



3-day

PLC

Masterclasses Workshop

Simulation

PROJECT Simulation
4-6 October 2021

PROGRAM Simulation
15-17 November 2021

PORTFOLIO Simulation
6-8 December 2021

Team SYNthesis (Mauritius & Africa) Ltd is pleased to invite you to attend the highly acclaimed **Project-Program-Portfolio Simulation PPM Masterclasses** at The African Leadership Centre, 4A Hitchcock Avenue, Quatre Bornes, Mauritius

A project can be completed on schedule, within budget but still not delivering the intended business outcome. Thus, the Project Simulation (Intermediate) PPM Masterclass serves to demonstrate through **practical applications** the most important success differentiators in Programme/Project and Strategic Initiative management. Highly-driven by PMIS, the critical scenarios, including aspects of the 10 knowledge areas, technical performance and project accounting data-points, are emphasized to address the **missing links** in many projects. Without these key elements, the project managers may not be guided properly in driving the projects to a successful conclusion. Moreover, you would benefit from the practical case studies where you may apply the lessons learned in your real-life projects, hence **enriching your PPM experiential values and ensuring your organization receives the best-in-class solutions. Project leadership is a potent combination of strategy and character. But if you must be without one, be without strategy, as culture eats strategy for breakfast everyday!**

Project management develops and implements plans to achieve a specific scope that is driven by the objectives of the program or the portfolio to which it is subjected and, ultimately, to organizational strategies. **The Masterclass focuses on project implementation with the scope, time & cost aspects driving the decision making using a Project Management Information System (PMIS) tool.**

The bottom line is that Integrated PPM provides **insight rather than hindsight** on both project and stakeholder levels. It allows for the avoidance of **crisis management** by supporting **forward thinking communications** between stakeholders and by supplying accurate, timely, and consistent data points at multiple levels for every stakeholder. At the end of the course, the participants should be able to master the following aspects:

- Planning
- Executing (Scope, Time, Cost) – The Iron Triangle
- Monitoring & Controlling.

Target Audience:

This course aims at empowering Project Managers with 0-3 years experience, Senior Engineers and Business Users/Leaders, Managers who sponsors or drive the outcome of initiatives and responsible for benefits realizations. This is the **eleventh** of 13-part PLC Masterclass to develop high performance teams that can drive initiatives to successful completion and obtain the desired organization outcome. **Certified PMs will find the missing links in their PPM practices and relish its inherent challenges. The course is very demanding, inevitably it will force the participants out of their comfort zone in order to climb the next S-curve.** All participants should have a laptop (with **WiFi Connections**) in order to take part in the exercises and read the course notes provided in PDF format.



Program Simulation (Advanced) PPM introduces additional insight and visibility to extend the standard PPM best practices in a complex project/program setting. It is important to recognize that there are multiple potential outcomes for any given program which consists of **multiple inter-related projects.** These outcomes can result in a wide range of financial value delivered to the business. A single, miscalculated NPV falls short when companies need to make **decisions**, because it does not properly reflect the assumptions that drive risk and uncertainty. **Don't wait to be compelled to do great work, Richie Norton.**

Advanced PPM techniques can much better predict value because the factors that influence the results are determined. When value drivers are understood, then only can decision analytics be leveraged on mathematical techniques to predict value (based on an influence diagram or value map). Advanced PPM best practices provide a systematic approach that identifies potential scenarios and analyzes a variety of potential outcomes based on a methodology that asks the right questions. I have known a thousand scams but I never met one who considered himself so. Self-knowledge is not so common, Ouida.

Advanced PPM techniques also allow people from different disciplines to **collaborate** and bring their different perspectives together to deliver the **project value. Program management harmonizes its project and program components, and manages their interdependencies in order to realize specified benefits. The Masterclass focuses on program implementation with the risks and uncertainties driving the decision making using a Program Management Information System (PMIS) tool.** As wrong program decisions are more fatal than wrong project decisions, failure is never an option when comes to making an **optimal portfolio decisions. Once you make a decision, the universe conspires to make it happen, Ralph Waldo Emerson.**

The bottom line is that Integrated PPM provides **insight rather than hindsight** on both program/project/operations and stakeholder levels. It allows for the avoidance of **crisis management** by supporting **forward thinking communications** between stakeholders and by supplying accurate, timely, and consistent data points at multiple levels for every stakeholder. At the end of the course, the participants should be able to master the following aspects:

- Benefits Management
- Stakeholder Management
- Governance Management.

