

WORLD REPORT 2013 ON ECONOMIC FREEDOM : MAURITIUS IN THE TOP 10 CLUB



The new Airport of Mauritius ready to boost competitiveness.

MAURITIUS RANKS AMONG THE TOP 10 COUNTRIES IN THE WORLD FOR ECONOMIC FREEDOM ACCORDING TO THE WORLD ECONOMIC FREEDOM REPORT INDEX 2013 PUBLISHED BY THE FRASER INSTITUTE. THE FRASER INSTITUTE IS A CANADIAN THINK TANK. ITS STATED MISSION IS "TO MEASURE, STUDY, AND COMMUNICATE THE IMPACT OF COMPETITIVE MARKETS AND GOVERNMENT INTERVENTION ON THE WELFARE OF INDIVIDUALS."

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of economic freedom. The cornerstones of economic freedom are personal choice, voluntary exchange, freedom to compete, and security of privately owned property. Forty-two variables are used to construct a summary index and to measure the degree of economic freedom in five broad areas namely:

1. Size of Government;
2. Legal System and Property Rights;
3. Sound Money;
4. Freedom to Trade Internationally;
5. Regulation.

152 countries are included in this year's index and the ranking of Mauritius has improved from 8th to 6th. Studies have found that countries with institutions and policies more consistent with economic freedom have higher investment rates, more rapid economic growth, higher income levels, and a more rapid reduction in poverty rates.

EDITORIAL



Dear Valued Productivity Readers,

The PAPA Annual General Meeting 2013 held in Johannesburg on 7th & 8th August 2013 has allowed me to broaden my outlook on productivity by rubbing shoulders with the drivers of the African Productivity Movement. This annual meeting will surely benefit Mauritius in an era where productivity stands high on the agenda of most business leaders.

The Global Competitiveness Index 2013-2014 has ranked Mauritius highest in Sub Saharan Africa and PAPA represents an opportunity for Mauritius to capitalise its geographical position as a gateway between the rising powers of the east, (China, India) and the new future perspectives represented by Africa.

I was also delighted to share productivity ideas, experience, strategies, techniques and practices which has accelerated the growth of our National Productivity & Competitiveness Council (NPCC) of Mauritius.

We are proud and focused on establishing a productivity based work culture in the day to day life of our citizens and PAPA will stand as the spearhead for a Productive Africa.



Mr L.K. Chuttur, MBA
Chairman

**LAUNCHING
SOON**

A National Event,
REVEALING
the 24th October 2013

GREEN PRODUCTIVITY STUDY MISSION



MRS VIMI GOORAH AND MRS SHALINI MATHAVEN FROM THE NPCC PARTICIPATED IN A STUDY MISSION FROM THE 29TH MAY TO 4TH JUNE 2013. IN JAPAN ON GREEN PRODUCTIVITY. THEY ARE BACK TO MAURITIUS WITH A RICH EXPERIENCE AND READY TO SPREAD THEIR KNOWLEDGE FOR THE BENEFIT OF OUR COUNTRY.

The Japan Productivity Center under the aegis of the Ministry of Economy, Trade and Industry, Government of Japan, organized a study mission Green Productivity along with a seminar on the TICAD V's Side Event having the main theme: Technical Cooperation on Productivity Improvement in African Nations. The participating African countries were Botswana, Mauritius, South Africa and Zambia.

The overall objective of the mission was to study Green Productivity (GP) which promotes both productivity and environmental protection, particularly how to utilize raw materials/natural resources effectively and to minimize its waste. The specific objectives of study mission were to enable the participants:

- learn the concepts of Green Productivity (GP) and its practical applications;
- observe GP approaches, applications, and best practices in Japan;
- make a presentation at the TICAD (Tokyo International Conference on African Development) V's Side Event Seminar to share the GP activities in the participating countries.

Core concepts of Green Productivity and its practical applications

MrKunihiro ITO, Counsellor, International Cooperation Department, was the trainer appointed for the study mission on Green Productivity. During the in-class training the participants were given case studies including with issues that affect the sustainability of

the business and based on the issues, the core concepts on Green Productivity were discussed. These include: development of a production department policy, systematic layout planning, production flow, production scheduling and time management, multi-skilling during production processes, tackling management issues during night shifts, data collection on downtime and its impact on production, using the checklist based on 7M(Man, Machines, Measurement, Material, Method, Mother Nature and Management). The in-class training included the discussion of the case studies submitted prior to the study mission by each of the participating countries and the trainer thoroughly analysed each case study and provoked discussions among participants prior to giving his suggestions for improvement.

