



Harare
Institute of
Technology

success through innovation

DESIGNING THE FUTURE: VISION 2020

STRATEGIC PLAN

DESIGNING THE FUTURE: VISION 2020 STRATEGIC PLAN

INSTITUTE BOARD CHAIRMAN'S REMARKS

As the Chairman of the Harare Institute of Technology Board and on behalf of the entire Institute Board, I wish to present and at the same time express our unwavering support for the Strategic Plan, *Designing the Future: Vision 2020*.

Through this document, we had the opportunity, both the Board and Management to remind each other of our roles and responsibilities and see how best we can make the Institute stay on its course. As our responsibility is largely in the oversight domain; providing broad policies and objectives and the assignment of priorities to ensure that the Institute's capacity to undertake its mandate is continuously reviewed, the Board is optimistic that HIT will satisfy the expectations of all our stakeholders.

As Board members, we had the opportunity to test and probe the Institute's strategy using our collective professional experiences and skills and we are assured that through this framework, will able to add impetus to the industrialization agenda of Zimbabwe.

The unity of purpose and thought displayed during the development and adoption of the Strategy document went a long way, bringing in the buy-in and alignment of all stakeholders.

I challenge all of us to rally behind this Strategy, as its execution will make HIT emerge as a truly Innovation and Technopreneurial University.

I thank you.



Dr Gibson Mandishona
Institute Board Chairman

VICE CHANCELLOR'S REMARKS

I wish to firstly extend our profound gratitude to the Institute Chairman, Dr Gibson Mandishona and the entire Board for their support during the Strategic Review Process, which culminated in us having this Strategic Plan, *Designing the Future: Vision 2020*.

As the Management team for the Harare Institute of Technology, we were extremely humbled by their support and commitment to this institution and their resolve to see HIT achieve greater success in all its endeavours.

This Strategic Review evaluated the progress made so far in our quest to see HIT become the centre of excellence in innovation and technopreneurship. This process also provided us with an opportune moment to reflect on the road we have travelled so far while giving the impetus for us to craft refined plans of actions as we seek to fulfill our mandate as specified by the Government and respond to the national development agenda.

Indeed, the review process re-energised us for the great task that lies ahead. In crafting this Strategy, we were guided and driven by the following imperatives:

- the need to develop HIT as a leader in technology based on a multidisciplinary research agenda.
- developing HIT into a diverse and complex institution that is in a constant state of flux, specialising in Science, Engineering and Technology.
- Position HIT as a state of the art institution, at the vanguard of availing new technologies responsive to national strategic areas.

Key to this roadmap are the inherent goals and strategic initiatives that inform the creation of an environment that develops and incubates innovators, technopreneurs and leaders.

In *Designing the Future: Vision 2020*, we once again commit ourselves to continue building HIT's future, whose foundations were laid in *Designing the Future: Vision 2015*. HIT also recommits and restates the belief that without research, no society particularly one which must evolve within challenging demographic constraints, can preserve a distinct identity and survive the test of time amidst an ever changing global technological terrain. Consequently, we put a premium on innovation and research as it naturally complements our primary teaching function. More importantly and crucial to our research output is the realisation that researchers should come up with research projects that are industrially applicable and relevant to Zimbabwe's technological needs. As a result, we continue on the trajectory of aggressive generation of commercializable Intellectual Property (IP) from our innovation and research and development outputs.

We also commit ourselves to the refinement of HIT's distinctive strength to enable HIT to become a truly Innovation and Technopreneurial University with global connections, reach and impact.

I therefore, urge the entire Institute community to whole heartedly dedicate themselves to the realisation of the goals set in this document.



Eng. Q.C Kanhukamwe
Vice Chancellor

1.HARARE INSTITUTE OF TECHNOLOGY MANDATE

The Harare Institute of Technology (HIT) was established as a degree-granting institution by an Act of Parliament of Zimbabwe No. 4/2005, “Harare Institute of Technology Act, [CHAPTER 25:26]”.

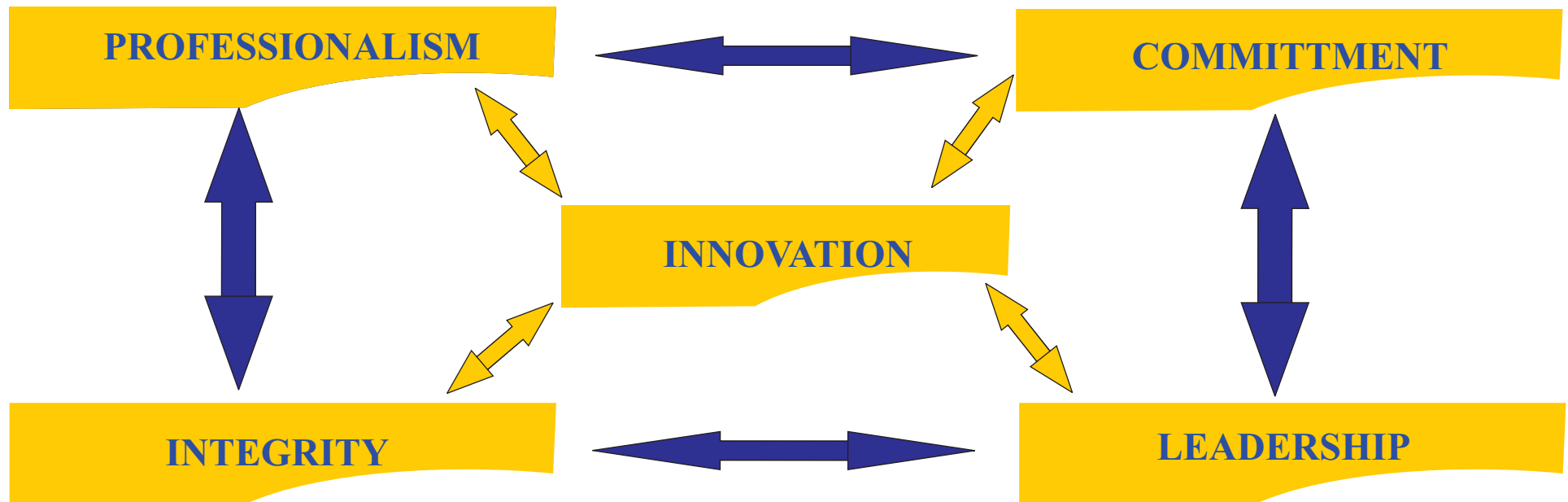
It was given a broad based mandate as laid out in Section 4 of the HIT Act.

1.1 THE MANDATE

OBJECTS & POWERS OF INSTITUTE	FOCUS AREA
a) The advancement of knowledge	SCHOLARSHIP
b) The development, incubation, transfer, and commercialisation of technology	TECHNOPRENEURSHIP
c) The development of technical expertise to the highest degree possible	PROFESSIONAL DEVELOPMENT
d) The development of a science park	TECHNOLOGY COMMERCIALIZATION
e) The establishment of productive centres, facilities or enterprises linked to or associated with specific schools within the Institute	ENTERPRISE DEVELOPMENT
f) The training of lecturers in technology	TECHNICAL PEDAGOGY
g) The provision of education programmes focusing on design, production and maintenance technology relevant to industry and other sectors of Zimbabwe’s economy	SCIENCE ENGINEERING TECHNOLOGY PROGRAMMES, MANUFACTURING & PROCESS ENGINEERING
h) The delivery of useful, innovative, timely and cost-effective technological research outcomes characterized by excellence	RESULTS-BASED RESEARCH & DEVELOPMENT
i) The nurturing of the spirit of patriotism and of the intellectual, aesthetic, social and moral growth of, and gender sensitivity among, the students and staff of the Institute	CULTURED CITIZENSHIP

2. CORE VALUES

HIT strategy process participants agreed the following HIT Core Values .



