

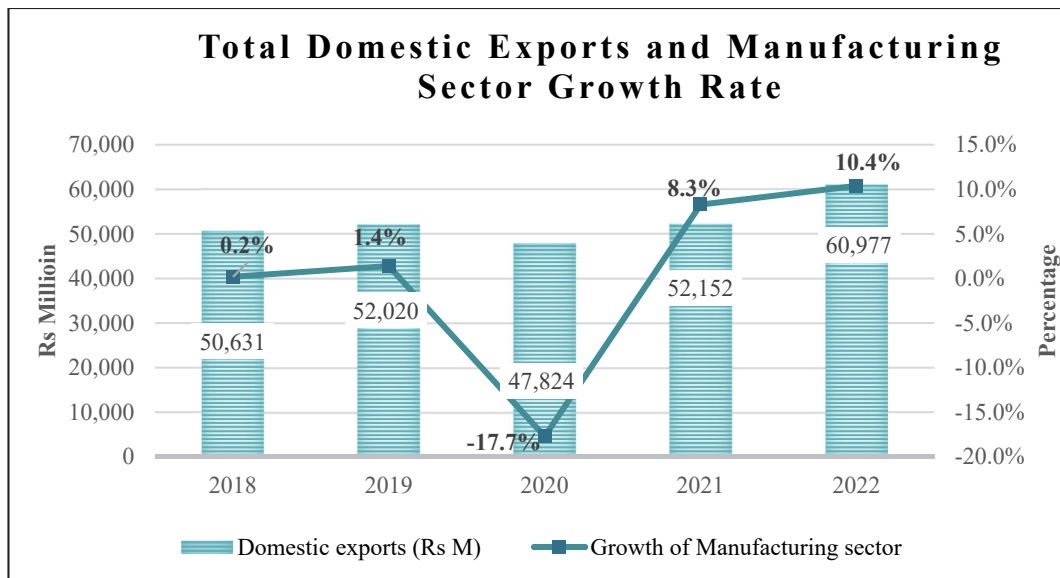
STRATEGIC OVERVIEW

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

- The manufacturing sector is a vital economic pillar, contributing to 13.8 percent of Gross Value Added (GVA) and employing some 85,000 persons, of which around 23 percent are foreigners.
- Activities in the manufacturing sector picked up in 2021 and 2022 following the severe contraction in 2020. The sector grew by 10.4 percent in real terms in 2022. Total domestic exports increased by 16.9 percent to reach Rs 61 billion in 2022. Excluding sugar, domestic exports went up by 15.9 percent from Rs 45.1 billion to Rs 52.3 billion.



- The SME sector contributed to 38.2 percent of GVA, 44 percent of total employment and 8.5 percent of total domestic exports in 2021. The legacy effects of the COVID-19 pandemic and geopolitical fragmentation are still impacting the sector.
- With a view to mitigating the effects of successive economic shocks and to promote business continuity, Government has, through the Development Bank of Mauritius, the Industrial Finance Corporation of Mauritius, Economic Development Board, and the SME Mauritius, mobilised some Rs 5.6 Billion in FY 2022-2023 for the implementation of the following schemes:
 - COVID-19 related Loans - Rs 2.3 bn
 - Sustainable Development Loan Schemes - Rs 1.2 bn
 - Food Security Loan Schemes - Rs 600 m
 - Modernisation and Transformation Schemes - Rs 1 bn
 - Export Competitiveness Schemes - Rs 450 m
 - SME Support Schemes - Rs 60 m

- 672 graduates and diploma holders have been placed under the SME Employment Scheme to develop their entrepreneurial skills and enhance their employability.
- Some 1,150 active cooperative societies are engaged in agriculture (including livestock and fishing), agricultural support services, savings and credit, and public transport. These cooperative societies, regrouping around 85,000 members, are generating a turnover of almost Rs 4 billion.

Key Challenges

- Adherence to sustainable consumption and production practices
- Modernising manufacturing base for higher value-added products
- Shortage of skilled labour and disparity between available skills set and industry requirements
- Rising production costs owing to increase in cost of raw materials and energy prices
- Enhancing resilience and productivity of SMEs
- Intense competition from low-cost countries in traditional export markets
- Slow adoption of technology and innovative practices

