



NUMBER OF PARTICIPANTS

1300

THEME

**Leading your company,
Leading your workforce**

TOM PETERS LEADS A WORKSHOP IN MAURITIUS

Leading your company, leading your workforce !

Management Guru, Tom Peters held a full-day workshop on the theme "Leading your company, leading your workforce" from 10h00 to 17h00 at the Swami Vivekananda International Convention Centre, Pailles on the 16 April, 2014 in the presence of 1300 participants consisting mainly of senior executives, managers and entrepreneurs. Tom Peters drew deep appreciation and deeply inspired all the participants to lead their workforce and sustain their business in order to be able to compete in the global market. Tom Peters stimulated the thinking of modern managers and entrepreneurs and to re-imagine excellence. He does not believe random forces and stressed on three key points, excellence in business, leadership and the need to dare.

Tom Peters emphasized that a company driven to succeed has to focus on specific objectives, an effective workforce, on the client from beginning to end and on the need for continued adaptation coupled with set priorities. Every project should

be previewed with the real priority and no room should be left for diversions that could jeopardize the goal. The success or failure of the company depends on the people. The management should foster a conducive, healthy and friendly environment for its employees thus ensuring the effectiveness and efficiency of the workforce. The company could only excel in business world when the entrepreneur considers sound industrial relations and well-being of employees a vital asset for progress.

Tom Peters, himself an engineer and consultant in management, laid much emphasis on the need to provide academic and professional training to employees as his third key point. He said that the survival of the company depends on innovation, education and adaptability of employees to face innovative concepts. Training represents crucial strategic opportunities and enable companies to develop the entire workforce and business activities.



Entrepreneurial leadership

Tom Peters is adamant on the fact that we cannot mention leadership without considering the organizational requirements. Values and code of ethics are other factors that can lead to an entrepreneurial effort directly related to excellence and determination to excel. Entrepreneurial excellence is power but equally important, a responsibility to the community that purchase the services offered, said the management guru.



TOM PETERS LEADS A WORKSHOP IN MAURITIUS Continued



The success of the Tom Peters workshop is still mesmerizing our mindset productively. Everybody present including our small and medium enterprises was wowed by the Tom Peters experience. In his relentlessly energetic, enthusiastic and optimistic tone he has during the whole day shared his most compelling vision of the possibilities of business. He shared a world where work has meaning, purpose, passion and joy. Mauritian entrepreneurs need such high calibre personalities to continuously encourage and inspire them.

Tom Peters said "Musicians need training; soldiers in the army consider training as a lifesaving tool, athletes train constantly and improve as a result. So why not people in organization?"

We firmly believe that training is the key to success for our enterprises. NPCC is presently involved in the implementation of different projects focused on consulting, training and Productivity Improvement in enterprises. 500 Productivity Champions will be trained under the Go SME project. Our Productivity & Competitiveness Academy will be launched shortly and, high level, international training programs will be delivered in association with the Institute of Productivity of the UK.

The NPCC has invited Professor Robert S Kaplan for a one full day workshop on 6th August. Robert will share his insights of the Balance Scorecard with his audience and discuss how leaders may establish a clear vision and a set of priorities for the organization by asking the right questions instead of trying to have all of the answers. It often seems so natural and so much easier to just do what everyone else is doing—for now—leaving it for later to develop our best selves and figure out our own unique path. Is there a road map that will enable us to defy conventional wisdom, resist peer pressure, and carve out a path that fits our unique skills and passions? I earnestly invite all the corporates of Mauritius to come and enjoy this workshop. Let's grow productively for a better tomorrow for our nation.

Mr L.K. Chuttur, MBA
Chairman



Leadership qualities play an important role in this aspect of management. Its abilities to consider the various methods and processes that matter to consumers will definitely determine the excellence of the company and allows it to stand out against competition. That is, the leader should be aware of the consequences of any actions of their counterpart that may have an impact on the business.

Few companies achieve success when they start. Tom Peters called to businesses and aspiring entrepreneurs to believe in their projects, their objectives and focus on the development of their businesses. He admitted success is reserved only for the man or woman who is the fastest, synonymous with exponential growth and profits and for those who quit or give up. Failure should be seen as an

opportunity to maximize its resources, human and material, and to find ways to circumvent loopholes and avoid obstacles already identified in the first place.

