



National Productivity and Competitiveness Council

# ANNUAL REPORT 2020-2021

Resilience  
and Sustainability

**Inside Front Cover**



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## THE COUNCIL SHALL:

- Provide the forum for constant dialogue and consensus building on all matters relating to productivity, quality and competitiveness;
- Advise government on the formulation of national policies and strategies on all aspects of 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;
- Identify constraints to the improvement of productivity, quality and competitiveness and propose remedial measures;
- Monitor and coordinate programmes and activities relating to the improvement of productivity, quality and competitiveness;
- Collect, analyse, produce and disseminate data on the measurement of, and changes in, productivity, economy-wise and by sector and industry;
- Arrange for consultancy services in the areas of productivity and quality management and related fields;
- Promote and undertake research, including training, in all aspects of productivity, quality and competitiveness;
- Liaise and establish linkages with research institutions and productivity organisations in Mauritius and abroad
- 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;
- Organise conferences and policy seminars on productivity, quality and competitiveness;
- 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;
- Request the productivity committees to carry out studies, prepare opinion statements, reports and information bulletins within the scope of their powers; and
- Do such things as may be incidental to, and consequential upon, the discharge of its functions under this act.





# LETTER FROM THE CHAIRMAN

# LETTER FROM THE CHAIRMAN



**Sujoy Busgeeth**  
Chairman

Hon. Soomilduth Bholah  
Minister of Industrial Development,  
SMEs and Cooperatives

Dear Minister,

In accordance with paragraph 18 of the National Productivity and Competitiveness Council (NPCC) Act 1999, I have the honour to submit to you the annual report of the NPCC for the financial period 1 July 2020 to 30 June 2021.

Yours faithfully,



**S. Busgeeth**  
Chairman



PERFORMANCE  
REPORT FROM THE  
EXECUTIVE DIRECTOR



# PERFORMANCE REPORT FROM THE EXECUTIVE DIRECTOR



*It gives me immense pleasure to present the performance report of the National Productivity and Competitiveness Council (NPCC) for the financial year ending 30 June 2021, which marks the second financial year of my tenure as Executive Director of this important organisation that has the mandate to drive the productivity movement and achieve a better living for the nation.*

**Ashit Gungah**  
Executive Director

## PRODUCTIVITY AT GLOBAL AND LOCAL LEVELS

The Covid-19 pandemic has been the most impactful phenomenon that is shaping the way society and economy will evolve in the next decades. The year under review was marked by serious disruptions and upheavals both on local and international fronts provoked by the pandemic. The global economy continues to be severely hit, trailing several consequences such as job losses, inflation, interruptions in global supply chains among others.

There is also full consensus among global industrial and economic observers that focus should now be stronger on higher productivity across all sectors. The Global Economic Prospects released by the World Bank in June 2021, notes that the near-term resumption of growth cannot make up for the misery that the pandemic has inflicted on the poorest and its disproportionate impact on vulnerable groups, including women, school-age children, and informal and unskilled workers, which has widened inequality. The report further highlights that the uneven recovery underscores the need for a forceful policy effort to address multiple near- and long-term challenges. This policy response requires speedy action from governments, the private sector, and the international community.

According to Statistics Mauritius, latest available information indicates that both Gross Domestic Product (GDP) at market prices and Gross Value Added (GVA) at basic prices would contract by 15.2% in 2020 due to the impact of Covid-19 pandemic, which would mark the country's worst contraction since 1980. GVA at current basic prices would reach Rs 379.1 billion compared to Rs 437.5 billion in 2019, representing a nominal decrease of 13.4%. In real terms, GVA at basic prices would decline by 15.2% compared to the 3.2% growth in 2019.

Moreover, the average annual change in Multi Factor Productivity (MFP) during the period 2010 to 2020 worked out to -0.4%. In 2020, MFP fell by 12.8% compared to an increase of 0.3% in 2019.

Amid the harsh and challenging environment, the NPCC continued to implement projects geared towards continuous improvement in the interest of all stakeholders and the country. The Council also came up with a series of new projects intended to accompany organisations in their journey of re-adaptation and help them face the challenges amid the pandemic.

# PERFORMANCE REPORT FROM THE EXECUTIVE DIRECTOR

## HIGHLIGHTS 2020/2021

### NATIONAL LEADERSHIP ENGINE (NLE)

The financial year 2020-2021 was marked by two editions of NLE. NLE 2020 kicked off towards the end of the previous financial year and ended in January 2021 with a National Convention. NLE 2021 kicked off by April 2021 and was still ongoing at the end of the financial year.

As an ambitious national project to create a pipeline of leaders, the two editions focused on the development of a new mind-set among Mauritian youth, who are expected to act as agents of positive change. Through these two editions coupled with the first edition back in 2018/2019, we have touched more than 2000 youth across the island through the NLE project. We have also observed an increasing interest and commitment among the new generation of young people towards social projects that have the potential to transform our society in the long term. Furthermore, the quality of projects assessed in NLE 2020 went to another level in terms of their innovativeness.

### MAURITIUS PRODUCTIVITY STUDY

The Mauritius Productivity Study is the first of its kind ever produced in Mauritius, which gauges the pulse of the island's different sectors in terms of productivity. The NPCC obtained the technical collaboration of the World Bank for this project while local authors were invited to contribute their observations.

This report highlights our main challenges in terms of productivity and brings in a set of recommendations in different areas such as wages, skills, training and policies. It is worth mentioning that a core team comprising of representatives from different institutions has been set up to follow up with the implementation of the recommendations.

### WORKING PAPER ON "AGEING WORKFORCE: CHALLENGES AND OPPORTUNITIES FOR THE REPUBLIC OF MAURITIUS"

The NPCC published a working paper on "Ageing Workforce: Challenges and Opportunities for the Republic of Mauritius" in August 2020. This report highlights the key trends associated with the ageing workforce, and analyses the major challenges they present for Mauritius and Rodrigues. A total of 1083 respondents from different focus groups including human resource managers, senior citizen associations, trade unions and Non-Governmental Organisations (NGOs) from Mauritius and Rodrigues provided their insights which were used to draft the findings of the report.

The report provides important thought provoking highlights that prompt for a deep reflection as to how our country should gear itself to remain sustainable and competitive in the future amid the challenges of an ageing workforce.

### PRODUCTIVITY IMPROVEMENT PROGRAMME (PIPs)

The NPCC serviced some 47 companies during the financial year under the "Productivity Improvement Programme for Manufacturing Companies in Mauritius" as well as under a collaboration with SME Mauritius. The first programme was spearheaded by the Southern African Development Community (SADC) Trade Related Facility (TRF) and involved 27 companies. The NPCC conducted this project jointly with the Japan Productivity Centre (JPC). The SADC TRF project along with the technical expertise of the JPC strengthens the overall ambition of the NPCC to sustain and help Mauritian enterprises in the short, medium and long terms.

The NPCC implemented PIPs in 20 companies under a Contractual Agreement with SME Mauritius. The project aimed at improving productivity in SMEs and was funded by SME Mauritius.

### NATIONAL PRODUCTIVITY AND QUALITY CONVENTION (NPQC)

NPQC 2020-2021, which was organised under the theme 'Pursuing Productivity and Quality amidst COVID-19', allowed to discover how Mauritian organisations both in the public and private sectors as well as associations were adapting themselves in a new landscape that was impacted by the pandemic. The projects implemented by participating organisations also demonstrated the importance for a constant reflection on continuous improvement and innovation.

The four grand winners of the Convention were given the opportunity to participate virtually in the 46th International Convention on Quality Control Circles-2021 (ICQCC-2021) in India from 24 to 27 November 2021 organised by the Quality Circle Forum of India (QCFI).



## BUSINESS CONTINUITY AND RESILIENCE PLANNING (BCRP)

The NPCC took a proactive step with the conception of the BCRP programme, which aimed at fostering the adoption of a business disaster risk management culture in enterprises. This project was designed to help local enterprises strengthen their resilience in crisis situations. As the pandemic had already started impacting on the performance of many enterprises, it had become crucial to help them readapt to the new normal and ensure the continuity of their operations. The BCRP programme marked the first collaboration between the NPCC and the British High Commission in Mauritius, which provided financial support to the project.

## TRAINING

The lockdown imposed by the government in March 2020 and the subsequent protocols and measures adopted by organisations during and after the lockdown to reduce the risks of contaminations meant that face to face training had to be converted into online training sessions. Webinars coupled with new programmes were added to the training portfolio of the NPCC that included the Covid-19 Occupational Safety and Health (OSH) training, the Kaizen 360 Online Certification as well as the training on quality circles and design thinking.

The E-Learning Platform of the NPCC also took an active role in disseminating knowledge to stakeholders during the first and second lockdown periods. The E-Learning Platform is now all set to host other programmes in the future. Operation COSHARE which was launched a few weeks after the end of the financial period, included a training component that was disseminated on the E-Learning Platform.

## INNOVED ONLINE CHALLENGE

The InnovEd Online Challenge that took place in October 2020 proved to be another successful edition despite the disruptions caused by Covid-19 in schools. The projects presented in the 2020 edition garnered strong appreciation from assessors, which now places the benchmark even higher for future participants. We are now placing a strong emphasis on the Innovation Clubs that intend to motivate students to continue nurturing their innovative thinking. The ultimate aim is to develop an innovation culture among Mauritians right from grass-root level and develop a nation of innovators.



## ACKNOWLEDGEMENT

My warmest thanks go to the Minister of Industrial Development, SMEs and Cooperatives, Hon Soomilduth Bholah who provided his unflinching support to the Council through the required funding. I also have a special word of appreciation for the Chairman, the Vice Chairman and the Council members. Last but not the least, I would also like to thank the staff of the NPCC for their collaboration as well as all our stakeholders and partners both in Mauritius and abroad for their continuous support to the productivity movement.

**Ashit Gungah**  
Executive Director

# CORPORATE GOVERNANCE



# CORPORATE GOVERNANCE

## CORPORATE GOVERNANCE REPORT FOR THE YEAR ENDING 30<sup>TH</sup> JUNE 2021

The National Productivity and Competitiveness Council (NPCC) was established as a corporate body under the NPCC Act No. 9 of 1999 which was amended by the Economic and Financial Measures (miscellaneous provisions) Act No. 27 of 2012. Its object is to stimulate and generate productivity and quality consciousness, drive the productivity and quality movement in all sectors of the economy, enhance the country's competitiveness and raise national output with a view to achieving sustained economic growth. The functions are laid out in the Act.

## COMPLIANCES AND ENFORCEMENT

The NPCC is fully committed to attaining and maintaining the highest standards of corporate governance and is gradually taking action within its ambit to ensure compliance with the Code of Corporate Governance for Mauritius issued by the National Committee on Corporate Governance as applicable to state owned enterprises.

## BOARD OF DIRECTORS

The NPCC Act (amended) makes provision for a Council.

As per the act, the Council shall consist of :-

- (a) A Chairperson;
- (b) A Vice-Chairperson;
- (c) One member representing the interests of Government;
- (d) One member representing the interests of employers;
- (e) One member representing the interests of the federations of trade unions; and
- (f) Not more than 2 members drawn from industry associations and consumer organisations.

## OPERATIONS OF THE COUNCIL

The Council meets at the request of the Chairman. Meetings of the Council and Committees are scheduled in advance. Papers are circulated before each meeting. The NPCC operates in an independent way although it receives funding through the Government budget.

## PROFILE OF COUNCIL MEMBERS July 2020 to June 2021

**Mr. Sujoy BUSGEETH (Chairperson)** was appointed Chairperson of the NPCC in July 2020. He completed his LLB Honours at the University of Wolverhampton, UK, in 2005. He obtained his MBA from the University of Gloucestershire and holds a diploma in health education from the Institute of Health Care Administration in Chennai, India. Mr. Busgeeth has 15 years' experience in the legal field. He also has wide experience in the public sector including the Department of Civil Aviation, the Ministry of Housing and Lands and the Registrar General's Department. From 2010 to 2014, he was advisor to the Attorney General. Presently, he is an Assessor to the Environment and Land Use Appeal Tribunal.

**Mr. Sameer CHITBAHAL (Vice Chairman)** is a qualified accountant registered with the Mauritius Institute of Professional Accountants (MIPA) and Association of Chartered and Certified Accountant (ACCA) with 18 years experience. He is currently a Fellow Member of the Association of Chartered Certified Accountants (FCCA) and has completed a Certified Compliance Programme on Anti Money Laundering and Combatting the Financing of Terrorism. He started his career at Ernst & Young and moved to the audit and consultancy department at BDO Mauritius. He also has long financial experience in the leasing, agricultural and food sector. He is currently heading the finance department in a private company and is the chairperson of the Finance & Audit Committee.

## MEMBER, REPRESENTING THE INTERESTS OF GOVERNMENT (MINISTRY OF INDUSTRIAL DEVELOPMENT, SMEs AND COOPERATIVES)

**Dr. Bhesraj DOMUN** is a Principal Analyst in the Industry Division of the Ministry of Industrial Development, SMEs and Cooperatives.

# CORPORATE GOVERNANCE

## MEMBER REPRESENTING THE INTERESTS OF EMPLOYERS

**Mr. Kevin RAMKALOAN (Resigned on 25 June 2021)**

## MEMBER REPRESENTING THE INTEREST OF THE FEDERATION OF TRADE UNIONS

**Mr. Jugduth SEEGUM** is the negotiator of the Government Teachers' Union (GTU), the largest union in the Mauritian education sector. He is also President of the All Civil Service Employees and other unions Federation (ACSEF) and the Confederation of General Trade Unions (CGTU). Mr. Seegum is also an elected Board Member of the Canada-based Comité Syndical Francophone de l'Education et de la Formation (CSFEF), representing six countries of East Africa.

## MEMBERS DRAWN FROM INDUSTRY, ASSOCIATIONS AND CONSUMER ORGANISATIONS

**Mrs. Lilowtee Rajmun-Joosery (OSK)** is a well-known figure in corporate Mauritius. She is the director of the Mauritius Exports Association (MEXA), one of the largest associations regrouping exporting firms of the island. As the head of the MEXA, Mrs. Rajmun-Joosery has participated in the formulation of numerous policies in the interest of the exporting community of Mauritius. She was appointed as Council Member in August 2018.

**Mr. Gyandev SEEWOTOHOLL** was appointed Council member in July 2020. He holds a "Diplome Universitaire Supérieur de Technologie (Maintenance et Automatismes Industriels)" from the University of Limoges and the Technical Management Trust Fund. Mr. Seewotoholl is active in social work as the Vice President of SOS Mother, a Non-Governmental Organisation (NGO). As Council member, Mr. Seewotoholl represents the interest of industry associations and consumer organisations.

**Mrs. Anmaide FRANÇOIS** is a co-opted member from Rodrigues. She is the Coordinator and Ag. Head of the Human Resource Development Centre Commission for Training in Rodrigues.

## SUB COMMITTEES OF THE COUNCIL

In line with good corporate governance practices, the Council has set up a Finance Committee and a Human Resource Committee.

## THE FINANCE COMMITTEE

The Finance Committee consisted of four (4) members of the Council as follows:-

- Mr. Sameer CHITBAHAL (Chairperson)
- Dr. Bhesraj Rishi DOMUN
- Mr. Jugduth SEEGUM
- Mrs. Lilowtee RAJMUN-JOOSERY

The responsibilities of the Finance Committee are as follows:-

- 1.1 Responsible for procurement and inter alia examine bids above Rs 100,000 and make recommendations to the council for award of contracts;
- 1.2 To examine the annual estimates and to make recommendations to the Council accordingly;
- 1.3 To make any other recommendations of a financial nature to the Council.
- 1.4 Oversees the establishment and implementation of accounting policies and internal controls that promote good financial stewardship;
- 1.5 Inquires into how the business risks of the NPCC are being planned for and managed for instance assessing the adequacy of its insurance coverage;
- 1.6 Oversees compliance with regulatory standards;
- 1.7 Examines the final accounts and the annual report to ensure compliance prior to recommending to Council for approval and onward transmission to the external auditors;
- 1.8 Receives and acts upon the results of the external audit and reporting same to the Council.



