

NATIONAL PRODUCTIVITY AND COMPETITIVENESS COUNCIL

Annual Report 2000 - 2001



*Maryé piké
nou avansé*

NPCC

Ensam pou enn méyer kalité lavi

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*Maryé piké
nou avansé*

*Our
Vision:*

*Better Living
for the Nation*

*Our
Mission:*

*To promote and
sustain an enabling
environment
for Mauritius
to thrive in a fast
changing world*

Letter from the Chairman

Honourable Sangeet Fowdar
Minister of Training, Skills Development and Productivity

Sir,



Mr José PONCINI G.O.S.K.

I have the honour to submit to you, as per paragraph 18 of the NPCC (National Productivity and Competitiveness Council) Act 1999, the first annual report of the NPCC which covers the period February 2000 to June 2001.

Our annual GDP (Gross Domestic Product) per head is now at US \$ 3,321, compared to \$ 20,000 for a high income country, and \$1,000 for a low income country. We do not work four times more than the low income countries, nor do workers in the high income countries work five times more than us. The difference lies in the productivity gap related to technology, education, management skills, etc. Bridging this gap for the continued improvement in our standard of living in the coming years will be determined by our capacity to harness our resources to make quantum productivity leaps. This can be done - what we have achieved was unthinkable 40 years ago. It is up to each one of us to decide where we want to be in the years to come and at what pace we want to increase our GDP per capita.

What is needed is a change in mentality at all levels, the development of a productivity culture that permeates throughout the whole society. We have embarked on a journey to foster a new mindset – a long, daunting journey requiring continuous self-improvement, relentless effort and total commitment on the part of each and every citizen of Mauritius. There is no shortcut. A sense of civic responsibility must be developed at the family, professional, social and national levels.

You will see in this report how, while inspired by other productivity movements in the world, we are gradually carving a Mauritian way towards raising a national productivity and quality consciousness. Some notable achievements have already been recorded, which augur well for the future. I am confident that the concerted effort of each citizen to identify and eliminate muda can only result in a better living for all.

Yours faithfully

A handwritten signature in blue ink, which appears to read 'José Poncini'.

José PONCINI G.O.S.K.
Chairman

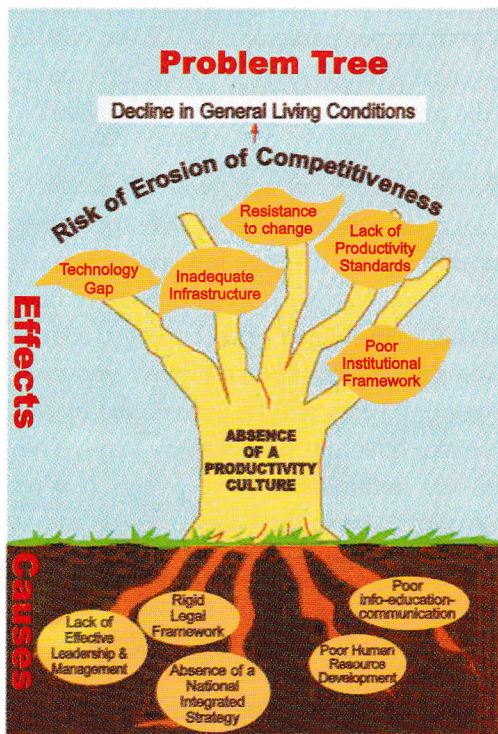


Performance Report from the Executive Director



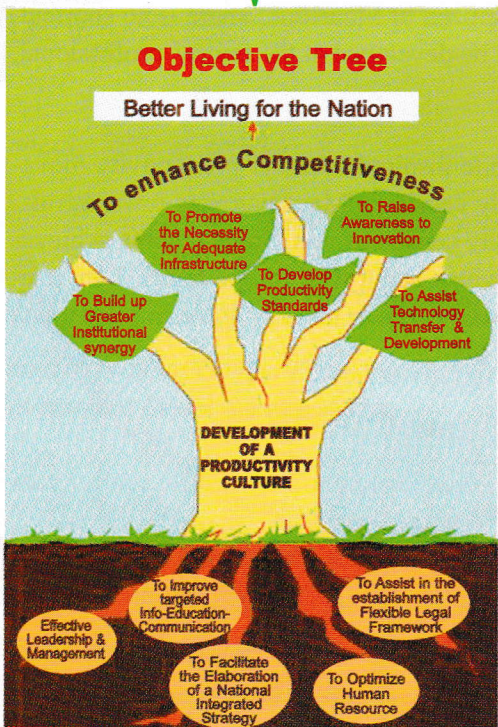
Mr. Nikhil TREEBHOOHUN

This first annual report of the NPCC covers a 16-month period. Indeed, although the NPCC Act was voted in May 1999, the Council members and executive director were appointed by Cabinet in January 2000 and the presentation of all the members to the press took place on 24 February 2000. The executive office became operational as from May 2000.



Strategy

Promoting productivity and quality consciousness is a very wide agenda. It was deemed important, therefore, to establish a shared vision at the very outset such that a coherent strategy could be elaborated. A brainstorming exercise spread over almost three days was organised and we were fortunate to have Dr. Ramsay amongst us. The vision of a "Better Living for the Nation" was arrived at fairly quickly. However, there was a lot of debate on whether the core problem, i.e. that problem which would prevent us from attaining our vision, had to do with a lack of understanding of the productivity concept or rather with the absence of a productivity culture. The first option would have led us down the traditional quantitative and economic approach to productivity and competitiveness. Indeed, our first activity was a conference by Dr. Ramsay on the measurement of productivity. The consensus reached, however, was that the fundamental objective should be the development of a productivity culture.



The brainstorming sessions helped us to build a problem tree and an objective tree. The 10 branches and roots of the tree give the strategic thrust while the leaves provide the specific objectives.

Role of the NPCC

How were the objectives to be met? It was clear that a change in mindset meant reaching out to the individual citizen to convey this message with respect to his/her role in society: "Better living cannot be achieved by waiting for others to act." Thus, we developed our 4Es principle for action: Empowerment through Education for greater Employability and Entrepreneurship. And we adopted as our motto "Personne n'est coupable, tout le monde est responsable", i.e. focus on our responsibility instead of looking for scapegoats. Hence, our role naturally emerged to be:

- (1) Think Tank
- (2) Awakener
- (3) Synergizer

Think Tank

A grass-roots approach was adopted as Productivity Committees (PCs) were set up, one for each branch of the objective tree. These PCs were tripartite in composition, comprising representatives from the public and private sectors, from trade unions as well as individuals who were co-opted by the committees. From August 2000 to January 2001, they met and presented their findings during the National Productivity Consultative Week, Maryé Piké Nou Avansé (January 15-19). The panelists, consisting of ministers, civil servants, private sector policy makers and representatives of NGOs, first listened to what the grass-roots were proposing and then reacted. It was a bottom-up approach which was very successful both in terms of attendance and of ideas generated.

Awakener

Since the NPCC aims to empower, to educate, to sensitize, it cannot have a dogmatic position. Productivity is a word that rings differently depending on where you stand. The important thing is for each citizen to realise that he/she can act upon his/her environment to make it better. Often, the individual cannot see the tree from the forest. He/she must be awakened to his/her potential. This approach was fully vindicated when we ran a seminar at the request of the National Trade Union Congress (NTUC) on the impact of productivity on workers in July 2000. Starting from total opposition to the concept of productivity, the 60 trade unionists present finally came up with their definition of productivity and have since been active members of the various PCs:

"Productivity is a process of continuous improvement in the production/supply of quality output/service through efficient, effective use of inputs, with emphasis on teamwork for the betterment of all."

Synergizer

Once the concept grasped and the citizen is awakened, action must be taken. The NPCC is not an implementing body as such but is rather an umbrella at the national level which brings together the sectoral implementing institutions so as to create a synergy. Already the PCs act as a concrete platform for dialogue and cross-fertilization of ideas among partners from different horizons who seldom (if ever) meet. To follow up on the recommendations made by the PCs, Productivity Implementation Committees (PICs) have been set up with a main driver in each case. A National Integrated Strategy (NIS) PC chaired by the

Secretary to the Cabinet, has also been looking at the various recommendations to ensure coherence and consistency.

We are happy to note that this role of NPCC is well perceived as we are regularly called upon by various organisations and ministries.

Direct Intervention

While the NPCC provides backup to the PCs and the PICs whose actions do not depend solely on us, the executive office intervenes directly with a three-pronged action plan. Firstly, sensitization is considered to be the major focus for at least the first two years. Secondly, in parallel, training of trainers and of productivity activists is carried out since the limited human resources available at the NPCC condemn us to aim at a maximum of ripple effect. Thirdly, we intervene in-plant to raise productivity by reviewing the processes, facilitating strategic planning, team building.

The main tools used in this first year of operation have been: (1) Civic Action Teams (CATs), variants of quality circles adapted for the home, the school, the community and the enterprise. Quality Circles for the Home were introduced in Mauritius in August 2000 by Mrs. S. Mujumdar; (2) Gemba Kaizen, which started in October 2000 in collaboration with the KAIZEN, Institute.

National Muda Free Mauritius Campaign

The Gemba Kaizen workshops and the in-plant intervention at Sebna Ltd. were the catalyst for the launching of a national campaign to eliminate muda. The launch by the President of the Republic, Mr. Cassam Uteem, took place on 30th May 2001 at the State House, Le Réduit. In a message sent by Mr. Masaki Imai, the founder of the Kaizen Institute, the latter pointed out that this was the first time that muda elimination was taken up at the national level. The State House itself volunteered to be a pilot case for the public sector. This was followed by another first – a gemba kaizen workshop at the General Post Office. Muda, a Japanese word meaning non-value adding activities or obstruction to flow, was chosen for the campaign because it is a foreign word which would kindle the curiosity of Mauritians. School children have been our main target because we believe they will be the true agents of change to bring about a new mindset with respect to productivity. It should be noted that the Kaizen Institute has an agreement with us to provide two free days of consultancy for every contract signed, these days being devoted to training for socially related projects.

Competitiveness

Most of our activities during the first year have been concentrated on sensitisation with respect to productivity. In any case, competitiveness cannot be enhanced without productivity – though productivity alone without social justice will not ensure sustained increase in living standards. However, within the organisation structure, provision has been made for a benchmarking division which will carry out research and collect and analyze data on productivity and competitiveness issues. Finding staff with experience on benchmarking has not been easy. But this will be a priority over the next financial year.

Still, the Chairman and myself participated in a conference on clusters in Glasgow, following which I was invited by DATAR and OECD to present a paper at the first World Congress on Local Clusters in January 2001 in Paris. As clusters and incubators came up in the PC recommendations, a PIC (Clusters, Incubators & Science Parks) was set up under the chairmanship of Mr. Poncini. The PIC, in collaboration with the University of Mauritius and Mauritius Research Council, invited in April 2001 Prof. Vittoz who had set up the first incubators and science park in

Lausanne to lecture on the concept and discuss with local stakeholders the feasibility of setting up incubators. It must be pointed out that incubators are directly linked to our fourth E, namely Entrepreneurship.

Nou Magazine

An important vehicle for sensitization is our magazine "Nou". The name itself (creole for us, our) is meant to reflect our philosophy of synergizing, of moving together (ensam pu ene méyer kalité lavi). The magazine is presently distributed free of charge to a broad spectrum of readers including ministers, CEOs, students and civil servants. We must thank all those who have enabled us to keep the magazine within reach of the younger generation.

Finance Matters

For its first 2 months of operation the NPCC had Rs 2 million as government grant. Whereas a request was made for Rs 12.5 million for 2000/01, only Rs 5.2 million were allocated. The expected shortfall was made up by a grant of Rs 7.5 million released by the new government in December 2000 from the Productivity Fund. This Fund had been set up under the Privatization Fund with an input of Rs 20 million from the private sector which was to be matched by Rs 20 million from government. Although it had been mentioned in the Budget Speech of 1999-2000 that the Fund would be transferred to the NPCC once the latter was set up, this never happened as a result of a difference in interpretation. The minister then responsible for productivity appointed a committee to manage the Fund. As the Privatization Fund was being wound up, the Productivity Fund was also destined to disappear. Thanks to the support of the Productivity Fund, the productivity movement could start at almost the same time in Rodrigues, the "maryé piké" communication campaign could be carried out at a national level, the anti-muda campaign could be launched.

It is worth mentioning that, while being a very lean and focused organisation, our training and consultancy activities (even though the bulk of the training is free of charge) generated a total revenue of Rs 1 million during our first year of operation. This is an indication that our services are in demand.

