

## **72. SMALL AND MEDIUM ENTERPRISES DEVELOPMENT AUTHORITY**

- 72.1 Initially, the Small and Medium Enterprises Development Authority (SMEDA) was established by Act No 18 of 2009 to make better provision for the promotion and development of small and medium enterprises. Subsequently, the act was amended with the Financial Act 2015 to have a more coherent strategy in providing meaningful support at all levels to entrepreneurs for realisation of projects to achieve the Economic Vision 2030 of the Government.
- 72.2 Presently, the Small and Medium Enterprises (SMEs) sector plays a crucial role in the socio-economic development of the country in contributing significantly for productive employment opportunities, the generation of income and eventually, the reduction of poverty. Additionally, a large number of people rely on the SMEs directly or indirectly for their living. SMEs, therefore, deserve full support so as to develop into major enterprises.
- 72.3 The success of Government economic vision to sustain SMEs growth depends to a large extent on the ability of SMEDA to assist them in starting business as well as to encourage those already in business to grow. SMEDA is, therefore, called upon to play an important role in providing intensive support to Potential SMEs and Existing SMEs registered with SMEDA.
- 72.4 The intense campaign led by SMEDA through the National and Regional Fairs, Regional Training Courses and Workshops over the island to promote entrepreneurship is a proof that SMEDA has a key role to play in the development of entrepreneurship.
- 72.5 In line with Government's policy, SMEDA set up the One Stop Shop to provide under one roof SMEs with the support to allow them to promote their capabilities, continue to build their businesses and successfully carry out their operations.
- 72.6 Services provided by SMEDA with the setting up of the One-Stop-Shop are to support the needs of SMEs, to name a few, include General Business Development Services, Specialised Business Development Services, Licensing & Permits, Capacity Building, Industrial Space, Marketing and Financial Support.
- 72.7 The functions of the SMEDA are, among others, to provide Core Support Services, facilitate access to industrial space, finance and productive resources; conduct surveys in the SMEs sector and provide market intelligence for those enterprises; collaborate with other local and international agencies dealing with SMEs to develop the local SMEs; and coordinate entrepreneurship activities carried out by Public sector agencies and the private sector.

- 72.8 In the context of the present review exercise, Management has submitted that it is imperative for SMEDA to be equipped adequately in terms of human resources to be able to operate with optimal efficiency to cope with the many challenges ahead, taking into consideration the Government's objectives to eliminate delays in delivery of clearances for the operation of business/enterprise. Request has also been made for restyling of grades and abolition of posts. The Unions on the other hand have made representations for upgrading and restyling of certain posts, granting of duty remission facilities for the grade of Assistant Manager and filling of vacant posts.
- 72.9 We have examined all the proposals made by both Management and Unions and are making appropriate recommendations to enhance service delivery of the organisation. As regard, the grade of Assistant Manager, it is already among those eligible for loan to purchase a 70% duty exempted car for official travelling.

### **Business Development Specialist (New Grade)**

- 72.10 While the Union has made representations for an upgrading of the post of Business Development Officer in view of their working experience, management has submitted that there is need for a level to provide specialised business development services including support in the preparation of business plans to existing and potential entrepreneurs. We are making provision to this effect.

### **Recommendation 1**

- 72.11 **We recommend the creation of a grade of Business Development Specialist. Recruitment to the grade should be made by selection from among candidates possessing a Master Degree in Business Administration or Management or Economics or Finance or Marketing or Entrepreneurship Development or Production and Operations Management or Industrial Engineering and Management from a recognised institution or an alternative equivalent qualification acceptable to the Board and reckoning at least three years' post graduate experience in a Business Management or Industrial Development or any relevant related field.**
- 72.12 Incumbent in the grade of Business Development Specialist would be required to, among others, assist in the formulation and implementation of policies relating to the development and growth of enterprises; conduct site visits at enterprises for monitoring performance, in-house diagnosis and provide practical solutions to operational problems; promote the One-Stop- Shop among enterprises and the public in general; advise and support enterprises in market transformation of the goods and services to keep abreast with current development; conduct regular surveys to identify market needs and advise enterprises on innovation; participate in research and development activities

conducted by the Authority or other relevant organisations; and assist in the establishment of standards and quality management systems for goods and services produced by enterprises.

