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## MAURITIUS TO HEAD THE AFRICAN PRODUCTIVITY ORGANISATION

AT THE 5<sup>TH</sup> GENERAL ASSEMBLY OF THE PAN AFRICAN PRODUCTIVITY ASSOCIATION (PAPA) HELD LAST OCTOBER IN MIDRAND, SOUTH AFRICA, DR. KRISHNALALL COONJAN, EXECUTIVE DIRECTOR OF NPCC, WAS ELECTED PRESIDENT OF PAPA 2009-2011. DR. COONJAN SUCCEEDS MR THEMBO LEBANG FROM BOTSWANA.



Dr. K. Coonjan (right), new President of PAPA with his predecessor Mr. T. Lebang

Nearly half a century after the independence of the first African countries, Africa, although gifted with abundant natural resources, has not been able to use efficiently these resources to achieve sustained economic growth and human development for the betterment of its people. The African Union, aware of this breach and of the key role of productivity in increasing national welfare and economic growth as witnessed through this same period by Japan and other South East Asian countries with high productivity, high capacity utilization of resources, high standard of living, low unemployment rate, and social progress, has committed itself to the promotion of productivity in the African continent. Productivity improvement is essential for Africa to create more and better jobs through growth from new investments and to sustain jobs in the face of increased competition.

In this respect, the African Union is collaborating with the Pan African Productivity Association to disseminate and embrace the concept of productivity improvement on the African continent through a six-year programme - Productivity Agenda for Africa 2010 - 2016. Seven strategies have been laid down to give impetus to the movement and improve Africa's image as a region of the world engaged in the combat for productivity and decent work:

Established as the apex association to champion the promotion of productivity in Africa, PAPA which presently groups six countries - Botswana, Kenya, Mauritius, Nigeria, South Africa and Zambia - aims at:

- providing a forum for promoting and sharing ideas and experience on strategies, techniques and practices for productivity enhancement, in Africa
- encouraging the development of a productivity culture in African countries to ensure better living standards on the African continent
- fostering co-operation and collaboration between national productivity organisations and other related bodies in Africa as well as those outside Africa with a view to promoting sustainable growth in productivity in African economies
- facilitating the establishment and development of more national productivity organizations in Africa
- facilitating and promoting tripartism as a means to enhance productivity.

- promote the use of productivity approaches, techniques, tools, and processes by all stakeholders
- encourage and support the setting up of National Productivity Organisations and strengthening of existing ones in member states
- promote labour-management relations within African enterprises / organisations
- establish continental and regional infrastructures to drive and coordinate the productivity movement in Africa
- promote productivity in key sectors of the economy, in particular the informal economy, SMEs, public / parastatal sector, industry and communities
- establish and maintain strategic partnership with international and regional institutions like ILO and UNIDO

## MODEL COMPANIES

### MORE MAURITIAN ENTERPRISES EMBARK ON JAPANESE PRODUCTIVITY IMPROVEMENT TOOLS

As the economic slowdown lasts, local enterprises are seeking ways on how to improve their operations to stay afloat in the present environment characterized by cut-throat competition and falling prices. Two companies, namely Thon des Mascareignes and RT Knits have called for support from the NPCC to implement 5S, kaizen and lean management to improve the productivity of their operations. FAIL Chicken Processing, which has benefited from the support of the NPCC since last year, has on its part decided to extend their working relationship.

... continued on P2



## NPCC PROVIDES CAPACITY BUILDING ON PROJECT CYCLE MANAGEMENT TO NON-STATE ACTORS



Training on Project Cycle Management

One of the consequences of the prevailing economic turmoil is that governments in developing countries are experiencing difficulties in implementing their development programmes. These governments have, therefore, been compelled to seek the collaboration of non-state actors for support. Such non-state actors which include the civil society in all its diversity are composed of community-based organisations, women's groups, non-governmental organisations (NGOs), religious organisations, cooperatives, trade unions, universities and research institutions, the media. Informal groups such as grassroot organisations, and private sector associations are also considered as non-state actors.

To get these non-state actors more involved in development issues, the Decentralised Cooperation Programme has set up a programme the main objective of which is to provide capacity building to local non-state actors in project conceptualisation and project write-up which have been identified as a major stumbling block for NGOs to access available funds for community development.

