

# UNLEASHING FULL POTENTIAL THROUGH POSITIVE HABITS

STRATEGIC PLAN  
2016- 2019

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## Executive Summary

This Strategic Plan 2016-2019 is a blueprint for the National Productivity and Competitiveness Council (NPCC) as it addresses on-going challenges to deliver on its mandate in the context of the transformational change the country is currently undergoing.

The strategic plan, which builds on past achievements and experiences (2000- 2015), spells out key interventions in four strategic thrusts, namely education, empowerment, entrepreneurship and innovation. For each of these strategic thrusts, strategic outcomes and objectives are outlined. The strategic plan also identifies key performance indicators that will be used to track and evaluate progress towards meeting the set objectives. A participatory approach was used to formulate the strategic plan. This will guide project- and operational-level planning and resource allocation decisions over the next three years. It aligns with the government's 2015- 2019 programme and Vision 2030. The strategic plan is a dynamic document to which changes shall be made as NPCC adjusts to new circumstances, while keeping its focus on unleashing its set vision.

### The Strategic Plan is divided into five sections:

**Section 1** is the introductory part which gives a brief background to the NPCC, its legal context and instruments and policies that guides its operation. The section continues with the description of the NPCC's purpose. It also briefly describes the methodology which was used to develop the plan.

**Section 2** gives the situation analysis and highlights the challenges the NPCC will have to overcome amid the transformational change the country is currently undergoing. It also points out the strategic framework to be adopted to meet these challenges.

**Section 3** underlines key areas of intervention and define set outputs, key objectives and indicators for the strategic areas of focus in the next three years.

**Section 4** presents how the plan is going to be monitored and evaluated.

**Section 5** gives the conclusion.



## 1. Introduction - What we do?

Set up under the NPCC Act 9 of 1999, and operating under the aegis of the Ministry of Financial Services, Good Governance and Institutional Reforms, the NPCC is mandated 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 unleashing sustained growth and international competitiveness.*”

The NPCC Act enumerates 16 functions to be performed. For operational ease, these have been regrouped under six broad headings:

1. Promotion / Sensitisation
2. Research and Analysis
3. Documentation
4. Operations
5. Advisory
6. Networking

### Promotion / Sensitisation

- provide the forum for constant dialogue and consensus building on all matters relating to 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;

### Research and Analysis

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

## Documentation

- 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;

## Operations

- monitor and co-ordinate programmes and activities relating to the improvement of productivity, quality and competitiveness;
- arrange for consultancy services in the areas of productivity and quality management and related fields;
- 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

- advise Government on the formulation of national policies and strategies on all aspects of productivity, quality and competitiveness;
- organise conferences and policy seminars on productivity, quality and competitiveness;

## Networking

- Liaise and establish linkages with research institutions and productivity organisations in Mauritius and abroad

### 1.1. Vision

“Better Living for the Nation”

### 1.2. Mission

“Make Mauritius Work. Together”

### 1.3. Guiding Principles

- Empowerment through Education for greater Employability and Entrepreneurship

## 1.4. Values

- Excellence
- Commitment
- Innovation
- Continuous Learning
- Team spirit

## 1.5. Strategic planning process

The development of the strategic document 2016- 2019 has benefited from consultation with the chairman, council members, officer in charge, stakeholders from the public and private sector, trade unions and the staff of NPCC. Its preparation process was highly participatory, and in accordance with the government's Vision 2030. The following steps were followed to formulate the strategies:

### a. Consultation with Council and Staff

The technical cadre of the NPCC was also invited to a strategic conversation with the Chairman as a prelude to the formulation of the strategies following which they submitted their views about the strategies direction and projects which NPCC should undertake.

Three meetings were held with the Council members, whereby they shared their views about the strategic direction to be undertaken by the NPCC.

### b. Scan of the economy

The strategy formulation process started with a scan of the economy whereby the management staff of the NPCC took cognizance of the country's performance in various spheres: economic, social, environmental, productivity, ease of doing business, governance and competitiveness.

### c. Vision/ Mission Review

During discussion, it was proposed that the Council considers revisiting the vision and mission.

### d. PESTLE / SWOT Analysis

A PESTLE/ SWOT analysis was conducted (table 1 & 2) to gather further insight about the strategies to be adopted.

