while also offering comparative advantages to companies operating in the tourism, supply chain/logistics, blue economy and agriculture sectors.

Strategic Pillar 3 : Economy (Ecosystem & Job Creation)

Short-Term | Medium-Term | Long-Term

(E1) Expand ICT/BPO sector and promote bandwidth intensive activities
Leverage on availability of expanding office space (Baladirou techno-park) to encourage more ICT/BPOs (voice/non-voice customer support, IT helpdesk and outsourcing roles) to setup operations in Rodrigues. In parallel, explore immediate opportunities for utilisation of available/excess bandwidth.

This strategic initiative can be considered as Short to Medium Term (with Short term focus on immediate opportunities for bandwidth utilisation, with Medium term focus on attracting more ICT/BPO companies)

(E2) Cultivate locally driven Incubators & Accelerators
Launch the Rodrigues Digital Accelerator (incubator) and a Startup Registry Portal for Local SMEs with a structured 6–12-month accelerator cycle offering digital training, business model refinement, and access to e-commerce platforms , leveraging support from SME Mauritius and Rodrigues Research and Innovation Grant Scheme (RRIGS). Leverage the co-working workspace planned at the Baladirou techno-park

(E3) Attract companies to consider Rodrigues as a Disaster Recovery (DR) / Business Continuity site
Given the expanding ICT sector in Mauritius, prepare required resources (office space, connectivity, infrastructural resources) to offer companies an alternate site (Disaster Recovery) in Rodrigues, with the long-term target of companies opting to co-locate to Rodrigues as part of the *'sub-hub'* strategy

Strategic Pillar 4 : Government (e-Governance & Public Services)

Short-Term | Medium-Term | Long-Term

(G1) Extend existing eGovernance & Digital Public Services to Rodrigues*

Leverage Mauritius' platforms such as MauPass, MoKloud, InfoHighway, and others by adapting them to Rodrigues' administrative and operational context, ensuring interoperability, building local capacity, increasing exposure to digital tools, and enabling seamless integration of public services. Execution of such initiatives (either as an extension of existing available services in Mauritius, or through phased proof-of-concept) will be conducted by the RDV-Execution team in close coordination with relevant Government departments and public organizations.

(G2) Explore Rodrigues as a pilot for new eGovernment initiatives (in line with Mauritius ICT Blueprint)*

Position Rodrigues as a national testbed for piloting innovative eGovernment solutions before their full-scale deployment across Mauritius. Leveraging its manageable scale, strong local governance through the Rodrigues Regional Assembly (RRA), and growing digital infrastructure through existing institutions as co-led by the Ministry of ICT, Rodrigues Commission for ICT, and supported by institutions such as the Central Informatics Bureau (CIB), Government Online Centre (GOC), Mauritius Digital Promotion Agency (MDPA), and Mauritius Research and Innovation Council (MRIC)

*The transformational initiatives pertaining to the 'Government' transformation pillar can range from **Short to Medium term** endeavors ,

- **Short-term focus** is towards establishing the required institutional coordination through a joint taskforce/committee, identification of potential eGov/Digital public service initiatives which can be relevant for Rodrigues, split of roles/responsibilities and development of a detailed plan
- **Medium-term focus** is towards completion of activities, as per the approved detailed plan, through the joint taskforce/committee

Strategic Pillar 5 : Regulation (Legal & Regulatory Framework)

Short-Term | Medium-Term | Long-Term

(R1) Introduce Trade Licensing for ICT Sector
Develop the trade licensing framework towards being more agile and innovation-friendly environment for ICT businesses in Rodrigues , through this initiative Rodrigues Regional Assembly can simplify entry for startups, freelancers, and digital service providers.

(R2) Establish a formal alignment and local representative channel for ICT-regulations
Collaborate with key legal institutions in Mauritius—such as the State Law Office, Attorney General's Office, and relevant regulatory bodies—to co-develop modern, sector-specific regulations that support Rodrigues' digital transformation with focus on harmonizing legal frameworks in areas such as Cybersecurity, Artificial Intelligence, E-commerce, and Data Protection.

(R3) Operationalization of National ICT Compliance Standards under the Mauritius Standard Bureau
Strengthen Rodrigues' position within the national digital ecosystem by ensuring the effective application and monitoring of existing ICT compliance standards issued by the Mauritius Standards Bureau (MSB), the ICT Authority (ICTA), and other regulatory bodies.

(R4) Introduction of the ICT Public-Private Partnership Incentives
Through the Economic Development Board and Invest Rodrigues, introduce targeted ICT regulatory incentives to attract startups, investors, and innovators. These may include simplified licensing, tax benefits, and sandbox environments for emerging technologies to accelerate ICT developmental growth.

Annexure :

1) Detailed Section – Transformational Initiatives

2) Lens on Global Landscape

3) Survey Excerpts

4) TOR Mapping

5) Key Sources

Annexure

Transformational Initiatives – Human Capital (ICT Workforce)

Initiative inter-dependency: *(None)*

H1 : AI as an enabler to promote Digital Literacy – General Public (1/4)

Human Capital | Connectivity | Economy | Government | Regulation

Short Term | Medium Term | Long Term

Current State

- **Limited number of structured digital literacy programs:** Existing curricula in Rodrigues do not leverage AI for personalized learning or adaptive content delivery.
- **Limited access to AI-enabled tools and platforms:** Citizens and public sector officials lack exposure to AI-driven learning solutions that could bridge skill gaps.
- **Low awareness of AI's role in digital literacy**: Citizens and institutions are not fully informed about how AI can simplify learning and improve accessibility.

Proposed Implementation Plan

1. **Leverage existing community learning centers to drive the "Digital Skills for All" initiative,** delivering foundational digital literacy programs tailored for women, informal workers, and the elderly. Collaborate with local NGOs, community leaders, and ICT volunteers to promote grassroots adoption of digital skills using AI-enabled platforms that provide adaptive content and inclusive learning experiences.
2. **Collaborate with the Commission for Education to introduce AI awareness** programs across primary, secondary, and high schools. These initiatives will leverage interactive workshops, AI demonstrations, and real-life examples to help students understand AI's role in everyday life and future careers. Partner with NPCC and the Ministry of Education & Human Resource to co-design training curricula and materials, ensuring consistency, inclusivity, and scalability.
3. **Strengthen the digital infrastructure in existing learning corners** by launching a short-term pilot towards the upgrading of connectivity, shared devices, and basic maintenance support to ensure readiness for digital literacy programs and future AI-enabled initiatives. This pilot will focus solely on ensuring physical and technical readiness for digital literacy programs and future AI-enabled initiatives, in close collaboration with Commission for ICT to guarantee local ownership.
4. **Leverage AI-Powered tutoring to bridge the digital skills gap** with technology providers to deploy AI-driven tutoring agents and adaptive learning platforms in schools and community centers. These tools will provide 1-on-1 personalized support, real-time feedback, and multilingual content, ensuring students and citizens can learn at their own pace despite the limited number of qualified ICT instructors and training institutions.

Key considerations & Potential outcomes

- **Institutional Coordination** : Align efforts between the ICT Commission, Rodrigues Regional Assembly (RRA), and national training bodies to ensure AI-enabled digital literacy programs are relevant and can integrate seamlessly with existing education and workforce development strategies.
- **Inclusivity & Accessibility :** Design programs that are accessible to women, youth, and informal workers, using local languages and flexible delivery models.

★ **Reduced digital divide:** Broader digital inclusion across Rodrigues, especially among underserved groups, enabling more equitable participation in the digital economy.

★ **Increased ICT-skilled workforce:** A growing pool of Rodriguans equipped with foundational to intermediate ICT skills, ready for employment (for BPO, customer support, helpdesk roles) or further training (for higher value ICT roles), and self-sufficient network of certified local trainers and institutions capable of delivering ongoing ICT skilling programs.

Global Lens[3]

- **Fiji is implementing its National Digital Strategy 2025–2030, which includes AI literacy as a core component** promoting AI-enabled learning tools in schools and aims to train 250,000 people in digital literacy by 2030 to prepare youth for an AI-driven economy.
- **Trinidad & Tobago is advancing AI-driven digital literacy** through programs like Tech4Girls: AI Skills for Success, training over 600 girls in AI fundamentals, and national initiatives under the Ministry of Public Administration and AI to integrate AI into public services and education.
- **Solomon Islands is piloting AI in education** through initiatives like Spatial AI Centers and intelligent tutoring systems to deliver personalized learning in remote areas. Programs focus on teacher upskilling, cybersecurity awareness, and culturally relevant AI literacy to bridge the digital divide across its 900 islands.

1 Based on discussions with Rodriguan stakeholders and ICT-training institutes
2 Based on discussion with the Mauritius Institute of Technical & Development and other ICT-training institutes
*3 Key sources included in the **Annexure***

Initiative inter-dependency: *(None)*

H1 : AI as an enabler to promote Digital Literacy – General Public (2/4)

Human Capital | Connectivity | Economy | Government | Regulation

Short Term | Medium Term | Long Term

Indicative

	Primary (Grade 1-6)	Secondary (Grade 7-9)	High School	General population
ICT Skilling to be introduced including basics of Cyber , Automation & Artificial Intelligence	✓ Digital Basics – Understanding device operation, typing skills, and file management. ✓ Creativity Tools (including AI Powered tools) – Creating simple documents, drawings, and visuals presentations such as MS Word and Paint. ✓ Online Safety- Practice safe and responsible use of computers and social media platforms. ✓ Introductory Coding & Problem-Solving – Learning basic programming logic such as Scratch Jr. and Code.org	✓ Intermediate Productivity & Data Skills – Using Microsoft Office bundle for structured reports presentation & tables ✓ Online Collaboration & Cloud Tools – Enable usage of collaboration and shared platforms ✓ Cyber Awareness – Practising safe passwords, recognizing phishing and scams including AI ethics ✓ Data & Logical Thinking – Organizing and interpreting information and applying logical problem-solving	✓ Problem-Solving – Identify, analyse, and troubleshoot hardware or software issues with guidance ✓ Data Management –Search , Evaluate , and interpret digital information , whilst applying digital ethics ✓ Digital & Cyber awareness - Understand the use of emerging technologies (AI) and explore ethical considerations ✓ Basic Coding & Automation – Apply basic programming (C#, Python, HTML, JavaScript) or simple scripts (SQL)	✓ Cyber Awareness – Practising safe passwords, recognizing phishing and scams ✓ Registration on MoKloud and MauPass for availing digital public services ✓ Offer AI literacy workshops through community centers ✓ Registration for MauCAS based digital payments, through their bank of choice ✓ Social Media Safety: Understand privacy settings, misinformation risks, and respectful online behaviour
Educational Framework	**IC3 – Level 1 : Digital Foundations**	**IC3 – Level 2 : Intermediate Digital Skills**	**IC3- Level 3 : Advanced Digital Literacy; National Certificate Level 1 for Adult Literacy**	**ICT Fundamentals (Digital Awareness)**

Source: Select skills from the IC3 Curriculum and best practices from ICT Fundamentals (Digital Awareness)

Initiative inter-dependency: *(None)*

H1 : AI as an enabler to promote Digital Literacy – Public Sector Officials (3/4)

Human Capital | Connectivity | Economy | Government | Regulation

Short Term | Medium Term | Long Term

Current State

- **Limited Digital Literacy & AI awareness** : Public sector officials often lack the necessary ICT skills to effectively use digital tool and exposure towards AI enabled tools , and many departments operate without dedicated ICT personnel or digital transformation strategies.
- **Absence of local structured training programs :** Lacks an institutionalized training programs focused on digital literacy, e-governance, and emerging technologies, with existing training efforts as ad hoc and often disconnected from the practical needs of local public sector operations.
- **Limited personnel bandwidth to replicate Mauritian-ICT department structure**: Given the team size within the Commission for ICT & Others (ICT Department) in Rodrigues, there are bandwidth and skilling constraints towards replicating the multi-team/department as in Mauritius.

Proposed Implementation Plan

1. **Conduct a training needs analysis** in collaboration with the Human Resource Development Council under the National Skills Development Program & National Qualifications Framework for the public sector officials, covering **digital literacy, e-governance, cybersecurity, cloud services, and AI tools.**
2. **Collaborate with the Human Resource Development Council** and the Ministry of Public Services and Administrative Reforms to identify the training provider (Internal / External) to design and develop contextualized training modules **including AI tools practicality towards Rodrigues localized administrative processes.**
3. **Deploy Departmental Digital Champion(s)** through the nomination and training of officers in each department — including Health, Education, Tourism, Agriculture, and Local Government — to serve as Digital Champions. These champions will **receive advanced training on AI-enabled tools** and lead departmental initiatives such as automating reporting, improving service delivery, acting as internal advocates for digital transformation and work towards **extension of additional E-Gov services**, which are relevant to Rodrigues.
4. **Leverage on a centralized digital platform** that uses **AI to curate and personalize learning resources** for public sector officials. The hub will provide multilingual content, interactive tutorials, whilst also tracking learning progress and recommend advanced modules based on individual needs, ensuring continuous upskilling beyond formal training sessions.

Key Considerations & Potential Outcomes

- **Institutional Alignment :** Formalize coordination with MITCI, ICTA, and the Public Service Commission and relevant institutions to ensure coherence, avoid duplication, and secure long-term institutional commitment.
- **Curriculum localization and Relevance :** Modular training curriculum must be contextualized to Rodrigues' administrative realities and should focus on digital public services and digital tools available in Rodrigues.

☆ **Department-Level Ownership of ICT Adoption** : The deployment of Digital Champions will foster bottom-up innovation, enabling departments like Health, Education, and Local Government to take ownership of digital tools and processes , creating a culture of continuous improvement in ICT usage.

Global Lens[1]

- **Malta's National AI Strategy and Digital Decade Roadmap embed AI literacy into public sector training programs.** Through initiatives like the eSkills Malta Foundation, civil servants receive hands-on exposure to AI tools, ethics, and practical applications for governance.
- **Cyprus incorporates AI into its National Digital Strategy by training civil servants** to adopt AI-driven solutions for e-government and policy-making. Partnerships with global tech firms deliver workshops on AI productivity, problem-solving, and leadership for over 500 public officials.
- **Cabo Verde's Digital Cabo Verde Project and National Data Strategy** prioritize AI-enabled governance and institutional resilience. Public officials are trained on ethical AI use, data analytics, and automation to improve service delivery.

*1 Data from websites and portal of various countries included in the Global Landscape/ Benchmarking. Key sources included in the **Annexure***

Initiative inter-dependency: *(None)*

H1 : AI as an enabler to promote Digital Literacy – Public Sector Officials (4/4)

Human Capital | Connectivity | Economy | Government | Regulation

Short Term | Medium Term | Long Term

To support the digital transformation of Rodrigues' public institutions, the Rodrigues Regional Assembly (RRA), through the Commission for ICT, can collaborate with national institutions including MITCI, the Mauritius Civil Service College, the Central Informatics Bureau (CIB), the Mauritius Institute of Training and Development (MITD), and the University of Mauritius to co-design and deliver a modular digital skills curriculum. This framework categorizes digital competencies into three maturity levels—Foundational, Intermediate, and Advanced—to guide capacity building across public officers in Rodrigues

Indicative

Skills Level to be introduced in Public Sector	Foundational – Digital Awareness	Intermediate – Digital Enablement	Advanced – Digital Leadership
Proposed Skilling (Indicative)	✓ Basic use of computers and mobile devices for administrative tasks including AI-powered features like smart text suggestions. ✓ Email communication, file management, and spreadsheet handling. ✓ Safe internet practices, password hygiene, and basic cybersecurity awareness introducing how AI helps detect threats. ✓ Familiarity with Rodrigues' internal systems (e.g., registry databases, citizen service counters).	✓ Use of e-government platforms for service delivery (e.g., e-forms, online applications MauPass , MoKloud , MauCors+, Citizen Support Unit Portal). ✓ Data entry, validation, and secure handling of citizen records. ✓ Use of cloud collaboration tools (Microsoft Teams, shared drives) for inter-departmental coordination. ✓ Basic cybersecurity protocols, incident reporting, and digital and AI ethics.	✓ Understanding digital governance frameworks, compliance, and service design. ✓ Familiarity with emerging technologies (AI for citizen services, blockchain for records, IoT in fisheries/ agriculture). ✓ Leading digital initiatives and mentoring departmental teams.
Proposed Partnering Institutions (Indicative)	Civil Service College (Mauritius) Mauritius Institute of Training & Development (MITD)	Central Informatics Bureau (CIB) Mauritius Civil Service College	MITCI University of Mauritius

Initiative inter-dependency: *(None)*

H2 : Partner with Higher Education Commission(HEC) to launch the Micro-Credentials Program

Human Capital | Connectivity | Economy | Government | Regulation

Short Term | Medium Term | Long Term

Current State

- **Limited ICT-ready workforce in Rodrigues:** Low number of ICT-trained (foundational/intermediate) workforce available in Rodrigues for ICT/ICT-related companies (~30 to 35 fresh workforce infusion to the ICT sector per year)[1]
- **Low interest in ICT/ICT-related courses due to limited local job prospects**: Limited interest from students in pursuing ICT/ICT-related education due to uncertainty of employment opportunities [1]
- **The RRA has been providing Microsoft certified courses** to an approximate of 800 students over the past years whilst the **IC3 is already embedded into the educational curricula** targeting the students both at school and college level.