3.1 Description of Core Values

By **INNOVATION** we mean reconfiguration for competitiveness through synergy

By **LEADERSHIP** we mean accountability in our areas of responsibility based on consultation, expert knowledge and wisdom

By **INTEGRITY** we mean the virtue of honesty underpinned by Unhu/Ubuntu and equity

By **COMMITMENT** we mean provision of user-focused services characterized by patriotism, responsiveness, sensitivity as well as cooperation founded on participation

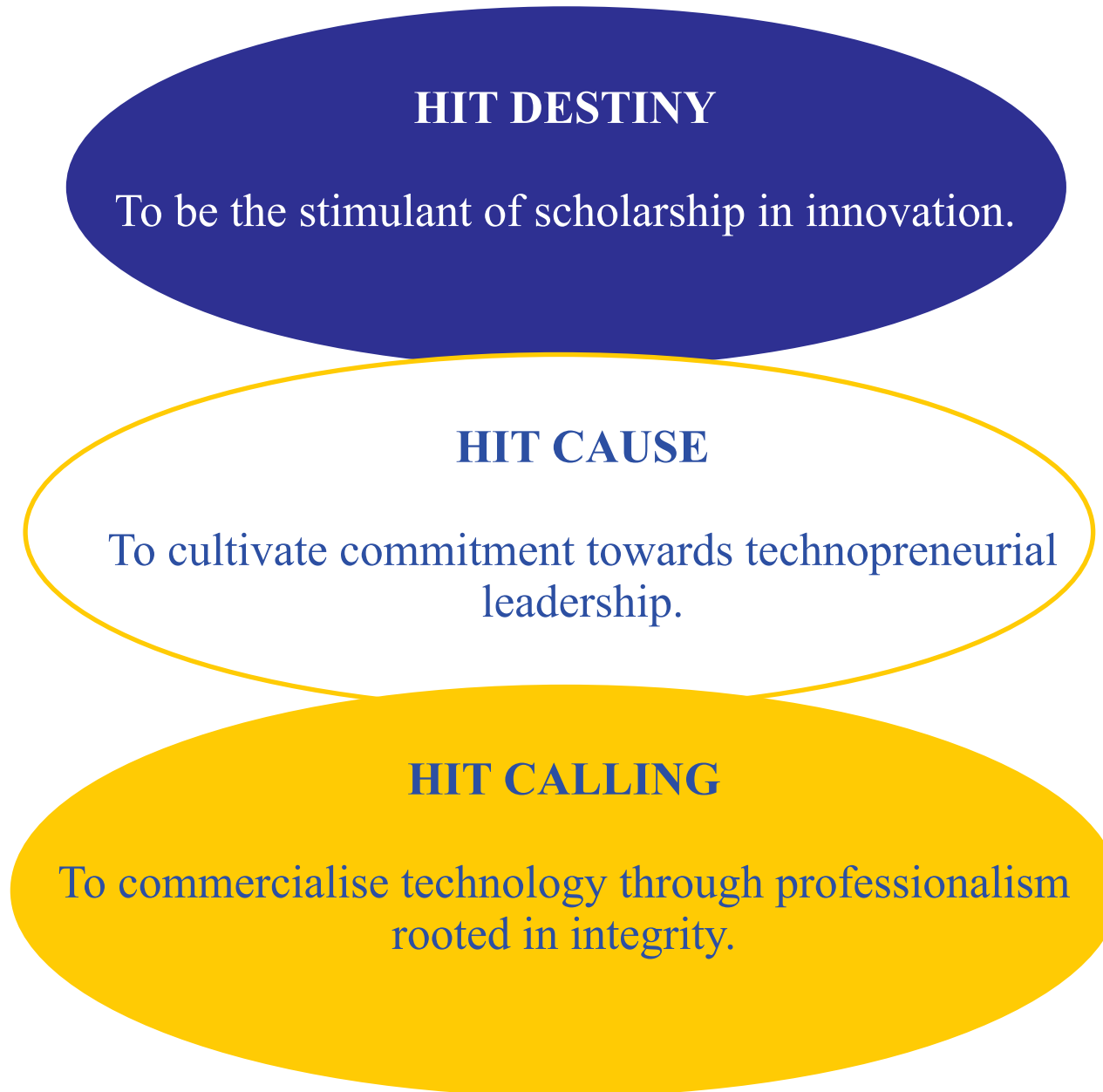
By **PROFESSIONALISM** we mean quality density

2.2 ALIGNMENT OF CORE VALUES WITH HIT MANDATE

OBJECTS & POWERS OF THE INSTITUTE	FOCUS AREA	CORE HIT VALUE(S) TO LEVERAGE FOCUS AREA/ OBJECTS & POWERS OF INSTITUTE
a)The advancement of knowledge	SCHOLARSHIP	PROFESSIONALISM
b)The development, incubation, transfer, and commercialisation of technology	TECHNOPRENEURSHIP	INNOVATION
c)The development of technical expertise to the highest degree possible	PROFESSIONAL DEVELOPMENT	COMMITMENT
d)The development of a science park	TECHNOLOGY COMMERCIALIZATION	INNOVATION
e)The establishment of productive centres, facilities or enterprises linked to or associated with specific schools within the Institute	ENTERPRISE DEVELOPMENT	INNOVATION
f)The training of lecturers in technology	TECHNICAL PEDAGOGY	PROFESSIONALISM
g)The provision of education programmes focusing on design, production and maintenance technology relevant to industry and other sectors of Zimbabwe's economy	SCIENCE ENGINEERING TECHNOLOGY PROGRAMMES MANUFACTURING & PROCESSING ENGINEERING	LEADERSHIP
h)The delivery of useful, innovative, timely and cost effective technological research outcomes characterized by excellence	RESULTS-BASED RESEARCH & DEVELOPMENT	LEADERSHIP & COMMITMENT
i)The nurturing of the spirit of patriotism and of the intellectual, aesthetic, social and moral growth of, and gender sensitivity among, the students and staff of the Institute	CULTURED CITIZENSHIP	INTEGRITY

3. DESTINY, CAUSE & CALLING

The HIT Core Values form the basis of the HIT Destiny, Cause, Calling & the Strategy.



5. STAKEHOLDER ANALYSIS

STAKEHOLDERS	NEEDS	EXPECTATIONS
Staff	<ul style="list-style-type: none"> Competitive rewards Continuous professional development (CPD) Soulspace Information Respect Recognition Role models 	<ul style="list-style-type: none"> Psycho-social contract 100% alignment with HIT Mandate 100% adherence to the terms of psycho social contract Performance-based psycho-social reward system Zero deviation from reward system 100% involvement in charting CPD path Zero deviation from agreed CPD path Zero deviation from agreed CPD policy Zero work-related incidents Zero work-related near misses Zero work-related accidents Zero work-related injuries Zero work-related deaths 100% availability of information related to them & their work 100% availability of resources 100% functionality of equipment 100% concerns addressed 100% involved in decision making 100% living HIT Core Values
Registered Students	<ul style="list-style-type: none"> Information Soulspace Scholarship Recognition of scholarship innovation accomplishment 	<ul style="list-style-type: none"> 100% availability of current student information packages 100% availability of state-of-the art student facilities and services 100% funding of selected exceptional students Award attainment after graduation within specified times
Alumni	<ul style="list-style-type: none"> Lifelong learning Platform for networking 	<ul style="list-style-type: none"> 100% availability of information on curricula reviews 100% availability of graduate programmes Annual Alumni functions/events
Parents/Community	<ul style="list-style-type: none"> Scholarship Plough-back intocommunity 	<ul style="list-style-type: none"> Student award attainment after graduation within specified times Commercialisation of Research, Development & Innovation outputs 100% access to HIT facilities when not in use for an agreed fee
Strategic Partners	<ul style="list-style-type: none"> Collaboration 	<ul style="list-style-type: none"> Win-win relationships
Senate	<ul style="list-style-type: none"> Quality Assurance systems 	<ul style="list-style-type: none"> 100% adherence to statutes 100% HIT programmes ZIMCHE compliant 100% maintenance of Accreditation

