

insights

February 2016

Aranca González,

Executive Director of the International Trade Centre:

**“Better inclusive
growth ahead for SMEs”**

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insights

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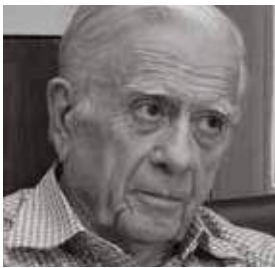
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Hommage

Un exemple de précision nommé José Poncini

Lorsqu'est venu le moment de tirer sa révérence, José Poncini a dû se dire : « allons-y ! ». Tout comme il l'avait fait avant d'entamer chacune de ses nombreuses gageures qui auront marqué sa vie et sa carrière.

Père fondateur de la zone franche dès 1957, un des premiers architectes de l'industrialisation mauricienne ou tout simplement visionnaire et précurseur de miracles (il aurait dit réussites)



économiques ?
Qu'importe ! Ce qu'on retient de ce fils d'horloger, c'est son sens de l'analyse toujours marqué par la précision à faire pâlir une montre suisse. Même peu de

temps avant que le destin ne vienne lui rôder autour, il se plaisait à risquer quelques bonnes (et moins bonnes) intentions pour nos futures smart cities.

Depuis qu'il a entamé un virage à 180 degrés d'un bac littéraire à de hautes études en décentralisation industrielle, le goût du risque ne l'a jamais quitté. Jusqu'en ce jour du 22 novembre 2015, lorsque le monde des affaires et une nation mauricienne encore assoiffée de ces préceptes savants qui conduisent à l'innovation ont été surpris par son dernier souffle.

José Poncini reste un grand tribun, un illustre fils du sol à jamais gravé dans la mémoire collective.



Le Siège de Poncini, Place du Théâtre, Port-Louis



Cher adhérent/cher lecteur,

Vous tenez entre vos mains la nouvelle édition du magazine de la MCCI.

« MCCI Insights » qui remplace la newsletter « MCCI Mag » que vous avez connue, paraîtra sur une base bi-annuelle.

« MCCI Insights » est une version profondément renouvelée. Une présentation graphique davantage au goût du jour se met désormais au service d'un contenu que nous avons voulu plus adapté aux préoccupations et aux enjeux. Des plumes triées sur le volet parmi les acteurs-décideurs et facilitateurs économiques livrent leurs réflexions analytiques sur des sujets de première importance pour la communauté des affaires.

Quelques colonnes rendent compte des plus récentes initiatives entreprises par la MCCI dans la conduite de sa mission en tant que force de proposition aux côtés de ses adhérents.

Nous disons un grand merci à tous ceux qui nous ont fait l'amitié et l'honneur de leurs contributions rédactionnelles (à travers des papiers de grande qualité) mais aussi financières (à travers l'insertion publicitaire).

Le lecteur découvrira à travers les différents articles combien la MCCI est engagée dans différentes sphères d'activité avec toujours le même objectif qui est de défendre et promouvoir les intérêts des membres de la communauté des affaires tout en contribuant au développement économique du pays.

Bonne lecture.

Raju JADDOO
Secrétaire-Général

Le mot de la Présidente

Cela fait 166 ans que la MCCI œuvre sans relâche pour défendre et promouvoir les intérêts des membres de la communauté des affaires, tout en contribuant au développement économique de Maurice.

Les réalisations de la MCCI durant toutes ces années ont été nombreuses et s'inscrivent dans bien des secteurs. Je salue à la fois la pérennisation des activités fondamentales de la MCCI et la capacité de celle-ci à s'adapter aux nouveaux défis qui n'arrêtent pas de se profiler d'année en année.

Depuis le début de mon mandat en mars 2015, je suis encadrée par une formidable équipe tant au niveau du conseil d'administration que du Secrétariat.

2015 a été une année particulièrement fructueuse en termes d'initiatives et d'activités pour notre institution.

Au cours de l'année, nous avons initié la mise en place de commissions sectorielles, notamment pour les secteurs industriel et commercial, et graduellement nous poursuivrons sur cette voie avec le reste des secteurs qui composent le conseil d'administration. L'institution de ces instances répond à une volonté forte d'être au plus proche des problématiques de nos membres et d'incarner cette force de proposition qui est légitimement attendue de la MCCI.

La MCCI s'est aussi attelée au raffermissement de ses relations avec les agences de développement. Notre participation active dans le projet TOAM (Trade Obstacles Alert Mechanism), une plate-forme digitale d'alerte pour améliorer les procédures d'import/export, a été menée en collaboration avec l'International Trade Centre (ITC) et le gouvernement. Ce projet traduit notre volonté de travailler en étroite collaboration avec des



partenaires de premier plan en matière d'aide et de coopération. Les entreprises peuvent ainsi compter sur la MCCI pour accéder à des outils éprouvés pour leur gestion au quotidien.

Dans une optique de synergie et de développement, nous souhaitons également continuer à tisser des liens avec des agences locales et internationales et autres partenaires. Ces collaborations permettent aux acteurs économiques de s'allier et de travailler ensemble dans la défense d'intérêts communs.

Notre dialogue constant avec le gouvernement et la participation de la MCCI aux différents forums de réflexion stratégique reste au cœur de nos priorités. Nous avons d'ailleurs l'opportunité de nous exprimer sur les propositions concernant l'émergence ou la promotion de nouveaux secteurs économiques autour de l'innovation, la biotechnologie et technologie de pointe, secteurs à haute valeur ajoutée encore sous-exploités et qui pourraient être de vrais leviers de croissance.

La MCCI est bien partie pour demeurer une institution dynamique et innovante.

Hélène ECHEVIN
Présidente

Cover story

Arancha González,
Executive Director of the
International Trade Centre:

“Better inclusive growth ahead for SMEs”

Speaking to MCCI Insights, Arancha González, Executive Director of the International Trade Centre, describes how international trade is important for the development of the global economy. She also talks about the future projects that ITC will carry out in collaboration with the MCCI.

ITC came into existence more than 50 years ago. What have been its major successes and achievements since then?

- The International Trade Centre was born in 1964 as a three-person operation in a small office, looking into the problems trade promotion organizations in developing countries faced in helping businesses discover and seize opportunities in foreign markets. Our two parents, the World Trade Organisation and the United Nations, realised that "making trade possible" through trade opening was not enough. It was necessary to "make trade happen", by focusing on building supply-side capacity and helping connect SMEs to markets. Today, ITC is home to more than 300 staff and some hundred more experts who are working around the world to help small and medium-sized enterprises in developing countries internationalise, by which I mean trade and invest. Our biggest achievement has been to be able to adapt to the changing landscape of trade and continue to provide cutting-edge support and advice to our clients, developing countries, SMEs, and more importantly, trade and investment support institutions (TISI). Fifty years ago, we were providing tariff information on paper and commodities were a big focus. Today, we provide trade and market intelligence through our e-platforms so that SMEs can join production chains. Value-added products and services are today the focus of much of our work. We have expanded and we have adapted to better serve the changing needs of developing countries.

While ITC is much bigger today than in 1964, we still rely on

our key collaboration with TISIs. They remain a key vehicle for reaching our end-beneficiaries: entrepreneurs and businesses in developing countries. TISIs are our multipliers on the ground. We often talk about "one to one to many": we help build capacities in TISIs as they support their client businesses. This is a sustainable and cost-effective way of providing technical support and expertise.

The world is constantly changing and evolving due to wars and droughts. Moreover, some countries are sceptical about UN agencies interventions. How does ITC react to this situation? What is the ITC doing to support least developed countries?

- The ITC is a technical agency with a clear mandate to build a bridge between trade opportunities and using trade to foster inclusive economic growth that ends poverty. As a multilateral agency, our mandate is universal: support poverty reduction through trade around the world. As a development agency, our focus is on the poorest and weakest. I have taken a commitment to deliver at least 70% of our support to least developed countries, sub-Saharan Africa, Small Island Developing States, small and vulnerable economies and post-conflict nations. Last year, we met this promise and I am very confident that we will do it again in the years to come. Today, every country in this planet is looking to foster growth but one that is more inclusive and sustainable. This means focusing greater attention to women entrepreneurs and to youth employment. Every country is looking to provide better support to its small and medium

enterprises to help them become more competitive and generate more and better jobs. And this is why more and more countries turn to the ITC for expertise and support. Demand for our services is growing and so is our delivery. Last year, we delivered the largest amount of technical support ever to our partners.

ITC has long been a partner of Mauritius providing advice and support to the government, enterprises and trade and investment institutions. We are currently partnering with our Mauritius counterparts to support women and youth become engines of growth and change. Our new initiative could encompass setting-up a 'Trade Accelerator' to connect young entrepreneurs to markets in a variety of sectors, including medical tourism, information, communication and technology sectors, and financial services. In addition, we aim to stimulate linkages between private organizations, universities and national authorities for creating mechanisms to address skills mismatches in the domestic labour market.

What is your vision for international trade? What is your opinion about trade barriers?

- Having worked for more than 20 years in trade and development, I am convinced that trade opening is a critical element to enable sustainable development: it facilitates productivity, fosters innovation and supports economic growth. However, I also know that open trade alone is no miracle solution. There is of course a need for rules and regulations for trade and markets to function properly. And in doing so, there is a need to ensure that the regulations take into account the needs and

Cover story

interests of all countries, but in particular, those that are poorest and weakest, as well as small and medium enterprises, which at the end of the day, represent more than 95% of the economic tissue of any country and more than 70% of employment. Intelligent and fair trade opening is my recipe. Intelligent because opening trade needs to focus on today's obstacles to trade. These are mostly non-tariff barriers that create too high fixed costs for enterprises, in particular SMEs to join production chains. This is why I believe it is smart policy that Mauritius has teamed up with ITC to identify non-tariff measures affecting its businesses. Addressing these will provide a boost to Mauritian entrepreneurs. Finally, trade opening does not work on its own. Success comes from a combined effort of pursuing market-oriented economic policies, investing in education and skills, support for private-

sector development to build supply capacity and investment promotion. In a nutshell, "trade plus" is what I have seen work.

In Mauritius, ITC has a long history of collaboration with National TSIs and notably with MCCI. What is your message for MCCI and more generally for Mauritius?

- My message is a straightforward one: strong trade and investment institutions in Mauritius make for more and better trade by Mauritius. Strong institutions will be key to help Mauritius better exploit its position as gateway for trade and investment in Africa.

This is why ITC has supported both Enterprise Mauritius (2012) and MCCI (2014) benchmark their performance and services to set a baseline for the development of a thorough and long lasting

performance improvement programme. The benchmark will help MCCI build on its numerous assets to provide state of the art services to its clients and help them internationalise. I believe the next step could be to map the overall national trade support network of Mauritius, as well as its existing services, to address gaps and improve performance in support of Mauritius' Government goal of One-Stop Shop (OSS) initiative on enterprise creation, as well as import and export clearance.

In this context, ITC and the Ministry of Foreign Affairs, Regional Integration and International Trade have recently launched, with the support of MCCI the Trade Obstacles Alert Mechanism (TOAM), an online platform to allow SMEs to post online information about the challenges they face when trading so that a rapid solution can be deployed by the relevant agency.

Career path

Arancha González, the Executive Director of the ITC since September 2013, is an expert in international trade issues with 20 years of experience. She has broad knowledge about international trade and economics, together with extensive experience in trade and development matters in the public and private sectors, as well as in management at multilateral organizations. Before joining ITC, she served as Chief of Staff to the Director-General of World

Trade Organisation Pascal Lamy from 2005 to 2013. Between 2002 and 2004, she was the European Union spokesperson for trade and adviser to the European Union Trade Commissioner. Arancha González began her career in the private sector advising companies on trade, competition and state-aid matters. She served as an associate at Bruckhaus Westrick Stegemann, a major German law firm in Brussels.



A long-lasting alliance with the MCCI

With its 50 years of existence, ITC can proudly look back at their on-going achievements. Collaborating with Trade Support Institutions (TSIs) of Mauritius, ITC has carried out many projects, the most recent ones being the National Export Strategy (NES) and the Trade Obstacles Alert Mechanism (TOAM). ITC has a long-lasting alliance with the MCCI since the mid-80s. The two organisations have conducted jointly various projects and workshops, including Buyers/sellers meetings, benchmarking exercises, capacity building and development of information tools.

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By Assad Bhuglah

Director, Trade Policy, Ministry of Foreign Affairs,
Regional Integration and International Trade

Reshaping Trade Policies

International Trade is key to the Mauritian economy, thus warranting the mainstreaming of trade policies in the economic development strategy.

For a small island like Mauritius, a rule-based, transparent, equitable and fair multilateral trading system is of critical importance, while at the same time taking into account the special circumstances and capacity-constraints of small economies. It is equally important to leverage it with regional trading initiatives that complement the multilateral trading system.

While awaiting the Doha Round to be bailed out after successive failures, the world is confronted with major challenges affecting global trade patterns. These include the effect of recent economic crises on global trade flows, and fragility of the global recovery; the emergence of deeper and interconnected global production and trade networks, as demonstrated by the prominence of global value chains; the ascendancy of mega-trading blocs; and finally, the challenge of climate change for conventional trade and development strategies. All these issues have direct implications on the Mauritian economy due to a host of factors, such as its openness and high exposure to the volatility in the international markets and external shocks, the continued erosion of trade preferences, the competitive pressure from global suppliers, the

changing geopolitical landscape and the vulnerability of its eco-system. At the 10th WTO Ministerial Conference held in Nairobi in December 2015, it was acknowledged that WTO members "have different views" on how to address the future of the Doha Round negotiations, while noting that there was "strong commitment of all members to advance negotiations on the remaining Doha issues." The WTO's

"The trade policy-focus is gradually lessening its grip on tariff-driven agenda and is moving more towards non-border measures."

Director General, Roberto Azevedo acknowledged that the impasse on the future of the Doha Round "is already harming the prospects of all those who rely on trade today."

The prolonged roadblocks in the Doha Round will continue to push the major players towards bilateral and plurilateral initiatives. It has to be recalled that over the decades, during the lull period of the Doha Round negotiations, Mauritius seized the opportunity to multiply its bilateral

and regional initiatives in order to promote its national interests. Mauritius has engaged bilaterally with a number of partners such as Turkey, India, Pakistan, China, Russia, Gabon, Tunisia and Ghana. On the other hand, the immobility in the services negotiations at WTO level has prompted Mauritius to join the plurilateral talks on Trade in Services Agreement (TiSA), outside the ambit of the Doha Round. This is in line with Mauritius economic trajectory in forging ahead towards service-oriented economy.

Managing regional trade arrangements is going to be a key challenge for Mauritius in the coming decades. Mauritius will have to manage its regional integration agenda on the African continent whilst developing new trading relationships with emerging economies and managing the transition in EU-ACP trade relations. Given its involvement in several regional integration arrangements, it has to face the challenges posed by its overlapping membership in COMESA and SADC. Mauritius is a pro-active advocator for harmonization, rationalization and synchronization of trade regimes of different regional blocs. It is party to the process of larger integration and greater coherence for the establishment of a Tripartite Free



10th WTO Ministerial Conference held at Nairobi in December 2015 (Photo source: WTO)

Trade Area that encompasses 26 member-states of COMESA, EAC and SADC, and eventually for the creation of a Continental Free Trade Area involving 54 African countries.

Towards non-border measures

The trade policy-focus is gradually lessening its grip on tariff-driven agenda and is moving more towards non-border measures. The debate is dominated by what should be the optimum threshold for local contents in rules of origin and what must be considered as substantive business operations to enable a product or service or enterprise to benefit from

preferential treatment on a foreign market. This debate is also relevant to the question of transfer of know-how and technology: how far trade rules must be allowed to encourage innovation and access to the advances yielded by innovation?

The arena of trade policies has become so wide and broad-based that it now transcends multi-disciplinary issues of which some could be of non-trade nature. This complex cobwebbing of trade policies requires close consultation and coordination with different national agencies and multi-stakeholder partnerships within a country. While

it is the role of the government to create conducive framework of rules, laws and taxes within an economy and to negotiate better trade deals for market openings abroad, it is the calling of the private sector to conduct trade and business.

It is critical to engage the private sector in trade policy consultations and negotiations. Ensuring the appropriate business dialogue mechanisms and creating interface between the trade policy-makers and the business community have become even more important in the process towards reshaping trade policies.

