



Annual Report on Performance

Fiscal Year 2016-2017

*Ministry of Business, Enterprise and
Cooperatives
(Cooperatives Division)*

About this Report

This is the Annual Report on Performance of the Cooperatives Division of the Ministry of Business, Enterprise and Cooperatives for the financial year 2016/2017. The report has been prepared according to guidelines issued by the Ministry of Finance and Economic Development.

The report is a mechanism of accountability in relation to resources provided to the Division by the National Assembly and services delivered thereon. It also provides information for our stakeholders and the public at large.

The report sets out the vision and the mission of the Cooperatives Division. It also describes the roles and functions of the Division. The major achievements and a review of how the Ministry performed during financial year 2016/2017 are also highlighted herein.

The Ministry is committed to maintaining accountability and transparency in its activities and continually improving its reporting.

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Message of the Minister of Business, Enterprise and Cooperatives+



I am pleased to present the Annual Report for the Ministry of Business, Enterprise and Cooperatives (Cooperatives Division) for the fiscal year 2016/2017.

The fiscal year 2016/2017 has been a commendable year for the Cooperatives Division as it has been marked by several achievements.

A series of project, programmes and activities has been implemented in 2016/2017. The cooperative legislation was reviewed and a new Co-operatives Act 2016 enacted was promulgated. Further, the Mauritius Co-operative Alliance Ltd was set up as an apex body for the cooperative sector. For the engendering of the cooperative movement, special support, in terms of financial and technical assistance is being provided to women cooperatives. Also, to encourage cooperatives to embark in the production of green energy, a Green Energy Scheme for Cooperatives is now operated by the Cooperatives Division.

A survey on land under cane cultivation/abandoned land by cooperative societies was conducted with the objective of making optimum use of available land. Moreover, to provide free access to market for cooperative products, cooperative fairs were organized. To assist in poverty alleviation, cooperative credit unions were set up in poverty regions.

The Mauritius Excellence Awards for Cooperatives is organized as an annual event to provide a national recognition for best way of conducting business in the Cooperative Sector. In addition, a 'Directory of Cooperative Products and Services' for both Mauritius and Rodrigues, a Brochure on 'Incentives, Facilities and Support Services to Cooperative Societies, and a 'Top 100 Magazine' for cooperatives have been published, all these to give visibility to cooperatives in Mauritius and Rodrigues. Cooperatives are also empowered through the provision of education and training.

At the international level, a Memorandum of Understanding has been signed with India in the field of Cooperatives and the Afro-Asian Rural Development Organisation provided a grant of \$40,000 for the purchase of a refrigerated vehicle for collection, transportation and distribution of milk in the context of a "Development of Dairy Cooperative Logistic System Project in Mauritius".

It should also be highlighted that the Cooperatives Division has been certified MS ISO 9001:2008 since October 2010 and has subsequently maintained its certification.

Government recognizes the potential of cooperatives in the promotion of economic growth, democratization of the economy, employment creation, poverty alleviation, women empowerment and reduction in income inequality. Hence, various measures have been and are being taken by my Ministry to ascertain that the frameworks of operation of cooperatives are favourable to sustainable growth.

I thank and congratulate all the staff of the Cooperatives Division for their dedication and commitment in the performance of their duties.

Honourable Soomilduth Bholah
Minister

Message of the Permanent Secretary

It is indeed a pleasure for me to be associated with the Annual Report of the Ministry of Business, Enterprise and Cooperatives (Cooperatives Division) for the fiscal year 2016/2017.

The fiscal year 2016/2017 has proved to be a rewarding year for the Cooperatives Division. It has been endowed with numerous achievements in terms of projects, programmes and activities which have been successfully implemented.

2017/2018 will be another challenging year for the Ministry with yet other landmark projects such as the upgrading of building of the National Co-operative College and the Solar Photovoltaic Rebate Scheme for Cooperatives.

