

ANNUAL REPORT

2014

OFFICE OF PUBLIC SECTOR GOVERNANCE

(OPSG)

**MINISTRY OF JUSTICE, HUMAN RIGHTS AND INSTITUTIONAL
REFORMS**

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OFFICE OF PUBLIC SECTOR GOVERNANCE

Vision:

To make Mauritian public sector organisations become a model of good Corporate Governance

Mission:

To inculcate, advocate and promote Corporate Governance practices in the public sector.

Values:

- ❖ Customer satisfaction is our goal.*
- ❖ Quality and excellence is our credo.*
- ❖ Creativity and Innovativeness is our hallmark.*
- ❖ Professionalism and integrity is our breath.*
- ❖ Teamwork is our conviction.*
- ❖ Staff development and improved quality of work life is our commitment.*
- ❖ Recognition of the dedication of our staff is our aim.*

CHAPTER 1:

INTRODUCTION

1.1 Introduction

The Office of Public Sector Governance (OPSG) was operating under the aegis of the Prime Minister's Office and as from December 2014, the Office shifted to the Ministry of Financial Services, Good Governance and Institutional Reforms. The OPSG is responsible for the provision of services relating to Good Governance Practices, Management Consultancy and Public Sector Reforms in public sector organisations comprising Ministries, Departments, State Owned Enterprises and Local Authorities.

1.2 The Annual Report 2014

The OPSG is issuing its fourth Annual Report for the period January 2014 to December 2014. This Annual Report is a source of information based on the mandate of OPSG indicating the tasks and activities conducted by the organization. The Annual Report provides a brief on the role and functions of the OPSG and of its individual units. It also includes the future orientation of the Office and financial highlights for the year 2014.

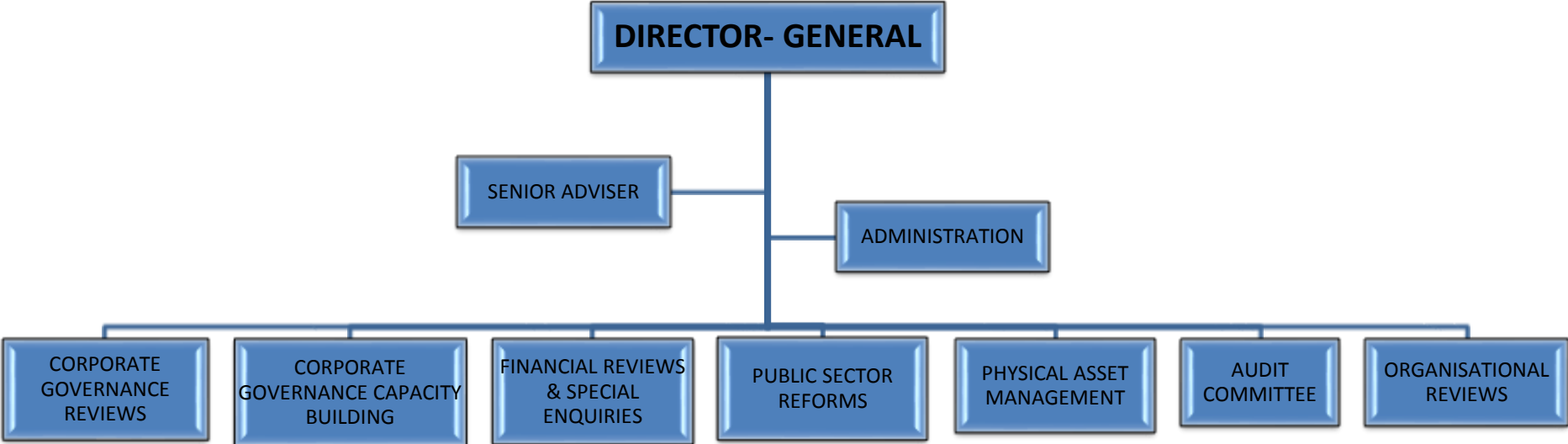
1.3 The Organisational Chart

The Office was under the supervision of the Director-General who was responsible to direct the organization in fulfilling its aims and objectives. For the accomplishment of its mandate, the OPSG was divided into different units which were as follows:

- Corporate Governance Reviews Unit;
- Corporate Governance Capacity Building Unit;
- Financial Reviews and Special Enquiries Unit;
- Public Sector Reforms Unit;
- Physical Asset Management Unit;
- Audit Committee Unit;
- Organisational Reviews Unit; and
- Administration.

The Organisational Chart of the department is on page 2.

ORGANISATIONAL CHART OF OPSG



CHAPTER 2:

ROLE AND FUNCTIONS OF OPSG

2.1 Introduction

The Office of Public Sector Governance (OPSG) was set up in August 2010 following the reorganization of the Management Audit Bureau.

As from December 2014, the OPSG was under the aegis of the Ministry of Financial Services, Good Governance and Institutional Reforms. OPSG had been conferred the responsibilities to promote and disseminate good governance practices in public sector organisations to ensure that public sector management becomes more cost-effective and outcome oriented in particular as regards to transparency and accountability. It has also the role to undertake the task of monitoring the overall performance and examining the level of efficiency in public sector organisations.

2.2 Mandate of OPSG

The mandate of OPSG is to provide the following services to Public Sector Organisations:

- ❖ Monitoring and reporting on the effectiveness of the implementation of the recommendations of the National Audit Office, the Public Accounts Committee and the Internal Control Section of the Ministry of Finance and Economic Development (MOFED);
- ❖ Monitoring the pace of reforms of public sector enterprises and recommending corrective measures, where appropriate;
- ❖ Developing a framework for a standardized electronic physical asset management system;
- ❖ Conducting special enquiries into reported cases of mismanagement;
- ❖ Conducting programme evaluation with a view to ensuring that cost-effective ways are adopted in the delivery of quality service to the public;
- ❖ Preparing reports and carrying out qualitative analysis based on the data provided through the Parastatal Information Management System (PIMS);
- ❖ Promoting and monitoring the implementation of the Code of Corporate Governance and carrying out sensitization activities on good governance;

- ❖ Liaising with parastatal bodies and line Ministries concerned that are not performing well and supporting them in the preparation of their respective Performance Improvement Plan;
- ❖ Providing support to public sector enterprises in implementing performance enhancing reforms approved by Government;
- ❖ Establishing, reviewing and monitoring the effectiveness of Audit Committees; and
- ❖ Promoting and assisting the Ministry of Civil Service and Administrative Reforms in the reform of public sector organizations with a view to ensuring that their services are responsive to the needs of the public.

2.3 Confidentiality

The Customer Charter of OPSG includes a confidentiality statement which reads as follows:

- ❖ We respect the confidentiality of information about our client's affairs acquired during the course of our work. The duty of confidentiality continues even after the end of the relationship between OPSG and the client.
- ❖ Confidentiality is not only a matter of disclosure of information acquired in the performance of their work but OPSG officers will not also use that information for their personal advantage or the advantage of third parties.

