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National Productivity and Competitiveness Council

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ollowing the positive feedback received after the successful completion of the pilot phase of the Model Company Project designed to showcase Mauritian enterprises that have successfully applied Japanese management techniques like 5S and kaizen for productivity improvement, the Japan Productivity Centre for Socio-Economic Development (JPC-SED) has decided to extend its 2009-2010 technical cooperation on productivity improvement to African Nations including Mauritius.

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## INNOVED CHALLENGING IMAGINATION AND CREATIVITY

The fifth edition of InnovEd (Innovation for the Education Sector) has impacted on the life of the 7000 young innovators, of pre-primary, primary and of secondary schools, who participated in the project this year. InnovEd, which is a joint NPCC and Ministry of Education & Human Resources project, is an initiative to introduce innovation in the education sector. It aims at fostering the spirit of creativity and imagination, while at the same time prompting children to think and act innovatively while having fun.

FOR THE FIRST TIME SINCE THE INNOVED PROJECT WAS LAUNCHED, 332 PROJECTS WERE SHOWCASED UNDER ONE ROOF IN A NATIONAL EXHIBITION, AT THE MAHATMA GANDHI AUDITORIUM BETWEEN 18<sup>TH</sup> AND 21<sup>ST</sup> MAY 2009.

"Our greatest natural resource is the minds of our children", says the famous Walt Disney . Indeed, the innovations displayed during the national exhibition which mesmerized the casual visitor proved Walt Disney right. Applying their intellect and creativity to a challenge, our young innovators demonstrated how they can transform creative concepts into real problem solutions. They seemed to be very savvy about what's going on in the world. What intrigued everyone is that though they display a very childlike wonder, they are capable of addressing complex problems.

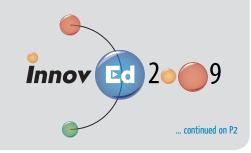
The 130 jurors who had to assess the innovations had a very tough time in selecting the outstanding projects. "I must say that I was personally amazed by the creative and innovative projects which were showcased," admitted Mr Kayllash Allgoo, Chairperson of the National Jury.



The projects "Multi purpose cabinet keeper" and "Share with me" from the pre-primary school category, "Proshoe", from the lower primary school category, "Tysofa" from the upper primary school category. Ecofuture House" from

lower secondary school category, "Mobile chair bag" and "Sink Water Collector" from the upper secondary school category won the appraisals of the juries.

In his speech at the Award Ceremony on 21st May, Dr. Vasant Bunwaree, Minister of Education, Culture and Human Resources highlighted the fact that the InnovEd project is in line with the vision of the Ministry of Education and that the "activity period" has been successfully introduced in the school system as a co-curricular activity and "my aim now is to get InnovEd integrated in the curriculum of pre-primary and primary levels as from January next year."



#### INNOVED ... continued **CHALLENGING IMAGINATION AND**



r K. Coonjan, Executive Director of the NPCC, on his part, expounded on the crucial importance of innovation in the life of a nation and stressed on the need of adopting a new mindset especially at a moment when the world is adopting globalisation and facing new economic, financial and social crisis: "Working harder is not enough; we need to work smarter in tough times. The market turmoil is creating opportunities for new products and services and creating shifts in markets and consumer demands. If we want to remain competitive, we have to be able to use innovation to repeatedly create new product and add value to our economic activities."

The open day held on 20th May offered the general public an array of innovations. From the response received, visitors appeared to have a pleasant time while going through the "interesting, informative and innovative" world of children.

#### VINO B. SOOKLOLL

MANAGING DIRECTOR & EXECUTIVE CREATIVE DIRECTOR, CREAD & CO LTD

Can anybody tell me when the tomato was invented? For centuries people from all cultures all over the world have been using tomatoes in their everyday dishes and in millions of ways. Even today we are still finding new ways to make our dishes more appealing to our eyes and taste buds through creative use of our tomatoes. As long as tomatoes will be around people will keep on finding new ways to cook them and this will go on for generations to come. And who knows one day someone may find another way to take our very own "rougaille" and "satini pomme d'amour" further! In fact, this is what I call innovation.

