

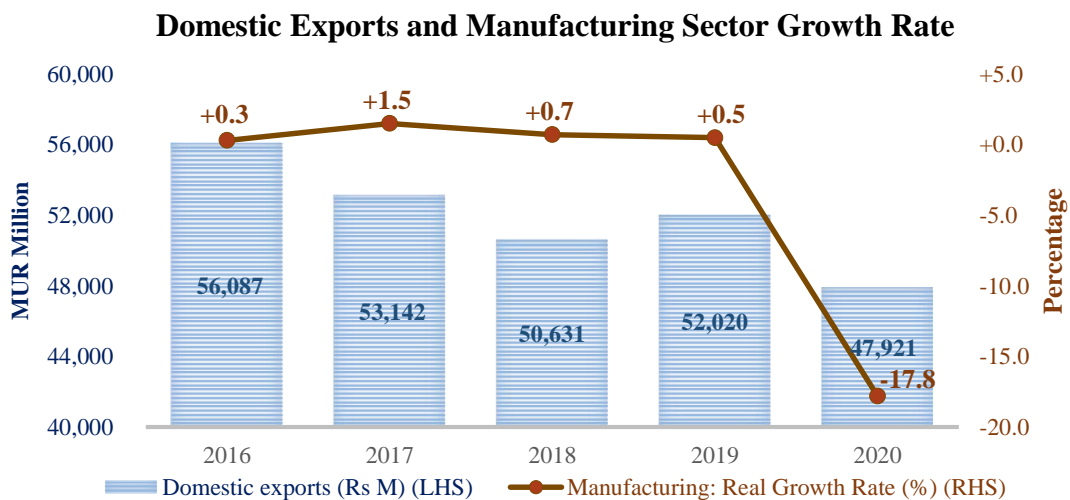
STRATEGIC OVERVIEW

I. Mission Statement

To support the growth and development of the Industrial Sector including SMEs and Cooperatives for employment and wealth creation, and to foster the emergence of innovative, resilient, sustainable and globally competitive enterprises

II. Current Situation & Challenges

- The industrial sector has been severely impacted by the COVID-19 pandemic.
- The manufacturing sector as one of the main pillars of the economy, accounted for 12.1 percent of Gross Value Added in 2020 and employed some 96,300 persons in 2019.
- SMEs contributed to 36 percent of Gross Value Added, 49 percent of employment and 12 percent of total domestic exports in 2019.
- For period March 2020 to May 2021, some Rs 31 billion have been committed to support the business community under various schemes implemented by Government, Bank of Mauritius, Development Bank of Mauritius Ltd, State Investment Corporation Ltd and SME Mauritius Ltd.



- Cooperative societies are increasingly getting involved in emerging sectors such as compost production, bio/organic farming, hydroponics/aquaponics, waste recycling and renewable energy. As at May 2021, there were some 900 active cooperative societies.

Key Challenges

- Lack of visibility on export markets due to COVID-19 pandemic
- Tough competition from low-cost producing countries and increase in freight costs
- Re-skilling of existing labour force
- Loss of jobs due to downsizing or closure of enterprises
- Low FDI inflows in the manufacturing sector

- Slow adoption of new technologies associated with green innovations and Industry 4.0
- Lack of innovation and quality of locally manufactured products and services
- Impediments in accessing regional and international export markets

III. Strategic Direction 2021-2024

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
Promotion of import substitution strategies by encouraging local production	<ul style="list-style-type: none"> ▪ Ensure level-playing field for imports and exports with regards to norms and standards ▪ Promote the culture of buying Mauritian products
Upgrade and modernise the manufacturing base for higher value-added products	<ul style="list-style-type: none"> ▪ Implement the recommendations of the Industrial Policy Strategic Plan 2021-2025 ▪ Encourage enterprises to re-engineer and re-orient their business models focusing on green and Industry 4.0 technologies ▪ Support Research & Development, innovation, and technology absorption in industries
Support SMEs and Cooperatives 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 Cooperatives ▪ Support SMEs and Cooperatives in improving their competitiveness through innovation and acquisition of latest technology ▪ Support enterprises in upgrading the quality of products by moving to a higher value-added supply chain
Boost the export manufacturing sector	<ul style="list-style-type: none"> ▪ Intensify export promotion campaigns in new and emerging markets ▪ Strengthen regional and global market opportunities ▪ Encourage the use of e-commerce platform to create visibility of locally manufactured products

