

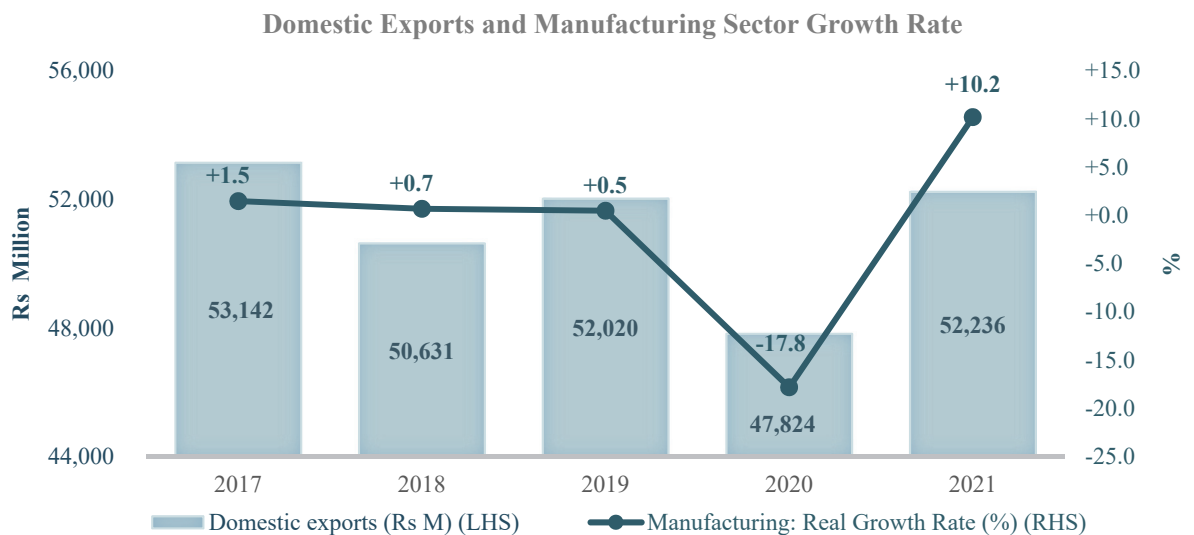
STRATEGIC OVERVIEW

I. Mission Statement

To support the growth and development of the Industrial Sector, Small and Medium Enterprises and Cooperative sector for employment and wealth creation, and to foster the emergence of innovative, technology-led, sustainable and globally competitive enterprises

II. Current Situation & Challenges

- As a pillar solidly anchored in the economic architecture of Mauritius, the manufacturing sector contributed 13.3 percent to Gross Value Added in 2021. The sector achieved a growth rate of 10.2 percent in 2021, picking up from a contraction of 17.8 percent in 2020.



- In 2020, the sector employed some 90,400 persons, of which over 30 percent were foreign workers.
- Since the outbreak of the COVID-19 pandemic, Government has taken several initiatives to support economic operators in various sectors and strengthen the resilience of the economy. Some Rs 40 billion have been earmarked under various schemes to support the business community, of which:
 - Some Rs 29 billion have already been disbursed as wage support mainly under the Wage Assistance Scheme and the Self-Employed Assistance Scheme; and
 - Some Rs 563 million were provided to operators under Freight Rebate Schemes to improve the competitiveness of local manufacturing products.
- SMEs contributed to 34.9 percent of Gross Value Added, 44 percent of total employment and 10.3 percent of total domestic exports in 2020.
- The number of active cooperative societies increased from 903 in the FY 2020-2021 to 1,150 in FY 2021-2022.

Key Challenges

- Shortage of skilled workforce and disparity between available skills set and industry requirements
- Rising production costs due to increase in cost of raw materials and other operational costs
- Disruption in supply chain and raw material sourcing
- Irregular shipping frequencies causing delays in delivery schedules
- Escalating logistics and related costs including freight, decreasing competitiveness and attractiveness of local products
- Exigencies to adhere to sustainable consumption and production practices
- Emergence of low-cost producing countries in traditional export markets
- Lack of interest among younger generations to join the Cooperative Movement

