



NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY

STRATEGIC PLAN 2026 - 2030



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ACROYNMS

ARDA	–	Agricultural and Rural Development Authority
CCE	–	Centre for Continuing Education
GMB	–	Grain Marketing Board
IBD	–	Innovation and Business Development
ICT	–	Information Communication Technology
IDBZ	–	Infrastructure Development Bank of Zimbabwe
IoDZ	–	Institute of Directors Zimbabwe
IRQM	–	Institutional Research and Quality Management
KPI	–	Key performance Indicator
MCAZ	–	Medicines Control Authority of Zimbabwe
MLGPWNH	–	Ministry of Local Government, Public Works, and National Housing
MoEPD	–	Ministry of Energy and Power Development
MoFAIT	–	Ministry of Foreign Affairs and International Trade
MoFAIT (or MoFA)	–	Ministry of Foreign Affairs and International Trade
MoFEDIP	–	Ministry of Finance, Economic Development and Investment Promotion,
MoHACH (or MoHA)	–	Ministry of Home Affairs and Cultural Heritage
MoHCC (or MoHCW)	–	Ministry of Health and Child Care/Welfare
MoHTEISTD	–	Ministry of Higher and Tertiary Education, Innovation, Science and Technology Development
MoIC	–	Ministry of Industry and Commerce
MoICTPSC	–	Ministry of Information Communication Technology, Postal and Courier Services
MoJPA (or MoJLPA)	–	Ministry of Justice, Legal and Parliamentary Affairs
MoLAFWD	–	Ministry of Lands, Agriculture, Fisheries, Water and Rural Development
MoMMD	–	Ministry of Mining and Mining Development
MoPSE	–	Ministry of Primary and Secondary Education
NDS 2	--	National Development Strategy 2
NKRA	–	National Key Result Area

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NOUC	–	National Outcome
NPA	–	National Priority Area
NUST	–	National University of Science and Technology
OPC	–	Office of the President and Cabinet
OUC	--	Outcome
PRAZ	–	Procurement Regulatory Authority of Zimbabwe
PSC	–	Public Service Commission
RBZ	–	Reserve Bank of Zimbabwe
RCZ	–	Research Council of Zimbabwe
RIO	–	Research and Internationalisation Office
SDGs	–	Sustainable Development Goals
SKRA	–	Sectoral Key Result Area
SOUC	–	Sector Outcome
STEM	–	Science Technology Engineering and Mathematics
VC	–	Vice-Chancellor
ZERA	–	Zimbabwe Energy Regulatory Authority
ZIDA	–	Zimbabwe Investment and Development Agency
ZIMCHE	–	Zimbabwe Council for Higher Education
ZIMRA	–	Zimbabwe Revenue Authority

Foreword

NUST stands at a pivotal moment in its institutional journey. As Zimbabwe advances towards the attainment of Vision 2030, universities are expected to play an increasingly strategic role in generating knowledge, nurturing innovation, and producing the skilled human capital required to drive sustainable economic growth and national development.

The NUST Strategic Plan 2026–2030 therefore represents more than a planning instrument — it is a bold commitment to position the University as a catalyst for scientific advancement, technological innovation and industrial transformation.

Guided by the philosophy of the Heritage-Based Education 5.0, this Strategic Plan reaffirms the University’s commitment to excellence in teaching, research, community engagement, innovation and industrialisation.

It challenges us to move beyond traditional academic boundaries and to transform knowledge into practical solutions that respond to national priorities and global challenges.

Over the next five years, the University will focus on strengthening institutional governance and administrative efficiency, expanding human capital development and advancing research, innovation and industrialisation.

Through these strategic priorities, NUST aims to deepen its contribution to national development while strengthening its reputation as a leading institution in science, engineering, technology and entrepreneurship.

The development of this Strategic Plan was the result of a broad and inclusive consultative process involving Council, University management, staff, students and external stakeholders. Their insights and contributions ensured that the Strategy reflects both institutional ambitions and the expectations of the communities we serve.

Successful implementation of this Strategic Plan will require the commitment, collaboration, and innovation of the entire NUST community. Together with our partners in government, industry and society, we must harness knowledge, creativity, and technology to deliver solutions that improve lives and advance national development.

I am confident that through this Strategic Plan, NUST will continue to build on its legacy of excellence and strengthen its role as a leading institution shaping the future through knowledge, innovation, and transformative education.



**Prof Mqhele E. Dlodlo,
Vice-Chancellor**

A handwritten signature in black ink, appearing to read 'Dlodlo'.

Prof M.E. Dlodlo, Vice-Chancellor

Executive Summary



His Excellency and Chancellor of NUST, President Dr Emmerson Dambudzo Mnangagwa admires the Smart Helmet innovation by NUST student, Bennet Kadeya (left) during the Presidential Innovators Fair. Following proceedings are Vice-President, Dr Constantine Guveya Dominic Nyikadzino Chiwenga (second from left), the Minister of Foreign Affairs and International Trade, Prof dr. Amon Murwira (second from right) and the Minister of Higher and Tertiary Education, Innovation, Science and Technology Development, Dr Frederick M.M. Shava (right).

THE National University of Science and Technology Strategic Plan 2026–2030 provides a comprehensive framework that will guide the University’s development and strategic priorities over the next five years. The Plan outlines the institutional direction required to strengthen NUST’s contribution to Zimbabwe’s socio-economic transformation while enhancing its position as a leading institution in science and technology education.

The Strategic Plan is anchored on the philosophy of the Heritage-Based Education 5.0, which expands the role of universities beyond teaching, research and community service to include innovation and industrialisation. This approach emphasizes the transformation of knowledge into

practical solutions, technologies, and enterprises that contribute to economic growth and societal development.

The Strategy is aligned with key global, regional and national development frameworks, including the Sustainable Development Goals (SDGs), Africa Agenda 2063, Zimbabwe’s Vision 2030 and the National Development Strategy 2 (NDS 2).

Through this alignment, NUST seeks to contribute meaningfully to national development by producing highly skilled graduates, advancing research and innovation, and supporting industrialisation.

The Strategic Plan is structured around three strategic pillars that will guide institutional transformation during the 2026–2030 period:

- **Governance and Administration:** This pillar focuses on strengthening institutional governance systems, improving administrative efficiency, enhancing accountability, and ensuring effective management practices that support the University’s strategic objectives.
- **Human Capital Development:** NUST will expand access to quality, equitable, and inclusive higher education, with a strong emphasis on programmes in science, technology, engineering, and mathematics (STEM). The University aims to produce graduates equipped with the skills, knowledge, and entrepreneurial capabilities required for national and global competitiveness.
- **Research, Innovation and Industrialisation:** This pillar focuses on strengthening research excellence, promoting innovation, and accelerating the commercialisation of research outputs. It also seeks to deepen partnerships with industry and communities to ensure that research contributes directly to solving societal challenges and supporting economic development.

Implementation of the Strategic Plan will be guided by a Results-Based Management framework, supported by clear performance indicators, monitoring mechanisms, and accountability systems to ensure measurable outcomes and effective resource utilisation.

Through this Strategic Plan, NUST reaffirms its commitment to advancing innovation, scientific discovery, and human capital development, while strengthening its contribution to the modernisation and industrialisation of Zimbabwe.

SECTION A: PROFILE OF NUST

I. Introduction

This document outlines the National University of Science and Technology (NUST) Strategic Plan for 2026-2030. In developing the strategic roadmap, the University took into cognisance the attendant general environmental factors and the current state of Higher Education as presented in the Ministry of Higher and Tertiary Education, Innovation, Science and Technology Development's (MHTEISTD) Strategic Plan, 2026-2030. The NUST Strategic Plan is premised on the transformative Heritage-based Education 5.0 philosophy and is vertically aligned to the following strategic and broader imperatives:

1. The National University of Science and Technology Mandate;
2. National Key Result Areas;
2. National Priorities;
3. National Vision;
4. National Development Strategy 2;
5. Africa's Agenda 2063; and
6. The Sustainable Development Goals.

The Strategic Plan defines 'who we are, where we are going, how we hope to get there, and how we will know when we are there,' in line with the Ministry's Strategic Plan as well as the Integrated Results Based Management (IRBM) system. The strategic roadmap outlines the three strategic programme pillars that NUST will focus on in the next five years, namely;

1) Governance and Administration

This strategic programme pillar has one strategic outcome:

- ✓ Improved corporate governance.

2) Human Capital Development

This strategic pillar is further fragmented into three strategic outcomes:

- ✓ Improved access to quality, equitable and inclusive education.

- ✓ Increased uptake and application of STEM subjects.
- ✓ Improved availability of critical skills.

3) Research, Innovation and Industrialisation

This strategic programme pillar underscores the progression from Education 3.0 to 5.0 given its focus on Innovation and Industrialisation. This strategic programme pillar has two outcomes:

- ✓ Increased research and innovation capacity.
- ✓ Enhanced rural industrialisation through research and innovation.

