

ANNUAL REPORT



2019-2020

Adapt • Strive • Succeed

#morisienprodiktif




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THE COUNCIL SHALL:

- Provide the forum for constant dialogue and consensus building on all matters relating to productivity, quality and competitiveness;
- Advise government on the formulation of national policies and strategies on all aspects of productivity, quality and competitiveness;
- Promote and develop greater productivity and quality awareness and consciousness amongst the public, and organise awards to recognise individuals, teams and organisations for their outstanding achievements in quality and productivity;
- Inculcate new values and attitudes in the country regarding productivity, quality and competitiveness;
- Identify constraints to the improvement of productivity, quality and competitiveness and propose remedial measures;
- Monitor and coordinate programmes and activities relating to the improvement of productivity, quality and competitiveness;
- Collect, analyse, produce and disseminate data on the measurement of, and changes in, productivity, economy-wise and by sector and industry;
- Arrange for consultancy services in the areas of productivity and quality management and related fields;
- Promote and undertake research, including training, in all aspects of productivity, quality and competitiveness;
- Liaise and establish linkages with research institutions and productivity organisations in Mauritius and abroad
- Serve as focal point on all matters relating to productivity, quality and competitiveness;
- Act as resource centre for published works on productivity, quality and competitiveness issues;
- Organise conferences and policy seminars on productivity, quality and competitiveness;
- Constitute such productivity committees and co-opt such persons, as it may deem necessary, to such committees, define their objectives, broad terms of reference and the means of their function;
- Request the productivity committees to carry out studies, prepare opinion statements, reports and information bulletins within the scope of their powers; and
- Do such things as may be incidental to, and consequential upon, the discharge of its functions under this act.





Develop success
from failures.
Discouragement and
failure are two of
the surest stepping
stones to success.

Dale Carnegie

LETTER FROM THE CHAIRMAN



Hon. Soomilduth BHOLAH
Minister of Industrial Development,
SMEs and Cooperatives

Dear Minister,

In accordance with paragraph 18 of the National Productivity and Competitiveness Council (NPCC) Act 1999, I have the honour to submit to you the annual report of the NPCC for the financial period 1 July 2019 to 30 June 2020.

Yours faithfully,

A handwritten signature in black ink, which appears to read 'S. Busgeeth'. The signature is written in a cursive style and is positioned above a horizontal line.

S. Busgeeth
Chairman

What you do has far greater
impact than what you say.

Stephen Covey



PERFORMANCE REPORT FROM THE EXECUTIVE DIRECTOR



Ashit Gungah
Executive Director

It gives me immense pleasure to present the performance report of the National Productivity and Competitiveness Council (NPCC) for the financial year ending 30 June 2020, as Executive Director of this prominent organisation that has the mandate to drive the productivity movement of the country to achieve a better living for the nation.

The financial year under review is no doubt one of the most peculiar since the NPCC started operations in 2000. The already volatile economic environment both on local and global fronts was brutally jostled by the harsh impact of Covid-19. The second part of the financial year was marked by the effects of the pandemic on the Mauritian economy with major sectors being severely hit.

According to Statistics Mauritius, the growth forecast for 2020 has been worked out amid a high level of uncertainties around the economic impact of the global Covid-19 outbreak and the country was projected to experience negative growth in 2020. Mauritius, being a very open economy, has been severely impacted.

During the financial year, the Council implemented many projects in line with its mandate to stimulate productivity across all sectors of the economy. We had to significantly adjust our agenda to adapt to the disruptions caused by the Covid-19 pandemic.

Thus during the second half of the financial year, several projects were crafted and implemented to enable businesses to respond to the challenges brought in by the pandemic.

HIGHLIGHTS 2019/2020

Responding to the challenges of the pandemic

Helping local enterprises embark on the productivity journey: Sustaining Competitive and Responsible Enterprises (SCORE)

The NPCC collaborated with the International Labour Organisation (ILO) for the implementation of the SCORE programme in Mauritius, whereby five local companies embarked on a transformative journey.

SCORE is an ILO global programme that improves productivity and working conditions in Small and Medium Enterprises (SMEs). The programme combines practical classroom training with in-factory consulting. SCORE is particularly relevant for enterprises (between 50-250 employee size) facing internal challenges to address competitiveness such as quality, productivity, energy inefficient production practices, environmental pollution, production waste, health and safety and human resource management.

Enterprise Productivity Solutions (EPS) Platform

The NPCC developed and launched the EPS platform in May 2020 to provide information and guidance to entrepreneurs, professionals and the public in general on how to deal with the harsh situation provoked by the nation-wide lockdown and to prepare themselves to tackle upcoming challenges as well as to softly reopen their businesses.

The EPS offered a comprehensive set of nine guidelines developed keeping in mind the immediate and future requirements of businesses. A number of templates and checklists were provided to assist businesses spot and address wastages by using the tips in the guidelines.

The EPS platform offers practical solutions to local organisations and assist them in their journey to come out of the crisis and embark in a continuous transformation of their business.

#morisienproduktif campaign

The #morisienproduktif campaign was designed and conducted during the confinement period in April 2020 to encourage Mauritians to continue being productive while working from home. While the campaign catered primarily for employees working from home, it also targeted the whole Mauritian population and inspired each and everyone to adopt a productive lifestyle at home.

A series of inspirational posters were designed in-house, which carried messages to inculcate a productive lifestyle among Mauritians. The posters focused essentially on health, family, work, time management and collaboration. The posters were posted on social media, primarily on the Facebook page of the NPCC as from April. A billboard encouraging Mauritians to adapt, strive and succeed was placed on the Rduit roundabout in June.

Webinars

The Council organised a series of webinars conducted by foreign experts in different fields. The webinars focused on tools and best practices to face the challenges of the Covid-19 pandemic and to be better prepared for the resumption of economic activities.

Online courses

The NPCC started a series of online courses in June 2020 to help entrepreneurs and professionals sustain their businesses after the lockdown period. Business related topics to help address different challenges were discussed during the sessions. By the end of June 2020, 7 online courses were conducted on the Microsoft Team platform and attracted an average of 30 participants in each session.

RESEARCH

Survey on productivity

The survey on productivity in Mauritius that has benefitted from the collaboration of the World Bank continued throughout the financial year. A total of 449 surveys were completed by the end of June 2020 in three sectors namely, manufacturing, construction and wholesale and retail. It is expected that the survey will provide a clear insight into the productivity trends in Mauritius and set the tone for additional research by the academia in the future.

BUILDING RESILIENCE

ICQCC 2019

The six Grand Winners of the National Productivity and Quality Convention (NPQC) 2019 participated in the International Convention on Quality Control Circles (ICQCC) 2019 in September 2019 in Tokyo, Japan. ICQCC 2019 was organized in Japan by the Union of Japanese Scientists and Engineers (JUSE) under the theme "Creating a Brighter Future Through Total Quality Management and Quality Circle Activities".

PERFORMANCE REPORT FROM THE EXECUTIVE DIRECTOR

Productivity Improvement Programme

Some 35 companies implemented the Productivity Improvement Programme (PIP) conducted by the NPCC during the financial year.

PROMOTING INNOVATION AND LEADERSHIP

National Leadership Engine 2019/2020

The NLE 2019 project registered a total of 42 projects that were successfully implemented and involved more than 300 youth. The projects focused on issues in their respective communities and they had to come up with sustainable solutions. Participants had to demonstrate their abilities and leadership skills which they learned during the NLE training.

The second edition of the NLE project started with a refresher course for 30 trainers in February 2020. Former NLE team leaders were involved in the project as co-trainers to coach and share their experience with new participants. The trainers were posted in 9 youth centres across the country as well as at the NPCC.

InnovEd 2019/2020

InnovEd 2019 culminated with an Award Ceremony at the Rajiv Gandhi Science Centre on Thursday 11 July 2019. The teams presented projects under six different themes namely, Interactive Media, Cultural Heritage, Performing Arts, Visual Arts and Craft, Design and Languages and Publishing. The 2019 edition saw participation from 47 secondary schools, out of which 31 were selected for the CREAThon.

InnovEd 2020 was launched in February 2020. A total of 111 facilitators from 58 registered colleges and one MITD Training centre. InnovEd 2020 will have a particular focus on the Innovation Clubs, which the NPCC intends to develop further into a permanent structure that will continue to exist over and above yearly InnovEd editions.

Acknowledgement

I would seize this opportunity to extend my warmest thanks to the Minister of Industrial Development, SMEs and Cooperatives, Hon Soomilduth Bholah for his support to the NPCC through necessary funding. My appreciation also goes to the Chairman, the Vice Chairman, the Council members as well as the staff of the NPCC for their collaboration and last but not the least, I would like to thank all our stakeholders and partners in Mauritius and abroad for their continuous support to the productivity movement.



Ashit Gungah
Executive Director



The real
mechanism
for corporate
governance is the
active involvement
of the owners.

Lou Gerstner



CORPORATE GOVERNANCE

CORPORATE GOVERNANCE REPORT FOR THE YEAR ENDING 30TH JUNE 2020

The National Productivity and Competitiveness Council (NPCC) was established as a corporate body under the NPCC Act no 9 of 1999 which was amended by the Economic and Financial Measures (miscellaneous provisions) Act No 27 of 2012. Its object is to stimulate and generate productivity and quality consciousness, drive the productivity and quality movement in all sectors of the economy, enhance the country's competitiveness and raise national output with a view to achieving sustained economic growth. The functions are laid out in the Act.

COMPLIANCES AND ENFORCEMENT

The NPCC is fully committed to attaining and maintaining the highest standards of corporate governance and is gradually taking action within its ambit to ensure compliance with the Code of Corporate Governance for Mauritius issued by the National Committee on Corporate Governance as applicable to state owned enterprises.

BOARD OF DIRECTORS

The NPCC Act (amended) makes provision for a Council.

As per the act, the Council shall consist of :-

- (a) A Chairperson;
- (b) A Vice-Chairperson;
- (c) One member representing the interests of Government;
- (d) One member representing the interests of employers;
- (e) One member representing the interests of the federations of trade unions; and
- (f) Not more than 2 members drawn from industry associations and consumer organisations.

OPERATIONS OF THE COUNCIL

The Council meets at the request of the Chairman. Meetings of the Council and Committees are scheduled in advance. Papers are circulated before each meeting. The NPCC operates in an independent way although it receives funding through the Government budget.

PROFILE OF COUNCIL MEMBERS July 2019 to June 2020

Mr. Sanjiv MULLOO is the CEO of Quad Printers Ltd. He is a knowledgeable and conscientious supplier of print and communication services and has always performed and delivered by creating value for his customers and stakeholders. Mr. Mulloo believes staunchly in the African Renaissance. He is known to be a decision maker and a people's person. He is also an executive coach in leadership. He loves his country and believes in the potential of Mauritius to rise as a power in the region. Mr. Mulloo was appointed Chairman of the NPCC on 23rd September 2015.

Mr. Ahmad MACKY was appointed Vice Chairman on 28 August 2019. He is a foreign correspondent for British publications including the Daily Herald and the Daily Observer as well as Mauritius News in the UK. He holds a Diploma in Journalism from the London School of Journalism and is a member of the National Union of Journalists of England, Wales, Northern Ireland and Scotland. He is also a member of the International Federation of Journalists.

MEMBER, REPRESENTING THE INTERESTS OF GOVERNMENT (MINISTRY OF FINANCIAL SERVICES AND GOOD GOVERNANCE)

Mr. Sarwansingh PURMESSUR was the Deputy Permanent Secretary at the Ministry of Financial Services and Good Governance. He has served in various Ministries during his 35 years of tenure of office. He has also assumed the position of directors in various organisations like the Information and Communication Technology Authority, the National Housing Development Company Limited, the Informatics Park Ltd, the Town and Country Planning Board, the National Computer Board, amongst others. (Up to 5 July 2019)

Mr. Leelawant UJOODHA is the Deputy Permanent Secretary at the Ministry of Financial Services and Good Governance. (Up to 17 September 2019)

Mr. Nankumar SEEWOCHURN is the Assistant Permanent Secretary at the Ministry of Financial Services and Good Governance. (Up to 14 February 2020)

Mrs. Fatwma ABDOOL RAMAN-AHMED is the Permanent Secretary at the Ministry of Industrial Development, SMEs and Cooperatives.

