



Open University of Mauritius

ANNUAL REPORT
2015

LETTER OF TRANSMITTAL

The Honourable Minister of Education
and Human Resources,
Tertiary Education and Scientific Research
2nd Floor MITD House
PHOENIX

Honourable Minister

I have the honour of submitting the report of activities of the Open University of Mauritius for the period 1 January 2015–31 December 2015.

Yours faithfully



Mr R Duva Pentiah CSK
Chairperson
Open University of Mauritius

CORPORATE INFORMATION

Chairperson

Mr R Duva Pentiah CSK

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

CHAIRPERSON'S PREFACE.....	6
DIRECTOR-GENERAL'S FOREWORD	7
ACHIEVEMENTS 2015	9
CORPORATE PROFILE	13
• Vision.....	13
• Mission.....	13
• Values.....	14
FIVE YEARS' STRATEGIC PLAN 2015-2019 HIGHLIGHTS.....	15
CORPORATE GOVERNANCE REPORT.....	21
• Compliances and Enforcement.....	21
• Board of Directors (Roles & Responsibilities).....	21
• Functions and Powers of Board	21
• Composition of the Board of Directors.....	22
• Statutory Committees of the Board.....	25
• Directors' Remuneration	35
• Public Procurement Policies and Procedures.....	39
INTERNAL AUDIT.....	41
CORPORATE SOCIAL RESPONSIBILITY	41
SAFETY AND HEALTH ISSUES.....	42
MANAGEMENT TEAM.....	44
STATEMENT OF DIRECTORS' RESPONSIBILITIES.....	46
DIRECTORS' STATEMENT FOR INTERNAL CONTROL.....	47
REPORT ON OUTCOMES AND OUTPUTS.....	48
• Human Resources Unit.....	48
• Marketing & Public Relations (MPR) Unit.....	55
• Academic Affairs Division.....	59
• Admissions Office.....	62
• Student Affairs Unit.....	64
• Open School.....	66
• Examinations Unit.....	69
• Library.....	70
• Graphics, Publishing and Printing.....	72
• Information Technology.....	76
• Engineering and Technology Services.....	78
• Audio-Visual Production.....	79
ORGANISATION CHART AS AT 31 DECEMBER 2015.....	80
REPORT OF THE DIRECTOR OF AUDIT.....	83
FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015.....	87

CHAIRPERSON'S PREFACE



The first meeting of the newly set up Board was held on 24 July 2015. The Open University of Mauritius (OU) has achieved a lot since its establishment in 2012 and is one among the few parastatal organisations that generate a significant amount of funds. The new Board is firmly steering OU to new heights and one of the guiding principles of the new Board is the rigorous application of accountability standards in its various operations. One of the major challenges was to address the shortage of staff. The senior positions that were vacant have been advertised, and the Board is endeavouring to fill the key positions at the earliest. The filling of other posts in the hierarchy as well as promotional posts for existing staff is also on the agenda.

During the past five months, the Board has developed policies in a variety of areas to uphold good governance. A few examples are:

- (i) the recruitment of part-time lecturers, freelancers and trainees on placement;
- (ii) the preparation of manuals to ensure best practices in Human Resource, Finance, Procurement and Stores procedures; and
- (iii) a policy on scholarships to be awarded by the university, among others.

OU is faring well within a very short period of time and the Board sincerely believes that the University can play an important role in taking education to the large number of learners in Africa. Since this is a young University, the Board is fully conscious of the need to lay the foundation of quality education; hence, the emphasis is always on quality.

I would like to express the Board's gratitude to all members of OU staff without whose support OU cannot provide the best service desired by the large number of learners.

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

Mr R Duva Pentiah CSK
Chairperson
Open University of Mauritius

DIRECTOR-GENERAL'S FOREWORD



After being the only local public university having registered a positive growth (as high as 88%) in 2014, the challenge was to sustain the growth in 2015. In this context, one of the major steps was the award of the ISO Certification to Open University of Mauritius (OU). Indeed, OU is the first and only public university to be ISO-Certified.

One of the biggest achievements of our very young university has been its acceleration towards becoming financially independent. We have ensured that the fees are not increased, to enable everyone to acquire quality education at an affordable fee.

Moreover, the year 2015 will always be remembered in the history of OU. The first graduation ceremony was held on 8, 9 and 10 July 2015. The first certificate of OU during this historic graduation ceremony was awarded to the Nobel Prize Laureate Dr J-M G Le Clézio. His presence was a blessing for our new university. His speech as well as that of the Hon. (Mrs) Leela Devi Dookun-Luchoomun, Minister of Education and Human Resources, Tertiary Education and Scientific Research, will remain a source of motivation for all the students of OU.

Despite the mismatch between the rate of growth of the population of learners and of staff, we were able to offer the quality service that our dear learners deserve. We will always endeavour to ensure that our learners who are away from the University never feel isolated.

Definitely, without the dedication and sincere contribution of the staff members, we would have failed to provide the quality education to the rapidly growing number of learners. The year also ended with the Quality Audit carried out by the Tertiary Education Commission. The outcomes of such exercises will play a pivotal role in establishing a leading university. We will surely continue to pursue our effort to acquire further quality assurance certification as well as a strong quality assurance system.

We have also endeavoured to consolidate our partnerships at international level. We have also become a member of the following international and regional associations.

OU is proud to be a member of these International Associations:

- Association of Commonwealth Universities (ACU)
- African Council of Distance Education (ACDE)
- International Council for Open and Distance Education (ICDE)
- Distance Education Association of Southern Africa (DEASA)
- African Virtual University (AVU)
- Southern African Regional Universities Association (SARUA)
- International Association of Universities (IAU)

We have also broadened the offer of our library through online subscriptions in the following online databases:

Emerald; EBSCO Host; JSTOR; ProQuest Literature Online; ProQuest Arts and Humanities; Cairn.info

Today our students have access to over 429,000 ebooks and 20,000 online journals.

The Collaboration with highly privileged partners including Imperial College London and Stockholm University was also strengthened.

I would like to express my sincere thanks to the Chairperson, members of Board, members of staff, learners, part-time lecturers, and other stakeholders for their support in the success of our young university that has surely a bright future.



Dr K S Sukon
Director-General
Open University of Mauritius

Open University of Mauritius

Taking education to the doorsteps of the students

ACHIEVEMENTS 2015

1. Vision

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

2. Fastest Growing University: Accessibility-Quality-Affordability-Flexibility

After being the only local public university that registered a positive growth (and the growth was also very high: 88%) in 2014, OU progressed with renewed energy in 2015. Its focus has been to enhance access to quality higher education at an affordable cost that the learners can acquire with great flexibility. Thus, students, of all ages and belonging to various social classes, can earn a qualification through open and distance-learning (ODL) mode. Indeed, ODL is the only way of combining work and family responsibilities with educational opportunities as it frees learners from constraints of time and place. The student population at OU crossed the bar of 4,000 in the year 2015.

3. First ISO-Certified Public University of Mauritius

In line with its endeavour to provide the best learning experience to all its learners, OU became the first ISO-Certified tertiary education institution in Mauritius on 3 July 2015.

4. First Graduation Ceremony

OU has organised its first Graduation ceremony for 498 graduates from 8 to 10 July 2015. The Hon. Mrs Leela Devi Dookun-Luchoomun, Minister of Education and Human Resources, Tertiary Education and Scientific Research, and the Nobel Prize Laureate in Literature (2008) Dr Jean-Marie Gustave Le Clézio graced this historic moment of OU.

5. High-Level Continuous Medical Education for Local Medical Doctors and Specialists

Seven high-level Medical Symposia were organised in collaboration with the world-renowned experts from Royal College of Physicians of Edinburgh (RCPE) for local medical doctors, specialists and other medical professionals. These symposia allowed the local professionals to know about the latest developments in the medical field.

6. Partnerships

OU forged working relationships with other prestigious universities like Imperial College London, Stockholm University and University of South Africa.

7. Towards Financial Autonomy

In July 2012, the ex-MCA obtained Rs 9 millions as revenue from course fees. By the end of 2014, the revenue of OU increased to Rs 89 millions and it is expected to rise to Rs100 millions by the end of 2015. In 2015, OU remains the only local public university that shall end the financial year with a surplus of funds. This is mainly due to the hard work, dedication and commitment of every member of staff as well as a sound management and effective strategy.

8. New Programmes and Modules in 2015

The following new programmes were added to the list of 77 existing programmes. The request came from the stakeholders.

- BSc (Hons) Youth in Development Work Top Up for officers of the Ministry of Youth and Sports following their requests.
- MSc Nutrition—for graduates who wanted to upgrade their qualifications.

Furthermore, 74 new ODL modules (electronic or paper version) were developed during 2015.

9. Training of Staff from the Public Service Sector

OU designed and developed three courses at the request of the Ministry of Civil Service. The first cohort that constituted over four hundred civil servants completed their studies by October 2015. The course in Rodrigues has been launched in July 2015. The induction sessions for the second cohorts in Mauritius are scheduled in mid-December 2015.

10. Enhancement of OU e-Library

The Library enhanced its e-library by adding the following 3 new databases in 2015:

- JSTOR, which has more than 2,000 academic journals
- ProQuest Literature Online, with more than 300,000 full-text works of poetry, prose and drama in English, making it the world's largest cross-searchable database of literature and criticism
- ProQuest Arts and Humanities, a full-text journal of databases across Arts and Humanities

In total, the learners and staff have access to more than **429,000 e-books** and **20,000 online journals**.

11. Setting Up a Centre for Intercultural Studies (CRI)

OU launched the Centre for Intercultural Studies (CRI), in the presence of Dr Jean-Marie Le Clézio on 8 July 2015. The aim of the Centre is to encourage intercultural exchanges between the various cultural centres of Mauritius so as to ensure that Mauritius remains peaceful.

12. Consultancy

As part of its consultancy activities, OU has developed the course materials for the Botswana College of Distance and Open Learning (BOCODOL) for a fee of USD 25,500.

The Graphics, Publishing and Printing Section has also been providing consultancy services for graphic design and print processes to several organisations.

13. Audio-Video Production Unit

From January 2015 to November 2015, the AV Production Unit has recorded 175 Live Lectures delivered during face-to-face sessions and 67 video programmes in our Video Studio for OU Learners. 10 Video Coverages and Clips for OU, ministries and other institutions were also conducted. These represent 252 programmes or 13,800 edited minutes of recorded video. Also note that the Dubbing Unit has mastered about 142 DVDs and dubbed 6,500 DVDs.

14. Conference Room

We have transformed the garage of the ex-MBC into a brand new conference room with a seating capacity of 150. It is acoustically and aesthetically treated and equipped with high technological equipments.

15. Additional Facilities for Communication

The University has invested in a new PABX system in order to enhance communication with students, in the campus of Réduit.

16. Additional Investment to Support Learners: Increase in Sessions

The University has increased its budget for the support of learners. The number of sessions organised by OU has increased considerably during 2015. 5,589 sessions were coordinated and organised during the year. The sessions offered range from foundation courses to PhD level programmes.

17. E-Learning Platform

The E-learning Platform has been upgraded during 2015. 268,837 e-mails and 18,382 smses have been sent to learners from January to November 2015.

18. Marketing and Outreach

In 2015, around 17 events were organised, including the following:

- (i) Two major **Induction Sessions** organised for newly enrolled learners to provide them with all necessary initial materials and information;
- (ii) An **Open Day** (2 Days) to welcome the public at large and potential learners, ensuring media coverage to promote the university and its programmes. The Open Day also helped to boost enrolment figures prior to August 2015 enrolment;
- (iii) Two exhibitions in **Fairs** (5 days total, to meet the public at large and provide information, distributing flyers, etc., one at SVICC and the other at Trianon Shopping Park);
- (iv) Other events: Talk by Dr Graham Easton from Imperial College London, events with South African High Commission (authors and poets); and
- (v) On 23 April 2015, the World Book Day was organised.

19. Research and Capacity Building

Several course manuals and research papers have been published by the staff and students of OU. At OU, we endeavour to consolidate the research base. Following the workshop to empower both our staff and students to publish in high-impact-factor journals that 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 in January 2015. Academic staff have also benefitted from scholarships to do a PhD while other staff have benefitted from a 20% discount on fees for programmes offered at OU. For capacity building, we also had the support from the Commonwealth of Learning (COL) based in Vancouver, Canada to fund the workshop on Learner Support and Assessment in ODL and which was hosted by experts from overseas for our academic staff. This was organised from 7 to 11 September 2015.

20. Employability Courses for the Vulnerable Groups

The British High Commission financed a project that was implemented by OU. The project aimed at empowering the young Chagossians in employability skills. OU developed and delivered a training programme on 'Interview Skills' for 17 young Chagossians. The programme was intended to help the young participants gain the specialist knowledge and practical skills to prepare for and undertake different types of interviews.

21. Conclusion

With its limited resources, OU has continued to expand in several dimensions. This development is manifested in the increase of its activities, its increase in revenues, the number of students as well as its investments in the relevant logistics for the support of learners. We can thus say that the approach of OU is a tangible proof of judicious use of state funds for the development of higher education in Mauritius. So, in aiming at financial autonomy and contributing to the Mauritian economy, the University is helping in the transformation of Mauritius into a knowledge hub as per Government policy. Based on structures already set, OU now ambitions to position itself as a key player in the internationalization of higher education, namely in building links with African countries.

<http://www.defimedia.info/live-news/item/78209-enseignement-superieur-les-inscriptions-en-baisse-dans-les-universites-locales.html>

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

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

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 OU are:

Openness, Diversity and Inclusion

- Open to everyone including school leavers, adults, and people with disabilities
- Quality Education for All
- Valuing Diversity through inclusion
- Enhancing access
- Lifelong learning
- Acceptance of a range of values, diverging points of view
- Engaging diversity
- Freedom to Learners
- Self-directed Learning
- Flexibility in Learning.

Excellence

- High quality educational experiences
- Innovation, 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 2015-2019

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, OU 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 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, for example, by substantially enhancing the reality and perception of its (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; Effective Customer Care
- Evaluation, Assessment and Examination Mechanisms
- Marketing
- Financing.

STRATEGY 1

BUILD AN EXCELLENT FACULTY

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

We need to develop a database of professors (mainly retired ones) who have worked at internationally recognised universities (like Cambridge, Oxford, Harvard, MIT, NUS, NAU, 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 learning (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 and VUOSSC 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 and also 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 and SADC will also be brought in to provide expertise and other assistance to develop the projects of OU. Therefore, there is a need to develop comprehensive guidelines for those:

- Developing curriculum;
- Developing course material: content; design, style and layout, language, examples;

- Developing assessment tools: formative; continuous assessment (well planned in advance so that students have only one assignment at a time);
- End-of-semester examination;
- Using Open Educational Resources (OERs)/other sources - intellectual property right.

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

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

STRATEGY 3

MULTIMEDIA MATERIALS

Video and audio materials must be developed in order to relate theory taught through the DEOL materials to actual practice at the workplace. Video programmes will also be developed in order to help learners acquire the soft skills that are equally important in securing a job. These would include Business English, Business French, Business Basic ICT, Entrepreneurship, Making a Good Presentation, Winning a Negotiation, Conflict Resolution, Public Speaking, CV Writing, Study Skills, Time Management, Preparing for an Interview, Working in a Team 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 OU and obtain a certificate upon successful completion.

These programmes will be available freely to all those enrolled on degree programmes at OU. However, they 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 such as 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 of 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 the Open University. 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 enable OU to lay strong foundations of its operations. OU, as a fee charging institution is expected to become a self-financing institution over a period of time (in about five years). Initially, the grant from the Government is necessary to meet the capital and recurring costs.

CORPORATE GOVERNANCE REPORT

Corporate Governance is the combination of processes and structures implemented by the OU Board in order to inform, direct, manage and monitor the activities of the University towards the achievement of its objectives.

Compliances and Enforcement

OU is committed to high standards of Corporate Governance, business integrity and professionalism in its activities.

The Directors of the OU Board confirm to the best of their knowledge that OU has complied with all of its obligations and requirements under the Code of Corporate Governance.

Board of Directors (Roles & Responsibilities)

1. OU is governed by its Board which has been established by the *OU Act No 2 of 2010*.
2. 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.

The Directors have collectively a diverse range of skills and experience that enable them to operate as a cohesive team led by the Chairman.

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).

Chairperson of Board

The Chairperson:

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

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*.

Composition of the Board of Directors

The Board

The Board of Directors comprises eleven members who have a proven track record in various fields.

They each bring independent judgement and considerable knowledge to the Board's discussions and are committed to a collective decision-making process.

Information on the profile of the Chairperson and other members of the Board as at 31 December 2015 is as follows:

Mr R Duva Pentiah CSK is the Chairperson of OU since July 2015. He is a retired Permanent Secretary since 1st December 2013. He holds the Part 1, Institute of Statisticians (Now Royal Statistical Society), UK, a Diploma in Public Administration and Management, Mauritius and a Fellowship – Total Quality Management in the Public Sector, National Institute of Public Administration, Malaysia. He has 42 years' experience in the Public Service (06.10.71 to 30.11.13), including 9 years at the Public and Disciplined Services Commission (1987 – 1996) and has acted as Secretary, Public Service Commission on a temporary basis. He was also Officer-in-Charge of the Rajiv Gandhi Science Centre from 2002 to 2003. He has serviced numerous parastatal Boards as Chairperson and member. He has also been a Board Director of Omnicane Ltd.

Mr R P Ramlugun is the Ag Senior Chief Executive at the Ministry of Education and Human Resources, Tertiary Education and Scientific Research. He has been Educator, Assistant Permanent Secretary, Deputy Permanent Secretary and Permanent Secretary of various Ministries.

