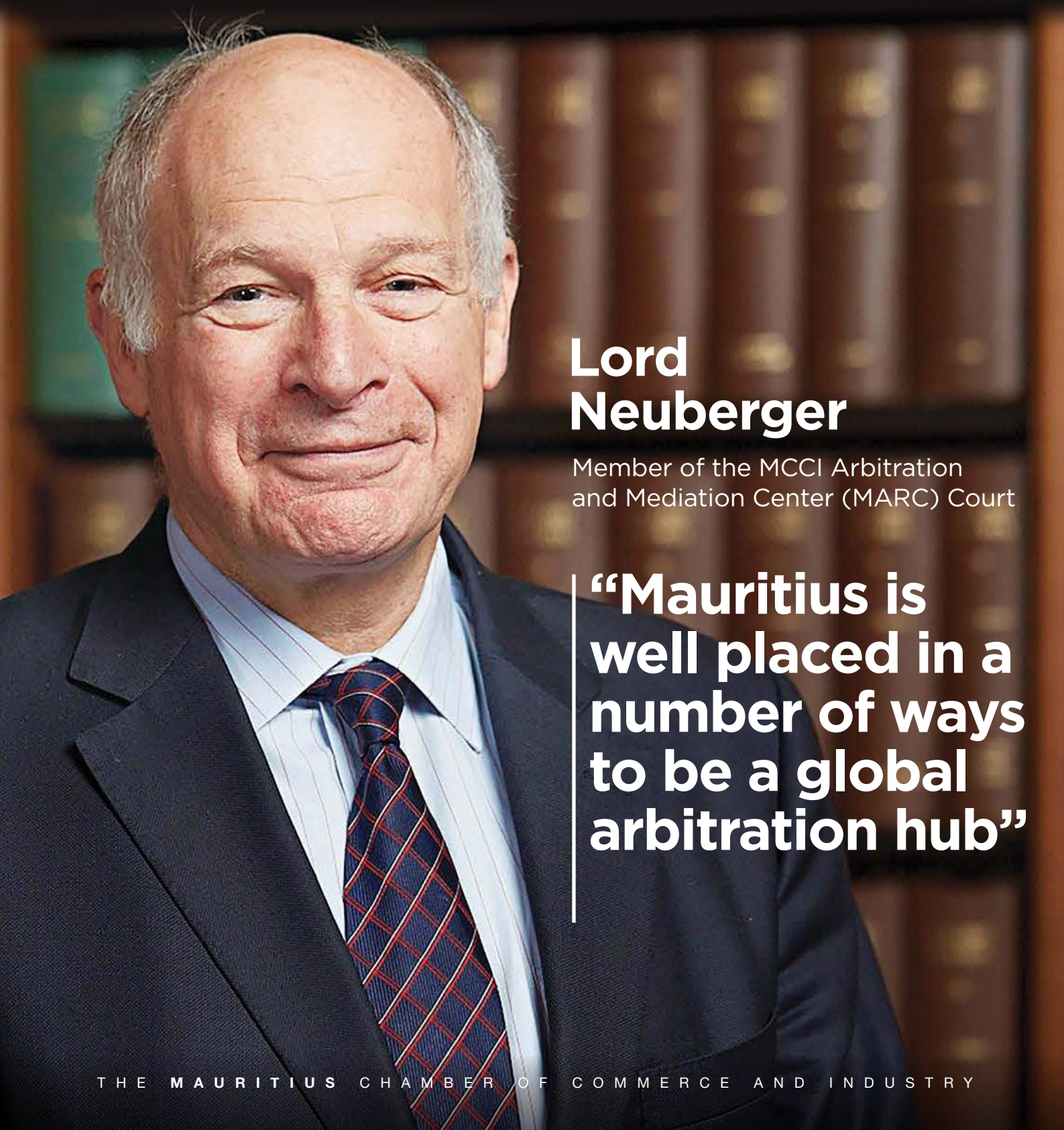


MCCI insights

September 2018



Lord Neuberger

Member of the MCCI Arbitration
and Mediation Center (MARC) Court

**“Mauritius is
well placed in a
number of ways
to be a global
arbitration hub”**



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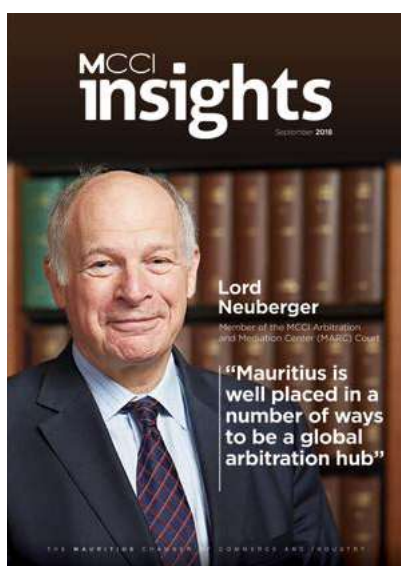
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Lord Neuberger

Member of the MCCI Arbitration and Mediation Center (MARC) Court

“Mauritius is well placed in a number of ways to be a global arbitration hub”



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At the ICC World Chambers Federation (WCF), we believe in the power of the chamber movement to spur economic growth, prosperity and sustainability for all. Whether it is working with the chamber in Port Louis or Helsinki, Sydney or Seoul, Los Angeles or Mumbai, WCF is a unique and truly global body that not only helps individual chambers become more productive and

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For more than 60 years, WCF has been the champion of the worldwide community of over 12,000 chambers, using our network, our knowledge and our expertise to keep pace with the evolving needs of chambers and their respective business communities. WCF is a central pillar of the International Chamber of Commerce, the world business organization, which rights the rules and standards of global business and trade.

We believe in the power of the chamber movement to spur economic growth, prosperity and sustainability for all

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Chambers, working hand-in-hand, can and do make a real difference to companies large and small, and indeed to society as a whole.

The best thing a chamber of commerce can do for the local economy is to find ways to expand its role in the world economy. The Mauritius Chamber of Commerce and Industry has done just that for more than 165 years, being a leading regional and global player.

ICC WCF looks forward to MCCI's continuing engagement and during my visit this month, I look forward in reaffirming our commitment and support, to benefit all the entrepreneurs and businesses across the country.

Peter Mihok

Chairperson, ICC World Chambers Federation

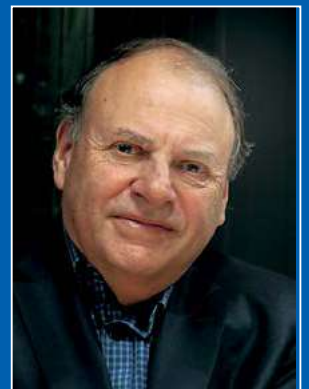


The MCCI Arbitration and Mediation Center (MARC)

Your Neutral Dispute Solution Interface between Asia and Africa

"Because we are close to Africa and to Asia, and a unique interface between those two continents, and because Mauritius has equally strong ties with Europe, America and Australia, MARC firmly believes that strengthening best practices in the field of dispute resolution can only promote cross-border trade and investment by making transactions more secure and predictable."

Mr. Neil Kaplan CBE QC SBS
President of the MARC Court



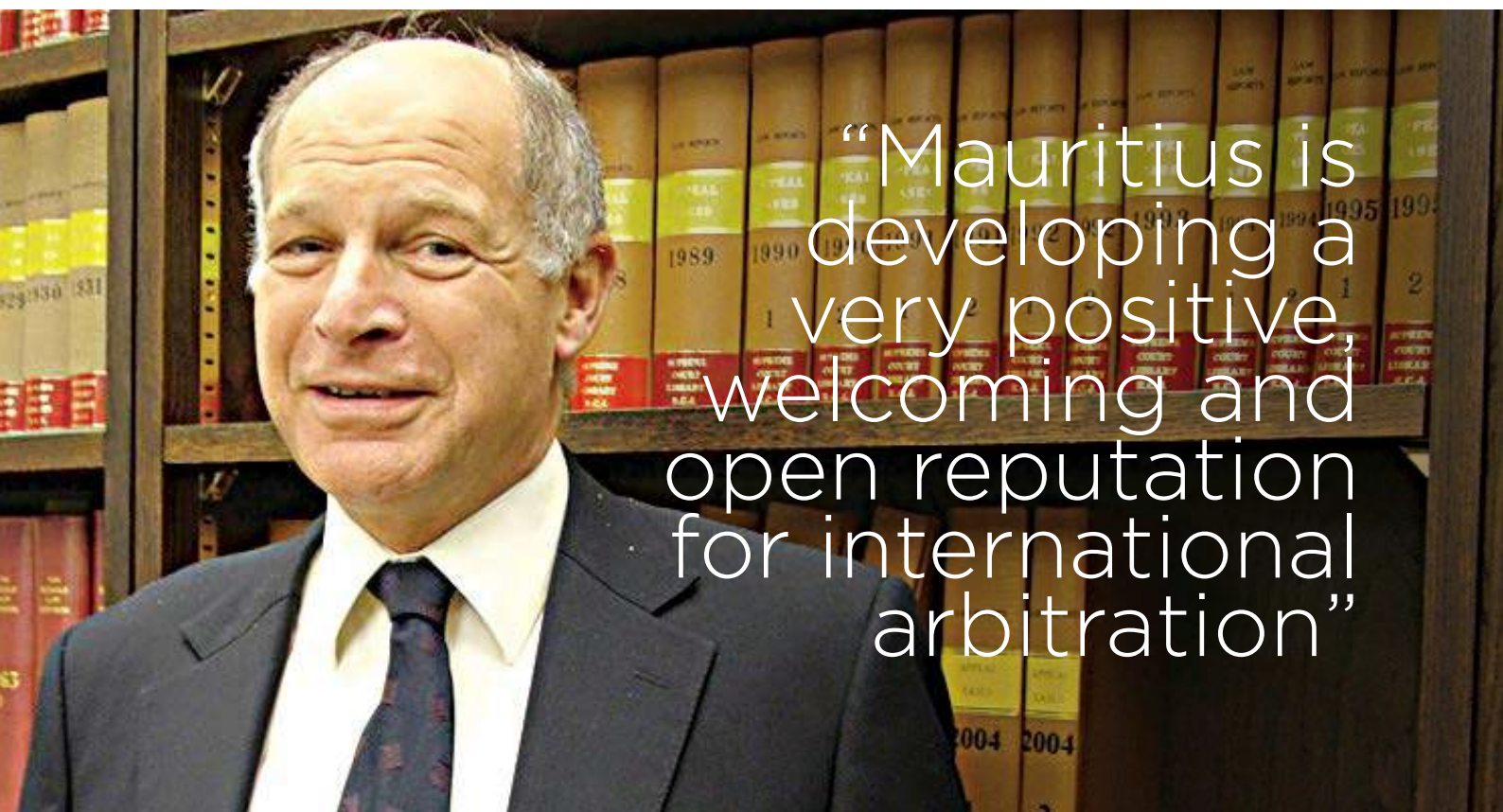
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Arbitration Insights: An Interview with Lord Neuberger



David Edmond Neuberger, Baron Neuberger of Abbotsbury, PC Hon FRS, was recently appointed as member of the MARC Court. He previously served as President of the UK Supreme Court and the Senior Member of the Judicial Committee of the Privy Council. In an interview to Insights, Lord Neuberger reminisces on his career as a lawyer and judge, and gives some interesting insights on the practice of arbitration.

As one of the latest members to join the MARC Court, what is your vision of the development of arbitration in Mauritius and the Region, especially in the context of increasing investments in Africa?

Mauritius is well placed in several ways to be a global, arbitration hub. Geographically, it is part of Africa, but historically, it is as much part of Asia. Politically, it has an unusually benign and honest system of government, with a relatively neutral, unaligned attitude, and scoring higher than any other African country and almost all Asian countries on the incorruption charts. Its judges and legal professionals are respected and trusted, and its legal system unusually embraces both civil law and common law. Mauritius is developing a very positive, welcoming and open reputation for international arbitration, with stable and respected institutions and available premises. And people in the arbitration world cannot but be attracted by the relaxation facilities available in Mauritius, which are so beguiling after a hard-fought hearing.

What according to you are the main challenges which arbitration must contend with today as an alternative mode of dispute resolution?

When I started practice as a lawyer, two of the main attractions of arbitration as against litigation used to be speed and cost. For various reasons, these two advantages seem to have disappeared. Arbitration is often more expensive and slower than litigation. The procedural hops through which one so often has to go make arbitration often more subject to technicalities than litigation: that is partly due to the fact that, with the restrictions of appeals on substantive legal issues, procedural challenges are often the only way of upsetting or avoiding an award. The arbitration world must get a grip on the issues of cost and delay, as otherwise it will start to lose its attraction. That said, arbitration retains its attractions of privacy, choice of tribunal, "consensuality" and enforceability.

What is your view of international arbitration as a transnational system of justice and an autonomous legal order ?

Unlike litigation, arbitration is meant to be a private way of resolving disputes – private in the sense of confidential as well as in the sense of involving no element of public interest. The growth of international arbitration in itself, but also and more particularly the growth in investor-state arbitrations and the like, suggests to many people that there is now a real public interest in arbitration outcomes and processes. The virtual inability to appeal arbitral decisions in many jurisdictions also contributes towards this view. It does mean that there is now something of an autonomous legal system, outside the jurisdiction of any country, or even any interstate international body. This gives rise to the notion in some quarters that there ought to be less confidentiality and/or that there should be some sort of international regulatory body with international law teeth.

Arbitration has been described as ‘privatized justice’. What according to you are the best practices and values of state court justice which should be upheld by actors in this privatized justice system, and what are the pitfalls to avoid?

All those involved in arbitration should be doing their best to achieve a final resolution of the dispute in accordance with the law as fairly, as quickly and as cheaply as possible. For lawyers, this has to be reconciled with your duty to your clients, and on top of that keep your eye on the real point; never breach professional standards or rules; never mislead anyone, whether your client, your opponent, or the tribunal. As for arbitrators, they should not be too “judgy”, they should not be frightened of stepping in if they think things are getting out of hand in terms of time-wasting and cost-generating.

What are your passions in life, besides law?

I wish I could claim some interesting or impressive interest or achievement outside my legal career, but I can't. I have a happy family life, with a wife, three children and six grandchildren

(with one on the way). I like reading – and although I was not a good scientist or banker, I am interested in science and economics, as well as history – and the occasional thriller. I am fond of watching TV boxed sets, as well as looking at paintings and sculpture and going to the opera – none of which I do as much as I would like. I enjoy good food and drink. And of course I like talking (and sometimes even listening).

Career Highlights

David Edmond Neuberger, Baron Neuberger of Abbotsbury, PC Hon FRS, became a judge in the United Kingdom in October 1996. He served as President of the UK Supreme Court and the senior member of the Judicial Committee of the Privy Council from October 2012 until his retirement in September 2017.

Before that, he was a Lord of Appeal in Ordinary until the House of Lords' judicial functions were transferred to the new Supreme Court in 2009, at which point he became Master of the Rolls, the second most senior judge in England and Wales. He is currently a Non-Permanent Judge of the Hong Kong Court of Final Appeal and a Judge in the Singapore International Commercial Court, and practices as an arbitrator

Lord Neuberger has recently joined the MARC Court. It is a true honor for the MCCI and the MARC Team to work with a personality of the stature and expertise as that of Lord Neuberger, and the MCCI trusts that he will play a pivotal role in the continued growth and success of MARC.