MEMBER REPRESENTING THE INTERESTS OF PRIVATE SECTOR

Mr. Pradeep DURSUN is the Chief Operating Officer of Business Mauritius since November 2015. He was previously the Acting Director of the Mauritius Employers' Federation. Mr. Dursun reckons more than 10 years of service at the association and was formerly the Human Resource and Industrial Relations Adviser. He has a multidisciplinary background having studied social sciences, law and human resource management and industrial relations. He represents the association on several bodies and has wide experience as a trainer in the field of industrial relations and employment law. Mr. Dursun was nominated Council member on 8th October 2015.

MEMBER REPRESENTING THE INTEREST OF THE FEDERATION OF TRADE UNIONS

Mr. Rashid IMRITH is the President of the Fédération des Syndicats du Secteur Public (FSSP). He was nominated Council Member on 8th October 2015.

MEMBERS DRAWN FROM INDUSTRY, ASSOCIATIONS AND CONSUMER ORGANISATIONS

Mrs. Luxmi Devi BHAGWAN was appointed as Council Member in September 2018. She is a qualified educator at secondary level and has several years of experience in teaching and coaching in Sociology and Entrepreneurship Education. She has also been a social facilitator at the NGO Trust Fund in the past. She was appointed in August 2018.

Mrs. Lilowtee RAJMUN-JOOSERY is a well-known figure in corporate Mauritius. She is the director of the Mauritius Exports Association (MEXA), one of the largest associations regrouping exporting firms of the island. As the head of the MEXA, Mrs. Rajmun-Joosery has participated in the formulation of numerous policies in the interest of the exporting community of Mauritius. She was appointed as Council Member in August 2018.

Mrs. Anmaide FRANÇOIS is a coopted member from Rodrigues. She is the Coordinator and Ag. Head of the Human Resource Development Centre Commission for Training in Rodrigues.

SUB COMMITTEES OF THE COUNCIL

In line with good corporate governance practices, the Council has set up a Finance Committee and a Human Resource Committee.

THE FINANCE COMMITTEE

The Finance Committee consisted of four (4) members of the Council as follows:-

- Mr. Sarwansingh Purmessur (Up to 5 Jul 2019)
- Mr. Nankumar Seewoochurn (Up to 14 Feb. 2020)
- Mrs. Fatwma Abdool Raman Ahmed (Up to 30 June 2020)
- Mr. Ahmud Macky
- Mr. Pradeep Dursun
- Mrs. Lilowtee Rajmun-Jooseery

The responsibilities of the Finance Committee are as follows:-

- 1.1 Responsible for procurement and inter alia examine bids above Rs 100,000 and make recommendations to the council for award of contracts;
- 1.2 To examine the annual estimates and to make recommendations to the Council accordingly;
- 1.3 To make any other recommendations of a financial nature to the Council.

In view of the fact that the NPCC is a small organisation, the Finance Committee acts as the Audit Committee as well and -

- 1.4 Oversees the establishment and implementation of accounting policies and internal controls that promote good financial stewardship;
- 1.5 Inquires into how the business risks of the NPCC are being planned for and managed for instance assessing the adequacy of its insurance coverage;
- 1.6 Oversees compliance with regulatory standards;
- 1.7 Examines the final accounts and the annual report to ensure compliance prior to recommending to Council for approval and onward transmission to the external auditors;
- 1.8 Receives and acts upon the results of the external audit and reporting same to the Council.

CORPORATE GOVERNANCE

THE HUMAN RESOURCE COMMITTEE

The Human Resource Committee consisted of 4 members of the Council as follows:-

- Mr Rashid Imrith (Chairperson)
- Mr. Ahmad Macky
- Mrs. Luxmi Devi Bhagwan
- Mr. Nandkumar Seewoosurn (Up to 14 February 2020)
- Mrs. Fatwma Abdool Raman-Ahmed (Up to 30 June 2020)

The responsibilities of the Human Resource Committee are:-

- Examine all staff matters in particular relating to recruitment, promotion, allowances, salary review and make recommendations to the Council for approval.
- Advise the Council on matters relating to employment policy/ strategies, human resource development etc.
- Examine employee grievances and make recommendations to the Council.



Statement of Attendance to Council meetings (July 2019 to June 2020)

NO. OF COUNCIL MEETINGS HELD: 9	NO. OF MEETINGS ATTENDED
Mr. Sanjiv MULLOO (Chairperson) Mr. Ahmud MACKY (Vice Chairman)	9 9
MEMBER REPRESENTING THE INTERESTS OF GOVERNMENT (MINISTRY OF FINANCIAL SERVICES, GOOD GOVERNANCE AND INSTITUTIONAL REFORMS) Mr. Leelawant UJODHA (Up to 17 September 2019) Mr. Nandkumar SEEWOOCHURN (Up to 14 February 2020) Mrs. Fatwma Abdool Raman-Ahmed (Up to 30 June 2020)	2 5 1
MEMBER REPRESENTING THE INTERESTS OF PRIVATE SECTOR Mr. Pradeep DURSUN	8
MEMBER REPRESENTING THE INTEREST OF THE FEDERATION OF TRADE UNIONS Mr. Rashid IMRITH	9
MEMBERS DRAWN FROM INDUSTRY, ASSOCIATIONS AND CONSUMER ORGANISATIONS Mrs. Luxmi Devi BHAGWAN Mrs. Lilowtee RAJMUN-JOOSERY	8 8
CO-OPTED MEMBER FROM RODRIGUES Mrs. Annmaid FRANÇOIS	4

Statement of Attendance to Finance Committee meetings

NO. OF FINANCE COMMITTEE MEETING HELD: 4	NO. OF MEETINGS ATTENDED
Mr. Sarwansingh PURMESSUR (Chairperson) (Up to 5 July 2019) Mr. Nandkumar SEEWOOCHURN (Up to 14 February 2020) Mrs. Fatwma Abdool RAMAN-AHMED (Up to 30 June 2020) Mr. Ahmud MACKY Mrs. Lilowtee RAJMUN-JOOSERY Mr. Pradeep DURSUN	1 2 1 4 4 3

Statement of Attendance to Human Resource Committee meetings

NO. OF HUMAN RESOURCE COMMITTEE MEETINGS HELD: 10	NO. OF MEETINGS ATTENDED
Mr. Rashid IMRITH (Chairperson)	10
Mr. Ahmud MACKY	10
Mrs. Luxmi Devi BHAGWAN	9
Mr. Nandkumar SEEWOOCHURN (Up to 14 February 2020)	8
Mrs. Fatwma Abdool RAMAN-AHMED (Up to 30 June 2020)	1

Statement of remuneration of Council members

The Chairman, Vice Chairman and Members of the council receive a monthly fee as Council Members. Payment for the Finance Committee, the Human Resource Committee are made as per attendance for a maximum of two meetings per month.

Remuneration of Members for Financial Year July 2019 to June 2020

COUNCIL/COMMITTEE MEMBERS	COUNCIL AND COMMITTEE FEES (RS)
Mr. Sanjiv Mulloo	480,000
Mr. Ahmud Macky	342,000
Mr. Rashid Imrith	230,000
Mr. Pradeep Dursun	189,000
Mr. Sarwansingh Purmessur	20,000
Mr. Nandkumar Seewoochurn	181,000
Mrs. Lilowtee Rajmun-Joosery	192,000
Mrs. Luxmi Devi Bhagwan	192,000
Mrs. Fatwma Abdool Raman-Ahmed	23,000

The Council was reconstituted in July 2020 as follows:

- Mr. Sujoy BUSGEETH - Chairman
- MR. Sameer CHITBAHAL - Vice-Chairman
- Dr Bhesraj Rishi DOMUN - Member representing the interests of Government
- Mr. Kevin RAMKALOAN - Member representing the interests of the employers
- Mr. Jugduth SEEGUM - Member representing the interests of the federations of trade unions
- Mrs. Lilowtee RAJMUN-JOOSEERY - Member drawn from industry associations and consumer organisations
- Mr. Giandev SEEWOTOHOLL - Member drawn from industry associations and consumer organisations

- Mrs. Ann Maid FRANCOIS - Co-opted Council Member from Rodrigues

Donations

No donation has been effected during the year.

Code of Ethics

Issues such as ethics, employee's involvement and equal opportunity of employment are key to the long term interest of the NPCC to conduct itself as a responsible corporate citizen. Work is on-going to refine internal policies and practices that would enhance the existing practice in these areas. The Council also provides a safe workplace for its staff together with a medical scheme and a 24-hr Insurance cover.

Related Party Transaction

There has not been any related party transaction during the year.



People who feel good about themselves produce good results.

Kenneth Blanchard



CORPORATE GOVERNANCE

Statement of Director's Responsibility

The Council acknowledges its responsibilities for:

- (i) adequate accounting records and maintenance of effective internal control systems;
- (ii) the preparation of financial statements which fairly present the state of affairs of the council as at the end of the financial year and the results of its operations and cash flows for that period and which comply.
- (iii) the selection of appropriate accounting policies supported by reasonable and prudent judgment.

The external auditor (i.e the Director of Audit, National Audit Office) is responsible for reporting on whether the financial statements are fairly presented.

The Directors report that:

- (i) adequate accounting records and an effective system of internal control has been maintained;
- (ii) appropriate accounting policies supported by reasonable and prudent judgments and estimates have been used consistently;
- (iii) applicable accounting standards have been adhered to; and
- (iv) the code of Corporate Governance as applicable to State-Owned Enterprises has been adhered to.

Signed on behalf of the NPC Council.



Mr S. Busgeeth

Chairman



Mr S. Chitbahal

Vice Chairman

Directors' Statement for Internal Control

The NPCC acknowledges its responsibility for the setting up of adequate system of internal control and for the setting up of appropriate policies to provide reasonable assurance that the control objectives have been attained. The activities are closely monitored by the Council. Procedures and policies are well documented and consistently applied. Management has the relevant experience and skills to ensure proper running of the Council.

The organisation being lean, there is no specific provision for an Internal Controller. However, we have put in place an effective system, which includes:

- (i) Proper segregation of duties whereby the different functions in process are crosschecked and verified.
- (ii) Expenditure limits for the Executive Director/Officer-in-charge has been fixed and purchases are duly authorised by the appropriate instances.
- (iii) Follow up and implementation of recommendations of the Director of Audit in order to improve the processes and ensure proper accountability, is regularly adhered to.
- (iv) Adequate supervision of duties performed by staff members by the Executive Director/Officer-in-charge.
- (v) The assets of the Council are properly safeguarded.
- (vi) All cheques issued by the Council are signed by two authorised signatories.

Signed on behalf of the National Productivity and Competitiveness Council.



Mr S. Busgeeth

Chairman



Mr S. Chitbahal

Vice Chairman



It's not the
plan that is
important,
it's the
planning.

Graeme Edwards

STRATEGIC PLANNING

STRATEGIC PLAN 2016-2019 ACHIEVING FULL POTENTIAL THROUGH POSITIVE HABITS

1. About the Strategic Plan

The strategic plan 2016-2019 was developed through a participatory process and is a roadmap for the NPCC to deliver on its mandate. The strategic plan has been informed by major changes in the global and local landscape and is aligned with the government's programme 2015-2019 and vision 2030.

Based on the theme "Achieving Full Potential Through Positive Habits", which accentuates on the human-centric approach required to improve productivity, the strategic plan has focused the work of the NPCC on four strategic thrusts namely: empowerment, education, entrepreneurship and innovation.



The four strategic thrusts which are inter-related emphasise on the citizen, business and the government.

2. Thrusts

Thrust 1: Empowerment

Empowerment has been identified as a key pillar for the Mauritian economy to grow, be more productive and competitive. In its broadest sense, empowerment is the expansion of freedom of choice and action.

Projects to be implemented:

I. NATIONAL LEADERSHIP ENGINE

A. Living the Mauritian leadership brand

Objective: To build a reputation for developing exceptional Mauritian leaders with a distinct set of talents that is uniquely geared to fulfil stakeholders' expectations.