Proposed Implementation Plan

1. **Collaborate with HEC and MQA to establish the micro-credentialing framework** for Rodrigues towards defining standards for short , stackable certifications , ensuring alignment with the National Qualifications Framework and priority ICT domains within Rodrigues ranging from short to long term should be identified.
2. **Engage with local universities and ICT company representatives in Mauritius to facilitate access to micro-credentials through public-private partnerships** , in tandem with relevant institutions to act as facilitators towards bridging learnings to accredited micro-credential programs offered by global platforms. The role of the partners and institutions will be to provide guidance, mentorship, and physical access points for blended learning, ensuring inclusivity and alignment with local industry needs.
3. **Create a conducive environment through existing Community Learning Centres** and digitally equipped hubs as training venues, ensuring reliable internet connectivity and ICT tools. In parallel, develop additional co-working spaces in strategic locations to accommodate growing demand and provide inclusive access for youth, school leavers, and professionals.
4. **Integrate and enhance the existing digital credentialing framework in collaboration with HEC and the Rodrigues Commission for Education** and incorporate with the assistance of the NPCC (National Productivity Competitiveness Council) productivity-linked outcomes and employer feedback mechanisms.

Key considerations & Potential outcomes

- **Accreditation & Quality Assurance:** Ensure all micro-credentials are recognized under the National Qualifications Framework and meet industry standards to maintain credibility and employability.
- **Accessibility & Inclusivity :** Address connectivity challenges and provide physical learning hubs with trained personnel to support learners who face digital barriers.
- **Certified ICT Workforce** : A pool of Rodriguan youth and professionals holding industry-recognized micro-credentials in high-demand ICT domains.
- **Workforce Upskilling and Employability :** This will enable individuals to gain specific, job-relevant skills , bridging the skills gap in Rodrigues, especially in priority sectors like ICT, AgriTech, sustainable fisheries, and eco-tourism whilst creating a more competitive and digital literate workforce.

Global Lens[2]

- Mauritius is developing **a National Micro-Credentials Framework under the Higher Education Commission and Mauritius Qualifications Authority**, supported by UNESCO. This framework integrates micro-credentials into the National Qualifications Framework, ensuring recognition and portability.
- **Malta offers micro-credentials** through the University of Malta in fields like business, health, and technology, supported by the **Get Qualified Scheme**, which provides tax credits to learners. Micro-credentials are formally recognized as “Awards” under the Malta Qualifications Framework, ensuring transparency and credibility.
- **Cyprus has introduced a national framework for micro-credentials** as part of its higher education reform to better align education with labour market needs. It actively participates in Erasmus+ policy pilots to implement the European approach to micro-credentials.

1 Based on discussions with Rodriguan stakeholders and ICT-training institutes
*2 Data from websites and portal of various countries included in the Global Landscape/ Benchmarking. Key sources included in the **Annexure***

Initiative inter-dependency: *H2, E3*

H3 : Infuse technology-enabled skilling to accelerate new avenues in key economic sectors

Human Capital | Connectivity | Economy | Government | Regulation

Short Term | **Medium Term** | Long Term

Current State

- **Limited integration of digital tooling** and **usage of frontier technologies (AI, Blockchain, IoT)** in economic activities of **key Rodriguan sectors** (such as tourism, agriculture, blue economy)[1].
- Primary reliance on **paper-based procedures** for public services (such as trade licensing, export certificates, etc.)
- There is a no structured mechanism for local businesses, cooperatives to engage with public departments towards **sector specific skilling needs** or skilling towards **newer technology/tools made available through sector-specific innovations**

Proposed Implementation Plan

1. **Identify ICT enablement and skilling** required for end-users (such as workers or staff) to optimally use technology solutions developed by entrepreneurs/start-ups for their respective sectors/industries. Such ICT enablement can be focused on usage of the various technology solutions developed as part of initiative E-3 ('Introduce technology-based solutions for key economic sectors'), and may include –
    - Use of Conversational AI enabled digi-services
    - Use of mobile application or social media for consuming sector-relevant insights
    - Use of IoT/smart devices
    - Use of digital marketing and e-commerce for artisans
2. **Develop skills matrix specific to high-impact economies in Rodrigues** and **build a layer of 'change champions'** by identifying community leaders and influential individuals who can participate in hands-on training on the newly developed technology-led solutions (trainings can be conducted directly by entrepreneurs/solution developers or by Department Digital champions)
3. **Conduct sector-specific skilling** in collaboration with relevant associations (such as the Rodrigues Economic Chamber and Industry, the Rodrigues Chamber of Commerce and Industry, the Rodrigues Government Employees Association, among others) organize sector-specific sessions to demonstrate the benefits of using technology-based ways of working. These sessions can be led or delivered by the identified 'change champion'
4. **Build a direct feedback-loop channel** between the entrepreneurs/companies building the technology-solutions for localised use cases and the end-users of the digital tools, solutions (workers, etc.) to iteratively refine and build subsequent versions of the solutions

Key considerations & Potential outcomes

- **Institutional Collaboration :** Success depends on strong partnerships with national institutions (e.g., MRIC) and the establishment of mechanisms to sustain training delivery, funding, and innovation beyond initial phases
- **Early identification of skilling-needs:** The skilling-needs, dependent on the solution(s) shortlisted for development, should be identified timely to understand the scale of upskilling required for adoption
- **Enhanced sectoral workforce :** A digitally skilled local workforce capable of applying emerging technologies towards key sector challenges, leading to increased productivity, innovation, and competitiveness.
- **Technology-driven business growth:** Successful adoption of digital tools and platforms will help businesses expand existing economic footprint and may lead to new areas of economic activity

Global Lens[2]

- 'Skills for Africa' offers regular **courses and trainings** to farmers and co-operatives in Kenya to help them use **Agri-tech** and **Digital farming solutions**
- Various Ministries and public bodies in Mauritius regularly conduct **campaigns to help users discover eGov services** available to citizens and business (such as e-licensing services available to business through the **EDB NeLS platform**)
- Malawi conducted a pilot for the use of a **solar-powered robot** called SOUND to assist local fishers in understanding **available fish populations in the area**, the pilot was enabled through a hands-on sessions to help local fishers in efficiently using the robot in Lake Chilwa

1 Based on discussions with Rodriguan stakeholders and ICT-training institutes
*2 Data from websites and portal of various countries included in the Global Landscape/ Benchmarking. Key sources included in the **Annexure***

Initiative inter-dependency: *C1, C2, E2*

H4 : Promote 'Work-Life Balance' in Rodrigues to attract skilled talent ('Brain Gain')

Human Capital | Connectivity | Economy | Government | Regulation

Short Term | **Medium Term** | Long Term

Current State

- **Sustained Youth Outmigration** : Rodriguans relocating to mainland Mauritius for education and employment or to other foreign countries
- **Limited incentives:** Limited structured programs for return migration, digital workspaces, and clear career pathways hinders Rodrigues' ability to attract and retain skilled professionals, reducing the potential for reversing migration and fostering a sustainable 'brain gain'
- **Emerging digital infrastructure with limited support system:** Lack of key support systems like co-working spaces and remote hubs, limiting its appeal to flexible, skilled talent

Proposed Implementation Plan

1. **Identify Rodriguans within Mauritius Island and foreign countries in the ICT Sector** to build a database, conduct a survey/ focus group discussion to obtain their perspective and considerations towards returning to Rodrigues
2. **Introduce a targeted incentive scheme for returning ICT talent** through startup seed grants, tax exemptions, and relocation support and prioritize professionals with experience in digital transformation, cloud services, e-governance, and link incentives to contributions in public sector digitization, training programmes, or local tech entrepreneurship.
3. **Establish co-working spaces in key Rodrigues villages** by leveraging existing public infrastructures, such as community and learning centres, to support freelancers, digital artisans, and small tech startups. This will facilitate local operations, foster entrepreneurship, and reduce the need for talent to migrate to mainland Mauritius.
4. **Leverage existing tourism campaigns to promote the 'Work-Life Balance'** to attract digital nomads to Rodrigues, these skilled digital nomads can potentially take advantage of the growing ICT-enabling facilities (such as co-working spaces and incubators) and contribute to employment opportunities for Rodriguans
5. **Develop the Rodrigues ICT Diaspora Portal** to reconnect skilled Rodriguans towards areas like software development, cybersecurity, and digital infrastructure to turn the diaspora into an active knowledge and innovation network

Key considerations & Potential outcomes

- **Holistic capacity building:** Plan for holistic upgrade across technical infrastructure, digital training capabilities and institutional readiness as an enabler towards the 'Brain Gain'.
- **Promote diaspora scheme:** Leverage database of Rodriguan diaspora to launch informational campaigns, regarding diaspora incentives and growing ICT enabling ecosystem available in Rodrigues

★ **Active ICT diaspora:** An active diaspora ecosystem supporting local innovation, mentoring and knowledge transfer transforming brain drain into strategic brain circulation model

★ **A strengthened local ICT workforce:** Digitally skilled youth and professionals relocating to Rodrigues, as digital nomads, actively contributing to the GDP (through participation in ICT-related activities and tourism)

Global Lens[1]

- **Cabo Verde** launched Blu-X, a sustainable finance platform that actively engages the diaspora in digital entrepreneurship and investment, turning brain drain into diaspora-led innovation and financial inclusion
- **Mauritius' diaspora scheme** offers tax incentives and financial aid to returning skilled diaspora to work in the growing ICT-sector or engage in entrepreneurial activities through the growing start-up enabling ecosystem

*1 Data from websites and portal of various countries included in the Global Landscape/ Benchmarking. Key sources included in the **Annexure***

Initiative inter-dependency: *H2, C1, C2*

H5 : Develop Tertiary Education Accelerator (TEA) for the ICT Sector

Human Capital | Connectivity | Economy | Government | Regulation

Short Term | Medium Term | **Long Term**

Current State

- **No formal tertiary education (degree-courses):** Rodrigues does not house any University campus, with students required to travel to Mauritius island or other countries to pursue undergraduate (degree-courses)
- **Limited avenues for research:** Research avenues are limited to Rodriguans due to unavailability of experienced mentors (such as college professors, senior researchers) and enabling ecosystem (funding, labs, access to knowledge center)
- **Limited Exposure & Career Awareness:** Youth in Rodrigues have limited access to ICT fairs, and career orientation programs. This lack of exposure restricts awareness of emerging technology fields and hinders informed career choices in the digital sector.

Proposed Implementation Plan

1. **Develop awareness towards tertiary education** and its benefits through TEA program for ICT sector. The program can consider including scholarships as incentives.
2. **Engage with existing public universities in Mauritius** such as UoM, UTM and Open University to establish **distance-learning /part-time** centers in Rodrigues to offer degree level ICT-courses through video-conferencing. Universities can leverage the infrastructure planned to be available at the Baladirou techno-park and at localised Learning centers.
3. **Bootcamps** focused on **AI, Cloud, Blockchain and Cybersecurity** co-designed with educational institutions and industry partners (such as private sector ICT-companies operating in Mauritius)
4. **Leverage on the YEP and STEM schemes** to engage with ICT-companies operating in Rodrigues for 12-month experiential training/placements opportunities for youth graduating from distance-learning degree programs, while also offering short-term internship opportunities within the RRA
5. **Launch accelerator challenges** on an annual basis through partnerships with foreign universities operating in Mauritius (such as Université des Mascareignes, Curtin, Middlesex, among others), to simulate **technology-based solutions towards real problems in Rodrigues**
6. **Collaborate with the MRIC and universities** to offer financial incentives to practitioners interested in scientific research for topics relevant to the Rodriguan key economic sectors (tourism, agriculture and blue economy), making research resources and mentorship accessible through University partnerships

Key considerations & Potential outcomes

- **Cultural adaptation of the TEA program:** Ensure that the training contents, bootcamps and apprenticeships amongst others are adapted towards Rodrigues cultural and linguistic context to maximise engagement and inclusivity
- **Infrastructure Readiness:** There is need to have adequate digital infrastructure through labs, Baladirou techno-park, community centres, schools to support the blended learnings and mentorship effectively
- ✯ **Growth & retention of local talent:** Through tertiary learning avenues within Rodrigues, youth will have a reduced need for outward migration for continued education and research
- ✯ **Local Research & Innovation ecosystem:** Strategic partnerships with Universities and ICT companies will enable Rodriguans to pursue research and innovation pathways

Global Lens[1]

- **Cabo Verde** launched BOOST.CV, a national startup and digital business acceleration program targeting youth and diaspora. It includes mentorship, funding, and training to transform youth into digital entrepreneurs and position the country as a digital bridge between Africa, Europe, and the Americas.
- **Cyprus** is investing €24 million in digital skills training for 20,000 individuals by 2026, with a focus on cybersecurity, AI, and blockchain. It also supports SMEs and startups through innovation funding schemes like THALIA and DISRUPT
- **Solomon Islands** is investing in inclusive digital education, with programs like PacSIMS and OpenEMIS to improve data-driven education and digital literacy in remote areas.

*1 Data from websites and portal of various countries included in the Global Landscape/ Benchmarking. Key sources included in the **Annexure***

Annexure

Transformational Initiatives – Connectivity (Infrastructure)

Initiative inter-dependency: *(None)*

C1 : Activate Baladirou Techno Park Ecosystem

People | **Connectivity** | Economy | Government | Regulation

Short Term | Medium Term | Long Term

Current State

- **Incomplete Operational Readiness:** While infrastructure is in place, the Techno-park is not yet fully activated with operational services and workspaces
- **Limited Local Integration:** There is minimal integration with local educational institutions, businesses, and government bodies, which hinders the park's ability to serve as a catalyst for regional digital development.
- **Low Awareness & Engagement:** Awareness of the Techno-park's purpose and opportunities remains low, and community engagement is still emerging

Proposed Implementation Plan

1. **Operationalize the Baladirou Technopark** as the launchpad with dedicated zones for ICT/BPO firms, co-working (plug-and-play) workspace, and start-up incubator
2. **Collaborate with the EDB for early adopter incentives** such as rent-free periods, subsidized utilities, and customized fit-outs for ICT/BPO companies
3. **Launch collaborative workspaces, incubation zones, and digital prototyping labs** within the park to support local entrepreneurs, innovators, and small businesses. These spaces will foster innovation ecosystems, knowledge exchange, and inclusive digital experimentation.
4. **Initiate targeted outreach to large ICT/BPO firms in Mauritius,** organize site visits to Baladirou techno-park, these visits will showcase the island's connectivity, infrastructure (Baladirou Techno Park), government incentives, and emerging talent pool—laying the groundwork for strategic alliances and future investments
5. **Promote** the facilities available within Baladirou techno-park (co-working spaces) as part of the existing tourism campaigns and promotional events to attract **digital nomads** and **skilled talent** seeking for extended stay at Rodrigues

Key considerations & Potential outcomes

- **Institutional Coordination**: Align efforts between the Commission for ICT, the EBD, Invest Rodrigues and the Rodrigues Business Park Development Co Ltd
- **Strategic outreach to large ICT/BPO operating in Mauritius:** Engage with select ICT/BPO companies operating in Mauritius, as the starting point for workspace leasing at the Baladirou techno-park
- **Holistic Value Proposition :** Plan for a holistic enabling ecosystem, such as availability of public transportation, food & beverage options, postal services, banking channels, in and around Baladirou
- ★ **Increased workspace**: The Techno-park will demonstrate the RRA's intent to grow the ICT sector in Rodrigues, offering plug-and-play workspaces to interested local and international companies
- ★ **Employment opportunities:** The techno-park will enable direct (employed by ICT/BPO companies) and indirect (maintenance, administrative, etc.) employment opportunities for Rodriguans

Global Lens[1]

- **Mauritius ,** Ebene Cybercity, developed by BPML, anchors Mauritius' vision as a 'Cyber Island', offering ICT zones, smart infrastructure, and incentives under the Digital Transformation Blueprint 2025–2029.
- **Cyprus** promotes tech relocation through innovation hubs like the European Digital Innovation Hub (DiGiNN), backed by Invest Cyprus and the Deputy Ministry of Research, Innovation & Digital Policy.
- **Malta's** Digital Innovation Authority (MDIA) and Tech.mt drive the country's transformation into a digital innovation hub, supported by the Digital Decade Roadmap and targeted strategies for AI, cybersecurity, and eSkills.

