



Ministry of Industrial Development, SMEs and Cooperatives
(Industrial Development Division)

Annual Report

July 2022 - June 2023

GUIDE TO THE ANNUAL REPORT

Part I: About the Ministry of Industrial Development, SMEs and Cooperatives (Industrial Development Division)

Part I sets out the vision and mission of the Industrial Development Division, its roles, functions and organisational structure.

Part II: Main Achievements

Part II describes the major achievements and reviews the performance of the Ministry and the manufacturing sector during the last financial year. This Section also depicts the actions taken and systems put in place in relation to risk management, citizen-oriented initiatives and good governance.

Part III: Financial Performance

Part III provides an overview of the financial highlights for Financial Year 2022/23, including the statements of revenue and expenditure.

Part IV: Way Forward

Part IV details out the strategic directions of the Industrial Development Division as well as the trends and challenges which have a bearing on the manufacturing sector.

TABLE OF CONTENTS

STATEMENT FROM HONOURABLE MINISTER	4
STATEMENT FROM SENIOR CHIEF EXECUTIVE	6
PART I - ABOUT THE INDUSTRIAL DEVELOPMENT DIVISION	8
1.0 Vision and Mission	9
1.1 Roles and Functions of the Industrial Development Division	9
1.2 Main Objectives	9
1.3 Government Programme 2020-2024	9
1.4 Main Customers	10
1.5 Departments of the Industrial Development Division	10
1.5.1 Services Provided by Departments	11
1.6 Gender Statement	12
1.7 Industrial Development Division – Team Members	13
1.7.1 Our People	13
1.7.2 Workforce in terms of Gender	13
1.7.3 Human Resource & Gender Distribution	13
1.7.4 Organisational Structure	14
1.7.5 Training and Development	15
1.7.6 Workforce Planning/Succession Planning	17
1.7.7 Safety and Health at the Workplace	17
PART II - MINISTRY/DEPARTMENT ACHIEVEMENTS & CHALLENGES	18
2.0 Performance of the Manufacturing Sector	19
2.1 Manufacturing	19
2.2 Exports	19
2.3 Market Diversification	19
2.4 Industrial Modernisation and Expansion	20
2.5 Support to the Jewellery Sector	20
2.6 Accreditation Services	20
2.7 Support Schemes for Export Sector	21
2.8 Implementation of Budgetary Measures 2022/23	22
2.9 Major Activities	24
2.9.1 Benchmarking Tour to Mauritius by a Namibian Parliamentary Delegation (18 May 2023)	24
2.9.2 La Grande Foire de L'Indépendance – 55 an Larmoni dan nu Repiblik (3 – 5 March 2023)	26
2.9.3 Visit to Tianli Spinning (Mauritius) Ltd (04 January 2023)	28
2.9.4 Semaine de L'Industrie Locale (29 November – 03 December 2022)	29
2.9.5 Collaboration with UNIDO (August and October 2022)	32
2.9.6 Meeting with Mid-Market Enterprises (MMEs) (06 October 2022)	34
2.10 Major Projects	35
2.10.1 Implementation of Industrial Policy and Strategic Plan (IPSP) (2020-2025)	35
2.10.2 Manufacturing 4.0 Project	36
2.11 Status on Implementation of Key Actions in Budget 2022-2023 Relating to the Manufacturing Sector	37
2.12 Risk Management, Citizen-Oriented Initiatives & Good Governance	38
2.12.1 Risk Management	38
2.12.2 Citizen-Oriented Initiatives	39
2.12.3 Good Governance	40
2.12.4 Implementation Plan - Director of Audit Comments	40
PART III - FINANCIAL PERFORMANCE	42
3.0 Financial Highlights	43
3.1 Statement of Expenditure & Revenue	43
PART IV - WAY FORWARD	48
4.0 Trends and Challenges	49
4.1 SWOT Analysis	49
4.2 Strategic Directions	50
EDITORIAL TEAM	50

STATEMENT FROM HONOURABLE MINISTER

I am pleased to present the seventh Annual Report of the Ministry of Industrial Development, SMEs and Cooperatives (Industrial Development Division) for the Financial Year 2022/2023. It is, indeed, a privilege to be associated with this yearly publication which sheds light on the achievements of my Ministry and more importantly on the judicious utilisation of public funds to attain the desired objectives for industrial growth.

The economic development of the country is intrinsically linked to buoyancy in the manufacturing sector as it contributes substantially to national output, employment creation and foreign exchange earnings. Since independence, the industry has travelled a long journey and today it is evolving on solid foundations, built on the strengths of hard work, perseverance and commitment of all active players. Over the years, there have been ups and downs, but the sector has developed impressive resilience to the extent that it can withstand challenges, surfacing now and then, in a highly competitive economic environment.

As at now, the manufacturing sector continues to be exposed to numerous threats in the aftermath of the Covid-19 pandemic, the ongoing conflict between Ukraine and Russia, acute competition from low-cost countries and erosion of market preferences. However, I must acknowledge that industry operators are determined to face the difficult situation and this is being demonstrated by their supremacy in adopting new and innovative solutions to navigate through the turbulences.



Indeed, the tremendous efforts put in by all stakeholders have paid handsome dividends with an all-time high manufacturing output of **Rs 167.5 billion** generated in **2022**. A record performance has also been witnessed with domestic exports of **Rs 52.3 billion** during the same year. These statistical figures represent historical milestones that have been realised under the Government of the day headed by our far-sighted and dynamic Prime Minister.

Above all, the upward growth trajectory for the manufacturing sector has been re-instated and it is moving ahead with more vigour and enthusiasm. The feel-good factor is back and industrial development is on a progressive pathway. Industrial policies and strategies are being constantly reviewed to support consolidation, modernisation and expansion of the manufacturing base. In this vein, the implementation of the Industrial Policy and Strategic Plan (IPSP) (2020-2025) has proved to be a gamechanger in elevating the industry to new heights. As at now, around **68%** of projects in the IPSP have been successfully completed. Other bold initiatives taken by the Ministry to promote Manufacturing 4.0 technologies and sustainable practices in manufacturing activities are well entrenched to derive a higher level of competitiveness.

On the whole, the manufacturing sector is doing relatively well with the unflinching support of Government. This is fully evidenced by the statistical industrial data of 2022. As usual, the future remains uncertain due to unpredictable circumstances which are sometimes beyond control. In this context, the export manufacturing sector is presently at a crossroad with little visibility on the future of AGOA which is due to lapse in 2025. However, the desire to overcome this obstacle is strong as it can compromise the long-term economic prosperity of the country. This is why, I personally led a delegation to the USA in August 2023 to open the dialogue with top US officials on the necessity to renew AGOA. I wish to emphasise that the discussions were very productive and we intend to intensify our lobbying efforts for a positive outcome. Nonetheless, the need to rebalance market destinations rests high on Government agenda and I am pleased that progress is being achieved in exports under CECPA-India and the FTA China. New market avenues are also being explored with ongoing negotiations to conclude FTAs with Indonesia and UAE.

I seize this occasion to reiterate that Government will continue to accompany the manufacturing industry in its sustained development process. The proximity built with industry captains will be further strengthened to enable seamless business operations for greater productivity. I am confident that, at the end of the day, the usual irrepressible spirit and adaptability traits which are trademarks of the sector will prevail to sustain industrial growth.

To conclude, I wish to extend my heartfelt thanks to the staff of the Ministry for their dedication, commitment and professionalism in the delivery of services. I also express my appreciation to our valued partners, stakeholders and industry players for their collaboration and support throughout the year. Together, we will contribute towards a more prosperous future for Mauritius, propelled by a vibrant and smart manufacturing sector.

Soomilduth Bholah

Minister of Industrial Development, SMEs and Cooperatives

STATEMENT FROM SENIOR CHIEF EXECUTIVE

I am pleased to be associated with the presentation of the seventh Annual Report of the Industrial Development Division of the Ministry of Industrial Development, SMEs and Cooperatives, covering the period July 2022 to June 2023, which has been prepared in compliance with statutory requirements.

The objective of the Industrial Development Division, as it may be known to one and all, is to foster the development of the manufacturing sector which remains a driving force for the socio-economic growth of the country. Sustainable and coherent industrial development policies, strategies and programmes have been adequately formulated to strengthen the sector. The number of programmes and activities implemented, as highlighted in the Report, bears testimony to our strong commitment to this endeavour. A close monitoring of the implementation of different projects and activities has been carried out to avoid any deviation from our intended plan of action. Thanks to the dedication, dynamism, and professionalism of our officers, these achievements are, undeniably, remarkable.



I wish to place on record the unflinching collaboration from our partners – the public and private sectors – in the discharging of our strategic functions and the charting out of a Roadmap for the sector. It is only through the development of a strong partnership with the different stakeholders, and enhanced capacity-building of our human resources, amongst others, that we managed to attain our targets. The organisational systems along with the management and operational procedures put in place, have been reviewed to provide more breathing space and opportunities for our human resources to uphold a culture of ‘*appartenance*’ to the organisation, thus creating an environment where everyone feels he or she has an important link in the chain. In our quest for excellence, we tend to be guided by a sense of fairness and impartiality, and adherence to good governance, accountability and transparency which have always been our underlying principle and which are critical to our performance.

