




Open University
of Mauritius

ANNUAL REPORT

2020 - 2021

Open University
of Mauritius



Open University
of Mauritius



ANNUAL REPORT

LETTER OF TRANSMITTAL

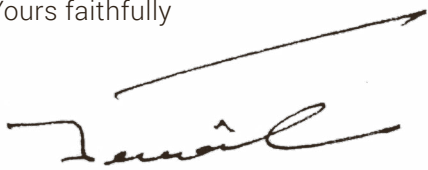
The Honourable Vice-Prime Minister and Minister of Education, Tertiary Education, Science and Technology
2nd Floor, MITD House
Pont Fer
PHOENIX

Honourable Vice-Prime Minister and Minister of Education, Tertiary Education, Science and Technology

I have the honour of submitting the report of activities of the Open University of Mauritius for the period 1 July 2020 – 30 June 2021.

This report has been prepared in line with the Section 6A of The Statutory Bodies (Accounts and Audit) Act and The National Code for Corporate Governance for Mauritius.

Yours faithfully

A handwritten signature in black ink, appearing to read 'R Duva Pentiah', with a long, sweeping horizontal stroke above it.

R Duva Pentiah, CSK
Chairperson
Open University of Mauritius

CORPORATE INFORMATION

CHAIRPERSON

Mr R Duva Pentiah, CSK

DIRECTOR-GENERAL

Dr Kaviraj Sharma Sukon, PFHEA

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CHAIRPERSON'S PREFACE



R Duva Pentiah, CSK
Chairperson

Since July 2020, the world has gradually re-awakened from complete lockdowns. Life started to get back on track gradually and a new term was coined – the “New Normal”! All over the world, we have learned to adapt to the new way of living: living with the invisible enemy, the Covid-19 virus. The pandemic has had profound effects on all aspects of our life – social, economic, spiritual, educational, physical and mental health.

The Open University of Mauritius (OU) also had to adapt to the “New Normal”. It has been able to rise to the challenge of providing services without interruption despite the pandemic. All necessary provisions were made to provide a safe working environment to staff so that the teaching and learning process could be continued. Necessary provisions were also made to ensure that staff implement sanitary measures and some processes were reviewed such as meeting by Zoom, online payment mode, restriction of access to premises, online examinations, etc.

Close monitoring of the Covid-19 infection among staff and students was carried out on a daily basis. Whenever required, office premises and classrooms were deep-cleaned and disinfected. Staff and learners were kept informed of all the sanitary protocols to be observed.

The Convocation Ceremony originally scheduled for May 2020 was postponed due to the restrictions imposed by the authorities. However, necessary arrangements were made for our students to be issued their certificates without major delay. OU nevertheless organised its 10th Convocation Ceremony in October 2020, whereby all graduates were given the opportunity to participate.

We also strengthened our e-library to provide more content like subscriptions to Research4life, amongst others.

Despite the numerous challenges, one of our key achievements this year was that we could finalise the procedures to acquire ten Arpents of land at Côte d’Or to build a new campus. This was a significant

milestone and the lease agreement was prepared in collaboration with Landscape Mauritius Ltd. Another major achievement was that OU reached a student population of 10,000 during the year under review and this figure continues to grow. OU also continued to strengthen its staffing resources by filling vacancies at various levels including key management positions. New equipment was also acquired under the e-VBAB project for hosting a state-of-the-art learning centre. OU further consolidated its financial position and is well on its way to becoming financially independent in the near future.

Additionally, in line with our strategic goals, we continued to increase our affiliations and collaboration with prestigious universities/institutions such as the Commonwealth of Learning (COL), National Productivity and Competitiveness Council (NPCC), University Canada West (UCW) and Advance HE, UK.

OU has been able to adapt to the exigencies of the “New Normal” in this global pandemic period. Despite the undoubtedly difficult year, given the resurgence of the Covid-19 virus in March 2021 within our local community, we have made good progress in adapting our ways of living and doing business. OU actively participated in the national Covid-19 vaccination campaign and organised the same for its staff and learners at its Curepipe Campus in June 2021.

Despite the challenges, OU has had a fruitful year and I extend my thanks to all Board Members, the Director-General and his staff for their contribution to the achievements of OU during the year under review.

R Duva Pentiah, CSK

Chairperson

Open University of Mauritius

DIRECTOR-GENERAL'S FOREWORD



Dr Kaviraj Sharma Sukon, PFHEA
Director

During this year, there was hardly any activity that was not influenced by the Covid-19 pandemic. Fortunately, all the members of staff, stakeholders, and students spared no effort to work together to achieve their objectives. In fact, this difficult period has enhanced the resilience and problem-solving skills of everyone. We have thus been able to ensure that our students continue to benefit from the best learning experience. This has allowed the University to end this financial year with a comfortable surplus of 163 million rupees. 903 awardees participated in the tenth Convocation Ceremony that the Open University of Mauritius (OU) organised in October 2020.

The shift to online teaching and learning has been negotiated successfully because OU had the learning materials including manuals, videos, e-books, and e-journals on its Learning Management System. Using the comprehensive guidelines developed for the students and tutors, online classes were conducted professionally. For the first time, OU conducted its induction sessions online on 22 August 2020 and 30 January 2021. These were live events that streamed on OU's YouTube channel. This YouTube channel contains a number of videos, such as those of past events, speeches of chief guests, promotional information and webinars. It proved to be a powerful tool for two-way live communications between the University and its students.

We were pleasantly surprised by an increasing number of students joining our University during the periods of confinement. This was due to the fact that people who were at home or on long leave from work seized this opportunity to acquire new skills and competencies. With the sudden increased focus on online activities, people adopted the open and distance learning willingly. We are happy to see that the number of students has crossed the ten thousand mark. 3,192 new learners were admitted during this year. Over 13,548 people from over fifty countries had followed the Massive Open Online Course, 'Introduction to Sustainable Development in Business', which was developed by OU in collaboration with the Commonwealth of Learning (COL).

By the end of June 2021, OU's official social media platforms continued to expand on a daily basis. OU had more than 19,000 registered followers on its Facebook and Instagram pages. Its newly set up YouTube channel had more than 3,000 subscribers.

OU proposed the following new programmes: BSc (Hons) Computer Science, Certificate in School Management, Diploma in Telecommunication Engineering for the Meteorological Telecommunication Technicians and Certificate in Social Protection.

As part of its Corporate Social Responsibility, OU organised an essay writing competition to celebrate the 80 years of JMG Le Clézio, Nobel Prize Laureate in Literature (2008) and holder of OU's Doctor Honoris Causa. The essay writing competition, entitled *L'adolescence dans l'œuvre de JMG Le Clézio*, targeted students aged between 16 and 18 years from both Mauritius and Rodrigues. The winners were rewarded during a function organised on 8 October 2020. The event also involved a round table with the participation of three Mauritian authors, and a book exhibition with the publications of JMG Le Clézio.

OU increased its production of videos for the Student Support Programme. This is proving useful to the students and teachers at both primary and secondary levels. Over a million students had accessed the videos and texts.

We pray that the pandemic's effect decreases fast so that we can accommodate all the students on our campus.

I wish to express my sincere gratitude to the Chairperson, members of the Board of OU, all the members of staff, the part-time tutors, our dear learners and all the stakeholders for their support and collaboration. I pray that everybody stays safe.

Dr Kaviraj Sharma Sukon, PFHEA

Director-General

Open University of Mauritius

Highlights of the Year 2020/21

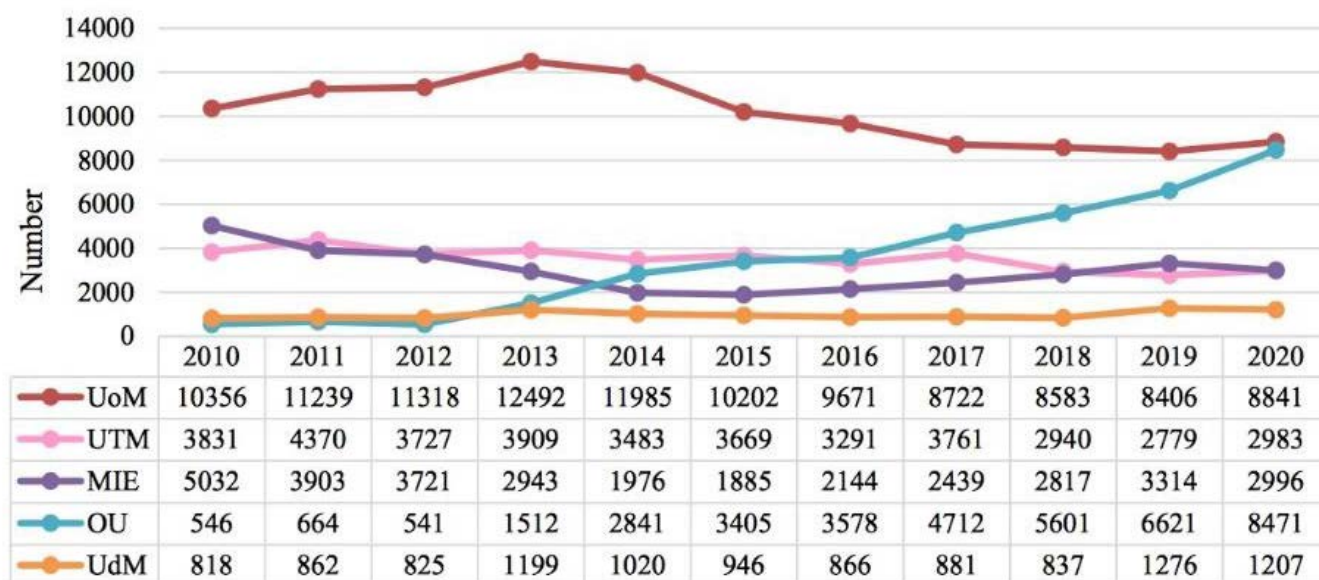


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HIGHLIGHTS OF THE YEAR 2020/21

GROWTH

Open University of Mauritius (OU) is the only public university in Mauritius that has had a positive growth over the last nine years.



Source: Tertiary Education Commission

STUDENT INTAKE

Number of new learners including international learners admitted to the *Undergraduate programmes and Postgraduate programmes* during the year 2020/21 was 3,192.

1,608 learners joined in July 2020, while **1,584** joined in February 2021.

Total number of learners as at June 2021: 10,028

Number of learners who enrolled on short courses during year 2020/21 was 2,343 including learners admitted to the *Undergraduate/Postgraduate programmes*.

FIRST CYCLE QUALITY AUDIT

The First Cycle Quality Audit of OU by the Tertiary Education Commission was carried out in March 2018. As per the Quality Audit Report, at OU,

"...learning programmes are effectively organised and managed";

"Student support is furthermore integrated in all the functions of the institution."

Source: Report of the First Cycle Quality Audit of the Open University of Mauritius, TEC, 2018

The TEC Audit Panel also commended OU for

"having in place a programme validation process;

for the high calibre of resource persons and the invaluable role they play in the design and quality of learning experiences;

the allocation of scholarships for PhD to new recruits;

its outreach and support to some incarcerated individuals who were offered an opportunity to study..."

DIVERSE PROGRAMMES OF STUDIES

Total number of courses offered:

67, out of which 4 are new – BSc (Hons) Computer Science, Certificate in School Management, Diploma in Telecommunication Engineering for the Meteorological Telecommunication Technicians and Certificate in Social Protection. 47 were academic programmes, whereas 20 were short courses.

OU is the ONLY one offering John Wiley's MSc Financial Analysis programme in Africa.

MASSIVE OPEN ONLINE COURSE

OU, in collaboration with the Commonwealth of Learning (COL), developed a Massive Open Online Course (MOOC), 'Introduction to Sustainable Development in Business'. Over 13,548 people from over 50 countries completed the MOOC.

SOUND FINANCIAL POSITION

The University registered a surplus of approximately **Rs163.6M** at closure of accounts for FY 2020/21.

CONVOCATION CEREMONY

A convocation ceremony for Award Courses was organised in October 2020. Number of awardees was 903.

HIGHLIGHTS OF THE YEAR 2020/21

OU IS ISO 9001:2015-CERTIFIED

The University remains the only ISO 9001:2015-certified local public university.



REINFORCING THE HUMAN RESOURCES

Four new recruits joined OU during the year 2020/21.

SOLID PARTNERS

OU has 65 partners. Its major partners include Imperial College London, Commonwealth of Learning, Commonwealth Secretariat, University of KwaZulu Natal, John Wiley & Sons, among others. OU signed five new agreements in the year 2020/21 among which one was with a new partner.

OU is a Member of: Association of Commonwealth Universities (ACU); International Association of Universities (IAU); International Council for Distance Education (ICDE); African Council for Distance Education (ACDE); Association of African Universities (AAU) and Distance Education Association of Southern Africa (DEASA).

CORPORATE SOCIAL RESPONSIBILITY

As its Corporate Social Responsibility initiatives, OU offers two scholarships to inmates and employs persons with special needs.

Open University of Mauritius: Foundations



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LEGAL ENTITY

The Open University of Mauritius (OU) is a body corporate. It was enacted by the Parliament of Mauritius. The Act is cited as the Open University of Mauritius Act No. 2 of 2010 (Open University Act) as amended in 2012.

The aim of OU is to conduct its affairs in accordance with the statutes and principles established by its Act and in accordance with all relevant and applicable legislation, rules and regulations.

OBJECTS OF OU

The objects of OU 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 the establishment of active partnerships with local public and private institutions, as well as overseas institutions engaged in providing education and training.

FUNCTIONS OF OU

The functions of OU are outlined in Section 5, under Part II of the Open University of Mauritius Act No.2 of 2010. **(Refer to Annex 1.)**

POWERS OF OU

To enable OU to attain its objects and discharge its functions most effectively, the Open University of Mauritius Act makes provision under Part II Section 6 for the powers of OU. **(Refer to Annex 2.)**

Corporate Governance Report



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COMPLIANCE STATEMENT

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

OU has always recognised the importance of good governance as being critical to the effective performance and operation of the University. We hold strong values of responsibility and integrity.

We are committed to an environment where open and honest communication is the expectation, not the exception.

Throughout the year that ended on 30 June 2021, to the best of the Board's knowledge, the Open University of Mauritius has complied with the Corporate Governance Code for Mauritius (2016). The University has applied the principles set out in the Code and explained how these principles had been applied.

GOVERNANCE STRUCTURE

The Open University of Mauritius is a corporate body set up under the Open University of Mauritius Act No. 2 of 2010.

THE BOARD

The Open University of Mauritius Act No. 2 of 2010 under Part III 'Administration' makes provision for the appointment of the Chairperson and its members.

BOARD CHARTER

Part III Section 10 of Open University of Mauritius Act No. 2 of 2010 stipulates the terms of reference of the OU Board and is given hereunder:

- (1) The Board shall be 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.

- (2) The Board may
 - (a) on behalf of OU:
 - (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).

The procedure to be observed for the convening and holding of meetings of the Board are specified in the statutes as detailed below:

MEETINGS OF BOARD

- (1) The Board may regulate its proceedings in such manner as it thinks fit.
- (2) In the absence of the Chairperson at a meeting of the Board, a member of the Board elected by the members present, shall preside at that meeting.
- (3) Where a member of the Board has an interest in a matter being considered or about to be considered by the Board, he shall –
 - a) as soon as practicable after the relevant facts have come to his knowledge, declare the nature of his interest; and
 - b) not be present during any deliberation, nor vote with respect to that matter.
- (4) A quorum shall be constituted by 6 members of the Board and no business may be transacted at a meeting of the Board unless there is a quorum.
- (5) Each member present at a meeting of the Board shall be entitled to one vote on a matter arising for decision at the meeting, and the person presiding the meeting shall, in the event of an equality of votes, have a casting vote.
- (6) A decision carried by a majority of the votes cast by the members present and voting at a meeting shall be a decision of the Board.
- (7) The Board shall meet at least 6 times in one calendar year.

CORPORATE OBJECTIVE STATEMENT

VISION

The vision of OU is to be one of the best Open Universities in the world.

MISSION

The mission of OU is to use technology and flexible mode of teaching to serve society, transform lives, and make high-quality education, lifelong learning, and training accessible to everyone while promoting excellence in research.

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.

STRATEGIC DIRECTIONS

OU aspires to be one of the best Open Universities in the world. OU has been the only public university in Mauritius to have a positive growth during the last seven years while being the only ISO-Certified public university of Mauritius.

OU, in its mission to offer high-quality tertiary education using technology and the flexible mode of teaching and learning, has enabled working adults to earn a university degree while fulfilling their professional and personal obligations. Employees are thus free to study at their own place and pace while taking advantage of the blended mode of study with tutorial support as well as the use of the online learning facilities.

Moreover, OU remains one of the most affordable public universities in Mauritius, which is yet another way that it is ensuring that higher education becomes accessible to a larger proportion of the Mauritian population. OU has also secured strategic partnerships with internationally reputed partners which enables it to provide higher quality blended learning materials.

The Strategic Plan 2017-2025 was prepared after various consultations so as to meet the challenges of a rapidly and continuously evolving local and international higher education landscape. An in-depth SWOT analysis enabled OU to formulate its strategic goals and objectives which are expected to take it to new heights by constantly pushing its boundaries to achieve its ultimate vision.

STRATEGIC GOALS 2017-2025

OU has set the following goals which are its strategic objectives:

1. The First Choice for Higher Education
2. An Excellent Faculty
3. An Effective Quality Assurance System
4. Excellent Evaluation, Assessment and Examination Mechanisms
5. High-Quality Distance Education and Online Learning Materials
6. The Best Provider of Lifelong Learning Opportunities, Employability Courses and Consultancy
7. Well Established Open School Division
8. Professional Learner Support and Excellent Customer Care
9. Excellent Marketing and Public Relations
10. Effective Financing Strategy
11. A Competent, Productive, Motivated and Satisfied Human Resource Base
12. Effective Management Support
13. The Best ICT Facilities and Building Infrastructure
14. Effective Research, Consultancy and Innovation
15. An Effective Library Service
16. An Effective Partnership, Collaboration and International Network

OU's Strategic Plan 2017-2025 has also enumerated a series of milestones to be attained in terms of financial performance and student enrolment among others.

A Performance Agreement is signed annually with the parent Ministry mentioning the deliverables and KPIs following Board's approval.

VALUES

The Values of OU are:

- Openness
- Flexibility
- Diversity
- Quality
- Excellence

CODE OF ETHICS

The Open University of Mauritius has developed its Code of Ethics. The Code of Ethics as approved by the Board is given at **Annex 3**.

The Code of Ethics is a written set of guidelines issued by the Open University of Mauritius, to its employees and stakeholders to help them conduct their actions in accordance with its primary values and ethical standards.

The Open University of Mauritius is committed to the highest standards of ethical conduct in all its activities and the OU community has the responsibility to act ethically and in accordance with this Code of Ethics.

JOB DESCRIPTIONS

The duties of the Chairperson, the Director-General and the Registrar are outlined in the Open University of Mauritius Act No.2 of 2010, as reproduced hereunder:

Chairperson of Board

The Chairperson shall –

- (a) preside at every meeting of the Board and any Convocation;
- (b) ensure that the decisions taken by the Board are implemented; and
- (c) perform such other duties and exercise such powers as may be assigned to him by the Act or the Statutes.

Director-General

The Director-General shall –

- (a) be the chief academic and executive officer of the Open University;
- (b) hold office for a period of 5 years, renewable for further periods of 3 years and on such terms and conditions as the Board may determine;
- (c) in the absence of the Chairperson, preside at a Convocation and confer degrees, diplomas or other academic qualifications upon persons entitled to receive them;
- (d) exercise control over the affairs of the Open University; and
- (e) ensure the faithful observance of the provisions of this Act, the Statutes and the rules and regulations.

Registrar

The duties of the Registrar shall be to –

- (a) act as Secretary to the Board and the Academic Council, and to keep minutes;
- (b) be the custodian of the records, the common seal, and such other property of the Open University as the Board shall commit to his charge;
- (c) arrange for the conduct of examinations;

- d) issue any advice convening meetings of the Board, the Human Resource Committee, the Academic Council, Boards of Examiners and of any committees appointed by the Open University;
- (e) conduct the official correspondence of the Board and the Academic Council; and
- (f) perform such other duties as may be specified in the Statutes or the Regulations or may be required from time to time by the Board or the Director-General.

Organigram

OU's Organigram is at **Annex 4**.

The aims and objectives of each division and major units are documented and same are posted on the website of the Open University of Mauritius.

THE STRUCTURE OF THE BOARD AND ITS COMMITTEES

Composition of the Board

The Board is constituted as follows:

SN	Name of Directors	Board Appointments as per Open University of Mauritius Act	Classification of Membership as per the Code of Corporate Governance
1.	Mr R Duva Pentiah, CSK Chairperson	Appointed by the Prime Minister	Independent and Non-executive Chairperson
2.	Dr K S Sukon, PFHEA Director-General	Appointed by Prime Minister on advice of Minister of Education, Tertiary Education, Science and Technology	Executive Director
3.	Mr S Ragen <i>(resigned as Board member upon retirement from the public service on 15 May 2021)</i>	Appointed by Minister of Education, Tertiary Education, Science and Technology	Non-Executive Director
4.	Mrs S Gayan, GOSK <i>(resigned as Board member upon end of contractual appointment at the MGI/RTI on 17 December 2020)</i>		Non-Executive Director
5.	Mr P Ramsurrun		Non-Executive Director
6.	Mrs R D Rampersad		Non-Executive Director
7.	Mr J Ramdenee		Non-Executive Director
8.	Mr J Malié, MSK	Non-Executive Director	

CORPORATE GOVERNANCE REPORT

SN	Name of Directors	Board Appointments as per Open University of Mauritius Act	Classification of Membership as per the Code of Corporate Governance
9.	Mrs K Ramsohok-Heerasing	Elected by and from the academic staff	Non-Executive and Non-Independent Director
10.	Mr V S Patten	Elected by and from the general staff	Non-Executive and Non-Independent Director
11.	Mrs S L D Gopee	Registrar and Secretary	Secretary to the Board

Remuneration of Board Members

As the conditions of service and salaries of staff of the Open University of Mauritius is governed by the Pay Research Bureau (PRB) Regulations, the remuneration of Board members is also determined using the rates stipulated in the PRB Report 2016.

During the period under review, the Chairperson of the Open University drew a monthly fee of Rs29,925, in line with the recommendations of the PRB Report 2016.

The Board meetings are held in line with the Schedule (Sections 2 and 23) of the Statutes of the Open University of Mauritius Act.

Attendance and Remuneration at Board Meetings

Membership	Name/Position	Attendance for the period from July 2020 to June 2021 (Total out of 8 meetings)	Remuneration received during the period from July 2020 to June 2021 Rs
Chairperson	Mr R Duva Pentiah, CSK	8	1,610 <i>(transport allowance only)</i>
2 Executive Heads of local public tertiary education institutions having developed partnerships with the Open University	Mrs S Gayan, GOSK Director-General Mahatma Gandhi Institute/Rabindranath Tagore Institute	0	0
	Mr P Ramsurrun Ag. Registrar <i>Université des Mascareignes</i>	7	7,150
2 persons who shall have substantial knowledge and experience of tertiary education and open and distance learning	Mrs R Rampersad Educational Technologist University of Mauritius	7	7,610
	Vacant	-	-

Membership	Name/Position	Attendance for the period from July 2020 to June 2021 (Total out of 8 meetings)	Remuneration received during the period from July 2020 to June 2021 Rs
1 person from the private sector and shall have substantial industrial experience	Mr J Ramdenee Managing Director of Kathari Infratech Limited and Director of JRS Integrated Farms Limited	8	8,270
1 person from the public sector	Mr S Ragen Secretary for Public Service, Ministry of Public Service, Institutional and Administrative Reforms	5	5,370
1 person from civil society and engaged in community service	Mr J Malié, MSK Rector Orchard Secondary School of Excellence	8	8,960
1 person elected by and from the academic staff	Mrs K Ramsohok-Heerasing Lecturer Open University of Mauritius	6	6,030
1 person elected by and from the general staff	Mr V S Patten Head, Graphics, Publishing & Printing Open University of Mauritius	8	7,120
The Director-General	Dr K S Sukon, PFHEA Open University of Mauritius	8	7,120

Appointment of Board Members

Part III, Section 9 of the Open University of Mauritius Act No. 2 of 2010 stipulates the composition and mode of appointment of Board Members, as quoted below:

“There shall be a Board which shall consist of

- (a) *a Chairperson, to be appointed by the Prime Minister;*
- (b) *7 persons to be appointed by the Minister, out of whom -*
 - (i) *2 shall be executive heads of local public tertiary education institutions having developed partnerships with the Open University;*
 - (ii) *2 shall have substantial knowledge and experience of tertiary education and open and distance learning;*

- (iii) *one person shall be from the private sector and shall have substantial industrial experience;*
- (iv) *one person shall be from the public sector;*
- (v) *one person shall be from civil society and engaged in community service;*

- (c) *a person who shall be elected by and from the academic staff;*
- (d) *a person who shall be elected by and from the general staff; and*
- (e) *the Director-General."*

The Director-General, appointed by the Prime Minister on the recommendation of the Minister, is the Chief Executive and Academic Officer of the Open University.

Part V Section 18 of the Open University of Mauritius Act No. 2 of 2010 stipulates the mode of appointment of the Director-General and is quoted below:

"There shall be a Director-General of the Open University who shall –

- (a) *be appointed by the Prime Minister on the recommendation of the Minister;*
- (b) *be the chief executive and academic officer of the Open University; and*
- (c) *hold office on such terms and conditions as may be specified in the Statutes."*

The procedure for the appointment of the Registrar is specified in the statutes.

Tenure of Office of Members of Board

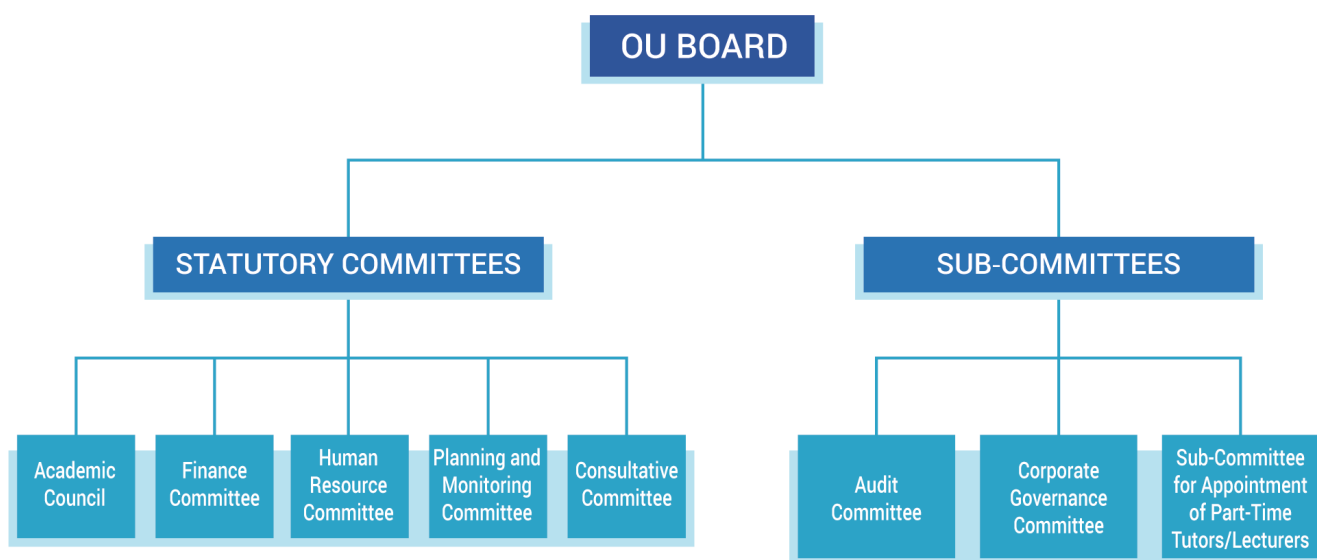
Every appointed or elected member of the Board shall hold office for a term of 3 years.

An appointed member shall be eligible for reappointment for not more than one further term of 3 years.

Vacancy in the Board Composition

There are currently three vacancies among appointed Board members following the resignation of three members in December 2015, December 2020 and in May 2021, respectively.

