



Vaal University of Technology

Your world to a better future

SOCIAL JUSTICE AND TRANSFORMATION IMPLEMENTATION PLAN



SOCIAL JUSTICE & TRANSFORMATION UNIT

| Institutional Objective | Performance Indicator | Annual Target 2014/15 | Quarterly Performance Target | | | | | | | | Responsible Person | Resources |
|---|--|---|--|---|--|----------------------------------|--|----------------------------------|---------------------------------------|------------------------------|---|-----------|
| | | | 1 st Quarter Target | | 2 nd Quarter Target | | 3 rd Quarter Target | | 4 th Quarter Target | | | |
| | | | Target | Means of verification | Target | Means of verification | Target | Means of verification | Target | Means of verification | | |
| Objective 10 : To ensure effective and efficient institutional transformation | Develop and implement the tenets of an Integrated Transformation Plan for the University | Reviewed institutional integrated transformation plan by December 2015. | The unit to start a review and critical analysis of the ITP in December | Critically appraised ITP Discussion document | Draft ITP | Stakeholder feedback | Revised draft ITP | Council feedback | 15 September council meeting | Council approved ITP | ALL Prof Zide to convene the stakeholder meeting | ITP |
| | | | Convene a review consultative team and outline a detailed consultative process 1 Task team meetings held to review the ITP 3 rd week January 2015 | Minutes of meetings | 1 Task team meeting held to review the ITP | Minutes of the task team meeting | 1 task team meeting held to review the ITP | Minutes of the task team meeting | Final draft ITP presented to council. | Final approved ITP developed | Mr Mvalo | |

| Institutional Objective | Performance Indicator | Annual Target 2014/15 | Quarterly Performance Target | | | | | | Responsible Person | Resources | | |
|-------------------------|-----------------------|-----------------------|--|--|---|---|--|-----------------------|--|-----------------------|--------------------------------|-----------------------|
| | | | 1 st Quarter Target | | 2 nd Quarter Target | | 3 rd Quarter Target | | | | 4 th Quarter Target | |
| | | | Target | Means of verification | Target | Means of verification | Target | Means of verification | | | Target | Means of verification |
| | | | Schedule 1 st meeting including venue and DVC diaries Align with ITP process to Audit and Risk committee | | | | | | | | | |
| | | | Develop an process outline plan. 1 st Draft Transformational plan developed | Implementation plan developed Initiated ITP process | 2 nd Draft Transformational plan developed | 2 nd Draft Transformational plan developed | 3 rd Draft Transformational plan developed and presented to council 18 September 2015 | Submission to council | Develop an implementation plan. Initiated ITP process | ITP signed off by EMC | | |

| Institutional Objective | Performance Indicator | Annual Target 2014/15 | Quarterly Performance Target | | | | | | | | Responsible Person | Resources |
|-------------------------|--|---|---|--|--|---|--|--|--|--|--------------------|-----------|
| | | | 1 st Quarter Target | | 2 nd Quarter Target | | 3 rd Quarter Target | | 4 th Quarter Target | | | |
| | | | Target | Means of verification | Target | Means of verification | Target | Means of verification | Target | Means of verification | | |
| | | | | | | | | | | | | |
| | | Coordinate transformation processes with particular attention to sites of delivery Educity, Secunda, Upington, Daveyton and campus | Institutionalize transformation at the VUT sites 5 visits per site to hold transformational workshops with staff | Workshop/Roadshow held Monthly reports | 5 visits per site to hold transformational workshops with staff and students | Workshop/Roadshow held Monthly reports | 5 visits per site to hold transformational workshops with staff and students | Workshop/Roadshow held Monthly reports | 5 visits per site to hold transformational workshops with staff and students | Workshop/Roadshow held Monthly reports | Ms Miya | |
| | Manage the implementation of the Transformation framework and unit's Integrated Transformation | Faculty and divisions ITP plan developed and unfused in the EE plans. | Faculty and division's meetings held for development of their own ITP's | Template developed for faculty and divisional ITP's. | Monitor and manage the implementation of faculties and divisions ITP's | Divisional and faculty ITP's developed Monthly reports | Monitor and manage the implementation of the ITP Monitoring tool | Transformational leadership provided. Signed off divisional and faculty | Monitor and manage the implementation of the ITP Monitoring tool | Transformational leadership provided. Signed off divisional and faculty ITP's | | |