B. National leadership development

Objective: To develop leadership capabilities at all levels.

C. Grooming young Mauritian leaders

Objectives: To build a network around our young Mauritian leaders to support them and enable them to be effective and successful as they continue on their leadership journeys.

D. Platform for smart ideas

Objectives: To empower citizens to increase their public participation with a view to giving feedback on public services and participate fully in decisions and processes that shape their lives.

E. Positive habits

Objective: To improve society by promoting and showcasing positive actions at the level of individuals, families, schools, organisations and communities.

Thrust 2: Education

Education empowers people to achieve their full potential in business, government and society and is the basis for generating and harnessing intellectual capital.

Projects to be implemented:

I. PROMOTION, COMMUNICATION AND SENSITISATION ON PRODUCTIVITY

Objective: To rally the whole nation behind the productivity movement and instigate action to promote productivity and competitiveness.

II. TRAINING PROGRAMMES

Objective: To advocate and build capacity for productivity and quality improvement.

III. PRODUCTIVITY AND QUALITY IMPROVEMENT PROGRAMMES (PQIP)

Objective: To strengthen the capacity of organisations to implement productivity and quality improvement programmes.

IV. RESEARCH AND ANALYSIS

Objective: To keep abreast of new developments in the field of productivity and build competitiveness intelligence.

V. DEVELOPMENT OF PRODUCTIVITY BEST PRACTICES

Objective: To create a body of knowledge in the field of productivity and quality.

VI. SUBJECT MATTER EXPERT FOR CIVIL SERVICE

Objective: To promote public sector efficiency and effectiveness.

VII. ICT SOLUTIONS FOR ENTERPRISE PRODUCTIVITY

Objective: To promote the use of ICTs to improve productivity.

VIII. PRODUCTIVITY AND QUALITY AWARD

Objective: To recognise productivity and quality improvement efforts in different organisations - both public and private; including SMEs



STRATEGIC PLANNING

Thrust 3: Entrepreneurship

Entrepreneurs play a vital role in economic development as key contributors to technological innovation and new job-growth/wealth creation.

Projects to be implemented:

I. PRODUCTIVITY ALLIANCE FOR ENTREPRENEURS

Objective: To provide a platform to entrepreneurs to dialogue and learn from each other and to create institutional synergy to better service the platform.

II. SMART ENTREPRENEUR PROGRAMME

Objective: To promote an entrepreneurial culture

Thrust 4: Innovation

A society without innovation will not flourish for long. The basic building blocks of an innovative society must be put in place before any other expectations can be met.

Projects to be implemented:

I. INNOVED

Objective: To promote critical thinking, problem solving, creativity and innovation among students and educators.

II. INNOVATION AWARD

Objective: To promote an innovation culture in Mauritius.

III. INNOVATING IN A DIGITAL WORLD

Objective: To build capacity of unemployed graduates to develop apps for productivity improvement.

3. Rodrigues

Rodrigues is also considered under the four thrust mentioned above. It is envisaged to consult stakeholders in Rodrigues to assess priorities and design a strategic action plan to enhance productivity and competitiveness taking into account the specificities of the island.

4. Way-forward

The NPCC is presently working on its 2021-2025 strategic plan that will take into account the present and future challenges in the Mauritian economy and society. The new strategic plan is expected to pave the way for greater sustainability and resilience on the socioeconomic landscape.



To produce more, we have to see further down the road – to long-term quality and savings





Education is the key
to self-development
and empowerment.

Lailah Gifty Akita

EDUCATION AND AWARENESS

TODAY'S TEENS TOMORROW'S LEADERS IN RODRIGUES



The "Today's Teens Tomorrow's Leaders" training workshop was conducted for Grade 9 students at the Antoinette Prudence Human Resource Development Centre at Malabar in Rodrigues from 5 to 8 August 2019. The training workshop was part of the "Découverte des Métiers" project spearheaded by the education and training commission under the aegis of the Rodrigues Regional Assembly. The participants were given their certificates during a ceremony attended by the students, educators and representatives of the NPCC and the Rodrigues Regional Assembly.

The educators and students were from seven secondary institutions across the island and the course was conducted in four different batches during four days. The secondary institutions included Mont Lubin College, Le Chou College, La Ferme College, Grande Montagne College, Terre Rouge College, Rodrigues College and Marechal College.

PREPARE YOUR ORGANISATION FOR INDUSTRY 4.0



Dr. Andrea Ferrari, the Head of the Innovation Strategy team in RINA Consulting Industry Business Unit, Italy, conducted a one-day workshop on 4 July 2019 on the theme "Prepare your Organisation for Industry 4.0".

The workshop was attended by 10 professionals from local public and private organisations. They got a practical insight of the approach needed to shift to an Industry 4.0 environment. The different topics covered by Dr. Ferrari provided a comprehensive view and insightful approach on the potential of Industry 4.0. and exposed the participants to a host of solutions to help solve complex problems and issues at their workplace. Industry 4.0 lays emphasis on digital technology from recent decades to a whole new level with the help of interconnectivity through the Internet of Things (IoT), access to real-time data, and the introduction of cyber-physical systems.

DESIGN THINKING WORKSHOPS FOR PRINCES TUNA AND MIE

Grace Tan, Principal Consultant at SOF-SEA Pte Ltd, Singapore and training, facilitation, coaching & consulting expert, conducted a workshop on Design Thinking for the staff of the Mauritius Institute of Education (MIE) and Princes Tuna in September 2019. The training gave the participants a strong insight into the realms of Design Thinking and how they could use the tools provided to bring innovation into their activities. The course was held at Princes Tuna on 12 and 13 September and involved 19 employees.

A total of 49 employees followed the course at the MIE, where a first batch followed the course on 16 and 17 September while the second batch followed the training on 18 and 19 September.

ENGLISH LITERACY USING IT (ELIT)

Some 20 women, comprising mainly of housewives from Riambel followed the ELIT course conducted by Mrs. Nadine Pierre in the month of February 2020.

The overall objective of the course is to raise the learners' level of functional English along with their computer skills such that they are empowered to take decisions and participate effectively in society.

TRAINING OF TRAINERS FOR ON-THE-JOB FACILITATORS



The Training of Trainers for On-The-Job Facilitators course took place on 26 and 27 February 2020. A total of 12 participants attended the workshop in which they got the opportunity to learn how to sharpen their skills to become effective trainers at work. This two-day workshop was designed for trainers to help them develop training programmes that are meaningful, practical, and benefit both trainees and the organisations they work for.

The course helped the participants adapt training based on the level of competency of learners and deliver dynamic training sessions in their respective organisations. They also learned to develop training skills to deliver on-the-job training and create structured on-the-job training sessions. The programme is ideal for organisations that face the challenges to stay on top of their game while adapting to new markets and new requirements.

SUSTAINING COMPETITIVE AND RESPONSIBLE ENTERPRISES (SCORE)

The NPCC partnered with the International Labour Organisation (ILO) to implement the SCORE programme in Mauritius from October 2019 to March 2020. SCORE is an ILO global programme that improves productivity and working conditions in Small and Medium Enterprises (SMEs).



SCORE combines practical training with in-factory consulting. The programme is particularly relevant for enterprises (between 50-250 employee size) facing internal challenges affecting market competitiveness such as quality, productivity, energy inefficiency, environmental pollution, production waste, health & safety and human resource management.



The SCORE training took place at the NPCC from 11 to 29 November 2019. The training was delivered by Mr. Kalyan Ganesh, SCORE expert. NPCC and SME Mauritius consultants as well as SME Mauritius and representatives from five SMEs followed a three-week training that helped them understand the different techniques of the SCORE programme and its implication for a higher productivity in business operations.

The NPCC consultants together with the representatives of the five SMEs in turn provided training to managers and employees in the participating enterprises on specific SCORE modules applying a combination of class-room training and on-site coaching to meet the specific needs of individual enterprises.

Besides the training and in-house consultancy, the project involved guidance on how to make the companies compliant to ILO requirements for a 21st century organisation.



EDUCATION AND AWARENESS



NPQC 2019 GRAND WINNERS PARTICIPATE IN ICQCC 2019 IN JAPAN

The six Grand Winners of the National Productivity and Quality Convention (NPQC) 2019 participated in the International Convention on Quality Control Circles (ICQCC) 2019 from 23 to 26 September 2019 in Tokyo, Japan. Four organisations obtained the Gold Award, namely Phoenix Beverages, Employees Welfare Fund (EWF), SS Business School and Neel Trading & Facilities. Two organisations, namely Natec and Rajiv Gandhi Science Centre, won Silver Awards.

The Grand Winners got the opportunity to network with and learn from the experience of foreign participants that have implemented productivity and quality driven projects in their operations. The participation was also part of the NPCC's move to provide visibility for these organisations at an international level and enlarge their networks.

The members of the teams representing these organisations were coached by NPCC consultants before their departure for Tokyo.

The coaching helped them deliver their presentations according to international standards. It is to be recalled that the participating teams had presented projects and initiatives that have depicted proven increase in productivity and quality in their operations.

Mauritius, through the NPCC, was officially admitted as the 14th member of the ICQCC in 2018. The Core Country Meeting of the ICQCC had validated the membership of Mauritius with full support and proposition from India. The proposition was seconded by the Philippines and Bangladesh.

ICQCC 2019 was organised by the Union of Japanese Scientists and Engineers (JUSE) under the theme "Creating a Brighter Future Through Total Quality Management and Quality Circle Activities". The prime objective of the convention was to further develop QC Circle activities in participating countries by mutually benchmarking global initiatives, especially among countries and regions in Asia.

PRODUCTIVITY IMPROVEMENT PROGRAMMES

The PQIP aims at helping local enterprises to achieve operational excellence and hence improving productivity, quality and competitiveness. The following companies implemented the Productivity Improvement Programme conducted by the NPCC during the financial year 2019-2020.

- Aqualia Ltd
- Terra Milling Ltd
- Vivalo Ltd
- Dragon Printing Ltd
- TPS Printing Ltd
- SS Furniture Ltd
- J&B Mechanical Ltd
- Mighty Printing Ltd
- Stone Specialiaist
- Bahadoor Printing Ltd
- Polly Esther Ltd
- GNP Wear Ltd
- Cheekips Ltd
- La Flute Enchantee
- V Kanhye Health Foods Co Ltd
- Saveurs Vegetales Ltd
- Rey & Lenferna Ltd
- Elshadhahai Uniforms Ltd
- Meliwear Ltd
- Colour Sphere Ltd
- System Matics Ltd
- AAH Ltd
- Food Worth Ltd
- Novengi
- Sofap Ltd
- Archemics Ltd
- Plastic Industry Ltd
- Party Foods Ltd
- Panagora Marketing Co Ltd
- Top Print Ltd
- Ice Lataniers Ltd
- Leal Communications and Informatics Ltd
- Avipro Farming and Avipro Processing Ltd



Enterprise Productivity Solutions

ENTERPRISE PRODUCTIVITY SOLUTIONS (EPS)

As part of its effort to mitigate the impacts of the Covid-19 pandemic, the NPCC launched the EPS platform (www.npccmauritius.org/en/about-eps.html) in May 2020. On the platform, entrepreneurs, professionals and the public in general can find information and guidance on how to deal with the harsh situation provoked by the nation-wide lockdown and prepare them to reopen their businesses while building resilience.

The EPS has been highly active since its launch, capturing the attention of stakeholders, mainly businesses affected by the confinement that lasted some 72 days.

A set of nine guidelines were released on the EPS platform. These guidelines were conceptualised in-house taking into account the immediate and subsequent needs of businesses. They also provided a number of templates and checklists to assist businesses spot opportunities and work on them with tips provided in the guidelines.

The guidelines included the following: Protect your people; Examine your cash flow; Monitor your sales and marketing; Manage your supply chain; Harness your human resources; Improve productivity; Develop a new strategy; Reimagine your business and Communicate effectively.