He possesses a BA (Hons) Administration, University of Mauritius and a PGCE, Mauritius Institute of Education. He has served as Chairperson and member of various Boards and Committees.

Mrs S Gayan holds the post of Director-General at the Mahatma Gandhi Institute and Rabindranath Tagore Institute.

She possesses a BSc (Hons) Econ 1973, London School of Economics & Political Science, University of London and an MSc (Econ) 1977, School of Oriental & African Studies, University of London, under a UNESCO Fellowship.

She is involved in the Mauritian history, society and culture, the management of social and cultural diversity and cultural policy and heritage. Her major interests are the Indian classical dance performance and production on stage and on television and the Indian culture, arts and literature. She is also interested in African Studies and Mauritius in the Indian and African Diasporas.

She has been involved in the Organisation of international conferences and seminars in fields of relevance to the MGI, inter-disciplinary research, contribution to and editing of academic publications, participation in academic conferences and seminars, nationally and internationally and membership of Academic Committees.

She also has a wide-ranging experience in Performing Arts and organisation of cultural activities.

In 1988, Mrs S Gayan was awarded the Outstanding Young Person by *Jeune Chambre Économique de Maurice* for Cultural Achievement (also short-listed by international jury among the three finalists for the international award of Outstanding Young Person by JCI in the category Cultural Achievement).

In 2013, she was elevated to the rank of GOSK by the Republic of Mauritius.

Dr K S Sukon (Kaviraj) is the first Director-General of the Open University of Mauritius. He has been the Chairman of the MCA Board from November 2005 to 11 July 2012. He started his career as a Lecturer in Mathematics at University of Mauritius in 1996 after completing his PhD in Mathematics from University of Mauritius and University of Loughborough. He also holds an MBA from University of Surrey. He later joined the Mauritius Examinations Syndicate as Research and Development Officer where he started the marking of the first international paper in Mauritius. Afterwards, he joined HRDC as the Manager-Research/Head of the Research Division where he led the development of the first National Human Resource Development Plan. He has been 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.

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.

Mrs R D Rampersad is a trained Instructional Designer working at the University of Mauritius, with more than 19 years of experience in Distance Education and Professional Development. She was Officer-in-Charge of the Centre for Professional Development and Lifelong Learning (University of Mauritius) from 2010 to 2014. She has been actively involved in the design of Distance Education programmes, short courses, executive development programmes and commissioned programmes.

She holds the following qualifications: *Maîtrise en Formation à Distance (Université du Québec à Montréal)*, Graduate Diploma in Leadership Development in ICT and the Knowledge Society (Dublin City University), Postgraduate Certificate in Teaching and Learning in Higher Education (University of Mauritius), Masters in English Literature (University of New South Wales, Sydney), and BA (Hons) in English and History (University of Mauritius).

Dr O N Gangoo OSK is a retired Senior Lecturer from the Mahatma Gandhi Institute.

He possesses a BA, an MA and a PhD and has taught at tertiary levels and PGCE. He served the Board from July to December 2015.

Mr J Ramdenee is the Managing Director of Trio Contracting Ltd.

He possesses a BEng (Hons) in Manufacturing System Engineering.

Mr J Malié is the Rector of *Collège du St Esprit*. He has been exercising as Educator and Deputy Rector of the College before being appointed as Rector.

He possesses a *Licence-es-Lettres* and a *Maîtrise d'Anglais* from the *Université de Nice*, France. He also possesses a *Diplôme Universitaire de Méthodologie et de l'Enseignement Audio-Visuel des Langues Vivantes*, *Université de Nice, France*.

He has been a member of the several Boards of the Ministry of Youth and Sports, including the High Level Sports Unit.

He is presently a CAF and FIFA Instructor in Administration and Management at international level.

Mr M Sohoraye holds the post of Assistant Lecturer/Lecturer at the Open University of Mauritius.

He possesses a BA in Health Science and Social Services with specialisation in Psychological Counselling, and a Honours BA in Psychology, both from UNISA and a Degree of Master in Research Methodology, University of Mauritius.

He was elected as representative of OU Academic staff on the Board of OU in November 2015.

Mrs P Ramdoo-Sadien holds the post of Administrative Officer at the Open University of Mauritius.

She was elected as representative of General Staff on the Board of OU in November 2015.

She is a Fellow Member of the Association of Chartered Certified Accountants (ACCA) since April 2002 and also holds an MBA (University of Birmingham).

She has worked in the private sector for 7 years prior to joining the Mauritius College of the Air in April 1994, as Senior Finance Officer (Internal Audit). She is currently an Administrative Officer. She had been assigned several additional duties including those of the Internal Auditor and Financial Controller and has also been a member of the ISO Team for the implementation of ISO 9001:2008 in the institution.

She has also served as treasurer of Link to Life for four years. Link to Life is a non-profit organisation which provides support and counselling to cancer patients and their families.

Statutory Committees of the Board

The Academic Council

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 University 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 are 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

In line with its Act, the Board has set up committees to delegate activities, provide detailed analysis on technical/financial/human resources issues and make recommendations which the full Board approves. The Board retains full responsibility for the issues delegated.

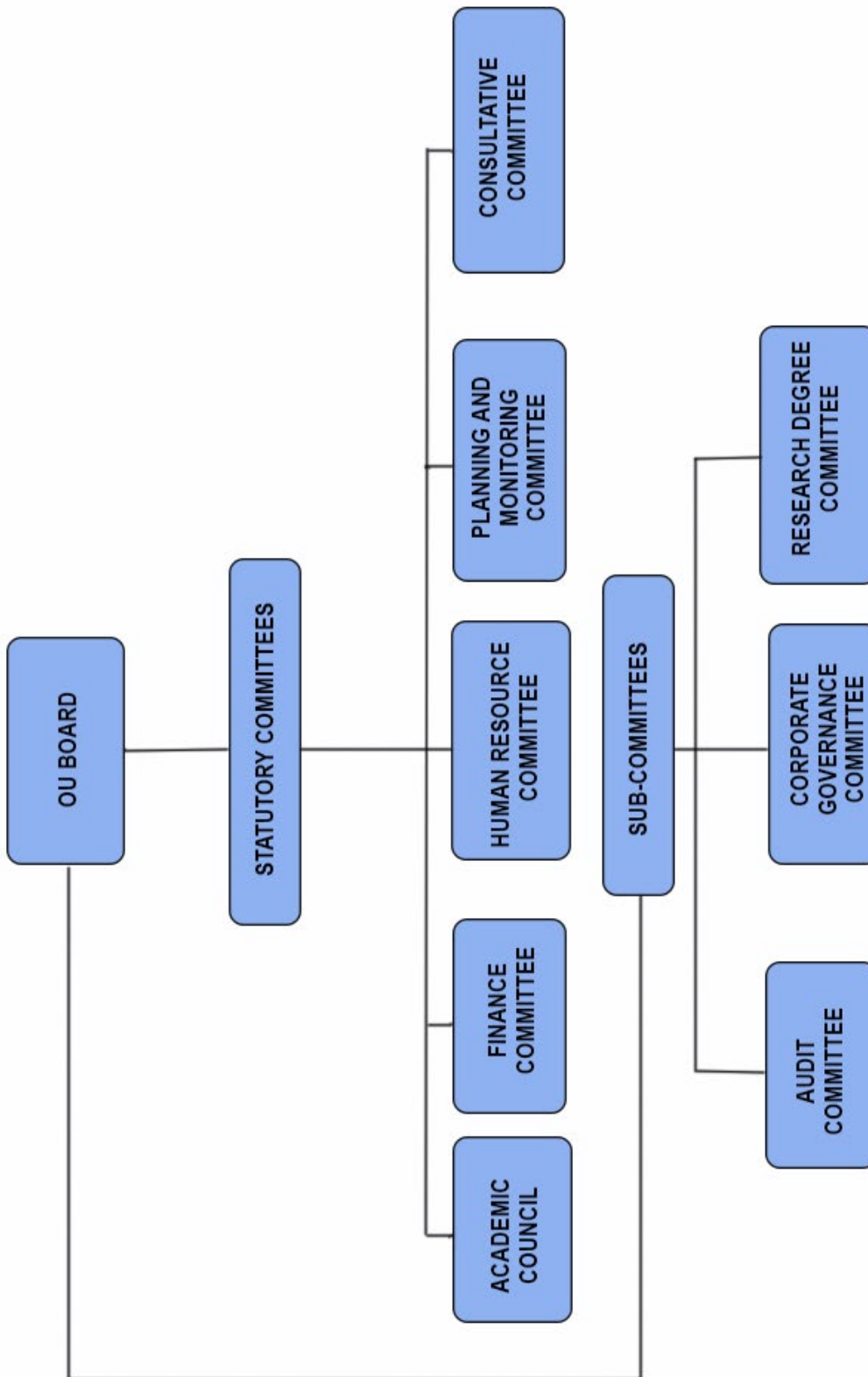
The committees are:

- Finance Committee
- Human Resource Committee
- Planning and Monitoring Committee
- Audit Committee
- Consultative Committee
- Research Degree Committee
- Corporate Governance Committee

Independent Judgement

All Directors exercise due diligence and independent judgement and make decisions objectively in the best interests of OU.

The Board's Structure for Corporate Governance



The Composition of the Board of Directors and its Committee with effect from 22 July 2015 is as follows:

Board of Directors	
Chairperson	Mr R Duva Pentiah CSK
Director-General	Dr K S Sukon
Members	Mr R P Ramlugun
	Mrs S Gayan
	Mr P Ramsurrun
	Mrs R D Rampersad
	Dr O N Gangoo OSK
	Mr J Ramdenee
	Mr J Malié
	Mr M Sohoraye
	Mrs P Ramdoo-Sadien

Human Resource Committee	Finance Committee	Planning and Monitoring Committee	Audit Committee	Consultative Committee
Mr R P Ramlugun Chairperson	Mr P Ramsurrun Chairperson	Mr R Duva Pentiah CSK Chairperson	Mr J Ramdenee Chairperson	(Not yet constituted)
Dr K S Sukon, Director-General	Dr K S Sukon, Director-General	Dr K S Sukon, Director-General	Mr J Malié	
Mrs S Gayan	Mrs R D Rampersad	Mr R D Ramlugun	Mrs R D Rampersad	
Mr P Ramsurrun	Mr J Ramdenee	Mrs S Gayan		
Mr J Malié	Mr J Malié	Mrs R D Rampersad		
		Mr V Patten, Head Graphics, Publishing & Printing, OU		

1. FINANCE COMMITTEE

Chairperson:

Mr P Ramsurrun, Ag Registrar, *Université des Mascareignes* (Board Member)

Members:

- Mrs R D Rampersad, Instructional Designer, Centre for Innovative and Lifelong Learning, University of Mauritius (Board Member)
- Dr K S Sukon, Director-General, Open University of Mauritius (Board Member)
- Mr J Ramdenee, Managing Director, Trio Contracting Ltd (Board Member)
- Mr J Malié, Educator, St Esprit College (Board Member)

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 RESOURCE COMMITTEE

Chairperson:

Mr R P Ramlugun, Ag Senior Chief Executive, Ministry of Education & Human Resources, Tertiary Education & Scientific Research (Board Member)

Members:

- Dr K S Sukon, Director-General of Open University of Mauritius (Board Member)
- Mrs S Gayan, Director-General, MGI/RTI (Board Member)
- Mr P Ramsurrun, Ag Registrar, *Université des Mascareignes* (Board Member)
- Mr J Malié, Educator, St Esprit College (Board Member)
- Mr T Patten, Assistant Manager, Human Resources, Ministry of Education & Human Resources, Tertiary Education & Scientific Research - (as co-opted member)

The Human Resource 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

Chairperson

Mr R Duva Pentiah CSK, Chairperson of OU Board

Members:

- Dr K S Sukon, Director-General of OU (Board Member)
- Mr R P Ramlugun, Ag SCE, Ministry of Education & Human Resources, Tertiary Education & Scientific Research (Board Member)
- Mrs S Gayan, Director-General, MGI/RTI (Board Member)
- Mrs R D Rampersad, Instructional Designer, Centre for Innovative and Lifelong Learning, University of Mauritius (Board Member)
- Mr V Patten, Head, Graphics, Publishing and Printing, OU

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

Mr J Ramdenee, Managing Director, Trio Contracting Ltd (Board Member)

Members:

- Mr J Malié, Educator, St Esprit College (Board Member)
- Mrs R D Rampersad, Instructional Designer, Centre for Innovative and Lifelong Learning, University of Mauritius (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

(Not yet constituted)

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 OU Corporate Governance Committee has been constituted in line with the Code of Corporate Governance for Mauritius issued by the National Committee on Corporate Governance under the *Financial Reporting Act 2004* to develop good governance practices.

The terms of reference of the Corporate Governance Committee are as follows:

The Committee shall –

- Operate as a standing committee of the OU Board
- Oversee all matters concerning Corporate Governance activities of OU aimed at the promotion and achievement of the objectives and such related matters as may be referred to the committee by the Board.
- Determine, agree and develop the university's general policy on corporate governance in accordance with the applicable Code of Corporate Governance;
- Prepare the corporate governance report to be published in the university's annual report; and
- Ensure that disclosures are made in the annual report in compliance with the disclosure provisions in the Code of Corporate Governance.

The Committee is constituted of the following members:

Chairperson:

Mr R Duva Pentiah CSK, Chairperson of OU Board

Members:

- Dr K S Sukon, Director-General, OU (Board Member)
- Mrs R D Rampersad, Instructional Designer, Centre for Innovative and Lifelong Learning, University of Mauritius (Board Member)
- Mr M Sohoraye, Representative of OU Academic Staff, Assistant Lecturer/Lecturer, OU (Board Member)

7. RISK MANAGEMENT COMMITTEE

The Risk Management Committee has not yet been constituted.

8. OU RESEARCH DEGREE COMMITTEE

Terms of Reference

The terms of reference of the OURDC are to:

- a. Approve, monitor and administer research degree registrations, transfers and examination arrangements and make recommendations following examinations. In particular to:
 - (i) approve programmes of work proposed in applications to register for the degrees of MPhil, MPhil with possibility of transfer to PhD (MPhil/PhD), PhD direct, PhD by published work and professional doctorate programmes;
 - (ii) approve the appointment of Principal and Second Supervisors for the candidate's programme of work and approve the appointment of any additional supervisor(s) and/or adviser(s) as appropriate;
 - (iii) satisfy itself that the conditions under which a candidate works meet the university's requirements;
 - (iv) monitor the progress of candidates through considering their submission of an annual research progress report;
 - (v) approve arrangements for candidates who wish to be assessed for transferring their registration from MPhil to PhD;

- (vi) receive and consider assessors' reports on candidates who have been assessed for transfer of registration from MPhil to PhD, and, where appropriate, approve the transfer;
 - (vii) approve changes to supervisory arrangements for candidates;
 - (viii) approve extensions and interruptions to the period of registration of candidates;
 - (ix) approve changes in the mode of study of candidates;
 - (x) approve the withdrawal of students from their programme of study;
 - (xi) approve examiners and examination arrangements;
 - (xii) receive and consider internal and external examiners' reports, and, where appropriate, recommend the conferment of the relevant award on a candidate to Academic Council; and the comments/evaluation from external examiners about the process of the viva voce;
 - (xiii) provide feedback to students, supervisors, school/institute and designated lead representatives on the outcome of submissions made to the Committee.
-
- b. To receive and consider statistical data, and any other information relating to the progress of research students, either in relation to the university as a whole, or its constituent schools and institutes;
 - c. To be responsible for the monitoring of the quality of supervision of research students and for taking such steps as may be required to maintain and improve the quality of such supervision;
 - d. To implement and monitor mechanisms for the training of supervisors;
 - e. To monitor the development of 'key skills' programmes;
 - f. To consider matters brought to the Committee by the Chair, schools and institutes;
 - g. To promote the development of the postgraduate research community through the encouragement of the specific infrastructure support required to enable postgraduate research to progress;
 - h. To establish Sub-Committees and Working Groups, as appropriate, to facilitate furthering the work of the Committee;
 - i. To propose to Academic Council changes to the Academic Regulations Research Awards as the need arises.
 - j. To prepare an annual report on the work of the Committee for consideration by Academic Council.

Membership

The OURDC consists of the following members vested with decision-making capacity:

- Chairperson (Director-General or the Director/Head of Academic Affairs Division)
- Two designated members of the Academic Council
- Two designated members of the Board
- Two representatives of the Academic Affairs Division
- Two representatives of the Open School Division
- Two members with a doctorate, who are not members of the staff of OU, recommended by the Chair of OU Research Degree Committee and approved by the Academic Council and Board.

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*.

Information to the Board

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

Six Boards were held during the period under review.

The Board members are given accurate, timely and clear information so that they can maintain full and effective control over strategic, financial, operational compliance and Governance issues.

Directors' Remuneration

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

The table below sets out the number of Board Statutory Committees held during the year ended 31 December 2015 and the number of meetings attended by each member.