Acknowledgement

The longest journey starts with the first step. The first sixteen months in the life of an organisation can be considered as a first step.

A lot of people have helped us by voluntarily participating in our various committees, by sharing our vision and becoming de facto members of the enlarged NPCC family. The initial months would have been difficult without the support of the minister and the staff of the ministry of Economic Development, Regional Cooperation and Productivity, without the commitment and seriousness of purpose of the Council members during the brainstorming sessions, without the devotion of the executive committee members, and without the missionary zeal of the staff of the executive office. I must also place on record the unconditional support of the new minister for Training, Skills Development and Productivity, Hon. S. Fowdar, who made available finance from the Productivity Fund in December 2000 to enable us to maintain our momentum. Maryé piké nou avansé, indeed.

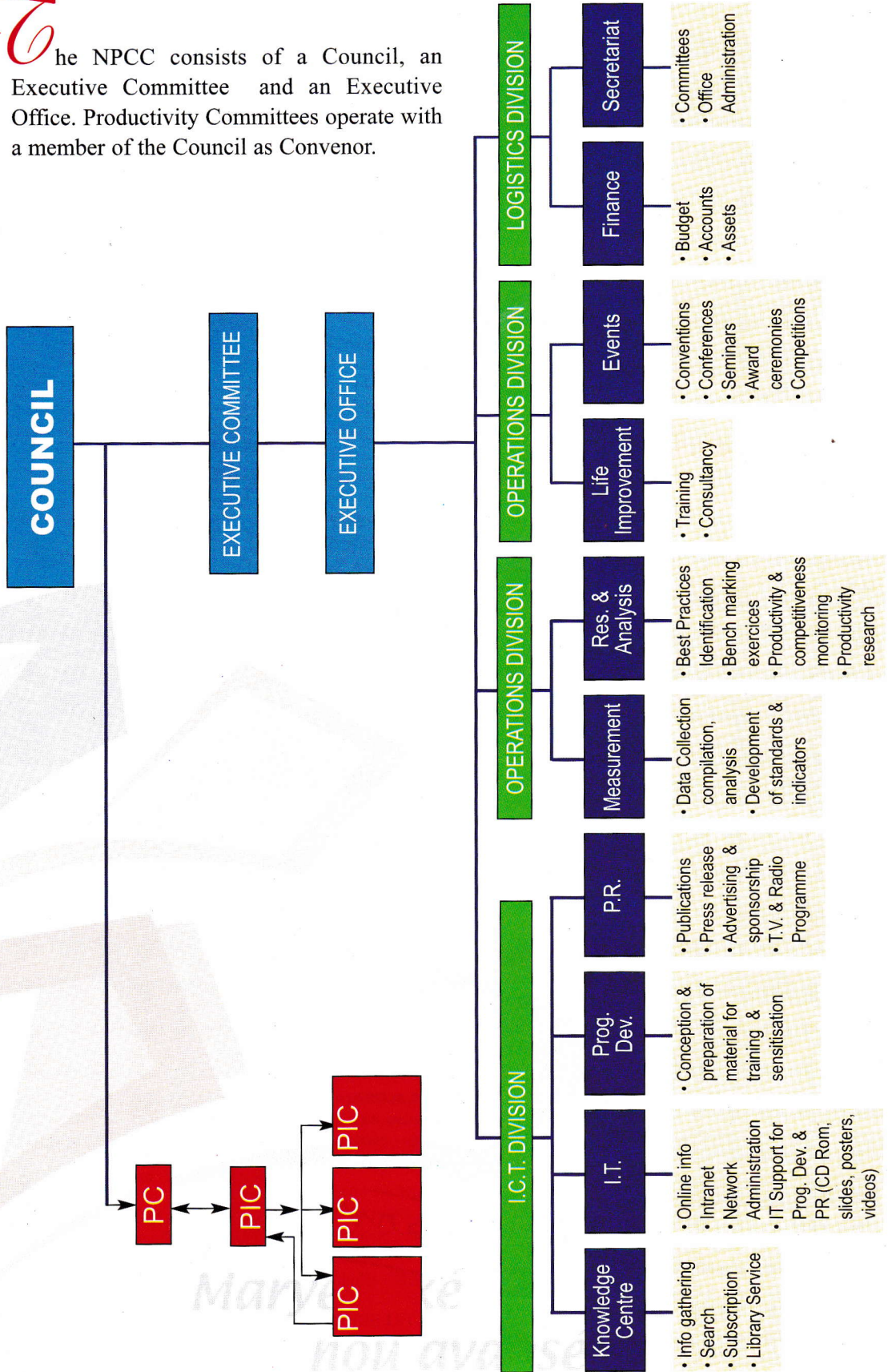


Nikhil TREEBHOOHUN
Executive Director



The Organisation

The NPCC consists of a Council, an Executive Committee and an Executive Office. Productivity Committees operate with a member of the Council as Convenor.



PC : Productivity Committee
 PIC : Productivity Implementation Committee
 PR : Public Relations
 ICT : Information & Communication Technology
 IT : Information Technology

The Functions

The NPCC Act defines 16 specific functions for the NPCC under Section 5 (a) to (p). Except for (p), which reads as follows: "*do such things as may be incidental to, and consequential upon, the discharge of its functions under this Act*", the other functions have been grouped under the following six general headings.

Promotion/Sensitisation

- (a) provide the forum for constant dialogue and consensus building on all matters relating to productivity, quality and competitiveness;
- (c) promote and develop greater productivity and quality awareness and consciousness among the public, and organise awards to recognise individuals, teams and organisations for their outstanding achievements in quality and productivity;
- (d) inculcate new values and attitudes in the country regarding productivity, quality and competitiveness;
- (m) organise conferences and policy seminars on productivity, quality and competitiveness

Research and Analysis

- (e) identify constraints to the improvement of productivity, quality and competitiveness and propose remedial measures;
- (g) collect, analyse, produce and disseminate data on the measurement of, and changes in, productivity, economy-wise and by sector and industry;
- (i) promote and undertake research, including training, in all aspects of productivity, quality and competitiveness

- (o) request the Productivity Committees to carry out studies, prepare opinion statements, reports and information bulletins within the scope of their powers;

Documentation

- (k) serve as focal point of all matters relating to productivity, quality and competitiveness;
- (l) act as resource centre for published works on productivity, quality and competitiveness

Operations

- (f) Monitor and coordinate programmes and activities relating to the improvement of productivity, quality and competitiveness;
- (h) arrange for consultancy services in the areas of productivity and quality management and related fields;
- (n) constitute such Productivity Committees and co-opt such persons, as may deem necessary, to such committees, define their objectives, broad terms of reference and the means of their function;

Advisory

- (b) advise Government on the formulation of national policies and strategies on all aspects of productivity, quality and competitiveness

Networking

- (j) liaise and establish linkages with research institutions and productivity organisations in Mauritius and abroad.



The Council

The NPCC Act provides for the NPCC to have a Council of not more than 20 members representing respectively the interests of (i) the government, (ii) the employers and (iii) the trade unions. The Chairman, Mr José Poncini, G.O.S.K, Director, Poncini Ltd*, was appointed by the Prime minister while the 19 other members were appointed by the minister of Economic Development, Regional Cooperation and Productivity in February 2000.

The list of Council members is as follows:

Deputy Chairman: Mr Arif Currimjee, Director of Currimjee Ltd*.

Mr Dan Bundhoo, Director, Rogers Ltd*

Mr Yusuf Sooklall, President of Free Democratic Unions Federation (FDUF)*

Mr Guy Wong So, Director, ministry of Economic Development, Financial Services and Corporate Affairs*

Mr Mahen Bungaroo, Management Consultant, Development Bank of Mauritius Ltd

Mr Dinesh Burrenchobay, Group Human Resources Manager, Sun Resorts Ltd

Mr Roland Dubois, Director, Industrial Vocational Training Board

Mr Sadek Futloo, General Manager, Mauritius Printing Specialists

Mr Moortooja Garia, Permanent Secretary, ministry of Labour and Industrial Relations, Employment and Human Resource Development

Mr Jean-Noël Humbert, Secretary, Mauritius Chamber of Agriculture (MCA)

Mr Sanjay Jagatsingh, Private Consultant

Mr Dayanand Kurrumchand, Safety Manager and Assistant Plant & Operational, Belle Vue Milling & Co Ltd and President of the Institution of Occupational Safety & Health Management

Mr Nurdeo Luchmun-Roy, President, Mauritius Labour Congress (MLC)

Mr Bagathram Mungra, Director, White Mount Fashion Ltd

Mrs J P Selvam Poonoosamy, HRD Head of Department, Mauritius Sugar Industry Research Institute (MSIRI)

Mr Loganarden Ramsamy, Permanent Secretary, ministry of Industry, Commerce, Corporate Affairs and Financial Services

Mr Sadek Ruhmaly, Private Consultant

Mr Radhakrishna Sadien, President, State Employees' Federation (SEF)

Mrs Aline Wong, Managing Director, L'Inattendu Ltée

In the course of the financial year, the following members resigned: Mr Loganarden Ramsamy (December 2000), Mr Dinesh Burrenchobay (March 2001) and Mr Sanjay Jagatsingh (June 2001).

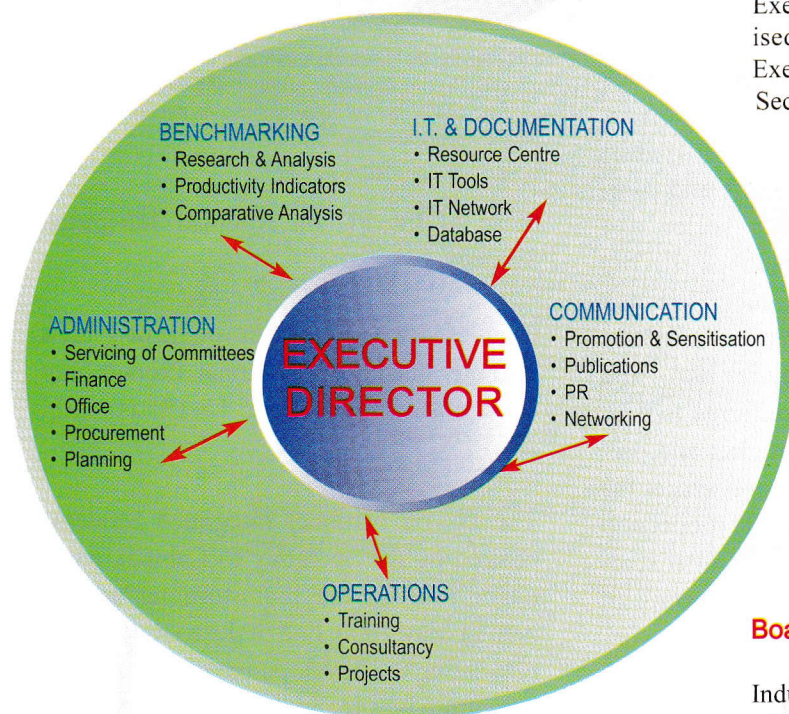
The following persons were appointed by the minister of Training, Skills Development and Productivity: Mr Yusuf Abdullatiff, Permanent Secretary, ministry of Training, Skills Development and Productivity, on 27 December 2000 and Mr Azad Jeetun, Director, Mauritius Employers' Federation, on 3 April 2001.

The Executive Committee, which is an emanation of the Council, is the executive arm. As at 30 June 2001 the Executive Committee had met 20 times while the Council had met 6 times.

* Members of Executive Committee

The Executive Office

The Executive Director is responsible for monitoring and ensuring the implementation of the work programme of the Council and the administration and management of the day-to-day business of the NPCC.



The NPCC executive office started its activities in May 2000 with the Executive Director and a Secretary, Ms Michèle Mosses. Hootesh Ramburn, Senior Analyst (he resigned in December 2000 to assume duty as Director General of the MBC), Oommé Narod, Analyst, and Dev Appalswamy, Senior Technician, joined in June 2000. In October 2000, a technician (IT), Ms Shalini Naiken and an Executive Assistant, Mrs Chandrika Jeebun were hired. In January 2001, two analysts were recruited: Mrs Françoise Marechal Charlotte and Mr Naren Sakurdeep.

As at 30 June 2001, the executive office consisted of 10 members.

The staff of the NPCC is constituted of people with diversified background and cross-functional expertise. Though each has got specific competencies, they are called upon in the everyday running of the office to be polyvalent and versatile. The NPCC is a non-hierarchical organisation and has a flat structure. The leadership from the Executive Director is carried through the definition of responsibilities and job assignments of each staff while the concept of horizontal management is implemented with interdepartmental cooperation and teamwork. The office develops a multidisciplinary approach

and tries to tackle the productivity and competitiveness issues in all their complexity. In a SWOT analysis carried out, in April-May 2001, in collaboration with Council and Productivity Committee members, the versatility of the staff, their shared vision and ability for teamwork were viewed as among the main strengths of the NPCC.