## THE HUMAN RESOURCE COMMITTEE

The Human Resource Committee consisted of 4 members of the Council as follows:-

- Mr. Jugduth SEEGUM (Chairperson)
- Dr. Bhesraj Rishi DOMUN
- Mr. Kevin RAMKALOAN (Resigned on 25 June 2021)
- Mr. Gyandev SEEWOTOHOLL

The responsibilities of the Human Resource Committee are:-

- Examine all staff matters in particular relating to recruitment, promotion, allowances, salary review and make recommendations to the Council for approval.
- Advise the Council on matters relating to employment policy/ strategies, human resource development etc.
- Examine employee grievances and make recommendations to the Council.

The new Council decided to set up a Productivity Committee – Project Implementation (PCPI). The membership of the PCPI is as follows:

- Mrs. Lilowtee RAJMUN-JOOSEERY, Co-chair
- Dr. Bhesraj Rishi DOMUN, Co-chair
- Mr Kevin RAMKALOAN (Resigned on 25 June 2021)
- Mrs. Subashini RAMA
- Mr Rashid IMRITH
- Mr. Dana CHENGAN
- Mr. Mukesh DAWOONAUTH
- Mr. Sujoy BUSGEETH, Chairman NPCC, Observer

The responsibilities of the PCPI are to:-

- Review and advise on current and future projects to be implemented by NPCC;
- Provide advice in relation to the formulation of strategies to enhance productivity and competitiveness and national, sectoral and enterprise level;
- Provide input to the Council in setting up the organisation's strategic direction and formulating its strategic plan;
- Advise on other related matters as may be referred to it by the Council.

## Statement of Attendance to Council meetings (July 2020 to June 2021)

NO. OF COUNCIL MEETINGS HELD: 10	NO. OF MEETINGS ATTENDED
Mr. Sujoy BUSGEETH (Chairperson) Mr. Sameer Udhin CHITBAHAL (Vice Chairperson)	10 8
<b>MEMBER REPRESENTING THE INTERESTS OF GOVERNMENT (MINISTRY OF INDUSTRIAL DEVELOPMENT, SMEs AND COOPERATIVES)</b> Dr. Bhesraj Rishi DOMUN	10
<b>MEMBER REPRESENTING THE INTERESTS OF EMPLOYERS</b> Mr. Kevin RAMKALOAN (Resigned on 25 June 2021)	6
<b>MEMBER REPRESENTING THE INTEREST OF THE FEDERATION OF TRADE UNIONS</b> Mr. Jugduth SEEGUM	10
<b>MEMBERS DRAWN FROM INDUSTRY, ASSOCIATIONS AND CONSUMER ORGANISATIONS</b> Mrs. Lilowtee RAJMUN-JOOSEERY Mr. Gyandev SEEWOTOHOLL	9 9
<b>CO-OPTED MEMBER FROM RODRIGUES</b> Mrs. Annmaid FRANÇOIS could not attend any meeting due to unavailability of flights during the pandemic	0

## Statement of Attendance to Finance and Audit Committee meetings

NO. OF FINANCE AND AUDIT COMMITTEE MEETING HELD: 7	NO. OF MEETINGS ATTENDED
Mr. Sameer Udhin CHITBAHAL (Chairperson) Dr. Bhesraj Rishi DOMUN Mr. Jugduth SEEGUM Mrs. Lilowtee RAJMUN-JOOSEERY	6 7 7 7

# CORPORATE GOVERNANCE

## Statement of Attendance to Human Resource Committee meetings

NO. OF HUMAN RESOURCE COMMITTEE MEETINGS HELD: 9	NO. OF MEETINGS ATTENDED
Mr. Jugduth SEEGUM (Chairperson)	9
Dr. Bhesraj Rishi DOMUN	9
Mr. Kevin RAMKALOAN (Resigned on 25 June 2021)	Nil
Mr. Gyandev SEEWOTOHOLL	9

## Statement of Attendance to the Productivity Committee - Project Implementation (PCPI)

No. of PCPI Meetings Held: 4	NO. OF MEETINGS ATTENDED
Mrs. Lilowtee RAJMUN-JOOSEERY, Co-chair	4
Dr. Bhesraj Rishi DOMUN, Co-chair	4
Mr. Kevin RAMKALOAN (Resigned on 25 June 2021)	3
Mrs. Subashini RAMA	3
Mr Rashid IMRITH	3
Mr. Dana CHENGAN	3
Mr. Mukesh DAWOONAUTH	4
Mr. Sujoy BUSGEETH, Chairperson NPCC, Observer	4

## Statement of remuneration of Council members

The Chairman, Vice Chairman and Members of the council receive a monthly fee as Council Members. Payment for the Finance and Audit Committee, the Human Resource Committee and the Productivity Committee – Project Implementation (PCPI) are made as per attendance for a maximum of two meetings per month.

## Remuneration of Members for Financial Year July 2020 to June 2021

COUNCIL/COMMITTEE MEMBERS	COUNCIL AND COMMITTEE FEES (RS)
Mr. Sujoy BUSGEETH	600,000
Mr. Sameer Udhin CHITBAHAL	330,000
Dr. Bhesraj Rishi DOMUN	244,000
Mr. Kevin RAMKALOAN (Resigned on 25 June 2021)	174,000
Mr. Jugduth SEEGUM	246,000
Mrs. Lilowtee RAJMUN-JOOSEERY	219,000
Mr. Gyandev SEEWOTOHOLL	207,000

## Donations

No donation has been effected during the year.

## Code of Ethics

Issues such as ethics, employee's involvement and equal opportunity of employment are key to the long term interest of the NPCC to conduct itself as a responsible corporate citizen. Work is on-going to refine internal policies and practices that would enhance the existing practice in these areas. The Council also provides a safe workplace for its staff together with a medical scheme and a 24-hr Insurance cover.

## Related Party Transaction

There has not been any related party transaction during the year.



Corporate Governance should be done more through principles than rules

Adi Godrej



## Statement of Director's Responsibility

The Council acknowledges its responsibilities for:

- (i) adequate accounting records and maintenance of effective internal control systems;
- (ii) the preparation of financial statements which fairly present the state of affairs of the council as at the end of the financial year and the results of its operations and cash flows for that period and which comply with International Public Sector Accounting Standards (IPSASs); and
- (iii) the selection of appropriate accounting policies supported by reasonable and prudent judgment.

The external auditor (i.e. the Director of Audit, National Audit Office) is responsible for reporting on whether the financial statements are fairly presented.

The Directors report that:

- (i) adequate accounting records and an effective system of internal control has been maintained;
- (ii) appropriate accounting policies supported by reasonable and prudent judgments and estimates have been used consistently;
- (iii) applicable accounting standards have been adhered to; and
- (iv) the code of Corporate Governance as applicable to State-Owned Enterprises has been adhered to.

Signed on behalf of the NPC Council.

Signed on behalf of the NPC Council.



**Mr S. Busgeeth**

Chairman



**Mr S. Chitbahal**

Vice Chairman

## Directors' Statement for Internal Control

The NPCC acknowledges its responsibility for the setting up of adequate system of internal control and for the setting up of appropriate policies to provide reasonable assurance that the control objectives have been attained. The activities are closely monitored by the Council. Procedures and policies are well documented and consistently applied. Management has the relevant experience and skills to ensure proper running of the Council.

The organisation being lean, there is no specific provision for an Internal Controller. However, we have put in place an effective system, which includes:

- (i) Proper segregation of duties whereby the different functions in process are crosschecked and verified;
- (ii) Expenditure limits for the Executive Director has been fixed and purchases are duly authorised by the appropriate instances;
- (iii) Follow up and implementation of recommendations of the Director of Audit in order to improve the processes and ensure proper accountability, is regularly adhered to;
- (iv) Adequate supervision of duties performed by staff members by the Executive Director;
- (v) The assets of the Council are properly safeguarded and;
- (vi) All cheques issued by the Council are signed by two authorised signatories.

Signed on behalf of the National Productivity and Competitiveness Council.



**Mr S. Busgeeth**

Chairman



**Mr S. Chitbahal**

Vice Chairman



## STRATEGIC PLAN 2021-2025

The NPCC developed a four-year strategic plan in June 2021 which provides strategic direction to drive the productivity movement.

Besides desk research, 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 in the preparation of the new strategic plan. 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.

The Strategic Plan 2021-2025 stresses on the importance to align our resources with our 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 will contribute to putting the country on the path to long-term, inclusive growth.

STRATEGIC  
PLANNING

# STRATEGIC PLANNING

The Strategic Plan 2021-2025 is built on the following 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 a 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 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 to '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.

## **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.

## **Strategic thrust 4: Improve service delivery in public service organisations by streamlining, simplifying and eliminating non-value 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 Smart Process for 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.

## **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.

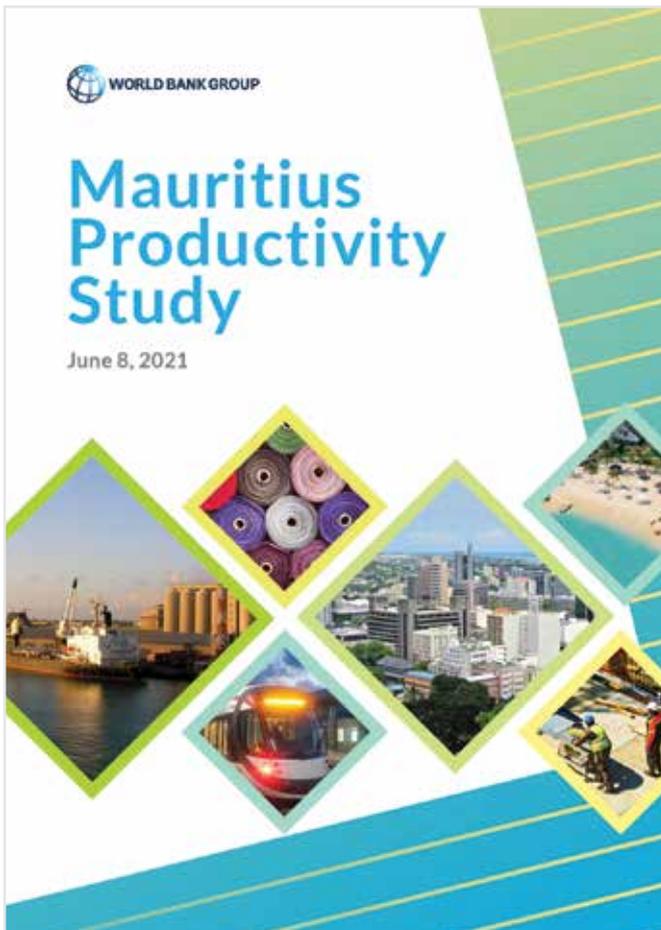
THINK OUTSIDE THE BOX



EDUCATION  
AND AWARENESS

# EDUCATION AND AWARENESS

## MAURITIUS PRODUCTIVITY STUDY AND REPORT 2020/2021



The NPCC with the Technical Assistance from the World Bank conducted a dedicated firm level survey on productivity and its enabling factors. A flagship report entitled ‘Mauritius Productivity Study and Report 2020- 2021’ that explores fresh data was published. Using a nationally representative sample of private businesses operating in the formal sector and outside of agriculture and extractive operations, this report moves beyond aggregate measures to examine the business environment as it is experienced by individual Mauritian firms. This report scrutinizes the experience of businesses in conjunction with concrete outcomes such as productivity and employment with direct linkages to the economic wellbeing of the population of Mauritius. Incorporating firm-level data and self-reported experiences of firms with careful statistical analysis to pinpoint the relationships among variables, this report surfaces revealing patterns in the data with important policy implications.

Based on extensive consultations with stakeholders in Mauritius, this report consists of 3 chapters that take stock of the country’s recent productivity trends and put forward specific policy recommendations to boost productivity growth in the future. The impetus for this report, and its underlying data collection exercise, is to support the mandate of the National Productivity and Competitiveness Council (NPCC). The NPCC seeks to encourage a national dialogue on productivity that informs stakeholders and promotes sound government policy and public-private partnerships.

### The chapters focus on 3 key areas of policy-relevant research:

- **Chapter 1:** Productivity trends by sector and the role of structural transformation as well as innovation in productivity.
- **Chapter 2:** The business-enabling environment for productivity—including competition and targeted government support—as well as its firm-level determinants—such as innovating, training, and adopting good management practices.
- **Chapter 3:** Skills gaps and other labor market determinants of productivity—including the role of regulations, active programs and migration



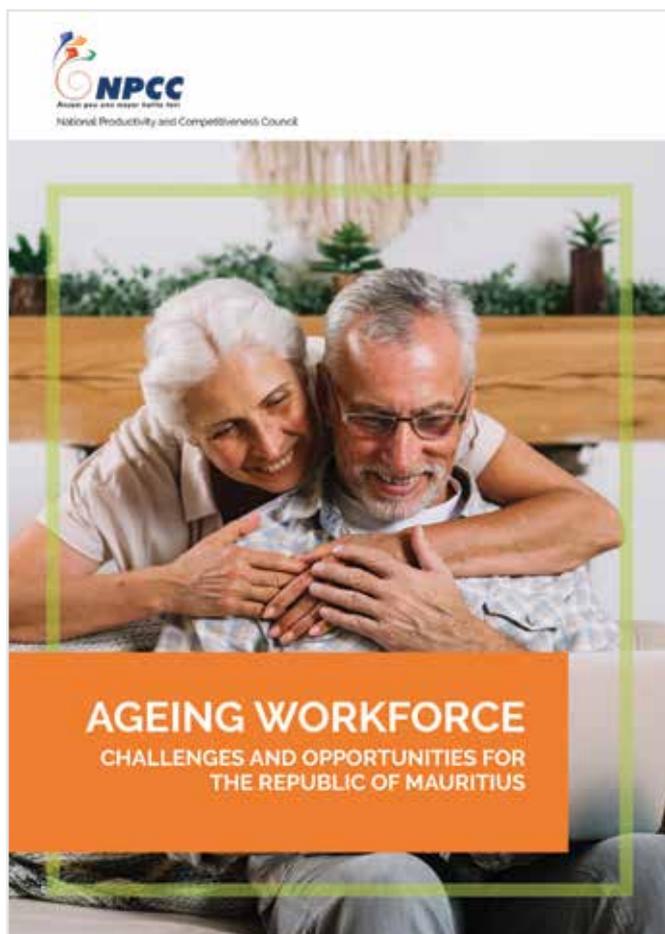
We must become the change we want to see

Mahatma Gandhi



# EDUCATION AND AWARENESS

## WORKING PAPER ON “AGEING WORKFORCE: CHALLENGES AND OPPORTUNITIES FOR THE REPUBLIC OF MAURITIUS”



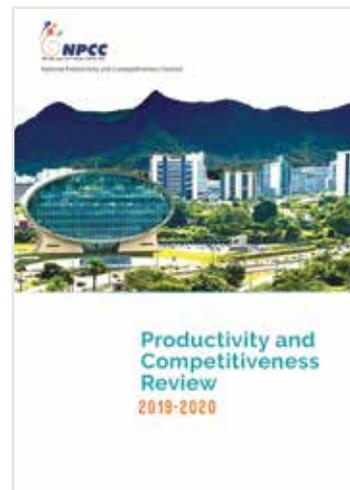
The working paper on “Ageing Workforce: Challenge and Opportunities for the Republic of Mauritius” was published in August 2020. The report provides an overview of the key trends associated with the ageing workforce, and examines the major challenges these trends present for Mauritius and Rodrigues.