Innovation is about taking something that exists and improve on it or find a solution to a problem. And the secret is "THINK." This is what I have experienced with the InnovEd 2009. There has been a lot of thinking and energy going in the projects. We have seen a lot of creativity and innovation. But some I will not hesitate to qualify as inventions.

InnovEd is a great opportunity to build a new generation of creative thinkers for tomorrow's Mauritius. BRAVO NPCC!

#### MR. IMRAN RAMOLY

**GOVERNMENT SCHOOL** 

InnovEd is growing in importance year after year. It is a golden opportunity whereby our young children exhibit their potential. It allows students to develop more concern for the world we are living in, especially in the field of technology.

More and more such projects should be integrated with the educational process as a whole because they help to supplement the education the school provides. These activities discharge several useful functions; the first of which is to meet the psychological needs of early adolescence.

I wish long life and success to the InnovEd project. May the younger generation realize their dream and may I add: "YES, THEY CAN."

#### VIEWS

## **DOMINIOUE**

**EVENTS & LOGISTICS COORDINATOR.** MAURITIUS COMMERCIAL BANK

One of the main motives behind sponsoring the InnovEd awards has been because it is by far one of the best ways to promote a culture of innovation amongst the youngsters of our country, who will be the leaders of tomorrow. Innovation and promoting education has been one of the core values of the Mauritius Commercial Bank and that is why we chose to be associated with the NPCC for this project.

By inculcating a sense of novelty in those young children it is hereby a means to make them responsible for their future life and take initiatives to improve their way of thinking and behaving.

And it is really enriching to see more than 7000 pupils from all categories participating in such an innovative project.

#### VIEWS

#### M. RAMSEOOK

ACILITATOR OF RIVIÈRE DU REMPART STATE SECONDARY SCHOOL

It has been an enriching experience for me as a facilitator.

During the training course, I have learnt a lot about creativity and ways in which we can make our learners more creative. Creative thinking is important for all subjects.

It is important for educators to have a training course on creativity and productivity.

I have acted as a guide for the students by planning meetings regularly during activity periods and making sure that they work at a steady pace.

I have to lay emphasis on the fact that it is the students' own idea and they have done most of the work, so all credit goes to them.

#### VIEWS

## MRS NEERMALA LUCKEENARAIN SENIOR LECTURER, FINE ARTS SCHOOL, MAHATMA GANDHI INSTITUTE, MOKA

This year's InnovEd edition has blossomed the creative capacity of our students as evidenced by the increasing number of projects. The projects on show varied in their conception and forms revealing the creative talents and skills of their designers.

InnovEd provides the platform where the student is given the chance to express his full creative potential through his project. It is important to give credit to all the participants, to the value of each voice, each theme, each conception and each realization and acknowledge the fact that each participant has the potentiality to excel.

The projects displayed showed that the students have understood the concept of innovation as they applied different innovative ideas to find solutions to the problems that were identified. Rectors and teachers should support and help students develop their creativity by encouraging them participate in such activities. In the future, possibilities should be explored to have a roving exhibition to enable a wider audience to witness such creativity from the students.

Visitors to the exhibition expressed their satisfaction that the youth of today – students – who represent tomorrow's future are unleashing such innovative potential ready to take up new challenges.

A BIG HURRAH TO INNOVED AND TO ALL THE PARTICIPANTS!!!

#### WHAT ARE YOUR VIEWS? What are your views? WHAT ARE YOUR VIEWS?

#### MRS LUK OK CHOO

FACILITATOR OF R.C. NUCKCHADY PRE-PRIMARY GOVERNMENT SCHOOL (Best project of Pre-Primary School Category)

Participating in "InnovEd 2009" was an enriching and amazing experience for the pupils of Nuckchady Pre-Primary Government School and for me as a facilitator.

This school is a "ZEP"(Zone d'Education Prioritaire) school where the majority of the pupils come from very poor families. The habit of sharing with other has been inculcated in all the pupils.

Our project based on the value of sharing, consisted of creating a mascot to which the children gave the name of "Tresor". Its belly could be filled up with biscuits, candy, juice, pencils, pentels and other things that the pupils were bringing every day with enthusiasm and love.

