



*MINISTRY OF BUSINESS,
ENTERPRISE AND COOPERATIVES
(COOPERATIVES DIVISION)*

Annual Report on Performance

*Financial Year
2017/2018*



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PART I: ABOUT THE MINISTRY OF BUSINESS, ENTERPRISE AND COOPERATIVES (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 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.

Supervising Officer's Statement

I am pleased to present the Annual Report 2017/2018 for the Cooperatives Division of the Ministry of Business, Enterprise and Cooperatives.

The Financial Year 2017/2018 has been remarkable for the Cooperatives Division in terms of the successful implementation of a series of projects, programmes and activities. In an era of digitalisation, it was crucial to modernise the services provided to cooperators to assist and empower cooperative societies to adopt digital technologies.

One of the objectives of the Government is to transform Mauritius into a green, forward looking, economically vibrant and innovative country. In line with this objective, a Solar Photovoltaic Rebate Scheme was operated by the Cooperatives Division to encourage cooperatives to produce green energy. Also, with a view to increasing yield of sugar cane, the technical expertise of two experts from India was sought. Further, a Rainwater Harvesting System being a sustainable development project has been implemented at the Maison des Eleveurs of Henrietta, St. Pierre and St. Martin with the aim of having an even water supply throughout the year. Moreover, the National Awards for Cooperatives was organised to gear cooperatives to business excellence. A Logo and Tagline for cooperatives was launched in order to enhance the cooperative image with the ultimate aim of differentiating cooperative products and services.

The Cooperative Development Fund has operated four different schemes to provide assistance and support to cooperatives. To build capacity of cooperatives and promoting cooperative education, training programmes have been organised both locally and internationally. More than 5,000 cooperators/potential cooperators have been trained by the National Cooperative College. Further, cooperators attended two training programmes in India in Organic Farming and Agricultural & Dairy Sectors. The training in Organic Farming was held in September/October 2017 and was attended by 15 participants while the training in Agricultural & Dairy Sectors was held in September 2017 and was attended by 14 cooperators.

Fifty-three Cooperative fairs were organized at regional and national levels to provide free market access for cooperative products.

Gender parity is high on the Government agenda. To this end, for engendering the cooperative movement, special support in terms of financial and technical assistance has been provided to women cooperatives.

A landmark achievement was successful migration of the Cooperatives Division to MS ISO 9001:2015 in order to ensure continuous quality service delivery.

The Cooperatives Division will continue with the implementation of its Strategic Action Plan 2018-2020 with the theme "Propelling Cooperatives towards Excellence". To this end, new schemes, such as grants for Purchase of Outboard Engines and Fishing Nets have already been launched.

I would like to personally thank all our stakeholders for their relentless efforts and support in the upliftment of the cooperative movement in the Republic of Mauritius.

C. Bhugun
Permanent Secretary

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

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, viable and sustainable cooperative sector. Further, it has the statutory duty to enforce the Co-operatives Act 2016. It also assists in the capacity building of cooperatives by providing incentives and support services.

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
- Supervision, monitoring and evaluation of the activities of cooperative societies
- Audit of financial statements of cooperative societies
- 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
- Provision of education and training to the cooperative movement

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	FUNCTIONS
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
Cooperative Societies Section	<ul style="list-style-type: none"> • Ensure that cooperative societies operate in strict conformity with the Co-operatives Act 2016 and other relevant subsidiary legislation

	<ul style="list-style-type: none"> • Advise on legal and policy matters concerning cooperative societies. • Ensure that records regarding list of societies and their categories (active, dormant and de-registered/liquidated) are updated every year • Sensitise and raise awareness among 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 lease of 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.
<p>Cooperative Audit Unit</p>	<ul style="list-style-type: none"> • 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 and sufficiency of audit evidence are maintained in accordance with cooperative legislation.

Statutory Bodies under the aegis of the Cooperatives Division

- ***National Co-operative College***

The National Co-operative College established under section 103 of the Co-operatives 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 Co-operatives Act 2016. The objects and functions of the Advisory Board are to:

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

- ***Co-operative Development Fund***

The Co-operative Development Fund (CDF) is established under section 116 of the Co-operatives Act 2016. The CDF comprises money payable, under the Co-operatives Act 2016, including any fees, charges and surcharges, any surplus arising on the liquidation of a society, grants and donations. As per section 116 of the Co-operatives 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;

- ba) financial assistance, in such amount as may be prescribed, to a secondary society and tertiary society; and
- c) the payment of fees incurred in the application of the Co-operatives Act.

