



Dev Appalswamy, officier responsable du NPCC faisant son discours.



Sanjiv Mulloo, président du NPCC s'adressant aux participants.

Newsletter

ISSN 1694 - 0229 JUNE 2016 - Vol. 12, No.2

National Productivity and Competitiveness Council

CONFÉRENCE SUR LE "TIMELESS LEADERSHIP"

'Le Leadership au sein d'une entreprise doit perdurer: il doit s'agir d'un leadership qui transcende l'argent, le pouvoir et les privilèges', dit le professeur Chatterjee.

l'importance du leadership personnel et organisationnel. Les chefs d'équipe ont appris les lignes directrices pour travailler efficacement avec leurs groupes et accroître

Ce qui est éternel est authentique et cela doit commencer à la maison. Il faut enseigner et pratiquer les valeurs, telles la véracité, l'honnêteté et l'authenticité à la maison. Le deuxième aspect est de développer votre proactivité, sinon vous ne pouvez pas améliorer vos capacités, votre productivité et votre potentiel de développement. Le troisième élément est la connectivité avec les autres, que ce soit au sein d'un petit groupe ou un large public. Le quatrième aspect repose sur les responsabilités. Chacun aspire à une nouvelle vie, à un meilleur avenir et nous nous efforçons chaque fois d'imaginer, d'inventer et d'innover et de trouver des possibilités de faire mieux. Les leaders, qui ne croient pas en de nouvelles possibilités vivent dans le passé.



243 participants étaient présents à la conférence.

Invité du National Productivity and Competitiveness Council lors d'un séminaire ayant pour titre 'Timeless Leadership-Purpose, Performance and Possibility' le mercredi 4 mai à l'hôtel Intercontinental Resort, Balaclava, le professeur Chatterjee estime que les leaders doivent sans cesse imaginer, inventer, innover pour mieux faire. Le professeur Chatterjee a démontré devant un auditoire de plus de 200 personnes

leur impact et leur influence.

Le concept de Timeless Leadership selon le professeur Chatterjee s'explique comme suit: 'Toute chose variable qui ne change pas dans le temps est intemporelle. Une salle, une maison, bien des choses changent avec le temps, la peinture s'effrite, les murs et les meubles se dégradent. Ce qui ne change pas de cette façon, c'est la conscience.

VISITE DE COURTOISIE



Le Professeur Debashis Chatterjee a rendu une visite de courtoisie au Premier Ministre, Sir Anerood Jugnauth le lundi 2 mai.

ALCHEMY OF LEARNING

Le professeur Debashis s'est adressé aux hauts cadres du secteur de l'éducation le 5 mai à l'auditorium Octave Wiéhé, à Réduit. Son intervention s'est articulée autour du thème "Alchemy of Learning". Il a insisté sur le fait que le niveau de l'éducation à Maurice est très élevé.

Durant le séminaire, il a mené des exercices interactifs avec les membres présents pour leur expliquer différentes techniques d'enseignement. « L'innocence est le début de l'apprentissage. L'innocence n'est pas synonyme d'ignorance », a-t-il fait ressortir.

La ministre de l'éducation Leela Devi Dookun-Luchoomun, présente au séminaire, s'est dit inspirée par le professeur Debashis Chatterjee. Dans la foulée, elle a déclarée que les institutions académiques de Maurice bénéficieront de plus d'autonomie pour qu'elles puissent améliorer leurs performances.



Prof. Debashis Chatterjee

Sanjiv Mulloo, président du NPCC, Leela Devi Dookun-Luchoomun, la ministre de l'Éducation, de l'enseignement supérieur et des ressources humaines, Prof. Debashis Chatterjee, Dev Appalswamy, officier responsable du NPCC et Vijay Towokul, Vice-président du NPCC.

ETHICS AND VALUES IN LEADERSHIP

Le professeur Chatterjee s'est aussi adressé à une quarantaine de jeunes leaders inscrits au programme Grooming Young Mauritian Leaders du NPCC, sur le thème 'Ethics and values in Leadership'



GROOMING YOUNG MAURITIAN LEADERS



The Young Mauritian Leaders

The National Productivity and Competitiveness Council (NPCC) with financial support of the U.S Embassy (Mauritius) launched the “Grooming Young Mauritian Leaders” project on 25th February 2016 at the NPCC.

As Mauritius thrives to boost its economic growth and position itself in the global market, it is undeniable that talent and leadership development are crucial. 48 young Mauritian leaders from across the Island, aged from 25 to 35, have been selected to participate in the first edition of the project.

“It goes without any doubt that young leaders will be the architects and builders of the future of our country and the continent. More than ever, young people refuse to be passive recipients. They want to be actively engaged and contribute to the well-being of their people and communities,”

Dev Appalswamy,
Officer in Charge, NPCC

A network regrouping the selected participants has been set up. Amongst others, the members of the network will:

- constantly interact and have discussions on different topics focused around honing the leadership skills of the young leaders.
- follow capacity building programmes to nurture the leadership skills of the young leaders
- be invited to visit the workplace of key resource persons to have an idea on how the leadership skills are actually implemented
- be encouraged to lead discussions or provide a speech on selected topics during some sessions
- get the opportunity to meet mentors in their respective fields of interest



Krishna Athal,
participant of ‘Grooming
Young Mauritian Leaders’

“The first session of Grooming Young Mauritian Leaders on “Women in Leadership”, was insightful. Let’s realise that women are not inherently passive or peaceful; we’re all not inherently anything, but human. Also, it is what we make of what we have, not what we are given, that separates one person from another. Providentially the world has witnessed great changes in perceptions and on the gender issue over the last two decades. Our deliberations are happily taking place at a time when age-old prejudices and gender-based inequities are finally giving away and we are drawing close to our cherished goal of gender equality, harmonious development and lasting peace. In fact the interactive session was really enriching,”

The topics to be discussed during the session include: The Mauritian and African Leadership, women in leadership, social leadership, innovative forms of political participation and social activism, values in leadership, human rights and leadership, business leadership and innovative leadership with the principle aim of nurturing a new breed of young Mauritian leaders.



