

ANNUAL REPORT 2014

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 1 January 2014 – 31 December 2014.

Yours faithfully

A handwritten signature in black ink, appearing to read 'R Duva Pentiah', written in a cursive style.

Mr R Duva Pentiah
Chairperson
Open University of Mauritius

CORPORATE INFORMATION

Chairperson
Mrs Ayesha Jeewa

Director-General
Dr Kaviraj Sharma SUKON

POSTAL and PHYSICAL ADDRESS
Réduit
Mauritius

POSTAL CODE
80835

TELEPHONE
403 8200

FAX
464 8854

WEBSITE
www.open.ac.mu

BANKER
State Bank of Mauritius

LEGAL ADVISER
Solicitor General's Office

TABLE OF CONTENTS

DIRECTOR-GENERAL'S FOREWORD.....	5
CORPORATE PROFILE.....	7
CORPORATE GOVERNANCE REPORT.....	12
Compliances and Enforcement.....	12
Board of Directors (Roles & Responsibilities).....	12
Functions and Powers of Board.....	13
The Academic Council.....	16
Secretary to the Board.....	16
Board Governance Structure.....	17
Directors' Remuneration.....	21
Public Procurement Policies and Procedures.....	24
Committee of Needs.....	25
Safety and Health Issues.....	25
Internal Audit.....	25
Corporate Social Responsibility.....	26
MANAGEMENT TEAM.....	27
STATEMENT OF DIRECTORS' RESPONSIBILITIES.....	28
DIRECTORS' STATEMENT FOR INTERNAL CONTROL.....	29
REPORT ON OUTCOMES AND OUTPUTS.....	30
HR Unit.....	31
Marketing & Development Unit.....	38
Academic Affairs Division.....	39
Information Technology.....	42
Audio-Visual Production.....	45
Admissions Office.....	46

Library.....	48
Open School.....	50
Examinations Unit.....	51
Graphics, Publishing and Printing.....	52
FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014.....	57
APPENDIX	
Organisation Chart.....	83



DIRECTOR-GENERAL'S FOREWORD

The second year of operation has been as challenging as the first one. Fortunately, the increasing number of students studying at the Open University of Mauritius (OU) has been a source of motivation for all members of staff who have been endeavouring to put education in the DNA of everyone studying at our institution. I am thankful to all my colleagues working at OU for putting in the extra effort in order to provide the best learning experience to everyone especially at a time when we all felt the need to have additional pairs of hands. Without this effort OU would not have reached the second position (second only to University of Mauritius in terms of number of students) among the local public universities after two years of operation. Indeed, OU had around 4,000 students by the end of 2014. We are grateful to all the learners who made the right choice to study at OU.

In order to provide the best services to our dear students, the Student Support Unit has been re-engineered. This also led to more coherence in the use of the different communication channels to reach the students. The Unit is managing the E-Learn platform, the official website as well as the Facebook page together with the Marketing Unit. Learners' concerns are being addressed promptly so that they can dedicate themselves to their studies. Several other Units will be established in the coming years in order to have a better workflow.

The first cohort of students who joined OU in 2013 and who followed masters' level programmes as well as those who followed top-up programmes at undergraduate level successfully completed their studies. This will lead to the first graduation of OU that shall be a historic milestone for the university.

December 2014 was very eventful. Our young university organised its first international conference on its newly renovated premises at Forest-Side from 5 to 7 December 2014. The staff of OU managed the entire event. Over one hundred delegates from the Distance Education Association of Southern Africa (DEASA) attended the conference, which was opened by His Excellency the President of the Republic of Mauritius. It was a golden opportunity for our staff to interact with eminent academics. From 21 to 23 May 2014, OU also organised the Commonwealth of Learning Focal Points meeting in Mauritius. Such events play a pivotal role in boosting the image of OU at both regional and international levels.

The research base was also consolidated. A workshop to empower both our staff and

students to publish in high impact factor journals was conducted by an expert Mr Simon Linacre from Emerald Publishing Group from 17 to 20 December 2014. Dr Graham Easton from Imperial College London also conducted a workshop on how to conduct research.

This year was also the opportunity to consolidate the working relationship with our partners. Two experts from Imperial College London spent one month each in order to develop a blueprint for the School of Health Sciences at the Open University of Mauritius. OU wishes to focus its research in a few areas including public health and big data. In September 2014, OU in collaboration with the Royal College of Physicians of Edinburgh (RCPE) organised the first Renal Medicine Symposium through web-streaming technologies. 38 local doctors and specialists successfully participated in this high-level workshop.

I would like to thank all those who have contributed to this success. My sincere gratitude goes to the Hon. Minister, the Chairperson, and the Board Members for their unflinching support. The success achieved by OU during its first two years of operation will surely help it to move forward with greater confidence.



Dr K S Sukon
Director-General
Open University of Mauritius
16 March 2015

CORPORATE PROFILE

The Open University of Mauritius (OU) was established on 12 July 2012 under the *Open University of Mauritius ACT 2010*. The Mauritius College of the Air, which was established in 1971, integrated the Open University of Mauritius 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, OU 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 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 and diverging points of view

- Engaging diversity
- Freedom to Learners
- Self-directed Learning
- Flexibility in Learning.

Excellence

- High quality educational experiences
- Innovation, 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 2012-2017

OU 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 reach 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 its mandates as a series of strategic objectives in which it seeks to:

- 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 with effective Customer Care
- Evaluation, Assessment Examination and Mechanisms
- Marketing
- Financing.

STRATEGY 1

Build an Excellent Faculty

Recruit at least 10 faculty members annually. Invite guests from 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, etc.) 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 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, VUSSSC 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. OU 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. It will outsource some of its activities to specialised agencies in those areas and 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 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 like 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; and 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 Team and 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 OU. 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 (the processes and systems to ensure quality) is very important for OU. The achievement of Quality is one of the important challenges of DEOL systems throughout the World. OU will design and embed into all its operations quality assurance from the beginning. Similar 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 national/international agencies to establish credibility of the OU 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 Student Body - Effective Customer Care

Learner support services constitute an important component of the teaching-learning system of open and distance learning. The learner services enrich the learning process of distance learners by the provision of pedagogic and personal support essential for the self-learners. The effectiveness of the DEOL system to a great extent depends on the quality of learning materials and the 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 OU. 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 will
- (xi) Organise 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 Mechanism

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

STRATEGY 7

Marketing

Brochures, adverts (in local and foreign newspapers, popular websites,...) will be produced. People must be informed that OU can take education and training to people's doorstep so that they 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. OU will support 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. The handbooks 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 enables 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 about five years). Initially, the grant from the Government is necessary to meet the capital and recurring costs.

CORPORATE GOVERNANCE REPORT

This section of our Annual Report outlines the Corporate Governance processes at OU.

Compliances and Enforcement

The Board of Directors and OU recognise and are committed to the openness, integrity and accountability advocated by the code on corporate governance for Mauritius issued by the National Committee on corporate governance as applicable to state owned enterprises.

For OU, corporate governance is simply 'Doing the right things for the organisation and doing things the right way'. OU is governed by processes and systems which ensure appropriate checks and balances.

By so doing, we ensure

- Good performance of the organisation
- Proper accountability to all stakeholders
- Mitigation of conflicts of interest.

Board of Directors (Roles & Responsibilities)

1. The Board is the governing body having the direction and superintendence of OU 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) The Board, on behalf of OU, 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).

Composition of the Board of Directors

The Board

The Board of Directors comprises eleven members.

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

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.

During the period under review, the Chairperson of OU drew a monthly fee of Rs 28,500, in line with the recommendations 19.11 of the *PRB Report 2013*.

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 –Sept 2013,
- 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.

Dr (Mrs) N L D Luckheerain 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.

Dr Mrs L D Luckheerain 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 Luckheerain 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 OU Board. She has substantial knowledge of management and experience of tertiary education, audio-visual education and open and distance learning. She possesses a Diploma in Public Administration and Management, a BA (Hons) Economics with Management Studies and an MSc Human Resource Studies.

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 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 OU. 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 MCA Board 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 *École Hôtelière Sir Gaëtan Duval* of the Mauritius Institute of Training and Development, 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 Executive Masters in Business Administration 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 OU.

He possesses a BA (Hons) Economics & Government (University of Essex, UK), an MA in Economics, Government & International Relations (University of London, UK) and a Postgraduate Certificate in Education (PGCE) (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) – May 1995 to July 2000
- Education Officer, Ministry of Education & Human Resources – March 1985 to April 1995; and
- Lecturer at the North London Institute of Further Education – 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 Sèche.

The Academic Council

- (a) Is the principal academic body of the Open University;
- (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 the Open University; 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 the Open University, 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 institution complies with its constitution and all relevant statutory and regulatory requirements, codes of conduct and rules established by the Board.

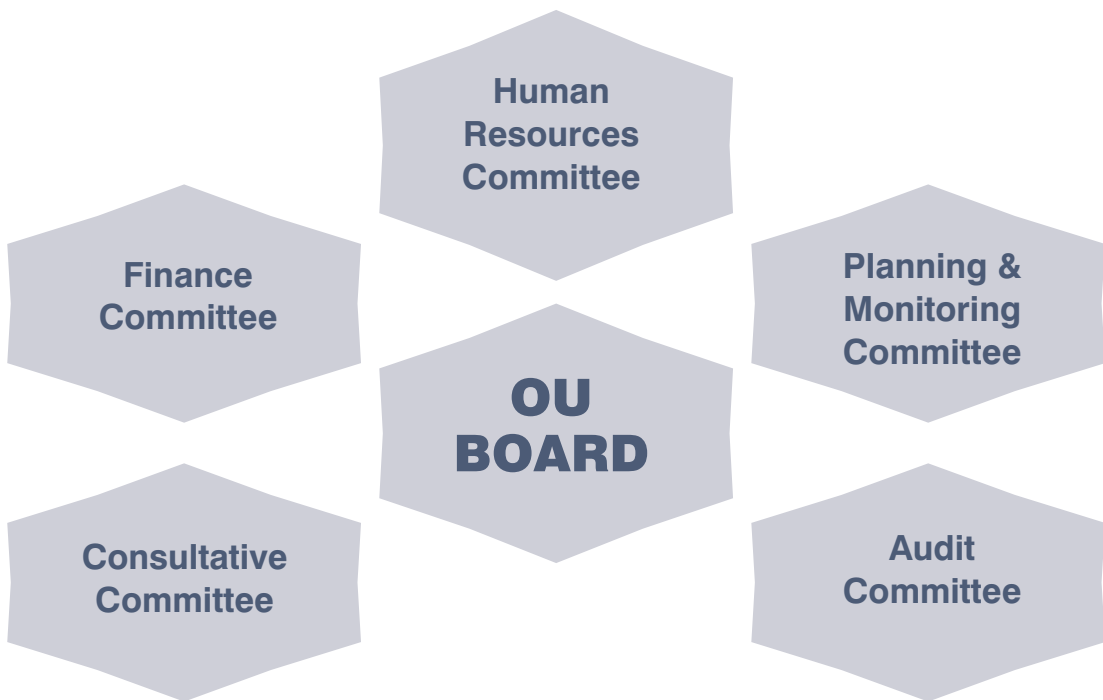
The Secretary also ensures that the proceedings of the Board and its committee meetings are properly recorded and decisions implemented after the approval by the Chairperson of the Board or the relevant Board sub-committees.

She assists in ensuring coordination and liaison between the Board, the Board committees and Management.

Board Governance Structure

To assist the Board in meeting its duties, the Board has established a number of committees. These include:

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



Each of the sub-committees has its own written terms of reference and its actions are reported to and monitored by the Board.

Composition of the Board of Directors and its Committee as per December 31, 2013

Board of Directors	
Chairperson	Mrs A Jeewa
Director-General	Dr K S Sukon
Members	Dr (Mrs) N L D Luckheenarain
	Mrs S D Juwaheer
	Mr P Ramsurrun
	Mrs L D Ramburuth
	Mr D Philogene
	Mr S Bhoobun
	Prof J Anthony Eddison

Human Resource Committee	Finance Committee	Planning and Monitoring Committee	Audit Committee	Consultative Committee
Mrs A Jeewa, Chairperson	Mrs A Jeewa, Chairperson	Mrs A Jeewa, Chairperson	Dr (Mrs) N L D Luckheenarain (Chairperson)	Dr L Emanuel Chairperson
Dr K S Sukon, Director-General	Dr K S Sukon, Director-General	Dr K S Sukon, Director-General	Mr S Bhoobun	Dr K S Sukon Director-General
Dr (Mrs) N L D Luckheenarain	Dr (Mrs) N L D Luckheenarain	Mrs S Juwaheer	Prof J A Eddison	Dr (Mrs) N L D Luckheenarain
Mr P Ramsurrun	Mrs L D Ramburuth	Mr P Ramsurrun		Mr J Kwok Yin Siong Ye
Mrs L D Ramburuth	Mr S Bhoobun	Mr D Philogene		Miss L Rajmun
		Prof J A Eddison		Mrs M Sewnauth
				Mr R Ghose
				Mr R Makoond

1. Finance Committee

1. **Chairperson**

Mrs A Jeewa

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

Dr (Mrs) N L D Luckheerain

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.