| Institutional Objective | Performance Indicator | Annual Target 2014/15 | Quarterly Performance Target | | | | | | | | Responsible Person | Resources |
|-------------------------|--|--|--|--|--|--|--|--|--|--|--------------------|-----------|
| | | | 1 st Quarter Target | | 2 nd Quarter Target | | 3 rd Quarter Target | | 4 th Quarter Target | | | |
| | | | Target | Means of verification | Target | Means of verification | Target | Means of verification | Target | Means of verification | | |
| | on Plan | | | | | | | developed | ITP's | developed | | |
| | Originate and formulate transformation policies and procedures to ensure university's compliance with relevant legislation relative to social justice and transformation | 3 Transformation policies developed and analyzed Transformation policy, Anti-Discrimination and Employment Equity | Conduct institutional policy gap analysis including baseline in addressing transformation Initiate development of social justice policies | Policy gap analysis conducted Social justice policy developed | Draft policies out for public comment Develop social justice policies | Revised Social justice policy developed | Conduct institutional policy gap analysis including baseline in addressing transformation Develop social justice policies | Policy gap analysis conducted Social justice policy developed | Conduct institutional policy gap analysis including baseline in addressing transformation Develop social justice policies | Monitoring implementation of approved new policies. Social justice policy developed | | |

| Institutional Objective | Performance Indicator | Annual Target 2014/15 | Quarterly Performance Target | | | | | | | | Responsible Person | Resources |
|--|---|---|--|--|--|--|--|--|--|--|----------------------------------|-----------|
| | | | 1 st Quarter Target | | 2 nd Quarter Target | | 3 rd Quarter Target | | 4 th Quarter Target | | | |
| | | | Target | Means of verification | Target | Means of verification | Target | Means of verification | Target | Means of verification | | |
| | | | | | | | | | | | | |
| Objective 1 : To create an enabling environment for effective strategic leadership | Provide leadership and guidance for the unit's professional and support personnel | 12 staff meetings held to effectively provide leadership and guidance | 3 Staff meetings held to discuss unit's activities | Minutes of meetings held Written progress reports Action plans and monthly reports | 3 Staff meetings held to discuss unit's activities | Minutes of meetings held Written progress reports Action plans and monthly reports | 3 Staff meetings held to discuss unit's activities | Minutes of meetings held Written progress reports Action plans and monthly reports | 3 Staff meetings held to discuss unit's activities | Minutes of meetings held Written progress reports Action plans and monthly reports | Mr Mvalo(chairperson) ALL | |
| Objective 5: To ensure effective Human Resource Management | To ensure optimum management and utilization of human capital in pursuit of unit and institutional objectives | Annual review of job functions in line with the strategy | Annual performance review | N/A | N/A | N/A | N/A | N/A | Job functions aligned and reviewed in line with the strategy | Reviewed job functions | ALL | |

| Institutional Objective | Performance Indicator | Annual Target 2014/15 | Quarterly Performance Target | | | | | | | | Responsible Person | Resources |
|-------------------------|---|--|---|---|---|--------------------------------------|---|--------------------------------------|---|---|--------------------|-----------|
| | | | 1 st Quarter Target | | 2 nd Quarter Target | | 3 rd Quarter Target | | 4 th Quarter Target | | | |
| | | | Target | Means of verification | Target | Means of verification | Target | Means of verification | Target | Means of verification | | |
| | | | | | | | | | | | | |
| | Implement performance management development system | Annual performance of staff managed | Job descriptions and contracts developed and signed off by relevant parties | Adherence to PMDS policy Quarterly review template developed | Quarterly performance review session held to assess performance | Quarterly review documents submitted | Quarterly performance review session held to assess performance | Quarterly review documents submitted | Quarterly performance review session held to assess performance | Quarterly review documents submitted Exceptional performance be rewarded | ALL | |
| | Facilitate training and/or capacity development in line with performance contract | 5 staff trained and capacitated in line with performance contracts | 2 staff members attending training linked to performance areas | Training report | 2 staff members attending training linked to performance areas | Training report | 2 staff members attending training linked to performance areas | Training report | 2 staff members attending training linked to performance areas | Training report | Mr Mvalo | |