In line with the Integrated Results Based Management system, this strategic blueprint outlines the strategic programme outcomes, the strategies, the assumptions, the attendant risks, and the mitigatory measures to deal effectively with risk. For the purposes of monitoring and evaluation, the operational plans of this Strategic Plan shall be reviewed monthly, quarterly, and the Strategy itself, annually. The Strategic Plan covers the following sections:

- i) The National Level Contribution;
- ii) The Sectoral Level Contribution;
- iii) Vision, Mission, and Core Values;
- iv) Terms of reference;
- v) The Overall Functions of the National University of Science and Technology;
- vi) Departments at the National University of Science and Technology and their functions;
- vii) Strategic Business Units under the National University of Science and Technology and their functions;
- viii) Environmental Scanning;
- ix) Policies Applicable to the National University of Science and Technology;
- x) Client Need Analysis;
- xi) Stakeholder Analysis;
- xii) Strategies, Assumptions, Risks and Assumptions;
- xiii) Programme Performance Framework;
- xiv) Programme Budget;
- xv) Human Resources for Strategic Period;

- xvi) Other Resource Requirements; and
- xvii) Register of the Attendees at the Strategic Planning workshop.

This Strategic Plan will guide and focus the attention and efforts of all stakeholders towards the realisation of the NUST mandate, which is to develop human capital with a bias towards Science, Technology, Engineering, and Mathematics disciplines. Guided by a clear vision and path forward, we are confident that we are going to realise our strategic outcomes. As we move forward based on this strategic roadmap, we are all united by a passionate pursuit of excellence as we contribute towards the modernisation and industrialisation of Zimbabwe through education, science, and technology development.

II. Background

The National University of Science and Technology (NUST) was established in 1991 following the University of Zimbabwe June 1982 Report and the Williams Commission, which recommended the formation of another university to advance knowledge with a special bias towards science and technology through teaching, research and learning by nurturing students of the University in a holistic manner.

On the 8th of April 1991, NUST opened with 270 students in three (3) Faculties of Commerce, Industrial Technology, and Applied Sciences. The University started its operations with 28 academic staff, 41 administrators, and 11 support staff.

NUST has grown to nine (9) Faculties namely the Faculties of Applied Sciences, Engineering, Environmental Science, Faculty Agricultural Science and Technology, The Built Environment, Medicine, Science and Technology Education, Communication and Information Science, and Business and Economic Sciences. The University also has an Institute of Development Sciences (IDS) and the Graduate School of Business Sciences (GSBS), an Innovation Hub and a Centre for Continuing Education (CCE) and the newly commissioned Prof Phinias Mogorosi Makhurane Technovation Centre. NUST has also added the Joshua Mqabuko Nkomo Ekusileni Hospital

following a Government recommendation that the University spearheads the transformation of the centre into a specialist teaching and research hospital.

The University's enrolment now stands at 11,413 undergraduate and postgraduate students and it now employs an average of 1,446 full-time staff of which 615 are academic staff.

NUST is transforming its education following the implementation of the Heritage-based Education 5.0 philosophy that challenges higher and tertiary institutions to not only focus on teaching and learning, research and scholarly community engagement but to include innovation and industrialisation.

To consolidate the achievements made since 1991 and to provide strategic direction for institutional growth and development, the University is implementing a five-year Strategic Plan (2026-2030). The Strategic Plan is the result of a consultative process through a strategic planning workshop involving the NUST Council, NUST Principal Officers, Executive Deans, Directors, Heads of support units, and Representatives from key units of the institution.

Beyond being a product of internal consultative processes, the Strategic Plan is vertically aligned to broader strategic imperatives and policies such as the Sustainable Development Goals (SDGs), Africa's Agenda 2063, the National Development Strategy 2 (NDS 2), National Priorities and National Key Result Areas, Sectoral Key Result Areas, the NUST mandate as well as the Integrated Results Based Management system.

Therefore, this strategic blueprint reflects the collective aspirations and interests of our internal and external stakeholders. The Strategic Plan is being implemented on the backdrop of diverse of environmental challenges as outlined elsewhere in this document.

III. National Level Contribution

The modernisation and industrialisation of Zimbabwe through education, science, and technology development.

a. National Vision

“Towards a Prosperous and Empowered Upper Middle-Income Society by 2030.”

b. National Priorities the National University of Science and Technology is contributing to:

Table 3.1 National Priority Area

NPA Ref	Description of National Priority Area
NPA Ref 5	Science, Technology, Innovation, Digital, and Human Capital Development

3.3 National Key Result Areas the National University of Science and Technology is contributing to:

Table 3.2 National Key Result Areas

NKRA Ref	Description of National Key Result Area
NKRA Ref 9	Science and Technology Development
NKRA Ref 10	Human Capital Development

c. National Outcomes the National University of Science and Technology is contributing to:

Table 3.3 National Outcome

NOUC Ref	Description of National Outcome
NOUC Ref 11	Enhanced Science and Technology, Innovation, Ecosystem for Global Competitiveness
NOUC Ref 12	Increased availability of skilled workforce
NOUC Ref 13	Improved Access to Quality of Education

IV. Sectoral Level Contribution:

Sector Name: Education

Sector Ref: 9

a. Sectoral Key Results Areas

Table 4.1 Sectoral Key Results Areas

	Sector Name	Description of Sectoral Key Result Area
SKRA Ref 15	Education	Research and Technology Development
SKRA Ref 16	Education	Education and Training
SKRA Ref 17	Education	ICT Development

b. Sectoral Outcomes

Table 4.2 Sector Outcomes

SOUC Ref	Sector Name	Description of Sectoral Outcome Description
SOUC Ref 26	Education	Improved science and technology innovation ecosystems
SOUC Ref 27	Education	Improved access to quality, equitable and inclusive education
SOUC Ref 28	Education	Increased Availability of Specialist Skills for Industry, Commerce, and Public Sector
SOUC Ref 29	Education	Increased availability of Human Capital for Science, Technology, Engineering and Mathematics.
SOUC Ref 30	Education	Increased Information Communication Technology Infrastructure and Platforms Development
SOUC Ref 31	Education	Strengthened Cyber Security Governance and Operational readiness.

1. MDA: NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY

2. MDA VOTE NUMBER: 16

3. NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY VISION

STATEMENT

The broad aspiration of the National University of Science and Technology, as encapsulated in its vision is:

Towards a world class University in science, technology, innovation, and entrepreneurship, spearheading industrialisation locally and beyond by 2030.

4. NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY MISSION

STATEMENT

The National University of Science and Technology's fundamental purpose and reason for existence as outlined in its mission statement is;

To lead in human capital development for industrial and socio-economic transformation, with a bias towards science, technology, engineering and mathematics (STEM) based solutions.

5. CORE VALUES OF THE NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY

In pursuance of its vision and mission, the National University of Science and Technology is guided by the following principles.

I. Integrity

In the delivery of value to our clients, we pursue academic excellence with honesty, and ethical behaviour.

II. Accountability

We are responsible for our actions and obligations.

III. Teamwork

We thrive on mutual respect, and effective partnerships.

IV. Excellence

Committed to delivering consistently high-quality education, goods and services.

V. Sustainability

We commit to continuous improvement and adaptation to the changing environment, and socio-economic conditions.

VI. Inclusivity

We embrace a diversified, equitable, and all-encompassing environment.

6. TERMS OF REFERENCE

In pursuance of our role of contributing to the modernization of Zimbabwe through education, science, and technology development, we are guided by the following terms of reference.

6.1 The Constitution of Zimbabwe

6.2 National University of Science and Technology Act [Chapter 25:13]

6.3 Amendment of State Universities Statutes No. 4 of 2022

7. OVERALL FUNCTIONS OF THE NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY

The overall functions of the National University of Science and Technology are:

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- a) To provide for research and courses of instruction, whether on a full-time time basis, by correspondence or extramurally, and to take such other as may appear necessary and desirable for the advancement and dissemination of knowledge;
- b) To hold examinations and to confer degrees, including honorary degrees, diplomas, certificates, and other awards, upon persons who have followed courses of study approved by the Senate and additionally, or alternatively, satisfied such other requirements as may be determined by the Senate;
- c) To provide courses not leading to degrees, diplomas or certificates, including training for persons wishing to enter the University;
- d) To provide opportunities for staff and students and such other persons as the University may approve to engage in productive activity in the fields of science and technology and any other fields in which the University may from time to time be engaged;
- e) To promote research with emphasis on scientific, technological, industrial and developmental projects, with particular reference to the developmental needs of Zimbabwe;
- f) To institute professorships, lectureships, research fellowships, staff development fellowships and other posts and offices and to make appointments thereto;
- g) To institute and award fellowships, scholarships, bursaries, prize medals, exhibitions, and other distinctions, awards and forms of assistance consistent with its objects;
- h) To erect, equip and maintain laboratories, offices, halls of residence, lecture halls, libraries, museums and other buildings and structures required for the promotion of its projects;
- i) To regulate and provide for the residence of its students and members of staff;
- j) To provide and maintain sports fields and other recreational facilities for its students and members of staff;
- k) To demand and receive such fees as may from time to time be prescribed by or in terms of the Statutes;
- l) To enter into such contracts and to establish such trusts and to such staff as the University may require;

- m) To establish pension, superannuation or provident or other credit fund schemes for the benefit of its staff or any section thereof and into arrangements with the Government or any organization or person for the operation of such schemes;
- n) To acquire any property, moveable or immovable, and to take, accept and hold any property which may become vested in it by way of purchase, exchange, grant, donation, lease, testamentary disposition or otherwise;
- o) To sell, mortgage, let on hire, exchange, donate or otherwise dispose any property held by it;
- p) To invest in land or securities such funds as may be vested in it purpose of endowment, whether for general or specific purposes, such other funds as may not be immediately required expenditure;
- q) To borrow money for any purpose which the Council thinks fit;
- r) To lend money in the form of short-term loans to its staff on terms and conditions approved by the Council;
- s) To do all such acts and things, whether or not incidental to the powers specified in this subsection and whether inside or outside Zimbabwe, as may be requisite in order to further its objects or any of them; and
- t) To incubate new higher and tertiary education institutions with a science and technology emphasis.