EDUCATION AND AWARENESS

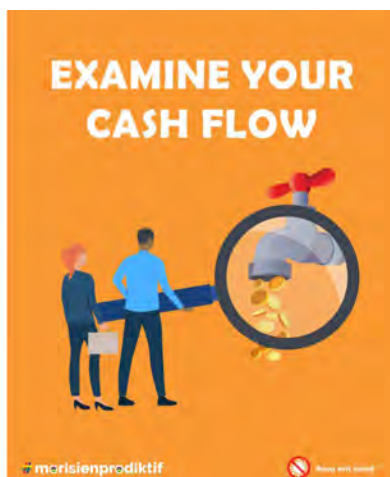


Protect your People

The first guideline on the EPS is all about a safe, healthy and more productive workplace. It explains about the importance of planning and the setting up of an Enterprise Response Team (ERT), which has the responsibility for developing effective contingency and communications plan, coordinating and updating the plans as Covid-19 continues to evolve or regress.

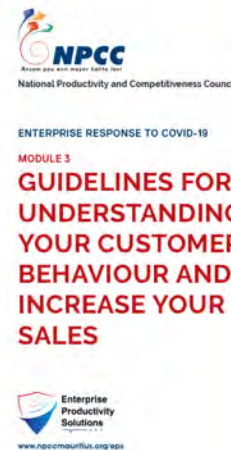
Examine your Cash flow

The second guideline explains the importance of knowing where you stand now financially to better build your business strategy. Business owners need to access up-to-date information on the state of their business.



Sales and Marketing

The Sales and Marketing guideline allows understanding customer behaviour and increase sales. It covers topics such as product portfolio, selling strategy, adapting sales to the new reality, changes in consumer behaviour and shifting to non-traditional marketing, which is digital marketing.



Manage your Supply Chain

The fourth guideline helps in assessing the impact of Covid-19 on the supply chain. The guideline includes a set of checklists that entrepreneurs can use to assess the impact on their supply chain.



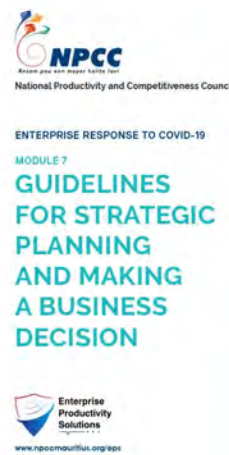
Harness your Human Resources

The fifth guideline is about managing human resources in line with employment policies. The guideline provides an insight into the different policies that affect employers and employees. It also talks about practical steps that should be taken in the areas of health and safety.



Improve Productivity

The guideline on improving productivity helps in identifying, reducing and eliminating wastes. It provides a thorough understanding of the importance of being productive, especially during this challenging phase and covers areas such as production scheduling to reduce overproduction, process improvement by elimination of MUDA, inventory management, the Just-In-Time concept, supplier management and inventory, the clean and disciplined workplace using 5S and the multi-skilling of the workforce.



Develop a New Strategy

The 7th guideline helps entrepreneurs in strategic planning and making the best business decisions. The guideline provides explanations on the Strength, Weaknesses, Opportunities and Threats (SWOT) analysis, the Political, Economic, Social and Technological (PEST) analysis and the way to go to develop strategic objectives.



Reimagine your Business

The guideline on reimagining your business sheds light on the ways to bring innovation to a business model. Entrepreneurs can adapt their existing business model creatively to meet the current needs of the market or re-invent the entire business model to create an entirely new business.

EDUCATION AND AWARENESS



Communicate Effectively

This guideline provides a set of tools that businesses can use to communicate with the employees and stakeholders effectively. Entrepreneurs can find tips and communications tools to keep in touch with employees and relay the right messages to stakeholders in a timely manner for improved performance.

#MORISIENPRODIKTIF

The #morisienprodiktif campaign took off in April 2020 amid the lockdown period with the objective to encourage Mauritians to continue being safe and productive while working from home. Besides employees working from home, the campaign targeted the public to adopt productive lifestyles that would help have a positive experience during the pandemic.

A series of posters were released on social media, primarily on the Facebook page of the NPCC. In a video message, the Executive Director of the NPCC, Mr. Ashit Gungah, exhorted the Mauritian public to stay productive while keeping safe.

The #morisienprodiktif campaign reached more than 48,000 Facebookers and created a significant impact among many people. For instance, many Facebookers came forward to share their experience on the posts, which were highly appreciated by others. The different themes of the campaign included the family, health, work, home, time management and collaboration. A specific poster was also released to thank all frontliners during the lockdown period.

The #morisienprodiktif campaign was also projected on a billboard on the Réduit round-about as from 29 June 2020. The message on the billboard was all about encouraging Mauritians to 'Adapt' in the post-Covid19 paradigm and 'Strive', which will definitely put us on the path to 'Succeed'.



WEBINARS

A series of webinars took place in May and June 2020 amid the lockdown period and involved foreign experts who conducted the sessions in their respective areas of expertise. The webinars attracted a good number of participants who were interested in learning about the tools and practices that they could adopt in facing the current challenges. The webinars showed the way to be better prepared for the resumption of economic activities.

PERFORMANCE EXCELLENCE THROUGH DK'S MODEL OF TPM (TOTAL PRODUCTIVE MAINTENANCE) FOR ENTERPRISES

WHEN: 11TH TO 13TH MAY FROM 3.00 PM TO 4.30 PM (MAURITIUS TIME)
14.30 PM TO 5.00 PM INDIA TIME

DAY 1: LECTURE
DAY 2: Q/A + LECTURE
DAY 3: Q/A + REVIEW OF THE TOPICS

Note: Questions will be asked by participants through email to web@npcc.gov.in

TARGET GROUP: MANUFACTURING COMPANIES

The National Productivity and Competitiveness Council jointly with Quality Circle Forum of India is organising an online programme from 11th May 2020 (Sat) till 13th May 2020 (Mon) on the topic 'Performance Excellence through DK's Model of TPM (Total Productive Maintenance) for Enterprises'. The programme is being organised in three days to ensure comprehensive understanding of TPM and its application in various industries. The programme will be conducted in Hindi and English. The programme will be conducted in Hindi and English. The programme will be conducted in Hindi and English.

SPEAKER
MR. D. K. SRIVASTAVA,
EXECUTIVE DIRECTOR, QUALITY CIRCLE FORUM OF INDIA (QCFI)

Performance Excellence through DK's model of Total Productive Maintenance (TPM) for enterprises

Mr. D.K. Srivastava, Director of the Quality Circle Forum of India (QCFI) jointly organised the webinar with the NPCC on 11, 12 and 13 May. The webinar was attended by some 350 participants from Mauritius, India and other countries. Mr. Srivastava spoke about the importance of TPM as a tool that allows organisations to strategically direct their resources to the maintenance tasks that are considered critical to the effective and efficient running of their equipment. He explained that management has grown as a result of increasing pressure to meet customer and corporate demands and that many manufacturing companies are not as cost effective as required in terms of their operations. Mr. Srivastava made the TPM concept easy to understand and implement.

SMEs need to go digital

SMEs NEED TO GO DIGITAL

WHEN: 15TH MAY 2020 @ 10.00AM MAURITIUS TIME (8.20PM SINGAPORE TIME)
130 MINUTES + 30 MINUTES OF Q&A

TARGET GROUP: SMEs

Register in advance for this Webinar

Click to Register

The webinar on the theme “SMEs need to go digital” was conducted by Mr. Kelvin Chan, Director and Principal Consultant at Teian Consulting International Pte Ltd, Singapore on 15 May and was attended by some 60 participants. Mr. Chan explained about how digitalisation can be beneficial as a new trend in business. According to Mr. Chan, digitalisation is a business transformation journey for better productivity performance. It can also be integrated into the business model at different magnitude. Mr. Chan said SMEs can use digitalisation to outreach and engage customers via digital marketing or e-commerce, using deep learning to provide data-driven insights to improve their customer experience, and integrated software systems to improve efficiency of their business operations.

WHAT IS YOUR CHOICE POST-COVID-19? CUT WASTE NOT COST

WHEN: 19TH MAY 2020 @ 10.00AM MAURITIUS TIME

Register in advance for this Webinar

Click to Register

What is your choice post Covid-19?

Mr. Jayanth Murthy, Joint Managing Director of Kaizen Institute South Asia and India and Managing Director of Kaizen Institute of Africa and Middle East, conducted the webinar on the theme “What is your choice post Covid-19” on 19 May. The webinar was attended by some 60 Mauritian participants and focused on how to build a business organisation’s immunity post Covid-19. Mr. Murthy discussed how the Covid-19 pandemic would affect each and everyone in different ways. He also discussed how businesses will have to respond to the new challenges in novel ways. He explained how not to cut costs but rather cut wastes.

EDUCATION AND AWARENESS

Improving your Cash Conversion Cycle



SPEAKER
MR. YUKITOSHI TANNO
CHIEF EXECUTIVE, AGGREGATOR JAPAN INC.

IMPROVING YOUR CASH CONVERSION CYCLE

WHEN: 22nd MAY 2020 @ 10.00AM HAWAIIAN TIME
(30 MINUTES LECTURE + 15 MINUTES OF Q&A)
TARGET GROUP: SMEs

Register in advance for this Webinar

[Click to Register](#)

Mr. Yukitoshi Tanno, Chief Executive of Aggregator Japan Inc. conducted the webinar on the theme 'Improving your cash conversion cycle' on Friday 22 May. The main highlight of the webinar included a visual profit management of the Japanese style of Management accounting. According to him, there can be no achievement without any measurement. Some 60 participants followed the webinar. According to Mr. Tanno, any business can be viewed as a cash-converting machine. Performance can be measured by how efficiently cash can be converted into operating profit. The ability to rightly manage your operations to speed up cash generation is the essence of any business. Good management of operations will lead to increased cash generation. Employees are the engines to generate cash and managers who are able to see and harness the potential of employees understand the difference between financial profitability and cash generation.

Using a Prioritisation Grid to discover more opportunities for your business



SPEAKER
MR. KETAN VARIA
FOUNDER, KINETIC SOLUTIONS

USING A PRIORITISATION GRID TO DISCOVER MORE OPPORTUNITIES FOR YOUR BUSINESS

WHEN: FRIDAY 29th MAY 2020 @ 14.00 HRS HAWAIIAN TIME (9:15 HOURS UK TIME)
(30 MINUTES + 10 MINUTES OF Q&A)

Register in advance for this Webinar

[Click to Register](#)

Mr. Ketan Varia, the founder of Kinetic Solutions, UK, stressed on a set of priorities to achieve efficiency in a webinar conducted on Friday 29 May on the Prioritisation Grid. Mr. Varia explained the Prioritisation Grid as a structured visual tool to help businesses decide which improvement ideas to test first and how to focus activity and energy to pursue projects thereby improving productivity. The webinar helped participants identify more opportunities for businesses using the prioritisation grid and showed a method to work in collaboration with customers/ stakeholders/ teams to think about focus for change.

Transform your Business with Design Thinking



SPEAKER
GRACE TAN
PRINCIPAL CONSULTANT @ DESIGNPTG.COM
SINGAPORE

TRANSFORM YOUR BUSINESS WITH DESIGN THINKING

WHEN: FRIDAY 5th JUNE 2020 @ 10.00AM HAWAIIAN TIME (9:30PM SINGAPORE TIME)
(30 MINUTES + 30 MINUTES OF Q&A)

Register in advance for this Webinar

[Click to Register](#)

The webinar on the theme "Transform your Business with Design Thinking" was conducted by Ms. Grace Tan from Singapore on 29 May. She discussed Design Thinking as a design problem amid the Covid-19 pandemic and how it can help us find innovative ways to apply human-centered design principles to soothe everyday frustrations and mitigate the most pressing issues. Design thinking methodology offers synergy between business strategy and products.