It was really fascinating to see that even the poorest was putting with great joy a sweet in the belly of "Tresor". During lunch time the treasure, was distributed among the needy students of the school.

This project was an opportunity and a learning experience of implementing the following:

- · providing opportunities for better living for all
- sensitising and promoting civic responsibility
- · fostering creativity amongst children
- enabling children to learn from the best practices
- promoting team-based problem-solving in the education sector and at community level
- participating in a competitive learning environment
- ability for pupils to express themselves and interact with the public and members of the jury

#### PROJECT TEAM OF RIVIÈRE DU REMPART SSS

LINEETA SEEBARUTH, OUROUSHA NAZIRKHAN, PHALAVI SEEBARUTH, KARISHMA BOOJIMOHUN & ZAIMAH AHAMUD, MEMBERS OF THE MOBILE CHAIR BAG

This project is indeed a very encouraging one where many youngsters can express their different skills as well as show their hidden talents in front of the public. We have gained extra knowledge which we did not have

InnovEd has been a great help for us to develop more ideas and to be creative. InnovEd is indeed an interesting competition where students are given the chance to become famous in their schools. Through InnovEd, we have gained in self-confidence as we can now do things we did not even think of before. We also had the opportunity to improve our communication skills while explaining our project to the jury and the public.

We are very proud that our project has been chosen as best project and we share our pride with our college and our parents.

#### VIEWS

#### PROJECT TEAM FROM **R.C. NUCKCHADY** PRE-PRIMARY GS

GEREMY L'ETOURDIE. EMILIE L'EVEILLE. ZIGGIE FAVORY, REAZ OKEEB & STACY LAFINE MEMBERS OF "SHARE WITH ME" (Best project of Pre-Primary School Category)

We wish that our friends from other schools and the public (adults) follow our example to make their own project, to share their experience with the less fortunate children of Mauritius.

#### **MRS. GOONWANTEE NOURSAI-MOOTIEN**

FACILITATOR, SURTEE SOONNEE **GOVERNMENT SCHOOL** (Best project of Upper Primary School Category)

The InnovEd project provides great opportunities for children to develop imaginative, innovative and reasoning skills at such an early age. They will definitely carry these skills during their whole life and I think that this is called "real education". I hope that projects of this kind are more often organized so that more children can participate to enjoy all the benefits of such projects.

#### **VIEWS**

#### PROJECT TEAM FROM EARLY YEARS PRE-PRIMARY SCHOOL

JADE LI CHUNG SUEN, KELLY LEE YAN, ISHITA RAMKISSOON, AREI CONSTANT, AMISH SHRUMMAN & PRANAV DUSSOYE MEMBERS OF "MULTI-PURPOSE CABINET KEEPER"

We are very proud for having participated and received the best project award for the pre- primary category of InnovEd 2009. Our parents are very proud of our creative skills.

InnovEd provides a good motivation for children of all schools to express their own ideas. Children develop self confidence as they are able to create by themselves. We hope that in the future this programme will continue and that more children will get an opportunity to participate.

#### VIEWS

VIEWS

## PROJECT TEAM FROM SURTEE SOONNEE GOVERNMENT SCHOOL

NABIIHAH BIBI FATIMAH AIKAGJEE, NUZHAH BIBI CALCUTEE, NUSAIIBA BIBI PEERBOCCUS, HOUZEIR MUHAMMAD FAKEEERMOHAMOOD & ASHRAFIKHAN HOSSENKHAN

VIEWS

MEMBERS OF TYSOFA (Best project of Upper Primary School Category)

We are very happy and proud of our achievement. InnovED has provided a lot of fun and has enabled us use our creative skills to turn useless materials into useful ones.