Anjana Khemraz-Chikhuri
Secretary General

MCCI Arbitration and Mediation Center

De nouveaux dispositifs stimulants pour le développement de l'arbitrage

Le MCCI Arbitration and Mediation Center (MARC) a apporté de nombreuses innovations depuis 2017. La dernière en date est son nouveau règlement d'arbitrage. En vigueur depuis mai 2018, il renforce les dispositifs procéduraux de l'arbitrage à Maurice et dans la région.

Ces changements structurels ont permis à la plus ancienne institution arbitrale de Maurice de s'imposer comme un choix crédible et prééminent. Créé en 1996, le MCCI Permanent Court of Arbitration, rebaptisé MARC¹ en 2012, a nommé, en 2018, une nouvelle directrice à la tête de son Secrétariat et a constitué, en son sein, deux nouveaux organes indépendants : la Cour du MARC et le Comité consultatif du MARC, tous deux créés depuis l'an dernier.

Ce renouveau permet au MARC d'adopter les meilleurs pratiques en matière de bonne gouvernance dans sa discipline. Il lui donne ainsi les moyens de réaliser son ambition de devenir un centre d'arbitrage international incontournable en Afrique et en Asie. En quoi consiste concrètement le rôle de ces nouvelles structures ?

Créée en février 2017 et présidée par l'ancien Président du Hong Kong International Arbitration Centre (HKIAC), Neil Kaplan CBE QC SBS², la Cour du MARC est composée de 15 experts internationaux³ et s'attèle à plusieurs missions, dans le cadre du règlement.

Une Cour inédite en Afrique

Cette Cour, neutre et indépendante, est inédite en Afrique. C'est la

première fois qu'une institution arbitrale située dans cette partie du monde se dote d'un groupe de spécialistes internationaux et se fait un point d'honneur d'y inclure des experts africains ainsi qu'asiatiques. Cette représentativité démontre la volonté du centre arbitral de créer une réelle implication de la part de ces deux continents qu'elle vise particulièrement. De plus, cette volonté d'inclure des experts issus d'Afrique et d'Asie prouve que le MARC encourage fortement le recours aux talents régionaux, et ce en plus des spécialistes venant d'Europe ou d'ailleurs. Ce besoin de représentativité se retrouve également dans le Comité consultatif du MARC.

C'est la première fois qu'une institution arbitrale située dans cette partie du monde se dote d'un groupe de spécialistes internationaux et se fait un point d'honneur d'y inclure des experts africains ainsi qu'asiatiques.

Créé en novembre 2017 et présidé par la Secrétaire-Générale du HKIAC, Sarah Grimmer⁴, ce Comité est composé de 14 spécialistes internationaux⁵ et permet d'être consulté dans le cadre du développement des stratégies,

bonnes pratiques, projets et initiatives à mettre en œuvre au sein du MARC afin d'améliorer son efficacité et sa visibilité pour ses utilisateurs, actuels et futurs.

La création de ces nouveaux organes a permis notamment de renforcer les liens institutionnels et de pérennité entre le HKIAC et le MARC dans le cadre d'échanges et de la formation des membres du Secrétariat du MARC ou encore des praticiens de l'arbitrage⁶ à Maurice.

Outre ces deux organes essentiels au fonctionnement de l'institution, cette dernière a créé, en juillet 2017, le MARC45. Ce groupe est dédié aux jeunes praticiens de l'arbitrage qui ont le privilège de rencontrer régulièrement un éminent spécialiste et d'avoir des échanges conviviaux entre eux. Le MARC45, constituant un pari sur l'avenir de la jeune génération de l'arbitrage à Maurice, en Afrique et en Asie, a été fondé par des membres du Comité consultatif et des jeunes praticiens de l'arbitrage, dont Dipna Gunnoo.

Admise aux Barreaux de Maurice et de Paris et ancienne conseillère de la LCIA-MIAC Arbitration Centre, cette avocate a rejoint le MARC en août 2018 en tant que directrice. Son arrivée s'intègre dans la démarche qu'a entreprise le MARC dans le cadre de son développement à Maurice et à l'international.

¹MCCI Arbitration & Mediation Center.

²Neil Kaplan CBE QC SBS est considéré comme l'un des plus grands spécialistes de l'arbitrage international au monde. Il a été impliqué dans des dossiers d'arbitrage et de contentieux pendant plus de 40 ans. Depuis 1995, ce dernier exerce uniquement en tant qu'arbitre international. Pour plus d'information, veuillez consulter son site officiel : <http://neil-kaplan.com/>

³Les membres sont : Neil Kaplan CBE QC SBS (Président); Aisha Abdallah; Funke Adekoya SAN; Makhdoom Ali Khan SC; Dr Matthieu de Boisseson; Laurence Burger; Cheng Yee Khong; Lord (David) Neuberger; Dr Achille Ngwanza; Prof. Marika Paulsson; Shaheda Peeroo; David W. Rivkin; Prof. Dr Klaus Sachs; Harish Salve SA; Roger Wakefield.

⁴Sarah Grimmer, avocate admise au barreau de Nouvelle-Zélande, a travaillé au sein de prestigieuses institutions internationales, notamment en tant que Conseillère Juridique Senior au sein de la Cour Permanente d'Arbitrage située à La Haye. Pour plus d'information, veuillez consulter sa page officielle : www.hkiac.org/about-us/secretariat/Sarah-Grimmer

⁵Les membres sont : Sarah Grimmer (Présidente); Dr Jalal El Ahdab; Mark Appel; Duncan Bagshaw; Maria-Krystyna Duval; Rajeev Sharma Fokeer; Sophie Henry; Raju Jaddoo, FCA; Patrick Lane SC; Dr Jamsheed Peeroo; Wesley Pydiamah; Dr Daniel Sharma; Nish Shetty; Christopher Thomas QC.

⁶Notamment dans le cadre de la formation sur le Secrétaire du Tribunal Arbitral donnée par Sarah Grimmer le 22 mai 2018 à Maurice au cours de la semaine de l'arbitrage organisée par le MARC.



Des dispositions innovantes

La dernière nouveauté procédurale du MARC date de mai 2018 lorsque la dernière version de son règlement d'arbitrage a été dévoilée.

Ce nouveau règlement⁷ met en avant les meilleures règles et pratiques internationales qui ont été revues par de nombreux spécialistes internationaux. Il correspond à une panoplie de mesures testées et éprouvées tout en proposant des dispositions pour moderniser la précédente version. Cette nouveauté offre également plus de transparence et de paramètres d'accompagnement procédural pour les utilisateurs. Le but principal étant de faciliter la conduite, dans les meilleurs délais, des dossiers d'arbitrage, et ce dans un souci de gain de temps et de coût.

Le comité de rédaction du nouveau règlement du MARC s'est non seulement inspiré de plusieurs textes modernes, dont ceux de la CCI 2017⁸, de la SIAC 2016⁹, de la LCIA 2014¹⁰, du HKIAC 2013¹¹. Il y a également inclus des innovations¹². Présidé par une praticienne de l'arbitrage ayant dirigé le bureau de la CCI en Asie et travaillant au sein d'un organisme de

financement des litiges¹³ et composé d'un membre de la Cour CCI¹⁴ ainsi que d'un praticien mauricien spécialisé en arbitrage international¹⁵, ce Comité de rédaction a souhaité intégrer des nouveautés procédurales qui sont inédites à Maurice, voire même dans la région pour certaines d'entre elles. Le Comité a également bénéficié de l'apport d'un membre du Secrétariat du MARC¹⁶ et de Neil Kaplan CBE QC SBS, afin de renforcer l'aspect pratique du règlement.

Ce règlement innovant et exhaustif, facilitant ainsi une procédure arbitrale efficace et transparente, a été lancé en mai 2018 lors de la première journée de la semaine de l'arbitrage international à Maurice¹⁷. Réunissant de nombreux spécialistes de l'arbitrage locaux et internationaux, cette rencontre a permis d'engager des discussions sur divers thèmes dans le cadre de conférences, débats, simulation de procédure arbitrale ainsi que dans le cadre d'événements plus conviviaux. Ces nouveaux dispositifs ont de quoi insuffler un nouveau dynamisme au sein du MARC ainsi que dans les milieux de l'arbitrage international à Maurice dont la visibilité ne cesse de s'accroître dans la région et le reste du monde.



Dipna Gunnoo a été nommée en tant que directrice du Secrétariat du MARC en août 2018. Avocate admise aux Barreaux de Maurice et de Paris et ancienne Conseillère de la LCIA-MIAC Arbitration Centre, elle a travaillé au sein d'équipes spécialisées en contentieux et arbitrage international situées à Paris, Londres et Maurice. Elle a une licence en droit international de la faculté de la Sorbonne et possède des diplômes de Master en Droit anglo-américain des affaires ainsi qu'en droit international économique.

⁷Le nouveau règlement, MARC Arbitration Rules (MAR 2018), en vigueur à partir du 21 mai 2018, est disponible via le lien suivant :

<https://www.marc.mu/media/3033/marc-arbitration-rules-2018-effective-as-from-21-may-2018.pdf>

⁸Règlement d'arbitrage de la Chambre de commerce internationale, en vigueur à compter du 1er mars 2017.

⁹Règlement d'arbitrage de la Singapore International Arbitration Centre, en vigueur à compter du 1er août 2016.

¹⁰Règlement d'arbitrage de la London Court of International Arbitration, en vigueur à compter du 1er octobre 2014.

¹¹Règlement d'arbitrage du Hong Kong International Arbitration Centre, en vigueur à compter du 1er novembre 2013.

¹²Voir les articles 7, 8, 23 et Appendices 4 et 5 du nouveau règlement d'arbitrage du MARC (en vigueur depuis le 21 mai 2018), par exemple, via le lien suivant :

<https://www.marc.mu/media/3033/marc-arbitration-rules-2018-effective-as-from-21-may-2018.pdf>

¹³Cheng Yee Khong, avocate admise aux Barreaux d'Angleterre et du Pays de Galles ainsi qu'au sein de celui de Malaisie, travaille au sein du bureau d'IMF Bentham à Hong-Kong.

¹⁴Jalal El Ahdab, docteur en droit et avocat aux barreaux de Paris, de New York et de Beyrouth, est membre de la Cour internationale d'arbitrage et de la Commission d'Arbitrage de la Chambre de Commerce Internationale ainsi que de l'ICC Institute of World Business Law. Il exerce actuellement en tant qu'avocat à Paris.

¹⁵Jamsheed Peeroo est docteur en droit et avocat au barreau d'Angleterre et du Pays de Galles ainsi qu'au sein du barreau de Maurice. Il exerce actuellement au sein du cabinet Peeroo Chambers en tant qu'arbitre et conseil.

¹⁶Anjana Khemraz-Chikhuri, Secrétaire Générale du MARC.

¹⁷La première édition de la Mauritius Arbitration Week (MAW) s'est tenue du 21 au 25 mai 2018. Pour plus d'information, veuillez consulter le site officiel suivant :

www.mauriti SARBITRATIONWEEK.ORG

Testimonials

**NEIL KAPLAN** CBE QC SBS

President, MARC Court and International Arbitrator, Arbitration Chambers

"MARC's first Arbitration Week was very successful due to strong local support as well as the presence of senior practitioners from overseas who genuinely see the potential for Mauritius to gain a place on the world arbitration map. The conference was supported by the Government in the presence of the Acting Solicitor General. Many people attended the whole week and were thus able to benefit from various training events including the first Tribunal Secretaries course held in Mauritius under the guidance of Sarah Grimmer, the Chair of the MARC Advisory Board. I was particularly proud to be able to announce the coming into force of the new cutting-edge MARC Arbitration Rules drafted by a small committee guided by Cheng Yee Khong, a Court member. I was also pleased to announce that Lord Neuberger and Mrs Peeroo had also joined the Court. I look forward to Mauritius Arbitration Week 2019!"

**PROF. Dr JEFFREY WAINCYMER**

Independent Arbitrator & Mediator and Adjunct Professor, National University of Singapore

"Congratulations to MARC on its launch of state-of-the-art arbitration rules, together with a wonderful arbitration week conducted by leading Mauritian practitioners. With its excellent staff and support base, MARC is poised for great success in the region and I wish it all the best in its endeavors."

Innovating and adapting to new challenges

The MCCI Arbitration and Mediation Center (MARC) holds the first edition of the Mauritius Arbitration Week and launches its new Arbitration Rules as it progresses on its evolution into a leading arbitration center.

While it continues to cater for the local market, MARC is now also embracing the international scene through a series of events in Sydney, Hong Kong, London, and Paris. The MARC Court has also welcomed two new members, namely Lord Neuberger of Abbotsbury, immediate past president of the UK Supreme Court and Mrs. Peeroo, former judge of the Supreme Court of Mauritius.

The development plan announced for MARC last year is now well on its way, with its new governance structure implemented and operational, several events held and new additions to the governance structure and team. This article proposes to revisit key highlights of the first semester of 2018.

The year started off well with several reaching out events involving high profiles of the international legal and arbitration community. In February, MARC hosted a Roundtable on the theme 'Institutional versus Ad Hoc Arbitration - The Indian and The Mauritian Perspective'. Speaking at the event, Mr. Nishith Desai of Nishith Desai Associates drew on India's recent moves towards promoting institutional arbitration and emphasized that institutional arbitration is the way forward and that Mauritius could strengthen its position as an arbitration center if it has the requisite support from Government, and that the right efforts and resources are geared towards marketing and promotion. The takeaway he suggested is that innovation is key and there are many niches in which Mauritius can be a first mover in the African Region.

The role of Mauritius as an efficient venue

In April, MARC was honored to welcome Lord Neuberger, Baron of Abbotsbury, and immediate past president of the UK Supreme Court for a Seminar on 'Ethics in International Arbitration'.

On the occasion, Lord Neuberger delivered a thought provoking and in-depth 45 minutes lecture on the topic of ethical issues in international arbitration, covering various themes such as the ethical implications of the differences between judges and arbitrators, the issue of conflicted and biased arbitrators, ethical issues for party lawyers and ethical issues surrounding third party funding.

A Gala Dinner was also held in honor of Lord Neuberger's visit to Mauritius. Lord Neuberger delivered a speech on 'Arbitration: Facilitating Investment in Africa' on the occasion, and he highlighted the role of Mauritius as an efficient venue for the arbitration of commercial and investment disputes. He stated that:

"Mauritius has [...] very unusual characteristics which I think should add considerably to its attraction on the international dispute resolution stage. Thanks to its history, Mauritius is bilingual in French and English, and Mauritian law is a mixture of common law from the UK and civil law from France. That means that, as an arbitration centre, Mauritius has an unusually internationalist and wide legal appeal."

In the sidelines of ICCA 2018, held in Sydney, a MARC event was hosted by the Sydney-based law firm, McCullough Robertson on 17 April 2018. Mr. Neil Kaplan, President of the MARC Court, spoke about the role of Mauritius as a neutral dispute solution interface between Asia and Africa and MARC's emerging role as an ADR center in this part of the world.

