

MINISTRY OF HIGHER EDUCATION 2019 – 2021 BALANCED SCORECARD

Vision

A Smart and Value-Centred Ministry of Higher Education

Values

Integrity, Equity, Transparency, Accountability, Confidentiality, Excellence, Innovativeness

Strategic Theme

Higher Education and Skills Development

Research and Innovation

Operational Excellence

Strategic Results

Adequate and skilled Human Capital

Adequate local products and services

Efficient and effective service delivery

Mission

To coordinate higher education, skills development, science, technology and innovation for sustainable human capital development and improved quality goods and services

STRATEGIC OBJECTIVES AND STRATEGY MAPS

Customer

Improve research and development, and innovation

Improve stakeholder collaboration

Improve higher education and skills development

**Finance/
Stewardship**

Improve Financial Mobilisation and Management

Internal Processes

Improve operational systems and procedures

Organisation Capacity

Improve human capital

Improve equipment and infrastructure

Measures

- # of learners enrolled in TEVET programs
- % increase in bursary awards to eligible candidates
- % of university research published in reputable journals
- % of clients and stakeholders satisfied with higher education and skills development services
- % awareness on skills training opportunities
- % loans rollout to private Higher Education institutions
- % of client satisfaction in research and development products and services
- % of clients aware of research development products and services
- # of Science, technology and innovation PPPs established
- % of commercialised products and services
- # of research centres established
- % feedback on annual equipment and infrastructure surveys
- # of audit queries
- % targeted revenue collected
- % increase in finances generated from other sources
- % staff satisfaction
- % of staff performance
- % staff adherence to core values
- % of services delivered in accordance with the Service Delivery Charter

Targets

- 60, 000 learners enrolled in TEVET programs by 2021
- 50% increase in bursary awards to eligible candidates annually
- 50 % of university research published in reputable journals by 2021
- 80 % of clients and stakeholders satisfied with higher education and skills development services by 2021
- 70% of stakeholders aware of skills training opportunities by 2021
- 10% loans rollout to private Higher Education institutions by 2021
- 60% of clients aware of research development products and services annually
- 4 Science, technology and innovation PPPs established by 2021
- 50% of products and services commercialised by 2021
- Two research centres established by 2021
- 80% positive feedback on annual equipment and infrastructure surveys
- Zero audit queries annually
- 80% of targeted revenue collected annually
- 20% increase in finances generated from other sources by 2021
- 90% staff satisfaction levels attained annually
- 95% of staff appraised performing on target annually
- 100% staff adherence to core value annually
- 100% of services delivered in accordance with the Service Delivery Charter

Strategies

- Strengthening use of alternative modes in the provision of training
- Strengthening engagement with stakeholders on skills development
- Strengthening stakeholder collaboration on the implementation of the two-tier system
- Facilitating the development and review of curricula to respond to current needs of industry
- Strengthening the student loans and bursary awards mechanism
- Facilitating the enhancement of research capacities of lecturing staff in universities and colleges
- Enhancing the mechanism for promoting research and publications
- Developing and implementing a Client and Stakeholder Feedback Mechanism
- Facilitating the enhancement of qualifications of lecturing staff in universities and colleges
- Establishing and operationalising career guidance and counselling centres in public and private institutions
- Mainstreaming national values, critical thinking and problem solving in higher education programmes
- Develop and implement a Communication Strategy
- Strengthen engagement with stakeholders on job creation
- Strengthen industry participation in education and skills development training
- Enhance capacity for Research and Development
- Strengthen collaboration with stakeholders in Research and Development
- Strengthen establishment of Public Private partnerships
- Develop and implement a Stakeholder Management Strategy
- Establish and operationalise technology selective mechanisms
- Formulate and implement strategies for promoting innovations
- Strengthen the protection and commercialization of research outputs in national research laboratories, universities and other research institutions
- Establish and operationalise science centres and incubators
- Strengthen the application of science, technology and innovation
- Establish and implement a mechanism for monitoring IP protection and commercialization in Universities and R&D institutions
- Enhance and streamline funding for R&D and Innovation
- Mainstream IP into educational curriculum
- Review the science and technology investment plan
- Established and operationalize science centres (one stop shop)
- Develop and implement annual procurement plans
- Development and implementation of a Resource Mobilisation Strategy
- Strengthening Mechanisms for Revenue Collection
- Strengthening internal controls
- Strengthening implementation of staff welfare interventions
- Fully operationalising the organisation structure
- Developing and implementing a comprehensive training plan
- Strengthening implementation of the Performance Management System
- Developing and implementing a culture remodeling program
- Establishing and operationalising an Integrity Committee
- Developing and implementing a Service Delivery Charter
- Reengineering, automating and integrating operational systems
- Strengthening the Monitoring & Evaluation System
- Reviewing the legal and policy frameworks