Annual Report
2018-2019

Ministry of Business, Enterprise and Cooperatives

Working for the betterment of the Nation
# Contents

About this Report .................................................................................................................. 1
An insight of the Ministry ...................................................................................................... 2
Business and Enterprise Division ......................................................................................... 3
BED Strategic Pyramid ......................................................................................................... 4
Functions of the Business and Enterprise Division .............................................................. 5
Gender Statement ................................................................................................................. 6
Our People .............................................................................................................................. 8
BED Team .............................................................................................................................. 9
Our Strategic team .................................................................................................................. 13
Major Achievements for the financial year 2018-2019 ....................................................... 18
Upcoming Projects ............................................................................................................... 18
Electronic Document Management System (eDMS) .......................................................... 34
Status on Implementation of Budget Measures .................................................................. 36
Financial Performance ......................................................................................................... 37
Way Forward ......................................................................................................................... 39
Strategic Direction ............................................................................................................... 43
**COOPERATIVES DIVISION** .......................................................................................... 45
Vision, Mission and Value Statement ..................................................................................... 46
Roles and Functions of the Cooperatives Division ............................................................... 47
About Our People .................................................................................................................. 47
Statutory Bodies under the aegis of the Cooperatives Division ............................................. 53
Gender Statement ............................................................................................................... 54
Achievements and Challenges ............................................................................................... 56
Cooperative Societies ............................................................................................................ 57
Status on Implementation of Budget Measures .................................................................. 68
Risk Management, Citizen Oriented Initiatives & Good Governance ............................... 68
Strategic Direction ............................................................................................................... 69
List of Figures ....................................................................................................................... 73
About this Report

The Annual Report on Performance of the Ministry of Business, Enterprise and Cooperatives is a statutory requirement in accordance with Section 4B of the Finance & Audit Act.

Annual report 2018-19 provides information on the Ministry’s performance, achievements and the reasons for deviations on targets set for a particular year, in relation to the resources approved by the National Assembly.

This report also includes a gender statement, status of strategic action plan 2018-2020 and an implementation plan to address shortcomings identified in the latest Director of Audit’s Report.
An insight of the Ministry

The Ministry of Business, Enterprise and Cooperatives (MoBEC) comprises two Divisions, namely the Business and Enterprise Division (BED) and Cooperatives Division. The main activities of the Ministry revolve around formulation of policies pertaining to Micro, Small and Medium Enterprises and Cooperatives.

BED acts as a facilitator and catalyst in the promotion, development and growth of a competitive and innovative SME sector by creating the appropriate framework through mentoring, coaching and provision of adequate business development support and incentives.

The potential of cooperatives to contribute to the solution of national, economic, social and environmental problems and to the improvement of the economic and social conditions of the population is being increasingly recognised.

The Cooperatives Division has the statutory duty to ensure that the cooperative societies operate within the cooperative legal regulatory framework. It assists in the consolidation, promotion and development of the Cooperative Movement through the creation and provision of favourable and conducive environment through formulation of apposite policies and strategies.
“Coming together is a beginning, staying together is progress and working together is success”

Henry Ford
**Vision**
Develop a strong, diversified, competitive, resilient and innovative business and enterprise sector operating in a sustainable environment.

**Mission**
- Provide appropriate technical, professional and managerial support to businesses
- Act as a facilitator and catalyst in the promotion, development and growth of a competitive and innovative SME sector

**Strategies**
- Creating the right ecosystem for SME development
- Clustering of SMEs
- Promotion of local SME products
- Collaboration with strategic partners in the SME sector
- Providing skilled programs for creation, organization and management of SMEs

**Actions**
- Implementation of several schemes/measures for the development and promotion of SMEs
- Development of a National Leather Value Chain Strategy
- Launching of the SME Excellence Award 2019
- Provision of demand-based training courses to SMEs on 3-D printing, Banana Fibre transformation, Madhubani Art painting and Aquaponics
- Development and implementation of the eDMS
The strategic objectives of the Division are fulfilled through its two executive arms, namely the SME Registration Unit and SME Mauritius.

**Functions of the Business and Enterprise Division**

The Ministry has been functioning as a learning organization within the basic values of effective good governance: accountability, probity and transparency as clearly demonstrated in figure below:
The diagram indirectly encapsulates foresightedness together with the duty of critical review, learning, development, appraisal and communication.

**Gender Statement**

The BED Gender Policy Statement, published in January 2017, subscribes itself to the broad principles of The National Gender Policy Framework 2008 and is guided by its comprehensive vision. It reflects our commitment to mainstreaming gender in our specific sector intervention, ultimately promoting gender equity and equality for a sustainable society.

The Gender Cell at the level of BED has already met on 26 occasions to oversee gender issues and ensure that all activities/programmes are gender sensitive.

Also, promoting gender parity in all departments and at all levels within the Ministry and in order to provide a conducive environment whereby a culture of equal respect of men and women prevails, the BED ensures the participation of women in policy development and decision-making processes at all levels.

The staffing position gender-wise is as follows:

---

**Gender staffing Proportion**

<table>
<thead>
<tr>
<th></th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Count</td>
<td>25</td>
<td>37</td>
</tr>
<tr>
<td>%</td>
<td>40.32%</td>
<td>59.68%</td>
</tr>
</tbody>
</table>

---

**Gender Cell Committee**

---
Gender Distribution in the SME Sector

It is to be noted that women have equal access to all schemes, facilities and business development services offered by BED.

Other vital statistics:

(i) Nos of Registration Certificates issued: **2400**

→ **837 are women (35%)**

ii) Nos of Visitors seeking information & business counselling: **5,638**

→ **1954 are Women (35%)**

iii) **155** Laid Off Workers have reported at the SME Registration Unit for the Period July 2018 to June 2019.

→ **58 were women (37%).**

iv) SME Development Certificate Scheme

→ **11** out of the 45 Letter of Intent issued were for women entrepreneurs – *(24%)*

→ **3** out of the 25 certificates issued were for women entrepreneurs – *(12%)*
Our People

BED comprises six strategic sections as illustrated in the figure below which depicts the sources of human relationship in cultivating, organizing and using our potential in attaining our vision.
The Senior Chief Executive is the Administrative Head of the Ministry. At the level of BED, he is assisted in his functions and duties by one Deputy Permanent Secretary, one Assistant Permanent Secretary and officers from other cadres namely: Administrative, Technical, Human Resource Management, Financial Operations, Procurement and Supply as well as officers belonging to the General Services. He is responsible for overall administration and general supervision of the Division.

Our workforce is well aware and realise that they are part of one team, engendering a willingness on the part of everyone to pull in one direction to accomplish our mission, regardless of the job and task at hand.
Our Strategic team

Hon Soomilduth Bholah
Minister of Business, Enterprise and Cooperatives
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Mr Abdool Noorane Oozeer
Senior Chief Executive
Email: anoozeer@govmu.org

Mr Dhanraj Conhye
Deputy Permanent Secretary
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Miss Akansha Bhowon
Assistant Permanent Secretary
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Senior Adviser
Email: arvindjoysury@hotmail.com

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Adviser on Information Matters
Email: ruquyyakurreembokus@gmail.com

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Business & Enterprise Analyst
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Assistant Manager
Email: c-chi-kam-chun@govmu.org

Mrs Sakountala Nuckchady
Manager, Human Resource
Email: snuckchady@govmu.org

Mrs Kavita Seetoo
Human Resource Executive
Email: kseettoo@govmu.org

Mrs Sanjna Govedo
Manager, Financial Operations
Email: sgovedo@govmu.org
BED comprises 67 personnel. Below is a breakdown of our workforce as at 30 June 2019:

- **56** Officers in post
- **2** Advisers on Contract
- **3** STM
- **2** YEP
- **4** Funded Vacancies
<table>
<thead>
<tr>
<th>S/N</th>
<th>Grade</th>
<th>No. on Establishment</th>
<th>In Post</th>
<th>Vacancies</th>
<th>Funded Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Senior Chief Executive</td>
<td>-</td>
<td>1</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>2.</td>
<td>Permanent Secretary</td>
<td>-</td>
<td>-</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>3.</td>
<td>Deputy Permanent Secretary</td>
<td>-</td>
<td>1</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>4.</td>
<td>Assistant Permanent Secretary</td>
<td>-</td>
<td>1</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>5.</td>
<td>Principal Business and Enterprise Analyst</td>
<td>1</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>6.</td>
<td>Senior Business and Enterprise Analyst</td>
<td>1</td>
<td>-</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>7.</td>
<td>Business and Enterprise Analyst</td>
<td>4</td>
<td>2</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>8.</td>
<td>Manager, Human Resources</td>
<td>-</td>
<td>1</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>9.</td>
<td>Manager, Financial Operations</td>
<td>-</td>
<td>1</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>10.</td>
<td>Human Resource Executive</td>
<td>-</td>
<td>1</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>11.</td>
<td>Assistant Manager, Financial Operations</td>
<td>-</td>
<td>1</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>12.</td>
<td>Financial Officer/Senior Financial Officer</td>
<td>-</td>
<td>1</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>13.</td>
<td>Assistant Financial Officer</td>
<td>-</td>
<td>1</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>14.</td>
<td>Internal Control Officer/Senior Internal Control Officer</td>
<td>-</td>
<td>-</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>15.</td>
<td>Procurement and Supply Officer/Senior Procurement and Supply Officer</td>
<td>-</td>
<td>1</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>16.</td>
<td>Assistant Procurement and Supply Officer</td>
<td>-</td>
<td>1</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>17.</td>
<td>Office Management Executive</td>
<td>-</td>
<td>1</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>18.</td>
<td>Office Management Assistant</td>
<td>-</td>
<td>3</td>
<td>-</td>
<td>3</td>
</tr>
<tr>
<td>19.</td>
<td>Management Support Officer</td>
<td>-</td>
<td>10</td>
<td>-</td>
<td>10</td>
</tr>
<tr>
<td>20.</td>
<td>Confidential Secretary</td>
<td>-</td>
<td>3</td>
<td>-</td>
<td>3</td>
</tr>
<tr>
<td>21.</td>
<td>Word Processing Operator</td>
<td>-</td>
<td>3</td>
<td>-</td>
<td>3</td>
</tr>
<tr>
<td>22.</td>
<td>Receptionist / Telephone Operator</td>
<td>-</td>
<td>1</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>23.</td>
<td>Head Auxiliary</td>
<td>-</td>
<td>1</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>24.</td>
<td>Office Auxiliary/Senior Office Auxiliary</td>
<td>-</td>
<td>5</td>
<td>-</td>
<td>5</td>
</tr>
<tr>
<td>25.</td>
<td>Driver</td>
<td>1</td>
<td>2</td>
<td>-</td>
<td>2</td>
</tr>
<tr>
<td>26.</td>
<td>Driver (Roster)</td>
<td>1</td>
<td>1</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>27.</td>
<td>Assistant Manager (Personal)</td>
<td>-</td>
<td>1</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>28.</td>
<td>Business Development Officer (Personal)</td>
<td>-</td>
<td>3</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>29.</td>
<td>Executive Officer (Personal)</td>
<td>-</td>
<td>2</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>30.</td>
<td>Senior Clerk/ Word Processing Operator (Personal)</td>
<td>-</td>
<td>1</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>31.</td>
<td>Clerical Officer/ Higher Clerical Officer (Personal)</td>
<td>-</td>
<td>1</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>32.</td>
<td>Receptionist/ Word Processing Operator (Personal)</td>
<td>-</td>
<td>1</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>33.</td>
<td>Driver/ Office Attendant</td>
<td>-</td>
<td>1</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>34.</td>
<td>Office Attendant</td>
<td>-</td>
<td>2</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>8</strong></td>
<td><strong>55</strong></td>
<td>6</td>
<td>46</td>
</tr>
</tbody>
</table>
Organigram of BED

The Organisation Structure of BED as at 30 June 2019 is as follows:

Senior Chief Executive

Deputy Permanent Secretary

Manager, Financial Operations
Manager, Human Resources
Procurement & Supply Officer/Senior PSO
Assistant Permanent Secretary
Business & Enterprise Analysts
Assistant Manager

Assistant Manager, Financial Operations
Human Resource Executive
Assistant Procurement and Supply Officer
Office Management Executive
Officer in Charge - Registry
Business Development Officer

Financial Officer/ Senior Financial Officer

Supporting Staff
Training and Development

Training and Development (T&D) involves improving the effectiveness of individuals and teams and ultimately that of the organization to avoid ignorance and ineptitude.

It is in this context that T&D has been included as a major component of the Public Sector Business – Action Plan of BED. To this effect, a Training Needs Committee (TNC) was set up in May 2018, met six times in order to identify the appropriate training requirement at BED using Performance Management System as one of its working tools.

The Committee also ensures that all eligible officers are given equal opportunity to attend training programmes to help them learn new and specific knowledge or skills to improve their performance in their current roles as well as provide them with the opportunity for employee growth and aim for still better performance. Also, officers are granted appropriate releases to attend courses/to sit for examinations to be better equipped to meet new challenges and overcome inevitable human inadequacies.

Training attended by officers

During the financial year 2018/2019, the training courses attended by officers of this Division are shown below:

Locally:

FY 2017/18: 44
FY 2018/19: 53

Courses:

- Performance and Public Service Excellence for Support Staff
- Legislative Drafting Training
- National Leather Value Chain Strategy Validation Workshop

Overseas:

FY 2018/19: 8

Courses:

- Setting up Business Center & Investment Promotion for Developing Countries
- Small Business Planning & Promotion
Major Achievements for the financial year 2018-2019

The 10-Year Master Plan for the SME sector, formulated and published in March 2017, aims at making SMEs the engine of growth in view to position Mauritius as a High-Income Economy, has proposed 9 High Impact Initiatives (HIIs), with 46 Key Actions (KAs), 27 Sectoral Actions (SAs) and 13 Thematic Actions (TAs). A Steering Committee with major stakeholders was set up to implement and monitor the recommendations of the Master Plan. As at June 2019, 50% of the 86 recommendations have been initiated while 23% have been implemented.

SME sector by 2026

With a series of recommendations to reshape the entrepreneur landscape, the 10-Year SME Master Plan has set ambitious yet realistic target for the SME sector that will bring the expected “quantum leap” for the SME sector by 2026.
**SME Registration Unit**

Article 3 of the SME Act 2017 provides for the Registrar of SMEs following which the SME Registration Unit has been set up, as part of MoBEC. A pictorial view of the functionality of the SME Registration Unit is depicted as per below:

The 10-Year Master Plan proposed a fundamental institutional reform to better support the SMEs through the creation of **SME Mauritius**.

**SME Mauritius Ltd**

Following the promulgation of the SME Act 2017 on 18 January 2018, SME Mauritius, a wholly owned Government Company, operating under the aegis of BED, came into existence with the objectives to promote and develop
entrepreneurship while providing necessary support and assistance to the micro, small and medium (MSME) enterprises.

For the financial year 2018-2019:

**Achievement 1** (Hologram)

SME Mauritius implemented the hologram project revamping and adding value to the handicraft sector in Mauritius

- 57 artisans was awarded the hologram
- 219 products referenced

**Achievement 2** (sensitisation campaigns)

SME Mauritius reached a wider public, creating awareness and encouraging entrepreneurship

- 98 interactive events conducted
- 4,012 people reached, of which:
  - 989 women (through targeted activities)
  - 665 youngsters

**Achievement 3** (Implementation of Schemes)

- 42 SMEs benefitted from Mentoring and Handholding Scheme
- 435 graduates placed under the SME Employment Scheme in Mauritius and 43 graduates placed in Rodrigues
- 69 SMEs benefitted from the online visibility scheme
- 33 were in process to benefit from the Inclusive Business Scheme
22 benefitted from the productivity improvement scheme
64 are in process to benefit from the certification scheme
117 have benefitted from the barcode scheme
39 SMEs benefitted from the Solar PV Rebate Scheme

Achievement 4
(Training in Handicraft and Management)

SME Mauritius imparted skills to potential entrepreneurs
395 participants have been trained in craft and skills, and
151 are from Rodrigues
256 participants have been trained in management courses

Achievement 5a
(Foreign Expertise)

SME Mauritius brought in foreign technical expertise in order to enhance the capacities of SMEs

15 participants trained in banana fibre transformation from Expert from Uganda
12 craftsmen trained for Madhubani Art from Expert from India.
Achievement 5b (Technical Training)

SME Mauritius trained SMEs to contribute to self-sufficiency and national food security.

150 people benefitted from technical training in Aquaponics.

Achievement 5 (Workshops)

SME Mauritius has organised three workshops:

- Workshop on **Industrial Property Rights** held at IFE, Reduit on 29 March 2019
- Workshop on **Business Plan** held at IFE, Reduit on 29 May 2019
- Workshop on **Digital Marketing** held at IFE, Reduit on 26 June 2019

Achievement 6 (Fairs)

- 3 regional trade fairs which recorded 22,200 visitors
- 3 trade fairs in Rodrigues
- 16 radio/TV live events which enlisted the participation of SME Mauritius
Achievement 7 (Customer Service)

SME Mauritius remained connected to SMEs

- 1,015 site visits
- 7,014 phone calls made to SMEs
- 6,506 correspondences sent to SMEs
- 2,701 existing SMEs walked in for advice
- 2,505 prospects walked in for advice
- 4,450 existing SMEs phoned for advice
- 3,770 prospects phoned for advice

Achievement 8 (MoUs signed with SME Mauritius)

- MoU signed with the National Productivity and Competitiveness Council (NPCC) for the Productivity Improvement Scheme on 15th May 2019
- MoU with the Human Resource Development Council for a project collaboration Agreement for SME Employment Scheme signed on 09th January 2019
- MoU signed with l’institut de la francophonie pour l’entrepreneuriat (IFE) on 22nd November 2018 for:
  - providing highly skilled programs for creation, organization and management of SMEs;
  - designing, planning, implementing and evaluating relevant courses as per SME Mauritius TNA.
MoU signed with Business Mauritius and Association of Mauritian Manufacturers (AMM) on 12th October 2018 for strengthening export competitiveness for inclusive growth in Mauritius

MoU signed with MIPSIT Digital Ltd on 15th May 2018 as joint initiative with the MCCI, to showcase genuine handicrafts, on the E-commerce platform www.taxfreeshopping.mu managed by MIPSIT Digital Ltd

MoU signed with MCCI and GS 1 (Mauritius) Ltd for the barcode scheme- Allocation of GS1 Barcode

MoU signed with Mauritius Standard Bureau (MSB) for ISO and HACCP Certification on 2nd May 2019
Other measures for the SME Sector:

1. SME Development Scheme Certificate
SME Development Scheme Certificate was developed and implemented since January 2016 as a comprehensive programme, giving both fiscal and financial incentives to eligible SMEs for a real boost to the development of the SME sector especially for startups and young graduates.

Holders of the SME Development Scheme Certificate benefit the following incentives and facilities:

⭐ Income tax holiday for the first 8 years.

