

Contents

Creative Feelings	2
One More Step Towards Reducing and Eliminating Muda for a Cleaner Mauritius	2
Student Quality Convention, 2nd - 5th December 2005, Lucknow	3
Improved Services for Satisfied Customers	3
Benchmarking for Business Excellence	3
World Conference on Quality and Improvement	3
Smart Investing in Clean Technology	4
Recent Additions to the Knowledge Centre	4

Society has always needed people who are creative and imaginative, people who are able to come up with creative solutions to problems and combine previously unconnected ideas and skills imaginatively. In this fiercely competitive, fast-paced, global economy, the need for such talents is all the more crucial. Creativity and innovation are imperative for both survival and competitive advantage.

The ingredients of such a society lie in the hands of the younger generation and the process of socialisation should ensure that our children are not mere recipients, but also play an active and dynamic role in shaping society. For this to materialise, the younger generation should be equipped and given the opportunity to think, act and react. They should be triggered to think out of the box, employ their creativity and imagination and take risks. As Chukusky says: "The future belongs to those who do not rein in their imagination."

Since its inception, NPCC has taken various initiatives to promote the building up of an innovative society; InnovEd is just another one of them. InnovEd, the joint NPCC and Ministry of Education & Human Resources project, intends to foster innovation in the education sector by developing that spirit of creativity and imagination, while at the same time prompting children to think innovatively and have fun.

The massive participation witnessed for this first edition - 158 teachers from pre-primary, primary and secondary schools in Mauritius and Rodrigues followed the training programme, and 3002 participants from 88 schools submitting an overall of 545 projects - meant that it was necessary to go through schools and zones selections to shortlist the most innovative projects for the national exhibition.

The national exhibition held at the Octave Wiehe Auditorium, Réduit on 15th-16th September 2005 displayed a level of creativity that marvelled all visitors. The innovations were in turn source of amusement, wonder and promise and offered ample testimony to the pragmatic ingenuity of the participants from the 27 schools that reached the final. Each exhibit comprised a model of the

innovation, brief statement of the problem and solution, and an innovator's workbook detailing the innovations, components and assembly. All the young innovators were proud of their inventiveness and accomplishments. Most of them had used their creativity to help improve the quality of life. InnovEd has shown that one is never too young to make a difference.



Participants briefing Minister Gokhool on their project

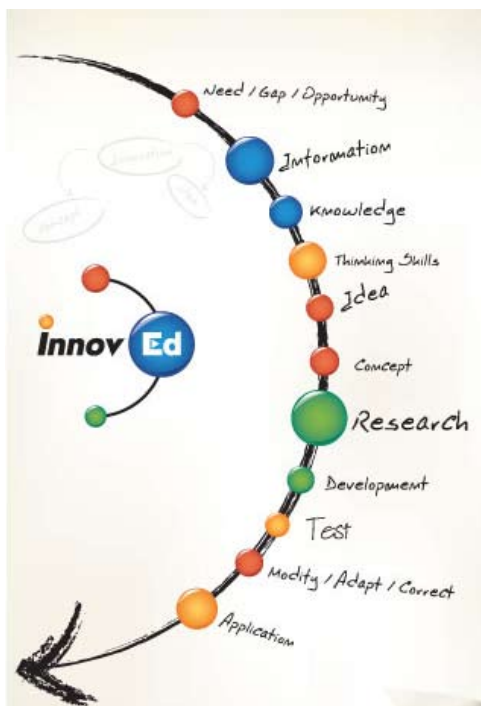
For the judges Dr Dhanjay Jhurry, Associate Professor at the University of Mauritius, Mrs. Pat Enouf de Marassé, Director, Craft Academy and Mr. Reaz Gungah, Manager, Compagnie Agricole de Labourdonnais making a final selection was a difficult task. A great deal of effort was required to reach their final decisions. The projects: "Rescue of a Child", from the pre-primary school category, "Superfan", from the primary school category, "Dog Feeder" from lower secondary school category and "Portable drawing case for architect and artist" from the upper secondary school category won the appraisal of the jury.

Honourable Dharam Gokhool, Minister of Education & Human Resources addressed the audience and borrowed a very pertinent quotation from Dr Kamil Idris, Director General of WIPO: "Our goal should be to encourage young people everywhere to recognise the creator, the problem solver, the artist within themselves." ■ ■ ■

"The world leaders in innovation and creativity will also be world leaders in everything else."

Harold R. McAlindon

Innovative Students for a Creative Nation



Innovation Process

From the classrooms of today will come the entrepreneurs, the scientists, the designers, the artists of tomorrow". He also highlighted that the InnovEd project will be fine-tuned in line with Government proposed reforms for the year 2006. On the other hand, Mr. H. Ramburn, Productivity Consultant at the NPCC, with the support of a slide presentation showed how innovation has been the engine of growth throughout history. Similarly, Mauritius has to move from a factor driven development to one based on innovation in order to move on an upward curve of growth. He also made a chronological recapitulation of activities carried out by NPCC since 2000 to promote a culture of innovation.



