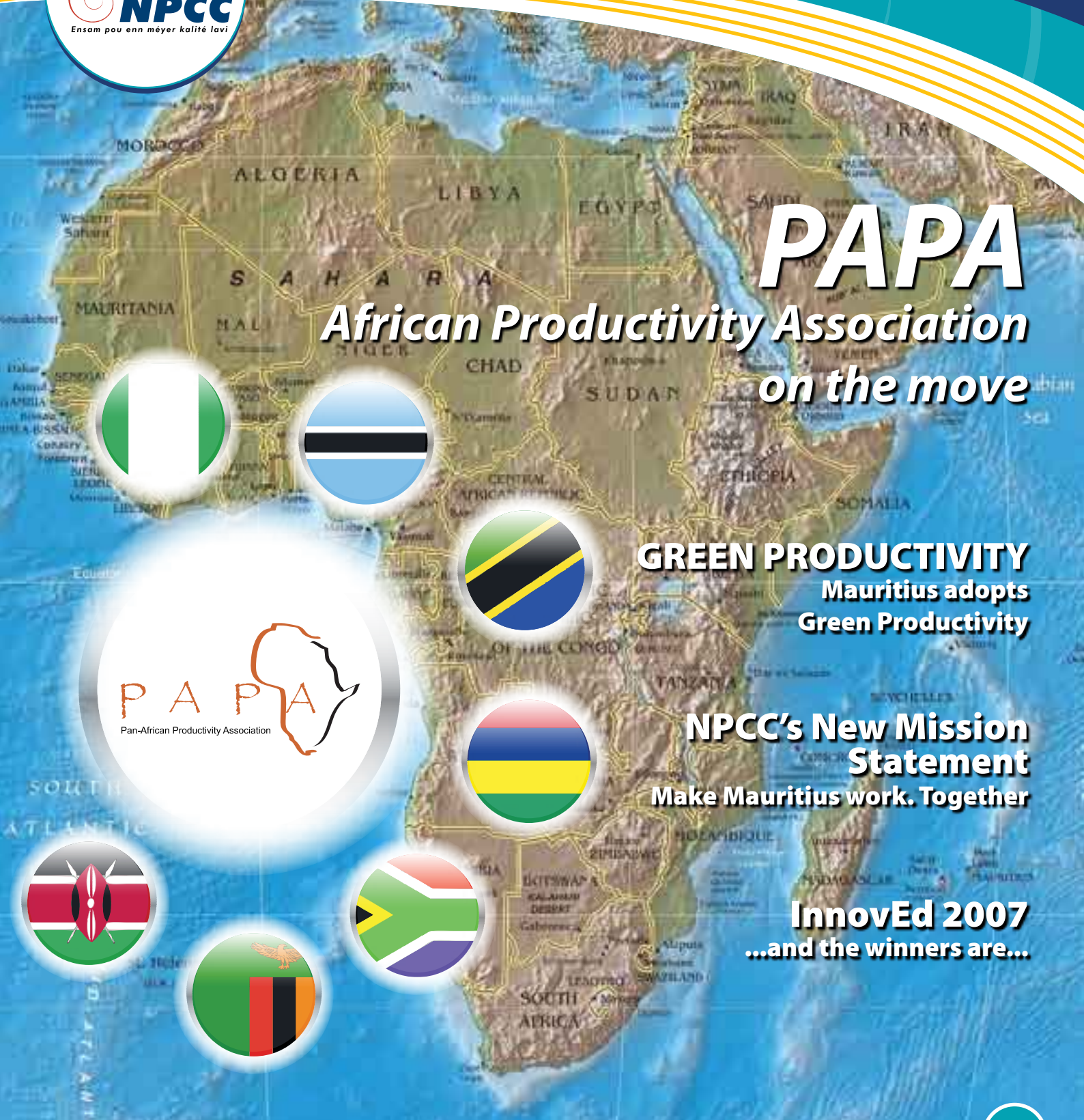


# NEWSLETTER

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## PAPA

### African Productivity Association on the move

### GREEN PRODUCTIVITY Mauritius adopts Green Productivity



### NPCC's New Mission Statement Make Mauritius work. Together

### InnovEd 2007 ...and the winners are...

## African Productivity Leaders Meet in Mauritius

Leaders of the productivity movement in Africa will meet in Mauritius at the initiative of the National Productivity and Competitiveness Council (NPCC) for the Fourth General Assembly of PAPA (Pan-African Productivity Association) on 23<sup>rd</sup> and 24<sup>th</sup> August 2007, at Indian Resort Hotel, Le Morne. Each participating country will be represented by delegates from the respective National Productivity Organisation, government, employers and labour / trade unions. International institutions like EU, ILO, GTZ will also be present.

