

STRATEGIC PLAN TO ENHANCE PRODUCTIVITY AND COMPETITIVENESS IN THE ISLAND OF RODRIGUES 2016 - 2020





Contents

Executive Summary	2
1. Introduction	3
1.1. Rationale of Strategic Plan	3
1.2. Methodology used.....	3
2. Situation Analysis.....	4
2.1. Current context	4
2.2. Strategies.....	7
3. Strategic Plan Matrix.....	10
4. Monitoring and Evaluation	13
4.1. Institutional Framework	13
4.2. Monitoring and evaluation framework.....	13
5. Conclusion.....	13



Executive Summary

The National Productivity and Competitiveness Council (NPCC) in its strategic plan 2016- 2019 “Unleashing Full Potential through Positive Habits” has taken the commitment to design a strategic action plan to enhance productivity and competitiveness in the Island of Rodrigues, which forms part of the Republic of Mauritius.

The collaboration of the Deputy Chief Commissioner’s Office (DCC), which is responsible for industrial development, vocational training, information technology and telecommunications amongst others was sought to formulate the strategic action plan with input from various relevant stakeholders; including representatives from the public and private sector, trade unions, non-governmental and community- based organisations in the Island and Rodrigues.

This Strategic Plan, which is aligned with the NPCC’s Strategic Plan 2016- 2019, outlines how the NPCC in collaboration with the DCC’s office and other stakeholders will enhance productivity and competitiveness in the Island Rodrigues whilst providing the opportunity to each individual to unleash their full potential. Nine strategic objectives have been articulated for implementation over a four-year period (2016- 2020). However, the strategic plan remains a dynamic document to which changes shall be made to adapt to emerging challenges and contexts.

The Strategic Plan is divided into five sections:

Section 1 is the introductory part which describes the rationale for developing the strategic plan to enhance productivity and competitiveness in Rodrigues. It also briefly describes the methodology which was used to develop the plan.

Section 2 gives the situation analysis and highlights the challenges which Rodrigues will have to overcome to enhance productivity and competitiveness. It also points out the strategic framework to be adopted to meet these challenges.

Section 3 underlines key areas of intervention and define set outputs, key objectives and indicators for the strategic areas of focus in the next three years.

Section 4 presents how the plan is going to be monitored and evaluated.

Section 5 gives the conclusion.

1. Introduction

1.1. Rationale of Strategic Plan

The pace of socio-economic change in the Island of Rodrigues is accelerating. Amidst the global financial crisis and the economic slowdown, the Rodriguan economy, is experiencing serious challenges in various fronts- economic, social, political and environmental. In view of the need of improving productivity and quality in Rodrigues to bolster growth and overcome impending challenges, special consideration has been given to Rodrigues by the NPCC in its Strategic Plan 2016- 2019 “Unleashing Full Potential through Positive Habits.” More specifically, the NPCC has taken the commitment to develop and implement a “Strategic Action Plan to enhance productivity and competitiveness in Rodrigues.”

Rodrigues has had many productivity improvement initiatives in the past. It is now deemed important to reinforce these programmes in a more structured manner to create the desired sustainable impact. Further, the need of a comprehensive institutional framework to oversee and steer productivity management initiatives in the island is being felt.

This strategic plan which has been developed in collaboration with the Deputy Chief Commissioner’s Office and in consultation with relevant stakeholders presents the paradigm shift required for productivity and competitiveness enhancement in Rodrigues. It contains specific and targeted interventions, which when effectively implemented, would contribute towards achieving Vision 2030 and bettering the lives of the Rodriguans.

1.2. Methodology used

The participatory strategic planning process was used to formulate the strategic action plan to promote ownership and accountability of each stakeholder involved in the process. The participatory strategic planning is a process, which takes a group step by step to develop a plan in a participatory way, which will be owned and supported by everyone.

The following methodology was used to formulate the strategic action plan

1. Consultative meetings

Consultative meetings were held with several commissioners, including the Chief Commissioner and representatives of civil society to gather their views about productivity and competitiveness issues in Rodrigues.

2. Brainstorming meeting

The strategy formulation process started with a scan of the economy whereby during a brainstorming session, representatives of the public and private sector and civil society organisations took cognizance of the island’s performance in various spheres: economic, social, and environmental. Stakeholders were then asked to identify key issues obstructing productivity and competitiveness in Rodrigues and a problem tree was mounted. An objective tree was thereby defined along with strategies and actions to overcome challenges.