*1 Data from websites and portal of various countries included in the Global Landscape/ Benchmarking. Key sources included in the **Annexure***

Initiative inter-dependency: *G1, G2*

C2 : Develop Co-working & Collaborative Workspaces leveraging existing infrastructure

People | **Connectivity** | Economy | Government | Regulation

Short Term | **Medium-Term** | Long Term

Current State

- **Absence of Operational Co-working Facilities:** Rodrigues currently has limited functional co-working spaces, apart from the imminent launch of the techno-park. While the concept has been introduced as part of the island's digital development strategy, there are no active facilities offering shared work environments for entrepreneurs, freelancers, or remote professionals.
- **Ageing facilities and infrastructure at the existing community learning centers:** The IT-infrastructure and physical workspaces at the current community centers are not fully equipped with essential amenities and digital tools required for inclusive digital access to Rodriguans.

Proposed Implementation Plan

1. **Conduct a digital readiness audit of existing infrastructure** which consist of 11 Community learning centres and post offices (through partnership with the MPL) to evaluate their current physical condition, availability of utilities, and digital connectivity, further determine the technical and spatial feasibility of leveraging these facilities into potential co-working hubs and kiosks for availing eGovernment services (enabling last mile connecting for digital public services)
2. **Upgrade the digital infrastructures of Community Learning centres and Post Offices** to be leveraged as Co-working spaces by equipping them with high-speed internet, modern office furniture, and essential digital tools (computers, printers, projectors). This foundational step transforms underutilized public infrastructure into functional co-working hubs, directly supporting the ICT Roadmap's goal of inclusive digital access across Rodrigues.
3. **Establish a 3-5 technology year refresh cycle for core IT-infrastructure** at community learning centers to ensure relevancy of IT-systems and software
4. **Plan awareness campaigns for infrastructure and collaborative workspaces** available to citizens at the upgraded community learning centers, including for availing digital public services

Key considerations & Potential outcomes

- **Local Context and Accessibility:** Co-working spaces must be designed to reflect Rodrigues' socio-economic realities, ensuring accessibility for youth, women, and small businesses.
- **Institutional Integration and Sustainability:** The initiative must be embedded within existing institutional frameworks—particularly within Commission for ICT, Commission for Education (Admin.), ICTA and MITCI—to ensure long-term sustainability, and access to funding and technical support.
- ★ **Enhanced Digital Inclusion:** Co-working spaces will serve as hubs for digital literacy, remote work, and entrepreneurship, directly contributing to a more digitally skilled and economically empowered population
- ★ **Digital public service kiosks:** Community centers, including post offices (in partnership with MPL) will serve as kiosks for availing digital public services
- ★ **Distance-learning centers**: Community centers can be leveraged for distance-learning by students for video-conferencing based learning

Global Lens[1]

- **Mauritius :** Mauritius is embracing the democratization of coworking with diverse, accessible shared workspaces like Innov8, THE HIVE, and Le Workspace offering flexible plans, community engagement, and modern facilities.
- **Malta** is providing affordable, flexible, and inclusive workspaces across the island, such as Business Labs and Sohomalta, that cater to freelancers, startups, and digital nomads.
- **Madagascar** : Madagascar has coworking and collaborative workspaces through emerging hubs like Habaka and Orange Digital Center, which provide affordable access to digital tools, training, and networking opportunities

*1 Data from websites and portal of various countries included in the Global Landscape/ Benchmarking. Key sources included in the **Annexure***

Initiative inter-dependency: *C1, C2, E2*

C3 : Plan for Backup Connectivity through Second Submarine Cable

People | **Connectivity** | Economy | Government | Regulation

Short Term | Medium Term | **Long Term**

Current State

- **Dependency on MARS Cable** : Rodrigues currently relies on the MARS submarine cable for high-capacity connectivity, creating a critical single point of failure for digital infrastructure.
- **Limited Redundancy Capacity** : Existing satellite links provide only minimal backup capacity and lack the bandwidth and stability required to support digital services, BPO operations, or e-governance continuity.
- **No Secondary High-Capacity Infrastructure** : There is no alternative submarine cable in place, resulting in low digital infrastructure reliability and reduced investor confidence in Rodrigues as a resilient digital hub.

Proposed Implementation Plan

1. Seek support and approval(s) from the Ministry of Technology, Communication and Innovation (MITCI) for a feasibility study. Conduct a **feasibility study** to evaluate the technical, geographic, financial, and operational viability of deploying a second submarine cable to Rodrigues in collaboration with ICTA, and international cable providers to identify optimal landing points, cost estimates, environmental considerations, and potential partnerships.
2. **Gauge interest from** ICT/BPO companies and companies operating in Mauritius on potential co-location of teams or expansion to Rodrigues, with availability of backup connectivity through second submarine cable
3. **Develop a business case** in collaboration with the Ministry of Finance and the PMO office highlighting the potential cost and economic impact considerations of a second marine cable connection to Rodrigues
4. **Actively pursue partnerships with global submarine cable operators** and infrastructure developers to support the deployment of a second submarine cable together with national bodies like ICTA, MITCI, and the Economic Development Board. These partnerships can explore co-investment models, shared landing stations, and regional connectivity corridors, which would reduce capital expenditure and accelerate implementation timelines.

Key Considerations & Potential Outcomes

- **High cost and Long-term maintenance:** Business case for the second submarine cable should include forecasted cost and efforts towards long-term maintenance of the submarine cable system
- **Innovation and expected price-drop in satellite-based connectivity:** Potential expected cost-drop[1], enhanced latency and easier accessibility of satellite-based connectivity must be considered during the feasibility study
- ✯ **Connectivity Resilience:** Secondary submarine cable system will provide resilience to the internet connectivity to Rodrigues, with a backup available in case of outages or maintenance downtime on the primary cable (MARS)
- ✯ **Accelerated Digital Transformation:** The secondary submarine cable can unlock future growth opportunities in the Rodriguan ICT/BPO sector, with potential for companies to consider Rodrigues as a viable secondary site

Global Lens[2]

- **Malta** is expanding its submarine cable links beyond Italy through the MEDUSA project to improve digital resilience and support its e-Gaming and fintech sectors.
- **Trinidad & Tobago** is leveraging projects like Deep Blue One and SEZ reforms to become a regional data hub with robust subsea connectivity and ICT investment incentives.
- **Cyprus** is emerging as a Mediterranean digital gateway via the EMC and BlueMed cable systems, backed by EU funding and a national digital strategy to attract tech firms

1 Based on analyses of commercial pricing of large, global satellite-based internet service providers over the last three – five years
*2 Data from websites and portal of various countries included in the Global Landscape/ Benchmarking. Key sources included in the **Annexure***

Initiative inter-dependency: *C1, C3, E1*

C4 : Establish a Rodrigues Special Economic Zone (SEZ) – (1/2)

People | **Connectivity** | Economy | Government | Regulation

Short Term | Medium Term | **Long Term**

Current State

- **Institutional Coordination Gap** : There is no formal mechanism linking Rodrigues institutions with national bodies like the Ministry of Finance and the Economic Development Board to support SEZ planning, investment facilitation, and regulatory alignment.
- **Incentive and Regulatory Framework Limitations** : Rodrigues does not currently benefit from SEZ-specific incentives or simplified regulatory procedures, as national SEZ frameworks have not yet been extended or adapted to the island.

Proposed Implementation Plan

1. **Develop a Rodrigues SEZ Master Plan** by collaborating with EDB, Invest Rodrigues, and the RRA to draft a comprehensive SEZ Master Plan, outlining zoning, infrastructure development, sectoral focus (ICT, BPO, tourism, logistics, blue economy), and investment attraction strategies, aligned with Rodrigues' ICT Roadmap and sustainable development goals.
2. **Designate areas surrounding the Baladirou Techno-Park as a SEZ** with the assistance of Rodrigues Regional Assembly and the Ministry of Finance and Economic Development towards providing a legal foundation for offering fiscal incentives, regulatory exemptions, and investment facilitation.
3. **Establish a SEZ Facilitation Unit**, within Invest Rodrigues, supported by EDB and the State Law Office, to streamline business registration, licensing, and compliance processes for SEZ investors to act as a one-stop shop for regulatory support and investor services.
4. **Mobilize Infrastructure Investment for Digital-Ready Facilities** by engaging with the Ministry of National Infrastructure and Land Transport and ICTA to deploy high-speed internet, smart utilities, and modular office spaces within the SEZ.
5. **Launch the Rodrigues SEZ promotion campaign** through partnership with EDB, Mauritius Investment Corporation, and Mauritius Tourism Promotion Authority to market the Rodrigues SEZ internationally and positioning it as a nearshore digital services hub in the Indian Ocean.

Key Considerations & Potential outcomes

- **Legal and Regulatory Harmonization :** The Rodrigues Regional Assembly (RRA) must ensure that SEZ-specific regulations are aligned with national SEZ laws to guarantee eligibility for national incentives, such as tax benefits and investment schemes, and to comply with international trade agreements. The regulatory framework should include dedicated clauses for data protection, digital infrastructure standards, e-commerce facilitation, and ICT investment protocols.

✯ **Increased Investment and Competitiveness :** With clear, harmonized SEZ regulations and incentives, Rodrigues will become a more attractive destination for ICT investment. The Techno-park operating as an SEZ will act as entry points for new ventures, contributing to job creation, digital service exports, and the overall competitiveness of Rodrigues in the regional ICT landscape

Global Lens[1]

- **Fiji:** SEZs to provide business with tax breaks, simplified tax duties and good infrastructure for activities. e.g.: Lautoka, Suza
- **Trinidad &Tobago :** Special Economic Zones (SEZs), like the Point Lisas and Chaguanas, offering tax incentives, duty exemptions, and streamlined customs procedures. These zones attract investment in manufacturing, petrochemicals, and logistics, driving industrial growth and export promotion.

*1 Data from websites and portal of various countries included in the Global Landscape/ Benchmarking. Key sources included in the **Annexure***

Initiative inter-dependency: *C1, C3, E1*

C4 : Establish a Rod Special Economic Zone (SEZ) – (2/2)

People | **Connectivity** | Economy | Government | Regulation

Short Term | Medium Term | **Long Term**

Indicative List of Typical benefits offered by Special Economic Zones/Freeport Zones

- ✓ **Fiscal and Tax Incentives** : Globally, SEZs offer competitive tax regimes — including reduced corporate taxes, duty-free import of equipment, VAT exemptions, and investment allowances — to attract both domestic and foreign investors.
- ✓ **Streamlined Regulatory Framework** : SEZs provide simplified business registration, licensing, and customs procedures through a “one-stop shop” approach. This reduces bureaucratic barriers, encourages startups, and accelerates project implementation.
- ✓ **Infrastructure and Connectivity Readiness :** Globally, SEZs are equipped with modern infrastructure — reliable power supply, transport links, and high-speed connectivity. In ICT-focused SEZs, this extends to data centres, cloud infrastructure, and redundant digital links.
- ✓ **Investment Attraction and Economic Diversification** : Worldwide, SEZs act as magnets for FDI, creating new sectors and export-oriented industries. They drive diversification away from traditional sectors toward technology, digital services, and innovation-based economies.

Major Operating SEZs in the African Region*

- *Mauritius – Jin Fei Economic & Trade Cooperation Zone*
- *Tanzania – Bagamoyo SEZ*
- *Rwanda – Kigali SEZ / Kigali Innovation City*
- *Seychelles – International Trade Zone in Victoria*
- *Kenya – Konza Technopolis*
- *Ethiopia – Hawassa Industrial Park*
- *Uganda – Namanve Industrial & Business Park*
- *Maldives – Hinnavaru , Thilafushi Industrial Zone*

**Non-exhaustive list of operating SEZs within the African region*

Annexure

Transformational Initiatives – Economy (Ecosystem & Job Creation)

Initiative inter-dependency: *C1, R1, R2*

E1 : Expand ICT/BPO sector and promote bandwidth intensive activities

Human Capital | Connectivity | **Economy** | Government | Regulation

Short Term | Medium Term | Long Term

Current State

- **Presence of ICT/BPO companies :** Pro Contact , CSL BPO Services and Solocal Interactive employ over 250 people within call centre and outsourcing operations indicating a nascent but active ecosystem.
- **Imminent launch of Baladirou techno-park** will offer office spaces for ICT firms leveraging on the initial lit capacity of 100 Mbps (design capacity of 16Tbps)
- **5G mobile network** rolled out for subscribers in 2024 (~92% of Rodrigues covered by 5G)

Proposed Implementation Plan

1. **Operationalize the Baladirou Technopark as the ICT sector launchpad** with dedicated zones for ICT firms with plug and play infrastructure, early birds deals for medium to long terms leases alongside indicative benefits (subsidized utilities and rent)

2. **Engage with select ICT companies in Mauritius,** offering the possibility for site visits to showcase the island's connectivity , infrastructure , government incentives and local talent pool whilst building strategic alliances with industry leaders.

3. **Leverage on established business forums** such as Business Mauritius, MIoD (Mauritius Institute of Directors) and Economic Development Board to promote early bird deals, involving targeted outreach campaigns including exclusive investor briefings and co-branded events to showcase Rodrigues as the strategic extension of Mauritius digital economy

4. Explore **avenues for increased bandwidth utilization**, such as **additional data allowance on internet packages** – mobile 5G and broadband connections (in collaboration with the ICTA and telecommunication companies), **enhanced internet bandwidth** (broadband and Wi-Fi) in **community centers**, **post offices** and **educational institutions**, and **increase in number of public Wi-Fi hotspots** (in collaboration with the ICTA)

Key Considerations & Potential Outcomes

- **Staggered unlocking of bandwidth:** Align planned initiatives for enhanced bandwidth utilization with the planned unlocking of further bandwidth through MARS cable
- Institutional alignment : Establish collaboration with the EDB, ICTA and MITCI towards operationalisation of proposed initiatives, ensuring alignment with all key stakeholders

★ **Optimized consumption of available bandwidth unlocked through MARS cable** through operationalisation of the proposed initiatives

★ Increased availability of **high-speed internet in educational centers**, for students and teachers

Global Lens[1]

- **Mauritius** successfully scaled its BPO sector to **over 35,000 jobs and 900+ ICT/BPO operators** through incentive schemes, youth training programmes, and infrastructure zoning, demonstrating how structured packages can unlock rapid investor uptake.
- **Cyprus** developed regional digital service hubs linked to its national broadband backbone, which led to a **20% increase in outsourcing operations outside major urban centres**, showcasing how secondary regions can be activated as extension nodes of national digital economies.
- **Cabo Verde** leveraged its **NOSi data backbone and island-based tech parks** to attract remote service operators, resulting in ICT employment growth across outer islands and validating the model of decentralised BPO expansion through targeted incentives and showcase visits.

*1 Data from websites and portal of various countries included in the Global Landscape/ Benchmarking. Key sources included in the **Annexure***

Initiative inter-dependency: *H3, C1, C2*

E2 : Cultivate Locally Driven Incubators & Accelerators

Human Capital | Connectivity | **Economy** | Government | Regulation

Short Term | **Medium Term** | Long Term

Current State

- **Fragmented and lack of coordinated skilling :** There is limited integration of emerging technologies like AI, IoT, and data analytics into sector-specific training programs[1].
- **Digital skilling initiatives in Rodrigues are nascent :** Few structured programs tailored to priority sectors such as AgriTech, fisheries, and eco-tourism.
- **Weak industry–training collaboration:** There is no structured mechanism for local businesses, cooperatives, or public departments to co-develop or validate ICT training content relevant to their sectors.