The Cooperatives Division has also worked out a New Strategic Action Plan 2018-2020 with the theme “Propelling Cooperative Sector towards Excellence”. The Plan comprises twelve programmes, which are in line with the United Nations Sustainable Development Goals (SDGs). Cooperatives have the potential to contribute to sustainable development’s triple bottom line of economic, social and environmental objectives. Accordingly, the cooperative movement is being encouraged to focus its activities on sustainable development.

Cooperatives have a vital role to play in the socio-economic development of Mauritius and the Ministry will continue to act as a facilitator and to provide the necessary institutional and legal framework conducive for the development of cooperatives.

I personally wish to attribute the achievements of 2016/2017 to the dedicated staff of the Cooperatives Division and wish to express my appreciation for their unflinching support.

C. Bhugun
Permanent Secretary

PART I: ABOUT THE MINISTRY/DEPARTMENT

Vision, Mission and Value Statement

Our Vision

A conducive legal and institutional framework for a rejuvenated, engendered and inclusive cooperative movement for the sustainability of a sound economic and social environment facilitating business development.

Our Mission

To facilitate the promotion of diversified, emerging and innovative cooperatives and involve more young persons and women in the development, consolidation and advancement of the cooperative movement.

Our Value Statement

We are guided by the nine Cooperative Values and seven Cooperative Principles.

We are committed to provide quality services to both our internal and external customers by continuously improving our systems and procedures and creating the necessary climate for sustainable development.

The Cooperatives Division aims at imparting quality and timely services with a high standard of professionalism, integrity, independence, objectiveness, trust and confidentiality.

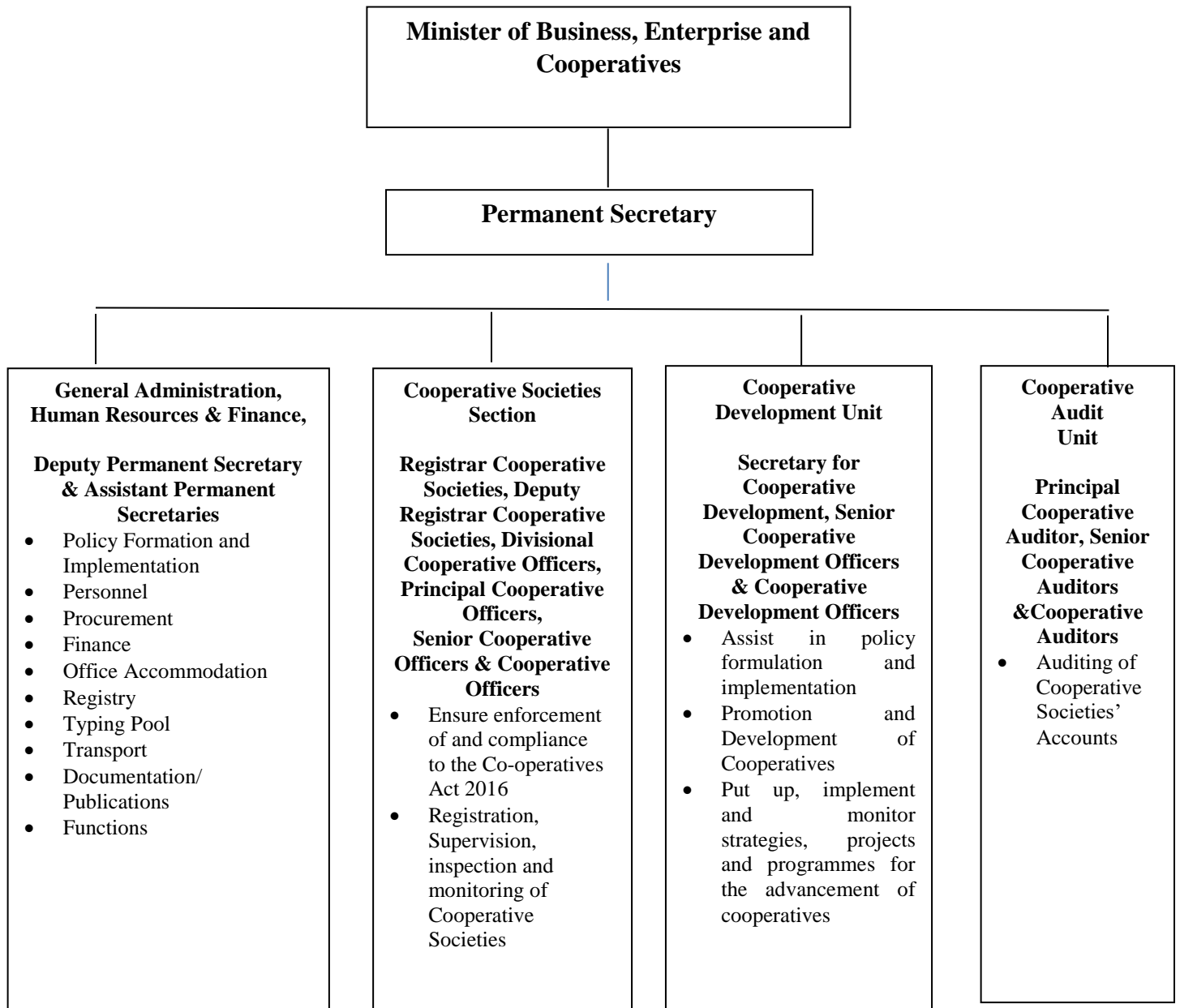
Roles and Functions of the Cooperatives Division of the Ministry of Business, Enterprise and Cooperatives