III. Strategic Direction 2022-2025

Strategic Direction	Enabler
Support viable enterprises to prevent closure and avoid job losses	<ul style="list-style-type: none"> ▪ Implement Special Relief Programmes and Schemes including loans at concessionary rates to support enterprises
Promote import substitution strategies by encouraging local production	<ul style="list-style-type: none"> ▪ Facilitate level-playing field for imports and exports with regard to norms and standards to ensure that there is domestic market conformance ▪ Promote the culture of buying Mauritian products through sensitisation campaigns
Upgrade and modernise the manufacturing base for higher value-added products	<ul style="list-style-type: none"> ▪ Encourage enterprises to re-engineer and re-orient their business models focusing on green and Industry 4.0 technologies through support from the Industrial Finance Corporation of Mauritius Ltd
Support SMEs in building their resilience by fostering higher productivity, profitability, efficiency and growth potential	<ul style="list-style-type: none"> ▪ Facilitate access to finance to SMEs and improve market penetration through e-commerce platform ▪ Bridge the skills gap in order to respond to emerging requirements ▪ Support SMEs, through various schemes, to improve their productivity and competitiveness
Boost the export manufacturing sector	<ul style="list-style-type: none"> ▪ Conduct market surveys to identify products having export potential and intensify export promotion campaigns in traditional and emerging markets ▪ Exploit regional and global market opportunities by leveraging on Free Trade Agreements and Preferential Trade Agreements ▪ Upgrade quality of products by moving to higher value-added supply chains

VOTE 10-1: Ministry of Industrial Development, SMEs and Cooperatives - continued

Strategic Direction	Enabler
Improve competitiveness of the Cooperative Sector	<ul style="list-style-type: none"> ▪ Support production, storage, sales and value addition, and adoption of best practices through special schemes and facilitate access to land ▪ Facilitate access to finance and markets to co-operators ▪ Provide targeted training and capacity building programmes

IV. Key Deliverables and Key Performance Indicators

Outcome				
A globally competitive and sustainable industrial sector based on continuous innovation, technology upgrading, productivity gains and highly skilled workforce				
Outcome Indicator	Actual 2021/22 (Prov.)	Target 2022/23	Target 2024/25	Target 2030
Percentage real growth of the manufacturing sector	10.2% (2021)	> 5%	> 5%	> 6%
SME contribution (as a % of Gross Value Added)	35% (2020)	≥ 37%	≥ 39%	≥ 45%

Delivery Unit	Main Service	Key Performance Indicator	Actual 2021/22 (Prov.)	Target 2022/23	Target 2023/24	Target 2024/25
Industrial Development Division	Facilitate the development of the manufacturing sector	Percentage increase in growth of domestic exports (excluding sugar)	3.7%	≥ 5%	≥ 5%	≥ 5%
Mauritius Standards Bureau	Development of standards and provision of conformity assessment services	Number of standards developed	39	55	60	65
Mauritius Accreditation Service (MAURITAS)	Accreditation of Conformity Assessment Bodies to International Standards	Number of laboratories, Certification Bodies and Inspection Bodies accredited (Cumulative)	35	37	40	45
Fashion and Design Institute	Provision of training in the field of fashion and design technology	Number of students successfully completing courses	400	450	500	700

VOTE 10-1: Ministry of Industrial Development, SMEs and Cooperatives - continued

Delivery Unit	Main Service	Key Performance Indicator	Actual 2021/22 (Prov.)	Target 2022/23	Target 2023/24	Target 2024/25
National Productivity and Competitiveness Council	Promote productivity, quality and competitiveness	Number of productivity programmes carried out	64	90	100	110
SMEs Division	Facilitate the development of SMEs	Number of SMEs registered	16,000	18,000	20,000	22,000
		Number of jobs created by newly registered SMEs	2,074	2,300	2500	2700
SME Mauritius Ltd	Provide support to SMEs	Number of SMEs assisted through SME support schemes	700	750	800	900
Cooperatives Division	Facilitate the development of the Cooperatives Sector	Employment in cooperative societies	2,000	2,200	2,400	2,600
National Cooperative College	Promote the development of co-operative entrepreneurship	Number of cooperative members trained	600	725	900	1,100

