

HIGHER EDUCATION COMMISSION STRATEGIC PLAN 2022 - 2025



**Building a Responsive, Relevant and
Resilient Higher Education Sector**

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We acknowledge the consistent efforts of the HEC Chairman and Board Members, Heads of Division and all staff members who were directly and indirectly involved in the development and drafting of the HEC Strategic Plan 2022 – 2025.

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- Dr. Britta Zawada, Director, Institutional Audits, Council of Higher Education, South Africa
- Mr H.B.D Dansinghani, Senior Advisor, Ministry of Education, Tertiary Education, Science and Technology
- Ms Lucinda Robert-Holmes, Special Advisor (Tertiary Education) to the VPM and Hon. Minister of Education, Tertiary Education, Science and Technology

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Munirah and Maureen for the design of the Strategic Plan document.

Preface by the Honourable Minister of Education, Tertiary Education, Science and Technology



The Government of Mauritius is committed to firmly establish Mauritius as a high-income country by 2030 and, while every sector of the economy has its specific role to play in achieving this vision, Higher Education, inextricably linked with all development orientations of society, undoubtedly stands out as the most powerful catalyst for transforming the economy.

I am delighted to present to you the first Strategic Plan of the Higher Education Commission (HEC). The HEC, established in 2020, stands guided by the philosophy of the Higher Education Act, which is geared towards the provision of a reformed, modern and appropriate framework for the higher education sector in Mauritius.

This institutional Strategic Plan is timeous. There is a felt need to respond to the several challenges confronting the HE sector: the production of a competitive workforce that meets the demand of our changing labour market landscape; the introduction of new forms of credentials; the re-alignment of the existing framework for internationalisation to the changing environment. On the other hand, there is a spike in the demand for access to HE in the name of access and equity and a pronounced demand for bespoke programs from industry.

All of these combined means that the sector has to both rethink and modernize itself. It has to dispense fit-for-purpose and qualitatively enriched programs that are at once rewarding for the studentship clientele and positively contributory to the growth and development of a society with a progressive outlook.

To facilitate this task, the need for a strong regulatory body becomes a pre-requisite- and especially so, in the wake of a more and more diversified provision of Higher Education. But, as this Strategic Plan throws into relief, a regulator is never meant to stifle innovation or even stultify it. Quite the contrary. The HEC in fact commits itself to the avowed values of **Responsiveness, Transparency, Accountability, Professionalism and Integrity** but also to the unstated ones of professionalism in its dealings with all stakeholders as well as taking balanced and objective decisions.

This Strategic Plan 2022-2025, the first for this new body, thus represents a key enabler in the fulfilment of the responsibility entrusted to the HEC by the Ministry of Education, Tertiary Education, Science and Technology to bring about a transformation in higher education sector in Mauritius. It outlines its strategic vision and goals in a new multidimensional higher education ecosystem that places a premium, among other things, on the use of new technologies and the recourse to pedagogical innovations.

I would strongly call upon all stakeholders of the Higher Education Sector to support this innovative HEC Strategic Plan 2022-2025 and help it build a better future for our next generations.

Hon. Mrs Leela Devi Dookun Luchoomun,
GCSK, FRSB
Vice-Prime Minister
Minister of Education, Tertiary Education,
Science & Technology

Foreword by the Chairman, HEC



We are pleased to share with you the Higher Education Commission’s very first Strategic Plan 2022 through to 2025. It is an ambitious plan that provides a framework for the HEC to address the requirements for the enhancement of higher education in Mauritius. As part of the planning process, we have envisioned the HEC as an instrument “to make higher education a key pillar in the national economy and to position Mauritius as the foremost destination for students in the region”. Our core values are aligned to this bold and challenging statement and the HEC will develop a proactive approach with our stakeholders to drive the change. The strategic themes embodied in the Plan attest to our commitment to attain excellence through our functions assigned to us under the Higher Education Act. In order to implement the strategic aims, we are conscious of the need to develop

an enabling environment in which our human, financial and physical resources are appropriately allocated and deployed to play our role as a regulatory body

The Strategic Plan is intended to be a living document, providing a benchmark for the staff, yet flexible in response to the evolving needs in a dynamic setup. A lot of effort went into its preparation and it represents the concerted efforts of Board Members, the Commissioner and HEC Staff, whose valuable inputs have been incorporated in this document. I thank all of them for their ideas and guidance during the process of consultation and drafting of the Plan. I am sure that with their collaboration, the goals we aspire for will in time translate into tangible outcomes that we can be proud of.