Missions overseas:

From 1st to 9th October 2000, the Chairman and the Executive Director attended a Conference on Clusters organised by the Competitiveness Institute, Glasgow. The Executive Director also discuss with the Commonwealth Secretariat while the Chairman met with ILO in Geneva.

From 6th to 9th December 2000, Ms Oommé Narod (Analyst) attended the Quality Circle Forum of India in New Delhi.

From 23rd to 25th January 2001, at the invitation of OECD and DATAR (Direction de l'Aménagement du Territoire et de l'Action Regionale), the Executive Director presented a paper at the first World Congress on Local Clusters, in Paris.

The NPCC is present in the following boards/committees:

Boards

Industrial and Vocational Training Board (IVTB), University of Technology Mauritius (UTM), Mauritius Industrial Development Authority (MIDA).

Task Forces

National Integrated Training Strategy (NITS), Quality Management (set up within the Civil Service Reform Strategies)

Committees/Subcommittees

High Powered Committee on Textile and Clothing sub-sector, Subcommittee on Human Resource and Technology (set up by the High Powered Committee on Textile and Clothing sub-sector), e-Education and Training (set up by National Strategy for the Promotion of e-Education and Training)

Publications

Occasional Paper 1: Clusters for Development (December 2000)

Occasional Paper 2: Towards a better living for the Nation - Assisting technological transfer and development (April 2001)

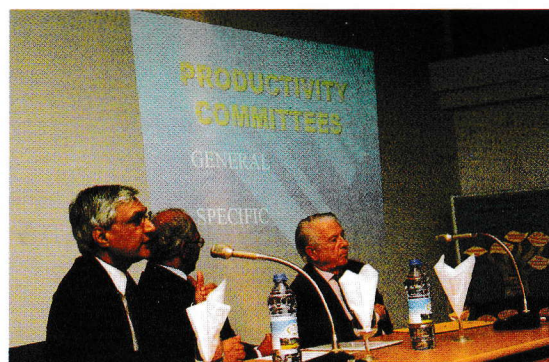
Occasional Paper 3: Towards a better living for the Nation - Raising awareness to Innovation (April 2001)

Productivity Committees (PCs)

The NPCC is empowered, under the NPCC Act (paragraph 10), to set up Productivity Committees (PCs), to: (a) advise the Council on appropriate measures to promote and enlist wide support for productivity, quality and competitiveness; (b) monitor productivity, quality and competitiveness in any specific sector and industry and provide feedback to the Council; (c) advise the Council on any matter relating to productivity, quality and competitiveness; (d) enquire into, and report back on, any matter referred to it by the Council; (e) carry out studies and prepare opinion statements, reports, etc, at the request of the Council; and (f) propose to the Council the undertaking of such studies as may be required and the hiring of such expertise or research assistants considered necessary.

To work out an action plan to meet the objectives defined on the Objective Tree, ten Productivity Committees were set up. Each PC was assigned the task of working out a list of activities (what to do?), identifying the key drivers (who is responsible?) and the target group (for whom?) Membership of PCs has a tripartite representation, as is the case for the Council. A total of 165 persons from the public sector, the private sector and from trade unions, joined the Productivity Committees. Each PC elected a chairman and a vice-chairman among its members. A member from the Council acts as Convenor for each Productivity Committee (see membership of PCs in Annex 6).

The Productivity Committee on Flexible Legal Framework will meet, once inputs from other PCs had been gathered, while the terms of reference of the PC on Institutional Synergy were included in



Presentation by the Chairman and the executive director of NPCC, with Hon. R. Bheenick, Minister of Economic Planning, Productivity and Regional Development, at the meeting of all PC members (July 2000)

those of the PC on National Integrated Strategy.

Productivity Committees presented their findings during the National Productivity Consultative Week on 15-19 January, 2001.

The PC on National Integrated Strategy, chaired by the Secretary to Cabinet, has a major role. In the brainstorming session held in May 2000, one of the root problems preventing the development of a productivity culture was found to be the absence of a national integrated strategy. That is, there was a perception that different institutions – public and private – were doing their own things without proper coordination. Hence a Productivity Committee was set up to include policymakers at the highest level to facilitate the elaboration of a national integrated strategy.

This PC will evaluate the 250 activities proposed by all the PCs, regrouped under 47 Activity Groups and further consolidated into nine broad Areas of Intervention. Drivers for activities are ministries, other government organisations, private institutions, or individuals.

Where there are no clear-cut responsibilities, Productivity Implementation Committees (PICs) were set up after the National Productivity Consultative Week to catalyse and facilitate the transformation from intent to action.

Productivity Implementation Committees (PICS)

PIC: Civic Action Teams (CATs) in schools

Coordinated by PSSA

Objectives: To promote and develop the sense of civic responsibility at the level of the secondary schools; to promote team approach to problem solving through the setting up of CATs at schools; to introduce the CATs to the concept of Gemba Kaizen (5S, 3Ms) and Quality Circles; to promote in particular the techniques of quality circles in problem identification, prioritisation and solving; to sensitise the education sector in particular on the application of the concept of Empowerment and benefits accrued through CATs.

Working sessions – sensitisation, training and implementation – for secondary schools, on Quality Circle concepts and tools, began in March 2001. Training on CATs for those schools started on 17-18 May 2001 during a two-day workshop at D.A.V college with 132 participants. On that occasion, the official launching of a convention on CATs, to be held in September 2001, took place. Several secondary schools have followed such training sessions and have set up CATs with assistance from NPCC.

Training programmes on CATs were carried out by Mrs Sudha Mujumdar (from India) in August 2000 and February 2001. A first CAT was launched in a school at Sharma Jugdambi SSS, Goodlands in October 2000.

PIC: Computer literacy in primary schools

Coordinated by the NPCC

Objectives:

To promote exposure to computers; to bring together students, teachers and parents to a computer center, where they will be initiated to using computers for learning through fun; to show how an institution can optimise the

use of underutilised computers for the benefit of the school, or the community; to obtain first hand feedback so as to work out an induction programme that meets the needs of parents, of the community; to present the project as a turnkey to enterprises /other organisations for implementation

Three primary schools from Pointe aux Sables/Petite Rivière region have enrolled in this pilot project to be implemented in four phases.

Phase I (Sensitisation) and Phase II (Induction courses for teachers and parents) have been implemented up to April 25, 2001. Phase III (Hands-on session for the students) was implemented in June, 2001. Phase IV was to be launched in July, 2001.

PIC: Computer literacy in secondary schools

Coordinated by Mr Donald Lim Fat

Objectives:

To provide an environment for teachers to support their training objectives; to provide increased opportunities for practical applications of other freely available software for pedagogical purpose; to set up a network linking all participating institutions.

Mr Carl Spies, a certified Linux trainer, has given a talk on "Experience using Linux within schools in South Africa" to all members of the PIC, on March 13, 2001.

Collaboration from IBL Ltd and from the Mauritius Linux User Group (MLUG) has been obtained. Six secondary schools from urban and rural areas of Mauritius have registered for this pilot project. Implementation began following a talk on Linux on 26 April 2001, at PSSA (Private Secondary Schools Authority) Beau-Bassin by Mr D. Lim Fat, Mr Joel Bruneau, manager of I-Consult (IBL



Ltd). Target audience: teachers, students and anybody interested in promoting computer literacy. Some 100 persons attended. Honourable Steven Obeegadoo, minister of Education, listened to the talk, showed much interest and offered his full support to the project.

PIC: Building up an IT learning corner at M.Rambarrun Government School of St Julien d'Hotman

Coordinated by Aline Wong

Following the setting up of a Civic Action Team (CAT), the lack of computer utilisation for Education was identified by parents of school-children of M.Rambarrun Government School as a major problem. Promoting use of computer for Education would allow, among other achievements, to: adopt a new approach to upbringing of the new generation of primary school students and their parents and to use new educational tools; reduce the rate of failures in the school, be able to use Internet facilities for upgrading and acquiring knowledge; increase self-esteem.

An Open Day and official launching of the IT Learning Corner at Rambarrun Govt School of St Julien d'Hotman, took place on May 21, 2001, with participation from the staff and PTA of the school, from Mr José Poncini G.O.S.K, the chairman of NPCC, and from the manager of L'Inattendu Ltd., Aline Wong. It benefited from the involvement of the P.T.A, Village Council and DCDM.

PIC: TV Programmes on Productivity issues with MCA

Programmes on productivity issues were identified as a Quick Win (action that can be implemented in the short term) by the PC on Human Resources and on Information-Education-Communication.

MCA provided its studio facilities to record a series of programmes (interviews with people involved directly with NPCC's action) as from April 2, 2001, to be broadcast on MBC-TV.

PIC: Parent training

Coordinated by Mrs Gina Poonoosamy

Objective: To raise awareness on the techniques of "médiation éducative parentale" to solve problems between parents and their children – train parents to communicate with their children. The techniques are based on recent (end of XXth century) research on pedagogy, to foster communication, motivation, self-esteem in the relationship between children and parents.

A presentation on "Mediation parentale" was organised on 27 February 2001 at the municipality of Port-Louis. It was conducted by Gilbert Richard, UNICEF consultant, and was attended by 50 persons.

PIC: Innovation Award

Coordinated by J-P Hardy & NPCC

Objective: To encourage creative thinking and the spirit of innovation among the people of Mauritius.

An Innovation Award Night is planned.

PIC: Clusters/Incubators/Science parks/

Coordinated by the University of Mauritius & MRC (Mauritius Research Council) and NPCC

Objective: To create an environment that would foster the development of industrial network and partnership and create a link between the academia and the private and public sectors.

Professor Bernard Vittoz, president of the Fondation Parc Scientifique of EPFL (Ecole Polytechnique Fédérale de Lausanne), chairman of the Fondation pour l'Innovation technologique and chairman of the Fondation de l'Espace des Inventions of Lausanne, has had meetings with members of the Cabinet, working sessions with various academic and professional institutions and conducted a public conference targeted at policy makers and decision takers on the following theme: 'From the lab to the industry'.

Activities

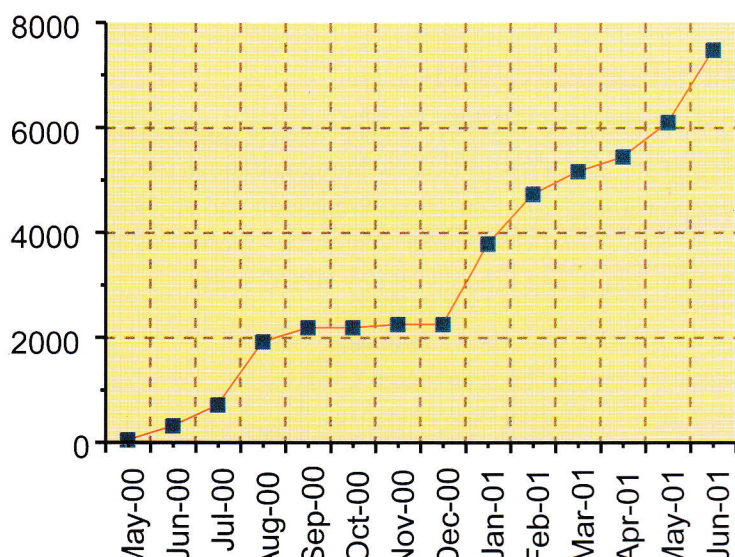


Seminar in Rodrigues on Civic Action Teams by Mrs Sudha Mujumdar, pioneer in Quality Circles for the Home (February 2001)



Presentation on "Médiation Educative Parentale" by Mr Gilbert Richard, UNICEF consultant and Mrs Gina Poonoosamy, coordinator for PIC on Parent Training (February 2001)

Total number of people attending NPCC presentations/workshops (May 2000 – June 2001)



The NPCC and its consultants promote, adapt and apply different management and communication tools in order to foster consciousness in productivity-related issues and to bring people to harness the 4 Es: Empowerment through Education for greater Employability and Entrepreneurship.

In addition to providing administrative support to the PCs and PICs, the executive office of NPCC carries out activities for sensitisation, training of trainers and in-plant interventions, promoting tools such as Gemba Kaizen and Civic Action Teams (CATs) and reaching different audiences with direct communication methods and broader communication methods (media, posters, flyers).

