

### **33. MINISTRY OF BUSINESS, ENTERPRISE AND COOPERATIVES**

- 33.1 The Ministry of Business, Enterprise and Cooperatives (MBEC) formulates policies pertaining to Small and Medium Enterprises (SME) and Cooperatives. It acts as a facilitator and catalyst in the promotion, development and growth of a competitive and innovative SME Sector by creating the appropriate framework through mentoring, coaching and provision of adequate business development support and incentives.
- 33.2 In line with Government's vision of making the cooperative movement a key partner with the second socio-economic miracle, the Ministry provides the appropriate technical, professional and managerial support to businesses to enhance their economic growth and sustainable development.
- 33.3 The MBEC comprises two main Divisions, namely: Business Enterprise and Cooperatives. Each Division has its own specific responsibility to boost up the entrepreneurial community. The Business Enterprise Division pursues activities through Small and Medium Enterprise Development Authority and the Mauritius Business Growth Scheme (MBGS) while the Cooperative Division delivers its services through the Cooperative Society Section and the Cooperative Development Unit.
- 33.4 The Permanent Secretary is the Responsible and Accounting Officer of the Ministry.

#### **BUSINESS ENTERPRISE DIVISION**

- 33.5 The mandate of the Business Enterprise Division includes Micro, Small and Medium Enterprise (MSMEs), business and competitiveness. During consultation, Management informed that the Ministry does not have any technical division or Technical Officer to support it in policy making as well as in the implementation of projects and other activities. At present, with regards to matters pertaining to MSMEs, the Ministry is depending extensively on the support of the SMEDA, which is the implementing agency for the SME Sector. Further the Ministry of Finance and Economic Development (MOFED) has seconded two Analyst/Senior Analysts to assist the office in some technical aspects regarding SMEs.
- 33.6 Management also reported that Government is laying much emphasis on the business sector for the socio-economic development of the country. Several important targets have been set both in the Government Budget and the Vision Statement 2030 for the development of the business sector and increasing the competitiveness of the human resources and business industry in general. Hence, it is imperative for the Ministry to have the relevant technical support to formulate viable policies for the implementation of Government programme. In

this respect proposal was made to establish a Business and Enterprise Unit which would be staffed by a technical cadre comprising three levels. We are recommending accordingly.

## **Recommendation 1**

**33.7 We recommend the setting up of a Business and Enterprise Unit comprising the following levels:**

- (i) Principal Business and Enterprise Analyst (New Grade)**
- (ii) Senior Business and Enterprise Analyst (New Grade)**
- (iii) Business and Enterprise Analyst *formerly Analyst (Business and Enterprise)***

**Principal Business and Enterprise Analyst (New Grade)**

**Senior Business and Enterprise Analyst (New Grade)**

**33.8 We further recommend that:**

- (i) The grade of Principal Business and Enterprise Analyst should be filled by promotion, on the basis of merit and experience, of officers in the grade of Senior Business and Enterprise Analyst reckoning at least three years' experience in a substantive capacity in the grade and who have displayed skills in organisation of work and supervision of subordinates.**

Incumbent would be required, among others, to direct and manage corporate policy and strategy functions for Business Sections; to supervise, coordinate and monitor the work of subordinate staff; advise in the development of business sectors policies and strategies in the business sectors and competitiveness; and coordinate competitiveness related programme for development to promote guidance on bilateral, regional cooperation and multilateral issues.

- (ii) Appointment to the grade of Senior Business and Enterprise Analyst should be made by selection from among officers in the grade of Business and Enterprise Analyst *formerly Analyst (Business and Enterprise)* reckoning at least three years' experience in a substantive capacity in the grade. In the absence of qualified candidates, recruitment thereto should be made by selection from among qualified serving officers possessing a Degree in Public Administration or Administration and Management or Business Studies or Business Economics and Investment Analysis or Economics or Entrepreneurial Management or Finance or**

**Management or an equivalent qualification acceptable to the Public Service Commission and reckoning at least three years' post qualification experience in Business Enterprise Sector.**

Incumbent would be required, among others, to assist in the formulation and review of business sectors including business and competitiveness policies and strategies; undertake research work and prepare technical reports; monitor the performance of business enterprises and assist in the evaluation, implementation and monitoring of projects and support programmes; provide technical inputs on bilateral, regional and multilateral issues; and collect statistics and information on business activities both locally and internationally.