## What are your views? WHAT ARE YOUR VIEWS?



**CATEGORY** 

#### **Early Years Pre-Primary School**

#### PROJECT

Multi-purpose cabinet keeper

#### TEAM MEMBERS

Jade Li Chung Suen Kelly Lee Yan Ishita Ramkissoon Arei Constant Amish Shrumman Pranav Dussoye



#### **FACILITATOR**

Mrs Esmeralda Lee Yan



### **CATEGORY**

#### R.C. Nuckchady Pre-Primary GS

#### **PROJECT**

Share with me

#### **TEAM MEMBERS**

Geremy L'Etourdi Ziggie Favory Reaz Okeeb Emilie L'Eveillé Stacy Lafine





### **SCHOOL CATEGORY**

#### Henrietta Government School

#### **PROJECT**

Proshoe

#### **TEAM MEMBERS**

Lemya Christabella Capdor Loen Luciando Alcindore **Gael Amuel Dairion** Muhammad Husayn Mandary Juliano Leonardo L'Entété

#### **FACILITATOR**

Ms Priyadarshinee Djapermal



### **SCHOOL CATEGORY**

#### Surtee Soonnee GS

#### **PROJECT** Tysofa

#### TEAM MEMBERS

Nabiihah Bibi Aikagjee Houzeir Mohammad Fakeermohamood Ashrafikhan Hossenkhan Nusaiba Bibi Peerbocus Nuzhah Bibi Calcuttee



#### **FACILITATOR**

Mrs Goonwantee Noursai-Mootien

## **PROJECTS** INNOVED **\*2009**

**BEST** 





### SCHOOL CATEGORY

#### Sir Abdool Raman Osman SC

#### **PROJECT**

**Eco-future House** 

#### **TEAM MEMBERS**

Roumess Jugroop Yuvi Ramluggun Nilesh Ghurburrun Ahmad Ismaïl Nassurally



**FACILITATOR** 

Mr Ahidoor Aly Diloo



#### **UPPER SECONDARY SCHOOL CATEGORY**

#### **Grande Montagne College, Rodrigues**

#### **PROJECT**

Sink Water Collector

#### **TEAM MEMBERS**

Joseph Vijames Old Jeody Adley Baptiste **Bursley Meunier** Jean Pascal Ludovic Face Marie Joyce Laurent Didier Baptiste



#### **FACILITATOR**

Ms Karine Roussety



**UPPER SECONDARY** 

**SCHOOL CATEGORY** 

#### LABOUR-MANAGEMENT RELATIONS

#### ESTABLISHING A NEW PARTNERSHIP MODEL

t is being increasingly recognized worldwide that better cooperation between labour and management constitute a key factor in productivity improvement. Even though their stand may differ fundamentally, management and workers should through harmonious labour-management relationships cooperate with each other to achieve their respective objectives, improve productivity, maintain and enhance the working conditions, and ensure lasting industrial peace.

The traditional concept of productivity i.e. the ratio of output over input is no longer that relevant nowadays as many other factors contribute to increase productivity. Productivity improvement involves improving the overall business environment, use of new technologies, developing better industrial and labour-management relations, improving products and processes, enhancing the quality of working life and continuous development of the human resource, among others.

view unions as a nuisance and their current roles and actions as irrelevant or even judged 'backward'.

On one hand, they state that unions are their 'partners' then almost immediately decrying the latter's limited perspective and role. Mauritian HR is not clear on its position and appears to fence between a rhetoric of 'partnership' and a tendency to practice union avoidance through a distinctively preferred unitarist approach, thus marginalizing unions. The danger in this trend being that organizations in Mauritius will end up as "bleak houses", with little in the way of sophisticated human resource management and almost no union representation. For the unions, lack of trust from management, lack of communication with management, non-participation of workers in decision-making and the non-recognition of the workers' contribution in the achievement of the company have exacerbated their position towards radical demands rather than adopting a more consensual approach.



 to provide an opportunity to both parties to re-negotiate their respective roles

#### to allow both parties to state their expectations as regard to each other

The methodology used during the workshops was the problem-solving and reframing type and a version of the Role Analysis Technique. To bring out the sense of partnership responsibility from both parties, the workshop was facilitated by Dr A. Ramgutty-Wong. Discussions were open and participants in each workshop had to express concrete role behaviours on their part and on the part of their partner on the following four issues.