The parent Ministry has already been requested to fill the vacancies and we are awaiting a reply. Follow-up is being done with the parent Ministry for filling of the vacancies.



BOARD COMMITTEES

The Open University Act makes provision for the setting up of the following Statutory committees to assist the OU Board in the performance of its functions:

- Academic Council
- Finance Committee
- Human Resource Committee
- Planning and Monitoring Committee
- Consultative Committee

In order to facilitate the effective running of the University, the Board has also established a number of Sub-Committees. Specific responsibilities are delegated to these Committees which are as follows:

- Audit Committee
- Corporate Governance Committee
- Sub-Committee for Appointment of Part-Time Tutors/Lecturers

All Chairs of the Statutory and Sub-Committees discuss and have in-depth deliberations before submitting their recommendations to the Board for consideration. Each Chair presents their papers and reports on proceedings of their committees at the subsequent Board Meeting.

1. FINANCE COMMITTEE

Composition

Chairperson

Mr P Ramsurrun, Ag. Registrar, *Université de Mascareignes*

Members

- Dr K S Sukon, PFHEA, Director-General, Open University of Mauritius
- Mrs R D Rampersad, Educational Technologist, University of Mauritius
- Mr J Ramdenee, Managing Director of Kathari Infratech Limited and Director of JRS Integrated Farms Limited
- Mr J Malié, MSK, Rector, Orchard Secondary School of Excellence
- Mr B Mahadeo, Manager, Financial Operations, Ministry of Education, Tertiary Education, Science and Technology **as Co-opted Member**

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

- The financial position of the Open University from time to time;*
- All other matters relating to finance; and*
- Such other matters on which it may be requested by the Board to report.*

Attendance and Remuneration at Finance Committee Meetings

Membership	Name/Position	Attendance for the period from July 2020 to June 2021 (Total out of 8 meetings)	Remuneration received during the period from July 2020 to June 2021 Rs
Chairperson	Mr P Ramsurrun Ag Registrar <i>Université des Mascareignes</i>	8	17,800
Member	Dr K S Sukon, PFHEA Director-General Open University of Mauritius	8	7,120
Member	Mrs R Rampersad Educational Technologist University of Mauritius	8	8,960
Member	Mr J Malié, MSK Rector Orchard Secondary School of Excellence	8	8,960

Membership	Name/Position	Attendance for the period from July 2020 to June 2021 (Total out of 8 meetings)	Remuneration received during the period from July 2020 to June 2021 Rs
Member	Mr J Ramdenee Managing Director of Kathari Infratech Limited and Director of JRS Integrated Farms Limited	7	7,840
Co-opted Member	Mr B Mahadeo Manager, Financial Operations Ministry of Education, Tertiary Education, Science and Technology	5	5,600

2. HUMAN RESOURCE COMMITTEE

Composition

Chairperson

- Mr S Ragen, Secretary for Public Service, Ministry of Public Service, Institutional and Administrative Reforms (**until 15 May 2021**)
- Mr J Malié, MSK, Rector, Orchard Secondary School of Excellence (**w.e.f. June 2021**)

Members

- Dr K S Sukon, PFHEA, Director-General of Open University of Mauritius
- Mrs S Gayan, GOSK Director-General, MGI/RTI (**until 17 December 2020**)
- Mr P Ramsurrun, Ag Registrar, *Université des Mascareignes*
- Mr J Malié, MSK, Rector, Orchard Secondary School of Excellence (**until May 2021**)
- Mr P Sadien, Assistant Manager, Human Resources, Ministry of Education, Tertiary Education, Science and Technology - (**as Co-opted member**)
- Mrs R D Rampersad, Educational Technologist, University of Mauritius (**Since June 2021 in replacement of Mr J Malié, MSK who has been nominated as Chairperson of Human Resource Committee**)

The Human Resource Committee's responsibility is to:

- Make recommendations to the Board for appointments to any office in the Open University, other than that of Director-General;
- 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
- Appoint such disciplinary Committee as may have to be set up.

Attendance and Remuneration at Human Resource Committee Meetings

Membership	Name/Position	Attendance for the period from July 2020 to June 2021 (Total out of 10 meetings)	Remuneration received during the period from July 2020 to June 2021 Rs
Chairperson	Mr S Ragen <i>(Until 15 May 2021)</i> Secretary for Public Service, Ministry of Public Service, Institutional and Administrative Reforms	9	19,335
	Mr J Malié, MSK <i>(w.e.f. June 2021)</i> Rector Orchard Secondary School of Excellence	1	2,225
Member	Dr K S Sukon, PFHEA Director-General Open University of Mauritius	10	8,900
Member	Mrs S Gayan, GOSK Director-General Mahatma Gandhi Institute/Rabindranath Tagore Institute	1	1,120
Member	Mr P Ramsurrun Ag Registrar <i>Université des Mascareignes</i>	9	9,330
Member	Mr J Malié, MSK Rector Orchard Secondary School of Excellence	9	10,080
	Mrs R Rampersad <i>(w.e.f. June 2021)</i> Educational Technologist University of Mauritius	1	1,120
Co-opted Member	Mr P Sadien Assistant Manager, HR Ministry of Education, Tertiary Education, Science and Technology	9	9,850

3. PLANNING AND MONITORING COMMITTEE

Composition

Chairperson

- Mrs S Gayan, GOSK, Director-General, Mahatma Gandhi Institute/Rabindranath Tagore Institute (**until 17 December 2020**)
- Mrs K Ramsohok-Heerasing, Lecturer, Open University of Mauritius (**w.e.f. 11 February 2021**)

Members

- Dr K S Sukon, PFHEA, Director-General of Open University of Mauritius
- Mr S Ragen, Secretary for Public Service, Ministry of Public Service, Institutional and Administrative Reforms (**until 15 May 2021**)
- Mrs R D Rampersad, Educational Technologist, University of Mauritius
- Mr V Patten, Head, Graphics, Publishing and Printing, & Leader of Quality Team, OU

The Planning and Monitoring Committee's responsibility is to make recommendations to the Board on:

- Immediate, medium and long-term plans of the Open University, taking into account the present and future needs of Mauritius;
- Monitoring the execution of all plans of the Open University and suggesting measures for quality assurance; and
- Such other matters on which it may be requested by the Board to report.

Attendance and Remuneration at Planning and Monitoring Committee Meetings

Membership	Name/Position	Attendance for the period from July 2020 to June 2021 (Total out of 3 meetings)	Remuneration received during the period from July 2020 to June 2021 Rs
Chairperson	Mrs S Gayan, GOSK Director-General Mahatma Gandhi Institute/Rabindranath Tagore Institute	1	2,225
	Mrs K Ramsohok-Heerasing, Lecturer Open University of Mauritius (w.e.f. 11 February 2021)	2	4,450

Membership	Name/Position	Attendance for the period from July 2020 to June 2021 (Total out of 3 meetings)	Remuneration received during the period from July 2020 to June 2021 Rs
Member	Mr S Ragen Secretary for Public Service, Ministry of Public Service, Institutional and Administrative Reforms	-	-
Member	Dr K S Sukon, PFHEA Director-General Open University of Mauritius	3	2,670
Member	Mrs R Rampersad Educational Technologist University of Mauritius	3	3,360
Member	Mr V S Patten Head, Graphics, Publishing & Printing Open University of Mauritius	3	2,670

4. CONSULTATIVE COMMITTEE

Committee not yet constituted.

Nominations for the constitution of the Consultative Committee are being awaited from the Ministry of Education, Tertiary Education, Science and Technology

The Committee is responsible for advising the Open University of Mauritius 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.

5. THE AUDIT COMMITTEE

Composition

Chairperson

Mr J Ramdenee, Managing Director of Kathari Infratech Limited and Director of JRS Integrated Farms Limited

Members

- Mr J Malié, MSK, Rector, Orchard Secondary School of Excellence
- Mrs R D Rampersad, Educational Technologist, University of Mauritius

In attendance

Mrs P Ramdoo-Sadien, Internal Auditor/Senior Internal Auditor, OU

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 OU 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;
- OU'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.

Attendance and Remuneration of Audit Committee

There were no meetings of the Audit Committee during the period July 2020-June 2021 as there were no reports to be considered due to delays on the internal audit tasks as a result of the Covid-19 pandemic and the national lockdown period in the year 2020.

Given the exceptional circumstances, many sections had backlogs and internal audits were also delayed. Priority had been to firstly implement sanitary protocols to ensure safety of staff and students while continuing operations.

The Internal Auditor carried out internal audits (which were scheduled in the first half of the year 2020) as from July 2020 onwards. The Internal Auditor had informed in January 2021 that her report on Procurement Process was incomplete as there were a few queries which needed to be addressed by the Procurement Secretariat. Follow-up was done with the Procurement Secretariat to ease the liaison with the Internal Auditor. However, due to the resurgence of the Covid-19 cases and ensuing lockdown in March 2021, there were further delays in finalising the report. After resumption of work, priority was again on ensuring safety and health of staff and students while continuing operations. Nevertheless, the Internal Auditor continued with audit of other processes like fees collection as and when situations permitted same.

Due to the delays, the internal audit reports were not completed by end of June 2021. Given that there were no reports to be considered by the Audit Committee, no meetings could be convened between July 2020-June 2021. Consequently, the members of the Audit Committee were not paid any remuneration. However, the Internal Auditor carried out audits of various processes as far as possible.

The Internal Auditor submitted her completed report on Procurement Processes in August 2021 and the Audit Committee met on 11 August 2021 to consider same.

Actions are being taken to ensure that henceforth the completed internal audits reports are obtained in time for the Audit Committee to consider same.

6. CORPORATE GOVERNANCE COMMITTEE

Composition

Chairperson

Mr J Malié, MSK Rector, Orchard Secondary School of Excellence

Members

- Dr K S Sukon, PFHEA, Director-General, Open University of Mauritius (OU)
- Mrs R D Rampersad, Educational Technologist, University of Mauritius
- Mrs K Ramsohok-Heerasing, Representative of OU Academic Staff, Lecturer, Open University of Mauritius

The terms of reference for 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.

Attendance and Remuneration at Corporate Governance Committee Meetings

Membership	Name/Position	Attendance for the period from July 2020 to June 2021 (Total out of 1 meetings)	Remuneration received during the period from July 2020 to June 2021 Rs
Chairperson	Mr J Malié, MSK Rector Orchard Secondary School of Excellence	1	1,425
The Director-General	Dr K S Sukon, PFHEA Director-General Open University of Mauritius	1	815
Member	Mrs R Rampersad Educational Technologist University of Mauritius	1	1,045
Member	Mrs K Ramsohok-Heerasing Lecturer Open University of Mauritius	-	-

7. SUB-COMMITTEE FOR APPOINTMENT OF PART-TIME TUTORS/LECTURERS

Composition

Chairperson

Mrs R D Rampersad, Educational Technologist, University of Mauritius

Members

- Dr K S Sukon, PFHEA Director-General, Open University of Mauritius
- Mr V Patten, Representative of OU General Staff, Head, Graphics, Publishing and Printing, Open University of Mauritius

The Sub-Committee had already approved the database of part-time tutors/lecturers in 2018/19. In August 2019, the Board approved that, as from 2019/2020, only new appointments for part-time tutors/lecturers be submitted to the Sub-Committee and the Chairperson for approval.

Accordingly, the number of appointments processed has been reduced considerably and in order to facilitate the process, emails were used. Thus, no remuneration was paid to members.

8. ACADEMIC COUNCIL

Part IV Section 15 of the Open University of Mauritius Act stipulates the Academic and Management Structure of the Open University of Mauritius.

It makes provision for the setting up of the Academic Council which

- (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 constitution of the Academic Council, the term of office of its members, its functions and powers and the procedure to be observed for the convening and holding of its meetings are as specified in the statutes.

Composition and Membership of the Open University Academic Council and Attendance at the Council Meetings and Remuneration

Membership	Name/Position	Attendance for the period from July 2020 to June 2021 (Total out of 2 meetings)	Remuneration received during the period from July 2020 to June 2021 Rs
Chairperson	Dr K S Sukon, PFHEA Director-General Open University of Mauritius	2	-
The Executive Director of the Tertiary Education Commission or his Representative	Mr A Valaydon Ag Head Research & Planning Division	2	1,780
Representative of the University of Mauritius	Dr S Rosunee Associate Professor University of Mauritius	2	1,780
Representative of the University of Technology, Mauritius	Dr K R Thomas Director-General (w.e.f. October 2020)	2	2,240
The Chief Technical Officer of the Ministry responsible for the subject of education or his representative	Dr R Auckbur Chief Technical Officer (Education)	-	-

Membership	Name/Position	Attendance for the period from July 2020 to June 2021 (Total out of 2 meetings)	Remuneration received during the period from July 2020 to June 2021 Rs
2 representatives of public tertiary level institutions having developed partnerships with the Open University, to be nominated by the Minister	Vacant	-	-
The Director of Academic Affairs	Dr U Subadar Agathee Director (Academic Affairs) Open University of Mauritius <i>(w.e.f. 4 June 2021)</i>	1	890
Representative of Director of Multimedia Division and ICT Division	Mr S A Latchayya Head, Audio-video Production Open University of Mauritius <i>(Retired on 1st February 2021)</i>	-	-
Representative of Director, Quality Assurance & Capacity Building	Mr V Patten Head, Graphics, Publishing & Printing Open University of Mauritius	2	1,780
3 Heads of Schools, Centres or Units of the Open University of Mauritius, to be nominated by the Director-General	Mr I Seetaramadoo Director (Open School) Open University of Mauritius	2	1,780
	Mr S Nunkoo Financial Controller Open University of Mauritius	2	1,780
	Dr P Appavoo , Senior Academic Media Coordinator and Officer Responsible for Research Office at OU	2	1,780

CORPORATE GOVERNANCE REPORT

Membership	Name/Position	Attendance for the period from July 2020 to June 2021 (Total out of 2 meetings)	Remuneration received during the period from July 2020 to June 2021 Rs
Representative of learners to be nominated by the Board	Vacant	-	-
Representative of the academic staff elected by and from the academic staff	Mr G Henriette-Bolli Lecturer Open University of Mauritius	2	1,780
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	Dr B Seetanah Professor University of Mauritius	1	890
	Dr R Nunkoo Associate Professor University of Mauritius	1	890

OTHER COMMITTEES

Public Procurement Activities

The Open University is responsible for the planning and conduct of its procurement in line with the Public Procurement Act 2006.

The Open University ensures that the procurement methods, the bidding process and the issue of procurement contracts are dealt in line with the provisions of the Public Procurement Act and relevant regulations.

From 1st July 2020 to 30th June 2021, the Open University conducted 63 Departmental Bid Committees (DBC), in line with the modernisation of procurement rules and procedures as set out by the Ministry of Finance and Economic Development.

The composition of the DBC is as follows:

Director-General	Chairperson
Financial Controller	Member
Senior Procurement & Supply Officer	Member
Office Management Assistant	Secretary

The terms of reference of the DBC are:

1. Vetting bidding documents for procurement below prescribed amounts, contract forms, terms and conditions, and addenda to bidding documents and clarification to bidders if any;
2. Opening of bids;
3. Referring bids to the Bid Evaluation Committee (BEC) for examination and evaluation;
4. Attending to request(s) from BEC for any clarifications arising at evaluation stage.

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

Membership	Name/Position	Attendance for the period from July 2020 to June 2021 (Total out of 54 meetings)	Remuneration received during the period from July 2020 to June 2021 Rs
Chairperson	Dr K S Sukon, PFHEA Director-General	44	19,360.00
Chairperson	Mrs S L D Gopee Registrar	8	3,520.00
Chairperson	Mr I Seetaramadoo Director (Open School)	1	440.00
Chairperson	Dr U Subadar Agathee Director (Academic Affairs)	1	440.00
Member	Mr S Nunkoo Financial Controller	51	18,360.00
Member	Mrs N Auckburally Accountant	3	1,080.00
Member	Mr P Arlanda Senior Procurement & Supply Officer (Purchasing)	47	16,920.00
Member	Mrs D Chatooh Senior Procurement & Supply Officer (Stores)	6	2,160.00
Member	Mr V Thanthonee Procurement & Supply Officer	1	360.00

Following the opening of the quotations, officers in the grade of Registrar, Deputy Registrar, Administrative Officers, Office Management Assistants, Higher Executive Officers, Management Support Officers, Confidential Secretaries, Clerk/Word Processing Operators were called upon to act as chairperson/member/secretary of the Bid Evaluation Committee (BEC).

COMMITTEE OF NEEDS

The Committee of Needs of OU operates in line with the provisions of the Public Procurement Act 2006. The role of the Committee of Needs is to plan and monitor the procurement activities of the organisation.

MR RAJESWARA DUVA PENTIAH, CSK

Mr Rajeswara Duva Pentiah, CSK is the Chairperson of Open University of Mauritius since July 2015. He retired from the Civil Service as Permanent Secretary on 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 nine years at the Public and Disciplined Services Commission (1987 – 1996) and has acted as Secretary, Public Service Commission on a temporary basis.

He has served the Ministries of Civil Service and Administrative Reforms; Health and Quality of Life; Education and Human Resources, Tertiary Education and Scientific Research; Public Infrastructure, Environment and National Development Unit; Women's Rights and Child Welfare; Social Security and National Solidarity; and Public Utilities, among others.

He was also the Officer-in-Charge of the Rajiv Gandhi Science Centre from 2002 to 2003.

He has served on numerous Parastatal Boards as Chairman and Member. He has also been a Board Director of Omnicane Ltd.

In 2016, he was elevated to the rank of CSK by the President of the Republic of Mauritius in recognition of his contribution to the Public Service.

MR SWAMINATHAN RAGEN

Born in 1956, **Mr Swaminathan Ragen** was the Secretary for Public Service at the Ministry of Public Service, Administrative and Institutional Reforms from January 2020 to May 2021. He holds academic qualifications as follows: B.Com, M.Com, PGCE, Diploma in Public Administration and Management and MSc in Public Sector Management.

He joined service as Assistant Secretary from 1985 to 1994 and Principal Assistant Secretary from 1994 to 2005. He also acted as Secretary to the Public Service Commission and Disciplined Forces Service Commission from 2005 to 2006 and in 2015. He was appointed Permanent Secretary in 2006 and Senior Chief Executive in April 2019.

He was also acting as the Officer in Charge of the Higher Education Commission as from October 2019 till January 2020.

He was also director of numerous parastatal bodies and NPF funded private companies like NHDC, NTC, Omnicane, RDA, Mauritius Housing Company Ltd and others.

MRS SOORYAKANTI NIRSIMLOO-GAYAN, GOSK

Mrs Sooryakanti Nirsimloo-Gayan, GOSK was the Director-General of the Mahatma Gandhi Institute and Rabindranath Tagore Institute until December 2020.

She has 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. Her academic interests include Mauritian history, society and culture, cultural diversity, cultural policy and heritage. She has a long-standing interest in Indian classical dance, and Indian culture. In 1988, Mrs S Gayan was given the Outstanding Young Person Award by the *Jeune Chambre Économique de Maurice* for Cultural Achievement and she was also shortlisted by the international jury among the three finalists for the international award of Outstanding Young Person by JCI that year. In 2013, she was elevated to the rank of GOSK by the President of the Republic of Mauritius for her contribution in the field of culture and education.

DR KAVIRAJ SHARMA SUKON, PFHEA

Dr Kaviraj Sharma Sukon, PFHEA is the first Director-General of the Open University of Mauritius. He has been the chairperson of the MCA Board from November 2005 to 11 July 2012. He has also chaired the Board of the Mauritius Museums Council from 2018 to 2020.

He started his career as a Lecturer in Mathematics at the University of Mauritius in 1996 after completing his PhD in Mathematics from the University of Mauritius and University of Loughborough. He also holds an MBA from the 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 in 1999.

Afterwards, he joined HRDC as the Manager-Research/Head of the Research and Consultancy Division where he led the development of the first National Human Resource Development Plan. He has been providing consultancy services to 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; and the National Employment Policy for Mauritius in 2011. He has published several research papers and supervised several DBA/PhD theses.

Dr Sukon is also the Chairperson of the Mauritius Research and Innovation Council. He has been awarded the Principal Fellowship of the Higher Education Academy (PFHEA) in 2020.

MR PRAKASH RAMSURRUN

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

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

MRS RUBINA DEVI RAMPERSAD

Mrs Rubina Devi Rampersad is a trained Educational Technologist working at the University of Mauritius, with more than 25 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 and Online programmes, short courses, commissioned programmes and MOOCs.

She holds the following qualifications: MSc Educational Technologies and Knowledge Society (University of Mauritius); *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)."

MR JAISEN RAMDENE

Mr Jaisen Ramdene is the Managing Director of Kathari Infratech Limited and Director of JRS Integrated Farms Limited.

He holds a B Eng (Hons) in Manufacturing System Engineering.

MRS KHEERTEE RAMSOHOK-HEERASING

Mrs Kheertee Ramsohok-Heerasing is a Lecturer in Accounting and Finance at the Open University of Mauritius. She holds an MSc in International Finance from the Kingston University.

She is the President of the Open University Employees Union.

MR JACQUES MALIÉ, MSK

Mr Jacques Malié, MSK was the Rector of Collège du St Esprit. He has been exercising as Educator and Deputy Rector of the College before being appointed as Rector. At present he is Rector at Orchard Secondary School of Excellence.

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

He has been a member of 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 VISWANADEN SOOPRAYEN PATTEN

Mr Viswanaden Sooprayen Patten is the Head of the Graphics, Publishing and Printing Unit of the Open University of Mauritius and is the Leader of the Quality Assurance Team at OU.

He holds a *Brevet de Technicien Supérieur en Industries Graphiques* from *École Supérieure Estienne des Arts et d'Industries Graphiques*, Paris, France. He also holds a Master in Philosophy in Publishing Studies from University of Stirling, Scotland and an MBA from Indira Gandhi National Open University, India.

He is presently a member of the following committees at the Open University of Mauritius:

- Planning and Monitoring Committee
- Sub-Committee for Appointment of Part-time Tutors
- Advisory Committee

MRS SUBHASHINI LUCKSHMI DEVI GOPEE

Mrs S Gopee is the Registrar of the Open University of Mauritius since January 2017.

She has a BSc (General) from the University of Delhi and an MSc in Quality Management from the University of Mauritius.

She has over fifteen years' experience at middle managerial level in a public tertiary education institution. Mrs Gopee also served for five years in the public sector in the technical field and had been an Education Officer in a private secondary school at the beginning of her career.

BOARD INFORMATION

The Board has unrestricted access to information related to the University, including that of its employees.

Heads of Section or their Representatives are called in at Board meetings as and when required to provide additional information and clarifications regarding items on the agenda.

During the 2020/21 financial year, the Board held 8 meetings.

Below is a summary of the main topics handled by the Board during the period under review:

- a) Appointment of full-time staff
- b) Review and approval of financial reports
- c) Schemes of Service and other Human Resources matters
- d) Several matters regarding the acquisition of office equipment/e-learning materials/vehicles
- e) Details of joint ventures and collaborative agreements
- f) Open University Annual Report 2020/21
- g) Participation in Training, Missions and Workshops by OU staff
- h) Appointment of International Faculties
- i) New policies and review of existing policies

All Board members have signed a confidentiality undertaking to keep all information and issues discussed at Board meetings confidential. Members of the Board are not allowed to divulge any information to any other person/employee or authority without the express authorisation of the Board.

The Code of Ethics approved by the Board addresses how employees should behave including while handling information.

EVALUATION OF PERFORMANCE OF MEMBERS OF THE BOARD

The Board of the Open University of Mauritius has to develop a policy for evaluation of the performance of Board members. However, in the meantime, the performance of Board members is assessed continuously by the Chairperson through observation and discussions.

The Chairperson ensures that

- all members are given the opportunity to participate in discussions;
- members do not divert from the agenda;
- the discussions are geared towards enabling an informed decision being taken on matters under consideration;
- the knowledge and experience of members are effectively harnessed while performing their duties.

DECLARATION OF CONFLICT OF INTEREST BY BOARD MEMBERS

The Registrar keeps a record of the declaration of interest by Board members. Whenever a member declares interest, he/she leaves the meeting room while the item concerned is being discussed and decision taken as required in Statute 1(3) of the Open University Act.

REPORTING WITH INTEGRITY

The Board of the Open University of Mauritius is responsible for preparation of an annual report which comprises the following:

- Corporate Governance Report
- Report on activities
- Financial Statements and Accounts that fairly represent the state of affairs of OU.

The financial statements are submitted to the Board for approval upon the recommendations of the Finance Committee. The financial statements are prepared in accordance with the International Public Sector Accounting Standards (IPSASs) issued by the International Public Sector Accounting Standard Board (IPSASB) and Statutory Bodies (Accounts and Audit) Act.

The annual report is approved by the Board not later than three months after the end of the Financial Year and submitted to the National Audit Office not later than four months after the end of the Financial Year as per the requirement of the Statutory Bodies (Accounts and Audit) Act.

Upon receipt of the report of the National Audit Office, the annual report is finalised and submitted to the parent Ministry for tabling at the National Assembly for the attention of members of the Government, one of the major stakeholders of the Open University and the other members of the National Assembly.

The Annual Report is posted on the website of the Open University of Mauritius for consultation by all its other stakeholders.

In order to disseminate information on its various activities, policies, procedures and plans to its stakeholders, the Open University of Mauritius has also posted the following documents on its website/intranet:

- The Open University of Mauritius Act No. 2 of 2010
- The Vision and Mission Statement of the Open University of Mauritius
- The Strategic Plan 2017-25 of the Open University of Mauritius
- The Organigram of the Open University of Mauritius
- The General Rules and Regulations for Learners
- The Programme Documents
- General information on Fees
- The Code of Ethics for OU staff
- The Email Policy of the Open University of Mauritius

The Open University endeavours to conduct its activities by ensuring that:

- there is no adverse impact on the environment;
- all persons are treated equally without any discrimination as stipulated in its Act;
- it fulfils its responsibilities to the best of its capabilities while maintaining the highest ethical standards as outlined in its Code of Ethics and it abides by the Code of Corporate Governance;
- it provides a safe and secure environment for its employees to work in.

First Environment

One of the ways the Open University of Mauritius is contributing to the preservation of the environment is through the use of information and communication technologies for dissemination of its learning materials.

The Open University of Mauritius offers learners the opportunity to learn at their own place and pace. Instead of producing printed materials, OU posts all of its learning materials on the e-learn platform which is downloadable via the internet. Thus, OU contributes towards reducing the use of paper.

In order to continuously improve our work processes, the Open University of Mauritius is developing various software systems for admissions, recruitment, student information systems, etc. In addition, it is ensuring judicious use of all of its resources through energy-saving measures.

Corporate Social Responsibility

In an endeavour to assist the most vulnerable persons of the society, the Open University of Mauritius employs three persons having disabilities. It also offers personalised tutoring to disabled students.

Ethics

The Open University of Mauritius has developed its Code of Ethics which stipulates inter alia the following:

The Code of Ethics is fundamental to OU values. The primary purpose of the Code of Ethics is to maintain a professional and safe environment in which the OU community can work and learn to promote a culture of fair and ethical behaviour while ensuring that the University meets its obligations.

The Code stipulates

- Standards of Integrity
- Personal and Professional Behaviour
- Academic Integrity
- Disclosure of Information
- Conflict of Interest
- Equal Opportunity
- Use of University Resources

- Intellectual Property
- Statement to the Press and Social Media
- Workplace Safety

as applicable to its employees to enable them to maintain the highest standard of integrity and professionalism while delivering their duties.

Safety and Health

OU strives to provide its employees and learners with a healthy work environment.

The safety and health of everyone on our premises and campuses is a major priority. We have a 24-hour insurance cover for all members of staff. OU also subsidises the medical insurance scheme for its staff.

A part-time Safety and Health Officer is employed at OU, in line with the requirements of the Occupational Safety and Health Act 2005. The Safety and Health Officer's role is to ensure that the organisation's premises are appropriately set up for a healthy learning and working environment.

Safety and Health Committee

Open University has set up the Safety and Health Committee in conformity with the Occupational Safety and Health Act 2005. The Committee meets regularly. The minutes of proceedings are transmitted to the Ministry of Labour, Human Resource Development and Training.