PAPA's boost to the African Productivity Movement will articulate around five main axes, namely:

- providing a forum for promoting and sharing ideas and experience on strategies, techniques and practices for productivity enhancement
- encouraging and nurturing the development of a productivity culture in African economies
- fostering co-operation and collaboration between national productivity organisations and other related bodies in Africa and internationally
- facilitating the establishment and development of more NPOs in Africa
- facilitating and promoting tri-partism in enhancing productivity.

### PAPA (Pan-African Productivity Association)

The Pan-African Productivity Association (PAPA) was revived at a meeting in South Africa in August 2001 which saw the participation of high-level representatives from national productivity and related organisations from Botswana, Kenya, Mauritius, Seychelles, South Africa, Swaziland, Zambia and Zimbabwe. It was reaffirmed that there was a critical need to establish an African continental forum that would actively promote the sharing of ideas, experience and best practices on productivity enhancement in Africa.

PAPA's mandate emphasises on:

- the importance of a people-centred approach to productivity
- the redefinition of productivity concepts to address relevant concerns and priorities on the continent such as economic growth and equitable social development

## Japanese Cooperation to Boost Productivity Movement in Africa

Further to the commitment taken in April 2005 by the Japanese Prime Minister Junichiro Koizumi to provide assistance in transferring the Asian experience in the productivity movement to Africa and to PAPA's request to Japan to promote the Productivity Movement in Africa, the Asian Productivity Organisation (APO) and the Japan Productivity Centre for Socio-Economic Development (JPC-SED) were designated as executive arms for the project.

The transfer of the productivity experience has led to a series of initiatives, namely:

- A roundtable conference from 28<sup>th</sup> to 31<sup>st</sup> August 2006 in South Africa where more than 40 productivity stakeholders including NPO heads, government officials, CEOs of business organizations, and trade union leaders from seven PAPA member countries, including Mauritius, participated. The APO was represented by the Secretary-General Shigeo Takenaka and seven resource persons. The roundtable conference was devoted to the sharing of Asian experiences by the resource persons and on the development of productivity master plans.
- Participants from Botswana, Kenya, Mauritius and South Africa participated in the workshop "Development of Productivity Specialists" in Philippines from 7<sup>th</sup> to 27<sup>th</sup> October 2006.
- An Observational Mission of Top African NPOs officials visited Japan and Thailand from 28<sup>th</sup> October to 8<sup>th</sup> November 2006 to acquire experience in capacity building / development of NPOs. Dr. Krishnalall Coonjan, Executive Director, and Messrs. Radhakrishna Sadien and Mukeshwar Gopal, Council Members, represented the NPCC.
- The Pan African Productivity Association (PAPA) in collaboration with the Asian Productivity Organisation (APO) organised a Basic Training Course for Productivity Practitioners to enable trainees from PAPA member countries develop their competencies for the promotion and application of basic productivity and quality techniques in organisations and industries. The four-week training programme, 2<sup>nd</sup> -27<sup>th</sup> July 2007, was hosted by the National Productivity Institute (NPI), South Africa. Mauritius was represented by five NPCC staff who were among the 30 participants. Other participating countries were Botswana, Kenya, Nigeria, South Africa, and Zambia.



## Japanese expertise to develop Mauritian model companies

In view of creating successful show-case examples of productivity movement at company level in each participating PAPA (Pan-African Productivity Association) country, a fact finding research study team comprising of Mr. Akira Goshi, Professor, University Research Center, Nihon University and Counsellor, International Department, Japan Productivity Centre for Socio-Economic Development and Mr. Toshitsugu Nakai, specialist in production management and Counsellor, International Department, Japan Productivity Centre for Socio-Economic Development will be visiting Mauritius from 18<sup>th</sup> to 25<sup>th</sup> August 2007.

