

**Proceedings of Workshop on
Development of an Innovation Policy and
Strategy Framework for Mauritius**

**Held on
2-5 May 2006**

National Productivity and Competitiveness Council (NPCC)

Edited by:

Hootesh Ramburn

Naren Sukurdeep

Ram Jutliah

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1.0 Background

The NPCC has been promoting innovation as a strategy to drive competitiveness. In this context, it has organized the ‘Journée de Réflexion’ in 2002 followed by the holding of a “National Innovation Summit” in 2004. In addition, while the Innovators Mauritius Award and InnovED (both of which are in their second editions this year) are means to promote and celebrate individual and corporate innovative initiatives, it is now felt that a policy framework should be set up that promotes innovation at the national level.

Such a policy framework would create the conditions which would favour this interaction and coordination among firms, individuals and institutions. It will ensure coherence through

coordination and integration of all relevant policies such as in education, human resources, investment, agriculture, industry, tourism, financial services, ICT, science and technology, environment etc. "A distinctive feature of recent innovation research is its stress on innovation as a collaborative or even a collective process, involving firms, universities, supporting services (such as productivity centers, finance or standards and certification bodies that are not always public) and public agencies, and being shaped by the nature of the interactions among such actors. There is very solid empirical evidence for the importance of interactions in the innovation process." (Evaluation of the Finnish innovation support System-Ministry of Trade and Industry, Finland, Publications 5/2003).

The success of the innovation policy may be gauged by the number of new products, processes and services coming onto the market, by the ability of our firms to compete on the basis of their products and services being different, by the ability of our firms and institutions to collaborate to share knowledge, and ultimately by the ability of our country to stand out and attract investors as well as customers by virtue of its uniqueness and country brand.

For the development of a national innovation policy and strategy, collaborative efforts of the key institutions namely, the Mauritius Research Council, the University of Mauritius and the NPCC, have already started. This workshop has been organized by NPCC in collaboration with the Mauritius Research Council and the University of Mauritius, with the support of the United Nations University-MERIT (UNU-MERIT). This workshop was held from the 02-05 May 2006, in Port Louis, involving stakeholders from public and private sector institutions, enterprise associations and civil society.

1.1 Objectives

For the development of a national innovation policy and strategy, collaborative efforts of key institutions are critical. Such collaboration should ensure a well coordinated and coherent approach in promoting innovation as a driver of competitiveness at all levels in the country. In this context, a workshop was organised from the 2 to 5 May.

The objectives of the Workshop were to:

- (1) Share international experiences on the application of innovation policies and practices and their impact on competitiveness
- (2) Raise awareness on the need to develop a coherent and integrated approach to promote innovation as a strategy to enhance competitiveness at all levels in Mauritius
- (3) Identify strategies that integrate innovation in our national development agenda
- (4) Identify a framework for 'getting organized to work better together' at all levels to promote innovation (i.e setting up of a national innovation system)

1.2 Organisation of the Workshop

Consultants from UNU-MERIT were Professor Banji Oyeyinka, Dr Padmashree Gehl Sampath

and Dr Andy Hall.

Banji Oyelaran-Oyeyinka is a senior researcher and professor of Technology management and industrialization at UNU-TECH. His current research focuses on comparative institutional analysis of systems of innovation in developing countries. He has done considerable work on information and communication technologies (ICTs) and small and medium enterprise (SME) and clusters, within the systems of innovation framework.

Padmashree Gehl Sampath joined the UNU-MERIT in the autumn 2002. She completed her doctoral studies at the graduate college for Law and Economics, University of Hamburg in 2002. Her research specialization is in biotechnology, with a particular emphasis on pharmaceuticals/ health, and other relating issues to the global protection of intellectual property rights in developing countries. She actively participates in international discussions around the TRIPS Agreement and the Convention on Biological Diversity, on biotechnology-related issues. She has consulted the European Commission on Intellectual Property Rights and has published several articles on these topics.