The terms of reference of the Committee are to:

- provide a healthy and safe workplace;
- eliminate risks and hazards at the worksites;
- conform to statutory and regulatory requirements;
- establish, implement and review safe working practices; and
- adopt an integrated approach towards safety and health at work by seeking the collaboration, co-operation and participation of all employees.

RELATED PARTY TRANSACTIONS

The Open University of Mauritius produced audio-visual and printed materials and services at concessionary terms to government ministries and departments. During the financial year 2020/2021, a total amount of **Rs59,049** was waived on sale of goods and services in accordance with the prevailing pricing policy.

During the Financial year 2020/21, one staff of the Open University of Mauritius was seconded to the Mauritius National Assembly to assist in the implementation and monitoring of the "Live Broadcasting of the proceeding of the House Project". As per practice in the civil service, he was remunerated by OU during the period of secondment.

RISK GOVERNANCE AND INTERNAL CONTROL

Risk Assessment

The Board is responsible for ensuring that the Open University of Mauritius has identified the risks in its processes and the procedure for controlling, avoiding, and addressing those risks.

Accordingly, each section has identified major risks associated with their processes based on a risk matrix and suggested actions to be taken to either prevent or control them as well as actions to be taken in case the risks occurred.

The Open University of Mauritius has been successfully certified for ISO 9001:2015 by the Mauritius Standards Bureau.

Under the ISO 9001:2015 requirements, the Open University of Mauritius has carried out its risk assessment and has ensured that same are properly addressed.

Internal Control

The Management has written procedures for its various processes which ensure that staff are aware of how to proceed with their duties. In addition, the Open University of Mauritius has established control procedures for its processes. Supervision and cross-checking of records, claims, figures, etc. are mandatory for all procedures involving the release of payments, remunerations, allowances, etc. No payment is issued without the proof of approval from the relevant authority. For example, for payment of fees to service providers, the signed contracts as per tenders approved by the Board are verified and provided as evidence.

In addition to all approval of payments, there are different Controlling Officers and Authorising Officers to ensure that the claims for payments are verified at two levels before being sent to the Finance Division. The Finance Division also exercises control on the claims for payments by cross-checking the claims with relevant approvals.

Payment of fees by learners is another aspect where the mechanism of internal control is exercised.

The Internal Audit function is yet another mechanism for ensuring that the internal control system is functioning properly.

Audit

(i) Internal Audit

The Internal Auditor is required to carry out audit activities as per an Audit Plan and submit her report on findings to the Audit Committee which makes recommendations on the same to the Board.

The Internal Auditor carries out her duties in all independence and she is given access to facilities for same by Management.

The Director-General is not a member of the Audit Committee and this ensures that the Internal Auditor performs her duties and reports her findings independently.

The Internal Auditor is free to perform day-to-day auditing of financial transactions and processes.

(ii) External Audit

The Annual Report 2019/20 was submitted to the external auditor in October 2020. The external auditors were at the Open University from December 2020 to March 2021. They were provided with all the information and documents they required for carrying out their audit.

The Management letter was received on 6 April 2021 and a reply was sent to the National Audit Office on 21 April 2021. The Audit Certificate was issued by the National Audit Office in May 2021.

The Open University of Mauritius has, therefore, made provision for an independent internal audit function as well as for submitting its annual report to the External Auditor.

RELATIONS WITH SHAREHOLDERS AND OTHER KEY STAKEHOLDERS

The Open University of Mauritius has excellent relations with the parent Ministry, one of its major shareholders. OU maintains constant communication with the parent Ministry either through correspondence or by attending meetings held thereat.

The Director-General attended meetings with the Honourable Minister on several occasions during the year under review and the Honourable Minister graced several functions and workshops organised by the Open University of Mauritius. The Chairperson also met the Honourable Minister occasionally to discuss on matters of the Open University of Mauritius.

STATEMENT OF DIRECTORS' RESPONSIBILITIES

The Board members 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 Members of the OU Board affirm 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 Statutory Bodies has been adhered to. Explanations have been provided on how the Code has been applied;
and
- (v) The provisions of Part V of the Procurement Act regarding the bidding process have been complied with.

Signed on behalf of the OU Board Members.



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

30 September 2021



Dr K S Sukon
Director-General
Open University of Mauritius

30 September 2021

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 Internal Auditor reports to the Audit Committee on audit work carried out.



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

30 September 2021



Dr K S Sukon
Director-General
Open University of Mauritius

30 September 2021

Overview of the University



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OVERVIEW OF THE UNIVERSITY

OU comprises six Divisions:



Each Division is made up of several sections and Units:

BRIEF OVERVIEW OF THE DIVISIONS

ACADEMIC AFFAIRS DIVISION

The Academic Affairs Division (AAD) is the main Division for the academic programmes and academic support operations of the University. The Division administers Open Distance Learning (ODL) and full-time programmes, manages the delivery of ODL and full-time programmes and plans, designs and develops programmes/courses. The AAD develops course material for ODL including Instructional Design and lays down academic policies, regulations and research as well as oversees the management of its study centres across the island and Rodrigues.

The Division is responsible for the support services to learners and tutors, which start with the organisation of induction sessions and culminates into the convocation ceremonies. It is also involved in research activities including academic publication and organising activities which could help the community at large.

The Division further explores partnership with higher educational institutions at both national and international levels. The partnerships with UNISA, Commonwealth of Learning and Imperial College London have played an extremely important role in shaping OU and has enhanced its visibility at both national and international levels.

The Division falls under the supervision of a Director. He is assisted in his duties by a team comprising Academics, a technical cadre and two Administrative Officers who are in charge of non-academics and trainees attached to the Division.

Research Office

The Research Office (RO) acts as a national and international centre of excellence in key research areas such as Online Learning, Technology in Education, Public Health and Inter-culturalism, amongst others. The office encourages creative research, innovative scholarship, and a spirit of inquiry leading to the generation of new knowledge and aims at promoting research, consultancy and innovation across interdisciplinary projects. The Office coordinates institution-wide services for seeking and managing research funding and grants from different institutions including government, research bodies and industries.

A Senior Academic Media Coordinator is in charge of the Office. He is assisted in his duties by a team of administrative staff, Research Assistants and Academics.

OPEN SCHOOL DIVISION (OSD)

The Open School Division (OSD) is the corporate arm of OU that provides training to the workforce, and gets drop-outs back to learning, thus giving them a second chance. This Division designs, develops and delivers training programmes based on industry requirements to meet specific training needs of the labour market, for both the private and public sectors. It has also mounted courses at levels of Certificate, Diploma and Undergraduate Degree programmes. Moreover, the Division also contributes to the Student Support Programme (SSP) which aims at providing additional support to learners of Grades 7, 8 and 9.

The Division falls under the supervision of a Director. He is assisted in his duties by a team comprising Academics, and an Administrative Officer who is in charge of the non-academic staff and trainees of the Division.

ADMINISTRATION DIVISION

The Administration Division coordinates activities of the University and is responsible for general administrative matters, procurement secretariat, legal matters, human resources, marketing activities, admission of learners, welfare and safety of staff and organisation of examinations.

The Registrar's Office provides services to all Statutory Committees and is responsible for the dissemination of the decision of these committees to all other Divisions and sections for implementation.

The Division falls under the supervision of a Registrar. She is assisted in her duties by the Deputy Registrar, the Marketing and Development Officer, the Health & Safety Officer and Administrative Officers who are in charge of the support staff.

OVERVIEW OF THE UNIVERSITY

General Administration and Management Units

The General Administration and Management Units are responsible for the deployment of the ancillary staff, the fleet/transport management, security services, safety and health matters and cleaning services. The Open Registry of the University falls under the General Administration Unit and the Confidential Registry falls under the Management Unit.

The Open Registry is responsible for the general registry functions for all incoming/outgoing mails and the updating as well as the safekeeping of files.

The Confidential Registry is responsible for the management of confidential files of the University and the Procurement Secretariat.

The General Administration and Management Units are under the supervision of two Administrative Officers. They are assisted in their duties by support staff, ancillary staff and trainees.

The Safety and Health matters are under the responsibility of a Safety and Health Officer.

Human Resources Unit

The Human Resources (HR) Unit develops sound HR policies and procedures to meet the needs of the University while ensuring compliance to established procedures applicable to parastatal bodies based on guidelines of the HRM Manual of the Ministry for Public Service, Administrative and Institutional Reforms (MPSAIR) and on the provisions of the PRB Report, MPSAIR Circulars and the Regulations.

It is responsible for daily staff matters like monitoring of attendance, welfare of staff, maintenance and application of all rules and regulations as well as processing all human resource issues like recruitment, performance management system, disciplinary matters, industrial relations, etc.

An Administrative Officer is in charge of the Unit. She is assisted in her duties by a team of administrative support staff and trainees.

Marketing and Public Relations (MPR) Unit

The Marketing and Public Relations (MPR) Unit is responsible for the marketing and public relations strategies of the University which comprise communication through multiple media and organisation of convocation ceremonies, induction sessions as well as other events to promote the OU brand and to inform various audiences about the University's programmes, vision, mission and specificities. The Unit is also involved in constant interaction with the public, students and stakeholders of both the public sector and private sector.

A Marketing and Development Officer is in charge of the Unit. He is assisted in his duties by staff from the administrative and technical cadres.

Admissions Office

The Admissions Office is responsible for the enrolment of local and international learners. The Office also issues student ID cards and bus passes, processes visa for international learners, addresses requests for module(s) exemption, assists learners and ensures they are provided with counselling sessions throughout the registration process. It provides student support services and also assists in the organisation of convocation ceremonies.

An Administrative Officer is in charge of the Admissions Office. She is assisted in her duties by a team comprising administrative/technical staff and trainees.

Examinations Unit

The Examinations Unit conducts examinations twice yearly, processes the marks and declares the results. The OU Examinations Unit's goal is to establish an excellent evaluation, assessment and examination mechanism that will meet the expectations of the Academia and the learners. The Unit also manages the paper setting process, enlists the examiners, moderators and invigilators and prepares the examinations calendar.

During the year under review, major actions have been undertaken to improve the examination result processing by computerising the examination system.

The Deputy Registrar is in charge of the Unit. He is assisted in his duties by a team comprising Examination and Administrative cadres, support staff and trainees.

Certification Unit

The Certification Unit (CU) is a new Unit set up since the year 2020 to ensure an effective management of the preparation and issue of Certificates for learners who have successfully completed the requirements for an award at all levels. The Unit is also responsible for the compilation of the list of awardees for the Convocation Ceremony and the management of graduation gowns.

An Administrative Officer is in charge of the Unit. She is assisted in her duties by a support staff and a trainee.

Help Desk Unit

The Help Desk Unit (HDU) has been set up in the year 2020 as there was a need to provide a main platform to our learners/stakeholders to enable them to voice out their needs and problems while maintaining confidentiality and getting the desired service in a more effective manner. This Unit is expected to become the first point of contact for learners as well as prospective learners to get assistance. It acts as an intermediary between the learner/external stakeholders and the University.

It further interacts with other Divisions to address complaints/queries received from learners/stakeholders. The Unit aims at delivering a high quality service.

An Administrative Officer is in charge of the Unit. She is assisted in her duties by support staff and a trainee.

FINANCE DIVISION

The Finance Division is responsible for the management of the University's finance and has the responsibility to ensure that all statutory and legal requirements are complied with in finance, procurement and supplies management. The main activities of the Division include the preparation of Budget, Payroll, Accounts as well as collection of revenue mainly from course fees, preparation of financial statements, the processing of all payments, the procurement/warehousing/stock control operations, the management of e-procurement system and its operations.

OVERVIEW OF THE UNIVERSITY

The Division falls under the supervision of a Financial Controller. He is assisted in his duties by an Accountant and staff from Financial, Stores/Procurement cadre, support staff and trainees.

MULTIMEDIA AND ICT DIVISION

The Multimedia and ICT Division is responsible for the provision of ICT, technical support, building maintenance services, printing and publishing services, as well as library services at OU. The Division ensures that all equipment and building infrastructure are in proper working conditions and that OU has sufficient learning support materials to enable a conducive learning for its learners and an optimum working environment is maintained for the staff. Thus, this Division provides all the infrastructural and technological support in terms of hardware and software to staff and learners.

Services provided include building maintenance, provision of networking facilities, recording of tutorials, an e-learning platform for our learners to access same whenever they need to, internet facilities, email facilities, dissemination of information through website, email and sms/WhatsApp, e-library, professional printing and publishing services, recording of events like induction, Convocation Ceremonies, etc. OU also provides fully equipped computer laboratories as well as Wi-Fi facilities to its learners at its learning centres.

The Division played a crucial role specifically during the period of Confinement following resurgence of Covid-19 cases in 2021 for the online tutorial services and work-from-home facilities.

The Division consists of six Units namely, the **Library**, the **Graphics, Publishing and Printing Unit**, the **Audio-Video Production Unit**, the **Student Affairs Unit**, the **ICT Unit**, and the **Engineering and Technology Services Unit**.

Library

The Library is responsible for the management of the e-library of the University which has a vast collection of e-books and online journals. It complements the curriculum requirements of OU by providing books and other materials to support the work, studies and research of our staff and learners.

The Head Library Services is in charge of the Library. Following the retirement of the Head in 2020, the Head of another section supervised the Library during the period under review. He was assisted in his duties by a team comprising staff from the Library cadre, an Administrative Officer and a support staff.

Graphics, Publishing and Printing (GPP) Unit

The Graphics, Publishing and Printing (GPP) Unit uses up-to-date multimedia technology and dedicated computers, scanners, high-end printers, and the latest application software to deliver solutions for quality designs and prints. The services offered are targeted towards both its internal and external clients, namely its Parent Ministry, other ministries and parastatal organisations.

The services provided by the Unit are tailored to the needs and requirements of the clients to meet and exceed their expectations. These requirements include among others: Competitive Cost Rates, Quality and Reliability, Short Turnaround Time and Customised Service.

The GPP Unit falls under the supervision of a Head of Graphics, Publishing and Printing. He is assisted in his duties by Graphics/Printing/Tradesman cadre, a Copy Editor and an Administrative Officer who is in charge of the support staff and trainee.

Audio-Video Production (AVP) Unit

The Audio-Video Production (AVP) Unit is responsible for the production of video support for our learners and other external stakeholders. The Unit manages all the necessary equipment needed for the good functioning of the audio-visual production activities. The main tasks are recording of lectures and of all organisational events like convocation ceremonies, induction sessions among others, video in classroom and OU studio, and editing of the videos for uploading, and broadcasting for the Student Support Programme Project.

The Unit falls under the responsibility of a Head of Audio-Video Production. Following his retirement in 2021, an Ag Senior Audio-Video Executive is supervising the Unit. He is assisted in his duties by technical cadre and an Administrative Officer who is in charge of the support staff.

Student Affairs Unit (SAU)

The Students Affairs Unit is responsible for the management of the OU e-learn platform, Moodle, and ensures provision of a continuous online 24/7 service to our learners to enable them to access their learning materials online anywhere and anytime. The Unit also attends to queries from learners.

It also manages the University's website to build and maintain OU's online web presence so that relevant information is accessible to our stakeholders, the public and prospective learners.

A Graphics Artist is in charge of the Unit. She is assisted in her duties by technical cadre and trainees.

Information and Communication Technology (ICT) Unit

The Information and Communication Technology (ICT) Unit is responsible for all IT requirements of OU in terms of Management Information Systems. It provides effective, efficient and collaborative ICT services, solutions and strategies to support the University's strategic goals. The objective of ICT Unit is to be the partner for providing innovative and creative solutions as well as reliable information. The Unit assists to identify factors that contribute towards learners' satisfaction.

A Systems Analyst/Senior Systems Analyst is in charge of the Unit. He is assisted in his duties by ICT cadre, support staff and Research Assistants.

Engineering and Technology Services (ETS) Unit

The Engineering and Technology Services (ETS) Unit is responsible for the provision of specific services in the field of ICT hardware, electronic equipment and to ensure that all building, infrastructure and equipment are in good conditions at all times. Two distinct areas of activities operate under the Unit, namely the technology services and the building maintenance services. The Unit develops and maintains the technical infrastructure of the University and its study centres to support the delivery of digital systems and services to both staff and students.

It also ensures that the physical infrastructure and facilities are maintained and all repairs are carried out as and when required.

A Senior Technical Executive is in charge of the Unit. He is assisted in his duties by Technical and Tradesman cadres and an Administrative Officer who is in charge of the support staff.

QUALITY ASSURANCE AND CAPACITY BUILDING DIVISION

The Quality Assurance and Capacity Building Division is responsible for the management of the Quality Assurance System (QAS) adopted at OU, in line with the recommendations of the Quality Audit by the then TEC and the Parent Ministry.

In line with the objectives set in the OU Strategic Plan, a Quality Policy Framework has been developed in consultation with renowned experts from the Commonwealth of Learning-Canada, experts from Australia and the Quality Assurance Unit.

An implementation plan as well as a measuring-monitoring system are under process to enable the institution to assess its activities and improve its processes.

The Division has a Quality Assurance Unit.

Quality Assurance Unit (QAU)

The Quality Assurance Unit (QAU) is responsible for Quality Assurance in Distance and Online programme development, delivery and assessment of the University. It focuses on action planning and continuous improvement to also meet external demands by implementing quality processes in delivery of higher education, ensuring quality assurance in all processes and continuous quality improvement of the system of the University. It also manages the ISO processes of the University in line with the ISO standards.

A Team Leader is in charge of the Unit. He is assisted in his duties by a Quality Assurance Officer and has the collaboration of an Administrative Officer, support staff and trainees.

RESPONSE TO COVID-19 PANDEMIC

All measures were taken by OU to ensure strict compliance to guidelines issued by the Ministry of Public Service, Administrative and Institutional Reforms (MPSAIR) on response to Covid-19 to ensure business continuity during the Confinement period. The Divisions provided their services continuously while observing all sanitary protocols in force during the period under review.

Teaching and Learning



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“...commends the Open University of Mauritius on the general commitment to excellence in teaching and learning.”

Source: *Report of the First Cycle Quality Audit of the Open University of Mauritius*, TEC, 2018

OU plays a pivotal role in enhancing access to flexible, affordable, and quality higher education through blended open and distance learning (ODL) mode to learners belonging to all social classes. OU, which was the first local public university to offer employability skills courses, continues to provide the soft skills courses freely in order to ensure that its learners are employable.

ODL is the main way of combining work and family responsibilities with educational opportunities as it frees learners from constraints of time and place. It provides the flexibility, the qualifications and the world-class teaching everyone desires. Learners can earn a qualification while working: they may wish to work part-time and study part-time; and others, including school-leavers, can study full-time.

With its well-established blended learning strategy, supported by innovative study materials and videos, learners get an exceptional learning experience in their own time, at home, work or wherever they choose – reading, watching or listening to materials supplied, working out course activities and assignments with regular support from their tutor who is always just an email away. Learners nearly get individual attention coupled with a number of face-to-face sessions organised in the afternoon during weekdays and on Saturdays. All the undergraduate and postgraduate modules have at least ten hours of optional face-to-face lectures delivered on-site.

Our learners are independent but not isolated.

The University made an effective use of its resources and expertise to ensure continuity in its services during the Confinement due to Covid-19 to enhance the learning process of its learners.

COURSE DEVELOPMENT

Distance Education and e-Learning materials are at the heart of the operations of an open university and thus the design of OU's programmes is done with a lot of care. Following market surveys and preliminary discussions with stakeholders, a first draft of the programme document is produced for consideration internally.

A second draft is presented to the Advisory Committee, that comprises subject-matter experts, academics from other institutions as well as potential employers who have the opportunity to voice out their opinion on various aspects of the programme document.

Only the programme documents that are validated by the Advisory Committee are submitted to the Academic Council for discussion and approval.

The programme document outlines the level of the programme, the objectives and learning outcomes, the programme duration, the entry requirements, the target audience, the content of the various modules as well as the assessment criteria. All of the University's programmes are continuously monitored to ensure that they remain relevant and up to date with latest developments.

DESIGN OF ODL MATERIALS

ODL materials have some conspicuous elements of instructional design in line with COL guidelines for course writing:

- Presentation of content into Units structured for self-learning;
- Learning outcomes-based writing of each Unit;
- 'Tutorial' mode of content explanation;
- Use of access and learning devices;
- Gradual embedding of teaching and learning;
- Self-assessment questions in line with constructivist theory of learning; and
- Space provided for learners to write their answers – 'generous' layout with a liberal use of 'white space'.

OU endeavours to produce learning materials that are purposeful, structured, learner-centred and paced as well as engaging. Its Academic Affairs Division plans, designs and develops programmes/courses. It authors course material for ODL including Instructional Design while its Open School Division designs short award courses to meet specific needs of learners and Public Officers in accordance with the recommendations of the PRB Reports.

COURSES ON OFFER

OU aims at providing a quality distance education system and plans, designs and develops ODL programmes/courses and full-time programmes to help the community at large.

It also provides short tailor-made courses and has thus contributed immensely in the training of:

- Public officers in collaboration with the Civil Service College with the aim of upgrading their skills;
- Fresh graduates/young job seekers in Employability skills;
- Corporate staff in Management courses; and
- The public in general.

Ultimately, OU ensures that its learners receive the best learning experience.

The University has offered 67 courses/full-time programmes/short courses through ODL mode in year 2020/21 at various levels out of which the number of courses which were run per level are given in **Tables 1 & 2**.

Table 1: Number of Courses Run in 2020/2021 Per Level

Level	Number of Courses per level
PhD/DBA	2
Postgraduate Degree	12
Undergraduate Degree	27
Total	41

Table 2: Number of Short Courses Run Per Certificate/Diploma Level in 2020/21

Level	Total Number of Courses run per level
Foundation Programmes	2
Employability Courses	2
Non-Award Courses for the Ministry of Civil Service and Administrative Reforms in collaboration with Civil Service College, Mauritius	3
Continuous Professional Development Courses	
• Diploma in Telecommunication Engineering for the Meteorological Telecommunication Technician	1
• Certificate in School Management	1
Total	9

SHORT COURSES AND AWARD COURSES

Foundation Courses

In line with its philosophy to democratise access to university education, OU offers Foundation Courses which aim at better preparing learners for higher education while allowing them to meet the minimum requirements to undertake undergraduate studies.

On successful completion of four Foundation Courses (eight modules) including English through ODL, the learners are eligible to join undergraduate degree programmes offered at OU.

Employability Skills Courses

OU is the first local public university which offers employability skills courses freely. This course prepares our graduates for employment.

It should be noted that the learners enrolled on the Employability Skills Courses include mainly the learners who have already been enrolled on full-fledged undergraduate or postgraduate programmes at OU.

TAILOR-MADE COURSES

Courses for Ministry of Public Service, Administrative and Institutional Reforms

In collaboration with the Civil Service College, Mauritius, OU has conducted the following courses for Public Service officers during the year 2020/2021:

- Advanced Course in Effective Office Management and Supervision (OMA) Mauritius, Cohort 6;
- Advanced Course in Effective Office Management and Supervision (OMA) Mauritius, Cohort 7; and
- Advanced Secretarial Course, Cohort 5.

PROGRAMME REVIEWED

Certificate in School Management

The “Certificate in School Management” course has been specifically redesigned for School Clerks/ Assistant School Superintendents and College Clerks of Catholic Educational Institutions and led to a focused approach to Counselling, Psychology and Pastoral Care. Thus, the related module provides the required space to incorporate elements that are specific to the ‘Catholic Education’ dimension.

Case studies of concrete examples of local and international projects and policies that translate the application of the Pastoral philosophy in the Catholic Education community in Mauritius and globally have been included. The learning activities allow learners to relate to their immediate working context and reflect on how they can be a Pastor for those they service.

Moreover, the School Administration module has undergone significant changes to suit the requirements of the learners.

Changes occurred in both the content and the delivery. Strategies included gamification and problem-based learning. Besides, the continuous assessment is learner-friendly and more appealing than forbidding.

NEW COURSES

Office Management Skills Course

The Human Resource Development Council (HRDC), which operates under the aegis of the Ministry of Labour, Human Resource Development and Training, is driving the implementation of the National Training and Reskilling Scheme (NTRS) targeting unemployed persons who will be trained in fields including construction, manufacturing, logistics, ICT/BPO, agro-industry, renewable energy and circular economy for a duration of up to six months.

OU has been selected as one of the providers of training under the NTRS, a key component of the Economic Recovery Programme of the Government. The Open School proposed the training programme for “Office Management Skills” and it was approved by the NTRS Skills Working Group. The programme is of three months’ duration and will benefit 300 learners in the next 12 months.

Diploma in Telecommunication Engineering for the Meteorological Telecommunication Technicians

The Diploma in Telecommunication Engineering for the Meteorological Telecommunication Technicians course is the first course offered in the field of Telecommunication Engineering at OU. It is specifically designed for Meteorological Telecommunication Technicians in service, Senior Meteorological Technicians (SMTs) and Principal Meteorological Technicians (PMTs) to provide them with the skills and abilities required by the Meteorological Services to ensure maintenance of all electronic equipment, their optimal functions and their perfect working conditions.

BSc (Hons) Business Process Services

The BSc (Hons) Business Process Services Programme is the first of its kind and has been mounted in collaboration with Accenture Operations, Mauritius.

This programme has been created to enable people working in the BPO sector to obtain a Bachelor's Degree with Honours in Business Processing thereby contributing to their professional growth, career development and contributing by extension to the sector. The learners will be equipped with academic education while acquiring working experience. During the course, learners will be exposed to talks by industry experts as well as examination of real-life case studies. The programme uses a blended approach with exposure to core subjects, industry practices and domain knowledge.

The programme was approved by the Academic Council in June 2021 and will be offered as from August 2021.

REGISTRATION STATISTICS

OU aims at bringing higher education at the doorstep of all of its learners and continues to register a positive growth in the number of learners at all levels.

The numbers of registered learners for the period July 2020 to June 2021 are as specified in **Table 3**.

Table 3: Number of Registered Learners in 2020/21

ADMISSION OF LEARNERS	
Intake	Number Registered
July 2020	1,948
January 2021	1,784
Total number of registered learners during period under review	3,732

ENROLMENT

Tables 4 and 5 show enrolment trends per level for the year 2020/2021.

Table 4: Student Enrolment Per Level

Level	New Enrolment July 2020	New Enrolment February 2021	Number of ongoing Learners	Total Number of Learners enrolled per level as at June 2021
DBA/PhD	0	38	195	233
Postgraduate degree	274	357	925	1,556
Undergraduate degree	1,334	1,189	5,567	8,090
Diploma	-	-	99	99
Certificate	-	-	50	50
Total	1,608	1,584	6,636	10,028

Table 5: Student Enrolment for Short Courses and Award courses

Level	Total Number of Learners for year 2020/2021 per level
Foundation Programmes	309
Employability Courses	5
	1,766 <i>(are Learners who have also enrolled in an undergraduate or postgraduate programme at OU)</i>
Non-Award Courses for the Ministry of Civil Service and Administrative Reforms in collaboration with Civil Service College, Mauritius (Advanced Course in Effective Office Management and Supervision (OMA) and Advanced Secretarial Course)	197
Continuous Professional Development Courses	
• Diploma in Telecommunication Engineering for the Meteorological Telecommunication Technician	19
• Certificate in School Management	47
Total number of learners enrolled	2,343

SHIFT FROM FACE-TO-FACE TUTORIALS TO ZOOM ONLINE CLASSES SESSIONS

To ensure business continuity during the second Confinement and the Temporary Restrictions of Movement Order issued under the Quarantine Act in 2021, OU had to embark fully on online teaching with the appropriate learning tools/Zoom License.

For assessment of assignments, necessary actions were initiated to ensure that learners were able to submit same online via Moodle (OU learning platform).

For some programmes, online viva/presentation were conducted.

In addition, an examination online moderation process was devised using appropriate technological tools to alleviate the need for physical presence of academic staff/tutors on campus.

Furthermore, Programme Managers held online meetings with their learners, provided ongoing support via email and social media.

ASSESSMENT ACTIVITIES

Examination plays an important role in the teaching and learning process and is also an instrument that contributes to the continuous improvement of the teaching and learning process. OU conducts its examinations twice yearly and a great emphasis is placed on quality assurance of examinations in order to meet one of the Unit's objective, i.e. to *"Ensure that Assessment is fair, reliable and valid"*.