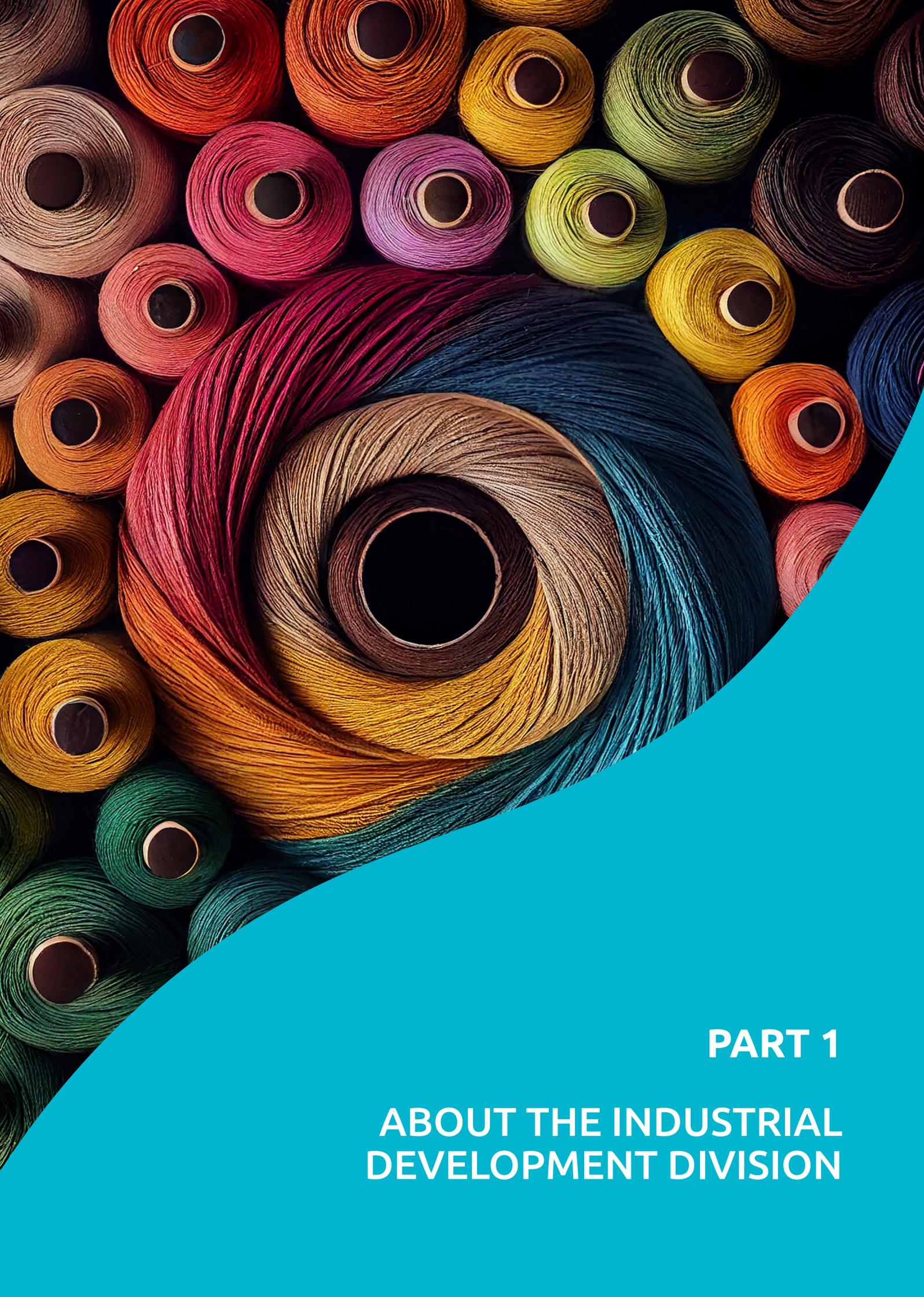
Both the Administration and Technical wings of the Ministry have been reinforced and properly structured to ensure that the Government Programme and the budgetary measures enunciated are effectively, efficiently and timely implemented, under the bold leadership of our political master. Our common strategic move and innovative approach, on all fronts, have enabled us to cope with the rising challenges facing the sector, the increasing work of the Ministry, and the high public demand for our services as delivered by our departments – the Assay Office and MAURITAS. No doubt, the business community has high expectations from public institutions and this Ministry, with its clear objectives in mind, has been constantly responsive, during the period under review, to all these expectations, as evidenced by the records on the descriptive and key quantitative results in this Report.

I seize this opportunity to convey my heartfelt thanks to the technical staff of the Ministry for lending ears to my call for the timely fulfilment, with a new mindset, of their specific and defined responsibilities with greater accountability, and also for their hands-on support all throughout the journey we travelled to propel the sector ahead. Effective actions and sustainable initiatives will constantly be required at all levels to enable the Ministry to meet the impending challenges and drive successfully the implementation of some important projects such as, Manufacturing 4.0 and the Net-Zero Nature-Positive Accelerator Integrated Programme which are shaping up in a positive direction. I am confident that the personnel of the Ministry will reinforce their commitment to attainment of the objectives set.

I extend my appreciation to all staff of the Ministry for their good work.

V. Putchay

Senior Chief Executive



PART 1

**ABOUT THE INDUSTRIAL
DEVELOPMENT DIVISION**

1.0 VISION

An innovation-led industrial sector.

MISSION

To act as a facilitator and catalyst for the development of a resilient, vibrant and competitive manufacturing sector with a view to fostering employment creation and generating wealth for higher economic growth.

1.1 ROLES AND FUNCTIONS OF THE INDUSTRIAL DEVELOPMENT DIVISION

- Promotion of sustainable industrial development.
- Acts as a facilitator and catalyst through the formulation and implementation of appropriate policies, programmes and strategies for the emergence of a strong, modern and diversified manufacturing base.

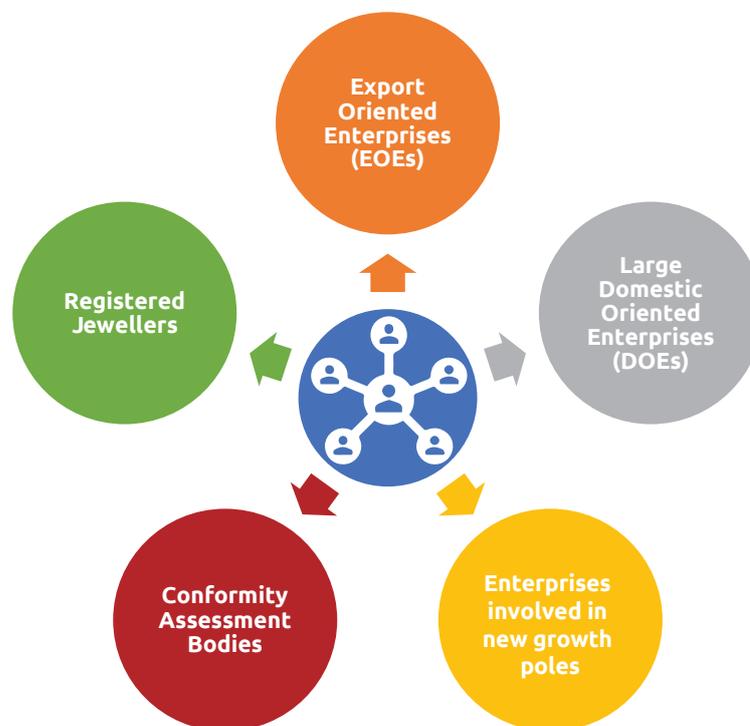
1.2 MAIN OBJECTIVES

- To promote globally competitive industries.
- To foster product and market diversification.
- To stimulate exports in existing and emerging markets.
- To support green, socially responsible and quality initiatives in enterprises.
- To enhance market access through internationally recognised standards.

1.3 GOVERNMENT PROGRAMME 2020-2024

Formulation and implementation of a 5-year Strategic Plan for the manufacturing sector focusing on innovation, technology and import substitution activities to foster export competitiveness

1.4 MAIN CUSTOMERS



1.5 DEPARTMENTS OF THE INDUSTRIAL DEVELOPMENT DIVISION



1.5.1 SERVICES PROVIDED BY DEPARTMENTS



Assay Office

- Registration of jewellers dealing in precious metals and jewellery made of gold, silver, palladium and platinum, and precious or semi-precious stones;
- Testing of gold, silver, palladium and platinum jewellery and their alloys for jewellers, Government Institutions and the public;
- Verification and identification of precious and semi-precious stones for jewellers, Government Institutions and the public;
- Grading of diamond;
- Registration of Sponsor's Mark, Identification Mark and Importer's Mark for jewellers;
- Inspection visits on business premises of jewellers to ensure compliance with the Jewellery Act 2007;
- Endorsement of Ownership Declaration Form whereby the name and address of customers intending to sell their second-hand jewellery are certified against NIC and proof of address;
- Valuation service whereby the gold content of jewellery is valued and a valuation certificate is delivered;
- Awareness campaign to sensitise the Public on provisions of the Jewellery Act 2007;
- Please visit www.assayoffice.org for additional information.



MAURITAS

- Provides a national unified service for the accreditation of conformity assessment bodies (e.g. laboratories, inspection bodies and certification bodies) to international standards;
- MAURITAS is responsible for the accreditation of:
 - Certification bodies to ISO/IEC 17021-1.
 - Testing and Calibration Laboratories to ISO/IEC 17025.
 - Medical laboratories to ISO 15189.
 - Inspection bodies to ISO/IEC 17020.
- Establishes agreements on mutual recognition with other national, regional and international accreditation bodies and to obtain and maintain international acceptance of the competence of conformity assessment bodies accredited by MAURITAS;
- MAURITAS is a signatory member to the International Laboratory Accreditation Cooperation (ILAC) Mutual Recognition Arrangement (MRA) and the International Accreditation Forum (IAF) Multilateral Recognition Arrangement (MLA).
- Please visit www.mauritas.org for more information.