National Export Strategy: Shaping the Future

For Mauritius, the ability to take full advantage of its export markets is fundamental for its sustained economic development. For the first time, Mauritius has embarked on a comprehensive and forward-thinking exercise with the development of a National Export Strategy (NES) aimed at boosting its export performance whilst improving the competitiveness of key export sectors. The NES is being designed with the technical assistance and support of the International Trade Centre (ITC). It has been successfully developed by ITC in several countries including Mozambique, Jordan, Romania, Jamaica, Uganda and Ivory Coast.

The NES methodology provides for a comprehensive analysis of the existing export sector and undertakes a series of national consultations to identify priority export sectors and cross-sector strategies for enhanced export performance. The main outcome of the NES is a blueprint for enhancing the competitiveness and development of the export sector whilst ensuring maximum benefits to economic and social development of the country.

In Mauritius, the NES is being driven by the Ministry of Industry, Commerce and Consumer Protection, and Enterprise Mauritius and a national core team consisting of key Ministries, private sector institutions and relevant government agencies

has been set up to drive its design and implementation. The core team includes representatives of various Ministries including Agro-Industry, Tourism, Finance and Economic Development, ICT and the main private sector institutions namely the Mauritius Chamber of Commerce and Industry (MCCI), Business Mauritius and the Mauritius Export Association. It must be highlighted that the NES was initiated in 2013

“Opting for an innovative and comprehensive methodology for addressing the challenges and improving the competitiveness of the export sector.”

following preliminary discussions between the MCCI, the Ministry of Industry and the International Trade Centre.

With the elaboration of a National Export Strategy, Mauritius is going beyond the conventional approach and opting for an innovative and comprehensive methodology for addressing the challenges and improving the competitiveness of the export sector.

As the global market becomes more competitive and the dynamics of trade constantly evolve, Small Island Developing States like Mauritius need to continuously adapt and innovate to find their place in international markets.

1. Going Beyond Trade Preferences

Traditionally, countries, including Mauritius, have addressed export competitiveness by focusing on issues relating to trade policy, such as securing market access, negotiating preferential treaties and protecting local industries. However, as preferences are constantly eroding, there is increasing pressure on industries to be globally competitive.

Over the last decades, Mauritius has relied extensively on trade preferences with its exports of goods destined primarily to markets with preferential access namely under the Economic Partnership Agreement (EPA), the Africa Growth and Opportunity Act (AGOA), and more recently, to markets in the SADC and COMESA region. In 2014, exports to these preferential markets represented over 70% of total exports. It is also important to highlight that there has not been much export diversification over the last two decades with our main export product categories remaining unchanged namely with textiles and garments, fish and fish products, sugar and jewellery.

The NES refreshingly goes beyond trade preferences. It broadens the focus to embrace a development paradigm to adapt to the imperatives of globalization, where the ultimate objective is to improve business competitiveness. The NES also tries to address one the main



As part of the NES, medical devices have been identified as one of the sectors showing a solid export performance (Photo: Set of medical balloons used for endoluminal revascularization. Photo source: NATEC Medical Ltd.)

challenges of export diversification by identifying new export sectors and the necessary support structures to increase competitiveness and export capacity. The overall objective is to enable companies to operate in a globally competitive environment and contribute in a sustainable manner to the economic and social development of the country.

2. Inclusion of Export of Services

For the first time, Mauritius will be working on a national export

initiative designed to cover both the export of goods and services. One of the key considerations of the NES is to strike the right balance between manufacturing-based sectors and the emerging service sectors.

In Mauritius, the export strategy of the services sector has been primarily conducted at firm level, be it for the ICT, BPO, professional services or logistics sectors, except to some extent for the tourism, real estate and financial services sectors where the national agencies have

been involved in export promotion. Given the large number of Ministries and government agencies involved in the development and export of the services sector, coordinated actions at national level become more complicated and the overall development strategy of services sector as well as its linkages with other related-services sector are often overlooked.

3. Addressing Cross-Functional Challenges

NES Blueprint

The National Export Strategy is a process that will enable Mauritius to design its own blueprint for strengthening its export sector with clear priorities, a detailed action plan and an integrated implementation management framework.

It will ensure that trade is mainstreamed into national policies resulting in improved policy and institutional frameworks supporting the

development and competitiveness of the export sector. It also aims to provide an integrated network of stakeholders in the export sector, improving the dialogue between the public and private sector actors.



According to the NES report, the jewellery sector is relatively well organized with a clearly identified vision and business model for the future. (Photo source: Bijem International)

One of most innovative elements in the design of the NES is that it will help dressing the inherent and structural constraints that the specific export sectors face through the identification of the cross-functional challenges and cross-functional support needed for the industry to grow.

A number of key cross-functional challenges emerged following the first national NES consultations. Lack of skilled labour and skills mismatch were put forward as major constraints affecting the development of some sectors. It was also noted that there was increasing pressure for our exports to be competitive given the changes in external environment stressing the need to constantly engage in innovation and R&D for sustainability of exports. It was also highlighted that branding had been mainly limited to the tourism sector and not applied to other export sectors. There was

also a clear mandate to integrate and encourage the development of SMEs in the sector strategies.

The NES is expected to come up a comprehensive strategy addressing all the identified cross-sectoral issues in order to increase competitiveness of exports. One of the additional benefits of addressing these cross-sectoral challenges, for example skills gap or SME development, will be the positive spillover effects on other sectors of the economy.

4. Alignment of Trade Support Institutions

One of the main complexities in Mauritius is the large network of 'Trade Support Institutions' (TSIs) both in the public and private sector. There is a large number of public, private and para-statal organisations providing support to the export sector (both goods and services) and, very often, with unclear or overlapping mandates. One of the main focuses of

the NES will be to provide guidelines for strengthening the TSIs so as to better formulate and manage export development strategies whilst providing relevant and accessible trade support services.

The NES design is expected to be completed by April/May 2016. The implementation of the strategic plan of action elaborated in the NES will provide the basis for consolidating existing export industries whilst allowing other sectors to emerge. The design of the NES is only the beginning of the process and the priority will be to ensure that there is a national commitment for implementing the NES action plan for its objectives to be achieved.

Rooma PILLAY NARRAINEN
Manager- Trade Division

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The Importance of undertaking Regulatory Impact Assessment

The process to ensure that proposed regulations achieve an optimum implementation involves an assessment of the costs and benefits of the proposed legislation. More importantly, it includes an assessment of the different options available and the selection of the best option.



The design of sound and smart regulations is key to the proper functioning of the business environment and the community at large. This process is commonly known as Regulatory Impact Assessment (RIA). Regulations create many benefits for companies and for the public at large. They help to improve public health and safety, and they provide social and environmental benefits for the population. They also provide legal certainty for consumers and companies in the process of buying and selling products and services.

Evidence in the Organisation for Economic Co-operation and Development (OECD) countries suggests that "RIA is one of the best analytical instruments to identify the potential impacts of the proposed legislation and to provide guidance on the best policy options to implement." RIA is a useful tool to provide information to policy makers before a decision is taken.

Regulatory Impact Assessment can be used to assess:

- All potential impacts of legislations on society,

health, environment and the economy

- All regulations: formal legislation (laws, ordinances, decrees, decisions, masterplan) and quasi-regulations (codes of practice, public awareness campaigns, etc)
- Distribution of impacts to consumers, business, employees, and other groups).

RIA is not a substitute to decision making but is best used as a guiding instrument to improve and enhance

RIA in Mauritius

Following a joint public-private sector initiative between the International Trade Division of the Ministry of Foreign Affairs, Regional Integration and International Trade and the Mauritius Chamber of Commerce and Industry, capacity building sessions were held for public and private sector officials in conducting RIA. The project was funded by the EU-ACP TBT Programme and two foreign Consultants trained about 30 public officials and 20 representatives from the private sector in conducting Regulatory Impact Assessment. The Consultants also undertook RIA on specific legislations in Mauritius including the proposed legislation to ban plastic bags.

The training was followed by a sensitisation workshop for senior officials in the public sector on the importance of conducting RIAs particularly with regard to legislations that impact on businesses. A manual incorporating the guidelines to conduct RIAs in Mauritius was also published and submitted to participants.



Implementation of RIAs in Mauritius will certainly assist the policy-makers in taking informed decision by assessing the efficiency of a proposed policy and the cost-effectiveness of its instruments. By improving the basis used to compare the costs and benefits of different regulations, RIA can help to establish regulatory priorities across regulations and regulatory areas. Allocating resources from less-efficient regulations to more-efficient regulations will certainly improve effectiveness and reduce the cost of government action.

the quality of policy decisions.

When should RIA be used?

RIA should always be undertaken prior to a decision to regulate. It is initiated at the earliest possible stage so as to assess the likely impacts of the proposed legislation on business and/or the society as a whole.

In practice, it may be cumbersome to carry out RIA on every single piece of legislation. It is therefore recommended to undertake RIA for selected legislations based on specific criteria which may include trade regulations, laws affecting minorities, norms and codes of conduct with expected large impacts, and regulation issued by a specific government agency, amongst others.

It is also important to carry out RIA where an existing legislation is being supplemented by new regulations. In such circumstances,

RIA should be undertaken to focus on the costs and benefits of the

“RIA is not a substitute to decision making but is best used as a guiding instrument to improve and enhance the quality of policy decisions.”

requirements of the new regulations.

Who undertakes RIA?

In some countries that have already adopted a system of Regulatory Impact Assessment, the process is undertaken by the Ministry responsible of the proposed legislation. In other countries, a unit commonly known as the Office of Best Practice is set up under the

purview of the President or Prime Minister to carry out RIA on specific legislations which is then sent to the Minister directly involved with the proposed legislation and to other members of parliament. The RIA is also sent to all stakeholders involved in the process.

Conducting RIA may not be applicable or relevant for several cases including budget, automatic increases in fees, emergency legislation (for example, measures introduced after floods, natural calamities), repeal of existing legislations that have become redundant, consolidation of existing legislation that do not affect the substance of the main Act, security legislations and criminal legislations.

Vivagen AMOOMOOGUM
Analyst- Trade Division

Trade Obstacles Alert Mechanism:

Tackling Non-Tariff Measures

Trade facilitation has thus developed into a key measure of a country's competitiveness. In Mauritius, a survey conducted by the International Trade Centre (ITC) revealed that 27% of exporters and 36% of importers were adversely affected by barriers such as technical regulations, conformity assessments and rules of origin amongst others. With the erosion of trade preferences and increased competition in global markets, it is imperative for Mauritius to tackle the hurdles that increase the cost of doing business.

The Trade Obstacles Alert Mechanism (TOAM), which is a new online tool developed to facilitate the identification and elimination of trade obstacles faced by companies, aims to contribute towards this objective. Officially launched in September 2015, TOAM is a joint initiative of the International Trade Centre, the Ministry of Foreign Affairs, Regional Integration & International Trade and the MCCI and is the first platform that brings together all agencies involved in trade regulations and procedures in the country.

TOAM gives a voice to the business operators, especially to

small and medium sized enterprises, as it provides a single channel towards which firms can immediately report the obstacles they face when importing or exporting. Agencies are then alerted of the reported trade barrier so that they can post online updates on actions being taken to resolve the obstacle. The mechanism is transparent and thus presents major benefits to the business community. It is worth noting that

"Mauritius is the second country in the world to be implementing such a business-friendly platform."

Mauritius is the second country in the world to be implementing such a business-friendly platform that also allows operators to receive email alerts on barriers that other traders encounter with regards to specific products or markets. Moreover, TOAM can help to enhance the local regulatory environment by providing real-time information on bottlenecks and on specific areas of intervention to policy-makers.

Appointed as the National Focal Point for the TOAM project, the MCCI is responsible for managing

In a global context of increasing economic liberalization and declining tariffs, non-tariff measures (NTMs) have emerged as new barriers to trade. Whilst NTMs may be implemented to address legitimate market failures, their restrictive and distortionary effects on local, regional and international trade cannot be ignored.

the platform and ensuring prompt transmission of information between public and private actors whilst maintaining confidentiality. The mechanism is overseen by a National Monitoring Committee, which is chaired by the International Trade Division of the Ministry of Foreign Affairs, Regional Integration and International Trade, and comprises all public agencies involved in regulating trade. It is important to note that an Inter-Agency Cooperation Protocol has been signed by all the agencies registered on the TOAM platform, highlighting the commitment of the different institutions to foster public-private dialogue for improving the business environment. The successful implementation of TOAM provides a unique opportunity to focus on concrete actions that will impact positively on the competitiveness of our firms and our country – an opportunity that is not to be missed if Mauritius is to aim for better national trade performance and higher economic growth.

Smita BHIRGOO
Analyst - Trade Division

The Official Launch

The mechanism was officially launched in September 2015 by the Minister of Foreign Affairs, Regional Integration and International Trade, Hon. Étienne Sinatambou, at a workshop held at the Westin Turtle Bay Resort and Spa in Balaclava.

All agencies signed the Inter-Agency Cooperation Protocol to reiterate their commitment for achieving an improved business environment. Furthermore, Mathieu Loridan, Associate Market Analyst from ITC, held a training session for familiarising public officials with the alert system used to respond to queries posted by operators. Rooma Narrainen, Manager of the Trade Division at the MCCI, made a presentation on the achievements and challenges encountered during the pilot phase that was led by the MCCI.



Mathieu Loridan, Associate Market Analyst from ITC, delivering his speech during the launching ceremony



Signing of Inter-Agency Cooperation Protocol by Raju Jaddoo, Secretary-General of MCCI

Minister of Foreign Affairs, Regional Integration and International Trade, Étienne Sinatambou and Azim Currimjee, Vice-President of MCCI, during the launching of TOAM

Communication Campaign

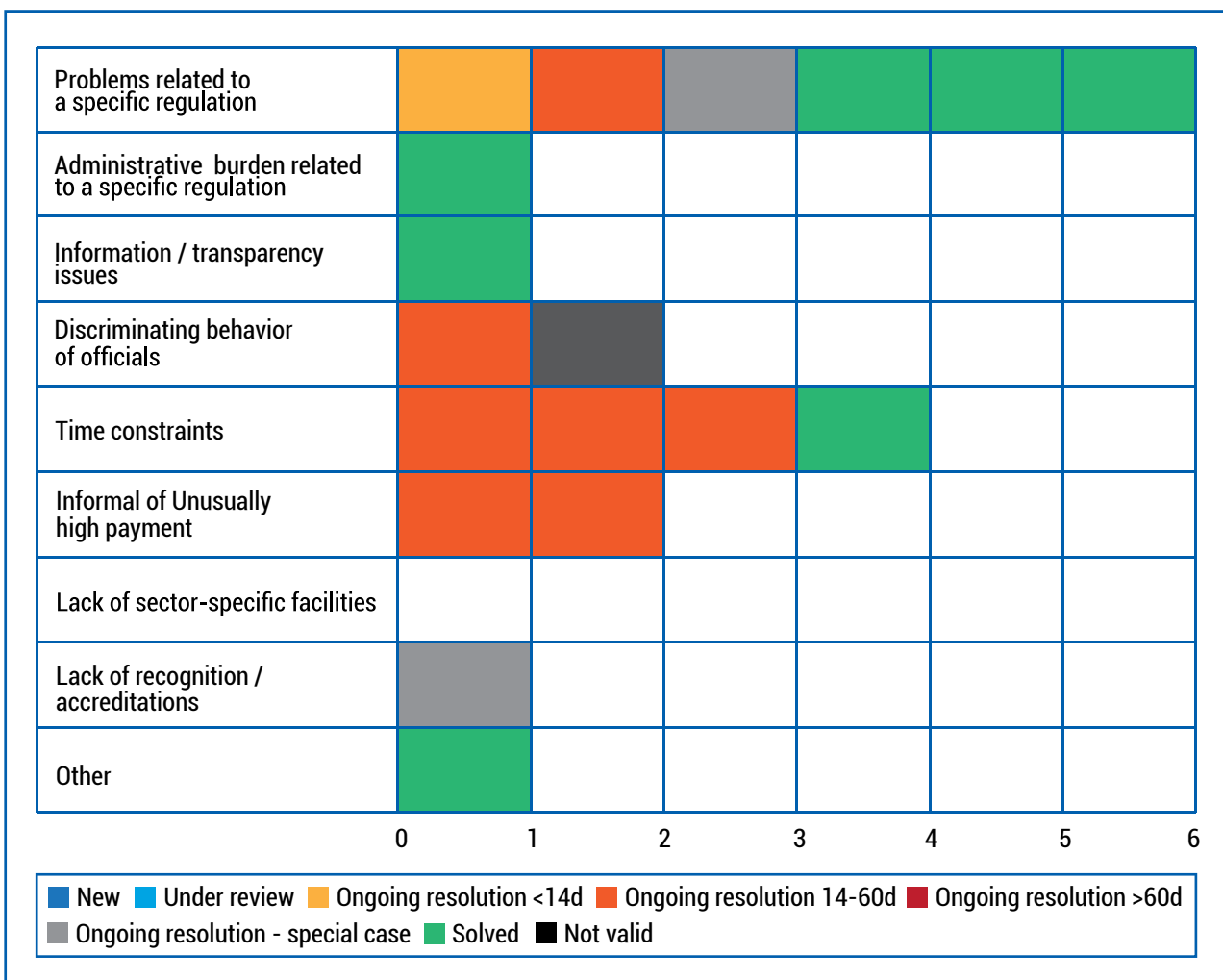
As part of its mandate to facilitate trade, the MCCI has been actively sensitising and training business operators on the TOAM platform through workshops. The response from the private sector has been positive and the main advantages of using the platform have been stated as: (i) having access to a single platform to report all trade-related obstacles and (ii) being able to regularly monitor the status of complaints online.