Executive Committee	<ul style="list-style-type: none"> • Strategic information 	<ul style="list-style-type: none"> • 100% adherence to statutes • Quarterly and up-to-date strategic information covering 100% of HIT mandate provided at least two weeks before Board meetings • Adhoc strategic information within 24 hours of request of ad hoc meeting
Board	<ul style="list-style-type: none"> • Strategic information 	<ul style="list-style-type: none"> • 100% adherence to statutes • Quarterly and up-to-date strategic information covering 100% of HIT mandate provided at least two weeks before Board meetings
Government	<ul style="list-style-type: none"> • Institute governance • Scholarship & Innovation • Availing higher education (engineering , technology & science) opportunities to qualifying students 	<ul style="list-style-type: none"> • 100% adherence to Mandate & relevant statutes • Commercialization of Research, Development & Innovation outputs • At least 2 publications per lecturer annually • At least 10% annual increase in student enrolment per intake

5.0 THE FOUR ACTIONS FRAMEWORK SUPERIMPOSED ON THE SERVICE SCORECARD

5.1 FINANCIAL PERSPECTIVE

STRATEGIC THRUST	ELIMINATE	REDUCE	RAISE	CREATE
Strategic Leadership	<ul style="list-style-type: none"> • Deviation from governance structures, ordinances & processes • Non adherence to approved HIT Strategy • Deviation from the HIT Integrated Accountability Reporting Framework including risk issues • Deviation from procurement procedures • Budget overruns • Confidentiality breaches • Modified reports 	<ul style="list-style-type: none"> • Reliance on public funding • Dependency on manual data processing systems • Non availability of resources 	<ul style="list-style-type: none"> • Awareness of governance structures, ordinances & processes • Awareness of contemporary strategy approaches • Awareness of HIT strategy • Awareness of the HIT Integrated accountability Reporting Framework and Risk Management • Alternative funding sources • Award-winning project proposal writing competencies • Supplier relationships • Financial competencies • Awareness of contemporary accountability reporting models • Application of contemporary accountability reporting models • Value-anchored networking arrangements • Business Advisory & Consultancy solutions 	<ul style="list-style-type: none"> • Values-anchored HIT Strategy • Alignment with HIT Strategy • Strategy-supportive structures • A HIT Integrated Accountability Reporting Framework including risk issues • Bankable proposals • Foundation Funding Policy • Foundation funding • Error-free accountability reports • Unqualified Reports

5.2 EXTERNAL PERSPECTIVE

STRATEGIC	ELIMINATE	REDUCE	RAISE	CREATE
Local & International Recognition	<ul style="list-style-type: none"> • Non- compliance with International standards • Work space restrictions • Bottlenecks for attracting international students and scholars 	<ul style="list-style-type: none"> • Outsourcing competencies • Basic research 	<ul style="list-style-type: none"> • Stakeholder participation in curricula development & review • Globally competitive & responsive curricula • Levels of expertise in Schools • Percentage of staff appointed as leaders or committee members in associations/bodies • Number of international students • Number of international teaching and research staff 	<ul style="list-style-type: none"> • Role models • International Students Exchange Framework • International Staff Exchange Framework • Research, Development & Innovation Guidelines • African Indigenous Knowledge Systems(AIKS) hub • Number of patents registered

STRATEGIC	ELIMINATE	REDUCE	RAISE	CREATE
			Production of high quality theses, papers, prototypes <ul style="list-style-type: none"> Commercialisation of indigenous technologies Applied research Number of awards conferred by national & international bodies Commercialisation of indigenous technologies Applied research Number of awards conferred by national & international bodies Commercialisation of indigenous technologies Applied research Number of awards conferred Generation of Intellectual Property 	<ul style="list-style-type: none"> 1 School complex, 1 student hostel, 1 Technovation Center and 1 Technology Workshop Bridging courses for international students Exchange students partnership
Globally Competitive Enterprises	n/a	n/a	Levels of expertise in global trade	<ul style="list-style-type: none"> Exports in international trade services Export development programmes
High-Tech Development Valley	<ul style="list-style-type: none"> Deviation from Integrated Technology Licensing & Transfer Policy 	n/a	Number of High-Tech Spin-Off Companies <ul style="list-style-type: none"> Technology transfer platforms Number of technopreneurs Awareness of Technopark Policy & Provisions Awareness of constituent elements of technology commercialization Levels of acquisition of developed technologies Capacity of production machinery in Institech Holdings Levels of production of Intellectual Rights RightRightProperty 	<ul style="list-style-type: none"> High-Tech Development Valley Policy High-Tech Development Valley management structure High-tech electronic components, related products and precision tools Key industrial technologies Advanced manufacturing technologies Technology Licensing & Transfer Centre Integrated Technology Licensing & Transfer Policy Technovation Centre Conference facility At least 10 student-run technopreneurial businesses

5.3 INTERNAL PERSPECTIVE

STRATEGIC THRUST	ELIMINATE	REDUCE	RAISE	CREATE
Opportunities for Start-Up Companies	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> Funders' awareness of bankable business proposals Basic research capabilities 	<ul style="list-style-type: none"> Incubators Feasibility Study Frameworks

STRATEGIC THRUST	ELIMINATE	REDUCE	RAISE	CREATE
Responsive Industry-University Interactive Curricula	<ul style="list-style-type: none"> • Deviation from Curricula Review Framework • Irrelevant aspects of programmes • Highly theoretical curricula 	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • Awareness of Curricula Review Framework • Practical orientation of curricula • Number of new executive programmes • Collaborative agreements with industry for curricula review • Executive programme 	<ul style="list-style-type: none"> • Curricula Review Framework
Strong Technical Pedagogy	<ul style="list-style-type: none"> • Irrelevant research • Idle time • Overreliance on manual systems • Obsolete equipment in laboratories 	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • Standards of Design & Innovation/ Capstone Design Projects • Levels of commercialisable technology, R & D outputs & outcomes • Contract technology • Research funding 	<ul style="list-style-type: none"> • Key industrial technologies • Technology R,D & I Strategy • Multi-disciplinary technologies • Merit and Innovation award schemes
Scholarly Publications	<ul style="list-style-type: none"> • Publishing in non-refereed journals • Verbiage • Mediocre research 	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • Levels of contribution to refereed journals • Awareness of constituent elements of HIT scholarly publications • Technical skills in writing research papers/books • Number of research projects convertible to scholarly publications • Access to information for research 	<ul style="list-style-type: none"> • A Research & Innovation Directorate • HIT-specific Scholarly Publications Framework • Sustainable funding for research & related rewards • Conducive research environment • Institutional Repository of all scientific and scholarly publications
National, Regional & Global MOUs & MOAs	<ul style="list-style-type: none"> • Non adherence to terms of MOUs & MOAs 	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • International cooperation in RD • Local & global MoUs & MoAs • Strategic MoUs and MoAs 	<ul style="list-style-type: none"> • Framework for strategic and non-strategic MoAs & MoUs • Private Public Partnerships (PPPs) • Joint Venture Partnerships (JVPs)
Strong Branding Capability	<ul style="list-style-type: none"> • Deviation from Branding Strategy • Behaviours that tarnish the HIT Brand 	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • Community elective programmes • Quality of website 	<ul style="list-style-type: none"> • Branding Strategy • Employer perception index on graduate-quality tracking system • A HIT <i>Alumni</i> • A HIT <i>Alumni</i> Framework
High-End Service Level Agreements (SLAs)	<ul style="list-style-type: none"> • Deviation from Inter-School/Unit SLAs • SLAs with service providers 	<ul style="list-style-type: none"> • n/a 	Awareness of Inter-School/Unit SLAs	<ul style="list-style-type: none"> • Inter-School/Unit SLAs • SLAs with service providers