The impetus for the research is based on the fact that an ageing population is threatening future growth in Mauritius (Source: Rising to the challenge of our ambitions: Three Year Strategic Plan 2017- 2020, Ministry of Finance and Economic Development). As the population ages, so will the workforce.

Managing this older workforce will pose a new set of challenges for employers, employees, trade unions and government in relation to employment, productivity, skill shortages, the ability to meet changing demand, working conditions, living standards and welfare, health care provision and so on.

This report is based on an analysis of the contributions of participants from focus groups with human resource managers, senior citizen groups, trade unions and NGOs, and 1083 respondents from a national survey in Mauritius and Rodrigues, with key informants in Mauritius (and six in Rodrigues), as well as a review of the literature of international practices. The report also presents a set of strategic orientations arising from the study.

## PRODUCTIVITY AND COMPETITIVENESS REVIEW (PCR)

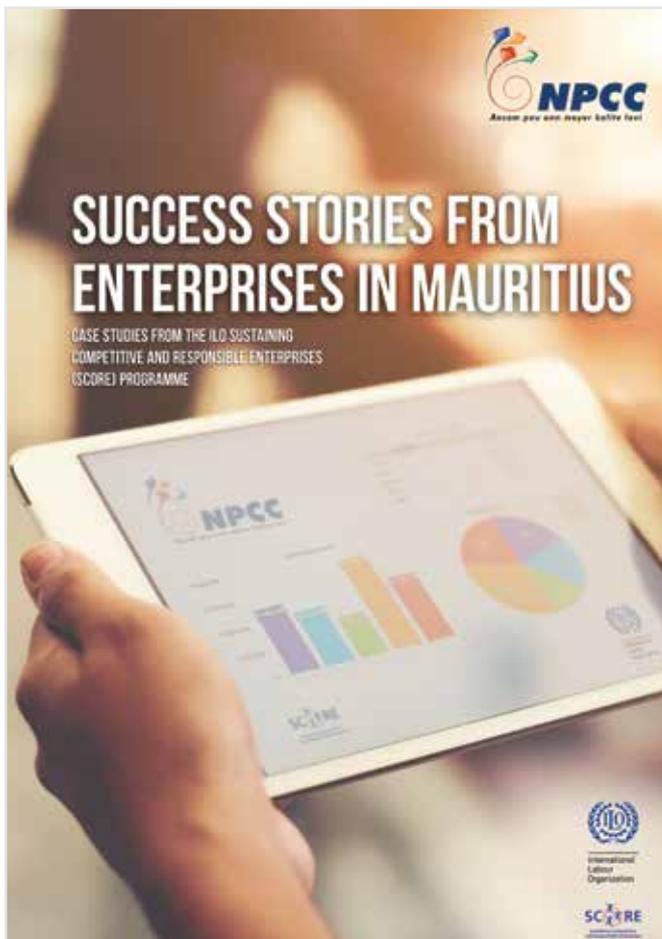


The latest edition of the Productivity and Competitiveness Review (PCR) was released in September 2020. The NPCC published the “Productivity and Competitiveness Review 2020’ in line with its function of promoting research and analysis in the area of productivity.

This report highlights the salient points of the productivity and competitiveness performance of the country to guide specific policy choices to be made to bolster inclusive and sustainable growth.

The latest edition of the PCR underlines that the world today is very different from what it was earlier. The Covid-19 pandemic had already started influencing the short and medium-term global economic outlook and would potentially have a very significant socioeconomic impact on the Mauritian economy.

## SUSTAINING COMPETITIVE AND RESPONSIBLE ENTERPRISES (SCORE)



The NPCC published a case study in September 2020 describing the transformation of five local companies that participated in the SCORE (Sustaining Competitive and Responsible Enterprises) programme funded by the International Labour Organisation (ILO) in 2019/2020.

### The case study illustrates improvements experienced in the following companies:

- AAH Upholstery Limited
- Box Manufacturing Limited
- Exotic Garments Company Limited
- Royaume de Délices Limited
- SSS Furniture Limited

The case study focuses on the achievements of the companies that included higher productivity, safer and cleaner workplace, higher employee morale, discipline and rigour in operations, improved efficiency, waste elimination, improvement in flow of materials, improvement in shop floor accessibility, reduction in waiting time in workshops, better teamwork and collaboration to resolve bottlenecks, team empowerment, higher output volume, better stock update and space optimisation.

The NPCC partnered with the ILO to implement the SCORE programme in Mauritius from October 2019 to March 2020. SCORE is an ILO global programme that improves productivity and working conditions in Small and Medium Enterprises (SMEs).

## STRATEGIC VISIONING EXERCISE AND ELABORATION OF A STRATEGIC PLAN (2020-2023) FOR THE NATIONAL LIBRARY

The Strategic Visioning Exercise at the National Library was conducted by the NPCC during two brainstorming sessions on 15 October 2020 and 30 October 2020 with 14 and 16 participants respectively. The team finalised the Strategic Action Plan in June 2021.

### The following were the four steps in the exercise:

- Developing the vision, mission and values of the company
- Establishing objectives of the company in four areas: Financial People, learning and growth, Internal processes and Customers
- Deployment of the strategy to each department
- Alignment of the objectives of each department with the overall strategy of the company.

The project culminated with the development of an Action Plan and Key Performance Indicators (KPIs) for the organisation and for each department.

# EDUCATION AND AWARENESS

## STRATEGIC PLAN FOR THE MAURITIUS COUNCIL OF REGISTERED LIBRARIANS (MCRL)

The Mauritius Council of Registered Librarians (MCRL) initiated, by way of brainstorming sessions, a process to formulate a strategic action plan for 2021-2023. Two brainstorming sessions facilitated by resource persons from the NPCC were held in February and March 2021 with eight participants.

Ideas and recommendations from the board members of MCRL were collected beforehand and discussed among the participants during the two sessions. A report was elaborated describing the strategic action plan, with the vision, mission and strategic objectives. The strategic action plan will enable the MCRL to serve its members in a more structured manner whilst increasing their involvement and help them face the challenges ahead.

## PRODUCTIVITY IMPROVEMENT PROGRAMME FOR MANUFACTURING COMPANIES IN MAURITIUS

27 Mauritian companies participated in the project “Productivity Improvement Programme for Manufacturing Companies in Mauritius” that was conducted jointly by the NPCC and the Japan Productivity Centre (JPC). The project is an initiative of the Southern African Development Community (SADC) under the Trade Related Facility (TRF) mechanism and was funded by the European Union (EU).

The 27 manufacturing companies, including 16 SMEs and 11 large companies, had expressed interest in participating in the project in December 2020. Online training sessions and consultation meetings with the participating companies were conducted from January to May 2021.

A diagnosis conducted by the Japanese experts allowed the companies to identify the different areas where they should be laying more emphasis in an effort to boost their productivity.

The project was deployed with the objective of providing a financial analysis of manufacturing companies, in-company training and implementation of an appropriate improvement programme so that the companies can continuously improve their systems and processes to become more competitive.

A presentation of the achievements and transformations in the participating companies was conducted on 31 May 2021 at a stakeholders’ meeting and focused on three topics namely Operations and Production Management, Financial Management and Sales and Marketing.

### The following companies participated in the “Productivity Improvement Programme for Manufacturing Companies in Mauritius”:

#### SMEs

- AASII Ltd
- Mashov Ltd
- Star Paragon Ltd
- Top Detergent Ltd
- V. Kanhye Health Food Co. Ltd
- Maman Saluja Ltée
- Shafa Furniture
- LVM (Mauritius) Ltd
- Soge International Co. Ltd
- Berdou Ltd
- Pom d’Or Ltée
- The Stone Specialist Ltd
- Manisa Co. Ltd
- English Bay Ltd
- Andinarayan Co. Ltd
- Neel Trading & Facilities Ltd

#### Large Companies

- Princes Tuna (Mauritius) Ltd
- Archemics Ltd
- Polytol Paints and Adhesives Mant. Co. Ltd
- Sofap Ltd
- ATS Manufacturing Ltd
- Maurilait Production Ltée
- Precigraph Ltd
- Dry Mix Ltd
- The Mauritius Chemical and Fertiliser Industry Ltd
- Neel Construction & Industries Ltd
- Innodis Poultry Ltd

## ENTERPRISE CONTINUOUS IMPROVEMENT PRODUCTIVITY FRAMEWORK

The Continuous Productivity Improvement Framework was launched in September 2020 to provide a roadmap to any type of enterprise over a period of three years to ensure its productivity and competitiveness.

### The framework aimed at the following:

- A safe work environment with the suitable mechanisms for cooperation
- A work environment with teamwork and good communication
- A change of mindset of managers and workers
- A workforce who can think and act by itself
- Improvement of quality, productivity and service level with clear targets on costs and delivery
- Model enterprises with a system in place to manage improvements continually

### The following companies (SMEs and micro enterprises) have registered for the EPS framework as from September 2020:

- Super Providers Ltd
- Hampa Ltd
- Inter rent car Rental
- V. Kanhye Health Foods
- Div's wear Ltd
- Quincaillerie Merville Cie Ltée
- Salade des Iles
- Xcel Financials Ltd
- SS Business School Ltd
- Foods Worth Co Ltd
- Computer Systems Solutions
- SSS Furniture Ltd
- Manisa Co Ltd
- Pom d'or Ltee
- Flacq Leading Hospitality and Tourism Ltd
- Top Detergent Ltd
- Vega Information Technology & Management Institute Ltd
- Andinarayen Co Ltd
- Dragon Printing Ltd
- Happy Foods Ltd
- Mai kee Boulettes
- Saveurs Vegetales Ltee
- Casting World Ltd
- Airplane Travel Tours
- Lavan Furniture Limited

## NATIONAL PRODUCTIVITY AND QUALITY CONVENTION (NPQC) 2020-2021



NPQC 2020-2021 was launched on 25 November 2020 under the theme 'Pursuing Productivity and Quality amidst COVID-19'. The 2020-2021 edition considered projects implemented in 2019 and 2020.

Some 51 local organisations, including 27 Small and Medium Enterprises (SMEs), 11 large private enterprises and 13 Government departments, parastatals and registered associations participated in NPQC 2020-2021. The participating organisations were provided an online training in February and April 2021.

The assessment of projects by a panel of local jurors started on 8 June and ended on 11 June (SMEs: 8 and 9 June; large private companies: 10 June and Government departments, parastatals and registered associations: 11 June).

### The panel consisted of:

- Mr S. Dassoruth, Quality Manager Veranda Hospitality and Leisure
- Mr S. Bheenick, Lecturer Open University
- Professor R. Durbarry, Director Civil Service College
- Mr Deva Guinness Balnock, Chairman of HRDC
- Ms. Neeveditah Pariag Maraye, Lecturer UOM
- Dr Viraiyan Teeroovengadam, Lecturer UOM
- Dr. Aveeraj Sharma Peedoly, Research Officer, MRIC

# EDUCATION AND AWARENESS

## NATIONAL PRODUCTIVITY AND QUALITY CONVENTION (NPQC) 2020-2021

The organisations competed for Gold, Silver and Bronze Awards. The Gold Winners went through an online assessment on 29 June 2021 by a panel of international jurors that consisted of Mr. D.K Srivastava, Executive Director of the Quality Circle Forum of India (QCFI), Mr. Kimiaki Jin, Senior Assistant Director of the Economic Development Department, Japan International Cooperation Agency (JICA), Japan and Mr. Getahun Tadesse Mekonen, founder and former Director General of the Ethiopian Kaizen Institute.

**The Grand Winners, who were selected among eight Gold winners in three distinct categories by the panel of international jurors were as follows:**

**Small and Medium Private Enterprises including Micro Enterprises:** Nabridas and Box Manufacturing Ltd

**Large Private Enterprises:** Archemics Ltd

**Government Departments, Parastatals and Registered Associations:** Rajiv Gandhi Science Centre Trust Fund

Through the NPQC, the NPCC provides a platform to local organisations to share knowledge and as well as deepen their understanding of productivity, quality, innovation in order to achieve sustainable growth and competitiveness. The NPQC encourages organisations to share their best operational practices, processes, systems, and initiatives and learn from the experience of others. It also provides an opportunity to celebrate the achievements of teams that have been responsible for creating and/or managing productivity and quality improvements at their workplace.

The four Grand Winners participated virtually in the 46<sup>th</sup> International Convention on Quality Control Circles-2021 (ICQCC-2021) in India from 24 to 27 November 2021 organised by the QCFI.

### Winners in Category SME

#### Gold Award

- Box Manufacturing Ltd
- Hampa Ltd
- Exo Foodstuff
- Nabridas

#### Silver Award

- Casting World Ltd
- English Bay
- Klintank Ltd
- SS Business School
- MLO Smart Construction Ltd
- Box Manufacturing
- MAAAJ Deal
- Hampa Ltd

#### Bronze Award

- Clips
- MAAJ Enterprise
- The Stone Specialist Ltd
- Super providers ltd
- Lavan Furniture
- SSS Furniture Ld
- Sac-a vie enterprise
- Xcel Financial

### Winners in Category Government, Parastatals and Registered Associations

#### Gold Award

- University of Technology-The Scholars
- Rajiv Gandhi Science Centre Trust Fund

#### Silver Award

- Mauritius Hydrographic Service, Ministry of Housing and Land use Planning
- Ministry of Foreign Affairs, Regional Integration and International Trade
- Sookdeo Bissoondoyal State College
- National Library
- Federation of Hotel Taxi Association

#### Bronze Award

- Association Pour l'Education Des Enfants Defavorises
- Office of the President
- MITCI / CISD
- University of Technology

### Winners in Category Large Companies

#### Gold Award

- Innodis Poultry Ltd
- Archemics Ltd

#### Silver Award

- ENL Corporate Services Ltd
- Axess Ltd
- Phoenix Beverages Ltd
- Innodis Poultry Ltd

#### Bronze Award

- Forges Tardieu Ltd
- ENL Corporate Services Ltd
- Sofap Ltd

### 5S CERTIFICATION - WORKPLACE MANAGEMENT - A PREREQUISITE FOR QUALITY

The NPCC signed a Memorandum of Understanding with the Quality Circle Forum of India (QCFI) in March 2021. QCFI provides technical assistance to the NPCC, including training of NPCC productivity practitioners in 5S.

The training helped NPCC consultants become Certified Trainers for Workplace Management-5S. After five successful implementations and audits of 5S in units which are certified by QCFI-JUSE, the trainers will become Lead Assessors.

QCFI will also provide training to external trainees on 5S. Upon completion of exams and successful implementation, the external trainees will become Certified Trainers for Workplace Management-5S.

QCFI will supervise the preliminary audit/pre-certification audit and certification audit of companies and provide 5S certification to companies for three years.

The online training of 11 NPCC trainers on 5S-Workplace Management started on 19 March 2021. The course, consisting of nine modules, was delivered by Mr. D.K Srivastava. Clarification meetings with QCFI was held after each three modules and NPCC trainees had to hand over tasks relevant to each module as well as an online assessment by QCFI faculty.

### COLLABORATION BETWEEN SME MAURITIUS AND NPCC

A total of 20 companies were serviced under a Contractual Agreement between the NPCC and SME Mauritius for the implementation of Productivity Improvement Programmes (PIPs) in Small and Medium Enterprises (SMEs). The SMEs were shortlisted by SME Mauritius and the project was implemented in two phases: Audit of the company (1 day) done in 2019 and implementation of a PIP over seven half days in 2019-2020. The project aimed at improving the productivity in SMEs and was funded by SME Mauritius.