New rules to reflect best international practice

In May, MARC hosted the very first edition of the Mauritius Arbitration Week, from 21 to 25 May 2018. Themed 'Arbitration: Innovating and Adapting to new Challenges', the week was marked by a series of events, presentations and discussions on hot topics by leading practitioners.

More than 20 leading experts on arbitration travelled to Mauritius to speak in the various events of the Mauritius Arbitration Week 2018. MARC is grateful to all the speakers, sponsors, supporting organisations and participants who contributed to make of this week a resounding success (See testimonials from some of the speakers and www.mauritiusharbitrationweek.org for more information about the MAW 2018, and on the forthcoming MAW 2019).

MARC also unveiled its innovative new arbitration rules 2018 during the week. The new rules are meant to reflect best international practice and consists of comprehensive tool kit of tried and tested provisions as well as several innovative

provisions. The aim of the new MARC Arbitration Rules 2018 is to facilitate the conduct of arbitrations as swiftly as possible with a view to minimising time and costs.

An emergency arbitrator procedure has been introduced. It provides for an arbitrator to be appointed to within 24 hours and decide any application for urgent interim or conservatory relief that cannot wait for the constitution of a tribunal within 14 days. In addition, for small claims for less than 25 million Mauritian rupees, parties can opt for an expedited procedure lasting six months. A procedure for the summary dismissal of claims or defences has also been introduced. Further articles provide for jurisdictional objections to be decided prima facie by the MARC Court if raised prior to the tribunal's constitution and otherwise by the tribunal itself. New additions include provisions for joinder and consolidation of claims. The rules will soon be translated in French.

As MARC continues its development curve, the team is also being strengthened, with Dipna Gunnoo joining as Head of MARC on 1 August 2018.

Anjana Khemraz-Chikhuri
Secretary General
MCCI Arbitration and
Mediation Center

Testimonials



SARAH GRIMMER

Chair, MARC Advisory Board and Secretary-General, Hong Kong International Arbitration Center

"The inaugural Mauritius Arbitration Week 2018 was a well-organised and enriching event. Each day comprised sessions that were innovative, interactive and informative. The venues were conveniently located meaning that all sessions were well-attended. As the number of attendees was not vast, over the course of the week, people got to know each other in a way that is not possible at larger events. I thoroughly enjoyed the week and would recommend it to anyone interested in Mauritius's development as an arbitration venue, and its economic links with countries on the African continent and in Asia, particularly along the Indian Ocean rim."



HUSSEIN HAERI

Partner & Co-Head, International Arbitration, Withers LLP

"The quality of the program and speakers and the impeccable organisation of the Mauritius Arbitration Week 2018 augur well for the establishment of Mauritius as a major arbitration centre in the region. The Arbitration Week was testament to Mauritius' emergence as an increasingly prominent jurisdiction for international arbitration."

LES SERVICES SUR-MESURE DE SGS DANS L'Océan Indien

SGS est présent dans l'océan Indien depuis plus de 35 ans, aidant les entreprises à réduire les risques, rationaliser les processus et améliorer la durabilité des opérations. Que ce soit à Maurice, à la Réunion ou à Madagascar, nos services se déclinent tout au long des chaînes d'approvisionnement et concernent de nombreux secteurs tels que l'agriculture, la chimie, l'environnement, les services industriels, le transport, les biens de consommation...

CHIMIE (MAURICE)

Avec le programme ZDHC, les industries du textile et de la chaussure ont choisi d'éliminer l'utilisation, et le rejet, de produits chimiques dangereux d'ici 2020. Nous avons mis au point des services d'analyse des eaux usées plus pointus.



PROCESSUS INDUSTRIEL (MAURICE, MADAGASCAR)

S'assurer du bon état des cuves de stockage atmosphériques est primordial pour les industriels, à la fois en termes de coût et de sécurité. Nous proposons une série de contrôles non destructifs réalisés avec des équipements à la pointe de la technologie.



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Le SGS Vehicle Examination Centre a été créé avec cet objectif : s'assurer que les véhicules sont en parfait état de marche.



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ENERGIE (MAURICE, RÉUNION, MADAGASCAR)

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EXPLOITATION MINIÈRE (MADAGASCAR)

Pour répondre à vos besoins en matière de recrutement et d'assistance technique, nous mettons à votre disposition nos *Technical Staffing Services*. Nous pouvons notamment vous aider à avoir accès à un personnel qualifié à travers nos bases de données mondiales.



PÉTROLE ET GAZ (MAURICE)

Il est essentiel que le carburant destiné aux avions, le JET A-1, soit de la plus haute qualité. Nous disposons d'un appareil pour l'analyse du *Fatty Acid Methyl Ester* (FAME) dans le carburant d'avion afin d'éviter toute formation de dépôt et tout risque de contamination croisée qui peuvent bloquer les circuits très fins des oiseaux de fer.



SECTEUR PUBLIC (MADAGASCAR)

Née d'un partenariat entre le gouvernement malgache et SGS, la société Malagasy Community Network Services (GasyNet) a pour principale mission de contribuer à la modernisation de la douane malgache.

ENVIRONNEMENT (RÉUNION)

Nous avons développé des expertises pour soutenir les installations classées pour la protection de l'environnement (ICPE), qui ont des obligations de suivi de leurs rejets aqueux. Il s'agit, par exemple, de réaliser une auto surveillance des rejets et de rechercher des substances dangereuses dans l'eau.



AGRICULTURE ET ALIMENTATION (MAURICE)

Nous nous sommes associés avec la plateforme Transparency-One et l'entreprise technologique Blippar pour vous offrir une transparence totale de votre chaîne d'approvisionnement, de la source au magasin.



WHEN YOU NEED TO BE SURE

SGS

Manufacturing the Future: From de-industrialisation to strategic industries

With a return to protectionist measures and trade barriers on the economic agenda of a number of advanced economies, the central role of industrialisation in the economic growth of countries should be acknowledged. In Mauritius, after decades of falling manufacturing share, a new wave of industrial strategy based on innovation and technology transfer is emerging.



In 2015, the well-known Harvard University economist Dani Rodrik warned of the increasing trend of “premature de-industrialisation” amongst emerging economies. Throughout the world, developing countries have been experiencing falling manufacturing shares in both employment and real value added, especially since the 1980s. There is a growing tendency amongst developing countries towards services economies without having had first-hand experience in industrialization.

In Mauritius, the phenomenon is similar to the developing economies, where the country has been experiencing a declining manufacturing share in both employment and real value added since the 1980s. The country has, since independence, adopted an import-substitution strategy, through the issue of “Development Certificates”, whereby a host of fiscal and other incentives were provided to encourage manufacturing activities in the economy and spearheaded the creation of a number of new industrial enterprises manufacturing of paints, mattresses, timber, metal, furniture daily products or alcoholic beverages.

This was soon followed by an export-led strategy through the setting up of “operational” Export Processing Zones (EPZ), which led to the expansion of the export oriented manufacturing enterprises. Nevertheless, the manufacturing sector has today declined in both its share of GDP and employment – moving from a height of 24 percent to less than 13 percent of the GDP and from a contribution of 40 percent to less than 15 percent to total employment.

Industrialisation as a catalyst of economic growth

Throughout the world, graduation into high-income and advanced economies have occurred on the back of a strong industrial base. Germany has managed to remain resilient in the face of one of the most daunting chapters of the Eurozone’s history. Singapore has managed, in a relatively short period of time, to transcend the middle-income economy trap to become one of the most performing economies of the world on the back of a strong industrialisation policy.

Indeed, a robust manufacturing base has a strong ripple effect on diverse sectors of the economy, and has the capacity to sustain the economy in difficult times. With such substantial links to the different sectors of an economy, manufacturing is considered to be the sector which stimulates more activities in other sectors and thus plays a unique and critical role in economic growth. It is widely accepted among international economic institutions that industrialisation, when done sustainably and inclusively, can be a driver of job creation, technology transfer and sustainable economic growth.

There is indeed a direct link between a strong, thriving industrial base and economic growth. When investment in the industrialisation of a country is high, there is a strong multiplier effect on the economy, with job creation and growth in other industries and sectors. Manufacturing has, in fact, the largest multiplier of any sector. In a

recent study conducted by Inforum, an economic consulting group at the University of Maryland in the United States, the manufacturing multiplier on the U.S. economy is at \$1.92, and almost doubles the base value of manufacturing output itself. For every dollar’s worth of manufacturing output, \$1.92 is generated in other services and production in the economy.

The multiplier effect is similar in Mauritius, with recent analysis conducted by the Mauritius Chamber of Commerce and Industry (MCCI) showing clearly that the manufacturing sector shows the highest spillover effect on the economy, with the highest figures observed in the “Other Manufacturing Goods” sector, with a multiplier effect of 1.92 on other sectors of the economy. These are mainly strategic local industries in the Agri-Industry, Chemicals, Life Sciences, and similar products. Based on an average multiplier of the manufacturing sector at 1.8, we can estimate that the sector’s contribution to the country’s economy is no less than Rs 100 million, directly and indirectly.

Sustainable and inclusive Industrialisation, is a country’s largest driver of job creation, technology transfer and sustainable economic growth.

Towards a strategic industrialisation strategy

Recognising the central role that the manufacturing industry plays in the economic development of the country, the private sector through the MCCI has been working alongside the Government for a review of the country's industrialisation strategy in order to enhance and boost the local manufacturing sectors over the long-term. The Vision 2030 Blueprint of Mauritius aims to achieve 25 percent of GDP through the industrial sector.

Through its Manufacturing Commission, the MCCI submitted, in 2016, a policy paper to Government to highlight the private sector's view of the future of industries, based on high-end, sustainable and inclusive manufacturing production. Companies and industries are today at a turning point, whereby they could move up the value chain with the necessary quality standards and norms, improved logistics and access to markets, as well as investment in R&D and Innovation activities.

This has led, in the recent years, to the elaboration of a number of measures to boost the manufacturing sector, through tax holidays to high-tech manufacturing activities, the introduction of the innovation box regime to support investment in innovation-driven economic activities, setting up of a number of industrial parks, as well as a preferential corporate tax regime of 3 percent on the export of goods. Most recently, the last Budget 2018/2019 recognised the MCCI's plea to combat 'de-industrialisation', with a defined dual policy of import-substitution and export-led industrialisation.



With the current trend in the world economy and threats of 'trade wars' between advanced economies, Mauritius is ideally placed to renew its efforts towards a vibrant industrial sector. With the right set of policies and economic levels to support and boost the Mauritius strategic industries, we can aspire to become the "Manufacturing laboratory" for the region - based on high-value added activities, R&D and Innovation and job creation - leading to a sustained and dynamic economic growth.

Azeem Salehmohamed
Analyst

Economic Analysis & Industry Division

YOUR BELIEF MAKES US **STRONGER.**

Since its inception, Kolos Cement's mission has been to provide the construction industry with the best solutions in terms of cement, training and services. For the last two decades, our passion for excellence has been driving innovation in the cement industry. We are not only committed to being the trusted partner of the construction industry, but also the company that contributes to turn every home-builder's dream into reality.



Digital communication: not really an option anymore

Undoubtedly, brand recognition amongst customers is one of the main goals of every business – but creating that meaningful connection does not just happen. It is about time that organisations realise that communication is what triggers that critical shift in their potential customers' decision-making process. Communication is what connects a company to its leads and it is what keeps it connected with its current clients.



In today's era, this connection is more and more complicated to maintain without the legitimate reliance on the fast-growing digital technology. However, many businesses in Mauritius embrace the digital approach only because it exists. As a matter of fact, digital technology is ever-evolving because businesses have a real need for them; and it is by recognizing this need that effective digital communication is possible.

The two main mantras for any company with a vision of growth are retention and referral. There are no magical means to stay in the mind of customers and to spread the reviews of a product or service today – digital communication is the channel to adopt.

81% of customers conduct online research before purchase – with Google and Facebook in the first and second position for online reviews, respectively. According to the annual Online Reviews Survey, customer reviews are migrating to the two most popular websites in the world, making it nearly impossible for consumers to do any research about a brand before immediately running into reviews.

Customer engagement

A company's website and its social media presence are the very basic building blocks of its digital communication strategy. Customer experience has become the driving force for any company to adopt a digital transformation, as communication-hungry customers seek real-time relationships with companies of every kind. Companies need to have a strategic communications plan that builds loyalty and trust with their customers on an omni-channel level which should include a strong presence and interaction on social media, instantly addressing customer concerns and doing "damage control" if a dissatisfied buyer shares his/her experience online.

Customer experience has become the driving force for any company to adopt a digital transformation...

Thus, communication with customers should happen all the time, at virtually every point of their contact with technology. Customers do not want more meaningful communication anymore – they expect it. And they expect it now, on their terms. For today's companies, that means mobile-first is the bare minimum they need to achieve when it comes to customer engagement. The typical cellphone user touches his or her phone 2,617 times every day. Companies need to focus more on mobile-friendly ways to connect as their customers search, read, purchase, and work from their mobile devices. Businesses now are in desperate need to cater for the type of communication their customers want: consistent, fast and engaging, with a personalised incentive attached, be it from social media interaction to 24/7 chatbots, and from live video-streaming to app-based services.

Today's hyperconnected Internet Economy sees traditional businesses morphing, developing companies thriving and new market leaders worldwide driving innovation and entrepreneurship. This technology-driven disruption has permeated our lives and in case you missed it, digital communication is a big deal and it is not going away.

Did you know?

- Worldwide, there are over 2.23 billion monthly active Facebook users for Q2 2018 – an 11% increase year over year*.
- Five new profiles are created every second*. Your potential audience on Facebook is growing exponentially.
- Average time spent per Facebook visit is 20 minutes*. You have a short time period to make your impression, so use it wisely with relevant and unique posts and offers.
- 49% of users look for and like a Facebook page to support the brand they like*. You need to create your Facebook page now.
- Videos earn the highest rate of engagement on Facebook, despite only making up 3% of content*. Make videos that promote the lifestyle of your target audience. This shows that you are interested in their quality of life more than their financial contribution.

**Source: Facebook Investor Relations*

Sabina Aumeer
Analyst

Communications and Promotion Division

¹Review Tracker
²Business Insider

FTA with China: Shaping History

The Free Trade Agreement (FTA) that is expected to be signed with Mauritius will shape history as it will be the first one that China will sign with an African country. The Chinese market represents a huge opportunity and the forthcoming Free Trade Agreement will pave the way for enhance market access for Mauritian exporters by addressing, amongst others, trade constraints such as tariffs and non-tariff barriers.

Trade in goods between Mauritius and China is largely in favour of the latter. Last year, Mauritius imported goods from China amounting to USD 762 million and exported around USD 21 million worth of goods. It is expected that trade figures will be increased through the Free Trade Agreement that is currently being discussed between China and Mauritius. Products of export interest to Mauritius such as garments, sugar, preserved fish, and rum, amongst others, have been identified as those for which

Mauritius could seek for reduction and/or elimination of customs duties in China for enhance market access. The table below shows the imports of China for Mauritius main export products at the 6-digit level of the World Customs Organisation for the classification of products and their corresponding customs duty.