8. DEPARTMENTS AT THE NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY AND THEIR FUNCTIONS

The under-mentioned Administrative Departments will be responsible for the administration, management, and control of functions as stipulated hereunder:

- a) Vice-Chancellor's Department**
 - i. Academic and Administration policy implementation;
 - ii. Physical Planning, Works and Estates;
 - iii. Communication and Marketing;
 - iv. Information and Communication Technology Services;

- v. Internal Audit;
- vi. Institutional Research and Quality Management;
- vii. Procurement Management;
- viii. Risk and Compliance Management;
- ix. Strategic Planning and Performance Management.

b) Research and Academic Affairs

- i. Development of academic programmes and research activities that are responsive to the socio-economic development needs of Zimbabwe;
- ii. Promotion of academic linkage programmes and partnerships with other institutions, organisations, and communities;
- iii. Curriculum development and review of teaching and learning programmes in line with the Ministry vision of implementing a
- iv. Heritage Based Education 5.0;
- v. Quality assurance in its wider sense which incorporates governance/management, infrastructure, quality of student experience,
- vi. research and community engagement, while ensuring internal compliance with national and international standards and directions;
- vii. Internationalisation of student and staff recruitment, which is an integral part of a modern University; and
- viii. Governance and Compliance issues;
- ix. Research and Internationalisation;
- x. Continuing Education (CCE).

c) Innovation and Business Development

- i. Resource mobilisation for the University;
- ii. Provide business development leadership and support;
- iii. Superintends over the establishment of innovation hubs that transform knowledge into wealth; co-ordinates;

- iv. Protects and commercialises research in collaboration with industry, leading to the setting up of industrial hubs and parks;
- v. Management/Corporate governance of the University;
- vi. Quality assurance in its wider sense which incorporates governance/ management, infrastructure, quality of student experience, research and community engagement, while ensuring internal compliance with national and international standards and directions; and
- vii. Internationalisation of student and staff innovations, which is an integral part of a modern University;
- viii. Governance and Compliance issues, Risk Identification, and Management.

d) Registry

- i) Formulation, guiding, and implementing University Policies;
- ii) Maintaining and safeguarding University Records;
- iii) Providing Secretariat services to various University Committees;
- iv) Providing hygienic Services;
- v) Providing Training and Development of staff;
- vi) Human Resource Management;
- vii) Legal issues;
- viii) Security;
- ix) Students Affairs; and
- x) Catering Services.

e) Bursar's

- i) Accounting for and safeguarding University's finances and assets.

f) Library

- i) Support of teaching, learning, and research through the provision of Information Resources.

The following Departments (Faculties) will carry out Research, Teaching, Community engagement, Innovation and Industrialisation in the areas of specialisations listed there under:

a) Faculty of Applied Sciences

- i) Applied Biology and Biochemistry,
- ii) Applied Chemistry,
- iii) Applied Mathematics,
- iv) Applied Physics,
- v) Computer Science,
- vi) Informatics and Analytics,
- vii) Radiography,
- viii) Sport Science and Coaching, and
- ix) Statistics and Operations Research.

b) Faculty of The Built Environment

- i) Architecture,
- ii) Construction Economics and Management,
- iii) Property Studies and Urban Design, and
- iv) Quantity Surveying.

c) Faculty of Business and Economic Sciences

- i) Accounting Sciences,
- ii) Banking and Economic Sciences,
- iii) Business Management Sciences,
- iv) Finance and Fiscal Sciences,
- v) Actuarial, Insurance and Risk Management Sciences,
- vi) Marketing and Consumer Sciences,
- vii) Graduate School of Business Sciences, and
- viii) Institute of Development Sciences.

d) Faculty of Communication and Information Science

- i) Journalism and Media Studies,
- ii) Library and Information Science,
- iii) Publishing Studies, and
- iv) Records and Archives Management.

e) Faculty of Engineering

- i) Chemical Engineering,
- ii) Civil and Water Engineering,
- iii) Electronic Engineering,
- iv) Fibre and Polymer Materials Engineering, and
- v) Industrial and Manufacturing Engineering

f) Faculty of Environmental Science

- i) Environmental Health,
- ii) Environmental Science,
- iii) Forest Resources and Wildlife Management, and
- iv) Geospatial Sciences

g) Faculty of Medicine

- i) Community Medicine,
- ii) Medicine,
- iii) Nursing and Midwifery Sciences,
- iv) Paediatrics,
- v) Pathology,
- vi) Psychiatry, Social and Behavioural Sciences,
- vii) Surgery and Anaesthetics,
- viii) Anatomy and Physiology,

- ix) Pharmacology and Biochemistry, and
- x) Obstetrics and Gynaecology.

h) Faculty of Science and Technology Education

- i) Applied Art, Design and Technology Education,
- ii) Science, Mathematics and Technology Education, and
- iii) Technical and Engineering Education and Training.

i) Faculty of Agricultural Science and Technology

- i) Agricultural Information Technology,
- ii) Agricultural Genetics and Cell Technology,
- iii) Agricultural Engineering,
- iv) Agribusiness Economics and Management, and
- v) Sustainable Food Production.

9. STRATEGIC BUSINESS UNITS UNDER NUST AND THEIR FUNCTIONS

- i. NUST Mamre Farm,
- ii. Applied Genetic Testing Centre
- iii. Bulawayo Technology Centre
- iv. Apparels Plant
- v. Detergents Plant
- vi. Garden

10. ENVIRONMENTAL SCANNING

This Strategic Plan was informed by a comprehensive assessment of the internal and external assessment of the environment in terms of PESTLEG, SWOT, Porters 5 forces, and Boston Consulting Group (BCG) Growth share Matrix Analysis as presented below.

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(a) PESTLEG Analysis

An analysis of the macro-environmental factors that could impact NUST `s strategic initiatives and operational plans was undertaken using the Political, Economic, Social, Technological, Legal, Environmental and Governance (PESTLEG) framework was undertaken. A summary of the PESTLEG analysis is presented in the table 10.1

Table 10.1 PESTLEG Analysis of the National University of Science and Technology

FACTORS	NEGATIVE/ POSITIVE	DESCRIPTION
Political		
Sanctions (Political & Economic)	N	Financial instabilities No access to grants Reduced attachment opportunities for the students Inflation hence failure by students to pay fees Staff retention
Political stability	P	Implemented projects are seen to completion
Economic Factors		
Exchange Rate Volatility	N	Difficult operating environment (black market rate verses bank rate) Mono-currency by 2030
Foreign currency challenges	N	Collaborations are affected Conference attended affected Inability to pay publication fees and affiliation fees to different societies Pushes prices upwards hence increase in operational costs
High interest rates	N	Leading to difficulties to break even Reduced borrowing

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Cost of Education and inflation	N	Price and fees increase, high inflation eroding purchasing power institutions, staff and students.
Reduction in disposable incomes	N	Leads to skills flight and brain drain
Funding of State Universities	N	Delay in project funding and their completion
High rate of unemployment and underemployment	N	Low interest in education progression Fluctuating demand for university education
Socio-Cultural Factors		
Interest from Alumni engagement	P	Knowledge transfer Financial resources Scholarships for students Networks Opportunities for collaborations
Massification of education	N	Faculty dependent - e.g. Faculty of Business and Economic Sciences: however, a threat to Faculty of Applied Sciences due to shortage of laboratories Intense competition among local Universities and from regional online providers Infrastructure
Substance abuse	N	Increased dropouts Increased mental health cases
Mental Health Cases	N	Absenteeism and reduced productivity of staff
Society that values education	P	Increased enrolment
Technological Factors		
Unreliable Power Supplies	N	Power outages or fluctuations can disrupt teaching,

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		<p>research activities, and access to technology-dependent resources. It may lead to interruptions in online learning platforms, hinder access to digital resources, and affect the functioning of computer labs and other technology-dependent facilities.</p>
Availability of ICT services	P	<p>ICTS provide universities with access to vast amounts of data and information. Through the internet, digital libraries, online databases, and academic journals, NUST can keep up with the latest research and educational resources from around the world. This enables faculty and students to stay updated, conduct in-depth research, and enhance the quality of teaching and learning.</p>
High rate of Technological change	N P	<p>Keeping up with the latest advancements and ensuring access to up-to-date technologies can be difficult due to financial constraints and limited resources.</p> <p>Enable virtual learning environment – personalised & adaptive learning,</p> <p>Enhanced collaboration,</p> <p>Improve operational efficiency</p> <p>Advanced research</p>
Access to Technology	N P	<p>Limited budgets and financial constraints may limit access to state-of-the-art equipment, software licenses, and infrastructure upgrades.</p> <p>Use of cheaper alternatives (Starlink).</p> <p>Vast access to information, improve collaboration.</p> <p>Skilled development</p>
Emerging technologies AI	P	<p>Emerging technologies such as Artificial Intelligence (AI) offer transformative potential. However, their adoption and</p>