| Institutional Objective | Performance Indicator | Annual Target 2014/15 | Quarterly Performance Target | | | | | | | | Responsible Person | Resources |
|--|--|---|---|---|---|---|---|---|--|---|----------------------------|-----------|
| | | | 1 st Quarter Target | | 2 nd Quarter Target | | 3 rd Quarter Target | | 4 th Quarter Target | | | |
| | | | Target | Means of verification | Target | Means of verification | Target | Means of verification | Target | Means of verification | | |
| | Staff leave and attendance managed including Friday's half days as per institutional culture | 5 staff attendance and leave managed | Manage and monitor staff leave and attendance | Adherence to institutional human resource policies Leave planner Monthly leave reports Leave forms | Manage and monitor staff leave and attendance | Leave planner Monthly leave reports Leave forms | Manage and monitor staff leave and attendance | Leave planner Monthly leave reports Leave forms | Manage and monitor staff leave and attendance | Leave planner Monthly leave reports Leave forms | Mr Mvalo | |
| Objective 2: To enhance and sustain the financial viability of VUT | Planning and administering the unit's annual operating budget | Unit's annual operating budget effectively administered | Procure resources as per demand plan and allocated budget | Budget reports and reconciliation Medium term expenditure template | Review budget and assess need to shift funds for other projects | Budget reports Medium term expenditure template | Procure resources as per demand plan and allocated budget | Budget reports Medium term expenditure template | Functions to submit demand plans Operating budget presented to the budget | Budget reports Finalized operating budget Motivation for budget | Ms Kaeane Ms Melato | ITS |

| Institutional Objective | Performance Indicator | Annual Target 2014/15 | Quarterly Performance Target | | | | | | | | Responsible Person | Resources | |
|-------------------------|--|---|---|-----------------------|---|-----------------------|---|-----------------------|---|-----------------------------|--|-----------|--|
| | | | 1 st Quarter Target | | 2 nd Quarter Target | | 3 rd Quarter Target | | 4 th Quarter Target | | | | |
| | | | Target | Means of verification | Target | Means of verification | Target | Means of verification | Target | Means of verification | | | |
| | | | | | | | | | | committee | Summary of budget Approved operating budget | | |
| | Leverage external funding for special initiatives/projects | Source out funding for special projects such as next generation scholar programme | Funding proposal template developed to source out funding | Funding template | Submission of funding proposals to potential funding partners | Submitted proposals | Submission of funding proposals to the funding partners | Submitted proposals | Review funding strategies and proposals | Reviewed funding strategies | Mr Mvalo | | |

| Institutional Objective | Performance Indicator | Annual Target 2014/15 | Quarterly Performance Target | | | | | | | | Responsible Person | Resources |
|--|--|---|--------------------------------|----------------------------|--|-------------------------------------|--------------------------------|--|--------------------------------|----------------------------|--|-----------|
| | | | 1 st Quarter Target | | 2 nd Quarter Target | | 3 rd Quarter Target | | 4 th Quarter Target | | | |
| | | | Target | Means of verification | Target | Means of verification | Target | Means of verification | Target | Means of verification | | |
| Objective 4: To enhance research, innovation and commercialization | Conducting research on issues related to Human Rights, Social Cohesion and Social Justice with a view to ensuring that VUT, lives up to the true meaning of Social Justice, all members of the VUT family treated with respect and dignity | To contribute to research outputs of the university 6 annual Institutional transformation colloquium/seminars/ 8 public lectures annually | N/A | N/A | To prepare paper(s) for presenting at the HESA Transformation Conference | Paper presented at HESA conference | N/A | N/A | N/A | N/A | Ms Kaeane/Mr Mvalo | |
| | | | Convene 2 public lectures | 2 public lectures convened | Convene 2 public lectures | Colloquium/seminars/public lectures | 2 public lectures convened | Convene an annual Institutional transformation colloquium/seminars | Convene 2 public lectures | 2 public lectures convened | Convene an annual Institutional transformation colloquium/seminars | |