1.6 GENDER STATEMENT

Gender equality and women empowerment are crucial in obtaining an inclusive workforce which ensures sustainable industrial development.

The Industrial Development Division is deeply committed to gender equality and addresses relevant issues like gender-based violence. Throughout the Financial Year 2022/2023, this Division actively participated in various initiatives, including the Policy Dialogue on Gender Action Plan and the National Strategy and Action Plan on the elimination of Gender-based violence.

Additionally, officers of the Ministry attended workshops and capacity-building programmes focused on Gender Mainstreaming in economic activities.

During the Financial Year, no complaints were received at this Division regarding gender-based violence.



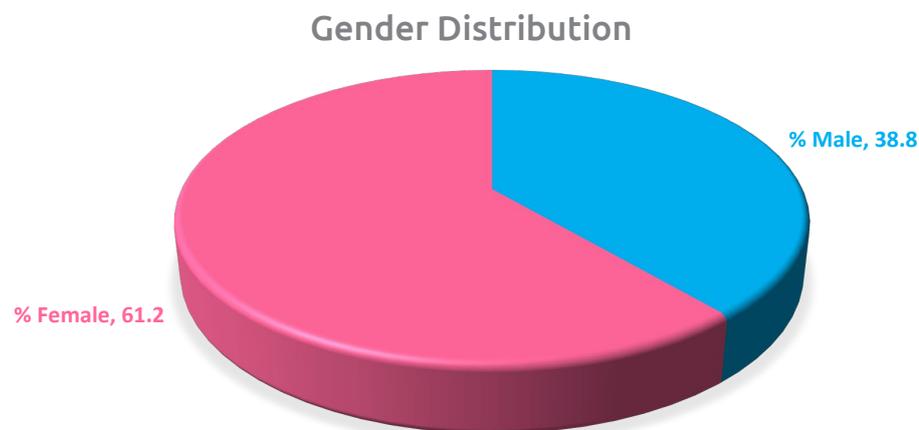
1.7 INDUSTRIAL DEVELOPMENT DIVISION – TEAM MEMBERS

1.7.1 Our People

The overall administration of the Division falls under the responsibility of a Permanent Secretary, who is assisted by a Deputy Permanent Secretary and two Assistant Permanent Secretaries. On the Technical side, support is provided by the Director of Industry, Director of Assay Office and Director of MAURITAS, who are assisted by technical staff of their respective Cadre. Management support services are provided by officers of the Human Resource Cadre, Finance Cadre, Procurement and Supply Cadre, General Services and Workmen’s Group.

1.7.2 Workforce in terms of Gender

The gender distribution of staff of the Industrial Development Division is as follows:

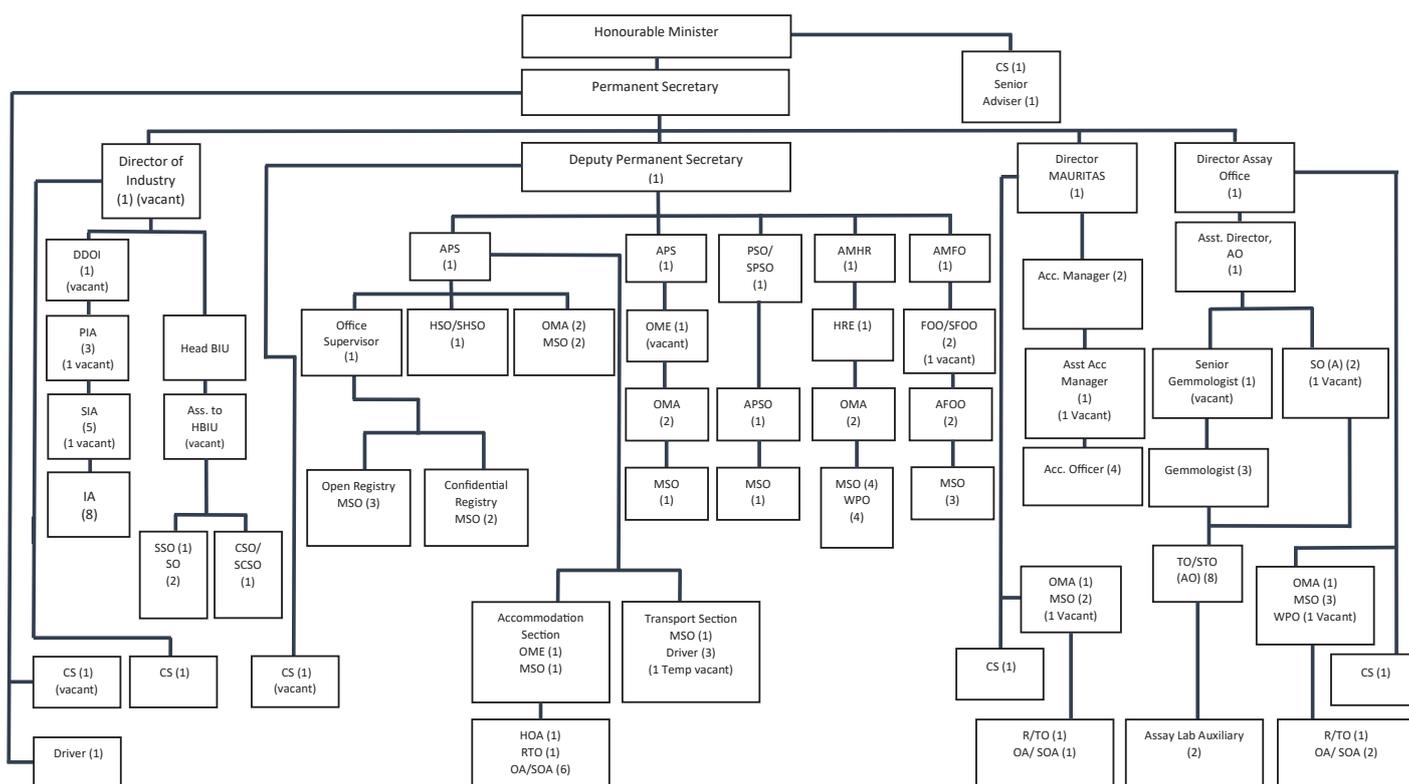


1.7.3 Human Resource & Gender Distribution

The classification of the workforce across hierarchy levels at the Division is as follows:

Staff in Post (March 2023)	Number	Male	Female
Top Management (Salary ≥ Rs 110,000)	1	100%	0%
Middle Management (Rs 47,000 ≤ Salary < Rs 110,000)	22	72.7%	27.3%
Support (Salary < Rs 47,000)	80	28.8%	71.2%
Overall	103	38.8%	61.2%

1.7.4 Organisational Structure



APS – Assistant Permanent Secretary
 AMHR- Assistant Manager, Human Resources
 AMFO – Assistant Manager Financial Operations
 Acc. Manager – Accreditation Manager
 Acc Officer – Accreditation Officer
 Asst. Acc Manager – Assistant Accreditation Manager
 AFOO – Assistant Financial Operations Officer
 APSO – Assistant Procurement and Supply Officer
 Head BIU – Head, Business Information Unit
 Asst. to HBIU- Assistant to Head Business Information Unit
 Asst. Director, AO – Assistant Director, Assay Office
 CS – Confidential Secretary
 CSO/SCSO – Computer Support Officer/Senior Computer Support Officer
 DDOI – Deputy Director of Industry
 FOO/SFOO – Financial Operations Officer/Senior Financial Operations Officer
 HOA- Head Office Auxiliary
 HRE – Human Resource Executive

HSO/SHSO – Health and Safety Officer/Senior Health and Safety Officer
 IA – Industrial Analyst
 MSO-Management Support Officer
 OME – Office Management Executive
 OMA – Office Management Assistant
 OA/SOA – Office Auxiliary/Senior Office Auxiliary
 PIA – Principal Industrial Analyst
 PSO/SPSO – Procurement and Supply Officer/Senior Procurement and Supply Officer
 R/TO – Receptionist/Telephone Operator
 SHO/SSHO – Safety and Health Officer/Senior Safety and Health Officer
 SO (A) – Scientific Officer (Assay)
 SIA – Senior Industrial Analyst
 SSO – Senior Statistical Officer
 SO – Statistical Officer
 TO/STO (AO) -Technical Officer/Senior Technical Officer (Assay Office)
 WPO – Word Processing Operator

1.7.5 Training and Development

Training is a vital component of the Human Resource Development, which aims at improving performance of officers and ensures that they have the relevant skills, knowledge and mindset to provide quality services and that the objectives of the organisation are achieved.



During the Financial Year 2022/2023, a Training plan was prepared and implemented based on the training needs identified by each section and taking into consideration weaknesses highlighted during the performance appraisal exercise. In this context: -

- Seventy- nine (79) officers of various grades attended local training courses organised by the Civil Service College Mauritius and the Ministry of Public Service, Administrative and Institutional Reforms, namely on Public Sector Financial Management, Tender Preparation, Occupational Safety and Health, Advanced Microsoft Excel, Writing Effective Minutes of Meeting, and Computerisation Registry System, among others; and
- Eleven (11) officers attended training/seminars/workshops in South Africa, People's Republic of China, India, United Kingdom and Jordan.

Talks were also organised in collaboration with other Ministries for officers of the Division.

1.7.5.1 In-house Training Sessions

Training on Departmental Bid Committees, Bid Evaluation Committees & Tender Preparation and Evaluation

In-house training sessions were held at the Ministry on four occasions in December 2022 for some 17 officers involved in Departmental Bid Committees, Bid Evaluation Committees and Tender Preparation and Evaluation.