As a response to this weakness, the MACOSS has sought the support of the NPCC to train fifty-five of its affiliated NGOs on project cycle management using the logical framework approach.



Other institutions interested in project cycle management training can contact the NPCC on [natpro@intnet.mu](mailto:natpro@intnet.mu) or by phone on 467 7700.

## MODEL COMPANIES ... continued

MORE MAURITIAN ENTERPRISES EMBARK ON JAPANESE PRODUCTIVITY IMPROVEMENT TOOLS



Training of FAIL Chicken Processing staff

Sensitisation programmes and training on Japanese productivity improvement techniques have been imparted to the staff of these companies. Problem areas have been identified in each company and NPCC staff have diagnosed constraints and made suggestions on how to reduce the non-value adding activities to achieve better results.



Discussion between Japanese consultants and Thon des Mascareignes management

Moreover, the three companies also benefited from the professional advice of two experienced Japanese consultants, namely Messrs. Katsushi Honda and Kenichi Saitoh, whose services have been extended by the Japan Productivity Centre (JPC) through its technical cooperation programme on productivity improvement to African Nations.



Working session between Japanese consultants and RT Knits management team

## PUBLIC SECTOR INNOVATION CONFERENCE

The NPCC participated in the South African Third Annual Public Sector Innovation Conference organized by the Centre for Public Service Innovation (CPSI) in Cape Town. The Centre for Public Service Innovation (CPSI) is established under the South African Ministry for Public Service and Administration to identify, support and nurture innovation in the public sector for addressing service delivery challenges. The theme of the conference was "Innovation for a Responsive Public Sector".

Dr K. Coonjan, Executive Director of the NPCC, who participated in the conference delivered on "Building an innovative nation: the Mauritian experience". The presentation is available on [NPCC website](http://NPCC website).

## DAIRY FARMERS TO ADOPT CLUSTER ACTIVITIES TO SURVIVE IN COMPETITIVE ENVIRONMENT



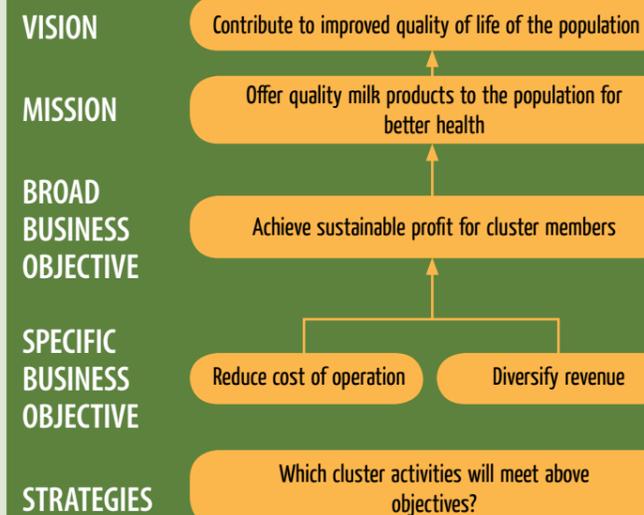
Local cow breeders are presently facing tremendous difficulties to offer quality milk products to the population. Their most recurrent problems are:

- production cost is increasing
- besides being limited in area, the land for fodder cultivation, that the breeders own or lease, is marginal. Furthermore, these lands require substantial preparation, maintenance and chemical ingredients to become more productive
- erratic water supply affects adversely the production and supply of fodder forcing the breeders to become dependent on chemical concentrate to increase the yield of their lands
- the price of cow-feed concentrate on the local market is high due to its scarcity resulting from the closure of the only government-owned concentrate facility
- poor marketing resulting in their inability to sell the whole milk production. Moreover their limited capabilities do not enable them to manage the entire value chain for milk products, thereby limiting their opportunities for growth
- breeding cows are not easily available locally and have to be imported at high cost
- the adaptation of imported cow breeds is long and thus the breeders take longer time to recover their returns on investment
- finance is not easily accessible and loan conditions are not favourable for their business risks
- the current shelter for the cows is inadequate and needs improvement at additional costs
- labour is scarce and expensive

After an initial session devoted to the explanation of the concept of clustering and networking, the importance of establishing business objectives, and of the importance of developing a feasibility plan and a business plan, the facilitation exercise enabled the cow breeders to identify a framework within which they will operate and coordinate their future activities in order to respond to the economic environment in which they operate. They have also defined their mission which is 'to offer quality milk products to the population for better health'. They also brainstormed to identify their business objectives defined:

- to reduce their cost of operation by:
  - improving fodder production to reduce quantity of cow-feed concentrates
  - substituting chemical fertilisers with liquid manure
  - pooling of machines for land preparation
  - pooling of labour for farm operations
- to diversify revenue through:
  - milk production increase (quantity and quality)
  - milk derivatives production and sales
  - meat production and sales
  - manure and compost production and sales
  - bio-gas production and sales

### DAIRY FARMS CLUSTER



To assist this sector which has a lot of potential for development, the Agricultural Research and Extension Unit (AREU) of the Ministry of Agro-Industry, Food Production and Security with the assistance of the Decentralised Cooperation Programme has initiated a project on networking and clustering among dairy farmers and new entrepreneurs in fodder production and conservation under the 'Village Laitier project'. Given its experience in networking and clustering activities, the NPCC has been called to facilitate to help stakeholders of this sector initiate and implement actions that would enable them move forward.



# LEAN MANAGEMENT: INCREASING CUSTOMER SATISFACTION WHILE REDUCING WASTE

## Why Lean Management?

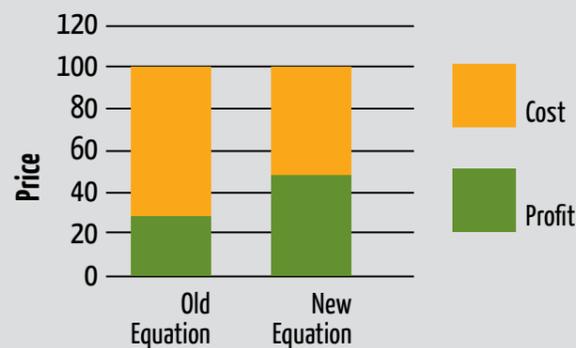
The ongoing economic downturn calls for organizations to tackle their inefficiencies which were not considered an immediate threat in the boom days, but which could now make the difference between survival and closure. These organizational inefficiencies create considerable waste in the transformation process leading to the desired product demanded by the customer. Eliminating waste along entire value streams, instead of at isolated points, creates processes that need less human effort, less space, less capital, and less time to make products and services at far less costs and with much fewer defects, compared with traditional business systems. Lean focuses on how to maximize customer value while minimizing waste. Put simply, lean means creating more value for customers with less resources. A lean organization understands customer value and focuses its key processes to continuously improve it; the ultimate goal being to provide perfect value to the customer through a perfect value creation process that has zero waste.

Given the present economic status, prices of products in most industries are falling. Customers are more empowered than ever before as they have a wider variety of choices, unprecedented access to information and demand excellent quality at a reasonable price. In such an environment, the only way for enterprises to remain profitable is to reduce cost

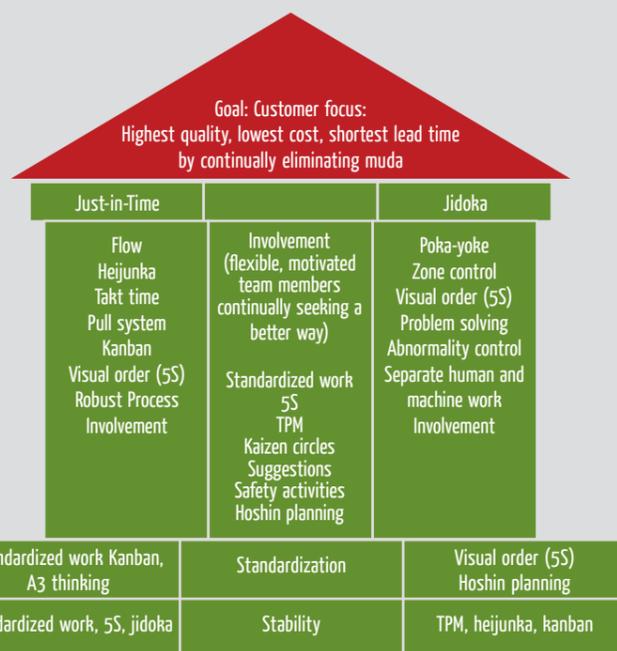
Old equation:  
Cost + Profit = Price

New equation:  
Price - Cost = Profit

Thus, the key to profitability is **Cost reduction**



The different elements of the lean system are visualized in the diagram 1.0. The foundation of the system is stability and standardization. The walls are just-in-time delivery of parts of products and jidoka, or automation with a human touch. The goal of the system is customer focus i.e. delivery of highest quality products to the customer at the lowest cost in the shortest lead time. The heart of the system is involvement, i.e. flexible motivated team members continually seeking a better way.