5.4 PEOPLE PERSPECTIVE

STRATEGIC THRUST	ELIMINATE	REDUCE	RAISE	CREATE
Student Affairs	<ul style="list-style-type: none"> All forms of student abuse and unruliness 	<ul style="list-style-type: none"> Student attrition rate Student failure rate 	<ul style="list-style-type: none"> Platforms for spiritual development/ growth Quality of soul space & services Availability of student information packages Access to learning and research resources Awareness of available communication platforms Access to clubs, societies & professional associations Sport & recreational facilities 	<ul style="list-style-type: none"> HIT Student Cultured Citizenship Framework Scholarship funds Tuition Fees Payment Schemes
Attraction & Retention	<ul style="list-style-type: none"> Deviation from Performance-based Psycho- social Reward System Deviation from Psycho-social contract Redundant attraction procedures 	n/a	<ul style="list-style-type: none"> Awareness of HIT Mandate Application of technology based attraction methodologies Application of varied attraction methodologies Awareness of provisions of performance-based Psycho- social Reward System Awareness of CPD provisions Performance recognition levels 	<ul style="list-style-type: none"> Performance-based Psycho-social Reward System Psycho-social contract aligned to HIT mandate Availability of information related to staff & their work Soul space
State of the Art Library/Digital Library	<ul style="list-style-type: none"> Non adherence to quality standards Deviation from Library Policy 	<ul style="list-style-type: none"> Dependence on manual systems Damage to information resources Congestion Outsourcing of binding services 	<ul style="list-style-type: none"> Awareness of copyright regulations Availability of information resources Awareness of available information resources Equal access to information resources Usage of information resources Levels of alternative funding for resources Competencies to access information Institutional Repository System 	<ul style="list-style-type: none"> A Library Policy Library soul space Branch library systems in Schools Automated library management system High-tech security & surveillance system High-tech digital library systems
Soul space	Non adherence to quality standards <ul style="list-style-type: none"> Contracts with non performing contractors Work-related incidents Work-related near misses 	n/a	<ul style="list-style-type: none"> Capacity & capability in HIT infrastructure maintenance, sanitation services, landscaping & estate management 	<ul style="list-style-type: none"> Compelling bids for infrastructure development Dynamic & effective fleet management system

	<ul style="list-style-type: none"> • Work-related accidents • Work-related injuries • Work-related deaths 		<ul style="list-style-type: none"> • Land acquisition efforts for Master Plan implementation 	<ul style="list-style-type: none"> • Smart classrooms • Digitalized infrastructure
Information Communication Technology	<ul style="list-style-type: none"> • Non adherence to quality standards • Deviation from ICT policy • Unlicensed software • Middlemen • Confidentiality breaches 	<ul style="list-style-type: none"> • Dependency on manual systems 	<ul style="list-style-type: none"> • Awareness of ICT Policy • ICT security levels • ICT competency levels • Information integrity & reliability • Data base integrity & reliability • Levels of e-learning platforms • Levels of Voice Over Internet Protocols (VOIP) 	<ul style="list-style-type: none"> • HIT Systems & Processes Automation Master Plan • Integrated Management Information Systems • Disaster Recovery Plan & Business Continuity Policy • Virtual classrooms • Dedicated links to national research & research networks • High-speed gigabyte network

6. DETAILED PLAN OF ACTION

6.1 FINANCIAL PERSPECTIVE

STRATEGIC THRUSTS	ACTIVITIES	TIMELINE	RESPONSIBILITY	HUMAN CAPITAL REQUIRED	STRATEX US\$ (m)	KEY PERFORMANCE INDICATORS (KPIs)
STRATEGIC LEADERSHIP	<ul style="list-style-type: none"> Provide revised Value- Anchored HIT Strategy 	2015-2020	VC	Registrar	0.1 million	<ul style="list-style-type: none"> Revised Value-Anchored Strategy aligned to the HIT Mandate, accepted by the VC and approved by the Board by 31.03.2015 100% of HIT staff aware of the HIT Strategy two weeks after publication Zero deviation from approved HIT Strategy 100%value-anchorednetworkingarrangements.
	<ul style="list-style-type: none"> Provide supportive structures aligned to HIT Strategy 	2015-2020	VC	Registrar	0.5 million	<ul style="list-style-type: none"> Strategy supportive structures derived from the HIT Strategy, accepted by the VC and approved by the Board by 31.09.2015 100% awareness of Strategy supportive structures two weeks after publication 100% awareness of governance structures, ordinances and processtwo weeks after publication Zero deviation from approved HIT supportive structures Zero deviation from approved governance structures, ordinancesand processtwo weeks after publication
	<ul style="list-style-type: none"> Managing the implementation of the HIT Risk Management Policy 	2015-2020	VC	Finance Director	0.1 million	<ul style="list-style-type: none"> 100% awareness of HIT Risk Management Policy Zero non-compliance of HIT Risk Management Policy Reduction in risk by at least 5% annually Zero confidentiality breaches by 2015
	<ul style="list-style-type: none"> Develop a HIT Integrated Accountability Reporting Framework including risk issues. Create bankable proposals Develop & implement contemporary Accountability Reporting Framework 	2015-2020	VC	Finance Director	0.4 million	<ul style="list-style-type: none"> HIT Integrated Accountability Reporting Framework accepted by the VC and approved by the Board by 31.12.15 100% awareness of the HIT Integrated Accountability Reporting Framework including risk issues for all staff by 31.12.15 100% awareness of the HIT Integrated Accountability Reporting Framework including risk issues for all staff by 31.12.15

STRATEGIC THRUSTS	ACTIVITIES	TIMELINE	RESPONSIBILITY	HUMAN CAPITAL REQUIRED	STRATEX US\$ (m)	KEY PERFORMANCE INDICATORS (KPIs)
						<ul style="list-style-type: none"> Zero deviation from approved HIT Integrated Accountability Reporting Framework by 2020 100% error free accountability reports annually 100% unqualified reports annually Zero modified reports annually 100% Institute members financially competent by 2015 100% bankable proposals created annually 100% created proposals bankable annually 100% awareness of contemporary Accountability Reporting Models two weeks after acceptance of Framework. 100% application of contemporary Accountability Reporting Models by 31.12.2015. Minimise dependency on manual data processing systems to 20% by 2020 Zero deviation from governance structures, ordinances and processes by 31.12.2015 Zero deviation from procurement procedures by 31.12.2015 Minimise budget overruns to 20% by 2020
	<ul style="list-style-type: none"> Create Foundation Funding Framework 	2015-2020	VC	Finance Director	0.5 million	<ul style="list-style-type: none"> Foundation Funding Framework created by 31.12.15 100% awareness of Foundation Funding Framework by 31.12.15 HIT Foundation Funding Policy accepted by the VC and approved by the Board by 31.12.15 100% awareness of Foundation Funding Policy two weeks after acceptance 2% of annual budget funded by Foundation Funding by 2020 Zero deviation from the terms of purchasing contracts 5% reduction on public funding annually 10% increase in availability of resources annually 10% contribution to sustainability of Institute operations by 2020

STRATEGIC THRUSTS	ACTIVITIES	TIMELINE	RESPONSIBILITY	HUMAN CAPITAL REQUIRED	STRATEX US\$ (m)	KEY PERFORMANCE INDICATORS (KPIs)
	<ul style="list-style-type: none"> Create bankable proposals 		VC	Finance Director		<ul style="list-style-type: none"> 100 bankable projects annually 100% created proposals bankable annually
	<ul style="list-style-type: none"> Create Business Advisory and Consultancy Solutions Framework 			Finance Director		<ul style="list-style-type: none"> 100% awareness of Business Advisory and Consultancy Solutions Framework two weeks after acceptance 100% compliance with Business Advisory and Consultancy Solutions Framework by 31.12.2015 0.1% contribution of the Business Advisory consultancies to Institute budget annually