III. Strategic Direction 2023-2026

Strategic Direction	Enabler
Promotion of 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 and provide greater visibility to locally manufactured goods through dedicated activities
Upgrade and modernise the manufacturing base for differentiated and 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 ▪ Promote sustainable manufacturing through the implementation of relevant projects and schemes
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 new and emerging markets ▪ Strengthen regional and global market opportunities by leveraging on Free Trade Agreements and Preferential Trade Agreements ▪ Upgrade quality of products to focus on higher value added supply chains to tap niche markets
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 through several financial instruments, including concessionary loans ▪ Bridge the skills gap in order to respond to emerging requirements ▪ Support SMEs, through various schemes, to improve their productivity and competitiveness as well as to move to a higher value-added supply chain

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

Strategic Direction	Enabler
	<ul style="list-style-type: none"> Improve market penetration by encouraging the use of e-commerce platform to create visibility of locally manufactured products by SMEs
Improve competitiveness of the Cooperatives Sector	<ul style="list-style-type: none"> Support production, storage, sales and value addition, and adoption of best practices through special schemes 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 2022/23 (Prov.)	Target 2023/24	Target 2025/26	Target 2030
Percentage real growth of the manufacturing sector	10.4% (2022)	6.0%	6.0%	6.0%
SME contribution (as a % of Gross Value Added)	38.2% (2021)	≥ 39%	≥ 40%	≥ 45%

Delivery Unit	Main Service	Key Performance Indicator	Actual 2022/23 (Prov.)	Target 2023/24	Target 2024/25	Target 2025/26
Industrial Development Division	Facilitate the development of the manufacturing sector	Percentage increase in domestic exports (excl. sugar)	15.9% (2022)	10.0%	10.0%	10.0%
Mauritius Standards Bureau	Development of standards and provision of conformity assessment services	Number of standards developed	60	65	70	80
Academy of Design and Innovation	Provision of training in Fashion and Design technology	No of Students trained	239	325	350	400
National Productivity and Competitiveness Council	Promote productivity, quality and competitiveness	Number of productivity programmes carried out	115	130	140	160

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

Delivery Unit	Main Service	Key Performance Indicator	Actual 2022/23 (Prov.)	Target 2023/24	Target 2024/25	Target 2025/26
SMEs Division	Facilitate the development of SMEs	Number of SMEs registered	20,185	22,000	24,000	27,000
		Number of jobs created by registered SMEs	1,765	2,300	2,500	2,700
SME Mauritius Ltd	Provide support to SMEs	Number of SMEs assisted through SME support schemes	896	900	950	1,000
Cooperatives Division	Facilitate the development of the Cooperatives Sector	Number of cooperative societies assisted through technical support and schemes/projects	600	650	700	750
National Cooperative College	Promote the development of cooperative 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	67%	33%
Middle Management (Rs 47,000 ≤ Salary <Rs 110,000)	62	53%	47%
Support (Salary <Rs 47,000)	238	32%	68%
Overall	303	37%	63%

CISD Figures – May 2023

Staff in Statutory Bodies / Public Bodies	Number	Male	Female
SME Mauritius Ltd	52	48%	52%
Mauritius Standards Bureau	91	58%	42%
Academy of Design and Innovation	55	49%	51%
National Productivity and Competitiveness Council	26	31%	69%
National Cooperative College	11	36%	64%

VOTE 10-1: MINISTRY OF INDUSTRIAL DEVELOPMENT, SMEs AND COOPERATIVES

FINANCIAL RESOURCES

Summary by Economic Categories

Rs 000

Code	Economic Categories	2022/23 Estimates	2023/24 Estimates	2024/25 Planned	2025/26 Planned
VOTE 10-1: TOTAL EXPENDITURE		513,000	550,000	554,600	546,100
Recurrent Expenditure		479,000	504,000	506,700	516,100
20	Allowance to Minister	2,400	2,400	2,400	2,400
21	Compensation of Employees	194,790	195,700	201,590	203,990
22	Goods and Services	63,400	69,200	61,800	61,800
26	Grants	214,000	229,700	236,500	243,500
28	Other Expense	4,410	7,000	4,410	4,410
Capital Expenditure		34,000	46,000	47,900	30,000
26	Grants	12,800	20,000	13,500	13,400
31	Acquisition of Non-Financial Assets	21,200	26,000	34,400	16,600

Summary by Sub-Heads

Rs 000

Details	2022/23 Estimates	2023/24 Estimates	2024/25 Planned	2025/26 Planned
Sub-Head 10-101: General	42,900	46,100	40,600	38,500
Sub-Head 10-102: Industrial Development	250,900	267,900	270,800	276,400
Sub-Head 10-103: Small and Medium Enterprises Development	83,300	87,800	89,000	91,000
Sub-Head 10-104: Cooperatives Development	135,900	148,200	154,200	140,200
TOTAL	513,000	550,000	554,600	546,100