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		integration require resources, expertise, and infrastructure. NUST may face challenges in terms of access to AI technologies and the required skill sets.
Cyber Security and Data Privacy	P	Institutional data protection, Protection of personal information & sensitive information, Reduced financial loss, Enhanced reputation – builds a positive brand image
Legal Factors		
Changes in Labour Laws	P	Better benefits for employees
Procurement Act	P	Increased efficiency in procurement systems
	N	Increase bureaucracy and delay procurement process
Data Protection Law	P	Better opportunity for investments/grants internationally
	N	Delays in data sharing as confirmation is required.
Licensing Laws	P	More user-friendly Flexible processes
	N	Restrictive
IP Laws	P	Protection of our inventions and innovations
	N	Delays in processing
Use of AI	P	Curb plagiarism
	P	Generates up-to-date information
	N	Might attract costs
	N	Reduction in need for labour
Disability/Inclusivity/Equality Laws	P	Compliance will attract to the University differently abled students
	N	University is not appealing to students Possibility of litigations upon failure to comply
Wellness Laws (e.g. Drug and Substance	P	Reduces abuse of alcohol/drugs and substance Expense in investing in proper equipment for wellness

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Abuse/Alcohol)		programmes
Finance Act/Customs Laws	P	If taxes are reduced
	N	Processes may take long
Internationalisation Law	P	Exchange programs for students and staff
Retirement Plan	P	Reducing of uncertainty of income post retirement
Consumer Protection Act	P	Curbs unfair business practices of suppliers
Media Laws	P	Opportunity for Organisations to advertise thereby collecting revenue
Environmental Factors		
Waste Management Standards	P	Recycling of waste to generate revenue
	N	Expense of management
Climate Change	N	Climate change poses both challenges and opportunities for NUST. It affects weather patterns, temperature, and precipitation, which in turn impact agricultural practices, water availability, and infrastructure development. NUST can play a crucial role in studying and addressing climate change through research, education, and innovation.
	P	
Green space	P	Use of which is climate friendly energy
Health and Safety	P	Reduced accidents and associated costs
	N	Financial constraints to comply with requirements
Governance		
Devolution of power to promote investment	P	Formation of provincial and metropolitan councils leading tendering systems favouring local companies.
		Turnaround time for decisions decreased
Central government commitment to support NUST infrastructure	P	The University is optimistic of government's support and commitment in future as stated in Section 27 of the 2013 Constitution which obligates the state to promote higher

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development		education.
Accessibility of government officials	P	University Council had direct access to Ministry Ministry represented in council meetings
Changes in International Governance standards (King Code 5)	P	Improvement of performance
Changes in the composition of University Council	P N	In terms of fresh perspectives and ideas; In terms of lack of continuity.
Changes in roles and responsibilities of Council Members	P	Performance / Accountability
Changes in the SRC	P	In terms of relations between staff and students.
Changes in Senior Management	P N	In terms of fresh perspectives and ideas; In terms of lack of continuity.
Ethical standards	P	In terms of adherence to laws and regulations as well as improved compliance.

10 (b) SWOT Analysis

The external and internal analyses conducted above culminated in a SWOT analysis. SWOT is an acronym that stands for Strengths and Weaknesses (as internal strategic factors) and Opportunities and Threats (as external strategic factors). The SWOT analysis was undertaken not only in order to identify NUST's distinctive competencies, the particular capabilities and resources it possesses, and the superior way in which they are used, but also in identifying opportunities that the University can take advantage of in the macroeconomic environment. The results of the SWOT Analysis are shown in Table 10.2.

Table 10.2 A summary of National University of Science and Technology SWOT Analysis

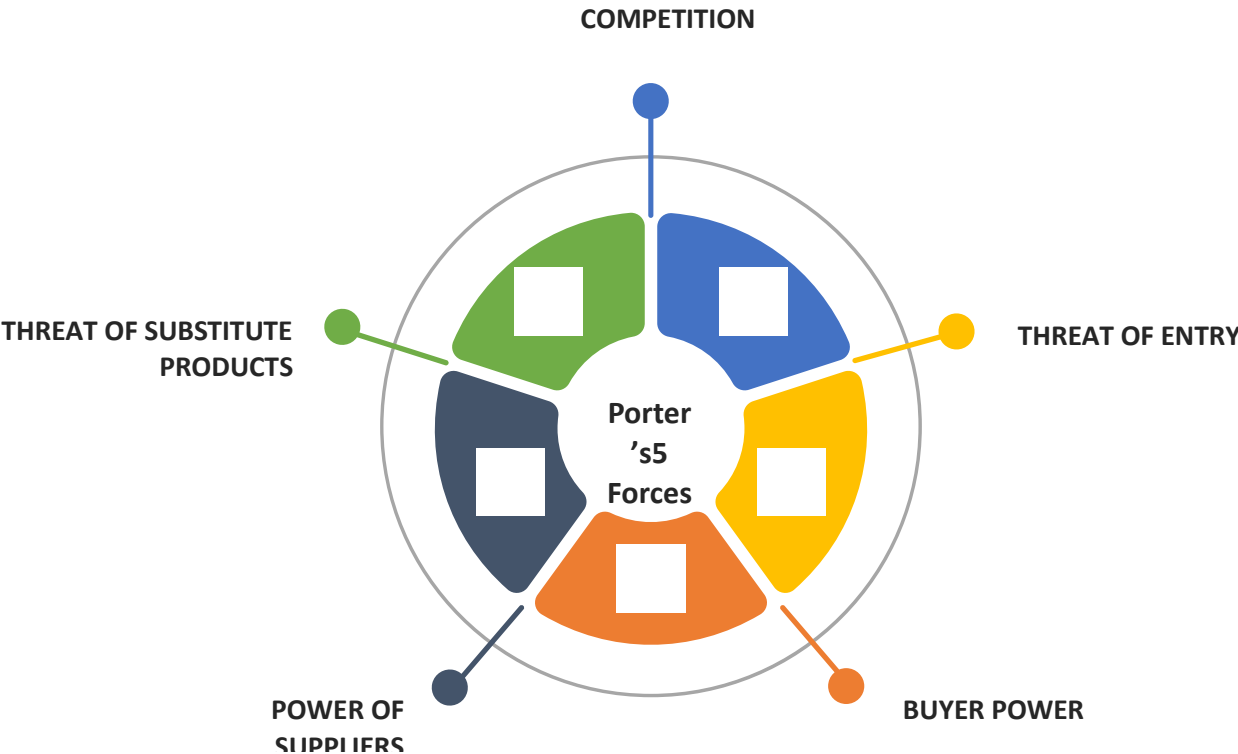
STRENGTHS
Experienced and Qualified Management
Open lines of communication
Availability of land
Talented and experienced academic staff within the University
Availability of underground water
Good academic reputation
A strong and well-established NUST brand
Presence of the Innovation hub and Technovation Centre dedicated to supporting innovation
Presence of a unit dedicated to innovation and business development
Strong relationship with other Ministries, Departments and Agencies
Exceptional talented body of students
Established NUST construction unit
Strategic partnerships with industry and local authorities
Existence of a guiding philosophy – Education 5.0
WEAKNESSES
Inadequate infrastructure (teaching space, laboratories, workshops)
Inadequate Financial Resources
Poor incentives to retain staff
Inadequate student accommodation
OPPORTUNITIES
Availability of possible research and other grants from external stakeholders
Accessibility of government officials and enabling policies for PPPs and JVCs
Central government commitment to support NUST infrastructure development.
Government policy inclination towards infrastructure development and rural industrialisation

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Goodwill from stakeholders such as the Bulawayo City Council
Increasing demand for higher education both locally and internationally
Technological innovations and possibilities for e-learning platforms
Strong and influential alumni in industry and commerce
Availability of training opportunities through international collaboration
Increased demand for the NUST brand nationally
THREATS
Unreliable power supplies
High interest rates
Climate change
Staff attrition
Industry shrinkage
Drug and substance abuse

10 (c) PORTER'S 5 Forces Analysis

Figure 10.1 A summary of National University of Science and Technology PORTER'S 5 Forces Analysis



COMPETITION

- **Number of institutions:** Multiple public and private universities, polytechnics, and teacher colleges.
- **Programme and Products overlap:** Many offer similar undergraduate degrees (Business, Education, Arts, Sciences) and produce similar products e.g. detergents, PPE
- **Differentiation pressure:** Need to stand out through research, industry links, and specialized programs.
- **Student recruitment:** Competition for limited pool of adequately prepared secondary school graduates.
- **Industry:** Industry participants producing similar products more efficiently and hence charge lower prices

Intensifying factors

- **Economic constraints:** Institutions compete more aggressively for fee-paying students.
- **Regional competition:** Students may opt for regional universities (e.g., South Africa, Botswana) with perceived higher quality.

Overall: High — due to substitutes and similar institutional offerings.

THREAT OF ENTRY

- **Accreditation & regulation:** NUST must meet standards from bodies like the Zimbabwe Council for Higher Education (ZIMCHE), which increases time/cost to enter.
- **Capital intensity:** Establishing campuses, labs, libraries, and recruiting qualified faculty requires significant investment.
- **NUST Brand reputation:** Established institutions benefit from alumni networks and recognition — hard for newcomers to replicate quickly.
- **Economies of scale:** Being a large institution, NUST can spread fixed costs (e.g., infrastructure) over more students, creating cost advantages.
- **Growth of private and specialized institutions:** Niche providers (e.g., business schools, online universities) can enter with focus.
- **Online learning platforms:** Lower-cost digital entry points reduce some physical infrastructure barriers.

