



*Ansam pou enn meyer kalite lavi*

National Productivity and Competitiveness Council

# Strategic Plan 2021-2025

Building a resilient tomorrow

June 2021





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# Foreword

***“Productivity isn't everything, but, in the long run, it is almost everything. A country's ability to improve its standard of living over time depends almost entirely on its ability to raise its output per worker.”*** Paul Krugman, Nobel Prize Winner

As we grapple with the changing socio-economic and industrial landscape, mainly brought about by rapid globalisation, the fourth industrial revolution and precipitated by the COVID-19 pandemic, the role of productivity to sustain inclusive long-term growth cannot be underestimated. Productivity must be addressed holistically and in tandem, at the national, sectoral and enterprise levels.

We are pleased to present the National Productivity and Competitiveness Council's (NPCC) Strategic Plan covering a four-year period from 2021 to 2025 which provides strategic direction to drive the productivity movement.

In preparation, desk research supplemented by several consultations were held with Council members, the Productivity Committee Project Implementation (PCPI) members comprising of key stakeholders from the public and private sector, non-governmental organisations, trade unions and staff of the NPCC. The plan is aligned to the Government Programme 2020-2024 and the Industrial Policy & Strategic Plan for Mauritius 2020-2025. This Strategic Plan responds to new imperatives to adjust, evolve and maps out courses of action to achieve measurable results.



It is imperative that we align our resources with these priorities and pursue our goals with a strong sense of collaboration in order to attain meaningful results. A collaborative approach means working closely with the public and private sector, non-governmental and community-based organisation, civil society, trade unions, academia and other stakeholders to support their efforts to innovate and increase productivity.

The Strategic Plan represents the concerted efforts of afore-mentioned stakeholders, whose valuable input has been incorporated in this document. We take this opportunity to thank all of them for their efforts during the consultation process.

Together, we have braved and withstood the unprecedented crisis as a nation. We are confident that together, by implementing this Plan, we will contribute to putting the country on the path to long-term, inclusive growth.

### ***National Productivity and Competitiveness Council***

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# Executive Summary

## Background

The Mauritian economy has demonstrated a healthy growth trajectory over the last few decades. As a result of this growth, Mauritius is now classified as a high-income country. However, the economic consequences of the Covid-19 pandemic have been severe for all countries around the world. The COVID-19 pandemic has plunged the global economy into its deepest recession since World War II. Global growth is projected at 6% in 2021, moderating to 4.4% in 2022 (World Economic Outlook, April 2021).

The global slowdown has in turn affected the Mauritian economy. Latest available information indicates that GDP at market prices contracted by 14.9 percent in 2020 due to the impact of COVID-19 pandemic, which would mark the country's worse contraction since 1980.

While many aspects of the Mauritian economic performance have been strong, productivity growth has slackened over the last decade. The current Covid-19 pandemic crisis threatens to exacerbate it further.

In short, the Mauritian economy is at an inflection point. The choices made in the coming months in response to the significant shocks from Covid-19 will have long-lasting effects. The pandemic crisis, which initially saw Mauritius among the best in class in terms of containing the novel coronavirus, presents both unprecedented challenges and opportunities for the Mauritian economy.

A high-productivity growth strategy is thus required to improve Mauritius's socio-economic performance substantially and better the lives of the people. Productivity must be addressed holistically and in tandem, at the national, sector and enterprise levels.

Anchored in the government's objective 'to achieve an Inclusive, High Income and Green Mauritius' (Government Programme 2020-2024), the Industrial Policy and Strategic Plan for

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Mauritius 2020- 2025 and building on the lessons we have learned, the National Productivity and Competitiveness Council's (NPCC) Strategic Plan 2021-2025, themed 'Building a Resilient Tomorrow' sets forth our vision, goals, objectives and strategies to drive the productivity movement.

The current social, economic, and political environment in the country and internationally has shaped the development of this strategic plan and its focus for the next four years.

### **Vision and mission**

The Vision and Mission of the NPCC have not been revisited.

### **Core Objective**

The core objective has been revised from 'Development of a Productivity Culture' to 'Development of a Productivity Mindset.'

### **Objectives, strategic thrusts and relevant projects**

The following objectives and strategic thrusts have been prioritised.

#### **Objective 1 (Core Objective) - Develop a productivity mindset**

The 'development of a productivity mindset' will be the leitmotif of NPCC's strategic plan 2021- 2025. This will be reinforced through two strategic thrusts;

#### **Strategic thrust 1- Build youth capabilities and the workforce of tomorrow- with a particular focus on espousing the values of the National Leadership Brand**

NPCC will continue focusing on developing youth capabilities with a special focus on honing their leadership potential and thereby espousing the values of the National Leadership Brand. The National Leadership Engine (NLE) project which was launched in 2018, will be given a new dimension with the setting up of National Leadership Action Drivers (NLEAD) platform.

The InnovEd project which was initiated in 2005 with a view to promote a culture of innovation in the education sector will also be revisited. Polytechnical and other technical



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and vocational institutions will be roped in to give the opportunity to students in these streams to nurture their innovative talents.

**Strategic thrust 2- Advocate about the importance of productivity across all segments of society**

In line with its function ‘inculcate new values and attitudes in the country regarding productivity, quality and competitiveness’ NPCC will implement the following projects;

**Productivity Starts at Home-** New, productive habits will be nurtured to enable the population at large to better adapt to the changing landscape. A special focus will be laid on women and the senior citizens.

The **English Literacy Using Information Technology (ELIT)** project will be continued on a demand basis in partnership with NGOs. Entrepreneurs operating micro and small businesses, particularly women entrepreneurs, will be supported with a view of either creating new business or upscaling existing ones.

**Objective 2: To build productive and competitive enterprises**

Supporting businesses to thrive in this uncertain, turbulent time will also be an important focus of NPCC. This is to be achieved through the following strategic thrust;

**Strategic thrust 3: Transform our enterprises into the vanguards of high- performing organisations**

The NPCC will also implement the ‘Enterprise Transformation Programme.’ The objective of this programme is to provide business and technology advisory services to enterprises to help them reimagine their business and improve their capability and capacity to scale up, produce more quality, value-added products and services, be more resilient, agile and flexible to face uncertainties.

Projects to be implemented under ETP are:

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## **Enterprise Productivity Solutions**

NPCC will continue implementing the Enterprise Productivity Solutions (EPS) project to support enterprises in their productivity and quality improvement journey. The current Enterprise Productivity Framework which describes the different phases involved in bringing enterprises from the foundation phase of continuous improvement to a stage of operational excellence, on which the EPS project is based, will be reviewed to be aligned with commonly used Business Excellence Frameworks.

## **Productivity Awareness for enterprises**

Awareness sessions will be organised in enterprises to raise productivity consciousness. Outreach sessions will also be organised for self-employed and those operating micro enterprises

## **National Productivity and Quality Excellence Award**

The National Productivity and Quality Convention (NPQC) project will be revised and renamed as the National Productivity and Quality Excellence Award (NPQEA). The award will be organised every two years. The idea behind is that through participation in the NPQEA, participating enterprises will get a comprehensive diagnosis of their current situation in several areas so that they would be in a better position to craft strategies to improve. In so doing, they will more likely embrace the journey of continuous improvement which is a key factor to enhance productivity and quality.

## **Capacity building programmes**

NPCC will support enterprises to adopt the best management practices through tailor-made capacity building programmes. The development of Certified Productivity Practitioners will be pursued. Training dispensed through its E-Learning platform will also continue with the addition of new courses.

NPCC will continue reinforcing its collaboration with local and international organisations to popularise tested methodologies to improve productivity such as the Sustaining Competitive and Responsible Enterprises (SCORE) programme of the International Labour Organisation.

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### **Enterprise- Go Digital**

NPCC will actively encourage the adoption of 4th Industrial Revolution technologies and open innovation by enterprises. The 'Enterprise Go Digital' project will be implemented with the overall objective of supporting SMEs and mid-market enterprises in Mauritius undertake the digital transformation process that enables them to increase their competitiveness, productivity and improve their resilience.

### **Cooperative sector**

Given the crucial role played by the cooperative sector in the socio-economic development of Mauritius, NPCC will also seek the collaboration of the Ministry of Industrial Development, SMEs and Cooperatives to extend its support to this sector through customised capacity building and productivity improvement programmes.

### **Tourism sector**

NPCC will with technical assistance from the International Labour Organisations (ILO) work in collaboration with the Ministry of Tourism to implement the 'Covid Safety and Resource Efficiency' project. The objective of the project is to roll out an effective COVID 19-OSH programme in the tourism sector and hospitality sector in Mauritius in preparedness of opening of borders and beyond.

### **Objective 3: To enhance public sector productivity**

#### **Strategic thrust 4: Improve service delivery in public service organisations by streamlining, simplifying and eliminating non-valued added activities**

Given the importance of public sector organisations in catalysing growth, NPCC will work closely with these organisations. NPCC will provide its support to the Ministry of Public Service, Administrative and Institutional Reforms to implement the process Smart (Lean) Process for the Public Service. Support will be extended to (i) Develop a Smart Process Framework Manual for Ministry/ Department (ii) Implement BPR exercises in Ministries and Departments (iii) Undertake capacity building programmes on best practices and methodologies (iv) Promote a culture of continuous improvement in the Public Service.

### **Objective 4: To contribute to evidence-based policymaking**

NPCC will strengthen its advisory role through the following strategic thrusts.

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### **Strategic thrust 5: Promote productivity measurement**

In a bid to embed a culture of productivity measurement at enterprise level the ‘Productivity measurement for enterprises’ project will be implemented.

View the importance of continuously gathering firm level productivity data to design evidence-based policies, it is envisaged to undertake the second edition of the Enterprise Productivity Survey.

NPCC will work closely with the Ministry of Finance and Statistics Mauritius (SM) on the project ‘Revisiting national productivity measurement.’ While SM regularly provides productivity updates, there is scope for further improvement especially when it comes to measurement of productivity in the service sector.

### **Strategic thrust 6: Adopt a holistic approach to improve productivity at national, sectoral and industrial level**

Despite efforts to improve productivity, Mauritius continues to lag behind many high-income economies. Going forward, there is need to shift, from primarily Government-driven productivity improvement initiatives at the national level to targeted actions across the public sector, industry players, and individual enterprises, with champions identified to role model change and ensure buy-in across stakeholders. The findings and recommendations of the recently launched research entitled ‘Productivity in Mauritius: Status, Trends, and Priorities for Action’ will be used as a base to embark on the Mauritius Productivity Blueprint project. The blueprint will serve as a holistic measure to target initiatives to open up potential productivity at national, sectoral and industrial levels

### **Implementation, monitoring and evaluation**

To achieve the objectives, the action plan of each project has been worked. Projects will be implemented based on **budget availability** as per the set time-frame and will be closely monitored and evaluated.

The implementation of the strategic plan, supported by a strong productivity ecosystem of institutions and partners, should lead to higher productivity growth and thereby ‘better living for the nation.’



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As with previous strategic plans, the 2021-2025 Strategic Plan is a living document whose purpose is to provide direction and guidance. Ongoing modification is expected to adapt to changing trends and needs over the next four years.



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# Introduction

The National Productivity and Competitiveness Council's (NPCC) Strategic Plan is our navigational guide for the period 2021-2025 to deliver on our mandate.

The Strategic Plan has been developed with the broader context of government's objective 'to achieve an Inclusive, High Income and Green Mauritius' (Government Programme 2020-2024). As a national body falling under aegis of the Ministry of Industrial Development, SMEs and Cooperatives, effort has been made to ensure alignment with Industrial Policy and Strategic Plan for Mauritius 2020-2025.

This Strategic Plan document is the outcome of a co-creation process involving rigorous analysis and reflections by Council Members, Productivity Committee Project Implementation Members and Staff of the NPCC. A multi-faceted strategic analysis entailing both internal and external contexts was undertaken, the outcomes of which have significantly shaped the defined focus, strategies and interventions.

**This strategic plan is organised into four main sections.**

- **Section one** provides background information on the NPCC, its legal context and instruments and policies that guide its operation. It also briefly describes the methodology which was used to develop the plan.
- **Section two** summarises the results of the context analysis and highlights key challenges to be addressed to improve productivity.
- **Section three** on its part presents the identified objectives, strategic thrusts and broad areas of intervention.
- **Section four** highlights the results- framework, how the plan is going to be implemented, monitored and evaluated.
- The concluding remarks follow.

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The document contains the following appendices:

- Appendix 1: Detailed action plan for each project
- Appendix 2: Problem tree and solution tree generated during the brainstorming session
- Appendix 3: Setting sectoral priorities







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# Section1: About National Productivity and Competitiveness Council (NPCC)

## 1.1. What we do?

Set up under the NPCC Act 9 of 1999, and operating under the aegis of the Ministry of Industrial Development, SMEs and Cooperatives, 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 achieving 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;

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- 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

### 1.1.1. National Leadership Brand

As Mauritius thrives to boost its economic growth and position itself in the global market, it is undeniable that talent and leadership development are crucial.

The Mauritius Leadership Brand aims to build a reputation for developing exceptional Mauritian leaders with a distinct set of talents that are uniquely geared to fulfil stakeholders' expectations. The development of the Mauritian Leadership Brand (figure 1) will drive the emergence of a Mauritian human capital and culture as the differentiator to ensure prosperity and wellness of our people.

A participatory approach was adopted to develop the Mauritius Leadership Brand. Surveys and consultative meetings were held with stakeholders representing the interest of the trade unions, civil society, public and private sector to develop the MLB.



Figure 1: Mauritius Leadership Brand

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The Mauritius Leadership Brand has two major elements the fundamentals and the differentiators which our leaders must master.

**The fundamentals or the code are:**

- Strategist: Leaders must master strategies; they need to have a point of view about the future and position their organisations for continued success.
- Executor: Leaders must be able to execute; they must build organisational systems that work, deliver results and make change happen.
- Talent manager: Leaders must be able to manage today's talent, know how to motivate, engage and communicate with employees.
- Next generation developer: Leaders must find ways to develop tomorrow's talent and groom employees for future leadership.
- Personal proficiency- Leaders must demonstrate an ability to learn, act with integrity, exercise social and emotional intelligence, make bold decisions and engender trust.

**And the Leadership Brand differentiators are:**

- Together: Leaders must be able to pull people together and collectively achieve set goals.
- Innovating: Leaders must be able to apply innovative thinking to leadership tasks and create a climate where everyone applies innovative thinking to solve problems and develop new products and services.
- Trusted: Leaders must act selflessly and do what he or she says they will for the common good.
- Excellence: Leaders must be visionary, ethical and strive for delivering world class results.

## **1.2. Strategic planning process**

This Strategic Plan was developed with full participation of key stakeholders. Brainstorming sessions were held with Council members, Productivity Committee Project Implementation members and staff.

The participatory approach was used throughout the strategic planning process. During the brainstorming sessions, key issues hampering productivity growth in the Mauritian context



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were identified. Input received was used to define a problem tree, which was thereby translated into an objective tree (Annex 1). Desk research was also conducted to supplement and confirm the findings.

Goals and strategic thrusts were then defined, followed by the formulation of specific projects and action plans to address impending challenges.

The Strategic Plan is a living document that looks ahead to the next four years. It is intended to evolve over time and keep pace with change.