2. Human Resources Committee

1. **Chairperson**

Mrs A Jeewa

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

Dr (Mrs) N L D Luckheerain

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.

3. Planning and Monitoring Committee

1. **Chairperson**

Mrs A 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 Philogene

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.

4. 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

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

Dr (Mrs) N L D Luckheenarain

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.

5. 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.

6. Corporate Governance Committee

The Corporate Governance Committee has not yet been constituted. OU has however developed good governance practices.

7. Risk Management Committee

The Risk Management Committee has not yet been constituted.

As part of its annual Risk Management Programme and commitment to continuous improvement, OU undertakes every two years an annual review of its Risk Management Policy and Risk Management Plan to ensure

that its risk management framework continues to appropriately support OU's operations and is in line with appropriate International Risk Management Standards.

The Safety and Health Officer is in the process of uplifting OU's Risk Management Policy to include the University Campus Curepipe and Bel Air Study Centre.

Board Meetings

The Board meetings are held in line with schedule (Sections 2 and 23) of the statutes of the *Open University of Mauritius Act No 2 of 2010*.

Payment to Other Board Members

Directors' Remuneration

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

		DESCRIPTION	2014	
			Rs	Rs
1	Chairperson	Fees		400,036
2.	Non-Executive Board Directors	Fees		61,495
3.	Executive Board Director: Director-General	Salaries, Gratuity & Pension benefits	2,233,824	
		Allowances	775,935	
		Fees	1,487,850	4,497,609
TOTAL				4,959,140

Name	Rate payable Rs
Dr (Mrs) N L D Luckheenarain	14,830.00
Mrs S D Juwaheer	7,825.00
Mr P Ramsurn	13,910.00
Mrs L D Ramburuth	14,450.00
Mr S Bhoobun	10,480.00
TOTAL	61,495.00

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

Attendance of Chairperson and Members of Statutory Committees in 2014

Chairperson and Members	Board Meetings (9)	Human Resource Committee (7)	Finance Committee (2)	Planning and Monitoring Committee (Nil)
Chairperson	9	7	2	Nil
Representative of Permanent Secretary, Ministry of Tertiary Education, Science, Research and Technology	9	5	2	
Director-General, OU	9	7	2	
Director, Fashion and Design Institute	6	-	-	
Director, <i>Université des Mascareignes</i>	8	5	-	
Nominated Member Mrs L D Ramburuth	9	6	2	
Nominated Member Prof J A Eddison	0	-	-	
Nominated Member Mr D Philogène	0	-	-	
Nominated Member Mr S Bhoobun	8	-	2	

Chairperson and Members	Consultative Committee (3)
Chairperson	3
Representative of Permanent Secretary, Ministry of Tertiary Education, Science, Research and Technology	2
Director-General, OU	3
Representative of Ministry of Industry, Commerce and Consumer Protection	3
Representative of Joint Economic Council	0
Representative of Mauritius Employers' Federation	2
Representative of Mauritius Export Association	0
Representative of Small and Medium Enterprises (Ministry of Business, Enterprise and Cooperatives)	3

Chairperson and Members	Academic Council (2)
Director-General, OU - Chairperson	2
Representative of Executive Director Tertiary Education Commission	2
Representative of Vice Chancellor, University of Mauritius	2
Representative of Director, University of Technology, Mauritius	2
Representative of Senior Chief Executive, Ministry of Education and Human Resources	1
Representative of the Director of Academic Affairs, OU	2
Representative of Director, Quality Assurance and Capacity Building Division, OU	2
Representative of Director, Multimedia and ICT Services, OU	1
Representative of Head of Open School, OU	2
Head of Graphics, Publishing & Photography, OU	2
Head of Finance Section, OU	2
Co-opted Member - Mr R V Sannasee, Associate Professor, University of Mauritius	0
Co-opted Member - A representative of Mauritius Examinations Syndicate	2
Co-opted Member - Mr S Ragen, Permanent Secretary, Ministry of Labour, Industrial Relations and Employment	0

Number of Statutory Committees Held During the Period Jan-Dec 2014

Board		Human Resource Committee		Finance Committee		Academic Council		Planning & Monitoring Committee		Consultative Committee	
Ref	Date	Ref	Date	Ref	Date	Ref	Date	Ref	Date	Ref	Date
2014		2014		2014		2014		2014		2014	
BM/2014/1	10.02.14	HRC/2014/1	20.01.14	FC/2014/1	09.04.14	AC/2014/1	12.02.14	Nil		CC/2014/1	27.03.14
BM/2014/2	07.02.14	HRC/2014/2	24.03.14	FC/2014/2	14.05.14	AC/2014/2	02.09.14		CC/2014/2	31.07.14	
BM/2014/3	09.04.14	HRC/2014/3	12.05.14						CC/2014/3	21.10.14	
BM/2014/4	19.05.14	HRC/2014/4	19.05.14								
BM/2014/5	30.06.14	HRC/2014/5	16.07.14								
BM/2014/6	01.08.14	HRC/2014/6	03.09.14								
BM/2014/7	03.09.14	HRC/2014/7	01.10.14								
BM/2014/8	27.10.14										
BM/2014/9	17.11.14										

Nineteen Board Meetings were held during the period under review.

Public Procurement Policies and Procedures Monitoring and Controls

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

The Ministry of Finance and Economic Development had issued a circular letter No.2 of 2014 on 30 January 2014 on the new developed procedures in respect of the functioning of a Departmental Bid Committee of Ministries/Departments which are in line with the modernisation of procurement rules and procedures.

This was approved by the OU Board. The new procedures aim at primarily improving the procurement process.

The composition of the DBC is as follows:

Name	Designation		Rate payable per committee
Dr K S Sukon	Director-General	Chairperson	Rs 400
Mr A Vencatachellum	Ag. Financial Controller	Member	Rs 330
Mr P Arlanda	Senior Procurement & Supply Officer	Member	Rs 330
Mrs K Moonian	Acting HEO	Secretary	Rs 240
In Attendance	Senior Procurement & Supply Officer	Member	
	Administrative Officer (Management)	Member	

The terms of reference of the DBC are:

1. Vetting bidding documents for procurement below prescribed amounts, contract forms, terms and conditions, and addenda to bidding documents and clarification to bidders if any;
2. Opening of bids;
3. Referring bids to the Bid Evaluation Committee (BEC) for examination and evaluation;
4. Attending to request(s) from BEC for any clarifications arising at evaluation stage;
5. Requesting for fresh evaluations, where necessary;
6. Approving bids on the basis of 'lowest evaluated substantially responsive bids' (where the DBC is chaired by the Accounting Officer), or recommending bids to the Accounting Officer for his/her approval (where the DBC is chaired by a person other than the Accounting Officer);
7. Reviewing and making appropriate recommendations to Accounting Officer on applications received for variations, addenda or amendments to ongoing contracts;
8. Clearing of bidding documents for projects above the prescribed amount by the DBC, prior to submission to the Central Procurement Board (CPB) for vetting;
9. Arranging for debriefing of unsuccessful bidders upon request; and
10. Where necessary, consulting the CPB and/or PPO and/or SLO on intricate/contentious matters arising from the evaluation process.

From January to December 2014, 35 Departmental Bid Committees and 33 Bid Evaluation Committees were held.

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.

Ethics and Organisational Integrity

The 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.

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, and 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

An internal audit system is in place to assist management in the effective discharge of its responsibilities. It is independent of management and reports to the Audit and Risk Committee.

Internal auditing is an independent and objective activity designed to add value and improve the University's operations. It helps the University

to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

The scope of internal auditing within an organisation is broad and may involve topics such as an organisation's governance, risk management and management controls over the efficiency/effectiveness of operations (including safeguarding of assets), the reliability of financial and management reporting, and "with laws and regulations".

In the absence of the Internal Auditor, Mrs Premawatee Ramdoo-Sadien FCCA has been assigned duties of internal audit.

- The Internal Auditor has an independent appraisal function which reviews the adequacy and effectiveness of internal controls both operational and financial.
- Weaknesses identified by the Internal Auditor are brought to the attention of Management and the Audit and Risk Committee and corrective actions are taken.
- Management is analysed for appropriateness.
- The Internal Auditor reports directly to the Audit and Risk Committee which in turn brings to the Board any material issues requiring special attention.

Corporate Social Responsibility

In line with its contribution to Corporate Social Responsibility, OU allocated scholarships to two detainees to enrol in the BSc (Hons) Business Management Programme.

As beneficiaries of the scholarship, the detainees benefit from the following:-

- Industries
- Assistance of Programme Manager
- Especially designed self-instructional course material
- Tutorial support through face-to-face contact and with sessions

- Feedback on assignments
- Counselling as and when required
- Any other support deemed necessary

OU has also trained graduates/non-graduates enlisted under the National Empowerment Foundation with a view to sharpen their knowledge, attitudes and skills and preparing them for the workplace. To improve the lives of those destitute children at the foyer Mgr-Leen, a home for destitute children in Rose-Hill, the Board of OU approved the funding for the fixing of kitchen cupboards at the foyer.

Sustainability

OU's value of sustainability is core to our strategy and we integrate health, safety, environmental, social and economic factors into our decision making.

Our approach to sustainability reflects our priority to put health and safety first, and be environmentally responsive.

OU provides a 24-hour insurance cover to all members of staff on its permanent and pensionable establishment.

We are also covered by a medical insurance scheme, funded partly by OU and partly by the employees.

Risk Management

Given that risk management is one of the most important components of Corporate Governance, OU is consolidating its risk management functions. The aim of this initiative is to institutionalise risk management by embedding it in its day-to-day operations and in its management culture.

MANAGEMENT TEAM PROFILE

Dr K S Sukon

Director-General

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

Mr R Dhurbarrylall
Associate Professor

BSc (Hons) Biology (University of Sussex, UK), PGCE (University of Sussex, UK), MaDE (Indira Gandhi National Open University, New Delhi)

Mrs S Ramasawmy
Deputy Registrar

BA (Hons) in Economics with Management Studies (Napier University, Edinburgh), MBA (Indira Gandhi National Open University, New Delhi)

Mr V Veerabudren
Deputy Registrar

BSc (Hons) Business Studies (University of Mauritius), MBA in Public Policy and Administration (University of Mauritius)

Mr J Tow Nam
Financial Controller

ACCA, MBA (Indira Gandhi National Open University, New Delhi)

Mr V S Patten
Head Graphics, Publishing and Printing

BTSIG, Académie de Paris, M Phil in Publishing Studies (University of Stirling, Scotland), MBA (Indira Gandhi National Open University, New Delhi)

Miss P F Ah Fat
Head, Learning Resources Centre

B.Lib(Hons) (University of Wales, UK), ALA, MA in Library and Information Management (University of Sheffield, England)

Mr S A Latchayya
Principal Technical Executive (Audio-Video Production)

BA in Communication (University of Technology, Mauritius), MBA (University of Technology, Mauritius)

Mr L Neliah
Principal Technical Executive (Engineering & Technology Services)

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

Mr I Seetaramadoo
Senior Co-ordinator

BA (Hons) English (University of Punjab), MA HRM (University of Coventry, UK).

Miss M Li Yin
Senior Co-ordinator

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 Co-ordinator

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 J Beeson
Marketing and Development Officer

BA Communication & Psychology (University of South Africa)
Postgraduate Certificate in Computer Mediated Communication and Pedagogies (University of Mauritius), MSc in Media Management (Syracuse University, USA)

Mr V P Murdan
Systems Analyst/Senior Systems Analyst

BEng in Computer Science and Engineering (University of Mauritius) and Postgraduate Diploma in Computer Science (University of Mauritius)

Mrs L Sobnach
Administrative Officer (Administration/Management)

DPAM (University of Mauritius).

Mrs P Ramdoo-Sadien
Administrative Officer (Internal Audit)

ACCA, MBA (University of Birmingham, UK)

STATEMENT OF DIRECTORS' RESPONSIBILITIES

The Directors of OU acknowledge their responsibilities for:

- (i) Adequate accounting records and maintenance of effective internal control systems;
- (ii) The preparation of financial statements which fairly present the state of affairs of OU as at the end of the financial year and the results of its operations and cash flows for that period and which comply with International Public Sector Accounting Standards (IPSAS); and
- (iii) The selection of appropriate accounting policies supported by reasonable and prudent judgments and estimates.

The External Auditors (National Audit Office) are responsible for reporting on whether the financial statements are fairly presented.

Directors' statement of compliance

The Directors report that:

- (i) Adequate accounting records and an effective system of internal controls have been maintained;
- (ii) Appropriate accounting policies supported by reasonable and prudent judgments and estimates have been used consistently;
- (iii) Applicable accounting standards have been adhered to;
- (iv) The code of Corporate Governance as applicable to State-Owned Enterprises has been adhered to;
- (v) Reasons have been provided where there has not been compliance; and
- (vi) The provisions of part v of the Procurement Act regarding the bidding exercise have been complied with.

Signed on behalf of the OU Board of Directors.



Mr R Duva Pentiah

Chairperson of Board

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 2014.

Approval is being given for the purpose of Audit and Annual Report.)