V. Human Resource & Gender Distribution

Staff in Post	Number	Male	Female
Top Management (Salary ≥ Rs 110,000)	3	-	100%
Middle Management (Rs 47,000 ≤ Salary <Rs 110,000)	71	61%	39%
Support (Salary <Rs 47,000)	236	31%	69%
Overall	310	37%	63%

CISD Figures – May 2022

Staff in Statutory Bodies / Public Bodies	Number	Male	Female
SME Mauritius Ltd	53	49%	51%
Fashion and Design Institute	53	55%	45%
Mauritius Standards Bureau	84	62%	38%
National Productivity and Competitiveness Council	29	31%	69%
National Cooperative College	11	36%	64%

VOTE 10-1: Ministry of Industrial Development, SMEs and Cooperatives - continued

FINANCIAL RESOURCES

Summary by Economic Categories

Rs 000

Code	Economic Categories	2021/22 Estimates	2022/23 Estimates	2023/24 Planned	2024/25 Planned
VOTE 10-1: TOTAL EXPENDITURE		471,000	513,000	492,800	483,600
Recurrent Expenditure		411,200	479,000	479,800	482,600
20	Allowance to Minister	2,400	2,400	2,400	2,400
21	Compensation of Employees	176,000	194,790	202,240	204,940
22	Goods and Services	50,360	63,400	58,100	58,200
26	Grants	178,030	214,000	212,000	212,000
28	Other Expense	4,410	4,410	5,060	5,060
Capital Expenditure		59,800	34,000	13,000	1,000
26	Grants	33,500	12,800	-	-
28	Other Expense	7,000	-	-	-
31	Acquisition of Non-Financial Assets	19,300	21,200	13,000	1,000

Summary by Sub-Heads

Rs 000

Details	2021/22 Estimates	2022/23 Estimates	2023/24 Planned	2024/25 Planned
Sub-Head 10-101: General	35,970	42,900	38,100	36,800
Sub-Head 10-102: Industrial Development	240,800	250,900	236,800	237,800
Sub-Head 10-103: Small and Medium Enterprises Development	68,520	83,300	82,300	82,700
Sub-Head 10-104: Cooperatives Development	125,710	135,900	135,600	126,300
TOTAL	471,000	513,000	492,800	483,600

Sub-Head 10-101: General

Rs 000

Item No.	Details	2021/22 Estimates	2022/23 Estimates	2023/24 Planned	2024/25 Planned
Recurrent Expenditure		31,970	39,500	35,100	35,800
20	Allowance to Minister	2,400	2,400	2,400	2,400
20100	Annual Allowance	2,400	2,400	2,400	2,400
21	Compensation of Employees	16,970	18,600	19,300	20,000
21110	Personal Emoluments	14,495	15,705	16,405	17,105
.001	Basic Salary	9,098	10,260	10,910	11,510
.002	Salary Compensation	422	150	150	150
.004	Allowances	1,925	1,925	1,925	1,925
.005	Extra Assistance	1,450	1,620	1,620	1,620
.006	Cash in lieu of Leave	600	700	700	700
.009	End-of-year Bonus	1,000	1,050	1,100	1,200

VOTE 10-1: Ministry of Industrial Development, SMEs and Cooperatives - continued

Rs 000

Item No.	Details		2021/22 Estimates	2022/23 Estimates	2023/24 Planned	2024/25 Planned
21111	Other Staff Costs		2,315	2,715	2,715	2,715
.002	Travelling and Transport		1,800	2,100	2,100	2,100
.100	Overtime		500	600	600	600
.200	Staff Welfare		15	15	15	15
21210	Social Contributions		160	180	180	180
.001	Contribution to the National Savings Fund		160	180	180	180
22	Goods and Services		12,600	18,500	13,400	13,400
22010	Cost of Utilities		1,510	1,510	1,510	1,510
22020	Fuel and Oil		150	175	175	175
22030	Rent		8,615	8,625	8,625	8,625
22040	Office Equipment and Furniture		225	225	225	225
22050	Office Expenses		290	330	330	330
22060	Maintenance		400	910	910	910
22070	Cleaning Services		200	200	225	225
22100	Publications and Stationery		485	570	675	675
22120	Fees		125	5,380	150	150
	<i>of which</i>					
.008	Fees to Consultants (COMESA Funded)		-	5,230	-	-
22170	Travelling within the Republic		100	100	100	100
22900	Other Goods and Services		500	475	475	475
	<i>of which</i>					
.955	Gender Mainstreaming		200	200	200	200
Capital Expenditure			4,000	3,400	3,000	1,000
31	Acquisition of Non-Financial Assets	Project Value Rs 000	4,000	3,400	3,000	1,000
31112	Non-Residential Buildings					
.401	Upgrading of Office Building		1,000	1,000	-	-
31122	Other Machinery & Equipment					
.802	Acquisition of IT Equipment		2,000	400	-	-
31132	Intangible Fixed Assets					
.117	Development of a Centralised IT System	6,000	1,000	2,000	3,000	1,000
TOTAL			35,970	42,900	38,100	36,800