Talk on Mental Health in the Workplace

A Talk on 'Mental Health in the Workplace' was held on 25 April 2023 and was conducted by a Licensed Clinical Psychologist of the Ministry of Health and Wellness. Twenty-eight (28) staff attended the session.



Half-Day Training Session on Fire Safety and Practical Use of Fire Extinguisher

A half-day training session was conducted by the Mauritius Fire and Rescue Services for the staff of this Division in order to ensure the safety and well-being of all employees in the workplace. Employees were sensitised on fire hazards and associated risks and actions required in case of emergency.



Talk on Non-Communicable Diseases

A talk on non-communicable diseases was delivered by the Ministry of Health and Wellness for benefit of staff to raise awareness on risk factors associated with diabetes and hypertension. Emphasis was also laid on preventive measures to prevent addiction to tobacco and alcoholic drinks so as to promote a healthy lifestyle.



1.7.5.2 Work Placement

Work placement offers an unrivalled learning experience for university students, where the universities have included a compulsory assessed work experience element in all of its undergraduate degree programmes.

The Industrial Development Division offered work placement to young graduates, school leavers and university students as follows:

- One (1) Trainee under the Youth Employment Programme; and
- Ten (10) Interns under the Work Placement Programme from the University of Mauritius and University of Technology of Mauritius.

1.7.6 Workforce Planning/Succession Planning

To ensure smooth and quality service delivery, action has been taken for the filling of vacant posts at the Division. As regards posts that could not be filled, the Division has had to assign duties to relevant officers to ensure smooth running of different departments and sections where vacancies exist.

1.7.7 Safety and Health at the Workplace

The Ministry has, in accordance with Section 21 of the Occupational Safety and Health Act 2005, established a Safety and Health Committee, which is chaired by the Director of MAURITAS.

A Safety and Health Officer from the Ministry of Public Service, Administrative and Institutional Reforms is posted at the Division and the latter provides assistance in matters of occupational safety and health.

During the period 01 July 2022 to 30 June 2023, the Committee held four meetings to look into safety and health issues across all units of the Ministry. The recommendations and proposals of the Safety and Health Committee were given prompt attention to ward off any risk to the safety and health of officers.



PART 2

**MINISTRY / DEPARTMENT
ACHIEVEMENTS**

2.0 PERFORMANCE OF THE MANUFACTURING SECTOR

2.1 MANUFACTURING

- The manufacturing sector is one of the most important sectors of the Mauritian economy, contributing **13.8%** to Gross Value Added, which amounted to **Rs. 68.9 billion** in 2022.
- In the same year, manufacturing output stood at **Rs. 167.5 billion**.
- The manufacturing sector, which provides employment to some **82,900** people, consists of **232** Export-Oriented Enterprises (**EOEs**) that are geared towards the export markets and **309** large Domestic-Oriented Enterprises (**DOEs**), catering for the domestic market.
- Manufacturing encompasses activities in the fields of textile and clothing, food processing, fish and fish preparations, jewellery and precious stones, medical devices, light engineering, wood furniture, printing and publishing, watches and clocks, optical goods, injection plastic moulding and chemicals activities.
- It is worth noting that, **in 2022**, the EOE Sector achieved a record-breaking export performance of **Rs. 49.9 billion**.

2.2 EXPORTS

- Domestic exports (excluding sugar) stood at **Rs. 52.2 billion** in 2022.
- At sectoral level, **textile and apparel** sub-sector accounted for around **43.9%** of domestic exports in 2022. Other export manufacturing activities contributing effectively to domestic exports were **fish and fish preparations (23.0%)**, **jewellery/precious stones (3.4%)**, **medical devices (3.3%)** and **watches and clocks (2.7%)**.
- The main markets for domestic exports in 2022 were South Africa (**18.4%**), UK (**11.4%**), France (**10.7%**), USA (**10.0%**), Madagascar (**9.1%**), Spain (**7.3%**), Netherlands (**6.0%**), India (**4.3%**), Italy (**3.9%**) and Switzerland (**2.3%**).

2.3 MARKET DIVERSIFICATION

- Market diversification is primordial to ensure the long-term sustainability of the export manufacturing sector to cushion against setbacks in traditional market destinations. Actions are being pursued to identify new business opportunities, particularly in emerging markets, such as India, Australia, South Korea, Japan and United Arab Emirates.
- In 2022, much progress was achieved in exports to these destinations as follows: India (**+ 34%**), Australia (**+ 25%**), South Korea (**+ 17%**), Japan (**+ 15%**) and United Arab Emirates (**+ 3.9%**).

2.4 INDUSTRIAL MODERNISATION AND EXPANSION

- The present industrial development policy hinges on the broadening of the manufacturing base. In this context, the deepening of the industrial structure and emergence of new growth poles are high on Government agenda. The sector has to keep pace with latest technological developments through an ongoing modernisation process which is likely to enhance its attractiveness as a competitive industry player.
- In 2022, the manufacturing sector recorded investment to the tune of **Rs 5.2 billion** in new production technologies and upgrading of the industrial infrastructure. Foreign Direct Investment stood at **Rs 230 million**.
- New projects that have been implemented are in the field of food processing, plastic packaging, recycling of lead batteries and tyres and production of essential oils.

2.5 SUPPORT TO THE JEWELLERY SECTOR

Assay Office

For the period **July 2022 to June 2023**, the Assay Office:

- registered **32** new jewellers bringing the total number of jewellers to **582**;
- verified **1,122** gemstones for identification and grading purposes;
- tested **410** jewellery/alloys made of gold, silver and platinum;
- evaluated the price of **601** gold jewellery certifying the gold contents in the jewellery items;
- endorsed **7,343** ownership declaration forms for sale of second-hand jewellery;
- carried out **564** inspection visits on the business premises of registered jewellers; and
- generated a revenue of **Rs 2.5 million**.

2.6 ACCREDITATION SERVICES

MAURITAS

During the Financial Year 2022/2023, MAURITAS:

- extended the scope of 6 accredited laboratories, namely, Laboratoire Internationale de Bio-Analyse (LIBA), Consolidated Fabrics Ltd – Laboratory, QuantiLab Ltd, Mauritius Sugarcane Industry Research Institute (MSIRI), Forensic Science Laboratory and Phoenix Beverages Ltd – Laboratory;
- accredited **36** conformity assessment bodies on **948** parameters and **36** scope sectors;
- renewed its international recognition with ILAC/IAF until June 2026; and
- generated revenue to the tune of **Rs 3.8 million**.

2.7 SUPPORT SCHEMES FOR EXPORT SECTOR



The Table below depicts the number of beneficiaries and amount disbursed under the different Schemes during the period July 2022 – June 2023.

Schemes	Support Provided	Number of Beneficiaries	Amount Disbursed (Rs million)
Trade Promotion and Marketing Scheme (TPMS)	A 60% refund on air freight costs for exports of all agricultural and non-agricultural products produced / manufactured in Mauritius except for machinery, live animals and chemicals. The eligible markets are Africa (including Madagascar), USA, Australia, Canada, Europe, Japan, Middle East Countries and Vietnam. The Scheme is valid up to 30 June 2024 .	287	320
Freight Rebate Scheme (FRS)	A subsidy of 25% on sea freight costs either to a maximum of USD 300 per 20 ft. container or to a maximum of USD 600 per 40 ft. container for export of locally manufactured goods to selected ports in Africa. The Scheme is valid up to 30 June 2024 .	24	12.3
Export Credit Guarantee Insurance Scheme	A refund of 50% on the premium paid up to a maximum of 0.5% on the insurance policy taken on consignments for export to all market destinations. The Scheme is valid up to 30 June 2024 .	16	10.8
Refund for Participation in Export Promotion Event	A refund of Rs 200,000 annually on the cost of participation (airfare and accommodation) for small and medium enterprises participating in international fairs.	127	17.2
Africa Warehousing Scheme	The Scheme provides for a 60% refund on annual warehousing costs incurred by Mauritian manufacturing entities operating warehouses in Tanzania . The Scheme is valid up to 30 June 2026 .	2	0.63

2.8 IMPLEMENTATION OF BUDGETARY MEASURES 2022/23

The status of implementation of Budgetary Measures relevant to the manufacturing sector is provided in Table below:

Para	Budget Measures	Implementing Agency	Status
92 (a)	Setting up of a Virtual Exhibition Platform for locally manufactured goods.	EDB	Platform is already operational.
92 (b)	Organisation of a “ Semaine de l’industrie Locale ” to promote the “ <i>savoir-faire</i> ” of Mauritian enterprises.	Industrial Development Division	The event was successfully organised during the period 29 November to 04 December 2022.
92 (c)	Identification of products by EDB to obtain Geographical indication (GI).	EDB	Rum, Special Sugar, Rodriguan Honey and Lime have been identified to obtain GI status.
94	Extension of Freight Rebate Scheme (FRS) and Trade Promotion and Marketing Scheme (TPMS) up to June 2023 .	EDB	Already operational.
97	Maintaining the 50% reduction in port charges on exports.	Mauritius Ports Authority	Already operational.
99-101	Chartering of two regional feeder vessels to support our industries in exporting to the region: <ul style="list-style-type: none"> Phase 1: “La Route de l’Inde” to be launched in September 2022 to service the South Asian route including India, Sri Lanka and Seychelles. Phase 2: “La Route de l’Afrique Orientale” to be launched in November 2022 to service the Eastern African countries, notably Madagascar, Tanzania, and Kenya. 	Mauritius Shipping Corporation Ltd (MSCL)	<ul style="list-style-type: none"> An Expression of Interest (EOI) was launched by MSCL to identify service providers who could service the two maritime routes. Unfortunately, the freight rate proposed by the only bidding shipping company is on the high side. The project is still under consideration at the level of MSCL and it envisages to launch a new EOI to attract other potential shipping lines.
196 (d)	Carbon Neutral industrial Sector: <ul style="list-style-type: none"> Allowing the setting up of both on-site and off-site PV installations by industries; A guaranteed feed-in tariff for industrial users; and Introduction of a Carbon Neutral Loan Scheme by the IFCM over 7 years at a preferential rate of 3%. 	MEPU/ CEB/ IFCM Ltd	Already operational.