The aim is to bring about a paradigm shift, a change of mentality whereby each Mauritian is committed to shoulder his/her civic responsibility. Through this paradigm shift, closely linked to Empowerment, the Vision of "Better living for the Nation" can be realised.

Direct intervention for promotion and for implementation of Gemba Kaizen, CATs and ZOPP have been ongoing since NPCC became operational. Thanks to those sessions, the NPCC has reached a growing number of persons directly, in different target groups, with a ripple effect in schools, families, private and public organisations.

The growth in demand for such sessions, as noted by the executive office, is indicative of the interest for those tools and for the action of NPCC.

The graph gives an indication of the extent of the audience reached directly by such activities of NPCC.



Presentation on the "Opportunities of Linux for secondary schools" by the PIC on Computer Literacy in secondary schools, at PSSA, with Hon. Steve Obeegadoo, minister of Education, Mr José Poncini G.O.S.K. chairman of NPCC, Mr Nikhil Treebhohun, Executive Director of NPCC (April 2001)



Conference on "Safety, Health and Environment & Productivity for a Better Living" by Dr Mei Li Lin (Director of Research and Statistical Services, National Safety Council, USA) for the Institution of Occupational Safety & Health Management in collaboration with NPCC (May 2001)



Public Conference at University of Mauritius on the theme: "Science Park: From lab to industry" at UOM, by Prof. Bernard Vittoz, chairman of "Parc Scientifique de l'EPLF", (April 2001)



Seminar on Gemba Kaizen by Mr Jayanth Murthy, Regional Director and consultant of the KAIZEN Institute, at Hotel Saint Georges (May 2001)



Official launching of IT Learning Corner at M. Rambarrun Govt. School of Saint Julien d'Hotman by Mr José Poncini G.O.S.K., chairman of NPCC (April 2001)

Main tools promoted to bring about Paradigm shift for Productivity

Gemba Kaizen

Promotion, adaptation and application in all fields, of the concepts of Kaizen and Gemba Kaizen, worldly renowned for their contribution to Japan's productivity and economic success. Promotion and application of Gemba Kaizen by NPCC with support from the KAIZEN Institute founded by M. Masaaki Imai.

Kaizen, made up from the root words Kai, meaning "change", and Zen, meaning "good" or "for the better", means "continuous improvement". Gemba is described as the "place of work", or the specific site where an activity takes place.

Promotion of Gemba Kaizen involves in-plant workshops led by Mr Jayanth Murthy, Regional Director and consultant of the KAIZEN Institute. A full workshop, involving training and application of Gemba Kaizen tools by staff at all levels, lasts five days. Staff is expected to have achieved self-discipline to go on using Gemba Kaizen after the workshop is completed. Higher level of Kaizen can be achieved through additional workshops after the initial one.

For each workshop conducted by the KAIZEN Institute, a free 2-day workshop is offered to one school.

5S

One of the tools of Gemba Kaizen. The 5S are: Seiri (Sort out); Seiton (Systematic arrangement); Seiso (Scrub clean); Seiketsu (State the rules); Shitsuke (Self-discipline).

Each "S" is an action for good housekeeping practice, applied to any Gemba. Using 5S is a way of eliminating Muda.

Muda is a Japanese word for any action that blocks the smooth flow of activity, or any activity that is non-productive or non-value adding.

Civic Action Teams (CATs)

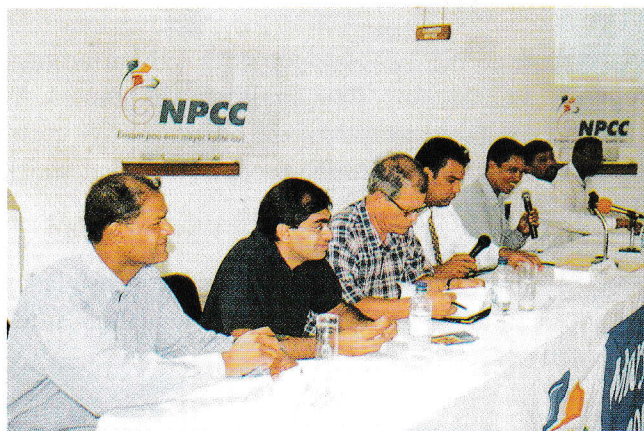
Based on Quality Circle tools, the CATs concept aims at fostering the civic consciousness and attitude of Mauritians, by bringing them to use fully the potential of Empowerment and Education. Promotion and application of CATs is done by consultant (Mrs) Sudha Mujumdar - pioneer of application of QC tools to family and school - and by NPCC staff.

ZOPP

An acronym of the German terms **Z**iel (objectives), **O**rientierte (oriented), **P**rojekt (project), **P**lanung (planning). A tool of brainstorming used for problem identification, objective definition and Action plan definition.

Productivity in Rodrigues

The Core Objective for Rodrigues has been identified as the *Empowerment of the local population*, following a brainstorming session carried out on 5-7 December, 2000, in Port Mathurin by the Chairman of the NPCC, Mr José Poncini and Mr Nikhil Treebhohun, Executive Director.



Leaders from the main political parties in Rodrigues (here with the Vice Chairman of NPCC) showed their commitment to the productivity movement during the Productivity Consultative Week-End

That session also led, on December 7, 2000, to the setting up of a Productivity Committee for Rodrigues, chaired by Mr Ruy Karl Allas M.S.K, with Mrs Jeanine Yeung Ching Yung as vice-Chairperson and Mr Joseph Robertson as Convenor. This PC has coordinated all activities of the NPCC on the island.

Six sub-committees have been set up in March, 2001, involving a total of 115 persons from the public and private sectors, from trade unions and from NGOs. The six sub-committees are:

- (1) Civic Culture and Empowerment
- (2) Human Resources Development and Work culture
- (3) Public Infrastructure and Utilities
- (4) Environment, Public Health and Quality of Life
- (5) Economic Development
- (6) Legal and Institutional framework review (to be actually set up later)

The findings of the sub-committees were presented to the public during the Productivity Consultative Week-end in Rodrigues, on 9-10th June, 2001. That event also saw the official launching of the Muda Free Mauritius campaign in Rodrigues.

During the Productivity Consultative Week-end, a major event in the political life of Rodrigues took place: for the first time, MPs from the two main political parties of the island sat at the same table. That was indicative of a change in mentality at the highest political level in Rodrigues, at par with the paradigm shift promoted by NPCC.

As in mainland Mauritius, PICs have been created in Rodrigues: a PIC on "captage d'eau"; one on upgrading of the environment; one on control of non-communicable diseases; one on promotion of IT culture; another on "Produits pays"; one on setting up of CATs.

Workshops on CATs represent one of a series of activities for sensitisation by NPCC in Rodrigues. On 19-21 February, 2001, CATs workshops were conducted by Mrs Mujumdar, pioneer for Quality Circles for the Home. Seventy participants from the public and private sectors, from trade unions and NGOs also followed, on May 31, 2001, a training on Gemba Kaizen with Mr Jayanth Murthy, Regional Director and consultant from the KAIZEN Institute and with Mr Nikhil Treebhohun, Executive Director of NPCC.

Feedback from participants in the CATs and Gemba Kaizen workshops, was expressed during the Productivity Week-end in June, 2001.



Financial Year 2000/2001

Income

The NPCC Act was voted in May 1999 and proclaimed on 29 February 2000. The NPCC started operations on 28 April 2000. The Accounts have been prepared covering the 16 months period, 29 February 2000 to 30 June 2001

An amount of Rs 2 million was voted in the 1999/2000 budget. Although an original request of Rs12.5 million was made for 2000/2001, only Rs 5.2 million was granted. As this amount would have been sufficient only to cover personnel and administrative costs, a request for additional funding was subsequently made to the productivity fund which released an amount of Rs 7.5M in December 2000.

Expenditure

The NPCC has also generated revenue of Rs 1,006,500 from training and consultancy services while the University of Mauritius and the Mauritius Research Council co-funded the visit of Professor B Vittoz to the tune of Rs 87,300.

Total expenditure for the 16 months period amounted to Rs11.3 million out of which Rs3.1 million was capital expenditure.

Given that the NPCC is a people's organisation, it is not surprising that emoluments together with training and consultancy accounted for about 41 % of total expenditure. A lot of training and sensitisation has been effected free of charge by NPCC staff. Mrs Mujumdar, pioneer in quality circles for the home conducted a series of training on the setting up of Civic Action Teams for the Home, Workplace and the Community around the island. Mr Jayanth Murthy regional director of the Kaizen Institute also conducted a series of workshop and in-plant training on Gemba Kaizen, the learning by doing approach to continuous improvement and low cost management.

27% of expenditure was capital while administrative costs accounted for 16% of expenditure. The balance 16 % was spent on promotion, communication, sensitisation and networking.

The no of staff at 30 June 2001 was 10 inclusive of two office attendant drivers. Office area was 136.9M2.

Balance

Net Current Assets stood at Rs 4.6M. A surplus was finally recorded as a result of a combination of factors: initially the uncertainty about the availability of additional funds to bridge the expected shortfall led to a delay in some projects like the Knowledge Centre.

Furthermore, one senior analyst left in December and was not replaced while an analyst for the Benchmarking Division was not recruited for lack of suitable candidates; an official tripartite mission to Singapore and Malaysia was cancelled. All of the Productivity Committees met on a totally voluntary basis and even benefited from the use of premises free of charge. Of the activities identified by the Productivity Committees only two could be implemented. Sponsorships were obtained from MBC, MRC and MCA. The NPCC also generated some Rs 1 million of revenue from training and consultancy, which was not originally forecasted.

REPORT OF THE DIRECTOR OF AUDIT ON THE FINANCIAL STATEMENTS OF THE NATIONAL PRODUCTIVITY AND COMPETITIVENESS COUNCIL FOR THE PERIOD ENDED 30 JUNE 2001

I have examined the financial statements of the National Productivity and Competitiveness Council for the period ended 30 June 2001 as required by the Statutory Bodies (Accounts and Audit) Act.

2. **Respective Responsibilities of the Council and Auditors.** As required by the Statutory Bodies (Accounts and Audit) Act, the Council is responsible for the preparation of the financial statements and its submission to me. It is my responsibility to form an independent opinion, based on my audit, on these statements and to report my opinion thereon.
3. **Basis of Opinion.** I conducted my audit in accordance with government auditing standards and procedures which are consistent with those recommended by the International Organisation of Supreme Auditing Institutions. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the Council in the preparation of the financial statements and of whether the accounting policies are appropriate to the Council's circumstances, consistently applied and adequately disclosed.

I planned and performed my audit so as to obtain all the information and explanations which I considered necessary in order to provide me with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming my opinion, I also evaluated the overall adequacy of the presentation of information in the financial statements.

AUDIT OPINION

4. In my opinion, the attached Balance Sheet and Income and Expenditure Account give a true and fair view of the state of affairs of the National Productivity and Competitiveness Council at 30 June 2001 and of its income and expenditure for the period then ended and comply with the Statutory Bodies (Accounts and Audit) Act.



(M. TAUJOO)
Director of Audit

Audit Office
Air Mauritius Centre
PORT LOUIS
30 October 2001.



BALANCE SHEET AS AT 30 JUNE 2001

NOTES

RS

4	FIXED ASSETS	<u>2,598,703.00</u>
5	LONG TERM LOANS	<u>285,714.00</u>
	CURRENT ASSETS	
	Debtors & Advances	720,998.00
	Cash & Bank	4,401,707.00
		<u>5,122,705.00</u>
	CURRENT LIABILITIES	
	Trade & Other Payables	<u>(289,761.00)</u>
	NET CURRENT ASSETS	<u>4,832,944.00</u>
	TOTAL ASSETS LESS CURRENT LIABILITIES	7,717,361.00
6	LONG TERM LIABILITIES	285,714.00
	NET ASSETS	<u>7,431,647.00</u>
	FINANCED BY	
7	GENERAL FUND	<u>7,431,647.00</u>

Acting Chairman :


A Currimjee

Executive Director :


N Treebhohun

Prepared by :


D Appalswamy (Finance & Logistics)

INCOME & EXPENDITURE STATEMENT

FOR THE PERIOD ENDED - 30 JUNE 2001

NOTES	RS
8 Income	1,006,500.00
9 Government Grant	<u>4,601,297.00</u>
	5,607,797.00
10 Operating Expenditure	<u>8,688,862.00</u>
Operating Deficit	(3,081,065.00)
11 Other Income	<u>7,914,009.00</u>
Surplus for the period	<u><u>4,832,944.00</u></u>

NOTES TO THE ACCOUNTS

FOR THE PERIOD ENDED - 30 JUNE 2001

1. PRINCIPAL ACTIVITIES

The object of the Council as stipulated by the NPCC Act 1999 is to stimulate and generate productivity and quality consciousness and drive the productivity and quality movement in all sectors of the economy with a view to raising national output and achieving sustained growth and international competitiveness. The Council is therefore involved in a series of activities such as Promotion/Sensitisation, Research & Analysis, Documentation, Operations (Productivity improvement programme, training, consultancy and setting up of productivity committees), Advisory, and Networking to achieve the above.