| Institutional Objective | Performance Indicator | Annual Target 2014/15 | Quarterly Performance Target | | | | | | | | Responsible Person | Resources |
|--|---|--|---|---|---|--|--------------------------------|-----------------------|--------------------------------|-----------------------|--------------------|-----------|
| | | | 1 st Quarter Target | | 2 nd Quarter Target | | 3 rd Quarter Target | | 4 th Quarter Target | | | |
| | | | Target | Means of verification | Target | Means of verification | Target | Means of verification | Target | Means of verification | | |
| Objective 9: To ensure improved university international linkages and partnerships and Objective 10: To ensure effective and efficient institutional transformation | Working in close collaboration with the HR Division advancing equity, organisational transformation and promoting an inclusive institutional culture and values diversity as a wellspring of intellectual and social vitality | Forge close relationships with HR Division | Consult and assist faculties and departments to set targets in line with institutional EE targets | Consultative meetings set faculties and divisions EE targets | Monthly meetings with HR to foster collaborations Re-activate EE committee meetings Training for EE committee members | Minutes of meeting Minutes of the meeting | Monitor faculties EE plan | Monitoring report | Monitor faculties EE plan | Monitoring report | Mr Mashiloane | |
| | | | Resuscitat | | | Minutes of | | | | | | |

| Institutional Objective | Performance Indicator | Annual Target 2014/15 | Quarterly Performance Target | | | | | | | | Responsible Person | Resources |
|-------------------------|-----------------------|-----------------------|---|-----------------------|------------------------------------|-----------------------|----------------------------------|------------------------|----------------------------------|------------------------|--------------------|-----------|
| | | | 1 st Quarter Target | | 2 nd Quarter Target | | 3 rd Quarter Target | | 4 th Quarter Target | | | |
| | | | Target | Means of verification | Target | Means of verification | Target | Means of verification | Target | Means of verification | | |
| | | | Regional Transformation Managers Forum | Forum established | 1 Transformational forum meeting | the meeting | 1 Transformational forum meeting | Minutes of the meeting | 1 Transformational forum meeting | Minutes of the meeting | Mr Mvalo | |
| | | | Prepare timeous annual submission of EE progress reports to DoL | Progress report | Prepare annual EE progress reports | EE progress report | N/A | N/A | N/A | N/A | Mr Mashiloane | |
| | | | To forge regional, national, continental and international partnerships | | | | | | | | | |

| Institutional Objective | Performance Indicator | Annual Target 2014/15 | Quarterly Performance Target | | | | | | | | Responsible Person | Resources |
|--|--|---|---|------------------------------|--|---|-------------------------------------|--|--|-----------------------|--------------------|-----------|
| | | | 1 st Quarter Target | | 2 nd Quarter Target | | 3 rd Quarter Target | | 4 th Quarter Target | | | |
| | | | Target | Means of verification | Target | Means of verification | Target | Means of verification | Target | Means of verification | | |
| Objective 6: To improve institutional effectiveness and efficiency & | Promoting public debates on topical issues of HE transformation as well as creating sustainable partnerships with any other progressive organisation whose agenda is based on the negation of all forms of discriminatory practices including racism, xenophobia, sexism and anti-corporate bullying | Forge sustainable partnerships with chapter 9 institutions and any other progressive organizations including NGOs and all spheres of government | Establish a data base of organisations to participate in the sustainable partnerships | Stakeholders data base | 1 Stakeholder meetings held Conduct a gap analysis on scope of public debates | Minutes of meetings Monthly reports Gap analysis findings | 1 Stakeholder meetings held | Minutes of meetings Monthly reports | Hold 1 focused and structured public debate on transformation issues | Public debate held | Mr Radebe | |
| Improving the image of the university | To raise the profile of transformation and VUT's role thereof | Optimal communication reached | Communication strategy underpinning the unit's | Draft communication strategy | Partner with Cooperate Affairs to raising awareness of the SJT | Awareness raised SJT unit work | Conduct roadshows and presentations | Roadshows conducted | Conduct roadshows and presentations | Roadshows conducted | Mr Mvalo | |