### **Monitoring and Evaluation Officer (New Grade)**

72.13 With a view to developing strategies to improve the efficiency and effectiveness of projects and identify bottleneck on completing projects activities, there is need for a grade of Monitoring and Evaluation Officer to monitor and evaluate all projects and activities. We are making provision to this effect.

### **Recommendation 2**

**72.14 We recommend the creation of a grade of Monitoring and Evaluation Officer. Recruitment to the grade should be made by selection from among candidates possessing a Degree in Business Administration or Management or Economics or Finance or Accountancy or Statistics from a recognised institution or an alternative equivalent qualification acceptable to the Board and reckoning at least three years' experience in monitoring and evaluation activities or business operations or auditing.**

72.15 Incumbent in the grade of Monitoring and Evaluation Officer would be required to, among others, assist in the debt recovering and computing repayment of loans of beneficiary companies; develop strategies to improve the efficiency and effectiveness of projects, identify bottlenecks in completing projects activities; coordinate the various components of projects to ensure their effective implementation; collect and validate financial data of beneficiary companies at the Registrar of Companies and other organisations; monitor all projects activities, expenditure and progress towards achieving the Monitoring and Evaluation Unit's targets; conduct training on monitoring and evaluation activities; and participate in the conduct of studies, surveys and research activities carried out by the Authority.

### **Public Relations and Events Coordinator (New Grade)**

72.16 It has been submitted that with the setting up of the One-Stop-Shop, there is need to have a grade of Public Relations and Events Coordinator to promote the public image of the SMEDA and communicate professionally to all stakeholders regarding the services provided. We are agreeable to this request and are making appropriate recommendation.

### **Recommendation 3**

**72.17 We recommend the creation of a grade of Public Relations and Events Coordinator. Recruitment to the grade should be made by selection from among candidates possessing a Degree in Public Relations or Communication Studies or Journalism or Mass Communications from a**

**recognised institution or an alternative equivalent qualification acceptable to the Board and reckoning at least three years' experience in Public Relations/Communication.**

72.18 Incumbent in the grade of Public Relations and Events Coordinator would be required to, among others, promote the public image of the SMEDA and to conduct aptitude surveys to identify the interests and concern of Micro Small and Medium Enterprises; devise policies and procedures pertaining to public relations with customers, relevant stakeholders and the general public; develop and produce internal and external communication materials of high standard for newsletters, press release, communiqués and brochures; plan, organise and participate actively in regional and national fairs, road shows, workshops, meetings, functions, other communication events; co-ordinate on-site all activities and functions support operation; and analyse press reports and produce daily press reviews for internal use.

#### **IT Trainer (New Grade)**

#### **IT Support Officer (New Grade)**

72.19 Management has submitted that IT is a pre-requisite for SMEs to be technologically literate in order to compete and survive in the highly competitive global business environment. In this context the SMEs Resource and Technology Centre provides IT Training both in-house and region wise to existing and potential entrepreneurs. With the setting up of the One-Stop-Shop and the assistance schemes as well as the facilities for the SMEs, there is need for the organisation to be properly staffed to meet the challenges of IT Training and IT network management. We have examined the request and are agreeable to provide for the grades of IT Trainer and IT Support Officer to reinforce the IT Unit to ensure the effective delivery of the SMEDA services.