2. The NPCC Act was voted in May 1999 and proclaimed on 29 February 2000. The NPCC started operations on 28 April 2000. The Accounts have been prepared covering the 16 months, 29 Feb 2000 to 30 June 2001.

3 ACCOUNTING POLICIES

Basis of Accounting

The Accounts have been prepared under the historical cost convention.

Depreciation

Depreciation is calculated to write off the cost of the fixed assets on a straight-line basis over the expected useful lives of the assets. Full year depreciation is provided in the year of purchase.

The annual rates are:

Furniture Fixtures & Fittings	10%
Office Equipment	15%
Computer Equipment	25%
Motor Vehicles	10%

4. FIXED ASSETS

	FurnitureFixtures & Fittings	Office Equipment	Computer Equipment	Motor Vehicles	Total
COST	Rs	Rs	Rs	Rs	Rs
At 1 March 2000	-	-	-	-	-
Additions	358,280.00	764,208.00	361,083.00	1,657,044.00	3,140,615.00
Disposals/Write Off	-	-	-	-	-
At 30 June 2001	358,280.00	764,208.00	361,083.00	1,657,044.00	3,140,615.00
DEPRECIATION					
At 1 March 2000	-	-	-	-	-
Disposals/Write Off	-	-	-	-	-
Charge for the period	47,770.67	152,841.60	120,361.00	220,939.20	541,912.47
At 30 June 01-	47,770.67	152,841.60	120,361.00	220,939.20	541,912.47
NET BOOK VALUE					
At 30 June 01	310,509.33	611,366.40	240,722.00	1,436,104.80	2,598,702.53

5. LONG TERM LOANS

Long term loans represent employee car loan granted by government.

6. LONG TERM LIABILITIES

Long term liabilities represent employee car loan due to government.

7. GENERAL FUND

	Rs
Capital Fund	2,598,702.53
Accumulated Surplus	4,832,944.48
	7,431,647.01

Capital fund represents deferred capital grant received from government.

8. INCOME

Income derived is from training & consultancy services.

9. GOVERNMENT GRANT

	RS
Grant Received 1999/2000	2,000,000.00
Grant Received 2000/2001	5,200,000.00
Less Grant devoted to Capital Expenditure	3,140,615.00
	4,059,385.00
Deferred Income	541,912.47
Income & Expenditure Account	4,601,297.47

The amount of Rs 3,140,615 has been credited to the capital grant account and will be amortised over the useful life of the asset.

10. OPERATING EXPENDITURE

	RS
Personnel Costs	3,696,276.18
Administrative Costs	1,762,328.89
Promotion, Communication & Sensitisation	1,104,438.70
International Networking	449,601.29
Resource Center	71,195.59
Training & Consultancy	973,740.85
Productivity Committees	89,367.55
Depreciation	541,912.47
	8,688,861.52

11. OTHER INCOME

Contribution from other institutions	87,300.00
Interest	326,708.53
Contribution from Productivity Fund	7,500,000.00
	7,914,008.53

The contribution of Rs 7.5M was received from the Productivity Fund to enable the NPCC to meet expenditure up to 30 June 2001.

Activities: May 2000 – June 2001

Intervention from the Executive Office, Productivity Committees, Productivity Implementation Committees.

DATE	ACTIVITY	RESOURCE PERSON	TARGET AUDIENCE	OBJECTIVE
18 May 2000	Talk on "Productivity & Competitiveness as a Global Challenge" at MEF	Executive Director of NPCC	Personnel and Industrial Relations Officers Officers' Committee -	Presentation of NPCC
25 May 2000	Conference on Productivity	Dr Ramsay, International Productivity Scientist and Management Consultant	NPCC members and the members of the Productivity Awareness Campaign sub and committees -56 participants	Presentation of Productivity, value-added and productivity measurement
8-9 June 2000	Seminar on "Labour Welfare as a value-added component on Productivity and Competitiveness" organized by the EPZ Labour Welfare Fund	Speech by Chairman of NPCC at the opening. Presentation of NPCC by Executive Director	48 shop floor women workers of the EPZ from enterprises located in different parts of the island.	Raise productivity awareness through a presentation of the aims and objectives of NPCC
12 June 2000	Press Conference	NPCC	General Public, Committees	To announce the setting up of the Productivity and to present the convenors
23 June 2000	Presentation of the Productivity Concept at Le Bocage International School	NPCC	Students of Lower and Upper Sixth Forms (25 participants)	Presentation of the Productivity Concepts and how it can be applied by students and teachers
	Meeting with the Joint Economic Council	NPCC	Members of the Joint Economic Council	Presentation of the aims and objectives of NPCC and invitation to member institutions of the JEC to participate in the Productivity Committees
29 June 2000	Presentation of the Productivity Concept at D.A.V College, Port Louis	NPCC	Students and teachers of D.A.V (200 participants)	Presentation of the Productivity Concept and how it can be implemented by students and teachers in line with the International School Quality Circle Convention
7 July 2000	Presentation of the Productivity Concept at Mauritius College, Curepipe	NPCC	Students and teachers of the Mauritius College (60 participants)	Presentation of the Productivity Concept and how it can be implemented by students and teachers in line with the International School Quality Circle Convention
18-19 July 2000	Two-day seminar on "Impact of Productivity on Workers" organised by the National Trade Unions Congress in collaboration with NPCC	NPCC UoM	54 participants representing trade unions from both public and private sectors	Sensitise trade union leaders and workers generally on their role in developing the productivity culture and encourage them to use group solving techniques in their daily work and social life (to start the process of empowerment) NTUC came out with its own definition of productivity
20 July 2000	Presentation of the Productivity Concept at Port Louis Academy	NPCC	Students and teachers of Port Louis Academy (40 participants)	Presentation of the Productivity Concept and how it can be implemented by students and teachers in line with the Internationale School Quality Circle Convention
24 July 2000	Meeting chaired by Mr. J. Poncini with all Productivity Committee members	NPCC/Minister of Economic Planning, Productivity and Regional Development	170 persons from private and public sectors/trade unions/individuals	Finalise membership of the PCs and confirm the guidelines for their smooth functioning



DATE ACTIVITY RESOURCE PERSON TARGET AUDIENCE OBJECTIVE

25 July 2000	Presentation of the Productivity Concept at Sharma Jugdambi State Secondary School, Goodlands	NPCC	Students and teachers of Sharma Jugdambi State Secondary School	Presentation of the Productivity Concept and how it can be implemented by students and teachers
26-28 July 2000	3rd IQCC (International Quality Circle Convention)	NPCC collaborated in the organisation of the 3rd Convention	Foreign delegates	1st Official presentation of NPCC at International level
31 July-1st Aug 2000	3rd SQCC (Student Quality Circle Convention)	Collaboration of NPCC	Interaction with foreign delegates	
1 Aug 2000	Presentation of NPCC to the Nursing Association, Candos Hospital	NPCC	Nursing Association	Raising awareness to the NPCC and to the productivity concept
2 Aug 2000	Talk on the Quality Management"	Donald Dewar, President of QCI International	Council members and members of Productivity Committees	Raising awareness to the productivity concept Executive Director launched the web page of the Net SQCC
3 Aug 2000	Meeting with the members of the Net SQCC Donald Dewar and presentation to DAV College	NPCC	Students of D.A.V	Raise the interest of the students to the Net SQCC
7 Aug 2000	Presentation of the Productivity Concept at New Educational College, Bel Air Rivière Sèche	NPCC	Students and teachers of New Educational College	Presentation of the Productivity Concept and how it can be implemented by students and teachers
10 Aug 2000-4 April 2001	34 meetings of the Productivity Committees (Innovation, Technology, Infrastructure, Human Resource, Effective Leadership and Management, Productivity Indicators, IEC)	165 persons -Public/Private/Trade Unions/Individuals		Each PC have worked out an action plan to attain the set objectives, keeping in mind the Core Objective, viz, Development of a Productivity Culture according to the set objectives of each PC.
11-24 Aug 2000	Introduction to Quality Circles at Home	Mrs Sudha Mujumdar (India)-Pioneer in QC at home	Socio-cultural group, Junior Management of the banking sector, Public sector employees involved in counselling and assistance to victims of domestic violence. Shopfloor workers of a garment factory and their spouses. Assistant managers, supervisors and factory operators of the EPZ sector. Trade Unionists of three different federations Teachers, managers and senior students of secondary schools. Council members and PC members. Statisticians and administrators of the public sector. Individuals including consultants, personnel managers and parents. 1000 persons benefited directly from the presentations on QC. Interview by the MBC TV, written press and the MCA	Raise awareness on the concept of Quality Circle. Provide people with a tool that they can use to solve daily problems, at the level of their family, in their workplace, in schools and in the community Sensitise and in some cases implement QC

DATE	ACTIVITY	RESOURCE PERSON	TARGET AUDIENCE	OBJECTIVE
28 Aug-1 Sep 2000	Programme on Total Quality Management in collaboration with the Indian Statistical Institute	Messrs Anup & Bibekendu Majumdar, from Statistical Quality Control & Operations Research Division of the Indian Institute of Statistics/NPCC	30 CEOs and top executives from industry and the service sectors	Master the techniques and the elements of the Total Quality Management culture. Raise awareness on the emerging paradigm on quality management
4 Sep 2000	Presentation of the Productivity Concept at International College, Triolet	NPCC	Students and teachers of International College (60 participants)	Presentation of the Productivity Concept and how it can be implemented by students and teachers
5 Sep 2000	Presentation of the Productivity concept at Muslim Girls College, Port Louis.	NPCC	Students and teachers of Muslim Girls College (30 participants)	Presentation of the Productivity concept and how it can be implemented by pupils and teachers
22 Sep 2000	Presentation of the Productivity Concept at Keats College, Chemin Grenier	NPCC	Students and teachers of Keats College (60 participants)	Presentation of the Productivity concept and how it can be implemented by pupils and teachers
27-28 Sep 2000	One and half-day workshop on Gemba Kaizen	Jayanth Murthy, Regional Director (Africa) of KAIZEN Institute	NPCC members, PC members (91 people)	Introduce local businesses/organisations to the methodology
1 Nov 2000	National Productivity Consultative Week announcement - Press Conference	NPCC	General Public	Report on the activities carried out by the PCs and announcement of the National Productivity Consultative Week
8-9 Nov 2000	Two-day workshop on Workers and Productivity	Trade Union Trust Fund. NPCC acted as facilitator	Trade unionists of different federations (30 participants)	Presentation of the Productivity concept and of NPCC. Presentation of problem solving techniques and of small group activities.
18 Nov 2000	Brainstorming session – Strategic Planning	NPCC	Technical cadre and management of Labour Division of Ministry of Labour and Industrial Relations	Help them devise and elaborate a Strategy and Action Plan for the Ministry
10 Jan 2001	Productivity Symbol presentation and sensitisation campaign launch - Press Conference	NPCC	General public	Official launching of the Productivity Symbol and official launching of sensitisation campaign with the National Productivity Consultative Week- "Maryé piké nou avansé"
15-19 Jan 2001	National Productivity Consultative Week "Maryé piké nou avansé" Official launching of NOU magazine	NPCC PCs Innovation, Technology, IEC, Infrastructure, Human Resources and Effective Leadership	1500 participants from various sectors including 350 students. 8 Ministers 24 panelists	<ul style="list-style-type: none"> • Sensitise NGOs, Forces Vives, decision-makers, private and public institutions, students on the individual and collective responsibility to adopt a culture of productivity for the "Better living" of the population. • Develop civic responsibility • Publicise the activities and ideas generated by the PCs • Set up Productivity Implementation Committees • NOU is the means to keep the public aware of what is on at the NPCC, to propagate the findings of the PCs and the activities of the PICs and to facilitate the synergy among all Mauritians.