Rooma Narrainen, Manager - Trade Division at MCCI, delivering a presentation during a workshop organised to sensitise operators on the TOAM platform

Results in Figures

As at January 2016, more than 100 users were registered on the platform. 17 obstacles, out of which 12 were encountered when importing into Mauritius, have been validated and published. As shown in the chart, 7 obstacles have been resolved whilst the remaining are currently being looked into by the relevant authorities.



* The International Trade Centre, which is a joint agency of the World Trade Organisation and the United Nations, helps to foster sustainable economic development in developing countries and transition economies through trade and international business development.

Optimising Opportunities:

The Sustainable Development Goals

2015 has been a momentous year for international development. It marked the adoption of the Addis Ababa Action Agenda which provides a framework for financing sustainable development. Moreover, the espousal of the Sustainable Development Goals (SDGs) as successors to the Millennium Development Goals (MDGs) has reinvigorated the global partnership for dealing with a range of economic, social and environmental challenges. This new set of 17 goals, also known as the global goals (see Figure 1: The Global Goals for Sustainable Development), has been developed after 2 years of multi-stakeholder negotiations. The engagement of business and the private sector in this dialogue is worth highlighting.

With Mauritius being one of the 193 countries that signed up to the global goals, the case is clear for businesses in the country to get involved. Indeed, whilst the SDGs are not legally binding, they will drive the

formulation of national strategies and regulation aimed at achieving them. Hence, having a business model that supports the goals corresponds to having a strategy that is aligned with that of the government. It can thus be expected that companies which strain to show congruence to national interest will

"Consumer patterns have evolved in Mauritius and around the world with increasing emphasis being placed on environmental and social sustainability."

be at a competitive disadvantage.

Engaging with the Global Goals

There are various ways in which businesses can engage with the global goals. Foremost, it is interesting to note that SDG 8 (Decent Work and Economic Growth) is an area where the private sector is a key player. High unemployment rates,

Ratification of the Sustainable Development Goals heralds major changes for the business community. It also presents a historic opportunity for business to rethink its strategy and to evidence its positive influence on society.

especially amongst youngsters, and widening inequality are challenges that need renewed attention from industry. Cherry-picking the goals in which one's business will have a material impact is another approach that provides a starting point. For example, companies involved in the healthcare sector will most likely prioritise SDG 3 (Good Health and Well-Being). It should be noted that interconnectedness of the SDGs generates synergies that accelerate achievement of the development agenda. Indeed, tackling SDG 8 (Decent Work and Economic Growth) leads to ripple effects on various other goals such as SDG 10 (Reduced Inequalities), SDG 1 (No Poverty) and SDG 9 (Industry, Innovation and Infrastructure).

Where business has an impact, it tends to see the opportunity as well. Consumer patterns have evolved in Mauritius and around the world with increasing emphasis being placed on environmental and social sustainability. The successful implementation of Fairtrade* schemes globally, including within the sugarcane industry of our island, bears testimony to the growing concern of consumers on aspects

Cover story

other than price and quality. Another example is, the Stock Exchange of Mauritius Sustainability Index (SEMSI), which was launched in September 2015 and, comprises companies that show strong economic, social and environmental sustainability practices. These initiatives aimed at consumers and investors with responsible appetites provide evidence that adhering to the SDGs can be synonymous to securing business both locally and

internationally.

There is no doubt that responsible businesses can provide a boost to realising the SDGs through innovation, investment, their consumer base and their workforce. To help the private sector align with the global goals, the SDG Compass, which is a repository of tools and information that can be explored to put sustainability at the heart of one's business, has been made accessible online:

<http://sdgcompass.org/>. It is now up to the visionary and forward-looking companies to take the lead and optimise the opportunities emanating from the Sustainable Development Goals.

Smita BHIRGOO
Analyst -Trade Division

SUSTAINABLE DEVELOPMENT GOALS



The Global Goals for Sustainable Development (Source: <http://www.globalgoals.org/>)

* "Fair trade is an alternative approach to conventional trade and is based on a partnership between producers and consumers. When farmers can sell on Fair trade terms, it provides them with a better deal and improved terms of trade. This allows them the opportunity to improve their lives and plan for their future. Fair trade offers consumers a powerful way to reduce poverty through their everyday shopping."
Source: <http://www.fairtrade.net/>

References:
FairTrade International, <http://www.fairtrade.net/>
Stock Exchange of Mauritius, <http://www.stockexchangeofmauritius.com/>
The Global Goals, <http://www.globalgoals.org/>
SDG Compass, <http://sdgcompass.org/>

GS1 Standards

Boosting Efficiency in Various Sectors Globally



Boosting efficiency and reducing costs have always been the mantra of business operators globally, irrespective of their sector of operation. Adopting GS1 Standards has proven to be vital in addressing those challenges.

Over the last decades, as cut-throat competition triggers the need for businesses to manage their value and supply chains efficiently, various sectors have adopted GS1 Standards. Though it is commonly known that GS1 Standards have been well adopted by the retail sector for the last 40 years, other sectors - from apparel and healthcare to transport and logistics - have embraced these standards as they underpin supply chains, reduce costs and deliver exceptional efficiency.

Retail Sector

Today, with consumers' increasing need for accurate product information and the introduction of new regulatory requirements on safety, product recall and traceability, the retail industry is responding by adopting GS1 Standards, which enable tracing fresh foods from farm to fork.

Businesses also leverage GS1 Standards to manage inventory, guarantee product availability, ensure check-out and overall efficiency as well as satisfy regulations.

Apparel, Fashion and Footwear

The fashion and apparel world is nowadays characterised by global sourcing, ever-changing trends and growing online purchases. Fashion companies need to ensure that consumers find the right product in the right place at the right time.

GS1 Standards help apparel companies - through electronic article surveillance and Radio Frequency Identification (RFID) - to manage inventory while keeping track of items with attributes like type, size, colour, and season. Tracking of the merchandise up to the final customer hence contributes to preventing loss of the product.

Foodservice

Today's consumers expect the food they eat to be safe and are requesting nutritional information when they eat out. Allergen-free menu and vegetarian options are even gaining ground. Foodservice companies must consequently be able to identify and trace the origin of food products.

To meet customers' expectations, foodservice companies have adopted GS1 Standards to share trusted information on food origin, manage inventory, boost efficiencies, and enhance safety and traceability.

Transport and Logistics

Getting raw materials or finished goods from one point to another, while ensuring safety, accuracy and timely delivery of the good, is always critical. GS1 Standards offer visibility of goods moving from source to consumer. They enable an integrated alignment of supply chain processes such as asset, inventory, warehouse, delivery, transport and border-procedure management. These standards provide manufacturers, retailers and logistics service providers with accurate and up-to-date information about their shipments, thus allowing them to take good decisions about forecasting and ordering.

Healthcare

Patient safety has been at the forefront of healthcare whereby the



Adopting GS1 Standards in Transport & Logistics provides visibility about goods moving from source to consumer.

right medication should be given to the right patient in the right dose.

GS1 Standards have led to the birth of Unique Device Identification (UDI), a system mandating labellers to mark and identify medical devices. This allows pharmaceuticals to be tracked and traced to prevent product counterfeit and improve patient safety. The World Health Organisation has even published technical guidelines for identification and marking of vaccines with GS1 Standards.

GS1 Mauritius Stance

GS1 Standards have evolved to reflect and influence the world in which we live and work. As they boost efficiency in many sectors, GS1 Mauritius is deploying its energy to increase the adoption and use of GS1 Standards.

Fazlee DHUNY

Analyst - Business Development

Did you know ?

- GS1 most known standard is the GS1 Barcodes.
- GS1 Standards include QR Code and Serial Shipping Container Code for pallets.
- GS1 Mauritius has introduced a Membership Certificate, a proof that the subscriber is the unique authorised licensee of the barcodes allocated to him.
- GS1 Mauritius is celebrating the 3rd Anniversary of its Training on GS1 Standards.
- GS1 Mauritius is undertaking an awareness campaign on 'Discover the Endless Opportunities with GS1 Standards'.
- GS1 Mauritius subscribers include operators from the retail sector but also from healthcare, agriculture and apparel.
- GS1 Mauritius provides global visibility to its subscribers through GEPIR, a unique internet-based service.
- As a first step to introduce traceability in Mauritius, full support has been given to GS1 Subscribers to assign their Global Location Number (GLN), which identifies their organisation and physical location.

Innovation:

Lifeblood of Economic Growth

The conundrum's answers lie in the capacity of economies and their entrepreneurs not to be complacent but to constantly embrace transformation through technological progress and innovation.

Innovation and Economic Growth: An Undeniable Relationship

Periods of pallid growth rates, as currently experienced, are reminiscent of Thomas Malthus' gloomy predictions that humanity is condemned to widespread misery as population growth would always strain natural resources.

Nonetheless, human ingenuity has proved the prophets of doom wrong as, over the last two centuries, the world economy has been incredibly resilient and dynamic. Indeed, since the Industrial Revolution, sustained economic growth has been achieved through a never-ending maelstrom of innovation, experimentation, adaptation and change, all of which have raised productivity over time, lifting income levels, driving consumption and rising living standards.

It is this wheel of change which has translated technological progress into economic growth through a continuous movement of

resources to areas where they can be used more productively. This is often referred to as *creative destruction*.

Current World Economic Climate

Today, it is concerning to note that the world is experiencing low growth rates. Advanced and emerging economies are faced with an inability or incapacity to increase productivity of factors of

"MCCI has been advocating for a notable move to an innovation-led growth pathway through a culture of research and innovation, technology diffusion and absorption coupled with necessary safeguards in terms of intellectual property rights."

production which will ultimately lead to an increase in potential output growth. Furthermore, despite large and growing investments in Research and Development (R&D) and knowledge, productivity growth in many countries has faltered in

With the International Monetary Fund (IMF) sending an alarming signal to the risks of a global financial crisis and double-dip recessions, the ever-lasting quest for economic growth has once again taken over government agendas worldwide.

recent years, causing growth rates to slow down.

Even the IMF, in its World Economic Outlook of April 2015, has devoted a large section of its report to the declining potential output growth in the world economy since the global financial crisis. Lower capital accumulation and employment were combined with jaded productivity growth in many countries. Additionally, in spite of expansionary monetary and fiscal policies adopted by governments, productivity growth in emerging economies has been on the decline and is expected to remain below its pre-crisis rates in the next five years.

An Overview of the Mauritian Context

The Mauritian economy follows a similar path with MCCI's Economic Perspectives 2015 showing a faltering potential in the country's growth prospects since 2008. This decline has been accentuated throughout the crisis with a loss of 2.6 percentage points between 2006 and 2014. The country's growth potential is forecasted at 3.4 percent for the year 2015, similar to the last few years, with no sign of a renewed dynamism in the potential of the economy.

Innovation and productivity, the engines of economic dynamism,



have been tailing off in the past few years, even in Mauritius. The country has witnessed, on average, less than one percent increase in productivity growth or innovation since 2005 due to its inability to discover, acquire, and use ever better ways to make efficient and productive use of its capital and labour. Unless there is a dramatic improvement in productivity on the national front over the next decade, the Mauritian economy is condemned to follow other emerging countries and have lacklustre economic growth potential.

Innovation at the heart of renewed economic dynamism in Mauritius

Nevertheless, the prospects for Mauritius are not as gloomy as it may seem at first. Classified as an emerging economy, yet to reach full productive capacity, the country has the possibility of managing higher growth rates by simply catching up with technological progress and innovative processes.

The nation's expenditure on R&D is today at less than one percent of GDP, providing an existing margin to nurture a strong improvement in the economy through higher expenditure on R&D activities and innovation.

In a similar vein, MCCI has been advocating for a notable move to an innovation-led growth pathway through a culture of research and innovation, technology diffusion and

absorption coupled with necessary safeguards in terms of intellectual property rights. A buoyant environment, where knowledge can be acquired, created, disseminated and used effectively across broad segments of the economy, shall be the first step to becoming an innovation-driven economy.

Economic dynamism: Nothing but a story of innovation

Innovation and technological progress should be at the heart of any renewed dynamism in the economy. The onus is on entrepreneurs to create, innovate and disseminate technology and know-how to adapt to this ever-changing economic paradigm. Entrepreneurship is about going beyond the status quo to recognize opportunities and apply resources and methods of production in novel ways to remain competitive and to level up to be positioned as a strategic player in the economy.

It is only through a continuous cycle of innovation in products, processes and business models that our industries are likely to thrive and lead to revitalization in economic growth.

Azeem SALEHMOHAMED
Analyst - Economic Analysis
and Industry Division

How is economic growth achieved?

Though different theories and economic models exist to explain what leads to economic growth, they are all based on the basic tenet that it is land, labour, and capital – the factors of production – that generate growth in an economy.

Over the last decades, a growing consensus has emerged indicating that in the long run, the contribution to the economy of such factors of production, as capital and labour, is only temporary. In simpler terms, each additional unit of those factors of production will provide with less and less increases in output, reaching a point where it generates no growth in a country's Gross Domestic Product per capita.

Consequently, sustained increases in economic growth, necessary to raise living standards entail using resources in better ways. Economists label this factor as technological progress or innovation. When the rate at which an economy innovates increases, its economic growth will follow.

MARC Mediation: Resolving Business Conflicts Smartly

Mediation is an alternative dispute resolution method which is becoming increasingly popular in developed countries, especially for resolving commercial and business disputes. The process is very different from litigation or arbitration but is gaining a reputation for securing the highest rates of successful settlement agreements, given its voluntary nature and the importance given to dialogue and creative solution-finding. Considered a more 'mature' way of resolving conflicts, mediation engages parties to the dispute from beginning till end, and provides them with the ability to maintain control of the conflict-resolution process.

The word 'mediation' comes from the Latin root 'medium', which signifies an intervening agency, or something 'about halfway between extremes'. Indeed, parties to a conflict might in its worst stages find themselves at opposite ends of a seemingly irreconcilable spectrum of recriminations, contentions, claims, arguments... The mediator, as an intervening agent, will have the delicate mission of toning things down so that the focus is brought back once again to what exactly is

the issue at hand, and what actually are the interests of each party, beyond any rigid positions adopted.

"Mediation cases in developed countries have success rates of above 95%. And more and more business disputes are being channelled through this process, rather than directly to arbitration or court."

Fostering an ADR Culture in Mauritius: Mind-Set change and Education

At the MCCI Arbitration and Mediation Center, the challenge since the introduction of a new mediation service in 2014, has been to bring operators to trust in a process with which they are quite unfamiliar, as more used to adversarial, litigious processes. This has meant considerably education and sensitisation efforts in order to change the mind-set and traditional

dispute resolution approaches. For mediation to become more accepted in the corporate culture of private and public organisations, there is a need for a healthier use of speech and dialogue, a more direct and frank approach to problems and the willingness to open up to the intervention of an external third party who is neither a sitting judge nor a government official.

dispute resolution approaches.