Proposed Implementation Plan

1. **Establish a Micro-Incubator at Baladirou Technopark** equipped with essential digital infrastructure, co-working spaces, and basic startup facilities. This incubator will serve as a launchpad for early-stage ventures, offering a structured environment for ideation, prototyping, and mentorship. SME Mauritius and MRIC will provide technical support and funding mechanisms, while the Rodrigues Regional Assembly will oversee local governance and operational integration.

2. **Prioritize sectors which can benefit from ICT enablement and finalize** to identify specific use cases/challenges which can potentially benefit from digital-intervention (including emerging technologies such as AI, Blockchain) across key economic sectors of agriculture , tourism , blue economy. Use cases can include,
    - Conversational AI (in Creole) for availing digital public services
    - Blockchain for smart contracts
    - Smart devices/IoT-based devices for agriculture and Blue economy use cases
3. **Leverage existing funding schemes** to support innovation-driven solutions, by actively engaging with programs offered by the Rodrigues Regional Assembly and the Mauritius Research & Innovation Council (MRIC) to finance sector-specific training labs, sponsor pilot projects in agriculture, tourism, fisheries, and ICT aligned with Rodrigues' development priorities.
4. **Facilitate digital implementation pilot** projects with the support of the MRIC to demonstrate practical use cases of digital technologies and measure the potential impact.

Key Considerations & Potential Outcomes

- **Sectoral Relevance :** Training programs must be tailored to Rodrigues' unique economic structure and workforce realities, ensuring that digital skills directly support operational needs in agriculture, tourism, fisheries, and ICT.
- **Institutional Collaboration :** Success depends on strong partnerships with national institutions (e.g., MITD, Civil Service College Mauritius, MRIC) and the establishment of mechanisms to sustain training delivery, funding, and innovation beyond initial phases.
- **Enhanced sectoral workforce :** A digitally skilled local workforce capable of applying technologies towards key sector challenges, leading to increased productivity, innovation, and competitiveness.
- **Strengthen Local Capacity for digital innovation and self-reliance :** Rodrigues will reduce its reliance on external expertise by cultivating its own pool of ICT-skilled professionals and certified trainers and foster homegrown solutions that are tailored to Rodrigues' unique socio-economic context.

Global Lens[1]

- **Kenya**'s **agri-digital services platform** empowers over 1 million small farmers with real-time contextual guidance using **AI-driven insights**
- **Mauritius** operates national innovation schemes through MRIC and SME Mauritius, supporting **over 300 startups through grant-linked mentorship programs**, demonstrating how structured public support accelerates early-stage venture development.
- **Cabo Verde** established NOSi innovation nodes and community-based tech hubs on outer islands, using **small-scale incubator models to activate local entrepreneurship**, proving that island economies can build innovation ecosystems through micro-hub strategies.

*1 Data from websites and portal of various countries included in the Global Landscape/ Benchmarking. Key sources included in the **Annexure***

Initiative inter-dependency: *C1, R1, R2*

E3 : Consider Rodrigues as a Disaster Recovery (DR) / Business Continuity site (1/2)

Human Capital | Connectivity | **Economy** | Government | Regulation

Short Term | **Medium Term** | Long Term

Current State

- **Connectivity & Redundancy** : Rodrigues benefits from the MARS Submarine Cable which provides high-capacity international connectivity; with limited network redundancy available through LEO based satellites .
- **Regulatory** : Currently most companies operating in Mauritius have designated their DR/ Business Continuity site within Mauritius island, however, as per best practices the Business Continuity site should not be within this proximity to the primary business site.

Proposed Implementation Plan

1. **Identify sites within Rodrigues Island**, near Grand Baie (Rodrigues) and close to the Baladirou techno-park as potential Disaster Recovery sites for Mauritius-based organizations.
2. Obtain **in-principal land use permits** for identified sites, to be used for commercial purposes (ICT/ICT-related activities), essentially creating a landbank available for expediated approvals and permits.
3. Leverage on established business forums such as **Business Mauritius, MIoD (Mauritius Institute of Directors)** to engage with Mauritius based organizations
4. Consider leveraging the existing infrastructure within the Techno-park to establish required infrastructure in Rodrigues to offer business continuity services to Mauritius-based organizations
5. **Launch skills and certification programmes** to train local technicians in data centre operations, network resilience, and cybersecurity management with partners such as University of Mauritius, Open University and private sector.
6. **Implement a national promotion campaign** positioning Rodrigues as a viable DR/BC hub for regional enterprises through joint efforts of EDB, MITCI, Rodrigues Regional Assembly, RCCI and MCCI.

Key Considerations & Potential outcomes

- **Ecological and power consumption considerations**

- **Increase in utilization of available** MARS bandwidth, Disaster recovery sites (especially Warm and Hot sites) require on a consistent basis between 500 Mbps – 2 Gbps
- **Workforce and employment opportunities** - Disaster recovery sites on average require 3-8 member IT teams, along with secondary employment generation through admin services (physical security, electrician, cleaning crew, etc.)
- **Disaster recovery sites can act as the segue** for companies to consider setup of permanent workspace for select teams

Global Lens[3]

- **Malta** has invested in Tier-II/III co-location and data centre infrastructure (e.g. Melita's new data centre) that includes redundancy in power, cooling, and connectivity.
- Disaster recovery, business continuity sites and co-location sites, using the 'Hub-Sub' model have been successfully implemented at various 'twin-island' regions, such as –
  - **Trinidad & Tobago**
  - **Antigua & Barbuda**
  - **Saint Vincent & Grenadines**

1 Based on discussions with Rodriguan stakeholders and ICT-training institutes
2 Based on discussion with the Mauritius Institute of Technical & Development and other ICT-training institutes
*3 Data from websites and portal of various countries included in the Global Landscape/ Benchmarking. Key sources included in the **Annexure***

Initiative inter-dependency: *C1, R1, R2*

E3 : Consider Rodrigues as a Disaster Recovery (DR) / Business Continuity site (2/2)

Human Capital | Connectivity | **Economy** | Government | Regulation

Short Term | **Medium Term** | Long Term

Select Geographical and Business considerations when companies evaluate a Disaster Recovery/ Business Continuity site

1. Susceptibility of site to natural disasters, such as earthquakes, flood, hurricanes, typhoon and other geological hazards
2. Influence of man-made disasters such as terrorism, bomb, explosion, fire, cyber-attack, civil disorder, protests, and radioactive contamination
3. Distance between the primary and backup recovery sites depends on the risk assessment; the recovery site must be far enough away so that the same catastrophe does not strike both sites
4. Availability of reliable transport network including roads, airports, port, and railways
5. Stable power and a cooling system to prevent power outages and system shut down
6. Availability of telecommunication infrastructure, which includes internet bandwidth, and fiber backbone route along with different source of carriers to avoid unexpected interruption by one carrier
7. Availability of skilled workforce to maintain IT-infrastructure (such as network engineers, maintenance crew, cyber security, and IT hardware specialists)

Relevance to Rodrigues

While there are several other considerations for companies when choosing a Disaster Recovery/ Business Continuity site, **Rodrigues Island has the foundational elements ready for such opportunities**

Annexure

Transformational Initiatives – Government (eGovernance & Public Services)

Initiative inter-dependency: *H1*

G1 : Extend existing eGovernance & Digital Public Services to Rodrigues (1/2)

Human Capital | Connectivity | Economy | **Government** | Regulation

Short Term | Medium Term | Long Term

Current State

- **Partial Access to National Digital Platforms** : Services like **MauPass** and **digital certificates** exist nationally but remain underutilized in Rodrigues due to limited infrastructure readiness and low citizen awareness.
- **Absence of physical Institutions** : Key national ICT institutions such as **GOC, CIB, NCB, and ICTA** do not yet have physical presence , extensions or liaison units in Rodrigues, resulting in reliance towards the Commission for ICT.
- **Limited Local Integration with National Systems** : Digital services are deployed in Rodrigues without structured local coordination, leading to fragmented adoption and minimal service feedback loops.

Proposed Implementation Plan

1. **Identify and prioritize e-government digital public services and tools** that are currently in use in Mauritius and can be extended to Rodrigues.
2. **Conduct a Readiness Assessment of Public Service Facilities** using a standardized digital infrastructure checklist adapted from GOC deployment protocols, with joint technical survey teams mapping connectivity, power backup, and secure network capacity across priority locations.
3. **Deploy Digital Public Services in Phased manner to Rodrigues** starting with high-impact services such as digital permits and social aid access using pilot-enabled **eDesks or eKiosk** kits before island-wide expansion *(implementation of prioritized digital public service may be considered as a 'medium term' strategic initiative)*
4. **Launch a Rodrigues-Wide Digital Inclusion and Awareness Campaign** supported by assisted onboarding through eDesks, community ICT ambassadors, and local radio/village council channels, aligning with national MauPass outreach formats adapted to Rodrigues cultural context.
5. **Promote the usage of the Citizen Support Portal for Monitoring and Feedback**

Key Considerations & Potential Outcomes

- **Institutional Coordination and Platform Consistency** : Strong coordination with national ICT bodies is required to ensure effective utilization and optimal adoption.
- **Infrastructure and User Readiness** : Digital service rollout must be supported by reliable connectivity, secure access points, and basic digital onboarding support to prevent service underuse.

☆ **Enhanced Citizen Centric Services** : The initiative will transition Rodrigues' national e-governance infrastructure, improving service access, trust, and citizen engagement.

Global Lens[1]

- **Mauritius** integrated regional access points into MauPass and MoKloud through post offices and citizen desks, enabling **over 38% of digital authentication enrolments** to originate from outside central urban areas.
- **Cabo Verde** deployed its digital services through NOSi island nodes and Casa do Cidadão one-stop centres, which contributed to a **noted increase in online service coverage across outer islands** under the Digital Cabo Verde initiative.
- **Trinidad & Tobago** extended its **ttconnect frontline service centers** to remote regions, linking them to the national TTBizLink platform and achieving **over 40% of service uptake in non-urban administrative zones**, showing that localized digital service hubs drive adoption.

*1 Data from websites and portal of various countries included in the Global Landscape/ Benchmarking. Key sources included in the **Annexure***

Initiative inter-dependency: *H1*

G1 : Extend existing eGovernance & Digital Public Services to Rodrigues (2/2)

Human Capital | Connectivity | Economy | **Government**

Short Term | **Medium Term** | Long Term

INDICATIVE LIST

1. Foundational Digital Infrastructure & Identity Systems

i. Digital ID (MauPass)

ii. Digital Signature (MauSign)

iii. Citizen document Access (MoKloud) – Birth certificate, Marriage certificate, Driving License, etc.

2. Citizen Engagement, Support & Local Governance

i. Citizen Support Portal*

ii. Local Authorities – Complaint / Building & Land Use Permit / Query Rates / Trade Fees

3. Business Registration & Economic Facilitation

i. Application for a Business Licence

ii. Incorporation of a Company

iii. Search of Information Services (Corporate and Business Registration Department)

iv. Annual Registration Fees of a Company

v. e-Licensing (for fisheries, tourism, transport sectors)

4. Legal, Compliance & Revenue Services

i. Online filing of corporate taxes (link with MRA systems)

ii. Ejudiciary – Lodging of cases (once court digitalization extends to Rodrigues)

5. Safety, Education & Cyber Resilience

i. Reporting a Cybercrime on MAUCORS

ii. Application for Digital Proficiency Courses

iii. NLTA Online Motor Vehicle License

** Refinement and enabling easier access of existing portal*
E-services List from the Government Portal has been leveraged to define this indicative list

Initiative inter-dependency: *H1, R1*

G2 : Explore Rodrigues as a pilot for new eGovernment initiatives

Human Capital | Connectivity | Economy | **Government** | Regulation

Short Term | **Medium Term** | Long Term

Current State

- **Lack of formal mechanism for piloting National Digital eGovernment initiatives:** There is no formalized framework or institutional mechanism in place to pilot national eGovernment initiatives in Rodrigues Island before broader Republic-wide implementation
- **Limited eGovernance and digitally-enabled public services** available in Rodrigues, with largely paper-driven procedures for availing public services (citizens and businesses)

Proposed Implementation Plan

1. **Engage with the Ministry of Information Technology & Innovation (MITCI)** to establish a joint taskforce between the RRA and MITCI to,
    i. identify eGovernment/digital public services initiatives (launched as part of the Mauritius ICT Blueprint 2025) relevant to Rodrigues' digital maturity and socio-economic landscape
    ii. explore opportunities for the conducting pilot programs of new eGovernment/ digital public services initiatives in Rodrigues
    iii. operationalise pilot programs
2. **Monitor, evaluate, and scale successful pilots** using defined performance indicators such as service uptake, user satisfaction, and operational efficiency *(scaling of pilot programs may be considered as a 'long term' strategic initiative in Rodrigues)*
3. **Build local capacity for digital service delivery** through capacity-building initiatives to strengthen the ability of Rodrigues' public sector to manage and sustain digital services. This includes training civil servants in digital tools, embedding ICT professionals within departments, and facilitating knowledge exchange with counterparts in Mauritius through mentorship or secondments

Key Considerations & Potential Outcomes

- **Institutional Coordination** : Maintain effective coordination between the Rodrigues Regional Assembly and the taskforce overseeing the pilot projects to ensure alignment and smooth implementation.
- **Infrastructure & Capacity Readiness:** Consider readiness of local ICT infrastructure, upstream & downstream processes, and human resource capacity required to support digital service delivery

☆ **Enhanced citizen centric services**: The initiative will transition Rodrigues' national e-governance infrastructure, improving service access, trust, and citizen engagement.

Global Lens[1]

- **Cyprus** deployed its national eGovernment services through a **pilot-first governance model**, testing digital platforms in selected municipalities under a structured monitoring framework before national rollout, supported by cross-agency coordination units.
- **Malta** established the **MITA Innovation Hub and eGovernment Sandbox** to enable controlled testing of digital public services with public–private collaboration, allowing safe experimentation and refinement before integration into national systems.
- **Fiji** introduced digital public services through **community-based pilot access points** in outer islands, pairing infrastructure readiness assessments with local civil service training and evaluation cycles before extending services nationwide.

*1 Data from websites and portal of various countries included in the Global Landscape/ Benchmarking. Key sources included in the **Annexure***

Annexure

Transformational Initiatives – Regulation (Legal & Regulatory Framework)

Initiative inter-dependency: *(None)*

R1 : Introduce Trade Licensing Regulations for ICT Sector (1/2)

People | Connectivity | Economy | Government | **Regulation**

Short Term | Medium Term | Long Term

Current State [1]

- Rodrigues currently does not have a trade licensing framework/regulations tailored to the ICT & ICT-related sector
- Trade licensing regulations and framework currently being drafted by Trade, Commerce and Licensing – Licensing Unit for Rodrigues.

Proposed Implementation Plan

1. Leverage **trade licensing framework** already established in Mauritius, as similar licensing regime can be replicated in Rodrigues (**keeping alignment within the Republic**)
2. **Collaborate** with the **Trade, Commerce and Licensing Unit**, the EDB and invest Rodrigues to define the categories of ICT/ICT-related companies, either based-on services offered or company size (workforce/annual turnover), with the objective to provide a faster and simplified registration process to entrepreneurs/small enterprises (SME), indicative services categories can include –
    1. Outsourcing (voice /non-voice, customer support), IT helpdesk, digital marketing
    2. Application development and maintenance, cloud services
    3. Frontier technology development (such as Artificial intelligence, Blockchain, etc.)
3. Engage with Trade, Commerce and Licensing department, the Economic Development Board and Invest Rodrigues to evaluate usage of the EDB-NeLS platform for **digitalisation of trade license application, renewals and compliance reports**
4. Onboard Public officials through hands on training on the **digital trade license platform**

Key Considerations & Potential Outcomes

- **Legal and Institutional Readiness** : The pilot must operate within a legally permissible framework, even if provisional. Coordination with the State Law Office, ICTA, and MITCI is essential to ensure that temporary licensing models do not conflict with existing national laws and can evolve into formal regulations

☆ **Potential for implementation of the 'One Republic – One License' model,** thereby eliminating the need for Mauritius-based ICT companies to obtain a separate license to operate in Rodrigues

Global Lens[2]

- **Mauritius'** National eLicensing System (NeLS) has digitally enabled 100+ licences across 14 Ministries and Agencies.
- **Fiji** has provided businesses with online platforms for "Starting a Business (SAB)" & "Building Permit Application (BPA)," with the goal of integrating 25 government e-services.
- **Cyprus'** Business Facilitation Unit acts as a "one-stop-shop" with centralized registration and incorporation procedures, aiming to streamline the business setup process for investors.