The project ‘Grooming young Mauritian Leaders’ aims to build a network around our young Mauritian leaders to support them and enable them to be effective and successful in their personal and professional life. It is this constant networking and interaction that will give these future leaders the resources they need to make impactful changes.

MAURITIUS PERFORMANCE - MO IBRAHIM INDEX OF AFRICAN GOVERNANCE

Mauritius remains the top ranking country in overall governance in Africa according to the Mo Ibrahim Index of African Governance*(IIAG) 2015. With a total score of 79.9 points, the country ranks first in Africa followed by Cabo Verde with 74.5 points and Botswana with 74.2 points at the second and third positions respectively (Table 1).

Table 1: Ranking of African countries - 2015 (top 10)

Rank/54	Score/ 100	Change since 2011
1st Mauritius	79.9	-0.7
2nd Cabo Verde	74.5	-1.9
3rd Botswana	74.2	-1.8
4th South Africa	73.0	+0.9
5th Namibia	70.4	+2.0
6th Seychelles	70.3	-0.8
7th Ghana	67.3	-0.4
8th Tunisia	66.9	+2.6
9th Senegal	62.4	+4.5
10th Lesotho	61.1	+2.2

Source: Ibrahim Index of African Governance 2015

Although Mauritius has remained in the top position for 15 years, in recent years some signs of weakness have started to emerge. The country showed its best overall governance performance in 2009 and has not regained this score ever since. It has not achieved its best performance in any underlying category since 2010. As a result, Mauritius shows a slight decline of -0.7 score points since 2011. A negative trajectory is seen in all three top performers in overall governance, including Cabo Verde and Botswana, however Mauritius shows the least decline of these three countries.

The overall governance decline seen in Mauritius' performance is triggered by deterioration in both Safety & Rule of Law (-1.7) and Participation & Human Right (-2.5). The other two categories, Sustainable Economic Opportunity (+0.3) and Human Development (+1.0), show improvement (Table 2)



Table 2: Mauritius governance performance

Mauritius				
δ = change since 2011				
	2014	δ	Africa average	Rank/54
Overall score	79.9	-0.7	50.1	1
Safety & rule of law	82.7	-1.7	51.3	1
Rule of law	94.6	-0.4	50.8	3
Accountability	69.8	-1.5	35.5	2
Personal safety	66.5	-5.0	44.0	2
National security	100.0	-0.0	74.8	2
Participation & human rights	73.8	-2.5	49.3	5
Participation	83.9	0.0	45.9	2
Rights	77.0	+0.3	47.3	2
Gender	60.4	-7.9	54.8	23
Sustainable economic opportunity	77.5	+0.3	43.2	1
Public management	57.5	-4.1	46.0	11
Business environment	87.7	-2.2	40.7	1
Infrastructure	83.6	+8.3	36.5	2
Rural sector	81.0	-0.8	50.5	1
Human development	85.7	+1.0	56.4	1
Welfare	81.1	-2.0	50.9	1
Education	84.2	+2.6	48.8	1
Health	91.9	+2.5	69.9	2

Source: Ibrahim Index of African Governance 2015

The 2015 IIAG indicates that governance progress in Africa has slowed down over the past four years. 21 countries have declined in governance performance since 2011, with only six countries registering an improvement, namely Côte d'Ivoire, Morocco, Rwanda, Senegal, Somalia and Zimbabwe.

At the regional level, the continental trend in overall governance masks varying performances and a widening range between the regions. Southern Africa remains the best performing region, with an average score of 58.9, followed by West Africa (52.4), North Africa (51.2) and East Africa (44.3). Central Africa is the lowest ranking region with an average score of 40.9, and is the only region to have deteriorated since 2011.

Mo Ibrahim, Chair of the Mo Ibrahim Foundation, says: "While Africans overall are certainly healthier and live in more democratic societies than 15 years ago, the 2015 IIAG shows that recent progress in other key areas on the continent has either stalled or reversed, and that some key countries seem to be faltering. This is a warning sign for all of us. Only shared and sustained improvements across all areas of governance will deliver the future that Africans deserve and demand."

*Published every year, the Ibrahim Index of African Governance (IIAG) provides a complete assessment of the state of governance in each of the 54 African countries.

ENCOUNTER WITH BRYAN CHARLES, PRODUCTIVITY CHAMPION AT PORKER LTD.

Today's basic workplace is often overloaded with distractions and technological temptations that dramatically reduce our productivity and results at work. Our brains simply cannot recover and maximize our efforts from these "start-and-stop" work habits taking over our day. The NPCC discussed the changes Bryan Charles, one of the productivity champions, brought to his company.

For those who are not familiar with the term 'Productivity Champion' it is often the director or an employee designated by the former to identify, analyse and implement projects on productivity with the support of his team.

Bryan Charles, Director of Porker LTD, stated that his experience as a productivity Champion gave him another path way in the business sector. He stressed on the importance of productivity and increasing productivity. "Being a productivity Champion has given me another path way in the business sector. Realising that today without this opportunity, we as businessman, we are missing a very important key factor in our sector. When we talk about businesses, the first thing which comes to my mind is: how productive is the actual business? What can I do to increase productivity as a productivity champion? Being a productivity champion was a great experience and full of enrichment for my business field," he affirmed.