Table 1: PESTLE Analysis

	<b>Opportunities</b>	<b>Threats</b>
<b>Political factors</b>	Productivity is addressed as a critical issue in the Prime Minister's Economic Vision Statement	Lack of awareness on productivity and competitiveness issues at high level
<b>Economic factors</b>	New avenues of growth	Set- back in global economy
<b>Social factors</b>	Productivity is everyone's business	Misunderstanding of productivity
<b>Technological factors</b>	Use of ICT tools/technology to improve productivity	Demographic changes: low fertility, ageing population
<b>Legal factors</b>	Wide agenda given by NPCC's Act	Possibility of merging with other institutions
<b>Environmental factors</b>	Green Productivity Energy efficiency	Food security Black- out

Table 2: SWOT Analysis

	<b>Strengths</b>	<b>Weaknesses</b>
<b>Man</b>	Skilled employees Values: team-work, result-oriented, excellence, commitment, innovation, continuous learning	Competency matrix not clearly defined No career development
<b>Machine/ Environment</b>	Training facilities	Weak IT infrastructure Not technology driven
<b>Method</b>	HR manual Performance Management & Development System (in process) Project driven	Few internal processes not standardised
<b>Measurement</b>	Evaluation of training	Adhoc monitoring and evaluation done

#### e. Defining strategies and pillars

The above findings (steps a- d) were used as guidance to define the strategies 2016- 2019 of the NPCC. It was also ensured that the strategies are aligned with the functions of the NPCC, as enumerated in NPCC Act (1999).

It was agreed that the 2016- 2019 strategies will be based upon four strategic thrusts namely **empowerment, education, entrepreneurship and innovation** and will be focused on **the citizen, business and the government**.

## f. Prioritisation of projects

Based on the strategic thrusts, a list of projects which will contribute towards achieving NPCC's vision were enumerated and rated to determine the implementation time-line. The criteria used to rate the projects were urgency, impact and amount of effort required.

## 2. Situation Analysis

In many respects, the rapid development of Mauritius since independence in 1968 has been remarkable. The country has successfully transformed itself from a low income, mono-crop agricultural economy based largely on sugarcane, to an upper middle-income country with a gross national income (GNI) per capita of US\$9,710 (World Bank, 2014). It remains the most competitive nation in Africa according to the Global Competitiveness Report 2015-2016 (46<sup>th</sup> out of 140 countries). It also scores well in terms of Human Development, with a Human Development Index of 0.777 (63 out of 188 countries in 2014), governance (1st in the 2015 Ibrahim Index of African Governance ranking among 54 countries) and economic freedom (15th out of 178 countries and 1st in Africa in the 2015 Doing Business report). Mauritius has also achieved most of the Millennium Development Goals (MDGs) targets.

Notwithstanding the significant progress that Mauritius has made, the economy is once more at a tricky juncture. The Gross Domestic Product (GDP) real growth rate has followed a declining trend from an average of 7 % in the late eighties to an average of 3.5 % for the period 2009-2014. On the basis of information gathered on key sectors of the economy, forecast of GDP growth for Mauritius has been revised downward by Statistics Mauritius from 3.8 % as forecasted in June 2015 to 3.6 % in September 2015.

Unemployment rate has also increased from 7.2 % in 2008 to 7.8 % in 2014. Government debt has spiraled over the years, increasing to 52.6 % of GDP in 2013 and further to 53.4 % in 2014, from an average of 50.4 % during 2010-2012. Mauritius has also seen a growing proportion of its population living in relative poverty during the last six years from 7.9 % in 2006 to an estimated 9.4 % in 2012. Income inequality has also increased in Mauritius between 2006/07 and 2012. The Gini coefficient has deteriorated from 0.387 in 1996 /97 to 0.414 in 2012.



In addition, Mauritius faces major development challenges typical of middle-income Small Island Developing States (SIDS), such as environmental vulnerability and exposure to natural disasters, especially in the face of climate change; coastal zone erosion; endangered species; reduction in forest coverage; decrease in fish stocks; water shortages, and vulnerability to external economic trends, including decreasing Overseas Development Assistance.

Furthermore, official statistics highlight a decline in productivity over the years. From 2009 to 2014, labour productivity increased by an average of 2.7 % per annum. During the same period, capital productivity was negative (-0.6 % per annum) while multifactor productivity increased by 0.7%.