1 Copy of the draft – Trade Licensing regulations for ICT companies in Rodrigues was not made available during the assignment
*2 Data from websites and portal of various countries included in the Global Landscape/ Benchmarking. Key sources included in the **Annexure***

Initiative inter-dependency: *(None)*

R1 : Introduce Trade Licensing Regulations for ICT Sector (2/2)

Indicative

People | Connectivity | Economy | Government | **Regulation**

Short Term | Medium Term | Long Term

While Mauritius has a well-established ICT trade licensing framework regulating networks, service providers, dealers, and spectrum usage, **Rodrigues can leverage this proven structure as a reference.** By adapting the licensing categories and regulatory approach to its local context, Rodrigues can establish a tailored ICT trade licensing framework that ensures :

- Compliance with national ICT standards
- Quality and safety of ICT services and equipment
- Promotion of digital business and innovation
- Support for emerging ICT entrepreneurs and service providers

This approach allows Rodrigues to draw lessons from Mauritius' ICT licensing experience while creating a framework suited to the island's scale, economy, and digital growth objectives.

Non- Exhaustive

S/N	Proposed License Skeleton / Reference for Rodrigues	Description / Scope	Reference to existing Laws	Rationale
1	Dealer's Licence	Authorises businesses to sell, rent, or stock ICT and telecom devices (phones, routers, computers, POS devices).	Section 24, ICT Act 2001; ICTA Licensing & Fees Regulations	Ensures quality ICT equipment enters the market; supports digital adoption in SMEs, schools, and public services; regulates imports and prevents low-quality devices
2	Internet Service Provider License	For businesses providing internet access to the public or enterprises	First Schedule, ICT Act 2001 (C.08 – Internet Service Licence)	Expands local connectivity, promotes competition and innovation; supports e-learning, e-commerce, teleworking; key for digital infrastructure growth
3	Alarm Monitoring / Security-Telecom Service Licence	For companies offering alarm monitoring, security systems, or IoT-enabled monitoring via telecom networks.	First Schedule, ICT Act 2001 (C.14 – Alarm Monitoring Service)	Encourages local entrepreneurship in ICT-enabled security services; supports safety and operational efficiency for businesses and public services.
4	Private Network Licence	Allows enterprises (hotels, fishing companies, government offices) to operate private telecommunication or radio networks.	PVT Licence, ICT Act 2001, First Schedule	Facilitates internal network infrastructure deployment; supports operational efficiency and modernisation of local ICT services.

Initiative inter-dependency: *(None)*

R2 : Establish a formal alignment and local representative channel for ICT-regulations

People | Connectivity | Economy | Government | **Regulation**

Short Term | **Medium Term** | Long Term

Current State

- **Limited on-ground representation** and **localised role mapping** of several existing key departments/ public offices in Rodrigues island, resulting in limited localised activation of key public roles
- Reliance on Mauritius island-based offices of **statutory public bodies** (such as the Attorney General's office, Data Protection Officer, among others) for **private** and **public organizations**
- **Lack of a Formal Mechanism for co-developed regulations:** Although Rodrigues implements digital and administrative reforms through national mandates, there is no formal consultative process that enables the region to participate in the design and localization of such reforms

Proposed Implementation Plan

1. Identify list of **key departments/roles** which need **replication or local representation in Rodrigues**, through a consultative process between the various RRA Commissions and their counterpart Ministries/ departments, such roles may include (indicative and non-exhaustive) - State Law Office, Attorney General's Office, ICTA, Central Informatics Bureau, among others
2. **Establish a formal alignment** for regulatory collaboration between the Rodrigues Regional Assembly and key Mauritian institutions—such as the State Law Office, Attorney General's Office, and ICTA—to formalize the intent to co-opt the ICT regulations in Rodrigues. This agreement should **define roles, responsibilities, and coordination mechanisms**.
3. **Liaise with various departments of the MITCI** to identify the list of ICT-regulations which align with long-term digital aspirations of Rodrigues, such regulations may include ethical use of AI, Cyber resilience and awareness, E-commerce, Payments, Data protection, etc. Engage with the MITCI to align on the localised mechanism towards **enforcement**, **dispute resolution** and **formal training procedures** towards the identified ICT-related regulations/guidelines, including the establishment of a **consultative process for Rodriguan-localization considerations** on future regulations/ guidelines
4. Formalize alignment between the RRA and key Mauritian institutes towards **activation/enforcement of all identified statutory roles, regulations and local representation**, either through a **regional office in Rodrigues** (manned by representatives of the RRA or a short-term deputation from Mauritius island to Rodrigues) or through **digital channels** (such as email, mobile application/ website, etc.)[1]

Key Considerations & Potential Outcomes

- **Intergovernmental Collaboration:** A formal alignment between the Rodrigues Regional Assembly and key Mauritian legal institutions is essential to ensure legal recognition, role clarity, and procedural legitimacy.
- **Contextual Responsiveness in Regulatory Design**: Prioritize Rodrigues-specific adaptations of ICT regulations, especially in areas like Cybersecurity, AI, E-commerce, and Data Protection. This includes tailoring protocols for small enterprises, community-based data practices, and culturally aligned AI governance (in consultation with the MITCI)

★ **Locally Anchored ICT Regulatory Framework :** Contextualized regulatory instruments that empower Rodrigues to govern its digital transformation responsibly. These frameworks will support innovation while safeguarding local values and operational needs, especially in priority sectors like eco-tourism, sustainable fisheries, and AgriTech.

Global Lens[2]

- **Cabo Verde** established NOSi-led multi-island governance nodes that co-develop digital regulations with local island administrations, resulting in higher compliance and faster rollout of ICT rules across remote islands, demonstrating the impact of joint regulatory structures.
- **Cyprus** operates regional regulatory advisory panels under its Digital Governance Secretariat to ensure that outer administrative districts participate in drafting service delivery regulations, contributing to a 25% increase in regulatory compliance efficiency.
- **Fiji** introduced joint governance councils for its maritime islands, allowing regional administrations to co-shape civil service and ICT service regulations, which led to a 40% reduction in regulatory adaptation delays for remote regions.

1 The activation/enforcement of the identified statutory roles, regulations can be considered as a 'Medium-term' initiative in the Rod-Digital-Vision roadmap

2 Data from websites and portal of various countries included in the Global Landscape/ Benchmarking. Key sources included in the ***Annexure***

R3 : Operationalization of National ICT Compliance under the Mauritius Standards Bureau

People | Connectivity | Economy | Government | **Regulation**

Short Term | **Medium Term** | Long Term

Current State

- **Rodrigues** lacks a **localized mechanism to enforce ICT compliance standards**. While national regulations exist, there is no operational structure within Rodrigues to monitor, certify, or guide ICT service providers on technical standards, quality assurance, or conformity assessment
- **Absence of Local Testing and Certification Capacity:** MSB offers testing, calibration, and certification services through its technical units, but these services are centralized in Mauritius. Rodrigues lacks local infrastructure or trained personnel to support ICT compliance activities, which hinders the region's ability to validate digital systems, equipment, and services against national benchmarks

Proposed Implementation Plan

1. **Create an MSB–Rodrigues Liaison Cell under an MoU with RRA** through a Memorandum of Understanding with MSB. This cell will coordinate standards adoption, conformity assessment, and market surveillance for ICT goods and services procured or deployed on the island, ensuring institutional alignment and operational clarity.
2. **Embed ICT Standards in Public Procurement Processes** with MITCI, MSB, and the Rodrigues ICT Commission to mandate the inclusion of relevant standards—such as ISO/IEC 27001/27017/27018 for security and cloud, ISO 20000-1 for IT service management, and IEC 62368-1 for equipment safety—in all ICT procurement specifications. Require suppliers to submit Certificates of Conformity from accredited bodies to ensure quality and compliance
3. **Operationalize a Compliance Pathway for ICT Deployments** by developing a structured compliance pathway that includes pre-qualification checklists, type-approval alignment with ICTA and relevant approval from institutional bodies . This will streamline the validation of ICT systems and devices before deployment, reducing risks and improving service reliability.
4. **Build a Digital Compliance Registry** to store supplier certificates, test reports, approvals, and audit outcomes, integrated with Rodrigues' e-Procurement system for real-time verification. Simultaneously, offer short courses and training for procurement officers, IT officers on spec writing, certificate validation, and incident handling to build local compliance capacity.

Key Considerations & Potential Outcomes

- **Institutional Alignment & Legal Mandate** : Effective operationalization requires a formal collaboration between the Rodrigues Regional Assembly, MSB, and ICTA, ensuring that compliance activities are legally grounded and institutionally supported. This integration is essential to embed standards into procurement, licensing, and public service delivery.

★ **Strengthened ICT Quality and Safety Assurance :** By embedding national standards and certification protocols into Rodrigues' ICT ecosystem, the initiative will improve the quality, safety, and reliability of digital services and infrastructure deployed across public and private sectors.

★ **Institutionalization of a Compliance Culture :** The creation of a Rodrigues-based compliance registry, regular audits, and procurement-linked standards will foster a culture of accountability and continuous improvement, aligning Rodrigues with national digital governance benchmarks.

Global Lens[1]

- **Mauritius** uses the Regulatory Sandbox Licence framework to allow controlled testing of digital services under the Data Protection Act 2017 and Cybersecurity Act 2021, with multiple pilot cases already approved, demonstrating how regulated experimentation can be formally embedded within national law.
- **Malta** operates the MDIA Technology Sandbox, offering staged validation and regulatory assurance pathways for ICT solutions over multi-year periods, showing how structured sandbox residency models can accelerate sector-specific digital adoption while maintaining oversight.

*1 Data from websites and portal of various countries included in the Global Landscape/ Benchmarking. Key sources included in the **Annexure***

R3 : Operationalization of National ICT Compliance under the Mauritius Standards Bureau (2/2)

Indicative

People | Connectivity | Economy | Government | **Regulation**

Short Term | **Medium Term** | Long Term

Rodrigues can leverage Mauritius' established ICT compliance framework to ensure that local ICT operations meet recognized international standards, creating a trusted environment for investment and digital growth.

By adopting or referencing these ICT standards in its own licensing framework, Rodrigues can:

- Ensure compliance and quality assurance for all ICT service providers and equipment dealers.
- Facilitate market access for local businesses, as they meet recognized standards.
- Increase investor confidence, as companies prefer operating in regions compliant with international standards.
- Promote digital governance, cybersecurity, and data protection, creating a robust ICT ecosystem.

Non- Exhaustive

S/N	Potential ICT Standards*	Description / Scope	Relevance towards Rodrigues
1	ISO/IEC 22989:2022	Information technology — Artificial intelligence — Concepts and terminology	Establishes a common AI vocabulary to build digital literacy and align initiatives in AgriTech, e-Governance, fisheries, and tourism
2	MS ISO/IEC 23894:2023	Information technology — Artificial intelligence — Guidance on risk management	Framework to identify, assess, and mitigate AI risks in public services and SMEs, supporting safe, responsible deployments.
3	MS ISO/IEC 42001:2023	Information technology — Artificial intelligence — Management system	Provides an AI Management System (AIMS) for governance, controls, and continual improvement—ideal for public sector and SEZ entities.
4	MS ISO/IEC 38507:2022	Governance of IT — Governance implications of AI use by organizations	Guides boards and leadership on AI oversight, accountability, and transparency across Rodrigues' institutions
5	MS ISO/IEC 27403:2024	Cybersecurity — IoT security and privacy — Guidelines for IoTdomotics	Secures smart infrastructure and IoT solutions in eco-tourism, smart fisheries, and municipal services (privacy, integrity, resilience)
6	MS ISO 28000:2022 + Amd 1:2024	Security and resilience — Security management systems — Requirements	Strengthens organizational security posture for critical ICT operations, incident response, and continuity planning
7	MS ISO 59040:2025	Circular economy — Product circularity data sheet	Encourages sustainable lifecycle management of ICT hardware (procurement, maintenance, end-of-life), aligning with eco-tourism values.
8	MS ISO/IEC 27001:2022/ Amd 1:2024	Information security, cybersecurity and privacy protection - Information security management systems	Provides an Information Security Management System (ISMS). The ISMS along with national awareness campaigns on cybersecurity and data privacy, cybersecurity education for students and public, will improve Cybersecurity in Rodrigues

**Sourced from Mauritius Standards Published (Jan – October 2025) , Mauritius Standard Bureau , Catalogue*

R4 : Leverage ICT Public-Private partnerships for strategic and CapEx projects

People | Connectivity | Economy | Government | **Regulation**

Short Term | Medium Term | **Long-Term**

Current State

- **Weak Public-Private Collaboration Channels :** There is no formalized platform or institutional mechanism that enables ongoing dialogue and co-creation between public authorities (e.g., Invest Rodrigues, ICT Commission) and private sector actors. This results in fragmented engagement, missed opportunities for co-investment, and a lack of shared vision for ICT sector growth.
- **Underdeveloped Innovation and Experimentation Ecosystem :** Rodrigues has yet to establish regulatory sandboxes, incubators, or testbeds that allow startups and innovators to experiment with new technologies in a controlled environment. Without these tools, the region struggles to foster innovation, validate emerging solutions, and build a reputation as a forward-looking digital hub.

Proposed Implementation Plan

1. **Establish a Public-Private Advisory Council** comprising representatives from the Commission for ICT and investment/promotional bodies (Invest Rodrigues and the EDB) to guide in the design and evolution of areas of **potential public-private partnerships** (PPP) **in the ICT-sector**, such areas may include research in emerging technologies, and development of ICT-sector ecosystem (such as construction of techno-park extension, ancillary services, internet connectivity infrastructure – such telecommunication towers, laying down and maintenance of fiber optic cables, etc.). This council will serve as a platform for **dialogue between the public and private sector**, while also framing of policies remain responsive to market needs and aligned with the applicable Acts
2. **Establish a Tripartite Institutional Framework** by initiating formal collaboration between Invest Rodrigues, the Economic Development Board (EDB), and the Rodrigues ICT Commission to jointly design, implement, and monitor ICT incentive schemes. This institutional alignment will ensure that incentives are not only legally sound but also strategically embedded within Rodrigues' broader digital transformation agenda
3. **Establish inter-commission taskforce** towards enabling the efficient use of government resources (such as commercial land use, utilities – power, water and sanitation, and licensing/permits) towards identified public-private partnership projects

Key Considerations & Potential Outcomes

- **Institutional Collaboration for Effective Delivery :** Strong coordination between Invest Rodrigues, EDB, and the Rodrigues ICT Commission is essential to ensure that private sector is leveraged in strategic areas and through well-defined partnership mechanisms.

- **A More Attractive ICT Investment Environment :** Rodrigues will become a competitive destination for startups and investors, with reduced entry barriers and a clear value proposition for digital innovation.
- **Growth of a Locally Rooted Innovation Ecosystem :** The initiative will stimulate homegrown ICT solutions, empower local talent, and build long-term capacity for inclusive digital transformation.

Global Lens[1]

- **Mauritius** has leveraged the national PPP Act to attract over 900+ ICT and BPO firms, contributing 5.6% to GDP, demonstrating how clear regulatory pathways and incentive mechanisms can successfully crowd-in private sector participation in public digital infrastructure.
- **Malta** introduced targeted ICT investment support through Malta Enterprise, offering up to 50% capital co-funding (up to €100,000) for digital infrastructure and service delivery partnerships, showcasing how structured incentive menus accelerate ICT service deployment under controlled public governance.
- **Cyprus** stimulated digital service innovation through preferential ICT regulatory schemes such as the IP Box regime, reducing effective tax rates on digital service development to 2.5%, indicating how selective fiscal levers can drive private co-investment in public digital platforms.

*1 Data from websites and portal of various countries included in the Global Landscape/ Benchmarking. Key sources included in the **Annexure***

- **Annexure**
- Training Need Analysis & Skilling Gap

Current state of training and skilling

Skilled human capital is the cornerstone of any digital economy, the Rodriguan ICT ecosystem is driven by a small, yet evolving, workforce and a talent pipeline that is being shaped by focused skilling initiatives. The current state is defined by a need to bridge the skills gap and retain local talent to accelerate future growth.

