

NATIONAL PRODUCTIVITY AND COMPETITIVENESS COUNCIL

ANNUAL

REPORT

04-05

05-06



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04-06

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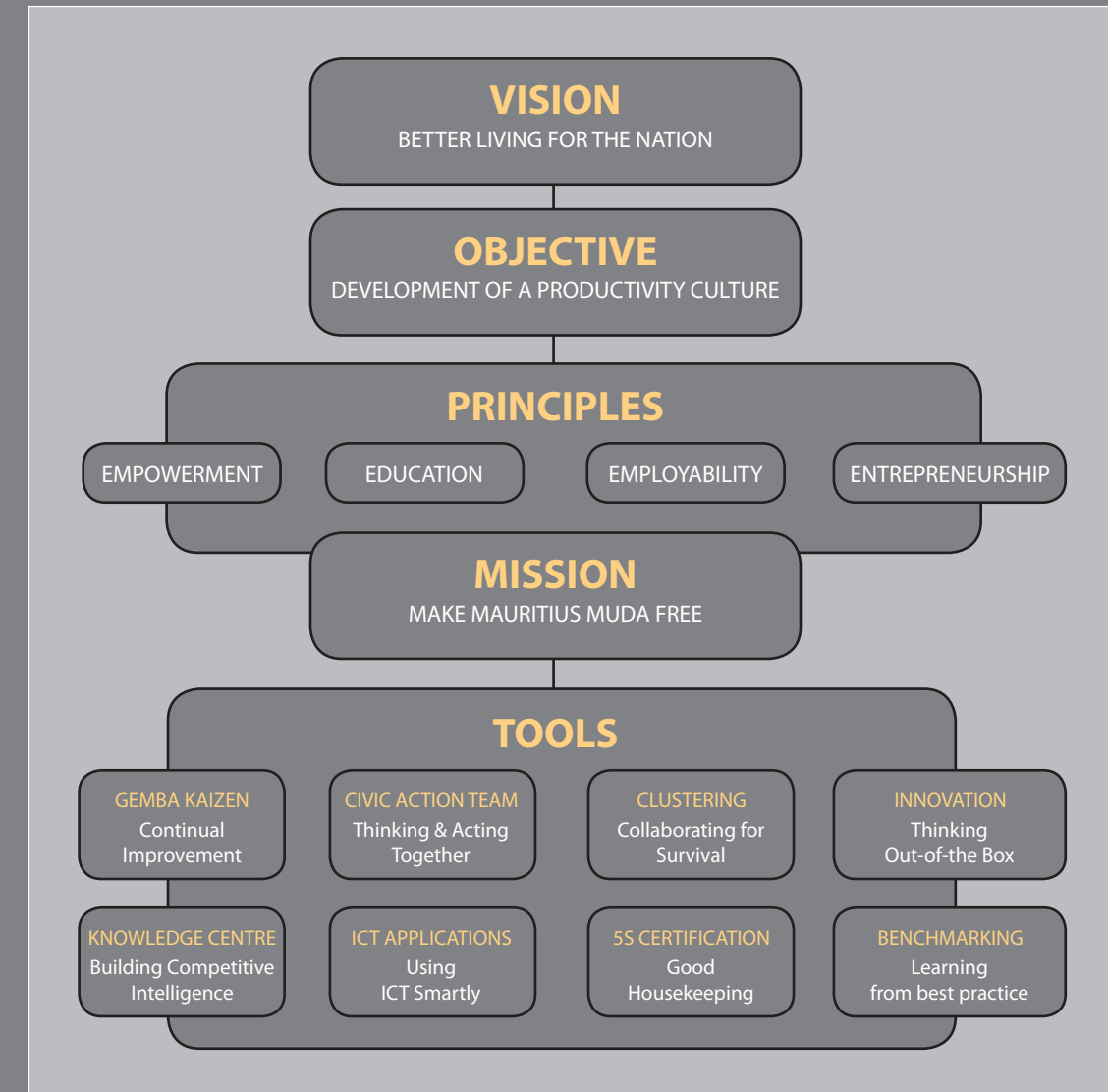
FUNCTIONS