- ***St. Antoine Planters Co-operative Trust***

Following the closure of the St. Antoine Sugar Factory, the St. 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 St. Antoine Sugar Factory. The SAPCT operates various Loan and Grant Schemes for planters/cooperative societies cultivating sugar cane within the Factory Area of the former St. Antoine Sugar Factory.

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

- a) receive and manage funds obtained from the Société Usinière de St. Antoine and from any other organisations including the Government;
- b) provide loans to planters for derocking, mechanisation and 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; and
- 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.

Government and Cooperatives

The main objective of the Government is to shape a second socio-economic miracle for Mauritius and to achieve Vision 2030 to put Mauritius into the league of high income economies. The focus is primarily on:

1. Addressing unemployment;
2. Alleviating, if not eradicating, poverty;
3. Opening up our country and new air access policies; and
4. Sustainable development and innovation

The Government reckons the contribution of cooperatives in the socio-economic development of the country. 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.

Government, through the Cooperatives Division, is leaving no stone unturned in the promotion and development of cooperatives, and cooperatives are being used as a vehicle to achieve the set goals.

An Action Plan 2015-2017, with the theme “Re-engineering the Cooperative Sector”, was prepared by the Cooperatives Division. The Plan laid the foundation pillars to uplift the Cooperative Movement and the targets therein have been successfully achieved. A Strategic Action Plan 2018-2020 has now been prepared. The Plan comprises twelve programmes, in line with the United Nations Sustainable Development Goals. The objectives of the Strategic Action Plan 2018-2020 are to:

- (a) promote the cooperative model of doing business among the general public, especially among the youth and women;
- (b) encourage the formation of cooperatives in poverty regions and in non-traditional and emerging sectors;
- (c) ensure that cooperative societies are abiding to the new cooperative enactments;
- (d) facilitate access to market and finance for cooperatives;
- (e) encourage sustainable agriculture and sustainable use of the oceans among cooperatives;
- (f) empower and support cooperatives in their development process and in making use of information technology; and
- (g) enhance the cooperative image of the Cooperative Sector.

The Strategic Action Plan is under implementation and a committee has been set up to ensure timely implementation thereof.

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. Government is continuously formulating and implementing policies with a view to encouraging women's participation in all spheres of our economy.

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, the cooperative is a valuable tool which fosters women empowerment process. Cooperatives also provide work opportunities for women.

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 in the organisation of fairs for women cooperatives to market their products
- Stalls allocated to women cooperatives at national and regional fairs organised by the Ministry
- Assisting women cooperatives to obtain financial assistance from donor agencies
- 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 to sell products of women cooperators
- 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 65 active women cooperative societies and a women cooperative federation namely the Mauritius Women Entrepreneurs Co-operative 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.