Chairperson and Members	Board Meetings (6)	Human Resource Committee (5)	Finance Committee (4)	Planning and Monitoring Committee (Nil)
Mr R Duva Pentiah CSK, Chairperson	6	-	-	
Mr R P Ramlugun, Representative of Ministry of Education & Human Resources, Tertiary Education & Scientific Research	5	5	-	(Nil)
Dr K S Sukon, Director-General, OU	6	5	3	
Mrs S Gayan, Director-General, Mahatma Gandhi Institute & Rabindranath Tagore Institute	5	5	-	
Mr P Ramsurrun, Ag Registrar, <i>Université des Mascareignes</i>	6	5	4	
Mrs R D Rampersad, Instructional Designer, Centre for Innovative and Lifelong Learning, University of Mauritius	5	-	3	
Dr O N Gangoo OSK, Nominated Member	5	-	-	
Mr J Ramdenee, Managing Director of Trio Contracting Ltd	5	-	4	
Mr J Malié, Rector, St Esprit College	6	5	4	
Mr M Sohoraye, Rep. of OU Academic Staff, Assistant Lecturer/Lecturer, OU	2	-	-	
Mrs P Ramdoo-Sadien, Rep. of OU General Staff, Administrative Officer, OU	1	-	-	

Chairperson and Members	Academic Council (3)
Director-General, OU - Chairperson	3
Representative of Executive Director, Tertiary Education Commission	3
Representative of Vice Chancellor, University of Mauritius	3
Representative of Director, University of Technology, Mauritius	2
Representative of Ag Senior Chief Executive, Ministry of Education and Human Resources, Tertiary Education and Scientific Research	0
Representative of the Director of Academic Affairs, OU	2
Representative of Director, Quality Assurance and Capacity Building Division, OU	3
Representative of Director, Multimedia Division, Open University of Mauritius	3
Representative of Director, ICT Division, Open University of Mauritius	3
Representative of Head of Open School, OU	3
Head of Graphics, Publishing & Printing, OU	3
Head of Finance Section, OU	0
Co-opted Member - Mr S Ragen, Permanent Secretary, Ministry of Labour, Industrial Relations and Employment	1
Co-opted Member – Mrs S Chakowa, Principal Research and Development Officer, Mauritius Examinations Syndicate	1
Co-opted Member - Mr B Seetanah, Associate Professor, University of Mauritius	1
Co-opted Member - Dr R Nunkoo, Senior Lecturer, University of Mauritius	1

NUMBER OF STATUTORY COMMITTEES HELD DURING THE PERIOD JANUARY TO DECEMBER 2015

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
BM/2015/1	24.07.15	HRC/2015/1	25.08.15	FC/2015/1	17.08.15	AC/2015/1	27.02.15				
BM/2015/2	27.08.15	HRC/2015/2	28.09.15	FC/2015/2	12.10.15	AC/2015/2	09.04.15				
BM/2015/3	02.09.15	HRC/2015/3	12.10.15	FC/2015/3	18.11.15	AC/2015/3	12.11.15	Nil	Nil	Nil	Nil
BM/2015/4	15.10.15	HRC/2015/4	03.12.15	FC/2015/4	18.12.15						
BM/2015/5	26.11.15	HRC/2015/5	18.12.15								
BM/2015/6	18.12.15										

Directors' Remuneration

OPEN UNIVERSITY OF MAURITIUS		
Board of Directors Remuneration in 2015		
	Rs	Rs
Chairperson: Mr Duva Pentiah, Rajeswara, CSK		
		155,293.00
Other Board Directors: Dr Sukon, Kaviraj Sharma	13,525.00	
Mr Ramlugun, Ram Prakash	11,930.00	
Mr Ramsurrun, Prakash	17,985.00	
Mrs Gayan, Sooryakanti	11,475.00	
Mrs Rampersad, Rubina Devi	8,560.00	
Mr Ramdenee, Jaisen	9,630.00	
Mr Malié, Jacques Desire Laval	15,830.00	
Dr Gangoo, Oudaye Narain, OSK	5,350.00	
Mrs Ramdoo-Sadien, Premawatee	1,070.00	
Mr Sohoraye, Mrinal	1,700.00	
		97,055.00
TOTAL		252,348.00

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 (Rs)
Dr K S Sukon	Director-General	Chairperson	400.00
Mr A Vencatachellum	Ag Financial Controller	Member	330.00
Mr P Arlanda	Senior Procurement & Supply Officer	Member	330.00
Mrs K Moonian	Acting HEO	Secretary	240.00
In Attendance	Senior Procurement & Supply Officer	Member	Nil
	Administrative Officer (Management)	Member	Nil

The terms of reference of the DBC are:

- Vetting bidding documents for procurement below prescribed amounts, contract forms, terms and conditions, and addenda to bidding documents and clarification to bidders if any;
- Opening of bids;
- Referring bids to the Bid Evaluation Committee (BEC) for examination and evaluation;
- Attending to request(s) from BEC for any clarifications arising at evaluation stage;
- Requesting for fresh evaluations, where necessary;
- 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);
- Reviewing and making appropriate recommendations to Accounting Officer on applications received for variations, addenda or amendments to ongoing contracts;
- Clearing of bidding documents for projects above the prescribed amount by the DBC, prior to submission to the Central Procurement Board (CPB) for vetting;
- Arranging for debriefing of unsuccessful bidders upon request; and where necessary, consulting the CPB and/or PPO and/or SLO on intricate/contentious matters arising from the evaluation process.

From January to December 2015, 42 Departmental Bid Committees and 17 Bid Evaluation Committees were held.

Fees paid to the Chairman and members of the Departmental Bid Committee in 2015 were as follows:

Open University of Mauritius			
Departmental Bid Committees in 2015			
			Rs
1	Chairperson	Sukon Kaviraj Sharma	16,000.00
2	Chairperson	Dhurbarrylall Roshun	400.00
3	Chairperson	Sobnach Lekha	400.00
4	Member	Tow Nam Jacques	7,920.00
5	Member	Vencatachellum Armoogum	4,950.00
6	Member	Ramdoo-Sadien Premawtee	990.00
7	Member	Chatooh Dhanwantee	10,560.00
8	Member	Arlanda Patrick	990.00
9	Member	Thanthonee Vishnoo	2,310.00
10	Secretary	Moonian Kaminee	8,640.00
11	Secretary	Gungah Ravindra Kumar	480.00
12	Secretary	Booneedy Sangeeta	480.00
13	Secretary	Veerabudren Vel	240.00
14	Secretary	Sobnach Lekha	240.00
TOTAL			54,600.00

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.

INTERNAL AUDIT

The Internal Audit Department was established for the purpose of providing Management and the Audit Committee of the Board with reasonable assurance that the Management control systems at OU are adequate and operating effectively.

Through complete and unrestricted access to records and personnel, the Internal Audit department assists Management in achieving the organisation's goal by evaluating controls to ensure systems function adequately, by identifying weaknesses, and by providing recommendations so that timely corrective actions can be initiated whenever necessary. The Internal Audit Department reports to the Audit Committee of the OU Board and this reporting allows the Internal Audit department to remain independent and to input all matters of significance to the Audit Committee.

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.

In December 2015, a group of OU volunteers led by Mrs K Ramsohok-Heerasing, Assistant Lecturer/Lecturer, took the initiative to conduct a charitable event for the needy children of SOS Village, Beau Bassin. Staff of OU contributed for this activity in terms of donations such as toys, non-perishable foods, school materials, clothes amongst others. On 22 December 2015, staff of OU donated the gifts received to the needy children of SOS Village.

Sustainability

OU's value of sustainability is at the core of 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.

SAFETY AND HEALTH ACHIEVEMENT REPORT

The objective of the *Occupational Safety and Health Act 2005* is the elimination at source of risks to the health, safety and welfare of persons at work.

Consultative arrangements have been set in place to enable effective cooperation between management and members of staff in developing and promoting measures to ensure staff's Safety and Health at work.

An effective forum for consultation is our Safety and Health Committee where specific issues and hazards are discussed and sought out.

The management of OU is aware that it has a duty of care for all its employees and visitors towards ensuring, so far as is reasonably practicable, the Safety and Health of one and all through commitment:

- To provide a healthy and safe workplace.
- To eliminate conditions and incidents at the worksites that can lead to personal injury and illness.
- To conform with statutory regulations pertaining to Safety, Health and Environment.
- To establish, implement and review safe working practices without endangering people in and around the premises.
- To manage Safety and Health strategies through dissemination of information and establishment of a functional Safety and Health communication system.
- To adopt an integrated approach towards Safety and Health at work by seeking the collaboration and co-operation of all employees.

Risk Assessment

Risk Assessment has been prepared by the Safety and Health Officer and it is on the way to be finalized. Management of Safety and Health issues is considered as an integral part of the University and is being given the highest priority. Management ensures that all necessary measures are being taken to alleviate hazards in the institution.

Protective Equipment

Personal Protective Equipment such as helmet, rubber boots, leather gloves and goggles were given to Senior Handy Worker/Tradesman (skilled), Handy Worker/Tradesman (skilled) and to the freelance to ensure their security when they are performing work. Printing Officers also receive protective equipment such as goggles, gloves, apron, and respiratory mask.

Awareness Programme

- First Aid Trainings were carried out recently and officers had received certificates so that they can render services as first-aiders in case of emergency.
- Signs and notices for fire safety have been placed throughout the building for visitors and staff to be aware of the exit ways in case of emergency.

Ergonomic Aspect

It should be noted that the lower back support is very important for those seated for long hours. The lumbar spine has an inward curve and sitting for long periods without support for this curve tends to lead to slouching, meaning that the natural curve gets flattened, hence causing strains to the structure in the lower spine.

Therefore, ergonomic structure for chairs provided to students at OUCC was thoroughly worked out so that they do not get backache.

Four Safety and Health Committees were held during the period under review.

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), Postgraduate Certificate in Education (PGCE) (Mauritius Institute of Education), Diplôme d'Études Supérieures Spécialisées (DESS) en Conception-Réalisation de la Formation (Université Lumière Lyon 2, France), Hubert Humphrey Fellow (Vanderbilt University, USA).

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 Beesoon

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 the Open University of Mauritius 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 judgements 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 judgements 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. Reasons have been provided where there has not been compliance; and
- (v) 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 CSK
Chairperson of Board
Open University of Mauritius



Dr K S Sukon
Director-General
Open University of Mauritius

DIRECTORS' STATEMENT FOR INTERNAL CONTROL

The Open University of Mauritius 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 2015.



Mr R Duva Pentiah CSK
Chairperson of Board
Open University of Mauritius



Dr K S Sukon
Director-General
Open University of Mauritius

REPORT ON OUTCOMES AND OUTPUTS

HUMAN RESOURCES 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.

1.1 Roles of the HR Unit

The HR Unit contributes fully to the development of 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.

1.2 Objectives of the HR Unit

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

2 Staff

As at 31 December 2015, the full time staff population at the University was 145 on permanent and pensionable establishment. The organisation structure of OU is at Appendix. The figure that follows shows the distribution of OU staff by category as at 31 December 2015.

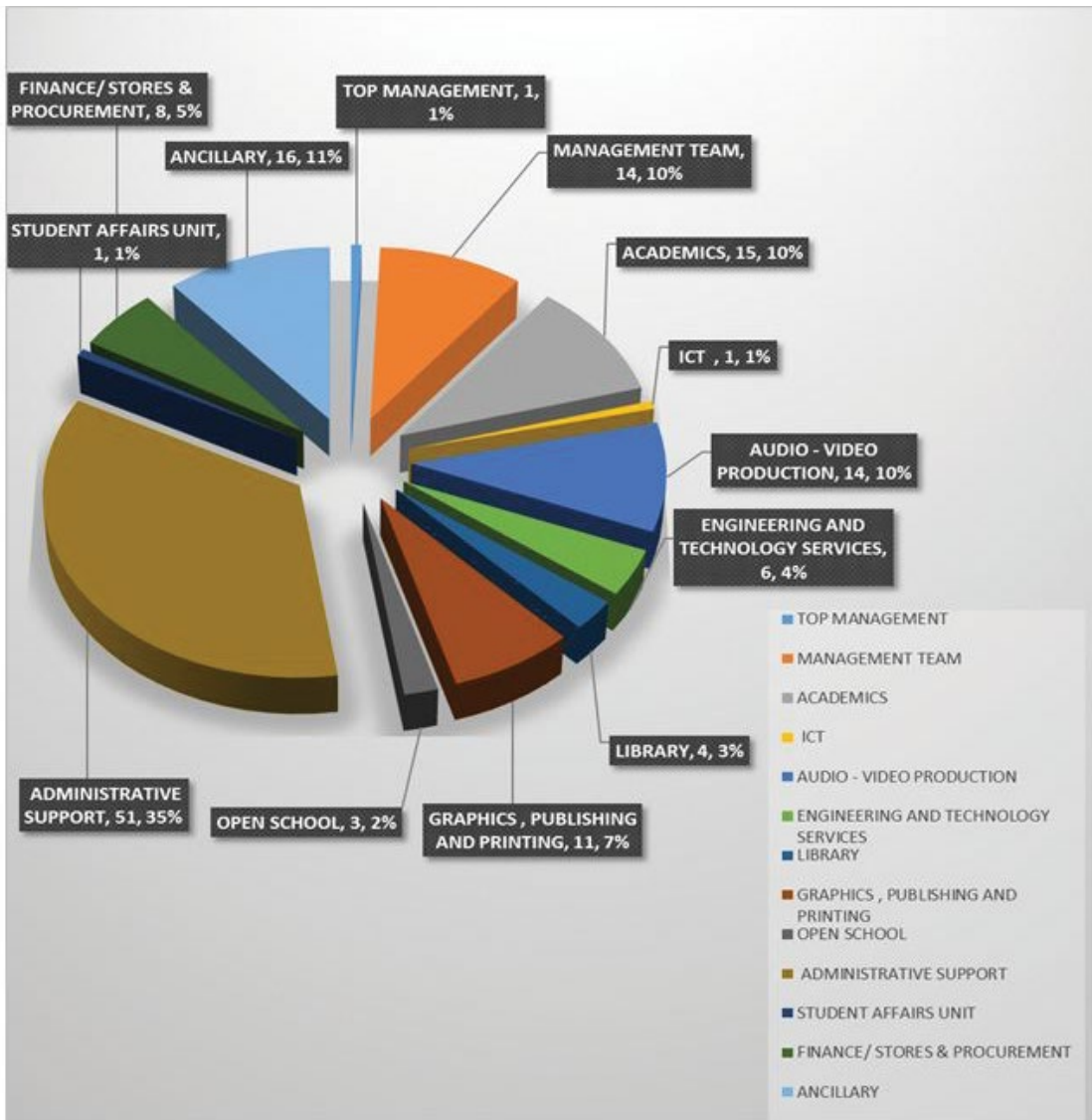


Figure 1: Distribution of staff by category as at 31 Dec 2015

- Pending recruitment on its permanent and pensionable establishment, OU had to resort to extra assistance through placement of Trainees in line with Government schemes.
- OU has accommodated 50 students from universities under work-based learning programme.

The number of academic staff in 2014 was 17 as compared to 15 in 2015.

Resignation/Retirement/Deceased

- Resignation: 1 Assistant Lecturer/Lecturer
- Revert to former post: 1 Assistant Lecturer/Lecturer
- Pre-retirement leave: 1 Financial Controller
- Passed Away: 1 Office Attendant

3 Major Achievements

3.1 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, reviewed to be aligned with the Annual budget following the change in the Financial Year from January/December to July/June.

The Performance Appraisal Forms for 2015 were duly finalised in respect of each appraisee since the grant of annual increment is performance-based.

3.2 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.

OU Staff Development Policy:

- a) Provides for a scholarship scheme for research activities at OU itself which play an important role for its academics and management members;
- b) Allows staff reading at undergraduate and postgraduate level at OU to benefit from a discount rate; and
- c) Provides meaningful work related training opportunities to all staff.

3.3 Training & Development

One of OU's strategic objectives is to ensure the Continuing Professional Development of its staff. In line with the 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 and other Tertiary Education Institutions.

3.3.1 Professional Development

a) Scholarship for PHD Research

6 academics and 1 member of Management Team were registered for the PhD Course.

b) Enrolment for undergraduate/postgraduate courses at OU at a discounted rate

- i. 10 general staff members enrolled on OU courses at undergraduate level;
- ii. 8 at postgraduate level.