Target Audience:

This course aims at empowering Programme/Project Managers with more than 3 years experience, Programme/Project Director & Programme/Project Sponsors to drive the outcome of initiatives and responsible for benefits realizations. This is the **twelfth** of 13-part PLC Masterclass to develop high performance teams that can drive initiatives to successful completion and obtain the desired organization outcome. **Certified PMs will find the missing links in their PPM practices and relish its inherent challenges. The course is very demanding, inevitably it will force the participants out of their comfort zone in order to climb the next S-curve.** All participants should have a laptop (with **WiFi Connections**) in order to take part in the exercises and read the course notes provided in PDF format.

Portfolio Simulation (Expert) PPM focuses on the perennial challenge of doing the RIGHT work within the aligned organization's strategies, priorities and capacity. Participants will learn to manage projects, programs and operations to achieve strategic goals within a broad external environment, delivering aggregate portfolio & value indicator performance. A good simulation, be it a religious myth or scientific theory, gives us a sense of mastery over experience. To represent something symbolically, as we do when we speak or write, is somehow to capture it, thus making it one's own, Heinz Pagels.

Portfolio Simulation (Expert) PPM examines the enablers where an organization leverages on its project selection and execution success to be profitable within a competitive and rapidly changing environment. How do portfolio management and operations management inter-link? Portfolio management is a discipline to manage value delivery capability; it is in operations management where delivery of value is realized through day-to-day processes. Hence, portfolio management aligns components (programs/projects/operations) to the organizational strategy, organizing them into portfolios/subportfolios to optimize their objectives, dependencies, costs, timelines, benefits, resources and risks. Portfolio management allows visibility of how strategic goals are reflected, and allocates resources based on expected performance and benefits. But with this (simulation) appropriation comes the realization that we have denied the immediacy of reality and that in creating a substitute we have but spun another thread in the web of our grand illusion, Heinz Pagels.

Portfolio management aligns with organizational strategies by selecting the right programs or projects, prioritizing the work and providing the needed resources. **The Masterclass focuses on portfolio implementation with the strategic alignment & value realization aspects driving the decision making using a Portfolio Management Information System (PMIS) tool.**

The bottom line is that Integrated PPM provides **insight rather than hindsight** on both program/project/operations and stakeholder levels. It allows for the avoidance of **crisis management** by supporting **forward thinking communications** between stakeholders and by supplying accurate, timely, and consistent data points at multiple levels for every stakeholder. At the end of the course, the participants should be able to master the following aspects:

- Risk Management
- Value Realization Management
- Strategy Alignment Management.

Target Audience:

This course aims at empowering Programme/Project Managers with more than 10 years experience, Programme/Project Director & Programme/Project Sponsors to drive the outcome of initiatives and responsible for benefits realizations. This is the **thirteenth & final** of 13-part PLC Masterclass to develop high performance teams that can drive initiatives to successful completion and obtain the desired organization outcome. **Certified PMs will find the missing links in their PPM practices and relish its inherent challenges. The course is very demanding, inevitably it will force the participants out of their comfort zone in order to climb the next S-curve.** All participants should have a laptop (with **WiFi Connections**) in order to take part in the exercises and read the course notes provided in PDF format.

About the Chief Instructor:



Mr. Tan Chee Peng is the founder and CEO of **Team SYNthesis (TS)** and **Business Technovise International (BTI)**, a strategic services firm specializing in Business / IT Strategy, Programme & Project Management (PPM, PMO & IQA Advisory) of large implementations and business process integration projects.

Prior to BTI, Mr. Tan was the managing partner, **Andersen Worldwide** managing the consulting practice in Mauritius, Madagascar, Kenya, Malawi, Tanzania and Uganda. Mr. Tan, an **ASEAN scholar** and a **First Class** Degree holder from Imperial College, UK, has more than **32 years of consulting experience** in financial services industry, helping MNC clients in Business-IT Strategy Formulation & Implementation, Business Process Reengineering, Programme and Change Management, Performance Management and, e-Commerce strategy and Implementation. He was previously the Vice President, Technology of **Citibank N.A.**, Singapore.