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## Section 2: Context analysis and key challenges

### 2. Background

Mauritius has made remarkable economic and social transformation from a low-income, agriculturally based economy to a diversified, high-income economy achieving a steady GDP growth rate averaging 3.6 percent over the last five years. Mauritius has managed to improve the welfare of its people as seen in, minimal levels of poverty, more equitable income distribution, increased life expectancy, lowered infant mortality, and a much-improved infrastructure.

However, the sudden onslaught of the COVID-19 pandemic has presented tremendous challenges to the world and especially to small, trade-dependent islands like Mauritius. The global growth contraction for 2020 is estimated at -3.3 percent ( World Economic Outlook, April 2021). In the Mauritian context, for the first time since the 1980s, GDP is expected to contract by 14.9 percent in 2020.

Prior to the COVID-19 crisis, the world economy had recovered to a considerable extent from the 2008 Global Financial Crisis, but not without a marked slowdown in the average rate of productivity growth, Mauritius included. Multifactor productivity- which takes into account the efficiency of labour and capital resources as well as qualitative factors such as better management and the improved quality of inputs – has slowed to 1.0 percent during the period 2009-2019 compared to annual growth of 2.0 percent during 2000-2008 for Mauritius. The country's subdued productivity trends have been further aggravated by the effects of the COVID-19 shock.

Productivity is key to our economic recovery in the wake of COVID-19. We need to focus on becoming more productive as individuals, organisations and as a nation.

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## **2.1. Key challenges identified**

Raising our productivity performance is the biggest economic challenge facing Mauritius, and will require a sustained effort on a number of fronts. What hampers productivity growth in Mauritius was thus the key question asked during the consultative meetings held. Key findings are highlighted below.

### **2.1.1. Absence of a productivity mindset**

Despite several campaigns and programmes undertaken by NPCC to raise awareness about productivity, there is still ample room for improvement. Misconceptions and misunderstandings about productivity still persist.

At the organisational and individual level, employers and employees mix the term 'productivity' with 'production.' They are often ignorant about the importance of improving and measuring productivity. With little or no exposure to productivity tools and techniques, they indulge in non-value adding activities which negatively impacts their businesses and lives.

At policy level, though successive governments put a lot of emphasis on improving productivity, yet, initiatives undertaken are quite ad hoc in nature. Top level commitment and leadership is 'quasi-absent' in driving national productivity contrary to certain Asian countries which consistently out-perform Mauritius in various fronts.

### **2.1.2. Lack of talents /skills**

Human capital lies at the core of innovation and a productive high-income economy. Skill gaps and mismatches are pervasive in Mauritius's labour market. This can be attributed to several factors listed below:

- i. A shrinking labour force due to low fertility rates and the ageing of population and workforce.
- ii. Continued outflows of local talents taking advantage of higher-earning opportunities abroad.
- iii. The local workforce is less willing to work in low-skilled segments of the labour market.

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- iv. Several reforms in education policy have been introduced to respond to new demands brought about by a shift in the economy from a mostly agricultural to a more service-oriented one. Notwithstanding this, the education system still does not provide enough skilled people, especially in technical and vocational subjects, such as, IT and other emerging sectors (Source: World Bank).
  - v. Training is a low priority in many enterprises. To address the lack of adequately skilled workers, the National Training Fund (NTF) was created to incentivise on-the-job training, but its effectiveness and efficiency remain unclear, especially with low take-up by Small and Medium Enterprises (SMEs) (Source: World Bank).
  - vi. Workers lack appropriate and relevant skills, with most of the skills being out of tune with industry demands.
  - vii. The public and private sector has not been systematically engaged in the development of a relevant, quality skills development agenda, despite some initial forays into such partnerships.
  - viii. On average, 11 percent of 16-year-old students and 30 percent of 18-year-old students have left school prematurely. However, pathways to improve the skills of those with lower qualifications are limited (Source: World Bank).
  - ix. The lack of coordination and synergies among stakeholders have prevented the country to address the skills issues for a number of years.

### **2.1.3. Low innovation capacity and technology absorption**

Technology and innovation remain Mauritius's key engines of future economic development. Mauritius's productivity and competitiveness has been greatly undermined by the country's slow pace to embrace new technology, methods, products and processes.

#### **Several reasons are cited:**

- i. There are large barriers, particularly for SMEs to adopt new technologies, reflecting challenges such as relative difficulty accessing finance to make the necessary investments, or a lack of key capabilities, such as the requisite human resources and management expertise. Furthermore, SMEs face specific challenges in managing digital security and privacy risks, mainly due to lack of awareness, resources and expertise to assess and manage risk effectively. The slow adoption of digital technology might also be a reflection of lack of motivation for some SMEs who might

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- not be able to reap the same pay-off from the digitalisation of their production processes as larger businesses.
- ii. The lack of collaboration between academia and industry has also led to a low commercialisation rate of research and development.
  - iii. The main challenge enterprises face in terms of innovation is their lack of the skills needed to ensure its effective management, particularly in the areas of planning and assessment. SMEs have a hard time carrying out long-term planning, adversely impacting their competitiveness and their ability to commercialise their innovations.
  - iv. A lack of skills, particularly high-level and science, technology, engineering and mathematics (STEM) is a key barrier (Source: World Bank).
  - v. Businesses are ill-equipped to go global, to export and to integrate into global supply chains. Enterprises have difficulty commercialising their innovations (Source: World Bank).
  - vi. Foreign investors are mostly active in finance, real estate, accommodation and construction sectors—together, these account for 85 percent of gross direct investment flows from 2016 to 2018, or Rs 47.8 B out of the total Rs 56.7 B (Bank of Mauritius). A very small share of the FDI pie goes into economic sectors that are known to be strong conduits for international technology transfer and have higher R&D spending as a share of revenue (Source: World Bank).
  - vii. Fragmentation in terms of institutions and programmes promoting innovation persists and may be impacting the effectiveness of the measures (Source: World Bank).
  - viii. Many enterprises, particularly, SMEs do not see innovation as part of their business strategy. They often use old manufacturing processes; rarely work with other companies; have no development activities; and rarely bring new products on the market. They ‘produce to sell.’
  - ix. The culture of innovation is pretty non-existent in enterprises, particularly in SMEs.
  - x. There are very weak to no linkages between Start-ups, SMEs and larger firms; hence value chains – if existent - are very vulnerable and fragile.

#### **2.1.4. Poor productivity and quality management**

Many enterprises, particularly SMEs have a weak managerial structure; the owner-manager is the one who takes charge of all the managerial functions of the enterprise, such as



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organisation, production, accounting, marketing, etc. Such a heavy burden on them prevents them from devising proper strategic plans for their businesses as they are more concerned with the day-to-day problems of running their businesses.

- i. Gaps are also evident in the key managerial skills needed to run enterprises successfully, including accounting skills, leadership skills, business strategy, operations, finance, and marketing knowledge, among others.
- ii. Marked quality-related gaps exist across the SME sector impacting on the quality of SMEs and weakening their sustainable growth and long-term sustainability. Issues exist relating to quality management, logistics and production standards, which affect the export ability of SMEs.
- iii. Around 30 percent of the small businesses operate in the informal sector (Source: Identifying barriers impeding the development of the SME sector, MRC 2017). These businesses have a wide variation in their managerial capabilities, competitiveness and productivity.
- iv. Competent consultants, specialised business coaches with sector and technology knowhow, mentors, training and capacity building services in applied disciplines that enterprises, particularly SMEs, will need towards their business growth is lacking.
- v. Lack of difficulties in accessing capital and finance- Start-ups and SMEs have an intrinsic inability to meet collateral requirements of banks, are unable to access other forms of financing, in addition to their lack of knowledge about how to properly prepare loan/financing requests, etc.)

#### **2.1.5. Lack of national productivity roadmap and sectoral / industry-focused approach**

- i. Each industry has its own challenges and opportunities. Mauritius lacks industry-specific platforms that bring together all the stakeholders in that industry to reflect upon and implement strategies to grow.
- ii. Productivity is being addressed in a fragmented manner by policy makers and other stakeholders.

#### **2.1.6. Lack of Productivity Measurement and evidence-based policy making**

- i. Productivity measurement is the first step in effective productivity management and competitiveness. Mauritius lacks a robust framework for measuring productivity at

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enterprise, sectoral and national levels. Moreover, the country does not have a system of performance benchmarking and a mechanism to reward improved productivity.

- ii. Most organisations, particularly in the private sector, are not willing to release information to other agencies that is necessary for productivity analysis.
- iii. The availability of timely data on Mauritius' productivity performance is vital to inform future policy measures. Statistics Mauritius produces its publication on Mauritius productivity performance. To facilitate better analysis of Mauritius productivity performance, firm level data should be collected and analysed. Such analysis of firm level data should help identify policy measures which could help improve understanding of the key drivers of aggregate productivity in Mauritius and facilitate the development of tailored and targeted policy instruments to drive future productivity growth at sectoral and firm level.
- iv. Evidence-based policy helps to make well-informed decisions about policies, programmes and projects, by placing the best available evidence from research at the heart of policy development and implementation. There is not enough research on issues impacting productivity and competitiveness to frame policies.

#### **2.1.7. Lack of effective leadership and management**

- i. Leadership is a critical factor that would shape Mauritius's future. There is a need to develop leaders who can counter volatility, uncertainty, complexity, and ambiguity with vision, empathy, understanding, clarity, and agility.
- ii. There is a need for visionary and accountable leadership in all fields and at all levels.

#### **2.1.8. Inefficient practices in public service**

- i. Citizens and companies demand better results—and faster than in the past. To meet the challenge, the government needs to strengthen its organisational effectiveness and delivery skills. Delay in administrative services is a matter of concern.
- ii. The rapid adoption of digital technology is changing citizens' expectations. The expectation is that public-sector organisations should interact better and deliver faster services amid the growing complexity of citizens' needs. They therefore need to harness the power of digital technologies to reimagine and transform the business models of government. The slow pace of digitalisation in the public service is a

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constraint.

#### **2.1.9. The two-tier economy**

- i. Because of Mauritius small and open economy, Mauritius always had a competitive export-oriented sector and a less competitive domestically oriented sector comprised mainly of smaller local companies.
- ii. Domestic oriented enterprises face challenges not only because of the small size of the market, but have to compete in an environment where they have to import most of their raw materials for production, thereby increasing cost of production. Local producers find it difficult to compete with the high influx of foreign products in the country.

#### **2.1.10. Silos: lack of institutional synergy and collaboration**

Collaboration among institutions is weak. Institutions tend to work in silos, thus leading to duplication of efforts and misuse of scarce resources.

#### **2.1.11. Female and youth participation in the economy**

After decades of sustained fertility decline and increasing life expectancy, Mauritius is facing the challenges of an ageing society and shrinking workforce. And yet at the same time, many women and youth do not participate in the labour market.

#### **2.1.12. Competition Policy**

- i. It is increasingly acknowledged that competition spurs productivity improvement and socio-economic development. In a competitive market, firms constantly try to gain an advantage over their rivals by increasing productivity or offering more attractive terms to customers. This competitive process encourages the development of improved products and, in the long run, enhances economic growth and living standards.
- ii. There is a small number of conglomerates that are active across sectors in the Mauritian economy and are also vertically integrated across value chains. While there are very clear rationale and benefits to this level of integration, such as

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reduction in transaction costs, security of supply and quality assurance, it also has negative consequences. SMEs in particular struggle to access markets due to complex trading arrangements that may stem from buyer power, including lengthy payment terms, fees (supermarkets charge fees of up to one third of the selling price of a product) and limited or expensive access to finance and factoring from commercial banks (Source: World Bank).

#### **2.1.13. Poor infrastructure**

- i. Mauritius has a well-developed air network with a number of destinations. However, the Mauritian air transport market is still far thinner than more advanced economies with global or regional hubs. The current crisis being experienced by the national carrier could jeopardise the benefits we have reaped so far.
- ii. Port performance lags behind other leading operators in the region (Source: World Bank).
- iii. Inadequate utilities may increase business costs. Mauritius has a relatively high number of water interruptions when compared to peer countries. As a result, some private businesses (mostly in tourism) have developed independent or decentralised water supply and wastewater solutions. This may increase the cost of doing business and may have an adverse effect on market competitiveness. Although companies do not seem constrained by electricity service disruptions, the time required to get a new connection (almost 3 months) is rather long. In addition, around 42 percent of firms identified electricity as a constraint (Source: World Bank).



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## Section 3: Charting the way forward

### 3. Setting the scene

COVID-19 has had a major impact on global and domestic growth. In 2020, the country experienced its sharpest recession since the 1980's due to the impact of COVID-19. At the heart of this unparalleled economic challenge is the consequential threat to lives, as well as risk of increased poverty and long-term systemic damage to our socio-economic fabric.

Meanwhile, it is important for us to not only adapt to this new normal, but also find growth opportunities. The economic rebound in 2021 and beyond depends as much on our strategy, as it does on Mauritian's indomitable spirit to work together and brave the unknown as one.

To revitalise our economy and achieve the objective set by the Government 'to achieve an Inclusive, High Income and Green Mauritius' (Government Programme 2020-2024), a holistic approach must be taken to manage the proximate factors and enablers impacting productivity and quality. **However, under the prevailing situation, it is also essential to reassess our priorities and reset our targets.**

Against this backdrop, the National Productivity and Competitiveness Council has prioritised the following objectives and strategic trusts to enhance productivity and quality to steer the economy to a higher growth trajectory that is sustainable and inclusive in nature.

#### **3.1. Objective 1 (Core Objective)- Develop a productivity mindset**

The outbreak of the COVID-19 pandemic has reiterated the fact that the particular mindset a person has is not necessarily permanent. Mindsets can be changed. Besides being the 'greatest test of solidarity in generations', COVID-19 has also expedited the adoption of digitalisation by businesses, the education sector and society. As coronavirus cases have surged, so have the number of companies asking their employees to work from home. In short, the pandemic has had unprecedented and serious impacts on all aspects of how people communicate, work, produce, trade, consume and live. Individuals, organisations,



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policy makers, non-governmental and community-based organisations and the like are adapting to their changing unstable environment.

To drive productivity- led growth, it is important to capitalise on the ‘mindset shift’ happening around us to unlock new possibilities and address long-standing challenges.

Mindset change begins with one person, whose behaviours influence others to bring a culture change. At the individual level, this implies adopting more productive habits. At organisational level, this means reimagining business models. Employees and workers need to develop the desired attributes for productivity to thrive such as good work attitudes, work discipline and ethics, creativity and innovation and the desire for continuous upgrading amongst others. Policy makers need to do things differently, using the situation as an opportunity to revive our economy for a sustainable future of shared prosperity.

According to British anthropologist Edward Taylor, “Culture is that complex whole which includes knowledge, belief, art, morals, law, custom and any other capabilities and habits acquired by man as a member of society”. Culture shapes how people act and behave. A mindset, is the established set of attitudes held by someone.

The ‘development of a productivity mindset’ will be the leitmotif of NPCC’s strategic plan 2021- 2025. This will be reinforced through the following strategic thrusts;

**Strategic thrust 1- Build youth capabilities and the workforce of tomorrow- with a particular focus on espousing the values of the National Leadership Brand**

The youth<sup>1</sup> make about 30 percent of the Mauritian population and represent a large potential force that can change the world around them. The NPCC launched the ‘National Leadership Engine (NLE)’ project in 2018 in an effort to invest in the next generation of young Mauritian leaders. Moving forward, the NPCC will continue focusing on developing youth capabilities with a special focus on honing their leadership potential and thereby espousing the values of the National Leadership Brand.