ONLINE TRAINING COURSES

In an effort to help entrepreneurs and professionals sustain their operations after the lockdown period, the NPCC started a series of online courses in June 2020. The courses covered topics of interest related to business post lockdown. The online courses were held on the Microsoft Team platform and attracted more than 30 participants in each session. The following topics were covered:

- How can safety be your new normal at work? on 17 June
- Introducing new HR Policies for your well-being on 18 June
- Facebook for online businesses - Boosting sales with your Facebook page on 22 June
- Going mobile with WhatsApp Business on 23 June
- Create your unique business logo for free on 24 June
- Defining the capabilities of your supply chain: Assess the risks on 25 June
- How to improve the efficiency of your supply chain? on 26 June





Empowerment is never about blame; it is about taking personal responsibility.

Bryant McGill

EMPOWERMENT

NATIONAL LEADERSHIP ENGINE 2019

The National Leadership Engine (NLE) project, a flagship project initiated by the NPCC to instill a culture of leadership among young Mauritians, culminated with a national convention on 14 September 2019 at the Octave Wiéhé Auditorium, Réduit. The Prime Minister, Hon Pravind Kumar Jugnauth, was the Chief Guest at the function that was attended by more than 500 youth from across Mauritius.



The three best projects were as follows:

Winner: Souillac Youth Centre

- Project: E-Manners

1st Runner Up: Pamplemousses Youth Centre

- Project: Sustainable Household Waste Management

2nd Runner Up: Rose Belle Youth Centre

- Project: Saklocal

A total of 42 projects that involved more than 300 youth, were successfully implemented. The projects focused on problems in their respective communities for which they had to come up with sustainable solutions. Participants had to demonstrate their abilities and leadership skills. Out of the 42 projects, the best one from each of the 11 Youth Centres were selected for the final assessment in June 2019.

The NLE Convention also marked the release of a song on the youth and the journey of the country after the independence period. Besides, youth who participated in the Convention also got the opportunity to network with participants from other Youth Centres.

The NLE project was launched in October 2018 with a training of trainers programme, followed by a training of participants in January 2019 and involved youth between 18 and 35. They were expected to work in teams on projects for the community using innovative problem solving tools and addressed problems such as illiteracy, unemployment, entrepreneurship, obesity, drug addiction, self-esteem, teenage pregnancy and poverty. Youth Officers of the Ministry of Youth and Sports, along with private individual trainers and staff of the NPCC, were involved in the delivery of the training in leadership.

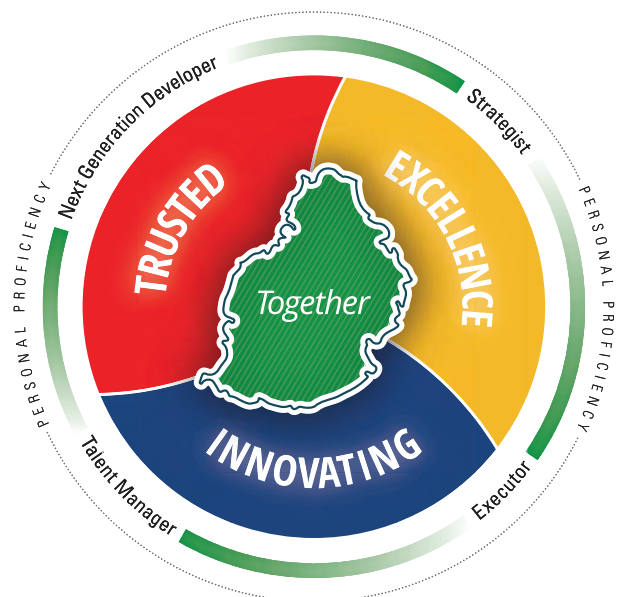
The NLE project aims at building leadership capabilities among youth in Mauritius and is based on the "Leadership Brand", developed by the NPCC with various stakeholders.

Leadership code: The 5 rules leaders must follow Strategist: Shape the future Executor: Make things happen Talent manager: Engage today's talent Next generation developer: Build the next generation	Leadership differentiators: Leadership competencies that set (Mauritian) leaders apart Together: Bring people together Trusted: Act with integrity and walk the talk Innovation: Think and act differently Excellence: Be world-class
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Personal proficiency: Invest in yourself

Leadership code x Leadership Differentiator = Mauritius Leadership Brand

THE MAURITIUS LEADERSHIP BRAND



**National
Leadership
Engine**

NATIONAL LEADERSHIP ENGINE 2020

NLE 2020 was launched with a refresher course for 30 trainers on 28 and 29 February 2020. Former NLE participants were given the opportunity to support the project as co-trainers with a view to further develop their Teachable Point of View and build a leadership pipeline across the country. The trainers were posted in 9 youth centres across the country as well as at the NPCC. During the month of February till mid-March, more than 300 young participants registered for the training.

The training of participants started on 11 July 2020 in the following Youth Centres: Rivière du Rempart, Triolet, St. Francois Xavier, Barkly, Floréal, Tamarin, Flacq, Souillac and Mahébourg as well as Ebène (NPCC). The training of participants would span over a period of twelve weeks, including brainstorming and implementation of projects.

NLE 2020 was designed in a format and structure similar to the first edition, which required the participants to implement community based projects in which they had to show their talents



as leaders as well as the potential of their project to touch the lives of the people positively in their respective communities. They are expected to become the agents of positive change who will continuously inspire others to take positive actions and spread



a culture of leadership in their community and beyond.

One of the novelties in NLE 2020 is the NLEAD Network. The network had 10 members who identified 6 projects for implementation during the lockdown:

- three projects related to agriculture,
- one on poverty alleviation,
- one on mobile pharmacy and
- one on a platform for unemployed low skill workers.



Acquire **Leadership Skills** to bring a **positive change** in your **community**

IGNITE → **DRIVE** → **INSPIRE**

Participate in the **National Leadership Engine Convention**

1st Prize Rs 75,000	2nd Prize Rs 50,000	3rd Prize Rs 25,000
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FREE TRAINING starting 14th March 2020 at 10 Regional Youth Centres

1 Bambous	4 Port Louis
2 Flacq	7 Rivière du Rempart
3 Floréal	8 Rose Belle
4 Helvetia	9 Souillac
5 Ebène (NPCC)	10 Tréfilles

National Leadership Engine

Developing a leadership pipeline

The National Leadership Engine (NLE) is an initiative of the National Productivity and Competitiveness Council under the aegis of the Ministry of Financial Services and Good Governance in collaboration with the Ministry of Youth Empowerment, Sports and Recreation. The project aims at developing a leadership pipeline to increase productivity and achieve better living for the nation.

REGISTER NOW
Complete the online application at www.npccmauritius.org/nle or call on 467 7700

RESEARCH

PRODUCTIVITY IN MAURITIUS: STATUS, TRENDS AND PRIORITIES FOR ACTION

The National Productivity Survey in collaboration with the World Bank continued throughout the financial year with the survey being conducted among local companies. Some 449 surveys had been completed by June 2020. The survey covered three sectors, namely manufacturing, construction and wholesale and retail. NPCC has consulted key stakeholders with regard to their views on the existing evidence base on productivity and priority knowledge gaps on productivity for evidence-based policy making. It is expected that the availability of firm level productivity data would spark additional research by academia and thus contribute to the knowledge base on productivity in Mauritius.


AGEING WORKFORCE: CHALLENGES AND OPPORTUNITIES FOR THE REPUBLIC OF MAURITIUS

The research on “Ageing Workforce: Challenges and Opportunities for the Republic of Mauritius” was undertaken with the objective to engage relevant stakeholders in the design and implementation of a strategic action plan to address the issue of an ageing workforce in the short, medium and long term. A Productivity Committee (PC) was set up comprising of representatives of the public and private sectors, academia, non-governmental and community based organisations and trade unions to oversee the research and provide expert advice.



Besides desk work, focus group discussions with specific target groups including one-to-one consultations with relevant stakeholders were carried out. To enable citizens to share their views and perspectives about the subject, street surveys were carried out across Mauritius and on the Engaging Citizens Online (ECO) platform. The research was also extended to Rodrigues.



A collection of colorful markers arranged in a circle around a central light blue circle. The markers are in various colors including yellow, green, red, blue, orange, purple, brown, grey, pink, and black. A light bulb base is visible at the bottom center of the circle.

Innovation is
the ability to
see change as
an opportunity
- not a threat.

Steve Jobs

INNOVATION

INNOVED 2019

InnovEd aims at promoting and instilling creative, critical and innovative thinking among students. It also has as objective to evoke and foster creativity in schools which will better prepare students for further education and employment.

InnovEd 2019 culminated with an Award Ceremony at the Rajiv Gandhi Science Centre on Thursday 11 July 2019. The teams presented projects under six different themes namely, Interactive Media, Cultural Heritage, Performing Arts, Visual Arts and Craft, Design and Languages & Publishing. The 2019 edition saw participation from 47 secondary schools, out of which 31 were selected for the CREAThon.

At the award ceremony, a total of six teams that successfully presented their projects under the six categories, were declared winners followed by the announcement of six runner ups in the same categories. The whole project involved 31 teachers who acted as facilitators and more than 500 students from all the participating secondary schools combined.

The NPCC had innovated with the concept of “Mind to Market”



for the 2019 edition. It meant the creative ideas from the mind of students were translated into prototypes which were further improved with a view to converting them into products and services having a potential to be marketed.

INNOVED 2020

InnovEd 2020 was launched in February 2020. A total of 111 education officers from 58 registered colleges and 1 MITD Training centre registered as facilitators. The training of facilitators was conducted on 16th and 18th March 2020.

During the confinement and in view of the importance of critical and creative thinking for students, the InnovEd 2020 project was converted to an InnovEd Online Challenge. Likewise, the Innovation clubs which were already set up in different schools, were upgraded into Virtual Innovation Clubs so that students could have access to online contents prior to the resumption of schools.

InnovEd 2020 had a particular focus on the Innovation Clubs, which the NPCC will develop further into a permanent structure that will exist over and above yearly InnovEd editions and that will encourage students to continue innovating. The Clubs will serve as a think-tank on creativity and innovation in schools and at the same time, provide a platform for students to develop their skills in creativity and innovation.

InnovEd 2020 was again built on the theory of Multiple Intelligences along with themes targeting the creative industries.

The themes were:

- Interactive Media,
- Cultural Heritage,
- Performing Arts,
- Visual Arts and Craft,
- Design and
- Languages and Publishing.

A CREAThon was also conducted with the objective to convert selected prototypes developed in Innovation Clubs into potential products or services with the assistance from experts.





Building capacity
dissolves differences.
It irons out inequalities.

Abdul Kalam

CORPORATE SERVICES

THE TEAM

The total number of staff at 30th June 2020 was 31 including two staff on study leave without pay. 29 staff were on permanent and pensionable establishment including one Head Driver Messenger/Office Attendant, one Driver Messenger/Office Attendant and two General/Handy Workers and one Support assistant.

The Executive Director and the Accounts Officer were employed on contract during the financial year.

- Mr Bilall Oozeer proceeded on study leave without pay from 25th February 2019 to 31st December 2019 and leave without pay from 03rd January to 01st December 2020. He resigned on 02 December 2020.
- Ms Bhoumeeta Ramsohok proceeded on study leave without pay from 30th September 2019 to 30th September 2020.
- Mrs Pushpa Puttur proceeded on leave without pay from 24th March 2020 to 23rd July 2020.
- Mr. Ashit Kumar Gungah joined the NPCC as Executive Director on 30th January 2020.

The total personnel strength at the end of the period under review was 31.

