

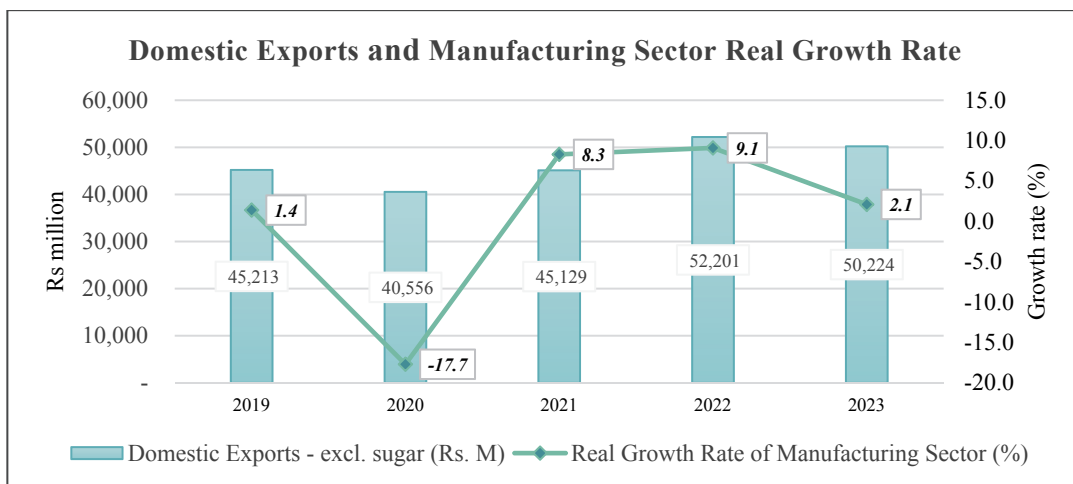
STRATEGIC OVERVIEW

I. Mission Statement

To support the growth and development of the Manufacturing sector, Small and Medium Enterprises and Cooperatives sector through innovative, technology-led, sustainable and globally competitive enterprises for gainful employment and higher wealth creation

II. Current Situation & Challenges

- The manufacturing sector is a vital pillar of the Mauritian economy, contributing 12.9 percent to Gross Value Added (GVA) and employing some 82,900 persons, of which around 22 percent are expatriate workers.
- The manufacturing sector continues to tread on a positive growth trajectory in the aftermath of the COVID-19 pandemic. The sector grew by over 8 percent in 2021 and 2022. However, in the wake of more pronounced challenges, both on the internal and external fronts, growth in manufacturing activities slowed down to 2.1 percent in 2023.
- Export enterprises have also been exposed to a more difficult international trading environment and consequently, domestic exports (excl. sugar) decreased by 3.8 percent to reach Rs 50.2 billion in 2023.



- The SME sector contributed 34.4 percent to GVA, 47.1 percent of total employment and 5.7 percent of total domestic exports in 2022.
- The sector is still being impacted by geopolitical tensions and instabilities in major source markets, as well as rising prices of raw materials and logistics costs weighing heavily on international competitiveness.
- 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, the Economic Development Board, and the SME Mauritius, mobilised some Rs 5.3 billion in FY 2023-2024 for the implementation of the following schemes:
 - COVID-19 related Loans - Rs 1.2 bn
 - Sustainable Development Loan Schemes - Rs 600 m

VOTE 24-1: Ministry of Industrial Development, SMEs and Cooperatives - *continued*

- Food Security Loan Schemes - Rs 2 bn
 - Modernisation and Transformation Schemes - Rs 1 bn
 - Export Competitiveness Schemes - Rs 400 m
 - SME Support Schemes - Rs 73 m
- 460 graduates and diploma holders have been placed under the SME Employment Scheme to develop their entrepreneurial skills and enhance their employability.
 - Some 1,300 active cooperative societies are engaged in agriculture (including livestock, fishing, hydroponic and aquaponics), agricultural support services, savings and credit, and public transport. These cooperative societies, regrouping around 91,000 members, are generating a turnover of almost Rs 4.3 billion.