#### The PIPs were implemented in the following companies between June and December 2020:

- |                              |                         |
|------------------------------|-------------------------|
| • Shafa Furniture Ltd        | • SSS Furniture         |
| • Andinarayen Co Ltd         | • Century Design Co Ltd |
| • Meliwear Co. Ltd           | • Cheekips Ltd          |
| • V. Kanhye Health Foods Ltd | • AAH Ltd               |
| • Dragon Printing Ltd        | • GNP Wear Ltd          |
| • Ice Lataniers Co Ltd       | • Vivalo Ltd            |
| • Saveurs Végétales Ltd      | • CDM Ltd               |
| • Stone Specialist Ltd       | • Foods Worth Co Ltd    |
| • System Matics Ltd          | • J&B Mechanical Ltd    |
| • L.V.M Ltd                  | • TPS Printing Ltd      |

The PIPs implemented in above companies focused on housekeeping, 5S, inventory management, production planning, Enterprise Improvement Plan and strategic visioning. The results obtained from the PIP's were highly encouraging as they allowed the companies to benefit in terms of increased physical space in workshops, better management of time and resources and a safer working place for employees.

Overall, in terms of space management, some companies were able to secure at least 18 square meters of physical space, while others benefitted by up to 20% in terms of delivery time. Still other companies were able to increase their operational performance through better teamwork.

# EDUCATION AND AWARENESS



## BUSINESS CONTINUITY AND RESILIENCE PLANNING (BCRP) PROGRAMME

The BCRP programme was launched on 18 November 2020 to promote the preparedness of enterprises, to stay in business and protect assets as well as their workforce in the time of a major crisis or disaster.

The training was held on 31 March 2021 and consisted of online sessions, training in enterprises and the development of a Business Continuity plan for each enterprise.

The services and activities of the participating enterprises range from car rental, manufacturing and repair of metal structures, tea production to ICT services.

### The 11 participating enterprises were:

- MAAAJ Enterprise
- V Kanhye Health Foods Co Ltd
- Atelier Deco Ltd
- Manisa Co. Ltd
- Atelier de la Bastille & Son Ltd
- SS Business School Ltd
- Sixt
- Merits Consulting Engineers Ltd
- Cybersolutiononline Eshop Ltd
- Hampa Ltd
- Pom d'Or Ltd

The BCRP programme aims at fostering the adoption of a business disaster risk management culture in enterprises, especially Small and Medium Enterprises (SMEs) to be prepared to navigate through disasters and crisis situations.

12 NPCC staff were trained in BCRP. The training was also delivered on the E-Learning Platform of the NPCC to some 49 online participants from 11 local companies. Another 50 employees from the 11 companies followed a two-half day training at their workplace.

The BCRP programme marked the first collaboration between the NPCC and the British High Commission in Mauritius. The pilot project was closely monitored and evaluated, based on which the project will be extended to other enterprises in Mauritius at a later stage.



## COVID 19 OCCUPATIONAL HEALTH AND SAFETY TRAINING FOR SMES

A training on Covid-19 Occupational Health and Safety (OHS) targeting local companies was launched in November 2020. The training focused on the importance of a Covid-19 OSH plan and the ways to devise and implement measures to face the challenges and impacts provoked by the pandemic.

Some 10 enterprises agreed to embark on the programme that was followed by the implementation of an OSH project in each company.

### The 10 enterprises were as follows:

- SSS Furniture Co Ltd
- Saveurs Végétales Ltée
- La Chance Ltd
- SS Business School Ltd
- So Green Air Con Ltd
- Brain Construction Ltd
- Chantefrais
- Intune Travel
- Bijouterie Souverain
- Merits Facility Ltd

A training of trainers comprising three online sessions was held on 9, 10 and 11 November 2020 by ILO expert, Mr. Kalyan Ganesh. This was followed by another training for companies on 1 and 2 December.

The project aimed primarily at sensitising the companies on the importance of OHS during the pandemic and encouraging them to develop and implement a project that would enhance their OHS practices.

## PRODUCTIVITY WEBINARS

The NPCC hosted a series of webinars during the months of August and September 2020, targeting mainly entrepreneurs and professionals. The webinars aimed at helping the participants understand the impact of Covid-19 and how they can find opportunities during the crisis. Each session registered some 60 participants.

## Organisational Well-Being by Hawa Charfaray, CEO and Founder of Training Excellence Africa and Orbrix Technical Solutions, UAE on 25 August 2020



**NPCC**  
National Productivity and Competitiveness Council

**Enterprise Productivity Solutions**  
www.epcsolutions.org/eps

**WEBINAR**

**ORGANISATIONAL WELL-BEING**

**WHEN: 25<sup>th</sup> AUGUST 2020 @ 10:00AM - 11:00AM HASTRISTE TIME**  
**TARGET GROUP: PUBLIC ORGANIZATIONS**

**SPEAKER:**  
**HAWA CHARFARAY**  
CEO AND FOUNDER OF TRAINING EXCELLENCE AFRICA AND ORBRIX TECHNICAL SOLUTIONS, UAE

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**Why organisational well-being is so crucial?**  
Organisational well-being affects effectiveness, safety, risk and cost. Recent data and organisational research has consistently shown that employee well-being predicts job attitudes and performance and has important implications for productivity and work relationships. Skilled and happy employees that feel supported, comply with company rules and regulations, provide suggestions to improve the organisation, help their co-workers, and work cooperatively as a team to achieve group goals.

**How COVID-19 will affect the discussion on the implications and challenges brought by the COVID-19 outbreak and explain why organisations must focus time and attention on creating environments in which people can flourish. She will also talk about measures to be taken to protect employees and how to ensure that they have a good feeling about everything they do at work.**

**About Hawa Charfaray:**  
Hawa Charfaray is an international speaker, workshop leader, an expert Authority in the field of HR as an Executive Business Position.

**Her core focus is on:** Organizational Wellbeing (WB), employee engagement and Developing Resilient Strong Business (RSB) in both individual and teams. She is the recipient of the International Global Leadership Award in Dubai Africa and USA for her role in Developing leadership across the globe and was also a speaker on the TEDx (Africa) Women Platform in December 2018.

The webinar focused on the implications and challenges brought by Covid-19 and why organisations must devote time and attention to creating environments in which people can flourish. The webinar also discussed about measures to be taken to protect employees and how to ensure they have a good feeling about everything they do at work.

# EDUCATION AND AWARENESS

## PRODUCTIVITY WEBINARS

Managing Virtual Teams by Sanjay Lohani, Expert in Marketing Leadership on 8 September 2020

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www.epssolutions.org/ncr

**WEBINAR**

### MANAGING VIRTUAL TEAMS

**WED, 8<sup>TH</sup> SEPTEMBER 2020 @ 10.00AM - 11.00AM HASTINGS TIME**  
**TARGET GROUP: PROFESSIONALS, BUSINESS OWNERS, EXECUTIVES, OPERATIVES**

**THE WEBINAR**  
Covid-19 has taught some massive lessons about many realities among them are working from home and communicating virtually. The question being asked right now is are we doing it right? If not, how do we get along with it? What study people have shared working from home and manager what teams effectively are faced & get to build up their teams. The plan!

**WHO SHOULD TAKE THE WEBINAR (TARGET AUDIENCE):**  
Professionals, Business Owners, Executives, Operatives

**WHAT YOU WILL LEARN:**  
• How does one communicate effectively? Is it just the same as when you are face to face?  
• What factors should one follow to ensure team alignment?  
• How do you get people to do what you want them to do - in the virtual you want them to do it?  
• How do we build trust in virtual teams?

**ABOUT SANJAY LOHANI:**  
Sanjay Lohani has wide experience in healthcare marketing and sales. He offers services of specialization include facilitator and training, leadership/strategic Relationship, Assessment, Training, Branding, Customer Development and Business Development

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www.epssolutions.org

The webinar on Managing Virtual Teams provided a short overview of the communication and collaboration tools that allow virtual working to be the normal mode of working today. Participants learned to effectively lead virtual teams across distances, time zones, organisational separation and cultural differences, while continuously delivering results across multi-site and international environments. The webinar discussed about how to communicate effectively and the tactics to be followed to ensure team alignment. It also focused on how to get people do what one wants and how to build trust in virtual teams.

### Fundamentals of Keeping Books and Records for SMEs by Mr. Roomesh Ramchurn, Chartered Accountant on 15 September 2020

The webinar unveiled the ground rules of capturing data in terms of numbers and recording them in the relevant accounting books. It also provided an understanding of the importance of interpreting accounting figures.

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**WEBINAR**

### FUNDAMENTALS OF KEEPING BOOKS AND RECORDS FOR SMEs

**WED, 15<sup>TH</sup> SEPTEMBER 2020 @ 11.00 - 12.00**

**THE WEBINAR**  
The webinar will unveil the ground rules of capturing data in terms of numbers and recording them in the relevant accounting books. The numbers will then be interpreted by providing implications of the current and future financial position of the business. The webinar will also provide an understanding of the importance of interpreting accounting figures.

**WHO SHOULD TAKE THE WEBINAR (TARGET AUDIENCE):**  
Professionals, Business Owners, Executives, Operatives

**WHAT YOU WILL LEARN:**  
• How does one communicate effectively? Is it just the same as when you are face to face?  
• What factors should one follow to ensure team alignment?  
• How do you get people to do what you want them to do - in the virtual you want them to do it?  
• How do we build trust in virtual teams?

**ABOUT ROOMESH RAMCHURN:**  
Roomesh Ramchurn is a Tax Partner and currently in charge of accounting, auditing and taxation services with Mazars Mauritius. He is a fellow member of the Institution of Chartered Accountants (ICCA), UK and holds a Master in Business Administration specializing in Financial Management from the University of Mauritius. He also holds an Advanced Diploma in International Tax from the Chartered Institute of Taxation, UK.

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www.epssolutions.org/ncr

**WEBINAR**

### BUSINESS TRANSFORMATION

**WED, 22<sup>ND</sup> SEPTEMBER 2020 @ 10.00AM - 11.00AM HASTINGS TIME**  
**TARGET GROUP: EXECUTIVES, DEPARTMENTAL MANAGERS, OPERATIONS PERSONNEL, PRODUCTION STAFF AND BUSINESS DEVELOPMENT PROFESSIONALS**

**THE WEBINAR**  
The world generally looks at business transformation and finds definitions such that transformation today means not growth in sales, manufacturing, but continuously remaining agile to stay competitive. The webinar is all about learning why and how Business Transformation takes place in a volatile environment and to create the right atmosphere to allow for positive transformation.

**OBJECTIVES OF THE WEBINAR**  
• Develop and put into practice the tools to plan, manage and deliver transformation  
• Learn how to gain support from the top and bottom management  
• Understand the challenges of effective organizational transformation  
• Develop commitment in short-term and long-term transformation  
• Diagnose and sign the essential infrastructure and resources for transformation

**ABOUT GAROON KALSAN:**  
Garoon Kalsan is a Senior Business Development Manager with Mazars Mauritius. He is a fellow member of the Institution of Chartered Accountants (ICCA), UK and holds a Master in Business Administration specializing in Financial Management from the University of Mauritius. He also holds an Advanced Diploma in International Tax from the Chartered Institute of Taxation, UK.

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www.epssolutions.org

### **Business Transformation by Mr. Ganesh Kalyan, Expert in Business Transformation on 22 September 2020**

The webinar on Business Transformation was about learning why and how Business Transformation takes place in a volatile environment and to create the right atmosphere to allow for positive transformation. It provided participants with the tools and the leadership skills needed to ensure that their organisation continues to thrive even in the face of adversity. The webinar aimed at developing and putting into practice the tools to plan, manage and deliver information. It also allowed learning how to gain support, motivation and input from stakeholders and to understand the challenges of effective organisational transformation.

### **KAIZEN 360 ONLINE CERTIFICATION**

Some 30 officers from the Business Support Services of SME Mauritius participated in the Kaizen 360 Online Certification by the Kaizen Institute. The training sessions took place online from 31 May to 2 July 2021. The modules included Kaizen and Lean Foundation, Total Productive Maintenance, Total Flow Management and Total Quality Management.

The Kaizen 360 Online Certification facilitated by the NPCC exposes participants to the Kaizen operating philosophy and provides them with the basic theory, tools and terminology, enabling them to support their organisation in Kaizen initiatives on a day-to-day basis.

### **TRAINING ON 6S FOR PILS**

An online training on 6S was conducted for 24 staff of PILS, an association that offers support to HIV infected persons in Mauritius. The training was conducted on 24 and 25 March 2021. The 6S method offers organisations a system to establish new protocols that increase workplace productivity and safety. The 6S method promotes and sustains a high level of productivity and safety throughout a workspace. While adhering to the 5S principle of Sort, Set in Order, Shine, Standardise, and Sustain, the 6S method adds the concept of Safety.

### **TRAINING ON QUALITY CIRCLES**

A training on Quality Circles was conducted on 12, 14, 21 and 22 October 2020 for 10 employees of Avipro Ltd. The training enlightened participants about the objectives and importance of quality circles and how they can implement them at their workplace.

### **TRAINING ON DESIGN THINKING**

Some 20 staff at Poivre Corporate Services participated in a training on Design Thinking on 19 and 25 November 2020. The participants learned how to break down problems in any complex system. It also helped them create lasting value for their customers.

### **ONLINE TRAINING**

A series of online training was conducted in July 2020 after the launch of the Enterprise Productivity Solutions (EPS) platform during the previous financial year. The online training aimed at helping local entrepreneurs resolve their problems proactively and implement the right solutions for their enterprises.

#### **The following online training sessions were organised in July:**

- **How do you determine your strategic position?**  
Number of participants: 20
- **Managing your cash flow**  
Number of participants: 25
- **How do you execute your strategy into actions?**  
Number of participants: 25
- **Understanding & defining your customer profile**  
Number of participants: 26
- **Identifying & seizing opportunities for your business**  
Number of participants: 35
- **Identifying wastes from your operation: The 7 wastes**  
Number of participants: 27
- **The 5S way of standardising work processes**  
Number of participants: 32
- **Pull Scheduling to remove overproduction and remove costs**  
Number of participants: 25



EMPOWERMENT



## National Leadership Engine

# EMPOWERMENT

### NATIONAL LEADERSHIP ENGINE 2020

The third edition of the National Leadership Engine (NLE) project kicked off on 11 July 2020 with the training of participants and culminated with the NLE Convention on 23 January 2021. The NLE aims at building leadership capabilities among youth in Mauritius. NLE 2020 was implemented in collaboration with the Ministry of Youth Empowerment, Sports and Recreation.

The training of participants was held during 12 sessions across nine Youth Centres, namely Rivière du Rempart, Triolet, Saint-François Xavier, Barkly, Floréal, Tamarin, Flacq, Souillac, Mahébourg and Ebène (NPCC). Six sessions were dedicated to develop personal competence, social competence, leadership, innovation and creativity, critical thinking and problem solving and project management. The six remaining sessions for working in teams to develop and implement a community project.

Some 40 projects that involved more than 300 youth were implemented in NLE 2020. 42 former team leaders of NLE 2019 participated in NLE 2020 as co-trainers with the objective of assisting the trainers and sharing their experience acquired during the implementation of projects. The projects focused on issues in the participants' respective communities, for which they had to come up with sustainable solutions and through the whole project demonstrate their abilities and leadership skills.

Assessments of the 42 projects were carried out in all Youth Centres on 28 November 2020. The best project from each Youth Centre was assessed on 5 December 2020 by a jury composed of Dr. Kajal Fowdar of the Mauritius Renewable Energy Agency, Mr. R. Ramdoyal of the Ministry of Industrial Development, SMEs and Cooperatives and Mr. Stephen Naiken of the African Leadership University. The three best projects were awarded at the NLE Convention on 23 January 2021 held at the Octave Wiehe Auditorium, Réduit. The Chief Guest at the Convention was the Prime Minister, Hon Pravind Kumar Jugnauth.

#### The three best projects were as follows:

**Winner:** Shellter pou ene meyer lamer (Souillac Youth Centre – The project aims at providing a helping hand to combat the degrading marine ecosystem)

**First Runner Up:** Donn li so coco (Mahébourg Youth Centre – The project is about producing pots based on coconut shells as a substitute for normal plastic pots for plant potting purposes.)