OF THE COUNCIL

FUNCTIONS OF THE NPCC

The Council shall:

- > Provide the forum for constant dialogue and consensus building on all matters relating to productivity, quality and competitiveness;
- > Advise government on the formulation of national policies and strategies on all aspects of productivity, quality and competitiveness;
- > Promote and develop greater productivity and quality awareness and consciousness amongst the public, and organise awards to recognise individuals, teams and organisations for their outstanding achievements in quality and productivity;
- > Inculcate new values and attitudes in the country regarding productivity, quality and competitiveness;
- > Identify constraints to the improvement of productivity, quality and competitiveness and propose remedial measures;
- > Monitor and coordinate programmes and activities relating to the improvement of productivity, quality and competitiveness;
- > Collect, analyse, produce and disseminate data on the measurement of, and changes in, productivity, economy-wise and by sector and industry;
- > Arrange for consultancy services in the areas of productivity and quality management and related fields;
- > Promote and undertake research, including training, in all aspects of productivity, quality and competitiveness;
- > Liaise and establish linkages with research institutions and productivity organisations in mauritius and abroad
- > Serve as focal point on all matters relating to productivity, quality and competitiveness;
- > Act as resource centre for published works on productivity, quality and competitiveness issues;
- > Organise conferences and policy seminars on productivity, quality and competitiveness;
- > Constitute such productivity committees and co-opt such persons, as it may deem necessary, to such committees, define their objectives, broad terms of reference and the means of their function;
- > Request the productivity committees to carry out studies, prepare opinion statements, reports and information bulletins within the scope of their powers; and
- > Do such things as may be incidental to, and consequential upon, the discharge of its functions under this act.



FRAMEWORK
NPCC

LETTER

FROM THE CHAIRMAN

Honourable Dharam Gokhool, Minister of Education and Human Resources

Dear Minister,

I am honoured to present the Annual Report of the National Productivity & Competitiveness Council (NPCC) to you as per paragraph 18 of the NPCC Act 1999.

This Annual Report combines the activities of the NPCC for 2004/05 and 2005/06. The main objective of NPCC being to promote a culture of productivity at all levels of Mauritian life, while constantly adhering to its mission: *Making Mauritius Muda Free*.

NPCC has been involved in a range of activities and has reached a number of audiences ranging from individual to enterprise level, with the continuous effort of making a difference in the productivity culture of each and everyone and ultimately changing every citizen's life for the better.

It is worth noting that productivity and competitiveness accelerate economic development, and the NPCC therefore has a catalytic role to play in assisting the Nation succeed in its targeted objectives.

In Jan 2005, NPCC initiated the Competitiveness Foresight exercise, leading to a re-thinking of the economic model of Mauritius. As a follow-up a roadmap for export of services is currently under preparation.

The 4Es principles promoted since the start of the NPCC more than ever before are on the forefront of the media. Quality and Productivity culture start from the Education and values system. Empowerment and Employability are the driving forces of a Nation that is reactive to international changes affecting the labour market. Last but not least, Entrepreneurship is the means for creating additional wealth, adequately distributed for all.

Finally, I would like to extend my appreciation to all staff members and management for their efforts and commitment towards the organization and for the good work accomplished. Productivity enhancement is of concern to all - citizens, enterprises and institutions alike. It is my wish that we all join hands, working together at National Level to drive the country towards *Better Living*.

Yours faithfully,

Avinash RAMTOHUL
Chairman



AVINASH RAMTOHUL
CHAIRMAN

PERFORMANCE

REPORT FROM THE EXECUTIVE DIRECTOR



DR KRISHNALAL COONJAN
EXECUTIVE DIRECTOR

Since the start of its operations in May 2000, NPCC has been laying emphasis on the development of a productivity culture as the foundation for developing a productive nation and enhancing the competitiveness of Mauritius. Emphasis has been placed on the “soft aspects” of productivity, on making the mind-set and attitude of each citizen change friendly.