Sub-Head 10-101: General

Rs 000

Item No.	Details	2022/23 Estimates	2023/24 Estimates	2024/25 Planned	2025/26 Planned
Recurrent Expenditure		39,500	42,700	38,200	38,500
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	18,600	19,700	20,400	20,700
21110	Personal Emoluments	15,705	16,335	17,025	17,315
.001	Basic Salary	10,260	10,495	11,170	11,440
.002	Salary Compensation	150	370	370	370
.004	Allowances	1,925	2,100	2,100	2,100
.005	Extra Assistance	1,620	1,720	1,720	1,720
.006	Cash in lieu of Leave	700	500	500	500
.009	End-of-year Bonus	1,050	1,150	1,165	1,185
21111	Other Staff Costs	2,715	3,215	3,215	3,215
.002	Travelling and Transport	2,100	2,600	2,600	2,600
.100	Overtime	600	600	600	600
.200	Staff Welfare	15	15	15	15

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

Rs 000

Item No.	Details		2022/23 Estimates	2023/24 Estimates	2024/25 Planned	2025/26 Planned
21210	Social Contributions		180	150	160	170
.001	Contribution to the National Savings Fund		180	150	160	170
22	Goods and Services		18,500	19,800	14,600	14,600
22010	Cost of Utilities		1,510	1,765	1,795	1,795
22020	Fuel and Oil		175	300	300	300
22030	Rent		8,625	9,050	9,050	9,050
22040	Office Equipment and Furniture		225	225	225	225
22050	Office Expenses		330	450	450	450
22060	Maintenance		910	1,210	1,210	1,210
22070	Cleaning Services		200	175	175	175
22100	Publications and Stationery		570	670	670	670
22120	Fees		5,380	5,380	150	150
	<i>of which</i>					
.008	Fees to Consultants (COMESA Funded)		5,230	5,230	-	-
22170	Travelling within the Republic		100	100	100	100
22900	Other Goods and Services		475	475	475	475
	<i>of which</i>					
.955	Gender Mainstreaming		200	200	200	200
26	Grants		-	800	800	800
26210	Contribution to International Organisations					
.067	African Asian Rural Development Organisation		-	800	800	800
Capital Expenditure			3,400	3,400	2,400	-
31	Acquisition of Non-Financial Assets	Project Value Rs 000	3,400	3,400	2,400	-
31112	Non-Residential Buildings					
.401	Upgrading of Office Building		1,000	200	-	-
31122	Other Machinery & Equipment					
.802	Acquisition of IT Equipment		400	200	-	-
31132	Intangible Fixed Assets					
.117	Development of a Centralised IT System - Central SME Database	6,000	2,000	3,000	2,400	-
TOTAL			42,900	46,100	40,600	38,500

Sub-Head 10-102: Industrial Development

Rs 000

Recurrent Expenditure			237,400	249,000	256,800	262,400
21	Compensation of Employees		68,200	67,300	70,900	71,800
21110	Personal Emoluments		60,500	59,700	63,300	64,200
.001	Basic Salary		50,680	48,705	51,930	52,680
.002	Salary Compensation		600	2,000	2,000	2,000
.004	Allowances		1,350	1,400	1,400	1,400
.005	Extra Assistance		1,370	1,370	1,370	1,370
.006	Cash in lieu of leave		2,200	2,000	2,100	2,200
.009	End-of-year Bonus		4,300	4,225	4,500	4,550