The Examinations Unit ensured that the standard of qualification from one examination to another has been maintained and that the outcome of the grading process for each module has been approved by the Board of Examiners and endorsed by the Academic Council.

The Examinations Unit has delivered assessments for more than 5,650 learners from July to August 2020 and more than 7,150 learners from October 2020 to February 2021. Table 6 below provides details on the different examinations conducted by OU during these periods. It is also to be noted that during these periods, 14 learners completed their PhD and 4 completed their DBA.

We note with much satisfaction that in October 2020, 138 Postgraduate learners and 222 Undergraduate learners and in June 2021, 165 Postgraduate learners and 427 Undergraduate learners successfully completed their course.

The statistics on examinations conducted for period July 2020 to June 2021 are indicated in **Table 6**.

Table 6: Examination Conducted for Period July 2020 to June 2021

Examinations	No. of Programmes Examined	No. of Modules Examined	No. of Learners
OU July/August Exam 2020 (Postgraduate+ Foundation)	13	97	1,303
OU Nov/Dec Exam 2020 (Postgraduate+ Foundation)	14	102	1,316
OU July/August Exam 2020 (Undergraduate)	27	438	4,377
OU Nov/Dec Exam 2020 (Undergraduate)	28	474	5,139

Examinations	No. of Programmes Examined	No. of Modules Examined	No. of Learners
MPH July 2020	1	3	11
MPH July 2021	1	6	24
Employability Skills October 2020	1	9	299
Employability Skills January 2021	1	9	215
Civil Service - OMA C5&C6 Sep 2020	1	8	157
CILT October 2020	1	2	9
CILT June 2021	1	2	12
FSI Examination December 2020	2	2	161
Competitive Examination June 2021	1	1	370
DBA	-	-	4
PHD	-	-	14

CONVOCATION

Convocation Ceremonies

OU usually organises two convocation ceremonies per year as it has two intakes. The 10th Convocation Ceremony was initially planned for May 2020. However, due to the Covid-19 pandemic, the ensuing Confinement and sanitary restrictions for holding such events, OU could not do so. It could finally organise the Convocation Ceremony from 27-30 October 2020 with all sanitary protocols.

Nevertheless, in order not to penalise learners who were due to graduate in May 2020, OU made provisions for issuing their certificates without having to attend a convocation ceremony in June/ July 2020. They were also offered the option to attend the convocation ceremony, if they so wished, even if they had already been issued their certificates.

Thus, OU held the 10th Convocation Ceremony over a period of four days whereby those who were already issued their certificates were invited together with those who were going to be awarded their degrees.

The **10th Convocation Ceremony** was held at Paul Octave Wiehe Auditorium, Réduit from 27 to 30 October 2020.

The Honourable Mrs Leela Devi Dookun-Luchoomun, GCSK, Vice-Prime Minister and Minister of Education, Tertiary Education, Science & Technology was the Chief Guest on **27 October 2020**.

On **28 October 2020**, the Chief Guest was Prof. Vêlayoudom Marimoutou, Secretary General, Indian Ocean Commission.

On **29 October 2020**, the Chief Guest was H.E. Mr Tanmay Lal, High Commissioner of India to Mauritius.

On **30 October 2020**, the Chief Guest was H.E. Mr Vincent Degert, Ambassador of the European Union.

Thirty-five shields were offered to Toppers of individual subjects and to Overall Toppers (undergraduate and postgraduate levels) to reward them for their high performance.

The toppers were also awarded Open University of Mauritius scholarships for enrolment in a postgraduate degree programme or a doctorate degree programme.

Table 7 shows the number of learners who graduated in the Convocation Ceremony during the year 2020/21.

Table 7: Number of Graduates Per Level

Number of Graduates Per Level	
Level	Number of Graduates
DBA/PhD	23
Undergraduate Degree	431
Undergraduate Diploma	78
Undergraduate Certificate	44
Postgraduate Degree	301
Postgraduate Diploma	20
Postgraduate Certificate	6
Total number of graduates	903

COMPLETION OF SHORT COURSES

Table 8 shows the number of Participants who successfully completed the Short Courses.

Table 8: Number of Participants for Short Courses

Courses	No. of participants
Advanced Course in Effective Office Management and Supervision	60
Award Course for Citizens Advice Bureau Organisers	18
Certified Compliance Programme on Anti-Money Laundering & Combatting Financing of Terrorism	101
Financial Crime Compliance Competency	24
Foundation Courses	183
Employability Skills	274
Total Number of participants for non-award courses	660

Reaching and Supporting Students



ANNUAL
REPORT

JULY 2020 - JUNE 2021



“Students have expressed their satisfaction with the learning environment, support received from staff, the flexibility of the programmes and the technology used in teaching and learning. The caring approach, availability and quick response to queries, range of learning and assessment approaches were praised by students.”

Source: *Report of the First Cycle Quality Audit of the Open University of Mauritius*, TEC, 2018

The University has set up a strong support system with the following elements:

- Pre-enrolment counselling and information services;
- Induction materials including fact sheets;
- Free tablet with pre-loaded learning materials to those enrolled in degree programmes;
- Induction session with information and advice given on preparation for distance learning including study skills;
- One Programme Manager for learners of each programme. Support provided through e-learning platform, emails, and face-to-face sessions. The Programme Manager ensures the smooth running of programme/s under his/her responsibility;
- A virtual learning platform where learning resources are provided;
- E-library with over 800,000 titles accessible from anywhere and at any time;
- Provision of recorded videos of tutorial sessions;
- Handbooks/guides on dissertations and assignments;
- Guide on Distance Education;
- Weekly planners of face-to-face sessions to respond to academic needs of learners;
- Additional sessions to respond to specific academic difficulties of learners;
- Plan for submission of assignments;
- One tutor for each of the modules in which a learner is enrolled;
- Assignments with feedback given to learners;
- Special support organised for special needs/bed-ridden learners as well as for inmates enrolled in our programmes;
- Dissertation/project supervisor;
- Anti-plagiarism software facilities (Turnitin);

- Organisation of Skype sessions/Virtual classrooms;
- Social media facilities for learners;
- Well-equipped classrooms as well as space for peer group meetings outside teaching hours;
- Use of MOOCs for programme delivery;
- Counselling sheets for exams;
- Placement for learners in some programmes;
- E-payment facilities;
- Personal email account for each learner; and
- Constant communication with learners via individual and bulk email as well as SMS.

As can be seen from the list above, both human and technological inputs are integrated within the system. The main support services provided on the OU e-learning platform include:

- Access to resources and assignments;
- Dissemination of information, general notices, guides;
- Use of anti-plagiarism software;
- Past exam papers; and
- Discussion forum.

The Covid-19 pandemic outbreak was an unprecedented situation which has had a direct impact on OU's services to its learners and stakeholders.

However, OU ensured that student support services were not disrupted as the support to our learners is based on online services.

SUPPORT SERVICES

All means are deployed at OU by the Academics, non-Academics, Administrative and Technical staff to provide a quality support service to our learners during their academic journey. They are provided with necessary facilities to have a conducive learning environment and to receive the best learning experience at OU.

To protect them and to curtail any risk of spread of the coronavirus at the campus, urgent appropriate measures in line with the Ministry of Health and Wellness sanitary protocols were initiated by OU to restrict access to the campus in March 2021 following resurgence of cases of Covid-19. The decision was taken to shift the face-to-face tutorials to online support services in the interest of the learners as their welfare is the priority for OU.

As a preventive safety measure, upon request from OU, the Ministry of Health and Wellness had organised a mass vaccination campaign against Covid-19 for our learners in June 2021 at the OU campus at Forest side.

COUNSELLING SERVICES

Admission/Academic Student Support

Effective pre-enrolment counselling and information services are provided to prospective learners throughout their application process and module registration.

Requests for exemption from new learners are also given due consideration.

Officers in the Academic, Administrative and Technical cadres are involved in ongoing counselling activities in order to respond to the needs of the learners from the induction sessions up to successful completion of their course.

HELP DESK SERVICES

Services offered

- a quality customer service to stakeholders, including learners;
- a platform where stakeholders/learners can interact with our officers to voice out their complaints, queries, needs and their problems which can be addressed in an effective way; and
- a Desk to assist the stakeholders/learners regarding their queries in line with the policies of the University.

Activities

For the period under review, a total of 530 queries and/or complaints were addressed and attended as indicated in Table 9 below.

Table 9

Months	No. of Queries and/or Complaints Attended
July 2020	14
August 2020	55
September 2020	67
October 2020	35
November 2020	66
December 2020	14
January 2021	37
February 2021	71
March 2021	69
April 2021	51
May 2021	20
June 2021	31
Total	530

STUDENT AFFAIRS SUPPORT

Services Offered

- Online support to learners, part-time tutors, other Divisions/Units and staff.
- Managing OU e-learn Moodle Platform.
- Giving access to online portals to learners, Programme Managers, part-time tutors, administrative staff responsible for support services.
- Continuous services to customers.
- Website management.

ACTIVITIES

Presentation on OU-Learn Platform during Induction

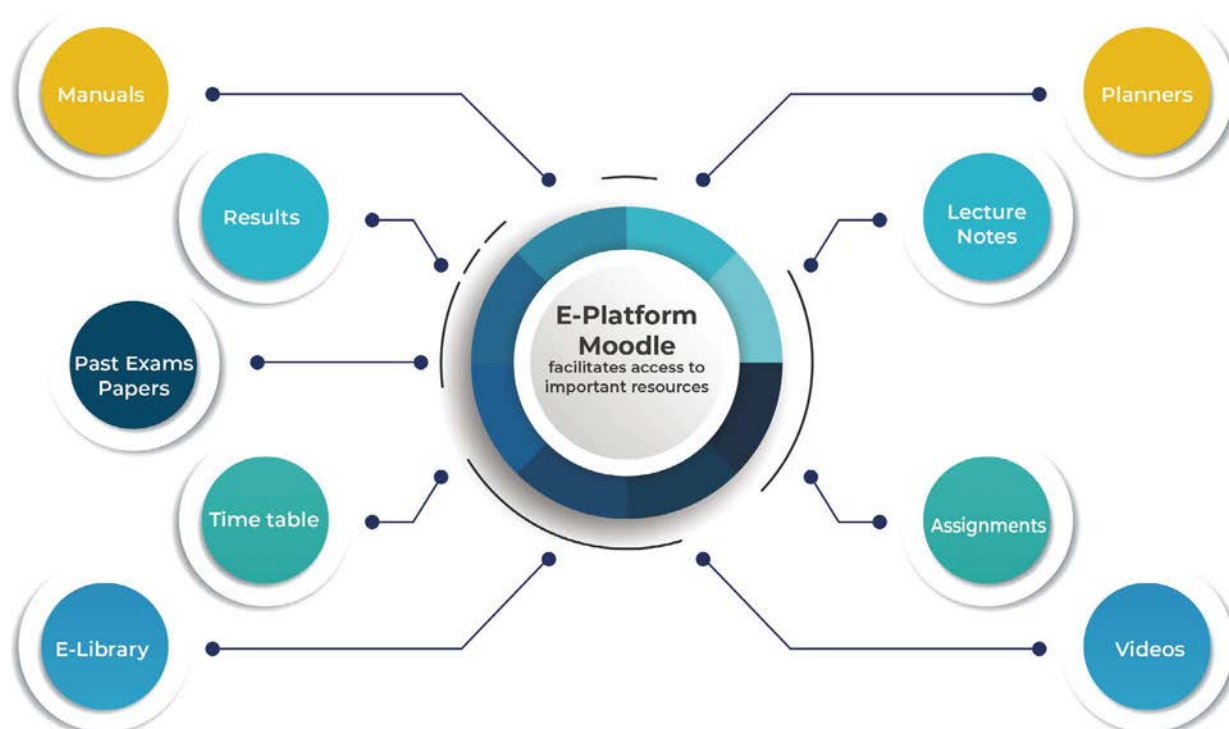
OU is equipped with the latest technological equipment and facilities. The OU e-learn platform, Moodle, is OU’s virtual learning environment which provides its learners the online support services throughout their academic journey at the University at any time and any place. Moodle is accessible on a 24/7 basis as is the online library having e-books, online journals, etc. to enhance the learning process of learners.

All the learning materials are available online which offers learners the opportunity to study at their own pace and place and even during confinement.

Presentation is done on “How to access the OU-learn platform – Moodle” to new learners during Induction sessions.

Diagram 1 below illustrates how OU learners are supported. Several resources aimed at enhancing their learning experience are available on a 24/7 basis.

Diagram 1



REACHING AND SUPPORTING STUDENTS

Management of the OU e-Learn Platform

Important communiqués are posted on the home page of the Moodle Platform regularly providing information to all learners.

The new learners for the July 2020 and January/February 2021 intakes were enrolled on the Moodle platform and given credentials to access their respective programmes and to their e-learning materials like manuals, planners, lecture notes, Past Exam papers, Forms and Links to E-library.

Recorded videos of face-to-face and Zoom sessions are also uploaded through the server to enable learners to view the sessions anytime.

Existing learners received their results and access to their respective modules they re-registered for.

For short courses, new learners for the following intakes were issued access to the learning materials:

- September 2020 for the Advanced Course in Effective Office Management and Supervision;
- November 2020 for the Advanced Secretarial course for Confidential Secretaries;
- May 2021 for the Diploma in Telecommunication and access was given to learners, tutors and Programme Managers in the modules.

The volume of activities on the platform is given in **Table 10**.

Table 10: Statistics of the Management of the OUlearn Moodle Platform/Online Communication for the period 1 JULY 2020 – 30 JUNE 2021

Core Activities	Total (Jul to Dec 2020)	Total (Jan to Jun 2021)	Grand Total (Jul 2020 to Jun 2021)
Access to New Users in all modules registered	2,251	2,065	4,316
Access to existing users in all modules (Learners and Tutors)	2,568	6,789	9,357
Programmes/Modules Created for New and Existing Intakes	788	940	1,728
Uploaded/Imported materials	829	1,058	1,887
Uploaded Videos	144	126	270
Queries	1,705	3,008	4,713
Bulk Mails (Sent to Learners)	112,216	130,878	243,094
SMS	1,854	2,768	4,622

Bulk Mailing System

The Bulk Mailing System enhances communication with learners on their programmes, on major organisational events and activities.

SMS to learners

SMS is another means of communication which is being used to inform our learners on any urgent matter on their course, on any cancellation or postponement of tutorial sessions and on any organisational activities.

Usage of Anti-Plagiarism Software: Turnitin

Turnitin is a plagiarism detection software to ensure that all manuals, dissertation and assignments submitted by learners are assessed for similarity index in line with international best practices. The License of the Turnitin software was renewed in April 2021. Necessary guidance on how to download materials, upload assignments and use the Turnitin software is provided to learners.

Queries and Customer Care

Queries relating to Moodle access, change in learners' personal details, request for access to learning materials, support to download materials and information about Turnitin report were attended during the year under review within 48 hours with proper follow-up to exceed the users' expectations and to deliver great customer service, especially during the confinement.

Website Management

Website management is a key responsibility as it helps to build and maintain OU's online web presence. The website is enhanced aesthetically on a weekly basis and updated with relevant information regularly by the Student Affairs Team to ensure that prospective learners and all stakeholders have access to information on the University on a 24/hourly basis.

Specific and helpful information on the University and its activities is conveyed through OU's website in a clear and accessible format, promoting the best user experience possible.

ACHIEVEMENTS

New Email Account for Learners: Access to Office 365

New personalised email accounts were created for 3,803 learners during the period July 2020 to June 2021.

Credentials for Office 365 were given as well as student IDs (ID@learner.open.ac.mu).

New domain for tutors' email accounts (name@tutor.open.ac.mu) was added in Ms Office 365 in February 2021 to facilitate access to Microsoft Teams for Programme Managers and Tutors.

REACHING AND SUPPORTING STUDENTS

Mobile Application

A mobile application was introduced to learners to provide them with similar services to those accessed on PCs in August 2020.

During the year under review, 3,802 learners accessed the Moodle platform by connecting to the mobile application on a 24/7 basis regarding their learning materials from wherever they were.

MARKETING AND PUBLIC RELATIONS

Services Offered

- Marketing and public relations services
- Advertising and Communication campaigns through both traditional and digital media during enrolment.
- Handling of queries from prospective learners, public, press and other stakeholders.
- Conceiving communication content and implementing nationwide information activities through multiple media (Print, Radio, TV, Press, Social Media).
- Event management and responsible for the overall site set-up, public relations, shields, photography, sales of souvenirs, graduate interviews and press relations at Convocation Ceremony.
- Distribution of corporate objects to learners during inductions.

ACTIVITIES

Advertising and Communication

Both traditional and digital media are used to disseminate advertisements during enrolment. The numbers of advertisements aimed at informing prospective learners that were broadcast and disseminated through various media are shown in Table 11.

Table 11: Number of Advertisements/Communication Materials Disseminated Per Medium

Medium	Number of adverts/Items disseminated
Television	53
Radio	54
Newspapers/Magazines	25
Online (web banners/Google Ads)	74 days
Posters/Flyers/Brochure on courses	42,000

The following methods were also used for marketing activities:

- Email, SMS/WhatsApp – around 9,200 queries during the year;
- Social media communication, comprising Facebook, Instagram and YouTube; and
- Branded items such as bags, pens, notebooks, etc. – around 3,100 items distributed.

Social Media

By the end of June 2021, OU's official social media platforms continued to expand on a daily basis.

- Facebook and Instagram registered more than 19,000 followers; and
- its newly set up YouTube channel had more than 3,000 subscribers. The YouTube Channel of the University contains a number of videos, such as those of past events, speeches of chief guests, promotional information and webinars.

OU's Facebook and Instagram pages have been useful to share urgent communiqués during the pandemic. These social media platforms have shown their versatility in reaching various segments of the population and interacting immediately with them.

The Covid-19 vaccination campaign organised by the Ministry of Health and Wellness at OU on its campus at OUCC was widely communicated on the University's social media platforms and also published in the press and covered in various media (TV and radio). A video was produced and uploaded on OU's YouTube channel to illustrate the vaccination arrangements made at OUCC.

Induction Sessions

Two major Induction Sessions for the following intakes were organised virtually for:

- (i) August 2020 intake on 22 August 2020; and**
- (ii) January 2021 intake on 30 January 2021**

During the period under review, OU innovated, and for the first time it conducted two Virtual Inductions. The format proposed was a live event webstreamed through the newly created YouTube channel of the University. The learners who could participate were introduced to the University through a series of presentations, virtual tours, videos and Q&A sessions, all delivered in real time. The YouTube channel proved to be a powerful tool for two-way live communications between the University and a large group of participants.

Around 1,500 learners attended both Virtual Inductions.

The use of this technology henceforth replaced the traditional face-to-face inductions and brought more efficiency to the activity.

Competition

Semaine JMG Le Clézio : Concours de dissertation

An essay writing competition was organised to celebrate the 80 years of JMG Le Clézio, Nobel Prize Laureate in Literature (2008), who was also awarded Doctor Honoris Causa by OU during its first Convocation Ceremony in 2015.

The essay writing competition was entitled *L'adolescence dans l'œuvre de JMG Le Clézio* and was targeted at 16- to 18-year-old students of Mauritius and Rodrigues.

Following the essay writing competition, a function was organised at Hennessy Park Hotel (Ébène) on 8 October 2020 to reward the winners of the first and second prizes. The event also involved a round

REACHING AND SUPPORTING STUDENTS

table with the participation of three Mauritian authors, and a book exhibition with the publications of JMG Le Clézio. The event was held during the *Semaine JMG Le Clézio* organised by Dr I Asgarally.

Marketing Media, Design and Photography

All corporate photos are safeguarded in a dedicated online archive for future use. All marketing videos and artworks used for advertising and all video and radio scripts and texts required for marketing activities are also written in-house.

Around 140 artworks, 24 videos and 8 radio spots for marketing purposes have been edited/produced in-house.

LIBRARY FACILITIES

Services Offered

- Provision of books including ebooks and other learning resources to support the work, studies and research of our library users. The e-library provides access to over 800,000 titles accessible from anywhere and anytime.
- Library news dissemination through:
 - a) emails, phones, webinars and face-to-face sessions; and
 - b) the Moodle platform via Current Awareness Bulletins, updated list of dissertations, links to online databases, online dictionaries, online Encyclopaedias and ebooks & e-journals training videos.
- Access to the e-library system of University of Mauritius and Westlaw databases.
- Reference service: Assisting users in finding information and in research.
- User Education: Organising webinars and online training.
- Providing Dewey Decimal Classification (DDC) and Cataloguing books to learners of BA (Hons) Library and Information Science for the Workshop on Classification and Cataloguing.
- Enhancing library collections through the creation of a Law Corner.
- Online access to resources, services and other library support during Lockdown
- Photocopy facilities to students at the OU Curepipe Campus when classes are held.

ACTIVITIES

e-Library

The e-library is accessible 24/7, that is, at any time, on any day, from any location, provided there is Internet access. The e-library is fully supported by its well-known online databases to meet the Library users' needs. Our e-resource providers are: EBSCO, Emerald, JSTOR, ProQuest, Literature, Westlaw and Science Direct (Elsevier).

All new learners are given a pack consisting of one **DVD** on how to access, search and download online databases and an updated **Factsheet** with the user ID and Password for the different **Online Databases**, during every induction session.

ProQuest

ProQuest has been developed for teaching and research success in the academic field. Its collections offer authentic and diverse subjects in formats such as books, video, scholarly journals, primary sources and more. ProQuest released new enhancements to the ProQuest Platform. These enhancements are part of a larger, ongoing initiative to add value to ProQuest solutions, expand pathways to access and help libraries increase usage of resources.

Databases available:

- a) ProQuest Arts and Humanities
- b) ProQuest Literature Online (New!)
- c) ProQuest (Coronavirus Research Database)
- d) ProQuest (Publicly Available Content)
- e) ProQuest (Ebook Central)

Emerald

Emerald Publishing Limited is a scholarly publisher of academic journals, books and book series in the fields of Management, Business, Education, Library Studies, Health Care, and Engineering.

Databases available:

- a) 2012 Emerald Engineering eJournal Collection
- b) African Journal of Economic and Management Studies
- c) Business, Management and Economics eBook Collection Subscription
- d) Emerald Accounting, Finance and Economics eJournal Collection
- e) Emerald Business, Management and Economics eBook Series Collection Frontlist Library
- f) Emerald Business, Management and Strategy eJournal Collection
- g) Emerald Education eJournal Collection
- h) Emerald Engineering eJournal Collection
- i) Emerald Fulltext and Fulltext plus
- j) Emerald HR, Learning and Organization Studies eJournal Collection
- k) Emerald Health and Social Care eJournal Collection
- l) Emerald Library & Information Sciences eJournal Collection
- m) Emerald Management 111 and 175
- n) Emerald Marketing eJournal Collection
- o) Emerald Operations, Logistics and Quality eJournal Collection
- p) Emerald Public Policy and Environmental Management eJournal Collection
- q) International Journal of Public Sector Management
- r) Social Sciences eBook Collection Subscription

REACHING AND SUPPORTING STUDENTS

EBSCO

EBSCO is the leading provider of research databases, e-journals, magazine subscriptions, ebooks and discovery service to libraries of all kinds.

Databases available:

- a) Academic Search Complete
- b) Business Source Complete
- c) eBook Collection (EBSCOhost)
- d) Environment Complete
- e) Hospitality & Tourism Complete
- f) GreenFILE
- g) Library, Information Science & Technology Abstracts
- h) Regional Business News
- i) eBook Academic Collection (EBSCOhost)

Over the years, the Library further enhanced its e-library collections by adding the following databases which are now accessible via OULearn Platform:

Research4Life (New)

Research4Life comprises five programmes with different areas of focus and up to 132,000 books, journals and other academic and professional resources. Databases available are:

- a) HINARI - Health and Medical research;
- b) GOALI - Law and Social Sciences;
- c) AGORA - Agricultural research;
- d) ARDI - Research for Innovation and Technology;
- e) OARE - Environmental research.

Science Direct (Freedom Collection)

Science Direct is one of the leading platforms of peer-reviewed literature to advance the learner's research.

Access to the Freedom Collection e-journals is available for OU learners at the **University of Mauritius Library, Réduit**.

Science Direct Open Access (New)

Science Direct Open Access offers over 1.2 million articles which are open access and enables learners to explore scientific, technical, and medical research.

Databases available:

- a) Social Sciences and Humanities
- b) Physical Sciences and Engineering
- c) Life Sciences
- d) Health and Medical developments

Statistics on Usage of Databases

The Library collections are primarily in digital format (approximately 700,000 ebooks and 30,000 online journals). Guidance is provided to our learners to make optimum use of the digital library. The usage statistics in **Tables 12 & 13** clearly indicate the interest of OU learners in online resources.

Table 12: Online Searches on Databases

Database	No. of searches from July 2020 to June 2021
EBSCO	251,265
Emerald	49,746
JSTOR	101,087
ProQuest	7,261
UoM Elibrary System	52
Westlaw	2,052
TOTAL	411,463

Table 13: Procurement of Books/Periodicals for Year 1 July 2020 to 30 June 2021

Material	Quantity	Cost (Rs)
Textbooks	23	6,287.21
E-subscriptions	4	810,346.39
Newspapers	6	26,345.12
Total	33	842,978.72

SALES SERVICE

Learners' manuals sales service: 20 manuals were sold for the amount of Rs4,065.00 for the financial year 2020-2021.

SSP-Broadcast Schedules

During the Confinement 2021, Special Programmes for Grade 9 were also prepared for broadcast daily on three MBC TV channels as indicated in Table 14.

Table 14: SSP Video Programmes for Grade 9

Period	No. of SSP Video programmes aired on MBC TV Channel	No. of hours aired
July 2020 – June 2021	3,789	486 hrs 30 mins

Upon request from the Parent Ministry, educational TV programmes for grades 7 to 9 were prepared and submitted to be broadcast for period 21 June 2021 to 30 June 2021.

GRAPHICS, PUBLISHING AND PRINTING SERVICES

Services Offered

- Graphic design and Desktop publishing
- Copy editing and proofreading
- Electronic scanning
- Offset printing in full colours
- Finishing services (binding, laminating and stitching)
- Reprographic Services
- Consultancy on matters pertaining to graphic design, book design and in general print production.
- Technical assistance and expertise to other parastatal and government organisations in the field of logo design, corporate publications, and acquisition of printing/reprographic equipment.

Print Materials

The Graphics, Publishing and Printing (GPP) Unit, produces a variety of printed materials, such as study manuals, booklets, posters, CD and DVD labels, fact sheets, brochures, flyers, advertisements for newspapers, annual reports, etc. for our internal and external clients.

Statistics on Activities of the Unit

The list of assignments undertaken for the period 1 July 2020 to 30 June 2021 is reproduced in **Table 15**.

Table 15: Range of Print Materials Produced

Nature of Work	Internal Client (Units)
A4 /A3 prints (sheets+ Fact sheet)	15,711
MCQ Sheets	5,000
Assignment Cover Sheets	51,500
Name Plates	13
Business Cards	110
Refreshment Voucher and Access Pass	4,098
Certificates	1,959
Graduation Booklets	2,955
Door Plates	4
Signage	160
Answer Cover Sheets	3,000
CD/DVD Labelling	1,254
Exam Answer Booklets	66,000
Supplementary Answer Sheets	5,000

Exams Forms	809
Flyers	22,550
Manuals	1,223
Cards (Chief Invigilator/Invigilator, Le Clézio Invitation Cards, Lunch Voucher Cards)	145
Note Pads	6,500
File Covers	3,120
Dummy Certificates	1,500
Others - Booklet (Annual Report, Magazine, etc.)	38
Tags	348
Posters	125
Stickers	10,000
Total	203,122

The Services provided to external customers under various agreements are indicated in **Table 16**.

Table 16: Details on Projects for External Clients

External Client	Type of Work	Project	Quantity (Units)
Ministry of Education, Tertiary Education, Science and Technology	Cards	School Calendar 2020	300
	Poster	School Calendar 2020	1,000
National Audit Office	CD/DVD Labelling	Annual Report	50
	CD/DVD Jacket Cover	Annual Report	50
Mauritius Qualification Authority	Annual Report 2017-2018	Annual Report	20

ICT

- IT services, solutions and strategies in a timely manner to learners, part-time Lecturers, Academics and Non-Academic staff.
- Innovative/Creative solutions and reliable information to staff and learners.
- Responsible for all IT requirements in terms of MIS.
- Writing of technical specifications for the purchase of IT equipment and software.
- Managing the process of License renewal for software.