⭐ Interest Rate (Key Repo Rate less 1.0%), currently 2.5% for the first 4 years.

⭐ A maximum of 90% project financing with maturity of up to 10 years.

The Company/ Cooperative society/Individual should be involved in any of the 7 priority sectors below:

- Manufacturing
- Bio farming and value-added Agri-Business activities
- ICT and other Export Services
- Aqua Culture and other added Ocean Economy related activities
- Renewable and Green-Energy
- Handicraft
- Any other productive sectors that will create employment
Since 2016, some **414** letters of intent have already been issued for a total project value of **Rs 1,551 Million** with an expected employment creation of **2,692**.

Data on SME Development Scheme Certificate (as at 17 June 2019)

| Nos of Applications received and examined | 582 |
| Nos Approved | 414 |
| Nos rejected | 85 |
| Nos not going ahead | 64 |
| Nos of new applications in process | 19 |
| Total project value of 414 approved projects | Rs 1,551M |
| Total amount of loans requested | Rs 1,174M |
| Total Employment to be created | 2,692 |
| Total amount of loan approved by MauBank (169 companies) | approx Rs 425M |
| Total amount of loan disbursed by MauBank | approx Rs 284M |
| Number of applications declined/ deferred by MauBank | 208 |
| Nos of SMEDS Certificates issued | 136 |
| Amount of loan disbursed under Micro-loan for individuals | 18.5M |

Breakdown of letters of Intent issued by sector:

<table>
<thead>
<tr>
<th>Sector</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ocean economy</td>
<td>20</td>
</tr>
<tr>
<td>ICT</td>
<td>25</td>
</tr>
<tr>
<td>Food processing (including bakery &amp; pastry)</td>
<td>61</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>106</td>
</tr>
<tr>
<td>Handicraft</td>
<td>13</td>
</tr>
<tr>
<td>Agri-Business</td>
<td>185</td>
</tr>
<tr>
<td>Recycling/Green</td>
<td>4</td>
</tr>
<tr>
<td>Total</td>
<td>414</td>
</tr>
</tbody>
</table>
Some 489 SMEs were trained in crafts and skills development courses including garment design, fashion jewellery, eco bag making and aquaponics among others.

2. 3-D Printing
The second 3D Printing Centre was launched at Coromandel on 28 March 2019 by the National Computer Board (NCB) in close collaboration with SME Mauritius with a view to supporting a wide range of industries, professions and academia, including SMEs, Start-ups, designers and university students in such fields as Medical, Engineering and Architecture.

3. TradeCom II Project
This Ministry in collaboration with the Ministry of Foreign Affairs, Regional Integration and International Trade (MoFA) has been actively involved in the implementation of the TradeCom II Project “Strengthening Export Competitiveness”. The project started in 2017 and was completed in March 2018. It aimed at contributing to sustainable economic development and poverty reduction in Mauritius through closer regional integration and increased participation in the global economy. It was mainly revolved around two main axes namely: Enhancing the business environment for Exporting SMEs and promoting exports of the Mauritius private sector including SMEs, Women and Young Entrepreneurs.

Some 32 enterprises that benefitted from the Trade Com II Project were selected in the following sectors: Apparel, Agro Industry, ICT, Jewellery, others (Handicraft, recycling and light engineering). The selected SMEs were empowered and guided to access external markets and abide to the principles of internationalisation through export.
A Memorandum of Understanding (MOU) was signed in October 2018 between three Mauritian organizations namely Business Mauritius, Association of Mauritian Manufacturers and SME Mauritius Ltd to ensure the sustainability of the TradeCom II Project.

Mauritius is now benefitting from technical assistance under TradeCom II Programme for another project entitled “Enhancing the business environment for exporting SMEs in Mauritius, especially in the context of the I-EPA implementation”. The overall objective is ‘to support the beneficial integration of the Mauritian economy into regional and global economies and, hence, contributing to sustainable economic development and poverty reduction.

Mauritius has secured assistance from the World Intellectual Property Organisation (WIPO) to promote branding for our dodo handicrafts. The main objective of this project is to capture the intangible values associated with the distinctive characteristics of locally made dodo handicrafts. The project was officially launched during a National Workshop on Development and Implementation of a Branding Strategy in May 2019.

A series of consultative sessions through bilateral meetings and focus group discussions were held with key stakeholders for finalising the proposed brand.

SME Mauritius will be the leading and implementing agency for the finalization of the dodo brand.

5. Workfare Programme
The SME Registration Unit of the Ministry of Business, Enterprises and Cooperatives attend to the Laid Off Workers registered under the Workfare Programme which was initiated by Government to protect laid off workers in the difficult phase of their lives
by providing them financial relief and assistance in terms of job placement, training /re-skilling and starting up a business.

155 Laid Off Workers have reported at the SME Registration Unit for the period July 2018 to June 2019.

6. SME Excellence Award 2019

In line with its vision to foster entrepreneurship, this Ministry launched the SME Excellence Awards 2019, with a view to recognizing the achievements of Micro, Small and Medium Enterprises (MSMEs) to the adoption of best business practices leading to excellence in key business components such as: Business Growth and Financials, Productivity, Marketing, Export, Quality Assurance, Social Impacts and Benefits to the Society and Environment.

The objectives of the SME Excellence Awards 2019 are to:

- Encourage and reward the accomplishments and contributions of Micro, Small and Medium enterprises that has succeeded and excelled best practices and systems leading to business transformation;
- Enhance the competitiveness and productivity of the SME sector;
- Raise reputation of the winners locally and internationally;
- Use winners as role and business models for potential and existing entrepreneurs; and
- Enable SMEs to be looked upon as professional enterprises and thus attract a skilled and talented pool of employees.
A five (5) step evaluation procedure was used to assess the applications:

- **First Evaluation by a Technical Assessment Committee**: Compliance with minimum criteria.
- **Eligibility Check**: Evaluation and grading of questionnaires; cross-evaluation; and calculation of new scores.
- **Site visits by TAC members**: Calculation of final scores; and final due diligence.
- **Final Evaluation by Jury Panel**: Site visits; and selection of winners.

The Award ceremony was held on 26 July 2019 at Caudan Arts Centre, Le Caudan Waterfront, Port Louis.


The National Leather Value Chain Strategy was formulated with the assistance of the African Leather and Leather Product Institute (ALLPI) following extensive consultations with key stakeholders in April 2018.
The Strategy aimed at revamping and revitalizing the Mauritian leather sector which has a huge potential for wealth generation, youth empowerment and employment creation.

The National Leather Value Chain Strategy’s Vision and Mission statements and Strategic Objectives are as indicated below:

**Vision:** To be among the top ten subsectors in Mauritius with regard to competitiveness and export earnings by 2025.

**Mission:** To transform the Mauritius Leather Value Chain into a modern and competitive subsector specializing in the production of value-added products for niche markets through the application of modern and cleaner technologies, collaboration, capacity building and resource mobilization.

The Leather Strategy will serve as a roadmap for our local SMEs and eventually help to improve the leather value chain contribution to GDP, employment
creation, foreign currency earnings and have positive effects on other sectors such as transport and logistics, chemical, textile and other service providers. Following consultative meetings with various stakeholders, site visits at premises of SMEs and workshops in 2017, the ALLPI Consultants submitted a first draft of the Report on 26 July 2018 which was eventually forwarded to stakeholders concerned for their views and comments.

The seven Strategic objectives enumerated from the Report are as follows:

- **Objective 1**: To improve the quality and collection of raw hides and skins
- **Objective 2**: To facilitate the production of quality finished leather in an environmentally friendly manner
- **Objective 3**: To enhance value addition and SMEs competitiveness in domestic, regional and international markets
- **Objective 4**: To mitigate youth apathy by enhancing productivity through ICT application in the leather industry
- **Objective 5**: To facilitate horizontal as well as vertical collaboration/coordination within and between chain players and other relevant stakeholders in the leather sector
- **Objective 6**: To facilitate Resource Mobilization and Policy support for the development of the leather sector
- **Objective 7**: To promote export of footwear and leather goods to regional and international markets

A second validation and unpacking workshop on the National Leather Value Chain Strategy was held on the 13th and 15th May 2019 whereby 7 key recommendations were formulated.

We are now in the phase of embarking on the setting up of the Apex Body which will be constituted during the 1st Steering Committee at the level of the Ministry.
Upcoming Projects

1. Design Studio
In view of revamping and revitalizing the Mauritian Leather sector, BED has been entrusted with the responsibility to initiate a National Leather Value Chain Strategy. As part of this strategy, a Design Centre for Leather Products will be set up at Coromandel to provide assistance to SMEs on 3D technologies and the Centre will also dispense training for the region. It will act as a promoter of networks for supply chains through the setting up of specific industry clusters.

2. SME Observatory
Setting up of an SME Observatory is crucial for business success in this highly globalized age being given that SMEs represent nearly 99% of businesses in Mauritius. Businesses require speed in decision making, investment, production and delivery to the market to remain competitive and capitalise on opportunities. Effective policy making also require relevant and timely information. An SME Observatory is being set up at SME Mauritius for collection of information and data on new technology development, market trends, investment flows, economic trends of competitors, trade agreements, among others and ensure their timely dissemination to private sector stakeholders.

The SME Observatory will ensure a better coordination with different local and international agencies including governmental support institutions to gather, analyse and disseminate data through reports, periodicals, and newsletters.

Its main objectives are:

i. Build data-collection capabilities and mechanisms for SMEs and entrepreneurship statistics including developing a National Entrepreneurship Index;
ii. Set up an effective mechanism to monitor, evaluate and report on impact of policies and programmes; and
iii. Feed the parent Ministry and Government with relevant data for evidence-based policy design and formulation.