An analysis of some of the factors hampering productivity growth in Mauritius highlights the following:

- Poor work habits-manifested by lack of time management as well as waste of other resources.
- Lack of productivity consciousness at national level-not enough emphasis on productivity at all levels.
- Poor understanding of productivity concepts at national level- misconception about productivity still persists.
- Low recognition of productivity improvement efforts- no reward for productivity improvement effort/ sharing of results.
- Lack of systemic approach to improve productivity- productivity and quality improvement done on ad-hoc basis.
- Lack of cognizance on the importance of innovation- poor innovation culture/ system in place.
- Poor skills development and talent management- low labour productivity and skills mismatch.
- Poor leadership skills- lack of governance.
- Lack of research on productivity and competitiveness issues- lack of evidence- based policies.
- Low absorption of technology- low penetration of technology in SMEs, low capital productivity.
- Weak labour-management partnership-lack of consultation between labour and management.
- Lack of concerted actions and dialogue among citizens – lack of platform for concrete dialogue and action.
- Poor sustenance of productivity and quality management standards and practices.
- Low levels of cooperation among institutions leading to duplications.
- Weak linkage between enterprises and research institutions to inform on research needs and a system for disseminating and absorbing the research output.



### 3. Proposed Strategic Framework

NPCC 2016- 2019 strategy has been designed to build on its past achievements, incorporating lessons learnt, and is aligned with the government’s vision of transforming Mauritius from an erstwhile economic model, with short- lived booms, to a new vibrant, innovative global city, with modern infrastructure, high skills and state –of-the art technology, improved quality of life, global connectivity, ecological balance and social inclusiveness, by 2030. It also takes into account new sectors of growth such as the ocean economy and the post- 2015 agenda.

The strategic framework is centred on essential priorities based on the theme “**Unleashing Full Potential through Positive Habits.**” This theme has been chosen to lay emphasis on the human-centric approach required to improve productivity, especially at a time when we are facing daunting challenges such as lower growth rates, tighter competition, and unpredictable climate changes among others. The basic premise for the human- centred approach entails that if productivity improvement is meant to make people have a better tomorrow than today, it cannot be imposed from "above" and transplanted from outside, which often have far- reaching counterproductive consequences on the harmonious functioning of society. Instead, an indigenous approach must be used, involving the citizens. Unless and until people challenge their current way of doing things and adopt smarter ones, progress will not happen.

The strategic framework will further be based on **four fundamental strategic thrusts** namely

1. **Empowerment**
2. **Education**
3. **Entrepreneurship and**
4. **Innovation**

The four strategic thrusts will focus on the citizen, business and the government. They are all closely intertwined, are equally important and will have a synergistic impact in improving productivity and competitiveness.

#### **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. NPCC intervention will focus on five specific areas.

In its endeavour to promote leadership as an engine of growth, NPCC will implement the Mauritius Leadership Brand. The aim of the Mauritius Leadership Brand is to build a reputation for developing exceptional Mauritian leaders with a distinct set of talents that are uniquely geared to fulfil stakeholders' expectations.

Second, NPCC will design and implement the national leadership project with the aim of developing capabilities at all levels.

Third, NPCC will implement the “Grooming Young Mauritian Leaders” project with the objective of building a network around young Mauritian leaders to support them and enable them to be effective and successful as they continue on their leadership journeys.

Fourth, NPCC will empower citizens to be more engaged through the creation of a market place for ideas and refining them into an actionable port-folio through constructive debate and discourse. This will be beneficial to firming up smart proposals to the relevant authorities.

NPCC will also promote positive habits geared towards challenging current way of doing things and adopting better ones for the common good.

## Education

Education empowers people to reach their full potential in business, government and society and is the basis for generating and harnessing intellectual capital. Advocating about productivity to raise consciousness at all levels will be one of the prime focus areas under this pillar. NPCC will continue to support public and private enterprises, particularly SMEs, to improve their productivity and quality through capacity –building and productivity/quality improvement programmes. NPCC will also strengthen its research capacity to keep abreast of new developments in the field of productivity and quality and share productivity best practices and standards with various stakeholders with the aim of developing evidence –based policies and programmes. NPCC will also set up productivity committees and engage in discussions about various productivity and competitiveness issues of high importance. The output of these discussions (position papers) shall be disseminated to stakeholders. It will also empower entrepreneurs to use ICT solutions to improve productivity.



## Entrepreneurship

Entrepreneurs play a vital role in economic development as key contributors to technological innovation and new job growth. In line with government's vision to build an entrepreneurial culture in Mauritius, the NPCC will focus on two areas under this thrust. First, it will provide the platform to entrepreneurs and future entrepreneurs to interact, network and share best practices. Second, NPCC will support entrepreneurs and future entrepreneurs through skill development and awareness programmes.