Andy Hall joined UNU-INTECH as a researcher in the area of Innovation Processes and Policies in Agriculture. His research focus is on institutional learning and change processes in relation to sustainable development and the strengthening of local innovation systems. Dr. Hall was based at the International Crops Research Institute for the Semi-Arid Tropics (ICRISAT) in India from 1997, on secondment from the Natural Resources Institute of the University of Greenwich, UK where he was a Reader in Innovation Systems. From 2001, Dr. Hall was regional coordinator for a research programme of the British agency for international cooperation, DFID, where he was instrumental in establishing a regional portfolio of partnership projects based on innovation system principles. Dr. Hall received his Ph.D. in Science and Technology Policy Studies from SPRU, University of Sussex in 1994. He has extensive research experience in India, Thailand, Bangladesh, Uganda, Tanzania, Kenya and South Africa and has published extensively in his area of specialization.

The workshop consisted of a mixture of plenary sessions and break-out. Participants were invited to form into three groups where the innovation needs of the following sectors of the Mauritian economy were discussed:

- Traditional Sectors: Agriculture, Sugar Textile & Clothing, Other Manufacturing, Tourism, Handicraft etc.
- Emerging Sectors: Information and Communication Technology, Business Process Outsourcing, Offshore & International Financial Services, Freeport Services, Sea Food Hub, International Resort Scheme.
- New Sectors: Service Exports (Education & Training, Healthcare etc), Marine Resources, Environment industry, Biomedical Research, Biotechnology.

In respect to the above sectors, participants were invited to brainstorm on what are the avenues for innovation and growth, more specifically:

- What innovation opportunities exist in the 3 sectors? (Traditional, Emerging and New)

- Who are the actors who are engaged in these sectors? (producers, sellers, buyers, support institutions, etc...)
- What linkages exist among and within these sectors?
- Which institutions and organisations support innovation in these sectors?
- What Government policies are needed to promote Innovation and Growth in these sectors?

A round-table discussion was organised in the afternoon of the last day (i.e on Friday 5 May), where the findings of the three groups (traditional, emerging and new sectors) were presented to a panel made up of NPCC, University of Mauritius and the Mauritius Research Council, the Ministry of Finance and the Joint Economic Council. The CEOs of various stakeholder organisations were also present..

The outcomes of this exercise, and the implications for innovation policy in the Mauritian context is reported in this document.

2.0 Analysis of Innovation Capacity in Economic Sectors

Under the guidance of Dr Andy Hall, participants conducted a diagnostic assessment of Innovation Capacity at Sector level. This assessment is based on the central idea of the innovation systems concept, namely partnerships and linkages are central to innovative performance. However, in the real world, partnerships and linkages do not necessarily happen in the forms and directions which they are most required. In some instances, models of partnerships and linkages that have worked well in the past do not necessarily prove to be appropriate to with the changing patterns of international competition and demand.

Existing / traditional sectors may be more difficult to re-invent. The historical context explains why organisations do things in the way they do. The limitations of traditional attitudes, practices and mental models explain the limited capacity of companies, countries and sectors to innovate. For instance, if patterns of international competition demand that companies in a sector collaborate to develop new marketing strategies (and innovation), the attitudes and practices of companies with respect to innovation will need to change. Similarly, if technological upgrading is key for the future of a sector, industry associations would be more helpful if they put their efforts in that direction, instead of, for instance, being only active in political lobbying (a historically entrenched behaviour in many countries).

Dr Hall discriminates between two different strategies for promotion of Innovation and Innovation Capacity: An orchestrated strategy (where a process is initiated by government after an appropriate phase of pre-planning), and the Opportunity Driven Strategy, where market and emerging opportunities are identified in their nascent phase.