Key Challenges

- Rising production costs owing to increase in wage bills, prices of raw materials and energy cost
- Shortage of skilled labour and mismatch between available skills and industry requirements
- Adherence to sustainable consumption and production practices
- Slow adoption of technology and innovative practices
- Intense competition from low-cost countries in traditional export markets
- Low level of FDI in productive sectors hindering emergence of new growth poles

III. Strategic Direction 2024-2027

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"> ▪ Support enterprises to re-engineer their business models focusing on green and Industry 4.0 technologies ▪ Promote sustainable manufacturing through the implementation of relevant projects and schemes
Boost the export manufacturing sector	<ul style="list-style-type: none"> ▪ Revamp the export promotion strategy to tap opportunities in new and emerging markets on products identified as having export potential ▪ 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

VOTE 24-1: Ministry of Industrial Development, SMEs and Cooperatives - continued

Strategic Direction	Enabler
	<ul style="list-style-type: none"> Support SMEs, through various schemes, to improve their productivity and competitiveness as well as to move to a higher value-added supply chain Improve market penetration by encouraging the use of e-commerce platform to create visibility of locally manufactured products by SMEs
Expand growth opportunities and improve competitiveness of the Cooperatives Sector	<ul style="list-style-type: none"> Provide support to cooperative societies through targeted schemes to boost local food production and ensure sustainable practices Encourage adoption of digital technologies to modernise operations and expand market reach 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 2023/24 (Prov.)	Target 2024/25	Target 2026/27	Target 2030
Percentage real growth of the manufacturing sector	2.1% (2023)	≥ 3%	≥ 3%	5%
SME contribution (as a % of Gross Value Added)	34.4% (2022)	≥ 37%	≥ 40%	≥ 45%

Delivery Unit	Main Service	Key Performance Indicator	Actual 2023/24 (Prov.)	Target 2024/25	Target 2025/26	Target 2026/27
Industrial Development Division	Facilitate the development of the manufacturing sector	Percentage increase in domestic exports (excl. sugar)	- 3.8% (2023)	> 2%	>3%	>5%
Mauritius Standards Bureau	Development of standards and provision of conformity assessment services	Number of standards developed	65	70	75	80
Academy of Design and Innovation	Provision of training in the field of design	Number of Students registered	296	380	450	600
National Productivity and Competitiveness Council	Promote productivity, quality and competitiveness	Number of organisations trained for productivity enhancement	148	210	225	225

VOTE 24-1: Ministry of Industrial Development, SMEs and Cooperatives - continued

Delivery Unit	Main Service	Key Performance Indicator	Actual 2023/24 (Prov.)	Target 2024/25	Target 2025/26	Target 2026/27
SMEs Division	Facilitate the development of SMEs	Number of SMEs registered	24,311	25,000	30,000	35,000
		Number of jobs created by registered SMEs	1,469	2,300	2,500	2,700
SME Mauritius Ltd	Provide support to SMEs	Number of SMEs assisted through SME support schemes	1,111	1,200	1,300	1,500
Cooperatives Division	Support and facilitating the growth and development of the Cooperative Sector	Number of cooperative societies assisted through technical support and schemes/projects	650	700	750	800
National Cooperative College	Promote the development of cooperative entrepreneurship	Number of cooperative members trained	725	900	1,100	1,300

V. Human Resource & Gender Distribution

Staff in Post	Number	Male	Female
Top Management (Salary ≥ Rs 110,000)	2	50%	50%
Middle Management (Rs 47,000 ≤ Salary <Rs 110,000)	62	53%	47%
Support (Salary <Rs 47,000)	242	32%	68%
Overall	306	36%	64%

Source: Ministry of Industrial Development, SMEs and Cooperatives

Staff in Statutory Bodies / Public Bodies	Number	Male	Female
SME Mauritius Ltd	50	46%	54%
Mauritius Standards Bureau	89	57%	43%
Academy of Design and Innovation	54	52%	48%
National Productivity and Competitiveness Council	28	29%	71%
National Cooperative College	11	36%	64%

FINANCIAL RESOURCES

Summary by Economic Categories

Rs 000

Code	Economic Categories	2023/24 Estimates	2024/25 Estimates	2025/26 Planned	2026/27 Planned
VOTE 24-1: TOTAL EXPENDITURE		550,000	551,000	612,000	593,000
Recurrent Expenditure		504,000	518,700	598,700	581,600
20	Allowance to Minister	2,400	2,400	2,400	2,400
21	Compensation of Employees	195,700	199,300	210,300	213,500
22	Goods and Services	69,200	65,500	132,500	108,600
26	Grants	229,700	246,000	249,000	252,600
28	Other Expense	7,000	5,500	4,500	4,500
Capital Expenditure		46,000	32,300	13,300	11,400
26	Grants	20,000	18,000	12,500	10,500
31	Acquisition of Non-Financial Assets	26,000	14,300	800	900

Summary by Sub-Heads

Rs 000

Details	2023/24 Estimates	2024/25 Estimates	2025/26 Planned	2026/27 Planned
Sub-Head 24-101: General	46,100	42,200	39,800	40,100
Sub-Head 24-102: Industrial Development	267,900	283,500	352,700	330,400
Sub-Head 24-103: Small and Medium Enterprises Development	87,800	88,200	90,200	91,800
Sub-Head 24-104: Cooperatives Development	148,200	137,100	129,300	130,700
TOTAL	550,000	551,000	612,000	593,000

Sub-Head 24-101: General

Rs 000

Item No.	Details	2023/24 Estimates	2024/25 Estimates	2025/26 Planned	2026/27 Planned
Recurrent Expenditure		42,700	38,500	39,600	39,850
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	19,700	20,300	21,400	21,600
21110	Personal Emoluments	16,335	17,480	18,580	18,780
.001	Basic Salary	10,495	11,100	11,830	12,010
.002	Salary Compensation	370	970	1,260	1,260
.004	Allowances	2,100	2,100	2,100	2,100
.005	Extra Assistance	1,720	1,610	1,610	1,610
.006	Cash in lieu of Leave	500	500	500	500
.009	End-of-year Bonus	1,150	1,200	1,280	1,300

VOTE 24-1: Ministry of Industrial Development, SMEs and Cooperatives - continued

						Rs 000
Item No.	Details		2023/24 Estimates	2024/25 Estimates	2025/26 Planned	2026/27 Planned
21111	Other Staff Costs		3,215	2,620	2,620	2,620
.002	Travelling and Transport		2,600	2,000	2,000	2,000
.100	Overtime		600	600	600	600
.200	Staff Welfare		15	20	20	20
21210	Social Contributions		150	200	200	200
.001	Contribution to the National Savings Fund		150	200	200	200
22	Goods and Services		19,800	15,000	15,000	15,050
22010	Cost of Utilities		1,765	1,910	1,910	1,910
22020	Fuel and Oil		300	350	350	350
22030	Rent		9,050	9,050	9,050	9,050
22040	Office Equipment and Furniture		225	275	275	275
22050	Office Expenses		450	450	450	450
22060	Maintenance		1,210	1,310	1,310	1,310
22070	Cleaning Services		175	260	260	260
22100	Publications and Stationery		670	670	670	670
22120	Fees		5,380	150	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		475	475	475	525
	<i>of which</i>					
.955	Gender Mainstreaming		200	200	200	200
26	Grants		800	800	800	800
26210	Contribution to International Organisations					
.067	African Asian Rural Development Organisation		800	800	800	800
Capital Expenditure			3,400	3,700	200	250
31	Acquisition of Non-Financial Assets	Project Value Rs 000	3,400	3,700	200	250
31112	Non-Residential Buildings					
.401	Upgrading of Office Building		200	400	-	-
31122	Other Machinery & Equipment					
.802	Acquisition of IT Equipment		200	300	200	250
31132	Intangible Fixed Assets					
.117	Central SME Database	6,000	3,000	3,000	-	-
TOTAL			46,100	42,200	39,800	40,100

Sub-Head 24-102: Industrial Development

						Rs 000
Recurrent Expenditure			249,000	266,300	340,800	320,500
21	Compensation of Employees		67,300	70,000	73,200	74,450
21110	Personal Emoluments		59,700	62,400	65,600	66,850
.001	Basic Salary		48,705	48,600	51,250	52,400
.002	Salary Compensation		2,000	4,600	4,950	4,950
.004	Allowances		1,400	1,400	1,400	1,400
.005	Extra Assistance		1,370	1,300	1,300	1,300
.006	Cash in lieu of leave		2,000	2,000	2,000	2,000
.009	End-of-year Bonus		4,225	4,500	4,700	4,800