Educational System Landscape

~30 ICT/ICT-related resources per year

Polytechnics (~15 to 20 students graduating/ year)[1]
- Diploma in Cybersecurity
- Diploma in Digital Media
- Diploma in Information Systems
- Short term courses: IT essentials, MS Office

Wisdom in Tech (~8 to10 students per year) [1]
- Networks (including CCNA and CCNP certifications)
- Web & Programming

ICT Training within Commission for ICT [2]
(800+ students during the last 5 years)
- Microsoft Certifications
- ICT/BPO

Courses run in collaboration with the **Mauritius Institute of Technical Education (MITD)**[1]
- IT Level 1 to Level 3 (Limited ICT Courses Choice)

Universal ICT Education Programme (UIEP)
- Internet and Computing Core Certification (IC3) (800+ trained; last training conducted in 2021)

Rodriguan students studying in Mauritius[3]
- Mauritius has seen an **average annual enrolment of 475 Rodriguan students** in higher education institutions over the last three years.
- ICT Courses have an enrolment rate of 5% in 2023 within tertiary institutions.

Focus on ICT Workforce

Employment Profile :

250+ employees are currently working in the ICT/BPO namely :
- Pro Contact – Call centre operations.
- CSL BPO Services – Subsidiary of Mauritius Telecom.
- Solocal Interactive – Specialised in call centre/BPO services.

Nature of Roles :
- **Predominantly customer support** and call centre roles.
- **Limited presence of technical roles** such as software development, cybersecurity, or data analytics.
- Freelance and informal ICT work (e.g., web design, tech support) exists but is not formally tracked.

Current Workforce Skills

- Information Technology basics (MS Office, Computer literacy)
- Data entry
- Digital marketing (managing social media campaigns)
- IT hardware and systems management (helpdesk, IT support)
- Digital Communication

Institutional Landscape

Local Institutional Presence:
- The **Rodrigues ICT Commission**, as part of the RRA, is the primary local governmental body and operates **1 ICT Centre for Excellence & 23 Learning Corners** , which is directly involved in public workforce training.

National-Level Drivers:
- Companies in Rodrigues, like all companies in the Republic of Mauritius, are also subject to the Human Resource Development Council (HRDC) Levy/Grant System and benefit from the tax deductibility of training cost, including for e-learning courses

National & International Partnership :
- Collaboration programmes between **Human Resources Development Council (HRDC)** and the RRA to offer targeted vocational courses,
- Support from **Mauritius Research and Innovation council** towards local innovation through the **Rodrigues Research and Innovation Grant** Scheme with a maximum grant of Rs 800,000 per project [1]
- Partnering with **United Nations Development Programme** to launch an E-Parliament System in 2023 alongside the RRA.

[1] Based on discussions with stakeholders (Polytechnics/ Wisdom In Tech/MITD/MRIC)
[2] Based on information shared by the Commission for ICT, Rodrigues
[3] Information provided by the Higher Education Commission

Training need analysis for bridging the skill gap – Supplementary ICT Skills

Towards the envisioned focus areas for growing the ICT-sector, a Talent ecosystem of complementary skills and experience levels is required to encourage companies' to strongly consider expansion to Rodrigues

	Primary (Grade 1-6)	Secondary (Grade 7-9)	High School
ICT Skilling to be introduced including basics of Cyber , Automation & Artificial Intelligence	✓ Digital Basics – Understanding device operation, typing skills, and file management. ✓ Creativity Tools (including AI Powered tools) – Creating simple documents, drawings, and visuals presentations such as MS Word and Paint. ✓ Online Safety- Practice safe and responsible use of computers and social media platforms. ✓ Introductory Coding & Problem-Solving – Learning basic programming logic such as Scratch Jr. and Code.org	✓ Intermediate Productivity & Data Skills – Using Microsoft Office bundle for structured reports presentation & tables ✓ Online Collaboration & Cloud Tools – Enable usage of collaboration and shared platforms ✓ Cyber Awareness – Practising safe passwords, recognizing phishing and scams including AI ethics ✓ Data & Logical Thinking – Organizing and interpreting information and applying logical problem-solving	✓ Problem-Solving – Identify, analyse, and troubleshoot hardware or software issues with guidance ✓ Data Management –Search , Evaluate , and interpret digital information , whilst applying digital ethics ✓ Digital & Cyber awareness - Understand the use of emerging technologies (AI) and explore ethical considerations ✓ Basic Coding & Automation –Apply basic programming (C#, Python, HTML, JavaScript) or simple scripts (SQL)
Educational Framework	**IC3 – Level 1 : Digital Foundations**	**IC3 – Level 2 : Intermediate Digital Skills**	**IC3- Level 3 : Advanced Digital Literacy; National Certificate Level 1 for Adult Literacy**

Transformation initiatives Rod-Digital Vision ICT Roadmap

- AI as an enabler to promote Digital Literacy- (Reference: H1 – Pg 46)
- Partner with Higher Education Commission(HEC) to launch the Micro-Credentials Program (Reference:H2 –Pg 50)
- Infuse technology-enabled skilling to accelerate new avenues in key economic sectors (Reference:H3–Pg 51)
- Promote 'Work-Life Balance' in Rodrigues to attract skilled talent ('Brain Gain') (Reference:H- –Pg 52)
- Develop Tertiary Education Accelerator (TEA) for the ICT Sector (Reference:H5 –Pg 53)

Source: Select skills from the IC3 Curriculum and best practices from ICT Fundamentals (Digital Awareness)

Indicative

Training need analysis for bridging the skill gap – ICT freshers and working professionals

Upskilling / reskilling of ICT freshers	Upskilling / reskilling for ICT – (working professionals and RRA)	Awareness for General population
✓ Intermediate Productivity & Data Skills – Microsoft 365* ✓ Data & Logical Thinking – Foundational data analysis and logical problem-solving ✓ Basic Coding & Automation –Programming (Python, HTML) or query language (SQL) ✓ Additional for IT helpdesk and Network support roles - MCP - SysAdmin, ITIL, CompTIA A+/Network+ * ✓ Additional for Cyber roles – Certified in cybersecurity (Essentials, CompTIA Security+) ✓ For Customer support roles – customer service & support	✓ AI tools - AI awareness (including AgenticAI), understanding automation potential, responsible and ethical use ✓ Additional for RRA staff - Office 365, Cloud fundamentals (AWS/Azure), IT Project Management, use of e-forms, government applications MauPass , MoKloud , MauCors+, etc. ✓ Additional for Marketing professionals - HTML, Adobe Photoshop for digital creatives ✓ Additional for IT support - Network fundamentals, CCNA and CCNP certifications*, CompTIA Server+/Cloud+ ✓ Additional for Ethical hacking - CompTIA – Security+, Certified Ethical Hacker (CEH)	✓ Cyber Awareness – Practising safe passwords, recognizing phishing/ scams, security data responsibly ✓ Registration on MoKloud and MauPass for availing digital public services ✓ Offer AI literacy workshops through community centers & ICT excellence centre ✓ Registration for MauCAS based digital payments, through their bank of choice ✓ Social Media Safety: Understand privacy settings, misinformation risks, and respectful online behaviour

Transformation initiatives Rod-Digital Vision ICT Roadmap

- AI as an enabler to promote Digital Literacy (Reference: H1 – Pg 46)
- Partner with Higher Education Commission(HEC) to launch the Micro-Credentials Program (Reference:H2 –Pg 50)
- Infuse technology-enabled skilling to accelerate new avenues in key economic sectors (Reference:H3–Pg 51)
- Promote ‘Work-Life Balance’ in Rodrigues to attract skilled talent (‘Brain Gain’) (Reference:H4 –Pg 52)
- Develop Tertiary Education Accelerator (TEA) for the ICT Sector (Reference:H5 –Pg 53)

**Trainings are currently organized by the Commission for ICT, however, can be expanded for other skills. Trainings and certification assistance also provided through MITD, and other private sector institutions*

Annexure

Lens on the Global Landscape

Lens on the global landscape – Connectivity

Country	ICT Infrastructure Initiatives
Malta	○ **Blockchain & Distributed Ledger Technology (DLT)**:Malta has positioned itself as a global leader in blockchain innovation, earning the title of the "World's First Blockchain Island" in 2018. ○ **AI Strategy and Vision 2030**:This strategy encourages investment, innovation, and the adoption of AI in both public and private sectors. It supports six pilot projects in critical areas such as health, education, and traffic management, with the goal of improving public services and quality of life. ○ **Digitalization of Public Services & Enterprises** :The "Achieving a Service of Excellence" strategy, introduced in 2021, focuses on full digitalization, emphasizing electronic identification (e-ID) and data sharing, with over half the population using the e-ID scheme.
Fiji	○ **Advanced International Connectivity**: Fiji established itself as a major Pacific connectivity hub with six active international submarine cables, the highest number for any Pacific Island country ○ **National Digital Strategy:** Digital Strategy(NDS) 2025-2030, an ambitious blueprint to transform Fiji into a leading digital economy aiming for universal digital access, the accelerated adoption of emerging technologies like AI & IoT, & the digitalization of government services ○ **FinTech & Mobile Payment Integration:** transformative shift in its financial landscape with the widespread integration of mobile money platforms like M-PAiSA & MyCashinto the national payment system enabling near real-time fund transfers between mobile wallets bank accounts, significantly enhancing financial inclusion
Cyprus	○ **AI in Public Services** : A flagship initiative using AI to address public sector challenges, including developing early warning systems for extreme weather and providing tailored agrometeorological forecasts and irrigation tools to support agriculture. ○ **Smart Industry Transformation (Shipping)**:The ADAPTATION project, led by the Cyprus Marine & Maritime Institute, aims to transform smart shipping by using intelligent data and decision-support tools to reduce port berthing wait times and improve maritime logistics efficiency. ○ **Cyprus Space Research & Innovation Centre (C-SpaRC)**: C-SpaRC's innovations include developing microsatellite infrastructure, using AI and machine learning for space weather monitoring, and studying space weather's impact on human health through "organs-on-a-chip" technology in collaboration with NASA.
Trinidad & Tobago	○ **Comprehensive Digital Government Services & Infrastructure :**The Ministry of Digital Transformation leads a strong digital agenda focused on secure infrastructure, interoperability, and e-ID systems, with initiatives like TTBizLink, CROS, TTWiFi, and AccessTT ICT Centers improving public service delivery, efficiency, and digital access nationwide. ○ **Large-Scale Renewable Energy Development** : The 92MW Bretton Castle Solar Farm, the Caribbean's largest, will supply 8% of national electricity by late 2025, advancing energy diversification & climate goals. ○ **Advancements in Financial Technology(Fintech**):A key innovation is the establishment of the **Joint Regulatory Innovation Hub** by the Central Bank & other financial regulators, which provides guidance to Fintech solution providers & helps regulators understand new products.

Data from websites and portal of various countries and secondary research

Lens on the global landscape – Connectivity

Country	ICT Infrastructure Initiatives
Madagascar	○ **Strategic Expansion of High-Capacity Submarine Cable Connectivity**: The **2Africa**cable, one of the largest subsea cables globally, includes a landing point in Mahajanga. This is complemented by the **Lower Indian Ocean Network (LION)** in Toamasina and the East **African Submarine Cable System (EASSy)** in Toliara. ○ **Adoption of Satellite Internet (Starlink):** To bridge the significant digital divide, particularly in remote & rural areas, Madagascar officially joined the Starlink network in June 2024 promising high-speed connectivity (150Mbps to 500 Mbps download speeds with low latency). ○ **Advancing Digital Governance and Identity Management:** PRODIGY Project – Digital Governance & Identification Management System Project (PRODIGY), launched in 2020with World Bank support, aims to create a secure &effective identity management system, modernize civil registry and national identity databases, and establish a unique identifier number from birth.
Cabo Verde	○ **NOSi (Operational Information SocietyNucleus)** has developed over 300 applications covering critical sectors like social security, elections, healthcare, & financial management A flagship innovation is the **Consular Portal**, which has revolutionized services for the diaspora, processing 62% of applications within one day & reducing document issuance time by 85%. ○ **Establishment of Digital Technology Parks& Advanced ICT Infrastructure:** The Praia Technology Park and TechPark CV serve as key innovation hubs fostering tech companies, entrepreneurship, and job creation, supported by foundational connectivity investments like island-wide fiber optic links and participation in major international submarine cable projects. ○ **Renewable Energy Initiatives**: **Cabeólica**, a large-scale wind energy initiative which supplies over 20% of the country's electricity, significantly reducing reliance on imported fossil fuels and demonstrating an innovative public-private financing model. The ongoing Cabeólica Phase II, which includes expanding wind capacity & deploying advanced battery energy storage systems, further reinforces the nation's commitment to generating 50% of its electricity from renewables by 2030.
Solomon Islands	○ **Digital Economy: National E-Commerce Strategy (2022 –27)** Roadmap to help SMEs sell online, create jobs, & grow digital trade ○ **FinTech**: **SOLATS (Solomon Islands Automated Transfer System)** - real-time gross settlement payment platform. Instant secure interbank transfers ○ **Renewable Energy**: Off-grid solar "hub" at Takataka Cultural Centre (4KW System) -provides power for community freezers and boat charging, serves 4000 people in East Are'are Malaita.

Data from websites and portal of various countries, Secondary research from secondary research data

Lens on the global landscape – People

Country	ICT Skilling & Workforce Initiatives
Malta	○ **Integrated Digital Skills Development under MDIA:** The Malta Digital Innovation Authority (MDIA) aligns workforce development with Malta's digital priorities, focusing on enhancing digital skills, promoting ethical digital use, advancing ICT careers, and driving the digital economy. ○ **Targeted Training Programs:** The eSkills Malta Foundation, now part of MDIA, offers diverse training and bootcamp programs tailored to various groups including youth, seniors, women, SME employees, ICT professionals, and educators. ○ **Digital Innovation Hubs & Sandboxes**: DiHubMT, a European Digital Innovation Hub led by MDIA, provides broad digital skills training and upskilling through courses, apprenticeships, and train-the-trainer programs, emphasizing advanced skills like AI and cybersecurity.
Fiji	○ **National Digital Strategy (NDS) 2025-2030:** Focuses on ensuring all Fijians gain digital literacy and skills to fully participate in the digital economy through inclusive, demographic-tailored programs. ○ **Targeted Upskilling Organizations**: Groups like Women in Tech Fiji support the NDS by delivering focused digital skills training that promotes inclusion and empowerment across public and private sectors. ○ **Partnerships with Educational Institutions**: The government collaborates with educational bodies to align curricula with ICT industry needs, addressing skill shortages and boosting the ICT workforce.
Cyprus	○ **Research & Innovation Foundation(RIF):**provides grants for startups & SMEs engaged in research, technological development,& innovation, covering R&D costs including salaries & equipment. While these grants primarily support innovation, they indirectly contribute to skill development through practical project experience. ○ **Expansion of ICT-Related Academic Programs:** Cypriot universities have expanded ICT programs across multiple degree levels, offering courses in advanced areas like AI, ML, IoT, Cybersecurity, and Blockchain. This growth includes increased postgraduate intake to strengthen the region's skilled technology workforce. ○ **Workshops, Certifications, and Community Support:** Beyond formal education, organizations like the Cyprus Computer Society actively promote digital literacy & specialized skills through national conferences, hackathons, &coding competitions, particularly those focused on AI.
Trinidad & Tobago	○ **GATE Program – Expanding Access to Tertiary Education:** The Government Assistance for Tuition Expenses (GATE) program is a large-scale, state-funded initiative that significantly expanded access to tertiary education in Trinidad and Tobago. Since 2004, it has supported over 200,000 students and increased tertiary participation from 8% in 2002 to over 65% by 2015. Adapted in 2017 to a means-tested model, it remains a key pillar in national human capital development.