Dr Abdess Salem Saumtally
Chairman

Address by the Commissioner, HEC



After the promulgation of the Higher Education Act, the Higher Education Commission was set up in January 2020, with an enhanced mandate to set up a national regulatory framework, the accreditation of public programs, the development of a new funding mechanism and harmonization of courses across public universities in Mauritius. The vision of the HE Act is the reorientation of the higher education system to position Mauritius as a favored destination for higher education in the Region.

The COVID 19 pandemic has exacerbated the challenges faced by the higher education sector around the world. Mauritius is as exposed and susceptible to these challenges and has to reengineer its higher education sector to meet the demands of the skilled and talented human capital needed for the 21st century. At the same time, however, opportunities arise.

The HEC Strategic Plan 2022-2025 has been developed in consultation with the HEC staff as well as its various stakeholders. Multiple meetings have been carried out during the period April to September 2021. Documents such as the Government’s Programme 2022, the Mauritius Vision 2030, as well as many other local and international publications have been analyzed. An in-depth internal analysis of the different Divisions at the HEC has also been carried out. These documents and discussions have been

used to inform the SWOT as well as the Change Agenda required to achieve the vision for the HEC in 2025. The HEC strategy 2022-2025 spells out the main strategic themes around which the Plan has been developed: Responsiveness, Relevance, Resilience, Sustainability and Engagement. At the heart of our agenda, we will deliver an innovative regulatory framework for increase in access to higher education, a resilient HE system with proper internationalization strategies for both staff and students, a funding mechanism linked to the performance of universities and a national credit system that is responsive to the needs of higher education in this new normal era, which will promote mobility amongst learners.

We are governed by our commitment to equity, transparency, inclusiveness and sustainability. The responsiveness of the Higher Education sector remains at the top of our agenda and the HEC will therefore become a key institution in the reengineering of the sector. We need to be agile and flexible and promote the use of technology and encourage eLearning.

The HEC staff will be critical in the implementation of the strategic pillars and achieving our goals in the next three years. The HEC Strategic Plan is an ambitious programme of change which can only be achieved with the full support of the HEC staff and immediate stakeholders.

Professor Romeela Mohee
Commissioner

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1 INTRODUCTION



1.1 Purpose

The purpose of this document is to present the Strategic Plan of the Higher Education Commission for the period of 2022 to 2025.

The HEC Strategic Plan 2022-2025 sets out the vision of the Higher Education Commission to consolidate its position as the apex regulatory body of the island, with

the objectives to promote and enhance access to higher education. It reaffirms our commitment to achieve higher standards in higher education and to provide an enriching experience to our students/learners as well as maximizing their contributions to the socio-economic development of the country.

1.2 Background

This first Strategic Plan of the Higher Education Commission (HEC) has been developed in a unique and an exceptionally difficult context characterized by the COVID 19 pandemic and its unavoidable impact on the national economic and social fabrics.

In this changing configuration, human capital remains a key factor in accompanying the country in its transition to the new normal as knowledge, technology and innovation are emerging as the game changers in fashioning the new economic landscape and steering it on the path of renewed growth and development.

Mauritius was able to withstand the shocks caused by the pandemic but its impact on the economy and the society has been far-reaching. Higher education institutions (HEIs) were closed for a prolonged period to eventually reopen with emergency online teaching and learning to ensure the continuity of their activities. The formidable challenges accompanying the new context

have created opportunities for the HEIs to reinvent themselves and revisit their approaches to teaching and learning in an attempt to increase their resilience and be better prepared for similar situations in the future.