Source: Dennis, P.(2002). Lean production simplified. Productivity Press. New York

## Where does lean originates?

Lean principles are mostly derived from the Toyota Production System based on the reduction of the different wastes so as to improve overall customer value. Although lean principles are rooted in manufacturing, they can be applied in every business and every process as lean is more a way of thinking and acting for the whole organization rather than a cost reduction programme.

## The different wastes or muda are:

- Transportation (unnecessary movement of materials)
- Inventory (excess inventory not directly required for current orders)
- Motion (people or equipment moving or walking more than is required to perform the processing)
- Waiting (periods of inactivity)
- Overproduction (production ahead of demand)
- Over Processing (rework and reprocessing)
- Defects (the effort involved in inspecting for and fixing defects)
- Manufacturing goods that do not meet customer demand or specifications.

Wastes create high costs, poor quality and slow time to market. One approach of lean manufacturing is to eliminate wastes, therefore improving quality while reducing production time and cost. Another approach of lean manufacturing, promoted by Toyota, is to improve the "flow" or smoothness of work, thereby steadily eliminating mura ("unevenness") through the system and not upon 'waste reduction' per se. Techniques to improve flow include production leveling, "pull" production and the Heijunka box.

## Lean Goals

### The goals of a lean management system are to:

- improve quality. In order to stay competitive in today's marketplace, a company must understand its customers' wants and needs and design processes to meet their expectations and requirements.
- eliminate waste. Waste is any activity that consumes time, resources, or space but does not add any value to the product or service.
- reduce time. Reducing the time it takes to finish an activity from start to finish is one of the most effective ways to eliminate waste and lower costs.
- reduce total costs. To minimize cost, a company must produce only subject to customer demand. Overproduction increases a company's inventory costs due to storage needs. ... continued on P5

# SNAPSHOTS OF 2009 ACTIVITIES



Launching of Green School Project, 29<sup>th</sup> January 2009



Seminar on Applying Continual Improvement Techniques to Mauritian Enterprises - Model Companies Project, 25<sup>th</sup> February 2009



Workshop on the Setting-up of a Cluster in the Tourist Related Sector, 11<sup>th</sup> May 2009



InnovEd 2009, 19<sup>th</sup>-21<sup>st</sup> May 2009



Labour Management Relations Workshop, 29<sup>th</sup> May & 3<sup>rd</sup> June 2009

# MR G. GUNESH, NATIONAL PRODUCTIVITY AND COMPETITIVENESS COUNCIL'S NEW CHAIRMAN



Mr G. Gunesh holds a Masters in Public Administration (MPA) from University of Malaya, Malaysia.

He entered the Administrative Service in 1979. He served at the Prime Minister's Office and later at the Ministry of Economic Planning and Development. He has been involved with agricultural diversification and agricultural development at the Ministry of Agriculture. After a brief career at Ministry of Foreign Affairs and International Trade, Land Transport and Shipping in October 2003, he was later posted to the Ministry of Environment and National Development Unit (NDU), where he played an important part in the improvement of infrastructure and basic amenities, especially in remote and deprived areas.

In February 2009, he joined the Ministry of Education, Culture and Human Resources dealing with enhancement of competency and human resource development for improvement in educational standard.

# LEAN MANAGEMENT: INCREASING CUSTOMER SATISFACTION WHILE REDUCING WASTE ... continued

## How to become lean?

To create the ideal lean manufacturing system, the following steps should be implemented:

- Design a simple manufacturing system
- Recognize that there is always room for improvements
- Continuously improve the lean manufacturing system design

## Design Simple Manufacturing System

A fundamental principle of lean manufacturing is demand-based flow manufacturing. In this type of production setting, inventory is only pulled through each production center when it is needed to meet a customer's order. The benefits of this goal include:

- decreased cycle time
- less inventory
- increased productivity
- increased capital equipment utilization

## There is Always Room for Improvement

The core of lean is founded on the concept of continuous product and process improvement and the elimination of non-value added activities. "The Value adding activities are simply those products and services the customer is willing to pay for, everything else is waste, and should be eliminated, simplified, reduced, or integrated". Improving the flow of material through new ideal system layouts at the customer's required rate would reduce waste in material movement and inventory.