Dr K S Sukon

Director-General

Open University of Mauritius

DIRECTORS' STATEMENT FOR INTERNAL CONTROL

The OU Board acknowledges its responsibility for the setting up of an adequate system of internal controls and for the setting up of appropriate policies to provide reasonable assurance that the control objectives have been attained. The activities of the University are closely monitored by the Board and its sub-committees. Procedures and policies are well documented and consistently applied. Management has the relevant experience and skills to ensure proper running of the University. There is no history of fraud and irregularities.

The role of Management includes:

- Identifying and evaluating the risks faced;
- Formulating related policies and procedures to manage these risks;
- Designing, operating and monitoring a suitable system of internal controls; and
- Implementing the policies approved by the Board.

Internal Audit Function

The Audit Committee normally meets on a quarterly basis to review internal control issues. However, only one Audit Committee was held during financial year 2014.



Mr R Duva Pentiah

Chairperson of Board

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 2014.

Approval is being given for the purpose
of Audit and Annual Report.)



Dr K S Sukon

Director-General

Open University of Mauritius

REPORT ON OUTCOMES AND OUTPUTS

HR UNIT

The HR Unit has the responsibility to discharge the Human Resource (HR) functions including the HR administrative tasks in accordance with the provisions laid down in the *Pay Research Bureau (PRB) Report* and the *Ministry of Civil Service and Administrative Reforms Human Resource Management Manual*.

The Unit encourages and promotes smooth and harmonious employee relations at the university.

The HR Unit is manned with 6 administrative support staff on permanent and pensionable establishment who are assisted by 3 NEF trainees under the direct supervision of an Acting Administrative Officer.

Roles of the HR Unit

In the past, the HR role was mainly focused on administrative tasks.

Today, the HR Unit contributes fully to the development and the accomplishment of OU objectives while assisting in change management projects to meet new challenges in addition to the administrative tasks. It further assists in establishing the organisational culture climate and provides employee development opportunities.

Objectives of the HR Unit

The HR Unit objectives focus on the recognition of human capital as the resource that drives organisational success. Through its functions, the HR Unit contributes fully in enabling OU to accomplish its strategic goals.

Staff

As at 31 December 2014, the full-time staff population at the University was 148 on permanent and pensionable establishment and 66 under extra assistance, of whom 58.41% were female. The organisation structure of OU is at Appendix. The figure below shows the distribution of staff by category as at 31 December 2014.

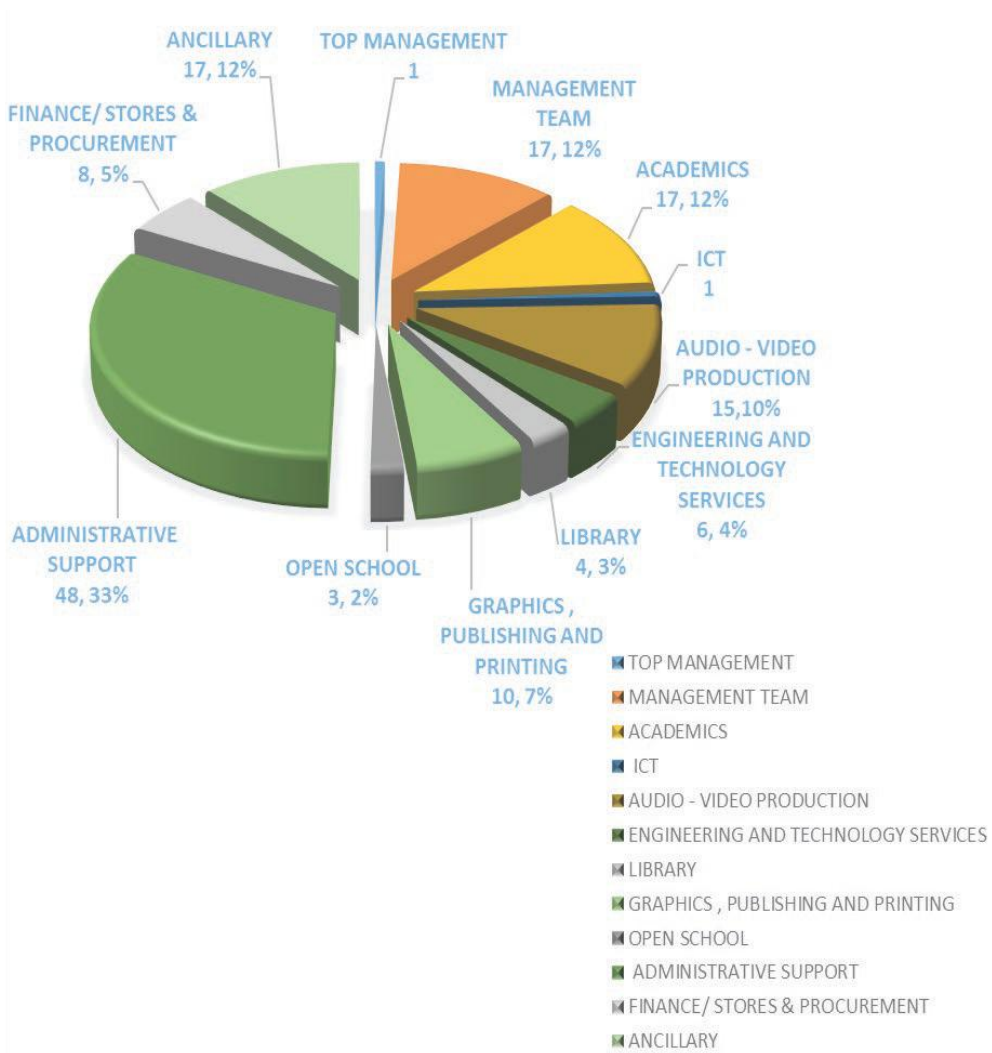


Figure 1: Distribution of Staff by Category as at 31 Dec 2014

During the year 2014:

- 6 academic staff members (4 female & 2 male) were appointed in various fields.
- 1 administrative support staff (female) was appointed to the grade of Assistant Financial Operations Officer.
- 3 administrative support staffs (female) were appointed to the grade of Confidential Secretary.
- 8 Coordinators and 1 Assistant Financial Operations Officer (3 female and 5 male) were appointed to the grade of Assistant Lecturer/Lecturer.
- 1 Programmes Coordinator (female) and 1 Administrative Officer (male) were appointed to the grade of Deputy Registrar.

In addition OU has:

- enlisted 66 persons as extra assistance comprising trainees under NEF Scheme and freelances; and also
- accommodated 14 students from universities under work based learning programmes.

The number of academic staff in 2014 was 21 as compared to 13 in 2013.

Resignation/Retirement

- Resigned from the service:
2 Assistant Lecturer/Lecturers.
- Retired from the service:
1 Internal Auditor
1 Assistant Lecturer/Lecturer
1 Senior Procurement and Supply Officer

Major Achievements

Performance Appraisal System

PMS has been implemented since a few years now at OU and is gradually developing into an HRM tool to ensure the optimum utilization of human resources across the service.

Managing performance is a major management function and each Supervising Officer/Head of Section at OU has ensured that performance is being managed efficiently in his respective Division/Unit and monitored throughout the Performance Management Cycle.

The end-of-year appraisal was carried out in December 2014 by all Appraisers and the performance appraisal forms were duly finalised in respect of each appraisee since the grant of annual increment is performance-based.

Capacity Building

Most of OU service delivery is provided through its people, directly and indirectly and the success of the university, its customers' satisfaction and its efficiency depend heavily on its employees' skills, abilities, knowledge and motivation to work.

The desired improvement and change required can more likely be achieved by improving the capacity and capability of the people who deliver the services. OU has a structured approach to building the capacity of its workforce to positively impact and improve its services. It has a Staff Development Policy comprising:

- a scholarship scheme for research activities which play an important role at university for its academics and management members;
- a partly sponsored staff development scheme to read at undergraduate and postgraduate level; and
- provision of meaningful work-related training opportunities to all staff.

Training & Development

One of the OU strategic objectives is to ensure the Continuing Professional Development of its staff. In line with Government commitment concerning training of employees, OU has successfully ensured the continual process of training and retraining of its workforce to improve the knowledge and skills of its employees in this dynamic work environment.

To keep themselves abreast of latest technologies and knowledge, employees of OU at all levels have also taken a proactive role in their own professional development, assuming responsibility for continuous learning to improve their performances behaviourally and technically. They have used every opportunity to learn on-or off-the-job through work practices, assignments or participation in special projects or to subscribe to learning through distance learning methods at OU itself.

Professional Development

a) Scholarship for PHD Research

7 academics were registered in 2014.

b) Partly sponsored Staff Development Scheme

15 non-academic staffs were enrolled on OU courses at undergraduate level and 8 at postgraduate level.

Attendance at Seminars/Workshops/Conference/Training Programmes

The following staff attended Seminars/Workshops/Conference/Training programmes:

SEMINAR

S/N	NAME	ACTIVITY ATTENDED	ORGANISED BY
1	Mr P Appavoo	'Particle Physics Research at CERN' on 17 April 2014 (half day) at the MRC, Ébène	Mauritius Research Council
2	Mr P Appavoo Mr V P Murdan	'Open Source Software (OSS) 2014- <i>Les Logiciels libres et gratuits pour la formation</i> ' 28 August 2014 (half day) at University of Technology, Pointe aux Sables	University of Technology and <i>L'Agence Universitaire de la Francophonie</i>
3	Mrs K Ramsokh-Heerasing	The Economic Report on Africa (ERA) 2014 - 'Dynamic Industrial Policy in Africa: Innovative Institutions, Effective Processes and Flexible Mechanisms' on 12 June 2014 (half day) at the National Assembly, Port Louis	Ministry of Foreign Affairs, Regional Integration and International Trade/United Nations Economic Commission for Africa and Joint Economic Council
4	Mr V P Murdan	'Building Trust - Ensuring Security, Compliance and Privacy for the 21st Century Organisation' on 14 October 2014 (half day) at Le Maritim Hotel, Balaclava	Microsoft Corporation and MCCI
5	Mr V S Patten	'World Standards Day 2014' on 14 October 2014 (half day) at Mauritius Standards Bureau, Moka	Mauritius Standards Bureau

Workshop

S/N	NAME	ACTIVITY ATTENDED	ORGANISED BY
1	Miss M Li Yin	'Open Educational Resources Workshop' from 04 to 05 March 2014 at Le Maritim Hotel, Balaclava.	Tertiary Education Commission and Commonwealth of Learning (COL)
2	Dr N Chooramun Mrs H Atawoo	'Youth Safety on the Internet' on 13 February 2014 (half day) at the Indira Gandhi Centre for Indian Culture, Phoenix	National Computer Board
3	Ms M Li Yin	'OER workshop' from 04 to 05 March 2014 at Le Maritim Hotel, Balaclava	Tertiary Education Commission
4	Mr R Dhurbarrylall Mr P Appavoo Dr N Chooramun	'Science Technology and Innovation Policy and Strategy' on 20 March 2014 at La Cannelle, Domaine les Pailles.	Ministry of Tertiary Education, Science, Research and Technology and Mauritius Research Council
5	Mr V P Murdan	'National Cyber Security Strategy Validation' on 24 March 2014 at Cyber Tower 1, Ébène.	National Computer Board
6	Ms P F Ah Fat	'Innovative Use of ICT in Today's Libraries' on 25 March 2014 at Gold Crest Hotel, Quatre Bornes	Mauritius Council of Registered Librarians
7	Mrs B F Ketwaroo	'Review of National Policy on Ageing and Plan of Action 2014-2024' on 23 April 2014 at La Cannelle, Domaine les Pailles.	Ministry of Social Security, National Solidarity and Reform Institutions
8	Mrs S Samjawan-Neerun	'Evaluation of Needs at Tertiary Education Level for Reinforcement of Local Capacity on Climate Change Adaptation' on 30 April 2014 at the Gold Crest Hotel, Quatre Bornes.	Indian Ocean Commission/ Ministry of Environment and Sustainable Development/ University of Sunshine Coast (Australia)