In such an uncertain environment, higher education has a vital role to play in supporting individual employability, restoring national competitiveness, and accompanying the country to reintegrate the knowledge-driven global economy. As the regulatory body as well as the funder and promoter of higher education and research, the Commission, through its support and guidance, is ideally placed to accompany the higher education institutions in these difficult times and prepare for the challenges ahead. This Strategic Plan, accordingly, lays the foundation for a more resilient, innovative, outwardly-driven, and effective and efficient higher education sector. It charts out the directions to be taken by the Commission over the period 2022-2025 for reorienting the system and to position Mauritius as a favored destination for higher education in the Region.

1.3 The Higher Education Commission

The Higher Education Commission (HEC) is a statutory body established under the Higher Education Act 2017 and is the apex body in Mauritius dealing with regulation, funding and the promotion of higher education including research in the country.

The Higher Education Act calls for the reorientation of the higher education sector as a favored destination for higher education in the Region. Following the repeal of the Tertiary Education Commission Act in January 2020, the HEC became operational. Together with the Quality Assurance Agency (QAA), these two institutions are expected to be complementary and engage in the promotion of higher education in Mauritius.

While the QAA has been primarily assigned to conduct quality audit of HEIs, the HEC, as a statutory body established under the HE Act 2017, is the apex body in Mauritius overseeing the HE sector. It has multiple roles of regulating providers of higher education, accrediting all public and private programs, ensuring proper financial management of public HEIs funding; and promoting the development of higher education.

As per the Higher Education Act 2017, the Higher Education Commission has as objects to:

- (a) Monitor and oversee the higher education sector.
- (b) Ensure :-
 - The availability of adequate human resources, physical infrastructure, and other material resources.
 - The rationalization of teaching programs in public higher education institutions; and
 - The planning and implementation of research in higher education institutions.
- (c) Promote the development of higher education, academic research, and training facilities through equity of access, high quality learning and research outcomes, the efficient use of national resources and innovation.
- (d) Foster the achievement of international standards of scholarship through a diversity of teaching and research.
- (e) Identify and enhance good practice in higher education.
- (f) Support and facilitate the implementation of the national higher education strategy of the Government; and
- (g) Support the development of cultural life.

2 VISION, MISSION AND CORE VALUES



2.1 Vision

Mauritius needs a workforce that is adaptable, knowledgeable, and innovative to be able to support an increasingly service and technology-oriented economy and maintain itself into the league of High-Income Nations.

Higher education, by producing the top-notch human capital required by existing and emerging economic

sectors can assist in fueling growth and prosperity. The higher education sector also has the potential to generate income, employment, and foreign direct investment by attracting international students, in line with the national vision of transforming the island into a Regional Knowledge Hub and make Higher Education a pillar of the Mauritian Economy.

In line with the above, HEC’s vision is

To make higher education a key pillar of the national economy and to position Mauritius as the foremost destination for students in the region.

2.2 Mission

The Higher Education Commission as the regulatory body for higher education oversees the standards and quality of the higher education provision in Mauritius. In line with its mandate, it also manages government’s

funding to public HEIs, promote the development of higher education and research and provide support for more enriching student experience.

In this light therefore, HEC’s mission is:

To be a modern and responsive regulatory body for Higher Education in Mauritius. We oversee standards, quality and the appropriate use of research to enable inclusive and innovative higher education and research that meets local and regional needs whilst providing high quality online experience.

2.3 Core Values

We share a set of core values which defines the way we work. These values inform the attitude and behavior of all members of the staff.

The HEC promotes:

a) Putting learners first and a highly professional, well qualified staff and skilled staff, and their continuing professional development