The Cooperatives Division of the Ministry of Business, Enterprise and Cooperatives has the responsibility to devise and implement policies that would ensure the development of a modern and viable cooperative sector and to create an environment for the sustainability of the cooperative movement. It also assists in the capacity building of cooperatives and potential cooperators by providing incentives and support services. The Division further has the statutory duty to enforce the legislation for cooperatives and ensure that cooperatives abide by the provisions of the cooperative law.

The key functions of the Cooperatives Division include the following:

- Provision of legal and institutional framework for cooperatives and cooperative development.
- Formation and registration of cooperative societies.
- Audit of financial statements of cooperative societies.
- Supervision, monitoring and evaluation of the activities of cooperative societies.
- Provision of education and training to the cooperative movement.
- Mentoring and support to cooperative organisations for the implementation of their plans and projects.
- Implementation of projects for the development of the cooperative sector.
- Operating incentive schemes for the benefit of cooperative societies.
- Seeking financial and technical assistance from foreign and local donor agencies for the implementation of cooperative projects.
- Provision of infrastructural facilities to cooperative societies.
- Provision of free marketing outlets to cooperative societies.

Organisational Structure of the Cooperatives Division



Senior Management Team

Title	Contact Details
Permanent Secretary	Mr Dhanunjaye Gaoneadry Tel: 405 0761 Fax: 211 1625 Email: dgaoneadree@govmu.org
Deputy Permanent Secretary	Mr Swaraj Ramasawmy Tel; 405 0773 Fax: 208 1822 Email: swrasawmy@govmu.org
Registrar, Cooperative Societies	Mr Mario Monvoisin Tel: 208 5318 Fax: 208 5318 Email: lmonvoisin@govmu.org
Ag. Secretary for Co-operative Development	Mr Devanand Sobnath Tel: 211 1312 Fax: 211 1312 Email: dsobnath@govmu.org
Ag. Principal Co-operative Auditor	Mrs. Jothykhabye Luximun Tel: 405 0770 Fax: 208 9263 Email: jluximun@govmu.org

The Cooperatives Division consists of the following Sections/Units:

- a) The Administration Unit;
- b) The Human Resources Section;
- c) The Finance Section;
- d) The Procurement and Supply Section;
- e) The Cooperative Societies Section;
- f) The Cooperative Development Unit; and
- g) The Cooperative Audit Unit.