6.2 EXTERNAL PERSPECTIVE

STRATEGIC THRUSTS	ACTIVITIES	TIMELINE	RESPONSIBILITY	HUMAN CAPITAL REQUIRED	STRATEX US\$ (m)	KEY PERFORMANCE INDICATORS (KPIs)
LOCAL & INTERNATIONAL REGOGNITION	<ul style="list-style-type: none"> Develop Stakeholder Participation Framework for curricular development and review 	2015-2020	VC	Deans	1 million	<ul style="list-style-type: none"> HIT Stakeholder Participation Framework for curricular development and review, accepted by the VC and approved by the Board by 31.12.15 Curriculum Review & Development Policy created 100% HIT staff aware of the Stakeholder Participation Framework for curricula development & review 100% stakeholder driven curricula by 31.12.2015 Zero non-compliance with international standards by 31.12.2015 At least 5% increase in graduates starting own enterprises by 2017 Employer Perception Index on Graduate quality achieves the 70% target by 2020 consultancies to Institute budget annually
	<ul style="list-style-type: none"> Facilitate participation in professional associations/ bodies/committees 	2015-2020	VC	Deans	0.5 million	<ul style="list-style-type: none"> 100% support for staff joining as active members in professional associations/ bodies by 2020 20% increase in actively participating staff appointed as leaders or committee members in professional associations/ bodies annually

STRATEGIC THRUSTS	ACTIVITIES	TIMELINE	RESPONSIBILITY	HUMAN CAPITAL REQUIRED	STRATEX US\$ (m)	KEY PERFORMANCE INDICATORS (KPIs)
						<ul style="list-style-type: none"> 100% of staff aware of global trends in their respective fields by 31.12.2016
	<ul style="list-style-type: none"> Establish International Students Framework and Strategy Develop and implement an International Students Recruitment and Exchange Policy Framework 	2015-2020	VC	Director Int Relations	0.2 million	<ul style="list-style-type: none"> HIT International Students Framework accepted by the VC and approved by the Board by 31.12.2015 HIT International Students Recruitment and Exchange Strategy and Policy Framework accepted by the VC and approved by the Board by 31.12.2020 Bridging Course Framework to cater for international students accepted by the VC and approved by the Senate by 31.12.15 1% of students enrolled annually are international students 5% of students enrolled are exchange students annually Foreign students fees to contribute 0.1% towards budget by 2020 Increase international rating by 1% annually
	<ul style="list-style-type: none"> Develop Research & Development Innovation Guidelines 	2015-2020	VC	Research and Innovation Director	0.6 million	<ul style="list-style-type: none"> Reviewed HIT Research, Development & Innovation Guidelines accepted by the VC and approved by the Senate by 31.12.15 100% awareness of R&D guidelines two weeks after publication 10% increase in production of high quality theses, technical papers, prototypes and industrial designs. 10% increase in applied research annually At least 15 patents registered by 2020 100% awareness of institutional support for research and publications annually Increase participation in competitive research forums for community and industry projects by 100% annually. 100% participation of academic staff in competitive research forums for community and industry projects by 2020 At least four awards conferred by national & international bodies annually.

STRATEGIC THRUSTS	ACTIVITIES	TIMELINE	RESPONSIBILITY	HUMAN CAPITAL REQUIRED	STRATEX US\$ (m)	KEY PERFORMANCE INDICATORS (KPIs)
	<ul style="list-style-type: none"> Establish African Indigenous Knowledge Systems (AIKS) Hub 	2015-2020	VC	Deans	0.3 million	<ul style="list-style-type: none"> HIT African Indigenous Knowledge Systems (AIKS) Hub Framework accepted by the VC and approved by the Board by 31.12.2016. 100% awareness of African Indigenous Knowledge Systems (AIKS) Hub Framework two weeks after publication of Framework African Indigenous Knowledge Systems (AIKS) Repository established by 31.12.2016 Commercialise at least 20 indigenous technologies by 2020 0.1% indigenous technologies revenue contribution towards Institute budget by 2020
STRONG BRANDING CAPABILITY	<ul style="list-style-type: none"> Develop & implement a Branding Strategy 	2015-2020	VC	Director: Comms & IR	0.1 million	<ul style="list-style-type: none"> Reviewed Branding Strategy and Framework compiled and accepted by the VC and approved by the Board by 31.12.2016 100% awareness of HIT Branding Strategy two weeks after publication of Strategy. 100% awareness and adoption of HIT values amongst staff and students by 2020 Increased participation in HIT activities Zero behaviours that tarnish the HIT brand by 2020 Weekly updated dynamic and interactive website by 31/03/15 At least one community outreach programme per department by 2020. - Zero deviation from Branding Strategy by 2020 Increase in student, staff and resource attraction.
	<ul style="list-style-type: none"> To avail soul space to meet local and international accreditation standards Provide dynamic campus transport system 	2015-2020	VC VC	Director: infrastructure & Estates 20	150 million	<ul style="list-style-type: none"> 100% awareness of local and international soul space standards by 31.12.2015 100% compliance with local and international soul space standards by 2020 Construction of at least one School complex, one student hostel, one Technovation Center and one Technology Workshop by 2020 10% reduction in soul space restrictions by 31.12.2020 Increase in local and international rating by 1% annually Administrative sports complex Lecture Theatre Staff accommodation

STRATEGIC THRUSTS	ACTIVITIES	TIMELINE	RESPONSIBILITY	HUMAN CAPITAL REQUIRED	STRATEX US\$ (m)	KEY PERFORMANCE INDICATORS (KPIs)
	<ul style="list-style-type: none"> Establish & implement an International Staff Exchange Framework and Strategy. 	2015 -2020	VC	Director: Comms & IR	0.25 million	<ul style="list-style-type: none"> Reviewed HIT Staff International Exchange Framework and Strategy, accepted by the VC and approved by the Board by 31.12.2015 100% awareness of HIT staff International Exchange framework and Strategy two weeks after publication of Framework At least 4 HIT academic staff on international exchange annually At LEAST 1 external academic staff per school on international exchange annually 20% increase in academic staff contributing to reputable research output by 20120 Reduction of outsourcing of competency by 10 annually Increase international rating by 1 % annually
	<ul style="list-style-type: none"> Create Employer Perception Index on graduate-quality tracking system 	2015-2020	VC	Director Coms & Int Relations	0.2 million	<ul style="list-style-type: none"> HIT Employer Perception Index on graduate-quality tracking instrument accepted by the VC and approved by the Senate by 31.12.2015 Employer Perception Index on graduate-quality tracking system implemented by 2020. At least 10% contribution of Employer Perception Index on graduate-quality tracking instrument to quality assurance of programmes 100% acceptance of HIT graduates in industry by 2020.
	<ul style="list-style-type: none"> Establish HIT Alumni 	2015-2020	VC	Director Comms & Int Relations & Dean of Students	0.15 million	<ul style="list-style-type: none"> HIT Alumni Framework, accepted by the VC and approved by the Board by 31.12.2015 100% awareness of HIT Alumni Framework two weeks after publication of Strategy 40% representation of Alumni being part of HIT convocation by 2020 20% industry links gained through Alumni by 2020 100% programmes having participation of Alumni in programme review by 2020 100% Alumni participation in brand visibility by 2020