**COOPERATIVE DIVISION**

- 33.9 The Cooperative Division has the statutory duty to ensure that Cooperative Societies operate within the cooperatives legal regulatory framework. It assists in the consolidation, promotion and development of the cooperative movement through the creation and provision of a favourable and conducive environment for entrepreneurs.
- 33.10 The Cooperative Division is organised in two distinct sections, namely the Cooperative Society Section (CSS) and the Cooperative Development Unit (CDU) headed by the Registrar of Cooperative Societies and the Secretary for Cooperative Development respectively. The CSS is responsible, inter alia, for enforcement of the Cooperative Act whereas the CDU acts as a facilitator and assists in the formulation of policies, programmes and strategies for the overall development of the cooperative sector.

**COOPERATIVE SOCIETY SECTION**

- 33.11 The functions of the Cooperative Society Section are, among others: formulation and registration; auditing of financial accounts; supervision, inspection and monitoring of cooperative societies; preparing programmes and policies for the cooperative sector and coordinating activities with other institutions; conception, implementation and monitoring of national cooperative development projects; coordination of foreign financial and technical assistance for the implementation of cooperative projects; promoting new management concepts through HRD, training and education within the Cooperative Sector; and promoting and developing the cooperative movement for the economic, social and cultural upliftment.
- 33.12 The organisation structure of the Cooperative Society Section comprises the Registrar, Cooperative Societies at the head of the Section who is responsible for the day-to-day management. He is assisted by a Deputy Registrar, Cooperative

Societies, staff of the Cooperative Officer cadre and officers of the general services grade.

- 33.13 At present, officers of the Cooperative Officer cadre at the level of Divisional Cooperative Officer have been assigned the duties of the posts of Registrar, Cooperative Societies and Deputy Registrar, Cooperative Societies.
- 33.14 In the context of this review, Management and union members have made the following representations: creation of grades and additional posts at different levels in the cadre; upgrading of qualification at entry level; sponsorship for officers of the cadre to upgrade qualification; overseas training for all staff irrespective of age; and the post of Cooperative Development Officer to be filled from qualified officers of the Cooperative Officer cadre.
- 33.15 Both Management and staff officials were apprised that new grades are established depending upon the functional needs of the organisation whereas creation of additional posts and amending schemes of service rest with Management. They were further informed that the Chapter on Training and Development in volume one of our Report makes ample provisions on training for the upskilling of officers and to enhance service delivery.
- 33.16 As the present organisation structure is appropriate, it requires no change. We are, however, replicating the decision of the High Powered Committee concerning appointment to the grade of Registrar, Cooperative Societies.

### **Registrar, Cooperative Societies**

- 33.17 Taking into account the important functions of the Cooperative Division and the need for the Division to be headed by a full-fledged Registrar, it was recommended by the EOAC Report 2013 that the grade of Registrar, Cooperative Societies should be filled by promotion, on the basis of experience and merit, of officers in the grade of Deputy Registrar, Cooperative Societies. Consequently, the scheme of service of the grade of Registrar, Cooperative Societies has been amended to reflect this recommendation.
- 33.18 Subsequently, the Ministry submitted that there was no substantive holder in posts in the grade of Registrar, Cooperative Societies and Deputy Registrar, Cooperative Societies. Vacancy in the grade of Deputy Registrar, Cooperative Societies was reported to the Public Service Commission but was yet to be advertised. As per the current practice, upon appointment to the grade of Deputy Registrar, Cooperative Societies, incumbent would be required to serve in a temporary capacity for a minimum period of six months after which he would be promoted to the grade of Registrar, Cooperative Societies.

33.19 In line with Government programme 2015-2019 – “**Achieving Meaningful Change**”, the Cooperative Sector is being called upon to play an important role in the economic development of the country and consequently the Ministry views that there is an urgent need to have a full-fledged Registrar, Cooperative Societies with the right profile and calibre to shoulder the responsibilities and assist in policy formulation and spearhead all legal and institutional reforms in the Cooperative Sector. In view thereof, a request has been made to amend the mode of appointment to the grade of Registrar, Cooperative Societies from ‘promotion’ to ‘selection’ to enable the prompt filling of the position.

33.20 Since the request to amend the mode of appointment in the scheme of service of the grade of Registrar, Cooperative Societies constituted a major change and departure from the 2013 EOAC Report, the advice of the High Powered Committee was sought.