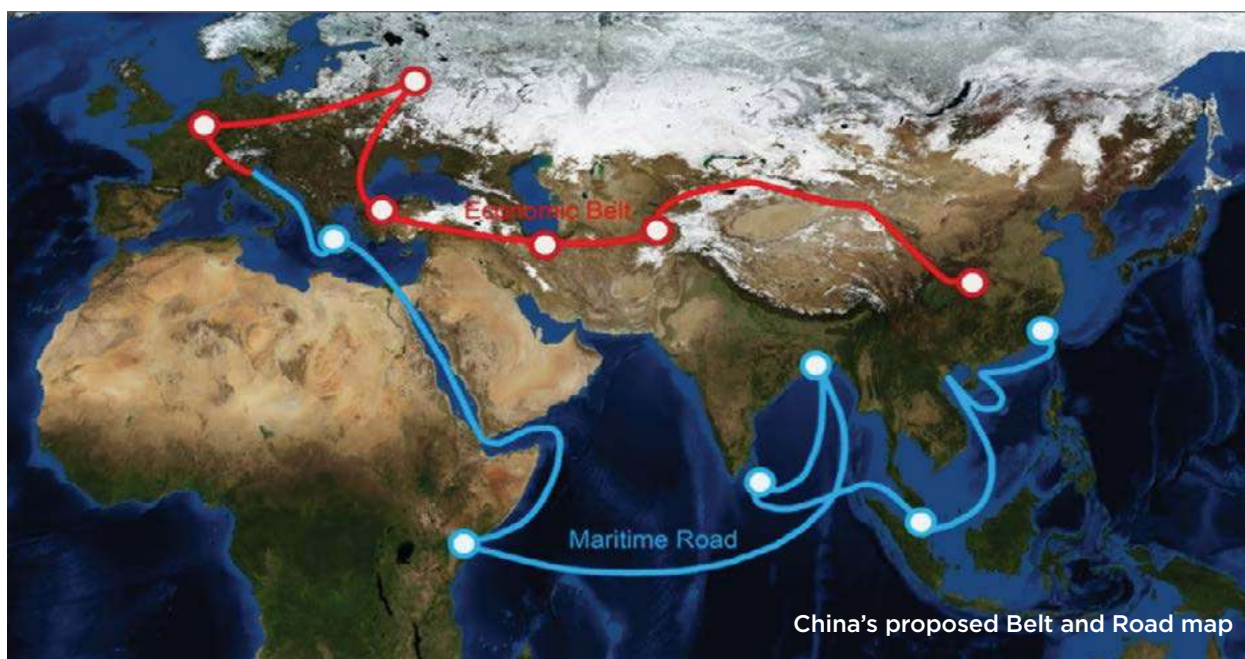
China's Imports for Mauritius main Exports (selected products) - 2017

HS Code	Description	Value (Rs Million)	Customs Duty in China (2017)
901890	Medical instruments and appliances	2,463	4%
230120	Flours, meals and pellets, of fish	2,216	5%
170114	Cane Sugar	832	50%
030389	Frozen Fish	531	10%
610910	T-Shirts of cotton, knitted	429	14%
620342	Men's or boys trousers, of cotton, not knitted	348	16%
611020	Jerseys, pullovers, cardigans, of cotton, knitted	343	14%
620520	Men's or boys shirts, of cotton	202	16%
392330	Carboys, bottles, flasks and similar articles of plastics	88	6.5%
911390	Watch straps, other than metal	84	14%
160414	Preserved Tunas, skipjack and bonito	13	5%
150410	Fish-liver oils and their fractions	12	12%
220710	Undenatured ethyl alcohol	9	40%
220840	Rum and other spirits	8	10%
030487	Fish fillet, Tunas, Skipjack or Bonito	1	10%

Source: ITC Trade Map

The rise of China from a transition developing country to a major economic power in about four decades has been spectacular. From 1980 to 2017, China's real gross domestic product (GDP) grew at an average annual rate of nearly 10 percent. According to the World Bank, China has "experienced the fastest sustained expansion by a major economy in history and has lifted more than 800 million people out of poverty." China has emerged as a major global economic power. For example, it ranks first in terms of economic size on a purchasing power parity (PPP) basis, value-added manufacturing, merchandise trade, and holder of foreign exchange reserves.

China's rapid economic growth and policy of openness have led to a substantial increase in bilateral commercial ties. China is party to the World Trade Organisation (WTO) since 2001 and since then has implemented a number of bilateral and regional trade agreements; the major ones being with the ASEAN group of countries, Australia, South Korea, Switzerland and Singapore, amongst others.



To further connect to the world, the Chinese government under the leadership of President XI Jinping unveiled the 'Maritime Silk Road' in 2013 which is the maritime complement to the 'Economic Belt Road', which focuses on infrastructure development from Asia up to the European continent. Together, the Maritime Silk Road and the Economic Belt Road, known as the 'Belt and Road Initiative', will be a network of roads, railways, oil pipelines, power grids, ports and other infrastructural projects meant to enhance China's connection to the world.

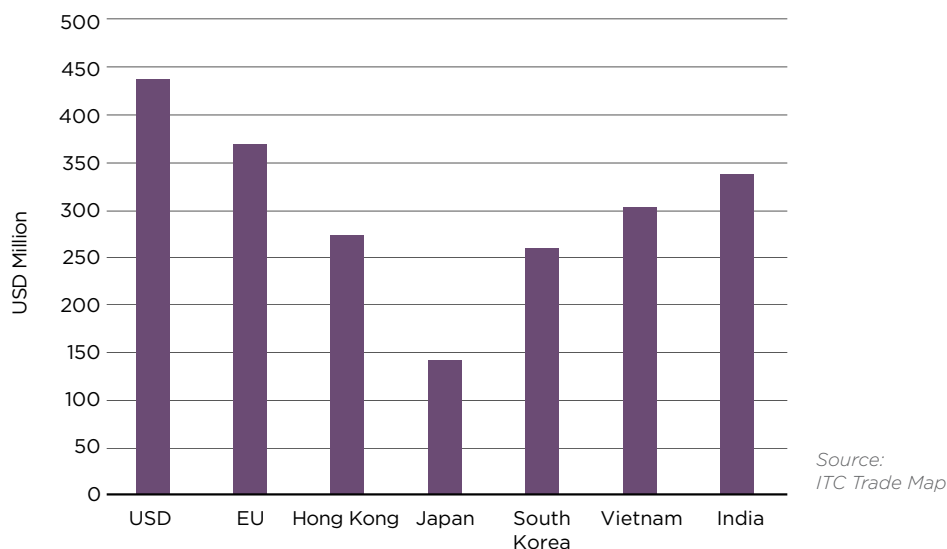
As far as the current trade status is concerned, China's exports of goods to the world was valued at USD 2,271 billion in 2017. Out of 97 chapters of the customs classification of products, China was the biggest exporter of 50 chapters including inter alia electrical machinery, furniture, articles of apparel and clothing, plastic articles, articles of iron and steel and organic chemicals, amongst others.

Top Ten Categories of Products (By Chapter) Exported by China in 2017

Chapter	Description	Exported Value in 2017 (USD Billion)	% of Total Exports	Ranking of China in World Exports
85	Electrical machinery and equipment and parts thereof; sound recorders and reproducers, television ...	600	26%	1st
84	Machinery, mechanical appliances, nuclear reactors, boilers; parts thereof	382	17%	1st
94	Furniture; bedding, mattresses, mattress supports, cushions and similar stuffed furnishings; ...	89	4%	1st
62	Articles of apparel and clothing accessories, not knitted or crocheted	72	3%	1st
61	Articles of apparel and clothing accessories, knitted or crocheted	72	3%	1st
39	Plastics and articles thereof	70	3%	1st
90	Optical, photographic, cinematographic, measuring, checking, precision, medical or surgical equipment	70	3%	3rd
87	Vehicles other than railway or tramway rolling stock, and parts and accessories thereof	67	3%	5th
73	Articles of iron or steel	57	3%	1st
95	Toys, games and sports requisites; parts and accessories thereof	55	2%	1st

Source: ITC Trade Map

China's biggest export market is the United States selling goods worth USD 431 billion in 2017, representing nearly 20 percent of its total exports to the world followed by the EU buying goods from China accounting to USD 373 billion in 2017. The chart below shows the main export destinations of China in 2017. It reveals that China does not really rely on preferential treatment to gain market access since it does not have any trade agreement with its main export partners, namely the US and the EU.



The Chinese economy comprises of a population of 1.4 billion inhabitants with a GDP per capita, (Purchasing Power Parity) at USD 16,700. China is considered as one of the fastest growing economy in the world with GDP growing by 6.9% in 2017 mainly driven by consumption from a rising middle-income population. In terms of Ease of Doing Business, China ranked 78 out of 190 countries and was ranked 22nd for its index on Trading Across Borders.¹

The Free Trade Agreement between Mauritius and China

A Memorandum of Understanding was signed in December 2017 between the Ministry of Foreign Affairs, Regional Integration and International Trade and the Ministry of Commerce of the People's Republic of China to launch the negotiations for the Mauritius-China Free Trade Agreement (FTA).

The FTA aims at creating the necessary conditions to further expand bilateral trade and investment exchanges between Mauritius and the People's Republic of China as well as strengthen economic cooperation in a number of areas of interest to Mauritius.

Both countries have decided to be ambitious in their agenda for the FTA to be a success, and, have therefore mutually agreed to eliminate trade barriers on core products of export interest to Mauritius and China as well as on key services sectors. These sectors comprise the financial services, distribution, retailing, insurance, education, legal and accounting, ICT/BPO, agribusiness, medical, and logistics.

China is currently the third main trading partner of Mauritius and among the largest sources of imports. Mauritius's exports towards China have, however,

remained limited on a narrow range of products (mainly fish meal, sugar, garments, scrap metal) and the trade gap between the two countries remains huge and the FTA is expected to contribute to closing this gap.

A Joint Feasibility Study was finalised in May 2017 after which negotiations discussing the framework agreement kick-started. As at August 2018, three rounds of negotiations have been held and both countries have made substantial progress in the discussions. Both sides have submitted their exchange of request regarding market access and have agreed to continue maintaining duties on a list of 'sensitive' products to protect their local industries. During the rounds of negotiations, further advancements were made in the discussions relating to trade in goods, trade in services, investment, economic cooperation, dispute settlement and legal provisions. The MCCI is among the main private sector institutions involve in the negotiations.

Vivagen Amoomoogum
Analyst
Trade Division

¹Source: World Bank, 2017

CECPA: New Trade Horizons with India

The Comprehensive Economic Cooperation and Partnership Agreement (CECPA) which includes a Preferential Trade Agreement, currently under discussions between India and Mauritius, is expected to increase bilateral trade flows between the two countries.

With a Gross Domestic Product (GDP) growth averaging 7.5 percent between 2014-2015 and 2016-17, India can be rated as among the best performing economies in the world on this parameter. The acceleration of structural reforms, the move towards a rule-based policy framework and low commodity prices have provided a strong growth impetus. Recent deregulation measures and efforts to improve the ease of doing business have boosted foreign investment. Growth has also become more inclusive as about 140 million people have been taken out of poverty in less than 10 years. India has relied on large welfare programmes and has the world's largest programme guaranteeing the "right to work" in rural areas.¹

On a bilateral basis, India was ranked 1st in terms of country of importation for Mauritius in 2017 with the trade balance largely in favour of the former. Mauritius imported goods worth USD 763 million and exported goods accounting to USD 18 million to India in 2017. In the CECPA discussions, Mauritius has expressed export interest under duty free to the Indian market for several products including garments, medical devices, pasta, rum, frozen fish, prepared fish and sugar, amongst others.

India's Imports for Mauritius main Exports (selected products) - 2017

HS Code	Description	India's Imports (USD million)	Customs Duty in India (2017)
170114	Cane Sugar	1,048	100%
901890	Medical instruments and appliances	613	10%
901839	Catheters	234	10%
620342	Men's or boys trousers, of cotton, not knitted	80	25% or Rs.135 per piece whichever is higher
620520	Men's or boys shirts, of cotton	36	25% or Rs.85 per piece whichever is higher
610910	T-Shirts of cotton, knitted	31	25% or Rs.45 per piece whichever is higher
392330	Carboys, bottles, flasks and similar articles of plastics	31	10%
611020	Jerseys, pullovers, cardigans, of cotton, knitted	14	25% or Rs.80 per piece whichever is higher
420221	Handbags of leather	9	10%
030389	Frozen Fish	7	30%
190219	Uncooked pasta, not containing eggs	3	30%
220840	Rum and other spirits	2	150%
220710	Undenatured ethyl alcohol	1	150%
030487	Fish fillet, Tunas, Skipjack or Bonito	1	30%
160414	Preserved Tunas, skipjack and bonito	1	30%

Source: ITC Trade Map

¹OECD Economic Survey - India, 2017

With economic reforms, globalisation of the Indian economy has been the guiding factor in formulating trade policies. The reform measures introduced in the subsequent policies have focused on liberalization, openness and transparency. The country has provided a business-friendly environment by simplifying the procedures for trade facilitation.

India is a founding Member of the World Trade Organisation (WTO). It provides MFN treatment to all other WTO Members and other trading partners. Moreover, India is party to a number of Regional Trading Arrangements (RTAs) which include Free Trade Agreements, Preferential Trade Agreements, and Comprehensive Economic Cooperation Agreements, amongst others. These agreements are entered into

either bilaterally or in a regional grouping. Some of the major one's are: The South Asian Free Trade Agreement (SAFTA), The Asia-Pacific Trade Agreement (APTA); India-Japan Free Trade Agreement, and the India - Mercosur Preferential Trade Area.

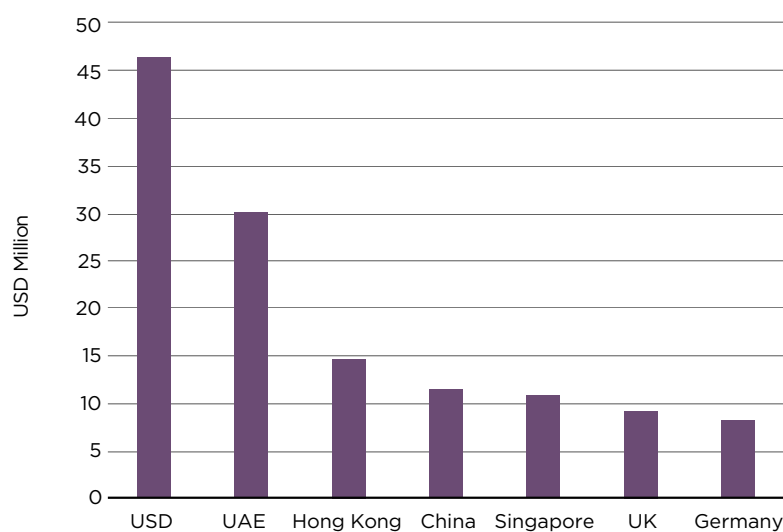
India's Foreign Trade Policy aims to increase the country's share of global trade from the current 2.1 percent to 3.5 percent and to double its exports to USD 900 billion by 2020. India is one of the biggest exporters of several categories of products including jewellery, pharmaceutical products and garments.