SECTIONS	ACTIVITIES
Administration	<ul style="list-style-type: none"> • Provide the necessary resources to meet the goals and objectives of the Cooperatives Division. • Ensure that customer requirements are met. • Provide the overall administrative support for the smooth running of the organisation.
Human Resources	<ul style="list-style-type: none"> • Advise management on policies and issues pertaining to human resources. • Ensure that rules, regulations and other practices relating to human resources are correctly interpreted and implemented. • Ensure that reforms in Human Resource Management Information System and Performance Management System are carried out effectively. • Ensure that Human Resource matters and problems are dealt, processed and approved within one (1) week except for cases which involve consultation with other Ministries/Departments.
Finance	<ul style="list-style-type: none"> • Ensure that bills/claims for services rendered to the Cooperatives Division are transmitted within one week to the Accountant-General's Department for payment, provided all relevant receipts/invoices are submitted.
Procurement and Supply	<ul style="list-style-type: none"> • Ensure that planning and procurement of goods and services are effected in accordance with the Public Procurement Act and Regulations. • Manage the warehouse for store items. • Ensure that tenders and quotations are prepared, examined and awarded within time schedule.

<p>Cooperative Societies Section</p>	<ul style="list-style-type: none"> • Ensure that cooperative societies operate in strict conformity with the Cooperatives Act 2016 and other relevant subsidiary legislation. • Participate actively in the preparation of training programme for the staff of the Cooperatives Division and members and staff of cooperative societies. • Advise on legal and policy matters concerning cooperative societies. • Monitor the implementation of projects of cooperative societies. • Pursue the decentralisation and regionalisation programme of activities of the Ministry. • Ensure that records regarding list of societies and their categories (active, dormant and de-registered/liquidated) are updated every year. • Sensitize and raise awareness in the population at large on the benefits of cooperatives and act as a facilitator for the formation and registration of cooperatives.
<p>Cooperative Development Unit</p>	<ul style="list-style-type: none"> • Assist in the formulation of policies and preparation of programmes for the development of the cooperative sector. • Formulate, implement and monitor national cooperative development projects. • Provide guidance and support to cooperatives for the implementation of their plans and projects. • Coordinate cooperatives activities with other Ministries and institutions. • Assist cooperatives in their applications/project write-ups requests for assistance from aid/donor agencies, requests for state land and loans from financial institutions. • Seek financial and technical assistance from foreign and local donor agencies for implementation of cooperative projects and coordinating such assistance. • Provide inputs and coordination of activities in connection with programmes under bilateral commissions.

Cooperative Audit Unit

- Carry out audit of cooperative societies and submit a report on the audit carried out to the President of the society and the Registrar within 3 months from receipt of the financial statements together with all relevant documents.
- Review and update the audit approach and procedures and ensure that quality, sufficiency and audit evidence are maintained in accordance with cooperative legislation.
- Reporting on cases of malpractices, fraud and infringement in cooperative societies.

Statutory Bodies under the aegis of the Cooperatives Division

- National Co-operative College
- Cooperative Development Advisory Board
- Cooperative Development Fund
- Saint Antoine Planters Cooperative Trust
- Cooperative Law Advisory Committee

National Co-operative College

The National Cooperative College (NCC) established under the Section 103 of the Cooperatives Act 2016, is a body corporate and its objects are to:

- a) provide facilities and engage in research and training for the promotion and development of cooperative entrepreneurship, philosophy, principles and values;
- b) act as a centre for the consolidation and development of the cooperative movement through education and training and for the exchange of information in the field of cooperatives; and
- c) promote and develop capacity building through entrepreneurship and business leadership.

Cooperative Development Advisory Board

The Cooperative Development Advisory Board is established under Section 102 of the Cooperatives Act 2016. The objects and functions of the Advisory Board are to:

- (a) promote development and sustainability of the co-operative sector;
- (b) promote business entrepreneurship in co-operatives;
- (c) encourage the co-operative movement to take advantage of investment opportunities at national and regional levels;
- (d) ensure coordination and co-operation with organisations concerned with co-operative activities;
- (e) carry out research and commission studies on co-operative business sectors and related fields;
- (f) promote the clustering of co-operative activities through the creation and development of Co-operative Business Service Centres;
- (g) formulate national policies and strategies; and
- (h) advise the Minister generally on any matter relating to co-operative development.