DATE	ACTIVITY	RESOURCE PERSON	TARGET AUDIENCE	OBJECTIVE
20 March 2001	First meeting of PIC on Innovation Award	Jean Pierre Hardy (coordinator) & NPCC	Innovators	Encourage creative thinking and the spirit of innovation among the people of Mauritius. Prepare criteria for innovation awards
21 March 2001	Meeting of National Integrated Strategy Committee	Chairman: Mr L. Ramsamy, Secretary to Cabinet. Representatives of public & private sectors and trade unionists		The PC acts as a mechanism for coordination and synergy creation to enhance the competitiveness of Mauritius.
22 March 2001	Presentation of CATs at the Mauritius College, Curepipe	NPCC	40 students and teachers of the Mauritius College	Presentation of CATs and how they can be implemented by teachers and students
30 March 2001	Presentation of CATs at the Mahatma Gandhi Institute	NPCC	Students and teachers of the MGI	Presentation of CATs and how they can be implemented by teachers and students
2 April 2001	PIC: Recording of Encounters at the MCA (on Mondays)	NPCC	General Public/students and teachers	Raise awareness on productivity issues and sensitise people on the activities organised by NPCC
16-20 April 2001	PIC on Incubators: Programme with Prof B. Vittoz, president of the Fondation Parc Scientifique of EPLF	PIC coordinated by the UOM, MRC, UTM, MFA.	Working sessions with UOM, MRC, FARC, AREU, MSIRI, Public Conference: "Science Park: From lab to industry" at UOM, ITV on MBC (radio) and MCA (TV)	Working sessions with various academic and professional institutions to exchange views on science park and incubators in Mauritius.
23-25 April 2001	PIC: Pilot project on Computer Literacy in primary schools	NPCC, NCB, CIB, MCA, UOM, UTM, Ministry of Education	Pilot project: 3 primary schools in the vicinity of UTM, La Tour Koeing <ul style="list-style-type: none"> • Old La Tour Koeing Govt School • New La Tour Koeing Govt School • Petite Rivière Govt School (75 parents and teachers) 	<ul style="list-style-type: none"> • Promote exposure to computers • Bring together students, teachers and parents to computer center • Show how an institution can optimise the use of under-utilised computers for the benefit of the school or the community • Present the project as a turnkey to enterprises/other organisations for implementation
24 April 2001	Presentation of CATs to Agricultural Youth Clubs at Union Park	NPCC	Members of Agricultural Youth Clubs set up by the Agricultural Research Extension Unit (AREU) (30 participants).	Presentation of NPCC and the benefits of setting up CATs in view of the Convention
26 April 2001	Presentation on the "Opportunities of Linux for secondary schools" by the PIC Literacy in secondary schools at PSSA	Donald Lim Fat/NPCC/IBL /Mauritius Linux on Computer User Group	60 participants teachers and students of secondary schools	Pilot project to (1) provide an environment for teachers to support their teaching Objectives (2) provide increased opportunities for practical applications of other freely available software (3) set up a network grouping all participating institutions
	Presentation of CATs to Agricultural Youth Clubs at Goodlands	NPCC	Members of Agricultural Youth Clubs set up by the Agricultural Research Extension Unit (AREU) [25 participants]	Presentation of NPCC and the benefits of setting up CATs in view of the Convention
27 April 2001	Presentation of CATs to Agricultural Youth Clubs at St Pierre	NPCC	Members of Agricultural Youth Clubs set up by the Agricultural Research Extension Unit (AREU) and staff of AREU (40 participants)	Presentation of NPCC and the benefits of setting up CATs in view of the Convention



DATE	ACTIVITY	RESOURCE PERSON	TARGET AUDIENCE	OBJECTIVE
2 May 2001	Press Conference	NPCC	Press/General public	Review of activities of NPCC for one year and projects in the pipeline
3-5 May 2001	IOSHM Annual Conference in collaboration with NPCC and National Safety Council USA Theme: SHE & Productivity for a Better Living	Institution of Occupational Safety & Health Management/NPCC NSC-USA (Dr. Mei Li Lin, Research Director)	Members of IOSHM and professionals engaged in business, industrial activities and services (production, personnel, process, factory and human resource managers, engineers, doctors)	Establish the link between good SHE practice and productivity with factual data gathered in large companies
4 May 2001	Training of officers in charge of Women's Centres at the Ministry of Women's Rights, Child Development and Family Welfare	NPCC	19 officers from CDU, Women Centres and Ministry of Women's Rights, Child Development and Family Welfare	Training course to help the officers implement CATs in their respective women's centres
11 May 2001	Brainstorming session using the ZOPP analysis with federations falling under the Mauritius Cooperative Union	NPCC	25 participants from the Cooperative federations, members of the Mauritius Cooperative Union	Help the Cooperative movement devise a strategic plan.
	Training of officers in charge of Women's Centres to help them implement CATs (second session)	NPCC	19 officers from CDU, Women Centre and Ministry of Women's Rights, Child Development and Family Welfare	Training course to help the officers implement CATs in their respective women's centres
14 May 2001	Meeting at the State House	NPCC/Jayanth Murthy		Presentation on Gamba Kaizen and 5S in the context of the launching of the <i>Muda Free Mauritius</i> Campaign
	1st Meeting of Steering Committee on <i>Muda Free Mauritius</i> Campaign	NPCC/CEB/MEPZA/AHRIM/ACIM/Chambre d'Agriculture/Min. of Public Utilities/MBC/EPZDA	Mauritius and Rodrigues population	Planning of the <i>Muda Free Mauritius</i> campaign
	Meeting PIC: Promoting Computer Literacy in Secondary Schools using LINUX	Donald Lim Fat/NPCC/IBL/Mauritius Linux	Secondary schools	Identification of the pioneers for the project: Royal College Port Louis/Le Bocage /St Esprit College/Loreto Convent Mahebourg/Prof. B. Bissoondoyal/Universal College
	Meeting PIC: Promoting Computer Literacy in primary schools	NPCC, NCB, CIB, MCA, UOM, UTM, Ministry of Education	Pilot project: 3 primary schools in the vicinity of UTM, La Tour Koeing <ul style="list-style-type: none"> • Old La Tour Koeing Govt School • New La Tour Koeing Govt School • Petite Rivière Govt School 	Discussion on phase IV of pilot project i.e. the distance learning module by MCA
15 May 2001	Public seminar on Gamba Kaizen and 5S	Jayanth Murthy, Regional Director KAIZEN Institute	86 participants from both public and private organizations in manufacturing and service sector	Sensitize organizations on the importance of 5S and elimination of MUDA and the methodology of Gamba Kaizen
16 May 2001	Meeting of Steering Committee on CATs	PSSA, FAIL, Ferney Spinning, Mrs Gungoosingh (Hindu Girls) and NPCC	Students and teachers of the twelve schools that made a request to PSSA to set up CATs	Prepare the two-day training at Arya Sabha for twelve private colleges
	One-day in plant intervention on Gamba Kaizen at Ducray Lenoir	Jayanth Murthy		

DATE	ACTIVITY	RESOURCE PERSON	TARGET AUDIENCE	OBJECTIVE
16 May 2001	Setting up of CATs at Muslim Girls' College, Port Louis	NPCC	Students and teachers of the Muslim Girls' College	Presentation of CATs and how they can be applied by teachers and students
17-18 May 2001	Official launching of CATs Convention. Setting-up of Civic Action Teams in private secondary schools: One and a half-day workshop at Arya Sabha Hall	NPCC/Mrs Gungoosingh/representative of FAIL. Introduction to Gemba Kaizen by Jayanth Murthy on the 17th	Ten secondary schools (DAV College, St Mary's, Quartier Militaire, BPS College, Mayflower College, Victoria College, International College, Hindu Girls College, Bradley College, Islamic College) 15 teachers 106 students (121 participants)	Promote and develop the sense of responsibility at the level of the secondary schools <ul style="list-style-type: none"> • Promote team approach to problem solving through the setting up of CATs • Sensitise the education sector in particular on the application of the concept of empowerment and benefits accrued by CATs
18 May 2001	Half-day workshop on Gemba Kaizen	Jayanth Murthy	The press, trade unionists, Ministry of Health, members of steering committee on MUJDA 25 participants.	Presentation on Gemba Kaizen and 5S in the context of the launching of the Muda Free Mauritius Campaign
21 May 2001	Introduction to Gemba Kaizen and 5S in Rodrigues - one-day workshop	Jayanth Murthy/NPCC	60 participants (members of Rodrigues Productivity Committee, representatives from education sector, press, Rodrigues administration)	Sensitise organisations in Rodrigues on the importance of 5S and elimination of MUJDA and the methodology of Gemba Kaizen
	Inauguration of a Learning Corner (I.T. Room) at M. Ramparsad Govt School, St Julien d'Hotman	CAT (L'Inattendu/PTA of school/Headmaster/Village Council)	Outcome of a Civic Action Team using the tools of Quality Circle to work out the project of a Learning Corner at M. Ramparsad Govt School of St Julien d'Hotman.	
22 May 2001	In plant intervention on Gemba Kaizen and 5S at Constance Hotels	Jayanth Murthy/NPCC	Constance Hotels Group	Presentation of the concept of Gemba Kaizen for continuous improvement of the workplace
24 May 2001	Workshop on Productivity organised by FAIL. Domaine les Pailles	NPCC	19 participants from FAIL	Presentation of NPCC
30 May 2001	Official Launching of the Muda Free Mauritius Campaign at the State House	Address by President Cassam Uteem/Chairman, NPCC/Executive Director, NPCC/Jayanth Murthy, Kaizen Institute	Ministers, PS, Parastatal bodies Public at large (media coverage)	Official Launching of a national campaign to Make Mauritius Muda Free + Launching of clip and posters on Muda Free Mauritius <ul style="list-style-type: none"> • Awareness raising about Muda • Gemba Kaizen application in the public and the private sector • Thematic approach for citizen's involvement
	Half-day in-plant training programme at the Mauritius Civil Service Mutual Aid Association	Jayanth Murthy/NPCC	70 participants (Accountant-General, Family Protection Scheme, Registrar of Association, Mauritius Film Development Corporation)	Introduction to the Gemba Kaizen, 5S, and some practice.
31 May 2001	One-day seminar on Gemba Kaizen and Cellular Manufacturing	Jayanth Murthy, Vinod Grover of KAIZEN Institute	26 participants (production managers, Quality controllers, supervisors, logistics managers)	Introduction to Gemba Kaizen and workshop on Cellular manufacturing to see its benefits. Moving away from traditional manufacturing
	Seminar on productivity by Plantation Workers' Union and MLC	NPCC	40 participants Agricultural Workers from the Sugar Industry	Presentation of NPCC, the productivity tools and the Muda Free Mauritius Campaign



DATE	ACTIVITY	RESOURCE PERSON	TARGET AUDIENCE	OBJECTIVE
April-May 2001	SWOT Analysis	NPCC	Council members & PC members	Take stock of what has been accomplished so far by NPCC and determine the future strategy
1 June 2001	Training of officers in charge of Women's Centres to help them implement CATs. (second session)	NPCC	19 officers from CDU, Women Centre and Ministry of Women's Rights, Child Development and Family Welfare	Training course to help the officers implement CATs in their respective women's centres
4-6 June 2001	PIC: Pilot project on Computer Literacy in primary schools	NPCC, NCB, CIB, MCA, UOM, UTM, Ministry of Education	Pilot project: 3 primary schools in the vicinity of UTM, La Tour Koeing <ul style="list-style-type: none"> • Old La Tour Koenig Govt School • New La Tour Koenig Govt School • Petite Rivière Govt School Training of pupils (720 pupils concerned)	<ul style="list-style-type: none"> • Promote exposure to computers • Bring together students, teachers and parents to computer center • Show how an institution can optimise the use of underutilised computers for the benefit of the school or the community Present the project as a turnkey to enterprises/other organisations for implementation
5 June 2001	Follow-up of brainstorming session using the Zopp analysis with federations falling under the Mauritius Cooperative Union	NPCC	15 participants from the Cooperative federations, members of the Mauritius Cooperative Union	Help the Cooperative movement devise a strategic plan.
6 June 2001	Meeting of the National Integrated Strategy Committee	NIS PC members		The PC acts as a mechanism for coordination and synergy creation to enhance the competitiveness
7 June 2001	PIC: Pilot project on Computer Literacy in primary schools	NCB Coach	122 pupils (STD VI) and 4 teachers	Promote exposure of pupils of Petite Rivière Govt School to computers
8 June 2001	Full-day workshop: CATs Convention	NPCC/Fail Group/ Ferney Spinning Mills/Hindu Girls College	12 colleges-126 participants	Follow up of the CATs set up in each secondary schools Presentation of CAT by Hindu Girls College
9-10 June 2001	Training of officers in charge of Women's Centres to help them implement CATs. (second session)	NPCC	19 officers from CDU, Women Centre and Ministry of Women's Rights, Child Development and Family Welfare	Training course to help the officers implement CATs in their respective women's centers.
9-10 June 2001	Productivity Consultative Week-End at Port Mathurin, Rodrigues	Vice Chairman NPCC, Executive Director, Member of Executive Committees and 2 members of Executive Office, PC Rodrigues and subcommittees	Stakeholders/general public (200 participants)	<ul style="list-style-type: none"> • Sensitise NGOs, Forces Vives, decision-makers, private and public institutions, students on the individual and collective responsibility to adopt a culture of productivity or the empowerment of the population and a "Better living" • Develop civic responsibility • Publicise the activities and ideas generated by the PCs • Set up Productivity Implementation Committees
12 June 2001	PIC: Pilot project on Computer Literacy in primary schools	NCB Coach	122 pupils (STD VI) and 4 teachers	Promote exposure of pupils of Petite Rivière Govt School to computers