The first two years, saw, NPCC cleaning the ground (e.g. national consultative week), drawing the boundaries, sowing concepts (such as muda, kaizen, 5s), and testing ideas (civic action teams, clustering, muda free Mauritius). Building on this experience on the ground, in 2003 NPCC tied up the different threads into an agenda on productivity around which actions were developed with the objective of “Laying the Foundations for a Competitive Future.” This first 3 year agenda of the NPCC outlined the Agenda items around which projects would be initiated with the objective of involving stakeholders in the productivity drive.

This Annual Report lists all the activities and projects that have been undertaken under each of the 11 agenda items, during the two financial years of 2004/05 and 2005/06. The main thrusts of NPCC’s actions over these two periods are highlighted below:

1. Improvement of Business Environment through Innovation and Clustering

As pointed out in the last Annual Report of 2003/04, the major activity planned over the financial year 2004/05 was to be related to innovation. Innovation has been high on the agenda of NPCC over both 2004/05 and 2005/06.

The first Innovators Mauritius Award was organized in 2004 on the theme of Sweet Mauritius. At that time, no one knew what would be the fate of the Sugar Protocol, but already the population and enterprises were invited, to come up with innovative products and services derived from sugar. The outcome gave some good reasons for Mauritians to be proud about the innovation potential of its citizens, and to be hopeful about the potential for adding higher value to our sugar.

The National Innovation Summit organized in September 2004 was a continuation of the process which had started in 2002 with the “Journée de Réflexion” on innovation for setting up an Innovation System in Mauritius. The process culminated in May 2006 with the workshop on the Development of an Innovation Policy and Strategy Framework for Mauritius. These consultations with stakeholders have underlined the importance of establishing linkages among institutions, and operators in order to build innovation capacity and create dynamic systems of innovation.

The process of building an innovation culture was also reinforced by introduction in 2005 of the first edition of InnovEd (Innovation for the education sector) which aimed at ‘catching them young’ and fostering creativity and innovation amongst children and teenagers through the exhibition of innovative school projects from 92 schools. The second edition of the Innovators Mauritius Award which was on the theme of Green M: Reduce, Reuse, Recycle waste saw the number of participants increase from 26 to 144, was an illustration that the efforts to popularize and mainstream innovation was paying its dividends.

PERFORMANCE

REPORT FROM THE EXECUTIVE DIRECTOR

Apart from innovation, the other related part, for improving the business environment is clustering and networking – Giovanni Sommariva, a Textile Consultant, who visited 19 textile and clothing factories in 2005, confirmed in his recommendations that clustering was a firm strategic option that should be followed by SMEs if it were to move up-market and benefit from 'power of scale'. A National Networking Policy Strategy document which was elaborated by consultants from the Commonwealth Secretariat, was submitted to Honourable Rama Krishna Sithanen, Deputy Prime Minister and Minister of Finance and Economic Development in April 2006. This policy document sets a framework for the encouragement of networking among SMEs. It also recommended the recourse to network facilitators to manage and support network of operators. NPCC staff as well as staff of other institutions and NGOs working with SMEs was trained by Commonwealth Expert in Networking, Mr John Edgar.

2. Empowerment for Development & Applying ICT for Productivity Improvement

The Civic Action Team adapted by NPCC from the Japanese concept of Quality Circle, has been the main tool used to promote group problem solving skills. Team work, and learning by doing among various target groups of civil society. The Third CATs convention for the Education Sector held in March 2004 on the theme of "Put your ICT skills to work and contribute to build the new cyber Mauritius", while the Fourth CATs convention for the same sector was held in April 2005 on the theme "Identify, Reduce and Eliminate muda for a cleaner Mauritius". A CATs convention was also held in July 2004 involving local community and social welfare centres for the third consecutive year. The second edition of the Mohunlall Mohit Award for Integrated Community Development was held in February 2005....Community based entrepreneurship project were awarded a cash prize of Rs 100,000.