S/N	NAME	ACTIVITY ATTENDED	ORGANISED BY
9	Mrs P Ramdoo-Sadien	'Continuing Professional Development (CPD) Course on IT Reviews and Forensic Audits' on 02 May 2014 at Le Sirius, Labourdonnais Waterfront Hotel, Port Louis	Mauritius Institute of Professional Accountants
10		'Research in ODL by Prof B N Kou' held from 05 to 09 May 2014 at the Open University of Mauritius, Réduit:	Open University of Mauritius/ Commonwealth of Learning (COL)
	Mr R Dhurbarrylall	on 05 May 2014	
	Mr I Seetaramadoo Mrs A Tirvassen Mrs S Nundoo-Ghoorah Mr P Koonjal Mr B Permall Mr A J Rumjaun Mrs S Samjawn-Neerbun Mrs K Ramsokh-Heerasing	From 05 to 09 May 2014	
	Ms M Li Yin Ms M Daby Mrs D Gunpath Ms M Ramen	on 05 & 06 (half day), and from 07 to 09 May 2014	
	Mr A C Gokhool	from 05 to 06 & 08 to 09 May 2014	
	Mr P Appavoo Ms T Jutton	from 05 to 08 & on 09 (half day) May 2014	
	Dr N Chooramun	on 05 (half day) & 06 (half day)	
	Mrs B F Ketwaroo	from 08 to 09 May 2014	
	Mr M Sohoraye	from 05 to 06 & on 09 May 2014	
	Mr P Dookhun	on 05 & 06 (half day), and from 07 to 09 May 2014	
	Mrs M Gungea	on 05 & 06 (half day) & on 09 May 2014	
	Mr J Beesoon	on 05 (half day) May 2014	
11	Dr N Chooramun	'8th NTA ICT World Communication Summit and Awards 2014 Pre-event Workshop' on 12 May 2014 at the Conference Hall, Cyber Tower 1, Ébène	
12	Ms T Jutton	'Look Africa Policy and Global Africa Hub Strategy' from 03 to 05 June 2014 at New Government Centre, Port Louis	Ministry of Foreign Affairs, Regional Integration and International Trade/The Commonwealth Secretariat
13	Mr V P Murdan	'From Cyber Island to SMART Mauritius' on 12 June 2014 at Cyber Tower 1, Ébène.	Ministry of Information and Communication Technology and Emtel Ltd
14	Mr I Seetaramadoo Mr P Appavoo Dr N Chooramun	'Responding to Mauritius Digital Challenges and Opportunities' from 23 to 24 June 2014 at the Conference Hall, Cyber Tower 1, Ébène	Board of Investment
15	Ms T Jutton	'Awareness Workshop-ISO/DIS 9001' on 08 August 2014 (half day) at Mauritius Standards Bureau, Moka	Mauritius Standards Bureau
16	Mrs P Ramdoo-Sadien	'IFRS-Back to Basics' on 27 and 28 August 2014 at Hennessy Park, Ébène.	ACCA

S/N	NAME	ACTIVITY ATTENDED	ORGANISED BY
17	Mrs S Nundoo-Ghoorah Mrs P Ramdoo-Sadien	'Audit of the Tertiary Education Sector' on 29 September 2014 (half day) at BPML Conference Centre, Cybercity, Ébène	Tertiary Education Commission
18	Mr P Appavoo	'Validation Workshop on the Career Development Stairway Project' on 17 October 2014 (half day at the Conference Hall, Cyber Tower 1, Cybercity, Ébène	Human Resources Development Council (HRDC)
19	Mr M Lallbahadoor Mrs P Hurgobin	'Green IT Strategy and Governance on 20 and 21 October 2014 at La Canelle, Domaine Les Pailles	National Computer Board
20	Mr A C Gokhool	'National Employment Policy' on 29 and 30 October 2014 at La Canelle, Domaine Les Pailles	Ministry of Labour, Industrial Relations and Employment
21	Miss M Li Yin	'Validation Workshop on Human Rights Education in Secondary Schools' on 10 November 2014 at MITD, Phoenix	Ministry of Education and Human Resources
22	Mr V P Murdan	'Internet Exchange Point (IXP) Best Practice' on 20 and 21 November 2014 at Domaine Les Pailles	Ministry of Information and Communication Technology
23	Mr P Dookhun	'Education to Disaster Risk Management in Mauritius' on 03 and 04 December 2014 at Sofitel Mauritius Imperial Resort and Spa, Flic-en-Flac	National Risk Reduction and Management Centre/UNDP
24	Mr R Dhurbarrylall	'Training for Personnel' on 06 December 2014 at Domaine De Lagrave	Ministry of Tertiary Education, Science, Research and Technology

Conference

S/N	NAME	ACTIVITY ATTENDED	ORGANISED BY
1	Mr A C Gokhool Ms T Jutton	'International Conference of Distinguished Harvard Prof M E Porter Strategy' on 02 April 2014 at the J&J Auditorium, Phoenix	BSP School of Accountancy & Management
2	Mr P Appavoo Mrs M Gungea Mr M Sohoraye	'IST Africa 2014 Conference' from 07 to 09 May 2014 at Le Méridien Hotel, Pointe aux Piments	National Computer Board and Ministry of Information and Communication Technology
3	Mr J Beesoon	'26 th All Africa Public Relations Conference – Advancing Africa' on 29 May 2014 at Le Meridien, Balacava	Blast Communications
4	Mr I Seetaramadoo	'Mauritius Digital Government Summit' on 08 October 2014 at Labourdonnais Waterfront Hotel, Port Louis	Ministry of Information and Communication Technology
5	Mr V P Murdan	'Bridging the Current and Emerging Skills Gap in the Short-Term and Medium-Term in the ICT/BPO Sector' on 09 October 2014 (half day) at HRDC, Ébène	Human Resources Development Council (HRDC)
6	Mrs M Gungea	'MRC-Postgraduate Conference 2014' from 30 to 31 October 2014 at MRC, Cybercity, Ébène	Mauritius Research Council
7	Mr P Appavoo	'Cyber Security Conference' on 28 November 2014 at Swami Vivekananda International Convention Centre, Pailles	National Computer Board

Training

S/N	NAME	ACTIVITY ATTENDED	ORGANISED BY
1	Mrs H Atawoo Mrs P Hurgobin	'L'Atelier de Formation: Initiation à l'Utilisation de la Plateforme Moodle' from 28 to 31 July 2014 at University of Technology, Pointe aux Sables	University of Technology/ <i>Campus Numérique Francophone de L'Agence Universitaire de la Francophonie</i>
2	Mr P Appavoo	'African Leadership in ICT 2014 for Knowledge Society Development Course Online' from May to December 2014.	Global E-School and Communities Initiative (GESCI)/African Union Commission and Ministry of Foreign Affairs of Finland

Seminar/Workshop/Training Abroad

S/N	NAME	ACTIVITY ATTENDED	ORGANISED BY
1	Mr I Seetaramadoo	'Consensus Building Workshop on ODL Regional Guidelines' from 28 April to 02 May 2014 in Johannesburg, South Africa	SADC Secretariat
2	Mr V S Patten Ms M Li Yin	'Seminar on Modern Distance Education for English-Speaking African Countries 2014' from 05 to 25 June 2014 in Wuhan, China	The Embassy of the People's Republic of China
3	Mrs S Nundoo-Ghoorah	'Instructional Design and Learning Object Development for Education and Training (IDLOD) Short Course' from 16 to 31 August 2014 at the Multimedia University, Malaysia	Malaysian Authorities
4	Ms T Jutton	'Specialised Programme on Design, Development and Implementation of E-Learning Courses' from 27 October to 19 December 2014 at the Centre for Development of Advanced Computing (Noida), India	Indian Authorities

B. Grant of 20% discount on OU Courses

Non-academic Staff at OU benefit from 20% discount on OU Courses on enrolment for courses at Foundation/Undergraduate and Postgraduate levels since the year 2013.

No. of Staff Benefitting from 20% discount on OU Courses on Enrolment

Foundation	Undergraduate	Postgraduate
1	17	11

MARKETING & DEVELOPMENT UNIT

The Marketing and Development Unit looks into all the marketing activities before, during and after the enrolment period and continuously caters for public relations and branding activities of the university throughout the year. The Unit works in collaboration with all other units/departments of the university as well as with partners from the public and private sectors.

The main activities of the Unit can be categorized under the following headings:

1. Advertising Activities
2. Events – corporate and public relations
3. Public communication

1. Advertising Activities

The Marketing and Development Unit in collaboration with the Production Unit of OU produces clips, and TV and Radio adverts.

The Unit also obtains the collaboration of the Graphics, Publishing and Printing Section for the printing of flyers, brochures, posters, bookmarks, notebooks and notepads for the dissemination of the OU brand.

Text write-ups, concept design and dissemination of advertising materials by email, direct mail and broadcasting are carried out by Marketing and Development.

A summary of advertising activities is tabled below:

Medium	No. of Adverts
Newspaper & Magazine	33
Television	35
Radio	70
Online	12
Flyers/Brochures/Posters Distributed	65,490

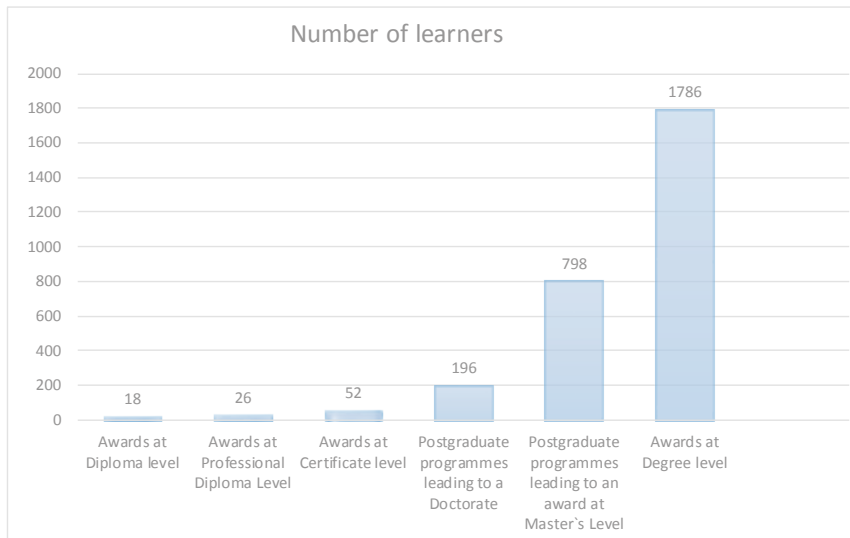
ACADEMIC AFFAIRS DIVISION

The Academic Affairs Division addresses the key academic issues of the University. These include the administration and management of Open Distance Learning programmes as well as full-time programmes, management of study centres, planning, designing, and development of programmes/courses, as well as the provision of learner support. Research & consultancy as well as training in ODL are also amongst the main functions of the division.

1. Learners Following ODL and Full-Time OU Programmes

OU has been servicing learners at various levels of programmes. From the induction session to the time of certification, students benefit fully from academic and administrative support from the University. As at 31 December 2014, 2,893 learners were following ODL/Full-time OU programmes at different levels as indicated below:

Level of Programme		Number of Learners
1.	Postgraduate programmes leading to a Doctorate	196
2.	Postgraduate programmes leading to an award at Master's level	798
3.	Awards at Postgraduate Diploma level	17
4.	Awards at Degree level	1,786
5.	Awards at Professional Diploma level	26
6.	Awards at Diploma level	18
7.	Awards at Certificate level	52
Total		2,893



2. Programmes Offered by OU

Level of Programme		Number of Programmes
1.	Postgraduate programmes leading to a Doctorate (ODL)	2
2.	Postgraduate programmes leading to an award at Master's and Postgraduate Diploma levels (ODL)	19
3.	Awards at degree levels (ODL) (FULL-TIME)	32 7
4.	Awards at Diploma and Certificate levels (ODL)	6

Completion of Programmes

During the year 2014, several students were following OU programmes as well as programmes which are offered in collaboration with international partners.

The number of learners who have successfully completed their programmes of studies at OU in 2014 is as follows:

Programme	Number of Learners
PAN African E-Network Project – Online programmes - Amity University	6
PAN African E-Network Project – Online programmes - University of Madras	9
IGNOU Programmes	90
OU Programmes	56

Research Activities

Research training workshops have been organised during 2014 for academic staff with support from COL on issues related to ODL. Research in various other disciplines is also being carried out by doctoral students including staff of OU.

Activity Week for Full-Time OU Learners

An activity week for its full-time learners over their first week was organised at OU. The activities were held at the OU Campus, Curepipe from 15 to 17 July 2014 and full-time learners participated in different activities such as team building, film shows, dance competition, shows, fresher's party, etc.

OU Literary Club

The OU Literary Club was launched in August 2014. It organises literary activities, meetings with well-known writers and literati, film shows, and discussions. The club also encourages creative writing.

Model African Union Summit

The Model African Union (MAU) Summit for higher education institutions was organised by the Ministry of Tertiary Education, Science, Research & Technology on the 19th and 20th August 2014. Two teams comprising learners across all programmes at OU participated in the MAU Summit. Out of 52 participating teams from different public and private Universities in Mauritius, one of the OU teams stood out as one of the 10 best delegations.

Membership Agreement between the African Virtual University and OU

In September 2014, OU signed an AVU Associate Membership Agreement, as a partner institution, of the African Virtual University for the year 2014.

AVU is a PAN African Intergovernmental Organisation established by charter with the mandate of significantly increasing access to quality higher education and training through the innovative use of information communication technologies.

INFORMATION TECHNOLOGY

The IT Unit consists of 2 staff on establishment who are assisted by 4 trainees enlisted under the National Empowerment Foundation programme.

The IT Unit looks after all IT requirements of OU in terms of Management Information Systems, Desktop Software and Hardware and aims to provide a paperless environment while considering all ergonomic aspects for staff and learners through the use of collaborative and communication technologies such as automatic individual Emails, Short Message Systems (SMS), etc.

Our Vision

To be the department that university staff and learners seek out as a partner for providing innovative and creative solutions, reliable information and effective and efficient services in order to help them achieve their objectives and goals.

Our Mission

To provide effective, efficient and collaborative IT services, solutions and strategies in a timely manner so as to support the University's strategic goals.

Achievements

The IT Unit strives to provide cost-effective solutions in a timely manner which allow the University to achieve its goals. With this goal in view, the requirements of the University are analysed and the best implementation plan is initiated taking into account the cost, the delivery time and viability of the implementation plan. Hence, some systems are developed in-house, others are outsourced and some are hybrid systems consisting of purchased equipment operated by in-house developed systems.