3.3.2 Attendance at Seminars/Workshops/Conference/Training and Programmes

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

SEMINAR

S/N	Name	Activity attended	Organised by
1	Mr P Appavoo	'Geographic Information System & Maps in Today's World' on 12 February 2015 held at Rajiv Gandhi Science Centre (RGSC)	RGSC
2	Mrs H Atawoo Mr Joy Beesoon	'Digital Marketing Strategies on Facebook for Business' on 25 February 2015 at Voilà Hotel - Bagatelle	Acclivity Consulting Ltd
3	Mrs P Hurgobin Mrs H Atawoo	'Sage Enterprise Resource Planning Africa Seminar' on 10 March 2015 at the Intercontinental Mauritius Hotel	Sage ERP Africa
4	Mr P Appavoo	'Seminar on Intellectual Property, Innovation and Technology Transfer' on 24 April 2015 at the Mauritius Research Council	Mauritius Research Council
5	Mr P Appavoo	'The Impact of the Media on an Employer of Choice Strategy in Mauritius & Rodrigues' on 7 May 2015 at the Mauritius Research Council	Mauritius Research Council
6	Mrs R Ramdoyal	'Occupational Safety and Health for employees in the parastatal organisations' from 26 to 27 May 2015 at Occupational Safety and Health Information and Training Centre, Port Louis	Ministry of Labour, Industrial Relations, Employment and Training

7	Mr P Murdan Mrs H Atawoo Mr J Belle	'Open Source Seminar 2015 on the Theme Apprentissage 3.0/Learning 3.0' on 16 September 2015 at the Mauritius Institute of Education	Mauritius Institute of Education (MIE)/ <i>Agence Universitaire de la Francophonie (AUF)</i>
8	Mr P Murdan	'Leading the Shift in Education for Tertiary Education Institutions' on 2 December 2015 at the Westin Hotel, Balaclava	Microsoft Indian Ocean Islands

WORKSHOP

S/N	Name	Activity attended	Organised by
1	Mr P Appavoo Mrs P Hurgobin	'Emtel Data Centre Training/ Workshop' on 20 March 2015 at Voilà Hotel, Bagatelle	Emtel Ltd
2	Mr I Seetaramadoo	'Validation Workshop on Human Rights Education' from 8 to 9 April 2015 at the Hennessy Park Hotel, Ébène	Ministry of Education and Human Resources, Tertiary Education and Scientific Research
3	Mr P Appavoo	'National Workshop for Policy on Science & Technology Promotion in Mauritius' on 13 May 2015 in the Conference Room of the Rajiv Gandhi Science Centre	The Rajiv Gandhi Science Centre
4	Mr P Dookhun Mrs H Atawoo Ms T Jutton	'Knowledge Series Workshop' on the theme 'ICT as Enablers for an Innovation Economy' on 20 May 2015 at the Cyber Tower, Ébène	The Ministry of Technology, Communication and Innovation/Emtel Ltd
5	Mr I Seetaramadoo	'Brainstorming Workshop on the Civil Service College' on 11 June 2015 at Voilà, Bagatelle	Civil Service College, Mauritius
6	Mr P Murdan	'Access Control & Identity Management' on 30 June 2015 at Cyber Tower 1, Ébène	National Computer Board
7	Mr P Appavoo	'Awareness Workshop, High Performance Computing' on 26 and 27 August 2015 (half-days) at Cyber Tower 1, Ébène	Mauritius Research Council
8	Mrs M Gungea Mr J Belle	'The Rising against Synthetic Drugs' on 29 August 2015 (half day) at the Municipal Council of Port Louis	The Rising
9	Mrs P Ramdoo-Sadien	'Complimentary, Anti-Corruption Empowerment' on 15 September 2015 in the Lecture Theatre, ICAC Headquarters, Moka	ACCA/ICAC

10	Mr A Gokhool Miss T Jutton Mrs M Gungea	'Strategy, Talent & Leadership for Growth' on 3 September 2015 delivered by Dr Dave Ulrich at the Trianon Convention Centre	National Productivity and Competitiveness Council
11	Mr P Appavoo	'World Statistics Day' on "Better Data Better Lives" on 20 October 2015 at Le Méridien Hotel, Pointe aux Piments	Statistics Mauritius (SM)
12	Mr M Sohoraye	International Workshop on 'Developing Intra-Regional Exchanges through the Abolition of Commercial and Tariff Barriers: Myth or reality?' - from 19 to 20 October 2015 at the University of Mauritius	The University of Mauritius/ University of Potsdam, <i>Université de Paris Ouest Nanterre</i> and <i>Université de la Réunion</i>
13	Mr P Arlanda Mrs D Chatooah	Code of Conduct for Public Officials involved in Procurement on 17 November 2015 at ICAC Headquarters, Moka	Independent Commission Against Corruption
14	Mr I Seetaramadoo	'Foresight Xchange Workshop: Towards an Innovative Civil Service' from 25 to 26 November 2015 at Le Maritim, Hotel, Balaclava	Ministry of Civil Service and Administrative Reforms

CONFERENCE

S/N	Name	Activity attended	Organised by
1	Mrs K Ramsokhok	'Laddering up the value chain on Building Substance in the Mauritius International Financial Centre' held on 25 June 2015 at the Intercontinental Hotel, Balaclava	CFA Society, Mauritius
2	Mr P Appavoo	'Third International Conference on Digital Information Processing, E-Business and Cloud Computing (DIPEC 2015)' from 29 June 2015 to 1 July 2015 at University of Mauritius	UoM/Society of Digital Information and Wireless Communications
3	Mr P Appavoo Mr M Sohoraye Mrs V Gooria	'2015 IEEE International Conference on Computing, Communication and Security (ICCCS-2015)' on 4 to 5 December 2015 at Le Méridien, Pointe aux Piments	Entrepreneurs in collaboration with IEEE Mauritius

TRAINING

S/N	Name	Activity attended	Organised by
1	Mrs H Atawoo Mr N Dussaye Mr P Murdan	IBM Mobile Application Developer Training from 20 to 24 July 2015 at the University of Mauritius	IBM (Mauritius) Ltd
2	Mr V Boodoo Mr R Nabee Mr D Dookhee Mr S Heeroo	In-house training in Final Cut Pro7-Editing conducted by Mr G Rampudaruth, Audio-Video Executive on 11 and 14 September 2015	Open University of Mauritius
3	Mr R Gungah Mrs L Jewan Mrs D Mohangoo-Runjeet Mrs R Hosany Mr S Ramkissoon Mrs S Teelanah Mrs Z Emamally	1 hour In-house training in Microsoft Word conducted by Mr P Sooben, Resource Person on 07/08, 18/08, 20/08, 01/09, 03/09, 08/09, 11/09, 15/09, 22/09, 04/11 (2 hrs) at the Open University of Mauritius	Open University of Mauritius
4	Mr V P Murdan	IPv6 from 14 to 18 December 2015 at <i>Agence Universitaire de la Francophonie (AUF)</i> / University of Mauritius	IPv6 Forum

TRAINING ABROAD

S/N	Name	Activity attended	Organised by
1	Mr P Appavoo	Big Data and Analytics from 10 to 14 August 2015 held at the Infosys Limited, Bangalore, India	Infosys Limited/Ministry of Technology, Communication and Innovation
2	Mr S Mahadia Mr R Hurkhoo	Specialised Training Programme in Special Effects and Video Post-Production Techniques under the ITEC/SCAAP Programme for the year 2015-2016 - from 7 September to 30 October 2015 in India	ITEC/SCAAP

MARKETING AND PUBLIC RELATIONS (MPR) UNIT

The MPR Unit looks into the continuous marketing of OU programmes, attracting potential students, promoting the philosophy of the University as a whole while also engaging in PR activities to nurture positive relations with various stakeholders.

Events – Public Relations

In 2015, around 19 events were organised by MPR and, in addition, the Unit was also involved in 10 more events with other units. Examples of such events are:

1. Major Induction Sessions organised for newly enrolled learners to provide them with all necessary initial materials and information.
2. An Open Day (2 Days) to welcome the public at large and potential learners, ensuring media coverage to promote the university and its programmes. The Open Day also helped to boost enrolment figures prior to Aug 2015 enrolment.
3. THREE exhibitions in Fairs (8 days total, to meet the public at large and provide info, distributing flyers, collecting customer info, etc. One such exhibition was held at SVICC, second in Rodrigues and third at Trianon Shopping Park.)
4. SEVEN Medical Symposia in collaboration with the Royal College of Physicians of Edinburgh (RCPE) – with Doctors and other Medical Professionals as attendees. MPR promoted the event, invited medical doctors and professionals across Mauritius, administered the enrolment, looked into event organisation, hospitality and customer care and effected follow-ups with RCPE and participants regarding certificates and other matters.
5. MPR also provided major inputs in the organisation of OU's First Graduation Ceremony – looked into banners, organised several aspects of the venue, catered for gifts for VIPs/Graduands and engaged in Sponsor Relations. MPR managed to attract cash donations of Rs100,000 and donations in kind of 7 shields for OU high achievers.
6. Other events: World Book Day full day activity, Event with South African High Commission, Signature of MOU event, etc.

Media Communication and Branding

- To raise public awareness and to promote enrolment, in 2015, more than 120 adverts appeared in various media, on TV, Radio, Newspapers, Magazine and through e-marketing platforms, combined.
- More than 1,200 email threads were followed to encourage individual enrolment of potential learners.
- More than 30,000 flyers, brochures and posters have been publicly disseminated through a variety of means.

The Email and postal databases of institutions and individuals are carefully developed and updated by MPR to enable effective communication.

Other Inputs and Projects

1. After each Induction Session, MPR staff process all feedback questionnaires and establish Employability Skills student databases, which serve as inputs for Open School Division.
2. MPR also recently set up an OU Souvenir sales mechanism, to enable public and learners purchase OU branded items like T-Shirt, Mugs, Neck tie, OU flag, OU pin and OU pen. MPR administers a stock of 13,000 items comprising OU bags, OU notepad, OU pens, OU notebooks, bookmarks, etc. which are kept for upcoming events or sold as souvenirs, distributed and replenished, as the need arises. The objective is to accomplish the branding of the university, projecting a favourable image, promoting OU identity and to help OU reach each and everyone in Mauritius.
3. It is to be noted that MPR looks into the photography of most OU events, including photos used for adverts and produces all artworks and media materials to be used in its advertising activities.

Photos are archived and used on OU's Website and Facebook account. OU Facebook page is fully administered by MPR and is a major communication platform of around 5,000 fans, with increasing popularity on a daily basis. Social media communication is to be fully exploited in the months to come.

4. With additional staff, MPR unit has also the plan to engage in Alumni Relations, to organise Alumni events and also to encourage donations for the University.

Major Challenge

MPR has actually only 2 permanent staff (1 Marketing and Development Officer and 1 Clerk/WPO) and 3 Trainees. It is expected that the structure of the Unit will be soon finalized and concretely set up with posts filled, to enable sustained project planning and implementation, in the interest of the University.

S/N	EVENTS ORGANISED BY MARKETING AND PUBLIC RELATIONS UNIT
1	<p>Project: Mauritius International University Career and Job Expo 2015 Date: 13-15 February 2015 Venue: SVICC, Pailles</p>
2	<p>Project: Talk by Dr Graham Easton (Medical Doctor & Academic from Imperial College London and BBC Medical Journalist) on Health Communication - "Getting Public Health Messages across: from Ebola to Diabetes" Date: 21 January 2015 Venue: Open University Lecture Theatre, Réduit Participants: 47</p>
3	<p>Project: Induction Session 2015 – January Intake Organised in collaboration with Academic Affairs Division Dates:</p> <ul style="list-style-type: none"> • 31 January 2015 - ODL Induction, OUCC • 4 February 2015 - Full Time Induction OUCC
4	<p>Project: Training and Career Guidance Expo 2015 (26-27 Feb 2015) Organised by Deputy Chief Commissioner's Office and Commission for Training</p>
5	<p>Project: Presentation/Meeting with Parents and prospective applicants MTTF, Moka – Sat 14 March 2015</p>
6	<p>Project: Open Days 2015 Date: 26 and 27 June 2015 Activities on premises of OU – talks, studio tour, competitions, prizes and on-the-spot applications for August intake Media support by Radio Plus – on-air competition with OU gifts given to public</p>
7	<p>Project: Induction Session August 2015 intake Organised in collaboration with Academic Affairs Division Dates:</p> <ul style="list-style-type: none"> • 1 August 2015 - ODL Induction, MGI • 4 August 2015 - Full Time, OUCC
8	<p>Project: Job and Education Fair 2015 Date: Thurs 6 to Sat 8 August 2015 Venue: Trianon Shopping Park</p>
9	<p>Project: RCPE Elderly Medicine Symposium 2015 Date: 27 March 2015 Participants: 56 Venue: Open University Lecture Theatre, Réduit</p>

10	<p>Project: RCPE Palliative Care Symposium Date: 30 April 2015 Participants: 44 Venue: Open University Lecture Theatre, Réduit</p>
11	<p>Project: RCPE Hot Topic Symposium – Obesity Date: 5 June 2015 Participants: 13 Venue: Open University Lecture Theatre, Réduit</p>
12	<p>Project: RCPE Hot Topic Symposium – Infectious Diseases Date: 12 June 2015 Participants: 16 Venue: Open University Lecture Theatre, Réduit</p>
13	<p>Project: RCPE 2015 - Diabetes across the Lifespan Date: 30 Sept 2015 Participants: 57 Venue: Open University Lecture Theatre, Réduit</p>
14	<p>Project: RCPE 2015 - Renal Medicine – The Interface with Specialty Colleagues, Collaboration is key! Date: 23 Oct 2015 Participants: 18 Venue: Open University Lecture Theatre, Réduit</p>
15	<p>Project: RCPE 2015 - Updates in General Internal Medicine Date: 30 October 2015 Participants: 19 Venue: Open University Lecture Theatre, Réduit</p>
16	<p>Project: Government Call Centre Date: August 2015 – Updated and submitted new OU FAQ</p>
17	<p>Project: Delegates at OU - Djibouti Week Date: 29 Sept 2015 Meeting with Delegates and Branding of OU</p>
18	<p>Project: Presentation by Diplomatic Trainees from South Africa on “South Africa’s Heritage, Cultures and Provinces” - in collaboration with South African High Commission Date: 15 Oct 2015</p>
19	<p>Project: OU Sponsorship for 9th SFRR-Africa/4th IAMBR Conference on Translational Science and Drug Discovery: Impact on Health, Wellness, Environment and Economics Date: 27-29 July 2015 Venue: Hennessy Park Hotel OU Sponsorship of Rs 10,000</p>

ACADEMIC AFFAIRS DIVISION

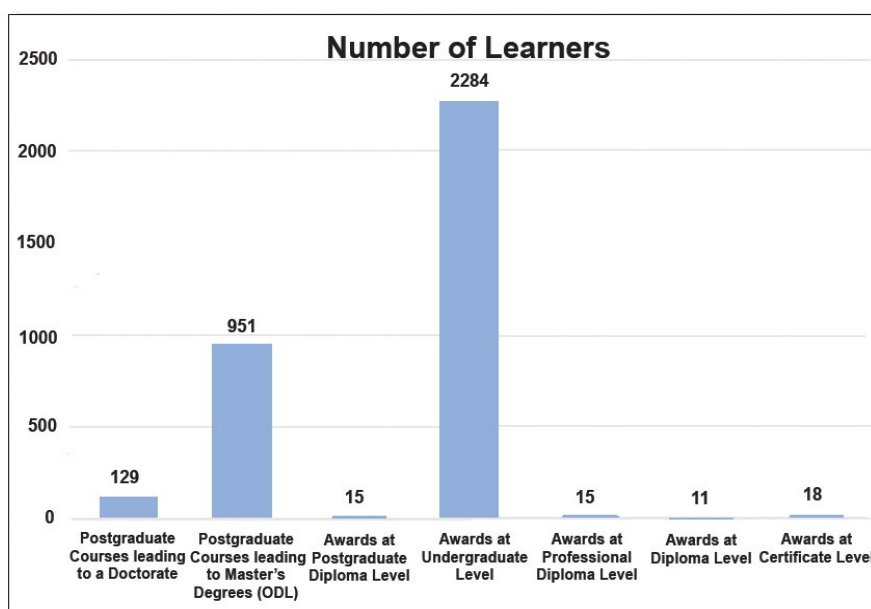
The Academic Affairs Division addresses all the academic issues of OU. These include the administration and management of Open Distance Learning programmes as well as management of Study Centres, planning, designing, and development of programmes/courses, provision of learner support activities, provision of training to potential part-time lecturers in ODL, Research and Consultancy, amongst others.

1. Number of Learners Registered under the ODL & Full-time OU Programmes as at 31 December 2015

OU has been offering a number of programmes at different levels to learners in Mauritius, Rodrigues, and other countries in the region. From the induction sessions up to the time of certification, the learners benefit fully from academic and administrative support offered by the University.

As at 31 December 2015, 3,423 learners were following the ODL/full-time OU programmes as indicated below:

S/N	Level of Programme	Number of Learners
1	Postgraduate Courses leading to a Doctorate	129
2	Postgraduate Courses leading to Master`s Degrees (ODL)	951
3	Awards at Postgraduate Diploma level	15
4	Awards at Undergraduate level	2,284
5	Awards at Professional Diploma level	15
6	Awards at Diploma level	11
7	Awards at Certificate Level	18
	Total	3,423



2. The Levels of Programmes Offered by OU in 2015

S/N	The levels of programmes offered	Number of Programmes
1	Postgraduate programmes leading to Doctorate (ODL)	2
2	Postgraduate programmes leading to an award at Master's and Postgraduate Diploma levels	17
3	Awards at Degree level(both ODL & Full-time programmes)	35
4	Awards at Diploma & Certificates levels (ODL programmes)	4

3. Other Activities

3.1 Number of Learners Who Graduated in 2015

280 learners successfully completed their programmes of study at OU in 2015. The graduation ceremony was held on 8, 9, and 10 July 2015.

S/N	Programme Name	No of learners who completed
1	Commonwealth Executive MBA	13
2	Commonwealth Executive MPA	3
3	MBA General	25
4	MBA with Specialisation in HRM	13
5	MBA with Specialisation in Financial Risk Management	7
6	MBA with Specialisation in Marketing	6
7	MBA with Specialisation in Investment	1
8	MBA with Specialisation in Financial Services	4
9	MBA with Specialisation in Taxation	1
10	MBA with Specialisation in Public Administration	4
11	MBA Educational Leadership	22
12	MSc Finance and Investment	5
13	MSc Financial Management and Taxation	6
14	BSc (Hons) Management	36
15	BA (Hons) English	11
16	BA (Hons) Library and Information Science	101
17	Certificate in Management of ECD Services	22
	Total	280

3.2 Doctoral Research Seminar

A two-day Doctoral Research Seminar for DBA and PhD learners was organised at OU on 2 and 3 July 2015. The seminar addressed a range of critically important issues and themes relating to the doctoral students' research.

Leading academics/researchers in the specific areas provided critical feedback on the presentations made by the research students.

3.3 Commonwealth of Learning – Academic Board & Executive Governing Board Meetings

The Commonwealth of Learning Academic Board and Executive Governing Board meetings were held in Botswana from 19 to 21 October 2015.

Mr Roshun Dhurbarrylall, Associate Professor, attended the above meetings as member of the Academic Board and representative of the Director-General, OU on the Executive Governing Board.

3.4 BA (Hons) Library and Information Science (Year 1 Semester 2)

The learners for BA (Hons) Library and Information Science attended a one-week workshop at OU from 3 to 6 November 2015.