Cooperative Development Fund

The Cooperative Development Fund (CDF) is established under section 116 of the Cooperatives Act 2016. The CDF comprises money payable, under the Cooperatives Act 2016, including any fees, charges and surcharges, any surplus arising in the liquidation of a society, grants and donations. As per section 116 of the Cooperatives Act 2016, the CDF may use money from the fund for:

- a) the promotion and development of cooperatives;
- b) the implementation of projects namely education, training, research, consultancy and other related activities aiming at the development of the cooperative sector; and
- c) the payment of fees incurred in the application of the Cooperatives Act.

Saint Antoine Planters Cooperative Trust

Following the closure of the Saint Antoine Sugar Factory, the Saint Antoine Planters Co-operative Trust (SAPCT) was set up by an Act of Parliament in the year 1994 with the objective of assisting sugarcane planters cultivating not more than 6.5 hectares of land falling within the Factory Area of the former Saint Antoine Sugar Factory. The SAPCT operates various Loan Schemes and Grant Schemes for planters/cooperative societies cultivating sugar cane within the Factory Area of the former Saint Antoine Sugar Factory.

The objectives of the Trust are *inter-alia*, to:

- a) Receive and manage funds obtained from the Société Usinière de Saint Antoine and from any other organizations including the Government.
- b) Provide loans to planters for de-rocking, mechanisation and any other allied agricultural activities.
- c) Finance schemes for providing assistance to the planters for cutting, loading and transport of sugarcane.
- d) Assist planters in the acquisition of light farm equipment, implements and tools.
- e) Provide support services to Agricultural Cooperative Societies in which the planters are members.
- f) Finance any other activities and schemes aimed at assisting planters to improve their level of production and efficiency generally.

Cooperative Law Advisory Committee

The Cooperative Law Advisory Committee advises the Ministry regarding reforms which need to be brought to the cooperative legislation and other regulations, codes, guidelines and circulars that may be necessary for the effective functioning of the Cooperative Sector.

About Our People

The Permanent Secretary is the administrative head of the Ministry of Business, Enterprise and Cooperatives (Cooperatives Division) and is also responsible for the overall administration and general supervision of all sections falling under the Cooperatives Division. He is assisted in his functions and duties by the Deputy Permanent Secretary, the Registrar, Cooperative Societies, the Acting Secretary for Cooperative Development and the Acting Principal Cooperative Auditor as well as officers from various cadres and classes.

The technical arm of the Ministry consists of the Cooperative Societies Section, the Cooperative Development Unit and the Cooperative Audit Unit. The Registrar, Cooperative Societies is the head of the Cooperative Societies Section and is assisted by the Deputy Registrar of Cooperatives Societies. Moreover, the Divisional Cooperative Officers who work under the direct supervision of the Deputy Registrar of Cooperative Societies, are supported by Principal Cooperative Officers, Senior Cooperative Officers and Cooperative Officers. The Cooperative Societies Section operates in three zones which are under the responsibility of Divisional Cooperative Officers and offers a service of proximity to the customers of the Ministry, through its twelve Regional Cooperative Centres.

The Cooperative Development Unit is headed by the Secretary for Cooperative Development and is assisted by Senior Cooperative Development Officers. The team is supported by Cooperative Development Officers.

The Cooperative Audit Unit is headed by a Principal Cooperative Auditor who is assisted by Senior Cooperative Auditors and Cooperative Auditors.

PART II: ACHIEVEMENTS AND CHALLENGES

Major Achievements for Fiscal Year 2016-2017

The Cooperatives Division has initiated and implemented the following activities, projects and programmes aimed at promoting the development of cooperatives in fiscal year 2016-2017:

CONSOLIDATION OF THE COOPERATIVE LEGAL FRAMEWORK AND STRUCTURE OF THE COOPERATIVE MOVEMENT

New Co-operatives Act 2016

The Cooperative Legislation was reviewed in November 2016 and the new Co-operatives Act 2016 was promulgated to provide for a modern and appropriate legislative framework for the cooperative sector in Mauritius and Rodrigues. The Co-operatives Act 2016 was proclaimed to come into operation on 02 May 2017. The purpose of this Act is to promote the development of sustainable cooperatives that comply with cooperative principles, thereby increasing a variety of economic enterprises, promote equity and greater participation. Concepts such as good governance and code of best practices have been introduced in the new Co-operatives Act. Other salient features of the Act include *inter alia* computerisation and joint venture.