GP Approaches and Best Practices in Japan

For the study mission, visit to two companies were organized, namely the Cucire Corporation, a subsidiary of Seiko Corporation and Unicharm Corporation. The focus of the visit to Cucire Corporation was mainly the Toyota Sewing System(TSS) where the company introduced the concept of multi-tasking among the workers. The TSS was introduced because the demand for wearing apparel has changed from the huge quantity of basic model to small quantity of a large variety of models. Cucire Corporation had to respond quickly to the fluctuations of the demand for wearing apparel. The Toyota Sewing System(TSS) included a U-shaped production line which reduced subsequently the muda of transportation of the raw materials and with the batch size reduced to a single garment flow module, thus eliminating the work in progress. Each production operator was handling 3 to 4 operations per minute. With teamwork and visual management system, TSS has enabled CucireCooperation to sustain its business in spite of the fierce competition from surrounding Asian countries.

At Unicharm Corporation the focus was about the environmental initiatives taken for all the business activities of the company. At the Head Quarters, participants of the study mission was able to see the range of product manufactured, namely baby and child care products, feminine care products, health care products, cosmetic products, household products, pet care products, industrial materials and food-packaging materials. We were given a presentation on "Environment Management Activities" by the Senior Executive Officer. The most striking initiative to reduce consumption of energy in the offices is through the promotion of COOLBIZ & WARMBIZ concept

where all staff are encouraged to have a COOL attire (Polo-Shirts & Shirts) during summer time and WARM attire (Jumpers) during winter. The impact was an overall reduction in energy consumption of 30%.Other environmental initiatives include waste reduction, recycling, energy saving for facilities, utilization of regenerative energy along the whole product life cycle including enlightenment activity for proper disposal as a major CSR activity.

During the seminar, we were able to network with the representatives of the APO(Asian Productivity Organisation) and a few members of UNIDO and we also met the consultants who visited Mauritius under the JPC & PAPA collaboration for Africa. There has been discussion on our case study and the way ahead concerning Green Productivity.

Presentation at the TICAD V's Side Event Seminar

The NPCC staff presented the strategy of the Government on Green Productivity and initiatives taken by NPCC for the promotion of Green Productivity at a national level. The green project at FM Denim Co Ltd was presented by Mr Pierre Jose Moorjee, Maintenance Manager. The project of reusing cotton from carding waste enabled the company to make an average profit of Rs 2,7m and the project on reduction of fuel cost enabled the company to save 24% on the annual fuel cost. During the seminar, the staff of NPCC was able to network with the representatives of the APO(Asian Productivity Organisation) and a few members of UNIDO and they met the consultants who visited Mauritius under the JPC & PAPA collaboration for Africa. There has been discussion on the case study presented and the way ahead concerning Green Productivity.



KEVIN CHUTTUR, NPCC CHAIRMAN ELECTED 1ST VICE PRESIDENT OF PAPA



Seated from left to right, Mr Bongani Coka, Chief Executive officer, Productivity SA – Secretary General | Dr Paul Bdiya Director, National Productivity Centre, Nigeria – President | Mr Kevin Chuttur, Chairman, National Productivity and Competitiveness Council, Mauritius – 1st Vice President | Mr Baeti Molake, Executive Director, Botswana National Productivity Centre – 2nd Vice President
Board members standing from left to right, Mr. Ousséini Ouedraogo, Burkina Faso | Ms Maritza Titus Namibia | Mr David Ligonda Namibia | Mrs Mokhadi, South Africa (Secretariat) and Mr Dev Appalswamy Mauritius

KEVIN CHUTTUR THE NPCC CHAIRMAN HAS BEEN ELECTED 1ST VICE PRESIDENT OF THE PAN AFRICAN PRODUCTIVITY ASSOCIATION (PAPA) DURING THE GENERAL ASSEMBLY OF THE ORGANIZATION WHICH TOOK PLACE IN JOHANNESBURG SOUTH AFRICA ON 6TH AND 7TH AUGUST 2013 WHERE A NEW BOARD HAS BEEN CONSTITUTED.