About Our People

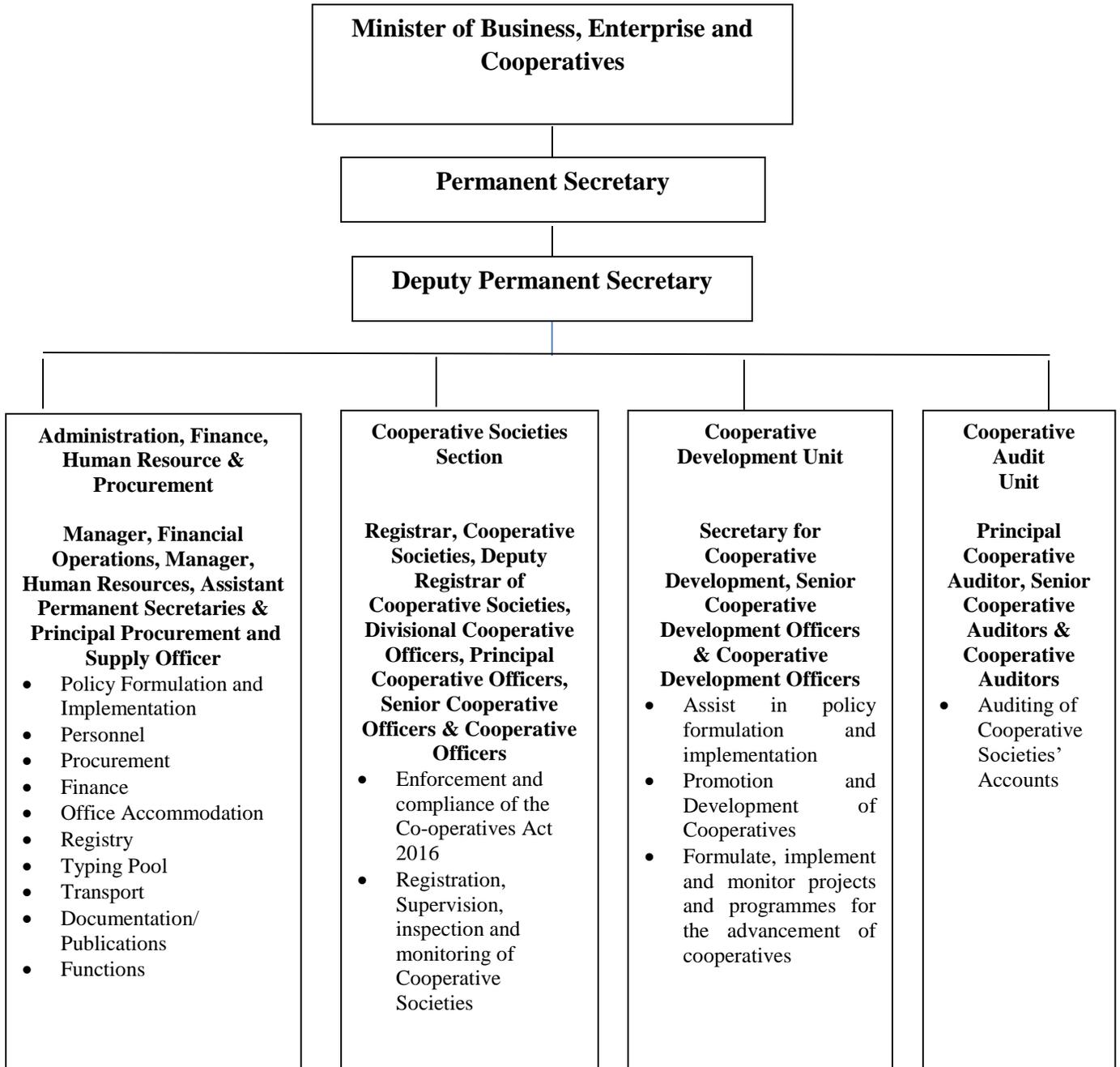
The Permanent Secretary is the administrative head of the Ministry of Business, Enterprise and Cooperatives (Cooperatives Division) and is also responsible for the overall administration and general supervision of all sections falling under the Cooperatives Division. He is assisted in his functions and duties by the Deputy Permanent Secretary, the Registrar, Cooperative Societies, the 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 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 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.

Organisational Structure of the Cooperatives Division



Senior Management Team

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

PART II: MINISTRY OF BUSINESS, ENTERPRISE AND COOPERATIVES (COOPERATIVES DIVISION) ACHIEVEMENTS AND CHALLENGES

Major Achievements

The Cooperatives Division has initiated and implemented the following activities, projects and programmes aimed at promoting the development of cooperatives in financial year 2017/2018:

ASSISTANCE AND SUPPORT TO COOPERATIVES

STRATEGIC ACTION PLAN 2018-2020

The Strategic Action Plan 2018-2020 for the Cooperative Sector was launched following consultation with cooperators and other stakeholders. The Action Plan is the outcome of the workshop held in April 2017 with the assistance of the UNDP.

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 migrated to the MS ISO 9001:2015 in 2017. The Cooperatives Division has been MS ISO 9001:2015 certified with effect from November 2017. Following the migration to the MS ISO 9001:2015, the Cooperatives Division has aligned itself to the new standard and upgraded its quality system.

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

50 Cooperative Fairs have been organised in different regions namely at Quatre Bornes, Vacoas, Port Louis and Mahebourg. In addition, to mark the International Cooperative Day 2017, a National Cooperative Market Fair was organized at the Parking of the University of Mauritius, Réduit from 01 to 03 July 2017. Further, Regional Cooperative Market Fairs were organised in October 2017 at Goodlands and at Montagne Blanche in March 2018.