Mr. Tan was conferred the **CITPM Senior**, the Singapore National IT Project Management Certification on 26 November 1998. Based on his professional work in Singapore, Mauritius and Africa, he was independently nominated and admitted to the **International Who's Who of Professionals for 1999**. Mr. Tan also sits on the **Board of Assessor** for the Singapore National IT Skills Certification Programme – IT Project Management since its inception.

He is also a **Fellow Member** of the Singapore Computer Society and has been listed on the **SCS Roll of Honour** in recognition and appreciation of his valuable support and contribution to the Society. Mr. Tan has given Project/Programme Management Conferences, workshops and training sessions to more than **6,000 PMs** worldwide and has successfully completed assignments in more than **67 countries**. Mr. Tan is also a Mauritius SAGES recipient & invited member, **Honorary 300** of the Singapore National Infocomm Registry for ICT Professionals 2011-2013. Mr Tan anchors the national Leadership certification programme in **Malaysia, Singapore & Mauritius.**



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... Another Value-add Talent Management Initiative

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230) 454 6730

DAY ONE - (08:30 –19:00)

08:30-12:30

Intermediate PPM – The Golden Rules

- What is Intermediate PPM?
- Recap of 10 Knowledge Areas
- Recap of **Project** Best Practices
 - Case Study Project 1 (CS1)
 - Extensive PMIS Usage
 - Scenario Analysis
 - Project Decision & Case Study Outcome

13:00-15:00

- **PPM Leadership Session**
- Case Study Project 1 (CS2)
- PPM Group Review

15:00-19:00

- **PPM Planning Review**
- Case Study Project 1 (CS3)
- 1st IGS Leadership Speaker
- PPM Group Review

DAY TWO - (08:30 –19:00)

08:30-12:30

▲ **PPM Review & Discussion**

- Case Study Project 2 (CS4) Presentation
- Effectiveness of PMIS Usage
- Scenario Analysis Effectiveness
- Project Decision & Case Study Outcome
- Case Study Project 2 (CS5)

13:00-15:00

- **PPM Leadership Session**
- Case Study Project 2 (CS6)
- PPM Group Review

15:00-19:00

- **PPM Planning Review**
- Case Study Project 2 (CS7)
- 2nd IGS Leadership Speaker
- PPM 1-1 Review

DAY THREE - (08:30 –19:00)

08:30-12:30

▲ **PPM Review & Discussion**

- Case Study Project 2 (CS8) Presentation
- Effectiveness of PMIS Usage
- Scenario Analysis Effectiveness
- Project Decision & Case Study Outcome

13:00-19:00

- **PPM Leadership Session**
- **Intermediate PPM – The Takeaway Success Stories**
- 3rd IGS Leadership Speaker
- **Certificate of Attendance Presentation & Closing**

DAY ONE - (08:30 –19:00)

08:30-12:30

Advanced PPM – The Strategic Enigma

- What is Advanced PPM?
- Recap of 5 Performance Domains, 9 Knowledge Areas & 36 Processes
- Recap of **Program** Best Practices
 - Case Study Program 1 (CS1)
 - Extensive PMIS Usage
 - Scenario Analysis
 - Program Decision & Case Study Outcome

13:00-15:00

- **PPM Leadership Session**
- Case Study Program 1 (CS2)
- PPM Group Review

15:00-19:00

- **PPM Planning Review**
- Case Study Program 1 (CS3)
- 1st IGS Leadership Speaker
- PPM Group Review

DAY TWO - (08:30 –19:00)

08:30-12:30

▲ **PPM Review & Discussion**

- Case Study Program 2 (CS4) Presentation
- Effectiveness of PMIS Usage
- Scenario Analysis Effectiveness
- Program Decision & Case Study Outcome
- Case Study Program 2 (CS5)

13:00-15:00

- **PPM Leadership Session**
- Case Study Program 2 (CS6)
- PPM Group Review

15:00-19:00

- **PPM Planning Review**
- Case Study Program 2 (CS7)
- 2nd IGS Leadership Speaker
- PPM 1-1 Review

DAY THREE - (08:30 –19:00)

08:30-12:30

▲ **PPM Review & Discussion**

- Case Study Program 2 (CS8) Presentation
- Effectiveness of PMIS Usage
- Scenario Analysis Effectiveness
- Program Decision & Case Study Outcome