Delegates from six member countries: Botswana, Nigeria, South Africa, Namibia, Burkina Faso and Mauritius attended the assembly to elect new board members for the next four years and to ensure that the PAPA's strategic objectives are achieved and to promote economic growth and social development in the African region.

The General Assembly was an excellent opportunity for sharing of ideas and gaining insight from the productivity movement in Africa.

The strategic objectives of the PAPA remain:

- To provide a forum for promoting and sharing ideas and experience on strategies, techniques and practices for productivity enhancement
- To encourage and to nurture the development of a productivity culture in African economies
- To foster co-operation and collaboration between national productivity organizations and other related bodies in Africa and internationally.
- To facilitate the establishment and development of NPOs in Africa
- To facilitate and promote tri-partism in enhancing productivity

Since 2006, PAPA has been working in collaboration with the Asian Productivity Organisation (APO) and Japan Productivity Centre (JPC) for technical assistance and capacity building programmes on productivity in the African region funded by the Japanese Government.

164 participants have been trained by the APO including 21 from Mauritius. The last training programme took place in 2010. The current economic situation in Japan has led to the APO redirecting its resources to member countries and less to the African Programme.

The JPC on the other hand has been offering Technical Cooperation on Productivity Improvement to African Nations under the support of Ministry of Economy, Trade and Industry (METI), of the Government of Japan. This is a bilateral relationship with specific PAPA member countries (South Africa, Botswana, Kenya, Zambia and Mauritius). It is geared towards providing individual member countries and their key social partners with the capacity to drive productivity improvement in their respective countries. Such Japanese productivity improvement activities have assisted the local companies to promote efficient work as well as to improve the quality of their services and products.

NPCC TO DELIVER TRAINING COURSES TO FAIL GROUP FOR TWO MORE YEARS

NEWSKILLS LIMITED THE TRAINING INSTITUTION OF FOOD AND ALLIED INDUSTRIES LIMITED (FAIL) ONE OF THE BIGGEST ENTERPRISE IN THE AGRO INDUSTRY SECTOR IN MAURITIUS SIGNED A MEMORANDUM OF UNDERSTANDING (MOU) WITH THE NATIONAL PRODUCTIVITY AND COMPETITIVENESS COUNCIL (NPCC) AT THE BEGINNING OF OCTOBER 2013. THE MOU WILL LAST FOR TWO MORE YEARS.

This agreement allows NPCC to deliver training courses to all the employees of the Food and Allied Group of companies at the request of Newskills Limited. Over the last two years nine companies have benefited from the expertise of the NPCC in the setting up of Quality Circles, 5S or good housekeeping and KAIZEN.

The NPCC is glad to help the companies in "their search and respect for quality" and values the commitment of their top management and their belief in the concept of participative management.

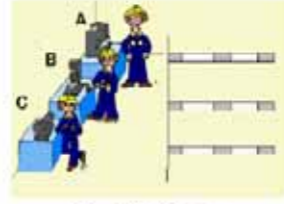
The training courses are delivered over two days and the NPCC sometimes assists the trainees in the elaboration of the projects and their implementation. For example the training in Quality circles targets managers and supervisors who in turn have to set up a quality circle with the people from their respective department. Projects are ongoing from two to six months before they are presented to the management for approval. Quality Circles conventions are also organised by some companies involving all their employees.



Food & Allied
GROUP



La surproduction



Temps d'attente



Déplacement inutile



Excès de procédés



Stocks inutiles



Mouvement inutile



Défauts



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500 BEACH HAWKERS AND PLEASURE CRAFT OPERATORS BECOME MORE PROFESSIONAL

ELEVEN TRAINING COURSES WILL RESUME BY THE END OF NOVEMBER FOR MORE THAN 500 BEACH HAWKERS AND PLEASURE CRAFT OPERATORS THE PROGRAM STARTED SINCE MARCH 2013. THE TOURISM AUTHORITY PARTNERED WITH THE NPCC FOR THE MONTHLY DELIVERY OF A THREE-HOUR TRAINING COURSE OVER THE ISLAND IN ORDER TO ENABLE THOSE OPERATORS DEALING MAINLY WITH TOURISTS AT LARGE TO PROVIDE A HIGH STANDARD SERVICE. THE COURSES DELIVERED DURING THE COURSE OF THE YEAR WILL ENABLE THEM TO ACT ALSO IN A PROFESSIONAL MANNER, TO BE EQUIPPED WITH THE NECESSARY TOOLS PERTAINING TO CUSTOMER SERVICE...