DATE	ACTIVITY	RESOURCE PERSON	TARGET AUDIENCE	OBJECTIVE
15 June 2001	PIC: Pilot project on Computer Literacy in secondary schools using Linux	Donald Lim Fat/NPCC/IBL/ Mauritius Linux User Group	Secondary schools	Follow-up meeting with the schools chosen for project: Royal College Port Louis/Le Bogaie/ St Esprit College/Loreto Convent Mahebourg/ Prof. B. Bissoondoyal/ Universal College Inventory of equipment needed by each of them
20 June 2001	Training of officers in charge of Women's Centres to help them implement CATs. (second session)	NPCC	19 officers from CDU, Women Centre and Ministry of Women's Rights, Child Development and Family Welfare (6 were present)	Training course to help the officers implement CATs in their respective women's centres.
21 June 2001	Meeting with PC, PIC members at University of Mauritius	NPCC	39 participants- PC, PIC, Council members	Explain the Muda-free Mauritius campaign and get their involvement (in the Muda campaign or in PICs)
21 June 2001	Presentation on Gemba Kaizen at the Central Post office	NPCC	25 participants	Raise awareness to the concept of Gemba Kaizen, 5S and Muda
22 June 2001	Training of officers in charge of Women's Centres to help them implement CATs.	NPCC	19 officers from CDU, Women Centre and Ministry of Women's Rights, Child Development and Family Welfare (13 were present)	Training course to help the officers implement in their respective women's centres. Presentation of the Muda Free Mauritius Campaign
23 June 2001	Workshop on Gemba Kaizen for Ministry of Labour	NPCC	100 officers from the Ministry	Raise awareness to the concept of Gemba Kaizen 5S and Muda
25 June 2001	PIC Computer Literacy in primary schools: NCB Coach at New La Tour Koenig Govt School	NCB Coach	Promote exposure of pupils of New La Tour Koenig Govt School to computers	
25-28 June 2001	In-plant Gemba Kaizen workshop at Central Post Office- Jayanth Murthy, Regional Kaizen	NPCC	(32 participants) Registered letters section, Sorting, delivery, parcel, administration, remittance section, inland money order section	Implementation of Gemba Kaizen.
27 June 2001	Briefing session on NPCC, Muda Free Mauritius Campaign and CATs to staff of the Social Welfare Department of the Ministry of Social Security, National Solidarity and Senior Citizen Welfare and Reform Institutions	NPCC	80 staff of the Social Welfare Centres (Senior and Principal Officers)	Presentation of NPCC, Muda Free Campaign, CATs. Work out a schedule for the implementation of CATs in the Social Welfare Centres at regional level
29 June 2001	Gemba Kaizen Workshop at Airports of Mauritius Ltd.	NPCC/ Jayanth Murthy	Management of Airports of Mauritius Ltd	Presentation of NPCC, Muda Free Campaign and introduction to Gemba Kaizen
30 June 2001	Training of officers in charge of Women's Centres to help them implement CATs. (Last session)	NPCC	13 officers from CDU, Women Centre and Ministry of Women's Rights, Child Development and Family Welfare	Training course to help the officers implement CATs in their respective women's centres
30 June 2001	Gemba Kaizen workshop and ZOPP for the State Law Office at Victoria Hotel	NPCC/Jayanth Murthy/ Mr.Raj Makoond	State Law Office	Presentation of NPCC, Muda Free Mauritius Campaign and ZOPP analysis for strategic planning



ANNEX 2

National Productivity Consultative Week Maryé Piké Nou Avansé



Honourable Ministers S. Fowdar and P. Jeeha, acting Prime Minister P. Bérenger, Mr J. Poncini, Prof. G. Mohamedbhai, Honourable Minister A. Jeewah, at the opening ceremony.



The first issue of *Nou Magazine* presented to Honourable Minister S. Fowdar (Training, Skills development and Productivity) by Mr J. Poncini, chairman of NPCC

The NPCC organised a national Productivity Consultative Week on 15-19 January, 2001, at Octave Wihé auditorium of University of Mauritius, on the theme: "Maryé Piké Nou Avansé". The five days were devoted to the following sectors, represented by the respective panels: Innovation, Technology, Civic responsibility, Infrastructure, Environment, Human Resources. That Productivity Consultative Week kicked off a national campaign for sensitisation on productivity issues.

A total of 8 ministers and 24 panelists participated in the five-day event, attended by about 1500 persons from various sectors, including 350 students.

The main aim of the Productivity Consultative Week was to present the findings of Productivity Committees which had been meeting since the month of August, 2000, to work out activities towards developing a productivity culture to ensure a Better Living for the Nation, which is the Vision of NPCC.



Partial view of the panels:
Day 1 - panel on Innovation



Day 2 - panel on Technology



Day 3 - panel on Civic Culture in Action



Day 4 - panel on Infrastructure



Day 5 - panel on Human Resources and Effective Leadership

The event was an opportunity to give wide diffusion to these ideas and activities and to have an interaction with people from various economic and social sectors and with the general public, to share ideas on NPCC's action to foster productivity and achieve our Vision. The Productivity Consultative Week also aimed at sensitising Mauritians (decision-makers, students, private and public sector, etc) on productivity and social responsibility and at creating committees (PICs) to implement projects identified by the PCs.

"Nou" which is NPCC's 32-page full-colour magazine, was officially launched by the chairman of NPCC, Mr José Poncini G.O.S.K, during the opening ceremony.

The key address for the official opening was made by the acting Prime minister and minister of Finance, Hon. Paul Bérenger. He highlighted the importance for the Mauritian economy to undergo the necessary change in light of the challenges of globalisation and of trade liberalisation. He laid emphasis on the importance of productivity increase to be able to sustain development, but warned that productivity without social justice is impossible.

Other ministers present at the opening ceremony were: Hon. S. Fowdar (Training, Skills development and Productivity); Hon. A. Jeewah (Civil Service Affairs); Hon. P. Jeeha (IT and Telecommunications). Ministers responsible for key sectors linked to the action of Productivity Committees also attended the sessions in the following days. The minister of Industry, Commerce and International trade, Hon. J. K. Cuttaree, was present on day 2 (theme: Technology) and responded to the presentation made by the PC for Technology. Day 3, devoted to "Civic Culture in Action", benefited from the presence of the minister of Social Security, National Solidarity and Senior Citizen Welfare and Reform Institutions, Hon. S. Lauthan and of the minister of Cooperatives, Hon. P. Koonjoo.

Hon. R. Bhagwan, minister of Environment, attended the session on "Physical Environment and Green Environment", on day 4. The minister of Training, Skills development and Productivity, Hon. S. Fowdar attended the session on "Effective Leadership and Management and Human Resource", on day 5 of the Productivity Consultative Week.



ANNEX 3

Muda Free Mauritius Campaign



President Cassam Uteem officially launched the campaign, in the presence of Mrs Jose Poncini G.O.S.K and of Mr Jayanth Murthy



The logo for the Muda Free Mauritius campaign

The NPCC officially started a Muda Free Mauritius campaign on May 30, 2001. Muda is a Japanese word for any action that blocks the smooth flow of activity; or any activity that is non-productive or non-value adding. Identifying, reducing and eliminating Muda is part of the implementation of Gemba Kaizen.

This first Muda-Free Mauritius campaign proposes the "use electricity smartly" theme as a concrete example to promote the concept of Muda and the idea of "Mudabusting". Communication tools supporting that first Muda-Free Mauritius campaign: direct presentations to audiences, distribution of visual material (posters and flyers), press, radio and TV reports, radio and TV spots, and advertisement in the press and on billboards.

The campaign was officially launched on May 30, 2001, by the president of the Republic Mr Cassam Uteem, at the State House. Mr Uteem, Mr José Poncini G.O.S.K., chairman of NPCC, Mr Nikhil Treebhoohun, Executive Director of NPCC and Mr Jayanth Murthy, Regional Director of the KAIZEN Institute, addressed the floor. Mr Vinod Grover, Regional Director of the KAIZEN Institute, was also present. A message from Mr Maasaki Imai, director of the KAIZEN Institute was read on that occasion. He praised Mauritius for being the first State to have a national campaign on Muda reduction and elimination.

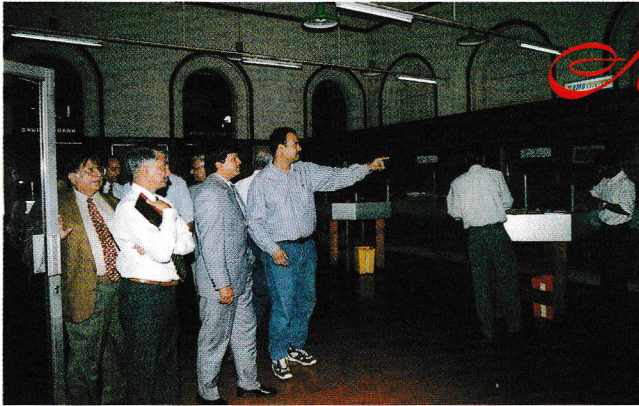
A teaser clip on Muda was aired by MBC-TV as from May 31, 2001. Conception of a radio spot on Muda started in June, 2001. A series of five posters explaining the concept of Muda and prompting people to identify, reduce and eliminate Muda, were distributed as from June 9, 2001, to government bodies, schools, private organisations and trade unions, in Mauritius and Rodrigues.

A steering committee was set up for the Muda Free Mauritius campaign and had its first meeting on May 14, 2001. Representatives from the Mauritius Exports Processing Zone Association, the Central Electricity Board, the Association des Consommateurs de l'Île Maurice, the Association des Hôteliers et Restaurateurs de l'Île Maurice, the Mauritius College of the Air, the Export Processing Zone Development Authority, the Mauritius Broadcasting Corporation and the Ministry of Public Utilities are members of the committee.

The Central Post Office was the first Gemba where a full Gemba Kaizen workshop was conducted following the official launching of the Muda Free Mauritius campaign. A presentation on Gemba Kaizen at the Central Post office on June 21, 2001, preceded the in-plant Gemba Kaizen workshop on June 25-28, 2001, with participation from 32 staff.

ANNEX 4

In-Plant Gemba Kaizen Workshop at the Government Postal Services



Visit of the Gemba by Hon. P. Jeeha, Mr J. Murthy and Mr N. Treebhohun, after the workshop

Mr Jayanth Murthy of the KAIZEN Institute conducted an in-plant Gemba Kaizen workshop at the Central post office from the 25th to 28th June 2001. A presentation on productivity and Kaizen concepts was made one week before by the Executive Director of NPCC.

Thirty-two participants were involved in the workshop, including the Postmaster-General, the Deputy Postmaster-General, heads and other staff from the counter, sorting, registered letters, parcels, delivery, Post Office Savings bank, administration departments, and representatives of trade unions.

The first day of the workshop was devoted to an introduction to 'Paradigm shift' and implementation of Gemba Kaizen. In the afternoon, the participants were split in 5 teams of six persons each. Each team was also exposed to 5S and was given a broom to start cleaning the Gemba starting from the Postmaster-General himself. The five teams were set to work on specific assignments. A newsletter was laid on the notice board to give details and progress of work done by each team daily.

The application of 5S as a first step by all the teams resulted in disposal of a huge quantity of unwanted items, mainly old records dating as far back as 7-8 years, unnecessary carton boxes, air conditioners not working, scrap papers. This created more space, cleaner environment and is bound to diminish health hazards.

The satisfaction of having worked as a team was highly felt by all participants. Many never expected to see their Post Master General taking a broom and doing the cleaning.