Data from websites and portal of various countries and secondary research

Lens on the global landscape – People

Country	ICT Skilling & Workforce Initiatives
Trinidad & Tobago	○ **YTEPP – Bridging Education and Employment for Youth:** The Youth Training and Employment Partnership Programme (YTEPP) targets unemployed and out-of-school youth (ages 16–35), offering vocational training, entrepreneurship, and life skills. It emphasizes self-employment as a response to limited formal job opportunities, supporting young people in sectors like ICT, hospitality, and manufacturing, and remains central to the country's youth employment strategy. ○ **NTA and TTNVQ Framework – Strengthening TVET Quality and Recognition:** The National Training Agency developed the TTNVQ Framework to standardize and improve TVET through competency-based qualifications aligned with national and CARICOM standards. With five qualification levels and industry-driven curricula, the system enhances workforce readiness and portability of skills, having issued over 11,600 CVQs between 2013 and 2018.
Madagascar	○ **Integrated Agribusiness Hubs (ILO's ProAgro YOUTH Project):** Rural Madagascar hosts agribusiness hubs that offer youth vocational training in technical and entrepreneurial skills, plus job placement, boosting employment, rural economic growth, and resilience through agricultural value chains. ○ **Demand-Driven Vocational Training (UNESCO CapED Program):** Embedding guidance counsellors in TVET institutions connects learners with career resources and private sector jobs, improving graduate employment, reducing rural-to-urban migration, and promoting gender inclusion in non-traditional trades. ○ **Digital Innovation Rooms (UNFPA Madagascar)**: Free digital incubation spaces equipped with ICT tools empower youth, especially girls, to develop projects, access digital learning, and receive mentorship, addressing the digital divide and fostering participation in the digital economy.
Cabo Verde	○ **Digital Skills for Employability:** Programs like the Cabo Verde Digital (CVD) Training are providing 100 young people with 12-month certified training in high-demand digital fields, aiming to cut the 28.65% youth unemployment rate (2023) and fostering digital economy. ○ **Early Digital Literacy:** The "Web labs" program is proactively engaging nearly 14,000 students in digital skills like web development and robotics, building a digitally fluent generation to support the government's goal of 60% public service digitalization by 2026. ○ **Diversified Blue Economy Skills:** The $ 75 million Resilient Tourism and Blue Economy Development Project is training the workforce in sustainable tourism, fisheries, and aquaculture, reducing reliance on traditional tourism and creating new job opportunities for a more resilient economy.
Solomon Islands	○ **Work and Learn Model (REP):** Combined short-term paid public works with basic skills and financial literacy training, benefiting over 12,600 vulnerable youth and women. It provided income and work experience, with 15% securing long-term jobs within six months. ○ **Industry Aligned TVET Reform (S4EG):** Modernized vocational education through updated National Skills Packages and a National Qualification Framework, aligning training with labor market needs and increasing enrollments via targeted scholarships. ○ **Youth Entrepreneurship (Youth@Work)**: Promotes self-employment by offering business training and career support to out of school youth. Around 33% of internship participants secured jobs, highlighting the program's role in tackling youth unemployment through entrepreneurship.

Data from websites and portal of various countries and secondary research

Lens on the global landscape – Economy

Country	Enabling ecosystem Initiatives
Malta	• **MDIA AI Applied Research Grant:** The Malta Digital Innovation Authority (MDIA) offers grants like the MAARG to support capacity-building efforts related to Artificial Intelligence research in Malta, encouraging increased investment in AI-related R&D activities & collaboration between academia & commercial entities. ○ **Startup Finance Scheme:** Malta Enterprise offers substantial support through its "Start-up Finance" scheme, providing grants of up to €500,000. This amount can be doubled for innovative ventures & further increased to €750,000 for innovative startups operating in assisted areas. ○ **Malta Startup Visa (Startup Residence Programme):** It enables non-EU entrepreneurs to establish & grow startups in Malta, offering a three-year renewable residence permit. Eligible applicants must be founders of early-stage startups with a minimum €25,000 investment, meet financial & insurance requirements.
Fiji	○ **Fiji Innovation Hub:** Receives significant funding from international partners, including the UN Capital Development Fund (UNCDF) through the Pacific Digital Economy Programme (PDEP), supported by the European Union, Australia,& New Zealand. It provides Accelerator Programs, National Hackathons, Mentorship & Funding network. ○ **Comprehensive Tax Holidays:** New investments in ICT infrastructure are eligible for substantial tax exemptions, ranging from 10 to 20 consecutive fiscal years. The duration is tiered based on the investment amount. ○ **Investor Permit Program:** This grants residency to foreign entrepreneurs looking to start businesses in the country, with two options: a seven-year permit for investments of FJ$500,000 or more, and a three-year permit for investments from FJ$50,000 in approved businesses.
Cyprus	○ **Research and Innovation Foundation (RIF) Grants**: RIF offers substantial funding which can cover up to 85% of the invested capital for startups and Small and Medium-sized Enterprises (SMEs) engaged in research, technological development, and innovation. ○ **Cyprus Startup Visa Program:** It provides non-financial support, including residency permits, for non-EU entrepreneurs with a viable business plan and proof of financial capacity. It enables them to establish and operate startups in Cyprus, granting them access to EU markets. ○ **Business Facilitation Unit (BFU):** This unit acts as a "one-stop-shop" with centralized registration and incorporation procedures, aiming to streamline the business setup process for investors.
Trinidad & Tobago	○ **Innovation Challenge Fund:** This competitive, demand-driven fund offers grants ranging from EUR 75,000 to 500,000 for commercial innovations. It primarily targets Small and Medium Enterprises (SMEs) ○ **Cybersecurity Investment Tax Allowance**: To encourage investment in cybersecurity, the government introduced a Cybersecurity Investment Tax Allowance of up to $500,000 for companies investing in cybersecurity ○ **National Digital Transformation Strategy 2024-2027:** this strategy aims to create a 'Digital Nation' by focusing on a digital society, digital economy, and digital government. It emphasizes leveraging ICT to enhance accessibility, streamline processes, and foster economic growth

Data from websites and portal of various countries and secondary research

Lens on the global landscape – Economy

Country	Enabling ecosystem initiatives
Madagascar	• **Special Economic Zones(SEZs) with SME Integration:** creating new Special Economic Zones (SEZs) that integrate SMEs with large exporters, fostering collaboration through subcontracting and business linkages. This approach aims to boost job creation, drive innovation transfer, and support local entrepreneurship, ensuring broader economic benefits beyond traditional export-focused zones. • **Strategic Engagement with the Malagasy Diaspora:** Madagascar's National Diaspora Policy, along with the TADY Project and LOHARANO II, engages the diaspora's skills and investments to drive local development and strengthen national identity through youth volunteer work in health, education, and agriculture. • **Innovative Funding and Integrated Approaches for Climate Resilience and Rural Development:** Madagascar uses innovative blended finance programs like DEFIS+ and WFP's Rapid Rural Transformation to tackle climate resilience, food security, and rural development. These initiatives integrate energy, water, healthcare, and digital access through community-based, sustainable solutions benefiting vulnerable groups.
Cabo Verde	○ **Digital Cabo Verde Project:** a cornerstone of the nation's digital transformation, is financed with US$20 million from the World Bank Group. This funding is strategically allocated across various components: Favorable Legal and Regulatory Environment, Digital Competitiveness, and Digital Public Services and Marketplaces. ○ **National Programs and Funds:** The government has launched initiatives like the National Startups and Digital Business Acceleration Program, BOOST.CV, which is part of the "Digital Nation" strategy and is supported by the Startup Act (legislation designed to simplify business and attract investment) and the Morabeza Fund, an innovative $24 million fund specifically created to support tech startups led by youth and women. ○ **Special Economic Zone for Technologies (ZEET):** Established by Decree-Law No. 15/2022, the ZEET is located within the 'Digital Islands Technological Park' (Praia and Mindelo) offering highly competitive tax and customs benefits to tech entities that contribute to wealth creation, job growth (especially for youth), exports, innovation, and R&D.
Solomon Islands	○ **Special Economic Zones (SEZs):** **The Solomon Islands passed the SEZ Bill 2024 to attract investment and diversify the economy beyond natural resources. The** framework includes tailored incentives, streamlined regulations, and sector-specific sub-zones (e.g., marine, logistics, social services), with the first SEZs planned for 2025–2026 and a focus on local participation and transparent land use. ○ **Modernized Foreign Investment Framework (InvestSolomons):** **The government established** InvestSolomons and launched an online registry to simplify foreign investment processes. It acts as a one-stop-shop offering services from promotion to aftercare, linking investment registration with employment visa processing to ensure alignment with national goals. ○ **Targeted Tourism Investment**: In partnership with the IFC, the government is promoting tourism investment by identifying pre-assessed land with clear titles, offering sector-specific incentives, and launching domestic tourism campaigns. This approach addresses land tenure barriers and supports sustainable tourism growth.

Data from websites and portal of various countries and secondary research

Lens on the global landscape – Government & Regulation

Country	Governance & Policies initiatives
Malta	• **Pioneering Blockchain & DLT Regulation :** acts such as the Malta Digital Innovation Authority Act, the Innovative Technology Arrangements and Services Act, & the Virtual Financial Assets Act provide much-needed legal clarity for blockchain enterprises, attracting significant investment & establishing Malta as a leader in digital innovation. • **Comprehensive Support for Businesses :** These include cash grants (e.g., up to €60,000 for network projects, up to €300,000 for business development projects), a 150% tax deduction for digital applications development, and R&D incentives covering wages, equipment, and subcontracted research. 1 Tech.mt, a public-private partnership, actively promotes Malta as a technology hub and assists local tech companies in exporting their services. • **Fintech Regulatory Sandboxes & Streamlined Compliance:** FinTech Regulatory Sandbox allows startups to test products under real-world conditions with regulatory feedback. Malta also updated its Virtual Financial Assets (VFA) Act in 2024 to align with the EU's MiCA regulation, notably removing the requirement for a VFA Agent, making it easier and more cost-effective for crypto startups to operate legally and compliantly within the EU.
Fiji	○ **National Cybersecurity Strategy (NCS) 2025-2030:** Key initiatives under the NCS include an investment exceeding $5 million to upgrade GOVNET (the government's core network infrastructure), a commitment to establishing a 24/7 Government Security Operations Centre (SOC), & the establishment of Fiji's first national Computer Emergency Response Team (CERT). ○ **Digital Government Transformation Program & E-Services:** A significant innovation is the launch of online platforms for "Starting a Business (SAB)" & "Building Permit Application(BPA)," with the goal of integrating 25 government e-services. ○ **National Digital Strategy (NDS) 2025-2030:** The NDS sets ambitious targets, including making 80% of key government services accessible online, creating 40,000 new ICT jobs, and achieving an 80% digital inclusion rate across the population by 2030.
Cyprus	○ **Deputy Ministry of Research, Innovation and Digital Policy (DMRID)**: Established in 2020, this ministry serves as the central authority for research, innovation, and digital policy in Cyprus. Its creation signifies a dedicated and integrated approach to fostering technological advancement and digital transformation across the economy ○ **Smart Specialisation Strategy (S3CY) (2023-2030):** This agenda identifies niche areas of competitive strength for development. It categorizes priority sectors into technological areas (Digital Technologies, Advanced Materials), ecosystems (Agrifood, Renewable Energy, Maritime, Shipping), and emerging ecosystems (Space sector), ensuring targeted funding and policy support for high-potential innovation ○ **Grants and European Programs:** RIF offers grants covering up to 85% of invested capital for startups and SMEs engaged in R&D and innovation. Cypriot entities can also access various European Innovation Council (EIC) Programs (Accelerator, Pathfinder, Transition) and the Horizon Europe – Digital Europe Programme, which specifically target AI, cybersecurity, and advanced digital skills

Data from websites and portal of various countries and secondary research

Lens on the global landscape – Government & Regulation

Country	Governance & Policies initiatives
Trinidad & Tobago	○ **Establishment of the Ministry of Digital Transformation (MDT) / Ministry of Public Administration and Artificial Intelligence (MPAAI):** This dedicated ministry serves as the primary driver of the nation's digital agenda, signaling a high-level governmental commitment to digital transformation and a "Digital First Government" approach. Its mission is to leverage Information and Communication Technologies (ICT) to enhance accessibility, streamline processes, and foster economic growth, ultimately aiming to transform the nation into a 'Digital Nation'. ○ **Deployment of GovTech Initiatives and Infrastructure:** This includes establishing a secure government cloud and data center to provide a reliable infrastructure for national digital services and developing an interoperability framework to seamlessly link public agencies and enable secure data sharing. These efforts have led to a notable improvement in Trinidad and Tobago's rating on the World Bank's GovTech Maturity Index (GTMI), moving from "C: Some Focus" to "B: Significant Focus". ○ **Modernization of Financial Technology (Fintech) Regulatory Framework:** The Central Bank of Trinidad and Tobago (CBTT) has been proactive in modernizing its payment systems and promoting Fintech. A key innovation is the establishment of the Joint Regulatory Innovation Hub in October 2020, a collaborative initiative with the Trinidad and Tobago Securities and Exchange Commission (TTSEC) and the Financial Intelligence Unit of Trinidad and Tobago (FIUTT).
Madagascar	○ **PRODIGY Project:** The World Bank-backed PRODIGY project in Madagascar innovatively delivers public services through multiple channels, including online, SMS, call centers, and postal offices via the "Mahatoky" network, to provide inclusive digital identities. This approach reduces digital exclusion, improves access to essential services, enhances transparency, and combats corruption, especially benefiting remote communities. ○ **Modernized Investment Law (2023)**: Madagascar's 2023 Investment Law enhances investor protections by ensuring investment freedom, equal treatment, protection from arbitrary expropriation, and fund transfer rights. It introduces a stability clause for regulatory consistency and replaces unclear incentives with transparent tax and customs benefits. The goal is to boost investor confidence, attract foreign investment, and promote economic growth and job creation. ○ **Sector-Specific Digitalization and Regulatory Overhaul**: Madagascar streamlined essential oils regulations and launched a digital portal to consolidate licensing requirements, reducing compliance burdens and enhancing transparency. This reform boosts investment, empowers stakeholders, and sets a model for other industries.
Cabo Verde	○ **Digital Governance:** Cabo Verde's Digital Governance Strategy centralizes public services through a unified portal (launching 2025), boosting efficiency and access. The Consular Portal processes 62% of applications in one day, and the country aims for 60% digitization by 2026, improving its global e-participation ranking. ○ **Special Economic Zones:** Cabo Verde established SEZs targeting tech (ZEET) and the blue economy (ZEEMSV), offering tailored tax incentives and streamlined regulations to attract investment and diversify the economy beyond tourism. ○ **Formalization & Investment Incentives:** The REMPE program simplifies formalizing small businesses, increasing registrations fivefold between 2016-2020. Tax credits for R&D and renewable energy investments incentivize private sector growth and innovation.

Data from websites and portal of various countries and secondary research

Lens on the global landscape – Government & Regulation

Country	Governance & Policies initiatives
Solomon Islands	○ **ICT and Financial Inclusion through Digital Finance**: The National Financial Inclusion Strategy (NFIS3, 2021–2025) uses digital finance to expand access to banking and credit for the unbanked and MSMEs. Key innovations include mobile banking and agent networks enabled through a Digital Financial Services Working Group, improving financial access across the Solomon Islands' dispersed population and boosting micro-enterprise growth. ○ **Education Reform via "Whole Educator" Framework**: The Ministry of Education introduced a career-long professional development system for teachers under the "Whole Educator" Framework, aligned with national education plans. Supported by GPE, it targets 2,640 teachers in 330 schools, including remote areas, to enhance teaching quality and student readiness for the workforce. ○ I**nvestment Incentives for Rural and Strategic Sectors:** Beyond the SEZ framework, the government offers targeted tax exemptions and holidays (3–10 years) for investments in tourism, agriculture, exports, and rural development. Additional incentives apply to large investments (e.g. $10M+), aiming to attract capital to priority sectors and rural areas, promoting diversification and inclusive growth.