IV. Key Deliverables & 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 2020/21 (Prov.)	Target 2021/22	Target 2022/23	Target 2023/24
Percentage real growth of the manufacturing sector				-18% (2020)	>8%	>5%	>5%
Delivery Unit	Main Service	Key Performance Indicator	Actual 2020/21 (Prov.)	Target 2021/22	Target 2022/23	Target 2023/24	
Industrial Development Division	Facilitate the development of the manufacturing sector	Percentage increase in domestic exports (excluding sugar)	6.1% <i>(July 2020-March 2021)</i>	>8%	>5%	>5%	
SMEs Division	Facilitate the development of SMEs	Number of new SMEs registered	1,700	1,900	2,000	2,100	
		Number of jobs created by newly registered SMEs	3,000	3,200	3,400	3,600	
Mauritius Standards Bureau	Development of standards and provision of conformity assessment services	Number of standards developed	54	55	60	65	
Fashion & Design Institute	Provision of training in the field of fashion and design technology	Number of courses introduced (cumulative)	6	8	10	12	
National Productivity & Competitiveness Council	Promote productivity, quality and competitiveness	Number of productivity programmes carried out	98	75	90	100	
SME Mauritius Ltd	Provide support to SMEs	Number of SMEs assisted through SME support schemes	645	700	800	900	

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

Delivery Unit	Main Service	Key Performance Indicator	Actual 2020/21 (Prov.)	Target 2021/22	Target 2022/23	Target 2023/24
National Cooperative College	Promote the culture of cooperative entrepreneurship	Number of persons trained for MQA approved courses	518	600	700	800

V. Human Resource & Gender Distribution

Staff in Post	Number	Male	Female
Top Management (Salary \geq Rs 100,000)	4	25%	75%
Middle Management (Rs 40,000 \leq Salary < Rs 100,000)	71	61%	39%
Support (Salary < Rs 40,000)	220	33%	67%
Overall	295	39%	61%

CISD Figures – May 2021

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

FINANCIAL RESOURCES

Summary by Economic Categories

Rs 000

Code	Economic Categories	2020/21 Estimates	2021/22 Estimates	2022/23 Planned	2023/24 Planned
VOTE 10-1: TOTAL EXPENDITURE		471,300	471,000	429,000	423,000
Recurrent Expenditure		400,000	411,200	416,000	418,000
20	Allowance to Minister	2,400	2,400	2,400	2,400
21	Compensation of Employees	158,880	176,000	179,320	181,320
22	Goods and Services	51,470	50,360	50,340	50,340
26	Grants	182,840	178,030	179,530	179,530
28	Other Expense	4,410	4,410	4,410	4,410
Capital Expenditure		71,300	59,800	13,000	5,000
26	Grants	60,700	33,500	-	-
28	Other Expense	3,300	7,000	5,000	3,000
31	Acquisition of Non-Financial Assets	7,300	19,300	8,000	2,000

Summary by Sub-Heads

Rs 000

Details	2020/21 Estimates	2021/22 Estimates	2022/23 Planned	2023/24 Planned
Sub-Head 10-101: General	29,100	35,970	34,930	34,090
Sub-Head 10-102: Industrial Development	255,500	240,800	214,320	214,730
Sub-Head 10-103: Small and Medium Enterprises Development	84,300	68,520	63,940	62,200
Sub-Head 10-104: Cooperatives Development	102,400	125,710	115,810	111,980
TOTAL	471,300	471,000	429,000	423,000

Sub-Head 10-101: General

Rs 000

Item No.	Details	2020/21 Estimates	2021/22 Estimates	2022/23 Planned	2023/24 Planned
Recurrent Expenditure		29,100	31,970	31,930	32,090
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	14,470	16,970	16,950	17,110
21110	Personal Emoluments	12,745	14,495	14,575	14,735
.001	Basic Salary	8,790	9,098	9,175	9,328
.002	Salary Compensation	295	422	422	422
.004	Allowances	1,200	1,925	1,925	1,925
.005	Extra Assistance	1,500	1,450	1,450	1,450
.006	Cash in lieu of Leave	-	600	600	600
.009	End-of-year Bonus	960	1,000	1,003	1,010
21111	Other Staff Costs	1,615	2,315	2,215	2,215
.002	Travelling and Transport	1,400	1,800	1,800	1,800
.100	Overtime	200	500	400	400

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

Rs 000

Item No.	Details		2020/21 Estimates	2021/22 Estimates	2022/23 Planned	2023/24 Planned
.200	Staff Welfare		15	15	15	15
21210	Social Contributions		110	160	160	160
22	Goods and Services		12,230	12,600	12,580	12,580
22010	Cost of Utilities		1,500	1,510	1,510	1,510
22020	Fuel and Oil		125	150	150	150
22030	Rent		8,625	8,615	8,615	8,615
22040	Office Equipment and Furniture		225	225	230	230
22050	Office Expenses		215	290	290	290
22060	Maintenance		300	400	400	400
22070	Cleaning Services		200	200	200	200
22100	Publications and Stationery		375	485	485	485
22120	Fees		165	125	100	100
22170	Travelling within the Republic		100	100	100	100
22900	Other Goods and Services		400	500	500	500
.955	<i>of which</i> Gender Mainstreaming		200	200	200	200
Capital Expenditure			-	4,000	3,000	2,000
31	Acquisition of Non-Financial Assets	Project Value Rs 000	-	4,000	3,000	2,000
31112	Non-Residential Buildings					
.401	Upgrading of Office Building		-	1,000	-	-
31122	Other Machinery & Equipment					
.802	Acquisition of IT Equipment		-	2,000	-	-
31132	Intangible Fixed Assets					
.117	Development of a Centralised IT System	6,000	-	1,000	3,000	2,000
TOTAL			29,100	35,970	34,930	34,090

Sub-Head 10-102: Industrial Development

Recurrent Expenditure			197,700	212,800	214,320	214,730
21	Compensation of Employees		57,355	63,240	64,760	65,170
21110	Personal Emoluments		50,130	55,875	57,395	57,805
.001	Basic Salary		41,855	45,545	46,875	47,240
.002	Salary Compensation		1,350	1,600	1,650	1,670
.004	Allowances		2,100	1,500	1,500	1,500
.005	Extra Assistance		1,135	1,220	1,220	1,220
.006	Cash in lieu of leave		-	2,100	2,100	2,100
.009	End-of-year Bonus		3,690	3,910	4,050	4,075
21111	Other Staff Costs		6,675	6,675	6,675	6,675
.002	Travelling and Transport		6,000	6,000	6,000	6,000
.100	Overtime		600	600	600	600
.200	Staff Welfare		75	75	75	75
21210	Social Contributions		550	690	690	690
22	Goods and Services		25,140	22,730	22,730	22,730
22010	Cost of Utilities		2,950	2,800	2,800	2,800
22020	Fuel and Oil		200	200	200	200
22030	Rent		12,682	13,140	13,140	13,140

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

Rs 000

Item No.	Details	2020/21 Estimates	2021/22 Estimates	2022/23 Planned	2023/24 Planned
22040	Office Equipment and Furniture	250	250	250	250
22050	Office Expenses	410	420	420	420
22060	Maintenance	775	900	900	900
22070	Cleaning Services	250	300	300	300
22090	Security	60	75	75	75
22100	Publications and Stationery	835	875	875	875
22120	Fees	3,683	2,945	2,945	2,945
22130	Studies & Surveys	2,000	-	-	-
22150	Scientific and Laboratory Equipment and Supplies	325	325	325	325
22900	Other Goods and Services	720	500	500	500
26	Grants	115,205	126,830	126,830	126,830
26210	Contribution to International Organisations	705	830	830	830
26313	Extra-Budgetary Units				
.011	Fashion and Design Institute	23,500	30,000	30,000	30,000
.046	Mauritius Standards Bureau	45,000	50,000	50,000	50,000
.064	National Productivity and Competitiveness Council	46,000	46,000	46,000	46,000
Capital Expenditure		57,800	28,000	-	-
26	Grants	51,200	27,000	-	-
26323	Extra-Budgetary Units				
.011	Fashion and Design Institute	18,900	15,000	-	-
.046	Mauritius Standards Bureau	31,300	11,000	-	-
.064	National Productivity and Competitiveness Council	1,000	1,000	-	-
31	Acquisition of Non Financial Assets	6,600	1,000	-	-
31122	Other Machinery and Equipment				
.802	Acquisition of IT Equipment	-	1,000	-	-
.999	Acquisition of Other Machinery and Equipment	6,600	-	-	-
TOTAL		255,500	240,800	214,320	214,730

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

Recurrent Expenditure		74,800	60,020	61,940	62,200
21	Compensation of Employees	14,800	16,520	16,940	17,200
21110	Personal Emoluments	13,500	15,195	15,615	15,875
.001	Basic Salary	11,800	12,629	12,994	13,229
.002	Salary Compensation	475	731	741	741
.004	Allowances	200	200	200	200
.006	Cash in lieu of Leave	-	520	530	540
.009	End-of-year Bonus	1,025	1,115	1,150	1,165
21111	Other Staff Costs	1,100	1,100	1,100	1,100
.002	Travelling and Transport	1,100	1,100	1,100	1,100
21210	Social Contributions	200	225	225	225
26	Grants	60,000	43,500	45,000	45,000
26313	Extra-Budgetary Units				
.147	SME Mauritius Ltd	60,000	43,500	45,000	45,000

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

Rs 000

Item No.	Details	2020/21 Estimates	2021/22 Estimates	2022/23 Planned	2023/24 Planned
Capital Expenditure		9,500	8,500	2,000	-
26	Grants	9,500	6,500	-	-
26323	Extra-Budgetary Units				
.147	SME Mauritius Ltd	9,500	6,500	-	-
	(a) Common Facility Centre	9,500	-	-	-
	(b) Upgrading of Building at Coromandel	-	6,500	-	-
28	Other Expense	-	2,000	2,000	-
28225	Transfers to Private Enterprises				
.002	Accompanying Measures for SMEs	-	2,000	2,000	-
TOTAL		84,300	68,520	63,940	62,200

Sub-Head 10-104: Cooperatives Development

Recurrent Expenditure		98,400	106,410	107,810	108,980
21	Compensation of Employees	72,255	79,270	80,670	81,840
21110	Personal Emoluments	63,680	69,695	71,095	72,265
.001	Basic Salary	54,500	56,905	58,154	59,149
.002	Salary Compensation	2,100	2,545	2,561	2,561
.004	Allowances	1,850	2,300	2,300	2,300
.005	Extra Assistance	430	430	430	430
.006	Cash in lieu of Leave	-	2,500	2,500	2,600
.009	End-of-year Bonus	4,800	5,015	5,150	5,225
21111	Other Staff Costs	7,775	8,625	8,625	8,625
.002	Travelling and Transport	7,500	8,300	8,300	8,300
.100	Overtime	250	300	300	300
.200	Staff Welfare	25	25	25	25
21210	Social Contributions	800	950	950	950
22	Goods and Services	14,100	15,030	15,030	15,030
22010	Cost of Utilities	1,910	1,960	1,960	1,960
22020	Fuel and Oil	200	230	230	230
22030	Rent	7,600	7,650	7,650	7,650
22040	Office Equipment and Furniture	250	250	250	250
22050	Office Expenses	300	350	350	350
22060	Maintenance	410	880	880	880
22070	Cleaning Services	225	300	300	300
22090	Security	475	500	500	500
22100	Publications and Stationery	625	850	850	850
22120	Fees	850	850	850	850
22170	Travelling within the Republic	205	205	205	205
22900	Other Goods and Services	1,050	1,005	1,005	1,005
26	Grants	7,635	7,700	7,700	7,700
26210	Contribution to International Organisations	235	300	300	300
26313	Extra-Budgetary Units				
.061	National Cooperative College	7,400	7,400	7,400	7,400

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

Rs 000

Item No.	Details	2020/21 Estimates	2021/22 Estimates	2022/23 Planned	2023/24 Planned
28	Other Expense	4,410	4,410	4,410	4,410
28211	Transfers to Non-Profit Institutions				
.030	Mauritius Co-operative Alliance Ltd	2,415	2,415	2,415	2,415
.031	Mauritius Livestock Marketing Co-operative Federation	735	735	735	735
.032	Mauritius Agricultural Marketing Co-operative Federation	735	735	735	735
.058	Mauritius Women Entrepreneur Cooperative Federation	525	525	525	525
Capital Expenditure		4,000	19,300	8,000	3,000
28	Other Expense	3,300	5,000	3,000	3,000
28225	Transfers to Private Enterprises				
.016	Ornamental Fish Farm Scheme	300	-	-	-
.017	Boost to Local Production Scheme	3,000	5,000	3,000	3,000
31	Acquisition of Non - Financial Assets	700	14,300	5,000	-
31112	Non-Residential Buildings				
.430	Upgrading of 'Maisons des Eleveurs/Maisons des Pecheurs'	-	11,500	5,000	-
	(i) Tamarin	-	10,000	5,000	-
	(ii) St Pierre	-	1,500	-	-
.442	Upgrading of Building	350	-	-	-
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	350	-	-	-
TOTAL		102,400	125,710	115,810	111,980