The Computer Proficiency Programme (CPP) which was initiated in October 2002, to train all citizens in Basic IT continued to be very popular among a wide spectrum of the community, young and senior citizens as well as amongst women, the unemployed, self-employed, and the working community. The programme continued to innovate to make it simpler for people to join the course. Scratch cards were introduced in 2005 to enable people to buy a 'seat' in supermarkets and register by phone. An IT Proficiency examination conducted by VCILT – University of Mauritius was introduced in 2004. At the end of June 2005, 45,446 participants have been trained.

Based on the feedback from the implementation of CPP, NPCC translated the concept of ICT for development through another software based training tool: English Literacy through IT (ELIT). ELIT is a pilot project initiated with a seed grant from UNESCO. ELIT aims at imparting through ICT basic functional skills in English, in problem solving skills and basic entrepreneurship initiation, to young girls and women.

To help industry cope with globalisation, the NPCC has promoted strategies that enhance the competitive capabilities of our firms. Capability assessments, using the Q-Fitness software based on Malcolm Baldrige criteria, were conducted to assess management capability, develop a risk profile for individual and group of firms and identify areas for focused interventions. Another dimension that has been assessed is the economic productivity capabilities of our enterprises. These exercises were carried out to help enterprises improve their economic productivity and profitability. Following the successful implementation of the assessment of the Textile and garment enterprises in the context of the Textile Emergency Support Team (TEST) project in July 2003, NPCC approached the Commonwealth Secretariat for the development of the EconProBe, an economic productivity benchmarking software, as part of a technical assistance project. This software generates productivity measures and benchmarks useful for management decision making.

However, enterprises need to be sensitized to embrace the culture of sharing non-critical information, which is a sinequanon condition for the development of benchmarking.

As part of its on-going Muda Free Mauritius campaign, the programme of Gemba Kaizen was pursued with in-plant interventions made in 10 Ministries through the Muda Free Public Service programme, and also Municipalities and Rodrigues. As part of the consolidation of the Muda Free Public Service (MFPS) programme, a 5S-Certification programme was initiated in those Ministries that participated in phase 1 of the MFPS. The ZOPP facilitation techniques were also conducted for 4 public organizations.

Green productivity is another dimension of competitiveness that the NPCC has on its agenda. A ground work has been prepared by the NPCC in collaboration with all stakeholders to identify action areas for promoting cleaner production in Mauritius. The setting up of a National Cleaner Production Centre is being considered by the Ministry of Environment. Other sensitization sessions on Kaizen/5S and other related techniques were carried out in a total of 18 enterprises during the two XXX(check with Mr Ramburn) years which had requested for NPCC's services.

3. Research and Analysis of Productivity & Competitiveness Issues

As a follow up on the National Innovation Summit early in September 2004 a Competitiveness Foresight exercise was conducted with stakeholder participation from 21st to 23rd September 2004, in order to identify new economic orientations that would generate a target growth of 7-8%. The outcome of this exercise was compiled into a booklet which has since inspired the thinking on the new economic orientation of Mauritius, in the same vein as the Meade Report which influenced the economic orientations of Mauritius in the 1960s and 70s. After the publication of the booklet, NPCC organized several workshops with different stakeholders in order to help build consensus on the opening up of the economy and its future trajectory and the trade-offs to be made by all stakeholders.

One of the future growth areas identified during the Competitiveness Exercise was the export of services. In this context, NPCC had approached the Ministry of Finance and Economic Development to seek the support of the Commonwealth Secretariat to develop a roadmap for the export of services. The project was approved by the ComSec in 2006 and was due to start in the next financial year.

Dr Krishnalal COONJAN
Executive Director

REPORT

OF THE DIRECTOR OF AUDIT 2004 - 2005

To the Chairperson of the NPCC

I have audited the accompanying Balance Sheet of the National Productivity and Competitiveness Council as of 30 June 2005, and the related statements of income for the year then ended. These financial statements are the responsibility of the Council's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with International Standards on Auditing. Those Standards require that I plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. I believe that my audit provides a reasonable basis for my opinion.