b) Excellent regulations

c) Enhance access to higher education and lifelong learning

d) Equality and Equity

e) Strong links with Regulatory boards

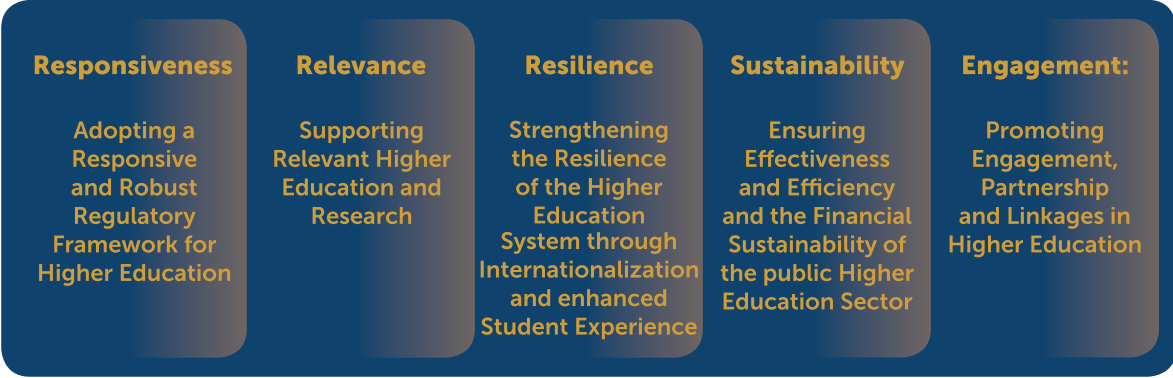
Integrity	We are driven by the principles of fairness, objectivity, and honesty in our work
Professionalism	We are guided by high professional standards, providing relevant and effective services that are trusted by all
Accountability	We act responsibly by safeguarding standards and promote the principle of value for money in all our undertakings
Transparency	We endeavor to be as consultative as possible in our decision-making
Responsiveness	We seek to adjust to the dynamic environment in which HEIs operate and be sensitive to the changing needs of our stakeholders.

3 STRATEGIC THEMES



The HEC Strategic Plan 2022-2025 seeks to create a futuristic HEC operating in a stimulating and conducive environment and driven by a team of visionary, competent and committed professionals working in synergy to address the numerous challenges confronting the higher education sector while laying a strong foundation for the transformation of Mauritius into a Regional Knowledge Hub and reinstating its place in the league of High-Income Economies.

The 2022-2025 Plan provides a roadmap for the next 3 years centered around 5 Key strategic themes as shown below:



ST 1: Responsiveness - Adopting a Responsive and Robust Regulatory Framework for Higher Education

Mauritius aspires to make higher education a pillar of its economy and transform itself into a Knowledge Hub in the Region. The promotion of higher education as a strategic resource for socio-economic development requires inter-alia the needs and exigencies of employers locally, regionally, and internationally. The Commission as the Regulatory body for higher education will during this plan period come up with a robust regime for quality assurance through the development of a new Regulatory Framework for Higher Education that will enhance quality within the sector and encourage leading international universities to establish and offer higher education in Mauritius. The presence of these universities would help raise the quality of higher education within the country and open the way for more international students.

ST 2: Relevance - Supporting Relevant Higher Education and Research

One of the challenges facing higher education today is the disconnect that exists between the output of the higher education system and the skills required in the industry. Many graduates lack the skillset deemed essential to make them successfully employed or to create their own employment. Growing mismatch between the supply of and demand for higher education have resulted in graduate unemployment and underemployment coexisting with shortages in many areas impacting on productivity, competitiveness and economic growth. This Plan proposes measures that will prompt the Higher Education sector to be more responsive to the needs of the economy and the society, such as the adoption of integrated work placement, the linking of funding to program relevance, the approval of programs that are in line with labor market demands and the funding of research that addresses industrial and societal needs.

ST 3: Resilience - Strengthening the Resilience of the Higher Education System through Internationalization and enhanced Student Experience

The disruption of higher education during the COVID 19 pandemic has incited many HEIs to consider their best path to a sustainable future. Multiple advantages have been uncovered during this crisis with new approaches to teaching and learning improvised to obtain the best possible students and staff experiences. But the pandemic is not the only disruptive force that the global community will face in the coming years- further epidemics, climate change and social/ political unrest are realities that will continue. In the case of Mauritius, the declining demography and higher education student population have increased the vulnerability of the local higher education sector. This Plan reinforces measures for increasing the resilience of the higher education sector, besides strengthening capabilities for emergency response situations, by supporting the internationalization of the sector, encouraging technology solutions to teaching and learning; and enhancing student welfare and pastoral care as well as mobility to improve access, inclusiveness, experience, variety, and outcomes.