CHAPTER 3:

CORPORATE GOVERNANCE REVIEWS UNIT

3.1 Introduction

The Corporate Governance Review Unit was set up with the view of promoting and applying good governance practices in public sector organisations.

3.2 Purpose of the Unit

One of the main challenges in doing so was to put in place appropriate accountability and transparency processes with the view to allowing the public sector management to become more cost-effective and outcome-oriented. This unit was responsible for the promotion and monitoring of the implementation of the National Code of Corporate Governance. In addition, sensitization programmes were carried out in the public sector on good governance.

3.3 Methodology

In the performance of the duties and responsibilities of the Corporate Governance Unit, the Report on Corporate Governance for Mauritius in particular the Guidance Notes for State-Owned Enterprises was used as an important guide and tool in formulating our observations, analysis and recommendations in the assignments which had been carried out.

3.4 Achievements

The achievements for the year 2014 were as below:

(i) Review of the Effectiveness of the Utilisation of the Corporate Social Responsibility (CSR) Funds.

The Prime Minister's Office (PMO) requested the Office of Public Sector Governance (OPSG) to carry out a review of the effectiveness of the utilisation of CSR funds following an article published by a local newspaper relating to the unusual development of multiple NGOs (Non-

Government Organisations) which were benefiting from the Corporate Social Responsibility (CSR) Scheme without really curbing down poverty in Mauritius.

The study was focused on the following issues:

- Review of the procedures adopted for the accreditation of NGOs and approval of CSR projects;
- Review of the monitoring of projects under the CSR fund;
- Whether new NGOs have been created recently with the objective of taking advantage of the CSR Scheme as published in the press; and
- Whether poverty has been curbed as a result of the CSR Programmes.

(ii) Assessment of Corporate Governance issues at the National Economic and Social Council (NESC).

The Secretary to Cabinet and Head of the Civil Service requested the Office of Public Sector Governance (OPSG) to carry out an assessment regarding some governance issues at the National Economic & Social Council (NESC) which would assist the latter to come forward with an appropriate governance framework.

The main governance issues which were addressed in this review relate to, among others, the respective role and responsibilities of the Chairperson and Secretary-General of NESC, the day-to-day functioning of NESC including its internal control system, and the reporting line of the officers of NESC.

(iii) Dash Board for the monitoring of the performance of Parastatal Bodies

The Governance team, with the assistance of the World Bank, had formulated a dashboard to upload in the Parastatal Information Management System Programme to assess the performance of Chairman and the CEO, board committees and the effectiveness of the Board. Overall governance performance of the Parastatal bodies could as well be measured. However, it is to be noted that the success of the dashboard project depend on the metrics that are chosen for monitoring. Key performance indicators and Balanced Scorecards were some of the metrics which are most appropriate on dashboards.

(iv) Monitoring of recommendations in respect of Corporate Governance

During 2014, the OPSG continued to monitor the implementation of recommendations made during the survey carried out in 2013 on the practice of good governance principles in thirty two State Owned Enterprises. It was observed that most of the recommendations have already been applied.

(v) Audit of the Tertiary Education Sector in Mauritius

The Government of Mauritius solicited the services of the Quality Assurance Agency (QAA) for Higher Education, United Kingdom to conduct a comprehensive audit of tertiary education institutions in Mauritius with a view to ascertaining whether the institutions were operating in line with international norms and standards. Consultants of the QAA visited Mauritius in May 2014 to undertake a scoping visit. The programme and arrangements of the scoping visit were jointly made by the OPSG and British High Commission in Mauritius. Thereafter, a questionnaire was designed with a list of relevant questions to be answered by the tertiary institutions. A briefing session was organized in September 2014 with some 125 participants representing 72 tertiary institutions. The Governance Unit of the OPSG had been acting as a coordinator and facilitator to ensure that the audit was being properly carried out. The next phase of the project was to make a visit in eight institutions by the QAA in mid-January 2015.

(vi) Sensitizing Programme

OPSG carried out sensitizing programmes on the principles and practices of good corporate governance at the National Institute for Co-operative Entrepreneurship (NICE) which was operating under the aegis of the Ministry of Business, Enterprise and Cooperatives. The objective of this programme was to increase the awareness of the benefits of good governance in an organization. The programme was focused, inter alia, on the pillars of good corporate governance which include transparency, accountability, fairness, responsibility and reporting, the role and responsibilities of the Board, the Chairperson, the Directors and the Chief Executive Officer. The participants comprising Cooperative leaders and entrepreneurs were given the opportunity to participate in this Management Development Programme.

3.5 The Way Forward

With the publication of the new Code of Corporate Governance, OPSG would have to work with the State Owned Enterprises to ensure that the principles of the Code would be implemented to ensure compliance with good governance practices.

OPSG would continue organizing training and sensitization programmes in SOEs with the view to enlightening the Board of Directors as well as Management on the importance of good governance.

CHAPTER 4:

CORPORATE GOVERNANCE CAPACITY BUILDING UNIT

4.1 Introduction

OPSG has been intent on improving the level of corporate governance practices that would build and/or restore relationships and confidence in State-Owned Enterprises (SOEs). Capacity development has been an essential part of OPSG's support to SOEs in their effort to achieve greater operational and financial performance through improved strategic decision-making and managerial oversight leading to more efficient management and better asset allocation.

4.2 Purpose of the Unit

The purpose of the Unit was to build sustainable capacity to enable public sector organisations to achieve their goals.

4.3 Establishing a framework for Performance Management

In the Guidance Notes for State-Owned Enterprises on the Code of Corporate Governance, it has been recommended that the board of each state-owned enterprise to conclude a "Corporate Objectives Statement" (COS). This COS should be agreed to by the Board and the parent Ministry. The more systematic use of COS across SOEs under the supervision of OPSG would facilitate OPSG's expanded role in monitoring the performance of SOEs. In particular, negotiation of the COS would allow the SOE, the relevant line Ministry and the OPSG to come to a shared view of the mission and objectives of the SOE; the respective roles of the parties to the Statement in implementing the objectives; and the key performance indicators (both financial and non-financial) against which the achievement of the mission and objectives would be measured.

The COS is a performance agreement that ideally includes the following:

- The mandate and the scope of the activities that the SOE would undertake. This would define the core and non-core activities of the SOE that the board was accountable for delivering. The agreement also served as a discipline against the SOE undertaking non - relevant activities which

might not be in the interest of the owner. The performance agreement provided two-way benefits in that it protected the SOE board from being asked to undertake issues not consistent with the core business.

- Financial and non-financial performance indicators. Performance measures were expected to grow in sophistication over time.
- A clear description of non-commercial goals of the SOEs and an explicit financial estimate of carrying out the non-commercial goals. This would allow the state to have an overall understanding of the cost of meeting social objectives.

The COS is a negotiated document with the Parent Ministry and SOE as parties. Ideally, the parties to the COS would be the relevant Minister and the Chair as representative for the SOE. Consideration was also given to having OPSG as a formal party to the contract. This would provide OPSG with the power to ensure that the contents were consistent with the objectives of their role, and in particular to review the proposed performance measures. Even if OPSG was not a party, it had the responsibility for monitoring the terms of the contract as they related to key performance indicators and measures.