ACTIVITIES

- Provided full assistance during Convocation Ceremonies in October 2020.
- During the 2021 Confinement due to Covid-19 pandemic, the following facilities were provided to all stakeholders:
 - ▶ Securing registration and re-registration systems using SSL certificates to accept other modes of online payment;
 - ▶ Acquisition of paid Zoom licenses for online sessions with more than 100 learners;
 - ▶ Implementation of MyT and Juice to allow online payments;
 - ▶ Updated learner registration system for enrolment;
 - ▶ Provided support to tutors on part-time tutor online application;
 - ▶ Assisted in the computerisation project of the Examinations System;
 - ▶ Provided support to staff from home for Updates on the registration/re-registration system;
 - ▶ Updating and testing in Classroom Allocation System;
 - ▶ Designed test cases for Vacancy System;
 - ▶ Continuous Support for Classroom allocation and Vacancy System;
 - ▶ Updates in Payroll system for the month of May 2021;
 - ▶ Renewal of the following:
 1. Symantec Antivirus (47 Licences);
 2. Cute System;
 3. Fingerprint machine; and
 4. DYNDNS.
 - ▶ Uploading tablets with respective modules as per programme.
 - ▶ Technical support provided to learners regarding faulty tablets whenever need arises.

Major Achievements

- Continuous update of the registration system by adding the following new features:
 - ▶ New interface HEC claim report; and
 - ▶ New interface for Staff report.
- Continuous update on the re-registration system by adding the following new features:
 - ▶ Online payment facilities on the re-registration system;
 - ▶ Integrated a plugin for reporting to export to excel file;
 - ▶ Developed various pages for integration with the accounting software; and
 - ▶ Bulk data cleaning for duplicated entries so that examination system could be more reliable.
- Continuous update of Online Vacancy System by adding the following new features:
 - ▶ New Reports according to requirements of HR Unit;
 - ▶ Changes in User Interface according to HR Unit; and
 - ▶ New User Interface for Search of applications by specific search criteria.

- Designing and Implementation of a new Contract Management System;
- Designing of a new system for managing attendance at Convocation Ceremony;
- The following software/license agreements have been renewed:
 - ▶ Antivirus (127 licenses);
 - ▶ Grammarly software (Yearly);
 - ▶ Antivirus (47 licenses);
 - ▶ Cute System Finance software (Each 3 Months);
 - ▶ Cloud hosting server;
 - ▶ Domain Names;
 - ▶ Impp Wi-Fi service at OUCC;
 - ▶ ILP Rental;
 - ▶ Part-Time Tutor System;
 - ▶ Examination System; and
 - ▶ Zoom Licence.

ACQUISITIONS OF IT EQUIPMENT & SOFTWARE

Hardware Acquisitions

- Server purchase for HR & Accounting Systems have been launched. The tender exercise for acquisition of server for SSP was conducted and the contract was awarded to the successful bidder;
- The tender for the purchase of 11, 000 tablets was relaunched; and
- Six Wi-Fi Airboxes were purchased for OU to provide internet access in case of a networking degradation.

Software Acquisitions

- The Examination System was under testing phase;
- The contract for developing the HR and Accounting Software was allocated to suppliers and development phase was initiated. In both systems, several modules have been completed;
- As a result of the Confinement/Red zones due to the Covid-19 pandemic, 44 Zoom licenses were purchased for online sessions and used by our learners and tutors;
- Renewal of first batch of 22 licenses was purchased in September 2020;
- OU moved from fingerprint clocking attendance to face recognition clocking device due to sanitary measures implemented at OU and new machines were rented;
- SSP software was launched.
- Implementation of e-procurement system was initiated with the purchase of 7 Digital Signature Certificates. Twelve OU users will have access on the E-Procurement System. IT Unit has created the online profile of the twelve users on the system.

REACHING AND SUPPORTING STUDENTS

Cloud Server

One more cloud server has been purchased for the SSP project. OU is planning to move towards cloud services which are more efficient, stable and with high availability. It is secured and includes a disaster recovery plan and has secured back-up option.

Statistics

Statistics are compiled based on the number of applications received for admission at OU through the in-house system, based on approximation due to late enrolment or application.

For the period under review,

- The Registration System (intake July 2020 to Jan 2021) received 3,803 applications, out of which 34% were from male applicants and 66% from female applicants;
- The Re-Registration System was used by 5,495 learners, out of which 32% were male learners and 68% were female learners;
- The Part-Time Tutor System received applications from 1,051 applicants; and
- Tablets purchased & Commissioned: the Tender process is ongoing for the purchase of 11,000 tablets.

AUDIO-VIDEO PRODUCTION SERVICES

Services Offered

- Recording of audio and video productions,
- Recording for SSP for the Parent Ministry.
- Editing and formatting of videos for different stakeholders and learners.
- Dubbing facilities.

ACTIVITIES

The Audio-Video Production Unit records all the organisational activities, face-to-face sessions, lectures of the different modules, clips and documentaries of OU.

The activities undertaken for the period under review including, the period of Confinement 2021, are as indicated below:

- SSP Grades 7- 9 : 486 programmes of total duration 4,622 mins
- OU Lectures/Clips, etc. : 117 programmes of total duration 9,048 mins
- Dubbing of CDs : 973
- Dubbing of DVDs : 962

ENGINEERING AND TECHNOLOGY SERVICES

Services Offered

- Maintenance of the physical infrastructure of the University and its study centres.
- Provision of adequate ICT equipment to staff and learners.
- Engineering and Technological facilities to staff and learners.

ACTIVITIES

- Ensuring that all classrooms and virtual classrooms are in good condition for the conduct of face-to-face tutorials and that necessary equipment, such as projectors, are available to tutors.
- Provision of Internet and Wi-Fi facilities to staff, tutors, visitors and learners.
- Provision of IT based support for online teaching through Zoom, PowerPoint, Skype, online induction.
- Provision of laptops and other equipment to staff during the Confinement 2021 to enable them to work from home and to continue providing their services remotely.
- Conducting remote diagnosis to help staff working from home.

Achievements

Considerable investment has been made in the purchase of equipment and upgrading of the digital facilities at Reduit and OUCC buildings. This comprises office equipment like printers, laptops, scanners, desktop computers, photocopy machines, routers and air-conditioning units while ensuring that all of our buildings and related infrastructures are well maintained.

The Video and Audio studios have also been further upgraded. This time, the focus has shifted from equipment-intensive production-based installations to a more discrete technologies-driven system to cater for the requirements of OU. This equipment was of great help to produce online programs to be broadcast during the Covid-19 pandemic lockdown period.

The Government of Mauritius has mandated OU to host the Learning Centre for the e-VBAB Network Project. This project is a Joint Venture of the Government of Mauritius and the Government of India as per the memorandum of understanding (MOU) signed between both parties. The ETS unit has coordinated with the authorities concerned to set up the e-VBAB Learning Centre and its Computer lab at OU.

Quality Assurance



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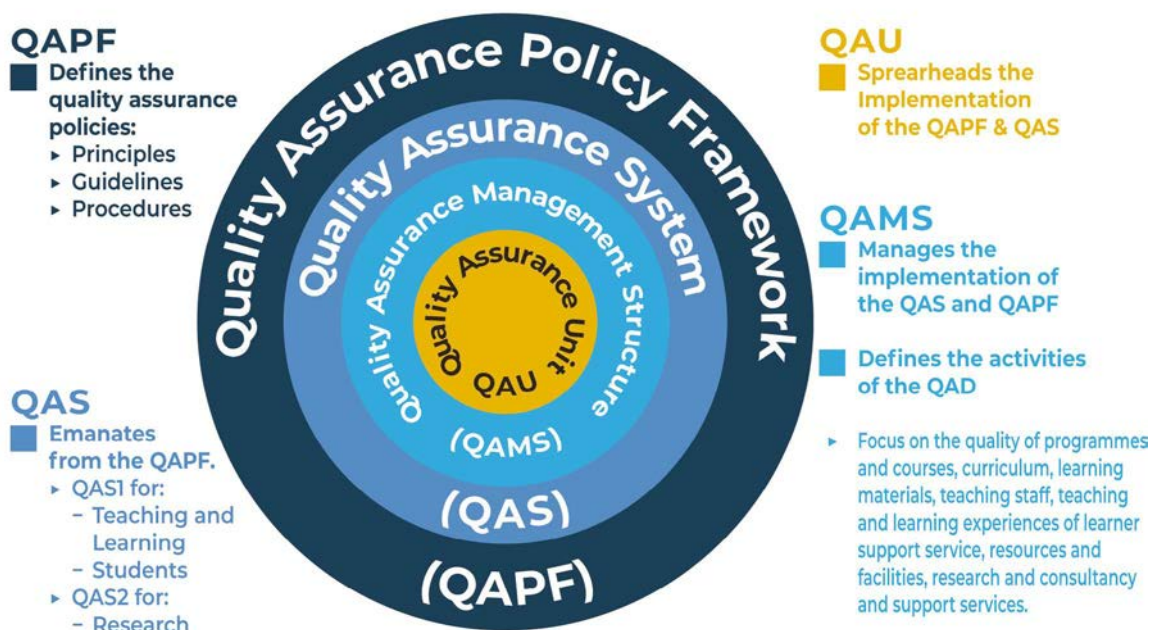


“the Panel noted a commitment and awareness of the growing importance of quality assurance”

Source: Report of the First Cycle Quality Audit of the Open University of Mauritius, TEC, 2018

The Quality Assurance Policy Framework of OU is reproduced hereunder:

Diagram 2: The Quality Assurance Policy Framework of OU



ONGOING CONSULTATION WITH QAA UK FOR A QA SYSTEM AT OU

In the beginning of the year 2020, the QAA UK’s assistance was sought to evaluate and propose workable solutions regarding OU’s structure, quality processes and systems. As part of the consultancy, two QAA Consultants organised and delivered a 5-day training in February 2020, on European Standard Guidelines (ESG). The Quality Assurance Team, Programme Managers, Academics and key Administrative staff benefitted from this training.

In the second phase of the consultancy, remote meetings with the QAA Consultants ensued during the period under review (July 2020 onwards) to ensure progress on the delivery of a report to OU. The outcome of this exercise would be to provide a gap analysis and workable solutions to address OU’s Quality Assurance System implementation.

The QAA UK consultants submitted their report in December 2020 in which a series of recommendations have been made. The recommendations are being studied and implemented in a phased manner due to the fact that certain recommendations would require more resources from OU for implementation.

QUALITY HANDBOOK FOR OU

A Quality Handbook is being developed to address quality initiatives for the Academic Affairs Division, the Examinations Unit, the Admissions Office, the Research Office and the Quality Assurance Division.

The priority plan covers:

- The structure of the Quality Assurance Division (QAD);
- How to incorporate the Quality Manual of ISO into the Quality Handbook;
- Work on a Quality Framework with the setting up of the Quality Cell and Internal Quality Assurance Cell (IQAC);
- Update the Strategic Plan accordingly;
- Update the TEC Audit Recommendations;
- Re-certification (ISO 9001:2015); and
- Review of the Learner Survey for Mid Semester in collaboration with AAD.

ISO 9001: 2015

The University is ISO 9001:2015-certified. Yearly surveillance audits are conducted by the Mauritius Standards Bureau (MSB) to ensure that the quality system in place meets the requirements of the ISO Standards. The last audit was held on 10 December 2020.

Following the external audit, OU received 3 minor non-conformities and 4 OFIs (Opportunities for Improvements). One Management Review meeting was held on 7 December 2020.

New Units have been set up at OU and included into ISO, namely:

- Certification Unit;
- Help Desk Unit; and
- Research Office.

ISO Manuals are also being worked out for the newly created Units. Furthermore, new assessment details forms are being worked out. Table 17 illustrates the Internal Audits undertaken in the period under review.

Table 17: Internal Audits undertaken in the period under review

Month	Internal Audits undertaken in the following Divisions/Units
September 2020	• Research Office
	• Marketing and Public Relations Unit
	• Internal Audit
	• Human Resources Unit
	• ICT Unit
October 2020	• Partnership and Collaboration Unit
	• Finance Division
	• General Administration/Registrar's Office
November 2020	• Student Affairs Unit
	• Safety and Health Unit
	• Procurement Unit
	• Library Services
	• Graphics, Publishing and Printing Unit
	• Examinations Unit
	• Director-General's Office
• Audio-Video Production Unit	
December 2020	• Quality Policy Manual
	• Admissions Office
May 2021	• Marketing and Public Relations Unit
	• Student Affairs Unit
	• Admissions Office
	• Academic Affairs Division (Partly)
	• Audio-Video Production Unit
June 2021	• ETS Unit
	• Stores Unit
	• Procurement Unit
	• Finance Section
	• IT Unit
	• HR Unit
	• Internal Auditor's Office

Setting up of Quality Cell

The Quality Cells with respective Terms of References have been set up for each Unit on a pilot basis to look at quality issues.

SURVEYS

Learner Surveys

Regular Learner Surveys are conducted on a semester-wise basis to assess the quality of services dispensed by OU and to discern the needs of learners, with the ultimate goal of improving the quality of service provided by the University. Since 2017 till date, five Learner Surveys have been completed: one is at data collection stage. Information compiled is presented to Management and tabled at the ISO Management Review Meeting (MRM).

Tracer Surveys

Tracer Surveys are ideally conducted once a cohort has graduated. To date, one Tracer Survey has been done by the Quality Assurance Division (QAD), while another one was done in collaboration with Tertiary Education Commission (TEC) and the World Bank whose findings have not yet been published. The purpose of Tracer Surveys is to identify and follow up with OU's graduates to record their views/experiences during their study and their transition to the job market, but also to guide OU in its quest to enhance the relevance and quality of materials offered.

Queries and Complaints

Data is collected regularly during internal audits and, on a more regular basis, through a summary of Queries and Complaints logged by different Units/Divisions (Academic Affairs Division, Open School Division, Admissions Office, Director-General's Office, Examinations Unit, Student Affairs Unit and Finance Division) regarding issues learners may have during their educational journey at OU. Such information is used not only to investigate the problem and take necessary corrective actions but to also dissipate all doubts the learner may have. Those data are analysed, presented and discussed at the Management Review Meeting.

Partnership, Collaboration and International Networks



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PARTNERSHIP, COLLABORATION AND INTERNATIONAL NETWORKS

The successful and rapid growth of OU would not have been possible without the support of international partners. Together with Imperial College London (ranked among the top five universities in the world), OU has conducted several training programmes for medical doctors and specialists. The team from Imperial College London has helped us in setting up a School of Public Health that will play a pivotal role in Mauritius and in the region with the unprecedented pandemic which has affected people's health all over the world. OU is thus offering the Master of Public Health in collaboration with Imperial College London.

Such successful collaborative projects have already resulted in enhanced visibility of OU, at both national and international levels.

In turn, this has also attracted other universities and even non-academic organisations who wished to collaborate with OU.

OU is a member of several prestigious international networks of universities:

- Association of Commonwealth Universities
- International Council for Open and Distance Education
- African Council for Distance Education
- Distance Education Association of Southern Africa
- Association of African Universities
- International Association of Universities

OU works with the following partners:

- Imperial College, London (UK)
- Stockholm University (Sweden)
- University of California, San Diego (USA)
- Advance HE (UK)
- Royal College of Physicians of Edinburgh (UK)
- Commonwealth of Learning (Canada)
- University of South Africa (UNISA)
- University of KwaZulu Natal (UKZN) (South Africa)
- University Canada West (UCW)
- Botswana Open University (BOU)
- Chartered Institute of Logistics and Transport (UK)
- Open University of Tanzania
- Open University of Sri Lanka
- Charles Sturt University (Australia)
- African Virtual University (AVU)
- John Wiley & Sons
- Wawasan Open University (WOU) (Malaysia)
- Indira Gandhi National Open University (India)

Memorandum of Understanding/Agreement (MoU/MoA) with other Institutions

The following agreements/MoUs were signed during the period under review:

1. Contribution Agreement between the Commonwealth of Learning and Open University of Mauritius re: Open Educational Resources (OER) Policy for the Republic of Mauritius – signed on 18 September 2020;
2. Memorandum of Agreement between Open University of Mauritius (OU) and National Productivity and Competitiveness Council (NPCC) – signed on 15 October 2020;
3. Contribution Agreement between the Commonwealth of Learning (COL) and Open University of Mauritius (OU) re. Support to the Open University of Mauritius to increase access to learning opportunities related to sustainable development in the current and post-Covid-19 era – signed on 15 February 2021.
4. Memorandum of Understanding between Open University of Mauritius (OU) and University Canada West (UCW) – signed on 14 May 2021; and
5. Amendment to Consultancy Agreement (with Ref. 6485) between Advance HE and Open University of Mauritius (OU) – signed on 17 June 2021.

COLLABORATION BETWEEN INSTITUTIONS

- The **Student Support Programme (SSP)** is an initiative of the Ministry of Education, Tertiary Education, Science and Technology in collaboration with the Open University of Mauritius (OU), Mauritius Institute of Education (MIE), and Mahatma Gandhi Institute (MGI). The SSP has been developed with the assistance of the Government of India through the National Council of Educational Research and Training (NCERT). Students of Grades 7 to 9 are provided additional support freely through the SSP platform ssp.moe.mu.org.

In the wake of the pandemic, the SSP was essentially more important than ever and aligned with the aim to support the Parent Ministry in making available learning materials for Primary and Secondary school students. The AVP Unit and a pool of teachers from various educational institutions with the tremendous collaboration of a team of academic media coordinators, produced a number of videos cutting across all subjects. These videos were uploaded on the SPP Platform and were broadcast on the Learning Channel of the National TV during the whole lockdown period.

The current academic year saw a new form of learning for secondary school learners. Students of Grades 7 to 9 have been called upon to make use of the Student Support Programme for educational support for the first term. OU is striving to respond to the call of the Parent Ministry to produce videos covering all subjects across the curriculum in support of learning and teaching for the first term.

There is a significant increase in the number of videos produced and notes made available to students of Grades 7 to 13 for the year 2020/21.

Table 18: Number of Videos and Notes Produced for Grades 7 - 13 Students

Student Support Programme Platform	As at 30 June 2021
Number of videos available	1,677
Number of notes and self-assessment tasks available	379

- The collaboration with the Financial Services Institute (FSI) is intended to formalise the partnership between OU and the FSI with regard to the accreditation and assessment of courses offered by FSI. Two webinars were promoted on the topics:

1. Leadership beyond lockdown: redefining true leaders (26 May 2021).
2. AML/CFT Recognising and Filing STRs: The Legal and Practical Issues (23 June 2021)

The events were promoted to OU learners and the videos of these webinars were recorded by the Audio-Video Production Unit of OU. The webinar “Leadership beyond lockdown: redefining true leaders” is currently on the University YouTube channel for free access to the public.

In total, there were 881 participants in both live webinars.

- OU collaborated with **Mauritius Telecom (MT)** to promote the latter’s my.t money app to OU learners and staff. OU welcomed a team from MT at the University on 17 November 2020 to facilitate my.t money registrations. This new facility has been widely promoted on the University’s website and social media platforms. The my.t money app has proved to be very useful for the payment of application, registration and re-registration fees by OU learners.

Research and Consultancy



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Effective Research, Consultancy and Innovation is one of OU's strategic objectives.

The Research Office (RO) is responsible for the development of policies and guidelines to undertake research and managing research funds allocated to all researchers. It ensures a code of conduct and ethical practices in research, including clear procedures for ensuring compliance with ethical practices in research (e.g. plagiarism, copying, intellectual property rights, etc.).

The RO has set the procedures and instruments for monitoring and evaluating institutional research productivity.

OU ensures research collaboration is developed with external bodies, including national, international, multilateral agencies, NGOs and other universities, to promote the use of research output to make informed choices in programme and course development processes.

Research work for different projects was undertaken during the Confinement.

KNOWLEDGE DIFFUSION

1. RO organised a one-day workshop entitled "Women perspectives on ICT-related jobs" held on Thursday 19 November 2020 at The Ravenala Attitude Hotel to disseminate the findings of the research project funded by HEC.

The Honourable (Mrs) Leela Devi Dookun-Luchoomun, GCSK, Vice-Prime Minister and Minister of Education, Tertiary Education, Science and Technology was the Chief Guest.

Sixty participants from public and private organisations attended the workshop. This was a joint project conducted in collaboration with the private sector, namely Ceridian Mauritius Ltd.

2. An online training workshop was organised during the second lockdown in March 2021 on Research Ethics in collaboration with The University of South Africa (UNISA). The training comprised three modules, namely Introduction to Research Ethics, Research Ethics Evaluation and Informed Consent. The training was offered to the members of the OU Research Ethics Committee (OUREC) and our academics. Upon successful completion of each module, participants received an e-certificate.
3. The OUREC members were invited to participate in an online training programme organised by UNISA entitled "*Informed Consent: Applying the principle of autonomy in an Afro-global context*" on 29 April 2021.
4. The academics were invited to participate in the pre-Congress virtual event that was held online from 30 May to 2 June 2021. The theme was "*Growing the global research integrity community through focused, diverse and engaging webinar discussions*".

ATTENDANCE AND PAPER PRESENTATION AT CONFERENCES

Mrs Vandana Gooria, Lecturer attended the DigiTAL2020 - International conference on Teaching, Assessment & Learning in the Digital Age on 3 December 2020. (Online)

- Abstract presented and published in Conference proceedings:

Singh, U and Gooria, V. (2020). Impact of Covid-19 pandemic on academics at Mauritian Higher Education Institutions. Proceedings of the DigiTAL2020 International conference on Teaching, Assessment & Learning in the Digital Age (p.18). DOI:10.13140/RG.2.2.24757.7088.

SUBMISSION AND PUBLICATION OF RESEARCH ARTICLES IN PEER-REVIEWED JOURNALS

The following articles were published:

1. Appavoo, P (2020). The impact of a Technology-based approach for the learning of Mathematics at the secondary school level. *Journal of E-Learning and Knowledge Society*, 16(4), 76-85. <https://doi.org/10.20368/1971-8829/1135210>.
2. Cant, M C; Doomun, R; Wiid, J A (2020). Is the use of mobile health apps healthy or toxic to consumers? *Entrepreneurship and Sustainability Issues* 8(1), 1162-1176. [https://doi.org/10.9770/jesi.2020.8.1\(78\)](https://doi.org/10.9770/jesi.2020.8.1(78)).
3. Pudaruth S, Sukhoo A, Kishnah S, Armoogum S, Gooria V, Betchoo N K, Chady F, Ramoogra A, Hanoomanjee H and Khodabocus Z (2021). Morisia: A Neural Machine Translation System to Translate Kreol Morisien into English and English into Kreol Morisien. *inTRAlinea online Translation Journal*. <https://www.intraline.org/specials/article/2531>

The following research articles are in publication stage:

1. Self-directed Learning: Readiness of secondary school students in Mauritius (Book Chapter);
2. Drop-out among ODL learners – a case study at the Open University of Mauritius;
3. Students voice on use of Educational Technology for learning Mathematics; and
4. Continuity Learning Programme - a Covid-19 learning experience.

ONGOING RESEARCH PROJECTS

1. Emergency Remote Teaching and Learning – A qualitative analysis of online reviews;
2. Challenges of carrying out research by ODL learners;
3. Gender biasness of the teaching profession;
4. Investigate the perceptions of office workers to telework in Mauritius;
5. F2F and Online learning. Which works best and when?

OTHER ACTIVITIES

- Five requests for ethical clearance from OU doctoral learners have successfully been processed and clearance granted by the Research Ethics Committee.
- Requests, both internal and external, for data collection at OU were processed by the adhoc Committee.

Our People



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With the promulgation of the Open University of Mauritius (OU) Act, the Mauritius College of the Air (MCA) Act was repealed and transitional provisions were made in the Act to transfer staff on permanent and pensionable establishment of the ex-MCA to that of OU.

One of the priorities of OU is to reinforce the staffing population of the University so as to provide optimal service. Thus, gradually serving officers are being promoted and new officers are being recruited at several levels.

STAFF POPULATION OF OU

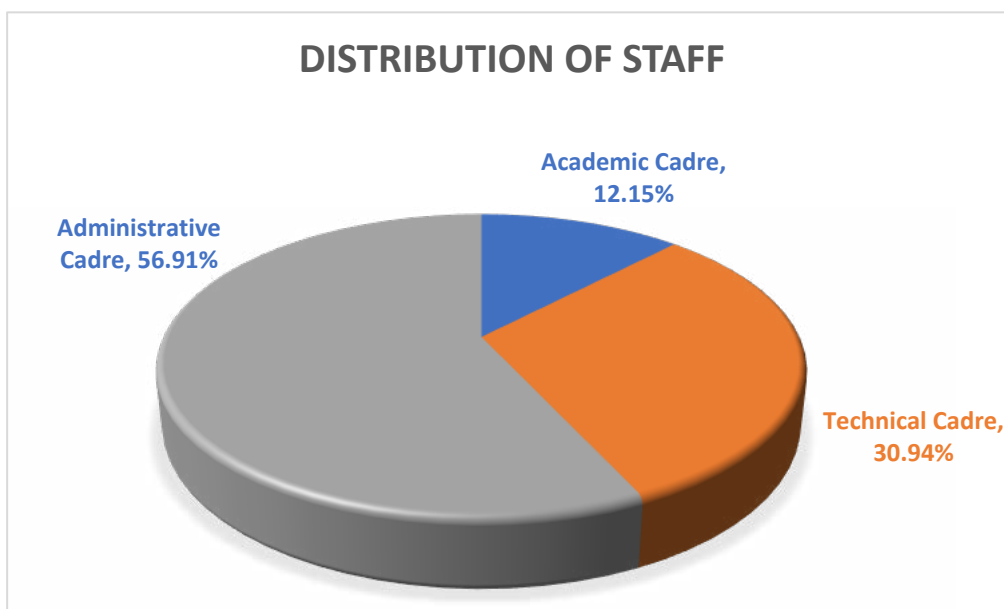
The Director-General of OU is the Chief Executive and Chief Academic Officer of OU. He is assisted in his duties by two Directors, a Registrar, a Deputy Registrar, a Financial Controller, Academics and non-Academic staff including officers from the administrative and technical cadres.

As at 30 June 2021, the staff population of OU was 181 as detailed below:

- ▶ 22 Academic Cadre;
- ▶ 56 Technical Cadre; and
- ▶ 103 Administrative Cadre.

Figure 1 illustrates the distribution of OU staff per cadre as at 30 June 2021:

Figure 1



Internal Appointment/Promotion

The following vacant posts were filled from internal candidates:

- Senior Procurement and Supply Officer;
- Procurement and Supply Officer; and
- Senior/Head Office Attendant.

External Appointment

The following vacant posts were filled by external candidates:

- Director (Academic Affairs) (on contract);
- Lecturer (on contract); and
- Administrative Officer.

Enlistment on Temporary Basis

During the period under review, OU also resorted to enlistment on temporary basis to assist its several divisions for:

- Part-time Tutorial Support to our learners for:
 - ▶ **Academic Affairs Programmes**

OU enlisted the services of part-time tutors to provide tutorial support to our learners as follows:

For the semester **July 2020** : **303 part-time tutors**

For the semester **January 2021** : **306 part-time tutors**

For Open School Programmes

OU enlisted the services of **46 part-time tutors**.

- Research Assistants
- Trainees in line with OU Policy and Government schemes
- Placement Students from Tertiary Education Institutions under Work Based Learning programmes.

Retirements

Four officers retired from the service during the period under review:

- The Head Audio-Video Production;
- One Senior Lecturer;
- One Higher Executive Officer; and
- One Driver/Office Attendant.

Resignation

One Clerk/Word Processing Operator resigned from the service during the period under review.

Expiry of Probationary Period:

One Administrative Officer reverted to her previous employer on expiry of her probationary period.