33.21 The HPC at its meeting held on 22 December 2015 approved that the following qualification requirements for the grade of Registrar, Cooperative Societies should henceforth be adopted:

“By selection from among –

A. Candidates who possess-

- (i) a degree in Law or Management or Business Administration or Economics or Finance or an equivalent qualification acceptable to the Public Service Commission;

OR

A professional qualification in Accountancy; and

- (ii) a minimum of five years’ post qualification experience in a senior managerial position.

AND

B. officers in the grades of –

- (i) Deputy Registrar, Cooperative Societies;
- (ii) Divisional Cooperative Officer who reckon at least three years’ service in a substantive capacity in the grade or an aggregate of at least five years’ service in a substantive capacity in the grades of Divisional Cooperative Officer and Principal Cooperative Officer; and
- (iii) Principal Cooperative Officer reckoning at least eight years’ service in the grade.”

**33.22 The above qualifications requirement are being maintained until such time that the post of Registrar, Cooperative Societies is filled in a substantive capacity. Thereafter, necessary amendments should be brought by the Ministry in the scheme of service of the grade to restore appointment thereto by promotion, on the basis of experience and merit, of officers in the grade of Deputy Registrar, Cooperative Societies.**

### **Cooperative Officer**

33.23 A Qualification Bar (QB) has been inserted in the salary scale of the grade. Cooperative Officers possessing Diploma in Cooperative Studies or the Diploma in Development Studies or who have completed successfully all papers of Fundamentals (Skills) formerly Part II of the ACCA Examination or an equivalent qualification should be allowed to proceed beyond the QB.

### **Compensation for regular extra hours**

33.24 Officers of the Cooperative Officer cadre, who are required to put in additional hours of work on a regular basis, are given equivalent time off for extra hours put in. Where it has not been possible for Management to grant time-off to the officers within a period of four consecutive months, an appropriate allowance as compensation for the extra hours put in is payable to them subject to the approval of the Ministry of Civil Service and Administrative Reforms. **We are maintaining this recommendation.**

## **COOPERATIVE DEVELOPMENT UNIT**

33.25 The Cooperative Development Unit (CDU), as a policy unit, assists in the preparation and implementation of development programmes, projects and strategies. It formulates and monitors several incentive schemes and supports programmes for a sustainable growth of the cooperative movement. In addition, it processes requests for assistance from aid/donor agencies and countries. It also participates in meetings at the level of bilateral joint commissions and provides inputs on the cooperative movement.

33.26 The overall responsibility of the CDU, comprising a three level structure, rests with the Secretary for Cooperative Development. He is supported by officers in the grades of Senior Cooperative Development Officer and Cooperative Development Officer and officers of the general services cadre.

33.27 In the context of this review, staff side and Management have made the following proposals: a restructuring of the CDU with the creation of a grade and additional posts at all levels, and to restore parity in the salary of the grades of Secretary for Cooperative Development and that of the Registrar, Cooperation Societies.

- 33.28 After examining the rationale given in regard to these proposals, the Bureau could not find adequate justification to accede to the demands. Parties were apprised that grades are created whenever there are functional needs in the organisation whereas increasing the number of posts at any level is the prerogative of Management. The restoration of parity of salary would be examined after considering all job factors and related implications. Management was further apprised that grades which are urgently required would be graded by the Bureau on an *ad hoc* basis provided the established procedures have been followed.
- 33.29 The organisational set up of the Ministry is appropriate to deliver efficiently and effectively and on its mandate and no change is being brought to it.

### **Office Clerk**

- 33.30 Provision has been made in the EOAC 2013 Report for the MCSAR in collaboration with the Civil Service College to mount an appropriate award course for Office Clerks, the successful completion of which would entitle them to move incrementally in the master salary scale up to salary point Rs 25925, that is, by two increments. It is to be noted that the objective of the course is to equip the Office Clerks with relevant skills to effectively perform clerical duties which are being assigned to them.
- 33.31 The Office Clerks have drawn our attention to the high level set for the course which falls beyond their capacity and competence making it difficult for them to obtain the award. We are, therefore, making an appropriate recommendation to address the issue.