Preparation of COS

- The first responsibility for preparing a draft of the COS lied with the SOE concerned.
- The SOE was provided with a copy of the COS template and used this to develop a draft COS which was then submitted to OPSG and the Parent Ministry.
- OPSG and the Parent Ministry met independently of the SOE to determine the appropriateness of COS (Were the SOE mission & objectives appropriate? Were the KPI's reflective of Government priorities for the SOE? Did the performance measures correlate adequately to the KPI's? Did they reflect matters within the control of the SOE? Were the measures sufficiently challenging? Were they realistic or achievable?).The COS document should not be expected to carry the full load. It was only a tool to help to implement the full accountability framework.

4.4 Achievements

Eleven SOEs had completed their Corporate Objectives Statements (COS) and were being monitored by the Parastatal Information Management System (PIMS) to ensure that the conduct of SOE business was in accordance with the mandate, objectives and strategic priorities established in the COS statement.

Advice had also been offered to a number of organizations/Departments/Ministries on corporate governance best practices.

4.5 The Way Forward

For the corporate governance system to be effective, it could neither be legislated nor let static. It was thus, necessary to continuously reassess our governance practices to ensure that they were evolving in line with market dynamics and best international practices.

The unit intended to:

- cover some 20 other SOEs for 2015;
- recommend improved methodologies for evaluation, monitoring and achievement of objectives;
and
- assist in developing a methodology for a corporate governance rating system for State-Owned Enterprises.

CHAPTER 5:

FINANCIAL REVIEWS AND SPECIAL ENQUIRIES UNIT

5.1 Introduction

The Financial Reviews and Special Enquiries (FRSE) unit was set up within the OPSG following its reorganization in 2010 with a new mandate. The revised mandate required the OPSG to conduct special enquiries into reported cases of mismanagement in public sector organizations.

5.2 Purpose of the Unit

The FRSE Unit was dealing with requests from Ministries/Departments and Public Institutions to undertake financial reviews and special enquiries based on reports of mismanagement at the level of the Ministry /Department/Public Institution. The services of OPSG with regards to financial reviews and special enquiries had been demand-driven.

The broad objectives of the FRSE Unit when attending to these requests were to bring improvement in management, increased effectiveness and efficiency in service delivery of public institutions through introduction of good practices.

5.3 Methodology

The financial reviews and special enquiries were carried out in accordance with specific Terms of Reference.

In general, the methodology followed in carrying-out the assignments entrusted to the Unit included the following:

- examination of the Organisation's/Department's policies on the issue subject to investigation;
- conducting interviews with management and selected staff involved in the matter under scrutiny;
- documenting and analyzing procedures followed within the Organization/Department in respect of the matter under investigation; and

- documenting and analyzing records of proceedings of management meetings, Sub Committees of the Board and Board meetings relating to the matter under investigation.

A report based on the facts established from documentation provided and/or information obtained during the course of the investigation was drafted with specific and actionable recommendations and is submitted to the client for comments and views.

Upon receipt of the client's comments and views, a final copy was submitted to the client.

5.4 Achievements

For the period 2014, the Financial Reviews and Special Enquiries completed the following assignments:

- 1) Financial Review of the Mauritius Society for Animal Welfare;
- 2) Review of the Finance Section of the Mauritius Examinations Syndicate;
- 3) Quarterly Reports on the Financial Situation of the Mauritius Broadcasting Corporation (MBC);
- 4) Report on Revised Estimates 2013 of MBC; and
- 5) Report on the Study of the Revised Estimates 2014 and Proposed Estimates 2015 of the MBC.

5.5 The Way Forward

The aim for 2015 and onwards was to adopt a proactive approach with regards to the provision of our services to undertake financial reviews and special enquiries. In this respect, the Unit intended to monitor Parliamentary Questions and review observations and comments of the Director of Audit on mismanagement and financial irregularities in Ministries/departments and Government institutions. Based on this exercise, it would extend its services to the concerned organisations and reduce the lead time between the receipt of requests to undertake assignments and the introduction of corrective measures to improve the service delivery.

CHAPTER 6:

PUBLIC SECTOR REFORMS UNIT

6.1 Introduction

This unit comprised highly dedicated staff consisting of two Lead Analysts and two Analysts set to achieve the goals of the OPSG according to its mandate.

6.2 Purpose of the Unit

In the quest to provide quality service to the population and support the economic development of the country, the OPSG was mandated to, inter alia, monitor the overall performance of public sector organisations with a view to improving public enterprise performance and to making public sector management more cost-effective, transparent and outcome-oriented. The ultimate goal of public sector reform was to improve effectiveness and efficiency at both operational and service delivery level.

6.3 Objectives of the Reforms

The objectives of OPSG had been to transform public enterprises through reforms into:

- (i) Modern transparent institutions;
- (ii) Efficient and effective agencies; and
- (iii) Enterprises offering quality service/products to its customers.

The end result of the restructuring programme was to improve the overall performance of the public sector organisation including provision of high quality service. Corporate image of the organisation would be improved by adhering to the following:

- (i) comply with the Codes of Corporate Governance for SOEs;
- (ii) develop its strategic plan for the next five years and Corporate Objectives Statement agreed with the Ministry;
- (iii) perform evaluation of Board performance and introduce PMS for staff and CEO;

- (iv) develop Code of Ethics for Directors;
- (v) operate with a lean and flexible staffing structure;
- (vi) become a profitable state-owned enterprise;
- (vii) endeavor to improve the quality of its services and products; and
- (viii) shift from a public sector culture to an entrepreneurial culture.

6.4 European Union Reforms Programme

Government agreed in June 2012 with the European Union (EU) that for disbursement in respect of the grants of 87 M EURO under the General Budget Support (BGS) programme for the years 2012, 2013 and 2014 as accompanying measures for Sugar Protocol, certain Key Performance Indicators (KPIs) need to be met.

In this context, among other KPI's, the OPSG was made responsible to produce **restructuring plans showing that they could generate at least 5% return on their capital investment and approved by Cabinet for State-Owned Enterprises (SOEs)** as aggregated hereunder:

<i>Financial Year</i>	2012	2013	2014
Aggregate number of parastatals	2	7	11

Table 1: No. of Restructuring Plans

6.5 Achievements

During the year 2014, the OPSG assisted six state-owned enterprises (SOEs) to restructure their organizations with the objective of achieving at least 5% return on their new capital investment as required by the key performance indicators of the European Union. The six public enterprises were:

- i. Airports of Rodrigues Ltd;
- ii. Mauritius Examination Syndicate;
- iii. Private Secondary Schools Authority;
- iv. Rose-Belle Sugar Estate;

- v. Editions de L'Ocean Indien Ltd; and
- vi. BPML Freeport Services Ltd.

During the preceding year 2013, OPSG provided assistance for the restructuring of 5 organisations namely National Transport Corporation, Agricultural Marketing Board, Small and Medium Enterprise Development Authority, Mauritius Meat Authority and National Housing Development Company. All these reforms were approved by Cabinet and OPSG is now currently monitoring their implementation.