ST 4: Sustainability - Ensuring Effectiveness and Efficiency and the Financial Sustainability of the public Higher Education Sector

The public HEIs are evolving in a rapidly changing environment characterized by globalization and increased competition, rapid technological development and competing demand for state funding raising concerns about the financial sustainability of the sector. The future of public HEIs will in the long run depend on their

ability to contain unit cost, mobilize additional revenue, and respond to national, regional, and international needs. To stay abreast with new developments taking place worldwide in the financing of higher education, the Plan proposes a new approach to funding, moving away from incremental budgeting to performance-based budgeting. It calls concurrently for enhanced effectiveness and efficiency of public HEIs though eliminating the duplication of resources while ensuring diversity and complementarity amongst institutions, to better meet the needs of the economy.

ST 5: Engagement - Promoting Engagement, Partnership and Linkages in Higher Education

Higher education procures considerable benefit to the individual and the economy and to society at large. In this respect, it is important for every Mauritian to be sensitized of the importance of higher education. Likewise, the state has a responsibility to ensure that all those qualified and willing to pursue higher education have the opportunity to do so. During this plan period, the Commission will lay emphasis on information dissemination and communication with the twin objectives of arousing interest in higher education in general and instill public confidence in the Mauritian higher education system. The HEC will work closely with all its stakeholders to reposition the HE system as a Regional Knowledge Hub by building stronger local and international relationships and, partnerships and, networks. During this plan period, the Commission will lay emphasis on information dissemination and communication with the twin objectives of arousing interest in higher education in general and instill public confidence in the Mauritian higher education system. The HEC will work closely with all its stakeholders to reposition the HE system as a Regional Knowledge Hub by building stronger local and international relationships and, partnerships and, networks.

4 STRATEGIC OBJECTIVES, KEY ACTIONS AND KEY PERFORMANCE INDICATORS

The collaborative work carried out over the past six months enabled us to define clearly the Strategic objectives related to the Strategic Themes, the key actions to be undertaken and the Key Performance Indicators.

ST 1: ADOPTING A RESPONSIVE AND ROBUST REGULATORY FRAMEWORK		
OBJECTIVES	KEY ACTIONS	KPIs
Raise the quality and standard of HE provisions	Establish a new Regulatory Framework for Higher Education	No. of applications for registration
Ensure effective and consistent compliance with the Regulatory Framework of HEC and reduce regulatory burden	Develop Regulations, Standards and Guidelines for the establishment and registration of private HEIs and the accreditation of programs of HEIs (public and private)	No. of applications for accreditation No. of programs accredited (public and private)

OBJECTIVES	KEY ACTIONS	KPIs
Protect the reputation of Mauritius as a Higher Education Destination	Develop criteria for the use of 'university title'	No. of applications processed under the fast-track
Attract Top-ranked universities to Mauritius	Develop criteria for the use of 'academic titles'	Guidelines for the use of 'university title'
	Implement budget measures/ fiscal incentives	Guidelines for the use of 'academic titles'
	Adopt a fast-track for processing application from top-ranked universities	Number of top ranked universities set up in Mauritius
	Conduct capacity building for HEC staff, for external accreditation panel members (subject specialists) and for the public and private providers, to use the regulatory tools for compliance	

ST 2: SUPPORTING RELEVANT HIGHER EDUCATION AND RESEARCH		
OBJECTIVES	KEY ACTIONS	KPIs
Increase Relevant and Impactful research	Fund research that addresses industrial and societal needs	% of HEC-funded research involving academia/ industry collaborations
	Set up Research Chairs	% of HEC-funded projects having direct impact on the economy and society
Enhance relevance of Higher Education (HE) programs	Develop a List of Priority Research to direct research towards national priorities	Dissemination of research findings to stakeholders/ public
	Update the List of Indicative Priority Field of Study (LIPFS)	% of new programs developed by HEIs in line with the List of Indicative Priority Field of Study (LIPFS)
	Encourage institutions - through the accreditation process - to conduct market/ student need and demand analysis prior to offer of programs	% of applications for accreditation rejected because of low relevance to labor market
	Limit renewal of courses less needed (excess supply)	% of demand-driven programs approved
	Implement minimum cohort sizes to ensure financial sustainability of programs	No. of graduates not in employment 6 months after graduation (Tracer)
	Collaborate with the Human Resources Development Council (HRDC) on market need - https://www.hrdc.mu/	