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

Rs 000

Item No.	Details	2022/23 Estimates	2023/24 Estimates	2024/25 Planned	2025/26 Planned
21111	Other Staff Costs	6,975	6,875	6,875	6,875
.002	Travelling and Transport	6,200	6,100	6,100	6,100
.100	Overtime	700	700	700	700
.200	Staff Welfare	75	75	75	75
21210	Social Contributions	725	725	725	725
.001	Contribution to the National Savings Fund	725	725	725	725
22	Goods and Services	24,900	26,700	26,300	26,300
22010	Cost of Utilities	2,700	2,860	2,955	2,955
22020	Fuel and Oil	200	250	250	250
22030	Rent	13,340	13,200	13,400	13,400
22040	Office Equipment and Furniture	250	250	250	250
22050	Office Expenses	370	420	420	420
22060	Maintenance	930	930	930	930
22070	Cleaning Services	350	350	350	350
22090	Security	95	95	95	95
22100	Publications and Stationery	735	900	900	900
22120	Fees	4,965	6,240	5,940	5,940
22150	Scientific and Laboratory Equipment and Supplies	250	350	350	350
22900	Other Goods and Services	715	855	460	460
26	Grants	144,300	155,000	159,600	164,300
26210	Contribution to International Organisations	900	1,000	1,000	1,000
26313	Extra-Budgetary Units				
.011	Academy of Design and Innovation (<i>formerly Fashion and Design Institute</i>)	33,200	46,800	48,200	49,500
.046	Mauritius Standards Bureau	56,900	57,000	58,700	60,500
.064	National Productivity and Competitiveness Council	53,300	50,200	51,700	53,300
Capital Expenditure		13,500	18,900	14,000	14,000
26	Grants	11,000	18,500	13,000	13,000
26323	Extra-Budgetary Units				
.011	Academy of Design and Innovation (<i>formerly Fashion and Design Institute</i>)	5,000	7,000	5,000	5,000
.046	Mauritius Standards Bureau	5,000	3,000	5,000	5,000
.064	National Productivity and Competitiveness Council	1,000	8,500	3,000	3,000
	<i>of which</i>				
	<i>Enterprise Go Digital project</i>	-	8,000	2,000	2,000
31	Acquisition of Non-Financial Assets	2,500	400	1,000	1,000
31122	Other Machinery and Equipment				
.802	Acquisition of IT Equipment	1,000	400	1,000	1,000
.999	Acquisition of Other Machinery and Equipment	1,500	-	-	-
TOTAL		250,900	267,900	270,800	276,400

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

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

Rs 000

Item No.	Details	2022/23 Estimates	2023/24 Estimates	2024/25 Planned	2025/26 Planned
Recurrent Expenditure		81,500	86,300	88,500	90,600
21	Compensation of Employees	21,000	22,300	22,600	22,700
21110	Personal Emoluments	19,350	20,520	20,820	20,920
.001	Basic Salary	16,665	17,065	17,345	17,435
.002	Salary Compensation	225	755	755	755
.004	Allowances	300	500	500	500
.006	Cash in lieu of Leave	750	750	750	750
.009	End-of-year Bonus	1,410	1,450	1,470	1,480
21111	Other Staff Costs	1,400	1,500	1,500	1,500
.002	Travelling and Transport	1,400	1,500	1,500	1,500
21210	Social Contributions	250	280	280	280
.001	Contribution to the National Savings Fund	250	280	280	280
26	Grants	60,500	64,000	65,900	67,900
26313	Extra-Budgetary Units				
.147	SME Mauritius Ltd	60,500	64,000	65,900	67,900
Capital Expenditure		1,800	1,500	500	400
26	Grants	1,800	1,500	500	400
26323	Extra-Budgetary Units				
.147	SME Mauritius Ltd	1,800	1,500	500	400
TOTAL		83,300	87,800	89,000	91,000

Sub-Head 10-104: Cooperatives Development

Rs 000

Item No.	Details	2022/23 Estimates	2023/24 Estimates	2024/25 Planned	2025/26 Planned
Recurrent Expenditure		120,600	126,000	123,200	124,600
21	Compensation of Employees	86,990	86,400	87,690	88,790
21110	Personal Emoluments	75,565	74,880	76,170	77,270
.001	Basic Salary	63,440	61,190	62,380	63,490
.002	Salary Compensation	800	2,690	2,690	2,690
.004	Allowances	2,625	2,625	2,625	2,625
.005	Extra Assistance	450	450	450	450
.006	Cash in lieu of Leave	2,850	2,600	2,600	2,600
.009	End-of-year Bonus	5,400	5,325	5,425	5,415
21111	Other Staff Costs	10,325	10,500	10,500	10,500
.002	Travelling and Transport	9,900	10,050	10,050	10,050
.100	Overtime	400	400	400	400
.200	Staff Welfare	25	50	50	50
21210	Social Contributions	1,100	1,020	1,020	1,020
.001	Contribution to the National Savings Fund	1,100	1,020	1,020	1,020
22	Goods and Services	20,000	22,700	20,900	20,900
22010	Cost of Utilities	2,770	2,495	2,545	2,545
22020	Fuel and Oil	250	300	300	300
22030	Rent	10,400	10,750	9,450	9,450
22040	Office Equipment and Furniture	700	200	250	250
22050	Office Expenses	350	350	350	350
22060	Maintenance	1,325	850	850	850