REFORMS OF STATE OWNED ENTERPRISES

1. Airport of Rodrigues Ltd (ARL)

Airport of Rodrigues Ltd (ARL) was set up in 2003 with prime objectives to own, develop and manage the airport facilities at the then Plaine Corail Airport. The company derived its main revenue from the Passenger Service Charge. The revenue generating capacity of ARL was highly dependent with the performance of the Tourism Industry in attracting more visitors in Rodrigues.

The financial position of ARL had started deteriorating as from 2010 due to the increase in operation cost while its revenue was also declining with reduction in rental for commercial space due to insufficient airport traffic.

The restructuring plans of ARL contain the following measures:

- (i) The Passenger Service Charge should be raised from Rs 150 to Rs 400 for Mauritians and foreign travellers to cover the operating cost of the terminal;
- (ii) Passenger Service Charge leviable under the Civil Aviation Act would be zero rated for VAT purposes;
- (iii) ARL would take control of Rodrigues Duty Free Paradise (RDFFP) through the acquisition of 75% of shares of this company which was highly profitable; and

- (iv) The set of recommendations would improve the operating results/financial situation of ARL from Rs (8.1 M) in 2013 to Rs 7.3 M surplus in 2018.

2. Mauritius Examination Syndicate (MES)

The MES was established as a corporate body under the Mauritius Examination Syndicate Act (No 4 of 1984) by Parliament on 30 March 1984.

The Syndicate had been operating under the aegis of the Ministry of Education and Human Resources with the following objects:

- (i) To organize and conduct examinations;
- (ii) To promote the development of a sound system of examinations by engaging in relevant research and other related activities;
- (iii) To award certificates; and
- (iv) To cooperate with examination bodies.

The reform plan contained the following main measures:

- (i) A new organizational set up had been designed which would better suit MES to achieve its objectives;
- (ii) Better management of risk in the administration of examinations and bringing consistency in the level of service delivery through the introduction of quality assurance systems and accreditation from appropriate external bodies;
- (iii) The Internal Audit Department needed to be reviewed to enable it to give greater assurance on the business activities of MES;
- (iv) MES Act 1984 be amended to provide for the additional responsibility of marking of exams and e-based services and other emerging services;
- (v) MES to make greater use of ICT to enhance the efficiency of its operations such as e-marking and on line admission and result for National Exams, online entries for Cambridge Exams, e-examination and e-archiving of academic results;

- (vi) MES be renamed as “Mauritius Examination Board” and would be ISO certified; and
- (vii) A Corporate Objectives Statement (COS), setting out the performance indicators for the MES, would be agreed between the MES and the Ministry of Education and Human Resources (MOEHR) for the purpose of monitoring the performance and financial position of the organization.

3. Private Secondary Schools Authority (PSSA)

The Private Secondary Schools Authority (PSSA) was set up under Act No. 20 of 1976 in the context of free secondary education decided by Government and effective as from January 1977.

The PSSA has been operating under the *aegis* of the Ministry of Education and acting as an enforcement agency overseeing the standard of infrastructure and pedagogical activities in private secondary schools. It was managing the disbursement of grants based on an assessment of school facilities under the New Comprehensive Grant Formula. As at 2014, some 110 grant-aided and non-grant-aided private secondary schools in Mauritius and Rodrigues were registered with the Authority.

The main measures proposed in the restructuring plans to make the PSSA more effective were as follows:

- a) Board composition of the PSSA should be reviewed so that it can freely exercise its regulatory function;
- b) The present grant-in-aid formula to private secondary schools needed to be reviewed. The new formula should have a major focus on school performances. OPSG has solicited and obtained the assistance of the European Union to conduct this review;
- c) The PSSA needed to develop an effective Monitoring & Evaluation System for all the school establishments registered with the Authority. It had to set up a web based system linking all the 110 schools and thereby play a more meaningful role in the promotion of better performances in the private school establishments;
- d) The PSSA needed to provide psychological support to students in the Private Secondary Schools. To this end the recruitment of 8 psychologists was necessary;

- e) Schools Establishment was to be grouped into four clusters; the high performers, the average performers, low performers with potential for improvement and low performers with substandard infrastructure. An action plan targeted for the needs of each cluster with a view to helping them move to the next higher level needed to be prepared; and
- f) PSSA was to consolidate its governance framework by ensuring a proper code of ethics for its directors, a Corporate Objectives Statement to monitor organizational performance and regular evaluation of Board and Chief Executive Officer's performances.

4. Rose Belle Sugar Estate (RBSE)

The Government of Mauritius acquired 6,764 Acres of land on 3rd July 1973, together with the Rose Belle factory and garage from a Consortium. The land and the factory were then vested into the Rose Belle Sugar Estate Board (RBSEB) by an Act of Parliament on 14th July 1973. The factory had now been closed.

With the sharp decline in revenue from sugar proceeds and high production cost due to over manning and low productivity, the Rose Belle Sugar Estate rapidly found itself in critical financial situation due to losses accumulated from the year 2009 onwards.

The OPSG worked with the RBSE to develop a credible turnaround plan. Given the complexity of the assignment, the DCDM/BDO was contracted to conduct a strategic review to identify new business opportunities for the Estate. The main measures proposed by BDO were as follows:

- (a) A Voluntary Retirement Scheme to reduce drastically its workforce and curtail its operational cost;
- (b) Recruitment of workers on casual basis during peak season;
- (c) To close the "Hospital department" of RBSE due to abuse / excessive cost of operation;
- (d) Sale of part of its land and engage in property development to raise its income;
- (e) Diversification on crops and vegetables; and
- (f) Strategic Partner to move into new high value added business opportunities such as eco-tourism/leisure projects.

5. Editions de L'Ocean Indien (EOI)

EOI is the second largest publishing house/bookseller on the market after Editions Le Printemps. EOI, with a declining market share, had continuously been sustaining heavy losses over the last five years with disastrous effect on the company's finance. Without a turnaround strategy, the company would have to cease its operation and envisage sale or winding up.

After various consultations with the EOI and the Ministry of Finance and Economic Development, a Restructuring Plan of the EOI had been prepared which incorporated the following strategies:

- (i) A new optimization plan of resources had been prepared which included relocation of Business Centres, redeployment of Staff, review of grading structure and salary scales, business hours to be extended and flexible and relocating/opening outlets in new strategic regions;
- (ii) Reorganization of the Laboratory Department and setting up of a Graphic Design Department to satisfy business imperatives;
- (iii) EOI would start the exportation of textbooks to countries in the region;
- (iv) EOI would have to diversify its business and introduce new product lines still having a connection with education; and
- (v) EOI would raise the standard of its website to ensure an online presence and sharpen its e-commerce strategy.

6. BPML Freeport Services Ltd

BPML Freeport Services Ltd (BFSL) is a wholly-owned subsidiary of the Business Parks of Mauritius Ltd, a state-owned company and operates under the aegis of the Ministry of Information and Communication Technology. It was incorporated with the mandate to develop and provide logistics and ancillary telecommunications facilities and services to operators trading under the Freeport, EPZ, Suspended Duty/bonded regimes and to local enterprises. By 2014, BFSL had positioned itself as a key player in the logistics industry, offering a safe and secure integrated logistics platform strategically located at the seaport in the capital city, Port Louis and within the precincts of SSR International Airport.