Registration of Tertiary Society

The Mauritius Co-operative Alliance Limited was set up on 1st July 2016 as a tertiary society. It is the apex organisation regrouping cooperative federations. It has been set up to act as the mouthpiece of the Mauritian Cooperative Movement, to provide support services required by the movement and also to represent the interests of the Mauritian Cooperative Movement on national and international platforms.

ASSISTANCE AND SUPPORT TO COOPERATIVES

Organisation of cooperative fairs to provide free access to market for cooperative products

60 Cooperative Fairs have been organised in different regions namely at Quatre Bornes, Vacoas, St. Pierre, Port-Louis and Mahebourg. In addition, an Agricultural Cooperative Fair took place at Maison Des Eleveurs, Henrietta in

December 2016 and a Regional Cooperative Market Fair was held at Central Flacq in April 2017. The Cooperative Fairs aimed at providing a marketing outlet for the produce of cooperators, creating public awareness on the various products and economic activities in which cooperative societies are involved, providing cooperators with additional of source income, and assisting cooperators in widening their customer base.

Consolidation of Cooperatives and Cooperative Improvement Programme

Assistance has been provided to some 100 Cooperatives in project write-up, and support in their activities, projects/programmes.

Also, 145 new cooperative societies have been registered.

Financial assistance from Afro-Asian Rural Development Organisation (AARDO) for the purchase of a refrigerated vehicle for the Dairy Sector

AARDO has provided a grant of \$40,000 for the purchase of a refrigerated vehicle for collection, transportation and distribution of milk by the Mauritius Livestock Marketing Co-operative Federation Ltd further to a project proposal submitted by the Ministry to AARDO on “Development of Dairy Cooperative Logistic System in Mauritius”.

Audit of Cooperative societies

The audit of all active Cooperative societies for the financial year 2015/2016 was completed within the prescribed period.

Survey on land under cane cultivation /abandoned land by cooperative societies

The Ministry conducted a Survey on Land under Cane Cultivation/ Abandoned Land by Cooperative Societies from March to May 2017. The objectives of the survey were to obtain relevant information and data on land occupied or abandoned by sugar-cane planters in cooperative societies, and make optimum use of available land to enable Mauritius to play a more important role in the agricultural economy.

Operation of a Green Energy Scheme for Cooperatives

A Green Energy Scheme for Cooperatives was conceived and operated by the Ministry whereby a cooperative society/federation was entitled for a solar photovoltaic (PV) installation not exceeding 5 kilowatt peak(kWp) and a one-off grant of Rs10,000 per kWp PV installed up to a maximum of 5 kWp. One society namely the Long Mountain Cooperative Credit Union Ltd completed the PV installation and benefited from the grant.

ENHANCEMENT IN THE DISSEMINATION OF INFORMATION AND VISIBILITY OF COOPERATIVES

Publication of a Directory of Cooperative Products and Services for Cooperatives in Mauritius and Rodrigues

A Directory of Cooperative Products and Services for Cooperatives in Mauritius and Rodrigues has been published to increase the visibility of cooperatives in Mauritius and Rodrigues. The Directory has been compiled to provide information to persons and institutions willing to contact cooperatives to avail themselves of products and services offered by cooperators/cooperative societies. The Directory is an important marketing tool for cooperatives and cooperators.

Publication of a brochure on ‘Incentives, Facilities and Support Services to Cooperative Societies’

A compendium of the ‘Incentives, Facilities and Support Services for 2016’ has been published to disseminate information to cooperative societies and cooperators on the various incentives, facilities and support services being put at their disposal by different Ministries/Departments/Organisations.