Intelligence gathered by the SME Observatory will contribute to effective policy formulation and the development of appropriate support measures for the SMEs.
BED took the bold decision to embark on the implementation of an innovative project namely the eDMS with a view to re-engineering, enhancing and fully computerizing its Registry system as well as enabling management of large volume of documents and streaming the flow of data across different Sections/Departments.

Consequently, Budget FY 2018/2019 provided an amount of Rs 3M for financing the project.

**Embarking on the eDMS**

eDMS is an enhanced computerized registry system, managing documents which are scanned and stored in a database. It is a software to automate the routing of documents on pre-defined process hierarchy which in turn streamline the flow of data across the Ministry.

**Benefits**

- Seamless Document Sharing
- Time Saving
- Enhanced Security
- Back up & Disaster Recovery
- Cutting Cost
- Easy Access
- Environment Friendly
<table>
<thead>
<tr>
<th>Phase</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phase 1</td>
<td>Launching and Evaluation of bids in July &amp; October 2018 respectively</td>
</tr>
<tr>
<td>Phase 2</td>
<td>Contract awarded to Rogers Capital Technology Services Ltd in January 2019</td>
</tr>
<tr>
<td>Phase 3</td>
<td>Contract Agreement signed in February 2019</td>
</tr>
<tr>
<td>Phase 4</td>
<td>Setting up of project Steering Committee in February 2019 followed by technical meeting held between CIB, CISD &amp; ITU</td>
</tr>
<tr>
<td>Phase 5</td>
<td>Advanced payment of 20% effected in March 2019</td>
</tr>
<tr>
<td>Phase 6</td>
<td>Scanning of files &amp; documents by Contractor started in April 2019</td>
</tr>
<tr>
<td>Phase 7</td>
<td>Prototype demonstration held on 4 June 2019 with all key users</td>
</tr>
<tr>
<td>Phase 8</td>
<td>Process Manual signed on 4 June 2019</td>
</tr>
<tr>
<td>Phase 9</td>
<td>Completion date: October 2019</td>
</tr>
</tbody>
</table>
## Status on Implementation of Budget Measures

Table below gives an overview of the status on the different measures announced in the Budget Estimates 2018-2019:

<table>
<thead>
<tr>
<th>S/N</th>
<th>Budget Para</th>
<th>Budget Measures</th>
<th>Status (indicating any bottleneck and remedial action taken)</th>
</tr>
</thead>
</table>
| 1   | Page No. 6 Para. 33 | In order to instill in our graduates an entrepreneurial spirit while supporting the development of our SMEs, the SME Employment Scheme which will target some 1,000 graduates, would be introduced as an unprecedented measure. Under this Scheme, the HRDC will pay each graduate a monthly stipend of Rs 14,000 over a period of two years of employment. The employer will pay the monthly travelling costs | **Ongoing** This Scheme helps to address a number of challenges relating to youth employment and the suitability of young graduates to the world of work where unemployed graduates are given placement opportunities to:  
- develop their skills and competencies in a real world situation; and  
- assist SMEs in improving performance, productivity and innovativeness. The management of this scheme has been entrusted to SME Mauritius, where the latter works in close collaboration with the HRDC to ensure its smooth and effective implementation. As at 30 June 2019, some 534 graduates were placed under the Scheme in Mauritius and 43 graduates in Rodrigues with disbursed amount of over Rs 18 M. It was noted that SME Mauritius faced difficulties in matching current competencies and talents to requirements of the job market and therefore, proposed to include diploma holders with qualifications relevant to the job market in the next budget. |
<table>
<thead>
<tr>
<th>S/N</th>
<th>Budget Para</th>
<th>Budget Measures</th>
<th>Status (indicating any bottleneck and remedial action taken)</th>
</tr>
</thead>
</table>
| 2   | Page No. 31 Para. B.12. | **In view of encouraging the emergence of SMEs, the following additional measures, as recommended in the 10-Year SME Master Plan, will be implemented:**  
(a) a Certification Scheme will be introduced to provide technical assistance to SMEs and cooperatives for accreditation to international standards and certifications; | **Ongoing**  
The Scheme assists and encourages SMEs to have their products and services conformed to relevant national and international standards to enable them enter new markets as well as consolidate existing ones. As a result, this Scheme acts as an incentive for SMEs to increase their turnover by adopting relevant industry specific standards and eventually improve exportability in line with our export-oriented strategy.  
SME Mauritius is actually leading this Scheme in close collaboration with the Mauritius Standards Bureau (MSB) for the MS165 accreditation and eco-labelling.  
As at 30 June 2019, there were 64 beneficiaries of the said Scheme. Out of budgeted amount of Rs 3.5 M, Rs 618,293.00 has been disbursed. |
|     |             | (b) an SME Productivity Improvement Programme will be launched to offer opportunities to SMEs to have access to technicians in order to review their operations for enhancing productivity and minimising waste; | **Ongoing**  
This program aims towards improving the internal systems and processes in SMEs to enhance their operations in an increasingly competitive and sustainable manner to:  
- ensure a continuous improvement in processes and production;  
- minimize delays and wastes;  
- reduce costs; and  
- improve quality.  
SME Mauritius is working in collaboration with the National Productivity and Competitiveness Council (NPCC) for the smooth implementation of both Phase I and Phase II of the project.  
As at 30 June 2019, some 26 beneficiaries benefited from this Scheme. Out of Rs 3 M earmarked in the Budget 2018-2019, Rs 440,000 has been disbursed. |
<table>
<thead>
<tr>
<th>S/N</th>
<th>Budget Para</th>
<th>Budget Measures</th>
<th>Status (indicating any bottleneck and remedial action taken)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>(c) a Foreign Expertise and Technical Assistance Scheme will be set up to boost the Handicraft Sector. This will bring innovation in product development, design in order to remain competitive on the market; and</td>
<td><strong>Ongoing</strong> This Scheme is meant to boost up the handicraft sector to assist craftsmen and artisans to acquire knowledge on innovative product design and development, product range, product quality and creativity in order to enhance their uniqueness to gain a competitive edge on the market. In March/April 2019, foreign expert from India delivered training to trainers and entrepreneurs in Madhubani Painting under this Scheme where some 75 participants benefitted from same. Out of the Rs 2,000,000 earmarked for this Scheme, a total of Rs 1,114,591.95 has been disbursed for the financial year 2018-2019. Some 54 SMEs and trainers benefited under this Scheme.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(d) a National Entrepreneurship Campaign will be undertaken to bring a new dynamism to the sector and to disseminate information on SME products and services.</td>
<td><strong>Completed</strong> This Campaign was to bring in a new dynamism to the SME Sector and disseminate information on SME products and services. It had as main objectives to inculcate an entrepreneurial culture in our population, promote entrepreneurial activities, showcase innovative business models among the public and business community, and create new business linkages and investment opportunities. Over 2,000 potential entrepreneurs were targeted, whereby sensitization campaigns were programmed, including radio programmes slots on topics of interest to SMEs, workshops, talks and focused meetings. An amount of Rs 1,215,583 has been disbursed for this initiative out of Rs 2,000,000 as at 30 June 2019.</td>
</tr>
</tbody>
</table>
## Status of Implementation of Key Actions

<table>
<thead>
<tr>
<th>Key Actions</th>
<th>Key Performance Indicator</th>
<th>Target (as per Budget Estimates)</th>
<th>Status as at 30 June 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building Export Capabilities for SMEs</td>
<td>No. of SMEs successfully entering the export market</td>
<td>15</td>
<td>22</td>
</tr>
<tr>
<td>Assisting SMEs to professionalise their services and operations through Business Diagnosis Scheme (*now known as the Mentoring and Hand-Holding Programme)</td>
<td>No. of SMEs assisted</td>
<td>125</td>
<td>118</td>
</tr>
<tr>
<td>Assisting SMEs in technology upgrading</td>
<td>No. of SMEs assisted</td>
<td>80</td>
<td>82</td>
</tr>
</tbody>
</table>
Financial Performance

In accordance with Budget Estimates 2018-2019, the Ministry of Business, Enterprise & Cooperatives (Business & Enterprise Division) had for the Financial Year 1 Vote under its control namely 18-1 but with 2 sub-heads; 18-101 and 18-102.

Appropriation of funds for the Division was made through these sub-heads of the Vote.

No revenue collection is carried out by the BED.

The figure below provides an illustration of expenditure incurred by BED under Vote 18-1.

Both the grants and compensation of employees component have shown an increase as a percentage of total expenditure namely by 11.3% and 11% respectively, while the amount unspent has shown a decrease of 28% as compared to last Financial Year.
Statement of Expenditure

The Statement of Expenditure has been prepared according to the data obtained from the Treasury Accounting System (TAS).

Table below provides a summary of total expenditure incurred by the BED under Vote 18-1 which includes Sub-Heads 18-101: General and 18-102: Business & Enterprise Development.

Statement of Expenditure under Vote 18-1

<table>
<thead>
<tr>
<th>Sub-Head of Expenditure</th>
<th>2018/2019 Estimates (Rs)</th>
<th>2018/2019 Actual (Rs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-101: General</td>
<td>38,270,000</td>
<td>31,527,809</td>
</tr>
<tr>
<td>Compensation of Employees</td>
<td>17,625,000</td>
<td>15,927,809</td>
</tr>
<tr>
<td>Goods and Services</td>
<td>17,645,000</td>
<td>14,491,732</td>
</tr>
<tr>
<td>Capital Expenditure</td>
<td>3,000,000</td>
<td>1,054,928</td>
</tr>
<tr>
<td>18-102: Business and Enterprise Development</td>
<td>106,180,000</td>
<td>104,491,194</td>
</tr>
<tr>
<td>Compensation of Employees</td>
<td>16,180,000</td>
<td>14,491,194</td>
</tr>
<tr>
<td>Grants (including operating cost and provision for SME Schemes)</td>
<td>90,000,000</td>
<td>90,000,000</td>
</tr>
</tbody>
</table>
**Way Forward**

BED identifying its major strengths and weaknesses, based on the practices and past experiences of the measures and programmes that have been undertaken to further boosting the Small Business Community.