**Second Runner Up:** ZEN Mental Health (Flacq Youth Centre – The project is about advocating about mental health as a vital element of overall health and wellbeing).

The NLE is based on the "Leadership Brand", developed by the NPCC with various stakeholders in 2015. It consists of four differentiators: Together, Innovating, Trusted and Excellence. The project is the first of its kind in Mauritius and strongly involves the present generation of our people to learn and adopt leadership skills, which will in turn have a positive impact on our economy and society as a whole. The overall aim of the project is to influence the youth of today to emerge as self-confident leaders in the Mauritius of the future, thus creating a new breed of leaders at all levels, who can operate seamlessly in the public and private sectors and civil society.

### NATIONAL LEADERSHIP ENGINE 2021

The third edition of the National Leadership Engine (NLE) project started with the online training of participants on Saturday 10 April 2021. More than 700 youth registered for the programme. Owing to restrictions imposed by the national lockdown, the training sessions were held in a hybrid format covering 12 weeks of online and face to face interactions. The NLE training will enable youth to apply basic productivity concepts during the implementation of projects. It will also give them an opportunity to build their personal competence, confidence, and character as a leader.

NLE 2021 was organised in collaboration with the Ministry of Youth Empowerment, Sports and Recreation with the objective of developing a leadership pipeline to achieve higher productivity and a better living for the nation.

Some 100 former participants from different regions became members of the NLE Action Drivers (NLEAD), which is an offshoot of the NLE project. NLEAD aims at giving a wider dimension to projects implemented under the NLE. The first online meeting of the NLEAD was held on 27 March 2021 to elect the executive teams for the different associations.

NLEAD groups have been set up in the following areas: Black River, Flacq, Grand Port, Moka, Pamplemousses, Plaines Wilhems (Lower), Plaines Wilhems (Upper), Port Louis, Rivière du Rempart and Savanne.

The purpose of the NLEAD in each region is to provide a platform for the participants of NLE to continuously demonstrate their leadership capabilities at community level through the implementation of projects and inspiring other youth to become leaders in a spirit to keep the engine moving.



INNOVATION AND  
ENTREPRENEURSHIP

# INNOVATION AND ENTREPRENEURSHIP

## IT SKILLS FOR WOMEN ENTREPRENEUR

Some 35 women entrepreneurs were trained by the NPCC in IT skills in March 2021 with the objective of enabling them to use technology as a tool to enhance their business. The NPCC was approached to provide the training by Non-Governmental Organisation (NGO), We Empower. The project obtained the support of the British High Commission in Mauritius.

The training included basic Word, Excel and PowerPoint for Entrepreneurs, Mobile Literacy, Design and Branding for Business and social media and marketing.

The Greenwich University collaborated in this project in terms of logistics for the training, namely, an IT room, printing of materials, and refreshments for each session.

## INNOVED ONLINE CHALLENGE 2020

The InnovEd Online Challenge was launched during the confinement period in 2020. A total of 30 projects from 25 secondary schools and Mauritius Institute of Training and Development (MITD) centre, was registered in the InnovEd Online Challenge.

Students were grouped in different teams that were part of their schools' Virtual Innovation Clubs. The different teams presented their projects to a panel of assessors on 21, 23 and 24 September 2020.

Selected projects were presented during a CREAThon on 6 and 7 October 2020. The CREAThon had the objective to convert selected prototypes developed in the Virtual Innovation Clubs into products or services with the assistance from experts. Some 20 out of the 30 projects reached the level of the CREAThon. The InnovEd Online Challenge was built on the theory of Multiple Intelligences along with themes targeting the creative industries.

### The themes were:

- Interactive Media
- Cultural Heritage
- Performing Arts
- Visual Arts and Craft
- Design
- Languages and Publishing



The InnovEd Online Challenge project concluded with an Award Ceremony organised in an entirely virtual setting on 27 October 2020.

### The winners in four out of six categories were as follows:

#### Category Interactive Media

Winner: John Kennedy College

Runner up: Sir Leckraz Teelock SSS

#### Category Design

Winner: Eden College Boys

Runner up: College Ideal

#### Category Languages and Publishing

Winner: Piton State College

Runner up: Universal College

#### Category Performing Arts

Winner: Merton College

Runner up: Not awarded

#### Category Cultural Heritage

Winner: Not awarded

Runner up: Not awarded

#### Category Visual Arts and Crafts

Winner: Not awarded

Runner up: Not awarded

During the online award ceremony, Mrs. Dina Omar, Senior Project Manager, IBM Egypt spoke on the theme "Innovation & Entrepreneurship using IBM Digital-Nation Africa Platform" while Mr. Marius Frey, Entrepreneur, Pioneer and Executive Coach based in Switzerland, spoke on the theme "Experience of an Innovator & Entrepreneur".

InnovEd Online Challenge 2020 had a particular focus on the Virtual Innovation Clubs, which the NPCC intends to develop further into a permanent structure. The Clubs will serve as a think-tank on creativity and innovation and at the same time, provide a framework for students to develop their creativity and innovation skills.

# INNOVATION AND ENTREPRENEURSHIP

## SCRAP CHALLENGE

The Scrap Challenge was launched in March 2021 with the objective to reduce, recycle and re-use scrap items found at home into something innovative and creative in the form of art or functional. The Scrap Challenge targeted students in two categories: students of Grades 4 to 8 and students from Grades 9 to 13. Participants made use any broken, inoperative, discarded or old objects available at home for their projects.

**The Scrap Challenge was organised in three sessions in the following timeframe:**

1<sup>st</sup> Challenge: 25 March 2021 - 7 April 2021

2<sup>nd</sup> Challenge: 8 April 2021 - 22 April 2021

3<sup>rd</sup> Challenge: 23 April 2021- 7 May 2021

There was a total of 44 projects submitted in the three rounds (Round 1: 11; Round 2: 19; Round 3: 14). All the projects were assessed by a panel of jurors comprising Dr. Hans Lallah Ramduth, Associate Professor, School of Fine Arts, MGI, Mr. Francois Mark, CEO of AfriEDX Technology and Mr. Steeve Dubois, Freelance Photographer and President of Cercle des Artistes Photographes.

**The winners of the three rounds are as follows:**

**1<sup>st</sup> Round**

**Category Grades 4-8 (9-13 years old)**

Muhammad Fayd Korimbocus (Project: Table Lamp)

**Category Grades 9-13(14-18 years old)**

No Winner

**Jury special mention Award**

Eloise Rae (Project: L'art du recyclage)

**2<sup>nd</sup> Round**

**Category Grades 4-8 (9-13 years old)**

Bhuvi Mohiputloll (Project: Floating table Lamp)

**Category Grades 9-13 (14-18 years old)**

Adiyan Mardamootoo (Project: Petit robot PAZ)

**3<sup>rd</sup> Round**

**Category Grades 4-8 (9-13 years old)**

Toolsy Kamlesh (Project: Rustic table lamp)

**Category Grades 9-13 (14-18 years old)**

Kaushik Abhinn (Project: Intrusion detection alarm system)

**Special Mention Jury Award**

Bhavesh Rao Juggiah (Project: Making a flower box using pallet)

The participants were initiated to the SCAMPER technique to develop their projects. SCAMPER stands for:

- Substitute components and materials
- Combine and mix parts with another
- Adapt parts of another element to objects or alter functions
- Modify components and materials
- Put to another use
- Eliminate or remove elements, simplify, reduce to core functionality
- Rearrange/Reverse - turn inside out or upside down



## MAURITIAN FOOD CHALLENGE

The Mauritius Food Challenge was launched on 15 June 2021 and targeted students in two categories: under 18 years old and above 18 years old. The purpose of this challenge is to make Mauritian food healthy and appealing for students through creativity and innovation.

The entries in the challenge were shared on the innovation platform ([www.npccinnovation.org](http://www.npccinnovation.org)) in the form of short clips and image slideshows.

The registration for students was set for 10 June and the deadline to submit entries was on 21 June 2021. The best project obtained a cash prize of Rs 3,000 and a sponsorship was awarded to the five best projects for a five day's international workshop by Invent Future Global on Food Challenge. A certificate of participation was be given to all participants.

### The winners were as follows:

#### Winner for the Category > 18 years old

Succaram Christnee

Project: Crunchies (Brochette de Taro & Choufleur)

#### Winner for the Category < 18 years old

Arekion Aurelie Chloé Ruth

Project: FoodieBestie

### The 5 Best Projects awarded sponsorship for a five-day International Workshop by Invent Future Global on Food Challenge were:

1. Arekion Aurelie Chloé Ruth  
Project: FoodieBestie
2. Murday Shania  
Project: Pudding de Manioc aux Roselles
3. Goolamgoukhan Hayfa  
Project: Air potato satini with baked fish salad and pickled beetroot
4. Koyratty Taahirah  
Project: Seven Wonders
5. Canoosamy Yamini  
Project: Pain Pizza



# CORPORATE SERVICES AND STAFFING



# CORPORATE SERVICES AND STAFFING

## THE TEAM

The total number of staff at 30th June 2021 was 29. 27 Staff were on establishment including one Head Driver Messenger/Office Attendant, one Driver Messenger/Office Attendant and two General/Handy Workers and one Support staff.

- Mrs Pushpa Puttur, resigned from her post of Information Technology Executive with effect from 14<sup>th</sup> July 2020.
- The employment contract of Mr Ashiv Mungur, Accounts Officer was terminated with effect from 30<sup>th</sup> July 2020.
- Mr Bilal Oozeer, resigned from his post of Productivity Executive at the NPCC with effect from 2<sup>nd</sup> December 2020.
- Mrs Bijayantee Khedan, joined as Accounts Officer on the 1<sup>st</sup> April 2021.

The total personnel strength at the end of the period under review was 29.

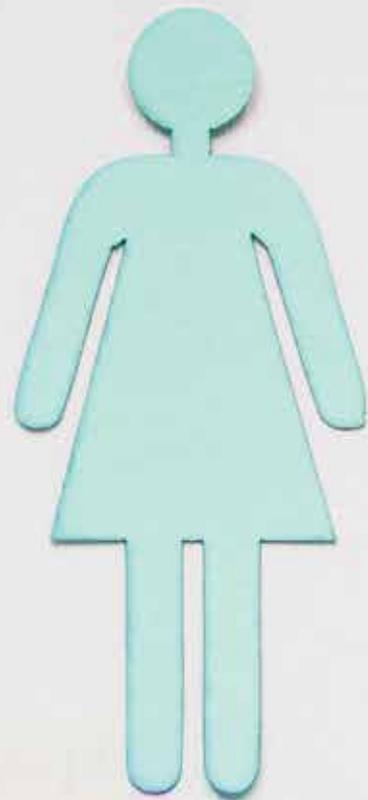
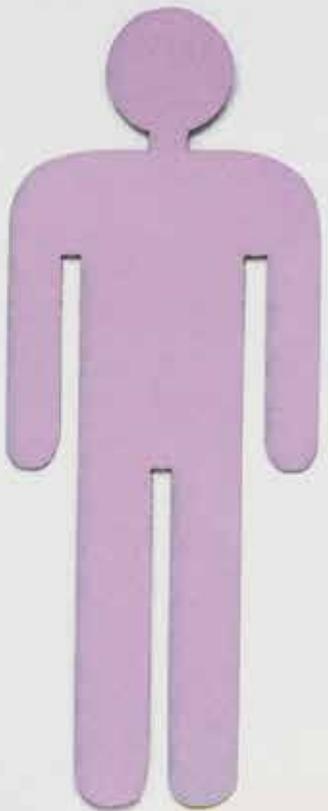
	NUMBER OF OFFICERS ON:			
Financial Year 2020-2021	Pensionable and Permanent Establishment (PPE)	Probation	Contract	Total
	27	1	1	29

## CAPACITY BUILDING

During the period under review, NPCC staff have undergone training as follows:

- Mrs Vijayelaksmee Goorah, Lead, Innovation, Advocacy & Entrepreneurship and Mr. Thierry Marechal, Innovation, Creativity and Design Specialist attended a dissemination event on Driving Innovation through COVID – 19 organised by the Mauritius Research and Innovation Council on 6<sup>th</sup> August 2020.
- Mrs Annabelle Lebrasse, Human Resource and Administration Executive, attended a workshop on the Workers` Rights Act 2019, A review from a Human Resource Management perspective organised by HLB Mauritius Finance / Management and Development on 12<sup>th</sup> August 2020.
- Mr Françoise Marechal Charlotte, Head Business Development and Consultancy, Mrs Hemlata Ramsohok Jomadar, Lead Research, Advisory and Knowledge Management, Mrs Vijayelaksmee Goorah, Lead Innovation, Advocacy and Entrepreneurship and Mrs Shalini Mathaven, Lead Productivity and Competitiveness Learning Centre attended a workshop on 'EQ for Innovative Leadership' Organised by the Institutional Expert Services on Monday 10<sup>th</sup> August 2020
- Mrs Hemlata Ramsohok Jomadar, Lead Research, Advisory and Knowledge Management attended a workshop on Broadening Employment Opportunities in the Post Covid Era, organised jointly by the Ministry of Finance, Economic Planning, and Development and the Economic Development Board on 15<sup>th</sup> September 2020.
- Mrs Vijayelaksmee Goorah, Lead Innovation, Advocacy & Entrepreneurship attended a Workshop on Building Resilience through SMEs and Entrepreneurship organised jointly by the Ministry of Finance, Economic Planning and Development and the Economic Development Board on 29<sup>th</sup> September 2020.
- Mrs Shalini Mathaven, Lead Productivity & Competitiveness Learning Centre, attended a training course on Business Continuity Management, organised by the Civil Service College on 13<sup>th</sup> and 15<sup>th</sup> October 2020.
- Mrs Hemlata Ramsohok Jomadar, Lead Research, Advisory and Knowledge Management, and Mrs Peggy Moonien, Research and Knowledge Management Executive attended a workshop on Sustaining the Innovation Momentum of Mauritius in the Post Covid-19 era, organised by the Mauritius Research and Innovation Council on 5<sup>th</sup> November 2020.

# GENDER STATEMENT



# GENDER STATEMENT

During the financial year 2020/2021, several projects were implemented with the participation of women.

Our projects comprised of online and face to face workshops, courses, consultancy and intervention in companies as well as other initiatives. An increasing participation of women has been noted.

The course on IT skills for women entrepreneur organised in March 2021 was attended by 35 women while the Kaizen 360 online certification programme attended by 30 participants comprising of 19 women and 11 men.

The NPCC has also implemented a series of projects targeted towards children and young adults in an effort to develop a productivity culture among them. The Scrap Challenge which was implemented with a view to trigger creativity and inventiveness among primary and secondary students registered participation by 17 girls and 26 boys.

The Food Challenge that was launched in May 2021 was another successful project that attracted participation from 30 secondary students and adults, consisting of 20 girls and 10 boys.

It is worth noting that the National Leadership Engine (NLE) project has seen the participation of more than 1500 youth across the island through three editions. The second edition culminated in January 2021 with the participation of 133 boys and 155 girls.

The 2021 edition of InnovEd concluded with 30 projects that were developed by a total of 66 male and 45 female students grouped in 30 teams from 25 secondary schools.

During the pandemic, the NPCC implemented the SCORE Covid-19 Occupational Safety and Health (OSH) programme that reached a total of 62 participants comprising 21 women and 41 men.

It is worth highlighting that the Mauritius Productivity Survey conducted by the NPCC with the technical collaboration of the World Bank during the financial year concluded that women are active in both business ownership and the labor force in Mauritius. The report also highlights that women account for 13 percent of top managers in Mauritius and while 9 percent of businesses are majority female owned.

It further stresses that unlocking women’s potential in the Mauritian private sector is key to promoting more dynamism in the economy with potential gains not only for women but for the whole of Mauritian society.