- the necessity for increased mutual understanding of perspectives
- how to move towards a culture of consultation, trust, two-way communication and participation
- how to establish a common commitment to the enterprise and to the economy's success
- · how to move away from the 'old union' model

The findings from both workshops will form part of a report that will serve as a basis for further action with employees and management as well as the State.



Workshop with representatives of employers / management

In today's highly competitive business world, the dynamics between productivity and labour-management relations is critical for survival. A cooperative rather than conflicting mindset can ensure enterprise competitiveness even in an increasingly difficult environment. Cooperation between the two partners (workers and management) relies on the establishment of mutual trust and continuous communication, which in turn allows the sharing of information and knowledge to meet internal and external challenges. Good labourmanagement relationship therefore impacts positively on productivity, job security, profitability, and overall quality of life.

A recent study on trade unionism in Mauritius conducted by Dr Anita Ramgutty-Wong, Associate Professor at the University of Mauritius with the support of the Mauritius Research Council published in 2008 revealed highly insightful data on the realities, constraints, accomplishments and challenges of the situation and context. From a management perspective, employees are seen to get unionized just for 'better pay and working conditions' and therefore the presence of the union is tolerated by the management. A majority of managers

The thrust of the NPCC's mission is "To make Mauritius work. Together." In the Agenda for Productivity and Competitiveness 2007-2010, one of the strategic objectives identified was to "spearhead a culture of dialogue at national, industry and enterprise levels..." Accordingly "the improvement of corporate productivity through better labour-management relations" was identified as one of the strategies.

The cooperation between labour and management is a prerequisite for improving productivity. In the present environment of dynamic and drastic changes, the development of sound and harmonious relations between management and employees has assumed a sense of urgency. In that context, the NPCC has organized two workshops, one with representatives of employers on 29<sup>th</sup> May 2009 attended by thirty-six participants and another with representatives of employees / trade unions on 3<sup>rd</sup> June 2009 attended by forty-two participants.

#### The objectives of the workshops were:

 to allow both parties to take cognizance of issues emerging from the national survey on trade unionism

## MODEL COMPANY BASIC PRODUCTIVITY TOOLS APPLIED TO MAURITIAN ENTERPRISES ... continued

wo Japanese consultants selected by JPCSED, namely Messrs. Katsushi Honda and Kenichi Saito, will visit selected local enterprises in August and October 2009 to provide consultancy in the areas of Lean Management, 5S and kaizen.

Mr Katsushi Honda, a consultant from Sony Human Capital Corporation, has more than 40 years of experience helping Sony Corporation carry out business innovation and successfully implementing the "new production site". He has also been a lean management consultant in industries such as clothing, electrical parts, auto parts, and food production both in Japan and overseas. Mr Kenichi Saito, on his part, is strategic marketing manager at Texas Instruments, Japan.

To get more insight about the Model Company, visit the NPCC webpage (www.npccmauritius.com/modelcompany) or contact natpro@intnet.mu or phone on 467 77 00.

#### APPLYING BALANCE SCORE CARD FOR STRATEGIC DEPLOYMENT

The Balance Score Card (BSC) translates the mission and strategies into objectives and measures organized into four perspectives namely:

- Customer
- · Internal Business Process
- · Learning and Growth

The Balance Score Card is based on 3 principles:

- Cause-and-Effect relationships
- Performance drivers
- · Linkage to financials



The process that was adopted started with an analysis of the company's which following turnover: management team identified a series of strategic options that would matter most for the company's success.

To achieve our vision, how

should we appear to our

customers?"

Strategic objectives were then defined to sub-divide the strategies into actionable components that would be monitored through performance measures. These measures would enable the institution track results against set targets, and identify potential problems early enough to fix them and thereby bring necessary corrective measures towards attaining the set goals / targets. @wece

Following the strategic visioning exercise conducted last year, the NPCC developed a Balance Score Card for the State Informatics Limited using the following framework:



BSC provides a Framework to Translate Strategy into **Operational Terms** 

#### **GREEN PRODUCTIVITY**

#### GROOMING RESPONSIBLE CITIZENS THROUGH THE GREEN SCHOOL PROJECT

The film 'Home' recently broadcasted was another opportunity provided to re-think ourselves, and our mode of behaviour. If we have not yet taken stock of the consequences of our consumption behaviour on the environment, it is high time we start doing so because the clock is ticking. Scientists believe that we are at the threshold of a major catastrophe. The future lies in education, which will give us a life long understanding that it is imperative to care for the environment because we are depleting our natural resources at a much faster rate than we are replenishing them. We can no longer sit back and relax.