Financial Year 2019-2020	NUMBER OF OFFICERS ON:			
	Pensionable and Permanent Establishment (PPE)	Probation	Contract	Total
	29	Nil	2	31

CAPACITY BUILDING

During the period under review, NPCC staff have undergone training as follows:

- Mr. Debesh Beedasy, Communications, Public Relations and Marketing Specialist, attended a workshop on Effective Communication organized by Success Strategies Consultants on 2nd July 2019.
- Mr. Avishay Lallah Ramduth, Productivity Executive, attended the seminar on Networking and Internationalisation of SMEs in SIDS economies: The Mauritian Case organized by the Mauritius Research Council on 30th August 2019.
- Mrs. Pushpa Puttur, Information Technology Executive, attended a seminar on ICT Framework for SMEs in Mauritius: The enablers to increase growth, development and competitiveness organized by the Mauritius Research Council on 6th September 2019.
- Ms. Shalini Panchoo, Productivity Executive, attended the technical workshop focused on the 5 years' transformation of the informal economy for information, familiarization and internalization which was organized by the African Union (AU) Commission in Addis Ababa from 9th to 10 September 2019.
- Mrs. Jyoti Ramkissoon, Support Assistant / Receptionist attended the Telephone Techniques skills workshop by Open Mind Consulting Ltd on 19th September 2019.
- Mrs. Jyoti Ramkissoon, Support Assistant / Receptionist attended a workshop on Advanced Excel organized by the Civil Service College on 2nd and 4th October 2019.
- Mr. Deodass Appalswamy, Director Capacity Development Corporate Services and Operations attended a workshop on Legislative Drafting on 7 and 9th October 2019 organised by the Civil Service College.
- Mr. Thierry Marechal, Innovation, Creativity and Design Specialist attended a training programme on Entrepreneurship Skills for Innovators organized by the Centre for Science and Technology of the non-aligned and other developing countries (NAM S&T Centre) in Egypt from 23rd to 25th October 2019.
- Mr. Avishay Lallah Ramduth, Productivity Executive attended the Second Feasibility Workshop for the United Nations Technology Innovation Lab (UNTIL), organized by the Ministry of Foreign Affairs on 14th November 2019.



Networking is not
about just connecting
people. It's about
connecting people
with people,
people with ideas,
and people with
opportunities.

Michele Jennae



INTERNATIONAL NETWORKING

During the financial year, the NPCC has been a member of the following boards/committees/organisations: -


- The NPCC is a member of the Pan African Productivity Association (PAPA).
- The NPCC is the 14th Member of the International Convention on Quality Control Circle.



Networking is an
enrichment program,
not an entitlement
program

Susan Roane





Set excellent
performance as your
standard and strive to
achieve it each day.

Brian Tracy



REPORT OF THE DIRECTOR OF AUDIT

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

I have audited the financial statements of the National Productivity and Competitiveness Council, which comprise the statement of financial position as at 30 June 2020, and the statement of financial performance, statement of changes in equity, statement of cash flows and statement of comparison of budget and actual figure for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In my opinion, the accompanying financial statements give a true and fair view of the financial position of the National Productivity and Competitiveness Council as at 30 June 2020, and of its financial performance and cash flows for the year then ended in accordance with International Public Sector Accounting Standards.

Basis for Opinion

I conducted my audit in accordance with International Standards of Supreme Audit Institutions (ISSAIs). My responsibilities under those standards are further described in the 'Auditor's Responsibilities for the Audit of the financial Statements' section of my report. I am independent of the National Productivity and Competitiveness Council in accordance with the INTOSAI Code of Ethics together with the ethical requirements that are relevant to my audit of the financial statements in Mauritius, and I have fulfilled my other ethical responsibilities in accordance with these requirements. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key Audit Matters

Key Audit Matters are those matters that, in my professional judgment, were of the most significance in my audit of the financial statements of the current period. These matters were addressed in the context of my audit of the financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

I have determined that there are no key audit matters to communicate in my report.

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report of the National Productivity and Competitiveness Council, but does not include the financial statements and my auditor's report thereon.

My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with International Public Sector Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the National Productivity and Competitiveness Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management intends to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the National Productivity and Competitiveness Council's financial reporting process.

Auditor's Responsibilities for the Audit of the financial statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISSAIs, will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with ISSAIs, I exercise professional judgement and maintain professional scepticism throughout the audit.

I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the National Productivity and Competitiveness Council's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the National Productivity and Competitiveness Council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the National Productivity and Competitiveness Council to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with the governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

From the matters communicated with those charged with the governance, I determine those matters that were of most significance in the audit of the financial statements of the current period and therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or, when in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

REPORT OF THE DIRECTOR OF AUDIT

Report on Other Legal and Regulatory Requirements

Management's Responsibilities for Compliance

In addition to the responsibility for the preparation and presentation of the financial statements described above, management is also responsible to ensure that the National Productivity and Competitiveness Council's operations are conducted in accordance with the provisions of laws and regulations, including compliance with the provisions of laws and regulations that determine the reported amounts and disclosures in an entity's financial statements.

Auditor's Responsibility

In addition to the responsibility to express an opinion of the financial statements described above, I am also responsible to report to the Council whether:

- a). I have obtained all the information and explanations which to the best of my knowledge and belief were necessary for the purpose of the audit:
- b). The Statutory Bodies (Accounts and Audit) Act and any directions of the Minister, in so far as they relate to the accounts, have been complied with:
- c). In my opinion, and, as far as could be ascertained from my examination of the financial statements submitted to me, any expenditure incurred is of an extravagant or wasteful nature, judged by normal commercial practice and prudence:
- d). In my opinion, the National Productivity and Competitiveness Council has been applying its resources and carrying out its operations fairly and economically: and
- e). The provisions of Part V of the Public Procurement Act regarding the bidding process have been complied with.

I performed procedures, including the assessment of the risks of material non-compliance, to obtain audit evidence to discharge the above responsibilities.

I believe that, the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Statutory Bodies (Accounts and Audit) Act

I have obtained all information and explanations which to the best of my knowledge and belief were necessary for the purpose of my audit.

The National Productivity and Competitiveness Council has complied with the Statutory Bodies (Accounts and Audit) Act in so far as it relates to the accounts.

Based on my examination of the accounts of National Productivity and Competitiveness Council, nothing has come to my attention that causes me to believe that:

- a). Any expenditure incurred was of an extravagant or wasteful nature, judged by normal commercial practice and prudence: and
- b). The council has not applied its resources and carried out its operations fairly and economically.

Public Procurement Act

In my opinion, the provisions of Part V of the Act have been complied with as far as it appears from my examination of the relevant records.



C. ROMOOAH Director of Audit

National Audit Office
Level 14,
Air Mauritius Centre
Port-Louis

10 May 2021

Price is what you pay.
Value is what you get.

Warren Buffett



Statement of Financial Position as at 30 June 2020

	NOTES	30 June 2020	30 June 2019
ASSETS			
Current assets			
Cash and Cash Equivalents		Rs 9,621,115	Rs 11,833,703
Trade and Other Receivables	5	6,342,148	6,553,029
Held-to-Maturity Investments	17	9,000,000	9,000,000
Total current assets		24,963,263	27,386,732
Non-current assets			
Property, Plant and Equipment	6	4,131,998	3,899,387
Total non-current assets		4,131,998	3,899,387
Total assets		29,095,261	31,286,119
LIABILITIES			
Current liabilities			
Trade and Other Payables	7	944,595	4,014,970
Short Term Employee Benefits	8	1,461,234	2,081,064
Retirement Benefits Obligations	18	10,108,624	3,680,356
Total current liabilities		12,514,453	9,776,390
Non Current liabilities			
Long Term Employee Benefits	9	16,401,247	13,342,102
Total liabilities		28,915,700	23,118,492
Net Assets		179,561	8,167,627
EQUITY			
General Fund	10	179,561	8,167,627

The Notes to the Accounts from pages 51 to 62 form part of the Financial Statements.
Financial Statements approved by the Council at its 94th meeting held on 29 September 2020.



Mr S. Busgeeth
Chairman



Mr S. Chitbahal
Vice Chairman

Statement of Financial Performance for the Year Ended 30 June 2020

	NOTES	30 June 2020	30 June 2019
		Rs	Rs
Revenue			
Income	11	1,912,250	2,827,060
Government Grant	12	49,241,254	50,014,958
Other Income	13	540,144	384,623
Total Revenue		51,693,648	53,226,641
Expenses			
Staff costs	14	32,389,688	33,574,814
Administrative costs	15	9,828,830	9,093,907
Other expenses	16	9,609,131	13,461,991
Depreciation	6	1,541,852	1,262,559
Total Expenses		53,369,501	57,393,271
Deficit for the year		(1,675,853)	(4,166,630)

Statement of Changes in Equity for the Year Ended 30 June 2020

	RESERVES Rs
As at 1 July 2018	11,071,514
Deficit for the year ended 30 June 2019	(4,166,630)
Remeasurement Gain (Pension - Defined Benefit Obligation)	1,262,743
As at 30 June 2019	<u>8,167,627</u>
Deficit for the year ended 30 June 2020	(1,675,853)
Remeasurement Loss (Pension - Defined Benefit Obligation)	(6,312,213)
As at 30 June 2020	<u><u>179,561</u></u>

Statement of Cash Flows for the Year Ended 30 June 2020

	30 June 2020	30 June 2019
	Rs	Rs
A. Cash flow from operating activities		
Deficit for the year	(1,675,853)	(4,166,630)
Adjustments for non-cash movements		
Depreciation	1,541,852	1,262,559
Retirement Benefits Obligation	116,055	(103,427)
Loss on disposal of Property, plant and equipment	33,625	27,342
Operating Surplus / (Deficit) before working capital changes	15,679	(2,980,156)
Decrease in Receivables	1,065,726	630,817
(Decrease) / Increase in Payables	(1,485,905)	624,502
Net cash flow from operating activities	(404,500)	(1,724,837)
B. Investing activities		
Purchase of Property, plant and equipment	(1,810,088)	(1,206,504)
Disposal of Property, plant and equipment	2,000	21,200
Investment in Fixed Deposit	-	(9,000,000)
Maturity of Fixed Deposit	-	4,000,000
	(1,808,088)	(6,185,304)
Decrease in cash and cash equivalents	(2,212,588)	(7,910,141)
Cash and cash equivalents at the beginning of the period	11,833,703	19,743,844
Cash and cash equivalents at the end of the period	9,621,115	11,833,703

Statement of Comparison of Budget and Actual amount for the Year Ended 30 June 2020

Details	Estimates Rs	Revised Estimates Rs	Financial Statements Rs	Variation Rs	Notes
Salaries and Allowances	27,962,000	28,212,632	26,999,190	962,810	19.1
Travelling & Transport	2,470,000	2,352,071	2,191,502	278,498	19.1
Overtime	70,000	60,665	41,921	28,079	
Staff Welfare	180,000	178,410	107,262	72,738	
Contribution to the N.S.F.	190,000	135,222	157,507	32,493	
Cost of Utilities	760,000	681,309	667,386	92,614	
Fuel & Oil - Vehicles	90,000	98,487	62,860	27,140	
Rental of Building	4,400,000	4,171,080	4,081,296	318,704	19.2
Office Expenses	380,000	339,851	401,427	(21,427)	19.3
Maintenance	230,000	218,621	211,733	18,267	
Publications and Stationery	395,000	443,898	280,545	114,455	19.4
Overseas Travel	800,000	971,430	706,600	93,400	
Fees	2,920,000	2,407,325	2,364,617	555,383	19.5
Loss on disposal of assets	-	-	33,625	(33,625)	
Adjustment debtors	-	-	339,085	(339,085)	19.6
Pensions	2,438,000	2,410,433	2,469,738	(31,738)	19.7
Gratuity	467,000	422,567	422,568	44,432	
Insurance - Vehicles	100,000	40,000	38,587	61,413	
Insurance - Equipment & Staff	630,000	753,001	641,069	(11,069)	
Acquisition of Non-Financial Assets	2,300,000	1,370,000	1,810,088	489,912	19.8
National Leadership Engine	2,800,000	3,589,428	1,487,530	1,312,470	19.9
Innovation (InnovEd , SME Innov, ICT for Innov)	1,000,000	1,094,830	377,079	622,921	19.9
Research	5,250,000	5,039,135	4,370,450	879,550	19.10
Knowledge Centre	165,000	178,458	162,775	2,225	
National Productivity and Quality Convention	2,500,000	1,373,529	1,222,487	1,277,513	19.11
Productivity and Quality Improvement Programmes- PQIP	5,000	-	-	5,000	
Productivity and Competitiveness Learning Centre	1,125,000	2,071,475	933,168	191,832	19.12
Productivity Programme in Rodrigues	200,000	181,852	80,830	119,170	19.13
Promotion, Communication & Sensitisation	500,000	500,000	107,031	392,969	19.14
Networking	130,000	123,294	128,544	1,456	
Strategic and institutional review of the NPCC	950,000	918,000	739,237	210,763	19.15
Implementation of Strategic and institutional review of the NPCC	750,000	750,000	-	750,000	19.15
Total	62,157,000	61,087,000	53,637,737		