**S**
- Solid foundation of a National Entrepreneurship Strategy through the 10-Year SME Master Plan
- Consolidated regulatory and Institutional Framework - SME Act 2017
- Well established and funded SME institutions
- Intensive sensitisation campaigns across the island, creating the right entrepreneurial mind and culture

**W**
- Lack of local expertise to launch new sectors of entrepreneurship
- Presence of information asymmetry leading to untapped facilities offered to entrepreneurs
- Paper-based office leading to bureaucracy
- Limited technical and R&D capabilities
- Predominance of subsistence entrepreneurship
- Persistence of the Informal Sector

**O**
- Several schemes/measures/programmes are being put at the disposal of SMEs
- Specific training offered to SMEs by Foreign Experts in value addition products
- Innovation-driven Economy
- Production of genuine authentic Mauritian products on the overseas market
- Operationalisation of the SME Portal
- Different MoU’s signed with strategic partners.

**T**
- Fierce competition faced by SMEs from imported products
- Vulnerability to external factors such as financial crisis, increase in oil prices and other raw materials
- Free Trade Agreements with SADC and COMESA
- Changes in Government Policies including fiscal and monetary
- Risk-averse Entrepreneurs
Strategic Direction

With a view to implementing the right strategies, BED launched the 10-Year SME Master Plan in 2017, in line with Vision 2030, which is meant to be a ‘Game Changer’ by building a dynamic entrepreneurial eco-system with SMEs emerging as key instruments in re-shaping the economic landscape of Mauritius. As such, the strategic directions of BED have been defined as follows:

BED, along with its strategic executive arms namely SME Mauritius and SME Registration Unit, is driven by those ambitious and definite vision to making SMEs the engine of growth with a view to position Mauritius as a High Income Economy.
To achieve the set targets in building a ‘nation d’entrepreneurs’, BED has already adopted an outcome-based approach through the following actionable strategies:

- Implementation of a dozens of new schemes by SME Mauritius, all in line with the Master Plan which were formulated and launched in February/December 2018 for the betterment and enhancement of our SMEs;

- Sensitization Campaigns carried out by SME Mauritius with a view to bringing a new dynamism to the sector and disseminating information on SME products and services;

- Three ‘Salon Des PMEs’ organized by SME Mauritius to raise awareness about the savoir-faire of local SMEs and promote SME products to individual/corporate buyers as well as to visiting tourists;

- Provision of demand-based training courses to cater for women and youth across the island by SME Mauritius on 3-D printing, Banana Fibre transformation, Madhubani Art painting and Aquaponics;

- Launching of the SME Excellence Award 2019 with the objective of recognizing the achievements of Micro, Small and Medium Enterprises to the adoption of best business practices leading to excellence in business;

- Formulation of a National Leather Value Chain Strategy with the assistance of the African Leather and Leather Product Institute (ALLPI) aiming at revamping and revitalizing the Mauritian leather sector which has a huge potential for wealth generation, youth empowerment and employment creation; and

- Several MoU’s being signed with both local and international stakeholders with a view to enhancing the SME Sector.
COOPERATIVES DIVISION
PART I: ABOUT THE COOPERATIVES DIVISION

Vision, Mission and Value Statement

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.

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.

Value Statement
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.

ISO Certification
The Cooperatives Division is MS ISO 9001:2015 certified, ensuring a quality culture embodying customer focus, leadership, engagement of people, process approach, improvement, evidence-based decision making and relationship management.
Roles and Functions of the Cooperatives Division

Cooperatives are people-centred enterprises owned, controlled and run by and for their members to realise their common economic, social, and cultural needs and aspirations.

Cooperatives bring people together in a democratic and equal way. Whether the members are the customers, employees, users or residents, cooperatives are democratically managed by the ‘one member, one vote’ rule. Members share equal voting rights regardless of the amount of capital they put into the enterprise.

As businesses driven by values, not just profit, cooperatives share internationally agreed principles and act together to build a better world through cooperation. Putting fairness, equality and social justice at the heart of the enterprise, cooperatives around the world are allowing people to work together to create sustainable enterprises that generate long-term jobs and prosperity.

The key functions of the Cooperatives Division are, inter alia:

- Provision of legal and institutional framework for cooperatives and cooperative development;

- Promote the cooperative model of doing business among the general public, especially among the youth and women;

- Registration of cooperative societies and encourage the formation of cooperatives in poverty regions and in non-traditional and emerging sectors;

- Ensure that cooperative societies are abiding to the new cooperative enactments;
- Facilitate access to market and finance for cooperatives;
- Encourage sustainable agriculture and sustainable use of the oceans among cooperatives;
- Empower and support cooperatives in their development process and in making use of information technology;
- Enhance the cooperative image of the Cooperative Sector;
- Monitoring and evaluation of the activities of cooperative societies;
- Develop a framework for the sound management of finances of cooperative societies and ensure implementation of their activities within their respective rules;
- Act as an arbitrator for settlement of disputes within societies;
- Audit of financial statements of cooperative societies;
- Support cooperative societies in the implementation of their projects;
- Operate incentive schemes for the benefit of cooperative societies;
- Provision of infrastructural facilities to cooperative societies; and
- Provision of education and training to the cooperators.
To achieve these objectives, an Action Plan 2015-2017, with the theme “Re-engineering the Cooperative Sector” laid the foundation pillars to uplift the Cooperative Movement. The Strategic Action Plan 2018-2020 “Propelling Cooperatives towards Excellence”, further translates the Ministry’s ambition to make cooperatives more visible. To achieve these targets, the Plan comprises twelve programmes, in line with the United Nations Sustainable Development Goals, which have for objectives:

a) Greater contribution of the Cooperative Movement in the Mauritian economy;

b) Adoption of sustainable agricultural practices;

c) Enhanced managerial capacity and capability in cooperative societies;

d) Gender equality and empowerment of women in cooperatives;

e) Formation of cooperatives in non-traditional, emerging sectors and green business development;

f) Computerisation of the cooperative sector;

g) Product differentiation through Cooperative Branding;

h) New legal framework for cooperatives (Cooperatives Act 2016);

i) Increased access to finance through the Central Financing Agency;

j) Market accessibility;

k) Attracting young persons to join the cooperative movement; and

l) A sustainable and prosperous fishing sector.
About Our People

The Senior Chief Executive is the administrative head of the Cooperatives Division whereas the Permanent Secretary is responsible for the overall administration and general supervision. He is assisted in his functions and duties by the Deputy Permanent Secretary, the Registrar, Cooperative Societies, the Secretary for Cooperative Development and the Principal Cooperative Auditor as well as officers from various cadres and classes. The technical arm of the Ministry consists of the Cooperative Societies Unit, the Cooperative Development Unit and the Cooperative Audit Unit.

Organisational Structure of the Cooperatives Division

Figure 1: Organisational Structure

- Administration, Finance, Human Resource & Procurement
  - Policy formulation and implementation
  - Human resource management
  - Procurement
  - Finance
  - Office operations and facilities management

- Cooperative Societies Unit
  - Regulator of cooperative societies
  - Registration, supervision, inspection and monitoring of cooperative societies
  - Advise on legal and policy matters
  - Keep records regarding societies

- Cooperative Development Unit
  - Assist in policy formulation and implementation
  - Promotion and development of cooperatives
  - Formulate, implement and monitor projects and programmes for the advancement of cooperatives
  - Sensitise and raise awareness among the population at large on the benefits of cooperatives as a business model

- Cooperative Audit Unit
  - Audit of cooperative societies' accounts
  - Report on non-compliance
  - Review and update the audit approach and procedures
  - Ensure quality and sufficiency of audit are maintained

Figure 1: Organisational Structure
The Human Resources forming part of the administrative and technical cadres under the Cooperatives Division are shown in Figure 2 below.