THREAT OF SUBSTITUTE PRODUCTS

- **Online education & MOOCs:** Coursera, edX, and other platforms that can offer micro-credentials.
- **Professional/technical colleges:** Shorter vocational courses with direct skill application.
- **Employer-led training/apprenticeships:** On-the-job development outside traditional degree pathways.
- **Third stream income streams** similar to those offered by the market, imports

BUYER POWER

Drivers of high buyer power

- **Availability of alternatives:** Multiple public, private, and online options domestically and regionally.
- **Price sensitivity:** Tuition affordability is a major concern in Zimbabwe's economic context. Customers cannot pay beyond a certain price.
- **Information transparency:** Students have access to rankings, graduate outcomes, and online reviews.
- **Customers on Third Income Products demanding high quality at lower price.** Customers still view NUST as a parastatal and hence expected to charge subsidised prices.

Other buyer influences

- **Employer expectations:** Students expect programs aligned with job market needs.
- **Financial support dynamics:** Scholarships, government bursaries, and loans influence choice.

Overall: High.

POWER OF SUPPLIERS

Key supplier groups

- **Academic staff (professors, researchers):** Skilled labour with specialization; in short supply locally.
- **Technology & content providers:** Learning management systems (LMS), journals, e-resources.
- **Facility & service providers:** Utilities, maintenance, labs equipment.

Power influences

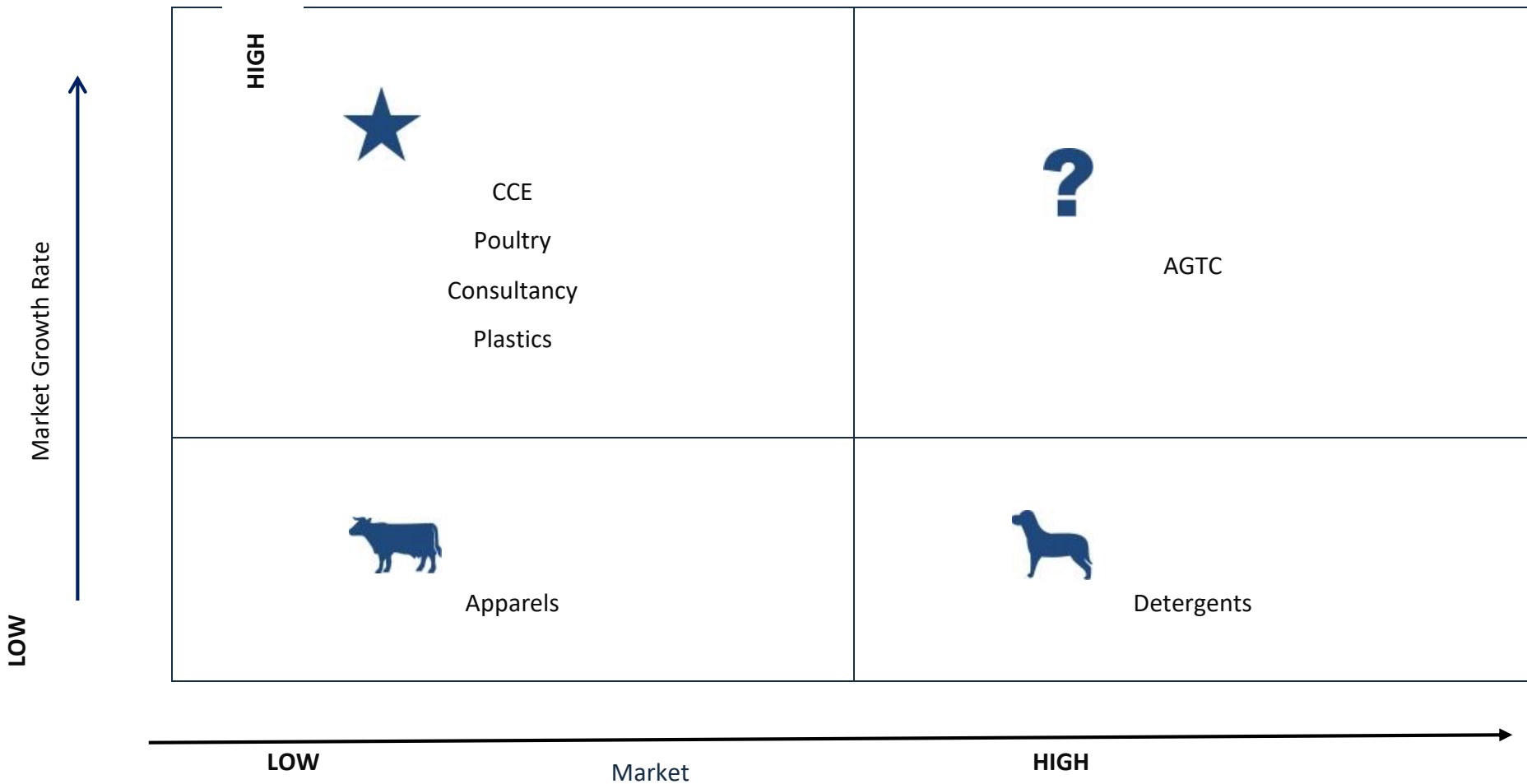
- **Specialized academics:** Limited supply of PhDs/research leaders locally increase their bargaining leverage.
- **Global tech/content providers:** International publishers and LMS platforms often set pricing power.
- Suppliers of raw materials demanding USD payments over ZiG payments.
- Suppliers operating on take or leave it basis. Quality of materials sourced compromised.

Mitigating factors

- **Government support programs:** Subsidies or partnerships for

10 (d) BCG Matrix

Figure 10.2 BCG Matrix Table



11.0 MDA PROGRAMMES AND OUTCOMES

The following is a presentation of our programmes and the envisaged outcomes based on the successful implementation of our strategies.

Table 11.1 Programme outcome linkages

NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY									
IRBM STRATEGIC PLAN 2026 - 2030									
11. MDA PROGRAMMES AND OUTCOMES:									
Pro g Ref	Programme Name	Programme Outcomes	Weig ht	Responsible Department	Contributing MDAs/Other Partners	Type of Contribution	Sector Outcome Ref	Nationa l Outco me Ref	SDG Ref
1	Governance and Administratio n	1. Improved Corporate Governance	20	Council, VC Dept, Registry, Bursars	MHTEISTD, OPC, MoFEDIP	Policy guidance	SOUC Ref 26; SOUC Ref 27; SOUC Ref 28; SOUC Ref 29; SOUC Ref 30; SOUC Ref 31	NOUC Ref 11, NOUC Ref 12, NOUC Ref 13	SDG 4

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NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY									
IRBM STRATEGIC PLAN 2026 - 2030									
2	Human Capital Development	2.Improved access to quality, equitable and inclusive higher and tertiary education	50	Faculties, CCE, RIO, IRQM, Registry	MHTEISTD; ZIMCHE	Programme accreditation; policy guidance	SOUC Ref 26;	NOUC Ref 11, NOUC Ref 12, NOUC Ref 13	SDG 4
		3. Increased uptake of STEM programmes		Faculties, CCE, RIO, IRQM	MHTEISTD; ZIMCHE		SOUC Ref 26;		
		4.Improved availability of critical skills		Faculties, CCE, RIO, IRQM	MHTEISTD; ZIMCHE; RCZ;	Policy guidance; Fundraising; Collaboration	SOUC Ref 26;		

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NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY									
IRBM STRATEGIC PLAN 2026 - 2030									
					Other Universities		SOUC Ref 28; SOUC Ref 29; SOUC Ref 30; SOUC Ref 31	NOUC Ref 13	
3	Research, Innovation and Industrialisation	5. Increased Research and Innovation capacity	30	IBD, Faculties, RIO	MHTEISTD; Industry and Commerce	Policy guidance; Fundraising; Partnership	SOUC Ref 26;	NOUC Ref 11, NOUC Ref 12, NOUC Ref 13	4
	6. Enhanced rural industrialization through research and innovation	SOUC Ref 27; SOUC Ref 28; SOUC Ref 29; SOUC Ref 30; SOUC Ref 31							

12.0 POLICIES APPLICABLE FOR THE NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY

The following are the policies applicable to NUST as aligned and guided by the policies of the parent ministry and the Government of Zimbabwe.