#### **Recommendation 4**

**72.20 We recommend the creation of a grade of IT Trainer. Recruitment to the grade should be made by selection from among candidates possessing a Degree in Computing or Information Technology or Computer Science from a recognised institution or an alternative equivalent qualification acceptable to the Board and reckoning at least three years' experience in IT Training.**

72.21 Incumbent in the grade of IT Trainer would be required to, among others, develop and evaluate IT Training curricula including learning materials; conduct training in the field of Information Technology and assess and evaluate trainees; co-ordinate the IT module in other training programmes provided by the SMEDA; prepare teaching and learning materials as well as handouts and learning packs; assist in enforcing trainees discipline and provide support and

guidance to trainees, training needs analysts, and organisation and running of workshops/seminars; and evaluate the effectiveness of the training and course outcomes.

### **IT Support Officer (New Grade)**

#### **Recommendation 5**

**72.22 We also recommend the creation of a grade of IT Support Officer. Recruitment thereto should be made by selection from among candidates possessing a Certificate in Information Technology or Computer Studies from a recognised institution or an alternative equivalent qualification acceptable to the Board.**

72.23 Incumbent in the grade of IT Support Officer would be required to, among others, assist the IT Officer and the IT Trainer in their duties; install and configure hardware and common PC-related Software and provide preventive measures and technical support; operate computer systems including running of processes, handling of inputs, production of outputs, performing backups and keeping records; comply with and promote applicable security standards in relation to computer systems; carry out survey/audit of the technical features of computer equipment; and troubleshoot computer hardware and software.

### **Human Resource Officer/Senior Human Resource Officer (New Grade)**

72.24 With the expanded role of the SMEDA, there is need for a grade to be responsible for the human resource functions and to manage the Human Resources Unit in an efficient and effective manner. We are, therefore, creating a grade of Human Resource Officer/Senior Human Resource Officer to deal efficiently with all human resource matters.

#### **Recommendation 6**

**72.25 We recommend the creation of a grade of Human Resource Officer/Senior Human Resource Officer. Recruitment thereto should be made by selection from among candidates possessing a Diploma in Human Resource Management or Personnel Management from a recognised institution or an alternative equivalent qualification and reckoning at least three years' experience in Human Resource Management.**

72.26 Incumbent in the grade would be required to, among others, provide advice, guidance and assistance in accordance with rules and regulations pertaining to human resource management policies and to assist in the implementation of human resources policies and related matters; provide support to Head of Divisions; ensure that human resource policies, rules, regulations and procedures are properly interpreted and consistently applied; determine and advise on the human resource needs of the Authority; assist in the development

of organisation, design and work procedures; and promote good industrial relations and take prompt action to settle grievances and conflicts through negotiations and discussions.

#### **Recommendation 7**

**72.27 We further recommend that incumbents in the grade of Human Resource Officer/Senior Human Resource Officer possessing a Diploma in Human Resource Management or a Diploma with Human Resource Management as a major component or an alternative equivalent qualification should be allowed to move incrementally in the Master Salary scale up to salary point Rs 42325 provided that they:**

- (i) have drawn the top salary for a year;**
- (ii) have been efficient and effective in their performance during the preceding year; and**
- (iii) are not under report.**

#### **Accounts Officer (New Grade)**

72.28 The National Audit Office has recommended that the Authority should strengthen the internal control and to have appropriate segregation of duties. We are, therefore, providing for a level to cater for these functions.

#### **Recommendation 8**

**72.29 We recommend the creation of a grade of Accounts Officer. Recruitment thereto should be made by selection from among candidates possessing a pass in all papers of fundamentals (Knowledge) of the ACCA or an alternative equivalent qualification acceptable to the Board and reckoning at least three years' experience in financial duties.**

72.30 Incumbent in the grade of Accounts Officer would be required to, among others, compile schedules and information for the preparation of statutory reports, annual estimates, final accounts, statements and other reports; ensure that accounting and stores regulations are understood, correctly applied and fully complied with; control and discharge expenditure and payments in compliance with existing regulations; maintain a proper system of accounting to guard against irregularity and fraud; verify bank reconciliation statements and ensure up on outstanding items; implement and monitor an effective enforcement mechanism to ensure prompt recovery of debts from clients and submit a monthly report thereon; and verify payment vouchers, supporting documents and cheques before effecting any payment.