Members of the winning teams with their shields

Interested parties wishing to contact these budding innovators to explore possibilities of turning these ideas into concrete projects should go to <http://www.npccmauritius.com/innoved/innovations.doc>.

Creative Feelings



Rescue of a child

Mrs. Chuckowree, facilitator of Bambous A Government School, winner in the pre-primary school level, was amazed by the creativity of her young students to propose solutions to problems encountered. The project enabled a lot of interactions between the pupils and the development of their creative abilities for drawing, collage and painting, she said.



Super Fan

Daniel, whose team won the award in the primary school level category, found the experience enlightening as it enabled him to develop both his intellectual and manual skills.



The "Dog feeder" team of Morning Star School

Aurélie, leader of the Morning Star team that got the award in the lower secondary level category, reckons that the project gave her and her team mates the opportunity to discover and to exceed their potential. Their wish now is to market their product as they feel that there is a demand for the "dog feeder".



Portable drawing case for architect and artist

For Sheriff Ridwan, team leader of the Sir Abdool Razack Mohammed SSS who won the prize in the upper secondary level category, InnovEd enabled his team members to develop the team spirit that made them feel confident about their possibilities. The project also empowered them to find their own solutions that can have positive future impact.

One More Step Towards Reducing and Eliminating Muda for a Cleaner Mauritius

In order to go deeper into their projects presented at the Fourth CATs' Convention for the Education Sector last April on the theme

"Identify, Reduce and Eliminate Muda For a Cleaner Mauritius", fifteen out of the twenty-seven schools, that made it to the convention, registered for the audit process. This process evaluates the successful implementation of the project over the April to September 2005 period.

Between 19th and 28th September 2005, NPCC staff visited Belle Rose SSS (Belle Rose), Eden College Boys (Rose Hill), Gaetan Raynal SSS (Quatre Bornes), Hindu Girls College (Curepipe), Keats College Boys (Chemin Grenier), Mohabeer Foogooa Government School (Long Mountain), Mahatma Gandhi Institute (Flacq), P.C. K Aryan Vedic Sunday School (Vacoas), Queen Elizabeth College (Rose Hill), Rajcoomar Gujadhur Government School (Central Flacq), Renganaden Seeneevassen SSS (Port Louis), Royal College (Port Louis), Sebastopol SSS (Sebastopol), Universal College (Rivière du Rempart), and Thanacody College (Souillac) for a first preliminary audit that did the ground work for the judging panel.

The criteria for the audit are:

- Institutional support: rating the level of support from facilitator, Head of Institution
- Development of an action plan: using the PDCA cycle or the Deming's improvement cycle, sharing responsibilities by members, target setting, applying time management
- Implementation of actions: understanding possibilities of trial implementation, implementation, checking of expected results
- Scope of implementation: how far the CAT has gone in the implementation of solutions
- Innovation: ability to come out with new ideas (quantity and variety), ability to go into minute details, explaining ideas in depth
- Sustainability of actions: standardising measures taken, follow up mechanisms set in place
- Communication skills: ability to communicate orally to questions of the jury
- Conducting meetings and keeping records

Members of the judging panel will on their part conduct a second audit in the following five schools: Eden College Boys (Rose Hill), Thanacody College (Chemin Grenier), P.C.K Aryan Vedic Sunday School (Vacoas), Queen Elizabeth College (Rose Hill) and Hindu Girls College (Curepipe) that have achieved remarkable sustainable results through their projects in how to reduce and eliminate muda for a cleaner Mauritius.

To enable Mauritian students share their experience with overseas students, NPCC will sponsor the participation of the best school-based CAT that has brought its project to a successful conclusion and has won the approval of the jury to the 8th ICSQCC (International Convention on Students Quality Control Circles)

organised by the City Montessori School and Degree College in Lucknow, India from 2nd to 5th December 2005. NPCC will also provide 50% funding on air tickets and registration fees to the facilitators of the next four best projects. ■

Student Quality Convention, 2nd - 5th December 2005, Lucknow

The eighth International Convention on Students Quality Control Circles (ICSQCC) will take place in Lucknow, India between 2nd and 5th December 2005. This year's convention will once again be hosted by the City Montessori School & Degree College renowned for its excellence as testified by the UNESCO Prize for Peace Education in 2002. Jagdish Gandhi, founder and manager of the school, is also president of the sponsoring organization for the convention, the World Council for Total Quality and Excellence in Education (WCTQEE).