Leadership and Management: The Case of Mauritius

Tom Peters said he is confident about the country's success in the world of business even if it is still developing. "The size is not important, a portion of Small Island Developing States, Mauritius has all the qualities needed to stand out in entrepreneurship, a key economic pillar socioeconomic burden there" he concluded.



“ Quitting is not an excuse ! ”



NUMBER OF REGISTRATIONS
>510

NUMBER OF COMPANIES AUDITED
325

NUMBER OF PRODUCTIVITY CHAMPIONS TO BE TRAINED BY NPCC
100

GoSME

Growth Opportunities for SME

The Growth Opportunities for SME (Go SME) was launched on 6 December 2013 by the Vice-Prime Minister, Minister of finance and Economic Development, Honourable Xavier-Luc Duval at the Cyber Tower 1, Cybercity in Ebene.

The launching event was followed by a workshop on "SME Productivity Improvement" by Mr John Heap, Managing Director of the Institute of Productivity and President of the World Confederation of Productivity Science.

The GoSME project aims at improving productivity through analysis, in-plant training and implementation of at least a productivity improvement project by productivity champions in small and medium enterprises. More specifically

the objective of the project is to empower SMEs to continuously improve their internal systems and processes to be more competitive on the market.

The target set by NPCC for this project is to embark at least 500 SMEs on the productivity improvement journey for the year 2014. More than 510 SMEs have registered for the GoSME project during the period 16th January to 30th April 2014. Above 300 SMEs have already been audited by Productivity Executives of NPCC. A preliminary analysis of the audit shows that major weaknesses of SMEs are linked to their internal operations, strategic planning, financial monitoring and marketing of the products. For the month of May, NPCC will train at least

100 productivity champions from SMEs on improving the internal operations through Lean Management. Lean Management is a strategy for operational excellence based on clearly defined values to engage people in continuously improving safety, morale, quality, cost, delivery and productivity. Compared to other methodologies, Lean is seen to be a complete systematic approach to productivity improvement within enterprises. Other general trainings in the pipeline for SMEs are Strategic Management, Finance and Marketing. These courses will be organized in the month June to December.



WORKSHOP ON SME PRODUCTIVITY IMPROVEMENT BY JOHN HEAP

The basic definition of productivity and highlighted the key problems faced by SMEs

After the launching event of the GoSME project, a workshop on SME Productivity Improvement was conducted by John Heap, Managing Director of the Institute of Productivity and President of the World Confederation of Productivity Science. For the workshop, John Heap explained the basic definition of productivity and highlighted the key problems faced by SMEs. He also gave an overview of the path towards excellence.

SMEs who attended the workshop were inspired on how to establish or review their critical success factors and key performance indicators. John Heap shared case studies from his wide experience in different countries. He stressed that productivity gain should benefit the whole community and should not only a few; that is economic productivity is meaningless without social and environmental productivity. John Heap explained that if baking a small cake, each of one

will have a small share of the cake. On the other hand, baking a bigger cake, everybody will have a bigger share of the cake. Productivity helps to bake a bigger cake without adding more cost and social well-being will be achieved if the gains are shared fairly among everybody.



PRODUCTIVITY PERFORMANCE OF MAURITIUS 2013

The latest report released by Statistics Mauritius

The latest report released by Statistics Mauritius on Productivity and Competitiveness Indicators for 2003 - 2013 highlights that the growth rate for 2013 was 3.2%, lower than the growth of 3.4% registered in 2012.

Productivity trends for the economy: 2003-2013

In tandem with the lower GDP growth registered in 2013, labour productivity, defined as real GDP per worker, grew at the rate of 0.2% in 2013 compared to 2.1% in 2012. The index of labour productivity, improved from 85.8 in 2003 to 114.5 in 2013, giving an average annual growth of 2.9%.

On the other hand, capital productivity continued to decline for the fifth consecutive year as from 2008 with a decline of 0.4 % observed in 2013. During the period 2003 to 2013, the index of capital productivity declined at an average annual rate of 0.7% from 101.9 in 2003 to 94.6 in 2013.

Multifactor productivity (MFP), which shows the rate of change in "productive efficiency", did not grow in 2013 compared to an increase of 0.1 % recorded in 2012. A growth of 0.7% has been observed in the average annual change in MFP during the period 2003 to 2013.