One of the components of the NPCC's Green Productivity Programme is the Green School, whereby students address issues relating to the environment and the eco-system in their respective schools and nearby surroundings.

The aim of the project is to get the students to bring about changes in the school environment through tangible results that are gauged once their action plan is implemented. The Green School is a participatory programme that provides an excellent opportunity for

students to experience active citizenship in school. It brings many benefits both to the schools and the community. The benefits include:

The Green School Team (GST) takes control of their own environment, learning and taking decisions about how to improve both their home and school environments.

The GST and school staff work together on issues such as reducing litter and waste and run the school in an environmentally conscious way. The GST is further encouraged to get everybody at school on board to implement measures, with the help of the Head of school.

Students as well as teachers and other school staff are encouraged to apply their newly acquired knowledge on environmental issues in the everyday life of the school.

Businesses, organizations or local authorities having expertise in areas of environmental management may



be willing to cooperate with the Green Schools. It is also an incentive for the GST to cross the school boundaries and share their experiments with the community.

Actions undertaken throughout the programme may lead to savings in the school's energy and water consumption bills for example. Reducing waste and collecting materials for recycling can, ultimately, help raise money for the school.

#### IDEA IN PRACTICE



Retailers can survive - even thrive - in a recession by following these five rules:

#### **RULE 1: GO WHERE HEADROOM IS**

The biggest opportunity for profitable share gains comes from focusing on your disloyal, not your loyal, customers.

#### **Example:**

One fashion retailer realised that many of its customers were in its stores but not spending as much as they were at competitors.

#### **RULE 2: CLOSE THE NEEDS-OFFER GAP**

To capture more business, you must entice those customers spending elsewhere to spend with you instead. That means closing the gap between what they want to what you offer, not merely ordering more of what's already selling well.

#### Example:

By lowering the cost of work clothes, expanding its line of basics, introducing different brands, and shrinking designer collections, a high-end department store chain got its disloyal apparel customers to spend more at its stores and less at others', seeing an immediate improvement in its apparel sales - and record profits soon after.

#### **RULE 3: GO AFTER BAD COSTS**

Cost cutting can be dangerous unless you know how to relate your costs to customer benefits.

#### **Example:**

A struggling German convenience retailer found that it was overinvesting in cleaning facilities and overinvesting in friendly staff. Management decreased funding for cleaning by 20% and used the money saved to establish new training programmes, a new time-allocation system, and new in-store standards. The net result was a 20% increase in return on capital – and a five point market share gain.

#### **RULE 4: CLUSTER STORES**

Uncover growth and cost opportunities by looking at similarities and differences in customer needs and purchase behaviour across stores.

#### Example:

One large general-merchandise retailer discovered that five quantifiable factors explained most of the differences in local customer needs - and therefore purchasing behavior. By segmenting its stores into groups representing unique combinations of these five factors, it uncovered previously invisible differences in its growth and cost-saving opportunities.

#### **RULE 5: RETOOL CORE PROCESSES**

In a downturn, all of the basic retailing processes customer research, merchandise planning, performance management, and strategic planning - must focus primarily on seeking out and serving the switchers with as few bad costs as possible.

#### Example:

One leading retailer manages its performance by store cluster for each of six key variables using both external measures such as headroom per store and internal measures like comps and average sales per square foot. As a result, it has actually improved its performance since the retailing downturn intensified last summer.

Source: Favaro, Ken, Romberger, Tim, David Meer: Five rules for retailing in a recession. Harvard Business Review, v.87(4), Apr 2009, pp.64-72

#### **CIVIC ACTION TEAMS** 8<sup>TH</sup> CATs CONVENTION FOR THE EDUCATION SECTOR



schools have this year expressed their interest to participate in the 8th edition of the CATs Convention for the Education Sector organized jointly by the NPCC and the Ministry of Education, Culture & Human Resources.