The Productivity Champion is often awarded a certificate for successful leading and implementing at least one project on productivity and quality. The Productivity Champion is also responsible to train other team members at company level on productivity.

Having experienced life as a productivity champion, I decided to implement all the positives with the core aim of improving the day to day activities. First and foremost, we were able to boost up workers operating time during production activity. This reduced losses and improved timing of production. I have been able to assess losses in terms of production yield. Products which were going to waste unnecessarily were put to good use.



On the right: Bryan Charles, Director of Porker Ltd.

Unsold products from supermarkets were collected and transformed through a system to be used for further processing. I was able to gain time for production of products on a weekly basis in fewer days. I made more volume in limited and fewer working days. There was a reduction of overtime and slow trends of work force. I also trained workers in house according to their job department and planning, affirmed Bryan Charles.

Great champions and performers all have a razor sharp focus towards their goals and dreams and eliminate all forms of disruptions and distractions from their path. And Bryan Charles is no exception.

"The ability to win needs to overcome the times that you lose. When you face and beat adversity and failure you develop your resilience and have the capability to solve numerous issues within your organisation. I would like to recommend all entrepreneurs to have one productivity champion in their businesses, as a compulsory ingredient for productivity of the business. I recommend them to contact NPCC for a better assistance into the entrepreneurial sector," stated Bryan Charles.

I WOULD LIKE TO RECOMMEND ALL ENTREPRENEURS TO HAVE ONE PRODUCTIVITY CHAMPION IN THEIR BUSINESSES, AS A COMPULSORY INGREDIENT FOR PRODUCTIVITY OF THE BUSINESS.

Bryan Charles, Director of Porker Ltd.



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Visit us on   www.npccmauritius.org

ENGLISH LITERACY USING IT (ELIT)

The English Literacy using IT (ELIT) programme has the core objective of enabling participants improve their competencies in functional English Literacy so as to participate actively in their socio-economic environment. In 2005, the NPCC submitted the ELIT project to UNESCO and obtained a seed grant to initiate the project. The project has been pilot tested and scaled up with the assistance of the local authorities and non-governmental organisation. NPCC is responsible for conducting the training of trainers, monitoring and evaluation of the ELIT courses. The quality of the course is evaluated and upon successful completion of the course, NPCC bestows the participants an attendance certificate.

The National Productivity and Competitiveness Council (NPCC) in collaboration with the Entrepreneure au Feminin Ocean Indien (EFOI), Microsoft Indian Ocean Islands and E-Inclusion Foundation, organized several training sessions for the period of 2015 to 2016 on English Literacy using IT. More than 50 women successfully completed the ELIT course.



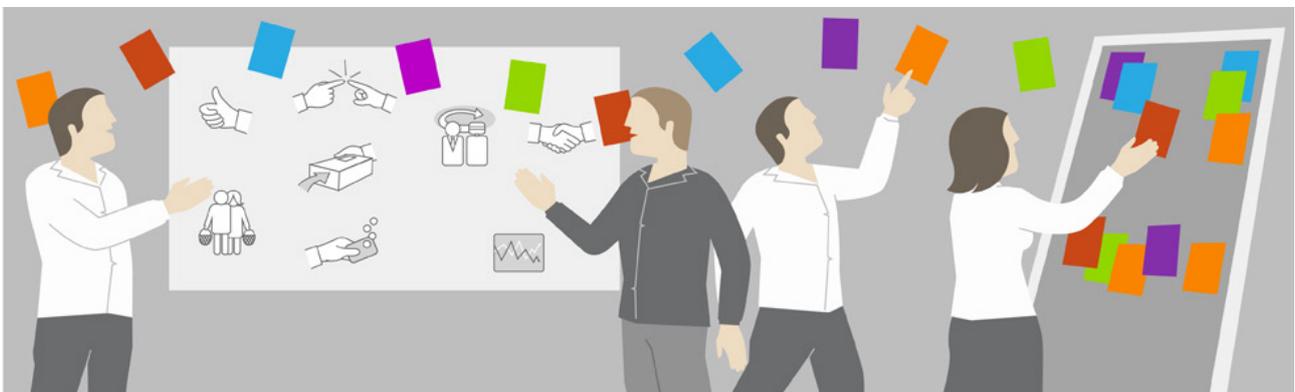
Participant receiving a certificate from the Hon. Aurore Perraud, Minister of Gender Equality, Child Development and Family Welfare



Dev Appalswamy, Officer in Charge of NPCC making his address to participants



TRAIN-THE-TRAINERS FOR ON-THE-JOB FACILITATORS



20
&
21
JULY

COURSE
Train-the-trainer for on-the-job facilitators
OBJECTIVE
To promote appropriate strategies for developing on-the-job training sessions by facilitators.
TARGET
Middle Managers / Facilitators / Trainers

This intensive 2 day programme will teach participants how to determine the needs of the learners and improve effectiveness and efficiency of performing tasks.

CONTACT NPCC FOR MORE DETAILS
CALL 467 7700

A TRIBUTE TO JOSÉ PONCINI 1928-2015



In tribute to late J. Poncini, Founder Chairman of the NPCC (2000- 2004), and an influential, brilliant and prolific contributor to the EPZ sector in Mauritius, the NPCC organised a conference on the theme “Mauritius: Yesterday, Today and Tomorrow- A Tribute to J. Poncini” on 21 January 2016 at the conference room of the NPCC. Amongst others, the conference focused on J. Poncini’s contribution to Mauritius and highlighted the future orientations of the country to better the lives of our people. Percy Mistry, Chairman of Oxford International Group and eminent personalities were present on that day.