AUDIT OPINION

In my opinion, the financial statements give a true and fair view of the state of affairs of the National Productivity and Competitiveness Council as of 30 June 2005 and of its income and expenditure for the year then ended in accordance with the Mauritius Accounting Standards and comply with the Statutory Bodies (Accounts and Audit) Act 1972.

(R. JUGURNATH)

Director of Audit

National Audit Office

Level 14,

Air Mauritius Centre

Port Louis

16 March 2006



BALANCE SHEET

AS AT 30 JUNE 2005

INCOME & EXPENDITURE

STATEMENT FOR YEAR ENDED 30 JUNE 2005

	NOTES	JUNE 30 2005	JUNE 30 2004
		Rs	Rs
ASSETS			
Non-current assets	3	3,502,444	3,276,426
Current assets			
Debtors & Advances	4	2,009,937	3,446,408
Cash & Bank Balances		15,917,879	12,670,176
		17,927,816	16,116,584
Total assets		21,430,260	19,393,010
FUNDS AND LIABILITIES			
General fund	5	18,746,527	17,069,380
Current liabilities			
Trade & Other Payables		1,692,614	1,068,119
Long term liabilities	6	991,118	1,255,511
		21,430,260	19,393,010

	NOTES	JUNE 30 2005	JUNE 30 2004
		Rs	Rs
Income	7	2,582,571	6,610,438
Government Grant	8	20,973,982	21,570,875
Other Income	9	1,162,172	713,072
		24,718,725	28,894,385
Operating Expenditure	10	(23,267,596)	(22,652,185)
Net Surplus for the year		1,451,129	6,242,200
Surplus brought forward		13,792,954	7,550,754
Surplus carried forward		15,244,083	13,792,954

A. RAMTOHUL
Chairman

D. APPALSWAMY
Corporate Services

J. PEM
Accounts Officer

NOTES

FOR THE YEAR ENDED 30 JUNE 2005

1. PRINCIPAL ACTIVITIES

The object of the Council as stipulated by the NPCC Act 1999 is to stimulate and generate productivity and quality consciousness and drive the productivity and quality movement in all sectors of the economy with a view to raising national output and achieving sustained growth and international competitiveness. The Council is therefore involved in a series of activities such as Promotion/Sensitisation, Research & Analysis, Documentation, Operations (Productivity improvement programme, training, consultancy, benchmarking, clustering and promotion of innovation), Advisory, and Networking to achieve the above.

2. ACCOUNTING POLICIES

Basis of Accounting

The Accounts have been prepared under the historical cost convention and comply with the Mauritius Accounting Standard.

Depreciation

Depreciation is calculated to write off the cost of the fixed assets on a straight-line basis over the expected useful lives of the assets. A full year depreciation is provided in the year of purchase.

The annual rates are:

Furniture Fixtures & Fittings	10%
Office Equipment	15%
Computer Equipment	25%
Motor Vehicles	10%

NOTES

FOR THE YEAR ENDED 30 JUNE 2005 (continued)

3. NON CURRENT ASSETS

	Furniture Fixtures & Fittings Rs	Office Equipment Rs	IT Equipment Rs	Motor Vehicles Rs	Total Rs
COST					
At 1 July 2004	1,498,676.51	1,020,383.38	2,016,935.75	1,657,044.00	6,193,039.64
Additions	-	111,519.00	211,360.00	1,498,999.75	1,821,878.75
Disposal	-	-	-	(1,058,144.00)	(1,058,144.00)
At 30 June 2005	1,498,676.51	1,131,902.38	2,228,295.75	2,097,899.75	6,956,774.39
DEPRECIATION					
At 1 July 2004	424,550.79	541,164.13	1,232,846.13	718,052.40	2,916,613.45
Disposal	-	-	-	(458,529.07)	(458,529.07)
Charge for the year	149,867.65	169,785.36	466,803.19	209,789.98	996,246.18
At 30 June 2005	574,418.44	710,949.49	1,699,649.32	469,313.31	3,454,330.56
NET BOOK VALUES					
At 30 June 2005	924,258.07	420,952.89	528,646.43	1,628,586.44	3,502,443.83

NOTES

FOR THE YEAR ENDED 30 JUNE 2005 (continued)

4. DEBTORS & ADVANCES

Debtors & Prepayments	227,318.80
Deposits	791,500.00
Advances (Car loan granted by government to Staff)	991,118.32
	<u>2,009,937.12</u>

5. GENERAL FUND

Capital Fund	3,502,443.83
Accumulated Surplus	15,244,082.94
	<u>18,746,526.77</u>

Capital fund represents deferred capital grant received from government.

