PAPA
African Productivity Association
on the move

GREEN PRODUCTIVITY
Mauritius adopts
Green Productivity

NPCC’s New Mission Statement
Make Mauritius work. Together

InnovEd 2007
...and the winners are...
PAPA (Pan-African Productivity Association)

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

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

Japanese expertise to develop Mauritian model companies

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

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

Mauritius adopts GREEN PRODUCTIVITY

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

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

Green Productivity is a concept of integrating socio-economic aspirations and a means to harmonise environmental protection and economic development. It is the key to sustainable development by enhancing people’s quality of life. If effectively used, the array of Green Productivity tools, techniques and technologies enable to reduce the negative environmental impact of organisations’ activities, products and services. Green Productivity’s greatest attribute is its potential for integrating environmental protection into the operations of a business as a means of improving productivity through reduction in expenditure on environmental protection through source reduction, waste minimisation, pollution prevention and cleaner production, thus resulting in an increase in profitability or better cash flow.

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

The Programme, which is at the design phase, will consist mainly of a series of interventions which relate to awareness raising, online promotions, training, senior management seminars and workshops, networking, Green Productivity circles and clinics, waste exchange centres, opportunity assessments, pilot projects, and clean technology incubators including Green Productivity Revolving Funds.

During the period ranging from 20th to 29th July 2007, a series of field visits and stakeholders meetings were conducted to assess the scope of GP interventions in Mauritius, and to initiate relevant actions for different target groups. Focused group meetings were held with SMEs, hotels and the community including schools to discuss on:
- GP Projects and Programmes that influence consumption – sustainable lifestyles (including schemes for eco- rating, promotion, research on Life Cycle Assessment etc).
- Community/Waste Reduction, Segregation and Recycling
- Green Schools Programme
- Eco-housing (with carbon benefits) and Eco-villages.

The next phase of the programme will involve the implementation of GP pilot programmes.
NPCC’s New Mission Statement: ‘Make Mauritius work. Together’

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

Whilst the vision remains unchanged: “Better living for the Nation”, the mission has been reviewed to “Make Mauritius work. Together” This mission encompasses two key elements:
- Generating consensus
- Building innovative capacity to move to a higher growth path

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

The strategic objectives identified for the next three years are:
- to develop a productivity culture
- to develop platforms / opportunities to work together
- to promote good governance
- to strengthen social capital
- to spearhead a culture of dialogue at national, industry and enterprise (institutional) levels
- to inculcate a culture of collaboration

Empowerment of citizens

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

Empowerment through education for entrepreneurship requires the development of different competencies and the inculcation of a culture of collaboration and learning and innovation. The NPCC will also encourage other institutions to mainstream their objectives within the framework of the mission.

The NPCC has thus set up three areas of work:
- to promote innovation through building institutional capacity
- to promote entrepreneurship through networking
- to promote technology transfer through collaboration

Embracing this approach, the NPCC has set up a synergiser in driving the productivity movement, guided by its role as a think-tank, an awakener and a catalyst for action. Guided by its role as a think-tank, an awakener and a catalyst for action, the NPCC has adapted to the changing environment and been able to identify and act on emerging opportunities, building on its strengths and capitalising on the various partnerships that exist. The NPCC’s New Mission Statement: ‘Make Mauritius work. Together’

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

In the 2006/2007 Budget Speech, the Minister of Finance announced the setting up of the Empowerment Programme which aimed at:
- unlocking opportunities for the unemployed, for those recycled from their jobs, women, youth entering the labour force and for small and medium entrepreneurs
- facilitating the transition from sugar, textiles and other activities hit by shocks, into higher value added activities, with better paying jobs, and
- promoting self-employment and entrepreneurship in various sectors of activity (e.g. trade, manufacturing, agro-industry, services, etc.)

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

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

In the Special Programme for Unemployed Women, the NPCC has seen a significant impact in the number of women who have been able to find work. In the 2006/2007 Budget Speech, the Minister of Finance announced the setting up of the Empowerment Programme which aimed at:
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English literacy using Information Technology - ELIT

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

Based on the results of a training needs analysis carried out among women workers in Mauritius, the NPCC has developed a training manual and a CD-ROM to enable trainees to develop their skills in speaking, reading, thinking, numeracy and computer literacy. The training programme adopts a learning-by-doing process where the ICT component acts as a teaching support and in the process learners get initiated to computer literacy. Since the project was piloted in 2004, 184 women from 14 worker centers have successfully completed the course and according to a tracer-study conducted 3 months after the course a few women have secured a job, others are very keen to start their own businesses, while the remaining ones are helping their children with their homework in English language at home.

Scaling up of ELIT

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

Special Programme for Unemployed Women

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

Actions Initiated
- Training for 144 retrenched workers of the textile industry
- Training for 42 women detainees
- 4600 women mobilised around the island
- 1800 women profiled according to interests
- Product testing for processed foods from Rodrigues.
RAPID TECHNOLOGICAL CHANGES COUPLED WITH THE INCREASING GLOBALISATION OF BUSINESS ACTIVITIES HAVE INTENSIFIED COMPETITION AMONG COUNTRIES. FOR NATIONS TO REMAIN ON A STEADY GROWTH PATH, THEY MUST CONTINUOUSLY INNOVATE AND CREATE CONDITIONS FOR THEIR CITIZENS OF DIFFERENT AGE GROUPS TO DEVELOP AND APPLY THEIR CREATIVE POTENTIAL.

On its part, the NPCC, jointly with the Ministry of Education and Human Resources has, since 2005, been organising innovEd, an innovation for the Education Sector – a project that aims at fostering the spirit of creativity and imagination among school children, by making them think innovatively for problem solving.

This year’s edition of the project has been improved with the collaboration of the Connecticut Invention Convention (CIC), an American educational non-profit-making organisation, which has been addressing the issue of innovation for more than 23 years in the United States. The CIC delegated Honora Kenney and Karen Brennan, two of its trainers, last January to train a pool of 66 stakeholders from the education sector for the innovEd project. The outcome is quite impressive with the accrued participation of 313 schools and 8645 students for the 2007 edition.

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

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

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The delegation had specific meetings and discussions with Hon. Asraf Dulull, Minister of Housing and National Development Unit and with Hon. Aasif Dullul, Minister of Housing and Lands and the respective technicians of each of the ministries. The delegation also met the National Productivity and Competitiveness Council and the Board of Investment.

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

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

SNAPSHOTS

Gembkaizen Workshop at Ministry of Agro Industry and Fisheries

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

WORKSHOP ON “OPERATIONAL EXCELLENCE IN THE DELIVERY OF SERVICES” AT MUNICIPALITY OF QUATRE BOMES

Municipality of Quatre Bomes employees from different departments attended a 3-day workshop on 19th, 21st and 22nd March 2007 on “Operational Excellence in the Delivery of Services” facilitated by the NPCC. This workshop was a follow-up of the recent exercise of developing a new vision for the Municipality of Quatre Bomes, where improvement of customer service was identified as an urgent area for improvement. The training focused on sensitizing managers and front-line officers on the key findings of the recent visioning exercise, developing a clear understanding of the employees’ role in the delivery of services with respect to current standards of delivery, and on developing a check sheet of key quality criteria to be integrated in the daily operational activities.
The sixth CATs Convention on the theme ‘Working together to improve our school’ will be held on 30th August 2007 in the presence of Hon. D. Gokool, Minister of Education & Human Resources. This year, 55 schools have shown interest in the project. A preliminary selection will be held from 15th to 17th August 2007 to choose the teams that will participate at the Convention.

PAPA General Assembly

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

Forthcoming Activities

6th CATs’ Convention for Education Sector

Contact Us

Recent Additions to the Knowledge Centre


The book is based on the competitiveness experiences of a selection of small states. Though focusing on competitiveness, it covers a wide variety of themes, including the need for a sound macroeconomic framework and appropriate institutional set-ups. Some of the chapters relate to international trade negotiations and make a case for granting special treatment to small states. Another issue treated relates to the measurement of competitiveness, where the point is stressed that competitiveness is multifaceted, involving various actors and dimensions within the economic and social milieu.


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


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

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