According to the report, having female management is associated with both fewer skill shortages and with increased support mechanisms for female employees suggesting that encouragement and support of female entrepreneurs may lead to increased female labor market participation rates as well.

The NPCC, on its part, is supported by a staff largely consisting of female employees. During the financial period, the Council counted 20 female and 9 male staff.





# INTERNATIONAL NETWORKING

# INTERNATIONAL NETWORKING

During the financial year, the NPCC has been a member of the following boards/committees/organisations: -

- The NPCC is a member of the Pan African Productivity Association (PAPA).
- The NPCC is the 14<sup>th</sup> Member of the International Convention on Quality Control Circle.

## PARTICIPATION AT REGIONAL AND INTERNATIONAL EVENTS

### Participation at 45<sup>th</sup> ICQCC

The NPCC, through the Executive Director, Mr. Ashit Gungah, participated virtually in the 45<sup>th</sup> International Convention on Quality Control Circles (ICQCC) hosted by the Bangladesh Society for Total Quality Management (BSTQM) from 1 to 3 December 2020. The theme of the ICQCC last year was "Unlocking Imagination Through Quality Control Circles".

Mr. Gungah gave an overview of the different projects implemented by the NPCC during the lockdown period to respond to the challenges brought in by the Covid-19. The Core Country Meeting that was held on the sideline of the Convention, discussed about reviewing the hosting of the ICQCC by member countries in the future. It was proposed to maintain the current annual calendar for ICQCC events up to 2027. After this period, the organisation of the annual convention will rotate in a North-South pattern and in an alphabetical order.

### Participation at the Productivity Forum by Jamaica Productivity Centre

The NPCC participated virtually in the Productivity Forum organised by the Jamaica Productivity Centre (JPC) on 9 December 2021. The Council was represented by Mrs. Fatwma Abdool Raman-Ahmed and Dr. Bhesraj Rishi Domun, respectively Permanent Secretary and Principal Analyst (Industry) at the Ministry of Industrial Development, SMEs and Cooperatives and Council Member as well as Mr. Dev Appalswamy, Director Capacity Development, Corporate Services and Operations at the NPCC.



Mrs. Abdool Raman-Ahmed gave an overview of the Mauritian productivity movement through her presentation entitled 'Sharing the Mauritian Experience in Industrial Policy, Productivity and Competitiveness'.

The forum was moderated by Ms. Tamar Nelson, Chief Technical Director of the JPC. Wendel Ivey, Senior Research Analyst at the JPC gave an insight of the recent trends in productivity and proposed a host of solutions in his presentation to counter the effects of the pandemic.

### Natec Medical and SSS Furniture participated in African Kaizen Annual Conference (AKAC)



Natec Medical Ltd and SSS Furniture, two Mauritian companies, were nominated by the NPCC to participate in the African Kaizen Awards ceremony, which was held in the margins of the AKAC from 1 to 3 September. The conference took place virtually through online networking and sharing platforms.

Natec Medical Ltd won the Excellent Performer Award in the large companies category and bagged a 20-hour remote free consultancy on Kaizen by the expert members of the Examination Committee. SSS Furniture reached the finalist's level among 22 projects in the SMEs category. It was the first participation of Mauritian companies in the AKAC. The results were announced on Tuesday 1 September 2020 at the opening of the African Kaizen Conference that was attended by 500 participants from African countries.

# REPORT OF THE DIRECTOR OF AUDIT



# REPORT OF THE DIRECTOR OF AUDIT

## REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

### Opinion

I have audited the financial statements of the National Productivity and Competitiveness Council, which comprise the statement of financial position as at 30 June 2021, and the statement of financial performance, statement of changes in net assets/equity, cash flow statement and statement of comparison of budget and actual amounts for the year then ended, and notes to the financial statements, including a summary of significant accounting policies. In my opinion, the accompanying financial statements give a true and fair view of the financial position of the National Productivity and Competitiveness Council as at 30 June 2021, and of its financial performance and cash flows for the year then ended in accordance with International Public Sector Accounting Standards (IPSASs).

### Basis for Opinion

I conducted my audit in accordance with International Standards of Supreme Audit Institutions (ISSAIs). My responsibilities under those standards are further described in the 'Auditor's Responsibilities for the Audit of the financial Statements' section of my report. I am independent of the National Productivity and Competitiveness Council in accordance with the INTOSAI Code of Ethics together with the ethical requirements that are relevant to my audit of the financial statements in Mauritius, and I have fulfilled my other ethical responsibilities in accordance with these requirements. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

### Key Audit Matters

Key Audit Matters are those matters that, in my professional judgment, were of the most significance in my audit of the financial statements of the current period. These matters were addressed in the context of my audit of the financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

I have determined that there are no key audit matters to communicate in my report.

### Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report of the National Productivity and Competitiveness Council, but does not include the financial statements and my auditor's report thereon.

My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

### Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with International Public Sector Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the National Productivity and Competitiveness Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management intends to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible of overseeing the National Productivity and Competitiveness Council's financial reporting process.

# REPORT OF THE DIRECTOR OF AUDIT

## Auditor's Responsibilities for the Audit of the financial statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISSAIs, will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with ISSAIs, I exercise professional judgement and maintain professional scepticism throughout the audit.

I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the National Productivity and Competitiveness Council's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the National Productivity and Competitiveness Council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the National Productivity and Competitiveness Council to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with the governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

From the matters communicated with those charged with the governance, I determine those matters that were of most significance in the audit of the financial statements of the current period and therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or, when in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

## Report on Other Legal and Regulatory Requirements

### Management's Responsibilities for Compliance

In addition to the responsibility for the preparation and presentation of the financial statements described above, management is also responsible to ensure that the National Productivity and Competitiveness Council's operations are conducted in accordance with the provisions of laws and regulations, including compliance with the provisions of laws and regulations that determine the reported amounts and disclosures in an entity's financial statements.

### Auditor's Responsibility

In addition to the responsibility to express an opinion of the financial statements described above, I am also responsible to report to the Council whether:

- a). I have obtained all the information and explanations which to the best of my knowledge and belief were necessary for the purpose of the audit:
- b). The Statutory Bodies (Accounts and Audit) Act and any directions of the Minister, in so far as they relate to the accounts, have been complied with:
- c). In my opinion, and, as far as could be ascertained from my examination of the financial statements submitted to me, any expenditure incurred is of an extravagant or wasteful nature, judged by normal commercial practice and prudence:
- d). In my opinion, the National Productivity and Competitiveness Council has been applying its resources and carrying out its operations fairly and economically: and
- e). The provisions of Part V of the Public Procurement Act regarding the bidding process have been complied with.

I performed procedures, including the assessment of the risks of material non-compliance, to obtain audit evidence to discharge the above responsibilities.

I believe that, the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

### Statutory Bodies (Accounts and Audit) Act

I have obtained all information and explanations which to the best of my knowledge and belief were necessary for the purpose of my audit.

As far as it could be ascertained from my examination of the relevant records:

- a). The National Productivity and Competitiveness Council has complied with the Statutory Bodies (Accounts and Audit) Act; and
- b). No direction relating to the accounts has been issued by the responsible Minister to the National Productivity and Competitiveness Council.

Based on my examination of the records of the National Productivity and Competitiveness Council, nothing has come to my attention that causes me to believe that:

- a). expenditure incurred was of an extravagant or wasteful nature, judged by normal commercial practice and prudence: and
- b). the Council has not applied its resources and carried out its operations fairly and economically.

### Public Procurement Act

In my opinion, the provisions of Part V of the Act have been compiled with as far as it appears from my examination of the relevant records.



**C. ROMOOAH**  
Director of Audit

National Audit Office  
Level 14,  
Air Mauritius Centre  
Port-Louis

28 April 2022

# FINAL ACCOUNTS



# Statement of Financial Position as at 30 June 2021

	NOTES	30 June 2021	30 June 2020
<b>ASSETS</b>			
<b>Current assets</b>			
		Rs	Rs
Cash and cash equivalents	5	13,837,030	9,621,115
Receivables from exchange transactions	6	680,504	516,803
Car loans advance to staff	7	1,244,105	1,211,607
Held-to-Maturity Investments	18	9,000,000	9,000,000
		<u>24,761,639</u>	<u>20,349,525</u>
<b>Non-current assets</b>			
Property, Plant and Equipment	8	2,113,983	3,321,873
Intangible assets	9	607,594	810,125
Car loans advance to staff	7	3,482,603	3,550,414
Receivables from exchange transactions	6	1,063,324	1,063,324
		<u>7,267,504</u>	<u>8,745,736</u>
<b>Total assets</b>		<u>32,029,143</u>	<u>29,095,261</u>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Payables from exchange transactions	10	9,125,954	944,595
Car loans advance repayable	7	1,244,105	1,211,607
Employee benefit Obligations	11a	134,441	249,627
		<u>10,504,500</u>	<u>2,405,829</u>
<b>Non Current liabilities</b>			
Car loans advance repayable	7	3,482,603	3,550,414
Employee benefit obligations	11	15,669,182	12,850,833
Retirement benefit obligations	19	14,075,528	10,108,624
		<u>33,227,313</u>	<u>26,509,871</u>
<b>Total liabilities</b>		<u>43,731,813</u>	<u>28,915,700</u>
<b>Net Assets</b>		<u>(11,702,670)</u>	<u>179,561</u>
<b>NET ASSETS/EQUITY</b>			
General Fund	12	<u>(11,702,670)</u>	<u>179,561</u>

The financial statements were approved by the Council at its 106<sup>th</sup> meeting held on 26 April 2022.

The Notes from pages 54 to 67 form part of the Financial Statements.



**Mr S. Busgeeth**  
Chairman



**Mr S. Chitbahal**  
Vice Chairman

# Statement of Financial Performance for the Year Ended 30 June 2021

	NOTES	30 June 2021	30 June 2020
		Rs	Rs
<b>Revenue</b>			
Non -Exchange Transactions	13	47,369,921	49,241,254
Exchange Transactions	14	1,892,627	2,452,394
<b>Total Revenue</b>		<b>49,262,548</b>	<b>51,693,648</b>
<b>EXPENSES</b>			
Staff costs	15	37,953,189	32,389,688
Administrative costs	16	10,579,100	9,828,830
Other expenses	17	7,811,736	9,609,131
Depreciation	8&9	1,242,914	1,541,852
<b>Total Expenses</b>		<b>57,586,939</b>	<b>53,369,501</b>
<b>Deficit for the year</b>		<b>(8,324,391)</b>	<b>(1,675,853)</b>

The Notes from pages 54 to 67 form part of the Financial Statements.

# Statement of Changes in Net Assets/ Equity for the Year Ended 30 June 2021

	<b>GENERAL FUND</b> Rs
<b>As at 1 July 2019</b>	8,167,627
Deficit for the year	(1,675,853)
Remeasurement loss ( Pension - Defined Benefit Obligation )	(6,312,213)
<b>As at 30 June 2020</b>	<u>179,561</u>
Deficit for the year	(8,324,391)
Remeasurement Loss ( Pension - Defined Benefit Obligation )	(3,557,840)
<b>As at 30 June 2021</b>	<u><u>(11,702,670)</u></u>

The Notes from pages 54 to 67 form part of the Financial Statements.

# Cash Flows Statement for the Year Ended 30 June 2021

	30 June 2021	30 June 2020
	Rs	Rs
<b>A. Cash flows from operating activities</b>		
<b>Receipts</b>		
Government Grant	48,084,736	46,900,000
Fees from training and consultancy	1,125,950	2,846,500
Grant from other organisations	450,000	35,263
Interest received	337,558	346,750
Consultancy fees received in advance	2,000,000	-
Other receipts	17,751	30,022
<b>Payments</b>		
Compensation of employees	(31,260,012)	(25,148,918)
Social benefits	(3,478,611)	(2,776,250)
Council fees	(2,236,000)	(1,963,600)
Suppliers	(10,768,004)	(20,674,267)
<b>Net cash flow from operating activities</b>	<b>4,273,368</b>	<b>(404,500)</b>
<b>B. Cash flows from investing activities</b>		
Purchase of Property, plant and equipment	(102,921)	(1,810,088)
Proceeds from sale of Property, plant and equipment	45,468	2,000
Investment in Fixed Deposit	(9,000,000)	(9,000,000)
Maturity of Fixed Deposit	9,000,000	9,000,000
<b>Net cash flow from investing activities</b>	<b>(57,453)</b>	<b>(1,808,088)</b>
<b>C. Cash flows from financing activities</b>		
Car loan received from Ministry	1,830,250	2,000,000
Car loan paid to Staff	(1,830,250)	(2,000,000)
Car loan reimbursed by Staff	1,865,564	1,145,154
Car loan refunded to Ministry	(1,865,564)	(1,145,154)
<b>Net cash flow from financing activities</b>	<b>-</b>	<b>-</b>
<b>Increase/ (Decrease) in cash and cash equivalents</b>	<b>4,215,915</b>	<b>(2,212,588)</b>
Cash and cash equivalents at the beginning of the year	9,621,115	11,833,703
Cash and cash equivalents at the end of the year	<b>13,837,030</b>	<b>9,621,115</b>

## Notes to Cash Flow Statement:

### a. Components of Cash and Cash Equivalents

	Rs	Rs
Cash balances with bank	13,832,030	9,616,115
Cash in hand	5,000	5,000
	<b>13,837,030</b>	<b>9,621,115</b>

### b. Property, Plant and Equipment

During the year the Council acquired Property, Plant and Equipment for an aggregate cost of Rs 102,921 through capital grant.

The Notes from pages 54 to 67 form part of the Financial Statements.

# Cash Flows Statement for the Year Ended 30 June 2021 (continued)

	30 June 2021	30 June 2020
	Rs	Rs
<b>Reconciliation of net cash flows from operating activities to deficit</b>		
Deficit for the year	(8,324,391)	(1,675,853)
<b>Non cash movements</b>		
Depreciation	1,242,914	1,541,852
Retirement Benefits Obligation	409,065	116,055
Loss on disposal of Property, plant and equipment	224,960	33,625
Operating (Deficit) / Surplus before working capital changes	<b>(6,447,452)</b>	<b>15,679</b>
(Increase) / Decrease in Receivables	(163,701)	1,065,726
Increase / (Decrease) in Payables	10,884,521	(1,485,905)
<b>Net cash flow from operating activities</b>	<b>4,273,368</b>	<b>(404,500)</b>

The Notes from pages 54 to 67 form part of the Financial Statements.