Moving towards a globally competitive and sustainable industrial sector that contributes to higher economic growth for Mauritius through continuous innovation, technology upgrading, productivity gains and high skilled employment, as enunciated in the IPSP (2020-2025)



2.9 MAJOR ACTIVITIES

2.9.1 Benchmarking Tour to Mauritius by a Namibian Parliamentary Delegation (18 May 2023)

The Ministry of Industrial Development, SMEs and Cooperatives hosted a parliamentary delegation from Namibia on **18th May 2023** which was on a study tour to learn from the Mauritian model of economic development. The delegation comprised Members of the National Assembly of Namibia, namely Hon. M. Mbundu, Head of Delegation; Hon. R. R. Diergaardt, Hon. J. Kandjimi, Hon. H. Mukapuli, Hon. M. Kamutali; Ms. A. Meroro, Chief Parliamentary Clerk and Ms. B. Fikunawa, Chief Policy Analyst.



A presentation was made by the Ministry to apprise the visitors of the different stages of industrial development and progress achieved in elevating the country to a higher level of prosperity. Emphasis was laid on Import Substitution and Export Oriented Policies that were adopted in our endeavour to attain this objective.

The Namibian delegation was impressed by the experience of Mauritius in setting up a strong manufacturing base. Thereafter, discussions followed on collaborative partnership that could be envisaged in the field of diamond polishing, fish processing and support to SMEs.





On **19th May 2023**, the Namibian delegation paid a courtesy call to Honourable Soomilduth Bholah, Minister of Industrial Development, SMEs and Cooperatives, to further elaborate on possible areas of cooperation that could be envisaged between Mauritius and Namibia. Both parties re-iterated the engagement to collaborate on matters of interest, pertaining to the manufacturing sector for mutual benefits.



MAJOR ACTIVITIES

2.9.2 La Grande Foire de L'Indépendance – 55 an Larmoni dan nu Repiblik (3 – 5 March 2023)

In the context of celebrations of the 55th Anniversary of the Independence of the Republic of Mauritius, the three Divisions of the Ministry of Industrial Development, SMEs and Cooperatives jointly organised “*La Grande Foire de l'Indépendance – 55 an Larmoni dan nu Repiblik*”, from **03rd to 05th March 2023** at Taxi Stand, Central Flacq. The main objective of the Trade Fair was to promote locally manufactured products and encourage a buy-Mauritian culture. Large industry operators, SMEs and cooperative societies had the opportunity to put on sale products such as garments, food items, soap and detergents, beds and mattresses, furniture, shoes, bags, fresh flowers, potted plants, jewellery and handicraft.

The following activities were organised during the 3-day's event depicting the entrepreneurial and cultural facets of the Mauritian society: -

- a **Rally**, in collaboration with the Ministry of Arts and Cultural Heritage, regrouping staff of the Ministry and support institutions, members from public and private sector organisations and industry operators with the objective to acclaim the valuable contribution of the local industry;
- a **Fashion Show** conceptualised by the Academy of Design and Innovation, to showcase the talents and creativity of students in a drive to support development of the manufacturing sector;
- a **Cultural Programme** performed by local artists depicting historical changes in our society; and
- a **Food Fair** organised by socio-cultural groups under the Ministry of Arts and Cultural Heritage to portray local gastronomy in the context of our diverse cultural background.





The event attracted many visitors over the three days and feedback gathered from the exhibitors indicated that they have successfully achieved their sale targets.

MAJOR ACTIVITIES

2.9.3 Visit to Tianli Spinning (Mauritius) Ltd (04 January 2023)

On **04th January 2023**, Honourable Soomilduth Bholah, Minister of Industrial Development, SMEs and Cooperatives effected a site visit to Tianli Spinning (Mauritius) Ltd, located at Belle Rive. The enterprise was established some **20** years ago and it operates two fully automated spinning mills to produce cotton yarn. The yarn is exported to several African countries and also sold to textile and clothing factories in Mauritius. It employs **370** workers and exported to the tune of **Rs 964 million** in **2022**.

The objective of the visit was to enhance proximity with the enterprise in an endeavour to facilitate its production operations so that a higher level of output could be generated and exported.

The Honourable Minister re-affirmed the support of Government in assisting industry operators such as Tianli Spinning (Mauritius) Ltd in their drive to boost competitiveness through the various support schemes available for the export sector.

On that score, he reaffirmed his continued assistance to the industry sector which he pointed out has shown strong resilience and been able to overcome challenges.



2.9.4 Semaine de L'Industrie Locale (29 November – 03 December 2022)

National Manufacturing Summit (29th – 30th November 2022)

The Ministry organised a two-day National Manufacturing Summit 2022 on **29th to 30th November 2022**, in the margin of the “*Semaine de L'Industrie Locale*”, with a view to reflect on new proposals to further reinforce the manufacturing base and strengthen the reputation of Mauritius as a reliable sourcing destination.

During the Summit, important themes have been discussed including the development of new growth poles, enhancement of National Quality Infrastructure, strengthening of the export strategy, digitalisation as well as the promotion of green and sustainable manufacturing.

Around 70 participants from different public and private sector organisations, including manufacturing enterprises, participated in the Summit.

The recommendations from the Summit set the basis for formulation of policy measures that were submitted by the Ministry in the context of Budget 2023-2024.



MAJOR ACTIVITIES

Salon de L'Industrie Locale (02 - 04 December 2022)

The Industrial Development Division organised a first of its kind “Mega Expo-Vente”, namely the **“Salon de L'Industrie Locale”** from **02nd to 04th December 2022** at the Swami Vivekananda International Convention Centre (SVICC), Pailles. The event formed part of Budgetary Measures 2022/2023, aimed to showcase the *“savoir-faire”* of Mauritian enterprises to increase visibility of locally manufactured products.

The *“Salon”* was launched by His Excellency Mr. Pritvirajsing Roopun, G.C.S.K, President of the Republic of Mauritius in the presence of Honourable Soomilduth Bholah, Minister of Industrial Development, SMEs and Cooperatives on Thursday 01 December 2022 at SVICC, Pailles.



During the launching ceremony, the Academy of Design and Innovation presented a Fashion Show, themed **“Innovations Des Couleurs”**, showcasing **65** outfits and **16** collections designed by its students.





A total of **80** manufacturing enterprises participated in the event and locally manufactured products put on sale included garments, foodstuffs, jewellery, furniture, paints, detergents, cosmetics, perfumes, wellness products, metal/ aluminium works, lighting works, paper products, leather items, tyres, jute bags, home textiles, mattresses, recycled products and decoration items.



MAJOR ACTIVITIES

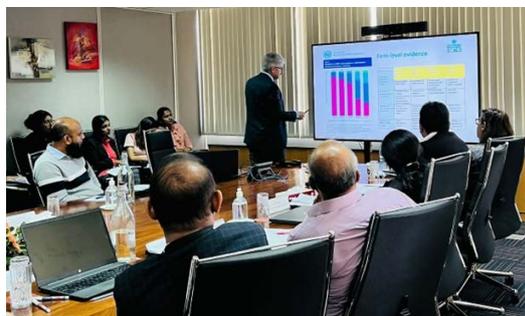
2.9.5 Collaboration with UNIDO (August and October 2022)

A 3-day training programme on “*Policy Training on Digitalisation*” was organised by the Ministry, in collaboration with the United Nations Industrial Development Organisation (UNIDO), from **29th to 31st August 2022**.

The training programme aimed at equipping policymakers with a set of diagnostics tools to appraise a country’s readiness to tackle the opportunities and challenges stemming from digitalisation in the manufacturing sector. Officers also gained knowledge on the numerous strategies to be adopted to facilitate the uptake of technologies related to the Fourth Industrial Revolution in Mauritius.

The training programme was delivered by Professor Antonio Andreoni, Professor of Development Economics, School of Oriental and Asian Studies, University College London and Mr Fernando Santiago, Industrial Policy Officer, UNIDO. Staff of the administrative and technical cadres of the Industrial Development Division as well as representatives of SME Mauritius, National Productivity and Competitiveness Council and Economic Development Board participated in the training session.

The intensive capacity-building programme was structured to provide all participants, through presentations, discussions and guided exercises, an overview of the Global Digitalisation Landscape, the current Digitalisation Status of Mauritius and evidence-based policy tools and indicators to be used in the formulation of digital industrial policies for Mauritius.



From **25th to 28th October 2022**, the Ministry organised the second part of the training programme which focused on **“Enhancing the Quality of Industrial Policy (EQUIP) in Mauritius”**. The training aimed at providing support to policymakers with an integrated methodological toolbox and a capacity-building package for industrial diagnostics that would help to formulate and design evidence-based strategies and policies for inclusive and sustainable industrial development.



The training was delivered by Mr. A. Isaksson, Chief, Capacity Development and Policy Advice Unit (CDA), Directorate of Technical Cooperation and Sustainable Industrial Development, UNIDO, Mr. C. Hammer, Consultant on Industrial Policy Analysis, UNIDO and Mr. N. Foster-McGregor, Deputy Director and Professor of Globalisation and Innovation, United Nations University-MERIT (*virtual*).