CAPACITY BUILDING

ACADEMICS AND NON-ACADEMICS

- Workshop of Advance HE for Module 2 held online on 26 October 2020, 3, 4 and 5 November 2020.
- Conference on “Women perspectives on ICT-related jobs” at The Ravenala Attitude Hotel on 19 November 2020.
- Workshop on “Innovation for All Summit 2020” at Maritim Crystal Beach Hotel on 26 November 2020.
- Conference on DigiTAL2020 - International Conference on Teaching, Assessment & Learning in the Digital Age held on 3 and 4 December 2020.
- Conference on *Festival Kiltir ek Langaz Kreol Morisien* organised by the Ministry of Tourism in collaboration with the Ministry of Youth Empowerment, Sports and Recreation and the Ministry of Arts and Cultural Heritage on the occasion of the Festival International Kreol on 5 December 2020
- Workshop on “National Cyber Strategy” at Palms Hotel on 10 February 2021.
- Workshop of Advance HE for Module 3 held online on 6, 8, 12 and 15 April 2021.
- Training on Research Ethics in collaboration with UNISA held in 31 March, 21 April and 5 May 2021.
- Workshop for Fellowship HEA (FHEA) conducted by Advance HE held on 13 May 2021.
- Webinar for Colloquium: Southern African Regional Universities Association (SARUA) Programme on Climate Change held on 22 June 2021.
- Webinars on Professional Development conducted by the British Council held in the year 2020/21.

ATTENDANCE AT TRAINING/WORKSHOP

Non-academic Staff

Administrative Staff

- One Clerk/Word Processing Operator attended a “Training Programme on ISO 9001:2015 Quality Management (QMS) – Internal Auditor Training” held on 26 and 27 November 2020 at Mauritius Standards Bureau.
- One Administrative Officer attended a three-day full-time “Training on Implementer Course on ISO 9001:2015” held on 9, 10 and 11 February 2021 at the Mauritius Standards Bureau (MSB).

- One Administrative Officer followed an Online training programme on “Thinking Strategically” held on 17 June 2021 respectively organised by Civil Service College, Mauritius.
- The Marketing and Development Officer followed an Online training programme on “Public Relations in a Covid-19 Era” held on 22 June 2021 organised by Civil Service College, Mauritius.

Technical Staff

- One Assistant Systems Analyst attended a half-day workshop on “Why Cloud and Mobile Deliver Success in the Mauritian Public Sector” held on 7 October 2020 at Hennessy Park Hotel, Ébène
- One ancillary staff in Engineering and Technological Services attended a Training Programme on “*Formation de Soudure*” held on 15 and 16 October 2020 organised by Industrie & Services de l’Ocean Indien Ltée.
- Two Technicians (Engineering and Technological Services) participated in a 3-day HRDC Approved Training Course on Inspection and Testing of Electrical Installations in Buildings held on 16,17 and 18 February 2021 at Integral Training Institute Ltd.

Part-time Staff

- Individual training was provided to tutors on how to use the OUlearn Platform Moodle on how to upload lecture notes and other documents, how to edit, hide, unhide and delete any document, how to communicate with students online through messages and chat and how to view their students’ details.
- All new Resource Persons have been trained in the design of ODL Materials.

ADMINISTRATION OF WELFARE ACTIVITIES

OU is concerned about the well-being of its staff and one of its strategic goal is to promote welfare.

Necessary provision is made in the Annual Budget for the promotion of welfare and work-life balance at OU.

The objectives for OU to administer welfare activities are to organise recreational activities for its staff, to maintain effective communication with the OU Staff Welfare Association and to set up and operate schemes for the benefit of its staff and their families.

Welfare Activities during the Period under Review

- Free lunch/snacks to staff on specific occasions.
- Free transport facilities to staff to attend the End-of-Year lunch, to report to office during Curfew Order, to proceed to Vaccination Centres.
- Offering Retirement Gift.

OUR PEOPLE

- Partly sponsored Group Medical Insurance Scheme to staff with option to include their dependents.
- Facilities to Staff Welfare Association to organise its activities.

Open University of Mauritius:

Analysis of Financial Position of OU as at 30 June 2021

ANALYSIS OF FINANCIAL POSITION OF OU AS AT 30 JUNE 2021

FINANCIAL POSITION

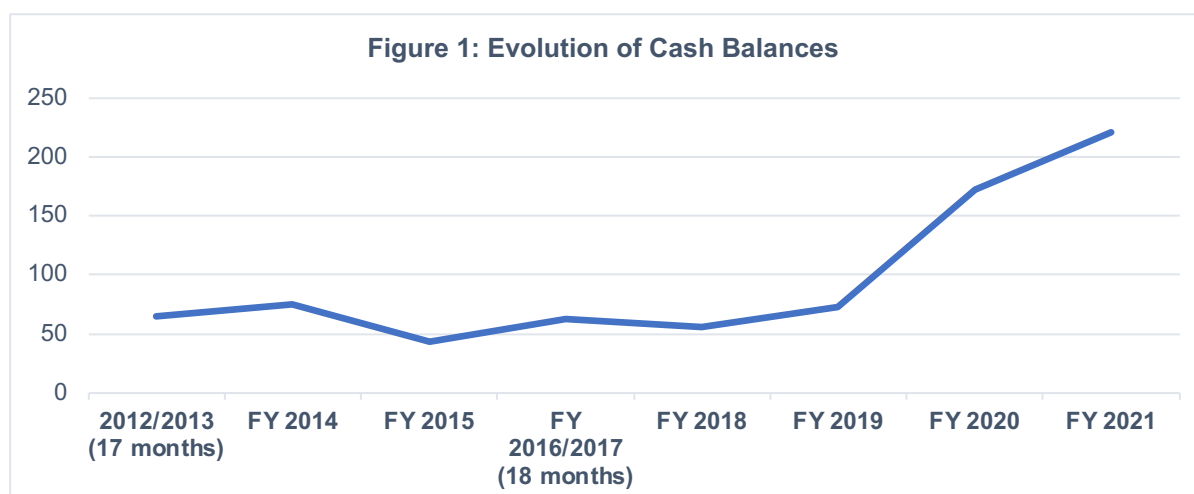
Since its establishment on 12 July 2012, OU had to develop its Strategic Plan in order to steer its operations. It has developed sound financial strategies and policies. Based on latest financial results as at 30 June 2021, it is clear that the overall financial position of OU has improved compared to previous financial years. With the introduction of Free Tertiary Education Scheme (FTES) for studies up to undergraduate level, OU has registered significant increase in enrolments for its courses and its student population as at June 2021 was around 10,000.

Table 16: Key Financial Results

Financial Year	Government Grant	Operating Income	Operating Expenses	Surplus/ (Deficit)	Cash and Bank Balance
	Rs M	Rs M	Rs M	Rs M	Rs M
2012/2013 (17 months)	151.1	55.1	184.50	21.70	64.50
FY 2014	88.4	115.7	175.90	28.20	74.60
FY 2015	39.4	108.6	177.60	(29.60)	43.20
FY 2016/2017 (18 months)	77.4	204.2	292.20	(10.60)	62.80
FY 2017/2018	42.3	149.9	201.30	(9.10)	56.20
FY 2018/2019 (unaudited)	39.7	184.2	214.00	9.90	72.9
FY 2020	29.4	278.1	221.1	86.4	172.2
FY 2021	16.3	377.1	229.8	163.6	220.6

CASH POSITION

Following the significant increase in enrolment of learners during the financial year 2020/2021, the cash balance of OU has attained **Rs 221M**. To note, the cash balance excludes an amount of Rs 104.5M received under the FTES after the end of financial year, i.e., 30 June 2021. The increase in cash balance is directly related to the increase in revenue from course fees. OU has generated an amount of Rs 357M as course fees during FY 2020/21 as compared to Rs 265M for the preceding financial year, representing an increase of Rs 92M (35%). The evolution of cash and bank balance is shown in **Figure 1** below.



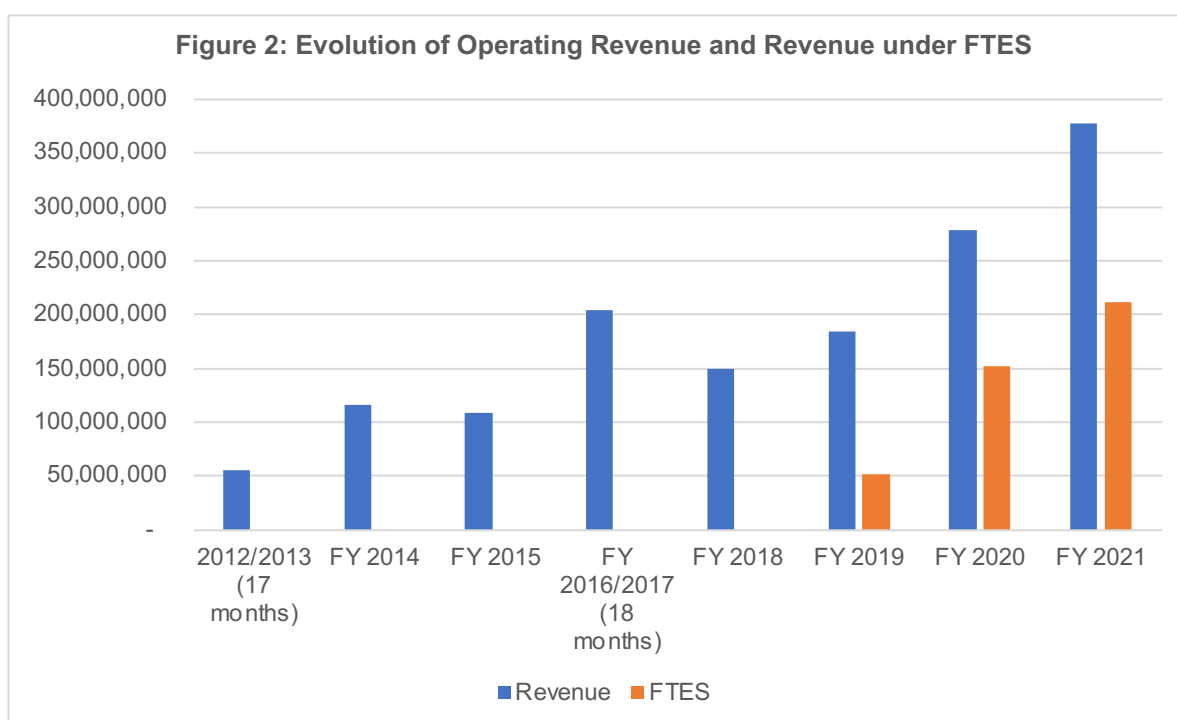
OPERATING RESULTS

As per the unaudited Accounts of OU for the Financial Year ended 30 June 2021, OU has registered a **surplus of Rs 163.6M** as compared to Rs 86.3M for the previous financial year.

The main reasons for the surplus are summarized as follows:

- Revenue under FTES has increased by Rs 59M. Since the introduction of FTES in 2019, OU is generating a significant part of its revenue from course fees under FTES. In fact, revenue under FTES accounts to nearly 59% of total revenue from fees for the FY 2020/2021.
- OU is currently generating 94% of its operating revenue from fees from learners as well as from other activities relating to printing and audio-video productions.

The evolution of operating revenue and revenue under FTES is depicted in Figure 2 below.

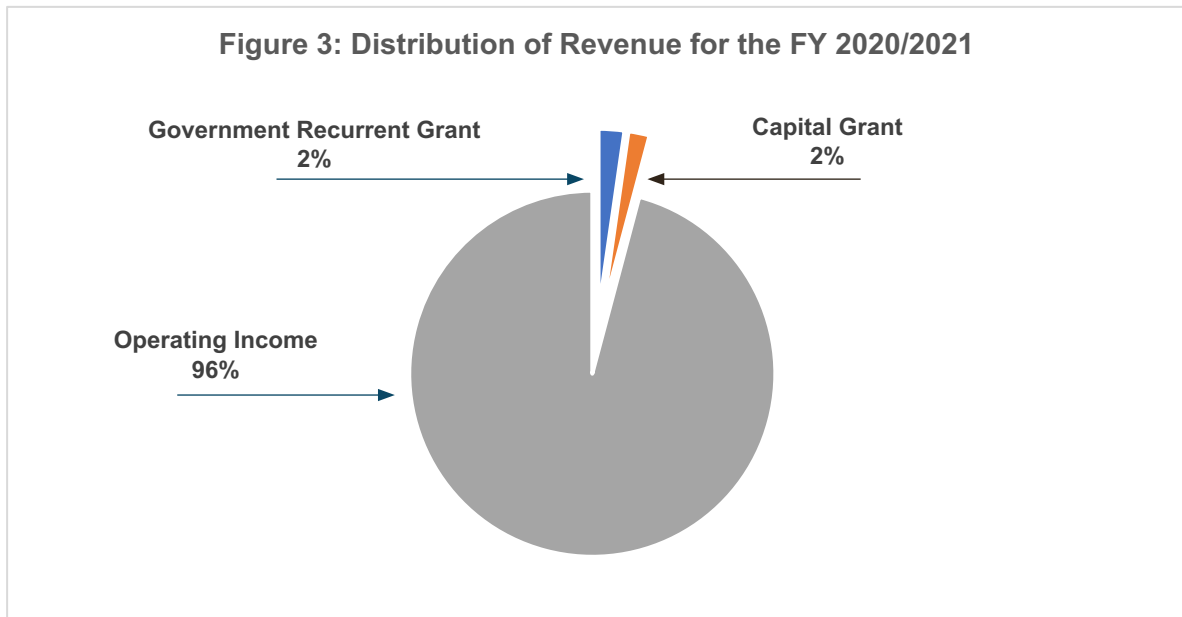


Though Government contribution towards OU’s Budget decreased over the years, OU managed to sustain its budget by generating revenue mainly from course fees from learners and by adopting rigorous measures towards expenditure management. When OU started operation in 2013, the percentage of Recurrent Grant over Total Operating Income was around 72%. As per the latest figures, the percentage of Recurrent Grant over Total Operating Income is around 2%.

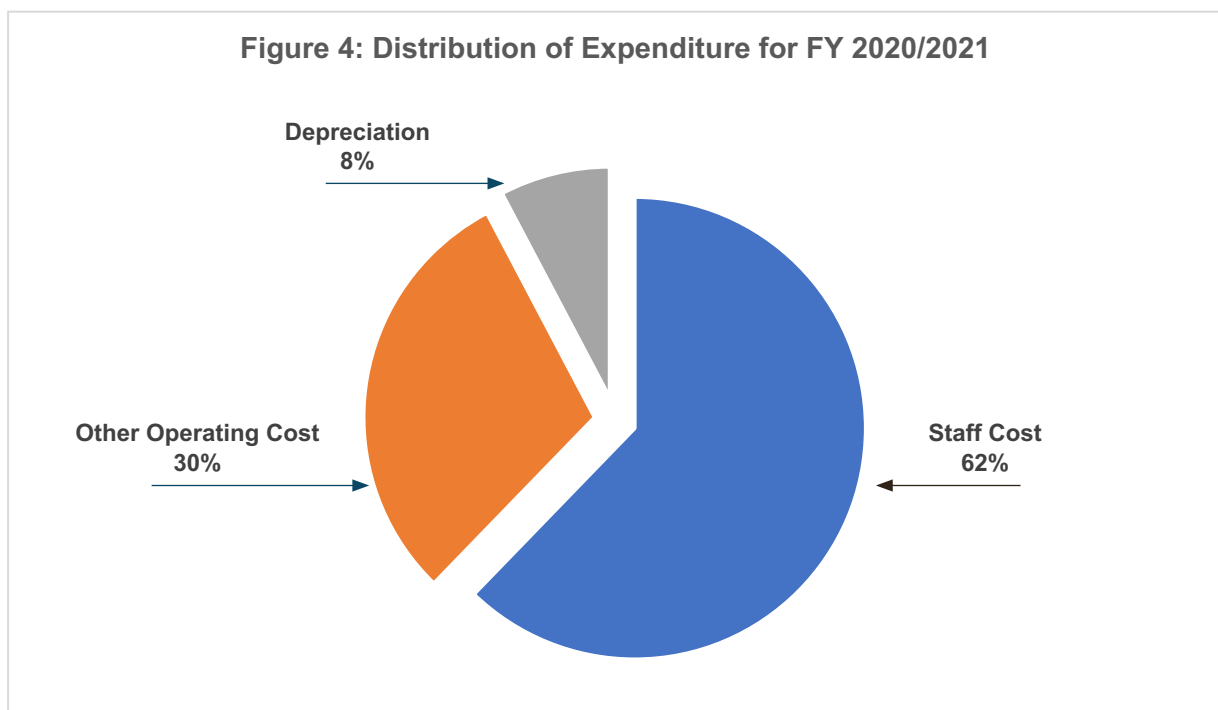
It should be also noted that in 2013, OU was generating around 27% of its operating income from fees from learners. With the exponential growth in learners over the last seven years, OU is currently generating nearly 94% of its total Operating Income from fees from learners.

ANALYSIS OF FINANCIAL POSITION OF OU AS AT 30 JUNE 2021

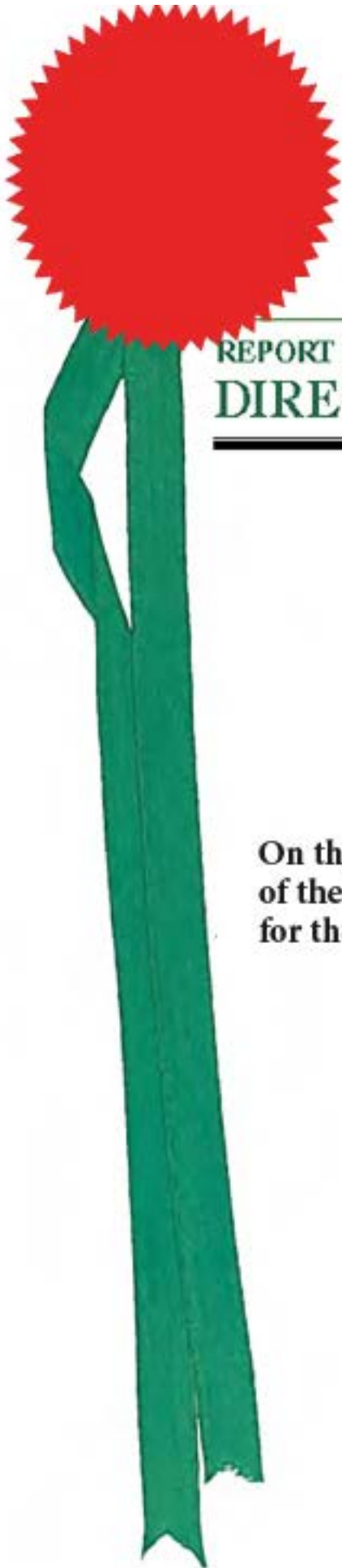
The distribution of Revenue for the FY 2020/21 is depicted in **Figure 3** below



The distribution of expenditure of OU for the FY 2020/21 is shown in **Figure 4** below:



Based on the above financial results and the growing trend of learners, it is clear that OU has almost attained financial independence.



**REPORT OF THE
DIRECTOR OF AUDIT**

**On the Financial Statements
of the Open University of Mauritius
for the year ended 30 June 2021**

NATIONAL AUDIT OFFICE



NATIONAL AUDIT OFFICE

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

Report on the Audit of the Financial Statements

Qualified Opinion

I have audited the financial statements of the Open University of Mauritius, which comprise the statement of financial position as at 30 June 2021 and the statement of financial performance, statement of changes in net assets/equity, statement of cash flow and statement of comparison of budget and actual amounts for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In my opinion, except for the possible effects of the matter described in the *Basis for Qualified Opinion* section of my report, the accompanying financial statements give a true and fair view of the financial position of the Open University of Mauritius as at 30 June 2021, and of its financial performance and cash flows for the year then ended in accordance with International Public Sector Accounting Standards (IPSASs).

Basis for Qualified Opinion

Receivables – Rs 150,783,814

Included under Receivables were

- Course Fees debtors of some Rs 12.9 million that were due for periods before 30 June 2018. Of this sum, details were not available regarding debts of some Rs 2.5 million. Proper actions that could ensure the collection of these overdue debts were yet to be taken by the University.
- Sundry Debtors of some Rs 1.6 million that were due since the years 2013 and 2014 that have not been collected till date.

Recoverability of these debts is uncertain. Appropriate allowances for expected credit losses have not been made in accounts.

I conducted my audit in accordance with International Standards of Supreme Audit Institutions (ISSAIs). My responsibilities under those standards are further described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report. I am independent of the Open University of Mauritius in accordance with the INTOSAI Code of Ethics, together with the ethical requirements that are relevant to my audit of the financial statements in Mauritius, and I have fulfilled my other ethical responsibilities in accordance with these requirements. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key Audit Matters

Key Audit Matters are those matters that, in my professional judgment, were of most significance in my audit of the financial statements of the current period. These matters were addressed in the context of my audit of the financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters. Except for the matters described in the *Basis for Qualified Opinion* section, I have determined that there are no other key audit matters to communicate in my report.

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report of the Open University of Mauritius, but does not include the financial statements and my auditor's report thereon.

My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with International Public Sector Accounting Standards (IPSASs), 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.

In preparing the financial statements, management is responsible for assessing the Open University of Mauritius's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management intends to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible of overseeing the Open University of Mauritius's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISSAIs, will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISSAIs, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 Open University of Mauritius's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Open University of Mauritius's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Open University of Mauritius to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or, when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

Management's Responsibilities for Compliance

In addition to the responsibility for the preparation and presentation of the financial statements described above, management is also responsible to ensure that the Open University of Mauritius's operations are conducted in accordance with the provisions of laws and regulations, including compliance with the provisions of laws and regulations that determine the reported amounts and disclosures in an entity's financial statements.

Auditor's Responsibilities

In addition to the responsibility to express an opinion on the financial statements described above, I am also responsible to report to the Board whether:

- (a) I have obtained all the information and explanations which to the best of my knowledge and belief were necessary for the purpose of the audit;
- (b) the Statutory Bodies (Accounts and Audit) Act and any directions of the Minister, in so far as they relate to the accounts, have been complied with;
- (c) in my opinion, and, as far as could be ascertained from my examination of the financial statements submitted to me, any expenditure incurred is of an extravagant or wasteful nature, judged by normal commercial practice and prudence;
- (d) in my opinion, the Open University of Mauritius has been applying its resources and carrying out its operations fairly and economically; and
- (e) the provisions of Part V of the Public Procurement Act regarding the bidding process have been complied with.

I performed procedures, including the assessment of the risks of material non-compliance, to obtain audit evidence to discharge the above responsibilities.

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

Statutory Bodies (Accounts and Audit) Act

I have obtained all information and explanations which to the best of my knowledge and belief were necessary for the purpose of my audit.

As far as it could be ascertained from my examination of the relevant records:

- (a) the Open University of Mauritius has complied with the Statutory Bodies (Accounts and Audit) Act; and
- (b) no direction relating to the accounts has been issued by the responsible Minister to the Open University of Mauritius.

Based on my examination of the records of Open University of Mauritius, nothing has come to my attention that causes me to believe that:

- (a) expenditure incurred was of an extravagant or wasteful nature, judged by normal commercial practice and prudence; and
- (b) the Open University has not applied its resources and carried out its operations fairly and economically.

Public Procurement Act

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



C. ROMOAH
Director of Audit

National Audit Office
Level 14, Air Mauritius Centre
PORT LOUIS

22 April 2022

Open University of Mauritius:

Financial Statements for the Year Ended 30 June 2021

FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2021

STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2021

		30-Jun 2021	30-Jun 2020
	Notes	Rs	Rs
ASSETS			
CURRENT ASSETS			
Cash and Cash Equivalents	5	220,551,942	172,175,561
Receivables	6	150,783,814	32,440,485
Inventories	7	3,634,229	3,079,346
		374,969,985	207,695,392
NON CURRENT ASSETS			
Receivables - Car Loan	8	6,503,150	9,205,257
Property, Plant & Equipment	9	30,630,928	35,567,988
Intangible Assets	10	7,339,661	8,953,549
		44,473,739	53,726,794
TOTAL ASSETS		419,443,724	261,422,186
LIABILITIES			
CURRENT LIABILITIES			
Payables	11	19,411,014	26,362,339
Car Loans	12	3,335,244	4,076,256
Employee Benefits	13	7,476,000	6,000,000
		30,222,258	36,438,595
NON CURRENT LIABILITIES			
Car Loan	12	6,993,150	9,205,257
Long-term Employee Benefits	13	68,157,336	63,902,530
Pension Obligation	14	298,904,619	235,248,832
		374,055,105	308,356,619
TOTAL LIABILITIES		404,277,363	344,795,214
NET ASSETS		15,166,361	(83,373,028)
EQUITY			
Accumulated Fund		15,166,361	(83,373,028)
Revaluation Reserve		-	-
TOTAL EQUITY		15,166,361	(83,373,028)

The notes on pages 119 to 136 form an integral part of the Financial Statements.

Approved by the Board of the Open University of Mauritius on 30 September 2021



Mr Rajeswara Duva-Pentiah
Chairman



Dr Kaviraj Sharma Sukon
Director-General

STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR ENDED 30 JUNE 2021

		30-Jun 2021	30-Jun 2020
	Notes	Rs	Rs
REVENUE			
Revenue from Exchange Transactions	15.1	369,457,443	277,024,038
Revenue from Non Exchange Transactions	15.2	23,902,547	30,414,763
TOTAL REVENUE		393,359,990	307,438,801
EXPENSES			
Staff Costs	16	145,264,993	137,641,928
Depreciation and Amortisation Expense	9 & 10	16,139,974	17,081,388
Other Operating Expenses	17	68,392,507	66,398,684
TOTAL EXPENSES		229,797,474	221,122,000
SURPLUS		163,562,516	86,316,801

The notes on pages 119 to 136 form an integral part of the Financial Statements.

FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2021

STATEMENT OF CHANGES IN NET ASSETS/EQUITY FOR THE YEAR ENDED 30 JUNE 2021

		Accumulated Fund	Revaluation Reserve	Total
	Notes	Rs	Rs	Rs
Opening Balance as 1 July 2019		(109,070,916)	150,265	(108,920,651)
Surplus for the year		86,316,801	-	86,316,801
Remeasurement on Actuarial Gain	14	(60,866,978)	-	(60,866,978)
Prior year adjustments		248,065	-	248,065
Transfer of surplus depreciation	4.1 (c)	-	(150,265)	(150,265)
Closing Balance as at 30 June 2020		<u>(83,373,028)</u>	<u>-</u>	<u>(83,373,028)</u>
Opening Balance as at 1 July 2020		(83,373,028)	-	(83,373,028)
Surplus for the year		163,562,516	-	163,562,516
Remeasurement on Actuarial Loss	14	(65,092,507)	-	(65,092,507)
Prior Year Adjustments		69,380	-	69,380
Transfer of surplus depreciation	4.1 (c)	-	-	-
Closing Balance as at 30 June 2021		<u>15,166,361</u>	<u>-</u>	<u>15,166,361</u>

The notes on pages 119 to 136 form an integral part of the Financial Statements.

CASH FLOW STATEMENT FOR THE YEAR ENDED 30 JUNE 2019

	30-Jun 2021 Rs	30-Jun 2020 Rs
CASH FLOW FROM OPERATING ACTIVITIES		
Surplus for the year	163,562,516	86,316,801
Adjustments for:		
Depreciation and Amortisation Expense	16,139,974	17,081,388
Prior Year Adjustment	69,380	248,065
Remeasurement of Actuarial (Gain)	(65,092,507)	(60,866,978)
Pension Liability	63,655,787	67,633,719
(Gain) on disposal of Non Current Assets	(12,972)	(42,999)
Operating Profit before working capital changes	178,322,178	110,369,996
Changes in Working Capital:		
(Increase)/ Decrease in Receivables	(115,641,222)	1,054,065
Increase in Inventories	(554,883)	(540,465)
(Decrease)/ Increase in Payables	(4,173,638)	1,982,889
NET CASH FLOWS FROM OPERATING ACTIVITIES	57,952,435	112,866,485
CASH FLOW FROM INVESTING ACTIVITIES		
Purchase of Non Current Assets	(9,594,789)	(13,638,156)
Proceeds from Disposal of Non Current Assets	18,735	43,000
NET CASH FLOWS FROM INVESTING ACTIVITIES	(9,576,054)	(13,595,156)
CASH FLOW FROM FINANCING ACTIVITIES		
NET CASH FLOWS FROM FINANCING ACTIVITIES	-	-
NET INCREASE IN CASH AND CASH EQUIVALENTS	48,376,381	99,271,329
CASH AND CASH EQUIVALENTS AT BEGINNING OF PERIOD	172,175,561	72,904,232
CASH AND CASH EQUIVALENTS AT END OF PERIOD	220,551,942	172,175,561

Notes to the Cash Flow Statement**1. Cash and Cash Equivalents**

Cash and Cash Equivalents consist of cash in hand and balances with bank. Cash and Cash Equivalents included in the Cash Flow Statement comprised the Statement of Financial Position amounts.