Owing to certain factors, the company sustained losses in the years 2011 to 2013. The OPSG assisted the BFSL to produce a restructuring plan which was approved by its Board and had, among others, recommended the following:

- (i) Investment in a new Cargo Warehouse at SSR International Airport and the Mer Rouge Project (the construction of a new warehouse of capacity 2 000 sq m at Freeport Zone 6) to develop further its market;
- (ii) Capital investment of Rs 80M would be required and projections demonstrated that BFSL would generate at least 5% return on the investments as from the year 2016 and would meet the requirement of the EU KPI;
- (iii) BFSL would enlarge its line of services and generate additional revenue apart from rental of warehouses and diversify in activities such as: putaway, picking, preparation, and fulfillment of orders, packing, storage charges and palletisation;
- (iv) Cost reduction in respect of termination of lease and operational hours be reviewed to reduce overtime costs has been proposed; and
- (v) BFSL would revamp its website as its e-commerce strategy and to ensure more online presence.

The table below highlights the reforms addressed in the restructuring of the above mentioned six SOEs:

SN	State-owned Enterprises	Reforms proposed				
		Organisa-tional	Human Resource	Financial	Business Process Review	New Business Plan
1.	Airport of Rodrigues Ltd	✓		✓		✓
2.	Mauritius Examinations Syndicate	✓	✓	✓	✓	
3.	Private Secondary Schools Authority	✓	✓	✓	✓	
4.	Rose Belle Sugar Estate	✓	✓	✓	✓	✓
5.	Edition de l'Ocean Indien Ltee	✓	✓	✓	✓	✓
6.	BPML Freeport Services Ltd			✓	✓	✓

Table 2: Reforms addressed in the restructuring of the six SOEs

The table below shows the various processes through which each of the restructuring underwent from submission of final report to parent Ministry to monitoring of implementation of the proposed reform.

SN	State-owned Enterprises	OPSG submit Restructuring Plan	Approval by Ministry	Approval by Board	Approval By Cabinet	Reforms posted on SOE's website	Reforms Implementation Committee set up
1.	Airport of Rodrigues Ltd	Nov.2014	✓	✓	Dec 2014	✓	
2.	Mauritius Examination Syndicate	Nov.2014	✓	✓	Dec 2014	✓	
3.	Private Secondary Schools Authority	Nov.2014	✓	✓	Dec 2014	✓	
4.	Rose Belle Sugar Estate	Nov 2014	✓	✓			
5.	Editions de l'Ocean Indien Ltee	Nov 2014	✓	✓	Dec 2014	✓	
6.	BPML Freeport Services Ltd	Nov 2014	✓	✓	Dec 2014	✓	

Table 3: Processes for the Restructuring of SOE's

For the year 2015, now that the EU KPI's having been completed successfully, OPSG would devote more resources to issuing performance reports for SOE's registered in PIMS and prepare Performance Improvement Plan whenever required.

Parastatals Information Management System

The Parastatals Information Management System (PIMS) is a web-based system where parastatals are expected to provide online information on their performances both financial and non-financial. This database enables OPSG to monitor closely parastatal performances and detect, at an early stage, those who are underperforming requiring performance improvement intervention. The PIMS was

initially launched in March 2012 during a workshop and by end of 2014, PIMS had 57 SOEs registered on its system.

PIMS Unit

The PIMS unit is the focal point for the administration of the PIMS software, database and the dissemination of data. It includes inter alia invitation to join the system, registration, issuing passwords with differing level of access, ensuring that data is being loaded in the system in a systematic order, monitoring and analysing the data, troubleshooting, and assisting SOEs for any queries or additional information.

The PIMS can be accessed by login to <http://www.pims.mu> and for any feedback or query, do contact the PIMS Unit on 201-3726 or email on opsg_pims@mail.gov.mu.

PIMS Database

The PIMS captures both financial and non-financial information and various aspect within an organization. PIMS is geared to capture details on the following:

- ❖ Financial position and financial performance (Grants from Government, Revenue generated, component of costs);
- ❖ Budget estimates and variations;
- ❖ The Board size, details of board members, attendance of board members, and remuneration of board members, sub-committees set-up, number of board meetings held;
- ❖ Staff composition, size, costs and allowances; and
- ❖ Strategic management and Action plan.

Achievement of PIMS Unit

The PIMS Unit maintained continuous improvement and progress during the year. The achievements were as follows:

- 1) The PIMS unit had registered 57 SOEs into the Parastatal Information Management System. Some 120 users had been trained so far by the OPSG for them to use the system.
- 2) The European Union had provided two consultants to examine the present PIMS and advised on future upgrading. The consultants had proposed new features into the PIMS including the

generation of a Dashboard. The PIMS was being enhanced to contain new functionalities in 2015 as follows:

- ❖ Generation of Dash Board and graphics by the system for self-monitoring of SOE's;
- ❖ Variety of reports generated for better performance management of SOE's; and
- ❖ Financial Modeling.

6.6 The Way Forward

- ❖ The OPSG has been looking forward to consolidate the database of the existing SOEs. The SOEs would be requested to provide details on all aspects requested by PIMS to make use of its full potential.
- ❖ The OPSG would also finalize and make operational the new functionalities in 2015 to equip the system with analysis tools. The PIMS software would therefore be upgraded to generate a dashboard. This would also empower SOEs to monitor their own financial and governance performance.
- ❖ The OPSG would also aim at improving the Annual Report of SOEs through increased non-technical information, graphical information and Corporate Governance Report with adequate disclosures.

CHAPTER 7:

PHYSICAL ASSET MANAGEMENT UNIT

7.1 Introduction

The Office of Public Sector Governance had initiated a Physical Asset Management (PAM) project with a view to improving the management of physical assets and other assets falling within the accounting definition of non-current assets in the government service. The project cut across the various activities or processes resorted to over the life cycle of an asset namely, planning for acquisition, acquisition, maintenance, use and disposal. The project which makes use of Information Technology allows for the efficient and effective execution of these activities at the various stages in the life cycle of the asset.

The PAM Unit was created within the functional structure of the OPSG to carry out the Office's mission for the implementation of the PAM project. By this arrangement, the OPSG was to ensure that a focused attention be given to the activity thereby favouring more effectiveness and productivity.

7.2 Purpose of the Unit

The unit aimed at achieving a standard approach to the management of government physical assets throughout all Ministries and Government Departments at the different stages of an asset life cycle as previously enunciated. The adoption of this approach was to ultimately allow for the utilization of physical assets to contribute towards the efficient and effective delivery of public services.

The unit served as the link between OPSG, the initiator of the project, and the concerned Ministries/Departments and acted as a facilitator for the implementation of the project.