## 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 made. NPCC will continue to support the development of an innovation culture in Mauritius through skill development and recognition programmes. NPCC will also empower entrepreneurs and citizens to use/develop innovative applications to improve productivity.

### 3.1. Proposed projects

The following projects have been identified for each pillar.

Strategic Thrusts	Strategic objective	Project
<b>Empowerment</b>	To build leadership capability at all levels and boost citizen engagement	National Leadership Engine
		<ul style="list-style-type: none"> <li>Living the Mauritius Leadership Brand</li> </ul>
		<ul style="list-style-type: none"> <li>Grooming Young Mauritian Leaders</li> </ul>
		<ul style="list-style-type: none"> <li>National Leadership Development</li> </ul>
		<ul style="list-style-type: none"> <li>Platform for smart ideas</li> </ul>
<b>Education</b>	To advocate and build capacity for productivity and quality improvement	Promotion, communication and sensitisation on productivity ( PCSP)
		Training and productivity and quality improvement programmes ( PQIPs)
		Research and analysis
		Development of productivity best practices and standards
		Subject matter expert for civil service
		ICT solutions for enterprise productivity
		Productivity and Quality Award
		Productivity alliance for entrepreneurs
<b>Entrepreneurship</b>	To nurture a new breed of entrepreneurs	Smart entrepreneurs programme
<b>Innovation</b>	To improve national innovation capability	InnovEd( Innovation for the Education ) sector
		Innovation Award
		Innovating in a digital world

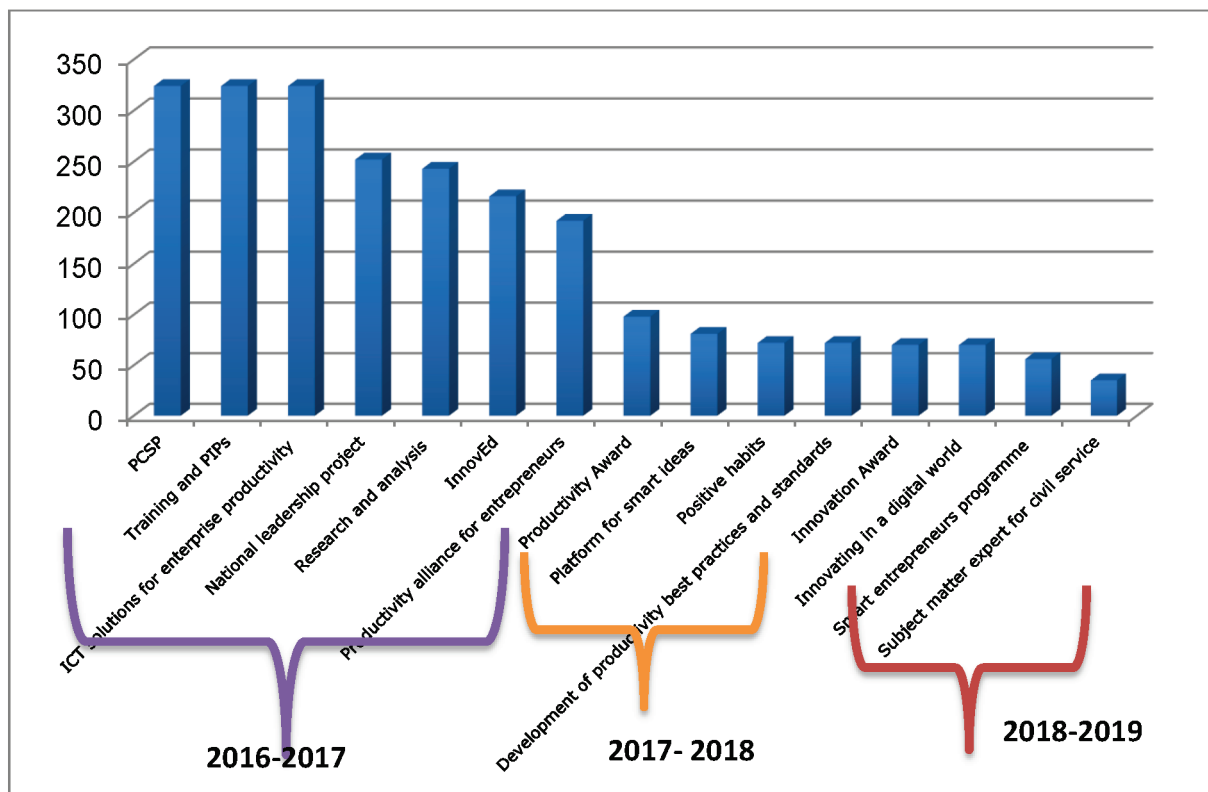
### 3.2. Project time-frame

The projects were also rated (figure 1) to determine when the projects will be implemented. The following criteria were used.

#### Scoring Rubric (Scale 1 to 9)

Criteria	Marks		
	1	4	9
<b>Urgency</b>	Not urgent	Quite Urgent	Very urgent
<b>Effort</b>	More effort	Some efforts	Least efforts
<b>Impact</b>	Least impact	Some impact	Lots of impact

Figure 1: Rating of projects



### 3.3. Results and Resources Framework

#### 3.3.1. Project: Promotion, communication and sensitisation on productivity

Strategic thrust	<b>Education</b>	
Project objective	To rally the whole nation behind the productivity movement and instigate action to promote productivity and competitiveness	
Outcome	<ul style="list-style-type: none"> <li>Productivity and quality consciousness promoted at national level</li> </ul>	
Indicators	<ul style="list-style-type: none"> <li>No of people sensitised</li> </ul>	
Time- line	2016 - 2019	
Project cost ( indicative)	Rs 4.5 M (Year 1)	
<b>Intended Outputs</b>	<b>Indicative activities</b>	<b>Inputs (2016- 2019)</b>
<ul style="list-style-type: none"> <li>Productivity conscious citizens</li> </ul>	<ul style="list-style-type: none"> <li>National Campaign</li> <li>Awareness sessions</li> <li>Road shows</li> <li>Promotion of NPCC's activities/ projects</li> <li>Promoting the NPCC's Brand</li> </ul>	<ul style="list-style-type: none"> <li>Internal Human Resource</li> <li>Logistics</li> <li>External consultants</li> </ul>

### 3.3.2. Project: Training and productivity / quality improvement programmes

Strategic thrust	<b>Education</b>	
Project objective	To strengthen the capacity of organisations to implement productivity/ quality improvement programmes	
Outcome	<ul style="list-style-type: none"> <li>Efficient and effective organisations</li> </ul>	
Indicators	<ul style="list-style-type: none"> <li>No of participants in training programmes</li> <li>No of productivity / quality improvement programmes implemented by NPCC in organisations</li> </ul>	
Time- line	2016 - 2019	
Project cost ( indicative)	Rs 2.5M	
<b>Intended Outputs</b>	<b>Indicative activities</b>	<b>Inputs (2016- 2019)</b>
<ul style="list-style-type: none"> <li>2 focused training annually</li> <li>Pilot e-learning courses</li> <li>25 PIPs implemented ( year 1)</li> </ul>	<ul style="list-style-type: none"> <li>Focused training with specialised trainers</li> <li>Pilot E-Learning</li> <li>Productivity and quality improvement programmes</li> </ul>	<ul style="list-style-type: none"> <li>Internal Human Resource</li> <li>International trainers</li> <li>Development and hosting of online courses</li> <li>Marketing of PQIPs and training courses</li> </ul>

### 3.3.3. Project: ICT solutions for enterprise productivity

Strategic thrust	<b>Education</b>	
Project objective	To promote the use of ICTs to improve productivity	
Outcome	<ul style="list-style-type: none"> <li>Productive organisations</li> </ul>	
Indicators	<ul style="list-style-type: none"> <li>No of ICT solutions promoted</li> </ul>	
Time- line	2016 - 2019	
Project cost ( indicative)	To be defined	
<b>Intended Outputs</b>	<b>Indicative activities</b>	<b>Inputs (2016- 2019)</b>
<ul style="list-style-type: none"> <li>ICT solutions identified and tested</li> </ul>	<ul style="list-style-type: none"> <li>Needs analysis of clients</li> <li>Partnership with service providers</li> </ul>	<ul style="list-style-type: none"> <li>Internal Human Resource</li> <li>Network of service providers</li> <li>Marketing of ICT solutions</li> </ul>