Top 10 Products (by Chapter) Exported by India in 2017

Chapter	Description	Exported Value in 2017 (USD Billion)	% of Total Exports
71	Natural or cultured pearls, precious or semi-precious stones, precious metals, metals clad ...	42,572	4
27	Mineral fuels, mineral oils and products of their distillation; bituminous substances; mineral ...	35,896	17
84	Machinery, mechanical appliances, nuclear reactors, boilers; parts thereof	16,652	25
87	Vehicles other than railway or tramway rolling stock, and parts and accessories thereof	16,226	21
29	Organic chemicals	13,564	11
30	Pharmaceutical products	12,895	11
72	Iron and steel	11,699	11
62	Articles of apparel and clothing accessories, not knitted or crocheted	8,984	6
85	Electrical machinery and equipment and parts thereof; sound recorders and reproducers, television ...	8,800	30
61	Articles of apparel and clothing accessories, knitted or crocheted	8,347	7

Source: ITC Trade Map

In 2017, the major export market for India was the EU continent representing more than 17 percent of its total exports to the world with the major EU destinations being the United Kingdom and Germany. However, on a country-wise basis, the US, which represented 15% of total exports from India, was the major export partner followed by UAE (10%), Hong Kong (5%) and China (4%). Africa as a continent represented 8% of India's total exports in 2017.



Source: ITC Trade Map

With 1.2 billion people and the world's third-largest economy in purchasing power parity terms, India's recent growth has been a significant achievement. According to the World Bank Doing Business 2018, India stood out as one of the 10 economies in the world that improved the most in the areas measured including trading across borders, protection of investors, paying of taxes and enforcing of contracts, among others.

The Comprehensive Economic Cooperation and Partnership Agreement (CECPA) between Mauritius and India will provide a huge opportunity for our exporters of both goods and services. It will also create a structured platform for increasing investments and enhance the economic cooperation between both countries. The success of the CECPA will also depend to a large extent on the commitments of both Parties to faithfully implement the Agreement, and also on the institutional arrangement to be put in place to monitor and follow up on implementation.

India was ranked 1st in terms of country of importation for Mauritius in 2017 with the trade balance largely in favour of the former.

Vivagen Amoomoogum
Analyst
Trade Division

The Comprehensive Economic Cooperation and Partnership Agreement

Negotiations were initiated in 2006 between the Government of India and the Republic of Mauritius for a Comprehensive Economic Cooperation and Partnership Agreement (CECPA), covering Trade in Goods, Trade in Services, Investment and Economic Cooperation. After the discussions were stalked for a period of years, both countries agreed to renew discussions and negotiations to conclude the CECPA in 2016.

As at August 2018, five rounds of negotiations have been held and both countries have made substantial progress in the discussions. The Mauritius side has requested that core products of export interest to India should be free of duty

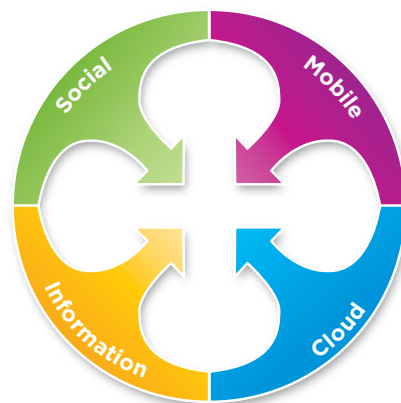
and without any quantitative restrictions. The Indian side has also submitted its request for consideration. A list of products considered as sensitive to the industries of both countries will be excluded from the liberalisation process.

Under the CECPA, both Mauritius and India are also laying emphasis on services and investment which are extremely important to both economies and are paving the way for opportunities in sectors such as financial services, ICT, health, education, research and development, construction, distribution, professional services, and legal services, among others.

New areas of cooperation such as Ocean Economy, Special Economic Zones, creation of a pharmaceutical village, and private sector collaboration, are also being discussed.

The cyber-resilience: A new perspective on security

All over the world, the workplace is changing at an exponential rate due to a powerful combination of influences. In its Nexus of Forces, Gartner defines this phenomenon as “the convergence and mutual reinforcement of four interdependent trends: social interaction, mobility, cloud and information” that “combine to empower individuals as they interact with each other and their information through well-designed ubiquitous technology.”



Overview of Nexus of Forces
(Source: Gartner)

With the ongoing digital transformation, we are increasingly dependent on connectivity as most of the services are moving to cloud-related technologies and new ways of communicating. These converging trends are making business more competitive and agile and yet also more vulnerable to cyber-attack. The digital transformation is breaking down the traditional safeguards in the global economy as business-enabling technologies become gateways to risk, attack and failure. As a result, there is a paradigm shift whereby business uses security intelligence to guide decisions and support agility. This is cyber-resilience.

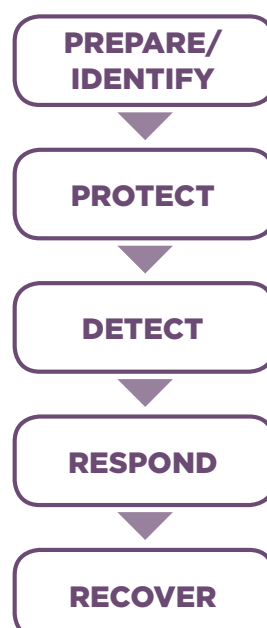
Cyber-resilience has become of paramount concern for security professionals as well as for those responsible for business continuity and risk management planning. Cyber-resilience is the merging of cybersecurity, risk management and business continuity/resilience practices to create a discipline focused on improving cyber-response capabilities from event detection and recovery to continual process improvement. In this sophisticated threat environment, traditional security tactics need to evolve and focus on cyber-based threats that maliciously target business data.

Achieving cyber-resilience

Cyber-resilience is a framework designed to help businesses withstand attacks. It is not continually putting security measures but is a way for businesses to structure their defense such that no one event is catastrophic. Cyber-resilience is an iterative process that provides the means of recovery from an attack. Compared with traditional defense that were useless once bypassed, cyber-resilience allows a constant vigilance across the business.

The five pillars of the cyber-resilience framework are:

- 1. Prepare/Identify** - conduct an infrastructure and information assessment that includes all known security vulnerabilities
- 2. Protect** - develop and implement safeguards for critical infrastructure and services to limit or contain the impact of an attack
- 3. Detect** - identify rapidly an attack, assess the systems that may be affected and ensure a timely response
- 4. Respond** - respond to security breaches or failure
- 5. Recover** - restore any data and services that may have been impacted during a cyber attack



Cyber-resilience integrates security into the business itself compared to traditional processes where security has been operated as an overlay to the business. The five pillars are present in all areas of the business.

Cyber-resilience is key to data and application availability. It is also a key component of the digital transformation journey.

Ultimately, IT must move from a policing mindset to one that promotes an integrated, comprehensive cyber strategy powered by people, processes, and

technology. By changing the culture around digital information and nurturing an appreciation for a strategy that encompasses preparation, prevention, detection, response and recovery, businesses will gain true cyber resilience and the ability to respond and recover quickly from an attack. A resilient business will be at a competitive edge in the future.

Cyber4D Programme

The EU-funded Cyber Resilience for Development (Cyber4D) programme aims at increasing the security and resilience of critical information infrastructure and networks supporting the critical services of third countries (Africa and Asia) while ensuring compliance with human rights and the rule of law, through the adoption and implementation of a comprehensive set of policy and technical measures.

The Cyber4D programme would be implemented in Mauritius, Senegal, Ghana, Rwanda, Botswana and Sri Lanka (not clear) and Mauritius will be a model of cyber-resilience country to showcase in East Africa notwithstanding sharing of experience and best practice with the other regions where the programme is intervening.

The project has started in March 2018 and will be running for 42 months. A team of experts from Estonia will have a series of consultations with different stakeholders dealing with Cyber Security to conduct a situational analysis to better grasp the specificities of the country. It is recalled that Estonia has developed a cybersecurity system and endeavours to share its experiences with other countries to shape their own cyber-resilience project.

The expected outputs of the project are:

Output 1: Strengthening Cybersecurity Policy, Strategic and Coordination Frameworks

Output 2: Increased Cybersecurity Incidence Response Capabilities

Output 3: Fostered Networks of Cyber Expertise and Cooperation

The outputs will be achieved through a shared responsibility between individuals, industry and Government. As Public and Private Partnership, MCCI is working closely with the Government to empower stakeholders to address cybercrime in a more effective way and build cyber-resilience.

Parweezia Moossa

Analyst Programmer

Finance and Administration Division

John Denton AO, ICC Secretary General

When markets
are governed
by transparent
rules of the
game,
everyone wins



Talking to Insights in an exclusive interview, ICC Secretary General John Denton shares his views about the challenge to reinventing chambers of commerce in the digital age. He also focusses on what it takes to bringing economic governance in the 21st century.

What are the key challenges your are facing as Secretary General of the ICC, at the helm of an organisation with nearly a century of history ?

ICC's impressive 100-year history and reach to over 45 million companies are key strengths of our unique organisation, granting us unparalleled ties to global institutions including the United Nations, the World Trade Organisation (WTO) and to the G20 process. A key challenge today, however, is how to ensure that an institution like ICC—with the world's largest business network—can remain relevant and adapt to the breakneck speed of technological innovation and other emerging economic trends and disruptions.

A related challenge is that, while globalisation and international trade integration have lifted millions out of poverty and provided net economic gains around the world, the pace of this change has been uneven for some and disorienting for many. As the world business organisation, we need to drive inclusive economic gains for everyone, everywhere, every day.

With emerging business institutions around the world, more and more questions are being raised regarding the relevance of Chambers of Commerce in the years to come. How does the ICC plan to tackle this issue?

For more than 400 years, chambers have been the leading business organisations within their communities, supporting entrepreneurship, advocating policies that improve the conditions for doing business, realising potential of companies and helping them face new challenges from climate change to cybercrime. ICC's World Chambers Federation promotes and protects the role of chambers as an effective intermediary between governments and businesses. Through activities and outreach such as our flagship World Chambers Congress, held every two years in a different region of the world, we help chamber leaders keep pace with a wide range of global developments that impact their respective business communities. It's also a chance to meet like-minded leaders, to develop new networks and to learn from each other's experiences and even explore new business relationships that benefit members.

The globe is experiencing an anti-globalisation sentiment from the Western countries in an era where cross-border trade and investment is having an unprecedented impact on businesses. What is the perception of the ICC on this subject?

The dramatic increase in cross-border trade and investment in the last several decades has provided unprecedented levels of economic growth and job creation for communities around the world. These gains can be traced directly to institutions like the World Trade Organization, whose members have progressively negotiated global rules that enable businesses to trade and invest with a much greater degree of certainty. When markets are governed by transparent rules of the game, everyone wins—especially small businesses and other more vulnerable operators.

On behalf of 45 million companies employing over 1 billion workers globally we voice our support for an international rules-based system and have the experience and representation to guide reform and help bring global economic governance into the 21st century.

The significance of Small Businesses in the economic development of any country is of paramount importance. According to you, how can Small Businesses in Mauritius benefit from the ICC-WTO Small Business Champions Initiative?

In every country, small and medium-sized enterprises (SMEs) are the backbone of the economy, comprising the clear majority of the world's companies. In 2017, ICC partnered with the WTO to launch its joint Small Business Champions initiative, which provides a platform for companies and private sector organisations to propose innovative and practical ideas that help SMEs do business across borders.

The Small Business Champions initiative opened with a four-month long call for proposals and has already accepted seven, from global companies such as Google and Mercado Libre to organisations like Brazil's National Confederation of Industry.

While the initiative is now closed to further applications, it shows that the private sector does not have to wait for sweeping global agreements to already play a part in helping SMEs trade. The Small Business Champions proposals that have already been accepted can serve as inspiration to companies in Mauritius that would like to help make trade more inclusive for local SMEs.

The digital economy is transforming global evolution and businesses worldwide are directly concerned with digital policy development. How can ICC support Chambers of Commerce to tackle the digital disparity between businesses?

As much as the Internet has already reshaped economies and societies around the world, we must not forget that, as of 2016, 53% of the world's population remained offline. Of course, the 'unconnected' are disproportionately located in developing countries and women are less likely to have Internet access than men. In other words, those who can most benefit from the Internet too often lack access to the online world.

The most effective and durable solutions to tackling the digital divide within countries is developing an enabling policy framework. ICC has developed a series of recommendations that, if adopted by governments in consultation with the local private sector, would go a long way to increasing Internet connectivity and further economic and social development. Companies around the world can also contribute to shaping existing and future recommendations by engaging in our digital policy work.

At the level of the ICC, what types of policies do you think are necessary to foster R&D and Innovation - which is closely tied in with ICT - in the Chambers of Commerce worldwide?

The key to being innovative as an organisation is communication. It is by better sharing ideas and feedback within the ICC network that we will be able to provide effective solutions to emerging challenges. The World Chambers Competition for example, held every two years in conjunction

with the World Chambers Congress showcases chamber innovation and generates the sharing of best practices to the benefit of all chambers.

The Small Business Champions proposals that have already been accepted can serve as inspiration to companies in Mauritius that would like to help make trade more inclusive for local SMEs.

Interview conducted by:

Faeza Ibrahimsah
Manager

Sabina Aumeer
Analyst

Communications and
Promotion Division

La coopération, un agenda qui a marqué l'histoire de la MCCI

Historiquement, l'ouverture à l'international a toujours été au cœur de la stratégie de la MCCI. Durant son long parcours qui a débuté en 1850, elle s'est évertuée à collaborer avec d'autres institutions du privé et a constamment développé son réseau de relations. Le partage d'expériences et la consolidation de la plate-forme d'échanges entre les opérateurs mauriciens et étrangers restent inéluctablement à l'agenda.



Pour étendre ce rayonnement, la MCCI a, au fil du temps, renforcé ses liens et affiliations au niveau régional et international avec les organisations intergouvernementales et privées. Le but ultime étant de développer les échanges entre les gens d'affaires.

Dès 1852, la médiation de la Chambre de Commerce avait été sollicitée pour demander la réouverture des ports malgaches aux Mauriciens. La collaboration de la Chambre de Commerce de Maurice avec sa consœur de la Réunion pour la création d'un service postal permanent entre les deux îles a également pesé de tout son poids.

En 1864, la Chambre de Commerce de Pondichéry demandait à la contrepartie mauricienne d'ouvrir avec elle un échange de rapports de confraternité, tandis que la Chambre de Commerce de Port-Elizabeth lui priait de lui faire parvenir une copie de ses règlements.

De même, en 1871, l'expertise de la Chambre de Commerce de Maurice était requise par différentes chambres de commerce, notamment celles de Bombay, de Batavia, du Cap et de Queensland, en matière d'interprétation de lois sur les faillites.

En sus de ce partage d'expérience entre chambres de commerce, la Chambre de Commerce faisait partie, dès 1874, du réseau des chambres de commerce du Royaume Uni. Elle participait également, à travers ses représentants à Londres, dans les différentes éditions du congrès des chambres de commerce de l'Empire. Cet événement, connu officieusement comme «The Commercial Parliament of the British Empire», avait pour objectif de formuler des propositions pour le développement économique. En 1915, elle fut représentée sur le British Imperial Council of Commerce¹, qui a été créé en 191 pour présenter aux gouvernements de l'Empire les recommandations faites au Congrès.

La première mission de prospection à la Chambre de Commerce eut lieu en février 1954. Des rencontres entre homme d'affaires australiens et mauriciens étaient organisées pour favoriser les échanges.