Mauritius Excellence Awards for Cooperatives

The Mauritius Excellence Awards for Cooperatives was organized to provide a national recognition for best way of conducting business in the Cooperative Sector. The Award aimed at gearing cooperatives to business excellence while adhering to cooperative principles and values. It also aimed at continual improvement for the emergence of sustainable cooperative organisations and was a means of introducing business improvement methodologies across all aspects of the cooperative. Moreover, it was an opportunity to take cognizance of the achievements across the Cooperative Movement in Mauritius and Rodrigues.

The Award Scheme has been reviewed to enable all Cooperative Societies to participate on an incremental basis, through three levels, namely, Initiative stage, Intermediate stage and Excellence stage, spread over a period of three years. In that respect, the Mauritius Excellence Awards for Cooperatives has been renamed as National Awards for Cooperatives.

Publication of the ‘Top 100 Cooperatives’ magazine

A ‘Top 100 Cooperatives’ magazine was produced. The magazine recognises the contribution and performance of cooperatives and is an opportunity for cooperatives to showcase their achievements, thus building and reinforcing their visibility.

TRAINING AND EDUCATION

Cooperative Education

With a view to building capacity of cooperatives and promoting the cooperative way of doing business, the National Cooperative College (ex-National Institute for Cooperative Entrepreneurship) organised 20 training courses. These courses were attended by 2933 participants. In addition, 13 sensitization programmes were held on Cooperative Entrepreneurship which were attended by 1385 participants.

National Workshop on Mauritius' Cooperatives and Sustainable Development Goals

A two-day workshop on 'Mauritius' Cooperatives and Sustainable Development Goals' was organized in April 2017. The workshop was organised to strengthen the cooperatives' contribution to sustainable development in Mauritius. The outcome of the workshop is to develop a 3-year Action Plan along with the formulation of a new Vision, Mission and Value statement for the cooperative sector.

ENGENDERING THE COOPERATIVE MOVEMENT

Engendering the cooperative sector by providing special support to women cooperatives

Special support has been provided to women cooperatives in terms of financial grant and technical assistance for operating two shops namely at Flacq and Port Louis; financial assistance for the purchase of equipment; organization of Women Market Fairs; arranging for training programmes for women cooperators; and sponsoring the participation of women cooperatives in fairs organized by the SMEDA.

SETTING UP OF COOPERATIVES IN POVERTY REGIONS

Implementation of the Truth and Justice Commission Recommendation, regarding the Promotion of Cooperative Credit Union in poverty regions

Sensitisation campaigns were carried out for the formation of Cooperative Credit Unions in poverty areas following the recommendation of the Truth and Justice Commission. The Ministry, through the Cooperative Development Fund, finances the payment of registration fees and the first annual fee for Cooperative Credit Unions set up in poverty regions. Five Co-operative Credit Unions have been registered in poverty regions.

MAINTAINING ISO STANDARDS

ISO Certification of the Cooperatives Division

The Cooperatives Division is focused on meeting customer expectations and delivering customer satisfaction. In this respect, it has been certified MS ISO 9001:2008 since October 2010 and has subsequently maintained its certification. The Ministry is presently in the process of transition to MS ISO 9001:2015.

Status on Implementation of Budget Measures

The following measure pertaining to the Cooperatives Division was announced in Budget 2016-2017:

Budgetary Measure: Upgrading of the building of the National Institute of Cooperative Entrepreneurship at Bois Marchand.

Status: For the upgrading work at the National Cooperative College (ex-National Institute for Cooperative Entrepreneurship), the site was handed over to the contractor on 24 July 2017 and works are expected to be completed by 2 February 2018.

This project will give a new impetus to Education and Training in the field of Cooperatives in Mauritius.