STRATEGIC THRUSTS	ACTIVITIES	TIMELINE	RESPONSIBILITY	HUMAN CAPITAL REQUIRED	STRATEX US\$ (m)	KEY PERFORMANCE INDICATORS (KPIs)
HIGH-TECH DEVELOPMENT VALLEY	Provide strategic leadership to the HIT High-Tech Development Valley (HDV)	2015 -2020	VC	HDV Director	0.5 million	<ul style="list-style-type: none"> HDV Strategy aligned to the HIT mandate is accepted by the VC & approved by the Board by 2020 HDV management structure derived from HDV Strategy 100% HDV staff aware of the HDV Strategy within 2 weeks of approval Zero deviation from HDV Strategy 100% HIT students passing through HDV are employed and/or start own businesses after graduation
	<ul style="list-style-type: none"> Develop & implement an HDV Policy 	2015-2020	VC	HDV Director	0.1 million	<ul style="list-style-type: none"> HDV Policy aligned to the HDV Strategy accepted by the VC by 31.12.2018 & approved by the Board by 31.03.2018 100% HDV staff aware of the HDV Policy within 2 weeks of approval Zero deviation from HDV Policy Zero negative media reports on HDV
	<ul style="list-style-type: none"> Develop & implement an Integrated Technology Licensing & Transfer Policy 	2015-2020	VC	HDV Director	0.01 million	<ul style="list-style-type: none"> HDV Integrated Technology Licensing & Transfer Policy aligned to the HDV Strategy accepted by the VC by 31.12.16 & approved by the Board by 30.04.2016 100% HDV staff aware of the HDV Integrated Technology Licensing & Transfer Policy within 2 weeks of approval Zero deviation from HDV Integrated Technology Licensing & Transfer Policy 100% Interested students, staff & community groups aware of relevant constituent elements of technology commercialization within a week of request At least an 80% uptake realized resulting in an equivalent increase in technopreneurs IP nad IPR management Policy guidelines are established by 31.12.2016 100% High-tech products HIT patented Royalty sharing Framework established by 31.12.2015

STRATEGIC THRUSTS	ACTIVITIES	TIMELINE	RESPONSIBILITY	HUMAN CAPITAL REQUIRED	STRATEX US\$ (m)	KEY PERFORMANCE INDICATORS (KPIs)
	<ul style="list-style-type: none"> Establish a Technovation Centre 	2015-2020	VC	Director, Infrastructure & Estates	15 million	<ul style="list-style-type: none"> Technovation Centre (including a conference facility) established by 2020 At least 8 globally competitive & high-tech products produced per School per annum by 2020 At least 10 key industrial technologies marketed by 2020 At least a 40% annual increase in marketed key industrial technologies thereafter At least 80% reduction in HIT operational costs by 2020 At least 2% contribution to HIT funds At least 10 students run technopreneurial businesses by 2020 At least 80% student run technopreneurial businesses converted to High-Tech Spin-Off Companies 100% Staff involved in student-run technopreneurial businesses & High-Tech Spin-Off Companies rewarded as stipulated in the HIT performance-based psychosocial contract At least 95% Staff involved in student run technopreneurial businesses & High-Tech Spin-Off Companies retained given rewards as stipulated in the HIT performance-based psychosocial contract At least a 40% annual increase in student run technopreneurial businesses At least 80% capacity utilization of Institech Holdings production machinery achieved by 2020 At least 95% Institech Holdings production machinery utilization thereafter. Number of HDV website hits of inquiries per month HDV developed technology volume of sales increased by at least 25% annually as a result of HDV visibility At least two start-up companies housed in an incubator annually
	<ul style="list-style-type: none"> Establish a Technology Licensing & Transfer office 	2015-20120	VC	Director: Research & Innovation	0.5 million	<ul style="list-style-type: none"> Technology Licensing & Transfer Office established by 2020 100% Technologies licensed & transferred as specified

STRATEGIC THRUSTS	ACTIVITIES	TIMELINE	RESPONSIBILITY	HUMAN CAPITAL REQUIRED	STRATEX US\$ (m)	KEY PERFORMANCE INDICATORS (KPIs)
						in the HDV Integrated Technology Licensing & Transfer Policy
GLOBALLY COMPETITIVE ENTERPRISES	<ul style="list-style-type: none"> Create an Export Development and International Trade Service Framework 	2015-2020	VC	HDV Director	0.5 million	<ul style="list-style-type: none"> HIT Export Development and International Trade Service framework accepted by VC and approved by Board by 2020 100% awareness of the Export Development and International Trade Service Framework two weeks after publication Zero deviation from the Export Development and International Trade Service Framework annually. At least two development programmes for export services and products created by 2020 At least two product lines exported annually

6.3 INTERNAL PERSPECTIVE

STRATEGIC THRUSTS	ACTIVITIES	TIMELINE	RESPONSIBILITY	HUMAN CAPITAL REQUIRED	STRATEX US\$ (m)	KEY PERFORMANCE INDICATORS (KPIs)
OPPORTUNITIES FOR START-UP COMPANIES	<ul style="list-style-type: none"> Develop HIT Start-up Company Guidelines and Feasibility Study Framework 	2015-2020	VC	Director TDC	0.05 million	<ul style="list-style-type: none"> HIT Start-up Company Guidelines and Feasibility Study Frameworks accepted by VC and approved by Board by 2015 100% awareness of HIT Start-up Company Guidelines and Feasibility Study Framework two weeks after publication Zero deviation from HIT Start-up Company Guidelines and Feasibility Study Framework annually 20% increase in basic research capabilities by 2020. At least 80% basic research based product development resulting in start-ups by 2020.

STRATEGIC THRUSTS	ACTIVITIES	TIMELINE	RESPONSIBILITY	HUMAN CAPITAL REQUIRED	STRATEX US\$ (m)	KEY PERFORMANCE INDICATORS (KPIs)
RESPONSIVE INDUSTRY-UNIVERSITY CURRICULA	<ul style="list-style-type: none"> Develop Curricular Review Framework 	2015-2020	VC	Director Quality Assurance	0.06 million	<ul style="list-style-type: none"> HIT Curricular Review Framework accepted by VC and approved by Senate by 2015. 100% awareness of Curricular Review Framework two weeks after publication Zero deviation from Curricular Review Framework annually At least 60% industry input for curricular review per programme by 2020. 100% relevance of programmes and programme content to drive sustainable national economic development. Increase in local and international rating by 1% annually
STRONG TECHNICAL PEDAGOGY	<ul style="list-style-type: none"> Develop HIT Technology Education Framework 	2015-2020	V.C	Director TEC	0.05 million	<ul style="list-style-type: none"> HIT Technology Education Framework accepted by VC and approved by Senate by 31.12.2016 100% awareness of HIT Technology Education Framework two weeks after publication Zero deviation from HIT Technology Education Framework annually Technology education and training is provided to staff and students 100% awareness of latest international technology education methodologies by 2016 Zero outdated technology education methodologies by 2016 Zero apathy and resistance to technology education by 2016 100% access to e-learning resources by 31.12.2016
OUTSTANDING LEADERSHIP IN TECHNOLOGY RESEARCH & INNOVATION	<ul style="list-style-type: none"> Develop HIT Merit and Innovation Award Framework 	2015-2020	V.C.	Director Research & Innovation	1 million	<ul style="list-style-type: none"> HIT Technology RD&I Strategy accepted by VC and approved by Board by 31.03.2017 100% awareness of HIT Technology RD&I Strategy two weeks after publication Zero deviation from HIT Technology RD&I Strategy annually At least 5% increase in commercialization of Capstone Design projects annually At least 5% increase in levels of commercialisable Technology RD&I outputs by 2020

STRATEGIC THRUSTS	ACTIVITIES	TIMELINE	RESPONSIBILITY	HUMAN CAPITAL REQUIRED	STRATEX US\$ (m)	KEY PERFORMANCE INDICATORS (KPIs)
						<ul style="list-style-type: none"> • Increase development of technologies through multidisciplinary approach by 5% annually • At least 20% contract based technology research funding by 2015 • Zero obsolete equipment in laboratories by 2020 • 5% increase in number of patents by 2020 annually
SCHOLARLY PUBLICATIONS	<ul style="list-style-type: none"> • Develop HIT-Specific Scholarly Publications Framework 	2015-2020	V.C	Director Research & Innovation	0.5 million	<ul style="list-style-type: none"> • HIT-Specific Scholarly Publications Framework accepted by VC and approved by Senate by 31.03.2017 • 100% awareness of HIT-Specific Scholarly Publications Framework two weeks after publication. • Zero deviation from HIT-Specific Scholarly Publications Framework annually • 10% increase in levels of contribution to refereed journals annually • 100% HIT scholarly works published in-house • 100% HIT scholarly publications published on website and in HIT newsletter annually • 10% increase in number of research projects convertible to scholarly publications by 2020 • 5% reduction in publishing in non-refereed journals annually • 5% increase of publications from outside HIT by 2020 • Institech publishing contributes 5% towards HIT revenue
	<ul style="list-style-type: none"> • Establish an HIT publishing house/publications office/Institech publications 	2015-2020	VC			
	<ul style="list-style-type: none"> • Establish sustainable funding for research and related rewards 	2015-2020	V.C.	Director Research & Innovation	0.5 million	<ul style="list-style-type: none"> • 30% increase in sustainable funding for research and related rewards annually. • 100% research supportive environment by 31.12.2018 • 100% of academics active in research by 31.12.2016
NATIONAL, REGIONAL & GLOBAL MoUs & MoAs	<ul style="list-style-type: none"> • Establish Private Public Partnerships (PPPs), Joint Venture Partnerships (JVPs) 	2015-2020	V.C.	PVC	0.1 million	<ul style="list-style-type: none"> • Zero non-adherence to terms of MoUs and MoAs • 10% increase international cooperation in R&I annually • 10% increase local and global MoUs and MoAs annually

STRATEGIC THRUSTS	ACTIVITIES	TIMELINE	RESPONSIBILITY	HUMAN CAPITAL REQUIRED	STRATEX US\$ (m)	KEY PERFORMANCE INDICATORS (KPIS)
						<ul style="list-style-type: none"> 5% contribution to HIT annual budget by 2020
HIGH-END SERVICE LEVEL AGREEMENTS (SLAS)	<ul style="list-style-type: none"> Develop Inter-school/Unit SLAs 	2015-2020	V.C	Director Quality Assurance	0.2 million	<ul style="list-style-type: none"> 100% awareness of inter School/Unit SLAs annually Zero Deviation from inter-School/unit SLA by 31.12.2015 Increase in service quality by 10% annually
	<ul style="list-style-type: none"> Develop HIT Quality Assurance Framework 	2015-2020	V.C.	Director Research & Innovation	0.3 million	<ul style="list-style-type: none"> HIT Quality Assurance Framework accepted by VC and approved by Board by 31.07.2015 100% awareness of HIT Quality Assurance Framework two weeks after publication. Zero deviation from HIT Quality Assurance Framework annually.

6.4 PEOPLE PERSPECTIVE

KPA	ACTIVITIES	TIMELINE	RESPONSIBILITY	HUMAN CAPITAL REQUIRED	STRATEX US\$ (m)	KEY PERFORMANCE INDICATORS (KPIS)
STUDENT AFFAIRS	<ul style="list-style-type: none"> Develop HIT Student Cultured Citizenship Framework 	2015-2020	V.C	Dean of Students	0.04 million	<ul style="list-style-type: none"> HIT Student Cultured Citizenship Framework accepted by the VC & approved by the Board by 2020 100% awareness of HIT Student Cultured Citizenship Framework two weeks after publication Zero deviation from HIT Student Cultured Citizenship Framework annually
	<ul style="list-style-type: none"> Establish a Student Scholarship Fund 	2015-2020	V.C.	Dean of Students	0.5 million	<ul style="list-style-type: none"> 100% provision of scholarship funds to outstanding and disadvantaged students annually

KPA	ACTIVITIES	TIMELINE	RESPONSIBILITY	HUMAN CAPITAL REQUIRED	STRATEX US\$ (m)	KEY PERFORMANCE INDICATORS (KPIs)
STUDENT AFFAIRS	<ul style="list-style-type: none"> Establish Student Services Center 	2015-2020	V.C	Dean of Students	0.25 million	<ul style="list-style-type: none"> At least 10 platforms for spiritual development/growth by 2017 100% availability of student information packages annually 100% awareness of available communication platforms annually 100% access to clubs, societies and professional associations annually Increase number of health education programmes by 20% annually. 20% increase in quality of soul-space and services by 2020 Zero tolerance to any forms of student abuse annually
ATTRACTION & RETENTION	<ul style="list-style-type: none"> Develop psycho-social contract aligned to HIT Mandate 	2015-2020	V.C.	Registrar	100 million	<ul style="list-style-type: none"> 100% awareness of HIT mandate by 31.12.15 Increase application of technology based attraction methodologies by 5% annually Increase application of varied attraction methodologies by 5% annually. Zero redundant attraction procedures annually 100% implementation of psycho-social contract annually 80% Employee Satisfaction Index by 20120 At least one professorial chair per department filled annually
	<ul style="list-style-type: none"> Develop a performance-based psycho-social reward system 	20115 -2020	VC	Registrar	0.1 million	<ul style="list-style-type: none"> 100% awareness of provision for performance-based psycho-social reward system by annually 100% adherence to performance-based psycho-social reward system annually Zero deviation from psycho-social contract annually 100% availability of information related to staff and their work annually 100% recognition of outstanding staff annually Zero deviation from performance-based psycho-social reward system 70% reduction in staff turn-over by 2020

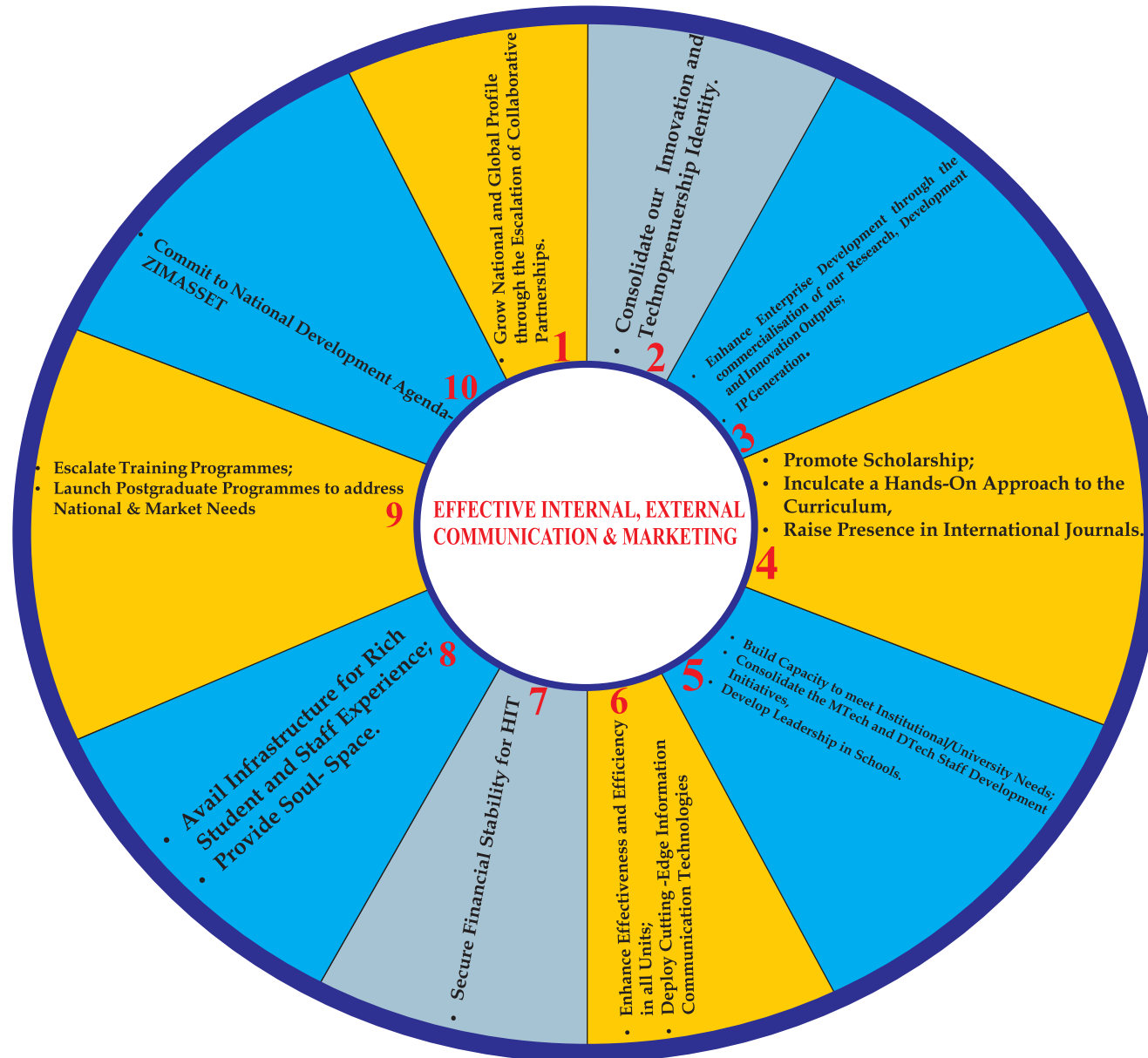
KPA	ACTIVITIES	TIMELINE	RESPONSIBILITY	HUMAN CAPITAL REQUIRED	STRATEX US\$ (m)	KEY PERFORMANCE INDICATORS (KPIs)
	<ul style="list-style-type: none"> Develop cyber recruitment system 	2015-2020	V.C.	Registrar	0.1 million	<ul style="list-style-type: none"> Introduce Cyber recruitment by 31.12.15 Cyber recruitment contribute 60% of all recruitment by 2020 10% reduction in recruitment costs annually
	<ul style="list-style-type: none"> Develop CPD Policy 	2015-2020	V.C.	Registrar	0.25 million	<ul style="list-style-type: none"> HIT CPD Policy accepted by VC and approved by Board by 31.12.2015 100% awareness of CPD Policy two weeks after publication. 100% awareness of CPD provisions annually 40% staff access to life-long learning schemes by 2020 At least 30% of academics registered for PhD qualifications by 2020 Zero deviation from CPD Policy annually. At least two CPD paths created per School by 2020 Zero deviation from CPD paths annually. Institute-wide competencies Data Base implemented by 2020 70% of non-academic staff placed in competence based portfolios by 2020 100% person competency profiles compiled per department Zero competency gaps by 2020 filled annually
STATE OF THE ART LIBRARY /DIGITAL LIBRARY	Review of Library Policy Framework	2015 -2020	VC	Librarian	0.5 million	<ul style="list-style-type: none"> Reviewed HIT Library Policy Framework accepted by the VC and approved by the Board by 31.12.2020 100% awareness of HIT Library Policy Framework two weeks after publication Zero deviation from Library Policy Framework annually. 100% increase in competencies to access information annually 100% involvement of academic staff during stock selection for acquisition of textbooks annually 100% awareness of available information resources annually

KPA	ACTIVITIES	TIMELINE	RESPONSIBILITY	HUMAN CAPITAL REQUIRED	STRATEX US\$ (m)	KEY PERFORMANCE INDICATORS (KPIs)
						<ul style="list-style-type: none"> 20% increase in usage of information resources annually 100% awareness of copyright regulations annually Zero non-adherence to copyright regulations
	<ul style="list-style-type: none"> Acquire and install Hi-tech library security and surveillance system 	2015-2020	V.C.	Librarian	0.5 million	<ul style="list-style-type: none"> Hi-tech library security and surveillance system installed by 2020 Zero vandalism of library resources by 2020 Zero losses of library resources by 2020 10% reduction in damage on information resources annually
	<ul style="list-style-type: none"> Acquire and install automated library management system 	2015-2020	V.C.	Librarian	0.5 million	<ul style="list-style-type: none"> Automated library management system installed by 20 30% increase of institutional repository entries annually Reduce dependence on manual systems by 20% annually. 100% statistical analysis of library and resource usage annually. 100% access to information annually
	<ul style="list-style-type: none"> Establish branch library services in Schools 	2015 -2020	VC	Librarian	0.2 million	<ul style="list-style-type: none"> Branch library services provided to all Schools by 2020 50% reduction in congestion in the main library by 2020 100% compliance with soul-space standards by 2020 100% access to information by annually
	<ul style="list-style-type: none"> Set up Reprographics and Bindery Unit 	2015 -2020	VC	Librarian	0.25 million	<ul style="list-style-type: none"> 100% functional Reprographics and Bindery Unit by 2020 Zero outsourcing of binding services by 2020 10% contribution towards alternative funding for library resources 20% increase in usage of information resources annually 100% awareness of copyright regulations annually

KPA	ACTIVITIES	TIMELINE	RESPONSIBILITY	HUMAN CAPITAL REQUIRED	STRATEX US\$ (m)	KEY PERFORMANCE INDICATORS (KPIs)
						<ul style="list-style-type: none"> Zero non-adherence to copyright regulations annually
SOUL-SPACE	<ul style="list-style-type: none"> Develop compelling bids for infrastructure development 	2015-2020	V.C.	Director, Infr & Estates	5 million	<ul style="list-style-type: none"> Increase capacity and capability in HIT infrastructure maintenance, sanitation services, landscaping and estate management by 20% annually 50% provision of soul-space by 2020 2000ha of land acquired for HIT Master Plan implementation by 2020 Zero non-adherence to soul-space quality standards by 2020 Zero work-related incidents annually Zero work-related near misses annually Zero work-related accidents annually Zero work-related injuries annually Zero work-related deaths annually At least one smart classroom in each School by 2020
	<ul style="list-style-type: none"> Procure dynamic and effective fleet management system 	2015-2020	V.C	Director, Infr & Estates	0.1 million	<ul style="list-style-type: none"> 100% functional fleet tracking system by 2020 Increased fleet service life by 20% by 2020 Reduce fleet abuse by 100% annually Increased fleet levels by 20% annually Reduce cost of fleet maintenance by 25% annually
INFORMATION COMMUNICATION TECHNOLOGY	<ul style="list-style-type: none"> Develop HIT Systems and Process Automation Master Plan Develop and implement ICT Policy 	2015 - 2020	VC	Director: ICTs	0.05 million	<p>HIT Systems and Process Automation Master Plan accepted by the VC and approved by the Board by 31.12.2015</p> <ul style="list-style-type: none"> 100% awareness of HIT Systems and Process Automation Master Plan two after publication Zero deviation from HIT Systems and Process Automation Master Plan annually 100% integrated management informatics implemented by 2020 100% awareness of ICT Policy by 2020 Zero deviation from ICT Policy annually Reduce dependency on manual systems by 20% annually Zero usage of unlicensed software annually Zero breaches in security annually

KPA	ACTIVITIES	TIMELINE	RESPONSIBILITY	HUMAN CAPITAL REQUIRED	STRATEX US\$ (m)	KEY PERFORMANCE INDICATORS (KPIs)
	<ul style="list-style-type: none"> Develop Disaster Recovery Plan and Business Continuity Policy 	2015-2020	V.C.	Director ICTS	0.015 million	<ul style="list-style-type: none"> HIT Disaster Recovery Plan and Business Continuity Policy accepted by the VC and approved by the Board by 31.12.2016 100% awareness of HIT Disaster Recovery Plan and Business Continuity Policy two after publication Zero deviation from Disaster Recovery Plan and Business Continuity Policy annually At least 50% reduction in downtime of ICT resources annually
	<ul style="list-style-type: none"> Establish virtual classrooms 	2015-2020	V.C.	Director ICTS	1 million	<ul style="list-style-type: none"> At least one virtual classroom per School by 2020 Increase levels of e-learning platforms by at least 80% by 2015 100% access to e-learning platform annually. Reduce soul-space restrictions by 10% by 2020
	<ul style="list-style-type: none"> Establish dedicated links to national research and research networks 	2015-2020	V.C	Director ICTS	0.4 million	<ul style="list-style-type: none"> 100% functional High-speed Gigabit network by 2020 Minimize down time of the Gigabit network annually to 5% Increase usage of VOIP services by 10% annually 10% reduction in voice call expenses annually 10% increase e-based education annually

THE HIT TEN POINT PLAN



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