VOTE 24-1: Ministry of Industrial Development, SMEs and Cooperatives - continued

Rs 000					
Item No.	Details	2023/24 Estimates	2024/25 Estimates	2025/26 Planned	2026/27 Planned
21111	Other Staff Costs	6,875	6,775	6,775	6,775
.002	Travelling and Transport	6,100	6,000	6,000	6,000
.100	Overtime	700	700	700	700
.200	Staff Welfare	75	75	75	75
21210	Social Contributions	725	825	825	825
.001	Contribution to the National Savings Fund	725	825	825	825
22	Goods and Services	26,700	28,100	97,100	73,150
22010	Cost of Utilities	2,860	2,860	2,860	2,860
22020	Fuel and Oil	250	300	300	300
22030	Rent	13,200	13,850	13,850	13,850
22040	Office Equipment and Furniture	250	250	250	250
22050	Office Expenses	420	420	420	420
22060	Maintenance	930	1,055	1,055	1,055
22070	Cleaning Services	350	350	350	350
22090	Security	95	95	95	95
22100	Publications and Stationery	900	900	900	900
22120	Fees	6,240	5,990	5,990	6,040
22150	Scientific and Laboratory Equipment and Supplies	350	275	275	275
22900	Other Goods and Services	855	1,755	70,755	46,755
	<i>of which</i>				
.815	Greening of the Manufacturing sector (GEF Funded)	-	1,000	70,000	46,000
26	Grants	155,000	168,200	170,500	172,900
26210	Contribution to International Organisations	1,000	1,600	1,600	1,600
26313	Extra-Budgetary Units				
.011	Academy of Design and Innovation	46,800	55,400	56,200	56,900
.046	Mauritius Standards Bureau	57,000	59,200	60,000	60,900
.064	National Productivity and Competitiveness Council	50,200	52,000	52,700	53,500
Capital Expenditure		18,900	17,200	11,900	9,900
26	Grants	18,500	17,000	11,500	9,500
26323	Extra-Budgetary Units				
.011	Academy of Design and Innovation	7,000	4,000	4,000	4,000
.046	Mauritius Standards Bureau	3,000	8,000	4,000	4,000
.064	National Productivity and Competitiveness Council	8,500	5,000	3,500	1,500
	<i>of which</i>				
	<i>Enterprise Go Digital project</i>	8,000	4,000	3,000	1,000
31	Acquisition of Non-Financial Assets	400	200	400	400
31122	Other Machinery and Equipment				
.802	Acquisition of IT Equipment	400	200	400	400
TOTAL		267,900	283,500	352,700	330,400

VOTE 24-1: Ministry of Industrial Development, SMEs and Cooperatives - continued

Sub-Head 24-103: Small and Medium Enterprises Development

Rs 000

Item No.	Details	2023/24 Estimates	2024/25 Estimates	2025/26 Planned	2026/27 Planned
Recurrent Expenditure		86,300	87,200	89,200	90,800
21	Compensation of Employees	22,300	20,400	21,700	22,100
21110	Personal Emoluments	20,520	18,700	20,000	20,400
.001	Basic Salary	17,065	14,600	15,600	15,980
.002	Salary Compensation	755	1,600	1,800	1,800
.004	Allowances	500	500	500	500
.006	Cash in lieu of Leave	750	650	650	650
.009	End-of-year Bonus	1,450	1,350	1,450	1,470
21111	Other Staff Costs	1,500	1,400	1,400	1,400
.002	Travelling and Transport	1,500	1,400	1,400	1,400
21210	Social Contributions	280	300	300	300
.001	Contribution to the National Savings Fund	280	300	300	300
26	Grants	64,000	66,800	67,500	68,700
26313	Extra-Budgetary Units				
.147	SME Mauritius Ltd	64,000	66,800	67,500	68,700
Capital Expenditure		1,500	1,000	1,000	1,000
26	Grants	1,500	1,000	1,000	1,000
26323	Extra-Budgetary Units				
.147	SME Mauritius Ltd	1,500	1,000	1,000	1,000
TOTAL		87,800	88,200	90,200	91,800

Sub-Head 24-104: Cooperatives Development

Rs 000

Recurrent Expenditure		126,000	126,700	129,100	130,450
21	Compensation of Employees	86,400	88,600	94,000	95,350
21110	Personal Emoluments	74,880	77,025	82,425	83,775
.001	Basic Salary	61,190	59,850	64,000	65,300
.002	Salary Compensation	2,690	6,000	6,800	6,800
.004	Allowances	2,625	2,625	2,625	2,625
.005	Extra Assistance	450	450	450	450
.006	Cash in lieu of Leave	2,600	2,600	2,600	2,600
.009	End-of-year Bonus	5,325	5,500	5,950	6,000
21111	Other Staff Costs	10,500	10,450	10,450	10,450
.002	Travelling and Transport	10,050	10,000	10,000	10,000
.100	Overtime	400	400	400	400
.200	Staff Welfare	50	50	50	50
21210	Social Contributions	1,020	1,125	1,125	1,125
.001	Contribution to the National Savings Fund	1,020	1,125	1,125	1,125
22	Goods and Services	22,700	22,400	20,400	20,400
22010	Cost of Utilities	2,495	2,925	2,925	2,925
22020	Fuel and Oil	300	300	300	300
22030	Rent	10,750	10,450	9,600	9,600
22040	Office Equipment and Furniture	200	400	250	250
22050	Office Expenses	350	350	350	350
22060	Maintenance	850	850	850	850