Table 12.1 Policies Applicable for the National University of Science and Technology

#	External Policy	Programme +Ref	Internal Policy	Programme Ref
1.	The Constitution of Zimbabwe	1,2,3	Financial Regulations	1,2,3
2.	Vision 2030	1,2,3	Research Board Guidelines	2,3
3.	NDS2	1, 2,3	Intellectual Property and Commercialisation Policy	1,2,3
4.	Ministry Strategic Plan	1, 2,3	Training and Staff Development Policy	1,2,3
5.	NUST Act	1,2,3	ICTS user account policy	1,2,3
6.	Labour Act	1,2,3	Policy on Harassment	1,2,3
7.	Public Finance Management Act	1,2,3	Communication Policy	1,2,3
8.	Income Tax Act	1,2,3	Transport Policy	1,2,3
9.	Health Professions Act	1,2,3	Telephone usage Policy	1,2,3
10.	Environmental Management Authority Act	1,2,3	Email Policy	1,2,3
11.	Research Act	1,2,3	NUST Research, Innovation and Industrialisation Ordinance	1,2,3
12.	Health and Safety Act	1,2,3	Employment Policy	1,2,3

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#	External Policy	Programme +Ref	Internal Policy	Programme Ref
13.	Pensions and Providence Fund Act	1,2	Admission Policy	2
14.	Public Procurement and Disposal of Public Assets Act	1,2,3	NUST Library Policy	1,2,3
15.	Finance Act	1,2,3	Ordinance 30	2
16.	National Gender Act	1,2,3	Ordinance 28	1,2
17.	National Libraries and Documentation Services Act	1,2,3	Ordinance 25	1,2
18.	Copyright and Neighbouring Rights Act	1,2,3	Faculty Governance Ordinance	1,2
19.	Zimbabwe National Policy for Information and Communication Technology	2,3	Records Managements Policy	1,2,3
20.	Public Entities Corporate Governance Act	1,2,3	Maintenance Policy	1,2,3
21.	National Archives of Zimbabwe Act	1,2,3	Contracts Circular of 2021	1,2,3
22.	Legal Practitioners Act	1,2,3	Vehicle Policy	1,2,3
23.	Heritage Based Education 5.0 Philosophy	1,2	Employee Dependants' Tuition Fees Exemption Policy	1,2,3
24.	Zimbabwe National Qualifications Framework (2018)	1, 2	Remuneration Policy	1,2,3
25.	Zimbabwe Council for Higher Education Act of 2010	1, 2, 3	Performance Management Policy	1,2,3

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#	External Policy	Programme +Ref	Internal Policy	Programme Ref
26.			Procedure for Signing Contracts & Agreements	1,2,3
27.			NUST ICT Acceptable Use Policy & Procedures	1,2,3
28.			NUST Deceased Students Refund and Write Off Policy	1,2,3
29.			Consultancy Policy	1,2,3
30.			Ordinance 31	1,2,3
31.			A I Policy	1,2,3
32.			Digital Literacy Policy	1,2,3
33.			NUST Privacy Policy	1,2,3
34.			Gifts and Donations Policy	1,2,3
35.			Gender Policy	1,2,3
36.			Disability Policy	1,2,3
37.			Student Anti-Sexual Harassment Policy	1,2,3
38.			Counselling Policy	1,2,3
39.			Smoking, Drug and Substance Abuse Policy	1,2,3

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#	External Policy	Programme +Ref	Internal Policy	Programme Ref
40.			Student Health and Wellness Policy	1,2,3
41.			Ethics Policy	1,2,3
42.			Staff Accommodation Policy	1,2,3
43.			Security Policy	1,2,3
44.			Security Procedures and Routine Instructions Policy	1,2,3
45.			Catering Policy	1,2,3
46.			Blended Teaching and Learning Policy	1,2,3
47.			Enrolment Bridging Policy	1,2,3
48.			Adjunct Appointment Policy	1,2,3
49.			Graduation Prize Sponsorship Policy	1,2,3
50.			Policy on Policies	1,2,3
51.			NUST Inventory Management Policy	1,2,3
52.			Departmental Governance Policy	1,2,3

13.0 CLIENT NEEDS/PROBLEMS ANALYSIS

Tabulated below is an analysis of the needs and problems of the National University of Science and Technology clients.

Table 13.1 Client Needs/Problems Analysis

DIRECT CLIENTS	NEEDS/PROBLEMS	EXTENT (MAGNITUDE/SERIOUSNESS)
Students	<p>Needs</p> <p>Quality education</p> <p>Teaching and learning resources and facilities</p> <p>Efficient service delivery</p> <p>Adequate accommodation</p> <p>Efficient health services</p> <p>Wellness programmes</p> <p>Improved campus life</p> <p>Adequate and inclusive infrastructure</p> <p>Reliable counselling services</p> <p>Fair fees structures</p> <p>Timely dissemination of accurate information</p> <p>Fair governance structures</p> <p>Mentorship on Entrepreneurial skills</p> <p>Innovation incentives</p> <p>Knowledge and essential skills</p> <p>Funding</p> <p>Recreational Activities</p> <p>International Office</p>	<p>High</p> <p>High</p> <p>High</p> <p>Medium</p> <p>Low</p> <p>High</p> <p>Low</p> <p>High</p> <p>High</p> <p>Medium</p> <p>Low</p> <p>Low</p> <p>High</p> <p>High</p> <p>High</p> <p>High</p> <p>High</p> <p>High</p> <p>High</p> <p>High</p>

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DIRECT CLIENTS	NEEDS/PROBLEMS	EXTENT (MAGNITUDE/SERIOUSNESS)
	<p>Problems</p> <p>Psycho-social Issues</p>	
Staff	<p>Needs</p> <p>Competitive remuneration</p> <p>Tools of trade</p> <p>Improved conditions of service</p> <p>Staff Development</p> <p>Research support</p> <p>Incentives</p> <p>Access to enabling technologies</p> <p>Timely disbursement of funding</p> <p>Teaching and research facilities</p> <p>Problems</p> <p>High staff turnover</p>	<p>High</p> <p>High</p> <p>High</p> <p>Medium</p> <p>High</p> <p>High</p> <p>High</p> <p>High</p> <p>High</p> <p>High</p> <p>High</p>
NUST Faculties	<p>Needs</p> <p>Innovation Infrastructure,</p> <p>Learning and teaching spaces,</p> <p>Funding for prototyping,</p> <p>Facilitation for IP registration,</p> <p>Commercialisation & Marketing of products</p>	<p>Medium</p> <p>High</p> <p>High</p> <p>High</p> <p>High</p>
Industry and commerce	<p>Needs</p> <p>Problem-driven R&D,</p> <p>State-of-the-art research and innovation facilities</p>	<p>High</p> <p>High</p> <p>High</p>

DIRECT CLIENTS	NEEDS/PROBLEMS	EXTENT (MAGNITUDE/SERIOUSNESS)
	Competent skilled human capital Continuously reviewed curriculum Needs driven research and development programme	High High
Community	Needs Useful products and services	High
Affiliates	Needs Expertise in STEM Successful incubation of STEM Colleges Increased research collaborations Increased number of graduates from affiliate institutions Increased number of degree programs offered Extending affiliation to more Faculties Problems Inadequate science and technology research laboratories and Equipment Inadequate skills base in technical colleges	High High High High High High High High

14.0 STAKEHOLDERS ANALYSIS

The following is an analysis of the direct stakeholders of the National University of Science and Technology in terms of the magnitude of their demands and expectations.

Table 14.1 Analysis of National University of Science and Technology Stakeholders

DIRECT STAKEHOLDERS	DEMANDS/ EXPECTATIONS	EXTENT (MAGNITUDE/SERIOUSNESS)
MHTEISTD	Compliance Accountability Timely submission of reports Graduates Ordinances and Policies Implementation of Education 5.0 Innovation and Technology transfer Increased linkage between academia and industry Generation of multiple income streams Number of commercial ventures being generated Rural industrialisation	High High High High High High High High High High High
Parents /Guardians	Fair fees structure Safe environment for students Quality education	Medium High High
Local Authorities	Adherence to by laws Technical innovations for specific problems Collaboration Relevant skills	High High High High
Regulators	Adherence to standards and policy Research and collaboration	High High
Community	Solutions to community problems	High

DIRECT STAKEHOLDERS	DEMANDS/ EXPECTATIONS	EXTENT (MAGNITUDE/SERIOUSNESS)
	Corporate Social Responsibility	High
University Council	Timely reports Compliance with policies and regulations Accountability Achievement of set targets especially third income streams	High High High High
Service Providers	Timely payment of obligations Efficient communication channels	High High
Students	Learning facilities and quality education	High
Staff	Effective innovation ecosystem	High

15.0 STRATEGIES, ASSUMPTIONS, RISKS, AND MITIGATIONS

The following is a presentation of the strategies, assumptions, risks, and mitigation measures that are at the core of the National University of Science and Technology Strategic Plan (2026 – 2030). These strategies, assumptions, risks, and mitigation measures are designed to achieve the desired outcomes under the three strategic programme pillars.

Strategies: The means, processes, game plan and tools used to achieve the desired results.

Assumption: The positive factors or conditions that are essential in the achievement of the set targets.

Risks: The factors which can militate against the achievement of the desired result.

Mitigation: The interventions meant to reduce the gravity or intensity of the damage emanating from the perceived risks.