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<sup>1</sup> Aged between 15- 34 years

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### **Project 1: National Leadership Engine**

The NLE project will be given a new dimension through the setting up of the National Leadership Action Drivers (NLEAD) platform with the aim of rallying more youth in the productivity movement.

### **Project 2: Innovation for the Education Sector (InnovEd)**

The InnovEd project which was initiated in 2005 with a view to promote a culture of innovation in the education sector will also be revisited. Polytechnical and other technical and vocational institutions will be roped in to give the opportunity to students in these streams to nurture their innovative talents.

## **Strategic thrust 2- Advocate about the importance of productivity across all segments of society**

### **Project 3: Productivity Starts at Home**

A people- centric approach will be adopted to value the contribution of each and everyone in the productivity movement. New, productive habits will be nurtured to enable the population at large to better adapt to the new normal through the ‘Productivity Starts at Home’ project. Special attention will be given to women and senior citizens.

### **Project 4- ELIT**

The English Literacy using Information Technology (ELIT) project will be implemented on a demand basis in partnership with NGOs. Entrepreneurs operating micro and small businesses, particularly women entrepreneurs, will be supported with a view of either creating new businesses or upscaling existing ones.

## **3.2. Objective 2: To build productive and competitive enterprises**

The COVID- 19 pandemic has not only impacted people’s health but has also resulted in a planet-wide economic slowdown, affecting trade, businesses, investment, growth and employment. To help businesses navigate the crisis, several strategies have been adopted by the government, business organisations and other institutions, the NPCC included. NPCC will continue supporting businesses to thrive in this uncertain, turbulent time.

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## **Strategic thrust 3: Transform our enterprises into the vanguards of high- performing organisations**

### **Sectoral/ cluster-based approach**

In the wake of Covid- 19, which has caused seismic shifts in the economy's sectoral make-up, it is deemed important for NPCC to adopt a sectoral/cluster- based approach to respond comprehensively to sectors' specific needs and enhance productivity.

### **Priority sectors of intervention has been established based on the following criteria:**

- Contribution to GDP
- Critical enabler<sup>2</sup>
- Significant size and highly visible
- Share of workforce
- Opportunity for productivity improvement
- High multiplier effect
- Readiness
- Potential for quick-to-impact results to implement productivity improvement

More details about the different sectors are given in Annex 2. This is not about picking winners, but about backing high potential industries and providing the enabling environment to lift productivity, scale up, and create good, high-value jobs.

One of the priority sectors on which NPCC will focus at the initial stage is the manufacturing sector with a special focus on micro, small, medium enterprises (MSMEs). Best practices and lessons learned from this first level of intervention will be used to roll out the programme to other sectors.

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<sup>2</sup> These are strategically important sectors that are not significant drivers of growth, but which play a critical role in the functioning and resilience of the economy or towards other government goals

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## **Rationale for focusing on MSMEs**

Micro, small and medium-sized enterprises (SMEs) account for the overwhelming majority of businesses in Mauritius. SMEs are a vital engine in the economy. They drive growth, create employment—especially among youth and women. The pandemic hit the country when SMEs were already facing significant headwinds. With the virus, SMEs have become even more vulnerable and need support if they are to emerge stronger from the crisis. Large businesses, for their part, were more likely to adopt a resilient approach than smaller enterprises, underscoring their greater capacity to ride out the storm.

Given that SME Mauritius is mandated to ‘empower SMEs to emerge and grow by implementing support programs that enhance their competitiveness’, NPCC will work closely with the latter to enhance productivity in the sector.

## **Intervention in other sectors**

**NPCC will continue supporting small and large enterprises (both domestic-oriented and export-oriented) in other sectors on a demand basis.**

## **Project 5-Enterprise Transformation Programme**

Based on the above NPCC will implement the Enterprise Transformation Programme (ETP). NPCC will provide business and technology advisory services to enterprises to help them reimagine their business and improve their capability and capacity to scale up, produce more quality, value-added products and services, be more resilient, agile and flexible to face uncertainties.

### **Project 5.1: Enterprise Productivity Solution**

Through experience gathered over the years, NPCC has designed the Enterprise Productivity Solution Framework with the objective of providing a roadmap to any type of enterprise to improve its productivity and quality through focused interventions. This framework has been used to develop the Enterprise Productivity Solution project which is currently being implemented by NPCC.

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NPCC will continue implementing the Enterprise Productivity Solution (EPS) project. However, the framework will be reviewed to be at par with existing Business Excellence Frameworks.

### **Project 5.2: Productivity Awareness in Enterprises**

To embed a culture of productivity and quality in our enterprises, the 'Productivity Awareness for Enterprises' project will be implemented. Self-employed and those operating micro-enterprises will also be roped in as an important target group for this project.

### **Project 5.3: National Productivity and Quality Excellence Award**

In a bid to recognise productivity and quality improvement efforts made in different enterprises – both public and private; including SMEs, NPCC has organised three editions of the National Productivity and Quality Convention (NPQC).

Going forward, NPQC will be revised and renamed as the National Productivity and Quality Excellence Award (NPQEA). The award will be held every two years. The NPQEA aims to (i) increase awareness on the importance of Business Excellence (BE) practices to business performance and (ii) assist organisations of all sizes and sectors in their journey towards excellence performance. NPCC will provide BE assessment services to enterprises which provide a feedback report that highlights strengths and improvements that could be considered to continuously improve the management practices in respective organisations. Outstanding companies will be duly recognised and awarded. Best practices will also be shared to encourage other organisations to pursue their excellence journey.

### **Project 5.4: Capacity building programmes**

Equipping the workforce with the skills required for the jobs of today and those of tomorrow is a strategic concern in the national growth. NPCC will continue contributing to skill development programmes to enhance productivity and quality through the development of Certified Productivity Practitioners. Training dispensed through its E-Learning platform will continue with the addition of new courses.



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Given that enterprises with strong, dynamic and managerial capabilities are more resilient and more productive, NPCC will support enterprises to adopt the best management practices through tailor-made capacity building programmes.

NPCC will continue reinforcing its collaboration with local and international organisations to popularise tested methodologies to improve productivity such as the Sustaining Competitive and Responsible Enterprises (SCORE) programme of the International Labour Organisation.

### **Project 5.5: Enterprise Go Digital**

NPCC will actively encourage the adoption of 4th Industrial Revolution technologies by enterprises. The ‘Enterprise Go Digital’ project will be implemented with the objective of supporting SMEs and mid-market enterprises in Mauritius undertake the digital transformation process that enables them to increase their competitiveness, productivity and improve their resilience as a result of rethinking their business model and/or the company's entire range of processes, taking into account the new digital paradigm and the incorporation of new generation ICT services and/or products. With new capabilities and strategies, they can leapfrog into new markets.

Innovation is key to enterprise survival and open innovation, where companies work with external parties to develop new products and solutions is gaining momentum. Enterprises that partner with problem-solvers with cross-industry expertise are fast-tracking innovation and creating new pathways to growth. In this regard, NPCC will work with relevant stakeholders to boost the adoption of open innovation.

### **Project 5.6: Cooperative sector**

Cooperatives play a crucial role in the socio-economic development of Mauritius and have a significant impact on poverty reduction, employment generation and social integration. Despite the progress made by cooperatives over the years, many cooperatives are still operating in a traditional way and have not modernised their activities and operations, resulting in low productivity and little profits.

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Against this background, NPCC will seek the collaboration of the Ministry of Industrial Development, SMEs and Cooperatives to extend its support to this sector through the following interventions:

- a. Promoting good governance in cooperatives: Capacity building programmes will be conducted for cooperatives to improve governance, transparency and accountability in cooperative leadership.
- b. Improving productivity through basic tools and techniques: A tailor-made productivity improvement programme will be introduced for the cooperative sector.
- c. NPCC will collaborate with the National Cooperative College to develop customised capacity building programmes, including online training programmes, for cooperatives in Mauritius to promote good management practices.
- d. NPCC will pilot the introduction of digitalisation -ERPNext in at least one cooperative which will be extended to others upon successful completion.

#### **Project 6: Covid Safety and Resource Efficiency**

The NPCC will with technical assistance from the ILO and in collaboration with the Ministry of Tourism implement the 'Covid Safety and Resource Efficiency project' for the tourism and hospitality sector in Mauritius to contribute to building a resilient tourism sector amid the COVID-19 pandemic and improve our preparedness in the opening of borders. More specifically, NPCC will

- a. Create and train a national pool of trainers on sanitary protocols and COVID 19 OSH to implement the project across the tourism value chain.
- b. Utilise the pool of National Trainers in training of employees in the tourism value chain on sanitary protocols and COVID 19 OSH.
- c. Implement a formal risk assessment program and mitigation of risks so identified at the work premises of organizations operating in the tourism value chain.
- d. Formulate a robust system of periodic verification of efficacy of preventive measures put in place to lead to Certification of enterprises / organisations in the tourism value chain on COVID 19 OSH.
- e. Sensitise on importance of COVID 19 OSH.
- f. Implementing a suitable resource efficiency training and implementation programs in a selected set of pilot enterprises in the tourism value chain.

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- g. Establishing a bi-annual implementation program and self-evaluation system of Mauritius establishments in the tourism value chain to review their resource efficiency compliance and improvement actions.

### **Objective 3: To enhance public sector productivity**

Given the importance of public sector organisations in catalysing growth, NPCC will work closely with these organisations to improve service delivery and better respond to the needs of the citizens, businesses and relevant stakeholders.

### **Strategic thrust 4: Improve service delivery in public sector organisations by streamlining, simplifying and eliminating non-value-added activities**

#### **Project 7: Design of smart process framework for public service and implementation of BPR activities**

NPCC will work in collaboration with the Ministry of Public Service to (i) develop a Smart Process Framework Manual for Ministry/ Department (ii) Implement BPR exercises in Ministries and Departments (iii) Undertake capacity building programmes on best practices and methodologies (iv) Promote a culture of continuous improvement in the Public Service.

### **3.3. Objective 4: To contribute to evidence-based policymaking**

Evidence-based policymaking is undermined by an absence of data and research on issues impacting productivity, quality and competitiveness. As a result, those supervising, managing and designing programmes and policies have blind spots when it comes to piloting new policies and programmes or evaluating ongoing initiatives. On the other hand, evidence-based policymaking would, in all likelihood, be ill served by the development of a focused set of productivity indicators.

In this light, NPCC will strengthen its advisory role through the following strategic thrusts;

- Strategic thrust 5: Enhance productivity measurement
- Strategic thrust 6: Adopt a holistic approach to improve productivity at national, sectoral and industrial level

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### **Strategic thrust 5: Promote productivity measurement**

Productivity measurement is vital in tracking progress, designing appropriate and relevant policies and programmes and benchmarking performances to aspire to.

#### **Project 8: Productivity measurement for enterprises**

Currently very few enterprises are collecting and analysing productivity data to improve. The culture of productivity measurement is non-existent especially at SME level. NPCC will extend its assistance to embed a culture of productivity measurement at enterprise level so that actions are taken for productivity growth. This will also set the base for future benchmarking projects across sectors both locally and internationally. The project 'Productivity measurement for enterprises' will be implemented.

#### **Project 9: Enterprise Productivity Survey**

View the importance of micro- data on productivity in the design on evidence- based policies, it is envisaged to undertake the second edition of the Enterprise Productivity Survey.

#### **Project 10: Revisiting national productivity measurement**

Since the inception of NPCC, the latter has worked closely with Statistics Mauritius (SM) to initiate the collection of productivity data to build productivity indicators. While SM regularly provides productivity updates, there is scope for further improvement especially when it comes to measurement of productivity in the service sector. NPCC will continue working closely with the Ministry of Finance and SM to improve national productivity measurement based on internationally accepted practices. The project 'Revisiting national productivity measurement' will be implemented.

### **Strategic thrust 6: Adopt a holistic approach to improve productivity at national, sectoral and industrial level**

#### **Project 11: Mauritius Productivity Blueprint**

The NPCC has already initiated several researches on issues impacting productivity and competitiveness. The findings and recommendations of the recently launched research

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entitled 'Productivity in Mauritius: Status, Trends, and Priorities for Action' will be used as a base to develop the Mauritius Productivity Blueprint.

The Blueprint highlights the need for productivity to be addressed holistically at all levels to ensure a systemic change across the economy, which is a departure from previous fragmented efforts to raise productivity.

This new approach to productivity will shift from primarily government-driven initiatives at the national level to targeted actions across industry players, individual enterprises and the population at large. The role of each relevant stakeholder in driving the productivity movement will be defined to promote accountability and more synergy. Broad-based initiatives will be developed and tailored for each sector with targets set and monitored.





## Section 4: Strategic Plan implementation, monitoring and evaluation

### 1. Proposed projects

The following projects will be implemented under each thrust.

*Table 1: List of projects to be implemented*

Objective	Strategic thrust	Project (s)
1. Develop a productivity mindset	1. Build youth capabilities and the workforce of tomorrow- with a particular focus on espousing the values of the National Leadership Brand	1. National Leadership Engine 2. InnovEd (Innovation for Education sector)
	2. Advocate about the importance of productivity across all segments of society	3. Productivity starts at home 4. ELIT (English Literacy Using IT)
2. Build productive and competitive enterprises	3. Transform our enterprises into the vanguards of high-performing organisations	5. Enterprises Transformation Programme 5.1. Enterprise Productivity Solution 5.2. Productivity awareness for enterprises 5.3. National Productivity and Quality Excellence Award ( Award held every two years) 5.4. Capacity building programmes 5.5. Enterprise Go Digital 5.6. Cooperative sector
		6. Covid safety and resource efficiency (tourism and hospitality sector)
3. Enhance public sector productivity	4. Improve service delivery in public sector organisations by streamlining,	7. Develop a Smart Process Framework for the public service and implement

Objective	Strategic thrust	Project (s)
	simplifying and eliminating non-value-added activities	Business Process Re-engineering In Ministries and Departments
4. Contribute to evidence-based policymaking	5. Promote productivity measurement	8. Productivity measurement for enterprises
		9. Enterprise Productivity Survey
		10. Revisiting national productivity measurement
	6. Adopt a holistic approach to improve productivity at national, sectoral and industrial level	11. Design of the Mauritius Productivity Blue-print

## 1.1. Project time-frame

The projects were also rated (figure 2) to determine when the projects will be implemented. The following criteria were used.