| Institutional Objective | Performance Indicator | Annual Target 2014/15 | Quarterly Performance Target | | | | | | | | Responsible Person | Resources |
|-------------------------|-----------------------|-----------------------|--|--------------------------------|---|--|--|---------------------------------|--|---------------------------------|--------------------|-----------|
| | | | 1 st Quarter Target | | 2 nd Quarter Target | | 3 rd Quarter Target | | 4 th Quarter Target | | | |
| | | | Target | Means of verification | Target | Means of verification | Target | Means of verification | Target | Means of verification | | |
| | | | overall strategy developed | | unit | | | | | | | |
| | | | Update the web page on transformational issues | Web updated | Update the web page on transformational issues | 50 th anniversary programme | Update the web page on transformational issues | Improved access to the SJT unit | Update the web page on transformational issues | Improved access to the SJT unit | | |
| | | | Develop SJT banners and brochure | Banners and brochures procured | Develop a programme for celebration of the 50 th anniversary | | Use of electronic billboards, bulk sms, social media, VUT fm | | Use of electronic billboards, bulk sms, social media, VUT fm | | | |
| | | | Launch the SJT offices | SJT offices launched | | | | | | | | |

| Institutional Objective | Performance Indicator | Annual Target 2014/15 | Quarterly Performance Target | | | | | | | | Responsible Person | Resources |
|---|--|-----------------------|---|-----------------------|--------------------------------|-----------------------|---|-----------------------|---|---|--------------------|-----------|
| | | | 1 st Quarter Target | | 2 nd Quarter Target | | 3 rd Quarter Target | | 4 th Quarter Target | | | |
| | | | Target | Means of verification | Target | Means of verification | Target | Means of verification | Target | Means of verification | | |
| | | | Put signage leading to the SJT offices | Signage available | | | | | | | | |
| Objective 7: To ensure effective governance and policy landscape for the university | <p>Endeavour to resolve any reported (minor) issues of discrimination and social justice</p> <p>Self-evaluation of SJU functioning and compliance with internal and external processes including</p> | Ombud office set up | Consult with stakeholders for the setup of the Ombud office | Stakeholder consulted | | | Monitoring the impact the Ombud office has on the VUT community | Monitoring tool | Monitoring the impact the Ombud office has on the VUT community | Monitoring the impact the Ombud office has on the VUT community | Mr Mvalo | |

| Institutional Objective | Performance Indicator | Annual Target 2014/15 | Quarterly Performance Target | | | | | | | | Responsible Person | Resources |
|-------------------------|---|-----------------------|---|------------------------------|--|------------------------------|--|------------------------------|--|------------------------------|--------------------|-----------|
| | | | 1 st Quarter Target | | 2 nd Quarter Target | | 3 rd Quarter Target | | 4 th Quarter Target | | | |
| | | | Target | Means of verification | Target | Means of verification | Target | Means of verification | Target | Means of verification | | |
| | legislation Ensure appropriate consultative and governance processes and forums are in place and working effectively | | IF, EE committee Transformation forum meetings held | Minutes of the meetings held | IF, EE committee, Transformation forum meetings held | Minutes of the meetings held | IF, EE committee, Transformation forum meetings held | Minutes of the meetings held | IF, EE committee, Transformation forum meetings held | Minutes of the meetings held | Mr Mvalo | |

| Institutional Objective | Performance Indicator | Annual Target 2014/15 | Quarterly Performance Target | | | | | | | | Responsible Person | Resources |
|--|---|--|---|---------------------------------|---|---------------------------------|---|--------------------------------|--|---|------------------------|-----------|
| | | | 1 st Quarter Target | | 2 nd Quarter Target | | 3 rd Quarter Target | | 4 th Quarter Target | | | |
| | | | Target | Means of verification | Target | Means of verification | Target | Means of verification | Target | Means of verification | | |
| Objective 4: To enhance research, innovation and commercialization | To ensure innovation as a hall mark for continuous improvement and service delivery | | Initiate alternative dispute (ADR) resolution process/mechanism in resolving human rights and social justice issues | | Initiate alternative dispute (ADR) resolution process/mechanism in resolving human rights and social justice issues | | | | | Investigate VUT's contribution to local/regional economic development | | |
| Objective 10: To ensure effective and efficient institutional transformation | Monitor change in institutional culture e.g. climate survey | Initiate a discussion on VUTs Transformation Barometer | 1 st Draft VUT Transformation Barometer | 1 st draft barometer | 2 nd Draft VUT Transformation Barometer | 2 nd draft barometer | Barometer presented to council for approval | Barometer presented to council | Approved Social Justice and Transformation Barometer | Approved barometer | Mr Mvalo and Mr Radebe | |
| | | | | | | | | | Monitor change in institutional culture | Institutional culture monitored | | |