2. Situation Analysis

2.1. Current context

The Island of Rodrigues, which was granted political autonomy in 2002 by setting up the Rodrigues Regional Assembly (RRA) to administrate local affairs, has undergone tremendous changes over the years. Though the economy continues to be based on traditional agriculture, fishing and livestock rearing, an increase in the population, a rising influx of tourists visiting the island and a buzz in entrepreneurial activities amongst others demonstrate the fast pace at which the island is growing.

Notwithstanding its impressive achievements, Rodrigues is facing critical challenges in various fronts. Reduced trade, rampant unemployment, increasing poverty and migration of Rodriguans, environmental degradation, a rise in teenage pregnancy, and alcoholism and drug abuse among other issues are having dire consequences on the socio- economic fabric of the Rodriguan society.

An analysis of key factors hampering productivity and competitiveness in Rodrigues which was discussed during the brainstorming session with stakeholders highlights the following (figure 1):

Core Issue/ Problem

The core issue which is impeding productivity and competitiveness growth in Rodrigues has been attributed to the **deficiency of committed leaders (at all levels) to advocate for positive change for the greater good.**

Causes

The main causes of the core issue/ problem have been identified as follows:

- Lack of civism
- Lack of patriotism
- Lack of continuous training
- Low literacy
- Lack of skills
- Low self- esteem of Rodriguan population

Effects

The core problem identified above is resulting into the following

Poor planning and management

- Poor monitoring and evaluation
- Lack of water supply for agriculture
- Mismanagement of water
- Mismanagement of public funds
- Skills mismatch

Technology and communication gap

- Poor technology diffusion and accessibility
- Connectivity too slow
- Lack of communication and information

Poor productivity and quality culture

- Low productivity
- Low agriculture production
- Poor team spirit
- Underutilisation of resources (e.g. human)
- Lack of professionalism
- Lack of conflict resolution mechanism

Poor business facilitation framework

- Difficulty to access loans from financial institutions (agriculture)
- Lack of opportunity for start- ups
- Lack of interest of young population in agriculture
- No creation of sustainable jobs and wealth creation for the island

Lack of best practices and governance framework

- Poor ethics, good governance and transparency
- Lack of legal framework to promote sustainable development
- Poor enforcement of norms, standards, rules and regulations
- Poor working conditions in private sector

Poor institutional framework

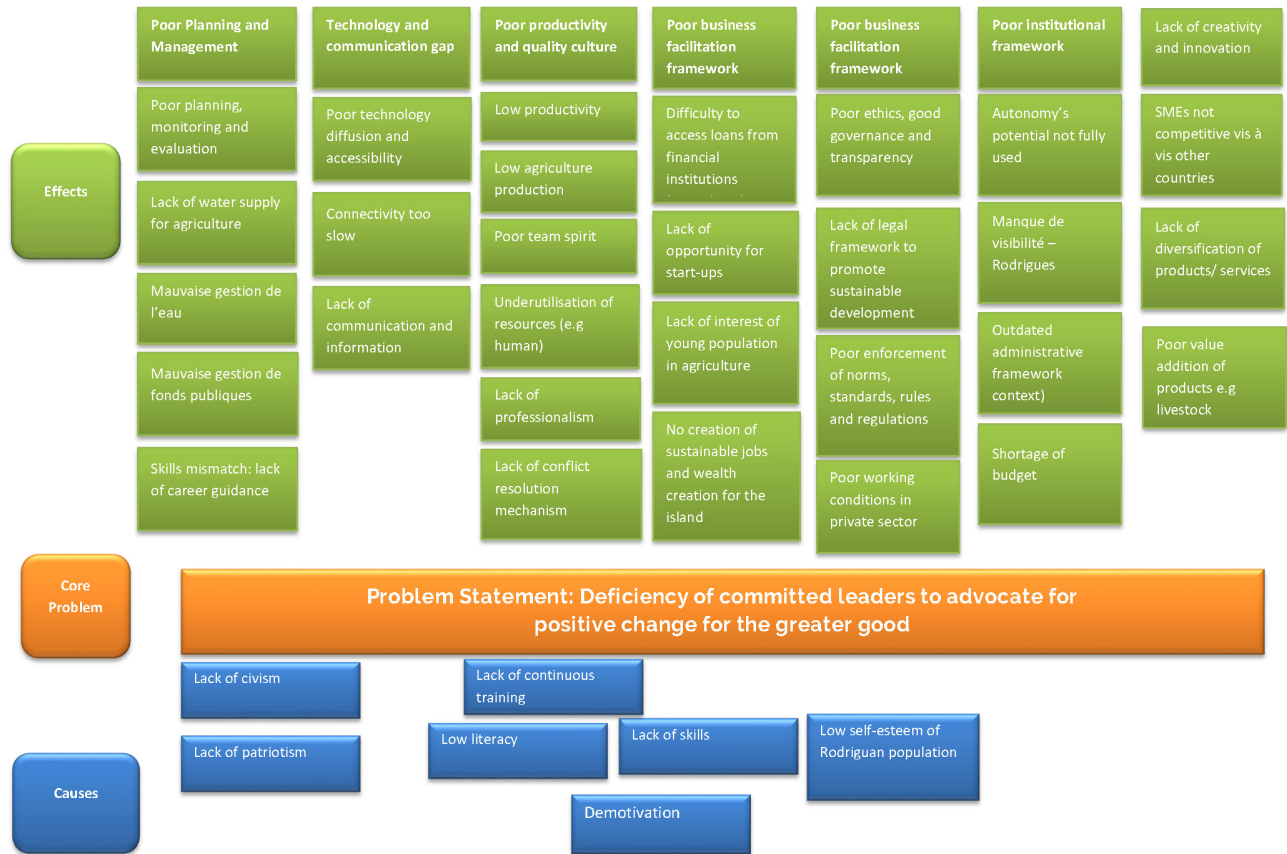
- Autonomy' potential not fully used
- Poor visibility- Rodrigues
- Outdated administrative framework (not adapted to Rodriguan context)
- Shortage of budget