*Table 2: Project time-line*

Projects	Urgency	Effort	Impact	Score	Timeline	Justification
National Leadership Engine	9	4	9	22	2021	Continuation of existing project
Cooperative sector	9	2	9	20	2021	Request from Ministry of Industrial Development, SMEs and Cooperatives
Productivity starts at home	9	1	9	19	2021	Groundwork started in 2020
Productivity awareness for enterprises	9	1	9	19	2021	In line with core objective
Enterprise Productivity Solution	9	1	9	19	2021	Continuation of existing project
Capacity building programmes	9	1	9	19	2021	Continuation of existing project
Covid safety and resource efficiency (tourism and hospitality sector)	9	1	9	19	2021	Need of the hour to improve resilience of tourism sector and improve preparedness to opening of borders

Projects	Urgency	Effort	Impact	Score	Timeline	Justification
						(technical assistance provided by ILO)
Enterprise Go Digital	9	1	9	19	2021	Need of the hour
Develop a Smart Process Framework for the public service and implement Business Process Re-engineering In Ministries and Departments	9	1	9	19	2021	Request from Ministry of Public Service – Signature of Memorandum of Agreement in the pipeline
Productivity measurement for enterprises	9	1	9	19	2021	Groundwork started with JICA, AU and NEPAD for regional comparisons
InnovEd	7	3	7	17	2021	Continuation of existing project
ELIT	4	9	4	17	2021	Continuation of existing project
National Productivity and Quality Excellence Award	6	1	7	14	2022	Need to revisit project modalities and criteria
Revisiting national productivity measurement	5	1	9	14	2021	Continuation of existing project (Enterprise Productivity Survey 1)
Design of the Mauritius Productivity Blue-print	2	1	9	12	2021	Would need to define modalities (start in 2021 to follow-up on Flagship Report on Productivity)
Enterprise Productivity Survey	1	1	9	11	2022	2nd survey

### Scoring Rubric (Scale 1 to 9)

Criteria	Scoring		
	1	4	9
Urgency	Not urgent	Quite Urgent	Very urgent
Effort	More effort	Some efforts	Least efforts
Impact	Least impact	Some impact	Lots of impact

## 1.2. Results and resources framework

### 1.2.1. Project 1: National Leadership Engine (NLE)

<b>Objective</b>	<b>Develop a productivity mindset</b>	
<b>Strategic thrust</b>	Build youth capabilities and the workforce of tomorrow- with a particular focus on espousing the values of the National Leadership Brand	
<b>Project objective</b>	To build a generation of young leaders, thinkers, innovators and change-makers in the Republic of Mauritius	
<b>Outcome</b>	Empowered youth who can lead change in their communities by leading community-based projects	
<b>Indicators</b>	<ul style="list-style-type: none"> <li>• Number of youths who ascend to leadership roles in their communities</li> <li>• Number of new initiatives created by NLE participants</li> <li>• Number of participants who join the networking platform (NLEAD)</li> </ul>	
<b>Time- line</b>	2021- 2024	
<b>Project cost (indicative)</b>	Rs 550,000 (2021)	
<b>Intended Outputs</b>	<b>Indicative activities</b>	<b>Inputs (2021- 2024)</b>
<ul style="list-style-type: none"> <li>• Trainers/ co-trainers selected</li> <li>• Participants enrolled in project</li> <li>• Online modules designed</li> <li>• Participants trained</li> <li>• Regional and national assessment conducted and award ceremony organised</li> <li>• NLEAD platform designed and operational</li> </ul>	<ul style="list-style-type: none"> <li>• Call for trainers and co- trainers and selection</li> <li>• Call for participants and registration</li> <li>• Design of e-modules based on leadership development based on package developed in NLE 1</li> <li>• Conduct training (face to face and online as appropriate)</li> <li>• Conduct regional/ national assessment based on pre-defined criteria</li> <li>• Design NLEAD platform</li> </ul>	<ul style="list-style-type: none"> <li>• Internal Human Resource</li> <li>• External trainers</li> <li>• Ministry of Youth</li> </ul>

### 1.2.2. Project 2: InnovEd

<b>Objective</b>	Develop a productivity mindset	
<b>Strategic thrust</b>	Build youth capabilities and the workforce of tomorrow- with a particular focus on espousing the values of the National Leadership Brand	
<b>Project objective</b>	To promote critical thinking and problem solving, creativity and innovation among students.	
<b>Outcome</b>	<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>	
<b>Indicators</b>	<ul style="list-style-type: none"> <li>Number of innovative projects</li> </ul>	
<b>Time-line</b>	2021-2025	
<b>Project cost (indicative)</b>	Rs 500,000 (year 1)	
<b>Intended Outputs</b>	<b>Indicative activities</b>	<b>Inputs (2021-2025)</b>
<ul style="list-style-type: none"> <li>Students and facilitators registered and trained</li> <li>National assessment of projects conducted and award ceremony organised</li> </ul>	<ul style="list-style-type: none"> <li>Training of facilitators and students</li> <li>Project implementation by students</li> <li>Project evaluation by experts</li> <li>Recognition of outstanding projects</li> <li>Participate in GIFT (Global Innovation Field Trip)</li> </ul>	<ul style="list-style-type: none"> <li>Internal Human Resource</li> <li>Partnership with Ministry of Education, MITD, Polytechnic Schools and Rodrigues Regional Assembly (Commission of Education)</li> </ul>

### 1.2.3. Project 3: Productivity Starts at home

<b>Objective</b>	<b>Develop a productivity mindset</b>	
<b>Strategic thrust</b>	Advocate about the importance of productivity across all segments of society	
<b>Project objective</b>	The overall objective of the project is to empower and engage the citizen to adopt productive habits as a way of life	
<b>Outcome</b>	To Develop Productive Habits for the 21 <sup>st</sup> Century	
<b>Indicators</b>	No of citizens who adopt a productive habit	
<b>Time- line</b>	2021- 2024	
<b>Project cost (indicative)</b>	Rs 3,515,000	
<b>Intended Outputs</b>	<b>Indicative activities</b>	<b>Inputs (2021- 2024)</b>

<ul style="list-style-type: none"> <li>• Content Developed (9 modules)</li> <li>• Content pilot tested with sample focus groups (100 participants)</li> <li>• Training of trainers conducted (10 trainers)</li> <li>• Participants trained (250 participants)</li> <li>• Productive Habits Convention organised (annually)</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting with Stakeholders</li> <li>• Research and Development of video for each concept</li> <li>• Review of contents internally and with stakeholders</li> <li>• Develop content on different media( including social media)</li> <li>• At least 10 Focus group meetings with (1) Women (2) Youth (3) Students (4) Workers</li> <li>• Review the Productive Habits</li> <li>• Training of Trainer</li> <li>• Training (online/ face to face)</li> <li>• Conventions/Sharing of success stories</li> </ul>	<ul style="list-style-type: none"> <li>• Internal Human Resource</li> <li>• Logistics</li> <li>• External consultants and experts</li> <li>• External trainers</li> <li>• Partnership with Mauritius Institute of Education (MIE)</li> </ul>
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#### 1.2.4. Project 4: ELIT

<b>Objective</b>	<b>Develop a productivity mindset</b>	
<b>Strategic thrust</b>	Advocate about the importance of productivity across all segments of society	
<b>Project objective</b>	To promote entrepreneurship and functional English through the use of ICT with a special focus on women	
<b>Outcome</b>	Increased in use of ICT, especially by women to start and/or upscale micro/small enterprises	
<b>Indicators</b>	<ul style="list-style-type: none"> <li>• Number of trainees</li> <li>• Number of trainees who can improve and/or set up their micro/ small enterprises</li> </ul>	
<b>Time- line</b>	2021- 2024	
<b>Project cost (indicative)</b>	Run by NGOs- NPCC ensures quality assurance	
<b>Intended Outputs</b>	<b>Indicative activities</b>	<b>Inputs (2021- 2024)</b>
<ul style="list-style-type: none"> <li>• ICT literate citizens</li> <li>• Micro small enterprises set up</li> </ul>	<ul style="list-style-type: none"> <li>• Training based on ELIT curriculum through NGOs (on a demand basis) with quality assurance from NPCC</li> <li>• Training of women entrepreneurs to develop and upscale their businesses</li> </ul>	<ul style="list-style-type: none"> <li>• Internal Human Resource</li> <li>• External trainers</li> <li>• Partners: NGOs and National Women Entrepreneurship Council (NWECC)</li> </ul>



### 1.2.5. Project 5: Enterprise Transformation Programme

#### - Comprises of the following projects

- Productivity awareness for enterprises
- Enterprise Productivity Solutions
- National Productivity and Quality Excellence Award
- Capacity building programmes
- Enterprise Go Digital
- Cooperative sector

<b>Objective</b>	Build productive and competitive enterprises	
<b>Strategic thrust</b>	Transform our enterprises into the vanguards of high-performing organisations	
<b>Project objective</b>	To improve enterprise competitiveness and build resilience	
<b>Outcome</b>	<ul style="list-style-type: none"> <li>• Improved products and service quality</li> <li>• More efficient processes</li> <li>• Product and service development</li> <li>• New markets explored</li> <li>• Strong and productive workforce</li> </ul>	
<b>Indicators</b>	<ul style="list-style-type: none"> <li>• No of enterprises sensitised</li> <li>• No of enterprises which adopt productivity and quality improvement tools and techniques</li> <li>• Number of enterprises adopting the Excellence Framework/ management practices to operate</li> <li>• Number of enterprises participating in NPQEA</li> <li>• Number of enterprises exporting to regional and international markets</li> <li>• Number of productivity practitioners trained</li> <li>• Number of new products and services developed</li> <li>• Number of enterprises adopting new technology</li> <li>• Improved productivity in priority sectors/ clusters identified</li> <li>• Number of SCORE Certified Practitioners</li> </ul>	
<b>Time- line</b>	2021- 2024	
<b>Project cost (indicative)</b>	Rs 1,647,000 (2021)	
<b>Intended Outputs</b>	<b>Indicative activities</b>	<b>Inputs (2021- 2024)</b>
<ul style="list-style-type: none"> <li>• Business/technology advisory services provided</li> </ul>	<ul style="list-style-type: none"> <li>• Provide business /technology advisory services and capacity building programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Internal Human Resource</li> <li>• External consultants</li> </ul>

<ul style="list-style-type: none"> <li>• EPS project revised in line with Business Excellence framework</li> <li>• Content for awareness sessions developed sector-wise</li> <li>• Awareness sessions conducted in 100 enterprises annually</li> <li>• NPQEA designed and implemented (award held every two years)</li> <li>• Capacity building programmes designed and implemented</li> <li>• Improved managerial capabilities of enterprises</li> <li>• Platform to help enterprises developed</li> <li>• Industry 4.0 capabilities created</li> <li>• Service providers for Industry 4.0 linked to enterprises</li> </ul>	<ul style="list-style-type: none"> <li>• Review current Enterprise Productivity Solutions (EPS) programme in line with Business Excellence framework</li> <li>• Develop Content write up sector-wise</li> <li>• Develop Short Courses for Enterprises on NPCC learning platform</li> <li>• Edit and validate content</li> <li>• Market programme</li> <li>• Conduct awareness sessions in registered enterprises</li> <li>• Work out modalities for National Productivity and Quality Excellence Award (NPQEA)</li> <li>• Develop and implement relevant capacity building programmes including tailor-made training to improve managerial capacities of enterprises</li> <li>• Develop and dispense training through the E-learning platform</li> <li>• Create a platform to help enterprises assess and develop their Industry 4.0 capabilities.</li> <li>• Involve service providers for Industry</li> </ul>	<ul style="list-style-type: none"> <li>• External solutional providers</li> <li>• External trainers</li> <li>• Relevant stakeholders (Ministry Industry, SME Mauritius, MSB etc)</li> <li>• National Cooperative College</li> <li>• Partnership with SME Mauritius/ AMM/QCFI and other relevant partners</li> </ul>
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<ul style="list-style-type: none"> <li>• Adoption of Industry 4.0 best practices by enterprises</li> <li>• Adoption of Open Innovation</li> <li>• New markets for enterprises</li> <li>• SCORE programme implemented</li> <li>• More productive Cooperative sector</li> </ul>	<p>4.0 and link them to enterprises to help implement technologies, processes and digital skills development</p> <ul style="list-style-type: none"> <li>• Establish collaborative programmes with other countries that are leading in the industry 4.0 transformation to share best practices and help guide Mauritian enterprises</li> <li>• Work with relevant stakeholders to boost the adoption of open innovation</li> <li>• Collaborate with relevant stakeholders to facilitate exportation</li> <li>• Collaborate with local and international organisations to popularise tested methodologies to improve productivity and quality e.g the SCORE programme</li> <li>• Capacity building programme to promote good governance conducted</li> <li>• Tailor made productivity improvement programme introduced</li> <li>• Capacity building programmes including online learning programmes to promote good</li> </ul>	
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	management practices developed <ul style="list-style-type: none"> <li>• ERP Next piloted in one cooperative and extended to others</li> </ul>	
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### 1.2.6. Project 6: Covid Safety and Resource Efficiency

<b>Objective</b>	Build productive and competitive enterprises	
<b>Strategic thrust</b>	Transform our enterprises into the vanguards of high-performing organisations	
<b>Project objective</b>	To improve resilience of tourism sector and preparedness in opening of borders	
<b>Outcome</b>	More resilient organisations	
<b>Indicators</b>	<ul style="list-style-type: none"> <li>• Number of trainers trained</li> <li>• Number of employees trained</li> <li>• Number of people sensitised</li> <li>• Number of organisations prepared to mitigate risks</li> </ul>	
<b>Time-line</b>	2021- 2022	
<b>Project cost (indicative)</b>	Technical assistance being provided by ILO	
<b>Intended Outputs</b>	<b>Indicative activities</b>	<b>Inputs (2021-2025)</b>
<ul style="list-style-type: none"> <li>• Pool of trainers trained</li> <li>• Employees in tourism value chain trained</li> <li>• Risk assessment programme implemented</li> <li>• System of verification of efficacy of preventive measures formulated</li> <li>• Awareness sessions on COVID-19 OSH conducted</li> <li>• Pilot enterprises implement a</li> </ul>	<ul style="list-style-type: none"> <li>• Create and train a national pool of trainers on sanitary protocols and COVID 19 OSH to implement the project across the tourism value chain.</li> <li>• Utilise the pool of National Trainers in training of employees in the tourism value chain on sanitary protocols and COVID 19 OSH.</li> <li>• Implement a formal risk assessment program and mitigation of risks so identified at the work premises of organizations operating in the tourism value chain.</li> <li>• Formulate a robust system of periodic verification of efficacy of preventive measures put in place to lead to Certification of enterprises / organisations in the tourism value chain on COVID 19 OSH.</li> </ul>	<ul style="list-style-type: none"> <li>• Internal Human Resource</li> <li>• ILO (technical assistance)</li> <li>• Ministry of Tourism</li> </ul>

suitable efficiency training and implementation programme	<ul style="list-style-type: none"> <li>• Sensitise on importance of COVID 19 OSH.</li> <li>• Implement a suitable resource efficiency training and implementation programs in a selected set of pilot enterprises in the tourism value chain.</li> <li>• Establish a bi-annual implementation program and self-evaluation system of Mauritius establishments in the tourism value chain to review their resource efficiency compliance and improvement actions.</li> </ul>	
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### 1.2.7. Project 7: Develop a Smart Process Framework for the public service and implement Business Process Re-engineering in Ministries and Department

<b>Objective</b>	<b>To enhance public sector productivity</b>	
<b>Strategic thrust</b>	Improve service delivery in public sector organisations by streamlining, simplifying and eliminating non-value-added activities	
<b>Project objective</b>	To improve service delivery in public sector institutions	
<b>Outcome</b>	Improved service delivery	
<b>Indicators</b>	<ul style="list-style-type: none"> <li>• Smart Process Framework for the public service designed</li> <li>• Number of BPR projects implemented</li> </ul>	
<b>Time-line</b>	2021- 2024	
<b>Project cost (indicative)</b>	Rs 3,185,000	
<b>Intended Outputs</b>	<b>Indicative activities</b>	<b>Inputs (2021-2025)</b>
<ul style="list-style-type: none"> <li>• SMART Process Framework developed</li> <li>• BPR activities implemented</li> <li>• Capacity building programmes on best practices and</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a Smart Process Framework Manual for Ministry/ Department</li> <li>• Implement BPR exercises in Ministries and Departments</li> <li>• Undertake capacity building programmes on best practices and methodologies</li> <li>• Promote a culture of continuous improvement in the Public Service</li> </ul>	

methodologies implements <ul style="list-style-type: none"> <li>Awareness sessions on productivity and quality conducted</li> </ul>		
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### 1.2.8. Project 8: Productivity Measurement for Enterprises