# Statement of Comparison of Budget and Actual amounts for the Year Ended 30 June 2021

Details	Budgeted Amount		Actual	Difference between Revised Budget and Actual	Notes
	Original	Revised			
	Rs	Rs			
Salaries and Allowances	28,042,000	27,186,288	27,227,903	(41,615)	
Travelling & Transport	2,668,000	2,639,590	2,660,880	(21,290)	
Overtime	70,000	46,485	40,898	5,587	
Staff Welfare	150,000	107,289	83,785	23,504	
Contribution to N.S.F.	130,000	161,463	161,351	112	
Contribution to C.S.G	1,300,000	1,247,526	1,239,517	8,009	
Cost of Utilities	740,000	721,290	640,375	80,915	
Fuel & Oil - Vehicles	110,000	50,175	37,364	12,811	
Rental of Building	4,408,000	4,407,804	4,407,804	-	
Office Expenses	390,000	331,404	346,398	(14,993)	
Maintenance	290,000	235,510	200,947	34,564	
Publications and Stationery	465,000	285,634	251,587	34,047	
Overseas Travel	200,000	100,000	-	100,000	20.1
Fees	3,575,000	3,729,543	3,094,305	635,238	20.2
Pensions	2,502,000	2,875,000	2,878,611	(3,611)	
Gratuity	600,000	600,000	600,000	-	
Insurance - Vehicles	40,000	15,000	36,013	(21,013)	
Insurance - Equipment & Staff	650,000	647,000	607,219	39,781	
Acquisition of Non-Financial Assets	1,000,000	1,000,000	102,921	897,079	20.3
National Leadership Engine	900,000	1,151,086	865,635	285,451	20.4
Innovation ( InnovEd , SME Innovation, ICT for Innovation )	600,000	360,594	350,335	10,259	
Research	4,771,000	4,728,188	906,000	3,822,188	20.4
Knowledge Centre	190,000	189,136	183,756	5,380	
National Productivity and Quality Convention	650,000	650,000	84,712	565,287	20.4
Productivity and Quality Improvement Programmes- PQIP	20,000	-	-	-	
Productivity and Competitiveness Learning Centre	1,647,000	649,823	516,058	133,764	20.4
Productivity Programme in Rodrigues	200,000	127,800	21,600	106,200	20.4
Promotion, Communication & Sensitisation	500,000	384,974	198,597	186,377	20.4
Networking	130,000	147,000	-	147,000	20.5
Strategic and institutional review of the NPCC	250,000	179,400	179,400	-	
Productivity starts at home	500,000	500,000	-	500,000	20.4
	<u>57,688,000</u>	<u>55,455,000</u>	<u>47,923,970</u>		
Increase in Provision of leaves			2,229,339		
Adjustment of Pension - Defined Benefit			409,065		
Loss on disposal of assets			224,960		
<b>Total</b>	<u><b>57,688,000</b></u>	<u><b>55,455,000</b></u>	<u><b>50,787,334</b></u>		

The Notes from pages 54 to 67 form part of the Financial Statements.

# Statement of Comparison of Original and Revised Budget for the Year Ended 30 June 2021

Details	Budgeted Amount		Difference between Original and Revised Budget	Notes
	Original	Revised		
	Rs	Rs		
Salaries and Allowances	28,042,000	27,186,288	855,713	20.6
Travelling & Transport	2,668,000	2,639,590	28,410	
Overtime	70,000	46,485	23,515	
Staff Welfare	150,000	107,289	42,711	
Contribution to N.S.F.	130,000	161,463	(31,463)	
Contribution to C.S.G	1,300,000	1,247,526	52,474	
Cost of Utilities	740,000	721,290	18,710	
Fuel & Oil - Vehicles	110,000	50,175	59,825	
Rental of Building	4,408,000	4,407,804	196	
Office Expenses	390,000	331,404	58,596	
Maintenance	290,000	235,510	54,490	
Publications and Stationery	465,000	285,634	179,366	20.7
Overseas Travel	200,000	100,000	100,000	20.1
Fees	3,575,000	3,729,543	(154,543)	20.8
Pensions	2,502,000	2,875,000	(373,000)	20.9
Gratuity	600,000	600,000	-	
Insurance - Vehicles	40,000	15,000	25,000	
Insurance - Equipment & Staff	650,000	647,000	3,000	
Acquisition of Non-Financial Assets	1,000,000	1,000,000	-	
National Leadership Engine	900,000	1,151,086	(251,086)	20.10
Innovation ( InnovEd , SME Innovation, ICT for Innovation )	600,000	360,594	239,406	20.11
Research	4,771,000	4,728,188	42,812	
Knowledge Centre	190,000	189,136	864	
National Productivity and Quality Convention	650,000	650,000	-	
Productivity and Quality Improvement Programmes- PQIP	20,000	-	20,000	
Productivity and Competitiveness Learning Centre	1,647,000	649,823	997,177	20.4
Productivity Programme in Rodrigues	200,000	127,800	72,200	20.4
Promotion, Communication & Sensitisation	500,000	384,974	115,026	20.4
Networking	130,000	147,000	(17,000)	
Strategic and institutional review of the NPCC	250,000	179,400	70,600	
Productivity starts at home	500,000	500,000	-	
<b>Total</b>	<b>57,688,000</b>	<b>55,455,000</b>		

The Notes from pages 54 to 67 form part of the Financial Statements.

# Notes to the Financial Statements for the Year Ended 30 June 2021

## 1. GENERAL INFORMATION

The National Productivity and Competitiveness Council (NPCC) was established as a corporate body under the National Productivity and Competitiveness Council Act Number 9 of 1999 and came into operation in May 2000. The office of the NPCC is presently located at 3<sup>rd</sup> floor, Catalyst Building, Ebene, Cybercity.

The object of the Council is 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 Council therefore designed the implementation of actions based on four main strategic thrust as follows:

- Promotion of Productivity and Competitiveness Issues of National Interest
- Promotion of Innovation
- Improvement of Business Environment and Corporate Productivity
- Empowering people

## 2. SIGNIFICANT ACCOUNTING POLICIES

### 2.1 Basis of preparation

The financial statements have been prepared in accordance with the International Public Sector Accounting Standards (IPSASs) issued by the International Public Sector Accounting Standard Board (IPSASB) which is a Board of the International Federation of Accountants Committee (IFAC).

Where an IPSAS does not address a particular issue, the appropriate International Financial Reporting Standards (IFRSs) and International Accounting Standards (IASs) of the International Accounting Standards Board (IASB) are applied.

The financial statements are prepared on an accrual basis under the historical cost convention. The preparation of financial statements in conformity with IPSAS requires the use of estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period.

The financial statements have been prepared on a going concern basis and the accounting policies have been applied consistently throughout the period.

### 2.2 Reporting period

The financial statements have been prepared for the year 01 July 2020 to 30 June 2021. Comparative figures relate to the year 01 July 2019 to 30 June 2020.

### 2.3 Foreign Currencies

#### (i) Functional and Presentation Currency

The financial statements are presented in Mauritian Rupees ("Rs") which is the functional and presentation currency of the Council that is the currency of the primary economic environment in which NPCC operates. All amounts have been rounded to the nearest rupees.

#### (ii) Transactions and balances

Transactions in foreign currencies are recorded in Mauritian rupees at the rate of exchange ruling at the date of the transactions.

### 2.4 Revenue Recognition

#### (i) Revenue from Exchange Transactions

Revenue is recognised to the extent that it is probable that, economic benefits will flow to the organization and the revenue can be reliably measured. Revenue is mainly derived from training and consultancy services.

#### (ii) Revenue from Non-Exchange Transactions

Revenue from Non-Exchange Transactions comprises of Government grant and other grant. It is recognised to the extent that it is probable that economic benefits will flow to the organisation and the revenue can be reliably measured.

# Notes to the Financial Statements for the Year Ended 30 June 2021 (continued)

## 2.5 Trade and Other Receivables

Trade receivables do not carry any interest and are stated at their nominal value. The carrying amount of trade receivables is reduced when a trade receivable is uncollectible.

## 2.6 Leased assets

NPCC does not have any finance leases.

## 2.7 Expenses

Expenses are recognized in the period to which they relate and when services are rendered.

## 2.8 Property Plant & Equipment

Property, Plant & Equipment are stated at historical cost less accumulated depreciation on cost. Cost includes all costs directly attributable to bringing the asset to working condition for its intended use.

Depreciation is calculated on a straight-line method to write off the cost of each asset to its residual value over its estimated useful life.

Assets	Years
Furniture Fixtures & Fittings	10 years
Office Equipment	6.67 years
IT Equipment	4 years
Motor Vehicles	5 years

A full year depreciation is charged in the year of acquisition and no depreciation is charged in the year of disposal.

### a) Capitalisation Policy

Expenditure on Property, Plant and Equipment of over Rs 7,000 is treated as asset, otherwise it is expensed in the Statement of Financial Performance in the year incurred.

## 2.9 Intangible Assets

IT Software cost are recognised as intangible asset and amortised in the statement of financial performance using straight line method over 4 years.

IT Software amounting to Rs 1,034,483, previously classified as IT Equipment, has been reclassified as intangible asset in this financial year.

## 2.10 Impairment of non-financial assets

The Council assesses at each reporting date whether there is an indication that an asset may be impaired. If any such indication exists, or when annual impairment testing for an asset is required, the Council make an estimate of the asset's recoverable amount. An asset's recoverable amount is the higher of an asset's or cash generating unit's fair value less costs to sell and its value in use and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets.

An impairment loss is recognised for any excess of the asset's carrying amount over its recoverable amount and is recognised immediately in the Statement of Financial Performance.

When the market value of Property, Plant & Equipment approximates its Net Book Value, management is of the opinion that there is no impairment.

## 2.11 Provisions

Provisions are recognized when the Council has a present obligation as a result of a past event and it is probable that the Council will be required to settle that obligation. Provisions are measured at the best estimate of the expenditure required to settle the present obligation at the reporting date.

The expense relating to any provision is presented in the statement of financial performance net of any reimbursement.

Provisions are reviewed at the end of each reporting period and adjusted to reflect the current best estimate.

## 2.12 Cash and cash equivalents

Cash and cash equivalents comprise of cash in hand and cash balances with bank. Cash equivalents are short term, highly liquid investments that are readily convertible to known amounts of cash which are subject to insignificant risk of changes in value.

# Notes to the Financial Statements for the Year Ended 30 June 2021 (continued)

## 2.13 Leases

Leases where substantially all the risks and rewards of ownership remain with the lessor are classified as operating leases. Payments of rent made under operating leases are charged in the Statement of Financial Performance on a straight-line basis over the term of the lease.

NPCC renewed the operating lease with Laser Informatics Ltd, for office space at Catalyst Building, Ebene in July 2020 for a further period of three years. Operating lease payments for the year ended 30th June 2021 and 30 June 2020 were Rs 4,407,804 and Rs 4,081,296 respectively. The monthly rental is presently Rs 367,317.

## 2.14 Employee Entitlements

Employee entitlements to salaries, pension costs, and other benefits are recognized when they are earned. Employees are allowed to bank sick leaves not taken at the end of each calendar year up to a maximum of 110 days. The balance of bank sick leave is valued at the end of the financial year and is recognised as long term payables. Beyond this ceiling of 110 days, officers are refunded part of the annual entitlement of sick leaves not taken at the end of every calendar year and is expensed to the Statement of Financial Performance. For the year 2020/2021, sick leaves have not been refunded. Unutilised sick leaves have been accumulated in the sick leave bank pending decision for payment. Furthermore, employees on a permanent and pensionable establishment are entitled to 11 casual leaves per annum. Unutilised leaves, up to a maximum of 3, is refunded.

### Pension Plan

The Council makes provision for retirement benefits in respect of all employees who are on establishment under the Statutory Bodies Pension Act. Following amendments in same in December 2012, the NPCC operates two pension schemes, namely the Defined Benefits Scheme and the Defined Contribution Scheme. Both pension schemes are held and administered by the SICOM Ltd.

### Defined Benefits Scheme

Under the Defined Benefits Scheme, the cost of providing the benefit is determined in accordance with an actuarial review. As at 30 June 2021, the number of employees under this scheme was 12. It is to be noted that only staff who joined before January 2013 are under this scheme.

The defined benefit pension plan for the Council is based on the report submitted by SICOM Ltd, as at 30 June 2021 "see note 19", in line with IPSAS 39, which is effective as from 1st January 2018.

As per the Statutory Bodies Pension Fund Act, SICOM shall, at intervals of not more than 5 years, cause an actuarial investigation into the Fund and, in the light of the actuarial report, shall determine what readjustments or modifications, if any, in the working of the Fund are necessary in the interest of beneficiaries and the statutory body shall comply with the recommendations made by the actuary with effect from the date on which the recommendations are notified to the SICOM.

The last evaluation of the pension fund was carried out as at 30 June 2020. Based on this report and as recommended by SICOM Ltd, the contribution payable by NPCC has increased from 11.9% to 19% with effect from 1st January 2021. Employee contribution to the fund is 6%.

### Defined Contribution Scheme

Employees who joined NPCC as from 1st January 2013 are under the Defined Contribution Scheme. As at 30 June 2021, the number of employees under this scheme was 14. NPCC contribution to this scheme amounts to 12%, while employee contribution is 6%.

## 2.15 Related Parties

For the purposes of these financial statements, parties which are considered to be related to the NPCC are other government ministries/ departments and parastatal bodies if they have the ability, directly or indirectly, to control the NPCC or exercise significant influence over the financial and operating decision making, or vice versa. Related parties may be individuals or other entities. There were no transactions conducted with related parties other than at arm's length.

# Notes to the Financial Statements for the Year Ended 30 June 2021 (continued)

## 2.16 Risk Management Policies

### Financial risks

The NPCC, as a public sector entity, is not much exposed to financial risks.

### Credit risk

In the normal course of business, NPCC incurs credit risk from trade accounts receivable. NPCC manages its exposure to credit risk by an effective debtor reporting system.

### Interest rate risk

NPCC is not exposed to any interest rate risk on car loans to staff as it is government secured. The interest rate risk associated with car loans to staff is considered minimal.

### Liquidity risk

This refers to the possibility of default by the Council to meet its obligations because of unavailability of funds to meet both operational and capital requirements. In order to ensure adequacy of its funding, cash flow is managed regularly and actions taken accordingly.

## 2.17 Employee Disclosure

As at 30 June 2021, NPCC had 29 full-time employees.

## 2.18 Key Management Personnel

NPCC is governed by a management with key personnel that, at 30 June 2021, included the Executive Director, the Director Capacity Development, Corporate Services and Operations and the Head Business Development and Consultancy who are responsible for operating the various activities of the organisation.

## 2.19 Trade Payables

Trade payables are not interest bearing and are stated at their nominal value.

## 2.20 Held-to-Maturity Investments

Investments with fixed payments at maturity dates, that the Council has the positive intent and ability to hold to maturity are classified as held-to-maturity investments.

## 3. NEW AND REVISED STANDARDS THAT ARE EFFECTIVE FOR THE PERIOD BEGINNING ON 01 JULY 2020

At the date of authorization of these financial statements, several new, but not yet effective, Standards, amendments to existing Standards, and Interpretations have been published by the IPSASB.

The Council has adopted relevant new and revised IPSAS that are relevant to its operations for the year ended 30 June 2021.

Standards and amendments to existing standards that are not yet effective and have not been adopted early by the Council.

The following Standards, amendments or Interpretations have not been early adopted by the Council:

- IPSAS 40- Public Sector Combinations (Effective 1 January 2019)
  - IPSAS 40 is not relevant to the NPCC.
  - IPSAS 41 Financial Instruments (Effective 1 January 2022)
- IPSAS 41 introduces a new classification and measurement regime for financial instruments and will need to be carefully considered by each entity.
- IPSAS 42 – Social Benefits (Effective 1 January 2022)

The above standards will not have a material impact on the financial statement of NPCC.

## 4. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

The preparation of financial statements in accordance with IPSAS requires the NPCC's management to exercise judgement in the process of applying the accounting policies. It also requires the use of accounting estimates and assumptions that may affect the reported amounts and disclosures in the financial statements. Judgement and estimates are continuously evaluated and are based on historical experience and other factors, including expectations and assumptions concerning future events that are believed to be reasonable under the circumstances. The actual results could, by definition therefore, often differ from the related accounting estimates.

# Notes to the Financial Statements for the Year Ended 30 June 2021 (continued)

## 5. CASH AND CASH EQUIVALENTS

	30 June 2021	30 June 2020
	Rs	Rs
Cash balances with bank	13,832,030	9,616,115
Cash in hand	5,000	5,000
	<u>13,837,030</u>	<u>9,621,115</u>

## 6. RECEIVABLES

	30 June 2021	30 June 2020
	Rs	Rs
<i>Receivables from exchange transactions (non-current)</i>		
Deposits in respect of rent	1,063,324	1,063,324
	<u>1,063,324</u>	<u>1,063,324</u>
<i>Receivables from exchange transactions (current):</i>		
Fees from training and consultancy	319,834	49,242
Prepayment	345,174	302,537
Other receivable	15,496	165,024
	<u>680,504</u>	<u>516,803</u>
	<u>1,743,828</u>	<u>1,580,127</u>

## 7. CAR LOANS ADVANCE TO STAFF

Car loans are granted to employees of the NPCC and are repayable within five and seven years.