OUERP-Open University ERP

OUERP is the MIS used to manage the University Operations including Students Information System, management of courses and Recruitment of Staff management system. The IT Unit started the in-house development of the OUERP in March 2013 and it has since been in continuous development and new features are being added to support the University's operations

During the period January to December 2014, the following features have been integrated to the OUERP:

1. Online Application and Admission Process.

The Online Application Process has been upgraded so as to integrate the different venue and delivery modes through which courses are offered. Moreover, the OUERP was upgraded into a multi-currency system which now allows payment of course fees in mauritian rupees and US Dollars. Other currencies can be integrated upon demand. Several new reports were added to manage the admission process, induction process and material distribution.

2. Re-Registration of Modules

The Re-registration of modules allows learners to register their modules online, and receive their payment voucher immediately. After payment is effected at SBM counters or Finance Counter, same information is recorded in the system. Reports to provide live information regarding number of learners registered to each module has been developed to plan face-to-face sessions, attendance sheets and manage course for the upcoming semester. Automatic email and SMS are used to inform learners about the registration period and how to access their registration form.

3. Exam Management Module

The Exam Management Module aims at computerising the whole process of exam management and eliminate manual intervention, thus producing error-free exam reports and abide by the time constraints. The module allows learners to register for their exams online. A set of reports provides live information on the number of learners registered for each exam. These reports are used to plan the exams, the number of seats per rooms, the number of exam questions required and so on.

The Exam Management Module also provides functions to manage the processing of marks. Marks provided by examiners and lecturers in MS Excel are imported into the system, and the system automatically compiles marks and grade reports taking into account the different weightage of continuous assessments and exams. Adjustments to grades and marks can also be performed in batch following instructions from the Exam Board and the Council.

4. Staff Recruitment Management System

The Staff Recruitment Management System consists of an Online Application Form which allows applicants to submit their application for jobs when there are advertisements. The

filled-in application form may also be printed and forwarded by post. All the applications are then scrutinized, and classified as eligible or not-eligible on the system. The scrutinization task can have several steps such as preliminary elimination based on qualifications, qualifying exams and interviews. A set of reports are generated online to be submitted to controlling panels at each step. The whole process is carried out in the system, thus eliminating tedious manual work and redundant manual inputs.

IT Equipment and Outsourced Software

At the start of every year, the IT Unit is attributed a budget to be used for acquisition of IT equipment and software required by staff and students. The role of the IT Unit consists of providing technical support at all phases of procurement of IT equipment and software, i.e. from drawing of technical specifications, to commissioning and acceptance of the items procured. During the period under review, a budget of around 3 Million Rupees has been used for the procurement of IT equipment and software as follows:

1. Computer Laboratories

Three computer laboratories have been completely equipped with a total of 50 new PCs, printers, scanners, projectors and software required by learners for their course. Two labs of 20 PCs are located at the Réduit Campus and one lab of 10 PCs is located at the Curepipe Campus.

2. Wifi Services at Curepipe Campus and Réduit Campus

Wifi networks have been deployed to cover the Curepipe campus. Students can have access to fast internet in their classrooms, lobbies and in the yard. This project was implemented with the help of Emtel under the IMPP programme.

The ground floor of the Réduit Campus, which is mostly used by learners and public is also equipped with Wifi network in order to provide a conducive and innovative environment to our customers, i.e. students and the public.

3. Online Classroom Services

An Online Classroom Service, WIZIQ, has been commissioned to provide online face-to-face sessions for students in Rodrigues. The service is based on a yearly subscription and allows the students to interact with their lecturer through video-conference.

4. IT Equipment for Staff

Fifty PCs, 15 laptops and 40 heavy duty printers have been acquired to cater for new requirements and replace obsolete IT equipment. The new requirements were mainly due to the large number of additional staff that has been recruited by the University.

5. Anti-Plagiarism Service

In order to maintain high standards in the delivery of courses, OU has acquired an anti-plagiarism service for all students. The service is based on Turnitin, which is state-of-the-art technology in the domain. Turnitin is used to scrutinize dissertations and assignments so as to maintain a low level of similarity with existing works. Students are given access to the service prior to submission of their dissertation/assignments, so that they can correct their work before submitting. The Exam Unit verifies the Turnitin Reports for control purposes.

Provision of Tablets for Students

The IT Unit has commissioned 2,000 tablets to be distributed among students. Each tablet is verified and course material corresponding to the learners are uploaded. These tablets are distributed on induction day at the start of each semester or soon after.

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, and it is also the added value to the courses offered by OU. 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.

AUDIO-VISUAL PRODUCTION

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 decors. The Unit also possesses 3 cameras for location recordings, 4 Editing Suites to produce the necessary video programmes and one machine for audio editing.

The Dubbing Office operates under the AV Production Unit. All the video programmes meant for our learners are mastered and transcoded 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 uploaded by IT Unit on Moodle (E-Learn platform) 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.

This Unit also offers the operational facilities of Public Address System to all OU events and Lectures wherever needed.

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 January 2014 to December 2014, the AV Production Unit has recorded 185 Live Lectures delivered during face-to-face sessions and 99 video programmes in our Video Studio for OU learners. 26 Video Coverages and Clips for OU, Ministries and other institutions were also conducted. These represent 310 programmes or 18,600 edited minutes of recorded video. 67 Audio programmes and 4 voice-overs for OU and other institutions were recorded and edited.

The Digital Motion Graphics Office, has produced about 310 graphics (2D animations) for our programmes and the Dubbing Office has mastered 133 DVDs and dubbed 8,366 DVDs and CDs.

ADMISSIONS OFFICE

The Admissions Office is responsible for admission of learners and issue of certificates at the end of their study. The key functions include provision of relevant and accurate information to prospective learners, assistance for online applications, processing of all applications and finalising of list of registered learners, Provision of ID cards to all registered learners, bus pass to full-time learners and visa facilities for International learners. It is also responsible for the issue of certificates to successful learners and organisation of the graduation ceremony.

1. Admission of Learners during the year 2014

There were two intakes during the year 2014. The enrolment figures are as follows:

January 2014 Intake

SN	Level of Programmes	No. of Programmes Offered	No. of Learners Registered
1	Postgraduate Courses leading to Doctoral Degrees	2	62
2	Postgraduate programmes leading to Master Degrees	7	154
3	Undergraduate Programmes	20	361
4	Foundation Courses	12	53
5	Employability Skills Courses	7	11
			641

July 2014 Intake

SN	Level of Programmes	No. of Programmes Offered	No. of Learners Registered	
			ODL	Full-Time
1	Postgraduate Courses leading to Doctoral Degrees	2	42	
2	Postgraduate programmes leading to Master Degrees	8	174	
3	Undergraduate Programmes	20	469	112
4	Foundation Courses	13	80	
5	Employability Skills Courses	5	8	
			773	112

Virtual Convocation with Amity University for programmes offered under the PAN African E-Network Project

OU participated in the 5th Virtual Convocation organised by Amity University on 12 December 2014.

Six Graduands were conferred their awards during the ceremony as follows:

Sn	Programmes	No. of learners
1	Master of Finance and Control	1
2	MBA International Business	4
3	Bachelor of Finance and Investment	1

LIBRARY

In 2014, the activities of the Library were focused on five areas: user education, e-library, sales service, broadcasting and collection of students' assignments.

Objectives of the Library

- to support the curriculum requirements of the University
- To provide books and other materials to support the work, studies and research of OU staff and learners
- To provide access to information in several formats, including ebooks and online journals, to staff and students

Services

- provision of books (including ebooks) and other learning resources to support the work, studies and research of our customers
- Reference service – assisting users in finding information and in research
- Sale of print modules
- Collection of learners' assignments

User Education

all new students were given training on how to access, search and download online journals and ebooks available to the staff and learners of OU. The Head of the Library made presentations on "Using the E-Library" at all induction sessions held for the newly enrolled students. Two video programmes were also recorded on how to use ebooks and online journals and these videos were distributed to all learners. They were available as well on the E-Learn Platform of OU.

Help, by email or telephone, was also provided when students faced problems in searching and accessing the online databases.

Ebooks and Online Journals

students were actively encouraged to use the online databases Emerald and EBSCO. The usage statistics of both databases reveal a constant progress.

EBSCO Usage

In 2014, more than 226,000 searches were made in EBSCO during 55,008 sessions, which have more than doubled the 2013 figures.

Year	No. of Sessions	No. of Searches
2014	55,008	226,480
2013	25,917	109,863
2012	1,471	5,007

Emerald Usage

The number of downloads of Emerald documents has grown year by year, with 18,042 in 2014, compared to 5,500 in 2013.

Year	No. of Downloads
2014	18,042
2013	5,532
2012	1,382

Sales Service

Students received free soft copies of manuals required for the programmes they were enrolled in. However, they had the option of buying hard copies of their manuals, sold at cost prices from the Library. It was noted that 80 students chose to buy 222 manuals from OU for an amount of Rs 67,590.

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 broadcasting station. OU had 2 hours of daily broadcast on the digital channel Knowledge Channel till September 2014, when with the re-structure of MBC programming, Knowledge Channel ceased to exist.

Collection of Students' Assignments

Students' assignments were collected by Library staff during week days, and then despatched to the Academic Affairs. This could be quite hectic with a large number of students submitting assignments at the same time.

OPEN SCHOOL

Courses for the Ministry of Civil Service and Administrative Reforms

OU has developed three courses for officers working in the public sector at the request of and in collaboration with the Ministry of Civil Service and Administrative Reforms as per the recommendations of the *PRB/EOAC Report 2013*.

The courses and audiences are as follows:

1. **Advanced Course in Effective Office Management and Supervision**
(October 2014-Sept 2015);
Target Audience: Office Management Assistants (OMA)
2. **Award Course for appointment as Management Support Officer (MSO)**
(October 2014 -Sept 2015);
Target Audience: Senior Word Processing Operators/Word Processing Operators (S/WPO)
3. **Advanced Secretarial Course for Confidential Secretaries**
(November 2014 – July 2015);
Target Audience: Confidential Secretaries (CS)

The courses are delivered in a blended mode with a mix of distance learning and face-to-face tutorials.

This first cohort of students consists of 108 OMAs, 116 S/WPOs and 74 CS.

- **Noise and Related Risk Assessment Competency Course**

59 Safety and Health Officers were trained in January and May.

- **Enhancement of English Writing Skills**

47 officers (12 men and 35 women) of the Public Service Commission were trained in March.

31 staff members (6 men and 25 women) of the Local Government Service Commission were trained in May.

- **Employability Skills**

600 mature students were trained.

EXAMINATIONS UNIT

The key performance indicators of the OU Examinations Unit for year 2014 were;

- (a) To register around 4,000 students for examinations (3,800 OU+200 partner Institutions)
- (b) To set 500 exam papers
- (c) To conduct examinations for over 4,000 learners
- (d) To process and proclaim examination results for the 3,500 learners

The Unit has met its target by 92 % with a staff force of 5 permanent staff and 6 freelancers.

Examinations conducted for the period January to December 2014

The table below gives an indication of the output of the Examinations Unit for year 2014.

Examinations	No. of Programmes Examined	No. of Modules Examined	No. of Learners
OU May/June Exam 2014	32	177	1,383
OU November Exam 2014	34	243	1,954
OU/UOM BBA June 2014	1	5	28
IGNOU June 2014	4	22	51
IGNOU December 2014	2	20	57
Amity June 2014	2	17	3
Employability Skills	1	13	92
Qualifying Exam for post of Administrative Officer	1		103
Total	77	497	3,671

GRAPHICS PUBLISHING AND PRINTING

The Graphics, Publishing and Printing Unit of OU offers support services and caters to the needs of internal clients as well as external clients such as its parent Ministry, the Ministry of Tertiary Education, Science, Research & Technology, as well as other ministries and parastatal organisations for their needs in print materials for information, educational and communication purposes.

Services

We offer the following support services:

- Desktop publishing (conception, design and layout)
- Copy editing/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.

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.