The study team will visit local companies to identify areas for improvement at the shop floor level and select a few model companies which will be accompanied throughout two years by the NPCC and the Japanese consultants on their journey towards implementing productivity tools for sustained growth and profitability. The programme will include company assessment, in-plant training, implementation of kaizen tools, monitoring improvements, sharing good practices and developing a gain sharing mechanism based on improvements achieved.

# Mauritius adopts GREEN PRODUCTIVITY

*A new way of producing products and services to help reverse our current destructive production and consumption practices*



In order to achieve sustainable development, a country has to focus on a development model that meets the needs of the present without jeopardising the ability of future generations to meet their own needs. The three essential and integral elements of this development model are economic growth, social development and environmental protection.

Green Productivity is a concept of integrating socio-economic aspirations and a means to harmonise environmental protection and economic development. It is the key to sustainable development by enhancing people's quality of life. If effectively used, the array of Green Productivity tools, techniques and technologies enable to reduce the negative environmental impact of organisation's activities, products and services. Green Productivity's greatest attribute is its potential for integrating environmental protection into the operations of a business

as a means of improving productivity through reduction in expenditure on environmental protection through source reduction, waste minimisation, pollution prevention and cleaner production; thus resulting in an increase in profitability or better cash flow.

The NPCC has embarked on a national programme promoting Green Productivity (GP) as one of its key strategic thrusts. The aim is to promote sustainable development by linking productivity with environmental protection. To this effect, the NPCC is working in close collaboration with Environmental Management Centre (EMC), India.



The Programme, which is at the design phase, will consist mainly of a series of interventions which relate to awareness raising, online promotions, training, senior management seminars and workshops, networking, Green Productivity circles and clinics, waste exchange centres,

opportunity assessments, pilot projects, and clean technology incubators including Green Productivity Revolving Funds.

During the period ranging from 20<sup>th</sup> to 29<sup>th</sup> July 2007, a series of field visits and stakeholders meetings were conducted to assess the scope of GP interventions in Mauritius, and to initiate relevant actions for different target groups. Focused group meetings were held with SMEs, hotels and the community including schools to discuss on:

- GP Projects and Programmes that influence consumption – sustainable lifestyles (including schemes for eco-rating, promotion, research on Life Cycle Assessment etc).
- Community Waste Reduction, Segregation and Recycling
- Green Schools Programme
- Eco-housing (with carbon benefits) and Eco-villages.

The next phase of the programme will involve the implementation of GP pilot programmes.

# NPCC's New Mission Statement: 'Make Mauritius work. Together'

**F**rom its inception, the NPCC has been promoting the philosophy of better living i.e. making tomorrow better than today. In an attempt to apply its own philosophy into practice, an institutional re-engineering exercise was carried out with the tripartite Council Members of the NPCC, management and staff members to review its mission, vision and objectives.

Whilst the vision remains unchanged: "Better living for the Nation", the mission has been reviewed to "Make Mauritius work. Together" This mission encompasses two key elements:

- Generating consensus and
- Building innovative capacity to move to a higher growth path

Working together implies that both private and public institutions should no longer operate in isolation but should co-ordinate their actions. All social partners should reach a shared understanding of the future for the country, agree on matters of common and national interest in line with that shared vision and collaborate to reach that vision.

The strategic objectives identified for the next three years are:

- to develop a productivity culture
- to develop platforms / opportunities to work together
- to promote good governance
- to strengthen social capital
- to spearhead a culture of dialogue at national, industry and enterprise (institutional) levels
- to inculcate a culture of collaboration

It has to be pointed out that it will not be NPCC's exclusive responsibility to realise all these objectives as it is more of an umbrella organisation at the national level rather than an implementing body. Guided by its role as a think-tank, an awakener and a synergiser in driving the productivity movement, NPCC will bring together the sectoral institutions and participants on the ground around common platforms of dialogue and pilot projects driven by its strategic objectives. The NPCC will also encourage other institutions to mainstream their objectives within the broader objectives of the productivity movement so as to reinforce the productivity culture and create the enabling environment of collaboration.

To make the objectives concrete, ten key strategies have been identified around which projects will be built to orientate NPCC's actions for the coming three years.