Data from websites and portal of various countries and secondary research

Annexure

Excerpts | Survey towards developing the ICT Roadmap for Rodrigues

Key excerpts from survey - Community representative & Organizations (1/3)

We have received responses from across Rodrigues-based organizations, training institutions, and community representatives

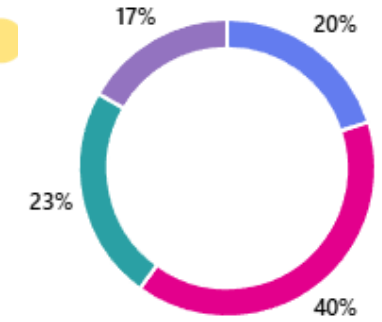
30 responses

16 – Organizations/ Corporates

14 – Community Representatives

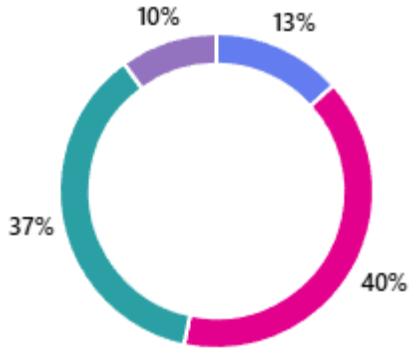
Internet reliability and speed in your workspace

Poor	6
Fair	12
Good	7
Excellent	5
Not applicable for me	0



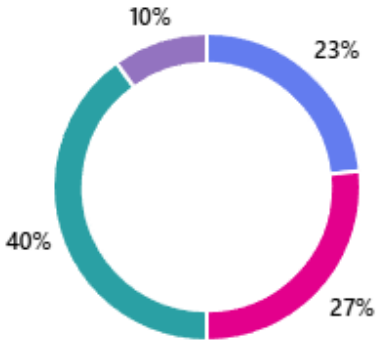
Internet reliability and speed in your home

Poor	4
Fair	12
Good	11
Excellent	3



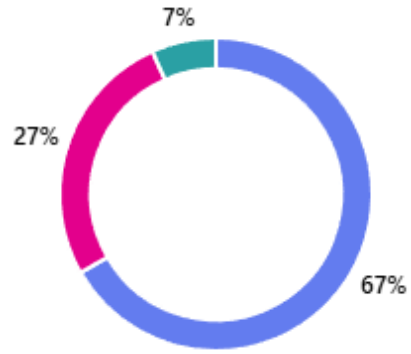
How often do you experience internet / connectivity outage

Daily	7
Weekly	8
Monthly	12
Yearly	3
Never	0



What is the average downtime experienced during network outages

Less than 1 hour	20
Between 1-3 hours	8
Between 3-6 hours	2
More than 6 hours	0

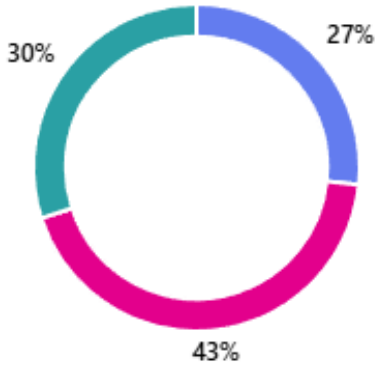


Analysis based on the responses provided on the online survey

Key excerpts from survey - Community representative & Organizations (2/3)

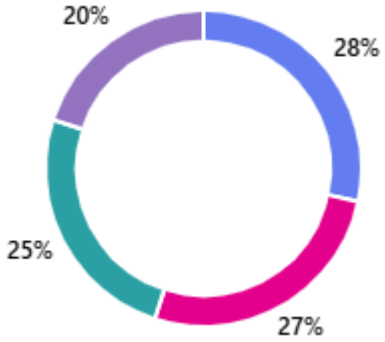
When you experience connectivity issues, how would you describe your access to technical support

- Yes – Support is readily available and issues are resolved promptly — 8
- Yes – Support is available, but response times are slow or resolutions are ineffective — 13
- No – I do not have access to technical support when issues arise — 9



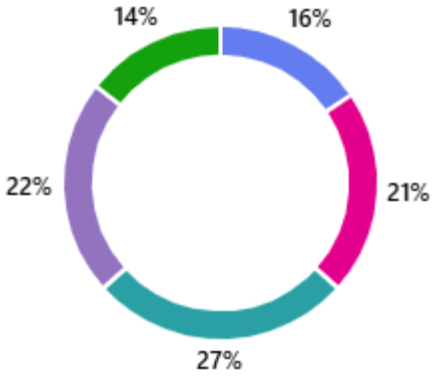
What role should the government play in supporting ICT-driven economic development in Rodrigues

- Invest in reliable internet and digital infrastructure across the island — 17
- Provide ICT training and upskilling programs for youth and job seekers — 16
- Promote digital entrepreneurship through startup funding and incentives — 15
- Facilitate remote work opportunities for Rodriguan residents — 12



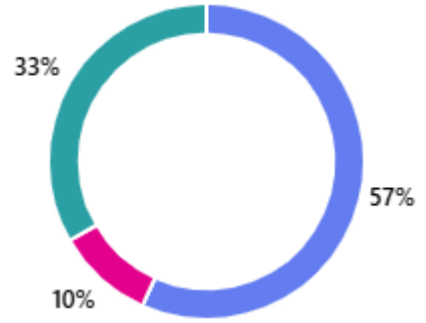
What areas should Rodrigues focus on to grow the ICT sector ?

- Providing tax relief or fee waivers for new ICT businesses — 14
- Offering grants or micro-funding to early-stage tech ideas — 19
- Establishing a tech hub or business incubator in Rodrigues — 24
- Supporting mentorship and skills exchange programs with Mauritius or abroad — 20
- Facilitating co-working spaces for freelancers and digital workers — 13



Do you believe the establishment of the Rodrigues Techno Park (Baladirou) will contribute to the growth of the ICT sector

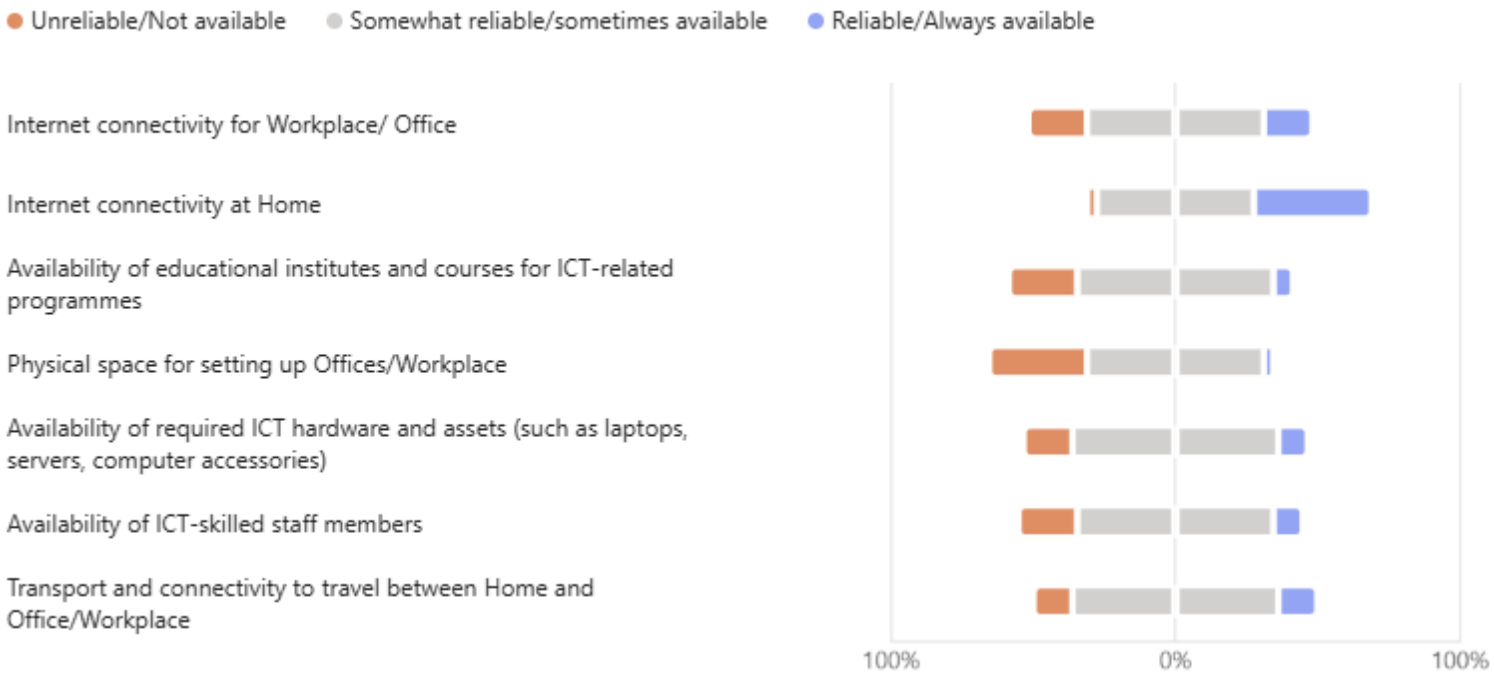
- Yes, it will significantly boost all three areas — 17
- No, it is unlikely to make a major impact — 3
- Unsure / Need more information about this project — 10



Analysis based on the responses provided on the online survey

Key excerpts from survey - Community representative & Organizations (3/3)

Current infrastructure and enabling ecosystem for the ICT sector in Rodrigues



Current Infrastructure & Enabling Ecosystems

- **Connectivity is present but inconsistent** – Survey responses indicate that while internet access is generally available, its reliability varies significantly, particularly in the workplace.
- **ICT education is a major gap** – According to the survey, there is a noticeable shortage of accessible and high-quality ICT training and educational programs.
- **Underdeveloped office infrastructure** – Survey participants report challenges in accessing suitable and dependable office spaces.
- **Inconsistent resources and talent availability**– The survey highlights moderate availability of essential ICT hardware and skilled professionals. Respondents suggest that the current talent pool does not fully meet industry demands, pointing to a need for further investment in training and equipment.
- **Transport is generally reliable** – Feedback from the survey suggests that transport and commuting systems are largely reliable, supporting workforce mobility and contributing positively to daily sector operations.

Analysis based on the responses provided on the online survey

- **Annexure**
- Key sources

Key sources (1/3)

Section/Page	Key Sources
Summarized view of the Global Landscape	1. Worldeconomics.com 2. Georank.org 3. Worldata.info 4. Worldometer 5. Statistics Mauritius 6. USA – Department of Commerce – International Trade Administration 7. Government publications and reports (published by Government/national bodies) 8. News articles from prominent publications (such as the Independent UK, Fijitimes, among others)
Global ICT benchmarks	ICT Development Index - IDI 2025 and IDI 2024
Initiative H1: General Public (1/4) **Initiative H1: Public Sector Officials (3/4)**	1. News articles from prominent publications (such as Fijitimes, fbcnews) 2. News articles from prominent publications (such as TSTT Corporate Communications, UNESCO) 3. Blog from nucamp.co, by Ludo Fourrage 4. News articles from Regulations.ai 5. Government publications and reports - Digitalcoalition.gov.cy and news articles from nucamp publications 6. The World Bank Digital Cabo Verde Project (P171099), news articles publications from Global Partnership for Sustainable Development Data, techafricanews amongst others
Initiative H2	1. Mauritius Qualifications Authority (published by Dr Ramesh Ramdass) 2. Official website of the University of Malta 3. Official European Office Of Cyprus
Initiative H3	1. Skills for Africa Training Institute 2. Republic of Mauritius & EDB Mauritius 3. Mongabay (Online Articles)
Initiative H4	1. UNDP blog, page article on blu-x.cv platform 2. Mauritius Diaspora Scheme by Economic Development Board (EDB) Mauritius
Initiative H5	1. Official website of BOOST.CV (an initiative of Governo de Cabo Verde) 2. Digital Skills & Jobs Platform from the Official website of the European Union 3. World Education Blog

Key sources (2/3)

Section	Key Sources
Initiative C1	1. Article from Mauritius Trade 2. Articles from prominent publications (such as investcyprus and DiGiNN) 3. Articles from prominent publications (such as gov.mt press release and Strategic Plan 2023 2025)
Initiative C2	1. Official website – innov8 coworking space, THEHIVE workplace, LE WORKSPACE 2. Official website – businesslabsmalta, sohomalta 3. Official website – Habaka Madagascar Innovation Hub & actu.orange.mg, and other news articles (such as orange.africa, wearetech.africa)
Initiative C3	1. Article from Medusa Submarine Cable System (Medusascs) 2. News article from DCD (Datacenterdynamics) 3. Press releases from Sparkle
Initiative C4	1. Policy from Fiji Tax & Customs Incentives 2018/2019 2. Article from Government of the Republic of Trinidad and Tobago
Initiative E1	1. Document from EDB, Mauritius 2. Republic of Cyprus - NATIONAL BROADBAND PLAN 2021-2025, CYRIC 3. News articles from prominent publications (such as AFRICA BUSINESS)
Initiative E2	1. A Statement from The World Bank 2. Schemes from SME Mauritius & MRIC 3. Official website of NOSi & A statement from The World Bank Group
Initiative E3	1. A blog from Melita Business Malta 2. The Government of the Republic of Trinidad and Tobago Business Continuity Management Policy for the Public Service
Initiative G1	1. News article from Maurice-info 2. Nosi and CaboVerdeExpert official website 3. Government of the Republic of Trinidad and Tobago publications – Ministry of Public Administration and Artificial Intellingence
Initiative G2	1. Digital Public Administration factsheet 2023 2. Official website of MITA 3. Article from The Fiji Times

Key sources (3/3)

Section	Key Sources
Initiative R1	1. Article from EDB Mauritius 2. Government publications and reports (published by businessnow Fiji) 3. Article from Ministry of Energy, Commerce and Industry
Initiative R2	1. GOVINSIDER blog by Si Ying Thian, MITGOV/LAB Documentation by Lakshmi Gangamreddypall 2. Government publications and reports (published by Government/national bodies) - Digital Cyprus 3. Government publications and reports (published by Government/national bodies)
Initiative R3	1. A report from FSC Mauritius & Bank Of Mauritius 2. Official website of Malta Digital Innovation Authority (MDIA)
Initiative R4	1. Article from EDB 2. Article from Malta Enterprise 3. Press release reports (published by advocatescyprus)
Lens on the global landscape	Data from websites and portal of various countries and secondary research

On a best-effort basis, we have performed our analysis on information/data gathered from reliable and trusted sources. Our primary sources of information/data gathering included reports and articles published by,

- *The World Bank*
- *The United Nations (including various global bodies of the UN)*
- *Economic Development Board, Mauritius*
- *Publicly available information from Government ministries, Regulators and Parastatal bodies (Republic of Mauritius)*
- *News articles and editorials published locally (Republic of Mauritius) and in internal press*
- *Websites and portal of various countries included in the Global Landscape/ Benchmarking*

Further, we have relied on information shared with us during stakeholder interactions/ discussions, and responses shared with us through the online survey.

- **Annexure**
- Glossary

ANNEXURE

Glossary (1/2)

Abbreviation	Definition	Abbreviation	Definition
RRA	Rodrigues Regional Assembly	LEO	Low Earth Orbit
ICT	Information and Communication Technology	BPO	Business Process Outsourcing
Commission for ICT	Commission for Information and Communication Technology	RITA	Rodrigues Information Technology Association
MITCI	Ministry of Information Technology , Communication and Innovation	CRM	Customer Relationship Management
MRIC	Mauritius Research and Innovation Council	ISO	International Organization for Standardization
MPL	Mauritius Post Ltd	IEC	International Electrotechnical Commission
EDB	Economic Development Board	UNDP	United Nations Development Programme
HEC	Higher Education Commission	UoM	University of Mauritius
NPCC	National Productivity Competitiveness Council	UTM	University of Technology, Mauritius
ICTA	Information and Communication Technologies Authority	SEZ	Special Economic Zone
MARS	Mauritius and Rodrigues Submarine Cable System	RCCI	La Chambre de Commerce et d'Industrie de Rodrigues
CIB	Central Informatics Bureau	MCCI	Mauritius Chamber of Commerce and Industry
MSB	Mauritius Standards Bureau	BPO	Business Processing Outsourcing
ISO	The International Organization for Standardization	LEO	Low Earth Orbit
CapEx	Capital Expenditure	IDI	ICT Development Index
OpEx	Operating Expense	AI	Artificial Intelligence
PPP	Public-Private Partnership Scheme	DR	Disaster Recovery
KPO	Knowledge Processing Outsourcing	DC	Data Center
SSC	Shared Services Centre	BCP	Business Continuity Planning
SWOT	Strength , Weakness , Opportunity & Threats	HRMS	Human Resources Management System
SIDS	Small Island Developing States	QR	Quick Response

ANNEXURE

Glossary (2/2)

Abbreviation	Definition	Abbreviation	
MQA	Mauritius Qualifications Authority	5G	5-Generation
HRDC	Human Resources Development Council	Wi-Fi	Wireless Fidelity
R&D	Research & Development	IC3	Internet and Computing Core Certification
IP	Intellectual Property	CCNA	Cisco Certified Network Associate
DPI	Digital Public Infrastructure	CCNP	Cisco Certified Network Professional
GMT	Greenwich Median Time	GDP	Gross Domestic Product
4G	4-Generation	IoT	Internet of Things
CyberSec	Cyber Security	Pen. Testing	Penetration Testing
CEH	Certified Ethical Hacker	MCP	Microsoft Certified Professional
AWS	Amazon Web Services	HTML	HyperText Markup Language
SQL	Server Query Language	ITIL	Information Technology Infrastructure Library