3.5 Annual Quality Centre Audit of OU by CILT (UK)

Mr Keith Newton, Secretary General of CILT International was on a visit in Mauritius from 2 to 5 November 2015. He conducted the Quality Centre Audit of OU on behalf of CILT (UK) on 4 November 2015.

3.6 OU Partnership with CILT (UK)

In December 2015, OU signed the Centre Agreement with the CILT (UK), the Awarding Organisation for the CILT (UK) Qualifications.

OU is recognised as the Registered Centre to offer CILT (UK) Programmes for three years, i.e. from 2015 to 2018.

The agreement also specifies the role and responsibilities of the Centre in its dealings with the Awarding Organisation, the requirements, general conditions of recognition of qualifications, etc.

ADMISSIONS OFFICE

The objectives of the Admissions Office are as follows:

- To ensure that accurate information about programmes/courses on offer are given to prospective learners to enable them to make informed choices
- To provide assistance for enrolment and registration to prospective learners
- To process all applications
- To process requests for exemptions
- To provide registered learners with OU ID Cards
- To provide full time registered learners with a bus pass
- To provide visa facilities for foreign learners
- To organise graduation ceremonies
- To issue certificates to successful learners

1. Admission of Learners

Applications processed and number of learners registered for the January and July 2015 intakes were as follows:

Intake	No. processed	No. Registered/Paid
January 2015	726	501
July 2015	1,278	882

2. Exemptions

OU provides exemption for a maximum of 3 modules per programme. However, the modules from which exemption is being sought should be at the same level as the qualifications already obtained. In the year 2015, 45 applications for exemption have been processed. Requests for exemption for 88 out of 106 modules applied for, have been approved as per table given below.

Intake	No. of Requests Received	No. of Modules Applied for Exemption	No. of Modules Exemption Given
January 2015	19	37	29
July 2015	26	69	59

3. Issue of ID Cards

OU issues ID cards to all its learners following Foundation Courses and Undergraduate and Postgraduate programmes for the duration of the programme.

The exercise is contracted out. 1,364 ID cards have been issued to our learners in 2015.

4. Issue of Bus Pass

Full-time learners are eligible for free transport and they have to be issued with a bus pass by the National Transport Authority. The NTA has been requested to issue 103 bus passes for our full-time learners. The bus pass is renewed every year.

5. Visa Facilities

Full-time international learners are allowed to enter Mauritius provided they have a provisional student visa issued by the Passport and Immigration Office. Once in Mauritius, they have to do a medical check-up and once the medical report is sent to the Passport and Immigration Office and they are found fit, they get a permanent student visa for the duration of the programme they are following. OU has processed visa facilities for 7 full-time international learners in 2015.

6. Graduation Ceremony

The first graduation ceremony of OU was organised on 8, 9 and 10 July 2015 at the Auditorium of the Mahatma Gandhi Institute, Moka. The Honourable Minister of Education and Human Resources, Tertiary Education and Scientific Research, Mrs Leela Devi Dookun-Luchoomun was present on 8 July to grace the function. The award of Doctor *Honoris Causa* was conferred to the Nobel Prize Laureate Dr Jean-Marie Gustave Le Clézio for his immense contribution in the field of Literature on 8 July.

Number of graduands were as follows:

Date	No of Graduands
8 July 2015	124
9 July 2015	186
10 July 2015	187

7. Issue of Certificates

The Admissions Office issues certificates for all our programmes that are examinable. Certificates are also issued for short courses and organised workshops. Each certificate is given a coded number based on the level/type of programme. Certificates are printed by the Graphics, Publishing and Printing Section. A register of all certificates issued is kept by the Admissions Office. 563 certificates have been issued as at 6 October 2015.

STUDENT AFFAIRS UNIT

The Student Affairs Unit provides a quality service to all prospective and current learners. It interacts with Programme Managers and other departments of the University for the enhancement of communication.

Since March 2015, the Unit has been working on the procedures to achieve the ISO award and this has helped the Unit to work in a more systematic way. The work procedures, instructions and records ensure that the work processes are running in a properly structured way.

Services offered by the Unit:

Website

Since April 2015, research was carried out on Drupal, a content Management Software. The design of a new website which will be operational in 2016 will be based on the above software.

Information/photos updated regularly:

- Graduation Ceremony
- Open Days
- Induction – February 2015 and July 2015
- Employability Skills were also promoted using website
- Online forms for application for courses offered by OU
- Forms for online enrolment on Symposium on Diabetes, renal medicine, general internal medicine, gastroenterology were created and reports were also generated for selection of participants.
- Workshops organised by OU
- Application forms for Civil Service were also posted for civil servants to apply for courses offered.

Emailing System

Emails have been sent regularly to inform learners about the activities pertaining to their programmes. During the year 2015, 247,508 mails were sent to learners; informing them about activities and answering their queries.

SMS

Informing learners and tutors about important communicate is an important activity of OU. In 2015, 11,146 smses were sent to learners and tutors.

E-platform

Ensuring that learners are getting their materials is a priority for OU. The Unit organises, manages and prioritizes work effectively to meet the requirements of the learning community. During the year 2015, 1,547 new users were given access to the platform. 5,284 existing learners receive access to the module enrolled. 118 modules were created on the platform. 503 materials were uploaded on the platform. 56 videos on recorded lectures were uploaded. 32 dissertations were controlled by Turnitin.

The Unit also attends regularly to queries of learners through phone calls, emails or when they call in person. 3,851 queries were attended to during the year 2015.

Statistics for Year 2015

Months	Elearn								Bulk Mails (Sent to Learners)	SMS	General Queries
	Access to New Users in all modules registered (Learners and Tutors)	Access to Existing Users in all modules registered (Learners and Tutors)	Programmes Created for New and Existing Intakes	Uploaded/ Imported materials	Uploaded Videos	Turnitin	Queries on Platform				
January	631	2,376	28	269	-	-	267	14,259	398	102	
February			31		-	-	378	15,267	702	108	
March			5		-	-	277	15,588	4,336	98	
April			3		-	-	98	24,179	1,110	211	
May			3		-	-	262	28,042	814	322	
June			5		-	-	138	24,602	470	461	
July	915	2,908	28	234	-	-	457	12,943	648	468	
August			9		-	-	731	20,073	793	371	
September			2		-	-	561	30,243	251	379	
October			1		-	-	784	30,227	603	421	
November			2		-	-	638	14,627	569	398	
December			1		56	32	792	17,458	452	512	
Total	1,547	5,284	118	503	56	32	5,383	247,508	11,146	3,851	

OPEN SCHOOL

Project Leader: Mr I Seetaramadoo, Senior Coordinator

- Delivery of 'Communication module' to 3 grades of public officers - Confidential Secretaries, Office Management Assistants & Management Support Officers
- Design, development & delivery of 'Customer Care module' to 2 grades of public officers – Confidential Secretaries & Management Support Officers
- Design, development and delivery of 'Interview Skills Programme' for Chagossian youngsters, commissioned by the British High Commission
- Design, development and organisation of 2 Audio-Visual Workshops (1 Audio & 1 Video) as components of the BA (Hons) Communication, Media & Journalism programme

Courses for the Ministry of Civil Service and Administrative Reforms

Project Leader: Miss M Li Yin, Senior Coordinator

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. Programme Title: Advanced Course in Effective Office Management and Supervision (October 2014 - Sept 2015) Target Audience: Office Management Assistants (OMA)
2. Programme Title: 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. Programme Title: 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. Learners have access to all the learning resources (manuals, complementary videos, video-taped tutorials) on the OU eLearn platform.

Course for the Rodrigues Regional Assembly

4. Programme Title: Award Course for appointment as General Services Officer (GSO) (July 2015 – June 2016) Target Audience: General Services Officers (GSO)/Clerical Officers working in Rodrigues.

OU is running this fourth course for officers working in the public sector in Rodrigues Island at the request of the Rodrigues Regional Assembly.

Research & Consultancy Unit

Officers: Perienen Appavoo, Senior Coordinator
Prem Koonjal, Assistant Lecturer/Lecturer
Rajiv Dookhun, Assistant Lecturer/Lecturer

The main objective of the Research & Consultancy Unit is to undertake multi-disciplinary research and provide consultancy services to agencies of government, business, public institutions, private institutions and the community at large. The Unit aims at promoting a research culture among academics of OU and be a leading partner in research projects that will assist Mauritius in developing a strong knowledge society and foster a culture for innovative practices.

Activities of the Research Unit for 2015

1. A one-day workshop was run for secondary school teachers on the topic "The integration of ICT in the teaching of Mathematics".
2. A 2-day research seminar was organised for PhD students to present their PhD research work/research papers either already published or in the process of publication. OU academics also shared their research work in progress.
3. Writing up and presentation of two research papers at the Second International Conference on Data Mining, Internet Computing and Big Data in February 2015.
 - a. *The Uptake of PC Tablets by Learners at the Open University of Mauritius.*
 - b. *Assessing Young Learners' Readiness to Embrace ICT for Pedagogical Gain.*
4. Publication of the research paper (*ODL-An Unavoidable Pillar in the Building of a Knowledge Society*) presented at the DEASA conference in a peer-reviewed journal.
5. Setting up of a research committee for the writing up of two research papers on
 - a. *Appropriateness of YouTube Videos for Instructional Purposes - Making the Right Choice*
 - b. *Facebook - Big Brother is Watching You.* These papers were presented at the International Conference on Computing, Communication and Security (ICCCS) Conference in December 2015.

Course Delivery:

Officers of this Unit were also extensively involved in programme management, lecturing of different courses, moderation of examination papers, reviewing of course materials, video production and supervision of Master's thesis as per table below:

	P. Appavoo	R. Dookhun	P. Koonjal
Lecturing	1. Research Methods (MAICE) 2. IT courses (Civil Servant course)	1. Presentation Skills 2. Communication Skills 3. Audio-Visual Production 1 4. Internet & Social Media Course for Beginners	
Programme Management	General supervision and policy issues for MAICE programme.	1. BA (Hons) Graphic, Design, Multimedia & Hypermedia (ODL - cohort 1-4 ; full time - cohort 1 & 2) 2. BSc (Hons) Applied ICT with Specialisation (ODL - cohort 1-4 ; full time - cohort 1 & 2) 3. MBA (cohort 2 & 6) 4. PGDip in Web & Mobile Apps Development (cohort 1)	1. BSc (Hons) Economics, Finance & Banking (ODL) 4 cohorts 2. MAICE - 3 cohorts 3. Foundation - 3 cohorts
Review of Course content Moderation of exams papers.	ICT for Civil Service course		
Thesis supervision	Supervision of six theses at Master's level for MAICE and MBA		

EXAMINATIONS UNIT

1. The key performance indicators of the OU Examinations Unit for year 2015 were:

- (a) To register around 4,000 students for examinations (3,800 OU+200 Partner Institutions)
- (b) To set 800 examination papers
- (c) Conduct examination for over 4,000 learners
- (d) Process and proclaim semester examination results and final award

The Unit has met its target with a staff force of 5 permanent staff, and 3 freelancers and assistance from Confidential Secretaries posted in Central Administration.

2. Examination conducted for the period January to December 2015.

The table below gives an indication of the output of the Examinations Unit for year 2015.

Examinations	No. of Programmes Examined	No. of Modules Examined	No. of Learners
OU May/June Exam 2015	54	336	1,983
OU November Exam 2015	54	435	2,300
IGNOU June 2015	3	15	30
Civil Service	3	12	298
IGNOU December 2015	3	17	33
Employability Skills		5	60

LIBRARY

In 2015, the activities of the Library were focused on four areas: e-library, user education, sales service 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 Open University of Mauritius staff and learners
- To provide access to information in several formats, including e-books and online journals, to staff and students

Services

- Provision of books (including e-books) 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 manuals
- Collection of learners' assignments

E-Library

As OU aims at being a technology-based university, the concept of the e-library is important. Ebooks and online journals are made available to staff and students. The e-library is particularly suited to students who have opted to study by distance education mode and whose physical presence on the campus is minimal. They can access the e-library 24 hours over 24 hours from any location with internet access, and not only at OU.

The library of OU started with the online databases provided by EBSCOhost and Emerald. In 2015, it further enhanced its e-library collections by adding the following 3 new databases:

- JSTOR, which has more than 2,000 academic journals
- ProQuest Literature Online, with more than 300,000 full-text works of poetry, prose and drama in English, making it the world's largest cross-searchable database of literature and criticism
- ProQuest Arts and Humanities, a full-text journal of databases across Arts and Humanities

In brief, the students and staff have access to more than 429,000 ebooks and 20,000 online journals.

Usage is as follows:

Database	No. of searches			
	2012	2013	2014	2015
EBSCOhost	5,007	109,863	226,480	153,699
Emerald [downloads]	1,332	5,299	18,459	22,727
JSTOR	N/A	N/A	N/A	3,917
ProQuest Arts and Humanities	N/A	N/A	N/A	1,261
ProQuest Literature Online	N/A	N/A	N/A	1,234
TOTAL				182,838

User Education

All new students were given a basic user education on how to access, search and download online databases 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.

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

Collection of Students' Assignments

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

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 113 students chose to buy 323 manuals from OU for a total amount of Rs104,215.

World Book Day 2015

On 23 April 2015, the Library organised jointly with the Academic Affairs Division and Marketing and PR Unit a World Book Day full of activities, such as a Book Tree, a Bring and Share of Books, a literary competition, a meeting with local writers, etc.

GRAPHICS, PUBLISHING AND PRINTING

The role of the Graphics, Publishing and Printing (GPP) Unit is to supply support services to both its internal and external clients. OU's parent ministry (the Ministry of Education and Human Resources, Tertiary Education and Scientific Research), other ministries and parastatal organisations come to us for their various requirements in printed materials and artwork.

Using updated multimedia technology and powerful computers, scanners, high-quality printers, and the latest programs available, we provide high quality designs according to the specifications and requirements of our clientele.

Services

We offer the following support services:

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

Designed and Printed Products

We produce a multitude of printed materials, suited to our clients' needs, such as 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
- 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)

ISO 9001:2008

An added benefit to the GPP Unit has been the ISO 9001:2008 certification of OU since 2 July 2015, whereas in the past only the Printing section of the GPP was ISO-certified (since 18 December 2003). Standard written procedures, instructions, forms and records ensure work processes are run in an orderly and efficient manner, so that customer satisfaction is met by giving value for money through quality products and services, timely completion and cost competitive rates.

IMPORTANT PROJECTS UNDERTAKEN DURING THE PERIOD UNDER REVIEW:

Client	Project	Type of Work	Quantity
Ministry of Education and Human Resources, Tertiary Education and Scientific Research	I listen to a story - English Std 2 Part 2	CD Label	800
	School Calendar	Card	500
		A3 Poster	1,000
	School Endemic Garden	Toolkit +Cover	500
Ministry of Civil Service and Administrative Reforms	Launching Ceremony	Programme Brochure	350
		Invitation Card	100
	The Public Sector Innovation Mindset	Programme	110
	Launching Ceremony	Programme	350
		Invitation Card	115
		Programme	250
	The Public Sector Innovation Mindset	Programme	125
		Invitation Card	110
Ministry of Finance and Economic Development	Annual Report 2013	CD Label	125
		Jacket Cover	125
	Annual Report 2014	Cover	4
		CD Label	125
		Jacket Cover for CD Casing	125
Ministry of Environment, Sustainable Development, Disaster and Beach Management	School Endemic Garden	CD Jacket Cover	100
		CD Label	100
		Artwork on CD	1
		Brochure	500
Senior Citizens Council	News Bulletin - Fifth Issue	Booklet	1,000
Mauritius Qualifications Authority	National Qualifications Framework	Flyer	3,000
Nelson Mandela Centre	Std 4 + 6 on Abolition of Slavery	Booklet	2,000
Mauritius Fire and Rescue Service	Emergency Preparedness	5 Sets of Flyer	10,000
	Emergency Flyers	14 Sets of Flyer	21,000

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

Nature of Work	Internal Work (Quantity)	External Work (Quantity)
Assignment Form	800	
A3 Poster	7,463	1,004
A4 Poster	16,819	
Bin Card	800	
Bookmark	7,000	
Brochure	3,011	1,685
Casual Leave Forms	3 reams	
Exam Booklet	3,700	3,000
Flyers	15,022	34,000
'Good Received' Note	10	
Index Card	1,000	
Log Book for Vehicles	15	
Manual	2,873	
Marketing Brochure	3,000	
Material Return to Stores	5	
Memo	20	
Notepad	479	
Notebook	4,000	
OU Bag	2,200	
OU Headed Paper	65 reams	
OU Souvenir p V	10+1,000	
Photocopy of Questionnaire	1,120	
Purchase Order Book	40	
Receipt Book	52	
Sick Leave Forms	3 reams	
Souvenir Magazine	415	
Telephone Pad	30	
Vacation Leave Forms	2 reams	
Welcome Letter	1,850	
Refreshment Card	2,569	
Gown Voucher	981	
Invitation Card	2,282	325
CD Label	4,030	1,150
Business Card	1,350	500
CD Jacket Cover	500	350
Certificate	689	
Fact Sheet	2,210	
Toolkit + Cover		500
Artwork on CD		1
A4 Application Procedure	1,000	
Total	87,335	42,515

INFORMATION TECHNOLOGY

The IT Unit consists of 2 staff on establishment who are assisted by 1 trainee 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 and Short Message Systems (SMS).

Our Vision

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 the 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.