## Continuously Improve

A continuous improvement mindset is essential to reach a company's goals. The term "continuous improvement" means incremental improvement of products, processes, or services over time, with the goal of reducing waste to improve workplace functionality, customer service, or product performance. For improvement to flourish, it must be carefully cultivated in a rich soil bed (a receptive organisation), given constant attention (sustained leadership), assured the right amounts of light (training and support) and water (measurement and data) and protected from damaging.



CATs for the Education Sector, Regional Selection, 9<sup>th</sup>-12<sup>th</sup> June 2009



Productivity & Quality Training for Health & Social Care Professionals, 15<sup>th</sup>-26<sup>th</sup> June 2009

## SPEECH CONTEST FOR ELIT PARTICIPANTS

The NPCC in collaboration with the Municipal Councils of Curepipe, Quatre Bornes and Vacoas / Phoenix is conducting the English Literacy using IT (ELIT) on a regular basis since 2007. For the first time, a speech contest was organized for the participants on 21<sup>st</sup> July 2009 with jurors from the University of Mauritius and the Mauritius College of the Air. The aim of the speech contest was to enable participants demonstrate the experience gained and the confidence and proficiency in mastering the English language for communication. The first two participants from each of the batches trained were presented with an award generously offered by Five A Academy, the sponsor of the speech contest.

For the period January to July 2009, forty-two women successfully completed the course and received their certificate in presence of the Honourable Mrs Indira Seebun, Minister of Women's Rights, Child Development and Family Welfare on Thursday 30<sup>th</sup> July. The participants comprised of housewives, micro-entrepreneurs and small scale planters.



Mrs Indira Seebun, Minister of Women's Rights, Child Development and Family Welfare congratulating participants of the ELIT speech contest

## ELIT ENGLISH LITERACY USING INFORMATION TECHNOLOGY TRAINING OF TRAINERS

To scale up the ELIT (English Literacy using IT) course so that more participants may have access to the course especially in the rural areas, the NPCC organized, from 19<sup>th</sup> to 23<sup>rd</sup> October 2009, a training of trainers course for seventeen prospective trainers who would eventually be called upon to deliver the course.

During the training programme, the participants were introduced to modules such as adult learning principles, language teaching, management of learning, classroom management and the use of warming up exercises and energizers, basic productivity tools and concepts, communication within the family as well as in teams and the use of information technology, nutrition, health and hygiene, good housekeeping and safety at home, finance and entrepreneurship.

It is hoped that the successful participants, among which were four trainees from the SOS Poverty and six trainees from the Ministry of Women's Right, Child Development and Family Welfare, would act as trainer to disseminate the ELIT course to a wider audience.



Training session at the NPCC

## CIRCULAR MIGRATION AND LABOUR MIGRATION PROJECT

FINANCIAL LITERACY USING IT

Under the circular migration and labour migration project of the government of Mauritius about one hundred Mauritians have been selected to work in Quebec for Olymel Ltd, specialist in the pork industry. The key objective of the government is to ensure that Mauritians working abroad are financially well-off after two years and at the same time ensure the well being of their families and relatives in Mauritius. The whole exercise is being coordinated by the International Organization for Migration Liaison Office (IOM) in Mauritius.

Based on its past experience with the Maple Leaf project, the IOM identified the necessity to inculcate the basics of financial management to the participants so that they can profitably manage financial transactions and meet the objectives set for the project. Hence, the IOM sought the support of the NPCC to develop a course to empower participants on Financial Literacy using IT. The course curriculum, along with the participant's manual, were developed by the NPCC. Two batches grouping seventy-four participants altogether have been trained. A ceremony of handing over of certificates was held on 19<sup>th</sup> November 2009 prior to the departure of the trainees to Canada.



Training of the first batch of participants



Trainees receiving their certificates

## IDEA IN PRACTICE



### THE FOUR TASKS OF THE CEO

The CEO has a unique external perspective to bring to his or her real work, which is to link the outside to the inside.

This involves four tasks:

#### 1. Defining the meaningful outside

Of all your external stakeholders, which are the ones that matter most? What results are the most meaningful?