6. LONG TERM LIABILITIES

Long term liabilities represent employee car loan due to government.

7. INCOME

Income derived is from training & consultancy services.

8. GOVERNMENT GRANT

Grant Received	21,200,000.00
Less Grant devoted to Capital Expenditure	1,821,878.75
	<u>19,378,121.25</u>
Deferred Income	1,595,861.11
Income & Expenditure Account	<u>20,973,982.36</u>

The amount of Rs 1,821,878.75 has been credited to the capital grant account and will be amortised over the useful life of the assets purchased.

NOTES

FOR THE YEAR ENDED 30 JUNE 2005 (continued)

9. OTHER INCOME

Interest received	597,000.49
Administrative Support fees	300,000.00
Surplus on disposal of vehicle	252,171.97
Contribution from other Institution	13,000.00
	<u>1,162,172.46</u>

10. OPERATING EXPENDITURE

Personnel Costs	10,957,858.09
Administrative Costs	5,257,856.44
Promotion, Communication & Sensitisation	1,007,464.39
International Networking	27,120.15
Capacity Building	107,500.00
Knowledge Centre	154,895.45
Training & Consultancy services	2,837,617.24
Benchmarking	446,307.80
Cluster Project	369,169.66
Innovation & Creativity Project	1,105,560.98
Depreciation	996,246.18
	<u>23,267,596.38</u>

REPORT

OF THE DIRECTOR OF AUDIT 2005 - 2006

To the Chairperson of the NPCC

I have audited the accompanying Balance Sheet of the National Productivity and Competitiveness Council as of 30 June 2006, and the related statements of income for the year then ended. These financial statements are the responsibility of the Council's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with International Standards on Auditing. Those Standards require that I plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. I believe that my audit provides a reasonable basis for my opinion.

AUDIT OPINION

In my opinion, the financial statements give a true and fair view of the state of affairs of the National Productivity and Competitiveness Council as of 30 June 2006 and of its income and expenditure for the year then ended in accordance with the Mauritius Accounting Standards and comply with the Statutory Bodies (Accounts and Audit) Act 1972.

(R. JUGURNATH)

Director of Audit

National Audit Office
Level 14,
Air Mauritius Centre
Port Louis
18 October 2006



BALANCE SHEET

AS AT 30 JUNE 2006

INCOME & EXPENDITURE

STATEMENT FOR YEAR ENDED 30 JUNE 2006

	NOTES	JUNE 30 2006	JUNE 30 2005
		Rs	Rs
ASSETS			
Non-current assets	3	3,313,905	3,502,444
Current assets			
Debtors & Advances	4	1,950,368	2,009,937
Cash & Bank Balances		19,233,032	15,917,879
		17,927,816	17,927,816
Total assets		21,497,305	21,430,260
FUNDS AND LIABILITIES			
General fund	5	21,584,414	18,746,527
Current liabilities			
Trade & Other Payables		2,460,917	1,692,614
Long term liabilities	6	451,974	991,118
		24,497,305	21,430,260

	NOTES	JUNE 30 2006	JUNE 30 2005
		Rs	Rs
Income	7	553,489	2,582,571
Government Grant	8	19,688,539	20,973,982
Other Income	9	1,282,344	1,162,172
		21,524,372	24,718,725
Operating Expenditure	10	(18,497,946)	(23,267,596)
Net Surplus for the year		3,026,426	1,451,129
Surplus brought forward		15,244,083	13,792,954
Surplus carried forward		18,270,509	15,244,083