Sub-Head 10-102: Industrial Development

Recurrent Expenditure			212,800	237,400	236,800	237,800
21	Compensation of Employees		63,240	68,200	70,700	71,600
21110	Personal Emoluments		55,875	60,500	63,000	63,900
.001	Basic Salary		45,545	50,680	52,930	53,680
.002	Salary Compensation		1,600	600	600	600
.004	Allowances		1,500	1,350	1,350	1,350
.005	Extra Assistance		1,220	1,370	1,370	1,370
.006	Cash in lieu of leave		2,100	2,200	2,300	2,400
.009	End-of-year Bonus		3,910	4,300	4,450	4,500

VOTE 10-1: Ministry of Industrial Development, SMEs and Cooperatives - continued

Rs 000

Item No.	Details	2021/22 Estimates	2022/23 Estimates	2023/24 Planned	2024/25 Planned
21111	Other Staff Costs	6,675	6,975	6,975	6,975
.002	Travelling and Transport	6,000	6,200	6,200	6,200
.100	Overtime	600	700	700	700
.200	Staff Welfare	75	75	75	75
21210	Social Contributions	690	725	725	725
.001	Contribution to the National Savings Fund	690	725	725	725
22	Goods and Services	22,730	24,900	23,800	23,900
22010	Cost of Utilities	2,800	2,700	2,700	2,700
22020	Fuel and Oil	200	200	200	200
22030	Rent	13,140	13,340	13,495	13,570
22040	Office Equipment and Furniture	250	250	250	250
22050	Office Expenses	420	370	370	370
22060	Maintenance	900	930	930	930
22070	Cleaning Services	300	350	350	350
22090	Security	75	95	95	95
22100	Publications and Stationery	875	735	760	785
22120	Fees	2,945	4,965	3,965	3,965
22150	Scientific and Laboratory Equipment and Supplies	325	250	250	250
22900	Other Goods and Services	500	715	435	435
26	Grants	126,830	144,300	142,300	142,300
26210	Contribution to International Organisations	830	900	900	900
26313	Extra-Budgetary Units				
.011	Fashion and Design Institute	30,000	33,200	33,200	33,200
.046	Mauritius Standards Bureau	50,000	56,900	56,900	56,900
.064	National Productivity and Competitiveness Council	46,000	53,300	51,300	51,300
Capital Expenditure		28,000	13,500	-	-
26	Grants	27,000	11,000	-	-
26323	Extra-Budgetary Units				
.011	Fashion and Design Institute	15,000	5,000	-	-
.046	Mauritius Standards Bureau	11,000	5,000	-	-
.064	National Productivity and Competitiveness Council	1,000	1,000	-	-
31	Acquisition of Non Financial Assets	1,000	2,500	-	-
31122	Other Machinery and Equipment				
.802	Acquisition of IT Equipment	1,000	1,000	-	-
.999	Acquisition of Other Machinery and Equipment	-	1,500	-	-
TOTAL		240,800	250,900	236,800	237,800

Sub-Head 10-103: Small and Medium Enterprises Development

Recurrent Expenditure		60,020	81,500	82,300	82,700
21	Compensation of Employees	16,520	21,000	21,800	22,200
21110	Personal Emoluments	15,195	19,350	20,150	20,550
.001	Basic Salary	12,629	16,665	17,405	17,775
.002	Salary Compensation	731	225	225	225
.004	Allowances	200	300	300	300
.006	Cash in lieu of Leave	520	750	750	750
.009	End-of-year Bonus	1,115	1,410	1,470	1,500