Unit labour cost (ULC), which measures the remuneration of labour per unit of output, increased by 7.6% in 2013 compared to a 2.7% growth in 2012. Between 2003 and 2013, ULC in Mauritian Rupees grew annually at an average rate of 4.2% and in 3.4 % in dollar terms.

(Index 2007 = 100)

Year	Labour productivity		Capital productivity		Multifactor productivity		Unit Labour Cost (MUR)		Unit Labour Cost (US \$)	
	Index	Growth rate	Index	Growth rate	Index	Growth rate	Index	Growth rate	Index	Growth rate
		%		%		%		%		%
2003	85.8	5.7	101.9	0.6	94.8	3.1	84.3	3	93.2	8.7
2004	89.3	4.1	101.1	-0.8	96.1	1.4	88	4.3	99.4	6.7
2005	91.3	2.3	99.6	-1.5	96.2	0.1	89.8	2.1	96.3	-3.1
2006	95.2	4.3	99.8	0.2	98	1.9	92.9	3.5	93.6	-2.9
2007	100	5	100	0.2	100	2	100	7.6	100	6.9
2008	103	2.8	100.3	0.3	101	1.2	108.1	8.1	119.6	19.6
2009	105	2.3	97.9	-2.4	101	-0.7	108.9	0.7	106.9	-10.6
2010	108	2.3	97	-0.9	101	0.3	110.9	1.8	112.6	5.3
2011	112	4.1	95.9	-1.2	102	0.7	115.4	4.1	126	11.9
2012	114	2.1	95	-0.9	102	0.1	118.6	2.7	124.3	-1.3
2013	115	0.2	94.6	-0.4	102	0	127.7	7.6	130.6	5.1

Source: Statistics Mauritius



The index of labour productivity, improved from 85.8 in 2003 to 114.5 in 2013, giving an average annual growth of 2.9%.



Productivity trends for the Manufacturing sector

A growth of 4.5 % has been registered for the manufacturing sector in 2013 compared to 2.2 % in 2012. Between 2007 and 2013, real output in the manufacturing sector grew on average by 2.5% annually.

Productivity and competitiveness indicators for the Manufacturing sector

Indicator	Growth rate (%)		
	Annual average		
	2007 - 2013	2012	2013
1 Output (Value added at constant prices)	2.5	2.2	4.5
2 Labour input	-0.8	0.0	3.3
3 Capital input	-1.7	-2.7	-2.7
4 Capital - Output ratio	-4.1	-4.8	-6.9
5 Capital - Labour ratio	-0.9	-2.6	-5.8
6 Labour productivity	3.3	2.2	1.2
7 Capital productivity	4.2	5.0	7.4
8 Multifactor productivity	3.7	3.4	3.5
9 Average compensation of employees	6.7	5.1	0.8
10 Unit Labour Cost (Mauritian Rupees)	3.3	2.8	-0.4
11 Unit Labour Cost (US Dollars)	3.7	-1.2	-2.7

Source: Statistics Mauritius

Labour productivity grew by 1.2 % in 2013 compared to 2.2 % in 2012. Capital productivity improved in 2013 and grew by 7.4 % compared to a growth of 5 % registered in 2012. Multifactor productivity improved from 3.4 % in 2012 to 3.5 % in 2013.

Unit labour cost (ULC) for the manufacturing sector decreased by 0.4 % in 2013 compared to an increase of 2.8 % in 2012. In Dollar terms, in 2013, ULC decreased by 2.7% after a decline of 1.2% in 2012.

International comparisons of ULC in the manufacturing sector highlight that ULC, expressed in national currency, increased in all countries except USA.

Mauritius recorded an increase of 2.8% in 2012. In the same year, ULC in US Dollar showed decreases in most countries except UK, Taiwan and Korea.

Mauritius witnessed a decrease of 1.2%.

Manufacturing Unit Labour Cost of selected countries, 2012

Country	USA	France	Germany	Italy	UK	Mauritius	Taiwan	Korea
National Currency	-1.8	3.4	4.5	4.0	6.6	2.8	1.0	3.1
US \$	-1.8	-4.5	-3.4	-3.9	5.1	-1.2	0.4	1.5

Source: Statistics Mauritius

Productivity trends for Export Oriented Enterprises (EOE)

During the period 2007 to 2013, real output of the EOE sector increased at an average annual rate of 2.1%. Within the sector, the real output of non-textile establishments grew by 5.0% while that of textile establishments increased by 1.0%.

Indicator	Growth rate (%)		
	Annual average		
	2007 - 2013	2012	2013
1 Output (Value added at constant prices)	2.1	1.4	-2.3
2 Labour input	-3.5	-2.3	-0.9
3 Capital input	-5.7	-7.4	-0.4
4 Capital - Output ratio	-7.6	-8.7	2.0
5 Capital - Labour ratio	-2.3	-5.2	0.5
6 Labour productivity	5.8	3.8	-1.4
7 Capital productivity	8.3	9.5	-1.9
8 Multifactor productivity	6.8	6.2	-1.4
9 Average compensation of employees	8.1	5.8	3.4
10 Unit Labour Cost (Mauritian Rupees)	2.2	1.9	4.9
11 Unit Labour Cost (US Dollars)	2.6	-2.1	2.4

Source: Statistics Mauritius

In 2013, labour productivity in EOE declined by 1.4% compared to a growth of 3.8% in 2012. Capital and multifactor productivity witnessed decreases of 1.9% and 1.4% respectively in 2013 after the increases of 9.5% and 6.2 in 2012.

Between 2007 and 2013, real output in the manufacturing sector grew on average by 2.5% annually.

Labour productivity grew by 1.2 % in 2013 compared to 2.2 % in 2012.

A Day with

Robert S. Kaplan

STRATEGY & EXECUTION BALANCED SCORECARD

Put your strategy into action!

6th August 2014, SVICC.



GOOD HOUSEKEEPING PRACTICES THROUGH 5S

The 5 simple secrets to a Productive Workplace

STRATEGY AND EXECUTION: THE BALANCED SCORECARD

Robert S. Kaplan

After the successful workshop of Tom Peters, the National Productivity and Competitiveness Council will host another exceptional workshop by Professor Robert S. Kaplan on 06 August 2014 at Swami Vivekananda Convention Centre Pailles. In this context a Press conference was held on 15 May 2014 at Courtyard Restaurant Port- Louis.

Robert S. Kaplan is the Marvin Bower Professor of Leadership Development at Harvard Business School, and Chairman of Professional Practice at Palladium Group, Inc. Kaplan joined the HBS faculty in 1984 after spending 16 years on the faculty of the Carnegie-Mellon University business school, where he served as Dean from 1977 to 1983. Kaplan has focused on linking cost and performance management systems to strategy implementation and operational excellence. He has been a co-developer of activity-based costing and the co-author (with David P. Norton) of the seminal book The Balanced Scorecard: Translating Strategy Into Action (1996). He has authored or co-authored 14 books,

20 Harvard Business Review articles, and more than 130 other papers.

The workshop will be held on 6 August 2014 at the Swami Vivekananda International Convention Centre, Pailles from 09h30 to 17h00. People will get the opportunity to learn how to develop strategies and translate them into action with strategy maps and the balanced scorecard. Designing a balanced scorecard is about the identification of a small number of financial and non-financial measures and attaching targets to them, so that when they are reviewed it is possible to determine whether current performance 'meets expectations'. By alerting managers to areas where performance deviates from expectations, they can be encouraged to focus their attention on these areas, trigger improved performance and become one of the most performant companies in the world.

Robert Kaplan will demystify and simplify the Balanced Scorecard which can be implemented in every organization be it SMEs, large companies or public sector organization.

The workshop will be held on 6 August 2014 at the Swami Vivekananda International Convention Centre, Pailles from 09h30 to 17h00.

There will be two categories of seats: Platinum and Gold. The tickets for the workshop will be available at the NPCC in all post offices across the island.

All details will be available on our website: www.npccmauritius.com.

Ticket prices will be as follows:

- Platinum, 15,000 rupees
- Gold: 8,000 rupees



Robert S. Kaplan is the Marvin Bower Professor of Leadership Development, Emeritus at the Harvard Business School

Global economic challenges have changed the perspectives of working culture towards excellent working performance with the adoption of best practices.

One of the easiest ways to determine a company's attitude towards productivity improvement is to simply walk around its premises and observe the level of housekeeping practices. The reason is that good housekeeping is the first and essential step to continuous productivity improvement. One can judge the level of productivity improvement activities from the way tools are stored, spare parts are handled, work tables organised, factory floors swept, machines cleaned, personal items stored and so on.