Example: At P&G we believe that the consumer is boss. Without consumers, there is no P&G. Therefore, our meaningful results come at two critical moments of truth: first, when a consumer chooses to buy a P&G product over all others in the store, and second, when she or a family member uses the product at home. Although other external stakeholders have important demands, when there's a conflict, we resolve it in favor of the one who matters most: the consumer.

#### 2. Deciding what business you are in

Where should you play to win? Where should you not play at all? These are difficult decisions that require thorough evaluation and discussion. However, only the CEO has the enterprisewide perspective to make the tough choices involved.

Example: We decided to focus on P&G's core businesses - laundry products, baby diapers, feminine care, and hair care - businesses in which P&G was clearly the industry leader, and businesses that fit strategically with P&G's core strengths. As for industries where we won't compete, pruning isn't as sexy as acquisition, but it's just as important and perhaps more difficult. For instance, we let go of a sentimental favorite, Jif, because it didn't play to our strength of creating brands on a global scale. Only Americans eat peanut butter.

#### 3. Balancing present and future

Learning to strike the right balance between the short and the long term comes more from experience and judgment than from facts. Defining realistic growth goals is the first step toward getting the balance right; determining what goals are "good enough" to deliver in the short term is critical to gaining credibility and momentum for the longer term. And the CEO's personal involvement in leadership development may have the single biggest long-term impact on the company's future.

Example: We had been treating internal stretch goals as external commitments. Shortly after becoming CEO, we took the stretch out of financial goals to make them more realistic - not a popular decision on Wall Street, but one that made sense

for the longer term. And on the organizational development side, I'm involved in the career planning of approximately 150 P&G leaders with the potential to become line presidents or function heads. They are the future of our business.

#### 4. Shaping values and standards

Values establish a company's identity; they are about behaviour. If the company is to win, these values must be connected to the meaningful outside and relevant for the present and future. Standards are about expectations; they are best established by answering two important questions: Are we winning with those who matter most? Are we winning against the very best?

Example: P&G's values had been in place for generations, but over time they had become internally focused and interpreted in a way that put employees' need ahead of consumers'. We reoriented our values toward the outside. For instance, trust had come to mean employee reliance on the company for lifetime jobs. Now it means consumers' trust in P&G brands. Our standards, too, have been reoriented externally. We measure consumer household penetration - that is, the percentage of households that buy a P&G brand - and consumer loyalty, meaning the percentage of consumers that convert to regular users. That's how we know if we're winning with those who matter most. We also compare P&G's performance with that of our strongest competitors to ensure that we win against the very best.

Source: Harvard Business Review, v.87(5), May 2009, p.59

## THE PRODUCTIVITY ACADEMY CUSTOMIZED TRAINING FOR THE CENTRAL PROCUREMENT BOARD



On the request of the Central Procurement Board, the NPCC designed and conducted a series of training to enhance the capacity of its staff. Four modules, covering communication skills, report writing, customer care, and registry management and record keeping, as per their specific requirements were developed. The training sessions consisted of lectures, case studies, role plays and games. The training was run between June and September 2009 to enable staff from different levels in the organizational structure of the Central Procurement Board to attend without disturbing the smooth running of the department.

## L3 STAKEHOLDERS MEET ...



The various stakeholders involved in the L3 (Life-Long Learning) project met at NPCC on 16<sup>th</sup> July 2009 to assess the implementation of the project. To recall, the L3 (Life-Long Learning) project, a joint collaboration between the Commonwealth of Learning and the NPCC, aims at promoting self-learning among a community so that it develops new business opportunities through new products and services for its economic survival and improved livelihood.

Since the beginning of the project last year, regular consultations have been going on between the different partners. At the stakeholders meeting, representatives from the Ministry of Education, Culture and Human Resources which is the focal point for the Commonwealth of Learning, the Ministry of Women's Rights, Child Development and Family Welfare, the Ministry of Business, Enterprise and Cooperatives, commercial banks (Mauritius Commercial Bank and Mauritius Post and Cooperative Bank), the Open University of Mauritius, the Agricultural and Research Extension Unit (AREU), the Food and Agricultural Research Council (FARC), and the Small Planters Welfare Fund (SPWF) reiterated their support to the project and reassessed their respective roles as partners. The project has now reached the stage of developing learning materials through Open Distance Learning (ODL) mode for the respective target groups namely women, small-scale cooperative producers, cow breeders, fishermen, and banana growers.