Statement showing Variances between Revised Estimates and Actual Expenditures for the Year Ended 30 June 2020

Details	Revised Estimates Rs	Financial Statements Rs	Variation Rs	Comments on variations above Rs 100,000
Salaries and Allowances	28,212,632	26,999,190	1,213,442	Provision for recruitment of staff, no recruitment effected
Travelling & Transport	2,352,071	2,191,502	160,569	Provision for recruitment of staff, no recruitment effected
Overtime	60,665	41,921	18,744	
Staff Welfare	178,410	107,262	71,148	
Contribution to the N.S.F.	135,222	157,507	(22,285)	
Cost of Utilities	681,309	667,386	13,923	
Fuel & Oil - Vehicles	98,487	62,860	35,627	
Rental of Building	4,171,080	4,081,296	89,784	
Office Equipment and Furniture	70,000	-	70,000	
Office Furniture	-	-	-	
Office Expenses	339,851	401,427	(61,576)	
Maintenance	218,621	211,733	6,888	
Publications and Stationery	443,898	280,545	163,353	Publication of Annual Report delayed due to pandemic.
Overseas Travel	971,430	706,600	264,830	Mission not held due to pandemic.
Fees	2,407,325	2,364,617	42,708	
Loss on disposal of assets	-	33,625	(33,625)	
Adjustment debtors	-	339,085	(339,085)	Adjustment to debtors
Pensions	2,410,433	2,469,738	(59,305)	
Gratuity	422,567	422,568	(1)	
Insurance - Vehicles	40,000	38,587	1,413	
Insurance - Equipment & Staff	753,001	641,069	111,932	
Acquisition of Non-Financial Assets	1,300,000	1,810,088	(510,088)	Budget from 2018-2019 used for acquisition of assets
National Leadership Engine	3,589,428	1,487,530	2,101,898	Delay in project due to lockdown
Innovation (InnovEd , SME Innov, ICT for Innov)	1,094,830	377,079	717,751	Delay in project due to lockdown
Research	5,039,135	4,370,450	668,685	Delay in project due to lockdown
Knowledge Centre	178,458	162,775	15,683	
National Productivity and Quality Convention	1,373,529	1,222,487	151,042	Delay in project due to lockdown
Productivity and Quality Improvement Programmes- PQIP	-	-	-	
Productivity and Competitiveness Learning Centre	2,071,475	933,168	1,138,307	Training workshop could not be held due to pandemic
Productivity Programme in Rodrigues	181,852	80,830	101,022	Delay in project due to lockdown
Promotion, Communication & Sensitisation	500,000	107,031	392,969	Delay in project due to lockdown
Networking	123,294	128,544	(5,250)	
Strategic and institutional review of the NPCC	918,000	739,237	178,763	Delay in project due to lockdown
Implementation of Strategic and institutional review of the NPCC	750,000	-	750,000	Delay in project due to lockdown
Total	61,087,000	53,637,737		

Notes for the Year Ended 30 June 2020

1. GENERAL INFORMATION

The National Productivity and Competitiveness Council (NPCC) was established as a corporate body under the National Productivity and Competitiveness Council Act Number 9 of 1999 and came into operation in May 2000. The office of the NPCC is presently located at 3rd floor, Catalyst Building, Ebene, Cybercity.

The object of the Council 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 therefore designed the implementation of actions based on four main strategic thrust as follows:

- Promotion of Productivity and Competitiveness Issues of National Interest
- Promotion of Innovation
- Improvement of Business Environment and Corporate Productivity
- Empowering people

2. BASIS OF PREPARATION

The financial statements have been prepared in accordance with the International Public Sector Accounting Standards (IPSASs) issued by the International Public Sector Accounting Standard Board (IPSASB) which is a Board of the International Federation of Accountants Committee (IFAC).

Where an IPSAS does not address a particular issue, the appropriate International Financial Reporting Standards (IFRSs) and International Accounting Standards (IASs) of the International Accounting Standards Board (IASB) are applied.

Going Concern

The financial statements have been prepared on a going-concern basis and the accounting policies have been applied consistently throughout the period. They have been prepared on the historical cost basis.

Estimates and Assumptions

The preparation of financial statements in conformity with IPSAS requires the use of estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. The financial statements are presented in Mauritian Rupees.

Accounting Judgements and Key Sources of Estimation Uncertainty

The preparation of financial statements in accordance with IPSAS requires the NPCC's management to exercise judgement in the process of applying the accounting policies. It also requires the use of accounting estimates and assumptions that may affect the reported amounts and disclosures in the financial statements. Judgement and estimates are continuously evaluated and are based on historical experience and other factors, including expectations and assumptions concerning future events that are believed to be reasonable under the circumstances. The actual results could, by definition therefore, often differ from the related accounting estimates.

Notes for the Year Ended 30 June 2020 (continued)

3. Measurement Base

The accounting principles recognized as appropriate for the measurement and reporting of the financial performance, cash flows, and financial position on an accrual basis using historical cost are followed in the preparation of the financial statements.

4. Accounting Policies

The following specific accounting policies that materially affect the measurement of financial performance and the financial position are applied:

(a) Revenue Recognition

Income

Income is measured at the fair value of the consideration received and is derived mainly from training and consultancy services.

Government Grant

The revenue necessary to finance the expenditure of NPCC is derived from the National Assembly by means of the Annual Estimates and the corresponding Appropriation Act. Government recurrent grant is recognized to the extent that expenditure has been incurred.

(b) Trade and Other Receivables

Trade receivables do not carry any interest and are stated at their nominal value. The carrying amount of trade receivables is reduced when a trade receivable is uncollectible.

(c) Leased assets

NPCC does not have any finance leases.

(d) Foreign currency transactions

Transactions in foreign currencies are translated to Mauritian rupee at the exchange rate ruling at the date of transaction.

(e) Employee Entitlements

Employee entitlements to salaries, pension costs, and other benefits are recognized when they are earned. Employees are allowed to bank sick leaves not taken at the end of each calendar year up to a maximum of 110 days. The balance of bank sick leave is valued at the end of the financial year and is recognised as long term payables. Beyond this ceiling of 110 days, officers are refunded part of the annual entitlement of sick leaves not taken at the end of every calendar year and is expensed to the Statement of Financial Performance. Furthermore, employees on a permanent and pensionable establishment are entitled to 11 casual leaves per annum and any unutilised leaves, up to a maximum of 3, is refunded.

Pension Plan

The Council makes provision for retirement benefits in respect of all employees who are on establishment under the Statutory Bodies Pension Act. Following amendments in same in December 2012, the NPCC operates two pension schemes, namely the Defined Benefits Scheme and the Defined Contribution Scheme. Both pension schemes are held and administered by the SICOM Ltd.

Defined Benefits Scheme

Under the Defined Benefits Scheme, the cost of providing the benefit is determined in accordance with an actuarial review. As at 30 June 2020, the number of employees under this scheme was 12. It is to be noted that only staff who joined before January 2013 are under this scheme.

The defined benefit pension plan for the Council is based on the report submitted by SICOM Ltd, as at 30 June 2019 "see note 18", in line with IPSAS 39, which is effective as from 1st January 2018.

Defined Contribution Scheme

Employees who joined NPCC as from 1st January 2013 are under the Defined Contribution Scheme. As at 30 June 2020, the number of employees under this scheme was 14.

Notes for the Year Ended 30 June 2020 (continued)

(f) Property, plant and equipment

Recognition and measurement

Property, plant and equipment are stated in the Statement of Financial Position at cost less accumulated depreciation. PPE are depreciated (as outlined below) at rates estimated to recognise the consumption of economic benefits of the property, plant and equipment over their useful lives.

Depreciation

Depreciation is calculated on a straight-line basis to recognise the consumption of economic benefits of an asset over its useful life. A full year depreciation is provided in the year of purchase and no depreciation is charged in the year of disposal.

The estimated useful lives of property, plant and equipment are as follows:

Furniture Fixtures & Fittings	10 years
Office Equipment	6.67 years
Computer Equipment	4 years
Motor Vehicles	5 years

(g) Statement of Cash Flows

The Cash Flow Statement is prepared using the indirect method.

(h) Operating Lease Obligations

Leases where substantially all the risks and rewards of ownership remain with the lessor are classified as operating leases. Payments of rent made under operating leases are charged in the Statement of Financial Performance on a straight-line basis over the term of the lease.

NPCC renewed the operating lease with Laser Informatics Ltd, for office space at Catalyst Building, Ebene in May 2017 for a further period of three years. Operating lease payments for the year ended 30th June 2020 and 30 June 2019 were Rs 4,081,296. The monthly rental is presently Rs 340,108.

(i) Risk Management Policies

Financial risks

The NPCC, as a public sector entity, is not much exposed to financial risks.

Credit risk

In the normal course of business, NPCC incurs credit risk from trade accounts receivable. NPCC manages its exposure to credit risk by an effective debtors reporting system.

Interest rate risk

NPCC is not exposed to any interest rate risk on car loans to staff as it is government secured. The interest rate risk associated with car loans to staff is considered minimal.

Liquidity risk

This refers to the possibility of default by the Council to meet its obligations because of unavailability of funds to meet both operational and capital requirements. In order to ensure adequacy of its funding, cash flow is managed regularly and actions taken accordingly.

(j) Employee Disclosure

As at 30 June 2020, NPCC had 30 full-time employees, including two staff on leave without pay.

(k) Key Management Personnel

NPCC is governed by a management with key personnel that, at 30 June 2020, included the Executive Director, the Director Capacity Development, Corporate Services and Operations and the Head Business Development and Consultancy who are responsible for operating the various activities of the organisation. The aggregate remunerations of key management personnel were Rs 7.1 M for the year ended 30th June 2020, which are all short term benefits.

Notes for the Year Ended 30 June 2020 (continued)

(l) Related Parties

For the purposes of these financial statements, parties which are considered to be related to the NPCC are other government ministries/ departments and parastatal bodies if they have the ability, directly or indirectly, to control the NPCC or exercise significant influence over the financial and operating decision making, or vice versa. Related parties may be individuals or other entities. There were no transactions conducted with related parties other than at arm's length.

(n) Held-to-Maturity Investments

Investments with fixed payments at maturity dates, that the Council has the positive intent and ability to hold to maturity are classified as held-to-maturity investments.

(m) Trade Payables

Trade payables are not interest bearing and are stated at their nominal value.