VOTE 10-1: Ministry of Industrial Development, SMEs and Cooperatives - continued

Rs 000					
Item No.	Details	2021/22 Estimates	2022/23 Estimates	2023/24 Planned	2024/25 Planned
21111	Other Staff Costs	1,100	1,400	1,400	1,400
.002	Travelling and Transport	1,100	1,400	1,400	1,400
21210	Social Contributions	225	250	250	250
.001	Contribution to the National Savings Fund	225	250	250	250
26	Grants	43,500	60,500	60,500	60,500
26313	Extra-Budgetary Units				
.147	SME Mauritius Ltd	43,500	60,500	60,500	60,500
Capital Expenditure		8,500	1,800	-	-
26	Grants	6,500	1,800	-	-
26323	Extra-Budgetary Units				
.147	SME Mauritius Ltd	6,500	1,800	-	-
28	Other Expense	2,000	-	-	-
28225	Transfers to Private Enterprises				
.002	Accompanying Measures for SMEs	2,000	-	-	-
TOTAL		68,520	83,300	82,300	82,700

(f1)

Sub-Head 10-104: Cooperatives Development

Recurrent Expenditure		106,410	120,600	125,600	126,300
21	Compensation of Employees	79,270	86,990	90,440	91,140
21110	Personal Emoluments	69,695	75,565	79,015	79,715
.001	Basic Salary	56,905	63,440	66,690	67,290
.002	Salary Compensation	2,545	800	800	800
.004	Allowances	2,300	2,625	2,625	2,625
.005	Extra Assistance	430	450	450	450
.006	Cash in lieu of Leave	2,500	2,850	2,850	2,850
.009	End-of-year Bonus	5,015	5,400	5,600	5,700
21111	Other Staff Costs	8,625	10,325	10,325	10,325
.002	Travelling and Transport	8,300	9,900	9,900	9,900
.100	Overtime	300	400	400	400
.200	Staff Welfare	25	25	25	25
21210	Social Contributions	950	1,100	1,100	1,100
.001	Contribution to the National Savings Fund	950	1,100	1,100	1,100
22	Goods and Services	15,030	20,000	20,900	20,900
22010	Cost of Utilities	1,960	2,770	2,795	2,795
22020	Fuel and Oil	230	250	250	250
22030	Rent	7,650	10,400	12,000	12,000
22040	Office Equipment and Furniture	250	700	250	250
22050	Office Expenses	350	350	350	350
22060	Maintenance	880	1,325	950	950
22070	Cleaning Services	300	350	350	350
22090	Security	500	775	775	775
22100	Publications and Stationery	850	850	850	850
22120	Fees	850	900	900	900
22170	Travelling within the Republic	205	205	205	205
22900	Other Goods and Services	1,005	1,125	1,225	1,225

(f1): As from FY 2022/2023 provision made under National Resilience Fund

VOTE 10-1: Ministry of Industrial Development, SMEs and Cooperatives - continued

Rs 000

Item No.	Details		2021/22 Estimates	2022/23 Estimates	2023/24 Planned	2024/25 Planned
26	Grants		7,700	9,200	9,200	9,200
26210	Contribution to International Organisations		300	400	400	400
26313	Extra-Budgetary Units					
.061	National Cooperative College		7,400	8,800	8,800	8,800
28	Other Expense		4,410	4,410	5,060	5,060
28211	Transfers to Non-Profit Institutions					
.030	Mauritius Co-operative Alliance Ltd		2,415	2,415	3,000	3,000
.031	Mauritius Livestock Marketing Co-operative Federation		735	735	735	735
.032	Mauritius Agricultural Marketing Co-operative Federation		735	735	800	800
.058	Mauritius Women Entrepreneur Cooperative Federation		525	525	525	525
Capital Expenditure			19,300	15,300	10,000	-
28	Other Expense	Project Value Rs 000	5,000	-	-	-
28225	Transfers to Private Enterprises					
.017	Boost to Local Production Scheme		5,000	-	-	(f1)
31	Acquisition of Non - Financial Assets		14,300	15,300	10,000	-
31112	Non-Residential Buildings					
.401	Upgrading of Office Building		-	1,000	-	-
.430	Upgrading of 'Maisons des Eleveurs/Maisons des Pecheurs'		11,500	12,500	10,000	-
	(i) Tamarin	20,000	10,000	10,000	10,000	-
	(ii) St Pierre		1,500	2,500	-	-
.442	Upgrading of Building		-	300	-	-
31121	Transport Equipment					
.801	Acquisition of Vehicles		1,500	-	-	-
31122	Other Machinery and Equipment					
.802	Acquisition of IT Equipment		1,300	-	-	-
31132	Intangible Fixed Assets					
.106	Cooperatives Division e-Registration Project		-	1,000	-	-
31133	Furniture, Fixtures & Fittings		-	500	-	-
TOTAL			125,710	135,900	135,600	126,300