Mr Percy Mistry,
Chairman of Oxford
International Group

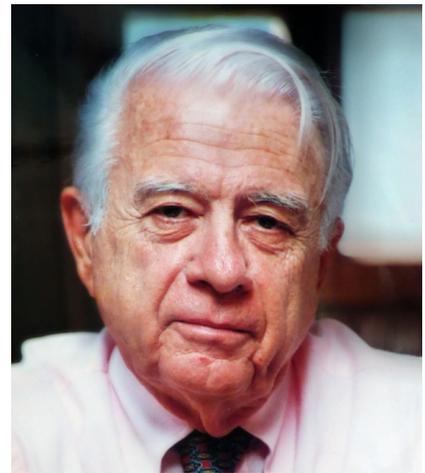
“José understood the intricacies of Mauritian government, politics and the complexities of Mauritian politicians and bureaucrats very well. So much so that he never wanted to be a part of the political or government game. And yet he made a contribution to Mauritius that few politicians or officials can match”.

On November 22, 2015, Jose Poncini quietly left his mortal body and was cremated the next day. He wished to leave the world as simply as he had arrived in it. We should remind ourselves of his many contributions to the business world to foreign relations to the development of Mauritius to art and culture generally. Moreover, the Chairmanship of the NPCC was for him an ideal opportunity to contribute significantly to the well-being of the country. It was a moment when the NPCC was introducing and testing new ideas and concepts such as muda-free Mauritius, kaizen, family circles, civic action teams and very important the bottom - up approach to productivity improvement.



Dev Appalswamy,
Officer in Charge,
NPCC

“Poncini’s tenacity was infectious and he rallied and energised us at the NPCC to overcome seemingly insurmountable odds. He coaxed, pushed us to do what was difficult, but ultimately right and good for the country. With his passion for productivity, his powers of persuasion, boundless energy, personal charm and ability in making things happen; his clarity and confidence became ours.”



JOSÉ PONCINI

José Poncini was Swiss, as well as profoundly Mauritian. He was primarily a world citizen. He had a global understanding on economy, geopolitics and world affairs, but acted locally for the wealth of his beloved Mauritius. He was free of any sectarianism, did not belong to any political or religious movement, but was resolutely acting in term of solutions, always for the benefit of all involved.

“The Dangerous Dreamer”

Prof. James Meade

Honesty, integrity, kindness were for José intrinsic values of his personality. In a world in complete disarray we are experiencing now, we would desperately need personalities like José.



Sanjiv Mulloo, Chairman of NPCC summing up the discussions.

LEADERSHIP AND GOOD GOVERNANCE

Twenty-first century mainstream culture is infatuated with the idea and the practice of leadership. We love to analyse how an individual helps a crumbling company to get back on its feet, or how an athletic coach shapes an underperforming team into a world champion. So it is common wisdom that to achieve such goals behind every leader there is a devoted team that support and execute the vision of a leader.

Yet, we rarely talk about the responsibility mechanism that ensured the success of such leaders' vision and goal. Any leader and teams, organisations and nations succeed in the long run because of the strategic support and expert oversight they receive. Hence, the term "good governance" is a value-laden concept that is characteristically vague; it means different things to different people, depending on the context in which it is used.

Nevertheless, good governance can be describe as the interchange of best practices in the governance of a nation. The purpose of good government is to create a favourable climate for political and socio-economic development and to increase the efficiency and effectiveness of development programmes.

The same applies to leadership. Good leadership and governance are central to the success of any company, sector or economy. Getting it right has a significant bearing on economic growth and the way companies, sectors and economies perform. It is not only the process of making and implementing decisions, but making the 'correct' decisions in the best method of process possible. It is impossible to achieve and to sustain effective administration without effective leadership and Good Governance.

It is critical at all levels of hierarchy within the private, public and civil organisations. Without effective leadership and Good Governance at all levels in private, public and civil organisations, it is impossible to achieve and to sustain effective administration, to achieve goals, to sustain quality and deliver first-rate services. Therefore, limiting good governance structure is a sure way to undermine leadership and lose followers.

Infatuation often involves some mystery; we do not know why we are attracted to something or someone, but we are. Often, it is because there is something beyond sight that is creating the illusion. With good leadership often comes good governance.

How do leaders contribute to effective governance and vice versa?

The important role that leaders play in supporting effective governance, by promoting interagency collaboration and focusing on local issues and outcomes, is identified in numerous reports. Leaders play an important role in governance. They provide direction for governance through fostering a shared understanding, clarity around roles between local and national actors, promoting collaboration and joined-up working, and encouraging commitment at all levels. Leadership is a critical ingredient of good governance as it also encourages interagency cooperation. Strong leadership is required to manage the difficult task of bringing all parties of integrated services to the table.

Numerous findings indicate that governance plays an important role in providing strategic direction for leaders and helping them to foster commitment, shared aims and accountability. Effective leaders think creatively about governance arrangements so that there is shared participation, shared responsibility and accountability in order to sustain partnerships.

"Leadership and good governance" is a term that has become part of the vernacular of large range of development institutions and other actors within the international arena. What it means exactly, however, has

not been so well established. Almost all major development institutions today say that promoting good governance is an important part of their agendas. Nevertheless, there is undeniably a two-way link between leadership and governance.