### **Recommendation 2**

#### **33.32 We recommend that:**

- (i) the Ministry of Civil Service and Administrative Reforms should continue, in collaboration with the relevant authorities, to organise work oriented Award Course for Office Clerks;**
- (ii) Office Clerks who have successfully completed the course be allowed to move incrementally in the master salary scale up to salary point Rs 28625;**
- (iii) Office Clerks who have successfully completed the Award Course and who have attained compulsory retirement age before reaching the top salary of the scale should be granted an additional increment at the point reached for the computation of their pensionable emoluments; and**

- (iii) the MCSAR should ensure that the level of the course set should also take into consideration the level of the duties as well as the profile of the Office Clerks.

**MINISTRY OF BUSINESS, ENTERPRISE AND COOPERATIVES**

**SALARY SCHEDULE**

Salary Code	Salary Scale and Grade
<b>BUSINESS ENTERPRISE DIVISION</b>	
02 000 106	<b>Rs 122000</b> Permanent Secretary
02 075 089	<b>Rs 46900 x 1525 – 49950 x 1625 – 62950 x 1850 – 68500 x 1950 – 70450</b> Principal Business and Enterprise Analyst (New Grade)
02 069 085	<b>Rs 38350 x 1225 – 40800 x 1525 – 49950 x 1625 – 62950</b> Senior Business and Enterprise Analyst (New Grade)
02 054 081	<b>Rs 25525 x 775 – 32500 x 925 – 37125 x 1225 – 40800 x 1525 – 49950 x 1625 – 56450</b> Business and Enterprise Analyst <i>formerly Analyst (Business and Enterprise)</i>
<b>HANDICRAFT SECTION</b>	
06 058 076	<b>Rs 28625 x 775 – 32500 x 925 – 37125 x 1225 – 40800 x 1525 – 48425</b> Supervisor, Handicraft Training Branch
06 036 067	<b>Rs 16725 x 325 – 17700 x 375 – 19575 x 475 – 21950 x 625 – 23200 x 775 – 32500 x 925 – 36200</b> Teacher/Senior Teacher, Handicraft Industrial Branch

**COOPERATIVE DIVISION**

**SALARY SCHEDULE**

Salary Code	Salary Scale and Grade
02 000 106	<b>Rs 122000</b> Permanent Secretary
18 090 092	<b>Rs 72400 x 1950 – 74350 x 2825 – 77175</b> Registrar, Cooperative Societies
18 072 087	<b>Rs 42325 x 1525 – 49950 x 1625 – 62950 x 1850 – 66650</b> Deputy Registrar, Cooperative Societies
18 066 080	<b>Rs 35275 x 925 – 37125 x 1225 – 40800 x 1525 – 49950 x 1625 – 54825</b> Divisional Cooperative Officer
18 063 077	<b>Rs 32500 x 925 – 37125 x 1225 – 40800 x 1525 – 49950</b> Principal Cooperative Officer
18 052 073	<b>Rs 23975 x 775 – 32500 x 925 – 37125 x 1225 – 40800 x 1525 – 43850</b> Senior Cooperative Officer
18 036 070	<b>Rs 16725 x 325 – 17700 x 375 – 19575 x 475 – 21950 x 625 – 23200 x 775 – 32500 x 925 – 35275 QB 36200 x 925 – 37125 x 1225 – 39575</b> Cooperative Officer
18 085 092	<b>Rs 62950 x 1850 – 68500 x 1950 – 74350 x 2825 – 77175</b> Secretary for Cooperative Development
18 069 085	<b>Rs 38350 x 1225 – 40800 x 1525 – 49950 x 1625 – 62950</b> Senior Cooperative Development Officer
18 054 081	<b>Rs 25525 x 775 – 32500 x 925 – 37125 x 1225 – 40800 x 1525 – 49950 x 1625 – 56450</b> Cooperative Development Officer

Salary Code	Salary Scale and Grade
08 022 056	<b>Rs 12750 x 260 – 14050 x 275 – 15150 x 300 – 15750 x 325 – 17700 x 375 – 19575 x 475 – 21950 x 625 – 23200 x 775 – 27075</b> Office Clerk
24 022 051	<b>Rs 12750 x 260 – 14050 x 275 – 15150 x 300 – 15750 x 325 – 17700 x 375 – 19575 x 475 – 21950 x 625 – 23200</b> Driver
24 001 038	<b>Rs 7800 x 200 – 8000 x 205 – 8820 x 230 – 10200 x 250 – 11450 x 260 – 14050 x 275 – 15150 x 300 – 15750 x 325 – 17375</b> General Worker

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