VOTE 24-1: Ministry of Industrial Development, SMEs and Cooperatives - continued

Rs 000					
Item No.	Details	2023/24 Estimates	2024/25 Estimates	2025/26 Planned	2026/27 Planned
22070	Cleaning Services	350	350	350	350
22090	Security	1,425	1,000	1,000	1,000
22100	Publications and Stationery	1,000	1,000	1,000	1,000
22120	Fees	1,900	1,900	900	900
	<i>of which</i>				
.008	Fees for Consultants (E-Cooperatives Project)	1,000	1,000	-	-
22170	Travelling within the Republic	205	205	205	205
22900	Other Goods and Services	2,875	2,670	2,670	2,670
26	Grants	9,900	10,200	10,200	10,200
26210	Contribution to International Organisations	400	400	400	400
26313	Extra-Budgetary Units				
.061	National Cooperative College	9,500	9,800	9,800	9,800
28	Other Expense	7,000	5,500	4,500	4,500
28211	Transfers to Non-Profit Institutions				
.030	Mauritius Cooperative Alliance Ltd	2,415	2,455	2,505	2,505
.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	1,050	-	-
Capital Expenditure		22,200	10,400	200	250
31	Acquisition of Non-Financial Assets	22,200	10,400	200	250
31112	Non-Residential Buildings				
.401	Upgrading of Office Building	500	350	-	-
.430	Upgrading of 'Maisons des Eleveurs/Maisons des Pêcheurs'	20,000	9,050	-	-
	<i>of which</i>				
	<i>Tamarin</i>	<i>20,000</i>	<i>16,000</i>	<i>9,050</i>	<i>-</i>
.442	Upgrading of Building	400	500	200	250
31121	Transport Equipment				
.801	Acquisition of Vehicles	1,300	-	-	-
31122	Other Machinery and Equipment	-	300	-	-
31133	Furniture, Fixtures & Fittings	-	200	-	-
TOTAL		148,200	137,100	129,300	130,700

VOTE 24-1: Ministry of Industrial Development, SMEs and Cooperatives - continued

HUMAN RESOURCES

SN	Position Titles	Funded	
		2023/24	2024/25
Vote 24-1: Ministry of Industrial Development, SMEs and Cooperatives		348	364
Sub-Head 24-101: General		24	31
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	1
12	Management Support Officer	4	11
13	Confidential Secretary	3	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 24-102: Industrial Development		119	122
	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	-	-
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	-
11	Assistant Manager, Financial Operations	1	1
12	Financial Operations Officer/Senior Financial Operations Officer	2	1
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	22
22	Confidential Secretary	3	3

VOTE 24-1: Ministry of Industrial Development, SMEs and Cooperatives - *continued*

SN	Position Titles	Funded	
		2023/24	2024/25
23	Word Processing Operator	4	4
24	Receptionist/Telephone Operator	1	1
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	4
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	3	3
43	Assistant Accreditation Manager	1	1
44	Accreditation Officer	4	4
45	Office Management Assistant	1	1
46	Management Support Officer	2	4
47	Confidential Secretary	1	1
48	Receptionist/Telephone Operator	1	1
49	Office Auxiliary/Senior Office Auxiliary	1	2
Sub-Head 24-103: Small and Medium Enterprises Development		45	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	1
5	Business and Enterprise Analyst	3	3
6	Financial Operations Officer/Senior Financial Operations Officer	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	4	5
15	Driver	1	1
	SME Registration Unit		
16	Registrar, Small and Medium Enterprises	-	1

VOTE 24-1: Ministry of Industrial Development, SMEs and Cooperatives - *continued*

SN	Position Titles	Funded	
		2023/24	2024/25
17	Assistant Manager (Ex-SMEDA)	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/Word Processing 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)	1	-
Sub-Head 24-104: Cooperatives Development		160	167
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	20	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	9
16	Assistant Manager, Financial Operations	1	1
17	Principal Financial Operations Officer	1	1
18	Financial Operations Officer/Senior Financial Operations Officer	1	1
19	Assistant Financial Operations Officer	1	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	30
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	6
33	Driver	5	5
34	Handy Worker (<i>Special Class</i>) (<i>New</i>)	-	-
35	General Worker	18	18
TOTAL		348	364