OUPERP – Open University ERP

OUPERP is the MIS used to manage the University Operations including Students Information System, management of courses, Recruitment of Staff management system and Registration of Suppliers. The IT Unit started the in-house development of the OUPERP 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 2015, OUPERP has been extended with new features for:

- Management of students
- Recruitment process
- Registration of suppliers
- Student Feedback System

ELearn – Online Learning and Content Management System

We have upgraded the eLearn platform so as to integrate latest and modern features for disseminating online courses.

ERP for OU

In parallel to the above, we have completed the tendering process so as to acquire a full-fledged ERP system for OU to manage students' records, finance processes and HR processes. This has been done in full compliance with the Public Procurement Act.

ENGINEERING AND TECHNOLOGY SERVICES

The Engineering and Technology Services is a unit under the Multimedia and ICT division. It was set up to fit the new structure of OU when it came into operation, and to cater for specific services within the organisation in the field of ICT. The appellation of the section was restyled from Production & Engineering Services to Engineering and Technology Services. Two distinct areas of activities operate under the Unit headed by the Head Engineering and Technology Services, namely the Engineering & Technology Services and Building Services.

The broad objectives of the Unit are to:

1. Ensure the proper functioning of all technical resources/infrastructure and their proper management.
2. Ensure that sustainable technologies are appropriated for the OU activities.
3. Support the delivery of ICT based systems and services for both staff and learners.
4. Manage the building services, resources and infrastructure at both Réduit and Open University Curepipe Campus (OUCC).

Some of the major achievements in 2015 are:

1. The conception and implementation of the project for building a high standard conference room at OUCC.
2. The creation of more space for learners. We had reached 40 classrooms in 2015 with a total capacity of 1,850 learners at a time. We ensured the provision of equipment/hardware and all technical facilities for the above (laptops, projectors/ screen and LED panels).
3. Management of the project to acquire a high standard PABX system to enhance communication possibilities at OU.
4. We started implementing the project to set up 2 fully fledged computer labs (2X20 PCs) at OUCC at end of 2015, which is being currently finalised.
5. Implementation of WiFi and CCTV in critical areas at Réduit and OUCC.

AUDIO-VISUAL PRODUCTION

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 as well.

The Production Unit houses the Video Studio and Audio facilities and all the important equipment for recording audio and video programmes. It is also equipped with a set for virtual studio décors. The Unit also possesses 3 cameras for location recordings, 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 trans-coded by our Technicians of the Dubbing Office to lighter formats like FLV, MP4 and DVD, and are uploaded to the learners' tablets. Same are also uploaded by IT Unit on Moodle (E-Learn platform) for learners to download.

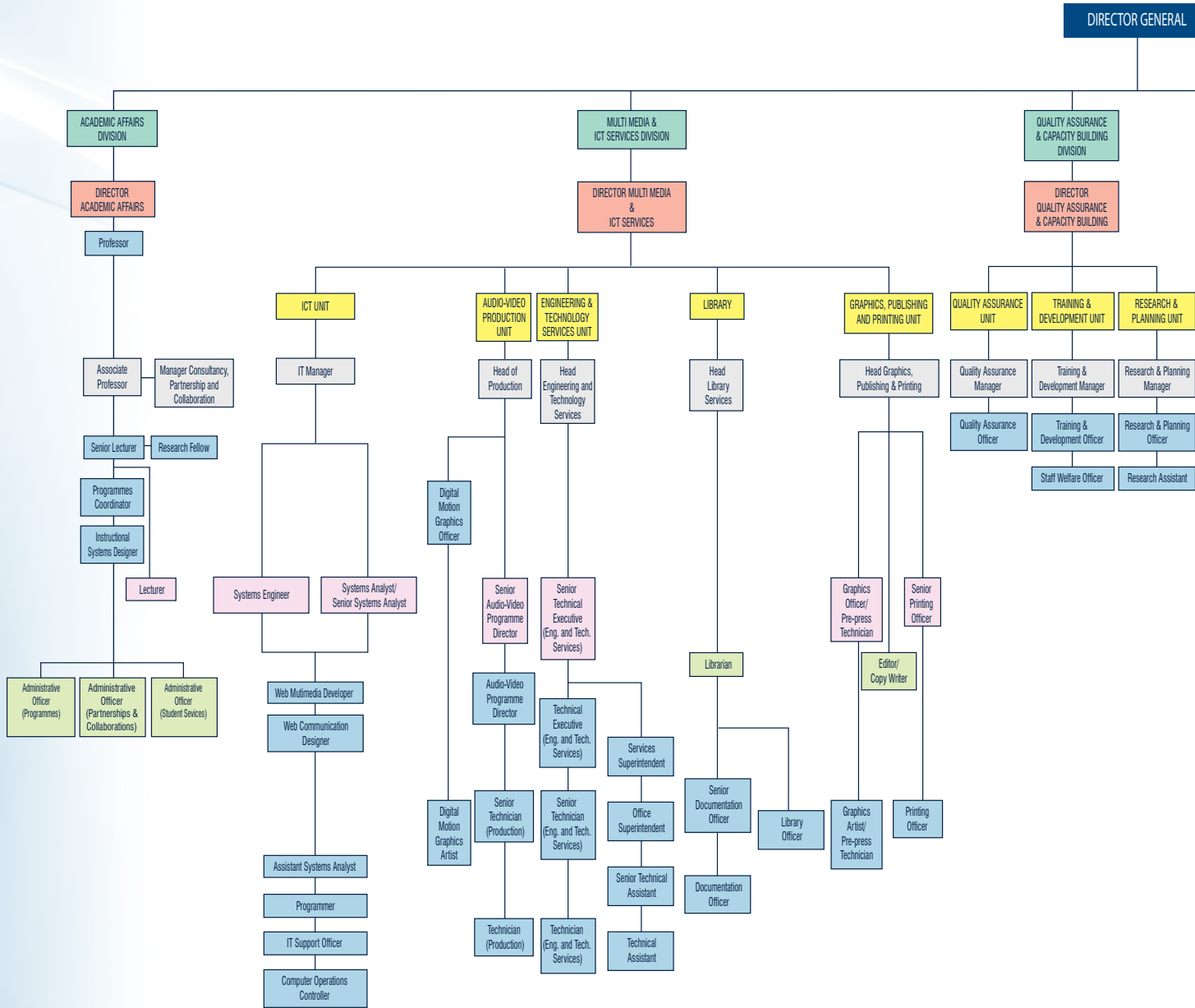
The Digital Motion Graphics Office, which forms part of the Production Unit, comprises two graphics stations for designing the necessary graphics for better quality video produced by the Unit.

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 led by the Head Principal Technical Executive who leads a team of 15 staff members, and manages all the necessary equipment needed to run the show.

From January 2015 to December 2015, the AV Production Unit has recorded 175 Live Lectures delivered during face-to-face sessions and 67 video programmes in our Video Studio for OU learners. 10 Video Coverages and Clips for OU, Ministries and other institutions were also conducted. These represent 252 programmes or 13,800 edited minutes of recorded video. The Dubbing Unit has mastered about 142 DVDs and dubbed 6,500 DVDs.

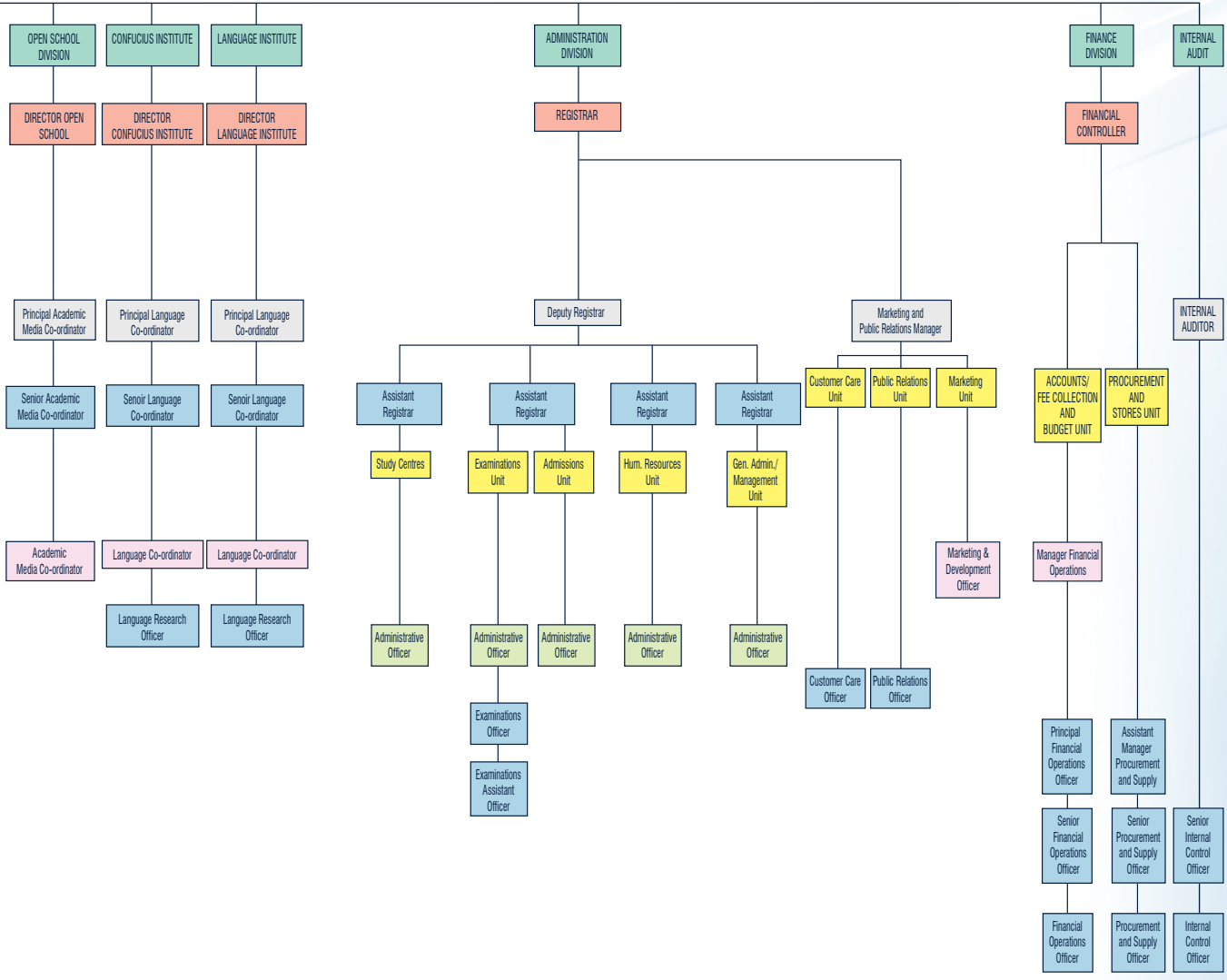
ORGANISATION CHART



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, Office Attendant, General Worker, Safety and Health Officer (Part-time)

NOTE:
 New Grade: (i) TO/STO (1) under AAD
 (ii) OMA (1)
 (iii) MSO (1) } under Admin Division

AS AT 31 DECEMBER 2015



**REPORT FROM THE
DIRECTOR OF AUDIT**

**On the Financial Statements
of the
Open University of Mauritius
as at 31 December 2015**

NATIONAL AUDIT OFFICE

NATIONAL AUDIT OFFICE

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

Report on the Financial Statements

I have audited the accompanying financial statement of the Open University of Mauritius which comprise the Statement of Financial Position as at 31 December 2015, and the Statement of Financial Performance, Statement of Changes in Net Asset/ Equity, Statement of Comparison of Budget and Actual Amounts and Cash Flow Statement for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with the International Public Sector Accounting Standards and in compliance with the Statutory Bodies (Accounts and Audit) Act, 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 accounting policies used and the reasonableness of account estimates made by management, as well as evaluating the overall presentation of the financial statements.

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

Opinion

In my opinion, the attached financial statements give a true and fair view of the financial position of the Open University of Mauritius as at 31 December 2015, and of its financial performance and cash flows for the year then ended in accordance with International Public Sector Accounting Standards.

Emphasis of Matter

I draw attention to Note 9 to the Financial statements where it was stated that SICOM had carried out an actuarial review of the defined benefit scheme of the Open University of Mauritius as at 30 June 2014. It had advised that the contribution rate be increased from 17.5 per cent to 19.5 per cent and special contributions of Rs 9 million annually be made over the next seven years to fund the deficit in the Scheme, which amounted to Rs 95.5 million on that date. No action has been taken regarding the additional contributions. The deficit under the Scheme at 31 December 2015 amounted to Rs 131,610,302. Only Rs 1,911,356 were recognised as Pension Obligations in the accounts.

My opinion is not qualified in respect of this matter.

Report on Other Legal and Regulatory Requirements

Management's Responsibility

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

Auditor's Responsibility

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

This responsibility includes performing procedures to obtain audit evidence about whether the agency's expenditure and income have been applied for the purposes intended by the legislature. Such procedures also include the assessment of risks of material non compliance.

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

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

Public Procurement Act

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

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



K C TSE YUET CHEONG (MRS)
Director of Audit

National Audit Office
Level 14, Air Mauritius Centre
Port Louis

11 November 2016

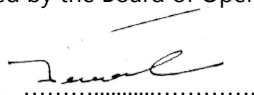
FINANCIAL STATEMENTS
FOR THE YEAR ENDED
31 DECEMBER 2015

**OPEN UNIVERSITY OF MAURITIUS
STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2015**

	Note	31-Dec 2015 Rs	31-Dec 2014 Rs
ASSETS			
CURRENT ASSETS			
Cash and Cash Equivalents	5	43,230,827	74,645,179
Receivables	6	22,402,888	11,572,292
Inventories	8	2,759,273	5,855,700
		<u>68,392,988</u>	<u>92,073,171</u>
NON CURRENT ASSETS			
Receivables - Car Loan	7	3,888,139	3,108,539
Pension Asset		-	8,082,723
Property, Plant & Equipment	10	30,826,063	34,786,102
Intangible Assets	11	15,198,662	11,615,193
		<u>49,912,864</u>	<u>57,592,557</u>
TOTAL ASSETS		<u>118,305,852</u>	<u>149,665,728</u>
LIABILITIES			
CURRENT LIABILITIES			
Payables	13	22,464,659	30,524,429
Car Loan	14	1,482,597	1,280,330
Employee Benefits	15	6,900,000	5,600,000
		<u>30,847,256</u>	<u>37,404,759</u>
NON CURRENT LIABILITIES			
Car Loan	14	4,830,996	3,108,539
Long-term Employee Benefits	15	30,310,848	29,195,755
Pension Obligation	9	1,911,356	-
		<u>37,053,200</u>	<u>32,304,294</u>
TOTAL LIABILITIES		<u>67,900,456</u>	<u>69,709,053</u>
NET ASSETS		<u>50,405,396</u>	<u>79,956,675</u>
EQUITY			
Accumulated Fund		50,405,396	79,956,675
TOTAL EQUITY		<u>50,405,396</u>	<u>79,956,675</u>

The notes on pages 95 to 111 form an integral part of these Financial Statements.

Approved by the Board of Open University of Mauritius on 31 March 2016.



CHAIRPERSON
Mr Rajeswara Duva-Pentiah CSK



Director-General
Dr Kaviraj Sharma Sukon

**OPEN UNIVERSITY OF MAURITIUS
STATEMENT OF FINANCIAL PERFORMANCE
FOR THE YEAR ENDED 31 DECEMBER 2015**

	Note	31-Dec 2015 Rs	31-Dec 2014 Rs
REVENUE			
Government Recurrent Grant		34,000,000	83,424,965
Capital Grant		5,435,632	5,000,000
Other Operating Revenue	16	108,528,256	115,664,673
TOTAL REVENUE		<u>147,963,888</u>	<u>204,089,638</u>
EXPENSES			
Staff Costs	17	120,718,357	120,075,758
Depreciation & amortisation expense	10&11	13,933,799	12,600,061
Other Operating Expense	18	42,878,011	43,161,773
TOTAL EXPENSES		<u>177,530,167</u>	<u>175,837,592</u>
DEFICIT FOR THE YEAR		<u>(29,566,279)</u>	<u>28,252,046</u>

The notes on pages 95 to 111 form an integral part of these Financial Statements.

**OPEN UNIVERSITY OF MAURITIUS
STATEMENT OF CHANGES IN NET ASSETS/EQUITY
FOR THE YEAR ENDED 31 DECEMBER 2015**

	Accumulated Fund	
	<u>2015</u>	<u>2014</u>
Balance as at 1 January	79,956,675	51,704,629
Surplus/(Deficit) for the year	(29,566,279)	28,252,046
Capitalisation of Internally Generated Software	15,000	-
Balance as at 31 December	<u>50,405,396</u>	<u>79,956,675</u>

The notes on pages 95 to 111 form an integral part of these Financial Statements.

OPEN UNIVERSITY OF MAURITIUS
CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2015

	31-Dec 2015 Rs	31-Dec 2014 Rs
CASH FLOW FROM OPERATING ACTIVITIES		
(Deficit) / Surplus for the year	(29,566,279)	28,252,046
Adjustments for:		
Depreciation and amortisation expense	13,933,799	12,600,061
Pension Liability	9,994,079	10,511,145
Interest Receivable	(682,903)	(2,165,415)
Operating Profit/ (Loss) before working capital changes	(6,321,304)	49,197,837
Changes in Working Capital:		
(Increase)/ Decrease in Receivables	(11,610,196)	(6,560,419)
(Increase)/ Decrease in Inventories	3,096,427	(4,122,403)
Increase/ (Decrease) in Payables	(3,719,953)	(1,585,325)
NET CASH FLOWS FROM OPERATING ACTIVITIES	(18,555,026)	36,929,690
CASH FLOW FROM INVESTING ACTIVITIES		
Purchase of Non Current Assets	(13,542,230)	(28,966,501)
Disposal of Non Current Assets	1	34,421
Interest Received	682,903	2,165,415
NET CASH FLOWS FROM INVESTING ACTIVITIES	(12,859,326)	(26,766,665)
CASH FLOW FROM FINANCING ACTIVITIES		
NET CASH FLOWS FROM FINANCING ACTIVITIES	-	-
NET INCREASE IN CASH AND CASH EQUIVALENT	(31,414,352)	10,163,025
CASH AND CASH EQUIVALENTS AT BEGINNING OF PERIOD	74,645,179	64,482,154
CASH AND CASH EQUIVALENTS AT END OF PERIOD	43,230,827	74,645,179

Notes to the Cash Flow Statement**1. Cash and cash equivalents**

Cash and Cash equivalents consist of cash on hand, balances with banks, investments in money market instruments. Cash and cash equivalents included in the Cash Flow Statement comprising the following statement of Financial Position amounts.