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

86 new cooperative societies were registered.

Audit of societies where annual revenue does not exceed prescribed amount

Under section 73 of the Co-operatives Act 2016, audit service is provided to all societies subject to the *Co-operatives (Annual Revenue of Society) Regulations 2017*. 933 societies have been audited during the reporting year.

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

Upon a request from the Ministry, AARDO provided a financial assistance of US\$40,000 for the purchase of a refrigerated vehicle for the Mauritius Livestock Marketing Co-operative Federation (MLMCF) Ltd upon a request from the Ministry with the objective to provide a better service to cowbreeders through the collection of fresh milk and distribution of pasteurized milk. The refrigerated vehicle was procured and handed over to the MLMCF Ltd on 22nd February 2018.

Workshop on the future of the Tea Sector

The Ministry in collaboration with the Grand Port Savanne Credit and Tea Marketing Cooperative Federation Ltd and the Primary Tea Cooperative Societies organised a Workshop on the “Future of the Tea Sector” in September 2017 at La Chartreuse Hall, Nouvelle France which was attended by 315 participants.

Operation of a Solar Photovoltaic Rebate Scheme for Cooperatives

To encourage cooperatives to produce green energy, the Division operated the Solar Photovoltaic Rebate Scheme whereby financial incentives were provided to cooperatives for the installation of solar photovoltaic (PV) panels. Cooperative federations and societies were entitled to install solar PV of an allowed capacity of a maximum of 2 kilowatt peak (kWp) for electricity supply having a declared electrical load less or equal to 20 kVA and a maximum of 5 kWp for electricity supply having a declared electrical load above 20 kVA and accordingly benefit from a one-off grant of Rs25,000 for each kWp of solar PV installed. Five cooperatives have benefited from grants amounting to a total of Rs477,000 under this scheme.

Increase in yield of sugar cane

Small cane planters are regrouped in Cooperative Credit Societies. These planters are facing various problems including increase in production cost. Following discussions with the Shree Datta Shetkari S.S.K. Ltd, two experts from India visited Mauritius from 28 August to 05 September 2017 with a view to sharing of know-how/experience in sugarcane cultivation and providing support for analysis of soil of Mauritius and its impact on yields. They provided guidance to cooperators on techniques of cultivation which could give better yields. The experts have submitted their recommendations which are being considered for implementation together with the Mauritius Cane Industry Authority.

Further, assistance for project write-up has been provided to 75 cooperatives in connection with applications for loans and lease of state land. Technical assistance and support were also provided to cooperative societies and federations for their activities, projects and programmes.

Survey on Land under Cane Cultivation /Abandoned Land by Cooperative Societies

A survey was carried out to obtain relevant information and data on land occupied or abandoned by sugar-cane planters in cooperative societies. The main objective of the survey was to make optimum use of available land to enable Mauritius to play a more important role in the agricultural economy. Some 7,800 planters were interviewed for the survey. The Survey and its Report have been completed. A committee comprising representatives from various Ministries and other stakeholders has worked on the recommendations of the report.

Assistance to Cooperatives under the Cooperative Development Fund's Schemes

The Cooperative Development Fund operated the following four schemes with a view to providing assistance to Cooperatives:

- (i) Education Scheme for Cooperative Societies;
- (ii) Scheme for Acquisition of IT facilities for Cooperative Societies;
- (iii) Scheme for Market Fair for Cooperative Societies; and
- (iv) Upgrading of Cooperative Societies Scheme.

Financial assistance of Rs307,410 has been provided under the above schemes to 18 cooperative societies.

- **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 trained more than 5,000 cooperators/potential cooperators.

Sensitisation on Cooperatives for Youth and Unemployed Women

Sensitisation programmes on Cooperatives for youth and unemployed women were held islandwide with a view to attracting more youth and women in cooperatives. These programmes were attended by some 1,000 persons.

Training at VAMNICOM

Pursuant to the Memorandum of Understanding between the National Cooperative College and the Vaikunth Mehta National Institute of Cooperative Management (VAMNICOM), a team comprising 14 Mauritian Cooperators participated in a training programme at VAMNICOM in Pune, India in September 2017 to enhance their skills in agriculture and farming. The programme included visits and interactions at sugar factory, dairy farms, agricultural and horticulture cooperatives, among others.