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

HUMAN RESOURCES

SN	Position Titles	Funded	
		2020/21	2021/22
Vote 10-1: Ministry of Industrial Development, SMEs and Cooperatives		305	323
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	Assistant Manager, Internal Control	1	-
9	Manager, Human Resources	-	1
10	Office Management Executive	1	1
11	Office Management Assistant	1	1
12	Management Support Officer	4	4
13	Confidential Secretary	2	2
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		100	110
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	Principal Analyst (Industry)	2	3
6	Senior Analyst (Industry)	5	5
7	Analyst (Industry)	4	6
8	Head Business Information Unit	1	1
9	Assistant to Head Business Information Unit	1	1
10	Assistant Manager, Financial Operations	1	1
11	Financial Officer/Senior Financial Officer	2	2
12	Assistant Financial Officer	1	1
13	Procurement and Supply Officer/Senior Procurement and Supply Officer	1	1
14	Assistant Procurement and Supply Officer	1	1
15	Assistant Manager, Human Resources	-	1
16	Human Resource Executive	-	1
17	Office Management Executive	2	2
18	Office Management Assistant	4	5
19	Office Supervisor	1	1
20	Management Support Officer	13	14
21	Confidential Secretary	3	3

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

SN	Position Titles	Funded	
		2020/21	2021/22
22	Word Processing Operator	4	4
23	Receptionist/Telephone Operator	1	1
24	Head Office Auxiliary	1	1
25	Office Auxiliary/Senior Office Auxiliary	6	6
26	Driver	4	4
	Assaying and Marking of Jewellery		
27	Director, Assay Office	1	1
28	Assistant Director, Assay Office	1	1
29	Scientific Officer (Assay and Gemmology)	2	2
30	Gemmologist	3	3
31	Technical Officer/Senior Technical Officer (Assay Office)	8	8
32	Office Management Assistant	1	1
33	Management Support Officer	3	3
34	Confidential Secretary	1	1
35	Word Processing Operator	1	1
36	Receptionist/Telephone Operator	1	1
37	Assay Laboratory Auxiliary	2	2
38	Office Auxiliary/Senior Office Auxiliary	2	2
	Quality Enhancement, Accreditation and Conformity Assessments		
39	Director, MAURITAS	1	1
40	Accreditation Manager	2	2
41	Assistant Accreditation Manager	1	1
42	Accreditation Officer	2	4
43	Office Management Assistant	1	1
44	Management Support Officer	2	2
45	Confidential Secretary	-	1
46	Receptionist/Telephone Operator	1	1
47	Office Auxiliary/Senior Office Auxiliary	1	1
Sub-Head 10-103: Small and Medium Enterprises Development		34	36
1	Deputy Permanent Secretary	1	1
2	Assistant Permanent Secretary	1	1
3	Principal Business and Enterprise Analyst	-	-
4	Senior Business and Enterprise Analyst	-	-
5	Business and Enterprise Analyst	2	2
6	Financial Officer/Senior Financial Officer	1	1
7	Assistant Financial Officer	1	1
8	Human Resource Executive	-	1
9	Office Management Assistant	2	2
10	Management Support Officer	6	6
11	Confidential Secretary	1	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>)	-	-

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

SN	Position Titles	Funded	
		2020/21	2021/22
17	Assistant Manager (Ex-SMEDA)	1	1
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	2
Sub-Head 10-104: Cooperatives Development		149	155
1	Permanent Secretary	1	1
2	Deputy Permanent Secretary	1	1
3	Assistant Permanent Secretary	2	2
4	Registrar of 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	12	16
10	Principal Co-operative Auditor	-	1
11	Senior Co-operative Auditor	3	3
12	Co-operative Auditor (<i>New</i>)	8	8
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 Officer/Senior Financial Officer	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
22	Human Resource Executive	-	1
23	Office Management Executive	2	2
24	Office Management Assistant	2	3
25	Office Supervisor	1	1
26	Management Support Officer	23	23
27	Confidential Secretary	3	3
28	Word Processing Operator	6	6
29	Office Clerk	6	3
30	Receptionist/Telephone Operator	1	1
31	Head Office Auxiliary	1	1
32	Office Auxiliary/Senior Office Auxiliary	5	5
33	Driver	4	5
34	General Worker	18	18
TOTAL		305	323