<b>Objective</b>	<b>Contribute to evidence-based policymaking</b>	
<b>Strategic thrust</b>	Promote productivity measurement	
<b>Project objective</b>	Embed a culture of productivity measurement in enterprises	
<b>Outcome</b>	Enterprises collect, analyse and use productivity data to improve Sectoral benchmarking put in place	
<b>Indicators</b>	<ul style="list-style-type: none"> <li>Number of enterprises measuring productivity</li> </ul>	
<b>Time- line</b>	2022- 2024	
<b>Project cost (indicative)</b>	Rs 50,000 (2021-2022)	
<b>Intended Outputs</b>	Indicative activities	Inputs (2021- 2024)
<ul style="list-style-type: none"> <li>Standard set of KPIs developed</li> <li>Use of KPIs to track progress</li> <li>Sectoral/ national / regional data collected and analysed for benchmarking</li> </ul>	<ul style="list-style-type: none"> <li>Develop standard set of KPIs aligned with productivity improvement framework used and continental KPIs being used</li> <li>Introduce KPIs in enterprises and monitor trend</li> <li>Organise training workshops for enterprises - use of KPIs and productivity measurement (VAPM)</li> <li>Pilot test in enterprises, evaluate and upscale</li> <li>Enlist the support of expert/consultant to initiate sectoral benchmarking</li> <li>Conduct sectoral benchmarking in selected sectors and disseminate results</li> </ul>	<ul style="list-style-type: none"> <li>Internal human resource</li> <li>External consultants/ experts</li> <li>Logistics</li> </ul>



### 1.2.9. Project 9: Enterprise Productivity Survey

<b>Objective</b>	<b>Contribute to evidence-based policymaking</b>	
<b>Strategic thrust</b>	Promote productivity measurement	
<b>Project objective</b>	To gain an understanding of 1) firm-level productivity and related performance measures; 2) experience and perceptions of the business enabling environment	
<b>Outcome</b>	Flagship report on the state of productivity in Mauritius	
<b>Indicators</b>	<ul style="list-style-type: none"> <li>Survey conducted</li> <li>Flagship report drafted</li> </ul>	
<b>Time- line</b>	2022- 2024	
<b>Project cost (indicative)</b>	Rs 8 million	
<b>Intended Outputs</b>	Indicative activities	Inputs (2021- 2024)
<ul style="list-style-type: none"> <li>Questionnaire drafted</li> <li>Survey conducted</li> <li>Survey findings drafted and disseminated</li> </ul>	<ul style="list-style-type: none"> <li>Design and finalisation of questionnaire for productivity survey</li> <li>Selection of firm for administration of survey</li> <li>Administration of survey</li> <li>Survey analysis, report writing and dissemination</li> </ul>	<ul style="list-style-type: none"> <li>Collaboration of World Bank and Ministry of Finance/ Statistics Mauritius</li> </ul>

### 1.2.10. Project 10: Revisiting National Productivity Measurement

<b>Objective</b>	<b>Contribute to evidence-based policymaking</b>	
<b>Strategic thrust</b>	Enhance productivity measurement	
<b>Project objective</b>	Improved national productivity data	
<b>Outcome</b>	More concise and accurate productivity measurement at national/ sectoral level (labour, capital, multifactor)	
<b>Indicators</b>	<ul style="list-style-type: none"> <li>Improved productivity indicators</li> </ul>	
<b>Time- line</b>	2021- 2024	
<b>Project cost (indicative)</b>	Rs 2,900,000(Year 1)	
<b>Intended Outputs</b>	Indicative activities	Inputs

<b>National Productivity measurements revisited</b>	<ul style="list-style-type: none"> <li>Engage with Ministry of Finance/ SM and other relevant stakeholders (locally and internationally) to revisit productivity measurement</li> <li>Seek technical support from World Bank</li> <li>Revisit national productivity measurement</li> </ul>	<ul style="list-style-type: none"> <li>Internal human resource</li> <li>External consultants/ experts</li> <li>Statistics Mauritius</li> <li>Logistics</li> </ul>
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### 1.2.11. Project 11: Mauritius Productivity Blueprint

<b>Objective</b>	<b>Contribute to evidence-based policymaking</b>	
<b>Strategic thrust</b>	Adopt a holistic approach to improve productivity at national, sectoral and industrial level	
<b>Project objective</b>	To improve productivity in a holistic way	
<b>Outcome</b>	Enhanced productivity and competitiveness	
<b>Indicators</b>	<ul style="list-style-type: none"> <li>Mauritius Productivity Blueprint designed and implemented</li> </ul>	
<b>Time- line</b>	2021- 2024	
<b>Project cost (indicative)</b>	Rs 150,000 (Year 1)	
<b>Intended Outputs</b>	<b>Indicative activities</b>	<b>Inputs (2021- 2024)</b>
<ul style="list-style-type: none"> <li>Flagship Report drafted and disseminated</li> <li>Action plans developed based on findings/ recommendations</li> <li>Mauritius Productivity Blueprint designed</li> </ul>	<ul style="list-style-type: none"> <li>Flagship report on: Productivity in Mauritius: Status, Trend and Priorities for Action drafted, validated and disseminated</li> <li>Engage with relevant stakeholders through workshops/ consultations/ focus group discussions to analyse report findings /recommendations and define short-term/ medium to long term priorities and actions</li> <li>Set up committees/ sub-committees to drive implementation of actions</li> <li>Use report findings/ recommendations / input collected during workshops/consultations etc as a base to design Mauritius Productivity Blueprint (Year 2022- 2023)</li> </ul>	<ul style="list-style-type: none"> <li>Internal human resource</li> <li>Relevant stakeholders</li> <li>External consultants/ experts</li> <li>Logistics</li> </ul>

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|--|---|--|
|  | <ul style="list-style-type: none"><li>• Disseminate and implement actions set forth in the blue-print</li></ul> |  |
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### 1.3. Rodrigues

In view of the need to improve productivity and quality in Rodrigues to boost economic growth, special consideration has been given to Rodrigues by the NPCC in its previous strategic plans. The last Strategic Plan 2016- 2020 which was developed in 2016, calls for a review to better respond to changing needs and trends in Rodrigues.

As such, it is envisaged to collaborate with the Commission for Child Development & Others and consult stakeholders in Rodrigues, including the different Commissions and representatives of private sector, trade unions and the community (RCSS), to revise the Strategic Plan 2016- 2020.

Priorities will be re-assessed to design a strategic action plan to enhance productivity and competitiveness in Rodrigues, taking into account Rodrigues specificities.

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

#### 1.4.1. Implementation

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

#### 1.4.2. Budget

The projects will be implemented subject to availability of funds.

#### 1.4.3. Management of projects

The Executive Director or any other officer designated by him/ her and management staff of the NPCC shall oversee the holistic implementation of the projects. Regular reports will be submitted to the Productivity Committee Project Implementation and to the Council.

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

### **Initiating a project**

- Write project details as per format provided for monitoring and evaluation purposes;
- Set a detailed action plan for each project and agree on the responsibilities of the lead staff and team running the project.

### **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

## **1.5. Monitoring and evaluation framework**

The Research, Advisory and Knowledge Management (RAKM) unit has been tasked the responsibility to monitor and evaluate the NPCC's projects. This unit will work closely with other units at NPCC for project monitoring and evaluation purposes.

In this respect, it is proposed to set up a Monitoring and Evaluation sub-committee comprising of heads/ leads of different units will be set up for ease of operation of the M &

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E system. It is further proposed that the sub-committee to be chaired by the Director Capacity Development, Corporate Services and Operation.

The NPCC staff have to initiate the project/ programme core documents such as the project/programme design, log frame, M&E plan among other and submit them to the RAKM unit for review.

**The RAKM team will proceed with the following to integrate monitoring into the implementation process:**

- Review Project Log frames by ensuring that the critical indicators that needs to be monitored have been well defined,
- Verify if there are realistic targets, baseline values.
- Review the M&E Plans by ensuring the method of data collection is well defined, finalise the frequency of data collection and finalise responsibilities section.

Afterward, these documents will be submitted to the M&E subcommittee for amendment and to the Executive Director for approval prior to the project/programme implementation.

Monitoring reports will be submitted to the Productivity Committee Project Implementation and thereon to the Council bi-annually.

Projects will be evaluated prior to closure as per defined time-line when elaborating project details.

In order to facilitate the effective implementation and monitoring of the strategic plan, a detailed rolling annual action plan will be formulated and reviewed annually.

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# Conclusion

COVID-19 has had huge socio-economic impacts, compounding many of our long-term challenges. The aim of our response, recovery and rebuilding efforts is not to simply return our economy to where we were pre-COVID-19. We must continue to move towards the vision articulated in Government Programme 2020- 2024 that is ‘to achieve an Inclusive, High Income and Green Mauritius,’ the Sustainable Development Goals and Africa Agenda 2063. We need to respond to these near-term disruptions in a way that aligns with our long-term goals.

The National Productivity and Competitiveness Council’s (NPCC) Strategic Plan has been designed with this in mind. As an expression of NPCC’s vision, the Strategic Plan sets out the objectives, strategic thrusts and projects to be implemented during the period 2021- 2024.

NPCC will work closely with different stakeholders from the public and private sector, trade unions, non-governmental and community-based organisations, youth, women and international partners to steer the productivity wheel.





# APPENDIX

## Appendix 1: Detailed Action Plan for Projects

### Project 1: National Leadership Engine

Intended outputs	Planned activities	Time-Frame				Responsible	Planned budget Item	Description	Amount (MRU)
		2021	2022	2023	2024				
1. Trainers/ co-trainers selected	1.1. Call for trainers and co- trainers	Q1							
	1.2. Selection of trainers based on past performance Collect feedback from NPCC staff	Q1							
	1.3. Drafting of contract and legal vetting Signature of contract	Q1							
	1.4. Refresher course for selected trainers/ co-trainers	Q1							
2. Participants enrolled in project	2.1. Call for participants	Q1-Q2							
	2.2. Design and dissemination of posters	Q1- Q2							
	Registration of participants	Q1-Q2							
3 Online modules designed	3.1. Design of e-modules based on leadership development manual developed	Q2							

Intended outputs	Planned activities	Time-Frame				Responsible	Planned budget item	Description	Amount (MRU)
		2021	2022	2023	2024				
	3.2. Testing of modules and uploading on platform	Q2							
4. Participants trained	4.1. Draft MOU for renewing partnership with Ministry of Youth for INLE/Legal vetting of MOU/Signature of MOU	Q3							
	4.2. Contact participants to inform them about allotted youth centre for training	Q3							
	4.3. Conduct training (face to face and online as appropriate)	Q3							
	4.4. Implementation of identified projects by participants under guidance of trainers, co-trainers and mentor	Q3							
	4.5. Appoint mentor to better guide participants and link them with relevance stakeholders	Q3							
5. Regional and national assessment conducted and award	5.1. Call for assessors and selection	Q4							
	5.2. Conduct regional assessment based on pre-defined criteria	Q4							

Intended outputs	Planned activities	Time-Frame				Responsible	Planned budget Item	Description	Amount (MRU)
		2021	2022	2023	2024				
ceremony organised	5.3. Conduct national assessment	Q4							
	5.4. Organise award ceremony	Q4							
6. NLEAD platform designed and operational	6.1. Design NLEAD platform	Q4							
	6.2 Create awareness about platform and register participants	Q4							
	6.3. Moderate and continuously update platform	Q4							
Total cost									2,542,500

## Project 2: InnovEd (Innovation for Education sector)

Intended outputs	Planned activities	Time-Frame				Responsible	Planned budget Item	Description	Amount (MRU)
		2021	2022	2023	2024				
1. Online challenge organised (through Virtual Innovation Clubs)	SCRAP Challenge organised						Implementation – npccinnovation.org platform + Zoom		50,000
2. 18 <sup>th</sup> edition of InnovEd organised	2.1.On-going project reviewed with new challenges	Q3-					Implementation & Award Prizes & Expert Fees		500,000
	2.2.Training of Facilitators	Q3-Q4							
	2.3.Training of Students by Facilitators & Online Quiz on Platform Monitoring of Projects	Q3-Q4							
	2.4. Assessment of Projects by Experts Assessment of Projects by Jurors	Q4							
3. Innovative Talents recognised	3.1.Participate in GIFT (Global Innovation Field Trip) Challenge & marketing of achievements by Youth (Video MFDC)	Q4							
Total cost									550,000

### Project 3: Productivity Starts at Home

Intended outputs	Planned activities	Time-Frame				Responsible	Planned budget Item	Description	Amount (MRU)
		2021	2022	2023	2024				
1. Phase 1: Concepts on Productive Habits Developed & Clarified	1.1 Meeting with Stakeholders	Started in 2020							
	1.2. Research and Development of video for each concept	Q1- Q2							
	1.3. Review of contents internally and with stakeholders	Q1- Q2						Rs 10,000 per Expert	50,000
	1.4. Develop content on different media	Q3						Rs 50,000 per Module	450,000
2. Phase 2: Pilot Test Productive Habits with Different Target Groups	2.1 At least 10 Focus group meetings with (1) Women (2) Youth (3) Students (4) Workers	Q3-Q4	Q1-Q2					10 Focus Grp Meeting of 20 pax @Rs 250 per pax	50,000
	2.2 Review the Productive Habits	Q3-Q4	Q1					Rs 10,000 per module	90,000
3. Phase 3: Deliver Coaching & Training of Productive Habits	3.1a Launching 3.1b Training of Trainers		Q1					Rs 500,000 (1000 pax) Rs 1500 per pax X 100	500,000 150,000
	3.2 Online Training		Q1					Rs 10,000 per module	90,000
	3.3 Face to Face Training		Q1					Rs 3000 per pax x300	900,000
4. Phase 4: Refresher	4.1 Refresher Course		Q2					Rs 250 per pax x 300	75,000

courses, profiling tests and Convention	4.2 Productive Habits Journal		Q2					Rs 200 per pax X 300	60,000
	4.3.Conventions/Sharing of success stories		Q2					Rs 1000 per pax X 700	700,000
Monitoring			Q2						100,000
Miscellaneous									300,000
Total cost									3,515,000

## Project 4: ELIT

This is an ongoing project, being held on a demand basis from NGOs.