Training in Organic Farming

Cooperatives are being encouraged to adopt sustainable agricultural techniques. In this respect, 15 participants (12 representatives from Cooperatives, 2 representatives from the Ministry of Agro Industry and Food Security (FAREI) and 1 representative from the Cooperatives Division of the Ministry) attended a 30-day intensive Programme in Organic Farming in September/October 2017 at the National Centre of Organic Farming, Ghaziabad, Uttar Pradesh, India to promote organic farming.

As a follow-up to the training, participants have initiated organic farming activities.

Workshop on the future of the Tea Sector

The Ministry in collaboration with the Grand Port Savanne Credit and Tea Marketing Cooperative Federation Ltd and the Primary Tea Cooperative Societies organized a Workshop on the “Future of the Tea Sector” in September 2017 at La Chartreuse Hall, Nouvelle France which was attended by 315 participants.

- **INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT)**

Cooperatives Division e-Registration Project

The Cooperatives Division e-Registration Portal was launched in September 2017 to enable potential promoters of a Cooperative Society to submit their applications for registration and payment of application fees online. It also provides for cooperative societies to submit their Financial Statements online.

Cooperatives ICT Centre

This project will enable and assist cooperatives to use IT for their book-keeping and submit their financial statements online through the Cooperatives Division eRegistration Portal.

Cooperative ICT Centres have been set up at Rose Belle, St. Pierre and Montagne Blanche to provide IT facilities to cooperators.

- **AWARDS FOR COOPERATIVES**

National Awards for Cooperatives (NAC) 2017

The Initiative Stage of the NAC was organised and the Award Ceremony was held in November 2017. The NAC was open to all Cooperative Societies in Mauritius and Rodrigues. There were 195 cooperatives including 19 cooperatives from Rodrigues which participated in the NAC. The Awards 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.

- **EVENTS ON COOPERATIVES**

International Cooperative Day (ICD) 2017

To mark the ICD 2017, the Ministry organised a ‘Gathering of Cooperators’ on Saturday 01 July 2017 at Paul Octave Wiéhé Auditorium, Réduit and was attended by some 1,000 cooperators and other stakeholders. A new Vision as well as a new Mission Statement and Value Statement for the Ministry were launched in line with Government’s policy to modernise the Cooperative Sector. Further, a logo and a tagline for cooperatives were launched.

An Exhibition on cooperatives was also held in collaboration with the Mauritius Cooperative Alliance Ltd in the foyer of the Paul Octave Wiéhé, Auditorium, Réduit on 01 July 2017.

Moreover, a Cooperative Family Day and a Regatta were organised at Trou D'eau Douce on 08 July 2017 and 09 July 2017, respectively.

On 13 July 2017, a ceremony was organised at the SSR Disability Services Centre, Triolet for the donation of TV sets, DVDs and school materials to the school.

Festival de Poisson

A 'Festival de Poisson' was organised in August 2017 in collaboration with the Mauritius Fishermen Co-operative Federation Ltd at the Maison Des Pêcheurs, Mahebourg. This event aimed at promoting the potential of cooperatives in the fish sector.

Celebration of the International Credit Union Day

The International Credit Union Day was celebrated on 21 October 2017, at the Notre Dame du Sacre Coeur Co-operative Credit Union, Camp de Masque Pave. The theme was "Dreams thrive here". A "Journée de Reflexion" was organised to mark the event and this provided cooperators with the opportunity to discuss, reflect and share experiences on the challenges facing Cooperative Credit Unions.

On the same day, the Postal Employees CCU and the Ministry made a donation to the 'Ecole de Sourde Muet' at Beau Bassin.

• ENGENDERING THE COOPERATIVE MOVEMENT

Engendering the cooperative sector through special support to women cooperatives

There are some 65 active women cooperatives and a women cooperative federation namely the Mauritius Women Entrepreneurs Cooperative Federation (MWECF) Ltd. The MWECF Ltd was set up 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.