### 3.3.4. Project: National Leadership Engine

Strategic thrust	<b>Empowerment</b>	
Project objective	To build leadership capability at all levels	
Outcome	<ul style="list-style-type: none"> <li>Empowered future leaders</li> </ul>	
Indicators	<ul style="list-style-type: none"> <li>No of leadership development programmes</li> <li>No of participants attending programmes</li> </ul>	
Time- line	2016- 2019	
Project cost ( indicative)	Rs 4.65 mn ( 2016- 2019)	
<b>Intended Outputs</b>	<b>Indicative activities</b>	<b>Inputs (2016- 2019)</b>
<ul style="list-style-type: none"> <li>Capacity building of leaders</li> </ul>	<ul style="list-style-type: none"> <li>Living the Mauritius Leadership Brand</li> <li>Grooming Young Mauritian Leaders</li> <li>National Leadership Development</li> </ul>	<ul style="list-style-type: none"> <li>Internal Human Resource</li> <li>External consultants/ Freelancers / Researchers</li> </ul>

### 3.3.5. Project: Research and analysis

Strategic thrust	<b>Education</b>	
Project objective	To keep abreast of new developments in the field of productivity and competitiveness	
Outcome	<ul style="list-style-type: none"> <li>To guide policy decisions and actions</li> </ul>	
Indicators	<ul style="list-style-type: none"> <li>No of research documents published/ disseminated</li> </ul>	
Time- line	2016-2019	
Project cost ( indicative)	<b>Rs 3 mn (2016-2019)</b>	
<b>Intended Outputs</b>	<b>Indicative activities</b>	<b>Inputs (2016- 2019)</b>
<ul style="list-style-type: none"> <li>Reports</li> </ul>	<ul style="list-style-type: none"> <li>Analysis of reports/ data on productivity and competitiveness</li> <li>Publication and dissemination of reports</li> <li>2<sup>nd</sup> Competitiveness Foresight</li> </ul>	<ul style="list-style-type: none"> <li>Internal Human Resource</li> <li>International/ national reports/ studies</li> <li>Local/ International Consultants</li> </ul>



### 3.3.6. Project: InnovEd

Strategic thrust	<b>Innovation</b>	
Project objective	To promote critical thinking and problem solving, creativity and innovation among students.	
Outcome	<ul style="list-style-type: none"> <li>• Students pre-disposed to think innovatively, creatively and critically</li> <li>• Trained educators who are more equipped to promote creativity and innovation</li> </ul>	
Indicators	<ul style="list-style-type: none"> <li>• Number of innovative projects</li> </ul>	
Time-line	2016-2019	
Project cost ( indicative)	Rs 400,000 ( year 1)	
<b>Intended Outputs</b>	<b>Indicative activities</b>	<b>Inputs (2016-2019)</b>
<ul style="list-style-type: none"> <li>• Number of facilitators (educators) trained</li> <li>• Number of students participating in project</li> </ul>	<ul style="list-style-type: none"> <li>• Training of facilitators</li> <li>• Project implementation and evaluation</li> <li>• Recognition of outstanding projects</li> </ul>	<ul style="list-style-type: none"> <li>• Internal Human Resource</li> <li>• Partnership with Ministry of Education and MITD</li> </ul>

### 3.3.7. Project: Productivity alliance for entrepreneurs

Strategic thrust	<b>Entrepreneurship</b>	
Project objective	To provide the platform to entrepreneurs to dialogue and learn from each other	
Outcome	<ul style="list-style-type: none"> <li>• Improved business opportunities</li> </ul>	
Indicators	<ul style="list-style-type: none"> <li>• No of members registered</li> </ul>	
Time- line	2016-2019	
Project cost ( indicative)	Rs 300,000	
<b>Intended Outputs</b>	<b>Indicative activities</b>	<b>Inputs (2016- 2019)</b>
<ul style="list-style-type: none"> <li>• Business opportunities identified</li> </ul>	<ul style="list-style-type: none"> <li>• Organise networking events</li> </ul>	<ul style="list-style-type: none"> <li>• Internal Human Resource</li> <li>• Marketing</li> </ul>

### 3.3.8. Project: Productivity and Quality Award

Strategic thrust	<b>Education</b>	
Project objective	To recognise productivity and quality improvement efforts made in different enterprises – both public and private; including SMEs	
Outcome	<ul style="list-style-type: none"> <li>Enterprise more engaged to adopt productivity and quality improvement initiatives</li> </ul>	
Indicators	<ul style="list-style-type: none"> <li>Number of organisations participating</li> </ul>	
Time- line	2017- 2018	
Project cost ( indicative)	Rs 4 mn	
<b>Intended Outputs</b>	<b>Indicative activities</b>	<b>Inputs (2016- 2019)</b>
Number of eligible projects per category	<ul style="list-style-type: none"> <li>Registration</li> <li>Assessment</li> <li>Award</li> </ul>	<ul style="list-style-type: none"> <li>Internal Human Resource</li> <li>Partnership with local/ international organisations</li> </ul>