OBJECTIVES	KEY ACTIONS	KPIs
Foster Graduate Employability	Approve courses in line with labor market demand (see above)	
	Develop Graduate Employability Guidelines/ Toolkit (absorption in labor market and employability)	No. of students on micro-credential programs
	Support Micro-credential	No. of Full-Time (FT) undergraduate programs having work placements
	Ensure integrated work placements in FT undergraduate programs	
	Linking new funding mechanism to relevance of programs	No of programs in HEIs in performance indicators

ST 3: STRENGTHENING THE RESILIENCE OF THE HIGHER EDUCATION SYSTEM THROUGH INTERNATIONALIZATION AND ENHANCED STUDENT EXPERIENCE		
OBJECTIVES	KEY ACTIONS	KPIs
Reinforce the internationalization of Higher Education (HE)	Introduce a Classification System of HEIs for export of higher education	No. of HEIs authorized to recruit international students
	Develop a Framework for Internationalization of Higher Education (HE)	No. of programs aimed at the regional market
	Implementation of the Mauritius Africa Scholarships scheme Recruitment of International Faculty	% of international students enrolled locally
	Implement the Free Tertiary Education Scheme (FTES)	No. of scholarships awarded under Mauritius Africa Scholarships scheme (MAS)
Increase Access and Inclusiveness	Develop and Implement a Model Code of Conduct for students	No. of international faculty funded
	Implement a Framework for student Welfare	No. of students benefiting from Free Tertiary Education Scheme (FTES)
	Profiling of students in the public HEIs	% of HEIs implementing the Student Code of Conduct
Enhance Technology-enabled Learning	Develop Policies and Code of Practice for Distance Learning (ODL) and Open Educational Resources (OER)	No. of affirmative actions taken by HEIs to promote student welfare
	Capacity building workshops	Register of student unions

OBJECTIVES	KEY ACTIONS	KPIs
Foster student mobility and flexible learning pathways	Develop a National Credit Value and Transfer System	% of academic staff trained in technology-enabled learning
	Reduce lead time for the processing of applications for recognition and equivalence	Implementation and adoption of the National Credit Value and Transfer System (NCVTS) by all local providers
		Streamlining and facilitating the articulation from Technical and Vocational Education and Training (TVET) to HE through access to different pathways to HE
		Ease of transfer and mobility of students across program, across institutions
		No. of students enrolled through credit accumulated and transferred under the National Credit Value and Transfer System (NCVTS)
		No. of application for recognition and equivalence processed within shorter lead time

ST 4: ENSURING EFFECTIVENESS AND EFFICIENCY AND THE FINANCIAL SUSTAINABILITY OF THE PUBLIC HIGHER EDUCATION SECTOR		
OBJECTIVES	KEY ACTIONS	KPIs
Establish a fair and equitable system of allocating Government funds	Appointment of consultants to develop funding mechanism	Proposal for new FMs Intensive consultations
Promote effective and efficient use of Government funds	Develop a new funding mechanism linked to performance	No. of public HEIs adopting new funding mechanism % of income generated by HEIs in their budget
	Rationalize and Harmonize programs of public HEIs	No. of programs rationalized/ merged Testing
	Monitor Performance of public HEIs	No. of measures taken to contain costs/ optimize resource utilization
	Set-up an Internal Audit system at HEC	Recruitment of an internal auditor
	Inspection as per HE Act	