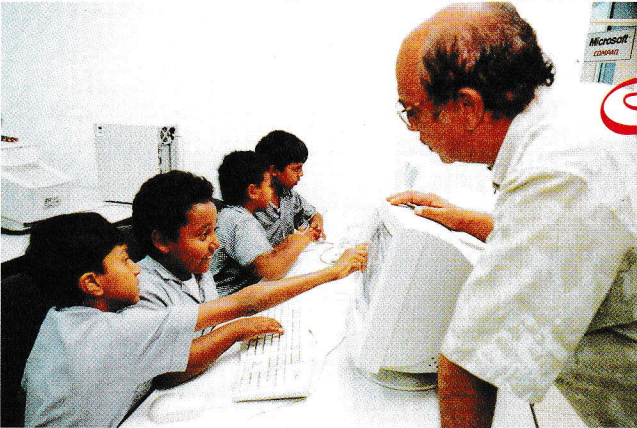
One team, assigned to work at the Delivery Service, has recommended a regionalisation of the services to town suburbs as was practiced during the past. It was estimated that this could save about 22 "postman hours" per day; and also provide a faster service to the public and less stress for the postmen. This would also release the workspace from 18 square feet per person to 23 square feet per person, and provide for more efficient processing through a unidirectional process flow at the Port Louis Delivery Service.

A parking reservation system was redesigned, to facilitate embarkation and disembarkation of mails thanks to the transfer of motorcycles parking and to marking reserved parking layouts for vans in front of the office. Loading of mail bags in vans for island-wide distribution in the morning hence changed from 8h15 to 9h00, to an expected 8h15 to 8h25 at latest, saving time daily and ensuring a smoother flow of vehicles and more consistent service to the public.

It was agreed that each team had to meet regularly and implement a Kaizen plan. The Minister of IT, Telecommunication and Postal services, Hon. Pradeep Jeeha, and the Executive Director of the NPCC were present on the last day, and were exposed to the projects undertaken by the teams.



Pilot Project on Computer Literacy in Primary Schools



Children having their hands-on session in phase III of the project

A Productivity Implementation Committee (PIC) was set up to drive a pilot project on computer literacy in primary schools for the period March 2001 – October 2001. The ministry of Education, the University of Technology Mauritius (UTM), the Central Informatics Bureau (CIB), the Mauritius College of the Air (MCA), the National Computer Board (NCB) and the University of Mauritius (UoM) are the drivers for this project, with the NPCC doing the coordination.

The project's objectives are:

1. To promote exposure to computers
2. To bring together students, teachers and parents to a computer centre, where they will be initiated to using computers for learning through fun
3. To show how an institution can optimise the use of underutilised computers for the benefit of the school, or the community
4. To obtain first hand feedback so as to work out an induction programme that meets the needs of parents, of the community
5. To present the project as a turnkey to enterprises/other organisations for implementation.

The schools involved in the project are:

1. Old La Tour Koenig Govt School
2. New La Tour Koenig Govt School
3. Petite Rivière Govt School

The project is to be implemented in four phases.

Phase I (Sensitisation) and *Phase II* (Induction courses for teachers and parents) have been implemented up to April 25, 2001. *Phase III* (Hands-on session for the students) was implemented in June, 2001. Students from Old La Tour Koenig Govt School had their hands-on sessions at the University of Technology, which gave access to 60 computers located in the premises of former SITRAC. Students from New La Tour Koenig Govt School and Petite Rivière Govt School had their hands-on sessions in the National Computer Board coach. The teacher, under supervision of the instructors, conducted the sessions. About 360 students from standards IV to VI took part in this third phase.

During the sessions, students were introduced to drawing using the Ms Paint application; to type text and manipulate text with Microsoft Word; to surf on the Internet (Std VI students only)

Phase IV was to be implemented from July 2001 to October 2001. It consists of Mauritius College of the Air distance learning modules in IT for teachers and parents.

List of other Productivity Committee members:

PC – Human Resources

Ms K Appadoo, Mr D. Benyidin, Ms Li Fa Cheung Kai Suet, Mr F. Coowar, Mr M. Desmarais, Mr R. De St. Pern, Mr R. Dhurbarrylall, Mr Y. K. Dwarka, Mr I. G. Joonas, Mr B. M. Kaullychurn, Mr R. Moonshiram, Mrs S. Moothoosamy, Mrs G. Poonoosamy, Mr A. Valaydon, Mr K. Vencatachellum.

PC – Effective Leadership

Mr B. C. Appanah, Mr M. Boolaky, Mr R. Doomun, Mr C. S. Gobin, Mrs V. Hanoomanjee, Mr G. Hardowar, Mr P. Jang, Mrs D. Manraj, Mrs Y. Moorghen, Mr S. Rambhojun, Mr H. Ramnial, Mr Y. Sooklall.

PC – National Integrated Strategy

Mr Y. Abdullatiff, Mr D. Bundhoo, Mr H. Bundhoo, Mr M. Cheeroo, Mr A. Currimjee, Mr J.-N. Humbert, Mr K. Hurynag, Prof G T G Mohamedbhai, Mr R. Makoond, Mr J. Poncini, Mr S. Ramsamy, Mr P. Ong Seng, Mr D.P. Ruhee, Mrs A. C. Timol, Mr Y. Sooklall, Mrs D. Wong, Mr G. Wong So

PC – Information-Education-Communication

Mr D. Bahadoor, Mr T. Canhye, Mrs C. Chan-Meetoo, Mrs S. Hawoldar, Mr N. Luchmun-Roy, Mr P. Nahaboo, Mr K. Noyau, Mr S. Nundlall, Mrs S. P. Seetulsingh-Goorah

PC - Innovation

Mr A. Bheecarry, Mrs H. Diljore, Mrs P. De Marassé Esnouf, Mr L. Descombes, Mr G. Garrioch, Mr M. Gunpath, Mr J.-P. Hardy, Dr D. Jhurry, Mrs Y. Moorghen, Dr C. Ricaud, Dr H. C. S. Rughooputh

PC - Infrastructure

Mr N. Bachraz, Mr R. Bahadoor, Mr A. Caunhye, Mr M. Dawoonauth, Mr S.i Desai, Mr S. Gokool, Mr A. Gungah, Mr D. S. Menglu, Mr A.R Nabheebucus, Dr A. Guildhary, Mr P. Pokiri, Mr D. Soobrah

PC - Technology

Mr R. E. K. Atchamah, Mr S. Baguant, Mr R. Bansoodeb, J.-B. Dorasamy, Mr Y. K. Dwarka, Mr D. Hureeram, Mr A. Joomun, Mr P. Lam, Mrs L. Mamet, Mr L.-P. Maujean, Mr S. Mahadeo, Mr G. Mc Intyre, Mrs M.-T. Philio, Mr G. Ramrekha, Mr P. Ramgolam, Mr D. Ramnauth, Dr C. Ricaud, Mrs R. Seeburn, Mr D. Venkatasawmy

PC- Productivity Indicators

Mr V. Luximan, Mr T. N. Sokappadu, Mr E. Bell, Mr J. Tonta, Mr D. Lai Wai, Mr G. Bhujan, Mr S. Ramphul, Mr K. Junglee, Mr B. Boolaky, Mr J. C. Vivier, Mr R. Dhaliah, Mr P. Pokiri

PC Rodrigues

Mr J.-P. Colin, Mr P. Draper, Mrs C. Faikoo, Mrs M. Francois, Mr M. C. Gaspard, Mrs M. Gontran, Mr J. Hung Sik Yen, Mrs A. Hypolite, Mr M. Jeetoo, Mr J. Milazar, Mr J. R. Parmasse, Mr M. Prudence, Mr S. P. Roussety, Mr A. Wong So

Organisations involved in Productivity Committees membership

Private sector

Air Mauritius; Association des Hoteliers et Restaurateurs de l'Île Maurice; Association of Mauritian Manufacturers; Belle Vue Milling & Co Ltd; British American Insurance; Craft Academy; De Chazal Du Mee Business School; Emcar Ltd.; ICE Ltd.; Ireland Blyth Ltd.; Joint Economic Council; Mauritius Bankers' Association; Mauritius Chamber of Agriculture; Mauritius Chamber of Commerce and Industry; Mauritius Commercial Bank; Mauritius Export Processing Zone Association; Mauritius Sugar Industry Research Institute; Mauritius Sugar Producers' Association; Mauritius Telecom; Poncini Ltd.; Robert Antoine Sugar Industry Training Centre; ROCANVEL; Rogers Ltd; SGS (Mauritius) Ltd; Shell (Mauritius) Ltd.; Société MADCO Formation; SMEF

PRODUCTIVITY COMMITTEES	CONVENORS	CHAIRPERSONS/ VICE-CHAIRPERSONS
Human Resources	Mrs. S. Poonoosamy	Prof. I.Fagoonee, Pro Vice-Chancellor (Curriculum Dev & Distance Edu), University of Mtius Mr G.Ramasawmy, Director, PSSA (Private Secondary Schools Authority)
Effective Leadership	Mr. M. Bungaroo	Dr E. Charoux, Director, DCDM Business School Mrs F. Nahaboo, Chairperson, SMEF (Small & Medium Enterprises Federation)
National Integrated Strategy	Mr. N. Treebhoohun	Mr L Ramsamy, Secretary to Cabinet and Head of Civil Servc
Information-Education-Communication	Mr. N. Treebhoohun	Mr D. Bundhoo, member of NPCC Executive Committee and vice-chairman of MEF (Mtius Employers' Federation) Mr V.Ramiah, Training Administrator, Mtius Telecom
Flexible Legal Framework	Mr. S. Ruhmaly	The PC will meet once inputs from other PCs are gathered.
Innovation	Mr. J.-N. Humbert	Mrs M. Maurel, Director, RASITC (Robert Antoine Sugar Industry Training Centre) Vice-chairperson : Sushil Baguant (Information Systems Director, Air Mauritius) Vice-chairperson : Ravin Beeharry-Panray (UoM)
Infrastructure	Mr. D. Kurrumchand	Mr P. Callychurn, Director, SILWF (Sugar Industry Labour Welfare Fund) Mr S.Suntah, Deputy Director, MPA (Mtius Port Authority)
Technology	Mr. J.-N. Humbert	Dr A. Suddhoo, Director, MRC (Mtius Research Council) Mr F.De Grivel, MEPZA (Mauritius Export Processing Zones Association) representative
Productivity Indicators	Mr. S. Futloo	Mr A. Caunhye, Director, MSB (Mtius Standards Bureau) Vice- Chairperson: Mr S. Dassaruth, Training Officer, Sté MADCO Formation Vice-chairperson: Mr S. Kalasopathan, Senior Lecturer, (Faculty of Social Studies & Humanities), University of Mauritius
Rodrigues	Mr J. Robertson	Mr Ruy Karl Allas M.S.K (president, RCSS) Vice-chairperson: Mrs Jeanine Yeung Ching Yung (head, Human Resource, MIDAM Rodrigues)

Trade Unions

Confédération Mauricienne des Travailleurs (CMT); Fédération des Syndicats des Corps Constitues (FSCC); Free Democratic Unions Federation (FDUF); Formation Civil Service Unions (FCSU); Government Servants' Association (Rodrigues); Mauritius Labour Congress (MLC); Mauritius Trade Union Congress (MTUC); National Trade Unions Confederations (NTUC); RGEA; State Employees' Federation (SEF); Transport Corporation Employees' Union

Public Sector

Prime Minister's Office; Ministry of Agriculture, Food Technology and Natural Resources; Ministry of Civil Service Affairs & Administrative Reforms; Ministry of Economic Development, Financial Services and Corporate Affairs; Ministry of Environment; Ministry of Health and Quality of Life; Ministry of Information Technology and Telecommunications; Ministry of Industry, Commerce & International Trade; Ministry of Labour & Industrial Relations; Ministry of Training, Skills Development & Productivity; Ministry of Women's Rights, Child Development and Family Welfare; Food and Agricultural Research Council; SMIDO; Central Civil Status Office; Central Electricity Board; Central Statistics Office; Department of Civil Aviation; Development Works Corporation; Government Postal Service; Industrial and Vocational Training Board; Mauritius College of the Air; Mauritius Port Authority; Mauritius Research Council; Mauritius Standards Bureau; National Transport Authority; Pay Research Bureau; Private Secondary Schools Authority; Small and Medium Industries Development Organisation; Sugar Industry Labour Welfare Fund; Technology Introduction and Diffusion Scheme; Tertiary Education Commission; Waste Water Authority; University of Mauritius; University of Technology Mauritius

NGOs and international organisations

Commission de l'Océan Indien – PRIDE; Craft Aid; Institution of Engineers; International Society of Sugar Cane Technologists; Maison de l'Artisanat (Rodrigues); UNDP