In short, housekeeping practices reflect management's general attitude towards work. For instance a manager who does not pay attention to trash scattered around the factory would influence workers in a very different manner from one who makes sure that trash is picked up whenever it is found. This seemingly trivial difference eventually shows up as a wide contrast in employee morale, defective products, machine breakdowns, material flow and inventory level. Once this link is recognised, one would appreciate the need for good housekeeping. A company with good housekeeping practices will have a good foundation for higher productivity, better quality, reduced costs, greater safety, higher employee morale etc. In contrast, poor housekeeping practices can lead to disastrous outcomes such as high defect level, industrial accidents, high labour turnover, high defect level and eventually loss of clients.

The concept of good housekeeping has been with the Japanese for a very long time. Children at home and in school were disciplined to adhere to good housekeeping practices. However, it was only in the early 80's that good housekeeping became a pertinent issue in Japanese organisations when its importance to productivity improvement was realised. The basis for good housekeeping in Japanese companies is a concept popularly known as 5s. Putting 5S to work results in a Clean, Orderly and Disciplined environment at home and at work. 5S is the foundation of Kaizen (continuous improvement). 5s is the beginning of a productive life for everyone, and is fundamental to productivity improvement. But what is 5s?

1st S : Seiri - Selectionner et jeter - sort out means :

- Sorting of all items
- Segregate Necessary from Unnecessary
- Take action on Unnecessary

During the implementation of Seiri, physical items are classified into wanted and unwanted. In fact things may be wanted but found in places where they should not be or in quantities that are not justified, and at a time when they are not needed. Things that are not wanted may be discarded or put in a red tag area for decision. One Kaizen paradigm that is usually applied during Seiri : 'When In Doubt about something, Throw It Out !'

2nd S : Seiton - Systematiser le rangement

- systematic arrangement means : Arrange necessary items systematically, such that they are easy to identify, find, take and put back. Everything has a place which is conspicuously labeled and in other words means that there is 'A Place for Everything and Everything is in its Place (PEEP)'. Visual management is implemented. This leads to standardization of storage. The target for searching time is 30 seconds.

3rd S : Seiso - Soigneusement nettoyer -- Spic & Span, Clean means :

That everything is to be cleaned, and cleaning is used as inspection. Seiso boards as well as Seiso calendar and responsibility charts are used. In brief, one has to decide on What to clean, When to clean, Who is to clean and How to clean. The philosophy is that everybody in the organization should be involved in cleaning. It is not only the role of the cleaner to keep the workplace, the tools, the machine etc clean. Cleaning is done with meaning

4th S : Seiketsu - Statuer - Standardize - State the rules means :

Setting standards and rules such as 5/10 mins 5S implementation and audits so that the 1st 3 S's are sustained and unnecessary items do not pile up again, items do not mess up, items are not kept out of place and are not dirty. The workplace becomes clutter free,

5th S : Shitsuke - S'autodiscipliner -- Self-discipline means :

Everyone has to follow the rules set. The 5th S implies that training and people involvement are necessary to maintain and improve on the standards. The use of photo galleries, radar charts for example would give status reports of 5s. With Shitsuke, good housekeeping becomes second nature to everybody.

5s management techniques have contributed significantly to improve internal efficiencies, operational effectiveness and foster on time delivery system to the delight of customers. To achieve this, organizations should integrate 5S activities into their business functions as their organizational culture. The National Productivity and Competitiveness Council (NPCC) have been disseminating 5s best practices since its inception in 2000. It has been continuously emphasising on 5s activities as an effective approach for moving towards operational excellence.

5s in an organisation is not done merely for aesthetic reasons. One may arrange for the furniture at home in a certain way to create a cosy atmosphere or an artistic effect.

Housekeeping in an organisation is however an entirely different matter. A practical or economic reason underlies each housekeeping activity in a company. Achieving clean floors, organised racks and files is not an end in itself. The ultimate goal of housekeeping is to reduce the cost of a product or service by improving productivity.