Exploring these issues in the contexts of local sectors requires a different set of questions:

- Actors, roles they play, and activities in which they are involved:
- Attitudes and practices of the main actors:
- Patterns of interaction:
- Enabling environment (policies and infrastructure):

2.1 Traditional Sector

The participants of this group selected Sugar Sector for the purpose of the discussions. The sugar sector was considered to be in a stagnant phase, and in urgent need for re-invention and innovation. For this to happen, different options and scenarios were identified:

- Option A: Diversify from a Sugar-based to a Sugar cane industry
- S1: Diversify from sugar as a commodity, into a range of sugar products of high value (e.g. candy, chocolates, special sugars) for high end market
- S2: Diversity to other products such as ethanol
 - Substitution to fuel in the local market
 - Base product for value added products (e.g. perfume, spirits, pharmaceuticals) for High end markets
- Option B: Diversity within Sugar cane (e.g. inter-line cropping, rotation agriculture etc.)
- Option C: Substitute Sugar cane (partly or completely) for other crops which may be used to build a high value agri-business sector (with stronger linkages with the hospitality industry, exports, etc)
- Option D: Alternative opportunities that may emerge (not identified yet) depending on markets.

The new flexi-factories would be able to link with other transformation units for example, at the level of the community or SMEs, providing inputs (sugar, ethanol, special sugars etc) for value added products. The figure below provides a graphical representation of such potential linkages and the need for appropriate knowledge networks (technology, stakeholder support

and market information and linkages) for productive linkages with community/ SME inclusion.

Whatever option or mix of options identified for innovation in this traditional sector, the building of additional Innovation Capacity would be required for viable and sustainable businesses to emerge. The following measures were proposed:

- With all relevant stakeholders, develop
- Area based and community based networks for development Concrete feasibility studies on opportunities
- Information sharing based on case studies (Information hub in Village councils, around factories etc.)
- Knowledge networks (National and international)
- Enhanced professionalism
- Access to funding for public and private sector stakeholders consortia through Competitive Grant Schemes
- Loans on concessionary terms for industries of high social value, located within the Community
- Opening up to competition from multi-nationals (Tax incentives for multinationals to be located in Mauritius)

2.2 New Sectors

The participants of this group selected pharmaceutical industry for the purpose of the discussions. A National Steering Committee has been set up at the level of the Prime Ministers' Office to pilot the development of this sector.

This approach would fit the orchestrated model described earlier where government takes the leadership to initiate a new sector. *Piloting this sector* will involve the creation of an enabling environment for a new sector to emerge. However, *creating the base for future innovation* would emerge from actions that enable networking at national and regional level. The actions required under these two elements are detailed below:

Piloting the setting up of the Pharmaceutical Industry - Creating the business environment:

- Build capacity for testing , clinical research
- Proper legal framework
- Quality / Accreditation bodies
- National Consultative Ethics Committee
- Pharmacovigilance Unit

Create enabling network at national and regional level - Strengthening linkages and partnerships within / outside Mauritius

Actions required:

- Commission a study to identify the actors and players
- Take stock of competences and skills

- Organize regular meetings amongst actors
- Organize an international fair with pharmaceutical companies and players

Potential Actors

- Market
- University / Research Organizations
- Medical Groups
- Consumer Associations (Non-Governmental Organisations)
- Board of Investment, Enterprise Mauritius, Mauritius Research Council
- Private Sector operators and Associations (Joint Economic Council, Medical Council etc.)
- Information and Communication Technology

Caveat:

Building innovation capacity should help us to respond more flexibly to changes and opportunities in this new sector.

In this context, it is felt that, in addition to focusing only on testing of pharmaceutical products, building on Innovation capacity should allow Mauritius to tap into various opportunities e.g. production of indigenous plant based medicinal products.

2.3 Emerging Sectors

The group identified the following opportunities to develop innovation capacity in emerging sectors:

- Building on our bilingual capacity
- Building on domain expertise (e.g. tourism development, sugar research)
- Application of IT to existing sectors
- Attract brains to support emerging sectors (ICT/BPO and other sectors)

This group focused on how to attract brains support emerging sectors and build on domain expertise.

In the above framework, Mauritius could plug into international knowledge sources to attract brains which could network with local stakeholders to innovate on our domain expertise. Network facilitators would be required to drive this model. They will make the interface between the local community and the international knowledge sources.