13:00-19:00

- **PPM Leadership Session**
- **Advanced PPM – The Takeaway Success Stories**
- 3rd IGS Leadership Speaker
- **Certificate of Attendance Presentation & Closing**

DAY ONE - (08:30 –19:00)

08:30-12:30

Expert PPM – The Platinum Rules

- What is Expert PPM?
- Recap of 3 Process Groups, 5 Knowledge Areas & 16 Processes
- Recap of **Portfolio** Best Practices
 - Case Study Portfolio 1 (CS1)
 - Extensive PMIS Usage
 - Scenario Analysis
 - Portfolio Decision & Case Study Outcome

13:00-15:00

- **PPM Leadership Session**
- Case Study Portfolio 1 (CS2)
- PPM Group Review

15:00-19:00

- **PPM Planning Review**
- Case Study Portfolio 1 (CS3)
- 1st IGS Leadership Speaker
- PPM Group Review

DAY TWO - (08:30 –19:00)

08:30-12:30

▲ **PPM Review & Discussion**

- Case Study Portfolio 2 (CS4) Presentation
- Effectiveness of PMIS Usage
- Scenario Analysis Effectiveness
- Portfolio Decision & Case Study Outcome
- Case Study Portfolio 2 (CS5)

13:00-15:00

- **PPM Leadership Session**
- Case Study Portfolio 2 (CS6)
- PPM Group Review

15:00-19:00

- **PPM Planning Review**
- Case Study Portfolio 2 (CS7)
- 2nd IGS Leadership Speaker
- PPM 1-1 Review

DAY THREE - (08:30 –19:00)

08:30-12:30

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- Case Study Portfolio 2 (CS8) Presentation
- Effectiveness of PMIS Usage
- Scenario Analysis Effectiveness
- Portfolio Decision & Case Study Outcome

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What Our Past **PLC** Masterclass Leaders Have To Say...

Simulation



The 3-day PLC Masterclass has helped me to critically assess my roles in my organization. Being very focused, I had always thought that I was doing my job with the best approach. But, after the PLC Masterclass, I am equipped with new practical techniques which would enable me to do my job even better, for my benefit, my staff and my company. As a leader, over and above skill and competence, humility is very important to make the difference, have the winning edge and makes it happen...

Francois CHONG TSANG FEE AH QUNE, Manager Maintenance Planning, Air Mauritius Ltd



The PLC Masterclass has driven me back into the inspired mood of the 5-day PLC. This Masterclass, however, is more in-depth and covers each knowledge area comprehensively. The Masterclass has given me more useful tools which I can, not only use in my work, but also in my day-to-day life. Overall, I am very satisfied and will certainly encourage my colleagues & friends to attend the future Masterclass series...

Beenou MUNGRA-RAMPARGASS, Human Resource Manager Livestock Feed Ltd



I have recently been posted in the Quality Department in my company. I was unaware of the terms used. Now after the Masterclass, I am well equipped to do the Quality Assurance & I am well versed with the 'Quality terms'. The concepts/ideas presented will be very helpful to me to apply in my new job. Overall, I am satisfied with this 3-day PLC Masterclass Workshop...

Mirella MALHERBE, Assistant Administrative Officer, Financial Services Commission



Very good knowledge was imparted to us, with more details, techniques & templates to enable one to perform better in his daily work. I will certainly use these techniques to achieve better targets for my company. Overall, I am satisfied with this 3-day PLC Masterclass Workshop...

Yasdeo RAWOTEEA, Head of HR Management, Cum Head of Electronic Banking, MPCB



The 3-day PLC Masterclass was very interesting and I learnt new techniques which will help in practice. Communication plays a vital role in my job & it is good to know how to handle it. In the PLC Masterclass, I learnt how to conduct presentations the right way. It will certainly be very helpful for me...

Amit JUGGURNATH, IT Manager Central Water Authority



Apart from being an invaluable knowledge enriching experience, the Masterclass on Risk Management has broadened my views and has enhanced my way of doing things. Managing risk is a daily activity for all of us. In general, we all have a general idea of risk management and mitigation but this 3-day Masterclass brings out this practical and real aspects, especially in the context of running a business. Investors are always worried about multiplying their wealth, directors about their paychecks, creditors about payment on time and so many constraints exist in real life. However, this Masterclass shows us how to identify, address and mitigate risks such that no issue is left unresolved thereby, satisfying all stakeholders. Masterclass is definitely the enlightenment! **Ashwini Sala-**



Being at the level of management, all the scopes are of great interest to me. On a personal point of view I also find that all the scopes are important for any deliverables in any field of activity. Overall, I am satisfied with this 3-day PLC Masterclass Workshop. The class was really interesting and all the modules are directly applicable to the different functions for the deliverables in our company. On the whole, I must say that the approach with all the details were very good for the understanding of the course...