Cash and cash equivalents are made up of:	Rs	Rs
Cash at bank	43,191,726	74,595,021
Cash in hand	39,101	50,158
Cash and cash equivalents at end of period	43,230,827	74,645,179

2. Non-current Assets

Non-current assets were acquired at an aggregate cost of Rs 13,542,230. Out of which Rs 5,435,632 was financed by means of capital grant from the Government. Cash payment of Rs 13,480,675 was made to purchase non-current assets.

The notes on pages 95 to 111 form part of the Financial Statements.

OPEN UNIVERSITY OF MAURITIUS
STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS
FOR THE YEAR ENDED 31 DECEMBER 2015

	Budgeted Amounts		Actual Amounts on Comparable Basis	Difference Final Budget and Actual	Notes
	Original	Final			
	Rs	Rs	Rs	Rs	
RECEIPTS:					
Recurrent					
Opening Balance	51,639,350	51,639,350	51,639,350	-	
Government Recurrent Grant	52,000,000	52,000,000	34,000,000	18,000,000	19.1.2
Course Fees	139,265,790	139,265,790	105,191,249	34,074,541	19.1.3
Income from Open School	3,500,000	3,500,000	522,549	2,977,451	19.1.3
Other Income	6,000,000	6,000,000	6,431,469	(431,469)	
Sub Total	252,405,140	252,405,140	197,784,617	54,620,523	
Capital	17,186,801	17,186,801	12,084,679	5,102,122	
Total Receipts	269,591,941	269,591,941	209,869,296	59,722,645	
PAYMENTS:					
Recurrent					
Personal Emoluments					
Salary	69,200,000	69,200,000	63,061,275	6,138,725	19.1.4
Compensation	1,185,000	1,185,000	1,055,407	129,593	
End of Year Bonus	5,344,000	5,344,000	5,298,907	45,093	
Allowances	3,000,000	3,000,000	2,960,817	39,183	
Extra Assistance	8,500,000	8,500,000	8,455,038	44,962	
Passage benefits	2,400,000	2,400,000	1,900,858	499,142	
Overtime	6,000,000	6,000,000	5,690,919	309,081	
Pensions contribution & Gratuity	10,913,182	10,913,182	8,081,520	2,831,662	19.1.4
National Savings Fund	1,300,000	1,300,000	727,377	572,623	19.1.4
Cash in Lieu of Sick Leave	3,000,000	3,000,000	2,629,875	370,125	
Sub Total	110,842,182	110,842,182	99,861,993	10,980,189	
Travelling and Transport:					
Refund of bus fares	3,313,600	3,313,600	2,561,582	752,018	
Travel Grant	1,615,000	1,615,000	1,305,466	309,534	
Commuted Travel & Petrol Allowance	3,916,200	3,916,200	3,557,192	359,008	
Mileage	600,000	600,000	521,762	78,238	
Sub Total	9,444,800	9,444,800	7,946,002	1,498,798	

OPEN UNIVERSITY OF MAURITIUS
STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS
FOR THE YEAR ENDED 31 DECEMBER 2015

	Budgeted Amounts		Actual Amounts on Comparable Basis	Difference Final Budget and Actual	Notes
	Original	Final			
	Rs	Rs	Rs	Rs	
PAYMENTS (Cont'd):					
INDIRECT COSTS					
Uniforms	190,000	190,000	129,825	60,175	
Chairman/ Board Fees	675,000	675,000	450,448	224,552	
Medical Scheme	1,100,000	1,100,000	228,420	871,580	19.1.5
Telephone and Postages	1,600,000	1,600,000	1,573,416	26,584	
Electricity	3,500,000	3,500,000	3,030,201	469,799	
Water	269,000	269,000	261,716	7,284	
Motor Vehicle Running Expenses	1,400,000	1,400,000	1,168,874	231,126	
Office Expenses & Incidentals	140,000	140,000	138,869	1,131	
Hospitality & Ceremonials	300,000	300,000	223,434	76,566	
Publicity and Advertising	150,000	150,000	52,374	97,626	
Insurance of staff	350,000	350,000	325,823	24,177	
Overseas Passages and Allowances	300,000	300,000	1,925	298,075	
Office Stationery	1,200,000	1,200,000	1,093,319	106,681	
Legal and Consultancy Services	275,000	275,000	257,105	17,895	
R&M: Building & Office Equipment	3,897,920	3,897,920	3,527,924	369,996	
Audit Fees	475,000	475,000	300,000	175,000	
Insurance of Building, Equipment & Furniture	325,000	325,000	260,642	64,358	
Institutional Links	395,000	395,000	364,774	30,226	
Security Services	1,200,000	1,200,000	1,199,625	375	
TOTAL	17,741,920	17,741,920	14,588,714	3,153,206	
DIRECT COSTS:					
Academic Affairs	40,000,000	40,000,000	26,315,021	13,684,979	19.1.6
Programme Development	9,000,000	9,000,000	8,065,081	934,919	19.1.6
Open School	2,200,000	2,200,000	1,447,516	752,484	19.1.6
Resource Centre	800,000	800,000	572,451	227,549	
Marketing & Outreach Activities	100,000	100,000	61,311	38,689	
R&M: Building & Office Equipment	2,500,000	2,500,000	1,863,369	636,631	19.1.7
Staff Development & Training	300,000	300,000	94,203	205,797	
Research & Development	500,000	500,000	482,092	17,908	
Quality Assurance Activities	250,000	250,000	246,000	4,000	
TOTAL	55,650,000	55,650,000	39,147,044	16,502,956	
Additions to Non Current Assets	16,685,000	16,685,000	5,066,673	11,618,327	19.1.8
TOTAL PAYMENTS	210,363,902	210,363,902	166,610,426	43,753,476	
NET RECEIPTS/PAYMENTS	59,228,039	59,228,039	43,258,870	15,969,169	

The notes on pages 95 to 111 form part of the Financial Statements.

**OPEN UNIVERSITY OF MAURITIUS
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015**

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 and Human Resources, Tertiary Education and Scientific Research.

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; and
- (e) be the focal point for the provision of open and distance learning in Mauritius through establishment of active partnerships with local public and private institutions, as well as overseas institutions engaged in providing education and training.

2 BASIS OF PREPARATION

(a) Statement of Compliance

The financial statements of the Open University have been prepared in accordance with the International Public Sector Accounting Standards (IPSASs) issued by the International Public Sector Accounting Standard Board (IPSASB) which is a Board of the International Federation of Accountants Committee (IFAC).

Where an IPSAS does not address a particular issue, the appropriate International Financial Reporting Standards (IFRSs) and International Accounting Standards (IASs) of the International Accounting Standards Board are applied.

(b) Going Concern

The financial statements have been prepared on a going concern basis and the accounting policies have been applied consistently throughout the period. They have been prepared on the historical cost basis.

(c) Use of Estimates and Judgements

The preparation of financial statements, in conformity with IPSAS and generally accepted accounting practices requires the use of estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period.

In the application of the Open University's accounting policies, which are described in Note 4, management are required to make judgements, estimates, and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions, based on actual results may differ from these estimates. The estimates and underlying assumptions are historical experience and other factors that are considered to be relevant. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the estimate affects only that period or in the period of revision and future periods if the revision affects both current and future periods. Estimates include but are not limited to fair valuation of inventories, accounts receivables, accrued charges, contingent assets and liabilities, and degree of impairment of property, plant and equipment.

2 BASIS OF PREPARATION (CONT.)

(d) Functional and Presentation of Currency

The Financial Statements are presented in Mauritian Rupees. Roundings have been done where applicable to the nearest rupee.

(e) Reporting Date

The present Financial Statements have been prepared for the Year 01 January 2015 to 31 December 2015. Comparative figures relate to the year 01 January 2014 to 31 December 2014.

(f) Measurement Base

The accounting principles recognised as appropriate for the measurement and reporting of the financial performance, cash flows, and financial position on an accrual basis using historical cost are followed in the preparation of the financial statements.

3 IPSAS ISSUED BUT NOT YET EFFECTIVE

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.

IPSAS 3 (Accounting Policies, Changes in Accounting Estimates and Errors) requires disclosure of new IPSAS that have been issued but are not yet effective.

(a) IPSAS 33 - First-time adoption of Accruals Basis IPSAS (Effective 1 January 2017)

IPSAS 32 provides guidance to a first-time adopter that prepares and presents financial statements following the adoption of Accruals Basis IPSASs. An entity shall apply this IPSAS when it prepares and presents its annual financial statements on the adoption of, and during the transition to, accruals basis IPSASs.

(b) IPSAS 34 - Separate Financial Statements (Effective 1 January 2017)

IPSAS 34 prescribes the accounting and disclosure requirements for investment in controlled entities, joint ventures, and associates when an entity prepares separate financial statements.

(c) IPSAS 35 - Consolidated Financial Statements (Effective 1 January 2017)

IPSAS 35 establishes the principles for the presentation and preparation of consolidated financial statements when an entity controls one or more other entities.

(d) IPSAS 36 - Investments in Associates and Joint Ventures (Effective 1 January 2017)

IPSAS 36 prescribes the accounting for investments in Associates and Joint Ventures and to set out the requirements for the application of the equity method when accounting for investments in Associates and Joint Ventures.

(e) IPSAS 37 - Joint Arrangements (Effective 1 January 2017)

IPSAS 37 establishes the principles for financial reporting by entities that have an interest in arrangements that are controlled jointly.

(f) IPSAS 38 - Disclosure of Interests in Other Entities (Effective 1 January 2017)

IPSAS 38 requires that an entity that prepares and presents financial statements under the Accruals basis of accounting shall apply this standard in disclosing information about its interests in controlled entities, unconsolidated controlled entities, joint arrangements and associates, and structures entities that are not consolidated.

4 ACCOUNTING POLICIES

The principal accounting policies of the Open University are as follows:

4.1 Property, Plant and Equipment

(a) Land and Buildings

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.

(b) Impairment

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

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

(c) Capitalisation Policy

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.

(d) Depreciation Charges

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

(e) Disposal

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

Subsequent Costs

The cost of replacing part of an item of property, plant and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits will flow to the Open University and its cost can be measured reliably. The costs of the day-to-day servicing of property, plant and equipment are recognised in the Statement of Financial Performance as incurred.

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.

(f) Lease

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

(g) Comparative Figures

When an accounting policy is changed with retrospective effect, comparative figures are restated in accordance with the new policy.

4 ACCOUNTING POLICIES (Cont.)

4.2 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.

4.3 Cash and Cash Equivalents

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

4.4 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.

4.5 Provisions and Contingent Liabilities

A provision is recognized when the Open University of Mauritius 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.

4.6 Retirement and Other Benefit Obligations

4.6.1 Employee Entitlements

Employees entitlements to salaries, pension costs, and other benefits are recognized when they are earned. As per the conditions of service prescribed in the *PRB Report 2013 & EOAC Report*, employees are allowed to accumulate sick leaves not taken at the end of each calendar year up to a maximum of 110 days, in a sick leave bank. The balance of bank sick leave is valued at the end of the financial year and is recognised as long-term payables. Beyond this ceiling of 110 days, officers are refunded part of the annual entitlement of sick leaves not taken at the end of every calendar year and this is expensed to the Statement of Financial Performance.

A provision is made for the estimated liability for passage benefits. The passage benefits for each eligible staff is valued at year end. The annual increase in passage benefits entitlement is expensed to the Statement of Financial Performance.

Based on past experience, an amount has been transferred from long-term liabilities to short-term liabilities to provide for any forthcoming payments of passage in the next financial year.

4 ACCOUNTING POLICIES (Cont.)

4.6 Retirement and Other Benefit Obligations (Cont.)

4.6.2 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 (SICOM 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.

The “10% corridor” approach has been used for the recognition of the actuarial loss as at 31 December 2015. It has been spread over the average remaining working lifetime of existing members, that is 16 years.

4.6.3 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.

4.6.4 Car Loans

Car loans are disbursed to the Open University by the Ministry of Education and Human Resources, Tertiary Education and Scientific 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.

4 ACCOUNTING POLICIES (Cont.)

4.7 Revenue Recognition

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

4.7.1 Government Grants

Grants are recognized 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.

4.7.2 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.

4.7.3 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.

4.7.4 Interest Income

Interest income is accrued in the Statement of Financial Performance.

4.8 Expenses

Expenses are charged to the accounts on an accrual basis.

4.9 Risk Management Policies

A description of the various risks to which the Board is exposed to, is shown below together with the approach adopted by management to control and mitigate those risks. Except where stated elsewhere, the carrying amounts of the Open University financial assets and financial liabilities approximate their fair values.

Currency Risk

Currency risk arises only from purchase of goods and services which are denominated in foreign currencies that are negotiated at prevailing exchange rates.

Operational Risk

Operational risk, which is inherent in all organisations' activities, is the risk of financial loss due to instability arising from failures in internal controls, operational processes or the system that supports them. It is recognized that such risks can never be entirely eliminated and the costs of controls in minimizing these risks may outweigh the potential benefits.

Financial Risk

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.

The Open University's credit risk is primarily attributable to its receivables. Management reviews all outstanding amounts at year end to determine doubtful receivables.

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.

Legal Risk

Legal risk is the risk that business activities of the Board have unintended or unexpected legal consequences. The Board identifies and manages legal risks through legal advice from the State Law Office on all its day-to-day dealings.

4.10 Taxation

No provision has been made in the financial statements for income tax and value added tax, on the basis that the Open University is exempted.

4.11 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.

4.12 Comparative Figures

When an accounting policy is changed with retrospective effect, comparative figures are restated in accordance with the new policy.

	31-Dec 2015	31-Dec 2014
	Rs	Rs
5. CASH AND CASH EQUIVALENTS		
Cash at bank	43,191,726	74,595,021
Cash in hand	39,101	50,158
TOTAL	<u>43,230,827</u>	<u>74,645,179</u>

The Open University has no undrawn borrowing facilities.

6. RECEIVABLES AND PREPAYMENTS

Course fees due	13,303,773	5,539,550
Works commissioned by clients	668,001	584,535
Affiliation fees prepaid	224,380	-
Affiliation fees due	-	37,090
Other prepayments	453,653	342,774
Car Loans (Note 7)	1,290,097	1,280,330
Sundry Debtors	6,462,984	3,788,013
Total	<u>22,402,888</u>	<u>11,572,292</u>

7. RECEIVABLES CAR LOAN - CAPITAL

Movement in car loans were as follows:

Amount due as at 01 January	4,388,869	4,788,411
Loan released to staff	2,311,038	1,621,810
Loan refunded by Staff	(1,521,671)	(2,021,352)
Amount due as at 31 December	<u>5,178,236</u>	<u>4,388,869</u>
Deduct: Amount falling due within one year	(1,290,097)	(1,280,330)
Amount falling due after one year	<u>3,888,139</u>	<u>3,108,539</u>

	Written Down Amt 2015	Carrying amount at 31 Dec 2015	Written Down Amt 2014	Carrying amount at 31 Dec 2014
	Rs	Rs	Rs	Rs
8. INVENTORIES				
Materials and supplies	16,388	2,494,863	114,893	5,591,840
Finished goods	-	264,410	-	263,860
Total	<u>16,388</u>	<u>2,759,273</u>	<u>114,893</u>	<u>5,855,700</u>

9 PENSION LIABILITY

Defined benefit pension plan- Pension valuation as at 30 June 2014

SICOM Ltd in its actuarial report on OU's Pension Fund for period 30 June 2014 has advised that the contribution rate be increased from 17.5% to 19.5% and special contributions of Rs 9M annually be made over the next 7 years. The increase in contribution rate required is mainly due to the following reasons:

- (i) Change in actuarial basis
- (ii) Early Retirements
- (iii) Experience of the scheme in terms of salary increases and returns has not been in line with the assumptions.

The Board of OU was apprised of the advice of SICOM Ltd and recommended that the outcome of the valuation be referred to the Tertiary Education Commission (TEC) and the Ministry of Finance and Economic Development (MOFED) for advice and funding. MOFED has advised that the current rate of contribution to OU's Pension Fund be maintained as Government is considering the merging or regrouping of active pension funds for Statutory Bodies into one or more pension funds.