More than 2,000 students, teachers, academicians and QCC practitioners are expected to attend the convention where the activities will revolve around the following streams namely:

- Stream A: Circle Presentation
- Stream B: Collage Competition
- Stream C: Debate
- Stream D: Poster, Painting and Slogan Competition
- Stream E: Skit Competition
- Stream F: Quality Quiz
- Stream G: Paper Presentation

For more information on the convention, go to www.cmseducation.org/icsqcc/ ■

Improved Services for Satisfied Customers

Stretched over six sessions through small interactive groups and structured discussions, social security executives, facilitated by NPCC resource persons, developed the prerequisite framework to improve customer focus in the Ministry of Social Security, National Solidarity and Senior Citizen Welfare.

The framework includes:

- Definition of service attributes for the Ministry's social security services
- Definition of objectives to meet the service attributes
- Improvements in the processes for delivery of services
- Definition of performance measures
- Elaboration of a Customer Charter

The participants defined the essential attributes

for the provision of social security services namely:

- Customer friendly environment
- Timeliness / Responsiveness
- Confidentiality
- Efficiency
- Accessibility (access & availability)
- Value driven services based on 7 values that should be possessed by all officers:
 - Empathy (individualisation)
 - Listening
 - Patience
 - Impartiality
 - Confidentiality
 - Trust
 - Courtesy

In terms of measurable improvement in the services, suggested process improvements showed a gain in timely delivery of benefits, whether financial or in kind. In a nutshell, the participants found out that to improve customer care, they will have to improve the 3 Ps: People (so that they internalize the values identified above), Processes (the systems and procedures for processing benefits) and Physical layout (the physical environment where the public is received and where staff work).

The workshop has shown that any attempt to improve customer care requires the interplay of the following essential factors:

- Involvement of front-liners - In the improvement of customer service the best approach to ensure success is the involvement of front-liners, i.e. social security officers. This is critical as beyond training per se, this process involves people who know best how to improve the services, and helps officers to become owners of the proposals for improvement.
- Top management commitment and field staff involvement - Commitment of top management and consultation with field staff is essential to bring about changes that would be implemented by field staff.
- More efficient support processes - To improve customer service, it is essential to involve not only staff dealing directly with the external customers, but also all other support staff and departments. In this case, the Finance, Stores and IT staff should consider the social security officers as their internal customers. Support processes may even stretch beyond one single ministry. ■

Benchmarking for Business Excellence

Benchmarking, the search for and implementation of best practices, is not a hollow slogan at Boeing. Having realized that their pricing scheme was not that efficient, Boeing set out to learn a few lessons

that were going to ensure their success over the years. Benchmarking Manager William Sacherek shares his strategies for successful benchmarking based on his 25 years of experience at Boeing. These best-practice strategies are incorporated in Boeing's benchmarking process but can be applied to all businesses interested in embarking on a benchmarking study of their own.

To know more, go to: http://www.apqc.org/portal/apqc/ksn?paf_gear_id=contentgearhome&paf_dm=full&pageselect=detail&docid=122156&topics=%20Operations,%20Organization%20and%20Management,%20Knowledge%20Management&process=%20Manage%20Improvement%20and%20Change,%20Understand%25 ■

World Conference on Quality and Improvement, 1st - 3rd May 2006, Milwaukee

The 2006 World Conference on Quality and Improvement delivers vital information for the manufacturing, service, and healthcare sector. With session topics, networking sessions and activities, and pre- and post-conference courses, you are guaranteed time and opportunities to learn, meet, and mingle from and with those in your industry and sector.

To learn more about this exceptional learning and networking events of its kind, visit <http://wcqi.asq.org/index.html> ■

Mind teaser

A tale of a father and his son

A father and his son are out driving on a highway. Their car is involved in a horrible accident. The father is killed and the son critically injured. The son is rushed to a hospital and prepared for emergency surgery. The doctor comes in, sees the patient and proclaims: "I can't operate! It's my son!"

Is this scenario possible, and if so, how? Keep in mind, of course, that doctors never operate on close relatives because of the emotional involvement.

See page 4 for the solution to the problem

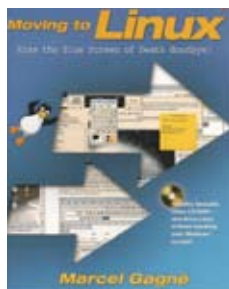
Smart Investing in Clean Technology: the Chrysalix Energy Story

"The investment climate for clean energy technology is changing rapidly around the world. As we see the global depletion of cheap hydrocarbon supplies and feel the intensifying effects of environmental changes, energy security and infrastructure pressures, new clean energy technologies are emerging as attractive solutions to these challenges. However, the question, from the investor's point of view, is how to know which of these technologies will be successful and lead to strong financial returns".

Wal van Lierop looks at some of the latest developments in the clean energy industry, considers some of the factors of its growing acceptance by mainstream investors, and shares the story of Chrysalix Energy.