For instance narrowing the gap in outcomes for vulnerable groups, particular overlapping features of both governance and leadership are important, especially an unrelenting focus on vulnerable groups. Strong leadership contributes to effective governance by promoting interagency collaboration, shared understanding and clear roles and responsibilities. In the context of narrowing the gap for vulnerable children and young people, this is particularly important for ensuring that a holistic approach is adopted and their varied needs are met. Strong leadership also contributes to effective governance by ensuring that the needs of the local population, including those of vulnerable groups, remain at the forefront of the agenda. In turn, governance frameworks provide strategic direction for leaders, help them to foster commitment, shared aims and to hold people to account. Such frameworks can be particularly important in ensuring accountability for vulnerable groups.



Good governance as a concept

In general, the works of the World Bank and other multilateral development banks on good governance address economic institutions and public sector management, including transparency and accountability, regulatory reform, public sector skills and leadership. Other organisations, like the United Nations and the European Commission, are more likely to stress on the democratic governance and human rights, aspects of political governance that might be avoided by the Bank.

Characteristics of good governance defined in societal terms



PARTICIPATION - Everybody should have a voice in decision-making, either directly or through legitimate intermediate institutions that represent their interests. Such broad participation is built on freedom of association and speech, as well as capacities to participate constructively.



RULE OF LAW - Legal frameworks should be fair and enforced impartially.



TRANSPARENCY - Transparency is built on the free flow of information. Processes, institutions and information are directly accessible to those concerned with them, and enough information is provided to understand and monitor them.



RESPONSIVENESS - Institutions and processes try to serve all stakeholders.



CONSENSUS ORIENTATION - Good governance mediates differing interests to reach a broad consensus on what is in the best interests of the group and, where possible, on policies and procedures.



EQUITY - Opportunities to improve or maintain well-being.



EFFECTIVENESS AND EFFICIENCY - Processes and institutions produce results that meet needs while making the best use of resources.



ACCOUNTABILITY - Decision-makers in government, the private sector and civil society organisations are accountable to the public, as well as to institutional stakeholders.



STRATEGIC VISION - Leaders and the public have a broad and long-term perspective on good governance and human development, along with a sense of what is needed for such development. There is also an understanding of the historical, cultural and social complexities in which that perspective is grounded.

Looking at leadership and good governance as defined above, it will therefore mean that fostering positive change for the good of the whole, based on inherently acceptable values as outlined in the characteristics of good governance that is accountable, transparent, responsive, equitable, effective & efficient and based on the rule of law.

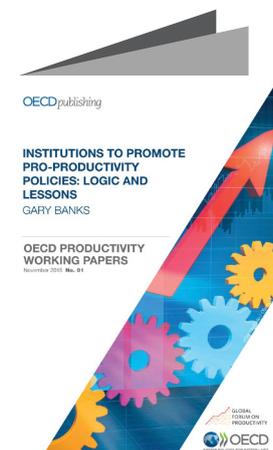
Source: United Nations Economic and Social Commission for Asia and the Pacific

RECENTLY ADDED TO NPCC KNOWLEDGE CENTRE COLLECTION

Title: Institutions to promote pro-productivity policies: logic and lessons
 Authors/Names: BANKS, Gary
 Publisher: Paris : OECD, 2015

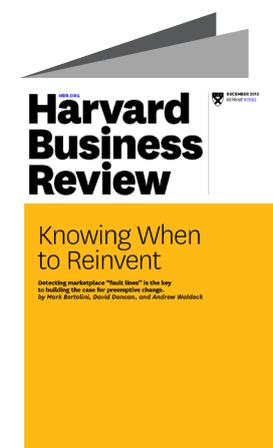
PhysicalDescr:www.oecd-library.org/economics/institutions-to-promote-productivity-polices-5jrql2tsvh41-en

Notes: In order to promote productivity, and thus boost living standards in the long run, public policies need to focus on improving incentives, capabilities and flexibility within an economy. Such policies can be difficult for governments to devise and even more difficult for them to implement, given pressure group politics and fragmented administrative structures. A strong case exists for establishing public institutions that not only help governments identify the right policies, but that can also help them counter pressures against reform and inform the community about what is at stake. Necessary design features for such institutions include independent governance, transparent processes, solid research capacity, an economywide frame of reference and linkages to policy-making mechanisms within government.



Title: Knowing when to reinvent
 Part of: Harvard Business Review v.93(12) Dec 2015, pp.90-101
 Authors/Names: BERTOLINI, Mark ; DUNCAN, David S. ; WALDECK, Andrew

Notes: No business survives over the long term without reinventing itself. But knowing when to undertake strategic transformation - when to change a company's core products or business model because of impending industry disruption - may be the hardest decision a leader faces. Five interrelated "fault lines" can indicate that the ground beneath a company is unstable and that it's time for radical change. The authors' fault line framework addresses basic issues: whether the business serves the right customers, uses the right performance metrics, is positioned properly in its industry, deploys the correct business model, and has employees and partners who possess the capabilities required for future success. The framework can help executives build a case for change and persuade stakeholders to support the decision. And by identifying gaps between an organization's current state and where it needs to be to continue to thrive, it can inform the vision of how the company must transform. Diagnostic questions and an in-depth look at the health care company Aetna - an organization in the midst of an ambitious transformation effort, where one of the authors (Mark Bertolini) is CEO - illuminate how to detect the fault lines while there's still ample time to respond.



Title: Policies for productivity growth

Authors/Names: HSIEH, Chang Tai
 Publisher: Paris : OECD, 2015
 Physical Descr:www.oecd-ilibrary.org/economics/policies-for-productivity-growth_5jrp1f5rddtc-en

Notes: Growth, investment and trade are the outcomes of the processes by which people with ideas start firms. But where does the productive capacity of firms come from? What are the barriers that prevent resources to flow to the firms with the greatest potential? Why is it that not all people that possess entrepreneurial talent choose to start firms? This paper reviews the micro forces that matter for aggregate productivity growth focusing on six issues: costs to reallocating labour and capital, the influence of firm ownership and political connections, informality, the allocation of talent across the economy, barriers to internal trade and the working of housing markets. It concludes that the forces are complex but matter tremendously for macro productivity and addressing them requires a wide combination of policies.