ST 5: PROMOTING ENGAGEMENT, PARTNERSHIP AND LINKAGES IN HIGHER EDUCATION		
OBJECTIVES	KEY ACTIONS	KPIs
Strengthen local and international collaboration	Develop linkages and collaborations with local/ regional/ international bodies	No. of collaborative agreements signed with local/ regional/ international bodies and number of activities conducted under these MoUs
Engage with stakeholders	Platforms for stakeholders' consultations (Vice Chancellor (VC)/ Director General (DGs), Private HEIs Meeting)	No. of consultative meetings/ events and no. of participants involved
Enhance the visibility of HEC	Develop marketing and communication strategy Branding of HEC	No. of consultative events organized/ participants involved
Advice on Planning and Policy development in Higher Education	Establish a higher education Data Hub	No. of visitors on the platform
	Computerization of the Management Information System (MIS)	No. of request for information on HE processed
	Conduct periodic reviews/ trend analysis of HE Sector	No. of periodic reviews/ policy briefs/reports published
	Undertake Intelligence to provide robust policy advice in HE	No. of advice/ views on higher education delivered

5 ENABLERS

The Commission’s achievements under the five strategic directions will depend on supporting elements deemed pertinent to successfully implement the Plan. Three key enablers have been identified in this namely, Human Capital, Funding and Digitalization as highlighted below:

Funding

Success in achieving the goals of the Strategic Plan is underpinned by the availability of funds to execute all the activities that are targeted for implementation. Government funding in the form of a recurrent grant is the main source of funding for the Commission. And if funds needed to accomplish the actions earmarked in the Plan, as evident from the Financial Plan, are not forthcoming in time, the risks of many of these activities not materializing in time as planned, can be real, which can affect the plan implementation. In this regard, the Plan will be properly costed and time-lined for implementation to be able to secure the necessary funding. And with proper financial management, the strategies and objectives of the Plan will be implemented that will make an optimum use of available resources.

Human Capital

The strategic objectives set in the Plan can only be realized if there is a dedicated pool of professionals capable

of executing effectively and efficiently the activities identified therein. This presumes that the Commission will be able to make up for the human resource gap that has prevented it so far to perform to its full capacity, by attracting talents and recruiting additional staff with the right mix of skills and expertise to be able to add value to the Organization. It also assumes all employees to be fully trained and competent to be able to rise to the challenges posed in implementing the Plan. Finally, to be able to tap the full potential of its workforce and boost productivity, the engagement of employees towards creating a supportive working culture and collaborative environment is deemed important. In order to achieve this, the Commission will review its human resource policies and work environment and will come up with a series of targeted actions aimed at:

- Recruiting Key personnel
- Introducing a new Performance Management System
- Streamlining HR processes
- Reinforcing Staff Capability through Continuous Professional Development
- Improving operational Excellence through policy development and guidelines
- Engaging employees to create a supporting work culture

For the implementation of the various responsibilities mentioned above, a new organizational structure is deemed essential to ensure that the HEC is ‘fit for purpose’. The proposed structure, as shown at Annex will consist of the following:

- (a) A multilayered organization structure with professional staff at strategic directorate level;
- (b) Career pathways at all levels; and
- (c) Additional staffing to cope with the additional workload

For the transformation from ex-TEC to HEC to occur, a new organization structure will be forged to meet the new challenges and honor the increased scope of responsibilities. This new structure will also bring value to the mandate of the HEC and enable it to deliver at the expected higher levels of efficiency and effectiveness.