(f1): Provision made under National Resilience Fund

VOTE 10-1: Ministry of Industrial Development, SMEs and Cooperatives - continued

HUMAN RESOURCES

SN	Position Titles	Funded	
		2021/22	2022/23
Vote 10-1: Ministry of Industrial Development, SMEs and Cooperatives		323	341
Sub-Head 10-101: General		22	22
1	Minister	1	1
2	Permanent Secretary	1	1
3	Assistant Permanent Secretary	1	1
4	Manager, Financial Operations	1	1
5	Assistant Manager, Financial Operations	1	1
6	Procurement and Supply Officer/Senior Procurement and Supply Officer	1	1
7	Assistant Procurement and Supply Officer	1	1
8	Manager, Human Resources	1	1
9	Office Management Executive	1	1
10	Office Management Assistant	1	1
11	Management Support Officer	4	4
12	Confidential Secretary	2	2
13	Word Processing Operator	1	1
14	Receptionist/Telephone Operator	1	1
15	Office Auxiliary/Senior Office Auxiliary	2	2
16	Driver (<i>on roster</i>)	2	2
Sub Head 10-102: Industrial Development		110	119
Industrial Consolidation and Diversification			
1	Permanent Secretary	1	1
2	Deputy Permanent Secretary	1	1
3	Assistant Permanent Secretary	2	2
4	Director of Industry	1	1
5	Deputy Director of Industry (<i>New</i>)	-	-
6	Principal Industrial Analyst <i>formerly Principal Analyst (Industry)</i>	3	3
7	Senior Industrial Analyst <i>formerly Senior Analyst (Industry)</i>	5	5
8	Industrial Analyst <i>formerly Analyst (Industry)</i>	6	8
9	Head, Business Information Unit	1	1
10	Assistant to Head, Business Information Unit	1	1
11	Assistant Manager, Financial Operations	1	1
12	Financial Operations Officer/Senior Financial Operations Officer <i>formerly Financial Officer/Senior Financial Officer</i>	2	2
13	Assistant Financial Operations Officer <i>formerly Assistant Financial Officer</i>	1	1
14	Procurement and Supply Officer/Senior Procurement and Supply Officer	1	1
15	Assistant Procurement and Supply Officer	1	1
16	Assistant Manager, Human Resources	1	1
17	Human Resource Executive	1	1
18	Office Management Executive	2	2
19	Office Management Assistant	5	5
20	Office Supervisor	1	1
21	Management Support Officer	14	21
22	Confidential Secretary	3	3
23	Word Processing Operator	4	4
24	Receptionist/Telephone Operator	1	1
25	Head Office Auxiliary	1	1

VOTE 10-1: Ministry of Industrial Development, SMEs and Cooperatives - *continued*