## Project 5 : Enterprise Transformation Programme

### 5.1. Enterprise Productivity Solutions

Intended outputs	Planned activities	Time-Frame				Responsible	Planned budget Item	Description	Amount (MRU)
		2021	2022	2023	2024				
1. Enterprise Productivity Framework (EPS) reviewed as per Business Excellence	Review present EPS								
	1.1 Review Baseline Assessment	Q2							
	1.2 Add materials at each level	Q2							
	1.3 Seek collaboration with international consultant(s) for Management Accounting analysis in order to create a profitable structure for each company	Q2						Seek HRDC approval for training- so that companies can get a partial refund/	Rs 24 000 per company for 4.5 man-days
	1.4 Finalise the EPS	Q2							



	1.5 Pilot Management Accounting Analysis conducted in 5 companies SMEs	Q2						Pilot on a free basis	
	1.6: Testing of revised baseline assessment (report generated/roadmap established with company) in 6 companies (3 SMEs. 3 Large	Q3						One company per consultant	
	1.7 Sharing of results/marketing of EPS with stakeholders	Q4						Invite stakeholders to a knowledge sharing/SMEs/Online participation of Japanese experts	200 000
2. Enterprise Productivity Solutions implemented	2.1. EPS implemented in enterprises	Q4	Q1-Q4	Q1-Q4	Q1-Q4			Companies get refund by HRDC for training part	
Total cost									200,000

## 5.2. Productivity Awareness for enterprises

Intended outputs	Planned activities	Time-Frame				Responsible	Planned budget Item	Description	Amount (MRU)
		2021	2022	2023	2024				
1. Contents developed	1.1. Develop content by sector and prepare materials	Q3							
	1.2. Edit content	Q3							
	1.3. Develop video content	Q4							
	1.4 Validate all contents	Q4							
2. Enterprises registered	2.1. Create awareness about programme		Q4						50,000
	2.2. Register enterprises		Q4						
3. Enterprises sensitised about productivity and quality	3.1. Conduct awareness sessions in registered enterprises		Q1- Q4	Q1-Q4	Q1-Q4				
4. Short E-modules developed on productivity and quality	Develop Short Courses for Enterprises on NPCC E- Learning Platform and popularise		Q1- Q4	Q1-Q4	Q1-Q4				
Total cost									50,000

### 5.3. National Productivity and Quality Excellence Award (Award held every two years)

Intended outputs	Planned activities	Time-Frame				Responsible	Planned budget Item	Description	Amount (MRU)
		2021	2022	2023	2024				
1. NPQEA launched	1.1. Design NPQEA with well-defined criteria for evaluation	Q3-Q4							
	1.2 Train assessors		Q1					Fees for assessors (Rs20,000*10)	Rs 200,000
	1.3 Launching of NPQEA		Q2					Press Conference	Rs 100 000
	1.4 Marketing of NPQEA		Q2					Social media boost, printed brochures, ads, videos	
	1.5 Registration of enterprises		Q2						
2. Enterprises assessed as per criteria developed	2.1 Assessment of enterprises		Q3- Q4						
	2.2 Feedback report shared with enterprises		Q4						
3. Award ceremony held	3.1 Organisation of the Award Ceremony and sharing of best practices			Q1					Rs 500,000
Total cost									Rs 800,000

#### 5.4. Capacity building programmes

Intended outputs	Planned activities	Time-Frame				Responsible	Planned budget Item	Description	Amount (MRU)
		2021	2022	2023	2024				
1. Annual training calendar developed	1.1. Develop annual calendar	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4			10 face-to-face training (or through zoom)  4 E-learning training (Annually) Approx – Rs 500,000 (pa)	2,000,000
	1.2. Develop training through the E-learning platform	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4			3 E-Learning courses x Rs 200,000 x 4 yrs*	2,400,000
	1.3. Market training	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4			14 x Rs 25,000 x 4 yrs	1,400,000
	1.4. Partner with external consultants/ organisation to deliver courses / certification courses	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4				
	1.5 Hosting of e-learning platform	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4			Rs 100,000 annually	400,000
2. Training needs analysis conducted	2.1. Recruitment of expert to conduct needs analysis and develop productivity improvement programmes		Q1-Q2					Expert fee: Rs 500,000 Workshops: 4 x Rs 50,000	700,000

Intended outputs	Planned activities	Time-Frame				Responsible	Planned budget Item	Description	Amount (MRU)
		2021	2022	2023	2024				
	2. 2. Organise focus group discussions / workshops with different target groups		Q1-Q2						
	2.3. Drafting of need assessment reports and proposed programmes		Q3						
	2.4. Validation of needs		Q3						
3.Relevant capacity building programmes developed	3.1. Recruitment of expert to develop training programme outline and content		Q4					Link to planned activity 1.2	
	3.2. Development of training materials			Q1-Q4	Q1-Q4				
	3.3. Training of NPCC trainers			Q1-Q4	Q1-Q4				
	3.4 Add course to training calendar			Q1-Q4	Q1-Q4				
	3.5 Market courses			Q1-Q4	Q1-Q4				
4.Customised Business Excellence Framework	4.1 Partner with a recognised institution for course accreditation			Q3	Q1-Q4				

Intended outputs	Planned activities	Time-Frame				Responsible	Planned budget Item	Description	Amount (MRU)
		2021	2022	2023	2024				
(developed by BDC)	4.2 Develop courses based on excellence framework			Q4	Q1-Q4			Partnership fee: Rs 500,000	500,000
	4.3 Accredited courses			Q4	Q1-Q4				
	4.4. Market courses			Q4	Q1-Q4				
	4.4. Market courses								
SCORE programme implemented	5.1 Seek funding with ILO for the SCORE project		Q1						
	5.2. Selection of NPCC trainers		Q1						
	5.3 Selection of international SCORE Expert trainer from ILO		Q1						
	5.4. Logistic arrangement for trainer		Q1						
	5.5. Organisation and logistics of training of trainers, training of firms and company visits		Q2					75,000	
	5.6. Selection of companies for pilot phase		Q2					50,000	

Intended outputs	Planned activities	Time-Frame				Responsible	Planned budget Item	Description	Amount (MRU)
		2021	2022	2023	2024				
	5.7. Combined TOT/TOE and firm visits		Q2						
	5.8. Follow up in pilot enterprises		Q2-Q3						
	5.9. Showcasing workshop		Q3					75,000	
Total cost									6,900,000

## 5.5. Enterprise- Go Digital

Intended outputs	Planned activities	Time-Frame				Responsible	Planned budget Item	Description	Amount (MRU)
		2021	2022	2023	2024				
Phase 1: Awareness and registration of pilot enterprises, consultants and solution providers	Content development with support of experts/ consultants -Importance of digitalisation for enterprises -Digital technologies/ Best practices per sector	Q3					-Workshops by Digital Experts - Road shows across the island -Clips to be produced -Posters etc		400,000
	Conduct awareness sessions through different platforms –	Q3-Q4							



Intended outputs	Planned activities	Time-Frame				Responsible	Planned budget Item	Description	Amount (MRU)
		2021	2022	2023	2024				
	social media/ press/ webinars etc								
	Call for expression of interest for experts/ consultants and solution providers	Q3-Q4					Advertisement cost		100,000
	Call for enterprises willing to participate in pilot project- develop criteria of selection								
Phase 2: Pilot implementation and unsealing following evaluation	Diagnosis in 20 pilot enterprises - Match-making of digital experts/consultants and solution providers to SMEs -Assess digital maturity of enterprise -Establish digital roadmap for enterprise	Q4	Q1				20 pilot enterprises (20* 100,0000) - to be paid to digital experts		2,000,000
	Implement approved solutions in enterprises		Q1- Q2				3 enterprisesxRs200,000		600,000
	Capacity building at enterprise level to sustain solution implemented		Q2-Q3						

Intended outputs	Planned activities	Time-Frame				Responsible	Planned budget Item	Description	Amount (MRU)
		2021	2022	2023	2024				
	Build case studies and dissemination of results		Q4				Cost of showcasing case studies		300,000
	Upscale project and extend to more enterprises (including implementation of solution in 17 pilot enterprises)			Q1-Q4	Q1 -Q4		17 pilot enterprises (17* 200,0000) - to be paid to digital providers)		3,400,000
							Diagnosis and action plan implementation (Rs 300000*50) Year 2		15,000,000
							Diagnosis and action plan implementation (Rs 300000*50) Year 3		15,000,000
							Diagnosis and action plan implementation (Rs 300000*50) Year 3		15,000,000
Phase 3: Sustainability of project using platform	Design skeleton of platform with digital experts		Q3						
	Call for expression of interest for platform development		Q4						500,000
	Develop and test platform			Q1					

Intended outputs	Planned activities	Time-Frame				Responsible	Planned budget Item	Description	Amount (MRU)
		2021	2022	2023	2024				
	Launch platform and sustain			Q1					52,400,000

## 5.6. Cooperative sector

Intended outputs	Planned activities	Time-Frame				Responsible	Planned budget Item	Description	Amount (MRU)
		2021	2022	2023	2024				
Seek collaboration of Ministry of Industrial Development, SMEs and Cooperatives		Q3							
Capacity building programme to promote good governance in cooperative sector designed and implemented	Develop course content	Q3- Q4							
	Conduct training (blended mode)	Q4	Q1-Q4	Q1-Q4	Q1- Q4				
Tailor-made productivity improvement programme	Baseline assessment in 10 cooperatives (pilot)	Q3							
	Develop PIP	Q3							
	Pilot test PIP in cooperatives (10)	Q4	Q1						

Intended outputs	Planned activities	Time-Frame				Responsible	Planned budget Item	Description	Amount (MRU)
		2021	2022	2023	2024				
developed and implemented	Evaluate pilot phase and extend to other cooperatives		Q2	Q1-Q4	Q1-Q4				
Good management practices promoted	Collaborate with National Cooperative College (NCC) to develop programme	Q 3							
	Conduct programme on agreed modality with NCC	Q4	Q1- Q4	Q1-Q4	Q1-Q4				
Digital technologies adopted	Pilot introduction of ERP Next in one cooperative	Q3- Q4	Q1						
	Evaluate programme and extend to other cooperatives		Q1- Q4	Q1- Q4	Q1-Q4				

## Project 6: Covid Safety and Resource Efficiency

Intended outputs	Planned activities	Time-Frame				Responsible	Planned budget Item	Description	Amount (MRU)
		2021	2022	2023	2024				
Programme Governing Structure established	Constitution of a Project steering Committee and framing rules of procedure for its effective functioning	Q3				NPCC/MoT (Ministry of Tourism)			
	Identify key players and other relevant agencies/ technical experts and specialists who need to play a part for the Project and scoping their engagement	Q3				MoT			
	Collect and provide data on population of beneficiaries to the project in the scope to help pan logistics, schedules and budget	Q3				MoT			

Intended outputs	Planned activities	Time-Frame				Responsible	Planned budget Item	Description	Amount (MRU)
		2021	2022	2023	2024				
	Establishing a secretariat to manage the work	Q3				NPCC			
	Prepare a tentative and broad project plan and understand key dependencies and timelines to be coordinated, including mid-review and resolution mechanisms for issues and escalation handling with government of Mauritius' plans for border opening	Q3				NPCC/MoT			
Service Delivery Design	Size – this includes decision on coverage and staff deployment necessary	Q3				NPCC / MoT			
	Number of enterprises to be covered, their grouping and coverage pattern, number of personnel to be trained for quick coverage of the chosen population, structure of training and implementation delivery, key processes etc.					MoT			
	Identify project processes and create simple maps to support equitable involvement of all concerned and secure their understanding	Q3				NPCC/ILO			
	List project milestones and deliverables	Q3				NPCC			
	Establish Quality Assurance standards	Q3				NPCC/ILO			
	Secure permission from ILO to use their Covid OSH training content stably customised for the proposed first phase and seek their referred Training approaches and content for	Q3				NPCC/ILO			

Intended outputs	Planned activities	Time-Frame				Responsible	Planned budget Item	Description	Amount (MRU)
		2021	2022	2023	2024				
	Resource efficiency phase of the project								
	Develop customised training content for use in the project that includes suitable incorporation of all protocols of Ministry of health and Wellbeing of the government of Mauritius					NPCC/ILO			
Project Planning and Implementation	Develop detailed project plan for the entire project with definition of critical paths and dependencies	Q3				NPCC/MoT			
	Project staffing based on selection criteria recommended	Q3				NPCC/ MoT			
	Train first line and second line staff on content	Q3				NPCC/MoT			
	Plan and execute training of beneficiary enterprises and their employees (phase 1)	Q3-Q4				NPCC/MoT			
	Complete site visits risk assessment and implementation of risk counter measures	Q4				NPCC/MoT			
	Quality Assure all documented deliverables and monitor	Q4	Q1			NPCC			
	Periodically report project progress to the PSC	Q3-Q4	Q1-Q2			NPCC/MoT			
Results Review and Quality Assurance	Schedule regular meetings of PSC to monitor project progress to satisfaction	Q3-Q4	Q1-Q2			NPCC/MoT			
Post Implementation Monitoring and Compliance	A planned marketing and sensitization campaign is essential component of the project. This might include		Q2						

Intended outputs	Planned activities	Time-Frame				Responsible	Planned budget Item	Description	Amount (MRU)
		2021	2022	2023	2024				
	<ul style="list-style-type: none"> <li>Pre-agreed dissemination workshop, experience sharing event, and/or newsletters</li> <li>Publicity and promotion of work accomplished to brand Mauritius as a country safe to visit</li> <li>Development of posters, promotional and marketing material for distribution to needed clientele, including clientele from tourist originating counties</li> </ul>								
	Regular self-evaluation and/or third-party audit of premises to ensure maintenance of safe status and associated certification. This covers both Trainer certification and enterprise certification								

### Project 7: Develop a Smart Process Framework for the public service and implement Business Process Re-engineering In Ministries and Departments

Intended outputs	Planned activities	Time-Frame				Responsible	Planned budget Item	Description	Amount (MRU)
		2021	2022	2023	2024				
1.Smart Process Framework	1.1. Collaborate with Ministry of Public Service to develop Smart Process framework for public sector	Q3-Q4							Rs 720,000



Intended outputs	Planned activities	Time-Frame				Responsible	Planned budget Item	Description	Amount (MRU)
		2021	2022	2023	2024				
developed for public sector									
2.BPR activities implemented in pilot Ministries and Departments	2.1. Set up team in pilot Ministry and Department		Q1						Rs 1,440,000
	2.2 Develop vision and objectives		Q1						
	2.3. Identify process for redesign		Q1						
	2.4 Identify change levers		Q1						
	2.5 Implement the new process		Q2						
	2.6. Make new process operational		Q2						
	2.7. Evaluate the new process and continuously improve		Q2						
3. Capacity building programmes on best practices and methodologies implemented	3.1 Work in collaboration with Kaizen Institute to deliver a holistic and comprehensive online programme on Operational Excellence & Efficiency improvements in the public service to develop BPR champions	Q3-Q4	Q1-Q4	Q1-Q4	Q1-Q4				Rs 1,025,000
4. A culture of continuous improvement developed in public sector	Conduct awareness sessions on Lean Management and Smart Framework developed in Ministries and Departments	Q4	Q1-Q4	Q1-Q4	Q1-Q4				

## Project 8: Productivity measurement for enterprises

Intended outputs	Planned activities	Time-Frame				Responsible	Planned budget Item	Description	Amount (MRU)
		2021	2022	2023	2024				
	1. Agree on common set of KPIs to be used								

Intended outputs	Planned activities	Time-Frame				Responsible	Planned budget Item	Description	Amount (MRU)
		2021	2022	2023	2024				
1. Standard set of KPIs developed	1.1. Conduct research on KPIs being used	Q2-Q3							
	1.2. Develop standard set of KPIs aligned with productivity improvement framework used and continental KPIs being used	Q3-Q4							
2. Use of KPIs to track progress	2. Introduce KPIs in enterprises and monitor trend								
	2.1. Organise training workshops for enterprises - use of KPIs and productivity measurement (VAPM)		Q1					Training workshops (100 enterprises: 4 batches of 25 each)	Workshop cost (logistics/venue etc)  Rs 25,000 per workshop
	2.2. Pilot test in 20 enterprises		Q2						
	2.3. Assess pilot phase and extend to other enterprises		Q2-Q3						
3. Sectoral/ national / regional data collected and	3. Initiate sectoral benchmarking								