The 4-day capacity-building exercise focused mainly on tools and selected dimensions of productivity and structural change, such as Industrial Production Performance of Mauritius, Global Value Chains in the Global Economy as well as Trade Integration, Diversification and Upgrading.



MAJOR ACTIVITIES

2.9.6 Meeting with Mid-Market Enterprises (MMEs) (06 October 2022)

Further to the definition of a new category of enterprises, termed as MMEs announced in Budget 2022-2023, the Honourable Minister had a working session on 06th October 2022 in the Conference Room of Mauritius Standards Bureau with these manufacturing operators to sensitise them on dedicated programmes geared towards their development process.



Some **57** manufacturing operators from various sub-sectors such as textile, light engineering and food processing attended the working session. The participants showed enthusiasm on the support measures being provided by Government to facilitate their business growth.

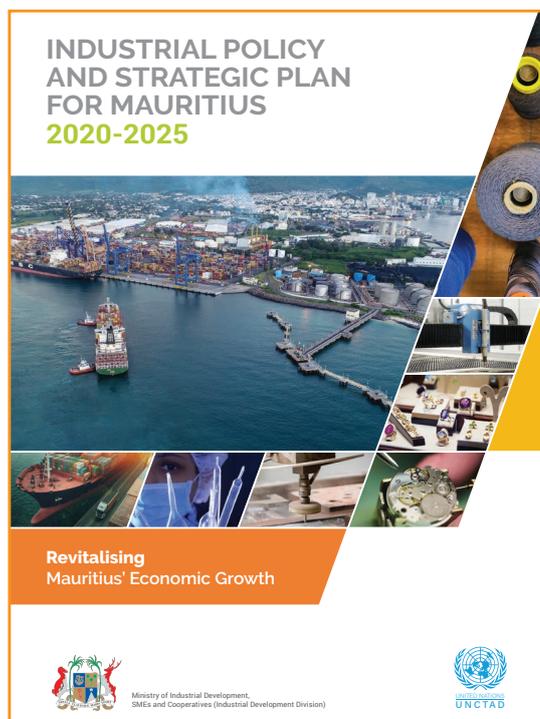


2.10 MAJOR PROJECTS

2.10.1 Implementation of Industrial Policy and Strategic Plan (IPSP) (2020-2025)

The Industrial Policy and Strategic Plan (IPSP) (2020-2025) for Mauritius, prepared with the technical and financial assistance of United Nations Conference on Trade and Development, in collaboration with this Ministry became effective as from 04th December 2020. The overall objective of the IPSP is to give a boost to the manufacturing sector and contribute further to the economic growth of the country.

As at now, **132** projects, representing around **68%** of the recommendations, have **already been implemented**. These relate to setting up of a Modernisation and Transformation Fund, extension of export support schemes, re-dynamising of export and investment promotional campaigns, enhancing fiscal and financial regimes, improvement in the legislative framework, upgrading of skills, streamlining of work permit processes, increasing employability of the Mauritian workforce, accelerating development of supply side capabilities and adherence to sustainable practices, amongst others.



On the other hand, **34** projects, representing around **17.5%** of recommendations, are in the process of **being implemented**, amongst which the Commonwealth-funded “Manufacturing 4.0”, and the setting up of a Special Agro-Industrial Processing Zone project.

MAJOR PROJECTS

2.10.2 Manufacturing 4.0 Project

The Ministry with the collaboration of the Commonwealth Secretariat is currently implementing a “Manufacturing 4.0” project with the objective to assist enterprises adopt advanced technologies associated with Industry 4.0 such as robotics, artificial intelligence, Industrial Internet of Things, Cloud Computing and 3D printing.

The project, which kickstarted in January 2023, is being executed in three phases. Phase One consisted of a study to assess the level of digitalisation of manufacturing enterprises and their propensity towards technology adoption. Phase Two comprises a capacity-building programme for selected enterprises to assist them in identifying appropriate advanced technologies for greater competitiveness; and Phase Three involves a study tour to a Commonwealth country to learn best practices in the adoption of Manufacturing 4.0 technologies in production plants.

Phase One of the Project is completed with the submission of a Final Report by the Consultants. The Report highlights, amongst others, that many enterprises in the manufacturing sector have already adopted basic automation capabilities and are gradually moving towards more advanced technologies into their operations.



It is expected that Phase Two of the project would start in December 2023 whereby 8 manufacturing enterprises would benefit from the capacity building programme.

2.11 STATUS ON IMPLEMENTATION OF KEY ACTIONS IN BUDGET 2022-2023 RELATING TO THE MANUFACTURING SECTOR

Delivery Unit	Main Service	Key Performance Indicator	Target 2022/23	Actual as at 30 June 2023	Remarks
Industrial Development Division	Facilitate the development of the manufacturing sector	Percentage increase in domestic exports (excluding sugar)	≥ 5%	15.7% (2022)	Domestic exports witnessed a record-breaking performance of Rs 52.2 billion as a result of rising demand in the aftermath of Covid-19 pandemic.
Mauritius Standards Bureau	Development of standards and provision of conformity assessment services	Number of standards developed	55	49	Some 20 new standards are in the pipeline and they could not be finalised during this financial year for technical reasons.
Academy of Design and Innovation	Provision of training in the field of fashion and design technology	Number of students successfully completing courses	450	193	Due to the Covid-19 pandemic and revision of entry requirements by its awarding body, the number of students completing courses was below expectations.
National Productivity & Competitiveness Council	Promote productivity, quality and competitiveness	Number of productivity programmes carried out	90	116	Additional productivity programmes which were conducted relate mainly to ECONO-Biz and Enterprise Go Digital.

2.12 Risk Management, Citizen-Oriented Initiatives & Good Governance

The Industrial Development Division has put in place a number of measures for the safeguard of its assets, operation of the control processes and compliance with the principles of good governance.

2.12.1 Risk Management

In line with the relevant guidelines provided by the Ministry of Finance, Economic Planning and Development on risk management to support Ministries/Departments in effectively managing and mitigating risks, this Division intends to adopt a comprehensive approach to address risks by establishing a Risk Management Framework. This is crucial for the Division to fulfil its mandate, meet the service delivery expectations and ensure optimal performance within the Ministry.

In this context, each Section/Department is collaborating in a consistent and integrated manner, with the overarching goal of minimising risks to the greatest extent feasible. A training session was organised on 27th June 2023, where all Heads of Sections participated to identify risks specific to their respective areas. The training session was conducted by the officers of the Internal Control Cadre. The implementation of the Risk Management Framework is also being closely monitored by the Audit Committee, ensuring its effective execution and adherence to established guidelines.

Anti-Corruption Framework

In line with the implementation of the Public Sector Business Transformation Strategy, the Independent Commission Against Corruption (ICAC) and the Ministry of Public Service, Administrative and Institutional Reforms joined forces in 2009 to introduce the Public Sector Anti-Corruption Framework (PSACF).

As part of this initiative, this Division has established an Anti-Corruption Committee to uphold the principles of good governance and mitigate the risks of corrupt practices.

The Anti-Corruption Committee, chaired by the Permanent Secretary, has been formed at the Ministry level and consists of members from operational and support departments, along with an ICAC officer serving as an ex-officio member.

For the Financial Year 2022-2023, the Ministry, through its Anti-Corruption Committee, conducted half-day training, spanning over 4 days, on procurement matters to create awareness on any corruption risks which may occur during such exercises. The Committee was also responsible for overseeing the completion of two Corruption Risk Assessments (CRAs) by its Statutory Bodies, in accordance with the established Key Performance Indicators.

The Mauritius Standards Bureau, the Academy of Design and Innovation, and the National Productivity and Competitiveness Council have each conducted their respective CRAs, which were subsequently validated by ICAC.

MAURITAS

A risk management process has been developed to manage risks related to impartiality, including any conflicts of interest with respect to accreditation of laboratories and certification bodies. Potential risks related to corruption have also been identified. All the risks are recorded in a Risk Register which are reviewed and updated every year.

Assay Office

Risk identification forms an integral part of the activities of the Assay Office. A risk with respect to inspection visit has been identified whereby officers have to disclose conflict of interests in case they are related to any jeweller.

2.12.2 Citizen-Oriented Initiatives

The Customer Charter of the Industrial Development Division embodies our written commitment to our customers namely the business community and the general public. It serves as a guidance to our personnel and places our customers at the forefront of our operations. The Charter outlines the vision, mission and core values of the Industrial Development Division and is geared towards the promotion of efficient and effective customer service delivery.

MAURITAS

A management system based on the requirements of an international standard ISO/IEC 17011:2017 is operational to monitor and coordinate the delivery of accreditation services.

The website of MAURITAS is regularly updated.

MAURITAS is continuing with its annual feedback surveys among its client's base, as well as internal meetings, to evaluate its service delivery and the targeted set of Key Performance Indicators.

Assay Office

With a view to facilitating interaction with its customers, the Assay Office has, since 24th February 2022, enhanced its services through the introduction of messaging platforms, namely, SMS and WhatsApp Notifications, which may be reached on **5 5099575**.

A customer who has requested any services provided by the Assay Office, will receive a SMS notification upon completion of the service.

Any person may interact with the Assay Office through WhatsApp. The Assay Office has received 252 requests through WhatsApp with respect to the different services provided and provisions of the Jewellery Act, which have been duly attended.

2.12.3 Good Governance

Government has, through the Office of Public Sector Governance (OPSG), recommended the setting up of Audit Committees in Ministries/Department to minimise the number of audit queries. The Audit Committee addresses criticisms and weaknesses raised by the National Audit Office, the Public Accounts Committee, and the Internal Control Unit as recommended by the Office of Public Sector Governance.