The interface with the international knowledge would be based on:

- Open-door policy – This is a long term approach which would create an appropriate platform to attract high net worth individuals with various knowledge
- Active marketing (short term) – Marketing of Mauritius towards selected sources of knowledge relevant to our domain expertise

Approaches to attract high net-worth individuals would depend on:

- Accessing existing International knowledge networks
- Organising regular international scientific symposium, linked with Tourism Sector
- Offering long-term luxurious residence for knowledge transfer

These networks would be supported by

- Local databases (needs of local stakeholders) and international databases of Knowledge Sources(Easy to access, to regularly updated)
- Government commitment to encourage networking
- Private sector willingness to collaborate with international resource persons
- Facilitation of transmission of know-how / expertise (business, management etc) from experienced mentors to start-ups
- Flexible financial support mechanisms will be required to bring innovations / innovative ideas to commercialisation stage. Financing sources could be Private, Public and International.

The following actions were proposed:

- Regular focus group discussions with targeted stakeholders
- Media campaign on openness (parallel) towards foreigners
- Setting up of focal point, supported by the database
- Identify international resources
- Network facilitation programme to set up networks (local / international) to continuously identify innovation opportunities
- Set up of recognition mechanisms for inventors / innovators
- Review legislations, package of incentives and policies to create an enabling environment (asset ownership, taxation, process of setting up of business, regulatory framework for FDI), Comparisons with competitor countries, Full ICT liberalisation.
- Improve conditions of stay through the provision of efficient support services (housing, utilities, law and order, education, health, entertainment, infrastructure)
- Obtain government approval

In addition to the measures proposed above, the short term imperative of capacity building of enough people to work at the lower end of the ITES/BPO sector is a priority. In this respect a mass training programme of school leavers in language skills (English, French and a third language) should be initiated.

3 .0 Proposals for Building Innovation Capacity in Mauritius

The economic realities of the day are showing us that the sectors which led us towards development in the past may no longer play a critical role in the future. Today, we may affirm with little doubt that the future growth of Mauritius will have to be innovation led. International patterns of competition demand that national companies interact and collaborate for growth. This will determine their ability to innovate in response to the new market demands.

The capacity to innovate depends on the partnerships and linkages between enterprises, NGOs, research bodies, and policy organisations. NPCC will provide a platform for such constructive partnerships to happen in existing, new and emerging sectors. This will help to get policy actors and economic actors to work together to build a strong innovation system.

With the support of the European Union, pilot innovation projects will be identified in existing, emerging and new sectors of growth. The NPCC, will take the lead in implementing these pilot projects and help build linkages among all the relevant support institutions, both private and public, trade associations. Through this process institutions and enterprises will build innovation capacity and collectively adjust to the changing market environment. It is expected that as a result of these learning-by-doing experiences, innovation capacity will be up-scaled and replicated.

Taking cognizance that only by building a culture of innovation will the country's competitiveness be driven by innovation, it is proposed that Government supports the following measures:

1. A National Innovation Mark will be introduced to promote innovation in the Corporate Sector. The Mark will give recognition and visibility to enterprises that continuously demonstrate innovation in their products and their services.
2. A National Innovation Day will be proclaimed to promote the Culture of Innovation at all levels of the Society. The National Innovation Day, which will be a nationally driven event, will add on to the imitative of the NPCC in promoting a culture of innovation through the Innovators Mauritius Award and the InnovEd (Innovation for the Education Sector). The National Innovation Day will be an opportunity to celebrate and rewards citizens, students, artists, women, youth, employees, enterprises who have demonstrated their creative and

innovative potential.

3. Provide support to implementation of pilot innovation projects by NPCC in existing, emerging and new sectors of growth

4.0 A National Innovation System For Mauritius

The capacity to innovate depends on the partnerships and linkages between enterprises, NGOs, research bodies, and policy organizations. The National Innovation System (NIS) for Mauritius should bring together all stakeholders susceptible to respond to a number of functions that should support innovation at all levels in Mauritius. The functions should encompass:

- policy making
- promoting an innovation culture
- building innovation capacity (interactions, co-operation and collaboration)
- managing knowledge (research and development, technology management)
- Management of innovation
- Creation and growth of centers of excellence / innovative companies / networks and clusters.