Some forty beach hawkers and pleasure craft operators have accepted the invitation of the Tourism Authority at Veranda Hotel, Grand Baie. Most of them are in the business for more than ten years. They know a lot of things about customer service that they demonstrate when doing business. That is why we request them to "sharpen their saw", that is to invest some time and efforts to review and improve their skills to convince and delight customers. Some explanations are given on understanding and managing customer expectations, the importance of providing an excellent service to the tourism industry, the different levels of service and some of the skills needed for an exceptional customer service.

The interaction is very fruitful. The role play helps them to learn what is right and wrong when meeting a tourist. They also agree that they have to understand their customer needs - need for information, need to have the choice, fairness, friendliness and empathy. Many operators insist that they provide everyday a 'wow' customer service to the tourists.

The training ends with the question and answer session. The beach hawkers and pleasure craft operators are motivated to display a customer service attitude and acknowledge their important contribution to the tourism sector.



ÉVITER LE GASPILLAGE POUR UNE MEILLEURE PRODUCTIVITÉ

DANS LE CADRE DE SA CAMPAGNE NATIONALE SUR LA PRODUCTIVITÉ, LE NPCC A MIS EN AVANT QUELQUES EXEMPLES POUR EXPLIQUER COMMENT AMÉLIORER LA PRODUCTIVITÉ DANS LE CADRE DE NOS ACTIVITÉS PROFESSIONNELLES. NOUS NOUS INTÉRESSONS ICI À LA NOTION 'COMMENT ÉVITER LE GASPILLAGE'!

VOUS ÊTES-VOUS DÉJÀ POSÉ LES QUESTIONS SUIVANTES?:

«Combien d'activités de ma compagnie ajoutent de la valeur au produit ou au service au lieu d'ajouter aux coûts?» «Combien de ces activités sont liées à ce que le consommateur voit en terme de produits ou de services et qui sont importants pour lui?»

La valeur ajoutée est une notion cruciale pour la performance en entreprise. Toute activité qui n'a pas de valeur ajoutée pour le client, donc inutile, ou qui représente une obstruction au bon déroulement d'une activité est considérée comme une forme de gaspillage qui s'ajoute aux coûts. L'équivalent en japonais est le MUDA, terme que l'on doit à Taiichi Ohno, le fondateur du système de production de Toyota. Taiichi Ohno a dénombré 7 différents types de MUDA.

- La surproduction: produire plus que nécessaire
- Temps d'attente: le travail d'un opérateur est mis en attente et l'employé reste inactif
- Le déplacement inutile: les déplacements sont

des aspects essentiels dans les opérations mais déplacer les matériaux ou les produits sur des distances n'a aucune valeur ajoutée

- Excès de procédés dans le processus de fabrication: des procédés inutiles peuvent être évités en combinant des opérations
- Stocks inutiles: pièces détachées, produits et consommables stockés n'ont aucune valeur ajoutée mais ajoutent aux coûts des opérations en occupant de la place
- Les mouvements et déplacements inutiles
- Les défauts: il est important de réduire et d'éliminer le nombre de défauts / de rebuts dans la production

Le concept des 7 MUDA peut être utilisé par toutes les industries, manufacturières ou services. Dans le secteur des services, le gaspillage peut être identifié différemment tels que:

- Les erreurs - dans les transactions, défauts, produits
- Les retards - du côté du client, les files d'attente
- L'excès de procédés - refaire les entrées de données, recopier des informations, imprimer plusieurs copies d'un même document, plusieurs signatures apposées au même document
- Les déplacements inutiles - faire la queue plusieurs fois, aller d'un endroit à un autre pour une transaction
- Le stockage mal fait - pas de produits en réserve, trop de produits et un manque d'espace

- La communication vague - besoin de demander plus d'une fois
- L'opportunité perdue - d'obtenir de nouveaux clients, de perdre des clients existants, ignorer les clients

COMMENT ÉVITER LE GASPILLAGE ?