Lack of creativity and innovation

- SMEs not competitive vis à vis other countries
- Lack of diversification of products/ services
- Poor value addition of products e.g livestock



Figure 1: Key obstacles to productivity and competitiveness in Rodrigues



2.2. Strategies

Based on the analysis of factors slackening productivity and competitiveness growth in Rodrigues, the following strategies were formulated to improve the situation (figure 2 and 3).

Core Objective: Develop leaders (at all levels) to advocate for positive change for the greater good.

Strategy 1: To promote efficient & effective planning & management

Strategy 2: To accelerate technology transfer and adaptation

Strategy 3: To develop a productivity & quality culture

Strategy 4: To improve Business facilitation framework

Strategy 5: To adopt best practices & consolidate good governance

Strategy 6: To strengthen institutional framework

Strategy 7: To foster a culture of creativity and innovation

Strategy 8: To optimize human resource potential

Strategy 9: To promote civism.



Figure 2: Problem Tree- What prevents Rodrigues from enhancing its productivity and competitiveness

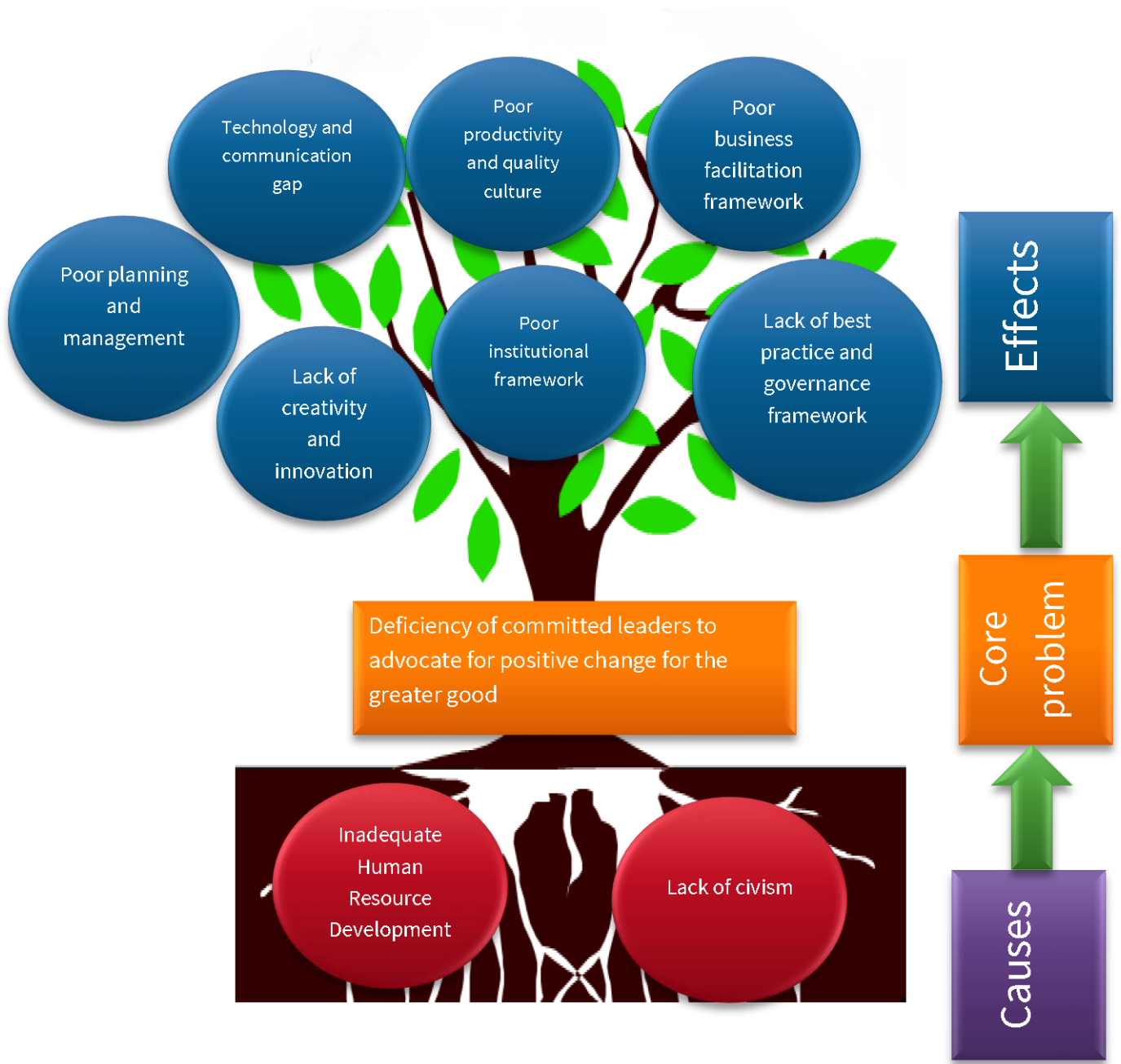
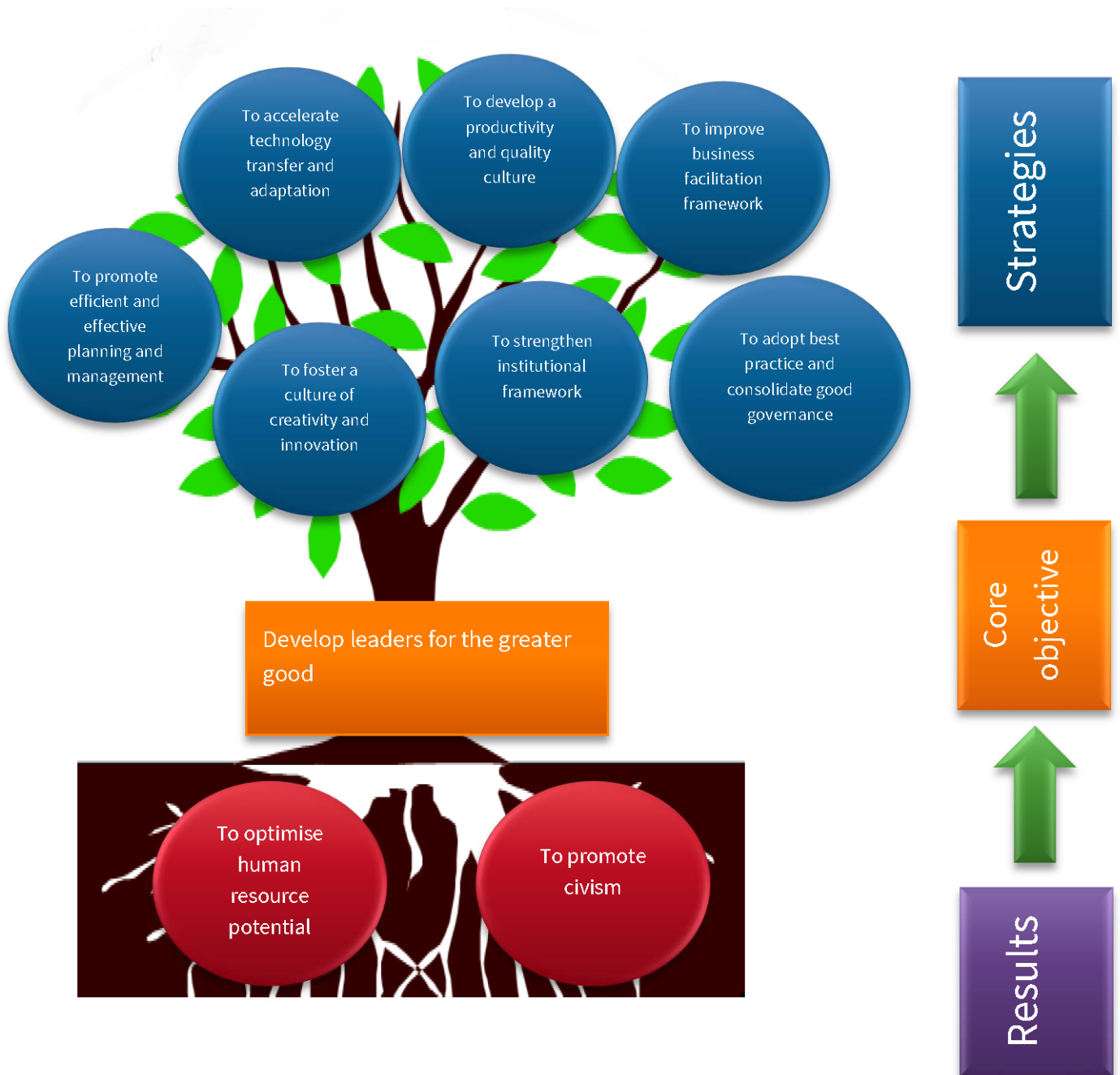