Au début des années 60, sous l'impulsion de l'industrialisation, le rôle de la Chambre de Commerce s'affirme dans le paysage commercial et industriel. Cette importance est illustrée par la nouvelle appellation de Chambre de Commerce et d'Industrie de Maurice en 1965. 1968 constitua un tournant décisif quand le pays accéda à son indépendance. La coopération régionale et internationale pour la MCCI connaît alors un nouvel essor.

Le réseautage : un instrument indispensable

Le pays s'engageant sur la voie du développement et du progrès, il fallait désormais trouver de nouveaux marchés. Le réseautage devient un instrument indispensable.

Les rencontres avec d'autres chambres de commerce sont plus fréquentes et fructueuses. A l'image des Présidents de la CCI de Paris et de Londres qui, durant leur visite en 1976, ont apporté leur assistance sur les besoins techniques dans le domaine industriel.

Durant la même année, la MCCI confirme son adhésion à la Chambre de Commerce Internationale, organisation qui regroupe les chambres de commerce de plusieurs pays et dont un des objectifs est de promouvoir le commerce international.

De même, dans un contexte de nouvel ordre économique mondial, notamment avec l'ouverture des frontières qui représente de nouvelles opportunités mais aussi de nouveaux défis pour le commerce et l'investissement, la MCCI a été proactive dans la constitution de plusieurs associations régionales afin de défendre les intérêts du secteur privé. Elle s'est constamment appuyée sur le réseautage pour mettre en permanence ses membres au contact de leurs pairs.

Ainsi, elle a présidé en 1983 l'assemblée générale des CCI des pays ACP (Région Afrique de l'Est) en prélude de l'assemblée générale plénière qui se tenait à Bruxelles. En 1989, elle devient un des membres fondateurs des

associations régionales telles que la FCCI/Preferential Trade Area (aujourd'hui le COMESA), et la Fédération des CCI de l'océan Indien. L'objectif de ces plates-formes est de promouvoir le commerce intrarégional et international. Sa collaboration avec l'International Trade Centre, une agence conjointe des Nations Unies et de l'OMC dont le rôle est de renforcer l'intégration du secteur des affaires des pays en développement et des économies en transition au sein de l'économie globale, a débuté à la même période.

Aujourd'hui encore, la MCCI reste très active au niveau de plusieurs associations régionales comme l'Union des CCI de l'océan Indien, l'Indian Ocean Rim Association (IORA) et le COMESA Business Council (CBC). Elle est, de ce fait, partie prenante de toute décision liée au développement régional et international au niveau des affaires. En sus d'être membre des instances du privé régional, la MCCI prône aussi les vertus des relations bilatérales. Elle a consolidé ses liens avec des CCI de certains pays qui représentent de nouveaux horizons d'opportunités pour les opérateurs.

Des 'Joint Business Councils' ont été signés respectivement avec les organisations faïtières du secteur privé en Inde, au Pakistan, en Chine, en France et en Australie. Des sujets tels que la connexion aérienne et maritime, l'octroi des visas, ou la promotion des échanges et le partage d'informations commerciales sont généralement à l'ordre du jour des réunions.

Cette mutualisation des efforts de la part des organisations du secteur privé telles que les chambres de commerce ne peuvent être que bénéfiques pour les entreprises qui veulent consolider leur présence sur les marchés régionaux et internationaux.

Faeza Ibrahimsah
Manager

Communications and
Promotion Division

¹Le Conseil, devenu The Federation of Commonwealth Chambers of Commerce en 1964, a été dissous en 1975.

COMESA Business Council: Building regional, going global

The COMESA Business Council (CBC), established as one of the eight organs of COMESA, provides a link and facilitates dialogue between the business community and other interest groups and organs of the Common Market. Its role is to ensure that the interests of the business community and other interest groups in the Common Market are taken into consideration. Its objective is also to make recommendations to the policy organs for a business-friendly environment in the region.



Local sourcing for partnerships

The CBC Local Sourcing Project focused on strengthening the inclusiveness of SMEs into value chains as well as facilitating the integration of the SMEs into the competitive supply chain network of corporate companies. Sandra Uwera, the CEO of the CBC, highlights the importance of this project.

"At the COMESA Business Council, we have over the past three years embarked on a series of linked programs that focus on building the technical and productive capacity of Small and Medium Enterprises to trade competitively in the region. One key project is the Local Sourcing for Partnerships that helps SMEs to understand and conform to the standards needed for them to land a contract by buyers in various markets.

As recently as June 2018, we have also engaged into digital services and technology hubs to provide core solutions that can promote business efficiency in COMESA. The program has focused on the development of ICT-led solutions that can improve the yield, predictability and quality of agricultural markets; improve the traceability of African products to the source; and also reduce costs towards hard infrastructure by employing soft infrastructure for business efficiency.

If we want to position Africa's products as leading brands within our own markets and internationally, then we need to address firm level capacity requirements for SMEs and raise the bar to establish assurance, credibility and competitiveness within regional and global market. In this regard, the CBC recommends that countries develop a holistic framework to support digitalisation of economies, right partnerships, and investment into platforms that respond to the needs of Africans to develop profitable solutions.

The above recommendations can pave the way to practical interventions that will propel our enterprises into international markets, thus positioning African products to the standards of all the consumers of the regional and global markets."

CBC is constitutionally managed by a Board of Directors. The MCCI is currently the Vice-Chair organisation. CBC is the recognised leading voice of the private sector in the region, bringing together a diverse group of businesses from the region on a common platform to influence the regulatory and practical approaches on creating a more flexible regional business environment.

In 2017, CBC commissioned a consultancy study to develop a five-year strategic plan that aims to expand CBC's services and address the organisation's efficiency and effectiveness framework internally and externally to its members and stakeholders. The CBC Strategic Plan for 2018-2022 adopts a new direction that focuses on CBC's vision: "Building Regional, Going Global."

The main objectives are to:

- Promote a continuous advocacy and dialogue for private sector at the national and regional levels to help create an improved business environment
- Strengthen partnerships that will promote trade and investment in regional and global markets
- Provide regional facilitation/coordination to its membership and support operational efficiency of enterprises, including SMEs
- Strengthen CBC organization capacity to be a sustainable, efficient, and customer-centric organization

It is expected that this five-year vision will take members of the business community to new heights in terms of increased trade and investment to regional and global markets.

Faeenza Ibrahimsah
Manager

Communications and Promotion Division

IORA: Strengthening Women's Economic Empowerment in the Indian Ocean

On 28-29 August 2018, the Mauritian Ministry of Gender Equality, Child Development and Family Welfare hosted the first ever Ministerial Conference on Women's Economic Empowerment. This Conference brought together Gender Ministers of IORA Member States to identify and share commonalities amongst IORA countries in the field of economic empowerment of women.

The Conference brought together for the very first time IORA Ministers in-charge of the portfolio of Gender/Women's Affairs, on a common platform to discuss the relevance of mainstreaming gender in the priority areas of the IORA and identify key strategies that will promote greater cooperation and prosperity. A new Working Group on Women's Economic Empowerment (WGWE) and Work Plan was launched on the occasion. Ministers also issued the Balaclava Declaration on Women's Economic Empowerment and Gender Equality as a Pre-requisite for Sustainable Development which affirmed that gender inclusiveness, gender equality, rights of women and girls are essential for strong sustainable and balanced growth.

This meeting builds on the successful "IORA Workshop to Strengthen Women's Economic Empowerment in the Indian Ocean - Preparations for the Ministerial Conference and Working Group," organised by the Indian Ocean Rim Association (IORA) Secretariat and the Mauritian Ministry of Gender Equality, Child Development and Family Welfare on 3-4 May 2018 at the Pearle Beach Hotel, Flic en Flac, Mauritius.

Delegates, representing the public and private sectors of the IORA countries, highlighted the importance of women's empowerment, recognising that raising the participation of women in various sectors of the economy can significantly improve economic growth and drive sustainable development.

Topics discussed were "Integrating women's empowerment across IORA's priority areas particularly the Blue Economy", "Building linkages with international organisations and partners for strong regional cooperation and "Developing recommendations for creating an IORA Women's Business Forum", amongst others.

Women's desire to join forces

Participants recognised that livelihoods of women differs across and within countries, and that IORA could be a platform for inclusion. The value proposition of the Association is to achieve great things in a collective and concerted manner. The other great asset identified by speakers was the energy and enthusiasm of women around the region who already connect, mentor and support each other.

The Workshop underlined the importance of Women's Economic Empowerment as the cornerstone of Sustainable Development. Gender equality is a fundamental human right and women's and girls' empowerment is essential to expand economic growth, promote social development and enhance business performance.

Improved data would also help IORA Member States identify where impediments and challenges lie and how to overcome same. For instance, women face a 'digital divide', in which limited access to technology is another sphere where women can be left behind or

excluded. Women are 14% less likely to own a smartphone and Member States discussed how to improve access to advanced technologies and infrastructure to enable women can access the huge opportunities in digitisation and e-commerce.

The workshop was an opportunity to share different perspectives and models for women's business forum, including successes and failures. A key message was the need to contextualise the format and structure to the specificities of IORA. While governments could help create a foundation, a Women's Business Forum should be independently driven by the private sector.

Faeze Ibrahim
Manager

Communications and
Promotion Division

In collaboration with the IORA Secretariat

UCCIIOI : quand la coopération économique s'organise autour de la proximité

Membre fondateur de l'Union des Chambres de commerce et d'industrie de l'océan Indien (UCCIIOI) depuis 2005, la Mauritius Chamber of Commerce and Industry (MCCI) s'est investie dans son développement. Ses locaux abritent depuis 2015 la structure administrative de cette instance dont la mission est de faciliter les partenariats d'affaires entre les acteurs économiques des îles de l'océan Indien.



Avec un flux d'échanges commerciaux interîles évalué à 3 %, l'UCCIIOI s'est donnée pour mission, dès sa création, de faciliter et stimuler les relations d'affaires et commerciales entre les entreprises des économies insulaires qu'elle regroupe : Comores, Madagascar, Maurice, Mayotte, La Réunion et Seychelles.

Suivant cet objectif, l'organisation de coopération économique, reconnue par la Commission de l'Océan Indien (COI) comme partenaire sur des questions touchant à l'amélioration de l'environnement des affaires, a institué le Forum Économique des Îles de l'Océan Indien (FEIOI).

Principal rendez-vous économique régional, l'événement tiendra sa 11ème édition du 26 au 28 septembre 2018 à Antananarivo, Madagascar. Ces rencontres s'adressent aux représentants du secteur public et privé. Elles incarnent une plateforme privilégiée pour stimuler des partenariats entre les entreprises tout en donnant du sens au dialogue public-privé.

Au fil des 10 éditions, le FEIOI a modifié le paysage de la coopération économique. A titre d'exemple, c'est à l'issue d'un Forum économique qu'a été créée la marque ombrelle Les Îles Vanille Océan Indien.

Ce groupement d'Offices du Tourisme œuvre à coupler les destinations tout en valorisant les attraits des pays de la zone. C'est aussi grâce à une résolution adoptée par le FEIOI que s'est engagé le plaidoyer en faveur de la réduction de la fracture numérique entre les îles de l'océan Indien. Ce projet a abouti à l'avènement d'un consortium entre des opérateurs des télécoms régionaux pour financer le câble sous-marin METISS (Melting poT Indianoceanic Submarine System) reliant l'Afrique du Sud, Madagascar, La Réunion et Maurice.

Des actions tournées vers le développement de l'entreprise

Les débats menés lors des forums ont également permis à l'UCCIOI de développer un plan d'actions de terrain adaptées aux besoins des opérateurs économiques. Avec le soutien de ses partenaires, tels que l'Organisation internationale de la Francophonie, l'Union européenne ou encore l'Agence française de développement, l'Union a engagé des actions pour fédérer hommes et femmes de ses CCI membres, d'organisations professionnelles, de structures d'accompagnement de porteurs de projets ou encore d'entreprises, autour de sa mission de coopération économique.

Ce plan d'actions s'inspire d'une stratégie à deux volets :

- Mettre à disposition des entrepreneurs des outils, services et réseaux qui suscitent leur intérêt pour des projets à dimension régionale et facilitent leur démarche
- Fédérer des opérateurs économiques autour d'action pilotes de coopération afin de mettre en valeur les avantages des partenariats interîles.

Cette dynamique ainsi créée porte déjà ses fruits : une plateforme régionale sur la sécurisation des relations d'affaires par l'arbitrage et la médiation, la formation et la mise en réseau de structures d'accompagnement de l'innovation ; le développement avec des agences de voyages d'une offre de 26 combinés interîles autour de l'écotourisme. D'autres actions en cours faciliteront davantage les relations d'affaires entre les entreprises, particulièrement une plateforme numérique dédiée aux affaires dans l'océan Indien, dont le lancement est annoncé pour fin septembre 2018.



Atelier de travail entre des agences de voyage de l'océan Indien pour créer une offre de circuits combinés inter-îles sur l'écotourisme

Le Forum en onze éditions

Madagascar (Octobre 2005)

- Promouvoir les investissements dans les îles de l'océan Indien
- 80 participants

La Réunion (Novembre 2006)

- Construire une stratégie régionale
- 150 participants

Maurice (Octobre 2007)

- Comment faire décoller la coopération régionale
- 275 participants

Comores (Octobre 2008)

- Appartenance des Comores à la Ligue Arabe
- 275 participants

Mayotte (Octobre 2009)

- La Francophonie et l'océan Indien
- 300 participants

Seychelles (Octobre 2010)

- Le Tourisme durable et perspectives pour un label océan Indien
- 200 participants

Madagascar (Octobre 2011)

- Au cœur de l'intégration régionale et des opportunités d'affaires de l'océan Indien
- 310 participants

La Réunion (Novembre 2012)

- Rencontres économiques et opportunités d'affaires
- 480 participants

Maurice (Octobre 2013)

- Prospector, échanger et se faire connaître
- 320 participants

Comores (Octobre 2014)

- Forum économique des îles de l'océan Indien : le bilan
- 310 participants

Madagascar (Septembre 2018)

- Pour de nouvelles opportunités d'affaires avec l'Afrique
- 350 participants attendus

L'UCCIOT en un clin d'œil



Pascal Plante, Président de l'UCCIOT, entouré de son équipe

Réseau

- 6 territoires : Comores, Madagascar, Maurice, Mayotte, Réunion et Seychelles
- 7 Chambres de commerce et d'industrie membres
- Un réseau de 31 CC et près de 200 000 entreprises

Objectif

- Faciliter la coopération et le développement économique dans l'océan Indien

Partenariats

- Partenaires de développement : Commission de l'Océan Indien, Union européenne, Organisation internationale de la Francophonie, Région Réunion, Agence Française de Développement
- Partenaires techniques : Les Îles Vanille, Association des Ports des Îles de l'Océan Indien
- Partenaires associés : CCI France-Madagascar, CCI France-Maurice, Club Export Réunion

Herland Cerveaux
Directeur de programme
UCCIOT

Partenariat AFD-UCCIOT

L'UCCIOT met en œuvre, avec le soutien de l'Agence Française de Développement, le premier Programme de renforcement des capacités commerciales dans l'océan Indien. Ce programme est dédié à impulser des dynamiques de coopération entre acteurs économiques à travers les actions suivantes :