RECENTLY ADDED TO NPCC KNOWLEDGE CENTRE COLLECTION

Title: The future of productivity

Publisher: Paris : OECD, 2015

Physical Descr: www.oecd.org/eco/growth/OECD-2015-The-future-of-productivity-book.pdf

Notes: Productivity is the ultimate engine of growth in the global economy. Raising productivity is therefore a fundamental challenge for countries going forward. The economic forces shaping productivity developments can be better understood by focusing on three types of firms: the globally most productive (i.e. global frontier firms), the most advanced firms nationally and laggard firms. Productivity growth at the global frontier has remained relatively robust in the 21st century, despite the slowdown in average productivity growth. For example, labour productivity at the global frontier increased at an average annual rate of 3½ per cent in the manufacturing sector over the 2000s, compared to an average growth in labour productivity of just ½ per cent for nonfrontier firms, and this gap is even more pronounced in the services sector. However, firms at the global frontier have become older, which may foreshadow a slowdown in the arrival of radical innovations and productivity growth. The rising gap in productivity growth between the global frontier and other firms raises questions about: i) the ability of the most advanced firms nationally to adopt new technologies and knowledge developed at the global frontier; ii) diffusion of existing technologies and knowledge from national frontier firms to laggards; and iii) the rise of tacit knowledge as a source of competitive advantage for global frontier firms.

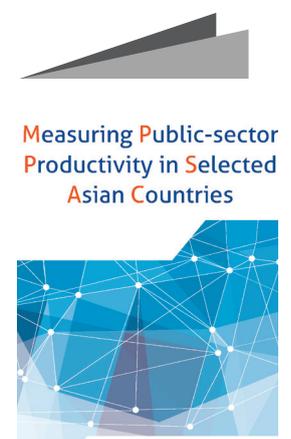
The aggregate gains from the diffusion of global frontier technologies and knowledge will be magnified by policies that facilitate the reallocation of scarce resources to the most productive firms. The most advanced national firms in some economies have productivity levels close to the global frontier, but their impact on aggregate productivity is muted, to the extent that they are undersized. Relatively high rates of skill mismatch imply rigidities in labour market matching and constrains the growth of innovative firms and influences wage inequality. Tackling skill mismatch is particularly important in light of the projected slowdown in human capital accumulation and evidence that mismatch has increased over time. Moreover, addressing policies to reduce skill mismatch can help improve equality by incentivising firms to pay for better-matched skills. It is important that young firms either grow rapidly or exit but not linger and become small-old firms.

Title: Measuring public-sector productivity in selected Asian countries. Tokyo : Asian Productivity Organization, 2016

Author: INATSUGU, Dr Hiroaki

Summary: Influenced by the ‘new public management’ concept, the APO and other institutions are rethinking how to measure productivity in the public sector, since its roles affect the lives of all citizens. Determining the productivity of a specific public service has proved to be challenging as this is not only limited to the principles covering the measurement of outputs, inputs, and productivity. An additional significant point is that output growth should take into account the quality of change. Along with overviews of methods used in Australia, Finland, New Zealand, and the UK to improve public services, efforts in eight APO members are examined. Specifically, the research on which it is based investigated the productivity levels of collecting taxes and issuing passports in Bangladesh, Indonesia, Iran, Pakistan, the Philippines, Sri Lanka, Thailand, and Vietnam. The contributors to this book agreed that policy and government quality would continue to play important roles in raising public-sector productivity.

Source: <http://www.apo-tokyo.org/publications/wp-content/uploads/sites/5/Measuring-Public-sector-Productivity-in-Selected-Asian-Countries-2016.pdf>

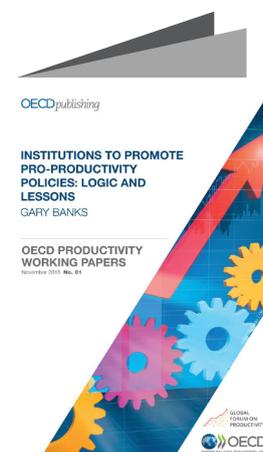


RECENTLY ADDED TO NPCC KNOWLEDGE CENTRE COLLECTION

Title: Institutions to promote pro-productivity policies: logic and lessons
Authors/Names: BANKS, Gary
Publisher: Paris : OECD, 2015

PhysicalDescr:www.oecd-library.org/economics/institutions-to-promote-productivity-polices-5jrql2tsvh41-en

Notes: In order to promote productivity, and thus boost living standards in the long run, public policies need to focus on improving incentives, capabilities and flexibility within an economy. Such policies can be difficult for governments to devise and even more difficult for them to implement, given pressure group politics and fragmented administrative structures. A strong case exists for establishing public institutions that not only help governments identify the right policies, but that can also help them counter pressures against reform and inform the community about what is at stake. Necessary design features for such institutions include independent governance, transparent processes, solid research capacity, an economywide frame of reference and linkages to policy-making mechanisms within government.