More recently, following upon the trend set during the past two years, MARC has invested a lot of resources in training professionals of all sectors and sensitizing them to the benefits of using ADR for resolving business conflicts. A first intensive training course of 5 days in arbitration was held mid-2015, conducted in collaboration with the CMAP and Dr Jalal El Ahdab. This was followed by a series of 7 workshops led by Dr. Craig C. Beles, under the US Fulbright Programme. Overall, 107 professionals received training in arbitration and/or mediation last year. MARC also conducted various information work sessions with individual companies, groups of companies, and sectoral and professional associations in its on-going efforts to create a strong ADR culture in Mauritius. In addition, mock mediation sessions were regularly organised for professionals wishing to refine their mediation skills.

Through these various activities and interactions, we have noted that beyond sensitisation and education, deeper issues need to be addressed before mediation become more accepted in the corporate culture of



Anjana Khemraz-Chikhuri, Analyst – Legal and Business Facilitation Division, Raju Jaddoo, Secretary General of the MCCl, HE Shari Villarosa, US Ambassador, Hélène Echevin, President of MCCl, Dr. Craig Beles, Advocate and International Arbitrator, Barlen Pillay, Manager-Legal and Business Facilitation Division

private and public organisations. We are thinking here about the need for a healthier use of speech and dialogue, a more direct and frank approach to problems and the willingness to open up to the intervention of an external third party who is neither a sitting judge nor a government official.

Mediation cases in developed countries such as France, Belgium, UK and the USA have success rates of above 95%. And more and more business disputes are being channelled through this process, rather than directly to arbitration or court, with the majority of them never getting to arbitration or court as they are settled during the mediation. If the business and legal communities of developed countries are successfully embracing these methods, why not our business and legal professionals?

Advantages of mediation

The MARC mediation framework provides a panel of mediators who are trained and well-versed in the techniques of mediation, as well as a set of rules which aim at ensuring expediency, confidentiality and fairness of the process. Each mediator must moreover follow stringent rules of ethics and must sign a Declaration of Independence and Impartiality prior to accepting a mediation case. The process is well structured and the MARC Permanent Secretariat provides parties with logistics and administrative facilities necessary for

mediation proceedings.

While it may be easy for two business partners involved in a serious conflict to only see the path to litigation as the way forward, attempting MARC mediation may hold numerous advantages such as :

- Cost savings
- A confidential outcome
- An efficient process
- Greater chances of preserving business relationships
- Potential for achieving creative solutions
- Greater control over the process and outcome

In addition to conducting training programs, MARC continues to work in close collaboration with the legal and business community for the promotion of mediation and arbitration. In 2015, a sub-committee of the MARC Commission for Strategy and Development, composed of lawyers and business operators, worked on a draft law on 'Private Mediation', which the MCCI has officially presented to the State Law Office, in an endeavour to promote greater awareness and use of mediation among professionals and business operators. The draft law purports to propose a legal framework which better defines issues such as confidentiality, the procedure for recognition and enforcement of mediation agreements, the ethical conduct of mediation proceedings, and the mediator's ethics.

MARC Mediation Clause

The focus in 2016 will be to encourage more and more business operators to resort to mediation for resolving disputes. MARC can facilitate the mediation of disputes in a wide range

of commercial areas - including banking, construction, healthcare, employment, information technology, insurance, partnership, shipping and tenancy disputes. The recommended practice is to ensure that long before any dispute has occurred, in the contractual agreement itself, MARC mediation clause is inserted, making clear reference to the MARC Mediation Rules. The clause can also provide that parties may resort to arbitration, should the attempt at mediation not conclude successfully. A typical MARC 'med-arb' clause would read as follows:

"Any dispute arising in connection with the present contract shall be settled under the Mediation Rules of the Arbitration and Mediation Center of the Mauritius Chamber of Commerce and Industry (MARC). In the event that no settlement is thereby reached within [] days of the commencement of the mediation, or such further period as the parties shall agree in writing, the dispute shall be finally settled under the Arbitration Rules of the Arbitration and Mediation Center of the Mauritius Chamber of Commerce and Industry

(MARC), by (one or three) arbitrator(s) appointed in accordance with the said rules."

The above clause is key to easy and timely access to mediation once a dispute has occurred. It provides both parties with a framework within which they can resolve their dispute in conditions of confidentiality, efficiency, ethics, fairness and speediness.

Anjana KHEMRAZ-CHIKHURI

Analyst - Legal and Business
Facilitation Division



Dr Jalal El Ahdab, barrister and arbitrator, Me. Antoine Domingue, then President of the Mauritius Bar Association, Me. Avinash Sunasse, barrister



Africa-Asia Air Corridor:

A New Economic Pillar in the Making

In its most effective operating mode hopefully to be achieved by 2020, the Africa-Asia Corridor passing through Mauritius and Singapore as hubs, which will officially be inaugurated on March 14, is expected to significantly facilitate movements of tens of millions of people and also thousands of tons of goods between the two fastest growing continents of the world.

What is the Corridor all about?

First, it is a 7-hour non-stop flight between Mauritius and Singapore. For the time being, Air Mauritius has planned a 3-weekly flights that also includes available capacity for transporting goods in the belly. But more significantly, once in Changi Airport of Singapore, travelers have the option of continuing their journey to as many as 200 Asian destinations in the same day, many of them in the next 2 to 3 hours, to the most important cities of China, Japan, Korea, Indonesia and even Australia. Under the assumption that Air Mauritius can indeed sign code-sharing deals with the most important airlines of these countries, travelers will proceed seamlessly and efficiently to their final destination.

In the same manner, tourists and businessmen from all parts of Asia will use Changi as hub on their way to Mauritius and other countries of the Indian Ocean as well as some countries of the African continent.

“The African continent is very much unknown to the Asians as a continent to discover for both leisure and business. Within our own ecosystem, many activities still need to be done to transform us as an international travel hub.”

The natural advantage of the Corridor in terms of travel time over other alternative routes to reach the East Coast of Africa for example thus appears to be unassailable for those traveling from Asia.

The Hub Rationale

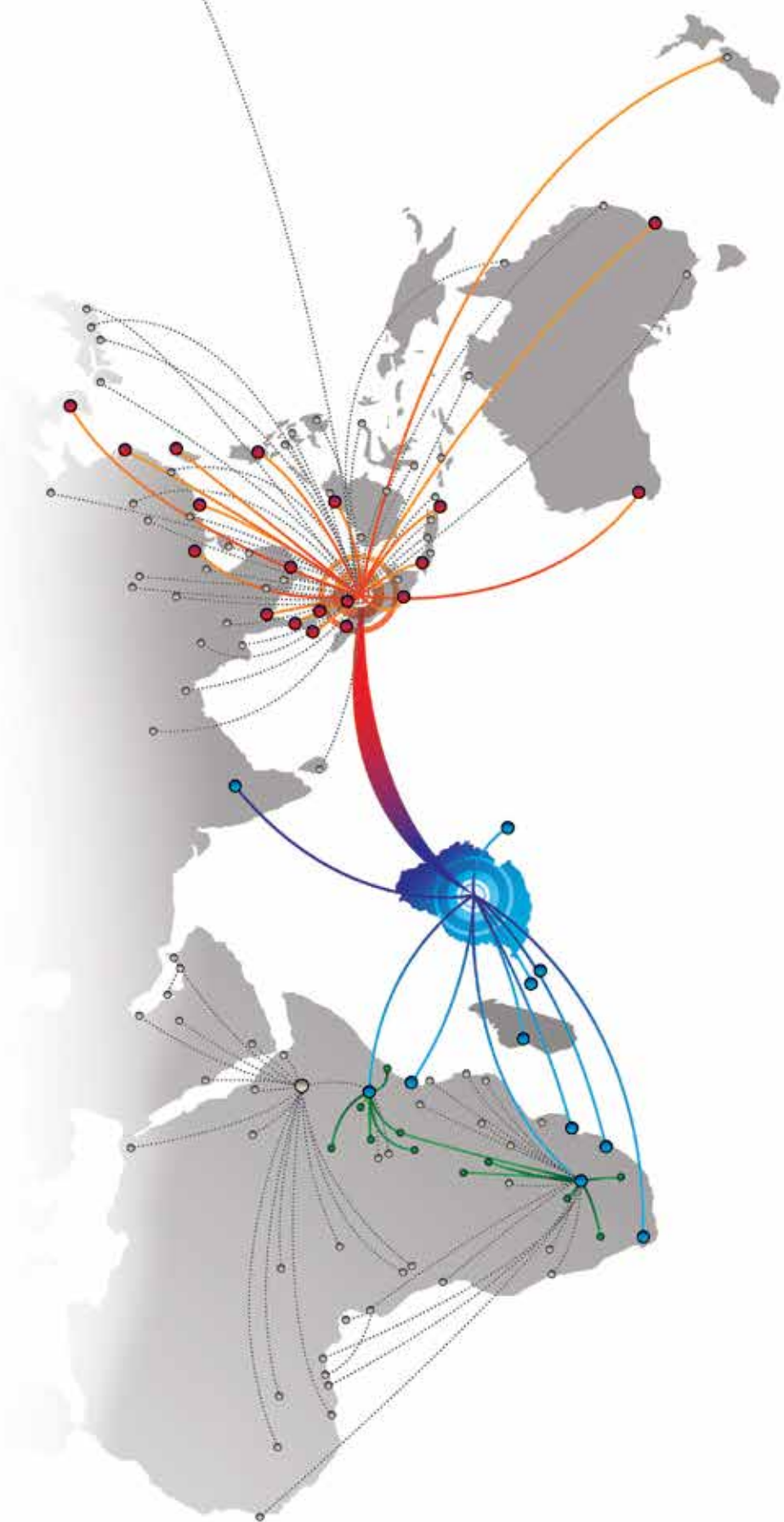
It is natural for big rich countries or large cities to have hub airports not only to handle travel trips of their citizens but also to act as transit

The American economist and Russian born Simon Kuznets, who won the Nobel Prize in Economics in 1971, made the observation that countries which achieved the fastest progress in their fight against poverty were those who reached out geographically to the world.

airports for onward journeys. Transit times are spent in busy shopping locations within the airport with all the amenities available to cater for all the needs of transit passengers. However diminutive countries like Singapore and Dubai have taken advantage of their strategic geographical location to transform themselves into the most attractive and among the busiest hubs in the world. Dubai has the largest duty free shops and Singapore plans to be the most attractive food outlet while Frankfurt has even a casino. Airport efficiency has become over the years a determining factor in the ecosystem of the travel trade industry in the world.

The signing in October last of the Hub Agreement between Changi airport and Air Mauritius is interesting in many ways for our country. Changi airport has handled 55 million passengers in 2015 of which 18 million are foreign tourists spending a few hours of transit time before taking an onward flight to a third party country. In 2014, more than 200 000 tourists from several cities of China stopped in Changi for a few hours before proceeding to Maldives, one of our major competitors for Chinese and other Asian tourists. South

The Africa-Asia Air Corridor: Confirming Mauritius' role as the key regional aviation hub





The Corridor will be a new economic pillar transforming the airport as a travel hub for millions of Asians using Mauritius as the entry point into the African continent (Photo source: Airports of Mauritius Co Ltd)

Koreans, Japanese, Australians, Indonesians similarly do not consider having to stop over in Singapore as inconvenient in their travel plan. On the contrary, Changi Airport authorities have transformed the airport as a real food and shopping experience for transit passengers.

A new kind of travel trade business for Mauritius

Changi Airport can indeed become one of the most important providers of a new kind of travel trade business for Mauritius. All the catchment areas of Asia, Australia and some of the Pacific Island nations will only be a few hours away from Singapore before onward journey to Mauritius. Assuming some bigger critical mass in terms of number of travelers carried, Air Mauritius can well service daily flights to and from Singapore in a similar manner Singapore Airline and its associate airlines service the Maldives every week. The Corridor will be a new economic pillar transforming the airport not only as

the busiest airport of the region with all the economic benefit that come with it but as importantly as a travel hub for millions of Asians using Mauritius as the entry point into the

“The Corridor will be a new economic pillar transforming the airport not only as the busiest airport of the region, with all the economic benefits that come with it, but as importantly as a travel hub for millions of Asians, using Mauritius as the entry point into the African continent because of its travel time competitive advantage.”

African continent because of its travel time competitive advantage.

The inauguration of the first direct flight in March is only a beginning.

We have yet to market Mauritius as one of the most attractive world tourist destinations to Asians in the way our jurisdiction promoted itself to the French and the British forty years ago. Furthermore, the African continent is very much unknown to the Asians as a continent to discover for both leisure and business. Within our own ecosystem, many activities still need to be done to transform us as an international travel hub. All the stakeholders of the trade sector indeed need to plan to take their respective service to the next level. Not least, Air Mauritius needs to conclude its discussions with the major airlines of Asia to agree to transport travelers seamlessly to their final destination via share code agreements. Within the airport, many service providers will have to adapt to the needs of a hub and upgrade their supply offering in that respect.

We are at the threshold of a game changing strategy in the way we intend to open up our country to the world for the sake of our economy.

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Ocean Economy

The Joint Management Area: A new Challenge at the Frontier

In March 2011, the United Nations Commission on the Limits of the Continental Shelf (UNCLCS) adopted the recommendations which conferred upon the Republic of Mauritius and the Republic of Seychelles, the joint jurisdiction over an area of the seabed and its underlying sub-soil in the Mascarene Plateau region. Indeed, Mauritius and Seychelles were among the first nations to have made a Joint Submission in 2009 to the UNCLCS and to successfully obtain joint jurisdiction on an area of extended continental shelf in the Indian Ocean.

Beyond the 200 EEZ nautical miles

This area, known as the Joint Management Area (JMA), excludes the water column and the living organisms above the shelf and extends beyond the two hundreds nautical miles Exclusive Economic Zone of the respective two coastal States. Located in the North-East of the Islands of St Brandon and South East of the Island Coëtivy, the JMA covers an extent of approximately 400,000 square kilometers and includes the whole of the 'Saya de Malha' Bank and the 'Correira' Bank Rise on the Mascarene Plateau.

In an effort to further demonstrate the willingness to collaborate, the two Coastal States signed two treaties to jointly manage the area. The first one is the Treaty concerning the Joint Exercise of Sovereign Rights over the Continental Shelf in the Mascarene

"The Joint Management Area of the Extended Continental Shelf in the Mascarene Plateau Region constitutes a model for the whole world."

Plateau Region and it sets out the coordinates of latitude and longitude which define the boundary of the area of the Joint Zone. The second is the Treaty concerning the Joint Management of the Continental Shelf in the Mascarene Plateau Region and provides an effective and equitable framework to govern the joint management of the extended continental shelf through a three-tiered joint administrative structure. This consists of a Ministerial Council composed of an equal

The Joint Management Area (JMA) has a fascinating geological origin and represents for both Mauritius and Seychelles a new maritime jurisdiction of immense potential for living and non-living marine resources; opening the respective economic spaces.