- Plateforme numérique dédiée aux affaires dans l'océan Indien
- Offres de services d'appui à la prospection de partenariats et d'opportunités d'affaires sur la base d'outils de cartographie économique et de veille concurrentielle
- Réseau d'expert sur la structuration d'initiatives clusters dans l'océan Indien
- Dispositif d'accompagnement de partenariats entre entreprises industrielles
- Premier plan de formation commun entre les ports de l'océan Indien
- Initiation d'un cluster régional sur le numérique
- Actions pilotes de gestion mutualisée de déchets plastiques



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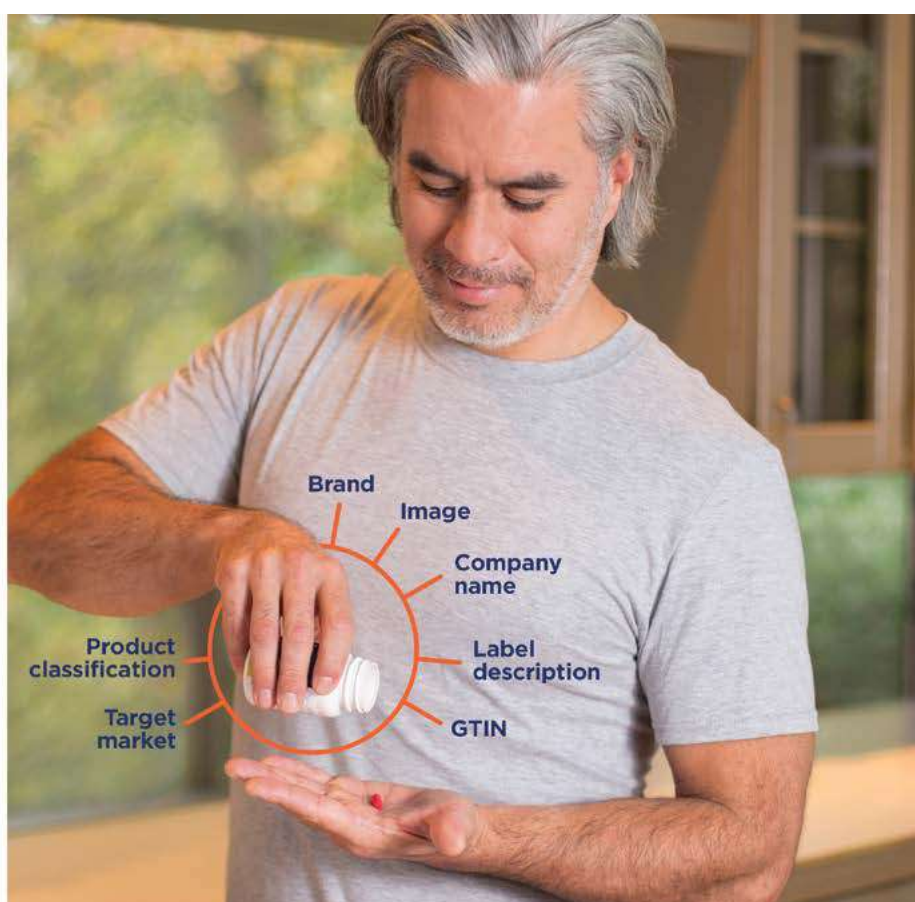
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GS1 Standards

Get trusted data to your consumers with GS1 Cloud

Today's digital consumers are expecting better product information than ever before to make informed purchasing decisions. However, data emanates from various sources and can sometimes be of dubious quality. With GS1 Cloud, businesses can address this challenge and provide trusted product information.



Today product data is critical to new shopping paradigms. Consumers are more connected than ever before, de facto using the Internet to make informed purchasing decision. 89% of consumers use mobile devices while shopping and 54% use their mobile phones for product research in their home.¹

They want to feel confident in the information they are relying on and want to be sure that a product is what it says it is. Ultimately, they expect the content to be accurate, complete and consistent across all channels.

However, with the explosion of digital information, the data coming from multiple sources may be of dubious quality and crowdsourced.

Unreliable data is eroding consumer trust² and negatively impacting brands. For companies striving to build connected and strong consumer experience that drives satisfaction, loyalty and growth, trusted product information is critical.

Retailers, e-tailers, brand owners, manufacturers, app developers and solution providers are calling the entire industry for a concerted approach to create the world's largest source of trusted product data – a solution that will streamline global commerce and strengthen trust and confidence in the products consumers buy every day.

¹www.scanlife.com/news/scanbuy-shopper-survey-reveals-89-of-consumers-use-their-mobile-while-shopp (January 2016)

²87 % of consumers (U.S.) are unlikely to buy products again from a brand after bad data experience. [Accurate Product Info Is a Pain Point for Digital Shoppers, www.emarketer.com, December 8, 2015]

Meet the expectations of today's digital consumer with GS1 Cloud

Now more than ever, industry is under pressure to provide consumers with access to authentic and rich product information.

To accomplish this, products must be uniquely identified using a single standard and contain a basic set of attributes that come directly from the manufacturer – quality data that is accessible anytime, anywhere and via any device.

Products will be uniquely identified by a GS1 Global Trade Item Number – GTIN, commonly known as GS1 Barcodes. The GTIN will initially be accompanied by six additional core product attributes, with additional attributes planned for future phases. Initial attributes include company name, brand, GTIN, label description, image, product classification and target market.

The product data in the GS1 Cloud is “trusted” because it is supplied by manufacturers and brand owners and submitted for certain data quality checks.

With GS1 Cloud, consumers, retailers, app developers and regulators can feel confident that the product information is brand-sourced and consistent across all channels.

Facts & Figures

- **89%** of consumers use mobile devices while shopping, regardless of whether the purchase takes place in a brick-and-mortar store or online⁴
- **54%** use their mobile phones for product research in their home⁵
- **113** GS1 Member Organisations around the world are collecting attributes
- Nearly **70 million** GTINs already uploaded in GS1 Cloud by 52 GS1 Member Organisations, and this figure is increasing on a daily basis
- **8,187** GTINs have been uploaded by GS1 Mauritius

Three powerful features



Check

All stakeholders can check if a GTIN is valid and issued from a GS1 Member Company. It will help identify invalid or illegitimate use of GTINs and contribute to prevent fraud.



View

Product information and image help consumers know if the product they are looking at is indeed what the brand says it is. They no longer have to collect product information from unverified sources and worry about its quality.

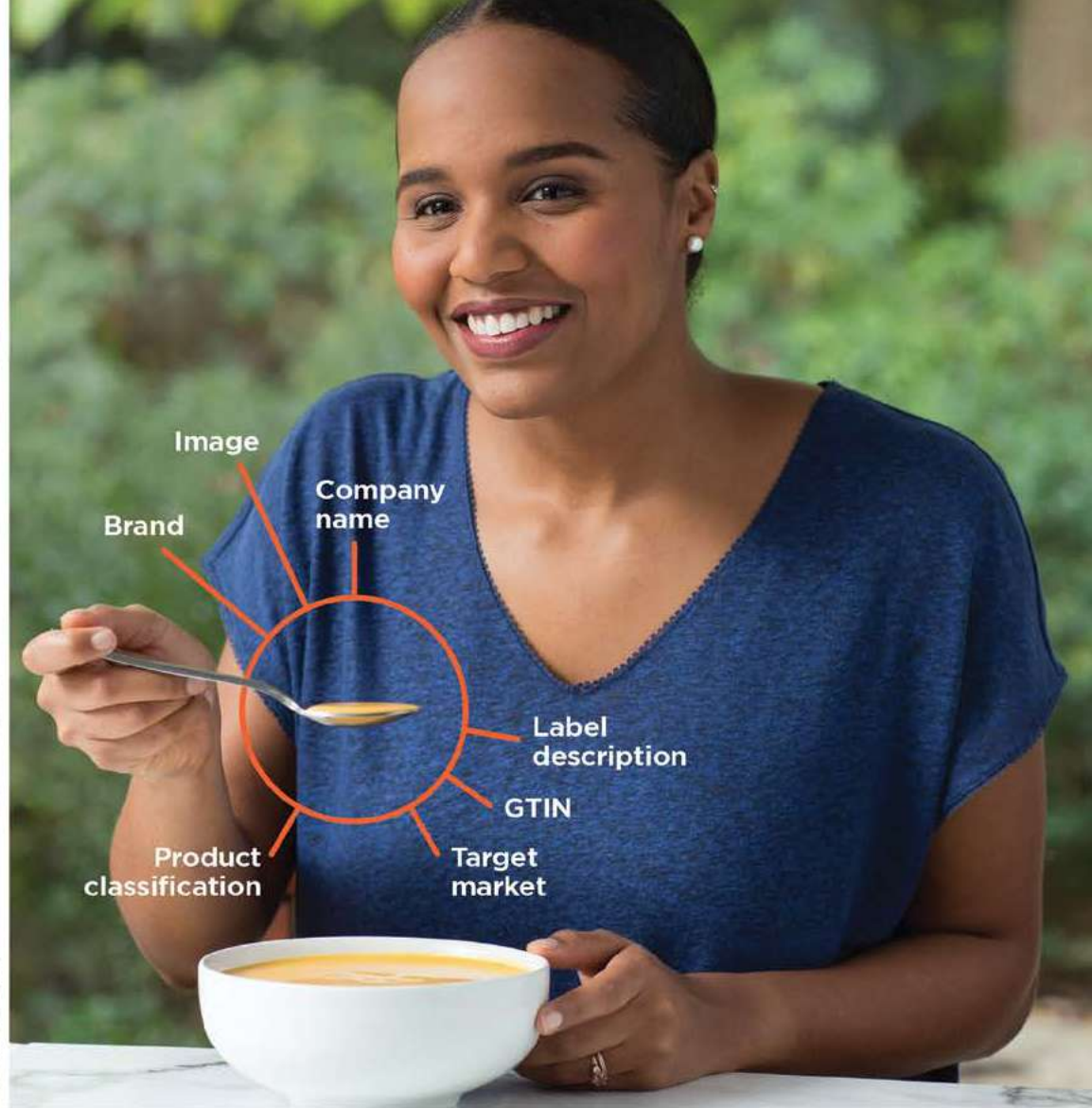


Explore

Retailers can seamlessly search for new products for their physical or online store.

⁴www.scanlife.com/news/scanbuy-shopper-survey-reveals-89-of-consumers-use-their-mobile-while-shopp (January 2016)

⁵www.scanlife.com/news/scanbuy-shopper-survey-reveals-89-of-consumers-use-their-mobile-while-shopp (January 2016)



Confidence starts with the GS1 Cloud.

Get trusted data to your consumers.

www.gs1.org/gs1-cloud



The Global Language of Business

GS1 Standards

How GS1 Cloud benefits stakeholders

GS1 Cloud will benefit all stakeholders in the product information ecosystem:



Manufacturers and Brand Owners

- GS1 Cloud gives them the opportunity to provide complete and accurate product information to meet consumer expectations, thus leading to greater consumer trust, satisfaction and loyalty.
- No matter how small, they will gain international visibility as new products will be instantly seen by potential customers anywhere in the world.
- GS1 Cloud provides a “pull” mechanism for retailers to discover new products and initiate purchases.



Retailers, e-tailers and online marketplaces

- They will be able to explore products to source their physical and online stores from any target market around the world
- GS1 Cloud gives them the ability to validate their product listings to ensure that the products in their systems are properly identified with a valid GTIN, a crucial step in data quality governance.³
- By making sure products are identified by correct and valid GTIN, consumers are more likely to find and buy the products they want. This will lead to customer satisfaction, loyalty and ultimately increased sales, improved competitiveness and growth for their business. It will also help in decreasing returns and reducing counterfeit products.



For app developers and solution providers

- GS1 Cloud easily integrates in mobile apps or other solutions via a simple API so that standardised product data can flow seamlessly into their systems.
- They can rely on one source of brand-originated product data to fuel their connected consumer experiences.



Regulators

- Global data visibility makes it easier to protect consumer safety.
- They will be able to better manage risk assessment at borders and clear products more efficiently through customs for timely delivery.

GS1 Mauritius

As GS1 Cloud will be a global shelf displaying GS1 members' products without any additional charge, GS1 Mauritius is extending its support to brand owners and manufacturers to join the GS1 Cloud, by collecting the seven attributes to be uploaded.

As at date, 8187 GTINs have been uploaded in the GS1 Cloud by GS1 Mauritius, and the number is expected to increase exponentially.

Fazlee Dhuny
Analyst

Business Development Division

³80 % of retailers are not confident in their product data. [E-retailers beware: Three perils of unvalidated product information, Internet Retailer, December 2016]

MCCI Business School

Formation en alternance : la voie de la réussite professionnelle

La formation en alternance est une réussite à l'international. Introduit par la MCCI Business School en 2015, le modèle apporte une réponse durable au chômage des jeunes et au manque de main d'œuvre qualifiée.



Plusieurs entreprises de différents secteurs d'activité, anticipant une transition économique et fonctionnelle, se sont associées à la MCCI Business School pour assurer la formation de leurs futurs salariés. Elles tirent ainsi avantage du « Dual Training Programme Scheme » mis en place par le gouvernement pour favoriser l'insertion professionnelle des jeunes.

Le secteur bancaire, le BPO et les TICs ont aujourd'hui formé plus d'une centaine de jeunes qui sont non seulement détenteurs d'un BTS (BAC/HSC +2) mais sont également parfaitement intégrés et opérationnels au sein de leurs entreprises de parrainage. L'immersion professionnelle a été un vrai atout pour ces étudiants en alternance : le taux de réussite aux examens du BTS avoisine les 100 %. L'alternance est un moyen

d'apprentissage riche car elle favorise l'insertion professionnelle des jeunes tout en leur permettant de comprendre le fonctionnement du milieu socio-économique pour mieux construire leur projet professionnel.

Ce modèle de formation se développe largement dans l'enseignement supérieur, en séduisant toujours plus de jeunes et d'entreprises. Un dispositif qui offre aux jeunes de réelles perspectives d'insertion et d'emploi durable. Un pourcentage non négligeable des alternants est assuré d'un emploi à l'issue de la formation.

Cette formule est en parfaite adéquation avec la demande des entreprises. Avec la formation par alternance, les entreprises s'ouvrent aux jeunes et réciproquement.

Pérenniser le développement de l'entreprise via l'alternance

Embaucher un stagiaire en alternance, c'est former un professionnel sur-mesure en lui transmettant le savoir-faire et la culture de l'entreprise.

L'alternance offre aux jeunes ayant répondu au critère de scolarité requis une formation générale, théorique et pratique, en vue d'une certification professionnelle reconnue internationalement.

Outil de recrutement pour répondre soit aux besoins de main-d'œuvre qualifiée soit à une pénurie de compétences, l'alternance présente de nombreux avantages pour l'entreprise.

Les points forts des programmes proposés par la MCCI Business School :

- **RECRUTER** des ressources adaptées aux secteurs d'activité en demande
- **FORMER** les ressources en fonction des besoins de l'entreprise
- **DONNER** une chance aux collaborateurs déjà en poste en leur offrant une formation de qualité et un diplôme reconnu afin de les aider à évoluer au sein de l'entreprise
- **BÉNÉFICIER** du soutien financier de l'Etat à travers le Dual Training Programme en aidant les jeunes à s'intégrer au monde du travail

La formation d'un jeune en alternance facilite son intégration dans l'entreprise et lui permet d'acquérir des techniques spécifiques. Elle permet ainsi une embauche en toute confiance à l'issue de sa formation.