| Institutional Objective | Performance Indicator | Annual Target 2014/15 | Quarterly Performance Target | | | | | | | | Responsible Person | Resources |
|-------------------------|---|---|---|---|--|--|--|---|--|---|---|-----------|
| | | | 1 st Quarter Target | | 2 nd Quarter Target | | 3 rd Quarter Target | | 4 th Quarter Target | | | |
| | | | Target | Means of verification | Target | Means of verification | Target | Means of verification | Target | Means of verification | | |
| | Monitor gender neutrality of institutional policies and practices | Promote gender sensitivity and inclusivity in university operations Gender initiatives promoting women into leadership positions | Evaluate extent of gender bias of policies and recommended changes, if any Meeting to coordinate gender activities (Sylvia Malope) | Extent of gender neutral institutional policies evaluated Minutes of the meeting Funding proposal developed | Monitor whether institutional policies are gender neutral Meeting to coordinate gender activities (Sylvia Malope) | Institutional policies monitored Minutes of the meeting | Monitor increased women participation in leadership roles Meeting to coordinate gender activities (Sylvia Malope) | Women participation in leadership roles monitored Minutes of the meeting | Monitor gender representivity in institutional committees Meeting to coordinate gender activities (Sylvia Malope) | Gender representivity in institutional committees monitored Minutes of the meeting | Ms Kaeane and Ms Miya Ms. Kaeane Ms. Kaeane | |
| | Monitor the implementati | Annual | N/A | N/A | Develop a monitoring | Monitoring tool | Monitor progress | Monitoring | N/A | N/A | Ms. Kaeane | |

| Institutional Objective | Performance Indicator | Annual Target 2014/15 | Quarterly Performance Target | | | | | | | | Responsible Person | Resources |
|-------------------------|--|---------------------------------------|--|---|--|---|--|-----------------------|--------------------------------|-----------------------|------------------------|-----------|
| | | | 1 st Quarter Target | | 2 nd Quarter Target | | 3 rd Quarter Target | | 4 th Quarter Target | | | |
| | | | Target | Means of verification | Target | Means of verification | Target | Means of verification | Target | Means of verification | | |
| | on of the Ministerial Committee in Public Higher Education Institutions' recommendations (Elimination of Discrimination , Social Cohesion into institutional strategy) | monitoring | | | tool in line with recommendations form the ministerial committee | developed | towards the implementation of the recommendations form the ministerial committee | done | Monitoring report | | | |
| | Monitor the implementation of staff development programmes including training, Next Generation Scholars programme, mid-term diversity initiatives for succession | Staff development programmes in place | Develop a funding proposal for next generation programme | Approved funding of next generation scholar programme | Consult with post graduate programmes to strategize on next generation scholar programme | Strategy on next generation scholar programme developed | N/A | N/A | N/A | N/A | Mr Mvalo and Ms Kaeane | |

| Institutional Objective | Performance Indicator | Annual Target 2014/15 | Quarterly Performance Target | | | | | | | | Responsible Person | Resources |
|-------------------------|---|--|---|--|--|------------------------|--|----------------------------|--|----------------------------|-------------------------|-----------|
| | | | 1 st Quarter Target | | 2 nd Quarter Target | | 3 rd Quarter Target | | 4 th Quarter Target | | | |
| | | | Target | Means of verification | Target | Means of verification | Target | Means of verification | Target | Means of verification | | |
| | planning | | | | | | | | | | | |
| | Monitor buildings accessibility to people with disabilities | 20% buildings accessible to people with disabilities | List all buildings Conduct site inspections to identify barriers to access buildings | Audited buildings Non-compliant facilities identified | Hold meeting with the facilities unit to strategize on achieving this target | Project plan developed | 10% of non-compliant buildings addressed | 10% of buildings compliant | 20% of non-compliant buildings addressed | 20% of buildings compliant | Ms. Kaeane and Ms. Miya | |