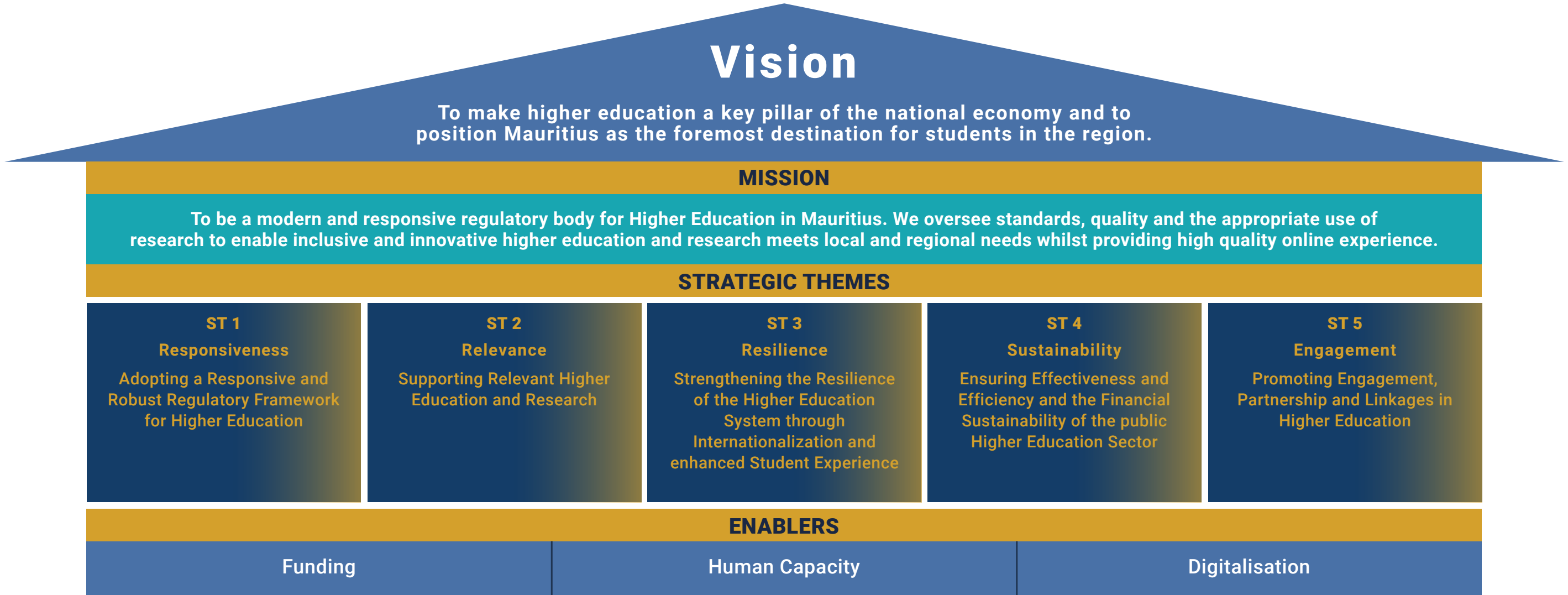
Digitalization

The COVID-19 pandemic has accelerated the adoption of technologies in higher education globally. Given the nature of technology in ensuring the Commission’s operational and strategic future, informed investment and support of technological infrastructure will be

critical in the fulfilment of its Plan objectives. The Commission will, in this regard, provide a supportive digital environment that will propel IT in all its operational structures. Through a Digital Transformation Plan, a digital culture and a robust digital infrastructure will be encouraged to take root that will be embedded into the system, so as to move the Commission to becoming a modern and more innovative organization. The Digital Transformation agenda will involve amongst others:

- Designing an Integrated Higher Education Information System (Data lake)
- Free Tertiary Education Management Information System (FTEMIS)
- Introducing Online Applications for Setting up, Registration and Accreditation of courses
- Streamlining and Automate the internal administrative processes at HEC (Human Resource Management (HRM), Leave Management, Passage Benefits, Performance Appraisal)
- Developing Databases for Research and Research Funding with search facilities
- Setting up a Database of funding provided to public universities with facilities for in-depth analysis

6 STRATEGY MAP



7 CONCLUSION AND THE WAY FORWARD

The development of the HEC Strategic Plan 2022-2025 has been the outcome of a series of consultations and discussions undertaken at different levels between March and September 2021 that included HEC Head of Divisions, HEC Staff, HEC Union, HEC Board Members, External Stakeholders such as the Ministry and other HE Organizations like the QAA as well as the public and private universities, amongst others.

The Action Plan has been prepared to translate the vision, objectives and strategies highlighted in the Strategic

Plan into activities with proper timeline, milestones, deliverables and KPIs; and the Responsible Officer assigned for executing each activity. Once operational, the Action Plan will be closely monitored and progress in implementation reported on a regular basis to ensure its timely implementation.

It is believed that the successful implementation of the HEC Strategic Plan 2022-2025 will lay a solid foundation towards building a responsive, relevant and resilient higher education sector.

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