Ludy RAMALINGUM, Managing Director, DCL



The PLC Masterclass has completely taken me out of my comfort zone. Now that I have acquired a lot of practical techniques, I will certainly put them into practice as from tomorrow. The Masterclass made me realize that I have not reached the summit yet. I will definitely set another dream for my students tomorrow. The Masterclass journey has come to a quick end but created 2 major changes in me (both personal & professional). I would also testify that the Masterclass is tougher than my PhD ...

Mahend GUNGAPERSAD, Rector, Rabindranath Tagore Secondary School



The 3-day PLC Masterclass was very insightful. I have learnt many techniques & terminologies which will allow me to compartmentalize the steps and activities in my project procurement plan. What I acquired in the Masterclass will be very useful in building up my knowledge and helping me in putting theory into practice. Besides, it is always a pleasure to attend the PLC Masterclasses...

Eric Taily, Project and Engineering Manager DRBC Milling Co Ltd, Alteo Group



After the 5-day PLC course, I thought I had gone through everything. But, life is a learning process. The 3-day PLC Masterclass was a good refresher course on each knowledge area topped up with real-life experience. I acquired new skills which I will put into practice as from tomorrow ...

Ken Arian, Manager Business Projects Harel Mallac Technologies Ltd



I have learnt a lot in this Masterclass. I will have to apply everything that I have learnt in my day-to-day work & make things better. I will certainly recommend my colleagues/friends to attend the Masterclass in the future...

Hassen Emrith, Head of Operation, Vector International Ltd



The 3-day PLC Masterclass has exceeded my expectations, not only professionally but also personally. I regret it's already over. What I learnt will complement my professional life with the additional knowledge of tools, techniques and technical terminologies. The Masterclass certainly value-add in terms of planning for **my future professional career ...**

Jeannique Marie Noelle Ithier Procurement Manager Livestock Feed Ltd





What Our Past **PLC** Masterclass Leaders Have To Say...

Simulation



I would like to say that the 5-day PLC has brought many success in my department. This 3-day PLC Masterclass is more detailed. I learnt many things which I will certainly put into practice...

Ronny PAZOT
Infrastructure & Production Manager
MCB LTD



Attending the 3-day PLC Masterclass was a significant achievement for me, especially in learning the different aspects of Integration management. The Masterclass also taught me how to stay focus in what we do and that there is no barriers to success if you have a vision and the right plan and approach to achieve it ...

Mantasha RAMPARSAD
Client Service Manager
Deutsche Bank Mauritius Ltd



The 3-day PLC Masterclass has certainly morphed me into a butterfly. I can now relate to the key aspects of stakeholder engagement and using the various techniques to drive an initiative to a successful outcome. I am now more focused ready to fly...

Damini RAJIAH
Analyst Programmer
Mauritius Telecom



Before attending the 3-day PLC Masterclass, planning was the main thing for me to start a project. But now, it is not only about planning, but also applying the 10 Knowledge areas. With a very complete & comprehensive view of Project Management, the knowledge I gained in the Masterclass will certainly help me to drive my projects successfully in the future. The 3-day PLC Masterclass is worth more than the 2- year Masters in Project Management that I did

Jean Eddy ARISTIDE
Assistant Maintenance Manager
ALTEO Refinery Ltd



The 3-Day PLC Masterclass is where I have practiced and mastered the hands on experience and apply the best methodologies in the field of Project Management. The learnership is beyond the boundaries of the traditional lecture class but rather of a Masterclass Project Management Office where attendees use a PMIS, diagnose a real Project Management Plan, use real project documents and apply best methodologies in live-mode project management. The Intermediate PPM Workshop is an ideal platform where Project Managers are inspired and propelled to showcase with confidence their project performance, progress and success to any Steering Committee. PLC Masterclass where the Project Management savvy meets the Master of Project Management Practitioner to strengthen his/her foundation and eventually grow in heights...