Title: Policy development for green productivity promotion: evidence from Asian Productivity Organization member economies. Tokyo : Asian Productivity Organization, 2016.
Author: KING, Dr Peter Noel

Summary: In March 2015, a workshop on 'Policy Development for Green Productivity Promotion' with participants from the ministries, academia, and regional and local policymaking bodies of 15 APO member economies was organized in the Republic of China. The purpose of the workshop was (i) to identify areas in the selected Green Productivity models of resource recycling, green energy, green factories, and eco-agricultural innovation where suitable policies can be promoted and adopted; and (ii) to share achievements of existing public policies and programs to promote best practices for resource recycling, green energy, green factories, and eco-agricultural innovation of APO's Center of Excellence on Green Productivity (COE on GP).

This working paper contains a synthesis of the findings of the workshop and draws some conclusions for further work by APO in the area of Green Productivity in the region. The four areas of emphasis (resource recycling, green energy, green factories, and ecoagricultural innovation) were addressed during the workshop.

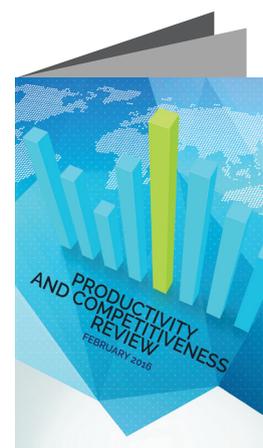
Source: http://www.apo-tokyo.org/publications/wp-content/uploads/sites/5/Policy-Development-for-Green-Productivity-Promotion_2016.pdf



Title: Productivity and competitiveness review February 2016. Ebene : National Productivity and Competitiveness Council, 2016
Author: National Productivity and Competitiveness Council

Summary: Since its independence in the late nineteen sixties to today, Mauritius has transformed itself from a monocrop economy to a service-oriented and knowledge-based economy so that it is now considered to be an 'upper middle income' country by the World Bank. In order to continue strive economically, Mauritius has to benchmark itself against the best performing economies.

The report highlights the salient points of the productivity and competitiveness performance of the country to guide specific policy choices that have to be made to bolster inclusive and sustainable growth. The report inter-alia sets the socio-economic performance of Mauritius; highlights the productivity trends in the different sectors of the economy; discusses about the country's competitiveness and innovation performance in 2015; and concludes on the way forward.



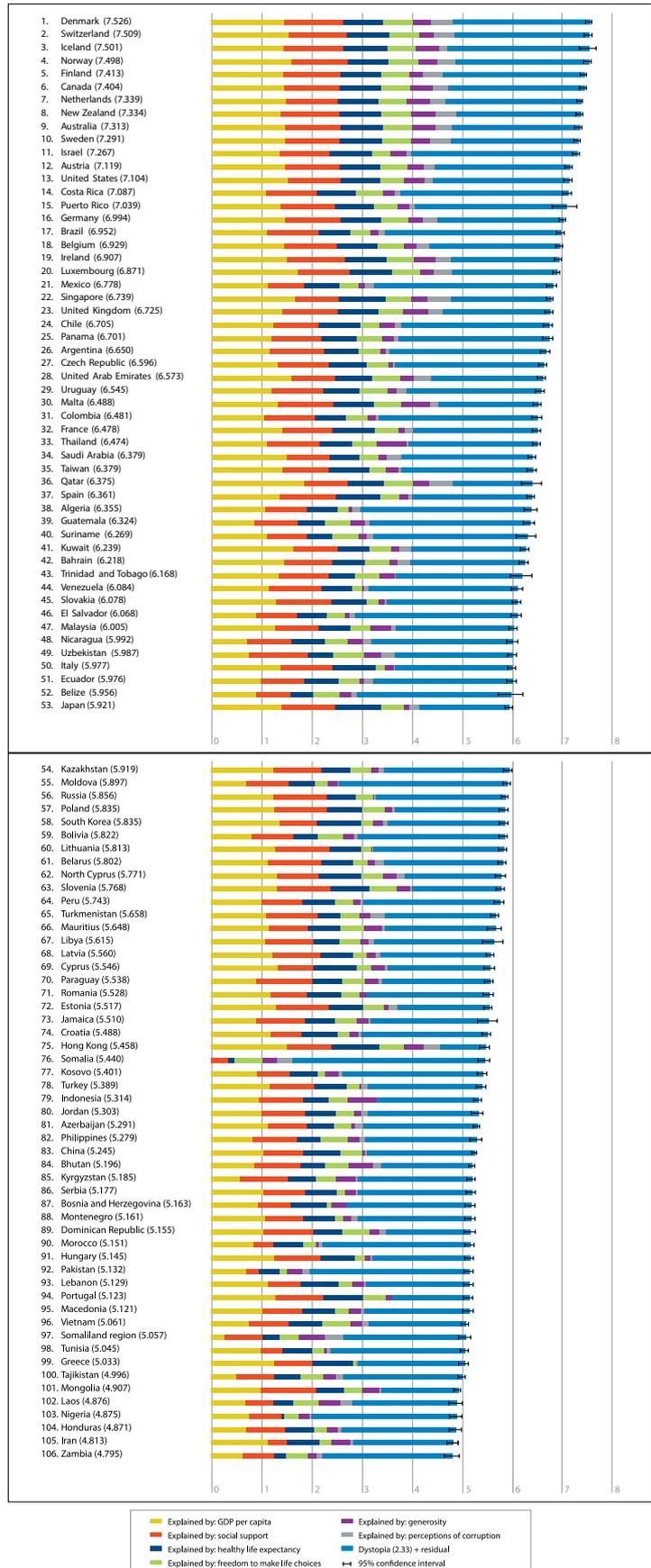
GLOBAL HAPPINESS INDEX 2016

Happiness is increasingly considered a proper measure of social progress and a goal of public policy. Mauritius has been ranked as the 66th happiest country in the world according to The World Happiness Report 2016, published by the Sustainable Development Solutions Network (SDSN), a global initiative for the United Nations.