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

Rs 000

Item No.	Details	2022/23 Estimates	2023/24 Estimates	2024/25 Planned	2025/26 Planned
22070	Cleaning Services	350	350	350	350
22090	Security	775	1,425	1,425	1,425
22100	Publications and Stationery	850	1,000	1,000	1,000
22120	Fees	900	1,900	950	950
	<i>of which</i>				
.008	Fees for Consultants (E-Cooperatives Project)	-	1,000	-	-
22170	Travelling within the Republic	205	205	205	205
22900	Other Goods and Services	1,125	2,875	3,225	3,225
26	Grants	9,200	9,900	10,200	10,500
26210	Contribution to International Organisations	400	400	400	400
26313	Extra-Budgetary Units				
.061	National Cooperative College	8,800	9,500	9,800	10,100
28	Other Expense	4,410	7,000	4,410	4,410
28211	Transfers to Non-Profit Institutions				
.030	Mauritius Cooperative Alliance Ltd	2,415	2,415	2,415	2,415
.031	Mauritius Livestock Marketing Cooperative Federation	735	735	735	735
.032	Mauritius Agricultural Marketing Cooperative Federation	735	735	735	735
.058	Mauritius Women Entrepreneur Cooperative Federation	525	525	525	525
.074	Mauritius Fishermen's Cooperative Federation	-	2,590	-	-
Capital Expenditure		15,300	22,200	31,000	15,600
31	Acquisition of Non-Financial Assets	15,300	22,200	31,000	15,600
31112	Non-Residential Buildings				
.401	Upgrading of Office Building	1,000	500	500	-
.430	Upgrading of 'Maisons des Eleveurs/Maisons des Pêcheurs'	12,500	20,000	27,000	11,100
	<i>of which</i>				
	(a) Tamarin	20,000	10,000	2,000	-
	(b) St Pierre - Common Facility Centre	40,100	-	25,000	11,100
.442	Upgrading of Building	300	400	1,500	1,500
31121	Transport Equipment				
.801	Acquisition of Vehicles	-	1,300	-	-
31132	Intangible Fixed Assets	1,000	-	2,000	3,000
31133	Furniture, Fixtures & Fittings	500	-	-	-
TOTAL		135,900	148,200	154,200	140,200

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

HUMAN RESOURCES

SN	Position Titles	Funded	
		2022/23	2023/24
Vote 10-1: Ministry of Industrial Development, SMEs and Cooperatives		341	348
Sub-Head 10-101: General		22	24
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	Office Supervisor	-	1
12	Management Support Officer	4	4
13	Confidential Secretary	2	3
14	Word Processing Operator	1	1
15	Receptionist/Telephone Operator	1	1
16	Office Auxiliary/Senior Office Auxiliary	2	2
17	Driver (<i>on roster</i>)	2	2
Sub-Head 10-102: Industrial Development		119	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	-
5	Deputy Director of Industry (<i>New</i>)	-	-
6	Principal Industrial Analyst	3	3
7	Senior Industrial Analyst	5	5
8	Industrial Analyst	8	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	2	2
13	Assistant Financial Operations Officer	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	21	21
22	Confidential Secretary	3	3
23	Word Processing Operator	4	4
24	Receptionist/Telephone Operator	1	1

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

SN	Position Titles	Funded	
		2022/23	2023/24
25	Head Office Auxiliary	1	1
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)	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	3
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		44	45
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	1
5	Business and Enterprise Analyst	2	3
6	Financial Operations Officer/Senior Financial Operations Officer	1	1
7	Assistant Financial Operations Officer	1	1
8	Human Resource Executive	1	1
9	Office Management Assistant	2	2
10	Management Support Officer	13	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	4
15	Driver	1	1
	SME Registration Unit		
16	Registrar, Small and Medium Enterprises (<i>New</i>)	-	-
17	Assistant Manager (Ex-SMEDA)	1	1

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

SN	Position Titles	Funded	
		2022/23	2023/24
18	Business Development Officer (Ex-SMEDA)	3	3
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	1
Sub-Head 10-104: Cooperatives Development		156	160
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	20
10	Principal Co-operative Auditor	1	1
11	Senior Co-operative Auditor	3	3
12	Co-operative Auditor	9	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	2	1
19	Assistant Financial Operations Officer	-	1
20	Principal Procurement and Supply Officer	1	1
21	Procurement and Supply Officer/Senior Procurement and Supply Officer	1	1
22	Assistant Manager, Human Resources	1	1
23	Human Resource Executive	1	1
24	Office Management Executive	2	2
25	Office Management Assistant	3	3
26	Office Supervisor	1	1
27	Management Support Officer	26	26
28	Confidential Secretary	3	3
29	Word Processing Operator	6	6
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	Handy Worker (Special Class) (<i>New</i>)	-	-
35	General Worker	18	18
TOTAL		341	348