SN	Position Titles	Funded	
		2021/22	2022/23
26	Office Auxiliary/Senior Office Auxiliary	6	6
27	Driver	4	4
	Assaying and Marking of Jewellery		
28	Director, Assay Office	1	1
29	Assistant Director, Assay Office	1	1
30	Scientific Officer (Assay) <i>formerly Scientific Officer (Assay and Gemmology)</i>	2	2
31	Senior Gemmologist (<i>New</i>)	-	-
32	Gemmologist	3	3
33	Technical Officer/Senior Technical Officer (Assay Office)	8	8
34	Office Management Assistant	1	1
35	Management Support Officer	3	3
36	Confidential Secretary	1	1
37	Word Processing Operator	1	1
38	Receptionist/Telephone Operator	1	1
39	Assay Laboratory Auxiliary	2	2
40	Office Auxiliary/Senior Office Auxiliary	2	2
	Quality Enhancement, Accreditation and Conformity Assessments		
41	Director, MAURITAS	1	1
42	Accreditation Manager	2	2
43	Assistant Accreditation Manager	1	1
44	Accreditation Officer	4	4
45	Office Management Assistant	1	1
46	Management Support Officer	2	2
47	Confidential Secretary	1	1
48	Receptionist/Telephone Operator	1	1
49	Office Auxiliary/Senior Office Auxiliary	1	1
Sub-Head 10-103: Small and Medium Enterprises Development		36	44
1	Deputy Permanent Secretary	1	1
2	Assistant Permanent Secretary	1	1
3	Principal Business and Enterprise Analyst	-	-
4	Senior Business and Enterprise Analyst	-	1
5	Business and Enterprise Analyst	2	2
6	Financial Operations Officer/Senior Financial Operations Officer <i>formerly Financial Officer/Senior Financial Officer</i>	1	1
7	Assistant Financial Operations Officer <i>formerly Assistant Financial Officer</i>	1	1
8	Human Resource Executive	1	1
9	Office Management Assistant	2	2
10	Management Support Officer	6	13
11	Confidential Secretary	2	2
12	Word Processing Operator	2	2
13	Head Office Auxiliary	1	1
14	Office Auxiliary/Senior Office Auxiliary	3	3
15	Driver	1	1
	SME REGISTRATION UNIT		
16	Registrar, Small and Medium Enterprises (<i>New</i>)	-	-
17	Assistant Manager (Ex-SMEDA)	1	1
18	Business Development Officer (Ex-SMEDA)	3	3

VOTE 10-1: Ministry of Industrial Development, SMEs and Cooperatives - *continued*

SN	Position Titles	Funded	
		2021/22	2022/23
19	Executive Officer (Ex-SMEDA)	2	2
20	Clerical Officer/Higher Clerical Officer (Ex-SMEDA)	1	1
21	Receptionist/Telephone Operator (Ex-SMEDA)	1	1
22	Senior Clerk/Word Processing Operator (Ex-SMEDA)	1	1
23	Driver/Office Attendant (Ex-SMEDA)	1	1
24	Office Attendant (Ex-SMEDA)	2	2
Sub-Head 10-104: Cooperatives Development		155	156
1	Permanent Secretary	1	1
2	Deputy Permanent Secretary	1	1
3	Assistant Permanent Secretary	2	2
4	Registrar, Co-operative Societies	1	1
5	Deputy Registrar of Co-operative Societies	1	1
6	Divisional Co-operative Officer	3	3
7	Principal Co-operative Officer	14	14
8	Senior Co-operative Officer	14	14
9	Co-operative Officer	16	16
10	Principal Co-operative Auditor	1	1
11	Senior Co-operative Auditor	3	3
12	Co-operative Auditor	8	9
13	Secretary for Co-operative Development	1	1
14	Senior Co-operative Development Officer	3	3
15	Co-operative Development Officer	7	7
16	Assistant Manager, Financial Operations	1	1
17	Principal Financial Operations Officer	1	1
18	Financial Operations Officer/Senior Financial Operations Officer <i>formerly Financial Officer/Senior Financial Officer</i>	2	2
19	Principal Procurement and Supply Officer	1	1
20	Procurement and Supply Officer/Senior Procurement and Supply Officer	1	1
21	Assistant Manager, Human Resources	1	1
22	Human Resource Executive	1	1
23	Office Management Executive	2	2
24	Office Management Assistant	3	3
25	Office Supervisor	1	1
26	Management Support Officer	23	26
27	Confidential Secretary	3	3
28	Word Processing Operator	6	6
29	Office Clerk (<i>Personal</i>)	3	-
30	Receptionist/Telephone Operator	1	1
31	Head Office Auxiliary	1	1
32	Office Auxiliary/Senior Office Auxiliary	5	5
33	Driver	5	5
34	General Worker	18	18
TOTAL		323	341