The Committee is required to hold a minimum of six meetings annually, with at least one meeting per quarter, and provide quarterly Status reports on identified risks for monitoring to the Accounting Officer and the OPSG.

Additionally, the Committee is tasked with reviewing the risk management systems within the Ministry/Department, with a focus on proper identification, management and disclosure of significant risks, including non-compliance with existing legislations and regulations. The Audit Committee is chaired by the Deputy Permanent Secretary and comprises two members, and a Secretary, appointed by the Accounting Officer.

During the Financial Year 2022-2023, the Audit Committee met on seven (7) occasions. With the assistance of the Internal Control, it catered for twenty-five (25) items out of which eighteen (18) were completed and six (6) were carried forward for monitoring in the Financial Year 2023-2024.

Assay Office

Fit and Proper Test for Registration of New Dealers under the Jewellery Act 2007

To comply with the FATF requirement 28, the Jewellery (Dealer's Registration and Transactions) (Amendment) Regulations 2020 have come into force on 23rd September 2020. The purpose of these regulations is to enable the Assay Office to assess that new applicants and existing registered dealers are "fit and proper" persons based on the following criteria:

- (a) financial soundness;
- (b) competence and capability; and
- (c) honesty, reputation and integrity.

Where the Director is satisfied that the applicant is a "fit and proper" person, he shall register the applicant as a dealer otherwise the application is rejected.

The Director may, at any time during the validity of a registration certificate, determine whether the dealer is still a fit and proper person.

The applicant or dealer aggrieved by the decision of the Director may appeal against the decision to the Permanent Secretary within 15 days of the date of issue of the notification.

2.12.4 Implementation Plan - Director of Audit Comments

There has been no adverse comment on the Industrial Development Division in the last report of the Director of Audit.



**Mere good governance is not enough;
it has to be pro-people and pro-
active. Good governance is putting
people at the center of development
process.**

Shri Narendra Modi, Prime Minister of India





PART 3

**FINANCIAL
PERFORMANCE**

3.0 FINANCIAL HIGHLIGHTS

Budget allocation under Vote/Sub-Head 10-102 for financial year 2022-2023 pertaining to the Industrial Development Division was **Rs. 250,900,000**, out of which expenses totalling **Rs. 237,856,427** have been incurred, leaving an unspent balance of **5.2%** of the total appropriation which represents mainly the non-filling of vacancies and less release in terms of Capital Grant.

3.1 STATEMENT OF EXPENDITURE & REVENUE

3.3.1 Statement of Expenditure

The tables below show details of expenditure incurred under Sub-Head 10-102.

Sub-Head 10-102: Industrial Development

Table 1: Comparison of Expenditure under Vote/Sub-Head 10-102

Categories	2021-2022	2022-2023	2022-2023
	Actual (Rs)	Estimates (Rs)	Actual (Rs)
Compensation of Employees	64,207,712	68,200,000	62,476,960
Goods and Services	21,822,833	24,900,000	23,404,350
Grants – Recurrent	129,089,293	144,300,000	144,250,000
Grants – Capital	13,333,430	11,000,000	5,859,765
Acquisition of Non - Financial Assets	1,000,000	2,500,000	1,865,352
TOTAL	229,453,268	250,900,000	237,856,427

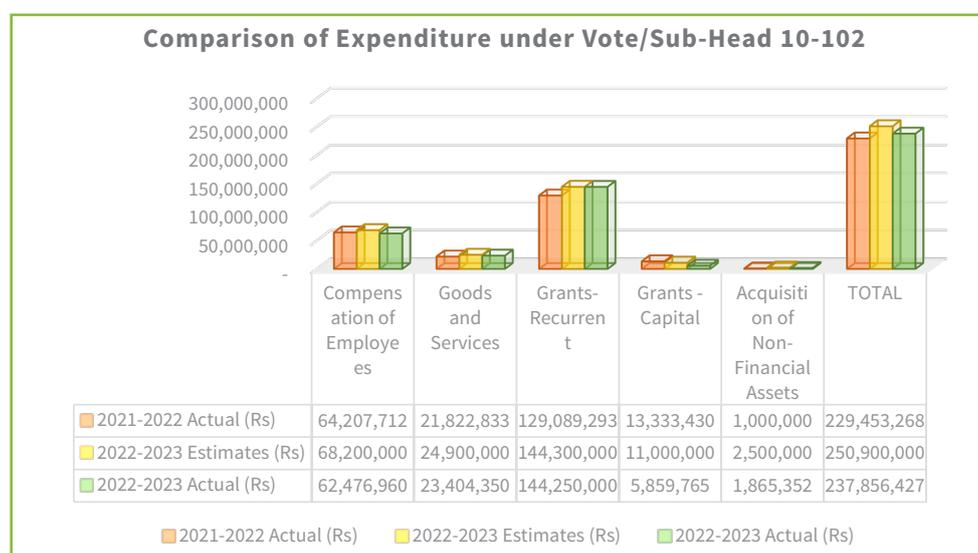


Figure 1: Comparison of Expenditure under Vote/Sub Head 10-102

As a percentage of total expenditure incurred, each economic category is represented as follows:

Table 2: Percentage of Total Expenditure under Vote/Sub-Head 10-102

	Compensation of Employees	Goods and Services	Grants - Recurrent	Grants - Capital	Acquisition of Non-Financial Assets
%	26.3	9.8	60.6	2.5	0.8

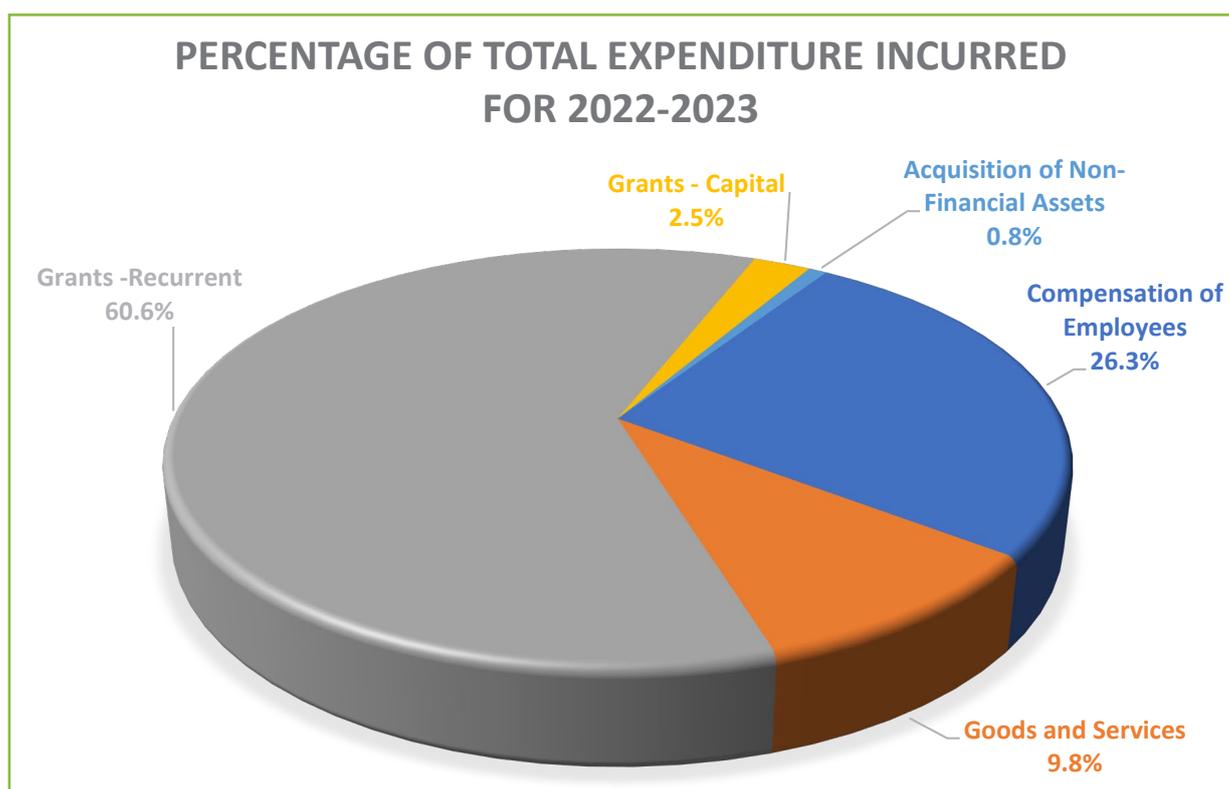


Figure 2: Percentage of Total Expenditure incurred for 2022-2023

“Grants – Recurrent” represents contributions to International Organisations and funds allocated to our three Extra-Budgetary Units, namely the Academy of Design and Innovation (ADI), the Mauritius Standards Bureau (MSB) and National Productivity and Competitiveness Council (NPCC).