7.3 Methodology

Given the underlying requirement for information to be available for the management of physical assets, an online fixed asset register was catered for every Ministry and Department. In this regard, the fixed asset module of the Treasury Accounting System (TAS) had been customized and could be accessed remotely by the concerned entities. The register was designed to contain a wide range of

information that included, among others, the asset item, item code, date of purchase, cost, supplier's name, and date of disposal.

However, for an effective implementation of the project, a gradual approach had been opted for and, in the first instance, the system had been introduced in five Ministries and Departments on a pilot basis.

The recording of items by these agencies was monitored and, where applicable, appropriate assistance was provided to them.

7.4 Achievements

During the year 2014, the project had embraced 3 Ministries and 2 Departments that were referred to as pilot entities. They were namely, the Ministry of Arts and Culture, the Ministry of Youth and Sports, Ministry of Health and Quality of Life (Head Quarters), Ministry of Health and Quality of Life (Dr. Jeetoo Hospital) and the Office of Public Sector Governance (Prime Minister's Office).

Given the huge number of asset items that needed to be migrated to the new system, it had been decided that priority of consideration for recording in the online register would be given to assets acquired in 2014. As at end of 2014, the total number of entries made by the pilot institutions stood at 53 and their book value amounted to Rs.11,975,052.28. The figures included old items for which relevant financial information was not available and were thus recorded at a nominal value.

OPSG continued to provide support to the pilot entities in terms of creation of asset and location codes and of assistance of a general nature.

Other Achievements

Organisational Review of the Overseas News Section

An organizational review of the Overseas News Section was carried out at the request of the parent Ministry, the Prime Minister's Office. The study concluded on the need for a survey among the organisation's customers to determine the extent to which its range of activities would be streamlined.

Review of the Financial Situation of the Multi-Carrier (Mtius) Ltd.

The Prime Minister's Office, under whose aegis Multi-Carrier (Mtius) Ltd. (MCML) operates, requested the OPSG to undertake a financial review of the company with the objective of improving

its financial situation. In compliance with a recommendation of OPSG after taking into account the particular circumstance of MCML, a high level committee was set up to look into the debt collection issue of the company.

7.5 The Way Forward

The project would be extended to other Ministries and Departments. In this connection, consideration would need to be given to issues such as dedicated equipment, connectivity with the server, staffing, and training.

On another count, the present system would be assessed to identify opportunities for upgrading to meet the specific requirements of users.

CHAPTER 8:

AUDIT COMMITTEE UNIT

8.1 Introduction

The two staff comprising the unit provided guidance to Ministries and Departments during the year 2014 in formulating action plan for onward transmission to the OPSG. The Unit had also assessed effectiveness of Audit Committees (AC) before recommending for payment of fees to the members.

8.2 Purpose of the Unit

OPSG had the responsibility of establishing, reviewing and monitoring of the effectiveness of the Audit Committees.

With increased emphasis on accountability in government environment, the role of the AC in the public sector had become increasingly important. An Audit Committee significantly enhances integrity and efficiency of internal control system, reporting on financial matters and the audit process. An effective AC is indeed a hallmark of public accountability.

The essence of the function of an AC, in central government, is to support an Accounting Officer in the monitoring and reviewing of both the control mechanisms and governance processes established in the organisation. Accounting Officer here refers to the head of the organization and who has the authority to incur expenditure. The AC introduces an independent perspective and a process of constructive challenge, which will assist Accounting Officers in ensuring that the most efficient, effective and economic control systems and governance processes are in place.

The purpose is to see to it that the criticisms leveled against Ministries and Departments by the Director of Audit are reduced progressively.

The Audit Committee Unit monitors the conclusions and recommendations of the Audit Committee of each Ministry and reports to the Secretary to Cabinet and Head of the Civil Service on a regular basis.

8.3 Methodology

Assessing effectiveness of Audit Committees in Ministries and Departments by:

- (i) Holding meetings with the Audit Committee members of the Ministries and Departments to seek explanation on the degree of implementation of measures;
- (ii) Seeking feedback from Accounting Officer on effectiveness of Audit Committee through a questionnaire designed by the OPSG;
- (iii) Considering the performance indicators (Implementation of the recommendations of the Director of Audit (DOA), Internal Controllers and Audit Committee);
- (iv) Looking at the number of Audit Committee meetings held in the year of assessment;
- (v) Considering attendance of members in Audit Committee meeting; and
- (vi) Finally Processing files to seek approval for payment of fees from Secretary to Cabinet and conveying approval or non-approval of same to Ministries.

8.4 Achievements

- Performance of 32, out of 34 Audit Committees, had already been assessed by the OPSG. Recommendation for payment, where necessary, had also been made. Those 32 Audit Committees (as listed below) had been requested to submit their updated action plan for 2014-2015 together with their new performance contracts.

	MINISTRIES	DATE SET UP
1	Ministry of Education and Human Resources	17 January 2013
2	Ministry of Local Government and Outer Islands	17 January 2013
3	Ministry of Energy and Public Utilities	18 January 2013
4	Prime Minister's office, Home Affairs	22 January 2013
5	Ministry of Tertiary Education, Science, Research and Technology	24 January 2013
6	Ministry of Public Infrastructure, National Development Unit, Land Transport and Shipping (Public Infrastructure Division)	28 January 2013

7	Ministry of Public Infrastructure, National Development Unit, Land Transport and Shipping (Land Transport and Shipping Division)	30 January 2013
8	Ministry of Fisheries	31 January 2013
9	Ministry of Foreign Affairs, Regional Integration and International Trade	31 January 2013
10	Ministry of Agro-Industry and Food Security	31 January 2013
11	Ministry of Tourism and Leisure	31 January 2013
12	Ministry of Social Security, National Solidarity and Reforms Institutions	31 January 2013
13	Ministry of Environment and Sustainable Development	04 February 2013
14	Ministry of Industry, Commerce and Consumer Protection (Industry Division)	05 February 2013
15	Ministry of Social Integration and Economic Empowerment	07 February 2013
16	Ministry of Health and Quality of Life	08 February 2013
17	Ministry of Labour, Industrial Relations and Employment	08 February 2013
18	Ministry of Civil Service and Administrative Reforms	12 February 2013
19	Prime Minister's Office, External Communications Division	18 February 2013
20	Ministry of Housings and Lands	18 February 2013
21	Ministry of Youth and Sports	08 May 2013
22	Ministry of Information and Communication Technology	10 May 2013
23	Ministry of Finance and Economic Development	14 May 2013
24	Ministry of Arts And Culture	20 May 2013
25	Ministry of Business, Enterprise and Cooperatives (Cooperatives Division)	3 October 2013

DEPARTMENT		DATE SET UP
1	Police Department	16 January 2013
2	Director of Public Prosecutions Office	29 January 2013
3	Meteorological Services Department	30 January 2013
4	Civil Aviation Department	31 January 2013
5	Office of the Public and Disciplined Forces Service Commission	31 January 2013
6	Solicitor General's Office	07 March 2013
7	Electoral Commissioner's Office	27 March 2013

Table 4: List of Ministries and Departments

- The following two Ministries' Audit Committees performance to be assessed in early 2015:

1	Ministry of Gender Equality, Child Development and Family Welfare	28 February 2013
2	Ministry of Business, Enterprise and Cooperatives (Business and Enterprise Division)	8 October 2013

Table 5: List of Ministries and Departments

- A workshop was organized by the OPSG to sensitise Audit Committee members in Ministries and Departments.