### 3.3.9. Project: Platform for smart ideas

Strategic thrust	<b>Empowerment</b>	
Project objective	To empower citizens to increase their public participation with a view to giving feedback on public services and participate fully in the decisions and processes that shape their lives.	
Outcome	<ul style="list-style-type: none"> <li>Engaged citizens</li> </ul>	
Indicators	<ul style="list-style-type: none"> <li>Number of position papers</li> </ul>	
Time- line	2017- 2018	
Project cost ( indicative)	Rs 1.1 mn	
<b>Intended Outputs</b>	<b>Indicative activities</b>	<b>Inputs (2016- 2019)</b>
<ul style="list-style-type: none"> <li>Position papers</li> <li>Bank of ideas</li> </ul>	<ul style="list-style-type: none"> <li>Workshops</li> <li>Discussion forum</li> <li>Dissemination of ideas to relevant stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Internal Human Resource</li> <li>Partnership with local authorities / ministries</li> </ul>

### 3.3.10. Project: Positive habits

Strategic thrust	<b>Empowerment</b>	
Project objective	To improve society by promoting positive actions at the level of individuals, families, schools, organisations and communities	
Outcome	<ul style="list-style-type: none"> <li>• Social capital strengthened</li> </ul>	
Indicators	<ul style="list-style-type: none"> <li>• No of people reached</li> </ul>	
Time- line	2017- 2018	
Project cost ( indicative)	Rs 2 mn	
<b>Intended Outputs</b>	<b>Indicative activities</b>	<b>Inputs (2016- 2019)</b>
No of people attending awareness sessions	<ul style="list-style-type: none"> <li>• Outreach programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Internal Human Resource</li> <li>• Freelancers</li> <li>• Partnership with local authorities / ministries etc</li> </ul>

### 3.3.11. Project: Development of productivity best practices and standards

Strategic thrust	<b>Education</b>	
Project objective	To create a body of knowledge in the field of productivity	
Outcome	<ul style="list-style-type: none"> <li>• Adoption of best practices in different sectors</li> </ul>	
Indicators	<ul style="list-style-type: none"> <li>• Number of people / organisation using best practices and standards</li> </ul>	
Time-line	2017-2019	
Project cost ( indicative)	Rs 500,000 ( yearly)	
<b>Intended Outputs</b>	<b>Indicative activities</b>	<b>Inputs (2016- 2019)</b>
Number of best practices/ standards developed	<ul style="list-style-type: none"> <li>• Analysis of sector</li> <li>• Development of best practices/ standards</li> <li>• Testing</li> <li>• Dissemination</li> </ul>	<ul style="list-style-type: none"> <li>• Internal Human Resource</li> <li>• Freelancers</li> <li>• Partnership with relevant stakeholders at local/ international level</li> </ul>

### 3.3.12. Project: Innovation Award

Strategic thrust	<b>Innovation</b>	
Project objective	To recognise innovation efforts made by different enterprises – both public and private; including SMEs	
Outcome	<ul style="list-style-type: none"> <li>• Innovation capacity strengthened</li> </ul>	
Indicators	<ul style="list-style-type: none"> <li>• Number of organisations</li> </ul>	
Time- line	2018- 2019	
Project cost (indicative)	Rs 4 mn	
<b>Intended Outputs</b>	Indicative activities	Inputs (2016- 2019)
Number of innovative projects	<ul style="list-style-type: none"> <li>• Registration</li> <li>• Assessment</li> <li>• Award</li> </ul>	<ul style="list-style-type: none"> <li>• Internal Human Resource</li> <li>• Technical committee</li> <li>• Partnership</li> </ul>

### 3.3.13. Project: Innovating in a digital world

Strategic thrust	<b>Innovation</b>	
Project objective	To build capacity of unemployed graduates to develop Apps for productivity	
Outcome	<ul style="list-style-type: none"> <li>Capacity to develop Innovative Apps and Employability of Unemployed Graduates</li> </ul>	
Indicators	<ul style="list-style-type: none"> <li>No of Apps developed on productivity in daily life</li> </ul>	
Time- line	2018-2019	
Project cost ( indicative)	Rs 1mn	
<b>Intended Outputs</b>	<b>Indicative activities</b>	<b>Inputs (2016- 2019)</b>
No. Unemployed graduates	<ul style="list-style-type: none"> <li>Training of unemployed graduates on productivity in daily life.</li> <li>Training of unemployed graduates on Apps development</li> <li>Award of best APPs</li> </ul>	<ul style="list-style-type: none"> <li>Internal Human Resource</li> <li>External Consultants</li> </ul>

### 3.3.14. Project: Smart entrepreneurs programme

Strategic thrust	<b>Entrepreneurship</b>	
Project objective	To enhance an entrepreneurial culture	
Outcome	<ul style="list-style-type: none"> <li>New breed of entrepreneurs</li> </ul>	
Indicators	<ul style="list-style-type: none"> <li>Number of entrepreneurs starting their business</li> </ul>	
Time- line	2018- 2019	
Project cost ( indicative)	Rs 350,000	
<b>Intended Outputs</b>	<b>Indicative activities</b>	<b>Inputs (2016- 2019)</b>
<ul style="list-style-type: none"> <li>Number of participants trained</li> </ul>	<ul style="list-style-type: none"> <li>Workshops</li> <li>Monitoring</li> </ul>	<ul style="list-style-type: none"> <li>Internal Human Resource</li> <li>Freelancers</li> <li>Partnership</li> </ul>

### 3.3.15. Project: Subject matter expert for civil service

Strategic thrust	<b>Education</b>	
Project objective	To promote public sector efficiency and effectiveness	
Outcome	Public bodies constantly innovating to respond to customers' needs and striving for excellence	
Indicators	Feedback on public service delivery Lead time of service delivery	
Time- line	2018- 2019	
Project cost ( indicative)	<b>Rs 100,000</b>	
<b>Intended Outputs</b>	<b>Indicative activities</b>	<b>Inputs (2016- 2019)</b>
<ul style="list-style-type: none"> <li>• Number of projects implemented</li> <li>• Number of civil servants trained</li> </ul>	<ul style="list-style-type: none"> <li>• Needs analysis of public sector, taking stock of what has been done</li> <li>• Design and implementation of capacity- building programmes / process improvement programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Sign MOU with Civil Service College</li> <li>• Internal Human Resource</li> <li>• Freelancers/ Consultants</li> </ul>

### 3.4. Rodrigues

Given the fact that Rodrigues Island, which also forms part of the Republic of Mauritius, also needs to join the productivity bandwagon, it is envisaged to consult stakeholders in Rodrigues, including the different Commissions and representatives of private sector, trade unions and the community (RCSS), to assess priorities and design a strategic action plan to enhance productivity and competitiveness in Rodrigues, taking into account Rodrigues specificities.

## 4. Implementation of strategic plan, monitoring and evaluation

### 4.1. Implementation

Overall responsibility for the execution and coordination of this strategic plan will rest with the NPCC. Expertise of other specialised resource persons and institutions will be sourced as and when required.

### 4.2. Management of projects

The Officer in Charge and management staff of the NPCC shall oversee the holistic implementation and monitoring of the projects. Regular reports will be submitted to the Council.

#### Terms of Reference- For Management of Projects

##### Initiating a project

- Agree on the responsibilities of the lead officer and team running the project;
- Review and appraise detailed project plans and annual action plans (fortnightly management meetings), and the monitoring and communication plan.

##### Running a project

- Provide strategic guidance and direction to the project, ensuring it remains within specified parameters;
- Address project issues as raised by the team;
- Provide guidance and agree on possible countermeasures / management actions to address specific risks;
- Conduct regular meetings to review progress and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Provide ad-hoc direction and advice for exceptional situations;
- Assess and decide upon project amendments through revisions.

##### Closing a project

- Assure that all planned project deliverables have been produced satisfactorily and provide rationale for deliverables not attained;
- Review and approve the Final Project Review Report, including lessons-learned;
- Make recommendations for follow-up actions



### 4.3. Monitoring and evaluation framework

In order to facilitate the effective implementation and monitoring of the strategic plan, a detailed **Rolling 18- month Action Plans (AAP)** will be formulated which will be closely monitored. The annual action plan will be reviewed twice yearly.

## 5. Conclusion

We are aware that the future has many challenges and opportunities in store for us. But we are convinced that if we all make productivity our priority (public sector, private sector, trade unions and civil society) and value positive habits, patriotism, pride in work etc., we can contribute to a better tomorrow for ourselves and future generations.