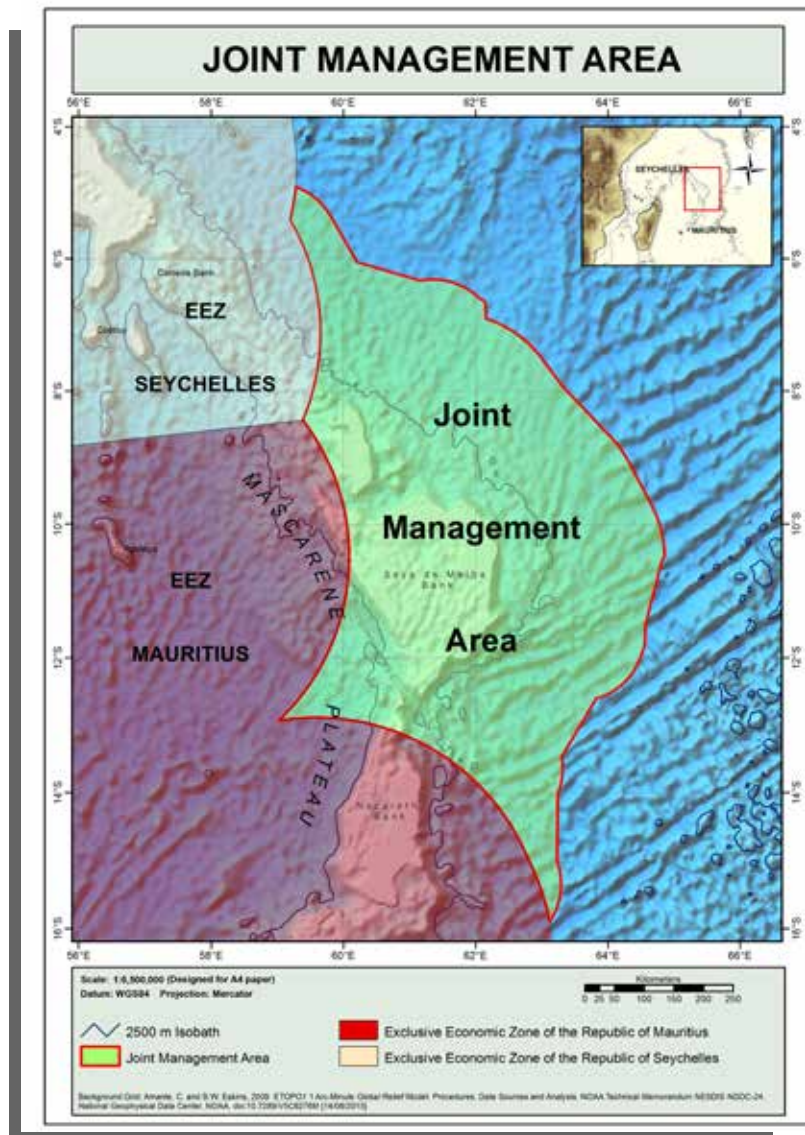
number of ministers from both States, a Joint Commission also consisting of an equal number of commissioners appointed by the two States to establish policies and regulations relating to exploration and exploitation of natural resource activities in the Joint Zone. Finally, a Designated Authority is responsible to the Joint Commission to carry out the day-to-day regulation and management of natural resource activities within the Joint Zone.

Preservation of the biological and physical diversities

The development of the JMA offers challenges and opportunities for the present and future generations. It is evident that investment in the JMA should be in accordance with fundamental principles of equity, efficiency, safety and in rigid compliance to international conventions concerning the ocean environment. With the strong commitment to balancing the preservation of the biological and physical diversities, the two States have elaborated a legal framework comprising a Joint Fiscal and Taxation Code, model agreements for exploration and exploitation

of petroleum together with an 'Environmental and Safety Code' which adheres to international best practices. These were elaborated in concert with the Commonwealth Secretariat and are considered vital instruments which will help pave the way for the sustainable development of the JMA.

The Joint Management Area of the Extended Continental Shelf in the Mascarene Plateau Region represents a landmark achievement by the Republic of Mauritius and the Republic of Seychelles – two mid ocean Small Island Developing States. It constitutes a model for the whole world. The two coastal States have demonstrated their commitment to advancing the development of the JMA by ensuring a high level participation for the management of the Joint Zone. The Joint Commission meets regularly and is co-chaired on the Mauritius side by the Secretary to Cabinet and Head of the Civil Service and by the Special Adviser to the Minister on the Seychelles side.



The Mascarene Plateau

The Mascarene Plateau is itself a faulted composite arc of 2300 km which extends from the granitic micro-continent of the Seychelles Bank southward through the coral reef capped, volcanic structures of Saya de Malha, Nazareth, and Cargados Carajos banks to the faulted oceanic volcanic island of Mauritius. The Mascarene Plateau is known for a unique morphological and geological character, and is believed to have undergone a complex series of geological processes that began with the

break-up of the Gondwana supercontinent, and the subsequent rifting of the western margin of India following the separation of Madagascar. The rapid northward movement of the Indian plate and the subsequent development of the Central Indian Ridge are believed to have left these remnant micro-continental fragments abandoned in the south-west Indian Ocean, where they now make up the Mascarene Plateau.

Port Louis

Gearing up towards greater effectiveness

With the steady increase of regional trade, the port industry is implementing new expansion opportunities. Port-Louis, already positioned to become a reference in the region, now aims to become a regional hub for major global carriers.

Despite the port industry being under considerable pressure with increased demands for improvement in competitiveness and port efficiency, the Mauritius Ports Authority (MPA), together with its industry partners, is striving for the provision of modern port infrastructure and facilities. Based on its satisfactory financial performance, the MPA recently has been able to finance port development projects for more than Rs. 2.5 billion from its own sources. Moreover, the current port development program will entail capital expenditure of Rs. 8.9 billion over the next five years (2015–2019) to build capacity and consolidate port infrastructure.

Boosting Container Handling Productivity and Efficiency

One major project already initiated is the extension and strengthening of the Mauritius Container Terminal (MCT) quay at Mer Rouge, which alone entails total expenditure of about USD 190 million (Rs 5.7 billion). The project comprises the following main components:

- Extension of the MCT quay by 240 metres
- Expansion of the container stacking yard by about 7.5 hectares
- Strengthening of the existing 560 metre-long berth

- Construction of bunds and shore protection at both Fort George and at the Fort William regions – Designed to receive dredged materials meant for land reclamation
- Dredging works to deepen the navigational channel to 16.5 metres and the associated land reclamation works at Fort George and Fort William.

The works are being undertaken under three contract packages: (i) Construction of Bunds, (ii) Marine and Civil Works and (iii) Dredging Works. The work relates to the construction of bunds using dredged materials and rocks in a marine environment running over a length of 2400 metres



at Fort William and 650 metres at Fort George.

The bunded area would be used to contain and stockpile dredged materials and allow for its productive use towards land reclamation of a total extent of about 39 hectares offshore of Fort George and Fort William. The marine and civil works package consists of the extension of the MCT quay by an additional 240 metres thereby taking the total quay length from 560 metres to 800 metres, strengthening the existing 560 metre-long berth and expanding the stacking yard by an additional 7.5 hectares.

To ensure safe manoeuvring and operations of fully laden and deeper draft 8000-9000 TEU-capacity vessels, there is the need to further deepen the English Channel from 14.5 metres to 16.5 metres below Chart Datum.

The deepening works would thus require the dredging and disposal of about 1.5 million m³ of material which, as already indicated above, would serve for land reclamation of an area of some 39 hectares in the Fort William and Fort George regions. This will be earmarked essentially for future port development projects. The Authority also proposes to use this opportunity to carry out some maintenance dredging works within the navigation channel of the peninsular port.

The works are planned to be completed over a period of 7 months. In this respect, potential dredging contractors had been invited to express their interest to be prequalified for the dredging works. Request for proposals will thereafter be issued to the prequalified bidders. This project will meet the needs of shipping lines that are mobilising bigger container vessels in the

region. Concurrently, a big tug of 70 tons bollard pull is being procured by the MPA to further enhance its capacities to efficiently service these types of container vessels.

Similarly, two Super post-Panamax quay cranes and additional yard handling equipment are being procured by the Cargo Handling Corporation Ltd (CHCL) to enhance service levels and boost port

“ The Port Master Plan Study is an innovative approach towards port planning and development under the blue economy.”

productivity. In the same context, major refurbishment works of the existing Rail Mounted Quay Cranes are being initiated.

The Island Terminal Concept

In order to maintain the position of Port-Louis as a transshipment port in the long term, it is planned to develop an Island Container Terminal, opposite the MCT. This project would comprise:

- The construction of a breakwater
- Dredging of the navigation channel to 18 metres deep
- Land reclamation of some 60 hectares
- Construction of a link bridge to the Island Terminal
- Quay construction over a length of about 1200 metres
- Container stacking yard of an area of about 50 hectares (i.e. capacity of about 1.5 million

TEUs).

The new Port Master Plan Study that is being undertaken will take into consideration the new opportunities offered by activities related to the Ocean Economy and address the land use requirements for future port development projects. The scope of the study also includes a review of the potential development of the port of Vieux Grand Port to accommodate future port development projects. It should be pointed out that in the Port Master Plan 2009, the port at Vieux Grand Port was recommended solely for leisure development and sport fishing.

The Consultants will also be required to update traffic forecasts for Rodrigues and propose a port development plan for Port Mathurin by 2040, including the expansion in the fishing sector at Pointe l'Herbe and marine facilities in the Oyster Bay area.

After a temporary decline in its activities, Costa Cruises has resumed its home porting service from Port-Louis as from January 2015. MPA is consequently upgrading the existing facilities with the construction of a Cruise Terminal Building which will be used to service both the inter-island and international passenger traffic. In a bid to position itself as a bunkering port in the region, MPA extended the Port Limits to enable anchorage of large vessels for bunkering in a bid to offering new tariffs with attractive incentives for such activities.

In order to cater for adequate storage capacities, the MPA is moving forward with the allocation of land in port area to private promoters for the construction of additional tankage capacities.

Interview

**Gupta Gopaul,
President of the Professional
Association of Freight
Forwarders of Mauritius**

**“Maximising
efficiency
for better
logistics
services”**

In an interview with MCCI Insights, Mr. Gupta Gopaul, President of the “Association Professionnelle des Transitaires” (APT), proposes the creation of a logistics council which will facilitate the workflow of freight forwarders.

As the President of APT, what are your objectives for the Year 2015-2016 ?

- APT plays a key role in facilitating business in Mauritius since its creation in 1976. The association continuously works to promote the best interests of its members. APT also submits propositions concerning reforms to be undertaken by the authorities. We are currently focusing on how we can optimize the logistics chain and support the authorities in enhancing the level of ease of doing business in Mauritius. One of our core objectives is to improve the Logistics Performance Index (LPI) of Mauritius.

The LPI gives an overview of the country's logistics based on quality of trade and transport-related infrastructure, the ability to track and trace consignments and frequency with which shipments reach destination within the scheduled time.

The LPI for Mauritius, which was 2.51 in 2014, compelled our association to enhance our logistics services and is working towards achieving an increase in the Index.

How do you plan to take forward the enhancement of trade facilitation and the improvement of the supply chain to and from Mauritius?

- Our freight forwarders in Mauritius do encounter some issues during the management of the flow of goods, the movement and storage of raw materials, work-in-process reserves, and finished goods from point of origin to point of delivery. In order to improve the procedures involved in the movement of goods

across borders, APT is working towards maximising efficiency.

We are of the view that verification time of consignments should be reduced to at most 24 hours to

"The role of the logistics council will be to provide a better structure of the regulations of the logistics sector and promote good governance, which will undeniably help increase our LPI."

facilitate international trade as in the case in Singapore, for instance. In addition, we are planning to knock the right balance in risk management systems by maximizing on the use of technology and move away from time-consuming physical inspections. At the level of the association, we are also working closely with the MCCI for the project Single Window system. The Single Window is a joint public-private sector project which aims to provide a single entry point for traders to fulfil all trade-related regulatory requirements.

What are the main challenges freight forwarders in Mauritius encounter in their day-to-day running of logistics activities?

- According to a research paper published by the MCCI in January 2015, there has been an increase of 4% in the costs of doing business in the logistics sector of Mauritius in the past ten years.

One of the conventional constraints experienced by freight forwarders concerns the daily activities at the docks.

The short-distance movement of goods during material handling makes use of a wide range of manual, semi-automated, and automated equipment. We, at the level of the APT, wish that the quality of equipment available were substantially upgraded. Administrative issues are also faced by our freight-forwarding colleagues.

These are mainly centred on the payment of transmission fees and charges when offering ancillary services.

How is APT planning to counter these issues so as to promote a prosperous business environment in the logistics sector?

- The APT regularly participates in Customs Stakeholders meetings which offer an ideal platform for members of the logistics business community to discuss and find solutions on these salient issues. Also, we are actively involved in the discussions with the authorities to review the fees and charges. We have submitted a few proposals to the government, including the setting up of a logistics council.

The role of the logistics council will be to provide a better structure of the regulations of the logistics sector and promote good governance, which will undeniably help increase our LPI. With a better performance in the freight forwarding business, this will help boost the competitiveness of logistics and to consolidate the position of Mauritius as the leading maritime hub in the Indian Ocean.



Freight forwarders

Importing and exporting are key mechanisms for many lucrative businesses. International trade consists of a bundle of paperwork and procedures to follow, which soon can make anyone being caught up in the logistics of logistics.

Freight forwarders are present to keep business people away from all these hassles. Specializing in storage and shipping of bulk merchandise on behalf of a consignor, freight forwarders also play the role of an intermediary between a shipper and various transportation services.

Freight forwarding and logistics business emerged with only 3 companies in 1976 in Mauritius. Today, through the era of globalization, the sector has flourished and customers are now demanding much more than traditional transportation and warehousing services from freight forwarders. Value-added services such as the reimbursement of materials and merchandises with a valid warranty, the management of returns, as well as customs and insurance brokerage, and trade and transportation management, now act as differentiator in Mauritius. Subsequently, freight forwarding companies face

several challenges in order to keep up with the growth in the sector.

Very often, they have to pay demurrage fees for unclaimed merchandises, which are not confiscated by the customs. Lack of regulating officers to ensure proper embarkation and debarkation procedures are also noted. As a result, freight forwarders are propelled to bear the responsibilities of any damage occurred to the containers and merchandises.

The 45 freight forwarding and logistics members of the APT handle more than 80% of total imports and exports of Mauritius, excluding bulk imports undertaken by the State Trading Corporation. APT members have their own network of overseas instruments and representatives and are well versed with the import and export regulations that trading businesses have to comply with, especially in foreign countries. They are also up-to-date through APT affiliation to the International Federation of Freight Forwarders Associations (FIATA), which is present in more than 150 countries all over the world.



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Interview

Lubomír Zaorálek,
Minister of Foreign Affairs of
the Czech Republic

**“Czech Republic
and Mauritius
share the same
democratic
principles
and values”**

In the following interview, Honourable Lubomír Zaorálek, Minister of Foreign Affairs of the Czech Republic, gives an overview of the new advancements in trade and investments materializing between Mauritius and Czech Republic.

Following your visit to our country, what are according to you the latest business advancements that can be seen in the trade and investment fields between Mauritius and the Czech Republic?

- It has been about 16 years since our predecessors met. Both countries have undergone remarkable developments; the global environment has evolved significantly as well. After a recession which had lasted for two years, the Czech economy started to grow again since the last quarter of 2013. For the year 2014, it was estimated that the GDP grew by 2% in comparison to the previous year. The prediction for the GDP growth in 2015 and 2016 is 2.7% and 2.5%, respectively. Now, to maintain the economic growth of the Czech Republic, we decided to diversify our foreign trade and investment opportunities, and we see huge potential in sub-Saharan countries including Mauritius. Our visit to Mauritius was a great asset for the Czech Republic to open business discussions and cooperation between both countries.

What about the outcome?

- It may be too early to evaluate statistical results in the trade and investment field only a few months after our bilateral meetings. In the coming months, we will organize a follow-up session with interested companies and discuss further possibilities of cooperation with Mauritius. Really important is that by having the bilateral meeting we have started the process of developing and deepening the business cooperation between our countries. The first step of the process, which followed from our May's dialogue, is the signing of Air Transport Agreement. This

Agreement will not only give new momentum to the existing relations between the two countries but will also lead to an increase in the

"Economic development is not only a process of continuously improving the production, but also one that requires structural transformation."

tourist and business flows between Mauritius and the Czech Republic.

When shall we be able to note a conspicuous presence of the Czech Republic in the African continent in terms of trade and investment?

- Companies that wish to stimulate growth through the development of export or investment-related activities have to be able to make sense of the huge number of opportunities available. The world contains a whole host of export opportunities, and only a limited number can be explored because of scarce resources. To ensure their resources are not wasted, they should allocate their funds and efforts to a limited number of prospective markets where their products will be successful. Selection of appropriate foreign markets is therefore one of the cornerstones of success, and all other export activities, including marketing strategies, evolve from this.

The problem faced by exporters when identifying new markets is not what they can export to China or Brazil, but rather on what markets do demand for their products growing and where

can they be competitive.

Identifying opportunities in the global marketplace belongs to the modern trends in the area of economic diplomacy. In this spirit, the Ministry of Foreign Affairs of the Czech Republic has prepared the Global Business Opportunities Map. It contains an analysis that aims to identify prospective opportunities for Czech enterprises on the foreign markets and give potential exporters a better overview of specific export opportunities to specific territories. And, Sub-Saharan Africa is one of the most growing regions.

What are the facilities that the Mauritian business community can avail themselves of in terms of export and import to and from your country?

- The Czech Republic has a long tradition of relations with African countries. However, our activities have somewhat decreased over last two decades due to domestic changes and political priorities, like EU and NATO membership, of those times. These vital priorities have been successfully implemented and I believe that now the time has come for the Czech Republic to increase relations with African countries. An example can be our recent business mission to Africa including Mauritius. Without a well-functioning economic diplomacy, a global opportunity cannot be transformed into real business. That is why we are currently trying to maximize its efficiency. It has become a priority of our current foreign policy, and together with the Ministry of Industry and Trade and other involved organizations, we are creating a new model of cooperation focusing on the improvement of the practical services provided to companies. On the first level, the



Mauritian business community can address our Embassy in Pretoria. There, companies can reach basic information concerning business opportunities in Czech Republic. But, we also provide other services like economic diplomacy projects or different types of seminars (Doing business in Africa, networking).

What are the incentives that prompted the Czech Republic to be now interested in doing

business with the African Countries, and in particular Mauritius?

- The sequential evolution of the developed economies – from the production of less sophisticated to more sophisticated activities – shows that economic development is not only a process of continuously improving the production, but also one that requires structural transformation, that is, the accumulation of the capabilities and competences needed

to set up a stable environment convenient for doing business in the country. This shift is what leads to fast and sustained growth, and we really appreciate that Mauritius started this transformation and belongs to the countries with one of the best rankings in the terms of doing business in the Sub-Saharan region. Finally, we can state that the Czech Republic and Mauritius share the same democratic principles and values.

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A close-up portrait of Peter Mihok, a middle-aged man with grey hair and blue eyes, wearing a dark suit, white shirt, and a red tie with a small pattern. He is looking directly at the camera with a slight smile.

**Peter Mihok,
ICC World Chambers
Federation Chairperson:**

**“Our global
network
and deep
knowledge
is one of our
competitive
asset”**

In an interview to MCCI Insights, Peter Mihok, ICC World Chambers Federation Chairperson, points out how the Chambers have made a place in the business environment worldwide by representing the best interests of members, promoting trade and investments opportunities and providing a platform for global networking.

It has been 400 years since the creation of the first Chamber in Marseille.

What can you say about the expansion and growth of the Chambers of Commerce?

- Since their formation, Chambers of Commerce and Industry have protected interests of their citizens.

They have co-established business environment in the field of their activities and offer a whole range of services for their member and non-member companies. Representation of interests of business subjects, high-quality services and exchange of contacts are the main roles of Chambers on local, regional, national and international level.

Chambers have created, virtually, global network and that is today a huge advantage. Today, through their members, Chambers represent interests of several tens of millions of entrepreneurial subjects that employ from tens to hundreds of millions of people.

What are your future plans for an even better growth of the Chambers across the world?

- Chambers have to adjust to the current world which is being substantially affected by information technologies and digitalization.

This is the biggest challenge for all Chambers around the world to adapt their structure, services and communication to this trend.

According to you, how can the Chambers provide suitable services to small and medium sized industries, which are now the "backbone of the economy"?

- Small and medium-sized companies are the basis of the Chamber's membership and, especially on these, SME's should be focused the most services necessary for their activities, internationalization, export-oriented policy and arbitration procedures.

The emergence of other business organizations is rising, which is somehow representing a threat to existing Chambers. How can the Chambers revamp their roles and functions to remain in the limelight of the

dynamic business world?

- Competition is always economically and socially advantageous. Absence of competition leads to stagnation and this concerns also Chambers of commerce and industry. Of course, Chambers have lost much of their exclusivity, they have become one of the players, but it doesn't automatically mean that their importance has declined. We have a huge competitive advantage compared to the most of our competitors and it is, without question, our wide membership and deep knowledge of problems in the field of entrepreneurship.

An advantage is also the structure of products which we can offer to member and non-member companies and finally also our global network. However, Chambers have to act less bureaucratic and more entrepreneurial. This is our way to the future, through modern communication and quick response to changing needs of the market.

Career path

Prior to becoming the Chairperson of ICC World Chambers Federation, Mr Mihok was plenipotentiary Minister of the Slovak government for European Communities and Chief Negotiator of the Slovak Republic in Brussels for the Association Agreement between the Slovak Republic and the EU. He also served as Member of the Economic

Council of the Government of the Slovak Republic, Advisor to the President of the Slovak Republic, President of the ECOSOC Slovakia and Deputy President of Eurochambers.

100 % Challenge Saison 6 : pari sur l'audience réussi

Pour sa sixième saison, l'émission télévisée « 100% Challenge » a atteint sa vitesse de croisière. Un pari sur l'audience réussi assorti d'un rayonnement applaudi sur les chaînes régionales.

En 32 émissions, de mars à octobre 2015, « 100% Challenge » a d'abord mobilisé, chaque lundi, plusieurs milliers de téléspectateurs sur MBC1 après le JT de 19h30 et subséquemment sur MBC Sat. L'émission est ensuite diffusée à la Réunion sur la chaîne Télé Kréol (TNT et bouquets CanalSat) ainsi que dans toutes les autres îles de la région sur NOOT TV (bouquets Parabole Océan Indien).

Les tout premiers fidèles téléspectateurs se souviennent sans doute encore de « 100% Challenge » lorsque l'émission faisait son entrée, en 2009, dans la programmation de productions locales de la MBC-TV. En prenant l'initiative de produire un programme consacré à l'entrepreneuriat mauricien, la MCCI avait visé juste : combler un déficit d'information et de communication autour du talent et du savoir-faire local et de l'ensemble de l'industrie manufacturière et de services qui les soutient.

Grâce à la participation de parrains désintéressés mais convaincus de la viabilité d'associer leurs marques à ce grand pari, le projet s'est concrétisé en fédérant

autour de la MCCI plusieurs bonnes volontés du monde des affaires et du milieu audiovisuel.

Adhésion populaire

Sept ans après, les chiffres d'audience publiés par DCDM Research viennent confirmer l'adhésion populaire : en sept mois, en 2015, « 100% Challenge » a été vue par 750,000 personnes, une performance en nette progression par rapport à 2014.

A 47%, le taux de notoriété générale est également en progression par rapport à 2014. Elle est légèrement plus prononcée chez les jeunes de 13/24 ans). Ceux qui optent pour notre chaîne You Tube, dont de nombreux Mauriciens à l'étranger, se chiffrent à plus de 18,000.

Au plan du contenu, la multiplicité des sujets et des enjeux est une préoccupation majeure de la ligne éditoriale. Une panoplie d'activités connues tant dans les Industries que les PME y défilent émission après émission. Des reportages réalisés sur place retracent l'histoire de l'entreprise, évoquent la vision des dirigeants et présentent les méthodes de production en mettant en relief le

talent des salariés.

Pour 2016, « 100% Challenge » s'annonce sous de meilleurs auspices. Le contenu devrait faire de la place aux ambitions de l'économie mauricienne et aux efforts engagés à divers niveaux pour les réaliser. Le respect des bonnes pratiques industrielles, commerciales et financières, l'intérêt du développement durable seront à l'agenda. L'émission devrait aussi être accessible sous d'autres formats multimédia.

Un package spécial attrayant à été établi par la MCCI pour cette catégorie d'entreprise : Rs 25 000 pour une émission, ce qui est rendu possible par l'effort de mutualisation des grands parrains.



Le comité éditorial de l'émission 100% Challenge

Made in Moris

La vision 2030 des industriels locaux

Bienvenue en 2030. Regards croisés en format vidéo de six entrepreneurs mauriciens sur le devenir de l'industrie locale. Engagement renouvelé sur le savoir-faire et la qualité mais aussi plaidoyer pour un soutien indéfectible de la part des pouvoirs publics.



Les anciens présidents de l'AMM réunis à l'occasion des 20 ans de l'association. En médaillon, le Premier Ministre, Sir Anerood Jugnauth, accueilli par Sylvan Oxenham et Catherine Gris

Facilitateur de premier plan de la compétitivité de l'industrie locale, l'Association of Mauritian Manufacturers (AMM) affiche ses ambitions jusqu'à l'horizon 2030. D'ici 15 ans, le marché intérieur comme celui d'export devront composer plus que jamais avec les produits de fabrication mauricienne. L'économie, la croissance et l'emploi, sans compter l'image de marque du pays, en ont tout à gagner.

La présence du Premier ministre Sir Anerood Jugnauth à la soirée organisée, en décembre dernier, pour marquer ses 20 ans d'existence, offrait à l'AMM une belle opportunité pour réclamer des autorités une oreille plus attentive face aux dangers de « désindustrialisation ». Seules des mesures fortes, clame-t-elle, pourront redynamiser le secteur et accompagner artisans et industriels locaux dans la réalisation de leur

ambition commune pour le pays.

Des mesures fortes pro-industries

Après un document vidéo pour décliner la vision des entrepreneurs pour l'industrie locale, Sylvan Oxenham, le président de l'association, revient sur le contexte qui pousse, en 1995, les industriels mauriciens à se constituer en association. Petite évocation de la



raison d'être de l'AMM, puis enchaîne : « les défis de la libéralisation sont énormes, et tout réside dans le juste équilibre entre l'ouverture et la préservation de l'emploi local, surtout pour un petit état insulaire vulnérable à bien des points de vue ».

Alors que l'ambition du gouvernement est de ramener la contribution de l'industrie de 16,5 à 25% d'ici quelques années, la demande du président est sans ambiguïté : « pour atteindre cet objectif, il faut des mesures fortes pro-industries ». A commencer par le Mauritian Buy Act qui est « l'affirmation par l'État du choix de la production locale par rapport à l'importation, du choix des emplois ici

à Maurice par rapport à des emplois ailleurs, du choix de notre spécificité et de notre culture ». Et d'ajouter : « le public procurement qui est en pleine évolution avec la mise en ligne des appels d'offres publics, doit devenir un levier de développement de la valeur ajoutée locale. »

Il est aussi question du label « Made in Moris », une initiative de l'AMM lancée en 2013. Le président de l'association fait observer à quel point les efforts en faveur d'une meilleure transparence et lisibilité quant à l'origine du produit mauricien sont à même de rejaillir sur l'ensemble de l'industrie locale. « Cette marque est un socle pour construire l'adhésion, la confiance, la fierté et donc permettre

une émulation de notre créativité au sens large. » L'association appelle aussi de tous ses vœux la différenciation fiscale en faveur de l'industrie sous forme d'incitations pour promouvoir l'innovation, la productivité, et compenser les coûts des intrants et des utilités.

Mutations majeures

Le président de l'AMM conclut son plaidoyer en évoquant les mutations majeures attendues dans l'industrie: hautes technologies, numérique, énergies renouvelables, data, capteurs et robots vont bouleverser l'ensemble du paysage industriel

« Le 'Made in Moris' est un socle pour construire l'adhésion, la confiance, la fierté et donc permettre une émulation de notre créativité au sens large. »

dans un futur proche. Ce qui n'empêche pas, bien a contrario, de se projeter avec optimisme en 2030.

Un Premier ministre des plus attentifs à ces légitimes sollicitations invite aussitôt les Mauriciens à revaloriser le sens de de patriotisme en changeant leur culture d'achat. « Let us translate the sense of patriotism we have always demonstrated by modifying our buying culture – I want to set the example and I exhort others to follow suit. » Et Sir Anerood Jugnauth d'ajouter : « The socio-economic growth of Mauritius till now would not have been possible without the commitment of local industrials. They have been, and will continue to be, the key players in our quest for the next era of growth in our country. »

Le gouvernement, assure-t-il, fera tout pour soutenir les produits « Made in Moris ».



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COP 21

Un Accord de Paris ambitieux et équilibré

L'Accord de Paris sur le climat, signé le 12 décembre 2015, représente un tournant car il s'agit du premier pacte climatique global.



Le ministre de l'Environnement, Raj Dayal et la Présidente de la MCCI, Hélène Echevin, lors de la conférence COP21

Cet accord international juridiquement contraignant reconnaît ainsi le principe de différenciation - c'est-à-dire les responsabilités différentes des Etats dans les dégradations passées et actuelles de l'environnement - mais ouvre la voie à un renforcement progressif des engagements de tous les pays dans des politiques d'atténuation et d'adaptation aux changements climatiques. Il comprend également des mécanismes de coopération en matière de financements, de

transferts de technologies et de renforcement des capacités.

L'Accord de Paris fixe comme objectif de limiter le réchauffement « **bien en deçà de deux degrés** », et invite à aller plus loin encore pour **limiter le réchauffement à 1,5°C**, une demande forte des pays insulaires et vulnérables. Il prévoit une réduction significative des émissions de CO₂ jusqu'à atteindre la neutralité des émissions produites par l'Homme, tous gaz confondus, dans la deuxième partie du XXI^e siècle.

Il met en place **des cycles de**

révision des contributions nationales (INDC) tous les cinq ans, avec un principe de progression des engagements et un encouragement à une convergence pour les pays en développement vers des objectifs de réduction absolue. Ces révisions doivent permettre de relever l'ambition collective pour parvenir effectivement à 1,5 ou 2° (et non pas 3° comme il résulte de l'addition actuelle des 187 contributions publiées avant Paris). Un premier **bilan global** quinquennal interviendra dès 2023.

On en parle...

En ce qui concerne les financements, les Etats se sont accordés sur la somme-plancher de **100 milliards USD par an à partir de 2020** par les pays développés en direction des pays en développement et l'accord invite à fixer une nouvelle cible quantitative avant 2025. Les pays en développement sont eux encouragés à participer au financement sur une base volontaire.

Le prix du carbone n'est pas acté, mais est évoqué parmi d'autres instruments pour instaurer des incitations à l'action.

L'accord trouvé à Paris envoie un **signal fort aux entreprises, investisseurs, collectivités et**

« L'accord trouvé à Paris envoie un signal fort aux entreprises, investisseurs, collectivités et citoyens – celui qu'ils attendaient pour approfondir leur engagement. »

citoyens – celui qu'ils attendaient pour approfondir leur engagement. Il va accélérer la redirection des flux financiers depuis les secteurs fortement émetteurs, notamment celui des énergies fossiles, vers ceux de l'économie sobre en carbone.

Le 16 décembre, plus de 800 organisations – grandes villes, régions, entreprises et investisseurs du monde entier – représentant 150 millions de personnes et 11,000 milliards de dollars promettent, à travers l'*Appel de Paris*, de « contribuer rapidement et efficacement à mettre en œuvre l'Accord de Paris et à accélérer les

transformations nécessaires pour faire face au défi des changements climatiques ».

L'un des succès de la COP21 est donc la **mobilisation sans précédent de la société civile et du secteur privé**, qui ont multiplié les engagements pour une économie bas carbone et un développement durable. Quelques exemples parmi la profusion d'engagements :

- L'initiative AREI vise à déployer 10 GW d'électricité renouvelables additionnels sur le continent africain d'ici 2020 et 300 GW d'ici 2030 : 10 milliards \$ ont été mobilisés.
- Un millier de maires, représentant une population

de plus de 1 milliard d'habitants, se sont engagés à atteindre 100% d'énergies renouvelables dans leurs villes, d'ici 2050.

- 69 dirigeants d'entreprises représentant 1,9 milliards de dollars en revenus annuels s'engagent à mettre en place un prix interne du carbone et à l'intégrer dans leurs stratégies d'entreprises à long terme.

L'Accord de Paris entrera en vigueur quand il sera ratifié par 55 pays, représentant 55% des émissions. Le succès est là, même s'il restera beaucoup à faire pour progresser sur les différents points clés de l'accord.



Le Président de la COP21, Laurent Fabius, le Président français, François Hollande, et le Secrétaire-Général des Nations Unies, Ban Ki-moon, à Paris durant la COP21

Esprit d'entreprise

A la recherche de la nouvelle star

2016 semble bien partie pour être l'année de tous les défis pour nos jeunes à l'esprit d'entrepreneuriat. La MCCI apporte sa collaboration au « Challenge Startupper de l'année par Total ».



Lancement du projet « Challenge Startupper de l'année » : la présidente de la République, Ameenah Gurib-Fakim, entourée des partenaires

« Challenge Startupper de l'année par Total » est un concours à l'initiative du géant pétrolier à destination de 34 pays d'Afrique et de l'océan Indien, dont Maurice. Le projet vise à encourager le sens des affaires chez les moins de 35 ans. Et quoi de mieux que d'un lancement officiel sous la bénédiction de la présidente de la République de Maurice, Son Excellence Dr. Ameenah Gurib-Fakim, dont le parcours en matière d'innovation a été acclamé à l'échelle internationale.

Réveiller et encourager la fibre d'entrepreneur parmi les jeunes. Total veut ainsi identifier et récompenser jusqu'à trois meilleurs projets de création ou de développement d'entreprise. Les lauréats de ce défi

bénéficieront d'un accompagnement financier et technique, ainsi qu'une visibilité de la part de Total.

Les candidatures seront évaluées sur leur aspect innovant ainsi que sur leur capacité à proposer des alternatives valables à l'importation et à promouvoir la création d'emplois. Le challenge bénéficie aussi de la collaboration de la SMEDA et d'autres partenaires.

L'accompagnement est nécessaire dans l'esprit d'entreprise et constitue un élément clé du projet. Les gagnants seront encadrés en matière d'analyse et de gestions de risques et de prise de responsabilité et de décision au fur et à mesure de l'évolution de leur activité.

Les récompenses

- Appui financier d'un montant Rs 1,5 million réparti comme suit : 1er prix – Rs. 750,000 ; 2e prix – Rs 450,000 et 3e prix – Rs 300,000.
- Le titre « Startupper de l'année 2016 par Total ».
- Soutien professionnel intégrant formation, conseils et suivi de projet.

Pour plus de détails sur le « Startupper de l'année par Total » visitez le site : www.total.mu

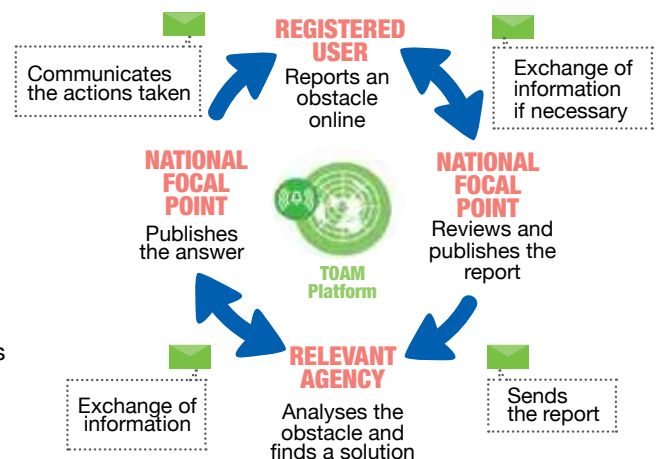
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For more information, please contact the **National Focal Point:**
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PARTNERS:

La MCCI au cœur de la coopération

La MCCI joue un rôle actif dans la facilitation du commerce en fournissant à la communauté des affaires de nouvelles opportunités d'intégration régionale et internationale.

La présence de la MCCI aux niveaux régional et international se traduit, de manière significative, par les différents accords passés avec ses pairs. Des accords qui ont donné suite à des relations de travail étroites et constructives avec des agences de développement internationales, des établissements universitaires étrangers et des Centres d'Arbitrage à l'étranger.

La collaboration avec ces institutions permettent de partager les meilleures pratiques, d'échanger des idées, de développer des réseaux, de répondre aux dernières questions commerciales affectant les milieux des affaires, et de rester à jour des derniers développements en date au plan de l'innovation.

Des Joint Business Councils (Conseils d'Affaires Communs) ont également été mis en place avec plusieurs organisations du secteur privé de différentes régions du globe. Les JBCs soutiennent la coopération commerciale et l'investissement régional et international et sont un outil essentiel dans le contexte de l'évolution du commerce mondial. Ils offrent également une excellente plate-forme pour mieux appréhender les entraves liées au commerce international.

Développement du Secteur Privé francophone



Association à but non lucratif, la Conférence Permanente des Chambres Consulaires Africaines et Francophones (CPCCAF), dont la MCCI est membre, a pour mission de contribuer au développement du secteur privé africain par la coopération entre les chambres consulaires membres de son réseau.

Par sa volonté de coopération, la CPCCAF patronne les collaborations entre les chambres consulaires de l'hémisphère nord francophone et les chambres consulaires africaines pour permettre les transferts d'expertise Nord-Sud et Sud-Sud.

La CPCCAF offre à ses membres des services d'appui aux entreprises, de formation professionnelle et technique, de promotion des échanges. Elle incarne pour ses adhérents une représentation auprès des instances politiques et des bailleurs de fonds.

Dans le cadre de sa mission de formation, la CPCCAF a accueilli en juillet 2015 à Reims, en France, plusieurs manifestations consacrées au développement du secteur privé francophone et africain. Ces journées de formations, auxquelles la MCCI a participé, étaient organisées dans le cadre des Académies de la Coopération Consulaire, des Ateliers de la Coopération Consulaire et des Rencontres Territoriales de la Francophonie Économique, respectivement. Des formations consacrées à l'amélioration de l'offre de service aux PME grâce aux outils et méthodes de l'intelligence économique, en matière d'appui, de formation et d'accompagnement international ont été dispensées. Ces rencontres étaient co-organisées et soutenues par l'International Trade Centre.

UCCIIOI : renforcement des capacités commerciales

Compte tenu de sa légitimité tant sectorielle que géographique, l'Union des Chambres de Commerce et d'Industrie de l'Océan Indien (UCCIIOI) s'est vue confier la maîtrise d'ouvrage du Programme de renforcement des capacités commerciales dans l'océan Indien (PRCC-OI).

Ce projet, d'une durée de trois ans et financé à hauteur de 2,4 millions d'euros par l'Agence française de développement (AFD), vise à soutenir l'UCCIIOI dans l'accomplissement d'une de ses missions premières : accompagner la croissance des partenariats économiques entre les opérateurs régionaux.

À travers le PRCC-OI seront mis en place une plate-forme numérique et des services qui permettront aux entrepreneurs en quête de partenariats régionaux de mieux appréhender et préparer leurs démarches. Le projet s'attache également à mettre en œuvre des actions pratiques destinées à structurer la coopération sur des secteurs à fort potentiel de développement pour l'ensemble de la région : les technologies de l'information et de la communication, l'écotourisme, la valorisation et la gestion des déchets et les métiers portuaires.

Plaidoyer soutenu

Créée en marge du premier forum économique des îles de l'océan Indien qui s'est tenu en 2005 à Madagascar, l'UCCIIOI a pour objet de favoriser le développement des échanges économiques et commerciaux entre les îles du sud-ouest de l'océan Indien tout en



L'ambassadeur de France, Laurent Garnier, le ministre des Affaires étrangères, Étienne Sinatambou, le président de l'UCCIIOI, Fahmy Thabit, la présidente de la MCCI, Hélène Échevin, et le directeur de l'AFD à Maurice, Matthieu Discour

accompagnant l'intégration de la région dans l'économie mondiale.

La MCCI est un membre fondateur de l'UCCIIOI dont elle héberge le siège. Aux côtés de la MCCI, l'UCCIIOI compte parmi ses membres l'Union des Chambres de commerce, d'industrie et d'agriculture de l'Union des Comores, la Fédération des Chambres de commerce et d'industrie de Madagascar, les Chambres de commerce et d'industrie de Mayotte et de La Réunion et la Seychelles Chamber of Commerce and Industry.

En tant qu'organe représentatif des entreprises commerciales, industrielles et de service des îles du sud-ouest de l'océan Indien, l'UCCIIOI mène un plaidoyer soutenu auprès des autorités publiques, notamment la Commission de l'océan Indien (COI), afin d'améliorer le climat régional des affaires. Les Forums économiques des îles de l'océan Indien, qu'elle a

organisés annuellement entre 2005 et 2014, ont facilité ce dialogue public-privé tout en favorisant la conclusion de relations d'affaires entre les opérateurs régionaux. L'UCCIIOI est également porteuse de projets de transfert d'expertise et de compétences, particulièrement entre La Réunion et les Comores

Herland CERVEAUX

Directeur de programme auprès de l'UCCIIOI

La cérémonie de lancement du PRCC-OI a été marquée par la signature de deux accords de partenariat entre, d'une part, l'UCCIIOI et, d'autre part, l'Association des Îles Vanille et l'association des ports des îles de l'océan Indien. Ces accords portent respectivement sur le développement de l'écotourisme régional et la formation sur les métiers portuaires.

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Courtesy Visits

April

The Ambassador of Georgia to Mauritius

The Ambassador of Georgia to Mauritius, HE Beka Dvali, with residence in Pretoria, South Africa, talked about the chief goals of the economic policy of the Georgian Government, which includes promoting the development of private entrepreneurship by creating a favourable business climate. Raju Jadoo, Secretary-General of the MCCI, highlighted the fact that as Mauritians do not require a visa to enter Georgia, business people should be encouraged to develop further their relations between the two countries.



Raju Jadoo welcoming the Ambassador of Georgia to Mauritius

May

The Ambassador of Turkey to Mauritius

Both parties expressed their satisfaction concerning the increasing collaborations between members of the business communities of both countries following the visit of the DEIK (Foreign Economic Relations Board) delegation in Mauritius in February 2015.



The Ambassador of Turkey to Mauritius, HE Volkan Turk Vural, paying courtesy call on the President of the MCCI, H  l  ne Echevin

September

The High Commissioner of Pakistan to Mauritius

During his visit to the MCCI, H.E. Major General (Retd) Raza Muhammad spoke of the avenues of cooperation between the two countries. Hélène Echevin, the President of the MCCI, recalled that the signing of a Joint Business Council between the Federation of Pakistan Chambers of Commerce and Industry and the MCCI in 2004 has strengthened the relations between both countries.



HE Major General (Retd) Raza Muhammad, and the President of the MCCI, during his visit



The High Commissioner of Australia, H.E. Susan Jane Coles, and the Senior Trade Commissioner of Australia for Africa, John Madew, meeting with the President of the MCCI, Hélène Echevin

October

The High Commissioner of Australia

New possibilities of cooperation in the fields of trade and investment between Mauritius and Australia were discussed and the setting-up of a networking platform to assist members of the business communities of both countries to develop and consolidate their relations was proposed.

December

The Ambassador of UAE to Mauritius

H.E. Essa Abdulla Al Basha Al Noaimi, Ambassador Extraordinary and Plenipotentiary of United Arab Emirates to Mauritius, paid a courtesy visit to the Secretary-General of the MCCI on 7 December. He was accompanied by Mr. Omar Ramtoola, Manager- Indian Ocean Islands, Emirates.



Omar Ramtoola, H.E. Essa Abdulla Al Basha Al Noaimi and Raju Jadoo

Incoming missions in 2015

May

Czech Business Forum

The objective of the Mauritius-Czech Business Forum, organized by the MCCI and the Czech Chamber of Commerce in collaboration with the Board of Investment and Enterprise Mauritius, was to discuss avenues of cooperation in the fields of trade and investment between Mauritius and the Czech Republic.

A high-level delegation led by the Minister of Foreign Affairs of the Czech Republic, Mr. Lubomir Zaoralek, was present at the Business Forum, which was held on 29 May 2015 at Maritim Hotel, Balaclava. It offered an excellent platform for Mauritian and Czech business people to discuss new business opportunities between the two countries.

The Minister of Foreign Affairs, Regional Integration and International Trade, Hon. Étienne Sinatambou and the Deputy Minister of Trade and Industry of the Czech Republic,

Mr. Eduard Muřický also attended the event.

Following the Business Meet, both parties have explored new business opportunities and are on the same wavelength for further collaborations.



Lubomir Zaoralek addressing guests and members at the Business Forum

August

Maldives Delegation

The MCCI received the visit of a Maldivian delegation comprising representatives of Capital Market Development Authority, Maldives Stock Exchange & Maldives Securities Depository, Securities Market Operations/Stock Exchange and Maldives Transport & Contracting Company PLC for an information session entitled "Opportunities in Maldives financial sector". Business members of the financial sector were invited to participate.

The Mauritian business community was sensitized on the investment opportunities in Maldives while the Maldivians explored areas of collaboration with the Mauritian financial sector.

Mr. Azim Currimjee, the Vice-President of the MCCI, pointed out that one of our leading banks has already an established branch in the Maldives and same goes for a few of our hotel

chains, and encouraged participants to take full advantage of the benefits available to them through SADC, COMESA and SAARC for further business collaboration between the two countries.

Mr. Ahmed Naseer, CEO of Capital Market Development Authority and leader of the delegation emphasized on the 2015–2019 strategic plan put forward by the government of Maldives to enhance economic development. In this light, the Maldivians proposed investment opportunities in several sectors, mainly logistics, construction, real estate and tourism.



Raju Jaddoo, Ahmed Naseer, Azim Currimjee and Hassan Manik

October

Djiboutian delegation

A Djibouti Week was organized by the Africa Centre of Excellence (ACE) during which a delegation from Djibouti, comprising members of the public and private sectors, paid a visit at the MCCI on 1 October 2015.

Members of the delegation elaborated on the potential business scopes and investment avenues in Djibouti. A presentation on the MCCI was also made on this occasion. Both parties hoped for further cooperation and were of the view that future business ventures will be beneficial for both countries.



The Djiboutian delegation with Mrs. Hélène Échevin, President of the MCCI



The group of diplomatic trainees from South Africa

Diplomatic trainees from Pretoria

As part of their training program to become future ambassadors, a group of diplomatic trainees from the Department of International Relations and Cooperation (DIRCO) paid a visit at the MCCI. After a presentation made by MCCI representatives, the trainees were acquainted with the MCCI services.

The future ambassadors were quite impressed by the level of positive cooperation between the Government and the largest private multisectoral representative, MCCI, in favour of the economic development of the country.

December

Delegation from Turkey

A Turkish delegation, led by Ömer Hakan Baki, Chairperson of the Turkish-Mauritian Joint Business Council, and comprising business people from various sectors, met with Mauritian business people in December last.

The Turkish delegation was present in the context of the inaugural flight of Turkish airlines to Mauritius. They were welcomed by the Secretary General of the MCCI, Raju Jaddoo. He expressed his appreciation of the strengthening of business links between Mauritius and Turkey.

Ömer Hakan Baki, pleased to note the growing interest of cooperation between the two countries, talked about the additional business opportunities available in Turkey, which Mauritian businessmen can seize.

Assad Bhuglah, Director, Trade Policy, Ministry of Foreign Affairs, Regional Integration and International Trade, talked about the Free Trade Agreement (FTA) between Mauritius

and Turkey implemented in June 2013. He stressed upon the fact that there are a multitude of business advantages available through the FTA. However, these benefits are not enough exploited. He encouraged members of the business communities to make the most of the FTA and to capitalize on these opportunities.



Assad Bhuglah, Ömer Hakan Baki, Levent Soylu, Honorary Consul of Mauritius, and Raju Jaddoo

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Outgoing missions in 2015

A whole ICT outsourcing bliss found in one country: Estonia



A public/private sector delegation, led by the Minister of Technology, Communication and Innovation, Roshi Bhadain, was on a mission end of September in Tallinn, Estonia, to get to know about its state-of-the-art digital society. Jean Claude de l'Estrac, the Secretary-General of the Indian Ocean Commission (IOC), and Raju Jaddoo, Secretary-General of the MCCI, were part of the delegation.

The main objective of the mission was to sort out how the public and private sectors in Mauritius and IOC countries can benefit from the continuing accomplishment of Estonia in building one of the most multifaceted digital societies in the world.

It is currently one of the world leaders of health record digitalisation (e-Health) with all patient data stored online. Also known as the creator of Skype®, Estonia is among the countries who enjoy the world's swiftest broadband speeds.



MoU signing: Mait Palts, Director General of Chamber of Commerce of Estonia, and the Secretary-General of MCCI, Raju Jaddoo, teamed up for a tangible cooperation between the members of the business communities

9th World Chambers Congress 2015, Torino

The 9th edition of the World Chambers Congress took place in Torino, Italy, in June 2015. Held every two years in a different region of the world, the World Chambers Congress (WCC) is the only international forum for chamber leaders and professionals to address the latest business concerns affecting their communities.

Considered as one of the world's largest networking platform, it is ideal to exchange insights, open doors to countless business partnership opportunities and learn about new area of innovation from chambers around the world.



Marseilles, home of the very first Chamber (Chamber of Commerce of Marseilles) hosted the first WCC, "Premiere", in 1999, as a tribute to the Chamber's 400th anniversary. Since then, the WCC has established itself as the key event grouping all the Chambers of the globe. With a participation of over 1100 business people from more than 110 countries, the 9th WCC has gone a long way since the first event. The event comprised thirty sessions, animated by more than 140 speakers, and an exhibition area that hosted 43 exhibitors. Its main objective was to strengthen the global network of chambers and to imagine a new sustainable future for chambers and businesses by catching the wave of new technologies.

The MCCI was represented at the event by the Secretary-General, Raju Jaddoo.

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Créé en 2005, le COMESA Business Council (CBC) est une organisation qui représente le secteur privé des pays membres du COMESA (Marché commun d'Afrique Orientale et Australe). Son rôle est de promouvoir les intérêts des opérateurs de la région et de promouvoir un environnement favorable aux affaires au sein du COMESA.

On en parle ...

COMESA Business Council : rôle régional prépondérant



Le CBC, dont la MCCI siège au conseil d'administration, est officiellement reconnu comme un comité consultatif du COMESA.

2015 a été une année bien remplie pour le CBC. Lors de la 8e réunion du COMESA Business Council en novembre, au Caire, la présidente, Dr. Amany Asfour, exprimait sa satisfaction face au bilan réalisé. Une des priorités du CBC en 2015 a été de sensibiliser les décideurs sur les contraintes que rencontrent les opérateurs de la région. Des initiatives ont été prises dans ce sens pour permettre le dialogue entre les parties prenantes afin d'identifier les entraves au commerce et d'y proposer des solutions.

Ainsi, une rencontre sur les mesures à contrecarrer le commerce illicite, organisée en mars 2015 dans le cadre du 18e Sommet des Chefs d'État du COMESA à Adis Ababa avait pour objectif de promouvoir la compétitivité. Un peu plus tard, en septembre, une réunion sur l'amélioration du secteur de la logistique dans la région invitait les transitaires des pays membres à

débattre des moyens à mettre œuvre la facilitation des affaires.

Mouvement des personnes

Le mouvement des personnes dans la région est aussi un dossier crucial pour le CBC. En collaboration avec le Secrétariat du COMESA, le CBC tente trouver des solutions pour rendre les déplacements des hommes d'affaires plus efficaces et rapides. La possibilité d'un visa d'affaires du COMESA est même envisagée. Une étude réalisée dans ce contexte pourrait être présentée au conseil des ministres du COMESA, cette année, pour approbation. D'autres propositions relatives aux règles d'origine et aux négociations tripartites SADC-COMESA-EAC ont également été faites au COMESA.

La présidente du CBC souligne le fait que beaucoup de projets ont pu être réalisés grâce au soutien des agences de développement, telles que l'USAID, l'International Trade Centre et le Investment Climate Facility for Africa. Un accord de

coopération a été signé avec l'ICF dans le but d'encourager les PME à profiter davantage de la chaîne d'approvisionnement. Le projet, connu comme le Local Sourcing for Partnerships project, a pour objectif de renforcer la capacité des PME à ce que celles-ci s'intègrent davantage dans la région. La présidente du CBC se dit confiante que le rôle du CBC sera davantage consolidé avec les développements qui ont lieu dans la région.

Parmi les objectifs du CBC pour 2016, on note l'organisation de 'Business Dialogues' dans plusieurs pays afin de sensibiliser davantage les décideurs politiques sur les entraves liées au commerce régional ; la création du label "Made in COMESA" afin de mieux promouvoir les produits de la région ; et des formations à l'intention des PME dans le secteur agro-alimentaire pour les responsabiliser aux normes et les perfectionner dans la gestion des produits de l'agro-industrie.

Le CBC a le soutien total du Secrétariat du COMESA. Une restructuration du bureau a été approuvée lors de la 8e réunion. Le Secrétariat du CBC a également été consolidé pour mieux répondre aux besoins de la communauté des affaires.

Faeza IBRAHIMSAH
Manager-Communications
and Promotion Division

Empirics at the service of the business community

At MCCI, the drive towards empirical analysis is embodied through the Business Confidence Indicator, a quarterly business intelligence survey used to obtain both qualitative and quantitative data on the country's current business climate and its expected evolution.



Empirical analysis is today a critical tool for economic policymaking. Its contribution has been recognised, in 2015, by the much acclaimed Nobel Prize in Economics for which was awarded to Angus Deaton for his analysis of consumption, poverty and welfare. It is the first of its kind to explicitly acknowledge the increasingly empirical nature of modern economic analysis.

Explaining the award, the Royal Swedish Academy of Sciences pointed to Deaton's signature achievement of having triggered a paradigm shift in economic research from the theoretical models of the 1980s to empirical data analysis.

The value of Deaton's work lies in honing the tools and techniques of data collection and analysis used for everyday economic policy. This

fresh focus on empirics will be a boon for the field of economics, long disdained for its focus on theoretical assumptions.

MCCI Business Confidence Indicator

Launched in 2010, the MCCI BCI allows a mapping of the morale of entrepreneurs in the country through a random sample of MCCI's members, representing all sectors of economic activity. The business tendency survey provides a composite indicator summarising key economic variables such as investment, employment and inflation.

Since its launch, the MCCI BCI has become an invaluable tool for economic analysis and is used in the formulation of proposals and representations with the

Government. As a leading indicator of the confidence of entrepreneurs in the country's business conditions, it is much awaited by policymakers and the private sector.

The Future of Economic Policy Formulation

In its continued commitment to involve members in its advocacy process and for the elaboration of strategies and policies to enhance the economic and social development of the country, MCCI is setting up a number of Sectoral and Cross-Sectoral Commissions.

Since June 2015, two Sectoral commissions - Manufacturing and Commerce - have been set up.

This new platform, welcomed by operators, allows the latter to discuss the challenges and impediments diagnosed through tools such as the BCI, as well as bring forward their proposals and appropriate solutions.

The combined power of MCCI BCI and the quarterly meetings of the Commissions pave the way for an even more inclusive policy formulation at MCCI, giving the latter a strong stance for advocacy.

Azeem SALEHMOHAMED

Analyst - Economic Analysis and Industry Division

MCCI Business Club

Microsoft 'Grow Efficiently' solution



As businesses grow, they need to focus on their core activities, manage massive data flows needed to do business, while spending less time on repetitive tasks and optimising costs. To provide members with a better insight, MCCI Business Club welcomed Microsoft by the end of 2015. The presentation was focused on " Grow Efficiently with Less Costs " .

Participants discovered how, through the use of the right technology, they could grow their business efficiently whilst reducing costs by having predictable and known expenses. The audience were also apprised of how this solution allows them to adapt quickly to changing business needs whilst ensuring data security. Several participants from different sectors attended the event.

A B2B and Networking Platform

Launched in 2013, the MCCI Business Club – a B2B and Networking Platform – is undeniably a powerful and well sought-after event. Operators who have used this platform have expressed their satisfaction as they maximise on the full potential

of an attentive audience who provides them with immediate feedback during the interactive session. This B2B meet is also valuable for extending users' and participants' spheres of opportunity during a networking cocktail.

Lancement du MCCI SME Marketplace



Le ministre Soomilduth Bholah, Raju Jadoo et Bruno Salgues

Le MCCI SME Marketplace a été lancé officiellement le vendredi 12 février 2016 par Soomilduth Bholah, ministre des Affaires, des Entreprises, des Coopératives, en présence des dirigeants de la MCCI, des représentants d'institutions parapubliques, d'associations de PME et des membres de la MCCI, partenaires du projet.

Le MCCI SME Marketplace est un portail en ligne disponible sur notre site internet www.mcci.org. Il vise à



offrir aux PME des offres exclusives en termes de biens et services dans plusieurs domaines tels que la finance, l'assurance, la technologie, la formation et le coaching entre autres. La MCCI espère ainsi, grâce à cette initiative, accroître le niveau de services dédiés à ses PME membres tout en offrant, en même temps, de nouvelles opportunités d'affaires aux entreprises, fournisseurs de biens et de services.

Profitant de ce lancement, la MCCI a aussi invité Bruno Salgues, spécialiste français de haut niveau impliqué dans des sujets tels que le développement des PME et de l'innovation, à mener une réflexion collective sur le thème: " *Réflexions sur une feuille de route numérique pour les PME mauriciennes vers un accès amélioré aux marchés et opportunités issus de l'entreprenariat et de l'innovation européens* " .

MCCI Business School : l'assurance d'une formation de qualité

La MCCI Business School s'affirme comme une passerelle primordiale vers l'emploi de qualité et durable grâce à des diplômes internationaux à finalité professionnelle.



Lancement officiel du BTS Banque (en alternance) avec des employés de la Mauritius Commercial Bank

La MCCI Business School demeure constamment à l'écoute des entreprises afin de répondre à leurs besoins face à un monde qui change, des métiers qui évoluent et d'autres, nouveaux, qui émergent car le développement d'une entreprise s'appuie grandement sur la qualité de la formation de ses collaborateurs.

Informatique, gestion, marketing, communication, banque et finance, management international, commerce international, intelligence économique..., la diversité des programmes proposés par la MCCI Business School s'inscrit dans une logique de partenariat et de dialogue avec le milieu professionnel. Première institution privée à œuvrer

dans le secteur tertiaire à Maurice, la MCCI Business School, forte de son expertise, forme chaque année quelque 200 jeunes en fin de cycle secondaire et des professionnels souhaitant une revalorisation de leurs compétences. Ces derniers ont la possibilité de choisir parmi plusieurs parcours de formation, adaptés à leur motivation et leur talent mais

BTS, Licence et Masters



La MCCI Business School propose des formations diplômantes de niveau BAC+2 (BTS : Brevet de Technicien Supérieur) à BAC +5 (Masters). Ces formations sont sanctionnées par un examen national français reconnu internationalement. Les BTS (Informatique, Gestion, Marketing

Communication, Banque) sont organisés en collaboration avec l'Académie de la Réunion et le Lycée La Bourdonnais. Les Masters Spécialisés en Administration des Entreprises, Management International, Commerce International, Intelligence économique et Communication Stratégique et la Licence de Gestion co-organisés avec l'IAE de l'Université de Poitiers permettent d'accéder à des formations de haut niveau sans avoir à se déplacer dans un pays étranger.



aussi à leur situation personnelle et financière.

Toujours, à la pointe de l'innovation, la MCCI Business School a introduit pour la première fois à Maurice, la formation en alternance. Cette formule permet à un étudiant d'alterner sa formation académique avec une pratique professionnelle.

Une centaine d'étudiants parrainés par des entreprises sont actuellement en formation suivant le modèle de l'alternance.

Toutes les formations proposées sont à vocation professionnelle et les diplômés de la MCCI Business School parviennent tous à décrocher rapidement des emplois à long terme.

Alternance

L'alternance permet de se former à un métier. C'est un système de formation qui est fondé sur une phase pratique et une phase théorique qui alternent. Toutes les formations de l'école sont aujourd'hui accessibles par alternance. Actuellement, nous accueillons des alternants dans les sections BTS Banque, Assistant de Gestion de PME-PMI et Communication.

Formation continue

L'école permet aussi aux professionnels déjà en emploi d'acquérir un diplôme en mode formation continue. Ces formations sont dispensées après les heures de bureau et pendant le week-end. Cette nouvelle formule permet aux salariés qui n'ont pas eu l'opportunité d'avoir une qualification académique de pouvoir accéder à l'enseignement supérieur.



DE LA
NATURE
A VOS **MURS**



Notre nature colorée est souvent source d'inspirations pour nos intérieurs.

La faune et la flore locale regorgent de couleurs resplendissantes dont s'inspire Permoglaze pour formuler des produits et des palettes de couleurs dans le respect de cette nature généreuse.

Sofap, seul fabricant de peinture certifié ISO 14001, norme internationale en terme de gestion environnementale.

Tax Refund MCCI to hit a record high in transactions

Great opportunities arise for the MCCI Tax Refund Counter with new scheduled flights and the ambition of Mauritius to emerge as an aviation hub in the Africa-Asia corridor.



As the marketing campaign launched by the MCCI gains momentum, review of the first 11 months of 2015 indicates that the Tax Refund Counter at the SSR International Airport will handle a record number of transactions in 2015. Twice the number of transactions handled in 2012 is expected.

These exciting figures are the result of three concerted actions:

1. Simplified VAT sales receipt

The new receipt has fewer fields to be filled in and has limited calculations as sales figures are exclusively in Mauritian rupees. This measure has not only quickened the sales process but also made the refund process for tourists speedier. Need for signature or declaration from the salesperson has been removed and the shop no longer has to fax a copy of the receipt

to MCCI if the VAT refund amount is less than Rs 5,000. The number of receipts to be remitted to the buyer has been reduced from three to two. The terms and conditions on the receipt have also been given more clarity thereby promoting sales rather than hindering them. International best practice for the refund of taxes has also been adopted with retention fees based on a low percentage of the tax-free value.

2. Outreach programme

The outreach programme consists of visiting shop operators, destination management companies and hotels to inform them of the Tax Refund system such that they can relay the information to visitors. More than 100,000 flyers/brochures have been distributed to tourists via those relays or directly to them on arrival.

3. Aggressive marketing

A digital portal (www.taxfreeshopping.mu) showcasing product and service offers to tourists, a video clip and an insert in Islander Magazine on all Air Mauritius long-haul flights, SMS communication to inbound roamers as well as billboards have complemented the outreach programme. Le Petit Futé has published a "Coup de Coeur" article in its 2016 guide on Mauritius for the innovative initiative of the digital portal.

The simplified Tax Tourist Refund system and the promotion campaigns launched for tourists to enjoy tax-free shopping thus allow Mauritius to be positioned as a shopping destination on top of the traditional attractive assets of its beaches, sunshine, people and culture. The future is even more promising as there are new opportunities ahead.







	Country	% share Tax Refund	% Refunds	Tourist arrivals
	China	30%	13%	84,743
	France	18%	3%	223,331
	Reunion	13%	4%	125,722
	U.K	5%	2%	118,871
	South Africa	5%	2%	85,929
	Top 5 countries	70%		638,596
	All countries	100%	4%	1,018,988

Table 1: Top 5 countries claiming Tax Tourist Refund (Jan-Nov 2015)
Source: MCCI/Statistics Mauritius

Increased number of flights provides new opportunities for the MCCI Tax Refund Counter

On average, 4% of tourists make tax-free purchases through the MCCI Tax Refund Counter. So, increasing tourist arrivals usually means increased Tax Refund transactions. However, the introduction of new flights to/from China (Shanghai and Chengdu) has benefited Tax Refund sales on two fronts as there have been an increased number of Chinese tourists who have a tendency to buy much more than other foreign visitors as shown in Table 1.

Chinese tourists, with only an 8% share in tourist arrivals for the first eleven months of 2015, have a 30% share in the refunds made. They have thus a 13% Tax Refund ratio – 4 times more than the French tourist and 6 times more than the UK or South African tourist.

Country	% Refunds
China	13.3%
Iran	8.0%
Russia	6.7%
Madagascar	5.3%
Belgium	4.3%

Table 2: Top 5 countries with highest Tax Tourist Refund ratio (average Refund ratio: 4%) with respect to tourist arrivals (Jan-Nov 2015)
Source: MCCI

The figures clearly show that the diversification of our tourist market can be extremely beneficial for increasing tourist spend. It is also interesting to note that the top three countries are from our non-traditional market and Iran is a surprise though there have been only 785 tourists of their citizens visiting the country.

As of December 2015, Turkish Airlines operates 3-4 weekly new flights. 2016 will also see new entrants like Austrian Airlines, Lufthansa and TUI Airlines with 4 weekly flights. As Mauritius develops as an aviation hub within the Asia-Africa corridor, the number of flights will also be on the increase. We have to make sure we have the proper infrastructure, the right product mix and the proper price together with an aggressive marketing to increase substantially tourist spend in Mauritius. Targeting a Tourist Refund ratio of 8% should be our goal for the next 3-5 years. The figures for tourists coming from China and Iran show that it is an achievable target.

Anwar KAIDOO
Operations Manager



SOTRAVIC

water • environment • energy



The Sotravac Landfill Gas to Energy Power Plant at Mare Chicose supplies clean renewable power to the CEB distribution network, which is equivalent to 1% of national electricity consumption. This project is the first project in Mauritius to be registered as a Clean Development Mechanism (CDM) with the United Nations Framework Convention on Climate Change (UNFCCC) and first to earn carbon credits for the country under the Kyoto Protocol.



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