<table>
<thead>
<tr>
<th>Job Title</th>
<th>No. in Post</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Secretary</td>
<td>1</td>
</tr>
<tr>
<td>Deputy Permanent Secretary</td>
<td>1</td>
</tr>
<tr>
<td>Assistant Permanent Secretary</td>
<td>2</td>
</tr>
<tr>
<td>Registrar, Cooperative Societies</td>
<td>1</td>
</tr>
<tr>
<td>Secretary for Cooperative Development</td>
<td>1*</td>
</tr>
<tr>
<td>Deputy Registrar of Cooperative Societies</td>
<td>1</td>
</tr>
<tr>
<td>Senior Cooperative Development Officer</td>
<td>3</td>
</tr>
<tr>
<td>Senior Cooperative Auditor</td>
<td>3</td>
</tr>
<tr>
<td>Cooperative Auditor</td>
<td>8</td>
</tr>
<tr>
<td>Cooperative Development Officer</td>
<td>7</td>
</tr>
<tr>
<td>Divisional Cooperative Officer</td>
<td>2</td>
</tr>
<tr>
<td>Principal Cooperative Officer</td>
<td>15</td>
</tr>
<tr>
<td>Senior Cooperative Officer</td>
<td>14</td>
</tr>
<tr>
<td>Cooperative Officer</td>
<td>13</td>
</tr>
<tr>
<td>Human Resource Cadre</td>
<td>2</td>
</tr>
<tr>
<td>Finance Cadre</td>
<td>4</td>
</tr>
<tr>
<td>Procurement &amp; Supply Cadre</td>
<td>2</td>
</tr>
<tr>
<td>Assistant Systems Analyst</td>
<td>1</td>
</tr>
<tr>
<td>General Services Staff</td>
<td>72</td>
</tr>
<tr>
<td>Statistics Cadre</td>
<td>3</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>156</strong></td>
</tr>
</tbody>
</table>

*On leave without pay

Figure 2: Human Resources
ORGANISATIONAL CHART – COOPERATIVES DIVISION

MINISTER

SENIOR CHIEF EXECUTIVE

PERMANENT SECRETARY

DEPUTY PERMANENT SECRETARY

RCS

SCD

MHR

MFO

Senior Statistical Officer

PCO

SCDO

AMHR

AMFO

Statistical Officer

PPSO

APS

OMA

PSO/SPSO

OME

OMA

SUPPORTING STAFF

Figure 3: Organisational Chart

Note:

AMFO - Assistant Manager, Financial Operations
AMHR - Assistant Manager, Human Resources
APS - Assistant Permanent Secretary
CA - Cooperative Auditor
CDO - Cooperative Development Officer
CO - Cooperative Officer
DCO - Divisional Cooperative Officer
DRCS - Deputy Registrar of Cooperative Societies
FO/SFO - Financial Officer/Senior Financial Officer
HRE - Human Resource Executive
MFO - Manager, Financial Operations
MHR - Manager, Human Resources

OMA - Office Management Assistant
OME - Office Management Executive
PCA - Principal Cooperative Auditor
PCO - Principal Cooperative Officer
PFOO - Principal Financial Operations Officer
PPSO - Principal Procurement & Supply Officer

RCS - Registrar, Cooperative Societies
SCA - Senior Cooperative Auditor
SCD - Secretary for Cooperative Development
SCDO - Senior Cooperative Development Officer
SCO - Senior Cooperative Officer
Statutory Bodies under the aegis of the Cooperatives Division

Cooperative Development Advisory Board

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

a) Promote development and sustainability of the cooperative sector;
b) Carry out research and commission studies on cooperative business sectors and related fields; and
c) Formulate national policies and strategies.

Cooperative Development Fund

The Cooperative Development Fund (CDF) which is established under section 116 of the Cooperatives Act 2016 comprises money payable, including any fees, charges and surcharges, any surplus arising on the liquidation of a society, grants and donations. The objects of the fund are the:

a) Promotion and development of cooperatives;
b) Implementation of projects namely education, training, research, consultancy and other related activities aiming at the development of the cooperative sector; and
c) Financial assistance/incentives to cooperative societies.

National Cooperative College

The National Cooperative College established under section 103 of the Cooperatives Act 2016 is a body corporate with the objects to, inter alia, provide facilities and engage in research and training for the promotion and development of cooperative entrepreneurship, philosophy, principles and values and to act as a centre for the consolidation and development of the cooperative movement. It provides vocational and educational training through MQA approved courses.

St. Antoine Planters Cooperative Trust

Following the closure of the St. Antoine Sugar Factory, the St. Antoine Planters Cooperative 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 St. Antoine Sugar Factory. The SAPCT operates various loan and grant schemes for planters/cooperative societies cultivating sugar cane within that Factory Area.
Gender Statement

Active participation of both men and women in the economy is central to the achievement of socio-economic development. Gender mainstreaming has been adopted as a strategy to achieving gender equality. Women have been instrumental in bringing about economic and social changes to our country. Cooperatives, as democratic, member-run and member-financed self-help enterprises have a great potential in contributing to the improvement of the economic and social conditions of women.

Cooperatives provide a supportive environment for new entrepreneurs including women, give them confidence and harness their skills and potential. Cooperatives also help in strengthening women's economic capacity and establishing commercial networks for them to operate in a more professional way. Further, cooperatives promote the women empowerment process.

The Cooperatives Division of the Ministry is providing various support services for the promotion and development of women in cooperatives. These include inter alia:

- Education and training to women cooperators;
- Capacity building projects for women cooperatives;
- Assistance to women cooperative societies in marketing their products;
- Support to women cooperatives through financial assistance;
- Technical and financial assistance to the Mauritius Women Entrepreneurs Cooperative Federation Ltd to implement development projects for women cooperators such as operation of a Tailor Shop, a Craft shop and a shop for the sale of products manufactured by women cooperators; and
- Grants to cooperatives for procurement of equipment for Gender mainstreaming enabling them to tap their full potential.

Further, one of the Programmes of the Strategic Action Plan of the Ministry aims at gender equality and empowerment of women in cooperatives.

At present, there are about 59 active women cooperative societies and a women cooperative federation namely the Mauritius Women Entrepreneurs Cooperative Federation Ltd. The Federation was set up in June 2007 with the main objective of providing necessary assistance/support to women grouped in cooperatives, undertaking various activities for enhancing the economic and social welfare of women and promoting the development of women cooperatives.
### Senior Management Team

<table>
<thead>
<tr>
<th>TITLE</th>
<th>CONTACT DETAILS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Secretary</td>
<td>Mr Chettandeo Bhugun&lt;br&gt;Tel: 405 0761&lt;br&gt;Fax: 211 1625&lt;br&gt;Email: <a href="mailto:cbhugun@govmu.org">cbhugun@govmu.org</a></td>
</tr>
<tr>
<td>Deputy Permanent Secretary</td>
<td>Mr Swaraj Ramasawmy&lt;br&gt;Tel: 405 0773&lt;br&gt;Fax: 208 1822&lt;br&gt;Email: <a href="mailto:swrasawmy@govmu.org">swrasawmy@govmu.org</a></td>
</tr>
<tr>
<td>Registrar, Cooperative Societies</td>
<td>Mr Louis Mario Monvoisin&lt;br&gt;Tel: 208 5318&lt;br&gt;Fax: 208 5318&lt;br&gt;Email: <a href="mailto:lmonvoisin@govmu.org">lmonvoisin@govmu.org</a></td>
</tr>
<tr>
<td>Ag. Secretary for Cooperative Development</td>
<td>Mr Devanand Sobnath&lt;br&gt;Tel: 211 1312&lt;br&gt;Fax: 211 1312&lt;br&gt;Email: <a href="mailto:dsobnath@govmu.org">dsobnath@govmu.org</a></td>
</tr>
<tr>
<td>Ag. Principal Cooperative Auditor</td>
<td>Mrs Jothykhabye Luximun&lt;br&gt;Tel: 405 0770&lt;br&gt;Fax: 208 9263&lt;br&gt;Email: <a href="mailto:jluximun@govmu.org">jluximun@govmu.org</a></td>
</tr>
</tbody>
</table>

Figure 4: Senior Management Team
PART II: MINISTRY OF BUSINESS, ENTERPRISE AND COOPERATIVES
(COOPERATIVES DIVISION)

Achievements and Challenges

Diversification and transformation are high on the agenda of the Cooperatives Division. The cooperative sector no longer concentrates solely on sugar cane as it did when the first society was created in 1913. Today, we have moved from sugar to tea, livestock, transport, construction, fisheries, vegetable production, green project and many others. The Cooperatives Division e-Registration Project is now completed and will be used to further transform the sector.

During the financial year 2018/2019, this Division has successfully met quite a few challenges in the implementation of projects, programmes and activities. The effective transformation of the cooperative sector is on and we humbly wish to give the cooperative societies a better service.
Cooperative Societies

Structure of the Cooperative Movement

The Cooperative Movement in the Republic of Mauritius is organised on a three-tier structure:

1. **Tertiary level**
The Mauritius Cooperative Alliance Ltd, which was registered on 01 July 2016, acts as the apex body and the mouthpiece of the movement.

2. **Secondary Level**
At the secondary level, primary cooperative societies are grouped into 18 federations known as secondary societies.

3. **Primary Level**
At the primary level, 653 cooperative societies, grouping individual members on a single purpose and/or single commodity basis, were active in the year 2018 as compared to 882 in 2017, showing a decrease of around 26%. The highest number of active societies was recorded in the year 2016 with a total of 996 cooperative societies. Multi-purpose cooperatives are now being encouraged.

Cooperative societies are categorised as follows:

- **a)** Agriculture, farming and fishing
- **b)** Consumer and retail trade
- **c)** Financial services
- **d)** General society
- **e)** Manufacturing and food
- **f)** Production
- **g)** Marketing and supply
- **h)** Multi-purpose
- **i)** Social and service
Island of Mauritius - Active Primary Cooperative Societies

<table>
<thead>
<tr>
<th>Primary Cooperative Societies Sector</th>
<th>Number of Societies</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2016</td>
</tr>
<tr>
<td>Agricultural &amp; Support Services</td>
<td>638</td>
</tr>
<tr>
<td>of which</td>
<td></td>
</tr>
<tr>
<td>CCS (sugar sector)</td>
<td>140</td>
</tr>
<tr>
<td>Consumer Services</td>
<td>21</td>
</tr>
<tr>
<td>Savings &amp; Credit</td>
<td>159</td>
</tr>
<tr>
<td>Other Sectors</td>
<td>178</td>
</tr>
<tr>
<td>of which</td>
<td></td>
</tr>
<tr>
<td>Bus Owners</td>
<td>16</td>
</tr>
<tr>
<td>Handicraft</td>
<td>9</td>
</tr>
<tr>
<td>Women Entrepreneur</td>
<td>91</td>
</tr>
<tr>
<td>All Sectors</td>
<td>996</td>
</tr>
</tbody>
</table>

Figure 5: Number of active societies in Mauritius
Source: Statistics Unit, Cooperatives Division (03.10.2019)

Trend Analysis - Active Primary Cooperative Societies, Island of Mauritius

The Agricultural and Support Services sector has decreased gradually from 638 Cooperative societies in 2016 to 378 in 2018. This shows a decrease of around 41%. Most of the Agricultural and Support Services sector are either dormant, under inquiry or under liquidation.