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Table 15.1 Outcome 1: Improved Corporate Governance

PERIOD	STRATEGIES	ASSUMPTIONS	RISKS	MITIGATIONS
Programme 1: Governance and Administration				
Outcome 1: Improved governance				
Budget Year 2026	Accelerate review of existing policies and ordinances	Full Council will be in place Management support	Resistance from stakeholders	Involve all stakeholders
	Develop new policies and ordinances	Management support for policy development policies	Resistance from stakeholders	Involve all stakeholders
	Strengthen accountability	Enforcement from Management	Resistance from employees	Awareness campaigns and training
	Improve ICT infrastructure and connectivity	Availability of funding	Lack of skilled manpower	Training and multi skilling
	Strengthen data protection and cybersecurity	Availability of funding	Lack of manpower	Training and multi skilling
	Revamp Alumni engagements	Availability of resources Management buy-in	Lack of cooperation from Alumni	Host annual alumni events and reunions to foster connections.
	Improve student campus life	Availability of funds	High staff turnover	Improve working conditions
	Improve internal controls	Availability of resources	Resistance from employees	Develop and enforce SOPs

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PERIOD	STRATEGIES	ASSUMPTIONS	RISKS	MITIGATIONS
	Improve procurement	Availability of funding	Lack of cooperation from stakeholders	Stakeholder engagement
	Enhance stakeholder engagements	Availability of resources	Lack of cooperation	Effective vetting
	Accelerate infrastructure development	Availability of funding	Lack of cooperation by stakeholders Project overruns Skills flight	Private, public partnerships
	Improve maintenance of physical infrastructure	Availability of resources Prioritisation	Skills flight	Staff retention strategies
	Improve transparency	SOPs are in place	Lack of cooperation from stakeholders	Training and awareness
2-3 Years	Strengthen quality assurance	Availability of quality standards	Resistance from stakeholders	Training and awareness
	Enhance security	Availability of resources	Ethical breeches	Booster Training and awareness Whistle blowing
	Strengthen brand visibility	Brand trust	Brand resistance Negative publicity	Engagement of brand ambassadors

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PERIOD	STRATEGIES	ASSUMPTIONS	RISKS	MITIGATIONS
	Improve risk management framework	Availability of funds	Resistance	Training and awareness programs
	Improve internal controls	Availability of resources	Resistance from employees	Develop and enforce SOPs
	Improve infrastructure and connectivity	Availability of funding	Lack of skilled manpower	Training and multi skilling
	Revamp Alumni engagements	Availability of resources Management buy in	Lack of cooperation from Alumni	Intensify alumni engagement
	Strengthen student campus life	Student cooperation Availability of resources	High staff turnover Vandalism	Improve working conditions Improve security
	Intensify training and development	Availability resources Training needs have been identified	Staff turnover Low participation	Bonding Use flexible training approaches Skills transfer
4-5 Years	Improve internal controls	Availability of resources	Resistance from employees	Develop and enforce SOPs
	Intensify training and development	Availability resources Training needs have been identified	Staff turnover Low participation	Bonding; Use flexible training approaches Skills transfer

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PERIOD	STRATEGIES	ASSUMPTIONS	RISKS	MITIGATIONS
	Improve infrastructure and connectivity	Availability of funding	Lack of skilled manpower	Training and multi skilling
	Revamp Alumni engagements	Availability of resources Management buy in	Lack of cooperation from Alumni	Intensify alumni engagement
	Enhance student campus life	Student cooperation Availability of resources	High staff turnover Vandalism	Improve working conditions Improve security
Programme 2: Human Capital Development				
Outcome 2: Improved access to quality, equitable and inclusive higher and tertiary education				
Budget Year 2026	Intensify affirmative action	Girl child attracted to NUST programmes. NUST offers opportunities to reduce social inequalities There is a market	Low response rates	Offer Career guidance Offering bridging courses
	Increase access to Library resources	High demand of library resources	Limited stakeholder buy-in	Subscribing to e-resources Adopting AI to e-resources
	Improve our laboratory and workshop infrastructure	Availability of funds	Lack of stakeholder support	Engage stakeholders and lobby for support
2-3 Years	Expand on affirmative action	Girl child attracted to NUST programmes.	Low response rates	Offer Career guidance Offering bridging courses

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PERIOD	STRATEGIES	ASSUMPTIONS	RISKS	MITIGATIONS
		NUST offers opportunities to reduce social inequalities There is a market		
	Increase access to Library resources	High demand of library resources	Limited stakeholder buy-in	Subscribing to e-resources Integration of AI to e-resources
	Improve Laboratory and Workshop infrastructure	Availability of funds	Lack of stakeholder support	Engage stakeholders and lobby for support
4-5 Years	Strengthen affirmative action	NUST continues to offer opportunities to reduce social inequalities The market is still available	Limited response rate	Maintain offering Career guidance and bridging courses
	Expand and modernise library spaces (physical and virtual)	Availability of physical space High demand for virtual services	Limited stakeholder buy in Low uptake of virtual services	Stakeholder engagement. Develop initiatives that promote usage of virtual services
	Improve our laboratory and workshop infrastructure	Availability of funds	Shortage of capital investment	Seek stakeholder support
Programme 2: Human Capital Development				

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PERIOD	STRATEGIES	ASSUMPTIONS	RISKS	MITIGATIONS
Outcome 3: Increase uptake of STEM programmes				
Budget Year 2026	Develop and implement new programmes	High demand of the programmes Availability of Financial support	Delay of approval of MBKs Competition from other universities offering the same programmes.	Ensure compliance with ZIMCHE standards. Rigorous marketing of the new programmes.
	Increase enrolment of STEM students	Enough students coming from the feeder systems	Inadequate facilities Shortage of resources Attrition of STEM lecturers	Upgrade and improve the facilities Reviving the NUSTSEP for high schools Mobilise resources Retention strategies for lecturers.
	Refurbish existing infrastructure (teaching space, equipment, laboratory and workshops)	Availability of funds	Non-timeous disbursement of funds	Mobilise resources Seek funding from stakeholders
	Develop new infrastructure (School of Medicine, Faculty of Agricultural Sciences and	Availability of funds	Non-timeous distribution of funds	Establish partnerships Seek funding from stakeholders

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PERIOD	STRATEGIES	ASSUMPTIONS	RISKS	MITIGATIONS
	Technology, FSTE, FOBE, Library, workshops and laboratories)			
2-3 Years	Develop and implement new programmes	High demand of the programmes Availability of Financial support	Delay of approval of MBKs Competition from other universities offering the same programmes.	Ensure compliance with ZIMCHE standards. Rigorous marketing of the new programmes
	Increase enrolment of STEM students	Enough students coming from the feeder systems	Inadequate facilities Shortage of resources Attrition of STEM lecturers	Upgrade and improve the facilities Reviving the NUSTSEP for high schools Mobilise resources Retention strategies for lecturers.
	Refurbish existing infrastructure (teaching space, equipment, laboratory and workshops)	Availability of funds	Non-timeous disbursement of funds	Mobilise resources Seek funding from stakeholders
	Develop new infrastructure	Availability of funds	Non-timeous distribution of funds	Establish partnerships

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PERIOD	STRATEGIES	ASSUMPTIONS	RISKS	MITIGATIONS
	(School of Medicine, Faculty of Agricultural Sciences and Technology, FSTE, FOBE, Library, workshops and laboratories)			Seek funding from stakeholders
4-5 Years	Review and develop new programmes	High demand of the programmes Availability of Financial support	Delay of approval of MBKs Competition from other universities offering the same programmes.	Ensure compliance with ZIMCHE standards. Rigorous marketing of the new programmes
	Increase enrolment of STEM students	Enough students coming from the feeder systems	Inadequate facilities Shortage of resources Attrition of STEM lecturers	Upgrade and improve the facilities Reviving the NUSTSEP for high schools Mobilise resources Retention strategies for lecturers.
	Refurbish existing infrastructure (teaching space, equipment, laboratory and workshops)	Availability of funds	Non-timeous disbursement of funds	Mobilise resources Seek funding from stakeholders

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PERIOD	STRATEGIES	ASSUMPTIONS	RISKS	MITIGATIONS
	Develop new infrastructure (School of Medicine, Faculty of Agricultural Sciences and Technology, FSTE, FOBE, Library, workshops and laboratories)	Availability of funds	Non-timeous distribution of funds	Establish partnerships Seek funding from stakeholders
Programme 2: Human Capital Development				
Outcome 4: Improved availability of Critical Skills				
Budget Year 2026	Develop additional critical skills programmes	Demand for critical skills programmes Stakeholder buy in	Limited resources Skills flight	Collaborations with industrial partners Incentivise lecturers and engage diaspora
	Establish a scholarship fund	Stakeholder buy in	Exchange rate fluctuation	Pegging of the value of the scholarship against a stable currency.
2-3 Years	Develop additional critical skills programmes	Demand for critical skills programmes Stakeholder buy in	Limited resources Skills flight	Collaborations with industrial partners Incentivise lecturers and engage diaspora

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PERIOD	STRATEGIES	ASSUMPTIONS	RISKS	MITIGATIONS
	Establish a scholarship fund	Stakeholder buy in	Exchange rate fluctuation	Pegging of the value of the scholarship against a stable currency.
4-5 Years	Develop additional critical skills programmes	Demand for critical skills programmes Stakeholder buy in	Limited resources Skills flight	Collaborations with industrial partners Incentivise lecturers and engage diaspora
	Establish a scholarship fund	Stakeholder buy in	Exchange rate fluctuation	Pegging of the value of the scholarship against a stable currency.
Programme 3: Research, Innovation and Industrialisation				
Outcome 5: Increased Research and Innovation capacity				
Budget Year - 2026	Strengthening institutional research infrastructure	Availability appropriate skills	Non-Availability of funds	Explore alternative funding sources
	Establish a research and innovation fund	Stakeholder buy in	Inadequate funds for researchers and innovators	Increase resource mobilisation for priority start-up projects
	Strengthen IP awareness	Stakeholder buy in	Limited availability of skills and resources	Engage professional institutions