8.5 The Way Forward

- The Audit Committee Charter would be revised in light of functioning of the Audit Committees and taking on board the suggestions from stakeholders in the workshop held by the OPSG. References had also been made to (i) the KPMG Guide to Audit Committee (ii) Best Practice Audit Committee from Institute of Internal Auditors and (iii) Document on Audit Committee Best Practices by Dr John W. Hendrikse.
- The revised charter would raise the governance standard to a higher level with principles of independence, accountability and transparency being enhanced. Ministries and Departments would be called upon to appoint as far as possible independent members on their Audit Committees. The Accounting Officer would receive reports from the Audit Committee in an independent manner.
- Other criteria would be considered in assessing the performance of Audit Committees.

CHAPTER 9:

ORGANISATIONAL REVIEWS UNIT

9.1 Introduction

During 2014, this unit performed organizational reviews in the Public Sector.

9.2 Purpose of the Unit

The unit carried out organizational reviews with a view to improving the management and effectiveness of the public sector.

9.3 Methodology

The methodology followed in carrying out the assignments included the following:

- Collection of information, documenting and analysing records of the organization;
- Desk research on reports and publications relating to the sector;
- Examination of the organization's policies and practices on the subject-matter;
- Site visits and conducting interviews with management and selected staff; and
- Holding consultative meetings with key stakeholders.

9.4 Achievements

Organisational Review of the Private Secondary Schools Authority

Recommendations were made to improve on the functioning, responsiveness and performance of the PSSA as an implementing agency and regulator.

Review of the Film Classification Board

Recommendations were made to improve the performance and effectiveness of the Film Classification Board.

9.5 The Way Forward

The unit wouldl undertake organizational reviews on an on-going basis with a view to improving performance of organisations in the public sector.

CHAPTER 10:

ADMINISTRATION UNIT

10.1 Introduction

To be productive, an organization must run smoothly. An administrative section makes sure this happens by coordinating its supportive services. Administrative section performs administrative tasks to ensure that staff can work efficiently and effectively. Administration includes bookkeeping, business correspondence, records management, and computer applications.

10.2 Purpose of the Unit

The Administration Section coordinated:

- Processing of routine files;
- Keeping records of all documents;
- Planning and maintaining facilities;
- Ordering office supplies and allocate supplies;
- Mail distribution; and
- Maintaining office equipment.

10.3 Methodology

The Administration Section was engaged in:

- General office Management;
- Handling of correspondence;
- Liaising with finance and HR Sections;
- Provision of office accommodation;
- Registry Management; and
- Assist in the implementation of Quality Management System with regards to ISO Certification.

10.4 Achievements

- ❖ In accordance with MS ISO 9001:2008, OPSG had been awarded an ISO Certificate in respect of its Quality Management System.
- ❖ The Administration Unit had been very operative in rendering daily services to this Office in all its respects and had a good control system to act as a supporting body of the organisation.
- ❖ Additional staff had been integrated to better coordinate the activities of the unit. The result was that work was being shared and hence, expediting all the processes.
- ❖ The staff had been working rigorously in workshops held during the year. A successful outcome had been denoted at the end of the year.

10.5 The Way Forward

The Administration Unit would be seeking for more training programmes to enhance the skills and knowledge of the staff as well as boosting up the quality of service. Seemingly, the staff would be seeking to adopt an improved computerized approach to improve the performance of the unit.

CHAPTER 11:

FINANCIAL HIGHLIGHTS

Budget Information

11.1 Introduction

This chapter provides an overview of OPSG's financial performance for the year 2014. In order to enable OPSG meet both its capital and recurrent expenditure, a budgetary provision of Rs 33,903,000 was made for 2014. During the year an unforeseen special assignment required the creation of a new item "Fees to Consultants" to which an amount of Rs 370,000 was reallocated from the item "Compensation to Employees."

11.2 Variance Analysis

Deviations of actual from budgeted expenditure for the year 2014 are shown in Table 6. For comparison purposes, the corresponding amounts for the year 2013 are equally shown.

Details	2013			2014		
	Revised Estimates	Actual Expenditure	Underspent/ (Overspent)	Revised Estimates	Actual Expenditure	Underspent/ (Overspent)
Compensation of Employees	27,341,000	26,777,678	563,322	29,480,000	25,830,136	3,649,864
Cost of Utilities	330,000	315,280	14,720	375,000	238,165	136,835
Rent	30,000	17,250	12,750	111,000	NIL	111,000
Office Equipment and Furniture	650,000	543,013	106,987	600,000	107,353	492,647
Office Expenses	130,000	78,780	51,220	160,000	104,344	55,656
Maintenance & Cleaning Services	436,000	123,475	312,525	495,000	135,096	359,904
Publications	362,000	307,291	54,709	380,000	301,391	78,609

and Stationery						
Fees including Training Fees	480,000	195,962	284,038	1,410,000	977,647	432,353
Accommodation costs for foreign Consultants	NIL	NIL	NIL	35,000	NIL	35,000
Other Goods and services	75,000	25,002	49,998	357,000	324,748	32,252
Acquisition of non-financial assets	1,513,334	1,450,834	62,500	500,000	NIL	500,000
TOTAL	31,347,334	29,834,565	1,516,269	33,903,000	28,018,880	5,884,120

Table 6: Analysis of expenditures

An overall underspent amount of Rs 5,884,120 for the year 2014 resulting from the actual expenditure falling short of the budgeted amount can be explained by the following:

In 2014, an actual expenditure of Rs 28,018,880 against the provision of Rs 33,903,000 resulted in an underspent amount of Rs 5,884,120 which is explained by the following.

- ❖ An underspent amount of Rs 3.65m under the recurrent item “Compensation to Employees” arose on account of the delayed process for the appointment of officers in the new Financial and Governance cadre and the non-recruitment of additional staff.

This negative variance noted under the recurrent item “Compensation to employees” mainly underspending of Rs 3.65m was due to the late prescription of the new scheme of service of OPSC staff in August and subsequent delay in appointment process of the officers in the new Financial and Governance cadre and the planned recruitment. No staff was recruited.

- ❖ The staff issue referred to in the previous sub-section gave rise to underspending of Rs 492,647, Rs 136,835 and Rs 81,000 under the items “Office Equipment and Furniture”, “Cost of Utilities” and “Rent” respectively.

The above staff issue impacted on underspending of Rs 492,647, Rs 136,835 and Rs 81,000 under the items “Office equipment and furniture”, “Cost of Utilities” and “Rent”.

- ❖ An underspent amount of Rs 0.3m under the item “Maintenance of Building” is due to deferral by Ministry of Public Infrastructure, National Development Unit, Land Transport and Shipping, of the replacement of existing office partitions.
- ❖ Due to circumstances beyond our control and the non-recruitment of staff, savings to the tune of Rs 432,353 occurred under the item “Fees for Training”.

Under the item “Fees for Training” Rs 450,000 was provided for the conduct of three workshops and Rs 300,000 to cater for CPD of additional staff. However, because resources were directed to urgent assignments and due to deferred planned recruitment, only one out of three workshops was conducted leaving an unspent amount of Rs 432,353.

- ❖ No expenditure was incurred in respect of the amount of Rs 500,000 provided under the item “Acquisition of non-financial assets” for further development of the Physical Asset Management (PAM) System as a consequence of the decision to upgrade the Treasury Accounting System (TAS) of which the PAM system is part.

CHAPTER 12:

WORKSHOPS

12.1 Introduction

OPSG had conducted two workshops as per its mandate to sensitise public sector organisations. The workshops conducted for the year 2014 were namely:

1. Improving public sector governance framework through audit committees; and
2. Audit of the Tertiary Education Sector in Mauritius.

1. Improving Public Sector Governance Framework Through Audit Committees

A half day workshop was organized on 17th September 2014 in collaboration with the Mauritius Institute of Directors (MlOD).



Workshop: Improving Public Sector Governance Framework through Audit Committees

The objective of the workshop was to sensitize the audience comprising Accounting Officers, Chairpersons, Members and Secretaries of Audit Committees. The workshop sensitized on the important roles that Audit Committees have in the governance framework in Ministries and Departments by providing an independent source of assurance and advice to Accounting officers.

OPSG's role in connection to the Audit Committee was to monitor the implementation of the recommendations of the National Audit Office, and report to the Secretary to the Cabinet on the status of implementation. OPSG also assisted Ministries and Departments in the setting up of Audit Committees with clear and well defined operational procedures and with a revised Audit Committee charter.

Through the key address of Mr. Purmessur, the Chairperson of the Audit Committee of the Ministry of Local Government and Outer Islands, the audience was informed on the definition, functions, challenges, and factors contributing to an effective audit committee. He also stated that the Audit Committee is the one which adds value to ensure a proper judgment has been taken and also emphasized on the importance of a risk management process in an entity.

Mr. Oozeer, the Senior Chief Executive of the Ministry of Housing and Lands, explained the functioning and relevance of the Audit Committee and how issues have been tackled at his Ministry.

Mr. Chung from KPMG added that there is a need to adopt necessary ability and financial literacy to use effectively these forms of assurance. He also highlighted on other challenges such as legislative and regulatory requirements, role clarity, composition, knowledge/skill/experience, commitment and management support for an effective audit committee.



Key Address by Director-General, OPSG

2. Audit of The Tertiary Education Sector in Mauritius

In the context of the audit of the tertiary education sector in Mauritius conducted by the delegates from the Quality Assurance Agency (QAA), a half day workshop in collaboration with the British High Commission, Tertiary Education Commission (TEC) and Mauritius Qualifications Authority (MQA) was held on the 29th September 2014.

The QAA is an independent institution which sets in place high education quality systems, public confidence and providing academic quality and standards in the UK. The aim of the audit was to assess the current condition of the sector and provide recommendations on how quality assurance can be improved. This audit was to attain one of the Government's vision, that of transforming Mauritius into an international knowledge hub.

The workshop focused in accomplishing one of the stages of the QAA's work plan, that of, sensitizing the Head and Senior Officers of the tertiary institutions and assisting them to complete the online survey audit. The QAA introduced two questionnaires to be filled in by students and Heads of the tertiary institutions that would enable them to achieve their objectives. An interim report would be provided by mid -February whereas the final one would be issued by March 2015.



Briefing Session by the Quality Assurance Agency (UK)

CHAPTER 13:

HUMAN RESOURCES

13.1 Introduction

OPSG staff comprised qualified accountants and officers who were committed to their work and contributed to their best interest of the organization.

13.2 Staff List of OPSG as at December 2014

DIRECTOR-GENERAL, OPSG

Mr. G. Gopee

LEAD ANALYSTS

Mr M. Mathoorah

Mrs. S. Ho Fong

Mrs. B.A. Rojoa

Mr. S. Lalmahomed

Mr. R. Khushiram

SENIOR ANALYSTS

Mr. A. Li Yuk Tong

Mr. E. Narainen

Mr. D. Luximon

Mr. S. Banshi

Mr. V. Bhurosah

ANALYSTS

Mr. A. Rughoobur

Mr. H. Bachoo

SENIOR ACCOUNTING TECHNICIANS

Mr. R. K. Bodha

Mr. R. Puran

Mr. J. C. Noorah

TEAM MEMBER (under the Service to Mauritius Programme)

Miss M. Roopnarain

Supporting Staff:

Mrs. B. Bhoosungur	Confidential Secretary
Mrs. B. Ghunowa	Office Management Assistant
Mrs. S. Chattarsing	Management Support Officer
Mrs. E. Dhayam	Word Processing Operator
Mr. R. Appanah	Attendant
Mr. K. Seetohul	Attendant

13.3 Training and Development

Continuous training and development for the staff of OPSG had been considered essential for boosting up knowledge and skills needed to deliver up-to-date and quality service to our customers. In this context, the OPSG had continued to place emphasis on staff training including on-the-job training and attendance to seminars and workshops.

CHAPTER 14:

FUTURE OUTLOOK

14.0 Introduction

OPSG units had always had a broader look towards its future. The way forward of each unit had been summarized as below:

14.1 Corporate Governance Reviews

Following the publication of the new Code of Corporate Governance for the State Owned enterprises (SOEs), the Corporate Governance Review unit would continue to play its monitoring role regarding the implementation of good corporate governance practices in Public Sector Organisations.

14.2 Corporate Governance Capacity Building

The unit would continue to provide assistance to SOEs in completing their Corporate Objectives Statements. In addition, SOEs would also be requested to submit their Key Performance Indicators.

14.3 Organisational Reviews and Financial Reviews and Special Enquiries

The unit would undertake new assignments and deliver its quality services to the customer's satisfaction.

14.4 Public Sector Reforms

Upon the completion of the restructuring plans for SOEs for the current year following its submission to concerned Ministries, Parent Ministries should now seek Cabinet approval for these restructuring plans. The SOEs would be required to comply with the Key Performance Indicators as set out by the European Union.

14.5 Audit Committee

It has been envisaged to revise the existing Audit Committee Charter, to carry out a survey in SOEs regarding the functioning of Audit Committees, and to place more emphasis on Risk Management in Ministries/ and Departments.

14.6 Parastatals Information Management Systems (PIMS)

In connection to PIMS, the system would be extended to other Parastatal Bodies. The system would also be upgraded with advanced tools to generate dashboards for analyzing performance of registered SOEs based on available information. Also, databases of existing SOEs would be consolidated.

14.7 Physical Asset Management (PAM)

The Physical Asset Management system, currently in application in four pilot cases, would be extended to other Ministries and Departments. The system would be upgraded to generate new reports, bar coding system and an online inventory system. Ministries and departments would also be required to input all necessary assets for completeness and accuracy.