Facilities and Equipment

GRAPHICS

- An experienced team of Graphics Officers, Graphics Artists and a Copy Editor
- Newly acquired Apple i-Mac workstations
- Complete set of Pre-press Equipment
- Digital Printer
- Laser Printers
- A2 Inkjet Printer
- CD Label Printer
- Scanner
- Imagesetter
- Exhibition Boards

PRINTING

- An experienced team of Senior Printing Officers and Printing Officers
- Offset Press (colour)
- Collating Machine
- Laminating Machine
- Spiral Binding and Stitching Machine
- Folding Machine
- Guillotine for trimming (up to size 92)

Important projects undertaken during the period:

Important External Projects for period Jan 2014 to Dec 2014

Client	Project	Type of Work	Quantity
Min Civil Service and Administrative Reforms	Update - A Public Sector Newsletter	Booklet	3,500
Ministry of Tertiary Education, Science, Research and Technology	Invitation Card for Laying of Foundation Stone	Invitation Card	3,000
Ministry of Tertiary Education, Science, Research and Technology	Study Mauritius	Bookmark	2,900
Ministry of Tertiary Education, Science, Research and Technology	Laying of Foundation Stone at University Campus Pamplemousses	A5 Flyers	1,500
Senior Citizens Council	Newsletter 4th Edition	Booklet	1,000

Important Internal Projects for period Jan 2014 to Dec 2014

Nature of Work	Quantity
Flyers	49,812
Answer Sheet	38,107
Letterhead-OU	20,000
Poster	12,557
Sticker	10,000

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

Nature of Work	Internal Work(Quantity)	External Work (Quantity)
Answer Sheet	38,107	
Booklet	4,501	4,700
Bookmarks	5,399	2,900
Brochure	8,124	2,400
Business Card	5,357	800
Card	5,497	4,450
Certificate	707	76
DVD Labelling	6,286	100
Fact Sheet	1,897	
Flyers	49,812	2,500
Graph Paper	1,000	
Jacket Covers	63	
Letterhead-OU	20,000	
Manuals	4,609	
Name Tag	336	
Note Book	4,650	
Notepad A4	4,149	
Poster	12,557	
Sheets	6,000	401
Signage	13	
Sticker	10,000	
Welcome Letter	3,820	
Total	154,777	18,327

REPORT OF THE DIRECTOR OF AUDIT TO THE BOARD 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 2014, statement of financial performance, statements of changes in equity and the statement of cash flows for the year then ended and a summary of significant accounting policies and other explanatory notes.

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 judgement, 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 reasonable basis for my 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 2014, and of its financial performance and cash flows for the year then ended in accordance with International Public Sector Accounting Standards.

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 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

Submission of Annual Report and Financial Statements

The Annual Report and financial statements for the financial year 2014 were submitted to the National Audit Office on 15 September 2015, that is, more than four months after the statutory date limit. Following examination of the financial statements, various amendments were required. The final amended financial statements and the Annual Report were submitted at the National Audit Office on 4 March and 29 March 2016 respectively.

In my opinion, except for the non-submission of the Annual Report and the financial statements within the statutory date limit, 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.



K C TSE YUET CHEONG (MRS)

Director of Audit

National Audit Office
Level 14, Air Mauritius Centre

PORT LOUIS

31 March 2016

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2014

STATEMENT OF FINANCIAL POSITION At 31 December 2014

		2014	2012/2013 <i>(17 months and 20 days)</i> Re-stated
	Notes	Rs	Rs
ASSETS			
CURRENT ASSETS			
CASH AND CASH EQUIVALENTS		74,645,179	64,482,154
RECEIVABLES AND PREPAYMENTS	5	11,572,292	4,601,766
INVENTORIES	7	5,855,700	1,733,297
		92,073,171	70,817,217
NON CURRENT ASSETS			
RECEIVABLES	6	3,108,539	3,518,646
PENSION ASSET	8	8,082,723	18,593,868
PROPERTY, PLANT AND EQUIPMENT	9	34,786,102	25,233,961
INTANGIBLE ASSETS	10	11,615,193	4,835,315
		57,592,557	52,181,790
TOTAL ASSETS		149,665,728	122,999,007
LIABILITIES			
CURRENT LIABILITIES			
PAYABLES	11	30,524,429	32,905,967
EMPLOYEE BENEFITS	13	5,600,000	5,800,000
CAR LOANS	12	1,280,330	1,269,765
		37,404,759	39,975,732
NON CURRENT LIABILITIES			
CAR LOANS	12	3,108,539	3,518,646
EMPLOYEE BENEFITS	13	29,195,755	27,800,000
		32,304,294	31,318,646
TOTAL LIABILITIES		69,709,053	71,294,378
NET ASSETS		79,956,675	51,704,629
EQUITY			
ACCUMULATED FUND		79,956,675	51,704,629
TOTAL EQUITY		79,956,675	51,704,629

Approved by the Board of the Open University of Mauritius on 03 March 2016

Mr Rajeswara Duva Pentiah, Chairman

Dr Kaviraj Sharma Sukon, Director-General

The notes on pages 63 to 82 form part of the Financial Statements.

STATEMENT OF FINANCIAL PERFORMANCE

For the Year Ended 31 December 2014

	Notes	2014	2012/2013 (17 months and 20 days) Re-stated
		Rs	Rs
REVENUE			
GOVERNMENT RECURRENT GRANT		83,424,965	143,740,050
CAPITAL GRANT		5,000,000	5,627,917
OTHER OPERATING REVENUE	14	115,664,673	55,135,702
TOTAL REVENUE		204,089,638	204,503,669
EXPENSES			
STAFF COSTS	15	120,075,758	139,238,293
DEPRECIATION AND AMORTISATION EXPENSE	9 & 10	12,600,061	10,476,698
OTHER OPERATING EXPENSES	16	43,161,773	34,827,032
TOTAL EXPENSES		175,837,592	184,542,023
SURPLUS FOR THE PERIOD		28,252,046	19,961,646

The notes on pages 63 to 82 form part of the Financial Statements.

STATEMENT OF CHANGES IN NET ASSETS/EQUITY

For the Year Ended 31 December 2014

	Notes	Accumulated Fund	Capital Grant Re-stated	Total
		Rs	Rs	Rs
Balance at 12 July 2012		11,484,554	20,258,429	31,742,983
Prior year adjustment		20,258,429	(20,258,429)	-
Surplus for the period		19,961,646	-	19,961,646
Re-stated Balance at 31 December 2013		51,704,629	-	51,704,629
Re-stated Balance at 1 January 2014		51,704,629	-	51,704,629
Surplus for the period		28,252,046	-	28,252,046
Balance at 31 December 2014		79,956,675	-	79,956,675

The notes on pages 63 to 82 form part of the Financial Statements.

CASH FLOW STATEMENT

For the Year Ended 31 December 2014

	2014	2012/2013 (17 months and 20 days) Re-stated
	Rs	Rs
CASH FLOW FROM OPERATING ACTIVITIES		
Net Surplus	28,252,046	19,961,646
Adjustments for:		
Depreciation and amortisation expense	12,600,061	10,476,698
Pension Asset	10,511,145	1,653,680
Interest Receivable	(2,165,415)	(1,839,255)
Operating Profit/(Loss) before Working Capital changes	49,197,837	30,252,769
Changes in Working Capital:		
(Increase)/Decrease in Receivables	(6,560,419)	(681,205)
(Increase)/Decrease in Inventories	(4,122,403)	37,986
Increase/(Decrease) in Payables	(1,585,325)	27,186,524
NET CASH FLOWS FROM OPERATING ACTIVITIES	36,929,690	56,796,074
CASH FLOW FROM INVESTING ACTIVITIES		
Purchase of Non Current Assets	(28,966,501)	(18,627,359)
Disposal of Non Current Assets	34,421	-
Interest Received	2,165,415	1,839,255
NET CASH FLOWS FROM INVESTING ACTIVITIES	(26,766,665)	(16,788,104)
CASH FLOW FROM FINANCING ACTIVITIES	-	-
NET CASH FLOWS FROM FINANCING ACTIVITIES	-	-
NET INCREASE IN CASH AND CASH EQUIVALENT	10,163,025	40,007,970
CASH AND CASH EQUIVALENTS AT BEGINNING OF PERIOD	64,482,154	24,474,184
CASH AND CASH EQUIVALENTS AT END OF PERIOD	74,645,179	64,482,154

The notes on pages 63 to 82 form part of the Financial Statements.

NOTES TO THE CASH FLOW STATEMENT

For the Year Ended 31 December 2014

(a) Cash and Cash Equivalents

Cash and cash equivalents consist of cash in 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 2014	31 December 2013
	Rs	Rs
Cash at bank	74,595,021	64,430,508
Cash in hand	50,158	51,646
Total	74,645,179	64,482,154

The Open University has no undrawn borrowing facilities.

(b) Non-Current Assets

Non-current assets were acquired at an aggregate cost of Rs 28,966,501 out of which Rs 5,000,000 was financed by means of capital grant from the Government. Cash payment of Rs 26,311,390 was made to purchase non-current assets.

The notes on pages 63 to 82 form part of the Financial Statements.

STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS for the Year Ended 31 December 2014

	Budgeted Amounts		Actual Amounts on Comparable Basis	Difference Final Budget and Actual	Notes
	Original	Final			
	Rs	Rs	Rs	Rs	
RECEIPTS:					
Recurrent					
OPENING BALANCE	15,214,996	15,212,519	15,212,519	-	
RECURRENT GRANT	95,900,000	83,600,000	83,424,965	175,035	
COURSE FEES	78,753,229	67,994,938	98,265,179	(30,270,241)	18.2
PROGRAMME DEVELOPMENT B/F	2,620,590	2,620,590	2,620,590	-	
INCOME FROM OPEN SCHOOL	4,800,000	4,275,000	1,337,705	2,937,295	18.2
OTHER INCOME	4,500,000	4,500,000	5,519,717	(1,019,717)	
TOTAL	201,788,815	178,203,047	206,380,675	(28,177,628)	
Capital	21,850,886	27,138,000	27,437,320	(299,320)	
TOTAL RECEIPTS	223,639,701	205,341,047	233,817,995	(28,476,948)	
PAYMENTS:					
Recurrent					
PERSONAL EMOLUMENTS					
SALARY	75,200,000	64,000,000	62,686,557	1,313,443	18.3
END-OF-YEAR BONUS	6,250,000	5,652,421	5,209,642	442,779	
ALLOWANCES	2,300,000	3,100,000	3,000,329	99,671	
EXTRA ASSISTANCE	7,200,000	8,500,000	7,881,400	618,600	
PASSAGE CREDIT	2,200,000	2,200,000	1,934,914	265,086	
OVERTIME	3,700,000	5,800,000	5,730,206	69,794	
PENSIONS CONTRIBUTION & GRATUITY	10,300,000	9,570,726	8,378,121	1,192,605	18.3
NATIONAL SAVINGS FUND	900,000	800,000	690,834	109,166	
CASH IN LIEU OF SICK LEAVE	3,700,000	3,700,000	3,312,780	387,220	
TOTAL	111,750,000	103,323,147	98,824,783	4,498,364	18.3
TRAVELLING & TRANSPORT:					
REFUND OF BUS FARES	2,900,000	3,100,000	2,598,062	501,938	
TRAVEL GRANT	1,600,000	1,400,000	1,304,942	95,058	
COMMUTED TRAVEL & PETROL ALLOWANCE	4,000,000	3,700,000	3,569,700	130,300	
MILEAGE	500,000	500,000	444,520	55,480	
TOTAL	9,000,000	8,700,000	7,917,224	782,776	18.3

INDIRECT COSTS					
UNIFORMS	108,315	104,900	104,900	—	-
CHAIRMAN/BOARD FEES	650,000	650,000	564,850	85,150	
MEDICAL SCHEME	1,000,000	1,000,000	915,936	84,064	
TELEPHONE AND POSTAGES	1,100,000	1,350,000	1,258,551	91,449	
ELECTRICITY	3,400,000	3,350,000	3,033,910	316,090	
WATER	65,000	180,000	171,105	8,895	
MOTOR VEHICLES RUNNING EXPENSES	1,000,000	1,375,000	1,276,909	98,091	
OFFICE EXPENSES & INCIDENTALS	95,000	95,000	91,704	3,296	
HOSPITALITY & CEREMONIALS	1,450,000	600,000	377,267	222,733	
PUBLICITY & ADVERTISEMENT	225,000	200,000	12,980	187,020	
INSURANCE OF STAFF	350,000	300,000	283,476	16,524	
OVERSEAS PASSAGES & ALLOWANCES	500,000	575,000	549,697	25,303	
OFFICE STATIONERY	1,200,000	1,400,000	1,109,764	290,236	
LEGAL & CONSULTANCY FEES	190,000	200,000	189,850	10,150	
REPAIRS & MAINTENANCE: BUILDING & OFFICE EQUIPMENT	3,300,000	7,000,000	6,087,272	912,728	18.4
AUDIT FEES	175,000	175,000	0	175,000	
INSURANCE OF BUILDING, EQUIPMENT & FURNITURE	200,000	200,000	198,792	1,208	
INSTITUTIONAL LINKS	150,000	225,000	203,972	21,028	
SECURITY SERVICES	1,480,500	1,400,000	1,387,329	12,671	
RENTAL OF UCC	0	3,100,000	0	3,100,000	18.5
TOTAL	16,638,815	23,479,900	17,818,264	5,661,636	
DIRECT COSTS:					
ACADEMIC AFFAIRS	47,200,000	25,000,000	16,456,563	8,543,437	18.6
PROGRAMME DEVELOPMENT	8,000,000	9,000,000	8,480,391	519,609	
OPEN SCHOOL	3,800,000	2,600,000	1,898,545	701,455	18.6
RESOURCE CENTRE	600,000	1,000,000	499,594	500,406	
MARKETING & OUTREACH ACTIVITIES	2,900,000	2,900,000	2,296,718	603,282	
REPAIRS & MAINTENANCE: BUILDING & OFFICE EQUIPMENT	600,000	600,000	298,646	301,354	
STAFF DEVELOPMENT & TRAINING	850,000	850,000	250,597	599,403	
RESEARCH AND DEVELOPMENT	300,000	450,000	0	450,000	18.7
QUALITY ASSURANCE ACTIVITIES	150,000	300,000	0	300,000	18.7
TOTAL	64,400,000	42,700,000	30,181,054	12,518,946	
Additions to Non Current Assets	21,850,886	27,138,000	18,740,735	8,397,265	18.8
TOTAL PAYMENTS	223,639,701	205,341,047	173,482,060	31,858,987	
NET RECEIPTS/PAYMENTS	-	-	60,335,935	(60,335,935)	

The notes on pages 63 to 82 form part of the Financial Statements.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014

1. GENERAL INFORMATION ON REPORTING ENTITY

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 is a body corporate wholly owned by the Government of Mauritius and reporting to the Ministry of Education, Human Resources, Tertiary Education, Science and Research. 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 financial year ended 31 December 2014.

The previous financial statements were for a period of seventeen months and twenty days, ended 31 December 2013. The amounts for the previous period on the Statement of Financial Position, the Statement of Financial Performance, the Statement of Changes in Equity, the Cash Flow Statement and in the related notes are therefore not comparable.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014

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).

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

In the reporting period, the unamortised portion of Government Grant has been recognised retrospectively against accumulated fund by restating the comparative information.

The following amendments or additions to IPSAS were issued but not yet effective as at 31 December 2014:

IPSAS		Effective Date
Amendments to IPSAS 1	Presentation of Financial Statements	Effective for annual periods beginning on or after 1 January 2015
Amendments to IPSAS 17	Property, Plant and Equipment	Effective for annual periods beginning on or after 1 January 2015
Amendments to IPSAS 28	Financial Instruments: Presentation	Effective for annual periods beginning on or after 1 January 2015
Amendments to IPSAS 31	Intangible Assets	Effective for annual periods beginning on or after 1 January 2015
IPSAS 33	First-Time Adoption of Accrual Basis IPSASs	Effective for annual periods beginning on or after 1 January 2017
IPSAS 34	Separate Financial Statements	Effective for annual periods beginning on or after 1 January 2017
IPSAS 35	Consolidated Financial Statements	Effective for annual periods beginning on or after 1 January 2017
IPSAS 36	Investments in Associates and Joint Ventures	Effective for annual periods beginning on or after 1 January 2017
IPSAS 37	Joint Arrangements	Effective for annual periods beginning on or after 1 January 2017
IPSAS 38	Disclosure of Interests in Other Entities	Effective for annual periods beginning on or after 1 January 2017

3.2 Basis of Accounting

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

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

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

Impairment

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.

3.3.3 Tangible assets with a total contract value below the Rs 5,000 threshold are expensed in the Statement of Financial Performance during the year of acquisition.

3.3.4 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
Audio-Visual and Photographic Equipment	1 to 15
Computer Equipment	2 to 7
Furniture and Fittings, Driveway and Parking Area	10
Office Equipment	5 to 10
Motor Vehicles	5
Printing and Graphics Equipment	5 to 20
Tools	5

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

3.3.6 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.

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

3.3.8 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

3.7.1 Defined Benefit Pension Plan

Provision for retirement pension benefits is made under the Statutory Bodies Pension Funds Act of 1978 as amended.

For employees who were in the public service at 31 December 2012 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.

3.7.2 State Plan and Defined Contribution Plans

For employees appointed for the first time in the service from 1 January 2013 onwards, Government has set up a Public Sector Defined Contribution Plan, managed by State Insurance Company of Mauritius Ltd.

The defined contribution plan is a post-employment benefit plan under which fixed contributions are paid into a fund. The Open University will have no legal or constructive obligation to pay further contributions if the fund does not hold sufficient assets to pay all employee benefits relating to employee service in the current and prior periods.

Contributions to the Public Sector Defined Contribution Plan, the National Pension Scheme, the Family Protection Scheme and the National Savings Fund are expensed in the same financial year.

3.7.3 Long-Term Employee Entitlements

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

3.7.4 Car Loans

Car loans are disbursed to the Open University by the Ministry of Education, Human Resources, Tertiary Education, Science and Research 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 and Contingent Liabilities

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.

Other commitments which do not meet the recognition criteria for liabilities are disclosed in the notes to the Financial Statements as contingent liabilities when their existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events which are not wholly within the control of the Open University.

3.9 Revenue Recognition

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

3.9.1 Government Grants

Grants are recognised as revenue to the extent that all conditions attached to the grant are satisfied.

All government grants received are therefore recognised in the Statement of Financial Performance in the year of receipt.

3.9.2 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-Mauritius College of the Air 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.

3.9.3 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.

3.9.4 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. Monetary assets and liabilities denominated in foreign currencies are translated at the exchange rate ruling at balance sheet date. 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 have a significant effect on the amounts recognised in the financial statements.

5. Receivables and Prepayments

Items	31 December 2014	31 December 2013
	Rs	Rs
Course fees due	5,539,550	1,310,503
Works commissioned by clients	584,535	323,824
Affiliation fees prepaid	-	288,603
Affiliation fees due	37,090	-
Other prepayments	342,774	366,667
Car loans (note 6)	1,280,330	1,269,765
Sundry debtors	3,788,013	1,042,404
Total	11,572,292	4,601,766

6. Receivables - Car Loans

Movements in car loans were as follows:

	31 December 2014	31 December 2013
	Rs	Rs
Opening balance	4,788,411	5,204,901
New loans granted	1,621,810	1,980,100
Refund during the period	(2,021,352)	(2,396,590)
Closing balance	4,388,869	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 2014	31 December 2013
	Rs	Rs
Total car loans	4,388,869	4,788,411
Less amount falling due within one year	(1,280,330)	(1,269,765)
Amount due after one year	3,108,539	3,518,646

7. Inventories

Category	Write-down amount 2014	Carrying amount at 31 December 2014	Write-down amount 2012/13	Carrying amount at 31 December 2013
	Rs	Rs	Rs	Rs
Materials and supplies	114,483	5,591,840	42,823	1,476,858
Finished goods		263,860	23,650	256,439
Total	114,483	5,855,700	66,473	1,733,297

OPEN UNIVERSITY OF MAURITIUS NOTES TO THE ACCOUNTS

For the Year Ended 31 December 2014

8. PENSION ASSET

Defined Benefit Pension Plan

	Year Ended 31 December 2014 Rs	Period Ended 31 December 2013 Rs
Amounts recognised in the Statement of Financial Position:		
Present value of funded obligation	315,240,153	307,074,439
(Fair value of plan assets)	(222,713,029)	(213,225,473)
	92,527,124	93,848,966
Present value of unfunded obligation		-
Unrecognised actuarial gain/(loss)	(100,609,847)	(112,442,834)
Unrecognised transition amount	-	-
Asset recognised in the Statement of Financial Position at end of year	(8,082,723)	(18,593,868)
Amounts recognised in the Statement of Financial Performance		
Current service cost (incl. Fund Expenses)	4,825,598	7,276,964
Interest cost	24,565,955	17,538,594
(Expected return on plan assets)	(16,926,910)	(15,072,708)
Actuarial loss/(gain) recognised	4,807,964	1,389,871
Past service cost recognised	-	-
Total, included in staff costs	17,272,607	11,132,721
Movements in asset recognised in the Statement of Financial Position:		
At start of period	(18,593,868)	(20,247,548)
Total staff cost as above	17,272,607	11,132,721
Net contributions paid	(6,761,462)	(9,479,041)
At end of period	(8,082,723)	(18,593,868)
Actual return on plan assets:	11,909,499	29,710,126
Main actuarial assumptions at end of period:		
Discount rate	8.00%	8.00%
Expected rate of return on plan assets	8.00%	8.00%
Future salary increases	5.50%	5.50%
Future pensions increases	3.50%	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

Defined Benefit Pension Plan (Continued)

	Year Ended 31 December 2014 Rs	Period Ended 31 December 2013 Rs
Reconciliation of the present value of defined benefit obligation		
Present value of obligation at start of period	307,074,439	219,232,425
Current service cost	4,825,598	7,276,964
Employee contributions	3,678,436	4,944,565
Interest cost	24,565,955	17,538,594
(Benefits paid)	(13,718,099)	(22,684,011)
Liability (gain)/loss	(11,186,176)	80,765,902
Present value of obligation at end of period	315,240,153	307,074,439
Reconciliation of fair value of plan assets		
Fair value of plan assets at start of period	213,225,473	192,539,051
Expected return on plan assets	16,926,910	15,072,708
Employer contributions	6,761,462	9,479,041
Actuarial Reserves transferred in	150,399	-
Employee contributions	3,528,037	4,944,565
(Benefits paid + other outgo)	(13,718,099)	(22,684,011)
Asset gain/(loss)	(4,161,153)	13,874,119
Fair value of plan assets at end of period	222,713,029	213,225,473
Distribution of plan assets at end of period		
Percentage of assets at end of period:		
Government securities and cash	57.1%	59.1%
Loans	4.1%	4.9%
Local equities	21.1%	21.9%
Overseas bonds and equities	17.0%	13.4%
Property	0.7%	0.7%
Total	100%	100%
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%	0%
Property occupied by the entity	0%	0%
Other assets used by the entity	0%	0%
History of obligations, assets and experience adjustments		
Period	2014	2012/2013
Currency	Rs	Rs
Fair value of plan assets	222,713,029	213,225,473
(Present value of defined obligation)	(315,240,153)	(307,074,439)
Surplus/(deficit)	(92,527,124)	(93,848,966)
Asset experience gain/(loss) during the period	(4,161,153)	13,874,119
Liability experience gain/(loss) during the period	11,186,176	(80,765,902)
Year	2015	
Expected employer contributions	16,700,000	

(Assuming recommendation as per Pension Fund Valuation 2014 is implemented in 2015)

NOTES TO THE ACCOUNTS

For the Year Ended 31 December 2014

9. NON CURRENT ASSETS - PROPERTY, PLANT & EQUIPMENT

Reporting Period	PRODUCTION EQUIPMENT		FURNITURE & FITTINGS, OFFICE EQUIPMENT, DRIVEWAY & PARKING SURFACE		MOTOR VEHICLES		COMPUTER EQUIPMENT		TOTAL	
	2014	2012/2013	2014	2012/2013	2014	2012/2013	2014	2012/2013	2014	2012/2013
	Rs	Rs	Rs	Rs	Rs	Rs	Rs	Rs	Rs	Rs
Opening Balance	9,315,444	13,915,661	12,403,920	5,058,490	409,864	736,884	3,104,733	1,785,017	25,233,961	21,496,052
Additions	844,482	515,758	9,584,851	9,235,707	2,638,000	-	5,651,935	2,253,903	18,719,268	12,005,368
Disposals/Retirement	(32)	-	(24,380)	-	-	-	(10,009)	-	(34,421)	-
Depreciation	(3,378,268)	(5,115,975)	(3,341,519)	(1,890,277)	(629,658)	(327,020)	(1,783,261)	(934,187)	(9,132,706)	(8,267,459)
Closing Balance	6,781,626	9,315,444	18,622,872	12,403,920	2,418,206	409,864	6,963,398	3,104,733	34,786,102	25,233,961
Gross Carrying Amount	96,321,314	96,739,587	45,119,984	38,734,063	6,606,067	3,968,067	19,027,366	14,597,304	167,074,731	154,039,021
Accumulated Depreciation	(89,539,688)	(87,424,143)	(26,497,112)	(26,330,143)	(4,187,861)	(3,558,203)	(12,063,968)	(11,492,571)	(132,288,629)	(128,805,060)
Net Carrying Amount	6,781,626	9,315,444	18,622,872	12,403,920	2,418,206	409,864	6,963,398	3,104,733	34,786,102	25,233,961

NOTES TO THE ACCOUNTS
For the Year Ended 31 December 2014
10. NON CURRENT ASSETS - INTANGIBLE ASSETS

Reporting Period	RIGHTS		PRODUCTION SOFTWARE		COMPUTER SOFTWARE		PROGRAMME DEVELOPMENT		TOTAL	
	2014 Rs	2012/2013 Rs	2014 Rs	2012/2013 Rs	2014 Rs	2012/2013 Rs	2014 Rs	2012/2013 Rs	2014 Rs	2012/2013 Rs
Opening Balance	15,834	47,898	15,715	69,696	399,661	304,969	4,404,105	-	4,835,315	422,563
Additions	203,207	6,600	146,050	-	166,410	323,812	9,731,566	6,291,579	10,247,233	6,621,991
Disposals	-	-	-	-	-	-	-	-	-	-
Amortisation	(54,980)	(38,664)	(42,286)	(53,981)	(165,460)	(229,120)	(3,204,629)	(1,887,474)	(3,467,355)	(2,209,239)
Closing Balance	164,061	15,834	119,479	15,715	400,611	399,661	10,931,042	4,404,105	11,615,193	4,835,315
Gross Carrying Amount	599,439	396,232	1,511,883	1,365,833	5,150,637	4,984,227	16,023,145	6,291,579	23,285,104	13,037,871
Accumulated Amortisation	(435,378)	(380,398)	(1,392,404)	(1,350,118)	(4,750,026)	(4,584,566)	(5,092,103)	(1,887,474)	(11,669,911)	(8,202,556)
Net Carrying Amount	164,061	15,834	119,479	15,715	400,611	399,661	10,931,042	4,404,105	11,615,193	4,835,315

11. Payables

	31 December 2014	31 December 2013
	Rs	Rs
Course fees deferred	1,260,532	3,225,971
Course fees prepaid	12,421,350	22,708,158
Accrued Expenditure	15,153,424	5,984,283
Sundry Creditors and prepayments	1,689,123	987,555
Total	30,524,429	32,905,967

12. Car Loans

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

	31 December 2014	31 December 2013
	Rs	Rs
Total car loans	4,388,869	4,788,411
Less amount falling due within one year	(1,280,330)	(1,269,765)
Amount due after one year	3,108,539	3,518,646

13. Employee Benefits

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

	31 December 2014	31 December 2013
	Rs	Rs
Short-term:		
Sick leave benefits	3,300,000	3,300,000
Passage benefits	2,300,000	2,500,000
Total	5,600,000	5,800,000
Long-term:		
Sick leave benefits	21,000,000	20,900,000
Passage benefits	7,795,755	6,900,000
Vacation leave benefits	400,000	-
Total	29,195,755	27,800,000

14. Other Operating Revenue

14.1 Breakdown

	2014	2012/2013 (17 months and 20 days)
	Rs	Rs
Interest Receivable	2,165,415	1,839,255
Course Fees (see notes below)	103,887,015	46,463,949
Sale of services	8,773,960	5,419,434
Sale of goods	142,427	537,924
National Savings Fund refund	695,856	871,163
Miscellaneous revenue	-	3,977
Total	115,664,673	55,135,702

14.2 Course Fees – Scholarships and Discounts

- 14.2.1** The Open University sponsored its academic and key personnel to read for PhD in-house. The whole tuition fees receivable, totalling **Rs 616,000** were waived under this policy during the financial year.
- 14.2.2** A twenty percent fee discount was granted to Open University's staff and Board directors who enrolled for the university's courses. The additional fee applicable for payments by instalments was also waived to this category of learners. An amount of **Rs 200,338** was granted under this policy during the financial year.
- 14.2.3** A corporate discount was granted to selected companies sponsoring their staff for the university's programmes. A ten percent and a five percent discount were granted to staff of the Mauritius Revenue Authority and Ceridian respectively. During the financial year, a total discount of **Rs 210,425** was granted on course fees under this policy.
- 14.2.4** Twenty scholarships granted to foreign learners in 2013, were maintained during the financial year 2014 under a scholarship scheme set up by the parent Ministry. Two additional scholarships, granted to prison detainees were also maintained in 2014, again under a scheme of the parent Ministry. Course fees waived for these scholarships during the financial year amounted to **Rs 689,400**.
- 14.2.5** Scholarships were also awarded to four best performers at undergraduate and post-graduate levels and total fees amounting to **Rs 113,625** were waived under this scheme during the financial year.

15. Staff Costs

Items	2014	2012/2013 (17 months and 20 days)
	Rs	Rs
Basic Salary	62,861,293	83,993,014
Salary Compensation	-	761,065
Overtime	6,063,450	4,539,184
Acting and other Allowances	3,005,554	2,562,629
Gratuity	826,584	318,951
Chairman/Board Members fees	540,060	888,243
End-of-Year Bonus	5,231,943	7,050,546
Passage Benefits	2,658,010	3,641,530
Pension costs – Defined benefit plan	17,272,607	11,132,721
Contributions - Public Sector Defined Contribution Plan	61,088	-
Contributions - NPF & FPS	723,282	861,740
Contributions - National Savings Fund	690,840	937,198
Extra Assistance	7,374,533	2,853,222
Sick Leave	3,412,780	8,044,051
Vacation Leave	400,000	-
Uniforms Allowance	104,900	170,853
Travelling and Transport	7,932,898	10,462,386
Medical Scheme	915,936	841,287
Insurance compensation	-	179,673
Total	120,075,758	139,238,293

16. Other Operating Expenses

16.1 Breakdown of Operating Expenses:

Items	2014	2012/2013 (17 months and 20 days)
	Rs	Rs
Academic Expenses	21,816,192	13,632,685
Programme Production	728,062	1,856,875
Resource Centre	354,073	588,088
Marketing	2,676,705	2,070,835
Training and Staff Development	250,597	207,187
Research	474,555	-
Insurance	483,585	709,020
Security Services	1,365,343	842,610
Postage and Office Stationery	1,391,373	1,555,369
Telephone, Electricity and Water	4,277,045	4,237,629
Mission expenses	549,697	635,631
Institutional Links and Membership fees	135,774	95,124
Legal and Professional Charges	291,000	465,352
Motor Vehicles Running Expenses	1,377,606	1,126,853
Repairs and Maintenance	6,316,696	4,979,385
Hospitality	355,095	1,423,417
General Expenses	223,598	151,586
Donation	36,000	-
Loss on disposal of assets	52,376	-
Loss on exchange	6,401	-
Debts written off	-	249,386
Total	43,161,773	34,827,032

The previous period's appellation for 'Academic Expenses' was 'Course Materials and Delivery Costs'.

16.2 Included in Operating Expenses are:

	2014	2012/2013 (17 months and 20 days)
	Rs	Rs
Cost of inventories expensed	8,766,391	9,177,925

17. Budget

- 17.1 The budget is approved on a cash basis by economic nature classification. Several re-allocation of funds were carried out and no additional funds were required during the financial year.
- 17.2 Course fees collection for Academic Affairs and Open School were underestimated and overestimated respectively.
- 17.3 Salary costs fell short of estimation because of non-filling of numerous vacant posts on the establishment.
- 17.4 Repairs and infrastructural works of buildings could not be estimated with certainty because of the fast expansion of activities.
- 17.5 Rental of the university campus at Curepipe did not materialise in the absence of a formal lease agreement.
- 17.6 Academic expenses and Open School activities were over-estimated during the financial year.
- 17.7 Research and development expenses and Quality Assurance activities did not materialise as planned.
- 17.8 Commitments totalled Rs 3m at 31 December 2014 and some other capital projects were postponed to 2015.
- 17.9 The budget and the accounting bases differ. The financial statements are prepared on the accrual basis using a classification based on the nature of expenses in the Statement of Financial Performance.

A reconciliation of the actual amounts on a comparable basis as presented in the Statement of Comparison of Budget and Actual Amounts with the actual amounts in the Statement of Financial Performance is presented below.

Note 17.9 contd'
Budget Reconciliation

	Year Ended 31 December 2014
	Rs
Expenses	
Actual amount on comparable basis as presented in the Budget and Actual Comparative Statement	173,482,060
Basis differences	
Commitment for the year and other adjustments	17,862,621
Commitment of last period	(6,777,522)
Inventories at 1 January 2014	1,733,297
Inventories at 31 December 2014	(5,855,700)
Provision for Employee Pension Benefits Obligations	10,511,145
Movement in other Payables	1,195,755
Depreciation & Amortization	12,600,061
Assets Written-off & Disposed	52,376
	204,804,093
Additions to PPE and Intangible Assets	(28,966,501)
Actual amount in the Statement of Financial Performance	175,837,592
Revenue	
Actual amount on comparable basis as presented in the Budget and Actual Comparative Statement	233,817,995
Basis differences	
Budget opening balances	(23,211,370)
Internal transfers to budgets	(15,007,704)
Course fees due	5,539,550
Movement in other receivables	2,951,167
Actual amount in the Statement of Financial Performance	204,089,638

18. Events After the Statement of Financial Performance Date

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

19. Employee Disclosure

At 31 December 2014, the Open University had two hundred and fifteen full-time employees out of which eighty-four were administrative staff.

20. 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 23,049,380** was provided to key management personnel for the reporting period as follows:

	2014	2012/2013 (17 months and 20 days)
	Rs	Rs
Director-General	4,497,609	3,284,834
Heads of division/section	13,766,979	15,487,881
Other senior staff	4,784,792	10,417,807
Total	23,049,380	29,190,522

21. Other Remuneration and Compensation to Key Management Personnel

During the reporting period, fees totalling **Rs 1,637,700** for course writing, tutoring and supervising services were paid to key personnel as follows:

	2014	2012/2013 (17 months and 20 days)
	Rs	Rs
Director-General	1,466,600	855,046
Other senior staff	171,100	23,700
Total	1,637,700	878,746

22. Board of Directors' Remuneration

	2014	2012/2013 (17 months and 20 days)
	Rs	Rs
Chairperson fees	400,036	588,103
Other Board Directors' fees	61,495	424,175
Total	461,531	1,012,278

23. Risk Management

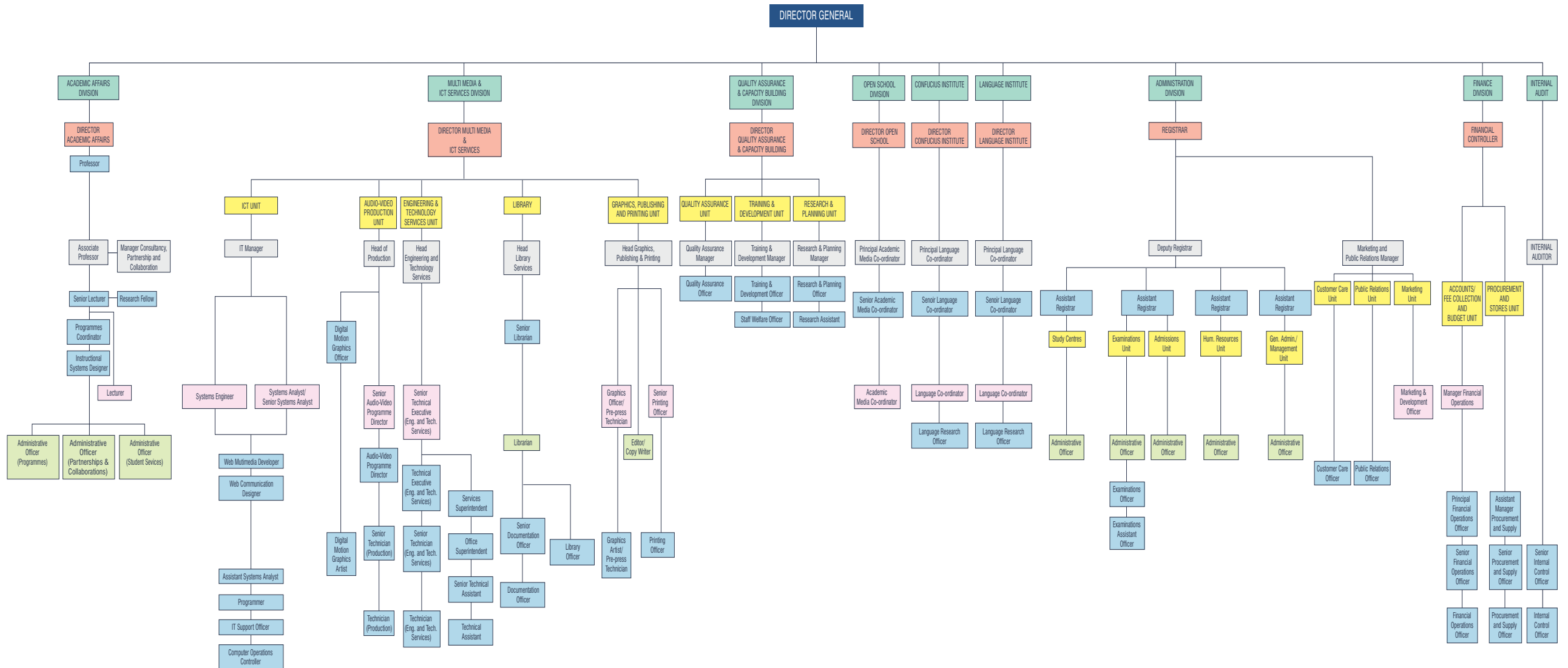
- 23.1** Except where stated elsewhere, the carrying amounts of the Open University's financial assets and financial liabilities approximate their fair values.
- 23.2** Currency risk arises only from purchase of goods and services which are denominated in foreign currencies which are negotiated at prevailing exchange rates.
- 23.3** Except for cash held at bank in current accounts, the Open University does not have any investment in term deposits nor any loan commitments. Hence, it is not exposed to interest rate risk.
- 23.4** The Open University's credit risk is primarily attributable to its receivables. Management reviews all outstanding amounts at year end to determine doubtful receivables.
- 23.5** The Open University does not have significant liquidity risk. All funds come from learners and the Government. Forecast cash requirements are closely monitored to meet liquidity requirements.

24. Related Party Transactions

- 24.1** 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.
- 24.2** The Open University produced audio-visual and printed materials and services at concessionary terms to government ministries and departments. During the financial year, a total amount of **Rs 432,700** was waived on sale of goods and services in accordance with the prevailing pricing policy.
- 24.3** 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 3.7.4 and 6. There are no other loans to key management personnel or to other categories of staff.

APPENDIX

Organisation Chart



SUPPORT STAFF
 Higher Executive Officer, Confidential Secretary, Executive Officer, Assistant Financial Operations Officer, Assistant Procurement and Supply Officer, Purchasing and Supply Officer (Personal), Assistant Documentation Officer, Assistant Printing Officer, Clerk/Word Processing Operator, Receptionist/Telephone Operator, Senior Handy Worker/Tradesman (Skilled), Senior/Head Office Attendant, Handy Worker/Tradesman (Skilled), Driver, Office Attendant, General Worker (Personal).

50,000 45,000 40,000