### **Procurement and Supply Officer (New Grade)**

72.31 With the expansion in the activities of the organisation, the workload of the Procurement and Supply Department has been considerably increased. In this context, there is need to create a level to maintain a proper store management system in line with established procedure. We are making provision for a level to strengthen the structure of the Procurement and Supply Division.

### **Recommendation 9**

**72.32 We recommend the creation of a grade of Procurement and Supply Officer. Recruitment thereto should be made by selection from among candidates possessing a Certificate in Purchasing and Supply Management from a recognised institution or an alternative equivalent qualification.**

72.33 Incumbent in the grade of Procurement and Supply Officer would be required to, among others, assist in the formulation of procurement policies of the SMEDA; advise on matters relating to procurement and supply management; maintain a proper store management system in line with established procedures; establish proper systems of control and records of store items and assets and ensure that adequate security is maintained; and perform procurement, warehousing and stock control operations and maintain updated records of transactions in compliance with the provisions and regulations made under the Public Procurement Act 2006 and other regulations in force.

### **Word Processing Operator (New Grade)**

72.34 Management has submitted that there is need for the grade of Word Processing Operator so as to cope with the increasing word processing and simple computer/data processing works as well as simple clerical duties of the various divisions of the Authority. We are agreeable to this request and are making appropriate provision to this effect.

### **Recommendation 10**

**72.35 We recommend the creation of a grade of Word Processing Operator. Recruitment thereto should be made by selection from among candidates possessing the Cambridge School Certificate and a Certificate in keyboarding and typewriting at a speed of at least 25 words a minute from a recognised institution and a Certificate in Word Processing or Data Processing from a recognised institution.**

72.36 Incumbent in the grade of Word Processing Operator would be required to, among others, type and collate official documents; perform simple clerical duties, ensure speedy handling of correspondence; perform word processing

and computer/data processing work and to operate telefax and e-mail services; and replace Confidential Secretary.

### **Customer Care Officer (New Grade)**

72.37 With the setting up of the One-Stop-Shop, many services in various fields are provided by the Authority under one roof. With the increase in the number of visitors, there is need for a level to attend to their queries promptly, efficiently and courteously. We are making provision for a grade of Customer Care Officer to be the first point of contact of all visitors attending the One-Stop-Shop.

### **Recommendation 11**

**72.38 We recommend the creation of a grade of Customer Care Officer. Recruitment thereto should be made by selection from among candidates possessing a Cambridge School Certificate with credit in English Language and French obtained at not more than two sittings or an alternative equivalent qualification acceptable to the Board.**

72.39 Incumbent in the grade of Customer Care Officer would be required to, among others, greet and sign in visitors; offer appropriate seating arrangements to visitors in timely and efficient manner; determine the need of visitors (appointment, assistance, information) and direct them accordingly; assist visitors with directions; administer the waiting list of visitors; deal with and attend promptly, efficiently and courteously to queries; and maintain effective communications with staff at all levels and with customers to ensure smooth service delivery.

### **Salesperson (New Grade)**

72.40 Presently, the SMEDA is responsible for various craft shops located in different regions of the country. Management has submitted that there is need for a level to be responsible for the day-to-day running of craft shop. We are addressing the issue with the provision of a new grade.

### **Recommendation 12**

**72.41 We recommend the creation of a grade of Salesperson. Recruitment thereto should be made by selection from among candidates possessing a Cambridge School Certificate with credit in at least five subjects including English Language, French and Mathematics or Principles of Accounts obtained on one certificate or Passes not below Grade C in at least five subjects including English Language, French and Mathematics or Principles of Accounts obtained in one certificate at the General Certificate of Education "Ordinary Level" or an alternative equivalent qualification acceptable to the Board.**

72.42 Incumbent in the grade of Salesperson would be responsible for, among others, the sale of products to the public; the keeping of books for the sale of products and other transactions carried out at the shop; the safekeeping of cash and stores; regular display of products in the shop; the stock control and updating of stock cards; daily remittance of cash received to bank; submission of daily sales report to Head-Office; providing general information to clients and members of the public; and maintaining a record of visitors.