Special support has been provided to women cooperatives in terms of financial and technical assistance, training, market access and development projects. Financial assistance was provided to the MWECF Ltd for operating a Cooperative Shop – the

Elle Co-op Shop at Port Louis, a shop in the Craft Market at Flacq and a tailor shop at Port Louis. These shops provide a permanent place for women cooperators to carry out their businesses and sell their products.

- **RAINWATER HARVESTING PROJECT**

Rainwater Harvesting Systems have been installed at the following buildings:

- a) Maison des Eleveurs, Henrietta;
- b) Maison des Eleveurs, St Pierre; and
- c) Ex-Regional Cooperative Centre, St Martin.

The project has been financed by the Ministry of Social Security, National Solidarity, and Environment and Sustainable Development (Environment and Sustainable Development Division). The project aims at having an even water supply throughout the year and reducing monthly water bills.

Status on Implementation of Budget Measures

Paragraph in Budget Speech including Annex	Budget Measure	Status
101	Provision has been made to upgrade and equip the Maison des Pêcheurs at Cap Malheureux, Tamarin and Mahebourg. The aim is to provide the fishermen cooperatives with the facilities to transform their fish catch into value-added fish products.	The estimated cost for the project at Tamarin only (Rs7.7million) was above the amount earmarked for the whole project which was Rs3.5million for the three Maisons des Pêcheurs. On 07 December 2017, the Ministry of Finance and Economic Development provided Rs7.7million for the project at Tamarin. The project could not be implemented in financial year 2017/2018 as bids received were not responsive. Another bidding exercise would be held.
103	Provision of grants to fishermen cooperative societies for the acquisition of refrigeration vehicles.	A refrigerated vehicle was purchased for the Mauritius Fishermen Cooperative Federation Ltd and delivery was expected in October 2018.

Status on Implementation of Key Actions

Key Action	Key Performance Indicator	Target (as per Budget Estimates)	Status
Operation of the National Cooperative College	Number of co-operators trained (co-operators and potential co-operators)	2,500	5,084

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.

Implementation Plan – Director of Audit Comments

The Implementation Plan with regard to the Director of Audit Comments is at Annex I.

PART III: FINANCIAL PERFORMANCE

Financial Highlights, Analysis of Major Changes and Statement of Expenditure

Head/ Sub- Head of Expenditure (Rs million)	2016-2017 Actual	2017-2018 Estimates	2017-2018 Actual	Analysis of Major Changes
Compensation of Employees	69,223,180	76,313,000	69,194,135	Certain posts were not filled.
Goods and Services	16,161,263	17,042,000	17,411,645	
Grants	4,811,215	6,235,000	6,211,715	
Other Expense	4,230,150	7,910,000	5,387,000	Funds earmarked under the Solar Photovoltaic Rebate Scheme could not be fully utilised due to low response from cooperatives.
Acquisition of Non-Financial Assets	405,290	33,900,000	22,909,018	Delay in the implementation of the following projects: (a) Upgrading of National Co-operative College (review of scope of works and cost estimates); (b) Renovation/ Upgrading of Maison des Pecheurs (review of scope of works and cost estimates); and (c) Acquisition of Refrigerated Vehicle (complexity of specifications).
Total	94,831,098	141,400,000	121,113,513	

PART IV: WAY FORWARD

Trends and Challenges

An Environmental Analysis, highlighting the SWOT, 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
- ✓ Minister's Support
- ✓ Management commitment
- ✓ A Strategic Action Plan
- ✓ ISO Certification
- ✓ Effective Communication with regular meetings and senior officers' meetings with Minister.
- ✓ Culture of quality
- ✓ Customer focus and service oriented
- ✓ Skilled/Experienced and Trained staff

WEAKNESSES

- ✓ Budgetary constraints
- ✓ High dependency on other stakeholders
- ✓ Enforcement of legislation

ENVIRONMENTAL 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
- ✓ Emergence of new sectors
- ✓ Availability of qualified labour facilities in market
- ✓ Restructuring of the Division

THREATS

- ✓ Ageing Cooperators
- ✓ Poor participation of Youth and Women in Cooperatives
- ✓ Lack of innovation in the cooperative sector
- ✓ Lack of leadership in Cooperative Societies
- ✓ Existence of other business models

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 programmes
- Human Resource Development Programmes for cooperatives
- Promotion of the concept of ‘cooperatives’ and the use of cooperative form of business
- 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 in professional and vocational fields