Intended outputs	Planned activities	Time-Frame				Responsible	Planned budget Item	Description	Amount (MRU)
		2021	2022	2023	2024				
analysed for benchmarking									
	3.1. Enlist the support of expert/consultant								
	3.2 Draft T.O.R of expert/ consultant								
	3.3. Select expert/ consultant						Fees for consultant (about 16 weeks)	Consultant fees (=6975.20*16*40) =4,464,128 Lodging/ travel (2 tripsx 100,000 each)=200,000	4,664,128
	3.4. Conduct sectoral benchmarking in selected sectors								
	3.5. Report writing and dissemination						Dissemination	Publication and dissemination workshops (Rs 300,000)	300,000
Total cost									5,064,128

## Project 9: Enterprise Productivity Survey

Intended outputs	Planned activities		Time-Frame				Responsible	Planned budget Item	Description	Amount (MRU)
			2021	2022	2023	2024				

1.Design and finalisation of questionnaire for productivity survey	1.1. World Bank Technical Team to design questionnaire for survey									
	1.2. Review of draft questionnaire by stakeholders in Mauritius									
	1.3Peer review of questionnaire at the level of World Bank									
2.Signing of contract with World Bank	2.1. Drafting of contract and vetting by State Law Office									
	2.2. Signature of contract by both parties									
3. Selection of firm for administration of survey	3.1. Drafting of terms of reference for bidding process								Survey company	2,000,000
	3.2. Call for bidder									
	3.3. Bid evaluation and award of contract									
4.Administration of survey	4.1. Sampling design and sampling frame									
	4.2. Training of field staff									
	4.3. Conduct field work and collect data									
5. Survey analysis, report writing and dissemination	5.1. Editing, coding and data capture/processing/data entry									
	5.2. Tabulation									
	5.3. Evaluation and analysis									

	5.4. Report writing by local authors and World Bank Experts								Fees for World Bank and local authors	Rs 6,000,000
	5.5. Submission of first draft of report									
	5.6. Report validation									
	5.7. Submission of final draft of report									
	5.8. Report dissemination									
Total cost										Rs8,000,000

## Project 10: Revisiting National Productivity Measurement

Intended outputs	Planned activities	Time-Frame				Responsible	Planned budget Item	Description	Amount (MRU)
		2021	2022	2023	2024				
1.National Productivity measurements revisited	1.1. Engage with Ministry of Finance/ SM and other relevant stakeholders (locally and internationally) to revisit productivity measurement								
	1.2. Seek technical support from World Bank						World bank fees (20 weeks)	Consultant fees (=6975.20*20*40) =4,464,128 Lodging/ travel (2 trips' 100,000 each) =200,000	5,580,160

Intended outputs	Planned activities	Time-Frame				Responsible	Planned budget Item	Description	Amount (MRU)
		2021	2022	2023	2024				
	1.3. Refine productivity measurements as required (would need buy in from SM/ Ministry of Finance etc)								
Total cost									5,580,160

## Project 11: Mauritius Productivity Blueprint

Intended outputs	Planned activities	Time-Frame				Responsible	Planned budget Item	Description	Amount (MRU)
		2021	2022	2023	2024				
1. Flagship Report drafted and disseminated	1. Flagship report on: Productivity in Mauritius: Status, Trend and Priorities for Action								
	1.1. Drafting of report	Q1							
	1.2 Validation of findings	Q2							
	1.3 Finalisation of report	Q2							
	1.4 Dissemination of report	Q3							

Intended outputs	Planned activities	Time-Frame				Responsible	Planned budget item	Description	Amount (MRU)
		2021	2022	2023	2024				
2. Action plans developed based on findings/ recommendations	2.1. Setting up of working groups to analyse findings/ recommendations and work on implementable actions	Q4					Fees for working groups (3 productivity committee)	10 members 4 meeting Rs 2500 (per working group) = 10x2500x4 = 100,000 per working group  Refreshment (10 members 4 meetings xRs 300) =12,000 per working group	336000
	2.2 Implementation of action plans by relevant stakeholders	Q4	Q1-Q4	Q1-Q4	Q1-Q4				
3. Mauritius Productivity Blueprint designed	3. Design of Mauritius Productivity Blueprint								
	3.1. Draft terms of reference for consultant (s)			Q1					
	3.2. Selection and appointment of consultant(s)			Q1			About 25 weeks	Consultant fees (=6975.20*25*40) =6,975,200 Lodging/ travel (	9,175,200.00



Intended outputs	Planned activities	Time-Frame				Responsible	Planned budget item	Description	Amount (MRU)
		2021	2022	2023	2024				
								4 trips* 100,000) =400,000 Workshops/ consultations (1 national/ 1 sectoral/ 1enterprise=3* 100,0000) =300,000 National survey (Rs 1,500,000)	
	3.3. Desk research			Q2					
	3.4. Consultation/ discussions/ survey/ meetings etc with different stakeholders to gather insights			Q3-Q4					
	3.5. Formulation of Blueprint			Q3-Q4					
	3.6. Validation of findings				Q1				
	3.7. Finalisation and dissemination of Blueprint				Q2			Publication and workshops (Rs 300,000)	300,000
Total cost									9,811,200

## Appendix 2: Problem tree and objective tree





## Appendix 3: Setting Sectoral Priorities

### Key Statistics on the economic significance and performance of Mauritius Industry

Percentage Distribution of Gross Value Added by industry group at current basic prices, 2017 - 2020				
	2017	2018	2019	2020
Agriculture, forestry and fishing	3.5	3.2	3.3	3.9
Sugarcane	0.6	0.4	0.4	0.5
Other	2.9	2.7	2.9	3.4
Mining and quarrying	0.2	0.2	0.2	0.3
Manufacturing	13.4	12.9	12.5	12.1
Sugar	0.1	0.1	0.1	0.1
Food (excluding sugar)	4.8	4.6	4.5	4.9
Textile	3.9	3.6	3.4	2.8
Other	4.6	4.6	4.5	4.3
Electricity, gas, steam and air conditioning supply	1.7	1.7	1.6	1.6
Water supply; sewerage, waste management and remediation activities	0.4	0.4	0.4	0.4
Construction	4.3	4.7	5.0	4.4
Wholesale & retail trade; repair of motor vehicles and motorcycles	12.2	12.4	12.5	13.0
of which: Wholesale and retail trade	11.4	11.6	11.7	12.2
Transportation and storage	6.4	6.4	6.5	5.8
Accommodation and food service activities	7.2	7.3	6.9	2.8
Information and communication	4.2	4.2	4.3	5.2
Financial and insurance activities	12.0	11.7	11.8	13.0
Monetary intermediation	7.1	7.1	7.4	8.1
Financial leasing and other credit granting	0.7	0.7	0.7	0.7
Insurance, reinsurance and pension	2.9	2.6	2.5	2.8
Other	1.3	1.3	1.3	1.4
Real estate activities	5.9	5.9	5.9	6.6
of which: Owner occupied dwellings	4.8	4.7	4.7	5.4
Professional, scientific and technical activities	4.9	5.0	5.1	5.2
Administrative and support service activities	3.0	3.1	3.2	3.1

Public administration and defence; compulsory social security	6.3	6.2	6.2	7.5
Education	4.9	4.9	4.7	5.5
Human health and social work activities	4.4	4.5	4.6	5.4
Arts, entertainment and recreation	3.5	3.7	3.7	3.0
Other service activities	1.6	1.6	1.6	1.4
Gross Value Added (GVA) at current basic prices	100.0	100.0	100.0	100.0
Export oriented enterprises	4.9	4.6	4.3	4.1
Seafood	1.0	1.0	1.0	1.0
Freeport	0.6	0.6	0.6	0.7
Tourism	8.5	8.6	8.1	2.1
ICT	5.7	5.7	5.8	7.0
Global business	5.7	5.7	5.8	6.0

Source: Statistics Mauritius

Table - Employment by industry and size of establishments, 2017- 2019									
									'000
Industry (section)	2017			2018			2019		
	Large	Other than Large	Total	Large	Other than Large	Total	Large	Other than Large	Total
Agriculture, forestry and fishing	13.2	28.0	41.2	13.4	27.6	41.0	12.8	27.5	40.3
<i>of which Sugarcane</i>	<i>6.9</i>	<i>5.3</i>	<i>12.2</i>	<i>7.0</i>	<i>5.1</i>	<i>12.1</i>	<i>7.3</i>	<i>1.7</i>	<i>9.0</i>
<i>Non sugar</i>	<i>6.3</i>	<i>22.7</i>	<i>29.0</i>	<i>6.4</i>	<i>22.5</i>	<i>28.9</i>	<i>5.5</i>	<i>25.8</i>	<i>31.3</i>
Mining and quarrying	1.1	1.1	2.2	1.1	1.1	2.2	1.0	1.3	2.3
Manufacturing	72.1	25.6	97.7	72.8	24.6	97.4	68.6	27.7	96.3
<i>of which Sugar</i>	<i>1.4</i>	<i>0.0</i>	<i>1.4</i>	<i>1.3</i>	<i>0.0</i>	<i>1.3</i>	<i>1.0</i>	<i>0.0</i>	<i>1.0</i>
<i>Food</i>	<i>10.6</i>	<i>7.7</i>	<i>18.3</i>	<i>10.7</i>	<i>7.6</i>	<i>18.3</i>	<i>11.3</i>	<i>7.8</i>	<i>19.1</i>
<i>Textiles</i>	<i>40.1</i>	<i>6.6</i>	<i>46.7</i>	<i>40.6</i>	<i>6.0</i>	<i>46.6</i>	<i>36.2</i>	<i>5.0</i>	<i>41.2</i>
<i>Other</i>	<i>20.0</i>	<i>11.3</i>	<i>31.3</i>	<i>20.2</i>	<i>11.0</i>	<i>31.2</i>	<i>20.1</i>	<i>14.9</i>	<i>35.0</i>
Electricity, gas, steam and air conditioning supply	2.2	0.0	2.2	2.2	0.0	2.2	2.4	0.0	2.4
Water supply; sewerage, waste management and remediation activities	2.2	1.1	3.3	2.2	1.1	3.3	2.0	1.0	3.0
Construction	12.4	27.7	40.1	12.5	27.7	40.2	15.2	28.8	44.0

Wholesale and retail trade; repair of motor vehicles and motorcycles	27.8	68.3	96.1	28.1	68.0	96.1	29.0	67.2	96.2
Transportation and storage	17.0	22.4	39.4	17.1	22.3	39.4	17.1	22.5	39.6
Accommodation and food service activities	27.1	14.5	41.6	27.3	14.3	41.6	28.3	15.7	44.0
Information and communication	11.7	5.9	17.6	11.8	5.8	17.6	11.4	6.8	18.2
Financial and insurance activities	12.9	0.6	13.5	13.0	0.5	13.5	13.3	0.6	13.9
Real estate activities	0.9	0.6	1.5	0.9	0.6	1.5	1.0	0.5	1.5
Professional, scientific and technical activities	7.2	5.4	12.6	7.3	5.3	12.6	8.0	5.0	13.0
Administrative and support service activities	16.0	9.3	25.3	16.2	9.1	25.3	16.3	9.2	25.5
Public administration and defence; compulsory social security	42.3	0.0	42.3	42.3	0.0	42.3	44.3	0.0	44.3
Education	28.0	4.0	32.0	28.3	3.7	32.0	27.6	4.2	31.8
Human health and social work activities	17.3	2.5	19.8	17.5	2.3	19.8	18.0	2.2	20.2
Arts, entertainment and recreation	3.3	9.0	12.3	3.3	9.0	12.3	3.5	8.7	12.2
Other service activities	2.2	30.6	32.8	2.7	30.2	32.8	2.6	30.7	33.3
Total	316.9	256.6	573.5	320.0	253.1	573.1	322.4	259.6	582.0

Source: Statistics Mauritius

SMEs- Estimated number of establishments by size and industry group – 2013

Industry group	SMEs				Other enterprises	Total
	Micro	Small	Medium	Total SMEs		
Agriculture, forestry and fishing	32,000	14,000	70	46,070	70	46,140
Mining and quarrying	...	...	15	15	10	25
Manufacturing	12,630	2,610	280	15,520	335	15,855
Electricity, gas, steam and air conditioning supply	-	-	-	-	10	10
Water supply; sewerage, waste management and remediation activities	-	-	-	-	15	15
Construction	7,900	5,040	60	13,000	50	13,050
Wholesale and retail trade; repair of motor vehicles and motorcycles	42,960	3,820	200	46,980	230	47,210
Transportation and storage	19,550	1,370	40	20,960	50	21,010
Accommodation and food service activities	9,040	1,670	90	10,800	90	10,890
Information and communication	380	180	30	590	60	650
Financial and insurance activities	90	90	50	230	40	270
Real estate activities	525	75	10	610	15	625
Professional, scientific and technical activities	1,555	705	115	2,375	45	2,420
Administrative and support service activities	1,200	520	50	1,770	60	1,830
Education	1,555	295	115	1,965	65	2,030
Human health and social work activities	1,445	265	10	1,720	40	1,760
Arts, entertainment and recreation	2,475	935	40	3,450	30	3,480
Other service activities	5,725	395	15	6,135	15	6,150
Total	139,030	31,970	1,190	172,190	1,230	173,420

Source: Statistics Mauritius



Table - Employment by size of enterprises and industry group, 2013						
Industry group	SMEs				Other enterprises	Total
	Micro	Small	Medium	Total SMEs		
Agriculture, forestry and fishing <sup>1</sup>	...	26,200	5,400	31,600	8,700	40,300
Mining and quarrying <sup>1</sup>	...	1,000	240	1,240	860	2,100
Manufacturing	13,200	10,400	10,655	34,255	67,345	101,600
Electricity, gas, steam and air conditioning supply	-	-	-	-	2,300	2,300
Water supply, sewerage, waste management and remediation activities	-	-	-	-	3,200	3,200
Construction	12,310	15,790	2,940	31,040	11,660	42,700
Wholesale and retail trade; repair of motor vehicles and motorcycles	51,400	10,300	10,440	72,140	16,160	88,300
Transportation and storage	16,090	2,910	860	19,860	15,940	35,800
Accommodation and food service activities	8,900	3,900	2,975	15,775	22,425	38,200
Information and communication	2,570	3,330	1,030	6,930	9,470	16,400
Financial and insurance activities	160	340	525	1,025	12,075	13,100
Real estate activities	340	260	220	820	480	1,300
Professional, scientific and technical activities	2,200	2,300	2,295	6,795	3,805	10,600
Administrative and support service activities	4,740	4,560	3,030	12,330	12,170	24,500
Public administration and defence; compulsory social security	-	-	-	-	40,600	40,600
Education	2,800	1,300	6,160	10,260	21,040	31,300
Human health and social work activities	1,070	1,430	1,050	3,550	15,150	18,700
Arts, entertainment and recreation	5,680	1,020	750	7,450	2,350	9,800
Other service activities <sup>2</sup>	7,970	1,430	450	9,850	21,350	31,200
<i>of which : Household employees</i>	-	-	-	-	20,000	20,000
Total	129,430	86,470	49,020	264,920	287,080	552,000