**Director (Personal)**

**Assistant Handicraft Promotion Officer (Personal)**

72.43 Management requested to abolish the grades of Director (Personal) and Assistant Handicraft Promotion Officer (Personal) from the establishment of SMEDA as both grades are vacant and are no longer required. We are making appropriate provision to this effect.

**Recommendation 13**

**72.44 We recommend that the grades of Director (Personal) and Assistant Handicraft Promotion Officer (Personal) which are vacant be abolished.**

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**SALARY SCHEDULE**

**SMEDA 1 : 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**

General Worker

**SMEDA 2 : Rs 11200 x 250 – 11450 x 260 – 14050 x 275 – 15150 x 300 – 15750 x 325 – 17700 x 375 – 19200**

Stores Attendant

**SMEDA 3 : Rs 11710 x 260 – 14050 x 275 – 15150 x 300 – 15750 x 325 – 17700 x 375 – 19575**

Security Guard (Personal)

**SMEDA 4 : Rs 11970 x 260 – 14050 x 275 – 15150 x 300 – 15750 x 325 – 17700 x 375 – 19575 x 475 – 20050**

Attendant (Workshop) (Personal)

Office Attendant

**SMEDA 5 : Rs 12750 x 260 – 14050 x 275 – 15150 x 300 – 15750 x 325 – 17700 x 375 – 19575 x 475 – 21950 x 625 – 22575**

General Assistant (Personal)

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- SMEDA 6 :** Rs 12750 x 260 – 14050 x 275 – 15150 x 300 – 15750 x 325 –  
17700 x 375 – 19575 x 475 – 21950 x 625 – 23200  
Driver/Office Attendant
- SMEDA 7 :** Rs 13010 x 260 – 14050 x 275 – 15150 x 300 – 15750 x 325 –  
17700 x 375 – 19575 x 475 – 21950 x 625 – 23200 x 775 – 23975  
Handy Worker (Skilled)
- SMEDA 8 :** Rs 14050 x 275 – 15150 x 300 – 15750 x 325 – 17700 x 375 –  
19575 x 475 – 21950 x 625 – 23200 x 775 – 23975  
Senior/Head Office Attendant
- SMEDA 9 :** Rs 12490 x 260 – 14050 x 275 – 15150 x 300 – 15750 x 325 –  
17700 x 375 – 19575 x 475 – 21950 x 625 – 23200 x 775 – 25525  
Customer Care Officer (New Grade)  
Receptionist/Telephone Operator
- SMEDA 10 :** Rs 13010 x 260 – 14050 x 275 – 15150 x 300 – 15750 x 325 –  
17700 x 375 – 19575 x 475 – 21950 x 625 – 23200 x 775 – 27075  
Salesperson (New Grade)
- SMEDA 11 :** Rs 13790 x 260 – 14050 x 275 – 15150 x 300 – 15750 x 325 –  
17700 x 375 – 19575 x 475 – 21950 x 625 – 23200 x 775 – 29400  
Receptionist/Word Processing Operator (Personal)  
Word Processing Operator (New Grade)
- SMEDA 12 :** Rs 14050 x 275 – 15150 x 300 – 15750 x 325 – 17700 x 375 –  
19575 x 475 – 21950 x 625 – 23200 x 775 – 30175  
Clerical Officer/Higher Clerical Officer (Personal to incumbents in  
post as at 31.12.15)  
Clerk/Word Processing Operator
- SMEDA 13 :** Rs 14875 x 275 – 15150 x 300 – 15750 x 325 – 17700 x 375 –  
19575 x 475 – 21950 x 625 – 23200 x 775 – 30950  
Technical Assistant (Personal)
- SMEDA 14 :** Rs 14875 x 275 – 15150 x 300 – 15750 x 325 – 17700 x 375 –  
19575 x 475 – 21950 x 625 – 23200 x 775 – 32500  
IT Support Officer (New Grade)