These strategies are:

- promote innovation through building innovation capacity
- promote entrepreneurship through networking
- promote technology transfer through collaboration
- develop competencies for empowerment through knowledge development and sharing
- promote models of excellence through benchmarking
- promote capacity building (skills and competencies) through a Productivity Academy
- improve corporate productivity through better "management - labour" relations
- promote civic responsibility
- promote discussions on national productivity and competitiveness issues
- promote teamwork and social values in the education system and the community



## Empowerment of citizens

**"Empowerment is the process of increasing the capacity of individuals or groups to make choices and to transform those choices into desired actions and outcomes. Central to this process are actions which both build individual and collective assets, and improve the efficiency and fairness of the organizational and institutional context which govern the use of these assets."** (World Bank)

Empowerment through education for employable citizens with a sense of entrepreneurship is the guiding principle of the NPCC since its inception in May 2000. Projects such as the setting up of Civic Action Teams (CATs) are meant to empower people to bring about change for a better quality of life.

### Empowering the youth

CATs in the education sector, enable students develop their civic responsibilities and empower them to implement solutions to problems identified in their school environment. The sixth CATs Convention for the education sector at the end of August will be an opportunity for some 55 schools (primary and secondary levels) to showcase how the students have worked together to improve a given situation in their school.

In the 2006/2007 Budget Speech, the Minister of Finance announced the setting up of the Empowerment Programme which aimed at:

- unlocking opportunities for the unemployed, for those recycled from their jobs, for women, for youth entering the labour force and for small and medium entrepreneurs,
- facilitating the transition from sugar, textiles and other activities hit by shocks, into higher value added activities, with better paying jobs, and
- promoting self-employment and entrepreneurship in various sectors of activity (e.g. trade, manufacturing, agro-industry, services, etc.).

To implement these objectives, Government has set up a high level Steering Committee comprising of representatives from both public and private sectors. The Steering Committee has set up 5 sub-committees with the mandate of developing and carrying out the programmes of the Empowerment Programme. One such sub-committee looks after area 4, namely Special Programme for Unemployed Women. The programme under this area aims at identifying and addressing some of the special needs of women entering or re-entering the workforce, with a special focus on experienced female workers affected by downsizing. The latter will be provided support to either learn the skills to move to a new industry or to become self-employed with their own entrepreneurial activity.

Eventually, the process of women empowerment should lead to concrete actions to bring about changes in policies, in access to resources, social norms and values that preclude greater women emancipation. It should also lead to better integration of women in economic activities, without any gender bias.



## English Literacy using Information Technology - ELIT

ELIT (English Literacy using IT) is a project aimed at empowering young girls and women, through the use of English to develop their knowledge potential, communication abilities and to participate effectively in society.

Based on the results of a training needs analysis carried out among women using

women centers, the NPCC has developed a training manual and a CD-ROM to enable trainees develop reading, speaking, thinking, numeracy and computer literacy skills. The training programme adopts a learning-by-doing process where the ICT component acts as a teaching support and in the process learners get initiated to computer literacy. Since the project was pilot-tested last year, 184 women from 14 women centers have successfully completed the course and according to a tracer-study conducted 3 months after the course a few women have secured a job, others are very keen to start their own businesses, while the remaining ones are helping their children with their homework in English language at home.

### Scaling up of ELIT

A group of seventeen women entrepreneurs from Entreprenre au Féminin Océan Indien (EFOI) completed the ELIT course last July. It was organised in a flexible way so as to meet the time availability of the women and the resources available while ensuring that the quality and the level of competency set for the course are achieved. At the end, besides acquiring reading, speaking, thinking, and numeracy skills, the women entrepreneurs became computer literate and were able to make their own business card, use spreadsheets for the costing of their products and present their products through powerpoint presentations, among others.

The NPCC is seeking the collaboration of different institutions in Mauritius to scale up the ELIT course. Presently, a batch of 15 women is following the ELIT course at the Municipal Council of Vacoas / Phoenix. Two batches of 20 women will start the course at Pailles Social Centre. A training of trainers course on ELIT has been organised in Rodrigues between 16<sup>th</sup> and 20<sup>th</sup> July 2007 with the collaboration of the British Council Mauritius, Commission de la Femme and Commission de l'Education of Rodrigues.