Distribution of small production units by industry group (manufacturing) and type of ownership

					Number
Industry group	Number of production units	Type of ownership			
		Individual proprietor	Partnership with members of same or another household	Company	Cooperative , Non-profit institution and other
Total	124,972	100,963	5,357	18,279	373
Manufacturing	15,241	12,396	743	2,050	52
Food and beverages	3,295	2,514	266	507	7
<i>Ice cream</i>	<i>65</i>	<i>35</i>	<i>18</i>	<i>13</i>	-
<i>Grain mill - spices</i>	<i>483</i>	<i>300</i>	<i>52</i>	<i>131</i>	-
<i>Bread and pastries</i>	<i>525</i>	<i>367</i>	<i>17</i>	<i>141</i>	-
<i>Other food products</i>	<i>1,943</i>	<i>1,592</i>	<i>171</i>	<i>173</i>	<i>7</i>
Wearing apparels (tailoring)	3,479	3,035	198	211	35
Wood and wood products, except furniture	374	290	38	46	-
Paper products and Printing	325	175	6	144	-
Chemicals and chemical products	69	11	-	57	-
Other non-metallic mineral products	94	82	6	6	-
Fabricated metal product, except machinery	2,340	1,948	34	358	-
Furniture	2,960	2,641	66	253	-

Source: Statistics Mauritius

Table - Number of small production units and persons engaged, gross output and value added by industry group

Industry group	Production units		Persons engaged		Gross output		Value added	
	Number	%	Number	%	Amount (Rs mn)	%	Amount (Rs mn)	%
Total	124,972	100.0	281,861	100.0	131,917	100.0	82,702	100.0
Manufacturing	15,241	12.2	36,207	12.8	17,505	13.3	9,104	11.0
Food and beverages	3,295	21.6	9,445	26.1	4,060	23.2	1,851	20.3
<i>Ice cream</i>	<i>65</i>	<i>0.4</i>	<i>169</i>	<i>0.5</i>	<i>56</i>	<i>0.3</i>	<i>28</i>	<i>0.3</i>
<i>Grain mill - spices</i>	<i>483</i>	<i>3.2</i>	<i>1,505</i>	<i>4.2</i>	<i>552</i>	<i>3.2</i>	<i>238</i>	<i>2.6</i>
<i>Bread and pastries</i>	<i>525</i>	<i>3.4</i>	<i>2,243</i>	<i>6.2</i>	<i>1,687</i>	<i>9.6</i>	<i>632</i>	<i>6.9</i>
<i>Other food products</i>	<i>1,943</i>	<i>12.7</i>	<i>4,503</i>	<i>12.4</i>	<i>1,219</i>	<i>7.0</i>	<i>661</i>	<i>7.3</i>
Wearing apparels (tailoring)	3,478	22.8	6,923	19.1	1,864	10.6	934	10.3
Wood and wood products, except furniture	374	2.5	816	2.3	416	2.4	208	2.3
Paper products and Printing	325	2.1	1,094	3.0	589	3.4	343	3.8
Chemicals and chemical products	69	0.5	251	0.7	250	1.4	120	1.3
Other non-metallic mineral products	93	0.6	216	0.6	89	0.5	57	0.6
Fabricated metal product, except machinery	2,340	15.4	5,915	16.3	3,515	20.1	1,819	20.0
Furniture	2,960	19.4	6,610	18.3	3,660	20.9	2,050	22.5
Other	2,307	15.1	4,937	13.6	3,062	17.5	1,722	18.9
Construction	12,940	10.4	36,381	12.9	25,661	19.5	10,425	12.6
Table A1(cont'd) - Number of small production units and persons engaged, gross output and value added by industry group								

Industry group	Production units		Persons engaged		Gross output		Value added	
	Number	%	Number	%	Amount (Rs mn)	%	Amount (Rs mn)	%
Wholesale and retail trade; repair of motor vehicles and motorcycles	46,776	37.4	98,804	35.1	34,470	26.1	25,940	31.4
Sale of Motor vehicles and spare parts	809	1.7	2,138	2.2	1,547	4.5	1,213	4.7
Repair and maintenance of motor vehicles	2,842	6.1	8,061	8.2	2,925	8.5	1,965	7.6
Sale of automotive fuel(filling) station	175	0.4	1,069	1.1	654	1.9	607	2.3
Wholesale(Commission agent,auctioneer,etc)	4,511	9.6	15,069	15.3	10,784	31.3	7,965	30.7
General Retailer-Foodstuff and non foods	5,892	12.6	10,862	11.0	2,289	6.6	1,814	7.0
Fruits and vegetables	547	1.2	829	0.8	97	0.3	74	0.3
Fish and meat	1,672	3.6	3,124	3.2	1,078	3.1	781	3.0
Supermarket	271	0.6	789	0.8	304	0.9	254	1.0
Tobacco shops	63	0.1	95	0.1	33	0.1	24	0.1
Pharmaceutical products	425	0.9	1,601	1.6	659	1.9	532	2.1
Textiles,clothing and footwear	1,020	2.2	2,030	2.1	472	1.4	348	1.3
Household appliances and furniture	850	1.8	2,639	2.7	1,464	4.2	1,221	4.7
Hardware and timber(Quincaillerie)	1,100	2.4	3,178	3.2	1,233	3.6	1,007	3.9
Bookshops	683	1.5	2,236	2.3	848	2.5	685	2.6
Jewellery	175	0.4	438	0.4	91	0.3	63	0.2
Computer hardware and software	350	0.7	1,060	1.1	415	1.2	287	1.1
Retail sale via stalls and markets	18,038	38.6	28,920	29.3	5,440	15.8	4,120	15.9
Retail sale not in stores, stalls and markets	1,563	3.3	2,500	2.5	385	1.1	311	1.2
Other	5,790	12.4	12,166	12.3	3,752	10.9	2,669	10.3
Table - Number of small production units and persons engaged, gross output and value added by industry group								

Industry group	Production units		Persons engaged		Gross output		Value added	
	Number	%	Number	%	Amount (Rs mn)	%	Amount (Rs mn)	%
Transportation and storage	20,920	16.7	36,673	13.0	15,770	12.0	9,970	12.1
Public bus	703	3.4	2,459	6.7	1,670	10.6	894	9.0
Contract Bus	2,778	13.3	5,556	15.2	1,544	9.8	951	9.5
Taxi car	6,940	33.2	6,834	18.6	2,670	16.9	1,540	15.4
Lorry	8,681	41.5	17,089	46.6	6,330	40.1	3,930	39.4
Van	786	3.8	1,106	3.0	428	2.7	233	2.3
Activities allied to transport	464	2.2	1,955	5.3	1,808	11.5	1,470	14.7
Other	568	2.7	1,674	4.6	1,320	8.4	952	9.5
Accommodation and food service activities	10,699	8.6	27,367	9.7	11,680	8.9	6,868	8.3
Hotel	720	6.7	2,266	8.3	820	7.0	571	8.3
Boarding house	160	1.5	373	1.4	264	2.3	207	3.0
Restaurants (small)	1,725	16.1	6,006	21.9	3,010	25.8	1,734	25.2
Bars	1,120	10.5	1,680	6.1	431	3.7	332	4.8
Victualler, selling cooked food on and off premises	4,223	39.5	10,332	37.8	4,900	42.0	2,660	38.7
Caterer, other	2,751	25.7	6,710	24.5	2,255	19.3	1,364	19.9
Information and communication	557	0.4	1,788	0.6	1,072	0.8	589	0.7
Financial and insurance activities	175	0.1	680	0.2	549	0.4	471	0.6
Life insurance	14	8.0	48	7.1	58	10.6	24	5.1
Activities auxiliary to financial service	39	22.3	239	35.1	234	42.6	200	42.5
Activities auxiliary to insurance and pension funding	106	60.6	356	52.4	233	42.4	197	41.8
Other	16	9.1	37	5.4	24	4.4	50	10.6
Real estate activities	600	0.5	1,200	0.4	440	0.3	365	0.4
Table A1(cont'd) - Number of small production units and persons engaged, gross output and value added by industry group								
Industry group	Production units		Persons engaged		Gross output		Value added	

	Number	%	Number	%	Amount (Rs mn)	%	Amount (Rs mn)	%
Professional, scientific and technical activities	2,263	1.8	6,701	2.4	6,101	4.6	4,902	5.9
Legal , accounting, book keeping and auditing activities	500	22.1	1,334	19.9	750	12.3	609	12.4
Architectural, engineering & other professional activities	800	35.4	2,640	39.4	2,440	40.0	2,118	43.2
Advertising and marketing activities	200	8.8	1,036	15.5	2,080	34.1	1,600	32.6
Other	763	33.7	1,691	25.2	831	13.6	575	11.7
Administrative and support service activities	1,715	1.4	5,956	2.1	3,200	2.4	2,408	2.9
Rental and leasing activities	784	0.6	2,358	0.8	966	0.7	717	0.9
Travel agency and tour operators	400	0.3	1,663	0.6	906	0.7	629	0.8
Education	1,853	1.5	5,451	1.9	1,410	1.1	1,090	1.3
Pre-primary education	853	46.0	2,636	48.4	339	24.0	271	24.9
Adult and other education	727	39.2	2,128	39.0	849	60.2	647	59.4
Technical and vocational education	152	8.2	455	8.3	144	10.2	103	9.4
Other	121	6.5	232	4.3	78	5.5	69	6.3
Human health and social work activities	1,705	1.36	3,687	1.3	1,783	1.4	1,333	1.6
Medical services	697	40.9	1,185	32.1	747	41.9	604	45.3
Dental services	453	26.6	1,080	29.3	507	28.4	383	28.7
Other health services and social work	555	32.6	1,422	38.6	529	29.7	346	26.0
Arts, entertainment and recreation	3,409	2.73	10,083	3.6	9,000	6.8	7,154	8.7
Creative,arts and entertainment activities	192	5.63	749	7.4	1,030	11.4	574	8.0
Gambling and betting activities	400	11.73	1,806	17.9	3,290	36.6	3,170	44.3
Sports activities and amusement and recreation activities	2,817	82.63	7,528	74.7	4,680	52.0	3,410	47.7
Other services	6,119	4.90	10,883	3.9	3,276	2.5	2,083	2.5
Repair of computers and communication equipment	2,019	33.0	3,043	28.0	1,040	31.7	652	31.3
Hairdressing and beauty parlour	3,590	58.7	6,621	60.8	1,758	53.7	1,117	53.6

Funeral and related services	121	2.0	273	2.5	99	3.0	67	3.2
Other service activities	389	6.4	946	8.7	379	11.6	247	11.9

## Impact of COVID- 19 on different sectors- an overview

### Agriculture

- The agriculture sector today has relatively low shares of GDP and employment.
- Nevertheless, it remains an important part of the economy as it contributes to policy priorities such as employment, food security, foreign exchange earnings, and economic growth. Subsistence farming and fisheries are still important sources of livelihood.
- The agriculture sector is saddled with various structural issues that affect its value-added generation and productivity growth.
- The agricultural sector will continue to be the basis of a significant activity in Mauritius. To raise the productivity of the agriculture sector substantially, the deeply entrenched structural issues have to be addressed. The strategic thrust for the sector is therefore to modernize, commercialize, and diversify agriculture.
- These industries can grow through adding value, changing land use, improved productivity and the application of technology.
- The potential of organic agriculture should also be exploited to cater to the growing worldwide demand for organic produce. Organic products can create significant additional value, jobs and foster food security.

### Manufacturing (textile)

- Important employer and exporter for Mauritius.
- The growth the sector has depended on preferential access to world markets, rather than improvements in productivity.
- The industry has been disrupted, particularly due to interconnection with global supply chains.
- Manufacturing can be a key driver for recovery, and employment, but will require support to address long-term skills shortages and technology.

### Manufacturing (Food)

- The industry is an essential service.
- Food and beverage will be a major engine of Mauritian economic recovery. There is an opportunity to diversify and grow our export portfolio, with scope to replace imports of food and ingredients with local products.
- Besides the traditional focus on improving processes, innovative measures should be taken to transform food production.

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## Tourism/ Hospitality

- The tourism industry has been very badly hit by COVID-19, and has collapsed to essentially zero
- It was a large employer of Mauritius both directly and indirectly
- For the foreseeable future, the sector will take off gradually and will continue to play a significant role in the economy. However, activity is unlikely to rebound to pre-COVID levels for quite some time.

## Construction

- There are a large number of firms within the construction sector supported by a wider grouping of ancillary services.
- Large number of workers employed within the sector.
- The construction industry needs to undergo a transformation from one that is based on low skills and low technology to one that is highly skilled, and capital and technology-intensive.
- Retrenchment within the sector likely to have a significant flow on effect throughout the economy, but "new infrastructure" projects will help.

## Wholesale/Retail

- Large number of workers employed within the sector.
- Sector performance is closely tied with consumer confidence.
- Getting more retail businesses online capable, coupled with the consumer swing to 'Think Local, Buy Local' backed by the sentiment of 'Keep a Mauritian in a job' could help ensure the survival of smaller retailers.
- Getting more businesses online could also assist in the long-term with increasing retail margins and therefore have an impact on survival rates

## Creative sector

- Impacts on the creative sector vary by industry, with game development doing all right, while industries relying on travel, live performance, events and gatherings stopped and struggling.
- There are opportunities for if Mauritius becomes a COVID-19 safe spot.
- Lack of tourism will impact on demand even when gatherings can begin.

## Professional services/ Financial Services/ ICT

- The professional services sector is varied, and each sector will be facing its own challenges.
- Service sectors are often related to other industries, such as the construction and retail sectors, so will be dependent on the health of these sectors.



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- The financial/ ICT services sector is vital for the functioning of the economy and is likely to come under pressure as the Mauritian and international economies and financial markets continue to face significant headwinds.

## Focus / Priority sectors

### Managing transition

#### Resetting

- Tourism/ hospitality
- Primary industries (sugar)

#### Strengthening resilience

- Financial/ ICT
- Professional services
- Wholesale/ retail
- Professional services
- Wholesale/ retail

### Driving productivity

#### Moving from volume to value

- Food manufacturing
- Manufacturing – textile
- Construction

#### Scaling up value

- Creative sector
- Professional services

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## Industry categorisation

### Scaling up Value

Drivers of future productive growth – These are high value sectors that will support a more productive, sustainable, inclusive and resilient economy long term. Many of these sectors are not of sufficient scale currently to pull us out of this crisis, but are necessary investments in a future differentiated, resilient knowledge intensive, high value economy. For example, the light manufacturing.

### Moving from Volume to Value

Drivers of future productive growth – These are sectors that are significant employers and exporters, with opportunities to become more productive and move up the value chain, as well as make improvements in inclusivity and sustainability outcomes. These sectors will drive economic recovery and can be supported in the long term to realise these opportunities. For example, the primary and manufacturing sectors.

### Strengthening Resilience

Critical enablers – These are strategically important sectors that are not significant drivers of growth, but which play a critical role in the functioning and resilience of the economy or towards other government goals (e.g. food security), and need to be maintained, strengthened and, in some cases transformed, in order to contribute to a more productive, sustainable and inclusive economy. Significant transformation may be needed, particularly where there are long-term environmental sustainability issues

### Resetting

Significantly disrupted – These are sectors that are likely not viable in their current form in a post-COVID environment, and are facing a decline, or need significant re-shaping. For example, the tourism sector.