## MAKING OF AFRICAN LEAN MANAGEMENT CONSULTANTS

Three delegates from the NPCC together with nine counterparts, three each, from the NPOs of Botswana, Kenya and South Africa travelled to Japan between 7<sup>th</sup> and 21<sup>st</sup> November 2009 to attend a training course on Lean Management for Management Consultants organized by the Japan Productivity Center for Socio-Economic Development under the Africa Productivity Improvement Project.

The course was made up of a theoretical part and an in-plant study visit of a few Japanese companies.

In the theoretical part, participants were exposed to concepts such as:

- **production innovation** - i.e. how to achieve production innovation through awareness reform, thought reform and motion reform
- **basic 5S** – and the importance of linking 5S to cost, quality, deadline, quantity and safety management
- **2S-3Tei-5Gen** - product innovation by defining the 5Gen (GENBA - Point of Production; GENBUTSU - Actual Goods; GENJITSU - Reality; GENRI -Theory; GENSOKU -Principle), the 3 Tei (Tei-I - Where?; Tei-hin - What?; Tei-ryo - How much?) and the 2S (Seiri - sorting; Seiton - orderliness)
- **muda-dori** - how to identify muda in the genba with focus on muda in motion, muda in inventory and muda in transportation
- **cell operation** – where a team of a few operators work together and take responsibility for quality, delivery date and cost
- **production progress management** - an effective tool for visual management of the progress of individual's production and also to determine processes with potential for waste elimination
- **Just-in-time production** - comparison between push & pull production system and advantages of the pull system over the push system



### Viewpoint of the Mauritian Delegation

The Mauritian Delegation was very impressed by the work culture in Japan based on their relentless pursuit for excellence. What they found amazing also is that the visited Japanese companies place the employee at the centre of their enterprise development and the respect that the management gives to the creativity and contribution of the employee towards the improvement they make in the company's operations by putting in place systems that capture their ideas, implement them and recognizing the most successful ideas through a reward system not always based on financial gains. At one of the companies which employs staff with disabilities, the equipment and work environment were specifically designed to enable these staff perform their professional activities in an optimum way without any assistance. Another factor that enables Japanese companies to sustain and improve their competitiveness is the versatility of their employees which enable them to produce outstanding results. Last but not least, the good relationship between management and unions also contribute to ensure the progress of the companies. 

## ENHANCING APO / PAPA COLLABORATION THROUGH A NEW COHORT OF PRODUCTIVITY PRACTITIONERS



BCPP trainees during the in-plant practice at Sheltered Employment Factories

The Asian Productivity Organisation (APO) / Pan African Productivity Association (PAPA) partnership set out to promote the productivity movement in Africa reached another stage with the third cohort of participants of the Basic Training Course for Productivity Practitioners held in Johannesburg, South Africa between 7<sup>th</sup> September and 2<sup>nd</sup> October 2009.

As rightly pointed out by the Acting Head of Productivity SA, the host organization, the training of some one hundred and thirty African productivity practitioners, since the start of the APO / PAPA partnership in 2006, has equipped the PAPA NPOs staff with the necessary competencies to disseminate, promote and implement productivity improvement tools and techniques in enterprises and communities in their respective countries so that the African continent is in a better position to take up the challenge of improving the productivity of its workforce and enterprises for these to become more competitive in a much liberalized world economy.

For one of the Mauritian participant, the training course was an enriching experience where the participants learned numerous productivity tools and techniques which do not require big investment to be applied in actual workplaces. This was proven during the in-plant diagnosis practice in two South African enterprises, Ogilvy's Conference and Lodge and Sheltered Employment Factories, during the last week of the training program when participants conducted onsite surveys, observation, productivity analysis and presentation of findings to the management of the two companies. 



**WISHES**

**BEST**

**2010**

  
**NPCC**  
*Ensam pou enn méyer kalité lavi*

**National Productivity and Competitiveness Council**  
 4<sup>th</sup> Floor, Alexander House,  
 Cybercity Ebène, Réduit.  
 Republic of Mauritius  
 Tel: (230) 467 7700 - Fax: (230) 467 3838  
 Email: natpro@intnet.mu  
 Website: www.npccmauritius.com