## Special Programme for Unemployed Women

The National Productivity and Competitiveness Council (NPCC), having the practical experience of working at grassroots level and being an interesting tripartite blending of government, private sector and NGOs, has been designated as the legal entity for the Special Programme for Unemployed Women of the Empowerment Programme. The NPCC is in a position to identify business strategies, evolve networks, undertake capacity building process and provide appropriate linkages at national and international level. In recent times, it has been involved in gender issues and women's empowerment programmes; in particular, it has started focusing on cognitive and structural social capital issues. Other stakeholders of the project include the Ministry of Finance and Economic Development, the Ministry of Women's Rights, Child Development, Family Welfare and Consumer, the Ministry of Industry, Small & Medium Enterprises, and Cooperatives, the National Women Entrepreneur Council, the Joint Economic Council, Enterprise Mauritius, SEHDA, Trade Unions, the National Computer Board, the University of Mauritius, IVTB, Commonwealth of Learning (COL) and the banking and insurance sectors. Being already involved in activities directed to empower women in Mauritius, the United Nations Development Programme (UNDP), on its part, plays a supportive role through financial assistance through the setting up of a project monitoring unit.

### Actions Initiated

- Training for 144 retrenched workers of the textile industry
- Training for 42 women detainees
- 4600 women mobilised around the island
- 1800 women profiled according to interests
- Product testing for processed foods from Rodrigues.



## Innovation among youth gains momentum

Rapid technological changes coupled with the increasing globalisation of business activities have intensified competition among countries. For Nations to remain on a steady growth path, they must continuously innovate and create conditions for their citizens of different age groups to develop and apply their creative potential. On its part, the NPCC jointly with the Ministry of Education and Human Resources has, since 2005, been organising InnovEd – Innovation for the Education Sector – a project that aims at fostering the spirit of creativity and imagination among school children by making them think innovatively for problem solving.

This year's edition of the project has been improved with the collaboration of the Connecticut Invention Convention (CIC), an American educational non-profit making organisation, which has been addressing the issue of innovation for more than 23 years in the United States. The CIC delegated Honora Kenney and Karen Brennan, two of its trainers, last January to train a pool of 66 stakeholders from the education sector for the InnovEd project. The outcome is quite impressive with the accrued participation of 332 schools and 8645 students for the 2007 edition.

The different phases of the project include training of facilitators, project implementation and exhibition at the school level, zone selection, and national exhibition and award ceremony.



Mrs Honora Kenney and Karen Brennan watching the facilitators unleashing their creativity at the Training of Facilitators Workshop held in January.

# 2007 InnovEd Winners



**Pre- Primary School Category**  
**Moka Government School**  
 Title of project: Mobile Toilet

Participants:  
 Thyven Venkatachellum  
 Avneesh Golam  
 Nawfal Mohammadbaccus  
 Lovenish Buchoo  
 Shadisen Kistnasamy

Facilitator: Mrs Gowramah Appadoo



**Primary School Category**  
**Abdool Raman Abdool Government School**  
 Title of Project: Kennel

Participants:  
 Auzim Muddassir  
 Deenoo Hydhhar Ally  
 Mohorun Kawsar  
 Noormamode Sumayya  
 Abdool Shabneez

Facilitator: Mrs. Lutcmiah Sheila

**Lower Secondary School Category**  
**Grande Montagne College, Rodrigues**  
 Title of Project: Modern Lizard Trapper

Participants:  
 Rouseety Jean Daniel  
 Meunier Jean Bursley  
 Face Jean Pascal Ludovic

Facilitator: Aurjany Mahmood Khalill



**Upper Secondary School Category**  
**Hindu Girls College**  
 Title of Project: Summer Shoes

Participants:  
 Deeya Bhayro  
 Durgeshwaree Busawon  
 Thajma Damodarun  
 Lina Dookun Kirtisha  
 Yessoo Elveena

Facilitator: Mrs Poligadoo



NPCC recently published a brochure on Mauritian Innovators to give due recognition to those participants of Innovators Mauritius Award I & II and InnovEd 2005 & 2006 who have made commendable efforts to present creative and innovative projects. The brochure aims at disseminating information on local innovators and to provide the necessary linkage between innovators and entrepreneurs.



# SNAPSHOTS of Activities

## Japanese Businessmen visit Mauritius

The National Productivity & Competitiveness Council (NPCC) acted as facilitators for a 25-member high level Japanese delegation led by Dr. Shigeo Kondo, Advisor, Sampo Japan Insurance Inc. and comprising of representatives from the Japan Productivity Center for Socio-Economic Development (JPC-SED) who visited Mauritius from 22<sup>nd</sup> to 24<sup>th</sup> May 2007. During their meetings, opportunities of Japanese investment in various sectors of the Mauritian economy were discussed.



The delegation had specific meetings and discussions with Hon. Rajesh Jeetah, Minister of Industry, Small & Medium Enterprises, Commerce & Cooperatives, with Hon. Anil Bachoo, Minister of Environment and National Development Unit and with Hon. Asraf Dulull, Minister of Housing and Lands and the respective technicians of each of the ministries. The delegation also met the National and Productivity and Competitiveness Council and the Board of Investment.

## Agreement between Commonwealth of Learning (COL) and NPCC for Lifelong Learning

The Commonwealth of Learning (COL) has signed a contribution agreement with the NPCC whereby they will prepare an action plan for Lifelong Learning (L3) in Mauritius. The project, based on a framework using Open and Distance Learning (ODL) and Information and Communication Technology (ICT) to empower small farmers in Africa, South Asia and Small Islands, aims at building capacity among small planters and extension officers which could help them in developing value-added cultivation, encourage more sustainable use of natural resources, strengthen their ability to face globalization, and ensure food and livelihood security. The concept envisages a global and local partnership between the market, research institutions, extension agencies, banks, cooperatives and small planter communities.

## Workshop on "Operational Excellence in the Delivery of Services" at Municipality of Quatre Bornes

75 Municipality of Quatre Bornes employees from different departments attended a 3-day workshop on 19<sup>th</sup>, 21<sup>st</sup> and 22<sup>nd</sup> March 2007 on "Operational Excellence in the Delivery of Services" facilitated by the NPCC. This workshop was a follow-up of the recent exercise of developing a new vision for the Municipality of Quatre Bornes, where improvement of customer service was identified as an urgent area for improvement. The training focused on sensitizing managers and front-line officers on the key findings of the recent visioning exercise; developing a clear understanding of the employees' role in the delivery of services with respect to current standards of delivery; and on developing a check sheet of key quality criteria to be integrated in the daily operational activities.

## Mr. Masaaki Imai talks to CEOs and Senior Managers



The NPCC organized a talk on the theme "Survival of the fittest – Strategies of a Lion" on 6<sup>th</sup> February 2007. The talk was delivered by Mr. Masaaki Imai, Chairman and Founder of the Kaizen Institute and targeted senior managers, CEOs and consultants. 150 people attended the session.

## MoU between Kaizen Institute and NPCC

A Memorandum of Understanding was signed between the Kaizen Institute and the NPCC to promote Muda Free Mauritius, Kaizen, Gemba Kaizen and related activities within Mauritius and the region.

## Gemba Kaizen Workshop at Ministry of Agro Industry and Fisheries

A Gemba Kaizen workshop was organized for senior officials of the Licensing Unit of the Ministry of Agro Industry and Fisheries on 25<sup>th</sup> April 2007 at the LIC Building, Port Louis. The objectives of the workshop were to develop new standard of practices and to improve the efficiency in the delivery of licenses and clearance services.

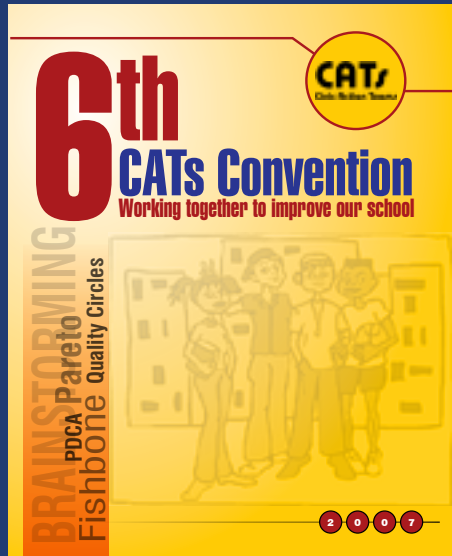
## Network Projects in the Agro-industry

Following a series of consultations with stakeholders in the agro-industry, the NPCC launched 3 pilot network projects – Network for Marketing of Vegetable Products of Belle Mare & Trou d'Eau Douce, Network for Production and Processing of 'Onion Mars' in the South-East Region, and Network for Export of Litchis in the North. The launching of these projects coincided with the visit of Mr. Symington, CEO, Fresh Produce Exporters Forum of South Africa (FPEF) to Mauritius. During his stay, he conducted a sensitisation session with stakeholders of the agro-industry, particularly planters and support institutions, on the need to work together. He also shared the South African experience of collaboration among farmers and how this creates opportunities and benefits to the growers, especially when they are competing on the international market.



# Forthcoming Activities

## 6<sup>th</sup> CATs' Convention for Education Sector



The sixth CATs' Convention on the theme 'Working together to improve our school' will be held on 30<sup>th</sup> August 2007 in the presence of Hon. D. Gokhool, Minister of Education & Human Resources. This year, 55 schools have shown interest in the project. A preliminary selection will be held from 15<sup>th</sup> to 17<sup>th</sup> August 2007 to choose the teams that will participate at the Convention.

## PAPA General Assembly



NPCC will host PAPA's (Pan African Productivity Association) General Assembly in Mauritius on 23<sup>rd</sup>-24<sup>th</sup> August 2007. Some 50 participants from member countries – Botswana, Kenya, Nigeria, South Africa, Tanzania, Zambia and Mauritius – are expected to attend the conference.

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# Recent Additions to the Knowledge Centre



**Competitiveness strategies for small states.** BRIGUGLIO, Lino; CORDINA, Gordon; Blata I-Bajda : Formatex Ltd, 2004. 358p., ill., ref. ISBN: 9990949204




The book is based on the competitiveness experiences of a selection of small states. Though focusing on competitiveness, it covers a wide variety of themes, including the need for a sound macroeconomic

framework and appropriate institutional set-ups. Some of the chapters relate to international trade negotiations and make a case for granting special treatment to small states. Another issue treated relates to the measurement of competitiveness, where the point is stressed that competitiveness is multifaceted, involving various actors and dimensions within the economic and social milieu. 

**Corporate performance assessment.** Tokyo: Asian Productivity Organization, 2001. 272p., ill., ref., tables. ISBN: 9283322592



Corporate performance assessment provides a platform to assess corporate objectives and strategic plans. While the conventional appraisal has focused mostly on the firm's

past financial performance, nowadays it is conducted in a more complicated way to value and incorporate the firm's future potential as well. Therefore, producing a 'capability profile', which reveals the firm's strengths and weaknesses in comparative markets, has become one of the important functions in the corporate performance assessment. Today, firms rely much on outsourcing and multiple partners in designing, production and marketing, in terms of their business activities. It has hence become essential to develop a new framework that incorporates measures to evaluate the performance of business partners and the supply chain so as to effectively link them together in search of synergy. 

**Entrepreneurship and innovation in the knowledge-based economy: challenges and strategies.** Tokyo: Asian Productivity Organization, 2003. 143p., ill., ref. ISBN: 9283323467

The knowledge-based economy is characterized by change and a turbulent business environment. Productivity and competitiveness now depend on nations being ready also for the knowledge-based economy. Advances in telecommunications, information technology, and the Internet have transformed the global business environment. The bases of economic life and business have been extended to the realm of knowledge. Knowledge assets, knowledge workers, and knowledge ventures have become the foci of business attention. This new environment brings fresh challenges to entrepreneurship both at the individual (new start-up) and corporate (internal corporate venture) levels. The e-business environment, as it is referred to, creates opportunities for new business models, new ways to create value, and access to new markets on a global stage. Knowledge has become one of the most important forms of intellectual capital in starting and running business today. R&D and innovation naturally draw primary focus of an enterprise in the process of value creation.

To explore these challenges, the APO organized a symposium to discuss the following themes: e-business trends and new venture initiation in knowledge-based industry; entrepreneurs' role in knowledge-based industry; appropriate business models, management strategy, and tactics including value creation methods, marketing, and branding that harness the possibilities that abound in knowledge-based business; the role of venture capital in knowledge-based industry; entrepreneurship and innovation; and initiating ventures within corporations by motivating and retaining knowledge assets. This document is a compilation of the papers and views presented at the symposium. 