| Institutional Objective | Performance Indicator | Annual Target 2014/15 | Quarterly Performance Target | | | | | | | | Responsible Person | Resources |
|-------------------------|---|---|---|---|---|---|---|---|------------------------------------|--|--------------------|-----------|
| | | | 1 st Quarter Target | | 2 nd Quarter Target | | 3 rd Quarter Target | | 4 th Quarter Target | | | |
| | | | Target | Means of verification | Target | Means of verification | Target | Means of verification | Target | Means of verification | | |
| | Advocate for environmental sustainability as one of the core objectives of the university | Principles of environmental sustainability embraced | Monitor environmental awareness and green cooperate responsibility | Climate change strategies in place Principles of environmental sustainability embraced | Meeting with stakeholders to raise environmental awareness (waste management) | Increased lifestyle behavior awareness Principles of environmental sustainability embraced | Implement environmental strategies | Changed behavioral attitudes to climate change | Implement environmental strategies | Changed behavioral attitudes to climate change | Mr. Mvalo | |
| | | | Strategize on climate change initiatives (environmental campaigns in partnership with SHE/OHS unit) | | Monitor energy usage and develop interventions for conserving energy | Demand side management | Introduce new low cost/efficient water heating technologies | Principles of environmental sustainability embraced | | Principles of environmental sustainability embraced | | |
| | | | | | | | Waste management | | | Approved environmental and waste management policies | | |
| | | | | | | | Reduction of heating of cylinders(water heating) | | | Energy management policy | | |

| Institutional Objective | Performance Indicator | Annual Target 2014/15 | Quarterly Performance Target | | | | | | | | Responsible Person | Resources |
|-------------------------|--|--|--|--|--|------------------------------|--|---|--|-----------------------------------|--------------------|-----------|
| | | | 1 st Quarter Target | | 2 nd Quarter Target | | 3 rd Quarter Target | | 4 th Quarter Target | | | |
| | | | Target | Means of verification | Target | Means of verification | Target | Means of verification | Target | Means of verification | | |
| | | | | | | | | | | | | |
| | Monitor implementation of BBBEE/ Good Corporate Citizenship/Universal access | Promote sound implementation of BBBEE/ Good Corporate Citizenship | Analyze the affirmative procurement spend on black SMEs | BBBEE certificate (improved rating for next round) More black SMEs render goods and services to VUT | Implementation of VUT BBBEE policy including affirmative procurement | VUT BBBEE policy implemented | Broaden economic empowerment /participation of SMEs | Enforcement of BBBEE provisions of procurement policy | BBBEE factored into decision all making processes | Significant participation of SMEs | Mr. Mvalo | |
| | Explore integration of outsourced staff into university community/ commission a study on | Scope of involvement of outsourced staff in university life through improvement of their | Increased identification with VUT's mission and vision/ Study findings | Outsourced staff identification with VUT | Code of Good Conduct based on tenets of social justice equity | SHE Reports Study | Encourage reports on SHE compliance of service providers | SHE Reports | Encourage reports on SHE compliance of service providers | SHE Reports | Mr. Mvalo | |

| Institutional Objective | Performance Indicator | Annual Target 2014/15 | Quarterly Performance Target | | | | | | | | Responsible Person | Resources |
|-------------------------|---|---|--------------------------------|---|---|-----------------------|--------------------------------|-----------------------|--------------------------------|-----------------------|--------------------|-----------|
| | | | 1 st Quarter Target | | 2 nd Quarter Target | | 3 rd Quarter Target | | 4 th Quarter Target | | | |
| | | | Target | Means of verification | Target | Means of verification | Target | Means of verification | Target | Means of verification | | |
| | outsourcing in line with social justice and equity principles | conditions of service and access to study benefits (commissioned study) | | Provide staff development opportunities | empowerment and transformation Research Findings | findings | | | | | | |

APPROVAL OF THE IMPLEMENTATION PLAN

I Minky Kaeane in my capacity as Manager for Social Justice and Transformation unit hereby submit the implementation plan 2014/15 for approval.

Ms Minky Kaeane

Manager: Social Justice and Transformation

Date:

Approved/Not approved

Mr George Mvalo

Director: Social Justice and Transformation

Date: