

ANNUAL REPORT

12 JULY 2012 - 31 DECEMBER 2013

OPEN UNIVERSITY OF MAURITIUS

LETTER OF TRANSMITTAL

The Honourable Minister of Education
and Human Resources,
Tertiary Education and Scientific Research
MITD House
Pont Fer
PHOENIX

Honourable Minister

I have the honour of submitting the report of activities of the Open University of Mauritius for the period 12 July 2012 – 31 December 2013.

Yours faithfully



Mr R Duva Pentiah
Chairperson
Open University of Mauritius

October 2015

MANAGEMENT'S RESPONSIBILITY FOR REPORTING

The Management of the Open University of Mauritius is responsible for the preparation, accuracy, objectivity and integrity of information contained in the Annual Report, including the Financial Statements, performance, results and supporting management information.

In order to produce reliable information to meet reporting requirements, systems of internal control are designed and maintained by Management.

The preparation of Financial Statements fairly presents the state of affairs of the Open University of Mauritius as at the end of the Financial Year and the results of its operations.



Dr K S Sukon
Director-General
Open University of Mauritius



Mr R Duva Pentiah
Chairperson
Open University of Mauritius

*(Having been appointed in July 2015,
I have no personal knowledge of the
contents of the Financial Statements
and of the Annual Report 2013.*

*Approval is being given for the
purpose of audit)*

Chairperson

Mrs Ayesha Jeewa

Director-General

Dr Kaviraj Sharma SUKON

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CHAIRPERSON'S STATEMENT



Greetings

It is my privilege to present the first Annual Report of the Open University of Mauritius as first Chairperson of the University.

Proclaimed on 12 July 2012, and taking over the operations of the Mauritius College of the Air, there was no time to rest for fear of demoralising our staff; the newly appointed Board hit the ground running. The challenge was to catch *la balle au bond* and we did just that. Our first Board Meeting took place on Friday 13 July 2012 and from then onwards the rest is history...another good reason not to be superstitious.

In September 2013, at its AGM held in Botswana, I was elected Chairperson of DEASA, the Distance Education Association of Southern Africa. DEASA which is based in Pretoria, Republic of South Africa, is a SADC association of all online and distance education institutions of SADC. The unique trait of this Association is that it is totally benevolent. DEASA has been in existence for a long time and is very active. The Assembly decided to hold the 49th DEASA Conference in Mauritius in 2014.

As DEASA Chairperson, I actively participated in the workings of the SADC - ODL Project Steering Committee: it was a pleasure to be working with some of the best brains in education of the SADC region. The humility was definitely inspiring. This participation allowed the Open University to learn from the best in how to be efficient and humble at the same time.

Within one and a half years, our new University was not only in existence and performing, but had been firmly placed on the international map with the chair of a well-known institution being held by us.

This Board has worked very hard to get the University off the ground on a positive note and ensure that it stays on track. This task would not have been possible without the dedication and selfless efforts of our Director-General, Dr Kaviraj Sharma Sukon. It is an ongoing concern and we need not become complacent or over-confident and should always be on our toes.

I wish to express my gratitude to all Open University of Mauritius Staff for their trust and vote of confidence and for being always ready to walk the extra mile.

To our patrons, learners and general public, I express my gratitude and give the assurance that the Open University of Mauritius is Learner-Friendly and Attitude-Free.

Ayesha Jeewa (Mrs)
Chairperson
Open University of Mauritius



DIRECTOR-GENERAL'S REPORT

Since July 2012, we have taken, with renewed energy, the challenging task of establishing the Open University of Mauritius (OU), the third public university of Mauritius. The overwhelming positive response from the public was gratifying. In fact, by the end of 2013, we had more than 2,000 learners enrolled in Mauritius and 60 in Rodrigues. Several learners are currently studying for their DBA and PhD award with OU despite the strict quality assurance condition that every PhD candidate must prepare at least two research papers before being allowed to submit their dissertation. Such numbers remain beyond all expectations, especially, for a newly set up university.

We are currently running 79 programmes. Moreover, we have been able to negotiate the rights to deliver the prestigious international Commonwealth Executive Master of Business Administration (CEMBA) course. Such high quality courses are being offered at a very affordable cost (around 50% **less than** the fees being charged at other local universities). We have also attracted a number of overseas learners, especially from Africa. We hope to attract a larger number of international learners through appropriate marketing, collaboration and partnership.

As we deliver courses in open and distance learning mode, we provide the flexibility, the qualifications and the world-class teaching everyone desires. Learners can earn a qualification while working; they may wish to work part-time and study part-time; and others, including school-leavers, can study full-time. With our top-leading blend of online and distance learning, supported by innovative study materials and videos, learners get an exceptional learning experience in their own time, at home, work or wherever they choose – reading, watching or listening to materials supplied, working out course activities and assignments with regular support from their tutor who is always just an email away. Learners nearly get individual attention coupled with a number of face-to-face sessions. All the undergraduate and postgraduate modules have at least ten hours of optional lectures delivered on-site.

Open learning and distance education, which refers to approaches to learning that focus on freeing learners from constraints of time and place while offering flexible learning opportunities, is becoming very popular as it is considered to be the most effective way of increasing access to quality education. For many students, open and distance learning (ODL) is the only way of combining work and family responsibilities with educational opportunities. As a result, traditional universities, with twenty or more children, listening raptly to the teacher, is viewed more and more as a barrier to higher education. Thus, due to increasing demand for higher education, distance and online education is becoming popular. In the Pew Internet/Elon University survey of 1,021 Internet experts, researchers, and observers, a majority anticipate that higher education in 2020 will be quite different from the way it is today. They said university-level education will adopt new methods of teaching and certification driven by opportunity, economic concerns and student and parent demands. 60% agreed with a statement that by 2020 “there will be mass adoption of teleconferencing and distance learning to leverage expert resources ... a transition to ‘hybrid’ classes that combine online learning components with less frequent on-campus, in-person class meetings.”

Several countries have established Open Universities with the same status as conventional Universities. This parity has not only allowed the institutions to grow faster but it has contributed immensely in maintaining a high level of confidence among learners and employers. For instance in India, The Indira Gandhi National Open University (IGNOU), established by an Act of Parliament in 1985, began with only two academic programmes in 1987 with 4,528 learners. Today, IGNOU serves the educational aspirations of over 4 million learners in India and 36 other countries. The University offers about 490 certificate,

diploma, degree and doctoral programmes. In 1971, the Government of UK established the Open University UK (OUUK). Today, OUUK has more than 250,000 students enrolled including around 32,000 aged below 25 and more than 50,000 overseas students. The University of Phoenix in America, offers open and distance education courses to over 45,000 students around the globe. Athabasca University, Canada's Open University, which was established by Order in Council of the Government of Alberta on June 25, 1970, is dedicated to the removal of barriers that restrict access to and success in university-level study and to increasing equality of educational opportunity for adult learners worldwide. In 2004, Athabasca's online Executive MBA was rated in the world top 75 by the *Financial Times*. Every year, more than 30,000 learners enrol at this university. Established by the Government of South Africa, University of South Africa (UNISA), which serves over 400,000 learners in open and distance education mode, is considered as one of the prestigious universities of South Africa.

I am confident that the Open University has a brilliant future and will play a pivotal role in the socio-economic development of Mauritius and the countries in the region. However, the success achieved is due to the hard work of each and every member of the staff of OU as well as the unflinching support of the Chairperson and members of the Board of OU. The blessings of the Hon Prime Minister and Minister of Tertiary Education, Science, Research and Technology have been the key ingredients in transforming MCA into OU. I am proud to be the first Director-General of OU, especially as to my knowledge, it is for the first time that a Mauritian has been entrusted with the task of setting up a university. I shall always be grateful to the Hon Prime Minister and Minister of Tertiary Education, Science, Research and Technology for giving me such an opportunity. Together with all the members of staff, I shall endeavour to ensure that OU reaches greater heights.



Dr K S Sukon
Director-General
Open University of Mauritius

CORPORATE PROFILE

The Open University of Mauritius (OU) was established on 12 July 2012 by the *Open University of Mauritius ACT 2010*. The Mauritius College of the Air, which was established in 1971, integrated OU in July 2012. OU aims at delivering quality education to learners who are unable to be physically present on campus. With flexible study options, its prospective learners can study from home, work, or anywhere in the world, at a time that suits them and their lifestyle. Even if OU is not a residential university, we greet our learners at the Induction session, and organise tutorial sessions where learners meet tutors.

VISION OF THE OPEN UNIVERSITY

The vision of the Open University of Mauritius is to be among the leading open universities recognized worldwide for providing high-quality education and training.

MISSION OF THE OPEN UNIVERSITY

The mission of the Open University of Mauritius is to provide quality education to people of all backgrounds from Mauritius and around the world with the ultimate aim of developing their intellectual, moral, civic, and creative capacities to the fullest so that they can lead a life full of dignity while contributing meaningfully to the socio-economic development of their nation.

Therefore, the Open University of Mauritius endeavours to:

1. Expand the scope and scale of quality higher education available to school leavers;
2. Provide greater access to continuing professional education, skills development and training at an affordable cost;
3. Provide more opportunities for lifelong learning;
4. Play a leading role in research and development and application of learning technologies for education and training;
5. Foster national, regional and international partnerships and collaborations for the optimal use of resources for open and distance learning; and
6. Provide quality learning programmes in Mauritius and the region in a learner-centred environment using state-of-the-art information and communication technologies.

VALUES

The Values of the Open University are:

OPENNESS, DIVERSITY AND INCLUSION

- Open to everyone including school leavers, adults, and people with disabilities
- Quality Education for All
- Valuing Diversity through inclusion
- Enhancing access
- Lifelong learning

- Acceptance of a range of values, diverging points of view
- Engaging diversity
- Freedom to Learners
- Self-directed Learning
- Flexibility in Learning.

EXCELLENCE

- High quality educational experiences
- Innovation, including both pedagogical and technological
- Scholarly work linking theory and practice through effective use of multi-media
- Intellectual rigour
- Foster innovation to meet education and workforce needs
- Holistic development of learner
- Entrepreneurial
- Quality Culture.

ENGAGEMENT

- Local
- Regional
- Global
- Community-based
- Student-based partnerships/Student-centredness.

INTEGRITY

- Honesty
- Ethical behaviour
- Transparency of operations
- Accountability
- Shared governance.

OU makes a great effort to ensure that these values are continuously integrated into all aspects of its work.

STRATEGIC OBJECTIVES

The Open University of Mauritius aspires to be among the great universities that endeavour to advance the well-being of the people of the Republic of Mauritius and the global community through the creation and dissemination of knowledge using state-of-the-art technology. Thus, OU needs to transform itself into a great distance education, online and research university for a rich flow of ideas, innovation, and graduates from a wide variety of disciplines.

Initially, the Open University will focus on four core elements:

- Becoming the premier national university in terms of enrolment by 2017;
- Being nationally, regionally, and universally recognised for the quality of the learning experience that the University offers to its learners;
- Creating a learner-centred environment that truly values and is enriched by diversity; and
- Developing innovative courses to address the competencies and skills of the learner and the ever-changing needs of people.

However, becoming a member of the exclusive group of the excellent universities cannot be achieved by self-declaration. The desired elite status can only be conferred by the outside world on the basis of international recognition.

Initially, the University needs to continuously improve in many areas like substantially enhancing the reality and perception of its (at ex-MCA's) teaching and learning as well as research. The following is the initial roadmap for OU to academic excellence and international recognition. It is expected that most of the proposed initiatives will be realised in the next five years. The implementation of this plan will be a continuing process, and the pace at which we progress will depend upon the availability of both human and financial resources.

OU has integrated, in its strategic report 2012-2015, its mandates as a series of strategic objectives in which it seeks to achieve the following:

- Build an Excellent Faculty
- Develop Quality Distance Education and online (DEOL) programmes
- Produce Multimedia Materials
- Ensure Quality Assurance
- Enhance and better serve the Students' body - Effective Customer Care
- Evaluation, Assessment and Examination Mechanisms
- Marketing
- Financing.

STRATEGY 1: BUILD AN EXCELLENT FACULTY

By December 2012, recruit at least 10 faculty members. Invite guest faculties who have attained or have the potential to attain the highest honours in their disciplines. Implement a faculty recruitment, retention, and development plan that is in line with our peer institutions.

We need to develop a database of professors (mainly retired ones) who have worked at internationally recognised universities (like Cambridge, Oxford, Harvard, MIT, NUS, NAU,...) who can develop the distance education materials, including videos.

STRATEGY 2: DEVELOP QUALITY DISTANCE EDUCATION AND ONLINE (DEOL) PROGRAMMES

The programmes offered by the University are one of the critical factors that determine the effectiveness of the institution. Enough care should be taken in identifying the programmes relevant to the national and individual needs. In line with the philosophy of open learning, the programmes of Open University of Mauritius (OU) should be flexible, modular, credit-rated, and embedding transferable skills and work-based learning to enhance employability. The Programme Development approach must be mainly factored by the principles of relevance, resource-pooling and learner-centredness.

The strategy is to develop quality distance education and online (DEOL) materials. The development can be outsourced to both local and foreign academics. OU will work in collaboration with other institutions like Commonwealth of Learning (COL), UNISA, IGNOU, VUSSC in order to acquire the rights to adopt, adapt and use the materials already developed by these well established distance education institutions. OU will build partnerships and collaborations to optimise its capacity to increase access to education and training. The Open University has started its operations by building on existing strategic alliances of ex-MCA with national and international agencies. The University will also build partnerships with other local tertiary institutions in Mauritius, particularly in the content development of various programmes. OU will also offer programmes jointly as well as award joint degrees. OU will outsource some of its activities to specialised agencies in those areas. It will provide DEOL resources, services and expertise to other agencies. In fact, it will be a win/win approach aimed at use of national resources to serve the cause of education.

OU will enter into strategic alliances with the international agencies for joint programmes, joint degrees, use of open educational resources and expertise in DEOL. Negotiations with Commonwealth of Learning (COL) have already started. Other international agencies such as UNESCO, ADEA, SADC will also be brought in to provide expertise and other assistance to develop the projects of OU. Therefore, there is a need to develop comprehensive guidelines for those:

- Developing curriculum;
- Developing course material: content, design, style and layout, language, examples;
- Developing assessment tools: Formative; Continuous Assessment (well planned in advance so that students have only one assignment at a time);
- End-of-Semester examination;
- Using OER/other sources (intellectual property right).

Training sessions will be organised for resource persons. Each module pack must have sufficient examples, case studies, and tutorials with answers as well as at least two model exam papers.

There must be sufficient references to e-books and open educational resources.

STRATEGY 3: MULTIMEDIA MATERIALS

Video and audio materials must be developed in order to relate theory taught through the DEOL materials to actual practice at the workplace. Video programmes will also be developed in order to help learners acquire the soft skills that are equally important in securing a job. These would include Business English, Business French, Business Basic ICT, Entrepreneurship, Making a Good Presentation, Winning a Negotiation, Conflict Resolution, Public Speaking, CV Writing, Study Skills, Time Management, Preparing for an Interview, Working in a Team, Business (Basic) Management. Wherever appropriate, the programmes will be accompanied by an online guide and self-assessment tools. Those wishing to follow the programmes on a stand-alone mode can also opt to take the assessment of the Open University and obtain a certificate upon successful completion.

These programmes will be available freely to all those enrolled on degree programmes at the Open University. However, these programmes can also be purchased on a stand-alone mode. For most of the 45-hour module there will be at least six half to one-hour video/audio programmes that aim at explaining the key concepts. The video and audio studios at Réduit and ex-MBC will be used for recording and editing purposes. Resource persons residing outside Mauritius will be requested to record the video sessions according to guidelines to be developed by OU. As far as possible, it is proposed to have subtitles in other languages like French.

STRATEGY 4: QUALITY ASSURANCE

Quality assurance as the processes and systems to ensure quality is very important for the Open University. The achievement of Quality is one of the important challenges of DEOL systems throughout the World. OU will design and embed in all its operations quality assurance from the beginning. Quality Guidelines will be developed for all OU activities including governance, administration and finance. The senior management will be responsible for Quality management. OU will create an internal Quality Assurance Committee. This Committee will develop benchmarks of quality, and monitor and coordinate all quality related activities. The Heads of Divisions will be made responsible for Quality Assurance of their respective Division activities. It is also desirable to have external accreditation by the national/international agencies to establish credibility of the Open University system and to benefit from the peer group advice.

Therefore, there is a need to develop Quality Guidelines for all activities of OU and seek external accreditation by national/international agencies (like AMBA) at regular intervals. All materials produced by OU will be quality controlled. There is an urgent need to develop a state-of-the-art e-library. The interventions of the tutors will also be quality controlled.

STRATEGY 5: ENHANCE AND BETTER SERVE THE STUDENTS' BODY - EFFECTIVE CUSTOMER CARE

Learner support services constitute an important component of the teaching-learning system of open and distance learning. Learner services enrich the learning process of distance learners by the provision of pedagogic and personal support essential for these learners. The effectiveness of the DEOL system to a great extent depends on the quality of learning materials and support services.

In this context, there is an urgent need to develop the documents related to the following:

University Rules & Regulations; General admission policy of the University (open admission); Semester: start and end; Award/Credit System; Re-sit; Termination; Disciplines; Appeals;

Grievances; Recognition of Prior Learning/Experience of non-formal education; Setting up of Examination Unit to coordinate the examination related activities; Elections; Setting up of Compliance, Monitoring and Legal Unit; Recruitment and Promotion of academic staff; Staff matters; and any other rules governing the activities of the Open University.

A few Study Centres will be developed initially. A Study Centre is an institutional arrangement made by OU to provide learner support services to its learners.

The Study Centre will provide the following services:

- (i) Information Services;
- (ii) Research Papers;
- (iii) Module Pack;
- (iv) Admission Services;
- (v) Placement Services (wherever applicable);
- (vi) Tutorial/Counselling Services/Learning Plans/Time Management Guides;
- (vii) ICT Services;
- (viii) Examination Services;
- (ix) Administration Services;
- (x) Delivery of Video and Audio Programmes; and
- (xi) Organising regular talks to be delivered by experts from academia and the industry.

Initially, it is proposed to have a Study Centre at Rodrigues, South Africa and India. There is a need to develop brochures and information leaflets regularly in order to inform students about all steps related to OU's regulations and activities. The initial pack will detail all the processes, rules and regulations governing the students' activities right from the time they wish to enrol on a programme, up to the time they are awarded a degree. A students/customer-complaints office will be attached directly to the Director-General's Office. A complaints registration and processing mechanism must be developed together with a customer/student feedback mechanism.

STRATEGY 6: EVALUATION, ASSESSMENT AND EXAMINATION MECHANISMS

The assessment of learning and certification is one of the major activities of the University. The authenticity of this activity is very important to the credibility of the University. OU should adopt continuous assessment based on assignments.

STRATEGY 7: MARKETING

Through brochures and adverts (in local and foreign newspapers, popular websites,...), people must be informed that OU can take education and training to their doorstep so that they can plan their learning at their own convenience. An effective and attractive website shall be developed for the University.

All students completing their first degree at OU will be given up to 50% discount if they follow a postgraduate degree at OU. Effective marketing strategies will be used to secure 5% share of the African market and 1% of the Indian market. Foreign students will be offered residential weeks in Mauritius at additional cost. Support will be given to Mauritius and other countries in the region to become knowledge economies. Regular marketing campaigns will be organised at appropriate times and locations (schools, workplaces, fairs,...) so as to attract prospective students.

Students who do not have the requirements to join a degree programme will be offered foundation courses.

Student handbooks will be prepared in order to provide essential information for newly-enrolled and continuing students. They will provide information on student support and academic procedures, as well as term dates and useful contact details. The Module and Programme Handbooks containing information on the structure and content of the courses offered in the academic year will also be developed.

STRATEGY 8: FINANCING

Finance is the lifeblood of any organisation. Sufficient financial resources for staff, learning materials development, learner support services, infrastructure and administration enable OU to lay strong foundations of its operations. OU, as a fee charging institution is expected to become a self-financing institution over a period of time; in five years approximately. Initially though, the grant from the Government is necessary to meet the capital and recurring costs.

CORPORATE GOVERNANCE REPORT

BOARD OF DIRECTORS (Roles & Responsibilities)

1. The Board is the governing body having the direction and superintendence of the Open University and its principal functions include:
 - (a) Devising or approving strategic plans and policies for OU;
 - (b) Overseeing its management and development;
 - (c) Monitoring and reviewing its operations; and
 - (d) Providing rigorous accountability standards in its various operations.

FUNCTIONS AND POWERS OF BOARD

- (1) On behalf of OU, the Board has the power to:
 - (a)
 - (i) Confer honorary degrees;
 - (ii) Appoint the academic and general staff;
 - (iii) Manage and control its affairs, property and finance;
 - (iv) Subject to the Public Procurement Act, enter into any contract or other arrangement;
 - (v) Institute or discontinue courses of study; and
 - (vi) Take any decision on a question of policy relating to its administration and functioning;
 - (b) Do all such things as may be necessary for, or incidental or conducive to, the performance of its functions under subsection (1) (a).

CHAIRPERSON OF BOARD

The Chairperson:

- (a) Presides at every meeting of the Board and any Convocation;
- (b) Ensures that the decisions taken by the Board are implemented; and
- (c) Performs such other duties and exercises such other powers as may be assigned to him/her by this Act or the Statutes.

COMPOSITION OF THE BOARD OF DIRECTORS

The Board

The Board of Directors comprises eleven members.

Information on the profile of the Chairman and other members since 12 July 2012 is as follows:

Mrs A Jeewa is the Chairperson of OU since July 2012. She has been practising as Attorney since 1988. She is:

- Holder of an Executive Masters in Business Administration and is Qualified in Civil, Commercial and Criminal Law
- The Chairperson of DEASA – Distance Education Association of Southern Africa, headquartered in Gaborone
- A Member of the Executive Committee of the SADC-ODL Project Steering Committee
- A Member of the Environment and Land Use Appeal Tribunal and Brand Ambassador for the Republic of South Africa.

Mrs J Jaunbocus was the representative of the Ministry of Tertiary Education, Science, Research and Technology on the OU Board from 12 July to December 2012. She was Principal Assistant Secretary at the Ministry.

Dr (Mrs) N L D Luckheenarain holds the post of Deputy Permanent Secretary and is presently working at the Ministry of Tertiary Education, Research, Science and Technology.

She has worked for the United Nations Development Programme. She has held a number of senior management positions in various ministries.

She has also worked as HR Consultant at De Chazal Du Mee Consulting, HR Manager at Airports of Mauritius Ltd and HR Consultant at Customs Department. In her career, she has assisted in the set-up and merger of many departments and workforces involving over 2,000 employees, namely the Rodrigues Regional Assembly, Mauritius Revenue Authority and Fashion and Design Institute.

She holds a Doctor of Business Administration with specialisation in HRM and an MBA degree from the University of Technology, Perth, Australia. She is a member and resource person of various professional bodies including:

- Commonwealth Association for Public Administration and Management (CAPAM)
- Member of the Mauritian Management Association
- Member of the Mauritius Public Service Trainers' Association

Dr Luckheenarain has been an external Member of the Board of School of Public Sector Policy and Management (SOPSPAM), University Technology, Mauritius from 2002 to 2008.

She is also a part-time Lecturer at the University of Technology and University of Mauritius.

Mrs L D Ramburuth is a nominated member of the Open University of Mauritius Board. She has substantial knowledge of management and experience of tertiary education, audio-visual education and open and distance learning.

She joined the Civil Service in 1966 and worked at the Ministry of Education up to September 1986 when she was transferred to the Ex Mauritius College of the Air (Ex-MCA) which was re-enacted by Act No. 16 of 1985, to be the secretary of the MCA Board, to be in charge of the Administration Section including management of the Personnel Section. She was subsequently promoted to Administrative Assistant in June 1987, Administrative Secretary in May 1992 and Deputy Director in August 2006. She retired from the Ex-MCA in November 2007. She possesses a Diploma in Public Administration and Management, a BA (Hons) Economics with Management Studies and an MSc Human Resource Studies. She then worked as Corporate Affairs Manager at the Mauritius Broadcasting Corporation (MBC) from 2007 to 2009. She was appointed member of the Open University of Mauritius Board in June 2012.

Dr K S Sukon (Kaviraj) is the first Director-General of the Open University of Mauritius. He has been the chairman of the MCA Board from November 2005 to 11 July 2012. He started his career as a Lecturer in Mathematics at University of Mauritius in 1996 after completing his PhD in Mathematics from University of Mauritius and University of Loughborough. He also holds an MBA from University of Surrey. He later joined the Mauritius Examinations Syndicate as Research and Development Officer where he started the marking of the first international paper in Mauritius. Afterwards, he joined HRDC as the Manager-Research/Head of the Research Division where he led the development of the first National Human Resource Development Plan. He has been the Chairman of the Board of the Mauritius College of the Air as well as consultant for ADEA, UNESCO, ILO and UNDP. He has prepared The Peer Review report on educational reforms in Mauritius, 2000-2005, UNESS (UNESCO National Education Support Strategy) for Mauritius in 2010 as well as National Employment Policy for Mauritius in 2011. He has published several research papers and supervised MPhil/PhD dissertations.

Mrs S D Juwaheer is the Director of the Fashion and Design Institute. She has an extensive experience of the TVET sector. Prior to FDI, she has worked at the Mauritius Institute of Training and Development.

She has also been lecturing at the *Ecole Hôtelière Sir Gaëtan Duval* of the Mauritius Institute of Training and Development, the University of Mauritius and the University of Technology amongst other institutions. She has very long experience in teaching and training of students.

She holds an EMBA from the University of Birmingham, United Kingdom and MSc in Marketing Management from the University of Mauritius.

Mr P Ramsurrun is the Ag. Registrar since March 2013 of the *Université des Mascareignes*, a local public tertiary education institution having developed partnerships with the OU.

He possesses a BA (Hons) Economics & Government from University of Essex, UK; an MA in Economics, Government & International Relations from University of London, UK; and a Postgraduate Certificate in Education (PGCE) from University of Wolverhampton, UK.

He has been the Assistant Manager and Head of Department of Business Administration at the *Université des Mascareignes* (ex-Swami Dayanand Institute of Management) from May 1995 to July 2000; Education Officer, Ministry of Education & Human Resources from March 1985 to April 1995; and Lecturer at the North London Institute of Further Education from September 1983 to December 1984.

Prof J A Eddison is a nominated member having substantial knowledge and experience of tertiary education and open and distance learning.

Mr D Philogène is Managing Director of Sotratch Ltée, with substantial industrial experience in the private sector.

Mr S Bhoobun is a nominated member from the civil society and engaged in community service. He is holder of Bachelor of Commerce (Honours) and PGCE. He holds the post of Educator, Head of Accounting and Business Studies Department at New Educational College, Bel-Air Rivière Seche.

THE ACADEMIC COUNCIL

The Academic Council:

- (a) Is the principal academic body of OU;
- (b) Has control and general regulation of teaching, examination, and research;
- (c) Is responsible for the maintenance of appropriate standards and discipline among the learners of OU; and
- (d) Grants transfer of credits to learners in respect of learning acquired in another institution.

The Council consists of the following members:

- (a) The Director-General as the Chairperson;
- (b) The Representative of Tertiary Education Commission;
- (c) The Representative of the University of Mauritius;
- (d) The Representative of the University of Technology;
- (e) The Representative of the Ministry of Education & Human Resources;
- (f) Two representatives of public tertiary level institutions having developed partnerships with the Open University (To be nominated by the Minister);
- (g) Representatives of the Directors of the Academic Affairs, Multimedia and ICT Services, Quality Assurance and Capacity Building Divisions and the Directors of the Confucius Institute and Language Institute;
- (h) Representatives of Heads of Schools, Centres or Units of OU, to be nominated by the Director-General (3);
- (i) A representative of learners (To be nominated by the Board);
- (j) A representative of the academic staff elected by and from the academic staff;
- (k) Such other members, not exceeding 3 in number, as may be co-opted by the Board, including one person with experience and interest in research.

Secretary to the Board

The Board's Secretary ensures that the Board procedures and applicable rules and regulations are fully observed and implemented. The Secretary also ensures that the proceedings of the Board and its committee meetings are properly recorded and decisions implemented after the approval by the Chairperson of the Board or the relevant Board sub-committees.

DELEGATION OF AUTHORITY

Each committee of the Board has clear terms of reference which are approved by the Board and which are subject to review every year if necessary.

Specific responsibilities are delegated to these committees.

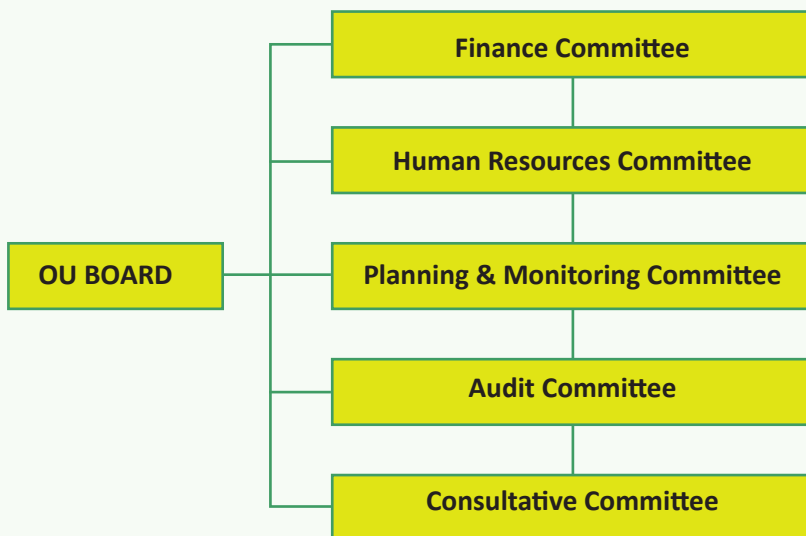
All chairs of committees report orally on the proceedings of their committees at the subsequent Board Meeting and Minutes of committee meetings are provided to the Board.

BOARD GOVERNANCE STRUCTURE

The Board has delegated certain functions to various sub-committees of the Board, namely:

- Finance Committee
- Human Resources Committee
- Planning and Monitoring Committee
- Audit Committee
- Consultative Committee.

The Board accepts that while these various sub-committees have the authority to examine particular issues and to report back to the Board with their decisions and/or recommendations, the ultimate responsibility on all matters lies on the Board.



FINANCE COMMITTEE

1. Chairperson

Mrs Ayesha Jeewa

Representative of Ministry of Tertiary Education, Science, Research & Technology

Dr (Mrs) N L D Luckheenarain

Director-General, Open University of Mauritius

Dr K S Sukon

Nominated Member

Mrs L D Ramburuth

Nominated Member

Mr S Bhoobun

2. The Finance Committee's responsibility is to make recommendations to the Board on:

- (a) The financial position of OU from time to time;
- (b) All other matters relating to finance; and
- (c) Such other matters on which it may be requested by the Board to report.

HUMAN RESOURCES COMMITTEE

1. Chairperson

Mrs Ayesha Jeewa

Representative of Ministry of Tertiary Education, Science, Research & Technology

Dr (Mrs) N L D Luckheenarain

Director-General, Open University of Mauritius

Dr K S Sukon

Ag Registrar, *Université des Mascareignes*

Mr P Ramsurrun

Nominated Member

Mrs L D Ramburuth

2. The Human Resources Committee's responsibility is to:
 - (a) Make recommendations to the Board for appointments to any office in OU, other than that of Director-General;
 - (b) Be responsible for staff matters, including conditions of service, criteria for the appointment, promotion, transfer of staff, discipline, welfare, staff development and training programmes; and
 - (c) Appoint such disciplinary committee as may have to be set up.

PLANNING AND MONITORING COMMITTEE

1. **Chairperson**

Mrs Ayesha Jeewa

Director-General, Open University of Mauritius

Dr K S Sukon

Director, Fashion & Design Institute

Mrs S D Juwaheer

Ag Registrar, Université des Mascareignes

Mr P Ramsurrun

Nominated Member

Prof J Anthony Eddison

Nominated Member

Mr D Philogène

2. The Planning and Monitoring Committee's responsibility is to make recommendations to the Board on:
 - (a) Immediate, medium and long-term plans of OU, taking into account the present and future needs of Mauritius;
 - (b) Monitoring the execution of all plans of OU and suggesting measures for quality assurance; and
 - (c) Such other matters on which it may be requested.

AUDIT COMMITTEE

The Audit Committee is a requirement listed in the “Guidance notes for state-owned companies - Code of Corporate Governance for Mauritius”. It is normally a sub-committee of the Board.

The Audit Committee is composed of the following members:

Chairperson

Dr (Mrs) N L D Luckheerain

Representative of Ministry of Tertiary Education, Science, Research & Technology

Members:

Mr P Ramsurrun

Representative of Université des Mascareignes (Board Member)

Mrs S Juwaheer

Representative of Fashion and Design Institute (Board Member)

The Audit Committee has to focus on:

- The functioning of the internal control system;
- The functioning of the internal audit department;
- The risk areas of the company’s operations to be covered in the scope of the internal and external audits;
- The reliability and accuracy of the financial information provided by management to the board and other users of financial information;
- Whether the company should continue to use the services of the current external and internal auditors;
- Any accounting or auditing concerns identified as a result of the internal or external audits;
- The company’s compliance with legal and regulatory requirements with regard to financial matters;
- The scope and results of the external audit and its cost-effectiveness, as well as the independence and objectivity of the external auditors;
- The nature and extent of non-audit services provided by the external auditors, where applicable;
- The financial information to be published by the board.

CONSULTATIVE COMMITTEE

The composition of the Consultative Committee is as follows:

Chairperson

Dr L Emanuel

Representative of Ministry of Tertiary Education, Science, Research & Technology

Dr (Mrs) N L D Luckheenarain

Representative of Ministry of Industry, Commerce and Consumer Protection

Mr R Ghose

Representative of Joint Economic Council

Mr R Makoond

Representative of Mauritius Export Association

Ms L Rajmun

Representative of Mauritius Employers' Federation

Mr D Ramluggun

Representative of Small and Medium Enterprises, Ministry of Business, Enterprise and Cooperatives

Mrs M Sewnath

The Committee is responsible for advising OU on:

- (a) The development of programmes of study and research, in line with the needs of the labour market;
- (b) The relevance of the curricula of programmes of study to the labour market needs;
- (c) Effective quality assurance of the programmes of study; and
- (d) Placements, internships and research.

BOARD MEETINGS

The Board is convened at least once a month to review a formal schedule of matters for which its members are fully briefed in advance. Effective chairing and a formal agenda ensure all issues requiring attention are raised and addressed.

Board Matters - Access to Information (Complete, Adequate and Timely Information)

Management recognises the importance of ensuring the flow of complete, adequate and timely information to the directors on an ongoing basis to enable them to make informed decisions to discharge their duties and responsibilities.

To allow Directors sufficient time to prepare for their meetings, all Board and sub-committee papers are distributed to Directors in advance of the meeting. Any additional material or information requested by the Directors is promptly furnished.

Directors' Remuneration

Payment of fees to Board members are made in line with recommendations of *Pay Research Bureau Report 2013*.

Attendance at Board meetings and sub-committees of the Board is reflected in the table below:

Chairperson & Members	Board Meetings		Human Resources Committee		Finance Committee		Planning & Monitoring Committee	
	July - Dec 2012 (9 mtgs)	Jan - Dec 2013 (10 mtgs)	July - Dec 2012 (12 mtgs)	Jan - Dec 2013 (14 mtgs)	July - Dec 2012 (2 mtgs)	Jan - Dec 2013 (16 mtgs)	July - Dec 2012 (1 mtg)	Jan - Dec 2013 (Nil)
Chairperson	9	9	12	14	1	10	1	-
Representative of Permanent Secretary, Ministry of Tertiary Education, Science, Research and Technology	7	9	9	2	2	14	-	-
Director-General, OU	9	10	12	14	2	16	1	-
Director, Fashion and Design Institute	6	6	-	-	-	-	1	-
Director, <i>Université des Mascareignes</i>	9	7	6	2	-	-	1	-
Nominated Member, Mrs L D Ramburuth	9	10	12	14	2	16	-	-
Nominated Member, Mr D Philogène	3	1	-	-	-	-	1	-
Nominated Member, Mr S Bhoobun	9	10	-	-	Nil	11	-	-

The Board of Directors' remuneration during the period under review is as follows:

		Rs
Chairperson fees	-	588,103
Other Board members' fees	-	<u>424,175</u>
Total	-	<u>1,012,278</u>

The Chairperson fees above include an amount of Rs124,035 representing subsistence allowance paid to the Chairperson during the period for overseas missions.

Nineteen Board Meetings were held during the period under review.

The Open University of Mauritius Board recognises that adhering to good governance is not merely compliance with a set of principles, but entails aiming for the highest standards of corporate governance with a culture of best practices in all its activities as a performance benchmark for OU.

Ethics and Organisational Integrity

OU code of ethics and conduct is designed around a set of principles and values of a sense of ownership, an entrepreneurial spirit, a performance driven culture, a service based philosophy, respect for the individual and a global mindset responsive to change.

Committee of Needs

In line with the new *Public Procurement Act 2006*, the Committee of Needs of OU has been reconstituted and its terms of reference reviewed. The role of the Committee of Needs is to plan and monitor the procurement activities of the organisation.

Compliances and Enforcement

As a state-owned enterprise, OU is committed to comply with the Code of Corporate Governance for Mauritius as issued by the National Committee on Corporate Governance that was established by the *Financial Reporting Act 2004* in January 2005. Action is being taken to ensure gradual compliance with the code.

Internal Control and Risk Management

The Board has overall responsibility for the system of Internal Control. A sound system of internal control is designed to manage rather than eliminate the risk of failure to achieve the objective of OU and can only provide reasonable and not absolute assurance against material mistake or loss.

Safety and Health Issues

The Safety and Health Committee which is chaired by the Director-General consists of eleven members and operates in line with current legislation and regulatory frameworks.

The Committee meets every two months to undertake risk identification and assessment, review health and safety issues with a view to:

- (a) Provide a healthy and safe workplace
- (b) Eliminate conditions and incidents at the worksites that can lead to personal injury and illness
- (c) Conform with statutory regulations pertaining to safety, health and environment
- (d) Establish, implement and review safe working practices without endangering people in and around the premises
- (e) Manage safety and health strategies through dissemination of information and establishment of a functional safety and health communication system within the organisation
- (f) Adopt an integrated approach towards safety and health at work by seeking the collaboration, co-operation and participation of all employees.

Internal Audit

Internal Audit is an essential function that provides Management with the assurance regarding the implementation, operation and effectiveness of Internal Control and Risk management. The Internal Audit section ensures that OU is efficiently run in compliance with internal control mechanisms. An Administrative Officer has been assigned the duties of Internal Audit. She is required to ensure effective and efficient performance of the organisation's management systems and its operational activities and reporting thereon regularly to the Director-General/Officer-in-Charge.

The Internal Audit function reports to the Audit Committee.

PUBLIC PROCUREMENT ACTIVITIES

Monitoring and Controls

OU complies with all regulations pertaining to Public Procurement Act and its regulations. All bidding exercises are carried out based on the guidelines issued by the Public Procurement Office.

MANAGEMENT TEAM

It takes strong leadership to produce exceptional results. Our Management team is committed to leading our university according to high standards of accountability and integrity and effectiveness.

Profile

DR K S SUKON

Director-General

BSc (Hons) in Mathematics and Physics UOM, MBA (Distinction) University of Surrey UK, PhD in Computational Mathematics UOM/Loughborough University UK

MR R DHURBARRYLALL

Associate Professor

BSc (Hons) Biology (University of Sussex), PGCE (University of Sussex), Master in Distance Education (IGNOU)

MR J TOW NAM

Financial Controller

FCCA, MBA (IGNOU)

MR V S PATTEN

Head Graphics, Publishing and Printing

BTSIG, École Supérieure Estienne des Arts et Techniques de Communication (Paris), M Phil in Publishing Studies (University of Stirling), MBA (IGNOU)

MISS P F AH FAT

Head, Learning Resources Centre

Bachelor in Librarianship (Hons) (University of Wales), ALA, MA in Library and Information Management (University of Sheffield)

MR I SEETARAMADOO

Senior Coordinator

BA (Hons) English (University of Punjab), MA Human Resource Management (University of Coventry, UK)

MISS M LI YIN

Senior Coordinator

Licence en Lettres Modernes (Université de la Réunion), Maîtrise en Lettres Modernes (Université de la Réunion), PGCE (MIE), DESS Formation (Université Lumière Lyon 2, France)

MR P APPAVOO

Senior Coordinator

MSc in Physics & Mathematics (Patrice Lumumba People's Friendship University, USSR), Postgraduate Certificate in Online Education (University of Southern Queensland, Australia), Master of Training and Development (University of Southern Queensland, Australia)

MR S A LATCHAYYA

Principal Technical Executive (Operations)

Goldsmiths' College Postgraduate Diploma in Communications (Film), (University of London), Diploma in IT (NCC Education, UK), BA in Communication (UTM), MBA (UTM) 2011

MR L NELIAH

Principal Technical Executive (Engineering Services)

Full Technological Certificate for Telecommunication Technicians (City & Guilds of London Institute)

MRS S RAMASAWMY

Programmes Coordinator

DPAM (UoM), BA (Hons) in Economics with Management Studies (Napier University), MBA (IGNOU)

MR J BEESON

Marketing and Development Officer

BA Communication Psychology – UNISA (2002), Postgraduate Certificate in Computer Mediated Communication and Pedagogies – UoM, August 2006 and Master of Science Media Management – Syracuse University – 2006

MR V P MURDAN

Systems Analyst/Senior Systems Analyst

Diploma in Computer Science – UoM, September 1997, Degree of Bachelor of Engineering in Computer Science and Engineering, UoM June 1999 and Postgraduate Diploma in Computer Science, UoM, November 1999

MRS C FOWDUR

Administrative Officer (Personnel)

DPAM (UoM) retired on 03 January 2013

MR V VEERABUDREN

Administrative Officer (Production)

DPAM (UoM), BSc (Hons) Business Studies (UoM), MBA in Public Policy and Administration (UoM)

MRS L SOBNACH

Administrative Officer (Administration/Management)

DPAM (UoM)

MRS P RAMDOO-SADIEN

Administrative Officer (Graphics, Publishing and Printing)

ACCA (UK), MBA (University of Birmingham, UK)

REPORT ON OUTCOMES AND OUTPUTS

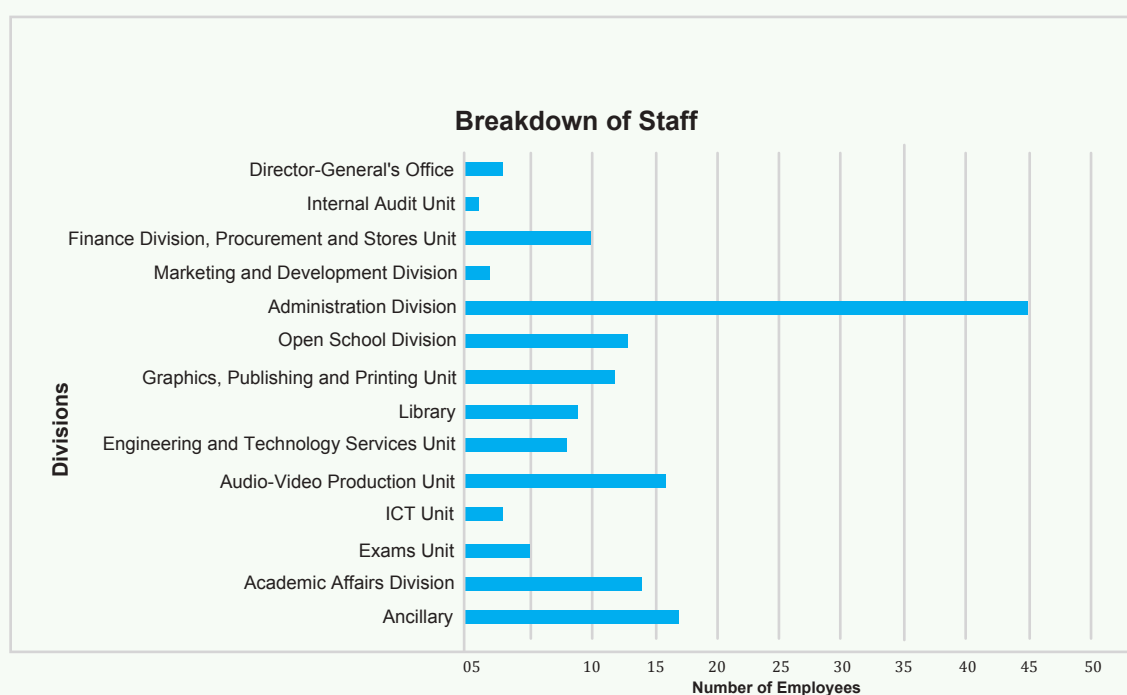
HUMAN RESOURCES

Human Resources are considered to be an important asset to OU just like its financial resources and material resources.

During the period under review, OU comprised 156 Officers on its permanent and pensionable establishment.

Due to shortage of staff and with the coming into operation of OU, the HR department had to have recourse to 21 Trainees under National Empowerment Foundation and other Freelance staff as well.

The breakdown of staff in the main divisions of the Open University of Mauritius is as follows:



RECRUITMENT AS FROM 12 JULY 2012 TO DECEMBER 2013

Advertisement released on:	Closing Date	Post	No. of Posts filled
20 February 2013 Externally	28 February 2013	Assistant Lecturer/ Lecturer	8 (on contract)

TRAINING AND DEVELOPMENT

During the period July 2012 to December 2013, the Open University provided its staff with ongoing training and continuous professional development through short focused courses, seminars and workshops. The strategic aims were to upgrade the skills of staff for an effective service delivery to both Internal and External stakeholders.

SEMINARS/WORKSHOPS/CONFERENCE/TRAINING AND TRAINING ABROAD

S/N	Name	Activity	Organised by
1	Mrs M Gungea	'The Profile & Motivation of Women Entrepreneurs in Mauritius', on 3 September 2012 (half day) at the MRC, Ebène	Mauritius Research Council
2	Mr P Appavoo	'A Study of Online Social Networks in Mauritius: Impact on Secondary Education', on 6 September 2012 (half day) at the MRC, Ebène	Mauritius Research Council
3	Mrs P Dusoruth	'For employees of the Human Resource Cadre of Parastatal Bodies and Local Government Authorities', on 27 November 2012 at the Information, Education and Communication Division, Victoria House, Port Louis	The Ministry of Labour, Industrial Relations and Employment
4	Mrs P Hurgobin	Open Source Software, ' <i>OSS 2012 - Logiciel Libre et Perspective d'Emploi</i> ', on 12 December 2012 (half day) at Paul Octave Wiehe Auditorium, University of Mauritius	The University of Mauritius/ <i>Campus Numérique Francophone (CNF) de L'Agence Universitaire de la Francophonie (AUF)</i>
5	Mr V P Murdan	'Driving Business Forward with Social Networks', on 18 January 2013 at the Burrenchobay Hall, University of Mauritius	Knowledge Seven
6	Mrs P Ramdoo-Sadien	'IPSASs (International Sector Accounting Standards)', on 11 and 12 February 2013 at Clos St Louis, Domaine Les Pailles	The Mauritius Institute of Professional Accountants (MIPA)
7	Mr I Seetaramadoo	'Dissemination of findings of the National Research Foresight Exercise (NRFE)', on 21 March 2013 (half day) at the MRC, Ebène	Mauritius Research Council

S/N	Name	Activity	Organised by
8	Mr J Tow Nam	'Business Legal Drafting for Professional Accountants and Auditors' on 16 July 2013 at <i>Château Mon Désir</i> , Maritim Hotel, Balaclava	ACCA Mauritius
10	Mr V Patten	'International Standards Ensure Positive Change', on 14 October 2013 (half day) at Mauritius Standards Bureau	The Mauritius Standards Bureau
11	Mr P Appavoo Mr L J Belle	' <i>Sankoré Océan Indien sur L'éducation Numérique Libre et Ouverte</i> ', from 16 to 19 December 2013 at the Mauritius Institute of Education	Ministry of Education and Human Resources/ <i>Le Délégué Interministériel à L'éducation Numérique en Afrique (DIENA)</i>
12	Mrs L Jewan Mrs P Dusoruth	'Salient Features and Amendments to the <i>Employment Relations Act No. 32 of 2008</i> and <i>Employment Rights Act No. 33 of 2008</i> ' on 04 December 2013 in the Conference Room, Information, Education and Communication Section of the Ministry	Ministry of Labour, Industrial Relations and Employment

WORKSHOP

S/N	Name	Activity	Organised by
1	Mr V P Murdan	'Green ICT', on 23 July 2012 at the Conference Hall, Cyber Tower 1, Ebène	National Computer Board
2	Mr J Beesoon	'Technical Assistance and Capacity Building Workshop', on 30 July 2012 and 31 July 2012 at MRC	The Mauritius Research Council/the National Intellectual Property Management Office (NIPMO), Department of Science and Technology (DST) South Africa/ Southern African Research and Innovation Management Association (SARIMA)

S/N	Name	Activity	Organised by
3	Ms P F Ah Fat Mr P Dookhun	'The Creative Writing Workshop', from 6 to 8 August 2012 in the Lecture Theatre of Open University	The President's Fund for Creative Writing (PFCW)/ Open University of Mauritius
4	Mrs S Samjawon Neerbun	'Media Best Practices Workshop', on 20 August 2012 at the Conference Room, Hennessy Park Hotel, Ebène	US Embassy
5	Mrs P Hurgobin	'The African Leadership in ICT Course (ALICT) Final Workshop and Award Ceremony for ALICT Course Participants', from 27 to 29 August 2012	The African Union Commission (AUC)
6	Mr V Patten Mr P Murdan Mrs H Atawoo	'Creative Masters Tour 2012', on 27 and 28 August 2012 at Hennessy Park Hotel, Ebène	Maurisoft Solutions Ltd/ Nuclei and South Africa Company Morning Star Design (MSD)
7	Mr P Appavoo	'A Study on Online Social Networks in Mauritius: Impact on Secondary Education', on 6 September 2012 (half day) at MRC, Ebène	Mauritius Research Council
8	Mr V Veerabudren	'Corporate Governance - Relevance of Audit Committee in State-Owned Enterprises (SOEs)', on 12 September 2012 (half day) at Cyber Tower 1, Ebène	Office of the Public Sector Governance
9	Mrs S Samjawon- Neerbun	'Inventory of Intangible Cultural Heritage of the Republic of Mauritius', on 24 October 2012 at University of Mauritius	National Heritage Funding
10	Mr P Appavoo	'Implementation of Public Sector Anti-Corruption Framework to Mark the International Anti-Corruption Day 2012', on 12 December 2012 (half day) at Domaine les Pailles	Independent Commission Against Corruption (ICAC)
11	Mr V P Murdan	'Data Loss Prevention Software, Cloud Computing, Social Networking and Forensic Investigation Tools', on 17 December 2012 at Maritim Hotel, Balaclava	Data Protection Office/ The European Union
12	Mr R Dhurbarrylall Miss M Li Yin Mr P Appavoo Mrs A Tirvassen Mrs S Nundoo- Ghoorah Mrs S Samjawon- Neerbun	'Strategy Paper for Tertiary Education', on 28 February 2013 in the Conference Room, Cyber Tower 1, Ebène	The Ministry of Tertiary Education, Science, Research and Technology

S/N	Name	Activity	Organised by
13	Mr R Dhurbarrylall Mr I Seetaramadoo	'National Certificates and National Diplomas', on 29 March 2013 (half day) in the Conference Room of Mauritius Institute of Training and Development	Mauritius Qualifications Authority (MQA)
14	Mr I Seetaramadoo	'Setting-Up of a Bio-Based Industry in Mauritius' at MSIRI, Réduit, from 8 to 10 May 2013	University of Mauritius/Ministry of Tertiary Education, Science, Research and Technology/ Mauritius Research Council
15	Mr R Dhurbarrylall Mrs S Ramasawmy	'The Quality Assurance and Accreditation Capacity-Building Workshop', on 15 July 2013 (half day) at the Open University of Mauritius	The Tertiary Education Commission (TEC)
16	Miss M Li Yin	'Health Literacy Framework and Communication Strategy', on 22 August 2013 at Petite Canelle, Domaine Les Pailles	Ministry of Health and Quality of Life
17	Mr J Tow Nam	'Gender Responsive Budgeting (GRB)', on 1 August 2013 (half day) at NEF Conference Room, Garden Tower, Port Louis	The UNDP/The Austrian Federal Ministry of Finance
18	Mr P Appavoo	'IEEE Workshop', on 13 September 2013	IEEE Sub Section Mauritius/South African IEEE Section
19	Miss M Gokhul	'Training and Employment of Disabled Persons Act Amended 2012 and its Application', on 26 September 2013 (half day) at the Training Unit, Ministry of Social Security, National Solidarity and Reform Institutions	Training and Employment of Disabled Persons Board
20	Mr P Arlanda	'Sustainable Public Procurement', from 17 to 20 and on 23 September 2013 (half day) in the Lunch Room at the National Assembly	The Environmental Management Centre(EMC)/the Procurement Policy Office (PPO)

S/N	Name	Activity	Organised by
21	Mr R Dhurbarrylall Mrs A Tirvassen Mrs S N-Ghoorah Mr A C Gokhool Mr J Belle Dr N Chooramun Ms K Ramsohok Ms T Jutton Ms D Gunputh Ms M Ramen Miss M Daby Mr A Jugmohun Mr I Seetaramadoo Miss M Li Yin Mr P Appavoo Mr V Kureeman Mrs S Samjawon-Neerbun Mr P Koonjal Mr B Permall Mr A J Rumjaun Mr E J Permall Mrs B Ketwaroo Mr P Dookhun Mr Sohoraye Mrs M Gungea Mr J Beesoon Mrs H Atawoo Mrs P Hurgobin	'The Commonwealth of Learning (COL) Capacity Building Workshop on Effective Online Content Development and Teaching' conducted by Professor Madhulika Kaushik and Dr David Murphy, Consultants from COL, from 30 September to 4 October 2013 at the Open University of Mauritius	Open University of Mauritius
22	Miss P F Ah Fat Mrs A Tirvassen Mr A C Gokhool Mr L J Belle Dr N Chooramun Miss K Ramsohok Mr A Jugmohun	'Science Direct Databases and Scopus', on 9 October 2013 (half day) at Mauritius Institute of Education	Tertiary Education Commission (TEC)/ Elsevier
23	Mr A C Gokhool Mr L J Belle Dr N Chooramun Miss K Ramsohok Miss T Jutton Miss M Ramen Mr A Jugmohun	'The Art of Trading and Investing', on 18 October 2013 (half day) at Ebène House	The Global Board of Trade

S/N	Name	Activity	Organised by
24	Miss K Ramsohok Miss T Jutton	'Trade in Services and the Promotion of Trade Integration', on 16, 17 and 18 (1/2 day) October 2013 at Flying Dodo Brewing Company, Bagatelle	The University of Mauritius/UNCTAD/DITC
25	Mr V Patten	'Management of Change', on 23 October 2013 (half day) Cyber Tower 1, Ebène	The Office of Public Sector Governance (OPSG)
26	Mr R Dhurbarrylall Miss P F Ah Fat Mrs M Gungea	'Optimal Use of EBSCO Databases and E-books Training', on 16 October 2013 at Mauritius Institute of Education	Tertiary Education Commission (TEC)/EBSCO
27	Dr N Chooramun	'IST-Africa Horizon 2020 Workshop', on 28 November 2013, Cyber Tower 1, Ebène	The National Computer Board/IIMC Ireland (IST-Africa Project Coordinator)

CONFERENCE

S/N	Name	Activity	Organised by
1	Mr I Jheengut Mr R Dhurbarrylall	'The Conference of Common Wealth Education Ministers (18 CCEM)', from 27 to 30 August 2012 at Swami Vivekananda International Convention Centre, Pailles	Tertiary Education Commission
2	Mr I Jheengut Mrs A Tirvassen (presented a paper at the conference) Mrs T Joyejob Mrs S N-Ghoorah Miss M Li Yin Mr P Appavoo	'International Conference on Higher Education and Economic Development', from 3 to 5 September 2012 at Le Meridien Hotel	Tertiary Education Commission
3	Mr J Beesoon	'Master Class' by Shiv Khera, on 30 October 2012 at Le Meridien Hotel	Whitefield Business School
4	Mr V P Murdan	'The Cyber Security Conference', on 30 November 2012 in the Conference Hall, Cyber Tower 1, Ebène	National Computer Board

S/N	Name	Activity	Organised by
5	Mr I Seetaramadoo	'Employment of Persons with Disabilities', on 27 and 28 February 2013 at Hennessy Park Hotel Ebène	The Ministry of Social Security, National Solidarity and Reform Institutions/Training and Employment of Disabled Persons Board/British High Commission Mauritius
6	Mrs P Hurgobin	'Targeted Attacks and Mitigation', on 20 June 2013 (half day) at Conference Hall, Cyber Tower 1, Ebène	National Computer Board
7	Mr P Appavoo	Attended and presented a paper at the 'IEEE African Conference', from 9 to 12 September 2013 at Le Meridien Hotel	The Institute of Electrical and Electronics Engineers
8	Mr I Seetaramadoo	'The MEXA Supply Chain Conference 2013', on 8 October 2013 at Labourdonnais Waterfront Hotel	The Mauritius Export Association (MEXA)
9	Ms M Li Yin Mrs M Gungea Mr M Sohoraye (presented a paper at the conference)	'The International HRD Conference 2013', on 17 and 18 October 2013 at Le Meridien Hotel	Human Resources Development Council
10	Mr R Dhurbarylall Mr I Seetaramadoo Miss M Li Yin Mr P Appavoo Mrs S N-Ghoorah Ms M Gokhul	The 'Assises de L'Enseignement Supérieur', on 30 and 31 October 2013 at the Conference Hall, Cyber Tower 1, Ebène	Ministry of Tertiary Education, Science, Research and Technology
11	Dr N Chooramun	'Cyber Security Conference', on 2 December 2013 in the Conference Hall, Cyber Tower 1, Ebène	National Computer Board
12	Ms M Gokhul	'Confidence Building for Employment of Persons with Disabilities' on 3 December 2013 in the Conference Room, Cyber Tower 1, Ebène	The Ministry of Social Security, National Solidarity and Reform Institutions/Training and Employment of Disabled Persons Board/Remploy UK

TRAINING

S/N	Name	Activity	Organised by
1	Ms P Ah Fat	'Atelier de Formation Logiciel Libre Greenstone' from 24 to 28 September 2012 at Mauritius Institute of Health (MIH), Pamplemousses	University of Mauritius, <i>L'Agence Universitaire de la Francophonie (AUF)</i>
2	Mr R Dhurbarrylall Ms P F Ah Fat Mr I Seetaramadoo Ms M Li Yin Mr P Appavoo Mrs A Tirvassen Mrs T Joyejob Mrs S N-Ghoorah Mrs F Sorefan	'Training Session by EBSCO', on 10 October 2012 at the Open University of Mauritius	Tertiary Education Commission
3	Mr V Veerabudren Mr P Dookhun Mrs M Gungea Mr M Sohoraye Mr V P Murdan	'The Research Grant Application Course in Management', on 18 & 24 October 2012 (half-day) at the Mauritius Research Council	Mauritius Research Council
4	Mr V Patten	'Closing the Loop - Implementing Effective Corrective Actions', on 29 November 2012 in the Conference Room, Mauritius Standards Bureau	The Mauritius Standards Bureau
5	Mr V P Murdan	'Developing Security Policies and Procedures and the Network Systems Security and Audit', from 10 to 14 December 2012 in the Meeting Room, Cyber Tower 1, Ebène	Mauritian Computer Emergency Response Team (CERT-MU)/ The International Multilateral Partnership against Cyber Threats (IMPACT), Malaysia
6	Mrs P Hurgobin	'Training on EU Code of Conduct and Energy and Cost Management in Data Centres', from 30 May to 4 June 2013 at Clos St Louis, Domaine Les Pailles	The National Computer Board
7	Mrs A Tirvassen Mrs S N-Ghoorah	(VUSSC Interlocutors) 'Managing and Facilitating Online Instruction Course', from 18 February to 31 March 2013	Virtual University for Small States of Commonwealth

S/N	Name	Activity	Organised by
8	Mr A Vencatachellum Mr M Lallbahadoor Mr P Arlanda	'Training on Bid Evaluation', on 26 June, 3 and 10 July 2013 at the Procurement Policy Office, Port Louis	Ministry of Finance and Economic Development/ Procurement Policy Office
9	Mrs H Atawoo	'Formation sur l'administration et création d'un site web Joomla' through Skype from 9 to 15 July 2013	Prestatics Ltd
10	Mr I Seetaramadoo Mr P Appavoo Mr A C Gokhool Mr L J Belle Dr N Chooramun Mr P Koonjal Mr A Jugmohun Mrs L Sobnach Ms M Gokhul	The Master class under the theme 'How Can HR Have more Impact on Business?' conducted by Mr Pieter Haen, President of the World Federation of People Management Association, on 16 October 2013 (half day) at Cyber Tower 1, Ebène	HRDC

WORKSHOP/TRAINING ABROAD

S/N	Name	Activity	Organised by
1	Mr D Dookhee	'Advanced Course on Special Effects and Video Post-Production Techniques' ITEC/SCAAP Programme 2012-2013 from 10 September to 2 November 2012 at the Centre for Development of Advanced Computing, Mohali, India	C-DAC, Mohali
2	Mr R Dhurbarylall	'The Monitoring and Evaluation Train-the-Trainers Workshop' for the Southern African Development Community (SADC) Region in Maseru, Lesotho, South Africa from 10 to 14 December 2012	Ministry of Education and Training/ National University of Lesotho (NUL), Institute of Extra Mural Studies (EIMS)
3	Mr P Dookhun	'Specialised Programme on Design Development and Implementation of E-Learning courses' under ITEC/SCAAP Training Programme 2013-2014 at the Centre of Development of Advanced Computing, Noida, India from 28 October to 20 December 2013	Centre For Development of Advanced Computing (Noida)

STAFF DEVELOPMENT AND TRAINING

The Open University of Mauritius made provision in its budget to provide for the development and training of its staff so as to sharpen their knowledge, skills and attitudes for effective performance.

CAPACITY BUILDING

In its endeavour to improve its capacity, Open University provided appropriate training for professional development to equip its human resources on its establishment with required knowledge and skills to efficiently and effectively execute policies, namely through:

- Offering Open University courses to its employees (foundation courses/undergraduate courses/postgraduate studies) at a discounted rate;
- Scholarships to its academics and management team to read for a PhD.



PERFORMANCE MANAGEMENT SYSTEMS

In line with the recommendations of *PRB Report*, OU has successfully implemented its performance management system for the period ending 31 December 2013.

STAFF WELFARE ASSOCIATION

The Staff Welfare Association has the full support of the Management and Board of OU. It comprises members of staff working in different divisions. It aims at organising events for the enhancement of staff and team-building spirit.

The Board approved the disbursement of Rs100,000 to the Staff Welfare Association for the organisation and holding of a Team Building Exercise which was held on 28 December 2013 at La Plantation Hotel and Spa Balaclava.

STAFF ASSOCIATION

The Open University of Mauritius is committed to maintain a healthy relationship with the staff association.

WORKPLACE SAFETY & HEALTH ISSUES

OU is committed to providing and maintaining a healthy and safe working environment for all its employees, students and other people who may be affected by its activities. It provides a 24-hour insurance cover to its employees as well as a medical insurance cover.

WEBSITE OF THE OPEN UNIVERSITY OF MAURITIUS

OU maintains an active website with a view to promoting a greater transparency about its policies and operations and to enhance its communication strategy.

The OU website is updated daily and provides latest information for our current learners, prospective learners and the general public. The website is maintained in-house.

COLLABORATION AND PARTNERSHIP

OU has made collaborative agreements with Universities at International level as from 2012. Under these international exchange agreements, OU will direct its efforts towards collaborative course material development, joint research, dual degree programmes and exchange of faculty members and students in collaboration with the partner institutions.

1. License Agreement between COL and Open University (27 August 2012).
2. CILT (UK)/IOM Awarding Organisation Centre Agreement (11 October 2012).
3. MOU between the Open University of Mauritius and the Institute of International Education (IIE), Department of Education, Stockholm University (8 November 2012).



4. Open University of Mauritius as Approved Centre (Conditional) 2013 by the CILT (UK).
5. Memorandum of Agreement between the University of South Africa on behalf of the Department: Study Material, Production and Delivery, and the Open University of Mauritius (24 April 2013).
6. Letter of Intent between the Open University of Mauritius and Zhejiang Radio and Television University (29 May 2013).
7. Memorandum of Understanding between Botswana College of Distance Education and Open Learning (BOCODOL) and the Open University of Mauritius (20 August 2013).
8. Memorandum of Understanding between Charles Sturt University and Open University of Mauritius (10 December 2013).
9. Memorandum of Understanding for Educational and Scientific Cooperation between Open University of Mauritius and Imperial College "Department of Primary Care and Public Health" (12 December 2013).

OU is actively participating in international activities as a member of International Organisation including the International Council for Open and Distance Education (ICDE).

MARKETING AND DEVELOPMENT

The Marketing and Development Unit looks into all the marketing and communications activities before, during and after the enrolment period and continuously caters for public relations and branding activities of the university throughout the year. The main projects carried out since July 2012 are:

Corporate Signage Project

The new institution had to be revamped in terms of all displays and signage on the buildings, on the premises and in the vicinity for visibility and branding purposes. The project was developed in collaboration with Engineering Services and implemented by Graphics, Publishing and Printing.

Enrolment Communication Campaigns

Preceding each enrolment, all programmes on offer have to be appropriately presented and communicated to the public. As OU is new on the local scene, the challenge is doubled and the public has to be given continuous and detailed information on the uniqueness, functioning and delivery mode of the university.

Three nationwide enrolment campaigns were conducted from July 2012 to December 2013.

All modes of communication are used: Television, Radio, Newspapers, Outdoor banners and Online platforms.

Posters, Flyers, Brochures and Bookmarks were also widely distributed.



All TV and Radio Adverts are conceived by the Marketing & Development Department and produced in collaboration with the Production Unit of the University.

In addition, special campaigns were effected for the following courses:

1. Noise Assessment and Professional Competency course
2. Emerging Trends and Technologies in the Virtual Classroom

Summary of Print, TV, Radio and Online adverts:

Medium	Number of Adverts (Jan 2013-Dec 2013)
Television	77
Radio	109
Newspaper/Magazines	35
Online	15

Outreach Activities

To move closer to the community and communicate with the public beyond the university campus, the Department engages in a number of outreach activities mostly through fairs and exhibitions.

OU was therefore present for the International University and Career Expo 2013 (14-16 Feb 2013), organised by the Rotary Club of Grand Bay and held at SVICC, Pailles. The University also participated in exhibitions at various locations round the island through RGSC regular invitations.

OU also conducted 2 exhibitions in Rodrigues in 2012 and both the public at large and school leavers had the opportunity to interact with the Marketing Department to obtain information about the university. Most Secondary Schools in Rodrigues were also visited and a presentation of the Open University was carried out.

Total number of Outreach Activities: 8

Corporate Items

As an aid to the branding of the University, a number of corporate items have been distributed publicly to increase visibility and also to communicate the OU identity to the maximum.

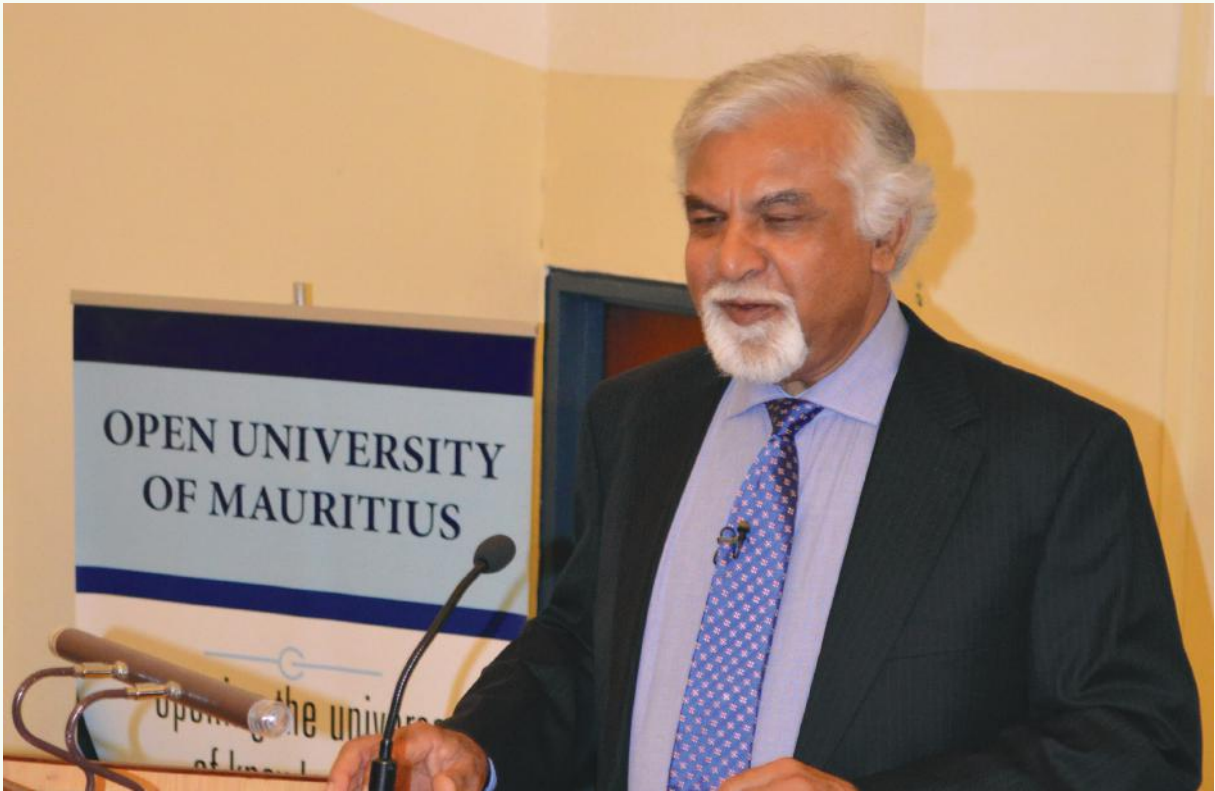
Corporate items: pens, magnetic holders, notebooks and notepads (produced in-house), polo shirts (staff and launch participants) and bags (only to degree learners).

Events, Press Releases and Website

The Marketing Department also plans and collaborates in the planning of events (launches and conferences) and deals with media for each event. Press releases and articles are also issued to the press and external newsletters. The Department also supplies content for the University website and advises on web communication matters.

Main event organised:

1. Conference on Mental Health – Dr B Jeeawoody (University of Canberra) - July 2013
2. Commonwealth of Learning Conference in Mauritius – September 2013



Events co-organised:

1. Launch of University Campus, Curepipe – April 2013
2. Launch of OU Bel Air Campus – September 2013
3. Induction sessions (2) – April and August 2013
4. Certificate Award Ceremony and Scholarship – Mauritius Prison Service August 2013

Other Contributions

The photography of each event is ensured by the Unit and an archive is maintained for reference and future use.

Public information: The Unit also engages in continuous communication with Prospective Learners and provides timely information on phone and via email.

ACADEMIC AFFAIRS DIVISION

Offer of OU Programmes

The first induction for OU Programmes was done in April 2013 for learners in both Mauritius and Rodrigues. A total of 512 learners enrolled.

S/N	Level of Programme	No. of Programmes Offered	No. of Enrolees
1	Postgraduate Courses leading to Doctorate	2	47
2	Postgraduate Courses leading to Master's	7	238
3	Undergraduate Programmes	5	227
Total		14	512

More OU Programmes were re-offered in July 2013. 682 learners including those in Rodrigues enrolled.

The Induction Session was held on 25 August 2013.

S/N	Level of Programme	No. of Programmes offered	No. of Enrolees
1	Postgraduate Courses leading to Doctorate	2	57
2	Postgraduate Courses leading to Master's	7	153
3	Undergraduate Programmes	15	472
Total		24	682

The following OU Programmes were re-offered in September 2013:

S/N	Level of Programme	No. of Enrolees
1	MA International and Comparative Education	15
2	MBA/CEMBA (Scholarships)	20
Total		35

Recruitment of New Academics

8 new academics joined OU in 2013 to strengthen the existing team.

Staff Development

The Commonwealth of Learning (COL) was approached to support OU in its capacity building and consolidating exercise. COL kindly acquiesced to our request with a three-pronged approach to Continuing Professional Development for staff spread over 3 years. The first was a workshop held from 30 September to 4 October 2013 on "Effective Online Content Development and Teaching" for the academics facilitated by Prof M Kaushik from COL and Prof D Murphy.

Academic Board and Executive Governor's Board Meetings – COL

On behalf of the COL, OU made arrangements to host the Academic Board and Executive Governor's Board meetings in Mauritius on 26 and 27 September 2013 at La Plantation Hotel, Balaclava.



MOU

OU signed an MOU with the Commonwealth of Learning (COL) to offer the Commonwealth Executive Master of Business Administration (CEMBA) and the Commonwealth Executive Master of Public Administration (CEMPA) programmes over a five-year period from 27 August 2012.

Opening of University Campus, Curepipe (UCC)

The University Campus at Curepipe was opened on Saturday 19 January 2013.

Official Opening of Open University

The official opening of the OU was done by the Minister of Tertiary Education, Science, Research and Technology on 22 April 2013.

OU Study Centre at Forest Side State Secondary School (Girls)

The Ministry of Education and Human Resources has put to our disposal 20 classrooms at Forest-Side SSS (Girls) on Saturdays to conduct face-to-face sessions for ODL Programmes. The Study Centre was operational as from 7 September 2013.

OU Campus - Bel-Air (OUBAC)

The OU Campus at Bel Air was inaugurated on 12 September 2013 by Dr the Hon Navinchandra Ramgoolam, GCSK, FRCP, Prime Minister, Minister of Defence, Home Affairs and External Communications in the presence of the Minister of Tertiary Education, Science, Research and Technology among other dignitaries.

40 learners who had successfully followed a sixteen-hour course on Diabetes from 19 June to 7 August 2013 received their Certificate of Attendance on that occasion.

Some other groups of learners as indicated below have also completed the above courses on Cancer and Diabetes that was held from 14 August to 2 October 2013.

S/N	Courses	No. of Learners
1	Cancer (Group 1)	25
2	Diabetes (Group 2)	25

The PAN African E-Network Project – Online Programmes with Amity University & IGNOU

The following number of learners have successfully completed the under-mentioned online programmes under the PAN African E-Network Project.

S/N	Programmes	No. of Learners
	Amity University	
1	Master in Finance and Investment (Cohort 1)	8
2	MBA International Business (Cohort 1)	14
3	Bachelor of Finance & Investment Analysis (Cohort 1)	8
	IGNOU	
1	Diploma in HIV & Family Education	8

INFORMATION TECHNOLOGY

The IT Unit has always strived to support the operations of OU by acquiring required Information Systems, providing skills and know-how in the acquisition of IT equipment, providing training, administration and operation of existing systems.

Since the enactment of the Open University, the following projects have been implemented:

- **eLearn – Online Learning Management System**

ELearn, the Online Learning Management System of OU, has been set up using Moodle, an open-source software. ELearn disseminates all our course materials, including multimedia, to learners through the internet. Learners can log into the system on a 24/7 basis and access their course materials, lecture notes and communicate with their peers and lecturers.

- **Online Lecture System**

An Online Lecture System has been acquired. This allows us to deliver online lectures for learners. The latter may access the lectures through the internet and interact with the lecturer, without being physically present in the classroom. The system has been used for delivering lectures to learners in Rodrigues, whereby the lecturer was at the OU premises.

- **Information for Admission Office**

An Information System has been developed in-house to computerise the operations of the Admission Office. The system allows prospective learners to apply and register online through the internet. In addition, all processing of applications are done directly on the system.

- **Online Application System for Part-Time Lecturers**

An Information System has been developed in-house to allow qualified individuals to register themselves as prospective part-time lecturers with OU. The system collects relevant information about the applicants, and is used to build a pool from which we can choose most suitable lecturers according to our requirements.

AUDIO-VIDEO PRODUCTION UNIT

Producing video, whether for soft skills learners or for learners taking an undergraduate or postgraduate programme, is one of the strategies of OU. In fact, producing video for learners is an element that differentiates us from other universities in Mauritius, i.e. it is our competitive edge, as well as the added value to the courses offered by OU. The video component is an important element for those learners who cannot make it for the face-to-face sessions delivered by OU, and for International learners.

The Production Unit houses the Video Studio and Audio facilities and all the important equipment for recording audio and video programmes. It is also equipped with a set for virtual studio décors. The Unit also possesses 3 cameras for location recordings, 3 Editing Suites to produce the necessary video programmes and two machines for audio editing.

The Dubbing Office operates under the AV Production Unit. All the video programmes meant for our learners are mastered and trans-coded by our Technicians of the Dubbing Office to lighter formats like FLV, MP4 and DVD, and are uploaded to the learners' tablets. Some are also available from our website for learners to download.

The Digital Motion Graphics Office, which forms part of the Production Unit, comprises two graphics stations for designing the necessary graphics for better quality video produced by the Unit.

The AV Production Unit is at present headed by a Principal Technical Executive who leads a team of 15 staff members, and manages all the necessary equipment needed to run the show.

From July 2012 to December 2013, the AV Production Unit has produced 356 video programmes representing 12,660 minutes (211 hours) of recorded video. 147 Audio programmes and 20 voice-overs for different OU courses were also recorded and edited.

The Digital Motion Graphics Office has produced about 460 graphics (2D animations) for our programmes and the Dubbing Office has mastered 150 DVDs and dubbed 11,660 DVDs and CDs.

ENGINEERING AND TECHNOLOGY SERVICES UNIT

With the coming into operation of the Open University, the appellation of the Engineering Services has been restyled into 'Engineering & Technology Services Unit'.

Two sub-units operate under Engineering & Technology Services; one is the Building Infrastructure Services and the other one is Audio-Visual Technology Services.

Technology is changing rapidly and remains in a state of flux. We talk now about converging technologies and this is true for Audio-Visual and Information Technology. Additionally, there has been a quantum shift in the objectives for which we bring technology in our organisation. The focus has shifted from equipment intensive production-based installations to more discrete technologies to cater for the requirements of OU.

The nature of works of our staff has also evolved dealing with IT-based support to lecturing viz PowerPoint facilities, Skype, Office 365, Wiziq, Pan African project. Preventive and corrective maintenance is also about IT-based equipment and network tasks.

Urgent exercises were carried out to equip UCC with technical facilities. We have now 33 sets for PowerPoint presentation, Telephone, PABX, Internet and photocopy services.

The Building Maintenance Unit caters for services at Réduit, UCC & Bel Air. There has been a lot of infrastructure works since the launching of OU, especially at UCC where we have refurbished 31 classrooms now able to accommodate over a thousand students at a time.

This required major projects on civil, infrastructure, electrical and air conditioning works. The centre of Bel Air has likewise been transformed into a learning centre for delivering of courses. Significant works have equally been carried out at Réduit to accommodate new recruits (e.g. Lecturers). It was also necessary to work out space for operation and workflow of the Academic Affairs with the creation of the Exam Unit, Admission Unit and Call Centre. We equipped the Exam Unit with CCTV Surveillance to enhance the level of security of this unit. The Finance Section was also provided more space facilities with creation of new counters, to meet the requirements of the growing number of learners.

Our units will continue in their unflinching efforts to provide support and services to our stakeholders for the benefit of the organisation.

LIBRARY

The period under review saw the beginning of the Open University of Mauritius as well as a period of transition from MCA to OU.

A branch library was set up at the OU campus in Forest Side. This library is open during semester time the whole day on Saturdays.

The library, since January 2013, is subscribing to e-books from EBSCO, in addition to the online journals from Emerald and EBSCO, already available to staff and learners of OU. The Head, Learning Resources Centre, made presentations on this new facility at all induction sessions for new learners. Two video programmes were also recorded on how to use e-books and online journals and these videos are distributed to all learners.

Library staff have also been requested to take on new tasks such as the correction of some modules and the collection of assignments from students.

DUBBING SERVICE

There was a drop in the number of CDs, VCDs and DVDs dubbed, compared to previous years due to the transition phase of OU.

Statistics for period 12 July 2012 to 31 December 2013:

Format	Audio	Video		Total
	CDs	VCDs	DVDs	All
No. of Items Dubbed	828	288	3,000	4,116

SALES SERVICE

The number of items sold diminished as the list of titles was not renewed due to the phasing out of video productions aimed for primary and secondary audiences.

Statistics for period 12 July 2012 to 31 December 2013

Format	No. of Units Sold	Revenue (Rs)
Audio CDs	1,446	72,300
VCDs	349	17,450
DVDs	3,078	169,290
CD-ROMs	61	6,100
Posters, Worksheets	31	1,550
Total	4,965	266,690

BROADCAST SCHEDULES

The Library continued to be responsible for the scheduling of programmes for broadcast on MBC as well as for the dispatch of tapes to the MBC. Two and a half hours were granted daily to OU on MBC 3 till 5 November 2013 when with the setting up of a news channel, the air time was removed. However, we still have two hours of daily broadcast on the digital channel Knowledge Channel.

OUTREACH ACTIVITIES

The library participated at the National Science Week, organised by the Rajiv Gandhi Science Centre at the following three venues:

- National Science Week, Rose Belle, 7-8 February 2013
- National Science Week, l'Escalier, 19-20 September 2013
- National Science Week, St Pierre, 7-8 November 2013

The aim of the fair was to popularise science through exhibitions, talks, film shows at different venues throughout Mauritius. For OU, a newcomer in the educational scene, it was an excellent occasion to make itself known.

GRAPHICS, PUBLISHING AND PRINTING UNIT

Since the coming into operation of OU on 12 July 2012, the activities of the Graphics, Publishing and Printing Unit have undergone noticeable changes. Whilst the nature of the work in the section has remained unchanged, the type of materials required by our clients is no longer the same, with a marked increase in the bulk of the designed and printed products.

SERVICES

The section still provides support services as follows:

- Desktop publishing (conception, design and layout)
- Copy editing and proofreading
- Film setting
- Electronic scanning
- Offset printing in full colours
- Finishing services (Binding, laminating and stitching)
- Photocopying
- Consultancy on matters pertaining to graphic design, book design and production and printing in general
- Providing assistance and technical expertise to other parastatal and government organisations in the field of logo design, corporate publications, and acquisition of printing/reprographic equipment
- Exhibits.

CLIENTS

The parent ministry of OU, the Ministry of Tertiary Education, Science, Research & Technology, as well as other ministries and parastatal organisations often solicit the section's services for their needs in design and printed materials for information and communication purposes. However, our main client now is OU itself (Academic Affairs Division, Multimedia and ICT Services Division, Marketing and Public Relations Unit, etc.) which requires on a regular and ongoing basis a diverse array of printed materials (for instructional, educational, promotional and marketing purposes). Responding effectively and efficiently to customers' growing requirements, within extremely tight deadlines, to their satisfaction and without compromising quality has been quite a challenge. Consequently, the Graphics, Publishing and Printing unit has had to work faster and be more flexible.

DESIGNED AND PRINTED PRODUCTS

Some examples of printed materials are as follows:

- Study manuals
- Booklets
- Posters
- CD and DVD labels
- Fact Sheets
- Brochures
- Flyers
- Advertisements for newspapers
- Annual Reports, etc.

NEW EQUIPMENT

With the transition from MCA to OU, the Printing Section has had to adapt to the new exigencies of the institution. New Equipment in the form of a heavy duty printer, the Canon Image Runner - a powerful multifunction device with high performance and faster processing - was acquired to meet the increasing needs of the university. However, the existing equipment is still in use and caters for specific print requirements.

Some important projects undertaken during the period:

Internal Client		
	Type of Work	Quantity (Units)
Open University of Mauritius	DVD Labels	176,357
	Letterhead-OU	37,461
	Flyers	32,055
	Booklets	13,431

External Clients			
Client	Type of Work	Project	Quantity (Units)
Ministry of Energy and Public Utilities	Brochures	Energy Efficiency Week	100,000
	Posters	Energy Efficiency Week	5,000
Ministry of Education and Human Resources	Sheets	Marking Sheet Prevoc Exams - 2012	55,000
	Sheets	Question Papers for Prevoc Exams 2012	34,500
	Brochures	Admission to Form I 2013 - Mauritius	26,000
	Sheets	Printing material for Year 2013 - Baseline Profiling - Students	15,185
	Booklets	SACMEQ IV Survey	10,150
Prime Minister's Office	Brochures	Nice Project Media	5,000

Range of print materials produced for internal and external clients were as follows:

Nature of Work	Internal Clients (Units)	External Clients (Units)
Answer Sheets	50	-
Application Forms	250	-
Booklets	13,431	3,900
Bookmarks	5,010	-
Brochures	2,354	-
Business Cards	3,026	145,000
Cards	8,567	8,500
Certificates	278	-
DVD Labels	176,357	50
Fact Sheets	625	-

Nature of Work	Internal Clients (Units)	External Clients (Units)
File Labels	352	-
Flyers	32,055	50
Jacket Covers	1,338	107,835
Laminating	31	-
Letterhead-OU	37,461	2,123
Manuals	6,056	-
Note Books	3,595	2,000
Notepad A4	1,260	-
Pictures	5	-
Posters	9,380	15,550
Programmes	-	1,000
Signage	33	-
Welcome Letters	100	-
TOTAL	301,614	286,008

OPEN SCHOOL DIVISION

Over the past eighteen months, OU has continued to receive press focus for its initiatives and achievements. The Open School Division contributed to the proper taking off and settlement of the university.

It was a busy year for the units at the Open School with all team members working hard to ensure the setting up of the organisational and human factors that underlie and impel realistic expectations, behaviours and actions, and that the staff embark on the new journey smoothly. In fact, these past months have been quite challenging but successful at various levels. With effective planning and a proactive approach to the new assignments, we were delighted to be able to develop several short courses.

Our staff started mounting courses in Employability Skills - general skills that are needed to get most jobs, and that also help one to stay in a job and work one's way to the top. Not only did we train a significant number of learners (about 125) who opted for these short courses, but we also trained Employment Information Service (EIS) officers in those skills. Now these EIS officers are better equipped to assist the job-seekers they meet regularly.

We believe in continuous professional development. Thus in October 2013, we launched a two-credit course on 'Noise Assessment Competency' for Safety and Health officers and more than 100 learners enrolled in that programme.



In September 2013, we started the Education in Nutrition programme with 4 core modules: '*Hygiène et Salubrité Alimentaire*', '*Santé et Nutrition*', '*Manger Sainement au Quotidien*' and '*Nutrition et Etapes de la Vie*'. This programme was designed to create an understanding of nutrition and the importance of healthy eating. On 12 September 2013, on the occasion of the launching of the OU Bel Air Campus, we held an exhibition entitled 'A Healthy Lifestyle'. This exhibition is closely linked to the short course on 'Diabetes and Nutrition' offered by OU at this

campus. Some 40 students in the region of Bel Air were enrolled and discovered over a period of 8 weeks how to have a healthy lifestyle to prevent non-communicable diseases such as diabetes.

Our courses usually consist of a textbook and a series of videos explaining the different concepts, where people from industry talk about their experiences. The textbook directs the learner on the videos to view and then gives him/her some activities to practise.

With our Continuous Professional Development (CPD) courses, we present a detour through a form of progressive vocationalism so as to transform pedagogic practice in higher/further education.

It was extremely beneficial for us to engage with other partners in a new venture. It has given us the opportunity to better align our services, which helps us deliver a more seamless experience with more effective outcomes for those joining OU.

BLENDED MASSIVE OPEN ONLINE COURSE (MOOC) FOR EDUCATORS NOV – DEC 2013

OU positions itself strategically as a leader in innovative education initiatives and this is the first time a Mauritian educational institution offers a blended Massive Open Online Course (MOOC) to the local community. OU's exceptional partnerships for this project with international education stakeholders such as Coursera, University of California Irvine, and local stakeholders such as the US Embassy, Microsoft Indian Ocean, ICT Center for Excellence in Rodrigues will hopefully pave the way for future global partnerships for the advancement of education in Mauritius.

This project has consisted of enriching a free online course on emerging trends and technologies in the virtual classroom for educators with a local support system; with regular face-to-face sessions and a local online platform for participants to share, learn and journey together under the guidance of local facilitators. Our local support system has been especially beneficial to the participants, the majority of which have had no experience of self-directed and online learning. Our project has also enabled educators to hone their professional and personal development and to master an area most relevant to their work today, which is how to make use of technologies for a more effective teaching and learning process.

160 educators (including Rodrigues) have benefited from the service offered by OU. 545 applications were received. By creating an awareness among our citizens about free online courses and MOOCs, this project has acted as a collective 'eye and brain' opener and has helped to democratise education and access to knowledge and lifelong learning in the Republic of Mauritius.

INTERNET & SOCIAL MEDIA COURSE FOR BEGINNERS

The Internet and Social Media Course for Beginners is an online course for those who wish to get acquainted with various popular social media tools like YouTube, Facebook, Twitter, blogging and Pinterest.

JOB SEARCH COURSE FOR JOB SEEKERS

This 20-hour self-study course is designed for secondary school leavers as well as more mature students. This course aims to give an exposure to basic job search skills and advice about how to write a CV and a covering letter and prepare themselves for the interview.

TIME AND PRIORITY MANAGEMENT COURSE

This 20-hour self-study course has been designed to enable learners (professionals as well as students) to understand their goals and priorities and to equip them with strategies and techniques to manage their time and priorities in a meaningful way.

Activities completed in the year 2013:

1. DEVELOPMENT OF ODL MATERIALS

1.1 Employability Skills Courses

- 1.1.1 Fundamentals of the Principles and Practice of Quality Management
Parts I and II: 40-hour course
Production of 8 videos as support materials
- 1.1.2 Negotiation Skills: 20-hour course
Production of 7 video programmes as support materials

1.2 Foundation Courses

- 1.2.1 Economics - Modules 1 and 2
Production of 23 video programmes as support materials
- 1.2.2 Accounting - Modules 1 and 2
Production of 9 video programmes as support materials
- 1.2.3 Travel and Tourism - Module 1
Production of 2 video programmes as support materials
- 1.2.4 Physics - Production of 2 videos as support materials Module 1

1.3 Undergraduate Courses

- 1.3.1 BSc (Hons) Economics, Finance and Banking:
 - Module 1: Introduction to Accounting and Finance
 - Module 2: Fundamentals of Economics
 - Module 3: Introduction to Banking
 - Production of 13 videos as support materials

1.4 MA International and Comparative Education

Development of the MA ICE courses in collaboration with the International Institute of Education, University of Stockholm Sweden:

- Education and Development
- Educational Planning
- International and Comparative Education
- Statistics for Education

2. MANAGEMENT OF COURSES

- 2.1 Employability Skills Courses (Cohort 1)
- 2.2 Foundation Courses (Cohort 1 semester 2 and Cohort 2 semester 1)
- 2.3 MA ICE (Cohort 1 semester 1)

3. MYT PROJECT FOR UPPER SECONDARY

21 multimedia based programmes including PowerPoint presentations, pdf files and video recordings were produced to support the teaching and learning of various subjects at upper secondary levels including Mathematics, English, French, Economics, Accounting, Travel and Tourism, amongst others.

4. BRAINS TRUST COMPETITION 2013

This competition targeting HSC students and meant to develop their presentation and analytical skills was organised in joint collaboration with the Rotary Club of Port-Louis.

The quarter finals and finals, making a total of 7 programmes, each of one-hour duration, were recorded in the studio of OU.

EXAMINATION UNIT

The OU Examination Unit was set up in August 2012 by virtue of sub section 5(h) and (i) and 24(d),(f),(i) and (j) of *The Open University of Mauritius Act No. 2 of 2010*.

The Goal of the OU Examination Unit is to work towards evolving a trustworthy, effective and transparent evaluation system that corresponds to the aspiration of academics and learners. Its operational objectives are to:

- Devise, monitor and implement useful examination strategies/practices.
- Inform about and train academic and non-academic staff in the administering of examination.
- Administer all OU examinations within the framework of the University rules governing examinations.
- Administer examinations for other partners.

FUNCTIONS

The Examination Unit mainly deals with the appointment of examiners, moderators, chief invigilators and the preparation of schedule of examinations. It conducts the examinations, compiles the marks and declares the results. It also provides its services to overseas universities partnering with OU for delivery of their programmes.

OUTPUT

The OU Examination Unit administered two term-end exams in 2013; July and December 2013, for local and Rodrigues candidates respectively. It has also administered examinations for AMITY University, University of MADRAS and Indira Gandhi National Open University. The number of modules and candidates examined are given below:

Exam Sessions	No. of Modules	No. of Candidates
Entry Exam CEMBA CEMPA		45
July 2013	33	491
December 2013	97	1,150
Employability	2	13
CPD (Noise Assessment)	1	24
AMITY University	63	25
University of MADRAS	15	38
IGNOU	24	97

REPORT OF THE DIRECTOR OF AUDIT

FOR THE PERIOD 12 JULY 2012 TO 31 DECEMBER 2013

NATIONAL AUDIT OFFICE

REPORT OF THE DIRECTOR OF AUDIT TO THE CHAIRPERSON OF THE OPEN UNIVERSITY OF MAURITIUS

REPORT ON THE FINANCIAL STATEMENTS

I have audited the financial statements of the Open University of Mauritius which comprise the statement of financial position as of 31 December 2013, statement of financial performance, statements of changes in net assets/equity and the statement of cash flows for the period 12 July 2012 to 31 December 2013 and a summary of significant accounting policies and other explanatory information.

MANAGEMENT'S RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

Management is responsible for the preparation and fair presentation of these financial statements in accordance with the International Public Sector Accounting Standards and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

AUDITOR'S RESPONSIBILITY

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with International Standards of Supreme Audit Institutions. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

OPINION

In my opinion, the financial statements give a true and fair view of the financial position of the Open University of Mauritius as of 31 December 2013, and of its financial performance and its cash flows for the period then added in accordance with International Public Sector Accounting Standards.

EMPHASIS OF MATTER

Transfer of Assets and Liabilities from the Ex-Mauritius College of the Air

Without qualifying my opinion, I draw attention to the fact that the *Mauritius College of the Air Act* was repealed with the coming into operation of the *Open University of Mauritius Act 2010* on 12 July 2012. The assets and liabilities of the Ex-Mauritius College of the Air have been vested in the Open University of Mauritius on 12 July 2012 at their net book values pursuant to the *Open University of Mauritius Act 2010* proclaimed on 12 July 2012. No survey of assets was carried out at time of transfer of assets.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

Management's Responsibility

In addition to the responsibility for the preparation and presentation of the financial statements described above, management is also responsible for ensuring that the activities, financial transactions and information reflected in the financial statements are in compliance with the laws and authorities which govern them.

Auditor's Responsibility

In addition to the responsibility to express an opinion on the financial statements described above, my responsibility includes expressing an opinion on whether the activities, financial transactions and information reflected in the financial statements are, in all material respects, in compliance with the laws and authorities which govern them.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

OPINION ON COMPLIANCE

Statutory Bodies (Accounts and Audit) Act

I have obtained all information and explanations I have required for the purpose of this audit.

In my opinion, in all material respects, the activities, financial transactions and information reflected in the financial statements are in compliance with the *Statutory Bodies (Accounts and Audit) Act*.

Public Procurement Act

The Open University of Mauritius is responsible for the planning and conduct of its procurement. It is also responsible for defining and choosing the appropriate method of procurement and contract type in accordance with the provisions of the Act and relevant Regulations. My responsibility is to report on whether the provisions of Part V of the Act regarding the Bidding Process have been complied with.

In my opinion, the provisions of Part V of the Act have been complied with as far as it appears from my examination of the relevant records.

OTHER MATTER

The issue of this report was delayed as the financial statements and the Annual Report for the period 12 July 2012 to 31 December 2013 were amended and re-submitted to the National Audit Office on 15 September 2015 and 26 October 2015 respectively.



K C Tse Yuet Cheong (Mrs)
Director of Audit

National Audit Office
Level 14,
Air Mauritius Centre
PORT LOUIS

29 October 2015

FINANCIAL STATEMENTS
FOR THE PERIOD 12 JULY 2012 TO 31 DECEMBER 2013

STATEMENT OF FINANCIAL POSITION

At 31 December 2013

	Notes	2012/2013 RS
ASSETS		
CURRENT ASSETS		
CASH AND CASH EQUIVALENTS		64,482,154
RECEIVABLES AND PREPAYMENTS	5	4,601,766
INVENTORIES	7	1,733,297
		70,817,217
NON CURRENT ASSETS		
RECEIVABLES	6	3,518,646
PENSION ASSET	8	18,593,868
PROPERTY, PLANT AND EQUIPMENT	9	25,233,961
INTANGIBLE ASSETS	10	4,835,315
		52,181,790
TOTAL ASSETS		122,999,007
LIABILITIES		
CURRENT LIABILITIES		
PAYABLES	11	32,905,967
EMPLOYEE BENEFITS	13	5,800,000
CAR LOANS	12	1,269,765
		39,975,732
NON CURRENT LIABILITIES		
CAR LOANS	12	3,518,646
EMPLOYEE BENEFITS	13	27,800,000
		31,318,646
TOTAL LIABILITIES		71,294,378
NET ASSETS		51,704,629
EQUITY		
CAPITAL GRANT	14	18,517,535
ACCUMULATED FUND		33,187,094
TOTAL EQUITY		51,704,629

Approved by the Board of the Open University of Mauritius on 2 September 2015

Mr Rajeswara Duva Pentiah, Chairman

Dr Kaviraj Sharma Sukon, Director-General

The notes on pages 77 to 92 form part of the Financial Statements.

STATEMENT OF FINANCIAL PERFORMANCE
For the Period 12 July 2012 to 31 December 2013

	Notes	2012/2013 (17 months and 20 days)
		RS
REVENUE		
GOVERNMENT RECURRENT GRANT		143,740,050
DEFERRED INCOME RELEASED	14	7,368,811
OTHER OPERATING REVENUE	15	55,135,702
TOTAL REVENUE		206,244,563
EXPENSES		
STAFF COSTS	16	139,238,293
DEPRECIATION AND AMORTISATION EXPENSE	9 & 10	10,476,698
OTHER OPERATING EXPENSES	17	34,827,032
TOTAL EXPENSES		184,542,023
SURPLUS FOR THE PERIOD		21,702,540

The notes on pages 77 to 92 form part of the Financial Statements.

STATEMENT OF CHANGES IN NET ASSETS/EQUITY

For the Period 12 July 2012 to 31 December 2013

	Notes	Accumulated Fund Rs	Capital Grant Rs	Total Rs
Balance at 12 July 2012		11,484,554	20,258,429	31,742,983
Received during the period	14	-	5,627,917	5,627,917
Internal Transfer		-	-	-
Transfer to Revenue	14	-	(7,368,811)	(7,368,811)
Surplus for the period		21,702,540	-	21,702,540
Balance at 31 December 2013		33,187,094	18,517,535	51,704,629

NOTE:

On the establishment of the Open University of Mauritius by the Open University Act No. 2 of 2010, the assets and liabilities of the ex-MCA have been accounted for at book values. The difference between the total assets and total liabilities transferred has been accounted in Accumulated Fund and same has been recognised in the Statement of Changes in Net Assets/Equity.

The notes on pages 77 to 92 form part of the Financial Statements.

CASH FLOW STATEMENT

For the Period 12 July 2012 to 31 December 2013

	2012/2013
	RS
CASH FLOW FROM OPERATING ACTIVITIES	
Net Surplus	21,702,540
Adjustments for:	
Depreciation and amortisation expense	10,476,698
Deferred Income released	(7,368,811)
Pension Asset	1,653,680
Interest Receivable	(1,839,255)
Operating Profit/(Loss) before Working Capital changes	24,624,852
Changes in Working Capital:	
(Increase)/Decrease in Receivables	(681,205)
(Increase)/Decrease in Inventories	37,986
Increase/(Decrease) in Payables	27,186,524
NET CASH GENERATED FROM OPERATIONS	51,168,157
CASH FLOW FROM INVESTING ACTIVITIES	
Purchase of Non Current Assets	(18,627,359)
Interest Received	1,839,255
NET CASH USED IN INVESTING ACTIVITIES	(16,788,104)
CASH FLOW FROM FINANCING ACTIVITIES	
Capital Grant received	5,627,917
NET CASH USED IN FINANCING ACTIVITIES	5,627,917
NET INCREASE IN CASH AND CASH EQUIVALENT	40,007,970
CASH AND CASH EQUIVALENTS AT BEGINNING OF PERIOD	24,474,184
CASH AND CASH EQUIVALENTS AT END OF PERIOD	64,482,154

NOTE:

The assets and liabilities of the ex-MCA were taken over by the Open University of Mauritius on 12 July 2012 at their book values.

The notes on pages 77 to 92 form part of the Financial Statements.

NOTES TO THE CASH FLOW STATEMENT

For the Period 12 July 2012 to 31 December 2013

(a) **Cash and Cash Equivalents**

Cash and cash equivalents consist of cash on hand and balance with bank. Cash and cash equivalents included in the Cash Flow Statement comprised the following Statement of Financial Position amounts:

	31 December 2013
	Rs
Cash at bank	64,430,508
Cash balance	51,646
	64,482,154

The Open University has no undrawn borrowing facilities.

(b) **Property, Plant and Equipment**

Property, Plant and Equipment are acquired at an aggregate cost of Rs 18,627,359 out of which Rs 5,627,917 was financed by means of capital grant from the Government. Cash payment of Rs 17,421,830 was made to purchase property, plant and equipment.

STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS

For the Period Ended 31 December 2013

	Budgeted Amounts		Actual Amounts on Comparable Basis	Difference Final Budget and Actual	Notes
	Original	Final			
	Rs	Rs			
RECEIPTS:					
Recurrent					
OPENING BALANCE	4,111,322	4,144,160	4,144,160	-	
GOVT.RECURRENT GRANT	124,800,000	124,800,000	124,800,000	-	
ADDITIONAL RECURRENT GRANT (OU)	-	19,300,000	18,940,050	359,950	
ADDITIONAL GRANT PRB 2013	16,000,000	-	-	-	
COURSE FEES	28,055,328	41,139,108	34,455,072	6,684,036	18.6
INCOME FROM MULTI-MEDIA PRODUCTION	625,000	-	-	-	
SUB-CONTRACTING MOE & HR TEXTBOOKS	833,333	-	-	-	
PROGRAMME DEVELOPMENT B/F	6,000,000	2,069,875	2,069,875	-	
INCOME FROM OPEN SCHOOL	500,000	2,000,000	1,766,509	233,491	
OTHER INCOME	1,333,333	1,650,000	3,775,811	(2,125,811)	
SURPLUS B/F	6,058,039	6,058,039	-	6,058,039	
TOTAL	188,316,355	201,161,182	189,951,477	11,209,705	
Capital	12,415,841	20,000,000	18,685,219	1,314,781	
TOTAL RECEIPTS	200,732,196	221,161,182	208,636,696	12,524,486	
PAYMENTS:					
Recurrent					
PERSONAL EMOLUMENTS:					
SALARY	92,234,615	89,500,000	85,476,239	4,023,761	18.2
COMPENSATION (2009 to 2013)	918,015	942,987	808,434	134,553	
END OF YEAR BONUS	9,725,000	9,650,000	9,255,493	394,507	18.2
ALLOWANCES	3,018,077	2,853,846	2,578,735	275,111	
EXTRA ASSISTANCE	912,308	2,518,462	2,337,864	180,598	
PASSAGE CREDIT	2,446,154	2,815,385	2,505,805	309,580	
OVERTIME	2,600,000	4,288,462	4,172,785	115,677	
PENSIONS CONTRIBUTION & GRATUITY	11,521,154	11,259,077	10,623,048	636,029	18.2
NATIONAL SAVINGS FUND	1,018,846	933,382	884,788	48,594	
CASH IN LIEU OF SICK LEAVE	2,400,000	4,200,000	3,987,434	212,566	
TOTAL	126,794,169	128,961,600	122,630,625	6,330,975	
TRAVELLING & TRANSPORT:					
REFUND OF BUS FARES	3,673,846	3,506,231	3,225,464	280,767	
TRAVEL GRANT	2,152,923	2,007,692	1,703,681	304,011	
COMMUTED TRAVEL & PETROL ALLOWANCE	5,178,462	5,297,308	5,037,639	259,669	
MILEAGE	810,154	715,385	656,656	58,729	
TOTAL	11,815,385	11,526,615	10,623,440	903,175	18.2

	Budgeted Amounts		Actual Amounts on Comparable Basis	Difference Final Budget and Actual	Notes
	Original	Final			
	Rs	Rs	Rs	Rs	
<i>Cont'd</i>					
INDIRECT COSTS					
UNIFORMS	125,010	125,010	121,030	3,980	
CHAIRPERSON/BOARD FEES	798,000	879,167	870,179	8,988	
MEDICAL SCHEME	1,170,000	922,500	841,287	81,213	
TELEPHONE AND POSTAGES	1,140,833	1,272,500	1,263,661	8,839	
ELECTRICITY	4,200,000	4,157,500	3,238,765	918,735	18.3
WATER	44,000	42,625	42,585	40	
M/VEHICLES RUNNING EXPENSES	897,500	1,125,000	1,112,068	12,932	
OFFICE EXPS. & INCIDENTALS	91,042	111,042	86,974	24,068	
HOSPITALITY & CEREMONIALS	171,375	1,491,250	1,410,898	80,352	
PUBLICITY & ADVERTISEMENT	259,375	278,125	47,864	230,261	
INSURANCE OF STAFF	325,000	325,000	322,170	2,830	
OVERSEAS PASSAGES & ALLOWANCES	491,667	1,083,333	637,237	446,096	18.4
OFFICE STATIONERY	779,167	1,252,083	1,052,223	199,860	
LEGAL & CONSULTANCY FEES	315,000	315,000	247,050	67,950	
R & M: BUILDING & OFFICE EQUIP.	4,400,000	4,054,167	3,752,485	301,682	
AUDIT FEES	175,000	175,000	175,000	-	
INSURANCE OF BUILDING,EQUIP. & FURNITURE	180,000	180,000	176,609	3,391	
INSTITUTIONAL LINKS	166,167	157,917	87,820	70,097	
SECURITY SERVICES	494,667	930,000	720,000	210,000	
RENTAL OF REGIONAL CENTRE	-	360,000	-	360,000	18.5
TOTAL	16,223,802	19,237,219	16,205,905	3,031,314	
DIRECT COSTS:					
ACADEMIC AFFAIRS	17,812,500	23,286,373	13,540,927	9,745,446	18.6
PROGRAMME DEVELOPMENT	6,000,000	9,000,000	6,068,185	2,931,815	18.6
OPEN SCHOOL	2,500,000	3,700,000	1,914,916	1,785,084	18.6
RESOURCE CENTRE	580,208	783,333	492,015	291,318	
MULTI-MEDIA CENTRE	1,329,167	-	-	-	
SUB-CONTRACTING MOE & HR TEXTBOOKS	916,667	-	-	-	
MARKETING & OUTREACH ACTIVITIES	1,725,000	2,666,667	2,226,561	440,106	18.7
R & M: PRODUCTION EQUIPMENT	1,208,833	1,166,667	627,719	538,948	18.8
STAFF DEVELOPMENT & TRAINING	353,125	303,125	207,187	95,938	
RESEARCH AND DEVELOPMENT	1,004,583	485,833	-	485,833	18.9
QUALITY ASSURANCE ACTIVITIES	52,917	43,750	24,000	19,750	
TOTAL	33,483,000	41,435,748	25,101,510	16,334,238	
Capital	35,096,000	20,000,000	10,834,333	9,165,667	18.10
TOTAL PAYMENTS	223,412,356	221,161,182	185,395,813	35,765,369	
NET RECEIPTS/PAYMENTS	(22,680,159)	0	23,240,883	(23,240,883)	

The notes on pages 77 to 92 form part of the Financial Statements.

NOTES TO THE ACCOUNTS

For the Period 12 July 2012 to 31 December 2013

1. GENERAL INFORMATION ON REPORTING ENTITY

These are the first financial statements of the Open University of Mauritius. The Open University was established by the *Open University Act No. 2 of 2010*. This Act was proclaimed on 12 July 2012. The Open University started its operations on that same date. As per legislation, all the assets and liabilities of the ex-Mauritius College of the Air have been transferred to the Open University at book values at that date.

The Open University is a body corporate wholly owned by the Government of Mauritius and reporting to the Ministry of Tertiary Education, Science, Research and Technology. Its registered office is at Réduit, Mauritius.

The objects of the Open University are to -

- (a) Advance and disseminate learning and knowledge through a diversity of means, with emphasis on information and communication technologies;
- (b) Provide wider opportunities for education and training to the population, through open and distance learning, and promote lifelong learning;
- (c) Encourage the use of open and distance learning at all levels of education and training through collaboration, optimal use of existing resources and good practices;
- (d) Encourage and promote scholarship and conduct research and development in educational technology and related matters;
- (e) Be the focal point for the provision of open and distance learning in Mauritius through the establishment of active partnerships with local public and private institutions, as well as overseas institutions engaged in providing education and training.

The Open University is administered by a Board which is its governing body.

2. REPORTING PERIOD

The present financial statements are for the period 12 July 2012 to 31 December 2013.

Being the first financial statements, comparative amounts for the Statement of Financial Performance, the Statement of Changes in Equity, the Cash Flow Statement and the related notes are not available.

3. SIGNIFICANT ACCOUNTING POLICIES

3.1 ADOPTION OF IPSAS

The financial statements comply in all material respects with applicable International Public Sector Accounting Standards (IPSAS).

The financial statements do not include the reconciliation of actual amounts on a budget basis with actual amounts presented in the financial statements.

This departure has no financial impact on the Open University's financial position, performance and cash flows for the reporting period.

In the current period, the Open University has adopted all of the improvements and amendments to the Standards effective at the reporting date.

The following IPSAS, amendments and improvements to IPSAS were issued but not yet effective at the reporting date:

Amendments to IPSAS 5	Borrowing costs – Effective for annual periods beginning on or after 1 January 2014
Amendments to IPSAS 13	Leases – Effective for annual periods beginning on or after 1 January 2014
Amendments to IPSAS 17	Property, Plant and Equipment – Effective for annual periods beginning on or after 1 January 2014
Amendments to IPSAS 29	Financial Instruments (Recognition and Measurement) – Effective for annual periods beginning on or after 1 January 2014
Amendments to IPSAS 31	Intangible Assets – Effective for annual periods beginning on or after 1 January 2014
IPSAS 32	Service Concession Arrangements: Grantor - Effective for annual periods beginning on or after 1 January 2014

3.2 BASIS OF ACCOUNTING

All the assets and liabilities of the ex-MCA were transferred to the Open University on 12 July 2012 at book values.

The financial statements have been prepared on the accrual basis of accounting. The measurement base applied is historical cost adjusted for revaluations of some assets, if any.

These financial statements are presented in Mauritian rupees.

The principal accounting policies adopted are set out below.

3.3 PROPERTY, PLANT AND EQUIPMENT

The government provides the land and buildings, which the Open University, along with other institutions, was occupying at Le Réduit, Curepipe and Bel Air Rivière Sèche. The land and buildings have not been accounted for in the financial statements.

Property, plant and equipment are stated at cost or revalued amount less accumulated depreciation and any recognised impairment losses.

At each balance sheet date, the Open University reviews the carrying amount of its tangible assets to determine whether there is an indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss and the carrying amount of the asset is reduced to its recoverable amount.

Depreciation is charged so as to write off the cost or valuation of assets, other than land and properties under construction, over their estimated useful lives using the straight-line method as follows:-

	No. of years
Printing and Graphics Equipment	5 to 20
Audio-Visual and Photographic Equipment	1 to 15
Tools	5
Furniture and Fittings, Driveway and Parking Area	10
Office Equipment	5 to 10
Motor Vehicles	5
Computer Equipment	2 to 7

Depreciation is fully charged in the year of acquisition and no charge is made in the year of disposal.

The gain or loss arising on the disposal of an item of plant and equipment is determined as the difference between the net sales proceeds and the carrying amount of the asset and is recognised in the Statement of Financial Performance.

Repairs and maintenance costs are charged to the Statement of Financial Performance when the expenditure is incurred.

3.3.1 Lease

There is no lease agreement and no payment for the occupation of the land and buildings by the Open University.

3.4 INTANGIBLE ASSETS

Intangible assets are recognised only if

- (a) it is probable that future economic benefits that are attributable to the assets will flow to the enterprise; and
- (b) the cost of the assets can be measured reliably.

Programme development costs and license fees for course materials are recognised as intangible assets and amortised using the straight-line basis over the projected life of the course/programme or the accreditation period, whichever is greater, but in either case no longer than five years. This is re-assessed at the end of each financial period and unused assets are written off.

License fees paid for rights of pre-recorded programmes and computer software that are not considered to form an integral part of any hardware equipment are recognised as intangible assets and their costs are amortised using the straight-line basis over their estimated useful lives of one to ten years.

3.5 INVENTORIES

Inventories are stated at the lower of cost (determined on a first-in-first-out basis) and net realisable value. Cost includes all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to the present location and condition. Net realisable value represents the estimated selling price less all estimated costs of completion and costs to be incurred in selling.

If the recoverable amount of an asset or cash-generating unit is estimated to be less than its carrying amount, the carrying amount of the asset or cash-generating unit is reduced to its recoverable amount. An impairment loss is recognised immediately in the Statement of Financial Performance, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

3.6 CASH AND CASH EQUIVALENTS

Cash and cash equivalents comprise bank balances and cash in hand.

3.7 RETIREMENT AND OTHER BENEFIT OBLIGATIONS

Defined benefit pension plan

Provision for retirement pension benefits is made under the Statutory Bodies Pension Funds Act of 1978 as amended. The scheme is a defined benefit plan and its assets are managed by State Insurance Company of Mauritius Ltd.

The cost of providing benefits is actuarially determined using the projected unit credit method.

The present value of funded obligations is recognised in the Statement of Financial Position as a non-current liability after adjusting for the fair value of plan assets, any unrecognised actuarial gains and losses and any unrecognised past service cost. The valuation of these obligations is carried out on a regular basis by the actuarial services of State Insurance Company of Mauritius Ltd.

The current service cost and any recognised past service cost are included as an expense together with the associated interest cost, net of expected return on plan assets.

A portion of the actuarial gains and losses will be recognised as income or expense if the net cumulative unrecognised actuarial gains and losses at the end of the previous accounting period exceeded the greater of 10% of the present value of the defined benefit obligation at that date or 10% of the fair value of plan assets at that date.

There is no change in the accounting policies from the last financial statements of the ex-MCA regarding employee benefits.

State Plan and defined contribution plans

Contributions to the National Pension Scheme, Family Protection Scheme and National Savings Fund are expensed in the same financial year.

Long-term employee entitlements

Employee entitlement to sick leaves and passage benefits are recognised as and when they are accrued to employees.

Car loans

Car loans are disbursed to the Open University by the Ministry of Tertiary Education, Science, Research and Technology on applications by eligible employees as part of their conditions of service. The loans are executed by way of a registered agreement between the Open University and the employees. The car loans which bear an interest rate of 4% per annum are repayable monthly over a period of five or seven years. The balances of principal amounts are shown as short-term and long-term loans.

Corresponding carrying amounts are shown under receivables.

3.8 PROVISIONS

A provision is recognized when the Open University has a present obligation as a result of a past event; when it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation; and when a reliable estimate can be made of the amount of the obligation.

Provisions are reviewed at the end of each financial period to determine the current best estimate.

3.9 REVENUE RECOGNITION

Revenue comprises government grants, course fees, sales of goods and services and bank interest.

Government Grants

Government grants related to depreciable assets and whose primary condition is that the Open University should purchase, construct or otherwise acquire non-current assets are recognised as capital grant in the Statement of Financial Position and transferred to the Statement of Financial Performance on a systematic and rational basis over the useful lives of the related assets.

Other government grants received are recognised in the Statement of Financial Performance in the same year.

Course fees

The Open University is a provider of learning and knowledge through a diversity of means, with emphasis on Open and Distance Learning programmes. Generally, fees for these programmes are collected on a semester basis and recognised in the Statement of Financial Performance in the same period of instruction.

For a few courses brought forward from the ex-MCA and offered with greater learning flexibility and which run for much longer periods, revenue is recognised over the longer period of instruction. Fees recognised in the Statement of Financial Performance for these courses are accounted for, after taking into consideration estimated future expenditure. Excess income is treated as deferred income under payables in the Statement of Financial Position.

Sale of goods and services

Sales of goods and services are recognised when the goods and services have been delivered or performed and accepted by the clients and are billable after taking into consideration revenue waived for work done for governmental institutions.

Interest income

Interest income is accrued in the Statement of Financial Performance.

3.10 EXPENSES

Expenses are charged to the accounts on an accrual basis.

3.11 FOREIGN CURRENCY TRANSACTIONS

Transactions in foreign currencies are translated to Mauritian rupee at the exchange rate ruling at the date of transaction. Exchange differences arising on settlement are recognised in surplus or deficit.

4. CRITICAL ACCOUNTING AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of the Open University's accounting policies, as described in note 3 above, Management and the Board are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities. Judgements and assumptions are continuously evaluated and are based on historical experience and other factors considered to be reasonable and relevant under the circumstances. The actual results could therefore differ from these accounting estimates.

The notes to the financial statements set out, where applicable, the areas where Management has applied a degree of judgement that has a significant effect on the amounts recognised in the financial statements.

5. RECEIVABLES AND PREPAYMENTS

Items	31 December 2013
	Rs
Course fees due	1,310,503
Works commissioned by clients	323,824
Affiliation fees prepaid	288,603
Other prepayments	366,667
Car loans (note 6)	1,269,765
Sundry debtors	1,042,404
Total	4,601,766

6. RECEIVABLES - CAR LOANS

Movements in car loans were as follows:

	31 December 2013
	Rs
Opening balance	5,204,901
New loans granted	1,980,100
Refund during the period	(2,396,590)
Closing balance	4,788,411

Receivables under non current assets represent the non current portion of car loans granted to staff. Breakdown of car loans:

	31 December 2013
	Rs
Total car loans	4,788,411
Less amount falling due within one year	(1,269,765)
Amount due after one year	3,518,646

7. INVENTORIES

Category	Write-down amount 2012/13	Carrying amount at 31 December 2013
	Rs	Rs
Materials and supplies	42,823	1,476,858
Finished goods	23,650	256,439
Total	66,473	1,733,297

8. PENSION ASSET

Defined benefit pension plan

	Period Ended 31 December 2013
	Rs
Amounts recognised in the Statement of Financial Position:	
Present value of funded obligation	307,074,439
(Fair value of plan assets)	(213,225,473)
	<u>93,848,966</u>
Present value of unfunded obligation	-
Unrecognised actuarial gain/(loss)	(112,442,834)
Unrecognised transition amount	-
Asset recognised in the Statement of Financial Position at end of year	<u>(18,593,868)</u>
Amounts recognised in the Statement of Financial Performance	
Current service cost (incl. Fund Expenses)	7,276,964
Interest cost	17,538,594
(Expected return on plan assets)	(15,072,708)
Actuarial loss/(gain) recognised	1,389,871
Past service cost recognised	-
Total, included in staff costs	<u>11,132,721</u>
Movements in asset recognised in the Statement of Financial Position:	
At start of period	(20,247,548)
Total staff cost as above	11,132,721
Net contributions paid	(9,479,041)
At end of period	<u>(18,593,868)</u>
Actual return on plan assets:	<u>29,710,126</u>
Main actuarial assumptions at end of period:	
Discount rate	8.00%
Expected rate of return on plan assets	8.00%
Future salary increases	5.50%
Future pensions increases	3.50%

The assets of the plan are invested in funds managed by State Insurance Company of Mauritius Ltd.

The discount rate of return is determined by reference to market yields on bonds.

8. PENSION ASSET *(continued)*

	Period Ended 31 December 2013
	Rs
Reconciliation of the present value of defined benefit obligation	
Present value of obligation at start of period	219,232,425
Current service cost	7,276,964
Employee contributions	4,944,565
Interest cost	17,538,594
(Benefits paid)	(22,684,011)
Liability (gain)/loss	80,765,902
Present value of obligation at end of period	<u>307,074,439</u>
Reconciliation of fair value of plan assets	
Fair value of plan assets at start of period	192,539,051
Expected return on plan assets	15,072,708
Employer contributions	9,479,041
Employee contributions	4,944,565
(Benefits paid + other outgo)	(22,684,011)
Asset gain/(loss)	13,874,119
Fair value of plan assets at end of period	<u>213,225,473</u>
Distribution of plan assets at end of period	
Percentage of assets at end of period:	
Government securities and cash	59.1%
Loans	4.9%
Local equities	21.9%
Overseas bonds and equities	13.4%
Property	0.7%
Total	<u>100%</u>
Additional disclosure on assets issued or used by the reporting entity	
Percentage of assets at end of period:	
Assets held in the entity's own financial instruments	0%
Property occupied by the entity	0%
Other assets used by the entity	0%
History of obligations, assets and experience adjustments	
Period	2012/2013
Currency	Rs
Fair value of plan assets	213,225,473
(Present value of defined obligation)	(307,074,439)
Surplus/(deficit)	<u>(93,848,966)</u>
Asset experience gain/(loss) during the period	13,874,119
Liability experience gain/(loss) during the period	(80,765,902)
Year	2014
Expected employer contributions (2014)	8,500,000

9. NON CURRENT ASSETS - PROPERTY, PLANT & EQUIPMENT

	PRODUCTION EQUIPMENT	FURNITURE & FITTINGS, OFFICE EQUIPMENT, DRIVEWAY & PARKING SURFACE	MOTOR VEHICLES	COMPUTER EQUIPMENT	TOTAL
Reporting Period	2012/2013 Rs	2012/2013 Rs	2012/2013 Rs	2012/2013 Rs	2012/2013 Rs
Opening Balance	13,915,661	5,058,490	736,884	1,785,017	21,496,052
Additions	515,758	9,235,707	-	2,253,903	12,005,368
Disposals/ Retirement	-	-	-	-	-
Depreciation	(5,115,975)	(1,890,277)	(327,020)	(934,187)	(8,267,459)
Closing Balance	9,315,444	12,403,920	409,864	3,104,733	25,233,961

Gross Carrying Amount	96,739,587	38,734,063	3,968,067	14,597,304	154,039,021
Accumulated Depreciation	(87,424,143)	(26,330,143)	(3,558,203)	(11,492,571)	(128,805,060)
Net Carrying Amount	9,315,444	12,403,920	409,864	3,104,733	25,233,961

10. NON CURRENT ASSETS - INTANGIBLE ASSETS

	RIGHTS	PRODUCTION SOFTWARE	COMPUTER SOFTWARE	PROGRAMME DEVELOPMENT	TOTAL
Reporting Period	2012/2013 Rs	2012/2013 Rs	2012/2013 Rs	2012/2013 Rs	2012/2013 Rs
Opening Balance	47,898	69,696	304,969	-	422,563
Additions	6,600	-	323,812	6,291,579	6,621,991
Disposals	-	-	-	-	-
Amortisation	(38,664)	(53,981)	(229,120)	(1,887,474)	(2,209,239)
Closing Balance	15,834	15,715	399,661	4,404,105	4,835,315

Gross Carrying Amount	396,232	1,365,833	4,984,227	6,291,579	13,037,871
Accumulated Amortisation	(380,398)	(1,350,118)	(4,584,566)	(1,887,474)	(8,202,556)
Net Carrying Amount	15,834	15,715	399,661	4,404,105	4,835,315

11. PAYABLES

	31 December 2013
	Rs
Course fees – deferred income	3,225,971
Course fees prepaid	22,708,158
Accrued Expenditure	5,984,283
Sundry Creditors and prepayments	987,555
Total	32,905,967

12. CAR LOANS

These represent car loans granted by the Ministry of Tertiary Education, Science, Research and Technology to Open University staff. Long-term loans represent the non current portion of the car loans. Breakdown of the loans:

	31 December 2013
	Rs
Total car loans	4,788,411
Less amount falling due within one year	(1,269,765)
Amount due after one year	3,518,646

13. EMPLOYEE BENEFITS

Employee benefits represent sick leaves and passage benefits accrued by staff and payable either on retirement or on resignation.

	31 December 2013
Short-term:	
Sick leave benefits	3,300,000
Passage benefits	2,500,000
Total	5,800,000
Long-term:	
Sick leave benefits	20,900,000
Passage benefits	6,900,000
Total	27,800,000

14. CAPITAL GRANT

	12 July 2012	Received in 2012/2013	Release to Statement of Financial Performance in 2012/2013	31 December 2013
	Rs	Rs	Rs	Rs
Government of Mauritius	18,664,059	5,627,917	(7,022,375)	17,269,601
Government of India	440,799		(306,180)	134,619
Sub total	19,104,858	5,627,917	(7,328,554)	17,404,220
Internal Transfer	1,153,571		(40,256)	1,113,315
Total	20,258,429	5,627,917	(7,368,811)	18,517,535

15. OTHER OPERATING REVENUE

	2012/2013
	Rs
Interest Receivable	1,839,255
Course Fees	46,463,949
Sale of services	5,419,434
Sale of goods	537,924
National Savings Fund refund	871,163
Miscellaneous revenue	3,977
Total	55,135,702

Course fees – Twenty scholarships were granted to foreign learners during the financial period under a scholarship scheme set up by the parent Ministry. Two additional scholarships were also granted to prison detainees during the same period, again under a scheme of the parent Ministry. Course fees waived during the financial period for these scholarships amounted to **Rs 661,200**.

16. STAFF COSTS

Items	2012/2013
	Rs
Basic Salary	83,993,014
Salary Compensation	761,065
Overtime	4,539,184
Acting and other Allowances	2,562,629
Gratuity	318,951
Chairman/Board Members fees	888,243
End of Year Bonus	7,050,546
Passage Benefits	3,641,530
Pension costs – Defined benefit plan	11,132,721
Contributions to NPF & FPS	861,740
National Savings Fund	937,198
Extra Assistance	2,853,222
Sick Leave	8,044,051
Uniforms Allowance	170,853
Travelling and Transport	10,462,386
Medical Scheme	841,287
Insurance compensation	179,673
Total	139,238,293

17. OTHER OPERATING EXPENSES

17.1 Included in Operating Expenses are:

	2012/2013
	Rs
Cost of inventories expensed	9,177,925

17.2 Breakdown of Operating Expenses:

Items	2012/2013
	Rs
Course Materials and Delivery costs	13,632,685
Programme Production	1,856,875
Resource Centre	588,088
Marketing	2,070,835
Training and Staff Development	207,187
Insurance	709,020
Security Services	842,610
Postage and Office Stationery	1,555,369
Telephone, Electricity and Water	4,237,629
Mission expenses	635,631
Institutional Links and Membership fees	95,124
Legal and Professional Charges	465,352
Motor Vehicles Running Expenses	1,126,853
Repairs and Maintenance	4,979,385
Hospitality	1,423,417
General Expenses	151,586
Debts written off	249,386
Total	34,827,032

18. BUDGET

- 18.1** The budget is approved on a cash basis by economic nature classification. The approved budget covers the period from 12 July 2012 to 31 December 2013. The budgets for 2012 and 2013 were approved on a calendar basis but the figures for the period 12 July 2012 to 31 December 2012 have been pro-rated for the purpose of IPSAS 24. Some re-allocation of funds were carried out and no additional funds were required during the period.
- 18.2** Salary costs fell short of estimation because of non-filling of numerous vacant posts on establishment.
- 18.3** Electricity charges for the University Campus, Curepipe could not be estimated with certainty and some claims submitted by the ex-owner of the building could not be entertained.
- 18.4** Missions abroad did not materialise as planned.
- 18.5** Setting up and rental of overseas study centres did not materialise.
- 18.6** Enrolment of learners, thus course delivery expenses and fees collection for the

new university could not be estimated in a truly realistic manner and some items of expenditure like course writing and supervision did not materialise in the first months of operation.

- 18.7 Marketing expenses were over-estimated during the first months of operation.
- 18.8 Expenses related to repairs and maintenance of professional equipment were postponed pending the re-structuring of the audio-visual production.
- 18.9 Research and development expenses did not materialise as planned in the first months of operation.
- 18.10 Some major capital projects were postponed to 2014.

19. EVENTS AFTER THE STATEMENT OF FINANCIAL PERFORMANCE DATE

There were no major events after the Statement of Financial Performance date.

20. EMPLOYEE DISCLOSURE

At 31 December 2013, the Open University had one hundred and fifty-four full-time employees out of which fifty-one were administrative staff.

21. KEY MANAGEMENT PERSONNEL

The management of the Open University is carried out by key personnel including the Director-General, Heads of division and section and other senior staff who are responsible for managing the activities of the university. The aggregate remuneration of Rs 29,190,522 was provided to key management personnel for the reporting period as follows:

	Rs
Director-General	3,284,834
Heads of division/section	15,487,881
Other senior staff	10,417,807
Total	29,190,522

22. OTHER REMUNERATION AND COMPENSATION TO KEY MANAGEMENT PERSONNEL

During the reporting period, total fees of Rs 878,746 for course writing and tutoring services were provided to key personnel as follows:

	Rs
Director-General	855,046
Other senior staff	23,700
Total	878,746

23. BOARD OF DIRECTORS' REMUNERATION

	Rs
Chairperson fees	588,103
Other Board members fees	424,175
Total	1,012,278

The Chairperson fees above include an amount of Rs 124,035 representing subsistence allowance paid to the Chairperson during the period for overseas missions and posted to operating expenses.

24. RELATED PARTY TRANSACTIONS

For the purposes of these financial statements, parties which are considered to be related to the Open University are other government ministries, public bodies and departments, mostly represented on the Open University Board, if they have the ability, directly or indirectly, to control the Open University or exercise significant influence over the financial and operating decision making, or vice versa. Related party transactions were generally carried out at commercial terms and conditions.

The Open University produced audio-visual and printed materials and services at concessionary terms to government ministries and departments. During the financial period, a total amount of Rs 1.2m was waived on sale of goods and services in accordance with current pricing policy.

A twenty percent fee discount was granted to Open University's staff and members of the Board who enrolled for the university's courses. The additional fee applicable for payments by instalments was also waived to this category of learners.

A ten percent fee discount was also granted to selected public bodies sponsoring their staff for the university's programmes. During the financial period, such discount was granted to staff of the Mauritius Revenue Authority.

During the financial period, a total amount of Rs 267,845 was waived on course fees under these revenue policies.

Eligible employees are granted duty free facilities and/or loans for the purchase of a car as prescribed in the *Pay Research Bureau Report*. The details, amounts granted and balances under these loans are given at notes 3.7 and 6. There are no other loans to key management personnel or to other categories of staff.

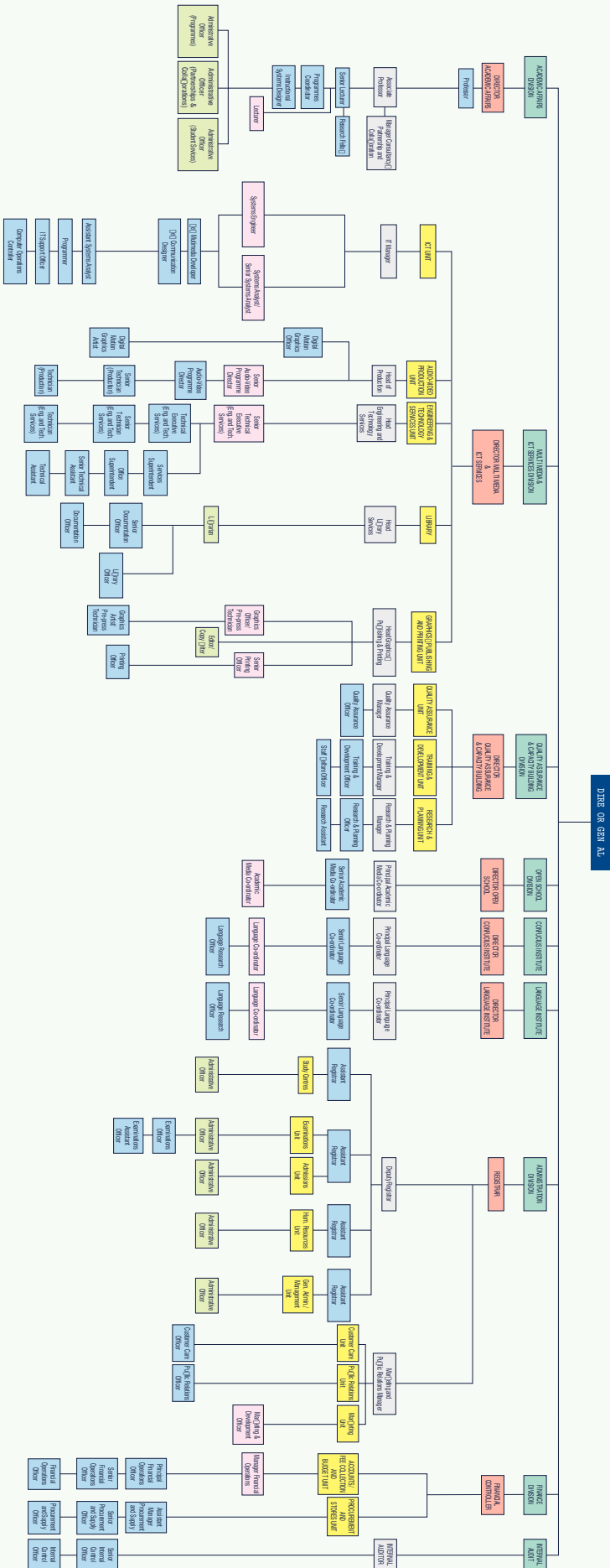


Figure 2.14: Higher Education Office, Confidential Services, Executive Office, Assistant Director Operations Office, Assistant Director Planning and Supply Office, Personal Assistant/Documentation Office, Assistant Training Office, Chief/Welfare Processing Operator, Receptionist/Telephone Operator, Senior/Welfare/Recreation Specialist, Specialized Office Attendant, Library/Welfare/Recreation Specialist, Driver Office Attendant, General Worker Personal.