For instance, in organising tools in a systematic way, the main aim is not to put them up to achieve a neat look. By putting the most frequently used tool nearer to the machine and in a visually distinct manner, what we achieve is an arrangement which minimises search time and hence reduces wastage of man-hours. Along the same line floors and machines are not cleaned and clearly labelled simply for the sake of appearance. Clean surfaces expose problems such as oil leaks and cracks enabling corrective action to be taken the earliest possible. Early detection of problems helps to prevent catastrophes. Furthermore, clean and oil free floors reduces accidents while clean machines do not break down as often as dirty ones.

The removal of clutter along passageways is also done for a practical reason. It prevents blockage to the smooth flow of materials and work in progress.

Good housekeeping through 5s is the foundation for a productive workplace. In 2014, the NPCC will continue to sensitise enterprises to implement Good Housekeeping through 5s.

GROUP BOOKINGS	% DISCOUNT	DISCOUNTED PRICE PLATINUM SEATS	DISCOUNTED PRICE GOLD SEATS
5 - 10 participants	5%	Rs. 14,250	Rs. 7,600
11 - 25 participants	7%	Rs. 13,950	Rs. 7,440
26 - 50 participants	15%	Rs. 12,750	Rs. 6,800
51 - 100 participants	21%	Rs. 11,850	Rs. 6,320



338
REGISTRATIONS

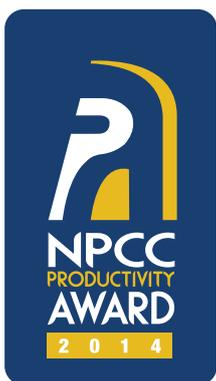
114
PROJECT
REPORTS

77
SMEs

22
LARGE
COMPANIES

15
GOVERNMENT DEPARTMENTS
AND PARASTATALS

NPCC PRODUCTIVITY AWARD 2014



The NPCC Productivity Award 2014 is reaching its final phase with the announcement of the winners on the 6th June 2014 during an Award Ceremony.

The very first NPCC Productivity Award in Mauritius, was launched during a press conference held on 24 October 2013 in Ebène. The aim is to reward the most productive companies in the private and public sector.

Commenting on this first edition, Mr. Kevin Chuttur, Chairman of the NPCC explained: "The NPCC Productivity Award 2014 is an extension of the Productivity Campaign 2013 and is launched to reward and give recognition to individuals, businesses and public sector organisations for their outstanding productivity improvement initiatives". Private sector and public sector organisations of all sizes can participate in three categories of participants, namely;

- Small and medium private enterprises (with less than Rs 50 million annual turnover)

- Large private enterprises (more than Rs 50 million annual turnover)
- Government departments and parastatals

From the 338 companies who showed interest in the NPCC Productivity Award 2014, 114 project reports were finally submitted for assessment. 77 SMEs, 22 large companies and 15 government and parastatal bodies took part in the first NPCC Productivity Award. The companies come from a wide spectrum of our economy: manufacturing, service, BPOs, hotel industry as well as tourism and business schools.

Rewards and Incentives

Two representatives of each winning team will participate in a Productivity Study Tour in Malaysia scheduled for 10-15 August 2014, organized by the Malaysia Productivity Corporation. The NPCC will finance the air ticket and accommodation in Malaysia. The winners will visit model enterprises which have already attained a high level of Productivity. They will benefit from training sessions and interaction with top Malaysian Productivity Experts.

Winners of the award will be eligible to use the award logo for publicity purpose for two years. The winners will also benefit from a 20% discount on NPCC training courses for one year. Certificates of participation will be awarded to all other participating companies.

The submitted project reports have been assessed by a Technical Assessment Team. The projects had to reflect a clear analysis of a productivity issue/problem, the productivity

improvement initiatives taken including the implementation of actions and clear measures of efficiency and effectiveness as well as their positive impact on the organization.

Prior to on site audits, the Jury Panel scheduled face to face audits with shortlisted companies.

OVERVIEW ON MALAYSIA

Malaysia is a relatively open state-oriented and newly industrialised market economy. The state plays a significant role in guiding economic activity through macroeconomic plans. Malaysia has had one of the best economic records in Asia, with GDP growing an average 6.5 per cent annually from 1957 to 2005. In 2011, the GDP (PPP) was about \$450 billion, the third largest economy in ASEAN and the 29th largest in the world. In 1991, former Prime Minister of Malaysia, Mahathir bin Mohamad outlined his ideal in Vision 2020, in which Malaysia would become a self-sufficient industrialized nation by 2020.



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