The Savings and Credits sector has also seen a slight decrease as compared to the year 2016.

The Consumer Services sector has known a constant decrease in the number of active societies throughout the years due to the fierce competition from hypermarkets. Moreover, the sugar sector comprising Cooperative Credit Societies has experienced a fall of around 10% from 2017 to 2018.
Cooperative Societies – Rodrigues

The Cooperative Movement has over the years played a vital role in the upliftment of the quality of life in Rodrigues. With time, the movement expanded to various fields of economic activities.

Cooperators in Rodrigues have successfully assimilated the cooperative way of doing business and presently occupy a prominent position in the economy of Rodrigues, particularly in the following sectors:

a. Livestock  
b. Food Production  
c. Savings & Credit Unions  
d. Fishing  
e. Women Entrepreneur

Cooperative societies are also involved in other sectors like bee-keeping, housing, mixed farming, poultry, other agricultural sector, transport, and handicraft.

Secondary Cooperative Societies – Island of Rodrigues

There were 4 active secondary cooperative societies in the Island of Rodrigues, regrouping 34 primary societies namely:

a) Federation des Associations Cooperative des Eleveurs de Rodrigues Ltd  
b) Rodrigues Agricultural Marketing Cooperative Federation  
c) Rodrigues Offshore Fishermen Cooperative Federation Ltd  
d) The Agro Cooperative Federation Ltd.
Island of Rodrigues - Active Primary Cooperative Societies

<table>
<thead>
<tr>
<th>Primary Cooperative Societies Sector</th>
<th>Number of Societies</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2016</td>
</tr>
<tr>
<td><strong>Agricultural &amp; Support Services</strong></td>
<td>25</td>
</tr>
<tr>
<td><strong>Savings &amp; Credit</strong></td>
<td>4</td>
</tr>
<tr>
<td><strong>Other Sectors</strong></td>
<td>34</td>
</tr>
<tr>
<td><strong>All Sectors</strong></td>
<td>63</td>
</tr>
</tbody>
</table>

**Figure 6: Number of active societies in Rodrigues**  
Source: Statistics Unit, Cooperatives Division (03.10.2019)

Trend Analysis - Active Primary Cooperative Societies, Island of Rodrigues

The Island of Rodrigues has 64 active Cooperative societies for the year 2018 as compared to 63 in 2016. There is an increase of 36% for the year 2018 in the Agricultural and Support Services sector as compared to 2016.
Republic of Mauritius - Active Primary Cooperative Societies

<table>
<thead>
<tr>
<th>Sector of Primary Cooperative Societies</th>
<th>Number of Societies</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2016</td>
</tr>
<tr>
<td>Agricultural &amp; Support Services</td>
<td>663</td>
</tr>
<tr>
<td>Consumer Services</td>
<td>21</td>
</tr>
<tr>
<td>Savings &amp; Credit</td>
<td>163</td>
</tr>
<tr>
<td>Other Sectors</td>
<td>212</td>
</tr>
<tr>
<td>All Sectors</td>
<td>1059</td>
</tr>
</tbody>
</table>

Figure 7: Number of active societies in the Republic of Mauritius
Source: Statistics Unit, Cooperatives Division (03.10.2019)

Trend Analysis - Active Primary Cooperative Societies, Republic of Mauritius

The above Figure shows that there were 717 active cooperative societies in the Republic of Mauritius for the year 2018 as compared to 1059 in 2016, representing a decrease of around 32%. The number of active cooperative societies is declining due to several pertinent issues such as a number of societies being dormant, under inquiry and liquidation.

Turnover for the sector decreased from Rs 4.1 billion in 2016 to Rs 3.3 billion in 2017. The year 2018 witnessed a slight increase to Rs 3.4 billion.
Registration of cooperative societies

70 applications for registration of cooperative societies in various classes were received at the Registration Section. Out of the 70 applications, 60 were registered during the period ending 30 June 2019. 4 were registered during the month of July 2019 and the remaining are kept in abeyance in view of absence of appropriate documents from applicants.

Arbitration/Inquiry/Liquidation

Arbitration

Arbitration is a form of alternative dispute resolution (ADR) to resolve disputes outside the courts. The dispute is decided by one or more arbitrators who make(s) an "arbitration award". An arbitration award is legally binding on both sides and enforceable in the courts.

The Cooperatives Act makes provision for disputes within a society to be settled by arbitration. Arbitrators are appointed by the Registrar, Cooperative Societies. 152 cases regarding disputes totaling an approximate amount of Rs 9.0 million were heard. 150 awards were made.

Inquiry

Inspectors were appointed to inquire into non-compliance and other issues in 420 societies. 343 inquiries were completed and action initiated accordingly thereafter.

Liquidation

Liquidators were appointed for 149 societies bringing the total number of societies under liquidation to 305. 248 of the societies were in Mauritius whereas the remaining 57 were in Rodrigues. 27 Notices for closure were published and liquidation in such cases is effective after one year.
**Online Inscription and Erasure of Charges**

In September 2017, the Registrar-General's Department implemented the Mauritius e-Registry Project (MeRP). As such, charges in favour of cooperative societies are inscribed and erased online.

The figure below gives a detailed view of charges inscribed and erased for the year under review.

<table>
<thead>
<tr>
<th>Charges</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inscriptions</td>
<td>37</td>
</tr>
<tr>
<td>Erasures</td>
<td>82</td>
</tr>
<tr>
<td>Total</td>
<td>119</td>
</tr>
</tbody>
</table>

*Figure 8: Charges inscribed and erased during the year*

**Complaints Handling**

The following figure provides a detailed view of complaints handled during the year ended 30 June 2019.

<table>
<thead>
<tr>
<th>Month</th>
<th>Citizen Support Portal</th>
<th>Head Office</th>
<th>Regional Cooperative Centres</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>July</td>
<td>5</td>
<td>2</td>
<td>2</td>
<td>9</td>
</tr>
<tr>
<td>August</td>
<td>-</td>
<td>3</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>September</td>
<td>2</td>
<td>4</td>
<td>7</td>
<td>13</td>
</tr>
<tr>
<td>October</td>
<td>2</td>
<td>-</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>November</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>December</td>
<td>1</td>
<td>2</td>
<td>-</td>
<td>3</td>
</tr>
<tr>
<td>January</td>
<td>1</td>
<td>3</td>
<td>2</td>
<td>6</td>
</tr>
<tr>
<td>February</td>
<td>1</td>
<td>4</td>
<td>3</td>
<td>8</td>
</tr>
<tr>
<td>March</td>
<td>4</td>
<td>4</td>
<td>2</td>
<td>10</td>
</tr>
<tr>
<td>April</td>
<td>2</td>
<td>4</td>
<td>4</td>
<td>10</td>
</tr>
<tr>
<td>May</td>
<td>1</td>
<td>1</td>
<td>-</td>
<td>2</td>
</tr>
<tr>
<td>June</td>
<td>2</td>
<td>2</td>
<td>5</td>
<td>9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>23</strong></td>
<td><strong>31</strong></td>
<td><strong>31</strong></td>
<td><strong>85</strong></td>
</tr>
</tbody>
</table>

*Figure 9: Complaints handled during the year*
Major Achievements

In August 2018, the National Cooperative College (NCC) was inaugurated at Bois Marchand. The College has started training in MQA approved courses to cooperators.

<table>
<thead>
<tr>
<th>Training/Sensitisation Programmes</th>
<th>Number of participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vocational</td>
<td>3097</td>
</tr>
<tr>
<td>Capacity Building</td>
<td>409</td>
</tr>
<tr>
<td>Sensitisation (Secondary schools)</td>
<td>1043</td>
</tr>
<tr>
<td>Workshops (Cooperators)</td>
<td>401</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>4950</strong></td>
</tr>
</tbody>
</table>

Figure 10: Training and Sensitisation by NCC during the year

The Cooperatives Division e-Registration Portal (CDeRP) is operational and enables:

- Online applications;
- Online payments; and
- Submission of financial accounts.

In February 2019, in line with the recommendations of the Commission on Truth and Justice, the Division launched the L’Amitie CCU.

In March 2019, 12 fishermen cooperative societies received letters of intent in respect of a grant to purchase outboard motors and fishing nets. All of them have already effected the purchase.

On its part, the Cooperative Development Fund has launched 8 new schemes for a sum of about Rs 2 million in July 2019. The schemes concern youth, women, fishermen, submission of accounts through e-filing, preparation of accounts, renovation of cooperative shops and water tanks for Rodrigues.
To further its gender mainstreaming projects, a forum for women cooperators was held in collaboration with the Mauritius Women Entrepreneurs Cooperative Federation Ltd in April 2019.

The Top 100 magazine for 2018 was launched in July 2019. This magazine highlights the best 100 cooperative societies in the Republic of Mauritius.

In October 2018, a refrigerated lorry, costing Rs 3.2 million, was donated to the Mauritius Fishermen Cooperative Federation. The lorry is being used for the handling, transport and storage of fish and fish products under strict hygienic conditions.