Figure 3: Strategies to enhance productivity and competitiveness in Rodrigues





3. Strategic Plan Matrix

The following programmes/ projects will be implemented for the period 2016- 2019 under each strategy.

- This part will be have to be developed by members of the Productivity Committee
- The terms of reference for the productivity committee shall consist of working out concrete activities under each strategic objective.

Proposed actions during the brainstorming session are as follows

Strategy 1: To promote efficient & effective planning & management

Proposed actions

- Training on planning and management at the individual and the institutional level
- Develop a strategic plan for water management
- Training on budgeting
- Human resource planning & development at both micro and macro level

Strategy 2: To accelerate technology transfer and adaptation

Proposed actions

- Awareness / Exposure to new technologies
- Improve connectivity e. g. Fibre optic cable.
- Promote development of e – services.

Strategy 3: To develop a productivity & quality culture

Proposed actions

- Awareness and training from early childhood – include in school curriculum.
- Training and exposure to new techniques.
- Development of training programs to promote productivity culture /team spirit, conflict resolution.

Strategy 4: To improve Business facilitation framework.

Proposed actions

- Provision of capital on loan by government for feasible projects evaluated by Invest Rodrigues.(25% Maubank govt guarantee) Grant
- Modernize production practices in agriculture
- Incentives for private sector
- Change mind-set in educational systems and include subjects related to agriculture and entrepreneurship from lowest level
- Strengthen entrepreneurship

Strategy 5: To adopt best practices & consolidate good governance

Proposed actions

- Promotion of success story
- Enforcement
- To have regulators to monitor good governance at all level
- Sensitization on governance & good practices

Strategy 6: To strengthen institutional framework

Proposed actions

- Dimoun kine ale etudier dans sa domaine la et aussi pu enan ene bon continuité pour bizin enan ene bon leader pu ki bane institution marche couman bizin.
- PRB recommendation to review administration framework



Strategy 7: To foster a culture of creativity and innovation

Proposed actions

- Exchange
- Adapte le dan context Rodrigues
- Creativity programmes
- Consultation avec ene expert
- Faire plus presentation lor creativite a linnovation dans tous les domaine.

Strategy 8: To optimize human resource potential

Proposed actions

- Well planned training activities e.g tailor made courses.
- Reward for performance
- Empowering process e.g promote functional literacy programme who fit the community.

Strategy 9: To promote civism.

Proposed actions

- Change mindset since early age at different levels.

4. Monitoring and Evaluation

4.1. Institutional Framework

A Productivity Committee (PC) will be set up in Rodrigues to oversee and coordinate the overall execution of the strategic plan. The Chairperson of the Rodrigues Productivity Committee will be thereby co-opted in the National Productivity and Competitiveness Council (NPCC).

Terms of Reference of RPC to be worked out

4.2. Monitoring and evaluation framework

In order to facilitate the effective implementation and monitoring of the strategic plan, a detailed annual action plan will be formulated which will be closely monitored. The annual action plan will be reviewed twice yearly by the Rodrigues Productivity Committee

5. Conclusion

To be written based on previous chapters



National Productivity and Competitiveness Council
3rd Floor, The Catalyst
Silicon Avenue, Cybercity
Ebene 72201
Republic of Mauritius
T: (230) 467 7700 F: (230) 467 3838
E: natpro@intnet.mu W: www.npccmauritus.org