Cash and Cash Equivalents are made up of:	Rs	Rs
Investment in Treasury Bills	124,093,750	-
Cash at bank	96,401,645	172,130,245
Cash in hand	56,547	45,316
Cash and Cash Equivalents at year end	220,551,942	172,175,561

2. Non-Current Assets

Non-current assets were acquired at an aggregate cost of Rs 7,673,461, out of which Rs 5,154,800 was financed by means of capital grant from the Government.

The notes on pages 119 to 136 form an integral part of the Financial Statements.

FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2021

STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS FOR THE YEAR ENDED 30 JUNE 2021

	Budgeted Original Rs	Amounts Final Rs	Actual Amounts on Comparable Basis Rs	Difference Original and Final Budget Rs	Notes	Difference Final Budget and Actual Amounts Rs	Notes
RECEIPTS:							
Recurrent Grant							
Acquisition of software: LMS and development of a mobile app	-	3,500,000	3,500,000	(3,500,000)	18.2.1	-	
Government Recurrent Grant	16,000,000	16,000,000	8,925,000	-		(7,075,000)	18.3.1
Recurrent Grant - Fast Track Projects	-	1,000,000	-	(1,000,000)		(1,000,000)	
Recurrent Grant- (MOE) NYCBE	3,500,000	4,500,000	4,000,000	(1,000,000)		(500,000)	
Course Fees- OU Learners	95,000,000	120,000,000	131,180,078	(25,000,000)	18.2.2	11,180,078	
Course Fees- (Free Tertiary Education Scheme)	152,000,000	179,000,000	96,607,309	(27,000,000)	18.2.3	(82,392,691)	18.3.2
Refund from HEC: CSG & Interim Allowances	-	6,290,000	6,520,519	(6,290,000)	18.2.4	230,519	
Other Income	12,000,000	12,200,000	16,304,345	(200,000)		4,104,345	
Sub Total	278,500,000	342,490,000	267,037,251	(63,990,000)		(75,452,749)	
Capital Grant							
Acquisition of software: LMS and development of a mobile app	-	3,500,000	3,500,000	(3,500,000)		-	
Capital Grant B/F	-	2,128,998	2,128,998	(2,128,998)		-	
Capital Grant	5,000,000	5,000,000	3,293,158	-		(1,706,842)	
Additional Capital Grant- NYCBE	6,272,635	3,000,000	-	3,272,635	18.2.5	(3,000,000)	
Other Income	-	18,735	75,735	(18,735)		57,000	
Sub Total	11,272,635	13,647,733	8,997,891	(2,375,098)		(4,649,842)	
Total Receipts	289,772,635	356,137,733	276,035,142	(66,365,098)		(80,102,591)	

STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS FOR THE YEAR ENDED 30 JUNE 2021 (CONT.)

	Budgeted Original Rs	Amounts Final Rs	Actual Amounts on Comparable Basis Rs	Difference Original and Final Budget Rs	Notes	Difference Final Budget and Actual Amounts Rs	Notes
PAYMENTS:							
Recurrent Expenditure							
Personal Emoluments							
Salary	90,000,000	78,300,000	77,102,061	(11,700,000)	18.2.6	1,197,939	
Compensation 2017	300,000	264,000	239,146	(36,000)		24,854	
Compensation 2018	1,000,000	819,000	764,410	(181,000)		54,590	
Compensation 2019	1,200,000	911,000	849,345	(289,000)		61,655	
Compensation 2020	750,000	563,000	512,449	(187,000)		50,551	
Compensation 2021	-	400,000	317,685	400,000		82,315	
End-of-Year Bonus	7,500,000	6,900,000	6,567,298	(600,000)		332,702	
Allowances	4,500,000	5,300,000	4,479,831	800,000		820,169	
Extra Assistance	4,000,000	5,500,000	4,544,149	1,500,000		955,851	
Passage Credit	4,000,000	3,000,000	2,356,963	(1,000,000)		643,037	
Overtime	6,000,000	4,900,000	4,330,955	(1,100,000)		569,045	
Pensions contribution & Gratuity	12,800,000	21,692,000	20,982,276	8,892,000	18.2.7	709,724	
Contribution Sociale Généralisée	-	4,000,000	3,663,946	4,000,000	18.2.8	336,054	
National Savings Fund	1,100,000	1,200,000	1,046,797	100,000		153,203	
Cash In Lieu of Sick Leave	4,500,000	2,000,000	1,750,264	(2,500,000)	18.2.9	249,736	
<i>Sub Total</i>	<i>137,650,000</i>	<i>135,749,000</i>	<i>129,507,575</i>	<i>(1,901,000)</i>		<i>6,241,425</i>	
Travelling and Transport:							
Refund of Bus Fares	4,000,000	3,800,000	3,156,169	(200,000)		643,831	
Travel Grant	1,700,000	1,400,000	1,309,285	(300,000)		90,715	
Commuted Travel & Petrol Allowance	4,200,000	3,900,000	3,446,920	(300,000)		453,080	
Mileage	750,000	700,000	627,106	(50,000)		72,894	
<i>Sub Total</i>	<i>10,650,000</i>	<i>9,800,000</i>	<i>8,539,480</i>	<i>(850,000)</i>		<i>1,260,520</i>	
COST OF RUNNING OFFICE							
Uniforms	125,000	120,000	119,970	(5,000)		30	
Chairperson/Board Fees	1,500,000	1,500,000	1,188,257	-		311,743	
Medical Scheme	900,000	900,000	682,800	-		217,200	
Telephone & Postages	3,000,000	3,200,000	2,706,288	200,000		493,712	
Electricity	3,400,000	3,400,000	2,614,945	-		785,055	
Water	120,000	140,000	105,822	20,000		34,178	
Motor Vehicles Running Expenses	1,500,000	1,000,000	723,689	(500,000)		276,311	
Office Expenses & Incidentals	1,000,000	1,200,000	388,239	200,000		811,761	
Hospitality & Ceremonials	700,000	700,000	150,082	-		549,918	
Publicity, Advertisement & Recruitment Expenses	600,000	300,000	108,122	(300,000)		191,878	
Insurance of Staff	250,000	250,000	191,852	-		58,148	
Overseas Passages & Allowances	1,200,000	500,000	0	(700,000)		500,000	
Office Stationery	1,800,000	2,000,000	1,690,370	200,000		309,630	
Legal & Consultancy Fees	200,000	200,000	47,600	-		152,400	
Repairs & Maintenance: Building & Equipment	9,000,000	9,000,000	6,085,789	-		2,914,211	18.3.3
Major Upgrading works at OUCC	0	7,000,000	0	7,000,000	18.2.10	7,000,000	
Audit Fees	300,000	750,000	700,000	450,000		50,000	

FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2021

STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS FOR THE YEAR ENDED 30 JUNE 2021 (CONT.)

	Budgeted Original Rs	Amounts Final Rs	Actual Amounts on Comparable Basis Rs	Difference Original and Final Budget Rs	Notes	Difference Final Budget and Actual Amounts Rs	Notes
Insurance of Building, Equipment & Furniture	200,000	250,000	87,392	50,000		162,608	
Institutional Links	1,000,000	1,200,000	653,362	200,000		546,638	
Security Services	2,150,000	2,500,000	2,295,333	350,000		204,667	
Graphics/Printing & Audio-Visual Materials	3,000,000	5,800,000	5,572,427	2,800,000	18.2.11	227,573	
Resource Centre (Library)	1,200,000	1,200,000	825,105	-		374,895	
Marketing & Outreach Activities	3,800,000	3,800,000	2,418,147	-		1,381,853	
Staff Development & Training	1,100,000	3,500,000	2,207,913	2,400,000		1,292,087	
Research & Development	1,000,000	2,000,000	376,655	1,000,000		1,623,345	
Quality Assurance Activities	1,800,000	1,800,000	1,246,616	-		553,384	
<i>Academic Affairs:</i>						-	
Induction Expenses	250,000	250,000	19,026	-		230,974	
Part-time Tutors	10,000,000	12,000,000	9,555,057	2,000,000	18.2.12	2,444,943	18.3.4
Marking of Assignments/Projects	7,500,000	10,000,000	8,083,948	2,500,000	18.2.12	1,916,052	18.3.4
Exams Expenses	13,000,000	18,000,000	15,146,971	5,000,000	18.2.12	2,853,029	18.3.4
Educational Software Licences	150,000	150,000	87,687	-		62,313	
Insurance of Part-Timers & Learners	1,500,000	2,000,000	447,982	500,000		1,552,018	
General Academic Expenses	6,000,000	3,000,000	1,408,856	(3,000,000)		1,591,144	
Programme Development	5,000,000	3,000,000	2,102,657	(2,000,000)	18.2.12	897,343	
Supervision of Doctoral Learners	2,500,000	1,800,000	761,194	(700,000)		1,038,806	
Tablets for Learners	9,800,000	21,000,000	0	11,200,000		21,000,000	18.3.5
Award Ceremonies & Conferences	1,000,000	1,000,000	554,115	-		445,885	
Overseas Study Centres	100,000	0	0	(100,000)		-	
Collaboration with other Universities	3,000,000	6,000,000	4,795,034	3,000,000		1,204,966	
Rental of Building & Parking for delivery of courses	12,200,000	300,000	10,000	(11,900,000)	18.2.13	290,000	
Feasibility Study for construction of new building	45,000,000	-	-	(45,000,000)	18.2.13	-	
Premium, Registration and rent of land at Côte d'Or	25,552,500	-	-	(25,552,500)	18.2.13	-	
<i>Sub Total</i>	<i>183,397,500</i>	<i>132,710,000</i>	<i>76,159,302</i>	<i>(50,687,500)</i>		<i>56,550,698</i>	
Special Item: Funds reserved for rental of land at Côte d'Or and construction of Campus	-	125,000,000	124,093,750	125,000,000	18.2.13	906,250	
ADDITIONS TO NON CURRENT ASSETS	15,672,635	20,318,410	7,599,004	4,645,775		12,719,406	
TOTAL PAYMENTS	347,370,135	423,577,410	345,899,111	76,207,275		77,678,299	

The notes on pages 119 to 136 form an integral part of the Financial Statements.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2021

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 corporate body wholly owned by the Government of Mauritius under the aegis of 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 partnership 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 Standards Board (IPSASB).

(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.

OU is governed by the Statutory Bodies Pension Fund Act and as per the provisions of the Act, an actuarial valuation of the pension fund needs to be carried out at intervals of not more than 5 years. The pension fund of OU is being managed by the State Insurance Company of Mauritius Ltd (SICOM Ltd). As per the Valuation Report as at June 2019, SICOM Ltd has advised that the contribution rate needs to be increased as well as funds need to be injected to ensure the sustainability of the pension fund over the forthcoming years in the best interest of beneficiaries. OU is expecting policy guidelines from competent authorities and will do needful adjustments in the pension fund. OU has already increased the rate of contribution from 17.5% to 22% for the period up to 30 June 2024 (up to next valuation exercise) and annual injection of Rs10 million for the next four years until 2024, effective as from January 2021.

(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.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30.06.21

In the application of OU's accounting policies, which are described in Note 4, Management is 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 receivable, accrued charges, contingent assets and liabilities, and degree of impairment of property, plant and equipment.

(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 ending 30 June 2021. Comparative figures relate to the period 1 July 2019 to 30 June 2020.

(f) Measurement Base

The accounting principles recognised as appropriate for the measurement and reporting of the Financial Performance, Cash Flows, and Financial Position are on accrual basis using historical cost except for Property, Plant and Equipment which have been based on fair value.

3. IPSAS ISSUED BUT NOT YET EFFECTIVE

The Financial Statements comply in all material respects with applicable International Public Sector Accounting Standards.

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 41 - Financial Instruments (Effective for accounting period beginning on or after 1 January 2022)

IPSAS 41 prescribe the accounting and disclosure for financial instruments. The objective of this standard is to establish principles for the financial reporting of financial assets and financial liabilities that will present relevant and useful information to users of financial statements for their assessment of the amounts, timing and uncertainty of an entity's future cash flows.

(b) IPSAS 42 - Social Benefits (Effective for accounting period beginning on or after 1 January 2022)

IPSAS 42 prescribe the accounting and disclosure for social benefits. The objective of this standard is to improve the relevance, faithful representativeness and comparability of the information that a reporting entity provides in its financial statements about social benefits as defined in this standard. The information provided should help users of the financial statements and general purpose financial reports to assess:

- (i) The nature of such social benefits provided by the entity;
- (ii) The key features of the operation of those social benefit schemes; and
- (iii) The impact of such social benefits provided on the entity's financial performance, financial position and cash flows.

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 OU, along with other institutions, is 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, OU 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.

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.

During the Financial Year, OU proceeded with write-off of Audio-Visual equipment and other equipment following the carrying out of an impairment exercise.

(c) Revaluation

The fleet of vehicles has been revalued as at 30 June 2017 and the revaluation surplus has been transferred to the Statement of Changes in Net Assets/Equity. OU will revalue its fleet of vehicles in the next Financial Year following sale of two vehicles.

For the financial year ending 30 June 2021, depreciation was based on the expected remaining useful economic life of the motor vehicles.

(d) 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.

(e) 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 Equipment	1 to 15
Computer Equipment	2 to 7
Furniture and Fittings, Driveway and Parking Area	10
Office Equipment	5 to 10
Motor Vehicles	3 to 7
Printing and Graphics Equipment	5 to 20
Tools	5

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30.06.21

(f) Disposal

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

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

The Board approved the disposal of two vehicles on a 'as is where is' basis. The sale was concluded after the end of Financial Year.

(g) 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 OU 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.

(h) Lease

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

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.

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.

Intangible assets are amortised so as to write off the cost of intangibles over their estimated useful lives using the straight-line method as follows:-

	No. of years
Rights	5
Production Software	1 to 10
Computer Software	5 to 7
Programme Development	5

4.3 Cash and Cash Equivalents

Cash and cash equivalents comprise of bank balances and cash in hand and investment in Treasury Bills.

4.4 Inventories

Inventories are stated at the lower of cost (determined on a first-in-first-out basis) or net realisable value. Cost includes all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their 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.

4.5 Provisions and Contingent Liabilities

A provision is recognised when OU 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 OU.

4.6 Retirement and Other Benefit Obligations

4.6.1 Employee Entitlements

Employees' entitlements to salaries, pension costs, and other benefits are recognised when they are earned.

Sick Leave Benefits

As per the conditions of service prescribed in the PRB Report and conditions of service, 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. Following the Finance Act 2020, no refund will be effected for sick leave and the bank sick leave will be increased accordingly. The same policy was adopted in the Financial Year 2020/21. Provision has been made for bank sick leave up to a maximum of 142 days.

Passage Benefits

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 and payment trends, an amount has been transferred from long-term liabilities to short-term liabilities to provide for any forthcoming payments of passage benefits in the next financial year.

Vacation Leave Benefits

In line with the PRB Report and conditions of service, a provision is made for the estimated liability for encashment of vacation leave. The amount for accumulated vacation leave for each staff is valued at year end. Short-term benefit includes provision for vacation leave entitlements for officers who may proceed on early retirement. The increase/decrease in vacation leave during the year is charged to the Statement of Financial Performance.

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

IPSAS 25 pertaining to pension benefits has been repealed and a new standard on pensions, IPSAS 39 is effective for annual financial statements covering periods beginning on or after 1 January 2018. There have been significant changes to the pension benefit disclosures and these changes being applicable as from 1 July 2018 has major impact on the accounting disclosures and reporting for the financial year 2018/2019 onwards.

The main areas of changes are as follows:

Statement of Financial Position

Currently, IPSAS permit public sector entities to defer the recognition of certain actuarial gains and losses arising from defined benefit plans (the "corridor approach"). IPSAS 39 removed the "corridor approach". This means that the actuarial gains and losses should be recognised immediately in the Statement of Financial Position. The remeasurements are recognised in Net Assets/Equity in the period in which they occur. A surplus is recognised as a net defined benefit asset and a deficit as a net defined liability.

Statement of Financial Performance

As regards to the Statement of Financial Performance, the two items (interest cost and expected return) will be replaced by a single item: the "Net Interest Expense/Revenue". For this purpose, the assumption for the discount rate and the expected rate of return on plan assets will be the same.

Other Changes:

- (i) More disclosures in terms of description of risk exposure, plan amendments and actuarial assumptions used.
- (ii) Sensitivity analysis, i.e. the effect of a change in each major actuarial assumption on the Defined Benefit Obligation.
- (ii) IPSAS 39 makes explicit the mortality assumptions used to determine the defined benefit obligation is the best estimate of the mortality plan members both during and after employment.

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 SICOM Ltd. The defined contribution plan is a post-employment benefit plan under which fixed contributions are paid into a fund. OU 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 OU 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 OU 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.

4.7 Revenue Recognition

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

4.7.1 Government Grants

Grants are recognised as revenue to the extent that all conditions attached to the grant are satisfied. All government grants received are therefore recognised in the Statement of Financial Performance in the year of receipt.

4.7.2 Course Fees

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

4.7.3 Sale of Goods and Services

Sale of goods and services is 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.

4.8 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 OU's financial assets and financial liabilities approximate their fair values.

Currency Risk

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

Operational Risk

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

Financial Risk

Except for cash held at bank in current accounts, OU does not have any investment in term deposits nor any loan commitments. Hence, it is not exposed to interest rate risk.

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

OU 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 OU 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.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30.06.21

	30-Jun 2021 Rs	30-Jun 2020 Rs
5. CASH AND CASH EQUIVALENTS		
Investment in Treasury Bills	124,093,750	-
Cash at bank	96,401,645	172,130,245
Cash in hand	<u>56,547</u>	<u>45,316</u>
Total	<u>220,551,942</u>	<u>172,175,561</u>

The Open University has no undrawn borrowing facilities.

6. RECEIVABLES AND PREPAYMENTS		
Course fees due - Learners	15,124,038	15,105,567
Works commissioned by clients	531,666	353,161
Affiliation fees prepaid	1,123,741	385,433
Other prepayments	1,870,343	1,619,095
Car Loans (Note 8)	3,052,747	4,076,256
Sundry Debtors	14,265,779	10,900,973
Course fees receivable - FTES	<u>114,815,500</u>	<u>-</u>
Total	<u>150,783,814</u>	<u>32,440,485</u>

7. INVENTORIES		
	Carrying amount at 30 June 2021	Carrying amount at 30 June 2020
	Rs	Rs
Materials and supplies	3,255,784	2,649,146
Finished goods	<u>378,445</u>	<u>430,200</u>
Total	<u>3,634,229</u>	<u>3,079,346</u>

8. RECEIVABLES CAR LOANS		
Movement in car loans were as follows:		
Amount due as at 1 July	13,281,513	16,195,885
Loans released to staff	600,000	1,800,000
Loans refunded by staff	<u>(4,325,616)</u>	<u>(4,714,372)</u>
Amount due as at 30 June	<u>9,555,897</u>	<u>13,281,513</u>
Deduct: Amount falling due within one year	<u>(3,052,747)</u>	<u>(4,076,256)</u>
Amount falling due after one year	<u>6,503,150</u>	<u>9,205,257</u>

9. NON CURRENT ASSETS - PROPERTY, PLANT & EQUIPMENT

	PRODUCTION EQUIPMENT		FURNITURE & FITTINGS, OFFICE EQUIPMENT, DRIVEWAY & PARKING SURFACE		MOTOR VEHICLES		COMPUTER EQUIPMENT		TOTAL	
	30 June 2021	30 June 2020	30 June 2021	30 June 2020	30 June 2021	30 June 2020	30 June 2021	30 June 2020	30 June 2021	30 June 2020
Reporting Period										
Opening Carrying Amount	113,526,406	107,141,577	58,539,623	56,262,337	2,806,350	2,921,350	25,711,823	23,538,111	200,584,202	189,863,375
Additions	897,619	6,384,829	1,605,540	2,277,286	2,580,125	-	1,862,911	2,173,712	6,946,195	10,835,827
Disposals	-	-	-	-	-	(115,000)	-	-	-	(115,000)
Write-off of Assets	(38,419,932)	-	(605,862)	-	-	-	(198,144)	-	(39,223,938)	-
Closing Carrying Amount	76,004,093	113,526,406	59,539,301	58,539,623	5,386,475	2,806,350	27,376,590	25,711,823	168,306,459	200,584,202
Opening Accumulated Depreciation	(95,579,375)	(90,449,639)	(46,592,970)	(42,887,962)	(1,549,075)	(1,072,959)	(21,294,794)	(18,928,978)	(165,016,214)	(153,339,538)
Depreciation for the period	(5,328,851)	(5,129,736)	(3,413,401)	(3,705,008)	(990,471)	(440,850)	(2,144,773)	(2,365,816)	(11,877,496)	(11,641,410)
Transfer from Revaluation Reserve	-	-	-	-	-	(150,265)	-	-	-	(150,265)
Prior year adjustment	-	-	-	-	-	-	-	-	-	-
Disposals	-	-	-	-	-	114,999	-	-	-	114,999
Write-off of Assets	38,419,553	-	600,497	-	-	-	198,129	-	39,218,179	-
Closing Accumulated Depreciation	(62,488,673)	(95,579,375)	(49,405,874)	(46,592,970)	(2,539,546)	(1,549,075)	(23,241,438)	(21,294,794)	(137,675,531)	(165,016,214)
Net Carrying Amount	13,515,420	17,947,031	10,133,427	11,946,653	2,846,929	1,257,275	4,135,152	4,417,029	30,630,928	35,567,988

10 NON CURRENT ASSETS - INTANGIBLE ASSETS

	RIGHTS		PRODUCTION SOFTWARE		COMPUTER SOFTWARE		PROGRAMME DEVELOPMENT		TOTAL	
	30 June 2021	30 June 2020	30 June 2021	30 June 2020	30 June 2021	30 June 2020	30 June 2021	30 June 2020	30 June 2021	30 June 2020
Reporting Period										
Opening Carrying Amount	1,438,984	1,438,984	883,342	883,342	6,723,321	5,732,321	44,969,506	43,158,177	54,015,153	51,212,824
Additions	-	-	-	-	827,265	991,000	1,821,329	1,811,329	2,648,594	2,802,329
Prior year adjustment	-	-	-	-	-	-	-	-	-	-
Write-off of Assets	-	-	(165,930)	-	-	-	(1,498,120)	-	(1,664,050)	-
Closing Carrying Amount	1,438,984	1,438,984	717,412	883,342	7,550,586	6,723,321	45,292,715	44,969,506	54,999,697	54,015,153
Opening Accumulated Amortisation	(945,267)	(779,029)	(883,319)	(883,319)	(5,573,872)	(5,221,973)	(37,659,146)	(32,737,305)	(45,061,604)	(39,621,626)
Amortisation for the period	(164,577)	(166,238)	(19)	-	(495,902)	(351,899)	(3,601,980)	(4,921,841)	(4,262,478)	(5,439,978)
Write-off of Assets	-	-	165,926	-	-	-	1,498,120	-	1,664,046	-
Closing Accumulated Amortisation	(1,109,844)	(945,267)	(717,412)	(883,319)	(6,069,774)	(5,573,872)	(39,763,006)	(37,659,146)	(47,660,036)	(45,061,604)
Net Carrying Amount	329,140	493,717	-	23	1,480,812	1,149,449	5,529,709	7,310,360	7,339,661	8,953,549

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30.06.21

	30-Jun 2021 Rs	30-Jun 2020 Rs
11. PAYABLES		
Course fees prepaid	2,004,535	7,080,625
Accrued expenditure	15,779,940	18,458,227
Course Fees to be refunded	204,525	3,000
Sundry creditors and prepayments	1,422,014	820,487
Total	19,411,014	26,362,339

12. 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 were as follows:

	30-Jun 2021 Rs	30-Jun 2020 Rs
Total car loans	10,328,394	10,367,141
Less amount falling due within one year	(3,335,244)	(4,076,256)
Amount due after one year	6,993,150	6,290,885

13. EMPLOYEE BENEFITS

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

	30-Jun 2021 Rs	30-Jun 2020 Rs
Short-term:		
Sick leave benefits	2,376,000	1,300,000
Passage benefits	3,000,000	4,000,000
Vacation leave benefits	2,100,000	700,000
Total	7,476,000	6,000,000
Long-term:		
Sick leave benefits	31,775,373	29,500,000
Passage benefits	9,068,133	7,102,530
Vacation leave benefits	27,313,830	27,300,000
Total	68,157,336	63,902,530

14. PENSION OBLIGATION

The actuarial valuation of the Open University of Mauritius Staff Pension Fund managed by SICOM Ltd as at 30 June 2021, is reported as follows:

	30-Jun 2021 Rs	30-Jun 2020 Rs
Amounts recognised in Statement of Financial Position at:		
Defined benefit obligation	569,215,017	490,502,884
Fair value of plan assets	<u>(270,310,398)</u>	<u>(255,254,052)</u>
Liability recognised in the Statement of Financial Position at end of year	<u>298,904,619</u>	<u>235,248,832</u>
Amounts recognised in the Statement of Financial Performance:		
Service cost:		
Current service cost	11,899,397	11,609,283
Past service cost	0	0
(Employee contributions)	(3,743,799)	(3,869,826)
Fund Expenses	607,443	307,918
Net Interest expense/(revenue)	<u>8,360,701</u>	<u>6,135,561</u>
Amount charged in Statement of Financial Performance	<u>17,123,742</u>	<u>14,182,936</u>
Remeasurement:		
Liability (gain)/ loss	71,624,493	70,971,429
Assets (gain)/ loss	<u>(6,531,986)</u>	<u>(10,104,451)</u>
Net Assets/ Equity (NAE)	<u>65,092,507</u>	<u>60,866,978</u>
Total	<u>82,216,249</u>	<u>75,049,914</u>
Movements in liability recognised in the Statement of Financial Position:		
At start of year	235,248,832	167,615,113
Amount recognised in the Statement of Financial Performance	17,123,742	14,182,936
(Past Service Funding)	(10,000,000)	0
(Contributions paid by employer)	(8,560,462)	(7,416,195)
Amount recognised in NAE	<u>65,092,507</u>	<u>60,866,978</u>
At end of year	<u>298,904,619</u>	<u>235,248,832</u>
The plan is a defined benefit arrangement for the employees and it is wholly funded. The assets of the funded plan are held independently and administered by The State Insurance Company of Mauritius Ltd.		
Reconciliation of the present value of defined benefit obligation		
Present value of obligation at start of period	490,502,884	414,616,569
Current service cost	11,899,397	11,609,283
Interest cost	17,412,852	14,718,888
(Benefits paid)	(22,224,609)	(21,413,285)
Liability (gain)/loss	<u>71,624,493</u>	<u>70,971,429</u>
Present value of obligation at end of period	<u>569,215,017</u>	<u>490,502,884</u>
Reconciliation of fair value of plan assets		
Fair value of plan assets at start of period	255,254,052	247,001,456
Expected return on plan assets	9,052,151	8,583,327
Employer contributions	8,560,462	7,416,195
Employee contributions	3,743,799	3,869,826
Past Service Funding	10,000,000	-
(Benefits paid + other outgo)	(22,832,052)	(21,721,203)
Asset gain/(loss)	<u>6,531,986</u>	<u>10,104,451</u>
Fair value of plan assets at end of period	<u>270,310,398</u>	<u>255,254,052</u>

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30.06.21

Distribution of plan assets at end of period

<i>Percentage of assets at end of year</i>	30-Jun-21 (%)	30-Jun-20 (%)
Government securities and cash	54.8%	61.7%
Loans	2.8%	3.0%
Local equities	11.8%	10.1%
Overseas bonds and equities	30.1%	24.6%
Property	0.5%	0.6%
Total	100%	100%

Additional disclosure on assets issued or used by the reporting entity

<i>Percentage of assets at end of year</i>	30-Jun-21 (%)	30-Jun-20 (%)
Assets held in the entity's own financial instruments	-	-
Property occupied by the entity	-	-
Other assets used by the entity	-	-

Components of the amount recognised in NAE

Year	30-Jun 2021	30-Jun 2020
Currency	Rs	Rs
Asset experience gain/(loss) during the period	6,531,986	10,104,451
Liability experience gain/(loss) during the period	(71,624,493)	(70,971,429)
	(65,092,507)	(60,866,978)

Year	2021/2022
Expected employer contributions (Estimate to be reviewed by the Open University of Mauritius)	Rs 10,116,920

Weighted average duration of the defined benefit obligation 13 years
(Calculated as a % change in PV of liabilities for a 1% change in discount rate)

Actuarial Valuation Method

The cost of providing the benefits is determined by the Projected Unit method.