4.1 Policy Making

The Government should provide an overall conducive environment that would promote innovation at all levels and in all sectors, including the existing, the emerging and any new sectors of growth, without excluding innovations in cross-sectors. The Government should lead from the highest level such policy initiatives as:

- Formulating and updating
 - National Innovation Policies
 - Research policy
- Conduct of sectoral studies and Statistics and market research
- Providing the enabling regulation and legislation
- Enforcement of appropriate standards, IPR, Patenting etc
- Promoting access to finance (in terms of facilitating and providing seed capital, loans, research grants, tax incentives, venture capitals to start new and growing innovative businesses etc)
- Provision of technology infrastructure

4.2 Promoting an innovation culture

The baseline for innovation to be sustainable is to build up an Innovation Culture throughout

the country in all spheres of life, targeting the citizen as the common denominator, the enterprises, the civil society. Basically, this build-up should rest upon long-term programmes that link up with (a) the education sector at all levels, (b) the communities and (c) enterprises. These should aim also at getting the citizen, the enterprises, industry associations and the country ready to develop trust, collaborative efforts, change attitudes to risks and failures, and to innovate.

Within existing companies, the organization structure should be re-engineered to create opportunities to workers at all levels to contribute to the innovative drive of their company.

To reinforce the innovation culture, such events as Innovators' Awards, Innovation Mark and an Innovation Day should be encouraged.

4.3 Building innovation capacity (interactions, co-operation and collaboration, networking)

Partnerships and linkages are central to innovative performance. Cross cultural interactions may consolidate the social capital of the country and constitute the seedbed for immense possibilities for innovation, providing Mauritius with a unique blend of offerings (products, music, arts, craft, food, clothing etc.) that are innovative.

The spectrum of linkages and partnerships should therefore be increased so as to generate more innovative ideas. Existing large enterprises should be encouraged to link up or partner with SMEs in the supply chain process. Similarly clusters and networks (research networks, community networks, enterprise networks, sectoral networks, and regional networks, cultural networks) should be encouraged to be set up in the existing, emerging and new sectors.

No single support institution will be able to cope with the complexity of promoting innovation at all levels. Building Strategic partnerships among key institutions will be important to support innovations in this direction.

4.4 Managing knowledge (research and development, technology management)

Effective support to innovation in enterprises depends largely on technological upgrades or acquisition. This in turn depends on assessments of their need for technology, finding the technology, funding the technology acquisition and transfer.

In parallel, it is important to build and disseminate local knowledge to effectively support innovation. In this respect, all forms of research should be encouraged including reinforcement of research Institutions capabilities, promoting Research Partnerships and Networks, promoting Contract research, In-house Research and Demonstration projects (e.g. Community and enterprise needs-based research linking Universities with Enterprises/Communities/Individuals etc).

Making this knowledge accessible to the community is yet another challenge. This issue can be addressed by the setting up of regional knowledge hubs throughout the country.

4.5 Management of Innovation

The management of innovation itself is a multi-dimensional process, and comprises inter-alia of capacity building in areas of entrepreneurship, business planning, technology adaptation and adoption, process and product design and improvement, market research and analysis, knowledge management and training, benchmarking and managing IPR issues.

4.6 Creation and growth of centers of excellence / innovative companies / networks and clusters

The creation of centers of excellence and/or innovative companies/ innovative networks / clusters will be the resultant of the innovation system. Mentoring will be critical in making this happen, from training, to the setting up of start-ups, facilitating access to technology, finance, technology parks, incubators, testing new products and facilitating markets.

4.7 Driving the NIS

The NIS should be driven at highest level i.e by the Prime Minister so as to get the commitment of all stakeholders while at the same time ensuring a coherent, convergent and integrated approach. The NIS will be key instrument for transforming Mauritius into a competitive country through innovation, thereby ensuring a better living for the nation.