Cooperative societies are being encouraged to diversify and invest in green energy and sustainable development. In this context, a grant of Rs 235,000 was disbursed for the installation of solar photovoltaic panels at 3 societies. An additional sum of Rs 1.1m has been transferred to CEB (Green Energy) Co Ltd for 19 other societies.

The Division has established international links and cooperation with organisations and countries for technical and financial assistance. The African Asian Rural Development Organisation provided the services of an international expert who conducted a one-week training session in ornamental fish breeding.

The training session was held in September 2018, in collaboration with the Ministry of Ocean Economy, Marine Resources, Fisheries and Shipping at the Albion Fisheries Research Centre.
The second National Awards for Cooperatives which was held in November 2018 at the National Cooperative College witnessed the participation of 269 societies. The objective of the competition is to promote best practices, encourage good governance, and alleviate poverty, empower young people and women with the determined view to inspire the cooperative movement to further contribute towards the achievement of the sustainable development goals. A total of Rs 385,000 was awarded to winners in 119 different categories.

To enhance market accessibility of cooperative products, one national and three regional market fairs were organised. In addition, more than 50 fairs were held locally. These were beneficial to around 4,000 cooperators from 300 societies.

The annual International Day of Cooperatives, with the theme “Sustainable societies through cooperation” was celebrated on Saturday 7 July 2018 at the Paul Octave Wiéhé Auditorium, Reduit. This national event witnessed the gathering of some 2,000 cooperators.
A workshop was held in the context of the International Credit Union Day in October 2018 at the National Cooperative College, Terre Rouge. Representatives of more than 150 societies attended the workshop, which had as theme "find your platinum lining in credit unions".
**Status on Implementation of Budget Measures**

<table>
<thead>
<tr>
<th>Budget measure</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paragraph 75: Introduce a grant of 60 percent of the cost of acquisition of outboard engines and fishing nets, by fishermen cooperatives, up to a maximum of Rs 60,000.</td>
<td>Completed. 12 societies have benefited from the grant for purchase of outboard engines and fishing nets. One society has used the grant to buy fishing nets.</td>
</tr>
</tbody>
</table>

**Figure 11: Budget Measures**

**Status on Implementation of Key Actions**

<table>
<thead>
<tr>
<th>Key Action</th>
<th>Key Performance Indicator</th>
<th>Target</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promoting the culture of cooperative entrepreneurship</td>
<td>Number of cooperators trained (training courses, sensitization campaigns and workshops)</td>
<td>4700</td>
<td>4950</td>
</tr>
</tbody>
</table>

**Figure 12: Key Performance Indicators – Budget**

**Risk Management, Citizen Oriented Initiatives & Good Governance**

The Permanent Secretary is responsible for the exercising care, skill and diligence in identifying, assessing and monitoring risks.

The system of internal audit at Cooperatives Division is designed to provide reasonable assurance regarding:

a) The effectiveness and efficiency of operations in the Department;

b) Safeguard of assets and data of the Department;

c) Reliability of financial and non-financial reporting;

d) Prevention of fraud and irregularities; and

e) Compliance with applicable laws, regulations and instructions as well as policies and established procedures.
An Audit Committee is also established with the responsibilities of assisting and advising the Accounting Officer/Supervising Officer in respect of:

(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.

**Implementation Plan - Director of Audit Comments**

The Report of the Director of Audit highlighted considerable delay in the operationalization of the CDeRP.

<table>
<thead>
<tr>
<th>Issues</th>
<th>DOA Comments</th>
<th>Proposed measures</th>
<th>Status of Actions taken/Implementation Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cooperatives Division e-Registration Project (CDeRP) (para 14.1)</td>
<td>Use of Software (para 14.1.1) Software delivered with a delay of ten months.</td>
<td>Contractor urged to complete the project and penalties applied.</td>
<td>2nd commissioning exercise was held on 29 August 2019. Out of 22 issues, 18 have been cleared while the remaining 4 are being resolved by the service provider.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Use of Hardware Acquired (para 14.1.2) Computers at RCC and training centres were not being optimally used.</td>
<td>Training of Trainers completed.</td>
<td>Bookkeepers and secretaries encouraged to avail of training facilities through RCCs and Cooperative ICT Centres.</td>
<td></td>
</tr>
<tr>
<td>Training (para 14.1.3) Manual system was still being used by the Cooperatives Division.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Figure 13: Audit Report – Implementation Plan*
## Part III: Financial Performance

### Financial Highlights, Analysis of Major Changes and Statement of Expenditure

<table>
<thead>
<tr>
<th>Head/Sub-Head of Expenditure</th>
<th>2017/18 Actual (Rs)</th>
<th>2018/19 Estimates (Rs)</th>
<th>2018/19 Actual (Rs)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>18-103: Cooperatives Development</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Compensation of Employees</td>
<td>69,194,135</td>
<td>76,335,000</td>
<td>72,084,633</td>
</tr>
<tr>
<td>Goods and Services</td>
<td>17,411,645</td>
<td>20,720,000</td>
<td>18,726,448</td>
</tr>
<tr>
<td>Grants</td>
<td>6,211,715</td>
<td>8,735,000</td>
<td>8,862,911</td>
</tr>
<tr>
<td>Other Expense</td>
<td>5,387,000</td>
<td>5,910,000</td>
<td>5,737,500</td>
</tr>
<tr>
<td>Acquisition of Non-Financial Assets</td>
<td>22,909,018</td>
<td>14,350,000</td>
<td>8,169,813</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>121,113,513</strong></td>
<td><strong>126,050,000</strong></td>
<td><strong>113,581,305</strong></td>
</tr>
</tbody>
</table>

Figure 14: Summary of Expenditure

### Cooperative Development Fund

The Cooperative Development Fund (CDF), established under section 116 of the Cooperatives Act 2016, comprises money payable, including any fees, charges and surcharges, any surplus arising on the liquidation of a society, grants and donations for the promotion and development of cooperatives. Rs 8.2 million was collected and Rs 10 million was disbursed in respect of implementation of various schemes.
PART IV: Way Forward

Trends and Challenges

An Environmental Analysis, highlighting the SWOT model, has been carried out to explore both the internal and external factors influencing the operations of the Cooperatives Division, as highlighted below.

**STRENGTHS**
- Clarity of vision, mission and strategic direction
- Top management’s support and commitment
- Strategic Action Plan
- ISO certification
- Effective communication
- Quality culture

**WEAKNESSES**
- Paper-based office leading to bureaucracy
- Ageing cooperators
- Dependency on other stakeholders
- Lack of strategic management

**OPPORTUNITIES**
- Availability of incentive schemes, including fiscal schemes
- Support from donor agencies
- Emergence of new sectors
- C2C (Cooperative to cooperative) trade
- Technology and innovation

**THREATS**
- Lack of youth and women participation
- Lack of innovation in the cooperative sector
- Lack of leadership in cooperative societies
- Existence of other business models

Figure 15: Environmental Analysis
Strategic Direction

The strategic direction of the Cooperatives Division is to diversify and transform the cooperative sector, in order to keep it abreast of changes in the society. This will undeniably lead to an improvement in the standard of living of the whole population and contribute to the economic and social growth of the country. Cooperatives play a major role across almost all sectors of the economy. Dedicated, dynamic and proactive staff, capable of taking initiatives and decisions, is sine qua non for the achievement of such objectives and to bring the cooperative sector to new heights.

There is a serious need to review the strategies and methods of managing the sector. Indeed, a number of issues should be addressed, amongst others:

- Re-orientation of capacity building programmes to cater for the core needs of cooperators;
- Review the traditional cooperative business model;
- Develop apposite marketing strategies for enhanced market accessibility;
- Engage cooperatives in novel and emerging sectors;
- Create conducive environment for attracting youth and women to the cooperative movement;
- Take optimum advantage of information and communication technology; and
- Increased visibility and involvement on the international scene.
<table>
<thead>
<tr>
<th>Figure</th>
<th>Description</th>
<th>Page Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Figure 1</td>
<td>Organisational Structure</td>
<td>47</td>
</tr>
<tr>
<td>Figure 2</td>
<td>Human Resources</td>
<td>48</td>
</tr>
<tr>
<td>Figure 3</td>
<td>Organisational Chart</td>
<td>49</td>
</tr>
<tr>
<td>Figure 4</td>
<td>Senior Management Team</td>
<td>52</td>
</tr>
<tr>
<td>Figure 5</td>
<td>Number of active societies in Mauritius</td>
<td>55</td>
</tr>
<tr>
<td>Figure 6</td>
<td>Number of active societies in Rodrigues</td>
<td>57</td>
</tr>
<tr>
<td>Figure 7</td>
<td>Number of active societies in the Republic of Mauritius</td>
<td>58</td>
</tr>
<tr>
<td>Figure 8</td>
<td>Charges inscribed and erased during the year</td>
<td>60</td>
</tr>
<tr>
<td>Figure 9</td>
<td>Complaints handled during the year</td>
<td>60</td>
</tr>
<tr>
<td>Figure 10</td>
<td>Training and sensitisation by NCC during the year</td>
<td>61</td>
</tr>
<tr>
<td>Figure 11</td>
<td>Budget Measures</td>
<td>65</td>
</tr>
<tr>
<td>Figure 12</td>
<td>Key Performance Indicators - Budget</td>
<td>65</td>
</tr>
<tr>
<td>Figure 13</td>
<td>Audit Report – Implementation Plan</td>
<td>66</td>
</tr>
<tr>
<td>Figure 14</td>
<td>Summary of expenditure</td>
<td>67</td>
</tr>
<tr>
<td>Figure 15</td>
<td>Environmental Analysis</td>
<td>68</td>
</tr>
</tbody>
</table>
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