Actuarial Assumptions

The principal assumptions used for the purpose of the actuarial valuation were as follows:

	30-Jun-21	30-Jun-20
Discount rate	4.90%	3.55%
Expected rate of return on plan assets	4.90%	3.55%
Future salary increases	3.00%	2.40%
Future pension increases	2.00%	140.00%
Mortality before retirement	Nil	A 6770 Ultimate Tables
Mortality in retirement	PA (90) Tables rated down by 2 years	PA (90) Tables
Retirement age	65 Years	

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

Sensitivity Analysis of Assumptions used for the determination of Defined Benefit Obligation

Significant actuarial assumptions for determination of the defined benefit obligation are discount rate, expected salary increase and mortality. The sensitivity analysis below has been determined based reasonably on possible changes of the assumptions occurring at the end of the reporting period.

(i) Discount rate

If the discount rate would be 100 basis points (one percent) higher (lower), the defined benefit obligation would decrease by Rs 67.4M (increase by Rs 82M) if all other assumptions were held unchanged.

(ii) Salary growth

If the expected salary growth would increase (decrease) by 1%, the defined benefit obligation would increase by Rs 31.2M (decrease by Rs 27.8M) if all assumptions were held unchanged.

(iii) Life expectancy

If life expectancy would increase (decrease) by one year, the defined benefit obligation would increase by Rs 16.1M (decrease by Rs 16.1M) if all assumptions were held unchanged.

In reality one might expect interrelationships between the assumptions, especially between discount rate and expected salary increases, given that both depend to a certain extent on inflation rates. The analysis above abstracts from these interdependences between the assumptions.

Pension Risks

The Pension plan is exposed to actuarial risk such as: investment risk, interest rate risk, longevity risk and salary risk. The risk relating to death in service benefits is re-insured.

The Open University of Mauritius pension fund is a defined benefit fund where the pension benefits are based on final pensionable salary at time of retirement and are payable as long as the pensioner survives. These pensions are also adjusted annually to reflect inflation.

The valuation results are therefore based on assumptions of future investment income, salary increases, pension increases and longevity. The results are very sensitive to the assumptions made and will be true only if the assumptions made are borne out in practice. In practice the actual experience may deviate from the assumptions made and have an impact on the financial position of the Fund. Hence, there is a need for further regular valuations.

Given that the uncertainties surrounding salary increases, pension increases and longevity of the pensioners, there are risks as to whether the assets of the fund together with future contributions and investment returns thereon shall be sufficient for the fund to meet these obligations.

The following are the main risks that exist:

(i) Investment Performance

The actual investment return achieved on the assets held could be lower/higher than assumed in the valuation exercise. A decrease in the real returns compared to salary increases will generate future deficit and require increases in rates of contributions and vice versa.

(ii) Salary Increases

The salary increases could be higher or lower than that assumed. In case of high salary increases relative to investment returns, this would decrease the real return, creating future deficit and hence require further annual contributions.

(iii) Pension Increases and Life Expectancy

In the same manner, post-retirement pension increases have a significant impact on the liabilities of the fund. The higher the increases compared to the return on the assets backing the liabilities, the higher the impact on the pension costs. In addition, the risk is magnified by the impact of improving mortality rates among pensioners. The longer the pensioners live, the higher the pension costs.

(iv) Financial Capacity of Sponsor

The sponsor (employer) may face unforeseen financial difficulties and be unable to pay contributions or fund for deficits when required.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30.06.21

(v) Legislation and Regulation

There may be changes in legislation and regulation governing Pension Funds that might adversely affect the Fund, for example the introduction or increase of taxation, government fees and minimum benefits.

15. REVENUE

15.1 Revenue from Exchange Transaction

	30-Jun 2021 Rs	30-Jun 2020 Rs
15.1.1 Breakdown:		
Course fees (See notes below)	136,057,193	106,440,901
Course Fees under Free Tertiary Education Scheme (See notes below)	211,422,809	152,403,964
Other Fees from learners	10,491,724	6,331,085
Sale of services	10,648,467	10,595,844
Sale of goods	94,135	48,675
UTM Collaboration	609,134	1,116,484
Miscellaneous Revenue	-	-
Gain on Disposal of Non Current Asset	18,735	42,999
Gain on Exchange	-	44,086
Interest Receivable	115,246	-
Total	<u>369,457,443</u>	<u>277,024,038</u>

15.1.2 Course fees - Scholarship and Discounts

15.1.2.1 OU sponsored its academic and key personnel to read for PhD in-house course. The whole tuition fees receivable, amounting to **Rs 767,800** were waived under this policy during the year ended 30 June 2021.

15.1.2.2 A twenty percent fee discount was granted to OU's staff who enrolled for the University's courses. The additional fee applicable for payments by instalments was also waived for this category of learners. An amount of **Rs 66,085** was granted as discount under this policy during the year ended 30 June 2021.

15.1.2.3 Scholarships were granted to toppers and the course fees waived for these scholarships amounted to **Rs 351,788** for the year ended 30 June 2021.

15.2 Revenue from Non Exchange Transaction

	30-Jun 2021 Rs	30-Jun 2020 Rs
Breakdown:		
Government Recurrent Grant	8,925,000	18,086,000
Capital Grant	7,347,303	11,272,635
National Savings Fund refund	1,047,908	1,001,108
Insurance Compensation	242,817	55,020
CGS Refund	4,039,519	-
Interim Allowance Refund	2,300,000	-
	<u>23,902,547</u>	<u>30,414,763</u>

16. STAFF COSTS

	30-Jun 2021 Rs	30-Jun 2020 Rs
Breakdown of Staff Costs:		
Basic Salary	75,824,735	78,059,146
Salary Compensation	2,682,919	2,141,457
Interim Allowance	2,136,718	1,094,230
Overtime	4,539,005	4,420,647
Acting and other Allowances	2,379,163	2,145,290
Gratuity	233,520	437,040
Chairman & Board/Committees Fees	1,044,784	1,264,901
End-of-Year Bonus	6,576,477	6,428,446
Passage Benefits	3,322,566	3,316,516
Pension cost - Defined benefit plan	17,123,742	14,182,936
Contributions - Public Sector Defined Contribution Plan	1,637,269	1,513,547
Contributions - NPF, CSG & FPS	4,602,786	701,892
Contributions - National Savings Fund	1,047,944	1,007,947
Extra Assistance	4,476,303	4,708,543
Sick Leave	5,101,637	4,310,957
Vacation Leave	2,802,997	2,258,341
Uniforms Allowance	119,970	102,530
Travelling and Transport	8,686,841	8,812,542
Medical Scheme	682,800	680,000
Insurance Compensation	242,817	55,020
	145,264,993	137,641,927

17. OTHER OPERATING EXPENSES

	30-Jun 2021 Rs	30-Jun 2020 Rs
17.1 Breakdown of Operating Expenses:		
Academic Expenses	35,419,701	33,792,287
Programme Production	4,150,925	4,002,312
Resource Centre	753,156	694,312
Marketing	2,281,274	3,347,290
Training and Staff Development	1,847,621	1,346,062
Research	341,761	647,380
Insurance	279,243	277,661
Security Services	1,738,577	1,520,567
Postage & Office Stationery	1,480,632	1,391,852
Telephone, Electricity and Water	5,163,584	4,802,978
Mission Expenses	-	572,529
Institutional Links and Membership fees	647,405	615,835
Legal and Professional Charges	867,600	163,250
Motor Vehicle Running Expenses	754,146	899,618
Repairs and Maintenance	5,988,849	6,077,633
Hospitality	123,921	335,100
General Expenses	326,171	515,383
Publicity, Advertisement and Recruitment Expenses	145,252	231,775
Setting up of Overseas Study Centre	-	-
Loss on disposal of assets	5,764	-
Loss on exchange	2,475	14,418
Donations	42,980	-
Quality Assurance	1,239,302	1,468,614
Collaboration with other Universities	4,792,168	3,681,828
Total	68,392,507	66,398,685
17.2 Included in Operating Expenses are:		
Cost of inventories expensed	5,420,575	10,530,640

18. BUDGET

18.1 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.

	Year Ended 30 June 2021 Rs
Revenue	
Actual Revenue as per Statement of Comparison of Budgets and Actual Amounts	269,035,142
Movement in Course fees	119,711,237
Movement in Operating revenue	4,613,611
Total Revenue as per Statement of Financial Performance	<u>393,359,990</u>
Expenses	
Actual Expenditure as per Statement of Comparison of Budgets and Actual Amounts	345,899,111
Commitment for the year and other adjustments	20,287,577
Investment: Fund reserved for rental of land at Côte d'Or and construction of campus	(124,093,750)
Commitment of last year	(17,891,535)
Inventories as at 1 July 2020	3,079,346
Inventories as at 30 June 2021	(3,634,229)
Depreciation & Amortisation	16,139,974
Increase in Sick Leave	3,322,566
Increase in Passage Benefit	5,097,602
Increase in Vacation Leave	2,802,997
Increase in Pension	(1,436,720)
Movement in Pension Obligation	(8,203,461)
Other Prepayments	(1,870,343)
Additions to PPE and Intangible assets	(7,599,004)
Programme Development	(2,102,657)
Expenditure as per Statement of Financial Performance	<u>229,797,474</u>

18.2 Explanations on Difference between the Original and Final Budgets

The budget for Financial Year 2020/21 was approved by OU Board on 25 June 2020. The Revised Budget was worked out, taking into consideration the actual results for the six-month period ended 31 December 2020 and the estimated expenditure for the remaining six months of the Financial Year ending 30 June 2021. The Revised Budget for the Financial Year 2020/21 was approved by OU Board on 13 May 2021 and also takes into consideration the re-allocations carried out during the Financial Year 2020/21. The most significant differences are as follows:

18.2.1 Acquisition of software - Review of cost based on revised specifications

18.2.2 Course Fees from OU Learners - Increase in administrative fees for new learners and increase in re-registration of existing learners

18.2.3 Course Fees from FTES - Increase in enrolment of learners

- 18.2.4 Refund from HEC: CSG & Interim Allowances** - Introduction of CSG as from September 2020
- 18.2.5 Capital Grant: MOE (NYCBE)** - Projects could not be implemented due to disruption in supply chain following Covid-19 pandemic. Projects have been rolled over to the next financial year.
- 18.2.6 Salary** - Recruitment exercise was delayed following policy decisions emanating from Government due to Covid-19 Pandemic.
- 18.2.7 Pensions Contribution & Gratuity** - Policy decision for increase in the rate of contribution and injection of funds in OU's pension fund.
- 18.2.8 Contribution Sociale Généralisée** - Provision for CSG as from September 2020
- 18.2.9 Cash in lieu of sick leave** - Policy decision from Government to freeze payment of sick leave annual entitlement, following Covid-19 pandemic.
- 18.2.10 Major Upgrading Works at OUCC** - Upgrading works have been delayed as OU has proceeded with a consultancy exercise to assess the structural stability of OUCC building.
- 18.2.11 Graphics/Printing & Audio-Visual Materials** - Increase in payment to resource persons under SSP project. More videos were produced to cater for students during the pandemic situation.
- 18.2.12 Part-time tutors, Marking of Assignment/Projects, Exams Expenses and Programme Development** - Provisions have been reviewed based on actual expenditure and increase in enrolment rate.
- 18.2.13 Building at Côte d'Or** - Project reviewed following allocation of land at Côte d'Or. A special fund was created based on recommendation from HEC.

18.3 Explanations on Difference between the Final Budget and Actual Amounts

- 18.3.1 Recurrent Grant** - Recurrent Grant allocated to OU was reduced following Revised Budget Estimates.
- 18.3.2 Course Fees under FTES** - An amount of Rs104 million was received after end of financial year.
- 18.3.3 Repairs and maintenance: Building and Equipment** - Repair works were delayed due to delay in the preparation of specifications and procurement activities.
- 18.3.4 Part-time tutors, Marking of Assignment/Projects, Exams Expenses and Programme Development** - Payment to tutors and examiners was effected after end of financial year. There were backlogs of payments at year end due to Covid-19 pandemic.
- 18.3.5 Tablet for learners** - The procurement of tablets was relaunched based on revised specifications and quantity.

19. EVENTS AFTER THE REPORTING DATE

There was no event after the reporting date.

20. EMPLOYEE DISCLOSURE

As at 30 June 2021, the Open University had 162 employees on permanent and pensionable establishment.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30.06.21

21. 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 32,747,997 was provided to key management personnel for the reporting period as follows:

	30-Jun 2021 Rs	30-Jun 2020 Rs
Director-General	3,089,348	3,161,736
Heads of division/section	10,744,294	9,584,408
Other senior staff	18,914,355	18,084,018
Total	32,747,997	30,830,162

22. OTHER REMUNERATION AND COMPENSATION TO KEY MANAGEMENT PERSONNEL

During the reporting period, fees totalling **Rs 370,100** for tutoring services were paid to key personnel as follows:

	30-Jun 2021 Rs	30-Jun 2020 Rs
Senior Management staff	370,100	234,100

Figures for other remuneration are included in **Note 21**.

23. BOARD OF DIRECTORS' REMUNERATION

	30-Jun 2021 Rs	30-Jun 2020 Rs
Chairperson's fees	360,480	538,001
Other Board Directors' fees	235,870	149,775
Total	596,350	687,776

24. RELATED PARTY TRANSACTIONS

For the purpose 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 the Open University or exercise significant influence over the financial and operating decision making or vice versa. Related party transactions were generally carried out at commercial terms and conditions.

OU produced audio-visual and printed materials and services at concessionary terms to government ministries and departments. During the financial year 2020/2021 a total amount of **Rs 59,049** 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.

During the financial year 2020/21, one officer of OU was seconded to the Mauritius National Assembly to assist in the implementation and monitoring of the 'Live Broadcasting of the proceeding of the House Project'. As per practice in the civil service, they were remunerated by OU during the period of secondment.

Open University of Mauritius:
ANNEXES

OPEN UNIVERSITY OF MAURITIUS ACT NO.2 OF 2010

Extracts...

5. Functions of Open University

The Open University shall have such functions as are necessary to attain its objects most effectively and shall, in particular –

- (a) act as the national focal point for open and distance learning;
- (b) set standards for the provision of open and distance learning;
- (c) provide education and training through a diversity of means in such branches of knowledge, vocations and professions as the Open University may determine from time to time;
- (d) enter into affiliation with other institutions, local and overseas, which would assist in attaining any of the objects of the Open University;
- (e) co-operate with any local or overseas institution which has objects which are wholly or partly similar to its own;
- (f) provide consultancy and professional services, especially in open and distance learning;
- (g) plan and prescribe courses of study for degrees, diplomas or certificates through open and distance learning, with the collaboration of local and overseas providers of education and training;
- (h) hold examinations and grant degrees, including honorary degrees, diplomas, certificates or other academic awards, acting on its own or jointly with any other education and training institution;
- (i) accept examinations and periods of study of students at other universities or places of learning as equivalent to appropriate examinations and periods of study in the Open University and withdraw such acceptance at any time;
- (j) institute professorships, lectureships, tutorships and other academic positions necessary for imparting instruction, for preparing educational material or for conducting other academic activities, including supervision, designing and delivery of courses and evaluation of the work done by learners and appoint persons to such positions;
- (k) institute and award fellowships, scholarships, prizes and such other awards for recognition of merit as it thinks fit;
- (l) set up and maintain Regional Centres within this region of the world for the purpose of coordinating and supervising the work of regional study centres in the region and for performing such other functions as may be conferred on them by the Academic Council;
- (m) set up, maintain and recognise study centres, telecentres and practice centres for the purpose of advising, counselling, tutoring, obtaining practical experience or rendering any other assistance required by learners;
- (n) provide for the preparation, reception and distribution of instructional materials through differentiated media, including terrestrial, satellite, video, radio, print, web or compact disc media and others;
- (o) make provision for research and development in educational technology, instructional design, learner support and related matters;

- (p) provide, control and maintain discipline among the learners and academic and general staff and lay down the conditions of service of such staff, including their codes of conduct;
- (q) determine standards and specify conditions for the admission of learners to programmes of study at the Open University, which may include recognition of prior learning, experience, examination, evaluation and any other method of testing;
- (r) link up with Governmental and inter-governmental institutions and the private sector to support an enabling environment for the provision of education and training at certificate, diploma, graduate, post-graduate and research levels;
- (s) create partnerships with key institutions worldwide to deliver programmes of open and distance learning.

6. Powers of Open University

The Open University shall have such powers as are necessary to attain its objects and discharge its functions most effectively and may, in particular –

- (a) receive donations and gifts, contract loans, and lease, acquire, hold, maintain and dispose of any property, movable or immovable, including trust and Government property;
- (b) demand and receive such fees and charges as may be charged for courses of study, research and practical training and for admission to the examinations for degrees, diplomas and other academic qualifications;
- (c) co-operate with other universities and institutions of higher learning, professional bodies and organisations, both locally and from overseas, for such purposes as it considers necessary, including credit transfers and the award of joint degrees;
- (d) subject to the Public Procurement Act, enter into such contract or other arrangement as may be necessary;
- (e) subject to any other enactment, establish such broadcasting facility as may be required to enable the Open University to perform its functions;
- (f) appoint, on contract or otherwise, visiting professors, consultants, fellows, scholars, artists, course writers and other persons from within and outside Mauritius who may contribute to the advancement of the objects of the Open University;
- (g) do such other act as may be necessary for attaining any of its objects and carrying out its functions.

ANNEX 3



CODE OF ETHICS

VISION OF THE OPEN UNIVERSITY

To be among the best open universities in the world.

MISSION OF THE OPEN UNIVERSITY

Use technology and flexible mode of teaching to serve society, transform lives and make high quality education, lifelong learning, and training accessible to everyone while promoting excellence in research.

OUR VALUES

The Values of the Open University are:

- Openness, Diversity and Inclusion
- Excellence
- Engagement and
- Integrity

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1. INTRODUCTION

This Code of Ethics is a written set of guidelines issued by the Open University, to its employees and stakeholders to help them conduct their actions in accordance with its primary values and ethical standards.

The Open University of Mauritius is committed to the highest standards of ethical conduct in all its activities. OU community has the responsibility to act ethically and in accordance with this Code of Ethics.

Since its establishment in July 2012, OU has recognised and acted upon the importance of ethical values that have been embedded in the University regulations.

The Open University Act encompasses well-established ethical policies and procedures relating to our core activities of delivery and assessment of open distance learning courses (Academic), Research, Fundraising and Finance.

2. THE CODE OF ETHICS STRUCTURE

The code describes the ethical conduct grounded in OU's core activities.

The OU Board has an overarching responsibility to keep this code under review. However, for each of the core areas, detailed ethical matters and processes, including the detailed consideration of ethical cases, rest with the University's Ethics Committee.

3. SCOPE

The Code outlines the standards of behaviour expected of all members of the University Staff. It is intended to help and guide staff of OU to conform to the highest professional standards and work ethics. The Code should be read in conjunction with OU Act, policies and procedures. It requires compliance by all members of OU Staff: These include the following categories:

Academic and Non-academic staff members who are employed by OU under regular or other employment contracts. It excludes the Code of Conduct of Learners.

This Code sets the standard of professional conduct expected from each member of staff.

4. AIM

Code of Ethics are fundamental to the OU values. The primary purpose of the Code of Ethics is to maintain a professional and safe environment in which the OU community can work and learn to promote a culture of fair and ethical behaviour while ensuring that the University meets its obligations.

5. STANDARDS OF INTEGRITY

OU staff members must maintain high standards of integrity by upholding fundamental values that include respect for the rights, differences and dignity of others, honesty and integrity in all dealings, accountability for actions and conduct in the workplace and compliance with the University regulations.

6. PERSONAL AND PROFESSIONAL BEHAVIOUR

All staff must:

- 6.1 maintain and develop knowledge and understanding of their area of expertise or professional field;
- 6.2 exercise their best professional and ethical judgement as well as carry out their duties and functions with integrity and objectivity;
- 6.3 act diligently, ethically and conscientiously;
- 6.4 act fairly and reasonably, and treat students, staff, visitors of the University as well as members of the public with respect, impartiality, courtesy and sensitivity;

- 6.5 avoid conflicts of interest;
- 6.6 maintain a co-operative and collaborative approach to working relationships; and
- 6.7 comply with existing rules and regulations, policies of the University and professional codes of conduct and practice, including in relation to: – the conduct of research; confidentiality and privacy of information; equal opportunity; health and safety policies and practices; efficient and effective use of University resources including information communication and technology resources; and protection of the University's interests in intellectual property arising from its teaching and research;
- 6.8 ensure that their personal appearance, dress and presentation are clean, tidy and appropriate for their work role;
- 6.9 not consume alcoholic drinks and smoke on Open University premises;
- 6.10 not accept gifts, and
- 6.11 never disclose any information related to the University without the consent of the Director-General.

7. ACADEMIC INTEGRITY

The University strives to maintain the highest standards in all its teaching and research. Staff members must not conduct themselves in ways that may undermine the academic standards of its awards or the integrity and dissemination of its investigations. Examples of inappropriate conduct and breaches of Academic Integrity include but are not limited to the following:

- 7.1 granting undue favours to students;
- 7.2 receiving undue favours from students in exchange for academic favours;
- 7.3 disclosing personal information related to staff or students without their consent;
- 7.4 violation of University policies related to research and academic honesty including those guiding the conduct of tutorials, examinations and assessment and
- 7.5 engaging in plagiarism evidenced in published or unpublished research manuscripts.

8. DISCLOSURE OF INFORMATION

In the performance of their official duties, all employees of OU have access to confidential information or other confidential documents. They shall ensure that confidential information to which they may have access are not disclosed. Employees must not disclose any information gained by them as a result of their employment to any unauthorised person or to the public, orally or in writing, without the prior approval, in writing, of the Director-General. An employee authorised to report an information shall ensure that it is being done without causing prejudice to the organisation.

No officer shall have access to records relating to him, or in any circumstances, take copies of either minutes or correspondence contained in such records or else they may be liable to disciplinary action. They shall not, in any case whatsoever, misuse such information for their private interests.

OU employees shall be bound by, and shall continue to observe their duty of confidentiality after they leave the service.

OU employees are not allowed to keep photocopies of any document and file of OU with them at office or at their residence without any prior approval in writing of the Director-General.

Members of staff are not allowed to talk about OU to the press or in any gathering including workshops, conferences and congress without the approval in writing of the Director-General.

9. CONFLICT OF INTEREST

Conflict of Interest is defined as "A situation in which an individual's financial, professional or other personal considerations may directly or indirectly affect, or have the appearance of affecting, his or her professional judgement in exercising any official duty or responsibility."

Employees of the University and other community members shall conduct themselves in an honest and fair manner and shall not make any personal use or gain from University property or knowledge gained from their position.

Whenever necessary, they should declare their interest in writing to the Director-General.

10. INTELLECTUAL PROPERTY

All staff must comply with the intellectual property regulations as specified in the OU General Rules.

11. USE OF UNIVERSITY RESOURCES

11.1 All OU resources must be utilised for business purposes only and may not be used for personal gain or use. These include all office equipment, telephone and resources at the disposal of staff.

11.2 OU members have an obligation to act in the best interest and not let outside activities or interests interfere with their duties.

12. EQUAL OPPORTUNITY

The Open University recognises that its employees are its most valuable resources and it shall therefore ensure that all its employees are treated fairly, with respect, dignity and equity. At the Open University, we strive to ensure that equal opportunity is a reality and that our faculty, staff, and students can work and study in an environment free of unlawful harassment and discrimination.

The University discourages discrimination and harassment and provides equal opportunities for all its members, irrespective of their race, religion, gender, and any other characteristic protected by law.

13. WORKPLACE SAFETY

The Open University has an obligation under the Occupational Health and Safety Act 2006 to provide a safe and healthy working environment. OU Officers have an obligation to take steps to protect their own health and safety and that of their colleagues, students and visitors.

OU Employees must observe risk management, health, safety, security and personal protective equipment procedures and requirements. They must identify and report hazards promptly and supervisors must ensure risks are eliminated or controlled in line with Health and Safety policy of Open University.

14. STATEMENT TO THE PRESS AND SOCIAL MEDIA

OU employees should not, without written approval of the Director-General, provide information to the news media or social media, publish any information, or make public statements relating to the policies, activities, processes and documents of the Open University.

15. COMPLIANCE WITH THE CODE

All Members of the OU Staff are accountable for their actions, and as members of the University community, are collectively responsible for upholding professional standards of behaviour. They must conduct their duties in compliance with the University Rules & Regulations and Policies.

16. ETHICS COMMITTEE

The Ethics Committee deals with all reports, complaints, problems and matters arising from this Code of Ethics within the Open University of Mauritius. The Ethics Committee will ensure that this Code is kept updated and provide advice on all matters pertaining to the Code. The exact role, powers and members of the Ethics Committee will be defined by the University Board.

This Code of Ethics and the matter contained herein are neither a contract of employment nor a guarantee of continuing policy. This Code may be amended or supplemented from time to time, with or without notice, by the Ethics Committee.

CODE OF ETHICS FOR OU STAFF
Appendix

EMPLOYEES COMMITMENT FORM

I,....., holding the post ofat the Open University of Mauritius, confirm having read and understood the Code of Ethics of the Open University of Mauritius. I hereby undertake to commit to uphold the values of personal integrity and fairness while complying to all the provisions stated in this Code. I will maintain the highest ethical standards in all my actions.

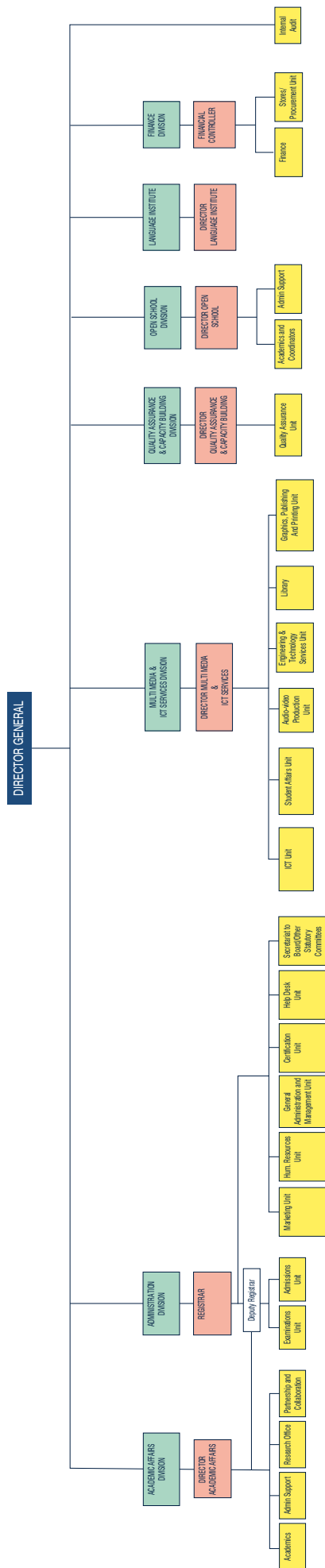
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Date

.....

Signature

ORGANIGRAM OF OU AS AT 30 JUNE 2021



Note: 1. This organigram will evolve in line with future development of OU.
 2. The Examinations Unit and Admissions Unit work closely with Academic Affairs Division through the Deputy Registrar.