Annex 1: Workshop on the Development of an Innovation Policy & Strategy Framework for Mauritius

Speaker	Tuesday 2 May
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	08.30	Registration
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Hon. Minister of Education & Human Resources	09.00 – 9.45	Official Opening
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The objective of the day's session is to share international and local experiences on the application of innovation policies and/or practices and their impact on competitiveness

BANJI OYEYINKA UNU-MERIT	9.45-10.30	Keynote Address International experiences on the application of innovation policies and practices and their impact on competitiveness
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	10.30 -11.00	Plenary Discussions
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	11.00-11.15	Coffee Break
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NPCC / MRC / UoM /	11.15-12.00	Mauritian Experiences in Promoting Innovation Contributions from Chief Executives of the NPCC / MRC / UoM
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	12.00-13.30	Lunch
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NPCC / MRC / UoM	13.30-14.30	Mauritian Experiences in
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		Promoting Innovation Contributions from NPCC / MRC / UoM (cont.)
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BANJI OYEYINKA UNU-MERIT	14.30-15.00	<p>Design and Evaluation of Innovation Policy: Conceptual Framework</p> <p>Reading material:</p> <p>Stan Metcalfe, "Technology systems and technology policy in an evolutionary framework" in Daniele Archibugi and Jonathan Michie (eds.) Technology, globalisation and economic performance, Cambridge: Cambridge University Press, p. 268-296, 1997.</p> <p>Banji Oyelaran-Oyeyinka: Systems of Innovation and Development , UNU-INTECH DP, http://www.intech.unu.edu/publications/discussion-papers/2005-1.pdf</p> <p>Banji Oyelaran-Oyeyinka (2006), Innovation Policy and Development: Concepts and Economic Rationale for Systemic Perspective</p> <p>Banji Oyelaran-Oyeyinka (2006) Principles and Innovation Policy Guidelines</p> <p>Case Studies on IP (compiled)</p>
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	15.00-15.30	Plenary Discussions END OF DAY ONE
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Speaker	Wednesday 3 May
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The objective of the day's session is to raise awareness on the need to develop a coherent and integrated approach to promote innovation as a strategy to enhance competitiveness at all levels for Mauritius

<p>Padmashree Gehl Sampath</p> <p>UNU-MERIT</p>	<p>09.00</p>	<p>Intellectual Property, Innovation Policy and Development: A Conceptual Framework</p> <p>Reading Material:</p> <p>Commission on Intellectual Property Rights (CIPR), (2002), Integrating Intellectual Property Rights and Development Policy, Report of the Commission on Intellectual Property Rights, London, pp. 11-29.</p> <p>Gehl Sampath, Padmashree, "Intellectual Property Rights on Traditional Medicinal Knowledge: A Process-Oriented Perspective", The Journal of World Intellectual Property, Vol. 7, No. 5, p. 711-737, 2004.</p> <p>Grandstand, Ove (2005) Innovation and Intellectual Property Rights, in Fagerberg, Jan, David C. Mowry and Richard R. Nelson, The Oxford Handbook of Innovation, Oxford, Oxford University Press, pp. 266-290.</p>
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	10.30-10.45	Coffee Break
Andy Hall UNU- MERIT	10.45-12.00	Framework to promote innovation policies in developing countries Reading material: To be announced
	12.00-13.30	Lunch
Andy Hall UNU-MERIT	13.30-14.30	Building Innovation Systems: Case Studies Reading material: To be announced
	14.30	Coffee Break
Workshop Group Participants	14.45	Identify new areas of economic growth for Mauritius and opportunities for innovation in (1) traditional, (2) emerging and (3) new economic sectors How to bring about a coherent and integrated policy to promote innovation in our growth strategies

	16.00	END OF DAY SESSION

Speaker	Thursday 4 May
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The objective of the day's session is to identify strategies that integrate innovation in our national development agenda