The actuarial valuation of OU's Staff Pension Fund managed by SICOM Ltd as at 31 December 2015, is reported as follows:

	31-Dec 2015	31-Dec 2014
Amounts recognised in Statement of Financial Position at end of year:		
		Rs
Present value of funded obligation	355,426,907	315,240,153
(Fair value of plan assets)	<u>(223,816,605)</u>	<u>(222,713,029)</u>
	131,610,302	92,527,124
Present value of unfunded obligation	-	-
Unrecognised actuarial gain/(loss)	<u>(129,698,946)</u>	<u>(100,609,847)</u>
Asset recognised in the Statement of Financial Position at end of year	<u>1,911,356</u>	<u>(8,082,723)</u>
Amounts recognised in the Statement of Financial Performance:		
Current service cost (inc. Fund expenses)	5,731,758	4,825,598
Interest cost	23,643,011	24,565,955
(Expected return on plan assets)	(16,668,197)	(16,926,910)
Actuarial loss/(gain) recognised	4,317,864	4,807,964
Past Service Cost recognised	-	-
Total, included in staff costs	<u>17,024,436</u>	<u>17,272,607</u>
Movements in liability recognised in the Statement of Financial Position:		
At start of year	(8,082,723)	(18,593,868)
Total staff cost as above	17,024,436	17,272,607
Net contributions paid	<u>(7,030,357)</u>	<u>(6,761,462)</u>
At end of year	<u>1,911,356</u>	<u>(8,082,723)</u>
Actual return on plan assets:	<u>3,096,028</u>	<u>11,909,499</u>
Main actuarial assumptions at end of year:		
Discount rate	7.50%	8.00%
Expected rate of return on plan assets	7.50%	8.00%
Future salary increases	5.00%	5.50%
Future pension increases	3.00%	3.50%

The assets of the plan are invested in funds managed by SICOM Ltd. The discount rate is determined by reference to market yields on bonds.

	31-Dec 2015 Rs	31-Dec 2014 Rs
9 PENSION ASSET		
Defined benefit pension plan (Continued)		
Reconciliation of the present value of defined benefit obligation		
Present value of obligation at start of period	315,240,153	307,074,439
Current service cost	5,538,712	4,825,598
Employee contributions	3,667,378	3,678,436
Interest cost	23,643,011	24,565,955
(Benefits paid)	(11,445,495)	(13,718,099)
Liability (gain)/loss	18,783,148	(11,186,176)
Present value of obligation at end of period	<u>355,426,907</u>	<u>315,240,153</u>
Reconciliation of fair value of plan assets		
Fair value of plan assets at start of period	222,713,029	213,225,473
Expected return on plan assets	16,668,197	16,926,910
Employer contributions	7,030,357	6,761,462
Actuarial Reserve transferred in		150,399
Employee contributions	3,667,378	3,528,037
(Benefits paid + other outgo)	(11,638,541)	(13,718,099)
Asset gain/(loss)	(14,623,815)	(4,161,153)
Fair value of plan assets at end of period	<u>223,816,605</u>	<u>222,713,029</u>
Distribution of plan assets at end of period		
Percentage of assets at end of year	<u>2015</u>	<u>2014</u>
Government securities and cash	58.1%	57.1%
Loans	4.3%	4.1%
Local equities	15.9%	21.1%
Overseas bonds and equities	21.0%	17.0%
Property	0.7%	0.7%
Total	<u>100%</u>	<u>100%</u>
Additional disclosure on assets issued or used by the reporting entity		
Percentage of assets at end of year	<u>2015</u>	<u>2014</u>
	(%)	(%)
Assets held in the entity's own financial instruments	-	-
Property occupied by the entity	-	-
Other assets used by the entity	-	-
History of obligations, assets and experience adjustments		
Year	<u>2015</u>	<u>2014</u>
	Rs	Rs
Fair value of plan assets	223,816,605	222,713,029
(Present value of defined benefit obligation)	(355,426,907)	(315,240,153)
Surplus/(deficit)	<u>(131,610,302)</u>	<u>(92,527,124)</u>
Asset experience gain/(loss) during the period	(14,623,815)	(4,161,153)
Liability experience gain/(loss) during the period	(18,783,148)	11,186,176
Year	<u>2016</u>	
Expected employer contributions	Rs 7,305,959	

10. NON CURRENT ASSETS - PROPERTY, PLANT & EQUIPMENT

DETAILS	PRODUCTION EQUIPMENT		FURNITURE & FITTINGS, OFFICE EQUIPMENT, DRIVEWAY & PARKING SURFACE		MOTOR VEHICLES		COMPUTER EQUIPMENT		TOTAL	
	2015 Rs	2014 Rs	2015 Rs	2014 Rs	2015 Rs	2014 Rs	2015 Rs	2014 Rs	2015 Rs	2014 Rs
Reporting Period										
Opening 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
Additions	108,068	844,482	2,796,265	9,584,851	-	2,638,000	1,946,901	5,651,935	4,851,234	18,719,268
Disposals/Retirement	-	(32)	-	(24,380)	(1)	-	-	(10,009)	(1)	(34,421)
Depreciation	(2,541,100)	(3,378,268)	(3,640,139)	(3,341,519)	(629,658)	(629,658)	(2,000,375)	(1,783,261)	(8,811,272)	(9,132,706)
Closing Balance	4,348,594	6,781,626	17,778,998	18,622,872	1,788,547	2,418,206	6,909,924	6,963,398	30,826,063	34,786,102
Gross Carrying Amount	96,429,382	96,321,314	47,916,249	45,119,984	5,766,685	6,606,067	20,974,267	19,027,366	171,086,583	167,074,731
Accumulated Depreciation	(92,080,788)	(89,539,688)	(30,137,251)	(26,497,112)	(3,978,138)	(4,187,861)	(14,064,343)	(12,063,968)	(140,260,520)	(132,288,629)
Net Carrying Amount	4,348,594	6,781,626	17,778,998	18,622,872	1,788,547	2,418,206	6,909,924	6,963,398	30,826,063	34,786,102

11. NON CURRENT ASSETS - INTANGIBLE ASSETS

DETAILS	RIGHTS		PRODUCTION SOFTWARE		COMPUTER SOFTWARE		PROGRAMME DEVELOPMENT		TOTAL	
	2015 Rs	2014 Rs	2015 Rs	2014 Rs	2015 Rs	2014 Rs	2015 Rs	2014 Rs	2015 Rs	2014 Rs
Reporting Period										
Opening 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
Additions	16,696	203,207	-	146,050	15,000	166,410	8,674,300	9,731,566	8,705,996	10,247,233
Disposals	-	-	-	-	-	-	-	-	-	-
Amortisation	(45,470)	(54,980)	(31,814)	(42,286)	(105,754)	(165,460)	(4,939,489)	(3,204,629)	(5,122,527)	(3,467,355)
Closing Balance	135,287	164,061	87,665	119,479	309,857	400,611	14,665,853	10,931,042	15,198,662	11,615,193
Gross Carrying Amount	616,135	599,439	1,511,883	1,511,883	5,165,637	5,150,637	24,697,445	16,023,145	31,991,100	23,285,104
Accumulated Amortisation	(480,848)	(435,378)	(1,424,218)	(1,392,404)	(4,855,780)	(4,750,026)	(10,031,592)	(5,092,103)	(16,792,438)	(11,669,911)
Net Carrying Amount	135,287	164,061	87,665	119,479	309,857	400,611	14,665,853	10,931,042	15,198,662	11,615,193

31-Dec 2015 Rs	31-Dec 2014 Rs
-------------------------------	-------------------------------

12 NON CURRENT ASSETS HELD FOR SALE

The Board of OU at its meeting held in October 2015 approved the disposal of three vehicles by way of a sale by tender on an “as is where is” basis and also that the vehicles be evaluated by the Ministry of Public Infrastructure, National Development Unit, Land Transport and Shipping to determine the minimum reserved price. As at 31 December 2015, only one vehicle was disposed of. In line with IFRS 5, the remaining undisposed vehicles have been accounted for under ‘Assets Held for sale’ in the accounts and measured at the lower of carrying value and fair value less cost to sell.

13 PAYABLES

Course fees deferred	432,000	1,260,532
Course fees prepaid	9,766,805	12,421,350
Accrued Expenditure	10,575,430	15,153,424
Sundry creditors and prepayments	1,690,424	1,689,123
Total	<u>22,464,659</u>	<u>30,524,429</u>

14 CAR LOANS

These represent car loans granted by the Ministry of Education and Human Resources, Tertiary Education and Scientific Research to staff of OU. Long-term loans represent the non-current portion of car loans. Breakdown of the loans was as follows:

	31-Dec 2015 Rs	31-Dec 2014 Rs
Total car loans	6,313,593	4,388,869
Less amount falling due within one year	(1,482,597)	(1,280,330)
Amount due after one year	<u>4,830,996</u>	<u>3,108,539</u>

15 EMPLOYEE BENEFITS

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

	31-Dec 2015 Rs	31-Dec 2014 Rs
Short-term:		
Sick leave benefits	3,800,000	3,300,000
Passage benefits	2,700,000	2,300,000
Vacation leave benefits	400,000	
Total	<u>6,900,000</u>	<u>5,600,000</u>
Long-term:		
Sick leave benefits	21,500,000	21,000,000
Passage benefits	8,189,023	7,795,755
Vacation leave benefits	621,825	400,000
Total	<u>30,310,848</u>	<u>29,195,755</u>

	31-Dec 2015 Rs	31-Dec 2014 Rs
16 OTHER OPERATING REVENUE		
16.1 Breakdown		
Interest Receivable	682,903	2,165,415
Course Fees (See notes below)	101,744,813	103,887,015
Sale of Services	5,187,937	8,773,960
Sale of Goods	113,199	142,427
National Savings Fund refund	726,177	695,856
Net Gain on Disposal of Motor Vehicle	73,227	
Total	108,528,256	115,664,673

16.2 Course Fees - Scholarship and Discounts

16.2.1 OU sponsored its academic and key personnel to read for PhD in-house. The whole tuition fees receivable, totalling **Rs 678,800** were waived under this policy during the financial year.

16.2.2 A twenty percent fee discount was granted to OU 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 157,269** was granted under this policy during the financial year.

16.2.3 A corporate discount was granted to selected companies sponsoring their staff for the University's programmes in 2013 and 2014. Ten percent and five percent discounts were granted to staff of the Mauritius Revenue Authority and Ceridian respectively. During the financial year, a total discount of **Rs 201,193** was granted on course fees under this policy.

16.2.4 Twenty scholarships granted to foreign learners in 2013, were maintained during the financial year 2015 under a scholarship scheme set up by the parent Ministry. Two additional scholarships, granted to prison detainees were also maintained in 2015, again under a scheme of the parent Ministry. Course fees waived for these scholarships during the financial year amounted to **Rs 271,400**.

16.2.5 Scholarships were also awarded in 2014 to four best performers at undergraduate and postgraduate levels and total fees amounting to **Rs 102,900** were waived under this scheme during the financial year.

	31-Dec 2015 Rs	31-Dec 2014 Rs
17 STAFF COSTS		
Breakdown of Staff costs:		
Basic Salary	63,032,977	62,861,293
Salary Compensation	1,054,648	-
Overtime	5,301,232	6,063,450
Acting and other Allowances	2,951,552	3,005,554
Gratuity	217,200	826,584
Chairman & Board/Committees Fees	505,258	540,060
End of Year Bonus	5,376,504	5,231,943
Passage Benefits	2,666,785	2,658,010
Pension cost - Defined benefit plan	17,024,436	17,272,607
Contributions - Public Sector Defined Contribution Plan	161,758	61,088
Contributions - NPF & FPS	665,950	723,282
Contributions- National Savings Fund	733,495	690,840
Extra Assistance	8,465,087	7,374,533
Sick Leave	3,646,225	3,412,780
Vacation Leave	621,825	400,000
Uniforms Allowance	129,825	104,900
Travelling and Transport	7,933,843	7,932,898
Medical Scheme	228,420	915,936
Insurance compensation	1,337	-
	<u>120,718,357</u>	<u>120,075,758</u>

18 OTHER OPERATING EXPENSES

18.1 Breakdown of Operating Expenses:

Academic Expenses	26,949,997	21,816,192
Programme Production	520,762	728,062
Resource Centre	614,165	354,073
Marketing	1,346,174	2,676,705
Training and Staff Development	105,203	250,597
Research	7,537	474,555
Insurance	586,335	483,585
Security Services	1,093,500	1,365,343
Postage & Office Stationery	1,282,825	1,391,373
Telephone, Electricity and Water	4,416,705	4,277,045
Mission Expenses	1,925	549,697
Institutional Links and Membership fees	251,319	135,774
Legal and Professional Charges	179,100	291,000
Motor Vehicle Running Expenses	1,056,627	1,377,606
Repairs and Maintenance	3,806,648	6,316,696
Hospitality	234,996	355,095
General Expenses	77,526	223,598
Publicity and Advertisement	124,149	-
Donation	-	36,000
Loss on disposal of assets	-	52,376
Loss on exchange	6,473	6,401
Debts written off	36,045	-
ISO Certification Expenses	180,000	-
Total	<u>42,878,011</u>	<u>43,161,773</u>

18.2 Included in Operating Expenses are:

Cost of inventories expensed	<u>6,834,233</u>	<u>8,766,391</u>
------------------------------	------------------	------------------

19 BUDGET

19.1 Difference between the Final Budget and Actual Amounts

19.1.1 The budget is approved on a cash basis by economic nature classification. The initial budget was for the calendar year 2015. A new budget was approved by Government for the six-month period starting on 1 January 2015 and ending on 30 June 2015. A budget for that period could not be approved due to the absence of the Board. Another budget was prepared for the period starting on 1 July 2015 and ending on 30 June 2016. Expenditure was made against the two budgets previously prepared for 2015 and the new budget of 2015/16.

No re-allocation of funds were carried out and no additional funds were required during the financial year.

19.1.2 Government did not release the whole amount of grant approved for OU.

19.1.3 There was a marginal drop in the enrolment figure for 2015.

19.1.4 Filling of vacancies did not materialise in 2015 due to administrative issues.

19.1.5 The Medical Insurance Scheme could not be renewed during 2015 due to the absence of the Board.

19.1.6 The marginal drop in enrolment figure resulted in a corresponding drop in forecasted expenditure. Expenditure was also slightly overestimated.

19.1.7 Marketing activities were in the process of re-definition.

19.1.8 Most capital projects were halted due to the absence of the Board and postponed to 2016.

19 BUDGET (Cont.)

19.2 Budget reconciliation

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.

Budget reconciliation

	Year Ended 31 December 2015	Year Ended 31 December 2014
	Rs	Rs
Expenses		
Actual amount on comparable basis as presented in the Budget and Actual Comparative Statement	166,610,426	173,482,060
Basis differences		
Commitment for the year and other adjustments	13,364,149	17,862,621
Commitment of last period	(17,862,621)	(6,777,522)
Inventories at 1 January 2015	5,855,700	1,733,297
Inventories at 31 December 2015	(2,759,273)	(5,855,700)
Provision for Employee Pension Benefits Obligations	9,994,079	10,511,145
Movement in other Payables	1,915,093	1,195,755
Depreciation & Amortization	13,933,799	12,600,061
Debts written off	36,045	-
Assets Written-off & Disposed	-	52,376
	<u>191,087,397</u>	<u>204,804,093</u>
Additions to PPE and Intangible Assets	(13,557,230)	(28,966,501)
Actual amount in the Statement of Financial Performance	<u>177,530,167</u>	<u>175,837,592</u>
Revenue		
Actual amount on comparable basis as presented in the Budget and Actual Comparative Statement	209,869,296	233,817,995
Basis differences		
Budgets opening balances	(59,826,151)	(23,211,370)
Internal transfers to budgets	-	(15,007,704)
Movement in Course fees due	7,764,223	5,539,550
Course fees prepaid and other adjustments	(12,895,762)	
Movement in other receivables	3,056,605	2,951,167
Assets Written-off & Disposed	(4,323)	-
Actual amount in the Statement of Financial Performance	<u>147,963,888</u>	<u>204,089,638</u>

20 EVENTS AFTER THE REPORTING DATE

There was no event after the reporting date at the time of preparation of accounts and up to the submission of accounts to the Board which would have an impact on the financial statements.

21 EMPLOYEE DISCLOSURE

As at 31 December 2015, OU had one hundred and ninety-four employees out of which seventy-two were administrative staff.

22 KEY MANAGEMENT PERSONNEL

The management of OU 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 23,214,655** was provided to key management personnel for the reporting period as follows:

	31-Dec 2015	31-Dec 2014
	Rs	Rs
Director-General	3,779,485	4,497,609
Heads of Division/ Section	14,191,818	13,766,979
Other senior staff	<u>5,243,352</u>	<u>4,784,792</u>
Total	<u>23,214,655</u>	<u>23,049,380</u>

23 OTHER REMUNERATION AND COMPENSATION TO KEY MANAGEMENT PERSONNEL

During the reporting period, fees totalling **Rs 1,208,755** for course writing, tutoring and supervising services were paid to key personnel as follows:

	31-Dec 2015	31-Dec 2014
	Rs	Rs
Director-General	918,110	1,466,600
Other senior staff	<u>290,645</u>	<u>171,100</u>
Total	<u>1,208,755</u>	<u>1,637,700</u>

Figures for other remuneration are included in **Note 22**.

24 BOARD OF DIRECTORS REMUNERATION

	31-Dec 2015	31-Dec 2014
	Rs	Rs
Chairperson fees	155,293	400,036
Other Board Directors fees	<u>97,055</u>	<u>61,495</u>
Total	<u>252,348</u>	<u>461,531</u>

25 RELATED PARTY TRANSACTIONS

For the purposes of these financial statements, parties which are considered to be related to OU are other government ministries, public bodies and departments, mostly represented on the OU Board, if they have the ability, directly or indirectly, to control OU 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.

OU 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 126,577 was waived on sale of goods and services in accordance with the prevailing pricing policy.

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 4.6.4 and 7. There are no other loans to key management personnel or to other categories of staff.

Open University
of Mauritius



Open University of Mauritius,
Réduit , MAURITIUS
Email: university@open.ac.mu
Web: www.open.ac.mu