Le KAIZEN (l'amélioration continue) a été reconnu comme une des méthodes qui aide à contribuer à la productivité et à l'efficacité des entreprises.

C'est une "boîte à outils" de la productivité, contenant beaucoup d'instruments et de techniques pour amener l'amélioration continue sur le lieu de travail. C'est à travers l'examen, l'élimination ou la réduction des sources de gaspillage que ces améliorations deviennent possibles.

Toute entreprise se doit de connaître les besoins de ses clients et c'est en se concentrant sur les activités à valeur ajoutée pour le client que l'excellence opérationnelle sera atteinte.

Le NPCC peut vous aider à identifier les sources de gaspillage dans votre entreprise et à mettre sur pied des projets KAIZEN à moyen et à long terme.

Contactez-nous par courriel sur l'adresse suivante natpro@intnet.mu ou sur le 467 7700.

NPCC FACILITATES TRAINING IN INNOVATION FOR SMEs AND YOUTH IN RODRIGUES



In the present highly competitive environment, one has to perpetually innovate if he wants to remain among the head of the pack and to ensure that his products evolve with changing customer needs.

SMEs play an important role in today's economy, because they generate many jobs and also because they are important drivers of innovation as they are seen as entrepreneurial engines for new technologies and product innovations.

Thanks to their relatively smaller size, SMEs are less constrained by bureaucratic decision making, which makes them more flexible hence their ability to adapt more rapidly to changing market situations which leads to better performing enterprises.

Entrepreneurship drives innovation, and innovation drives growth. So a high level of entrepreneurship is often interpreted as a sign of a healthy economy. Those seeking to increase growth in developing economies often focus on building and nurturing entrepreneurship. Rodrigues is no exception to that rule. It is in this perspective that the Office of the Deputy Chief Commissioner organized the 2nd edition of the "Salon de la Formation et des Métiers" from 6th to 8th June 2013 at the Human Resource Centre, Malabar on the theme "Métiers et Développement Durable: Conscientiser, Former et Entreprendre." The aim was to provide students, out of school youth and job seekers with the necessary information on study opportunities as well as promoting an entrepreneurial culture among youth in Rodrigues.

The National Productivity and Competitiveness Council came in as a facilitator for the workshops on creativity and innovation targeted for young potential entrepreneurs and students in view to stimulate their innovative capacities.

Through the different sessions, the sixty participants were introduced to creativity and innovation tools, learned how to think in fresh and innovative ways and gained better understanding of the problem solving process. The response was very positive as the participants unanimously acknowledged that this type of training should be introduced to students in schools in order for them to grow with a creative and innovative mindset.

LA PRODUCTIVITÉ, CE N'EST PAS COMPLIQUÉ. ÇA CONCERNE TOUT LE MONDE

IT IS IN CHANGING THE WAY PEOPLE WORK THAT I THINK THE ANSWERS TO PRODUCTIVITY ARE GOING TO BE FOUND

JOHN SCULLEY

PRODUCTIVITY TIPS



Consider these three tactics to help you focus, prioritize and ultimately work smarter:

- 1. Use 15-minute increments wisely.**
The first most pervasive distraction I see entrepreneurs face is re-thinking a task they thought of earlier. It's always the small things that distract us most. Maybe you thought about making a doctor's appointment, or you need to replace the printer in your home office.

Maybe there's a financial decision that you keep putting off for when you have "more time" to think about it. Face it: You won't have more time. Instead, get these tasks out of the way. For the next week, keep a running list of the tasks you think about that can be completed in 15 minutes. In a typical week, my clients usually come up with 10 to 20 such actions.

Being ready with this list of actions means you can take care of small tasks while waiting for an appointment to begin, for example, rather than wasting that time thumbing through Instagram pictures.

- 2. Maximize your interruptions.**
The second biggest impediment to productivity is interruption. It's not glancing at a text message, reading an email or answering a quick question from a team member that is the biggest time-suck. It's the amount of time needed to get back to what you were focused on before. That's why you should maximize your interruptions. Save up three or four things to talk to someone about the next time you see them and ask your team to do the same for anyone they talk to or email.

Obviously, if something is critical, don't wait. But you'd be surprised how often these interruptions aren't actually about urgent things. For example, this month, while I was on a 544 mile bike ride through Colorado, I got an email from a team member with five questions he needed answered by the end of the week. He interrupted me once, rather than five separate times and I was able to take care of all his questions in one work session at the end of a day.

- 3. See into the future.**
To be productive, you have to look to the future. Open your digital calendar and look 90 days ahead. In 300 to 500 words, describe what life, work and health goals you'll have achieved. Do this again for 180 days and 365 days from now. This practice gives you a larger goal to work toward, which will keep you motivated and focused.

Source: Jason W. Womack author of *Your Best Just Got Better: Work Smarter, Think Bigger, Make More.* (Wiley, 2012).

www.npccmaurifus.com

PRODIKTIVITÉ LI PA KOMPLIKÉ. C'EST PA TRAVAY PLIS C'EST TRAVAY PLI BIEN

Prodiktivité li concerne tou dimoun



NPCC OBJECTIVES

The National Productivity and Competitiveness Council was set up in 1999 following the SADC declaration on Productivity.

The object of the Council as defined by the NPCC Act No 9 of 1999 shall be to stimulate and generate productivity and quality consciousness and drive the productivity and quality movement in all sectors of the economy with a view to raising national output and achieving sustained growth and international competitiveness.

The Council is the Strategic arm of the NPCC and comprises 7 members representing the respective interests of:

- (i) the government,
- (ii) the employers,
- (iii) the trade unions, and
- (iv) industry associations, professionals and academia.

The NPCC became operational in May 2000. The vision, mission, objectives and guiding principles elaborated by the Council are:

Vision: Better Living for the Nation

Mission: Promote and sustain an enabling environment for Mauritius to thrive in a fast changing world.

The mission was changed in 2003 to "Make Mauritius Muda Free."

In 2007 a new Council was nominated and the mission was reviewed to: "Make Mauritius Work Together"

Core Objective: Development of a Productivity Culture

Guiding Principles: 4Es-Empowerment through Education for Employability and Entrepreneurship

The NPCC Act defines 16 specific functions for the NPCC under Section 5 (a) to (p) which can be grouped under the following six general headings:

PROMOTION/SENSITISATION

- (a) provide the forum for constant dialogue and consensus building on all matters relating to productivity, quality and competitiveness;
- (c) promote and develop greater productivity and quality awareness and consciousness amongst the public, and organise awards to recognise individuals, teams and organisations for their outstanding achievements in quality and productivity;

- (d) inculcate new values and attitudes in the country regarding productivity, quality and competitiveness;
- (m) organise conferences and policy seminars on productivity, quality and competitiveness

RESEARCH & ANALYSIS

- (e) identify constraints to the improvement of productivity, quality and competitiveness and propose remedial measures;
- (g) collect, analyse, produce and disseminate data on the measurement of, and changes in, productivity, economy-wise and by sector and industry;
- (i) promote and undertake research, including training, in all aspects of productivity, quality and competitiveness;
- (o) request the Productivity Committees to carry out studies, prepare opinion statements, reports and information bulletins within the scope of their powers; and

DOCUMENTATION

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

OPERATIONS

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

ADVISORY

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

Missing from the above is function (p), which reads as follows:

"do such things as may be incidental to, and consequential upon, the discharge of its functions under this Act",

A new Council was constituted in April 2013. A Productivity Committee has been set up and a brainstorming session will be organized to work out a strategy to attain the objectives set.

NPCC COUNCIL MEMBERS

THE NPCC ACT WAS AMENDED BY THE ECONOMIC AND FINANCIAL MEASURES (MISCELLANEOUS PROVISIONS) ACT NO 27 OF 2012 AND MADE PROVISION FOR A NEW COUNCIL OF SEVEN MEMBERS REPRESENTING THE INTERESTS OF THE GOVERNMENT, THE EMPLOYER'S, THE UNIONS AND INDUSTRY ASSOCIATIONS/ CONSUMER ORGANISATION.

A new Council was nominated in April 2013.

Membership is as follows:-

Chairperson

Mr Leerajsing Kevin CHUTTUR

Vice Chairperson

Mr Robert PALLAMY

Members

Mr Ishwarlall BONOMAULLY

Dr Azad JEETUN

Mr Muhammad Haniff PEERUN

Mrs Nishma Pratibha SOOKOOL GOOLAB

Ms Jane YEE SAK CHAN



THE NPCC
Newsletter

EDITED BY
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