Banji Oyelaran-Oyeyinka, Andy Hall and Padmashree Gehl Sampath UNU- MERIT	09.00	Beyond Science and Technology Policy: The Need for a Systemic Approach to Innovation Reading Material: Lall, S., "Rethinking Industrial Strategy: The Role of the State in the Face of Globalization" pages 33-68, in Kevin Gallagher (ed.)(2005), Putting Development First: The Importance of Policy Space in the WTO and International Financial Institutions, Zed Books Lall, S., 2003. Reinventing Industrial Strategy: the Role of Government Policy in Building Industrial Competitiveness The UNU-INTECH-NABDA (2004) Study: Biotechnology Systems of Innovation in Nigeria Case Studies on IP (compiled)
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Workshop Group Participants	11.00	Coffee Break
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	11.15	Identify strategies that integrate innovation in our national development agenda Breakout sessions on "Opportunities / Constraints to Innovation" in (1)traditional,
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		(2) emerging and (3) new economic sectors in Mauritius”
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	12.00	Lunch
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Workshop Group Participants	13.30	Breakout sessions on “ Opportunities / Constraints to Innovation” in (1)traditional, (2) emerging and (3) new economic sectors in Mauritius”
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	15.00	Coffee Break
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	15.15 - 16.00	Plenary Sessions
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Speaker	FRIDAY	5 May
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The objective of the day is to identify a framework for ‘getting organized to work better together’ at all levels to promote innovation (i.e setting up of a national innovation system)

Workshop Group Participants	9.00	Breakout sessions on preparation of innovation policy and strategies
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	11.00	Coffee Break
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Workshop Group Participants	11.15	Working Groups will harmonize their reports into one coherent innovation policy and strategy document for Mauritius
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	12.00-13.30	Lunch
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Moderators: UNU Resource persons	13.30	<p>Round Table Discussions :</p> <p>Presentation by participants on Innovation Policy for Mauritius</p> <p>Response by panelists</p> <p>Vice Chancellor, University of Mauritius</p> <p>Executive Director, Mauritius Research Council</p> <p>Financial Secretary (Ministry of Finance)</p> <p>Director Joint Economic Council (private sector apex body)</p> <p>Executive Director, NPCC</p>
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		Questions from the floor Comments from moderators The Way Forward [NPCC / MRC / UoM / JEC] Vote of thanks [Chairman , NPCC]
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	16.00	Coffee break
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Annex 2: Workshop Participants

Name	<u>Organisation</u>
1. RAMDOO I	Ministry of Foreign affairs
2. SANSPEUR Lalita	Ministry of Tourism
3. BHUGUN Chettandeo	Ministry of Agro-Industry

4. Dr, JHURRY Dhanjay	University of Mauritius
5. DR. CHITTOO Hemant	University of Technology
6. MUNHURRUN Veena	University of Technology
7. DR SUDDHOO Arjoon	Mauritius Research Council
8. GUNGAPARSAD Diwakar	Mauritius Research Council
9. BABOOA Devendra	National Computer Board
10. Dr SAUMTALLY / Asha/ SAUMTALLY Salem	Mauritius Sugar Industry research Institute
11. PARAHOO Sanjay	University of Mauritius
12. BACHRAZ Dharam Yash	Food & Agriculture Research Council
13. RAJKUMAR Ramesh	Agricultural Research Institute (non-sugar research and extension services)
14. LIM Micheal / HURREERAM Dhinesh	Enterprise Mauritius
15. JEETAH Nirmla/ CAUNHYE Zihad	Board of Investment
16. RAMDHUR Dhinesh / BHANJI S.K	Small enterprise and handicraft Development Authority
17. NOOKADEE Ram	Mauritius Council of Social Services (MACOSS)

18. RUGHOOBUR Sujit Kumar	Development Bank of Mauritius
19. SERVANSINGH Rajiv	Mauritius Chamber of Commerce & Industry
20. HOOKOOMSINGH Yan	Decentralized Cooperation Programme
21. PARATIAN Uva Dr.	Steering Committee on Biomedical Research and Technology
22. BHAROSAY R.	Ministry of Industry
12 NPCC STAFF	