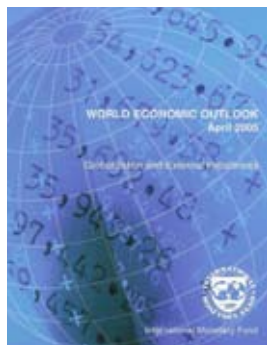
To read the article go to <http://www.tbli.org/featurearticles/fasept05.pdf> ■

Recent Additions to the Knowledge Centre



GAGNE, Marcel: **Moving to Linux: kiss the blue screen of death goodbye!** Boston: Addison-Wesley, 2004. 367p., ill. ISBN: 0321159985

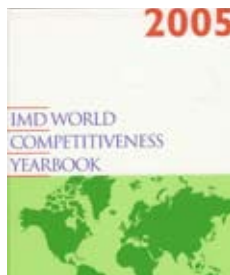
Today, Linux is more powerful, useful, and practical than ever before! The book helps one migrate from Windows to the latest and best versions of Linux in just hours. By the time you're finished, you'll be able to do virtually anything in Linux without the aggravation, crashes, security risks, or high costs of running Windows. The book enables people who write documents, create spreadsheets, surf the Web, send emails, listen to CDs, and play games do it simply in Linux, without becoming technical experts.



World Economic Outlook April 2005: globalization and imbalances. Washington, D.C.: International Monetary Fund, 2005. 302p., graphs, ref., tables. ISBN: 1589064291

The world economy enjoyed one of its strongest years of growth last year. The robust growth is

expected to continue this year, albeit at a more moderate pace. One of the most heartening aspects of the growth has been the performance of the poorest countries, including those in sub-Saharan Africa. The volatility of economic growth has decreased in most developing countries over the past three decades. The fact that volatility remains higher than in industrial countries, however, suggests that there is still room for improvement. Output volatility in developing countries is driven by country-specific factors rather than regional or global factors - particularly in sub-Saharan African countries. Greater expenditure restraint during cyclical upturns, more developed financial sectors, and structural reforms that diversify the production base will reduce volatility further and enhance growth performance. For many countries, remittances have been a large and growing source of foreign exchange that has proven to be more stable and less procyclical than other external sources of finance. Remittances can also aid macroeconomic stability, mitigate adverse shocks, and reduce poverty. It is noted that the oil market will remain vulnerable to shocks in the medium run, given that supply and demand will remain roughly in balance, allowing limited prospects for building spare capacity. A number of policy prescriptions that might help reduce volatility in oil markets is offered. These include measures to make the oil market work better, reduce obstacles to investment, increase buffers, and improve conservation. As with the current account imbalances, multilateral cooperation can be very helpful in furthering some of these measures.

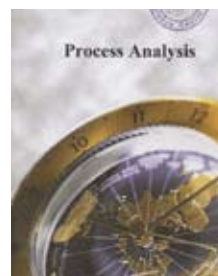


2005 International Institute for Management Development: **IMD World Competitiveness Yearbook 2005.** Lausanne: IMD, 2005. 678p., graphs, ill., tables. ISBN: 2970012197

This comprehensive annual report on the competitiveness of nations ranks and analyses how a nation's environment creates and sustains the competitiveness of enterprises. It features 60 national and regional economies and includes 314 different criterias, grouped into four competitiveness factors (economic performance, government efficiency, business efficiency and infrastructure). It also shows how world (largely European) nations are competing for the "Ease of Doing Business" in 2005.

QCI International: **Process analysis** (video recording). Cottonwood, CA: QCI International, 2000. 14 mins. ISBN: 0937670472

Before any process can be improved, it must be understood. Process analysis can be utilized regardless of whether the process is in



the office, the factory or a service-related situation. Originally used extensively by industrial engineers, this technique has been redesigned for use by teams at all levels. This technique is related to flowcharting which

often presents the overview of a process. Trouble spots unmasked by the flowchart become the focus of process analysis. This "how to" video guides the viewers through the steps necessary to do process analysis. ■

Mind teaser

The solution to the problem

A tale of a father and his son

Many answers are possible. The simplest is that the doctor is the patient's mother. It's the answer that most women quickly come up with. Men, however, immediately think of stepfathers, godfathers, adopted children and babies being switched at birth. Some even opt for complicated tales involving space ships and aliens.

Look down right now and describe what you see. Unless you're reading this book outside, your answer will probably be something like: "I see the floor."

If we were to ask for a further description, you might reply: "I see the rug," or "I see the patterns in the tile," or "I see the grains in the wood." Stop! You're going in. Back away. Look at the floor from a different perspective. Unless you're in a basement, or a house without one, the floor you're looking at is also the ceiling of the room beneath you.



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