3.1.2 Statement of Revenue

Table 3: Statement of Revenue

Revenue	2021-2022	2022-2023	2022-2023
Categories	Actual (Rs)	Estimates (Rs)	Actual (Rs)
Sales of Goods and Services (Collection by Assay Office)	2,267,883	4,100,000	2,515,650
Miscellaneous Revenues (Collection by MAURITAS)	2,656,500	2,837,000	3,833,690
TOTAL	4,924,383	6,937,000	6,349,340

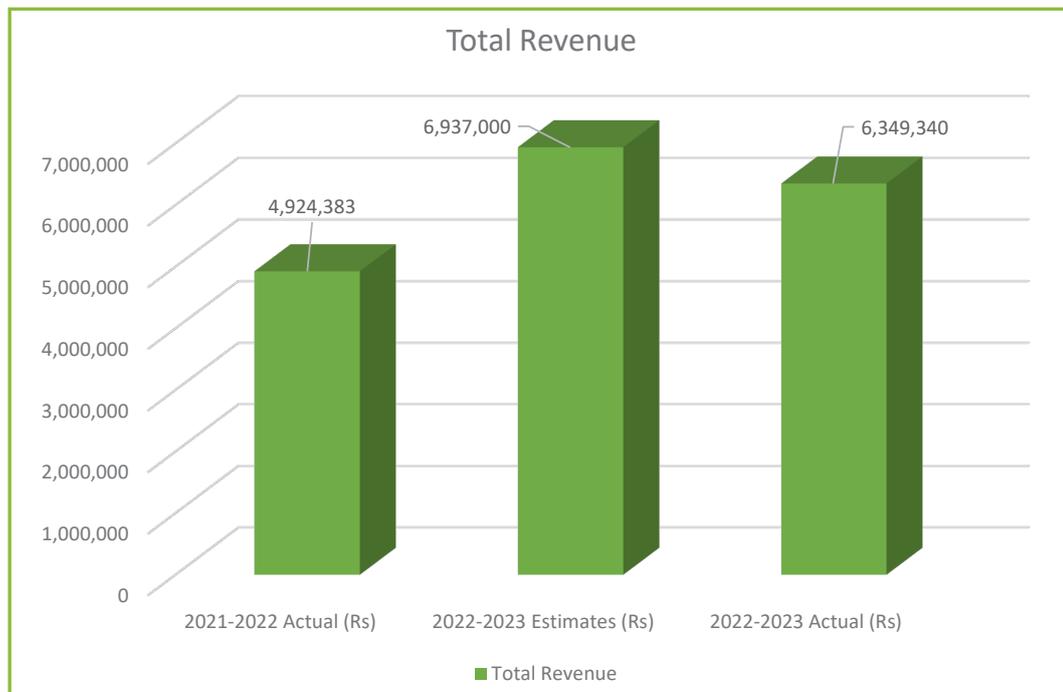


Figure 3: Total Revenue

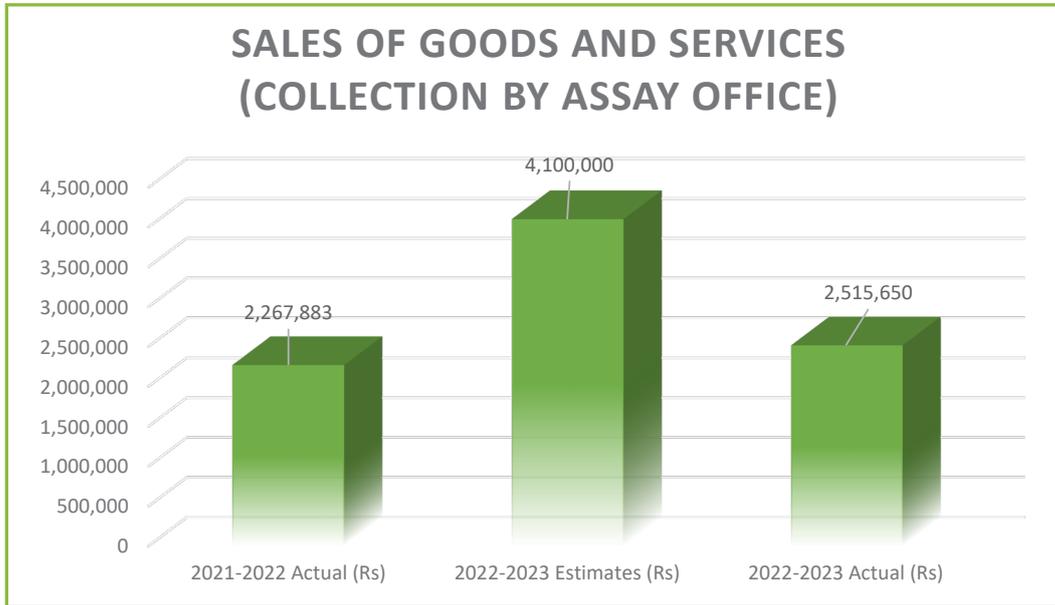


Figure 4: Revenue collected by Assay Office

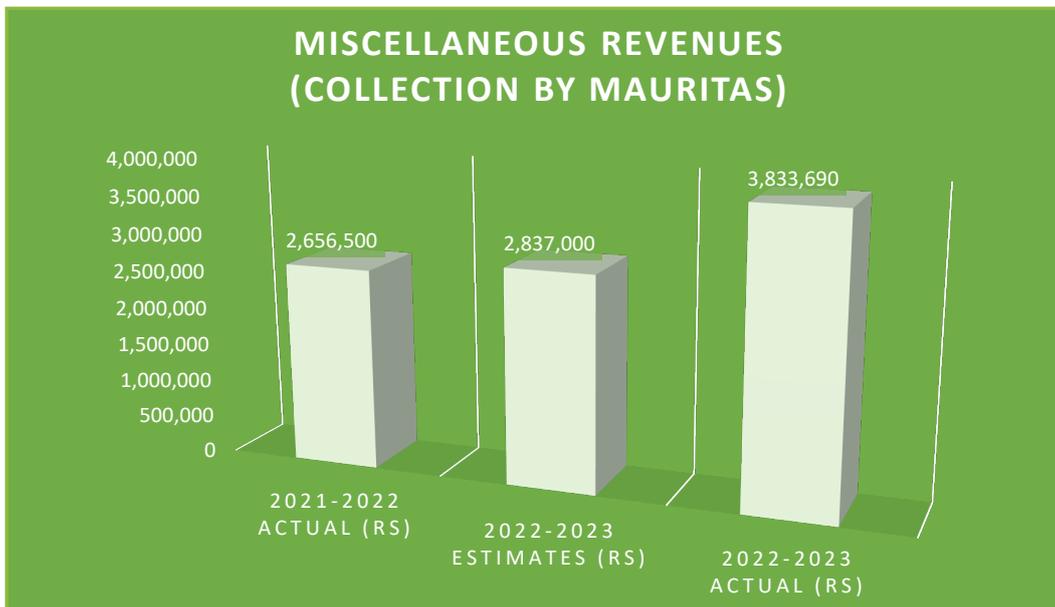


Figure 5: Revenue collected by MAURITAS

The main assumption made for the revenue estimates 2022-2023 by ASSAY OFFICE was based on:

- Renewal of Registration of dealer in jewellery is effected once every 3 years. The last renewal exercise was carried out in the fiscal year 2020-2021. The next exercise would be undertaken in the fiscal year 2023-2024.

The main assumptions made for the revenue estimates 2022-2023 by MAURITAS were based on:

- An increase in the number of accredited bodies following the signatory status of MAURITAS with ILAC & IAF in October 2018; and
- No increase in the fees and charges.





PART 4

**WAY
FORWARD**

4.0 TRENDS AND CHALLENGES

The Mauritian manufacturing sector has displayed an exceptional performance in 2022 proving its locomotive force to generate significant local value addition, gainful employment and increased foreign exchange earnings.

The industry is evolving on solid foundations driven by technological advancement, skills enhancement, enterprise upgrading, market broadening and sustainability engagement. All these imperatives are poised to elevate the sector to another level of development in an objective to usher higher economic prosperity.

Manufacturing is a never-ending process and it will continue to be confronted to all sorts of challenges. However, the resilience and perseverance demonstrated by industry operators over the years coupled with the unflinching support of Government constitute the fundamental strengths to circumvent any obstacle that may hinder our industrial growth trajectory.

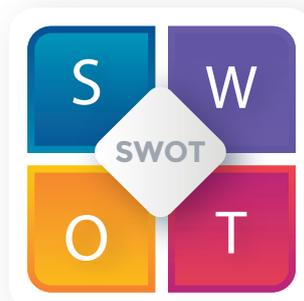
4.1 SWOT ANALYSIS

STRENGTHS

- Conducive business environment
- Dynamic entrepreneurship
- Strong public/private sector dialogue
- Positive economic and social indices
- Versatile labour force

WEAKNESSES

- Exiguous domestic market
- Slow gains in productivity
- Overdependence on a few export markets
- Skills mismatch and shortage of labour
- Lack of R & D for commercial applications



OPPORTUNITIES

- Leveraging on multilateral trade agreements namely, interim EPA with EU, AGOA, AfCFTA, SADC and COMESA to consolidate and expand export markets
- Broadening market access by taking advantage of Free Trade Agreements such as CECPA, Mauritius-China FTA, Turkey and Pakistan
- Adopting Industry 4.0 technologies to upgrade to smart manufacturing for greater competitiveness
- Focusing on sustainable manufacturing to cater for new wave of green consumerism

THREATS

- Rising production cost
- Uncertainty on renewal of AGOA
- Prolonged geopolitical tensions and ongoing Ukraine - Russia conflict
- Volatile global supply chain
- Stiff competition from low-cost producers

4.2 STRATEGIC DIRECTIONS

In order to sustain development of the manufacturing sector, the following strategic directions were adopted during the Financial Year 2022-2023:

Strategic Direction	Enabler (s)
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
Promote 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 through sensitisation campaigns
Upgrade and modernise the manufacturing base for 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 Ltd
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 traditional and emerging markets Exploit regional and global market opportunities by leveraging on Free Trade Agreements and Preferential Trade Agreements Upgrade quality of products by moving to higher value-added supply chains

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