	30 June 2021	30 June 2020
	Rs	Rs
Amount repayable within one year	1,244,105	1,211,607
Amount repayable within remaining year	3,482,603	3,550,414
Total as at year end	<u>4,726,708</u>	<u>4,762,021</u>

# Notes to the Financial Statements for the Year Ended 30 June 2021 (continued)

## 8. PROPERTY, PLANT AND EQUIPMENT

	Furniture Fixtures & Fittings Rs	Office Equipment Rs	IT Equipment Rs	Motor Vehicles Rs	Total Rs
<b>COST</b>					
At 1 July 2020	4,910,856	1,553,407	3,798,835	1,400,000	11,663,098
Reclassify to intangible asset	-	-	(1,034,483)	-	(1,034,483)
Additions	-	14,605	88,316	-	102,921
Disposal / Write off	(720,920)	(25,300)	(71,875)	-	(818,095)
<b>At 30 June 2021</b>	<b>4,189,936</b>	<b>1,542,712</b>	<b>2,780,793</b>	<b>1,400,000</b>	<b>9,913,441</b>
<b>Depreciation</b>					
At 1 July 2020	2,932,114	763,834	2,575,152	1,260,000	7,531,100
Reclassify to intangible asset	-	-	(224,358)	-	(224,358)
Charge for the year	418,994	186,123	295,266	140,000	1,040,383
Disposal / Write off	(468,598)	(25,163)	(53,906)	-	(547,667)
<b>At 30 June 2021</b>	<b>2,882,510</b>	<b>924,794</b>	<b>2,592,154</b>	<b>1,400,000</b>	<b>7,799,458</b>
<b>Carrying amount</b>					
<b>At 30 June 2021</b>	<b>1,307,426</b>	<b>617,918</b>	<b>188,639</b>	<b>-</b>	<b>2,113,983</b>
At 30 June 2020	1,978,742	789,573	413,558	140,000	3,321,873

## 9. INTANGIBLE ASSETS

	Rs
<b>Cost</b>	
At 01 July 2020	1,034,483
Additions	-
<b>At 30 June 2021</b>	<b>1,034,483</b>
<b>Depreciation</b>	
At 01 July 2020	224,358
Charge for the period	202,531
<b>At 30 June 2021</b>	<b>426,889</b>
<b>Carrying amount</b>	
<b>30 June 2021</b>	<b>607,594</b>
30 June 2020	810,125

# Notes to the Financial Statements for the Year Ended 30 June 2021 (continued)

## 10. PAYABLES

	30 June 2021	30 June 2020
	Rs	Rs
<b>Payables from exchange transactions (Current)</b>		
Trade payables	6,047,149	944,595
Training and Consultancy fees received in advance	2,193,990	-
Other payables	170,000	-
	<u>8,411,139</u>	<u>944,595</u>
<b>Payables from non exchange transactions</b>		
Capital grant received in advance	714,815	-
	<u>714,815</u>	<u>-</u>
	<u>9,125,954</u>	<u>944,595</u>

## 11. EMPLOYEE BENEFIT OBLIGATIONS

	30 June 2021	30 June 2020
	Rs	Rs
<b>Provision for passage benefit (note 11a)</b>		
Provision for sick leave (note 11b)	2,100,000	1,400,000
Provision for vacation leave (note 11c)	7,269,639	6,081,266
	<u>6,299,543</u>	<u>5,369,567</u>
	<u>15,669,182</u>	<u>12,850,833</u>
<b>11(a) Provision for passage benefit</b>		
Balance at start of the year	1,649,627	1,183,528
Passage benefits earned during the year	851,378	771,949
	<u>2,501,005</u>	<u>1,955,477</u>
Passage benefits paid during the year	(266,564)	(305,850)
Balance at end of year	<u>2,234,441</u>	<u>1,649,627</u>
Passage benefits payable in less than one year	134,441	249,627
Passage benefits payable in more than one year	2,100,000	1,400,000
	<u>2,234,441</u>	<u>1,649,627</u>
<b>11(b) Provision for payment of sick leave</b>		
Balance as at start of year	6,081,266	5,547,305
Add increase in provision for sick leave	1,299,363	533,961
Payment during the year	(110,990)	-
Balance at end of year	<u>7,269,639</u>	<u>6,081,266</u>
<b>11(c) Provision for payment of vacation leave</b>		
Balance as at start of year	5,369,567	4,785,156
Add increase in provision for vacation leave	929,976	584,411
Balance at end of year	<u>6,299,543</u>	<u>5,369,567</u>

# Notes to the Financial Statements for the Year Ended 30 June 2021 (continued)

## 12. GENERAL FUND

	30 June 2021	30 June 2020
	Rs	Rs
Balance at start of year	179,561	8,167,627
Deficit for the year	(8,324,391)	(1,675,853)
Remeasurement Loss	(3,557,840)	(6,312,213)
Balance at close of year	<u><u>(11,702,670)</u></u>	<u><u>179,561</u></u>

## 13. REVENUE FROM NON-EXCHANGE TRANSACTIONS

	Year ended 30 June 2021	Year ended 30 June 2020
	Rs	Rs
Grant from Government of Mauritius	48,084,736	46,900,000
Transfer from deferred grant	-	2,341,254
Less capital grant received in advance	(714,815)	-
	<u><u>47,369,921</u></u>	<u><u>49,241,254</u></u>

## 14. REVENUE FROM EXCHANGE TRANSACTIONS

	Year ended 30 June 2021	Year ended 30 June 2020
	Rs	Rs
Productivity and Competitiveness Learning Centre	422,812	955,450
Productivity Improvement Programme	795,750	476,800
Consultancy fees	-	480,000
Grant from other organisation	450,000	218,663
Interest received	202,341	307,331
Miscellaneous income	21,724	14,150
	<u><u>1,892,627</u></u>	<u><u>2,452,394</u></u>

# Notes to the Financial Statements for the Year Ended 30 June 2021 (continued)

## 15. STAFF COSTS

	Year ended 30 June 2021	Year ended 30 June 2020
	Rs	Rs
Salaries and allowances	26,699,867	24,927,701
Provision for sick leave	1,188,374	533,961
Provision for vacation leave	929,976	584,411
Refund of leave	637,856	953,117
Travelling & Transport	2,660,880	2,191,502
Overtime	40,898	41,921
Staff Welfare	84,900	107,262
Contribution to the N.S.F.	161,351	157,507
CSG	1,239,517	-
Retirement benefit obligation-Defined Benefit Scheme **	2,388,918	1,291,192
Defined Contribution Scheme	959,504	840,895
Family Protection Scheme	361,148	337,651
Gratuities	600,000	422,568
	<b><u>37,953,189</u></b>	<b><u>32,389,688</u></b>

\*\* Includes an amount of Rs 421,894 accrued as at 30 June 2021.

## 16. ADMINISTRATIVE COSTS

	Year ended 30 June 2021	Year ended 30 June 2020
	Rs	Rs
Cost of utilities	689,571	667,386
Fuel & oil - vehicles	37,364	62,860
Rental of building	4,407,804	4,081,296
Office expenses	355,724	401,427
Maintenance	200,947	211,733
Publications and stationery	251,587	280,545
Overseas travel	-	706,600
Fees to Council and Committee members	2,236,000	1,963,600
Fees to consultant	994,980	-
Professional fees	229,350	188,950
Annual licence fee	139,641	63,629
Fees for staff training	122,234	148,438
Loss on disposal of assets	224,960	33,625
Adjustment debtors	-	339,085
Insurance - vehicles	36,013	38,587
Insurance - staff & equipment	652,925	641,069
	<b><u>10,579,100</u></b>	<b><u>9,828,830</u></b>

# Notes to the Financial Statements for the Year Ended 30 June 2021 (continued)

## 17. OTHER EXPENSES

	Year ended 30 June 2021	Year ended 30 June 2020
	Rs	Rs
Training and consultancy	841,502	933,168
Promotion, communication & sensitisation	198,597	107,031
National Leadership Engine	865,635	1,487,530
Knowledge centre	184,656	162,775
International networking	152,813	128,544
Innovation	385,335	377,079
Productivity Improvement Programme in Rodrigues	21,600	80,830
Research and Analysis	4,851,295	4,370,450
National Productivity and Quality Convention	130,903	1,222,487
Strategic and institutional review of the NPCC	179,400	739,237
	<u>7,811,736</u>	<u>9,609,131</u>

## 18. HELD-TO-MATURITY INVESTMENTS

	Year ended 30 June 2021	Year ended 30 June 2020
	Rs	Rs
Fixed term deposit held in Bank ABC Banking Corporation Ltd	9,000,000	-
Bank One	-	9,000,000
	<u>9,000,000</u>	<u>9,000,000</u>

# Notes to the Financial Statements for the Year Ended 30 June 2021 (continued)

## 19. RETIREMENT BENEFITS OBLIGATION

	30 June 2021	30 June 2020
	Rs	Rs
<b>Amounts recognised in statement of financial position at</b>		
Defined benefit obligation	44,653,642	36,645,572
Fair value of plan assets	(30,578,114)	(26,536,948)
Liability recognised in balance sheet at end of year	<u>14,075,528</u>	<u>10,108,624</u>
<b>Amounts recognised in income statement:</b>		
Service cost:		
Current service cost	2,078,960	1,737,546
Past service cost	-	-
(Employee contributions)	(603,691)	(592,506)
Fund Expenses	145,925	38,238
Net Interest expense	345,829	107,914
P&L Charge	<u>1,967,024</u>	<u>1,291,192</u>
<b>Remeasurement:</b>		
Liability loss	4,536,578	7,574,923
Assets gain	(978,738)	(1,262,710)
Net Assets/Equity (NAE)	<u>3,557,840</u>	<u>6,312,213</u>
<b>Total</b>	<u>5,524,863</u>	<u>7,603,405</u>
<b>Movements in liability recognised in balance sheet:</b>		
At start of year	10,108,624	3,680,356
Amount recognised in P&L	1,967,024	1,291,192
(Actuarial reserves transferred in)	-	-
(Contributions paid by employer)	(1,557,959)	(1,175,137)
Amount recognised in NAE	3,557,840	6,312,213
At end of year	<u>14,075,528</u>	<u>10,108,624</u>

The plan is a defined benefit arrangement for the employees and it is funded. The assets of the funded plan are held independently and administered by The State Insurance Company of Mauritius Ltd.

### Reconciliation of the present value of defined benefit obligation

Present value of obligation at start of year	36,645,572	26,379,085
Current service cost	2,078,960	1,737,546
Interest cost	1,392,532	1,002,405
(Benefits paid)	-	(48,387)
Liability loss	4,536,578	7,574,923
Present value of obligation at end of year	<u>44,653,642</u>	<u>36,645,572</u>

# Notes to the Financial Statements for the Year Ended 30 June 2021 (continued)

## 19. RETIREMENT BENEFITS OBLIGATION (continued)

	30 June 2021	30 June 2020
	Rs	Rs
<b>Reconciliation of fair value of plan assets</b>		
Fair value of plan assets at start of period	26,536,948	22,698,729
Expected return on plan assets	1,046,703	894,491
Employer contributions	1,557,959	1,175,137
Employee Contributions	603,691	592,506
(Benefits paid + other outgo)	(145,925)	(86,625)
Asset gain	978,738	1,262,710
Fair value of plan assets at end of period	<u>30,578,114</u>	<u>26,536,948</u>
Distribution of plan assets at end of period		

### Percentage of assets at end of year

Government securities and cash	54.8%	61.7%
Loans	2.8%	3.0%
Local equities	11.8%	10.1%
Overseas bonds and equities	30.1%	24.6%
Property	0.5%	0.6%
<b>Total</b>	<u>100.0%</u>	<u>100.0%</u>

Additional disclosure on assets issued or used by the reporting entity

Percentage of assets at end of year	(%)	(%)
Assets held in the entity's own financial instruments	0	0
Property occupied by the entity	0	0
Other assets used by the entity	0	0

### Components of the amount recognised in NAE

	30 June 2021	30 June 2020
	Rs	Rs
Asset experience gain during the period	978,738	1,262,710
Liability experience loss during the period	(4,536,578)	(7,574,923)
	<u>(3,557,840)</u>	<u>(6,312,213)</u>

### Sensitivity of Defined Benefit Obligation

Increase due to 1% decrease in discount rate	<b>9,380,990</b>
Decrease due to 1% Increase in discount rate	<b>(7,317,286)</b>

### Year

Expected employer contributions	2021/2022 2,029,178
---------------------------------	------------------------

Weighted average duration of the defined benefit obligation 19 years  
(Calculated as a % change in PV of liabilities for a 1% change in discount rate)

The plan is exposed to actuarial risks such as: investment risk, interest rate risk, longevity risk and salary risk.  
The risk relating to death in service benefits is re-insured.

# Notes to the Financial Statements for the Year Ended 30 June 2021 (continued)

## 19. RETIREMENT BENEFITS OBLIGATION (continued)

30 June 2021

30 June 2020

The cost of providing the benefits is determined using the Projected Unit Method. The principal assumptions used for the purpose of the actuarial valuation were as follows:

Discount rate	5.00%	3.80%
Future salary increases	3.00%	2.40%
Future pension increases	2.00%	1.40%
Mortality before retirement	Nil	A 6770 Ultimate Tables
Mortality in retirement	PA (90) Tables rated down by 2 years	PA (90) Tables
Retirement age	65 years	

The discount rate is determined by reference to market yields on bonds.

Significant actuarial assumptions for determination of the defined benefit obligation are discount rate, expected salary increase and mortality. The sensitivity analyses below have been determined based reasonably on possible changes of the assumptions occurring at the end of the reporting period.

- If the discount rate would be 100 basis points (one percent) higher (lower), the defined benefit obligation would decrease by Rs 7.3 million (increase by Rs 9.4 million) if all other assumptions were held unchanged.
- If the expected salary growth would increase (decrease) by 1%, the defined benefit obligation would increase by Rs 5.0 million (decrease by Rs 4.3 million) if all assumptions were held unchanged.
- If life expectancy would increase (decrease) by one year, the defined benefit obligation would increase by Rs 1.1 million (decrease by Rs 1.1 million) if all assumptions were held unchanged.

In reality one might expect interrelationships between the assumptions, especially between discount rate and expected salary increases, given that both depends to a certain extent on expected inflation rates. The analysis above abstracts from these interdependence between the assumptions.

# Notes to the Financial Statements for the Year Ended 30 June 2021 (continued)

## 20. BUDGET

### Explanations on difference between (i) Revised Budget and Actual amount and (ii) Original and Revised Budget.

- 20.1 No overseas travel undertaken because of the Covid 19 pandemic.
- 20.2 Delay in the Salaries Commissioners' report due to Covid 19 pandemic. Expenses will be incurred in 2021/22.
- 20.3 Furniture and IT Equipment ordered in June 2021, delivered in July / Aug 2021. Payment will be effected in 2021/22 against Capital grant released in 2020/21.
- 20.4 Delay in project. Expenses will be incurred in 2021/22.
- 20.5 Membership fees to Pan African Productivity Association (PAPA) not effected in 2020/2021.
- 20.6 Provision made for recruitment of staff. Only one staff recruited due to pandemic.
- 20.7 Expenses not incurred as project did not take off due to pandemic.
- 20.8 More meetings of sub committee forecasted than originally planned and a new sub committee was set up.
- 20.9 Increase in contribution rate for Defined Benefit Pension Scheme.
- 20.10 NLE project reviewed to include the National Leadership Engine action drivers.
- 20.11 InnovEd 2021 postponed due to change in school calender year in view of prevailing sanitary condition.



National Productivity and Competitiveness Council

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