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- SMEDA 15 :** **Rs 16400 x 325 – 17700 x 375 – 19575 x 475 – 21950 x 625 – 23200 x 775 – 32500**  
Management Support Officer (New Grade)
- SMEDA 16 :** **Rs 16725 x 325 – 17700 x 375 – 19575 x 475 – 21950 x 625 – 23200 x 775 – 32500**  
Senior Clerk/Word Processing Operator (Personal)
- SMEDA 17 :** **Rs 17050 x 325 – 17700 x 375 – 19575 x 475 – 21950 x 625 – 23200 x 775 – 32500**  
Extension Officer (Personal)
- SMEDA 18 :** **Rs 17375 x 325 – 17700 x 375 – 19575 x 475 – 21950 x 625 – 23200 x 775 – 32500**  
Accounts Clerk  
Assistant Procurement and Supply Officer  
Executive Officer (Personal to incumbents in post as at 31.12.15)
- SMEDA 19 :** **Rs 22575 x 625 – 23200 x 775 – 32500 x 925 – 35275**  
Senior Extension Officer (Personal)
- SMEDA 20 :** **Rs 17375 x 325 – 17700 x 375 – 19575 x 475 – 21950 x 625 – 23200 x 775 – 32500 x 925 – 37125 x 1225 – 38350**  
Marketing Assistant (Handicraft) (Rodrigues)
- SMEDA 21 :** **Rs 19200 x 375 – 19575 x 475 – 21950 x 625 – 23200 x 775 – 32500 x 925 – 37125 x 1225 – 38350**  
Confidential Secretary
- SMEDA 22 :** **Rs 21475 x 475 – 21950 x 625 – 23200 x 775 – 32500 x 925 – 37125 x 1225 – 38350**  
Information, Research and Documentation Officer
- SMEDA 23 :** **Rs 22575 x 625 – 23200 x 775 – 32500 x 925 – 37125 x 1225 – 38350**  
Accounts Officer (New Grade)  
Higher Executive Officer  
Procurement and Supply Officer (New Grade)

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- SMEDA 24 :**        **Rs 19575 x 475 – 21950 x 625 – 23200 x 775 – 32500 x 925 – 37125 x 1225 – 40800**  
Human Resource Officer/Senior Human Resource Officer (New Grade)
- SMEDA 25 :**        **Rs 25525 x 775 – 32500 x 925 – 37125 x 1225 – 40800 x 1525 – 49950 x 1625 – 56450**  
Business Analyst  
Business Development Officer  
IT Trainer (New Grade)  
Marketing Officer  
Monitoring and Evaluation Officer (New Grade)  
Public Relations and Events Coordinator (New Grade)  
Training Coordinator
- SMEDA 26 :**        **Rs 26300 x 775 – 32500 x 925 – 37125 x 1225 – 40800 x 1525 – 49950 x 1625 – 56450**  
IT Officer
- SMEDA 27 :**        **Rs 28625 x 775 – 32500 x 925 – 37125 x 1225 – 40800 x 1525 – 49950 x 1625 – 56450**  
Accountant
- SMEDA 28 :**        **Rs 25525 x 775 – 32500 x 925 – 37125 x 1225 – 40800 x 1525 – 49950 x 1625 – 62950**  
Administrative Officer  
Commercial Executive/Senior Commercial Executive (Personal)
- SMEDA 29 :**        **Rs 26300 x 775 – 32500 x 925 – 37125 x 1225 – 40800 x 1525 – 49950 x 1625 – 62950**  
Business Development Specialist (New Grade)
- SMEDA 30 :**        **Rs 29400 x 775 – 32500 x 925 – 37125 x 1225 – 40800 x 1525 – 49950 x 1625 – 62950**  
Assistant Manager

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**SMEDA 31 : Rs 62950 x 1850 – 68500 x 1950 – 74350 x 2825 – 80000 x 3000 –  
86000**

Manager

**SMEDA 32 : Rs 95000**

Chief Operations Officer