5. TRADE AND OTHER RECEIVABLES

30 June 2020

30 June 2019

	Rs	Rs
Debtors	49,242	1,001,570
Prepayments	302,537	395,843
Other receivables	165,024	185,116
Deposits	1,063,324	1,063,324
Advances - Car loan granted by government to Staff	4,762,021	3,907,176
	6,342,148	6,553,029

Notes for the Year Ended 30 June 2020 (continued)

6. PROPERTY, PLANT AND EQUIPMENT

	Furniture Fixtures & Fittings Rs	Office Equipment Rs	IT Equipment & Software Rs	Motor Vehicles Rs	Total Rs
COST					
At 1 July 2019	4,594,739	1,611,770	3,128,498	1,400,000	10,735,007
Additions	316,117	268,479	1,225,492	-	1,810,088
Disposal / Write off	-	(326,842)	(555,155)	-	(881,997)
At 30 June 2020	4,910,856	1,553,407	3,798,835	1,400,000	11,663,098
DEPRECIATION					
At 1 July 2019	2,441,028	900,544	2,514,048	980,000	6,835,620
Charge for the year	491,086	190,132	580,634	280,000	1,541,852
Disposal / Write off	-	(326,842)	(519,530)	-	(846,372)
At 30 June 2020	2,932,114	763,834	2,575,152	1,260,000	7,531,100
NET BOOK VALUES					
At 30 June 2020	1,978,742	789,573	1,223,683	140,000	4,131,998
At 30 June 2019	2,153,711	711,226	614,450	420,000	3,899,387

7. TRADE & OTHER PAYABLES

	30 June 2020 Rs	30 June 2019 Rs
Trade payables	944,595	1,020,094
Grant received in advance	-	2,341,253
Other payables and accruals	-	653,623
	944,595	4,014,970

8. SHORT TERM EMPLOYEE BENEFITS

Short Term Car Loan – ‘see note 9 (a)’	1,211,607	997,536
Provision for Passage benefits - ‘see note 9(c)’	249,627	1,083,528
	1,461,234	2,081,064

Notes for the Year Ended 30 June 2020 (continued)

9. LONG TERM EMPLOYEE BENEFITS

	30 June 2020	30 June 2019
	Rs	Rs
Long Term Car Loan – ‘see note 9 (a)’	3,550,414	2,909,640
Provision for Leaves refund – ‘see note 9(b)’	11,450,833	10,332,462
Provision for Passage Benefits – ‘see note 9(c)’	1,400,000	100,000
	<u>16,401,247</u>	<u>13,342,102</u>

9. (a) Car loan - refundable by staff

	30 June 2020	30 June 2019
	Rs	Rs
Amount due	4,762,021	3,907,176
Deduct : Amount falling due within one year	(1,211,607)	(997,536)
Amount falling due after more than one year	<u>3,550,414</u>	<u>2,909,640</u>

9. (b) Provision for Leaves refund

At start of the period	10,332,432	9,594,274
Payment during the period	-	(430,500)
Provision for the period	1,118,401	1,168,688
At end of the period	<u>11,450,833</u>	<u>10,332,432</u>

9. (c) Provision for Passage Benefits

At start of the period	1,183,528	1,146,974
Payments during the period	(305,850)	(624,733)
Provision for the period	771,949	661,287
At end of the period	<u>1,649,627</u>	<u>1,183,528</u>
Deduct: Amount falling due within one year	249,627	1,083,528
Amount falling due after more than one year	<u>1,400,000</u>	<u>100,000</u>

Notes for the Year Ended 30 June 2020 (continued)

10. GENERAL FUND

	30 June 2020	30 June 2019
	Rs	Rs
Balance at start of year	8,167,627	11,071,514
Deficit for the year	(1,675,853)	(4,166,630)
Remeasurement (Loss) / Gain	<u>(6,312,213)</u>	<u>1,262,743</u>
Balance at close of year	<u>179,561</u>	<u>8,167,627</u>

11. INCOME

Productivity and Competitiveness Learning Centre	955,450	1,503,460
Productivity Improvement Programme	476,800	1,323,600
Consultancy fees	480,000	-
	<u>1,912,250</u>	<u>2,827,060</u>

12. GOVERNMENT GRANT

Grant Received	46,900,000	49,200,000
Transfer from deferred grant	2,341,254	2,786,872
Less deferred capital grant	-	(1,971,914)
	<u>49,241,254</u>	<u>50,014,958</u>

13. OTHER INCOME

Interest received	307,331	301,116
Miscellaneous income	14,150	83,507
Grant from other Organisations	218,663	-
	<u>540,144</u>	<u>384,623</u>

Notes for the Year Ended 30 June 2020 (continued)

14. STAFF COSTS

	30 June 2020 Rs	30 June 2019 Rs
Salaries and allowances	26,999,190	28,132,537
Travelling & Transport	2,191,502	2,335,796
Overtime	41,921	65,493
Staff Welfare	107,262	120,540
Contribution to the N.S.F.	157,507	161,135
Retirement benefit obligation-Defined Benefit Scheme	1,291,192	1,054,035
Defined Contribution Scheme	840,895	578,157
Family Protection Scheme	337,651	290,891
Gratuities	422,568	836,230
	32,389,688	33,574,814

15. ADMINISTRATIVE COSTS

Cost of utilities	667,386	758,490
Fuel & oil - vehicles	62,860	82,686
Rental of building	4,081,296	4,081,296
Office expenses	401,427	294,620
Maintenance	211,733	146,770
Publications and stationery	280,545	205,867
Overseas travel	706,600	347,218
Fees	2,364,617	2,425,916
Loss on disposal of assets	33,625	27,342
Adjustment debtors	339,085	-
Insurance - vehicles	38,587	42,762
Insurance - staff & equipment	641,069	680,940
	9,828,830	9,093,907

16. OTHER EXPENSES

Training and consultancy	933,168	741,040
Promotion, communication & sensitisation	107,031	2,267,388
National Leadership Engine	1,487,530	3,715,885
Knowledge centre	162,775	160,351
International networking	128,544	123,288
Innovation	377,079	325,166
Productivity Improvement Programme in Rodrigues	80,830	157,065
Research and Analysis	4,370,450	201,606
National Productivity and Quality Convention	1,222,487	5,770,202
Re-Engineering of NPCC	739,237	-
	9,609,131	13,461,991

Notes for the Year Ended 30 June 2020 (continued)

17. HELD-TO-MATURITY INVESTMENTS	30 June 2020	30 June 2019
	Rs	Rs
Fixed term deposit held in Bank and Financial Institutions		
Bank One	9,000,000	-
ABC Banking Corporation Ltd	-	9,000,000
	<u>9,000,000</u>	<u>9,000,000</u>
18. RETIREMENT BENEFIT OBLIGATIONS	Year ending	Year ending
	30 June 2020	30 June 2019
	Rs	Rs
Amounts recognised in statement of financial position at		
Defined benefit obligation	36,645,572	26,379,085
Fair value of plan assets	(26,536,948)	(22,698,729)
Liability recognised in balance sheet at end of year	<u>10,108,624</u>	<u>3,680,356</u>
Amounts recognised in income statement:		
Service cost:		
Current service cost	1,737,546	1,308,103
Past service cost	0	0
(Employee contributions)	(592,506)	(583,594)
Fund Expenses	38,238	34,716
Net Interest expense	107,914	294,810
P&L Charge	<u>1,291,192</u>	<u>1,054,035</u>
Remeasurement:		
Liability loss/(gain)	7,574,923	(1,610,431)
Assets (gain)/loss	(1,262,710)	347,688
Total Other Comprehensive Income (OCI) recognised	<u>6,312,213</u>	<u>(1,262,743)</u>
Total	<u>7,603,405</u>	<u>(208,708)</u>
Movements in liability recognised in balance sheet:		
At start of year	3,680,356	5,046,526
Amount recognised in P&L	1,291,192	1,054,035
(Contributions paid by employer)	(1,175,137)	(1,157,462)
Amount recognised in OCI	6,312,213	(1,262,743)
At end of year	<u>10,108,624</u>	<u>3,680,356</u>

The plan is a defined benefit arrangement for the employees and it is wholly funded.

The assets of the funded plan are held independently and administered by The State Insurance Company of Mauritius Ltd.

Notes for the Year Ended 30 June 2020 (continued)

18. RETIREMENT BENEFIT OBLIGATIONS (Continued)

	Year ending 30 June 2020	Year ending 30 June 2019
Reconciliation of the present value of defined benefit obligation	Rs	Rs
Present value of obligation at start of period	26,379,085	24,969,958
Current service cost	1,737,546	1,308,103
Interest cost	1,002,405	1,747,897
(Benefits paid)	(48,387)	(36,442)
Liability loss/(gain)	7,574,923	(1,610,431)
Present value of obligation at end of period	<u>36,645,572</u>	<u>26,379,085</u>
Reconciliation of fair value of plan assets		
Fair value of plan assets at start of period	22,698,729	19,923,432
Expected return on plan assets	894,491	1,453,087
Employer contributions	1,175,137	1,157,462
Employee Contributions	592,506	583,594
(Benefits paid + other outgo)	(86,625)	(71,158)
Asset gain/(loss)	1,262,710	(347,688)
Fair value of plan assets at end of period	<u>26,536,948</u>	<u>22,698,729</u>
Distribution of plan assets at end of period		
<i>Percentage of assets at end of year</i>	30 June 2020	30 June 2019
<i>Government securities and cash</i>	61.7%	58.7%
<i>Loans</i>	3.0%	3.4%
<i>Local equities</i>	10.1%	13.1%
<i>Overseas bonds and equities</i>	24.6%	24.2%
<i>Property</i>	0.6%	0.6%
<i>Total</i>	<u>100%</u>	<u>100%</u>
Additional disclosure on assets issued or used by the reporting entity		
<i>Percentage of assets at end of year</i>	30 June 2020	30 June 2019
	(%)	(%)
Assets held in the entity's own financial instruments	0	0
Property occupied by the entity	0	0
Other assets used by the entity	0	0

Notes for the Year Ended 30 June 2020 (continued)

18. RETIREMENT BENEFIT OBLIGATIONS (Continued)

Components of the amount recognised in OCI

Year	30 June 2020	30 June 2019
Currency	Rs	Rs
Asset experience gain/(loss) during the period	1,262,710	(347,688)
Liability experience (loss)/gain during the period	(7,574,923)	1,610,431
	(6,312,213)	1,262,743
Year	2020-2021	
Expected employer contributions	1,211,640	
Weighted average duration of the defined benefit obligation (Calculated as a % change in PV of liabilities for a 1% change in discount rate)		19 years

The plan is exposed to actuarial risks such as : investment risk, interest rate risk, longevity risk and salary risk.

The risk relating to death in service benefits is re-insured.

The cost of providing the benefits is determined using the Projected Unit Method.

The principal assumptions used for the purpose of the actuarial valuation were as follows:

	Year ending 30 June 2020	Year ending 30 June 2019
Discount rate	3.80%	7.00%
Future salary increases	2.40%	4.50%
Future pension increases	1.40%	3.50%
Mortality before retirement		A 6770 Ultimate Tables
Mortality in retirement		PA (90) Tables
Retirement age		65 years

The discount rate is determined by reference to market yields on bonds.

Significant actuarial assumptions for determination of the defined benefit obligation are discount rate, expected salary increase and mortality. The sensitivity analyses below have been determined based reasonably on possible changes of the assumptions occurring at the end of the reporting period.

- If the discount rate would be 100 basis points (one percent) higher (lower), the defined benefit obligation would decrease by Rs 6.2 M (increase by Rs 7.9 M) if all other assumptions were held unchanged.

- If the expected salary growth would increase (decrease) by 1%, the defined benefit obligation would increase by Rs 4.1 M (decrease by Rs 3.6 M) if all assumptions were held unchanged.

- If life expectancy would increase (decrease) by one year, the defined benefit obligation would increase by Rs 1 M (decrease by Rs 1 M) if all assumptions were held unchanged.

In reality one might expect interrelationships between the assumptions, especially between discount rate and expected salary increases, given that both depends to a certain extent on expected inflation rates. The analysis above abstracts from these interdependence between the assumptions.

Notes for the Year Ended 30 June 2020 (continued)

19. Budget

Explanations on difference between the original Estimates and Actual Amounts

- 19.1 Provision for recruitment of staff was made, but no recruitment effected.
- 19.2 Provision for an increase in rent was made. New contract and rent effective as from 1st July 2020
- 19.3 Cleaning of office flooring on a quarterly basis not provided for in the Estimates.
- 19.4 Publication of Annual Report delayed due to pandemic.
- 19.5 Provision made for outsourcing of internal control, same is being carried out by Internal Control unit of the Ministry.
Lower amount spent on capacity building of staff.
- 19.6 Adjustment to debtors
- 19.7 Adjustment in respect of IPSAS 39.
- 19.8 Official car not acquired.
- 19.9 Delay in start on projects due to lockdown. Expenditure will be incurred in 2020-2021
- 19.10 Delay in World Bank Productivity survey due to lockdown. Expenditure will be incurred in 2020-2021
- 19.11 National Productivity and Quality Convention not held due to pandemic.
- 19.12 Training workshop could not be held due to pandemic. Lower cost incurred for online training.
- 19.13 Project not carried out due to pandemic. Expenditure will be incurred in 2020-2021.
- 19.14 Communication campaign not held due to pandemic. Expenditure will be incurred in 2020-2021.
- 19.15 Delay in project due to pandemic and same to be completed in 2020-2021

What you do Today
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Tomorrows.

Anonymous





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