The report uses six components to rank 157 countries by happiness levels. They are: per capita gross domestic product (GDP), healthy years of life expectancy, social support as measured by having someone to count on in times of trouble, trust as measured by perceived absence of corruption in government and business, perceived freedom to make life decisions, and generosity as measured by recent donations.

Denmark has been ranked as 1st happiest country in the world followed by Switzerland Iceland, Norway and Finland.

Algeria has been ranked 38th in the list and is the continent's top ranking nation. Mauritius comes in as the 66th happiest country followed by Libya, Somalia, Tunisia, Nigeria, Zambia, Namibia, Ethiopia and South Africa.



PRODUCTIVITY AND COMPETITIVENESS ACADEMY

Are you curious about what NPCC has to offer in training activities in the field of Productivity and Competitiveness? Search broad set of technical and soft skills programs our training calendar below that can be combined and adapted to the needs of your staff.

For in-house training, we work with you to understand the distinct needs of your organization and provide you customized training to help you maximize your training investment. Our hands-on approach benefits companies of all sizes and requirements.

We are happy to answer any questions you might have. Call us, email us or connect with us on social media! We are here for you!

JUN

COURSE
Train-the-trainer for on-the-job facilitators

OBJECTIVE
To promote appropriate strategies for developing on-the-job training sessions by facilitators.

TARGET
Middle Managers / Facilitators / Trainers

NOV

COURSE
Leadership and Management

OBJECTIVE
To understand what goes into making a good leader and a good manager and gives practical tips on how to apply it in your every-day interactions with staff.

TARGET
Team Leaders/ Middle Managers/ Supervisors

JUL

COURSE
Customer Service

OBJECTIVE
To equip participants with tools and techniques to provide friendly, convenient and seamless service to customers.

TARGET
Middle Management

TO BE CONFIRMED

COURSE
Lean Management

OBJECTIVE
To guide them toward profitability by improving quality, cost, and delivery by applying lean practices

TARGET
Middle management, Managers

AUG

COURSE
Value stream mapping

OBJECTIVE
To understand and improve processes as integrated end-to-end systems for sustainable improvement.

TARGET
Team Leaders/ Middle Managers/ Supervisors

TO BE CONFIRMED

COURSE
Promoting Employee Involvement using Quality Circles

OBJECTIVE
To implement the concepts of quality circles in the workplace

TARGET
Supervisors

SEP

COURSE
TQM for productivity improvement

OBJECTIVE
To equip participants to understand total quality management so that they can make Quality and Continuous Business Improvement work to best effect in their organization.

TARGET
Middle management, Individuals, Managers

TO BE CONFIRMED

COURSE
Productivity improvement through good housekeeping

OBJECTIVE
To implement good housekeeping techniques through 5S

TARGET
Administrative staff

OCT

COURSE
Enhancing productivity through improved communication

OBJECTIVE
To understand the importance of communication in improving productivity, and common communication problems that hinder productivity improvement

TARGET
Team Leaders/ Team members

TO BE CONFIRMED

COURSE
Productivity and Quality awareness course

OBJECTIVE
To instill P&Q culture in the organization

TARGET
Public



**TO
BE
CONFIRMED**

COURSE
Leading Effective Teams
OBJECTIVE
To analyse team roles and put into place strategies for teambuilding
TARGET
Team Leaders/ Team Members

**TO
BE
CONFIRMED**

COURSE
Leadership and Management
OBJECTIVE
To understand what goes into making a good leader and a good manager and gives practical tips on how to apply it in your every-day interactions with staff.
TARGET
Team Leaders/ Middle Managers/ Supervisors

**TO
BE
CONFIRMED**

COURSE
Strategic Visioning
OBJECTIVE
To provide business leaders and executives the opportunity to apply strategic visioning required to improve overall competitiveness
TARGET
Leaders / Managers / SMEs

**TO
BE
CONFIRMED**

COURSE
Unleash your creative and innovative skills
OBJECTIVE
To develop creativity potential of students
TARGET
Students

**TO
BE
CONFIRMED**

COURSE
Team Building
OBJECTIVE
To provide you with the knowledge and skills to select a complimentary team, strengthens relation among team members as well as enhance your own leadership style
TARGET
Team Leaders/ Middle Managers/ Supervisors/ Team members

**TO
BE
CONFIRMED**

COURSE
Creativity and Innovation in Enterprises
OBJECTIVE
To unleash & fulfill their highest Innovation potential.
TARGET
Team Leaders/ Team Members / SMEs

**TO
BE
CONFIRMED**

COURSE
Project management: Tools, principles, Practices
OBJECTIVE
To better equip participants against the challenges of the constantly evolving business environment
TARGET
Middle management, Managers

**TO
BE
CONFIRMED**

COURSE
Building a Corporate Identity
OBJECTIVE
To gain competitive advantage through a better image
TARGET
Leaders / Managers / SMEs

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Chairman
CEO of Quad Printers Ltd



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(Ministry of Financial Services, Good
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Member, drawn from industry, associations
and consumer organisations. Chairperson of
the National Corporate Social Responsibility
Committee.

GROOMING YOUNG MAURITIAN LEADERS

A discussion Session on 'Innovative Forms of Political Participation and Social Activism' by Mr Cassam Uteem, Dr Roshni Mooneeram and Mr Yakrajsingh Ramsahok was held on 16 June 2016 at the NPCC Conference room.



**GROOMING
YOUNG MAURITIAN
LEADERS PROGRAMME**
Invest in your Future