A. RAMTOHUL
Chairman

Dr. K. COONJAN
Executive Director

J. PEM
Accounts Officer

NOTES

FOR THE YEAR ENDED 30 JUNE 2006

1. PRINCIPAL ACTIVITIES

The object of the Council as stipulated by the NPCC Act 1999 is to stimulate and generate productivity and quality consciousness and drive the productivity and quality movement in all sectors of the economy with a view to raising national output and achieving sustained growth and international competitiveness. The Council is therefore involved in a series of activities such as Promotion/Sensitisation, Research & Analysis, Documentation, Operations (Productivity improvement programme, training, consultancy, benchmarking, clustering and promotion of innovation), Advisory, and Networking to achieve the above.

2. ACCOUNTING POLICIES

Basis of Accounting

The Accounts have been prepared under the historical cost convention and comply with the Mauritius Accounting Standard.

Depreciation

Depreciation is calculated to write off the cost of the fixed assets on a straight-line basis over the expected useful lives of the assets. A full year depreciation is provided in the year of purchase.

The annual rates are:

Furniture Fixtures & Fittings	10%
Office Equipment	15%
Computer Equipment	25%
Motor Vehicles	10%

NOTES

FOR THE YEAR ENDED 30 JUNE 2006 (continued)

3. NON CURRENT ASSETS

	Furniture Fixtures & Fittings	Office Equipment	IT Equipment	Motor Vehicles	Total
	Rs	Rs	Rs	Rs	Rs
COST					
At 1 July 2005	1,498,676	1,131,902	2,228,296	2,097,900	6,956,774
Additions	-	440,842	374,926	-	815,768
At 30 June 2006	1,498,676	1,572,774	2,603,222	2,097,900	7,772,542
DEPRECIATION					
At 1 July 2005	574,418	710,950	1,699,649	469,313	3,454,330
Charge for the year	149,868	235,911	408,738	209,790	1,004,307
At 30 June 2006	724,286	946,861	2,108,387	679,103	4,458,637
NET BOOK VALUES					
At 30 June 2006	774,390	625,883	494,835	1,418,797	3,313,905

NOTES

FOR THE YEAR ENDED 30 JUNE 2006 (continued)

4. DEBTORS & ADVANCES

Debtors & Prepayments	409,927
Deposits	791,500
Advances (Car loan granted by government to Staff)	748,941
	<u>1,950,368</u>

5. GENERAL FUND

Capital Fund "see note 11"	3,313,905
Surplus of income carried forward	18,270,509
	<u>21,584,414</u>

Capital fund represents deferred capital grant received from government.

6. LONG TERM LIABILITIES

Long term liabilities represent employee car loan due to government.

7. INCOME

Income derived is from training & consultancy services.

8. GOVERNMENT GRANT

Grant Received	19,500,000
Less Grant devoted to Capital Expenditure	815,768
	<u>18,684,232</u>
Deferred Income	1,004,307
	<u>19,688,539</u>

The amount of Rs 815,768 has been credited to the capital grant account and will be amortised over the useful life of the assets purchased.

NOTES

FOR THE YEAR ENDED 30 JUNE 2006 (continued)

9. OTHER INCOME

Interest received	940,415
Administrative Support fees	300,000
Gain on foreign exchange	25,794
Miscellaneous income	16,135
	<u>1,282,344</u>

10. OPERATING EXPENDITURE

Personnel Costs	9,173,624
Administrative Costs	5,126,384
Promotion, Communication & Sensitisation	632,576
International Networking	233,880
Capacity Building	261,859
Knowledge Centre	121,890
Benchmarking	51,390
Cluster Project	308,349
Innovation & Creativity Project	1,583,687
Depreciation	1,004,307
	<u>18,497,946</u>

11. CAPITAL FUND

Balance b/f	3,502,444
Transfer from government grant	815,768
Less Deferred Income	(1,004,307)
	<u>3,313,905</u>

12. STAFF PENSION FUND

The NPCC Pension fund with Sicom Ltd amounted to Rs 497,240/- as at 30 June 2006.



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