Status on Implementation of Key Actions - 2016/17

A status on implementation of Key Actions 2016/2017 is as hereunder:

Key Action	Key Performance Indicator	Target	Status
Introducing a new Cooperatives Bill in National Assembly to respond to new challenges and to evolving needs of cooperators.	New Cooperatives Bill introduced in National Assembly	October 2016	The new Cooperatives Bill was introduced in the National Assembly in November 2016. It has been proclaimed and came into operation on 02 May 2017.
Implementation of the Cooperatives Division e-Registration Project (CDeRP) to enable potential promoters of a Cooperative Society to submit their applications for registration and payment of application fees online.	Cooperatives Division e-Registration Project implemented	June 2017	The portal was launched on 08 September 2017 and is operational as from that date.
Implementation of new training/ sensitization programmes to empower current and potential cooperators, including unemployed youth and women.	Number of participants successfully trained and/or sensitised	4,000	16,256 participants trained/sensitised

Risk Management, Citizen Oriented Initiatives & Good Governance

Internal Control Exercise is carried out to ensure system compliance at the Cooperatives Division.

Further, there is an Audit Committee which has the responsibilities of assisting and advising the Accounting officer/Supervising Officer in the following:

- (a) Monitoring and reviewing both the risk control and governance processes in the organization;
- (b) Supervision of the entire audit and reporting process;
- (c) Ensuring auditor independence;
- (d) Ensuring that proper and timely attention is paid to control issues and compliance weaknesses; and
- (e) Ensuring that Audit recommendations and other corrective actions are implemented.

PART III: FINANCIAL PERFORMANCE

Financial Highlights

As per Budget Estimates, the Cooperatives Division has 1 vote under its control as follows:

21-103	Cooperatives Development
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Revenue

NIL

Statement of Expenditure

Head/ Sub- Head of Expenditure	2016-2017 Estimates	2016-2017 Actual
	(RS)	(RS)
21-103	130,200,000	94,831,083
Compensation of Employees	78,809,000	69,223,177
Goods and Services	16,366,000	16,161,263
Grants	4,825,000	4,811,212
Other Expense	4,200,000	4,200,000
Acquisition of Non- Financial Assets	26,000,000	435,431

PART IV: WAY FORWARD

Trends and Challenges

A SWOT Analysis taking into consideration the conditions under which the Cooperatives Division is operating, and trends and challenges it is facing, is shown below.

STRENGTHS

- ✓ Clarity of corporate vision, mission and strategic direction.
- ✓ ISO Certification
- ✓ Effective Communication with established monthly in-house management meetings, management meetings with outstations and senior officers' meetings with Minister.
- ✓ Minister's Support
- ✓ Top management commitment and participative leadership style
- ✓ Culture of quality
- ✓ Customer focus and service oriented
- ✓ Skilled/Experienced and Trained staff

WEAKNESSES

- ✓ Budgetary constraints
- ✓ Attitude and Resistance to Reforms
- ✓ High dependency on other stakeholders
- ✓ Enforcement of Legislation.

SWOT ANALYSIS

OPPORTUNITIES

- ✓ Political/Government Support. Objective of the Ministry is in line with Government Programme.
- ✓ Availability of incentive schemes, including fiscal schemes
- ✓ Support from Donor Agencies
- ✓ Setting up of the E-Registration Portal
- ✓ Emergence of new sectors
- ✓ Existence of a new communication/marketing strategies
- ✓ Availability of qualified labour facilities in market

THREATS

- ✓ Competitive rivalry in the business environment
- ✓ Ageing Cooperators
- ✓ Lack of Youth and Women participation in Cooperatives
- ✓ Maturity of the cooperative sector
- ✓ Lack of Leadership in Cooperative Societies
- ✓ Insufficient market outlets

Strategic Direction

The strategic direction of the Ministry is to further consolidate and develop the cooperative movement as well as empower cooperatives and cooperators through the following strategies:

- Ensuring a legal framework conducive to the development of the cooperative sector
- Adherence to the cooperative legislation
- Empowerment of cooperatives through capacity building.
- Human Resource Development Programmes for cooperatives
- Promotion of the concept of ‘cooperatives’ and the use of cooperative form of business as a viable organizational option
- Providing cooperators and cooperatives with access to market
- Formation of cooperatives in non-traditional, emerging and green sectors
- Engendering the cooperative movement
- Attracting young blood in the cooperative movement
- Promoting cooperative as a vehicle to combat poverty
- Encouraging cooperatives to use information technology in their operation
- Setting up of cooperatives by young people in professional and vocational fields
- Giving a boost to the cooperative image