Avec la formation en alternance, les jeunes suivent une pédagogie différente, axée sur l'acquisition de compétences et de pratiques par l'observation et l'essai.

Pour rappel, au début du 20^e siècle, les connaissances et le savoir étaient essentiellement générés par le système éducatif. Les acquis d'un diplôme étaient valables pour toute la vie professionnelle de son titulaire. Parallèlement, l'entreprise s'appuyait sur des marchés stables et des produits durables. C'était l'endroit où l'expertise s'exerçait, et l'organisation était basée sur une logique de stock de connaissances et une hiérarchie très pyramidale. La production était basée sur la division du travail et le taylorisme était roi.

A l'ère des nouvelles technologies, ce concept s'est radicalement transformé. Et, pour répondre aux nouvelles demandes des employeurs, la MCCI Business School propose des formations adaptées par l'apprentissage. A titre d'exemple : Un étudiant ayant terminé un BTS (soit un HSC/BAC+2) aura comme acquis un diplôme tout en justifiant de deux ans d'expérience en entreprise.

La formation en alternance permet à l'entreprise de former de nouveaux salariés pour adapter leurs compétences à ses métiers et ainsi pérenniser le développement de ses activités.

Le contenu et l'organisation des formations en alternance s'ajustent aux problématiques de recrutement que rencontrent les entreprises sur leur secteur d'activité. L'alternance est ainsi un moyen de faire face à un manque de profils sur certains des métiers.

Une gestion prévisionnelle des emplois et des compétences

Recruter un jeune en alternance est une bonne façon d'anticiper la croissance de l'entreprise, sans prendre le risque de la fragiliser financièrement.

Le recrutement en alternance est un véritable outil de gestion prévisionnel des emplois et des compétences pour une entreprise. C'est, en effet, une méthode qui permet de répondre à un besoin présent mais également d'anticiper les besoins futurs.

Autre contrepartie très positive de l'investissement en temps passé pour former le jeune, l'alternance est également une solution pour impulser un nouveau dynamisme dans les équipes. Les nouveaux arrivants apportent un regard extérieur sur le travail et transmettent de nouvelles connaissances aux équipes déjà en place.

Bourses d'études aux étudiants de BTS

La MCCI, en collaboration avec ses membres, offre des bourses d'études aux étudiants de BTS. Ce dispositif s'appuie sur des critères tant académiques que sociaux pour aider les candidats à poursuivre des études tertiaires et à favoriser ensuite leur insertion professionnelle. Les formations BTS assurées par la MCCI Business School sous cette initiative portent sur diverses filières :

- **BTS Gestion (Management)**
- **BTS Communication**
- **BTS Management des Unités Commerciales (Marketing)**
- **BTS Services Informatiques aux Organisations**

Pour être éligible le candidat doit présenter un profil socio-économique avec un revenu familial annuel de moins de Rs 500 000.

Toriden Chellapermal
CEO MCCI Business School

Tax free shopping gets a boost as tourism landscape changes

MCCI Tax Tourist Refund counter registers a record number of transactions amidst further changes in the mix of tourists visiting the country.

MCCI efforts to develop the Tax Free Shopping in Mauritius, combined to the government endeavours to diversify and increase the number of tourists visiting the country in the low season, are starting to pay off. The number of tax free transactions for the first semester 2018 reached an all-time record, an 8.1% rise compared to the same period last year. The continued decrease of Chinese tourist arrivals was partly compensated by the increase in Saudi tourist arrivals with the direct flights of Saudia airlines. This semester also saw the impact of Mauritians, specially those of the diaspora, benefiting from tax free shopping which was not the case last year. The MCCI Tax Refund for tourists Network also saw continued growth with over 1,100 outlets. The MCCI Tax Free Shopping Digital

Platform (www.taxfreeshopping.mu) also provides tax free operators and artisans the possibility to showcase their products and the platform is now technologically able to offer e-commerce facilities.

China loses top position as the country with highest share in tax-free shopping to France.

France has dethroned China and reclaimed its top one position as their nationals grabbed the highest share in tax free shopping. For the period under review (January to June 2018), the number of French tourists increased by 6.8% whilst

Chinese tourists declined by 13.5%. Chinese tourists worldwide have also adopted a softer shopping spree since the beginning of the year and this has been experienced in Mauritius as well. Tax free operators are hoping that the new Air Mauritius weekly flight to Wuhan as from July can reverse the trend for the second semester. It is to be noted that more than 180 nationalities have made purchases tax free in an MCCI Tax Refund shop in 2018.

The Top Five country ranking is given in Table 1. France, Reunion and South Africa improved their shares with the latter climbing two places.

Table 1 - Top 5 countries with the highest % share in in tax free shopping (First six months)

Ranking (2018)	Country	Share (2018)	Share (2017)	Ranking (2017)
1	FRANCE	21.6%	20.9%	2
2	CHINA	15.6%	21.9%	1
3	REUNION	14.1%	13.1%	3
4	INDIA	5.9%	6.3%	4
5	SOUTH AFRICA	5.7%	4.0%	7

Source: MCCI

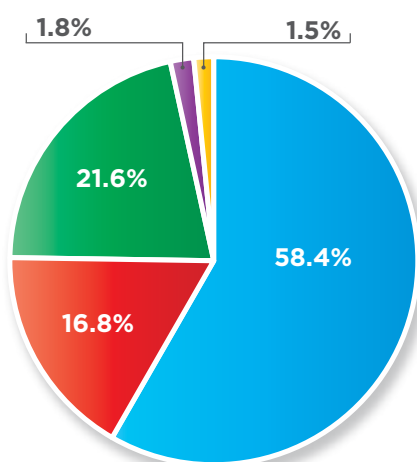
The tourism mix (as shown in Figures 1 and 2) was further impacted with a 16.2% increase in South African tourist arrivals and a stronger Rand with Great Britain kicked off of the top five list to 7th place despite a 2.9% increase. Brexit uncertainty may have had an impact in shopping. German tourists, despite an 11.9% increase in tourist arrivals, took only the 6th position in the ranking.

Tourists from Madagascar claimed 8th position with an increase of 13.6% in arrivals.

European tourists maintained the largest share of tax-free shopping registered in 2018 at 44.9%. It is to be noted that African tourists have overtaken Asian ones for the second place with 27.5% and 24.4% respectively due mainly to

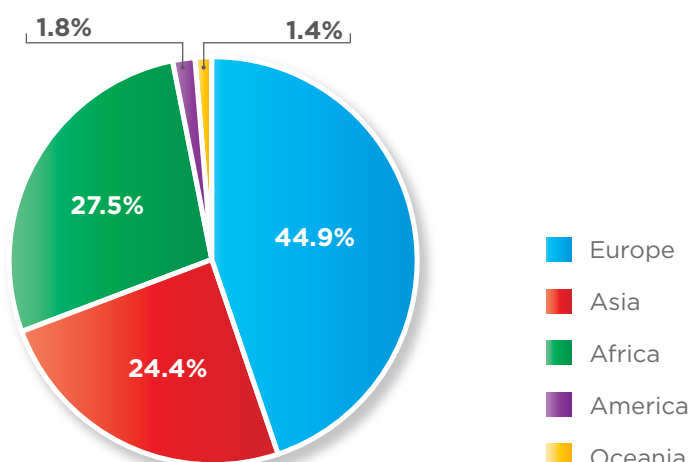
a decrease in Chinese tourists and an increase in tourists from South Africa and Madagascar. Asian tourists, especially Chinese, continue to spend more in tax-free shopping on an individual basis compared to Africans and Europeans.

Fig.1 : Tourists by continent
(Jan-Jun 2018)



Source: Statistics Mauritius

Fig.2 : Share of tax free shopping
by continent (Jan-Jun 2018)



Source: MCCI

VAT introduction in the middle east and the arrival of Saudi Airlines impact tax-free shopping.

The middle east segment of Asian tourists had the greatest change in the tourism landscape in 2018. Gulf Cooperation Council (GCC) – of which Saudi Arabia and UAE are member states along with Qatar, Kuwait, Bahrain, and Oman – started the implementation of Value Added Tax (VAT) at a rate of 5% as from 1 January 2018. Initially, citizens from one of the GCC countries could not get refund of VAT on shopping purchases done in another country and this has caused a shift in shopping overseas. Even, if they do get a tax refund in the future, Mauritius can position itself as there is no full refund due to the fee to process the refund. For example, Mauritius may become an alternative to Dubai for Tax free shopping for the Saudis. With the arrival of Saudi Airlines, the number of Saudi tourists have increased three-fold and so have been the Tax free purchases by Saudi tourists. In the country list with the highest % share in in tax free shopping, Saudi Arabia made the biggest leap and moved from the 31st place in 2017 to 14th place in 2018 despite many of tourists speaking only Arabic.

Tax free shopping for Mauritians

Though resident Mauritians can benefit from tax free shopping since October 2017, few have taken this opportunity due to the limitation of Duty free allowance to Rs15,000 when returning back to the country before six months. Most of the transactions have been from Mauritians of the diaspora visiting the country. However, the transactions for the second quarter have increased by 30% compared to the first quarter of this year and could be an indication that sales could pick up. However, things can evolve quickly. With the increase of the threshold Duty Free allowance to Rs30,000 in the Government budget 2018-2019 and with now more than 200 outlets offering Tax free shopping for Mauritians, there is greater potential for increased spending locally rather than overseas in the second semester.

Future Potential

Mauritius has one of the lowest queueing time to get a Tax refund for Tax Free purchases according to satisfied tourists visiting the MCCI Tax Refund counter. We need to further enhance the tourist overall experience to a delightful one. MCCI has taken the first step to provide e-commerce capability

to the operators in its Tax Refund network such that tourists in transit and locked up in hotels and villas can also enjoy Tax free Shopping by buying online. However, there is a need for an online robust system connecting Customs, MCCI, MRA and shop retailers on a single platform, offering tourists a seamless and hassle-free experience while verifying, processing and disbursing the tax refunds. There is a huge potential to **double** the present number of passengers effecting tax free purchases and technology can help us to maintain the queueing time or even reduce it further.

By enhancing the experience of tax-free shopping and making it easier for tourists to claim the tax refund, the MCCI can play a major role in promoting the country as a tax-free shopping destination.

Anwar Kaidoo
Manager

Operations Division

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www.taxfreeshopping.mu



Events



Visit of the Hon. Tony Smith, MP

The MCCI received the visit of Hon. Tony Smith MP, Speaker of the House of Representatives, Parliament of the Commonwealth of Australia on the 12th January 2018. A roundtable session was organised on this occasion to promote Mauritius as a Business destination and hub for Africa.

The Speaker of Australia was accompanied by HE Ms. Jenny Dee, Australia's High Commissioner to Mauritius, Mr. David Elder, Clerk of the House of Representatives, Ms. Claudine Wedgwood-Gills and Mr. Stuart Woodley, Advisers to the Speaker.

Visit of Professor Sir Partha Dasgupta

A working lunch was held on Monday 19th February 2018 with Professor Sir Partha Dasgupta, Emeritus Professor of Economics at the University of Cambridge, in the presence of the British High Commissioner, HE Ambassador Keith Allan, and the President of the MCCI, Mr. Azim Currimjee. The event discussed "The relevance of GDP in measuring the wealth of nations", and was attended by high-level officials from the public and private sector.

The alternative ways of measuring the wealth of nations, including the sustainability of natural resources and its management, were also on the agenda. The case for a global environment and carbon tax was further discussed, where Mauritius could be a champion of the green economy.



GS1 Mauritius: Support to MSMEs

GS1 (MAURITIUS) LTD and SME Mauritius Ltd signed an MoU to support MSMEs through the provision of financial assistance to acquire GS1 Barcodes. The signing ceremony was held on 27th March 2018 in the presence of Hon. Soomilduth Bholah, Minister of Business, Enterprise & Cooperatives, Mr. Raj Puddoo, CEO of SME Mauritius, and Mr. Cédric Lagesse, Chairperson of GS1 (MAURITIUS) LTD.

Under this scheme, SME Mauritius Ltd will finance 100% of the Registration fees and Training fees for eligible MSMEs to acquire GS1 Barcodes. The collaboration includes access to technical support, a database to manage barcodes and free technical documents. MSMEs will also be entitled to a Membership Certificate showing proof of an authorised licensee of the GS1 Barcodes.

Missions



B2B with Karachi Business People

A 20-member delegation from the Karachi Chamber of Commerce and Industry (KCCI) was received on 28th February 2018 at the seat of the MCCI for a working session. The leader of the Pakistani delegation, Mr. Muhammad Rehan Hanif, Vice-President of KCCI, and the President of the MCCI, Mr. Azim Currimjee, shared the view about the importance of an awareness campaign to get businesses from both countries to take advantage of the Preferential Trade Agreement signed in 2007. Other issues, such as visas and maritime transport, were also discussed.

Mauritius-Kenya Business Forum

A Kenya-Mauritius Business Forum was organised on 1st August 2018 in Nairobi by the Economic Development Board of Mauritius. The Forum, themed "Mauritius - Kenya: An Economic Corridor Promoting Intra-African Trade and Investment", was organised in the margins of the Mauritius-Kenya Joint Commission. In his address, Mr. Ganesh Ramalingum, Vice President of the MCCI, underlined the fact that further avenues of cooperation could be explored between the business people of the two countries.



Visit of Mr. Peter Mihok at the MCCI

The MCCI has the privilege to welcome Mr. Peter Mihok, Chairperson of the ICC World Chamber Federation on Thursday 6th September 2018 for a talk. Members will have the occasion to interact with him after the talk which will be focused on the theme 'Challenges in the International Economic Environment'.

As the President of the Slovak Chamber of Commerce and Industry, he will also sign a Memorandum of Understanding with the MCCI to give a boost to the numerous business opportunities that can be explored between members of the business community of both countries.



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Courtesy Visits

This year, the MCCI was honoured to receive the courtesy visits of:

Turkey

Mr. Nihat Sen, the new Chairperson of Foreign Economic Relations Board of Turkey (DEIK), had a meeting with the President of the MCCI, Mr. Marday Venkatasamy, on Tuesday 3rd April 2018.



Réunion

A meeting was held the President of the MCCI, Mr. Marday Venkatasamy (centre) and the President of the Réunion Chamber of Commerce and Industry, Mr. Ibrahim Patel (centre) on the 7th May 2018 at the seat of the MCCI.

Ghana

The High Commissioner of the Republic of Ghana, Mr. George Ayisi-Boateng, called on the President of MCCI, Mr. Marday Venkatasamy, 28 June 2018, at the seat of the MCCI, Port Louis.



Namibia

The High Commissioner of Namibia, His Excellency V. Nghiwete (centre), had a meeting with the President of the MCCI, Mr. Marday Venkatasamy (centre), and the Vice-President, Mr. Ganesh Ramalingum (far right) on Tuesday 17 July 2018.

Pakistan

The High Commissioner for the Islamic Republic of Pakistan to the Republic of Mauritius, Dr. Syed Rizwan Ahmed (centre) was welcomed by the President of the MCCI, Mr. Marday Venkatasamy (right) and the Officer-in-Charge, Mr. Barlen Pillay (left) during his courtesy visit.





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