Arvind MUNGROO
Project Manager



It was a very tough balancing act of ongoing work pressure and the 3-day PLC Masterclass intensity. Nevertheless, I can say with certainty that I have no regrets staying the course & completing the Masterclass. I am very happy to learn of challenges that lie within and beyond a project. I am now much more prepared for these challenges & the next steps. What I liked the most in the Masterclass is the practical sessions and their interactions. It gave us an opportunity to think deeper and broader. The 3-day PLC Masterclass is, without any doubt, very interesting and fulfilling ...

Nadine LUCHMUN
QA Manager
Chesteroc Ltd



The 3-day PLC Masterclass has very much exceeded my expectations. I have been able to grasp many techniques on how to engage stakeholders. The Masterclass is indeed a very intense experience with in-depth focus on a specific knowledge area and solutions towards handling difficult situations ...

Purusham RAMIAH
Software Engineer
Mauritius Telecom



The 3-day PLC Masterclass has exceeded my expectations. I will certainly recommend to my Management to send our senior staff to attend this Masterclass which will generate win-win outcome for the Company. I am taking away with me a pool of knowledge that will put me in a good stead for the challenges ahead ...

Noorani RUJUBALI
Maintenance Manager
AVIPRO Ltd





Registration Form

1. PERSONAL DETAILS

Mrs Miss Ms Mr _____ Title (Dr, Prof, etc) _____
 First Name (s) _____ Surname _____
 Billing Address _____ Country _____
 _____ Company _____
 _____ Mobile _____
 Tel. (Incl. area code & extension) _____ Fax _____
 Email _____ Personal Email _____
 Meal Preferences: Veg Non-veg _____ Signature _____ Date _____

2. PROFESSIONAL BACKGROUND

Qualifications _____ Years of Experience _____
 Years of Project Management Experience _____ Years as Officially-designated PM Roles _____
 Professional Project Management Certification (e.g. PMI, CITPM, PLC, AAPM, Prince2, etc) _____ Additional Information _____

3. REGISTRATION METHOD

Email: PLCSecretariat@teamsynthesis.com
 Phone: (230) 465 0048/ (230) 454 6730
 Fax: (230) 465 0048/ (230) 454 6730

Post: Team SYNthesis (Mauritius & Africa) Ltd
 4A Hitchcock Avenue
 Quatre Bornes
 Mauritius

4. MODE OF PAYMENT

(Local Delegates - Rs. 33,000 PER MASTERCLASS)

Number of participants _____
 Please find enclosed a cheque for Rs. _____
 Please invoice my institution and payment will be made prior to the start of the Course.
 Cheque should be drawn to the order of **Team SYNthesis (Mauritius & Africa) Ltd**

(Overseas Delegates - USD 2,000)

Number of participants: _____
 The only method of payment acceptable is via Telegraphic Transfer to the bank account of the Team SYNthesis (Mauritius & Africa) Ltd. Payment must be received 10 days before the start of the course.

Swift Code: STCBMUMU
Account Name: Team SYNthesis (Mauritius & Africa) Ltd
Bank Account No: 610 301 0003 7432
Bank Name: State Bank of Mauritius
Bank Address: State Bank Tower
 1 Queen Elizabeth II Avenue
 Port Louis
 Mauritius

MQA APPROVED

5. INFORMATION & DISCLAIMER

PAYMENT POLICY

Payment is due in full at the time of registration. Full payment is mandatory for event attendance.

CANCELLATIONS & SUBSTITUTIONS

Once registration form is received by Team SYNthesis and invoice issued to participants, payment is expected. You may substitute participants at least 5 working days prior to the beginning of the Course. Cancellations will be refunded only if made in writing at least 10 days prior to the beginning of the Course. In lieu of the preceding cancellations, participants can be transferred to the next session but such transfer is allowed ONCE only regardless of the period of notice. No refund is given for any late cancellations or for participants who do not show up for the course (no-show or partial show). The Organizers reserve the rights to change the venue at their own discretions.

VENUE & ACCOMODATION

The **African Leadership Centre**
 4A Hitchcock Avenue
 Quatre Bornes

REGISTRATION DEADLINE

The **duly filled Registration form together with payment should reach the Team SYNthesis (Mauritius & Africa) Ltd by Thursday 8 October 2020** (Tel: (230) 454 6730 / (230) 465 0048)