Regional conventions have been held between 9<sup>th</sup> and 12<sup>th</sup> June 2009 in the four respective zones to decide which projects will represent the zone at the primary and secondary levels at the national convention scheduled for 19th August followed by the Award Ceremony on the 20th August 2009. The Civic Action Teams had the opportunity to present their project through Powerpoint presentation, Role play or Poster display using the PDCA tool. ".....

#### NPCC COLLABORATES WITH THE UNIVERSITY **OF MAURITIUS**

PRODUCTIVITY AND QUALITY FOR HEALTH AND SOCIAL CARE **PROFESSIONALS** 



auritius, being a country with limited natural resources, its progress depends on the capacities of its people to address new challenges in innovative ways. For the country to continue to prosper and achieve sustainable economic and social growth, it is imperative that the citizens have access to quality education and quality health services.

In order to increase the efficiency of the health services delivered to the people, the NPCC is partnering with the University of Mauritius to offer a course on Productivity and Quality for Health and Social Care Professionals. The training course, which started on 15<sup>th</sup> June 2009 for thirty participants, provides a practical approach to the use of productivity and quality improvement tools and techniques. Besides, it also addresses the need for performance excellence in the services provided; and focuses on the appropriate measures for 'greening' hospitals and health care centres by auditing and adopting principles for reducing, reusing and recycling wastes.

## THE PAN AFRICAN PRODUCTIVITY ASSOCIATION (PAPA) STRIVES TO PROMOTE SOCIAL DIALOGUE AND PRODUCTIVITY IN AFRICA

frica is regarded as the least productive region of the world while social dialogue practice which is pivotal to the competitiveness of nations is still a challenge for the continent. Productivity and social dialogue promotion, through the establishment of a sound legal framework, a prerequisite for effective social dialogue and industrial relations practices for meaningful tripartite consultations on matters of common interest between government, employers and workers to take place, are considered as crucial levers for Africa to make its way out of the global economic and financial crisis.

To face this double-edged challenge, the PAPA in collaboration with the African Union Commission (AUC), the International Labour Organisation (ILO), and other social partners have committed to engage in a long run approach to productivity improvement and social dialogue enhancement. Representatives of these different partner organisations including the Asia Productivity Organisation (APO) and the

PAPA represented by Dr K. Coonjan, Executive Director of the NPCC and Vice-President of PAPA, met in Addis Ababa, Ethiopia between 13<sup>th</sup> and 15<sup>th</sup> May 2009 for the AU-ILO-PAPA Workshop on Social Dialogue and Productivity in Africa to examine how best social dialogue and productivity can be promoted at the national and regional levels; to discuss and adopt

a Framework on 'Africa Productivity Programme 2009-2012; and to discuss and adopt a Framework on 'Social Dialogue Guidelines for Africa'. \*\*\*

Participants of the AU-ILO Workshop on Social Dialogue and Productivity in Africa



#### SETTING UP OF SMALL AND MICRO ENTERPRISES CLUSTER/NETWORK IN THE TOURIST-RELATED SECTOR

The NPCC is facilitating a series of workshops aiming at the setting up of cluster/network that will enhance the growth of the small and micro businesses in this sector. The aim is to enable economies of scale to such business activities in villages; and encourage tourists to buy and use local services that would eventually create jobs and bring in income to various stakeholders of the community like restaurant owners, hairdressers, guest house owners, taxi drivers, and local craft entrepreneurs.

The cluster/network has successfully built its vision, mission, values and has worked out its strategies. Through this intervention, the NPCC is contributing towards building the necessary social capital among a diverse range of economic operators in the cluster/network given that the group comprises of people from different professional backgrounds. Work sessions have integrated team building concepts and exercises to enable the cluster/network members undertake a major shift in paradigm, i.e. moving from



## Tourist-based cluster members discussing to develop their vision and mission

an individualistic competitive mindset to one where they will have to think and emerge as team players relying on co-operation for their business survival.



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