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PERIOD	STRATEGIES	ASSUMPTIONS	RISKS	MITIGATIONS
				Subscribe to professional institutions
	Strengthen university - industry links and international collaborations	Stakeholder buy in	Limited financial resources	Broaden funding sources
	Establish renewable energy-based power back up	Stakeholder buy in	Lack of funding	Establish PPP
	Develop sustainable 3rd income stream projects	Adequate funding	Limited market for products	Thorough project screening
2-3 Years	Establish scientific research units	Availability of funds	Limited skill to operationalise	Increase skills collaboration with external institutions
	Establish a structured contact leave programme for bench marking	Availability of funds	Resistance to change	Lobbying stakeholders
	Establish a research and innovation oriented graduate school (research fellows)	Stakeholder buy in Availability of funds	Failure to attract right quality applicants	Extensive marketing of the programme
	Improve capacity utilisation of the BTC as a Technology Transfer centre	Availability of funds	Lack of skilled manpower	Engage/ train personnel
4-5 Years	Strengthen prototyping outputs from research units	Availability of funds	Poor project designs	Intense mentorship of designers

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PERIOD	STRATEGIES	ASSUMPTIONS	RISKS	MITIGATIONS
Programme 3: Research, Innovation and Industrialisation				
Outcome 6: Enhanced Rural Industrialisation through Research and Innovation				
Budget Year - 2026	Establish approved rural based projects	Adequate funding	Constrained market for products and services produced	Enhanced project screening
	Operationalise the cropping and animal husbandry units at the NUST farm	Adequate funding	Drought Fire Theft	Water conservation strategies Put-up
2-3 Years	Establish local resources beneficiation plants	Stakeholder buy in Availability of funds	Constrained markets	Enhanced project screening
	Establish of processing units at the farm – Agro Industrial Park	Adequate funding	Drought	Water conservation strategies
4-5 Years	Establish a meat processing plant	Adequate funding	Competition	Product differentiation

SECTION B: PERFORMANCE FRAMEWORK FOR THE MDA

16.0 PROGRAMME PERFORMANCE FRAMEWORK

16.1 Outcome Performance Framework

Presented below is the programme performance framework in terms of outcomes.

Table 16.1: Outcome Performance Framework

Ref	Outcome Description	Key Performance Indicator (KPI)	Measure	Baseline		TARGETS									
						2026		2027		2028		2029		2030	
				Year	Value	T	ALV	T	ALV	T	ALV	T	ALV	T	ALV
Programme 1: Governance and Administration															
1		Compliance level (%)	%	2025	60%	100%	0	100%	0	100%	0	100%	0	100%	0

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Ref	Outcome Description	Key Performance Indicator (KPI)	Measure	Baseline		TARGETS									
				Year	Value	2026		2027		2028		2029		2030	
						T	ALV	T	ALV	T	ALV	T	ALV	T	ALV
	Improved corporate governance	Client satisfaction level (%)	%	2025	53%	55%	+/- 1%	65%	+/- 6%	70%	+/- 4%	75%	+/- 4%	80%	+/- 4%
		Employee satisfaction level (%)	%	2025	59.5%	60%	0	62%	+/- 1%	64%	+/- 1%	66%	+/- 1%	70%	+3%-
Programme 2: Human Capital Development															
	Improved access to quality, equitable and inclusive education	Pass rate (graduating students)	%	2025	97%	97.5%	0.4%	98%	0.4%	98.5%	0.4%	99%	0.4%	99.5%	0.4%
		Completion rate (graduating students)	%	2025	72%	80%	+/- 8%	82.5%	+/- 1%	85%	+/- 1%	87.5%	+/- 1%	90%	+/- 1%

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Ref	Outcome Description	Key Performance Indicator (KPI)	Measure	Baseline		TARGETS									
						2026		2027		2028		2029		2030	
				Year	Value	T	ALV	T	ALV	T	ALV	T	ALV	T	ALV
		Female to male ratio	%	2025	45:55	45:55	0	45.55	0	46.54	+/-1	47.53	+/-1	48:52	+/-1
3	Increased uptake of STEM programmes	% of students enrolled in STEM	%	2025	70%	70%	0	72%	+/-1%	73%	+/-1%	74%	+/-1%	75%	+/-1%
		% of new STEM programmes introduced	%	2025	83%	70%	0	70%	0	70%	0	70%	0	70%	0
4	Improved availability of Critical Skills	% of students graduated in STEM	%	2025	69.41	70%	+/-0.5%	70%	0	70%	0	72%	+/-1%	75%	+/-2%
		Vacancy rate of Academic staff in STEM programmes	%	2025	30.5%	20%	+/-2%	17.55	+/-2%	15%	+/-2%	12.5%	+/-2%	10%	+/-2%
Programme 3: Research, Innovation and Industrialisation															

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Ref	Outcome Description	Key Performance Indicator (KPI)	Measure	Baseline		TARGETS									
						2026		2027		2028		2029		2030	
				Year	Value	T	ALV	T	ALV	T	ALV	T	ALV	T	ALV
5	Increased Research and Innovation capacity	Capacity utilization of the Technovation Centre	%	2025	21%	45%	±4%	75%	±7%	100%	0	100%	0	100%	0
		% change in revenue generated from commercialization	%	2025	20%	40%	±4%	60%	±6%	80%	±8%	100%	+/-10%	100%	+/-10%
		% product sales growth	%	2025	3%	10%	±1%	30%	±3%	60%	±6%	80%	±8%	100%	+/-10%
6	Enhanced rural industrialization through	% of rural-based innovation projects	%	2025	20%	40%	±4%	60%	±6%	62%	±1%	60%	±1%	60%	0

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Ref	Outcome Description	Key Performance Indicator (KPI)	Measure	Baseline		TARGETS									
						2026		2027		2028		2029		2030	
				Year	Value	T	ALV	T	ALV	T	ALV	T	ALV	T	ALV
	research and innovation	Capacity Utilisation of rural industrial facilities	%	2025	10%	31.25%	+/-3%	60%	+/-6%	70%	+/-7%	80%	+/-8%	100%	0

16.2 OUTPUTS PERFORMANCE FRAMEWORK

Table 16.2: Outputs Performance Framework

No. & Prog. Code	Outputs	5 year target	Baseline		Targets									
					2026		2027		2028		2029		2030	
			Value	Year	T	ALV	T	ALV	T	ALV	T	ALV	T	ALV
Programme 1: Government and Administration														
OUC 1: Improved corporate governance														

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No. & Prog. Code	Outputs	5 year target	Baseline		Targets									
			Value	Year	2026		2027		2028		2029		2030	
					T	ALV	T	ALV	T	ALV	T	ALV	T	ALV
OP 1.1	Council meetings held	20	5	2025	4	0	4	0	4	0	4	0	4	0
OP 1.2	Statutory reports produced	20	3	2025	4	0	4	0	4	0	4	0	4	0
OP 1.3	Policies developed	38	22	2025	18	+/-1	5	0	5	0	5	0	5	0
OP 1.4	Statutory Obligations Fulfilled	3	2	2025	3	0	3	0	3	0	3	0	3	0
OP 1.5	Risks Managed	100%	100%	2025	100%	0	100%	0	100%	0	100%	0	100%	0
Programme 2: Human Capital Development														
Outcome 2: Improved access to quality, equitable and inclusive higher and tertiary education														
OP 2.1	Students enrolled	14400	11413	2025	12000	+/-500	12600	+/-500	13200	+/-500	13800	+/-500	14400	+/-500

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No. & Prog. Code	Outputs	5 year target	Baseline		Targets									
			Value	Year	2026		2027		2028		2029		2030	
					T	ALV	T	ALV	T	ALV	T	ALV	T	ALV
OP 2.2	International students enrolled	35	14	2025	20	+/-2	45	+/-4	70	+/-7	95	+/-9	120	+/-12
OP 2.3	Teaching and learning physical infrastructure developed (Central Library)	100%	22%	2024	30%	+/-3%	50%	+/-5%	70%	+/-7%	95%	+/-9%	100%	0
OP 2.4	ICT infrastructure developed	95%	90%	2025	91%	+/-1%	92%	+/-1%	93%	+/-1%	94%	+/-1%	95%	+/-1%
OP 2.5	ICT Systems developed	95%	85%	2025	87%	+/-1%	89%	+/-1%	91%	+/-1%	93%	+/-1%	95%	+/-1%
OP 2.7	Students on Work for fees registered	400	313	2025	330	+/-16	380	+/-38	400	+/-19	400	+/-19	400	+/-19
OP 2.8	Short courses introduced	80	10	2025	12	+/-1	14	+/-1	16	+/-1	18	+/-1	20	+/-2
Programme 2: Human Capital Development														
Outcome 3: Increased uptake of STEM programmes														

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No. & Prog. Code	Outputs	5 year target	Baseline		Targets									
			Value	Year	2026		2027		2028		2029		2030	
					T	ALV	T	ALV	T	ALV	T	ALV	T	ALV
OP 3.1	Laboratories/ workshops retooled	32	7	2025	12	+/-1	5	0	5	0	5	0	5	0
OP 3.2	New STEM Programmes developed	35	22	2025	7	0	7	0	7	0	7	0	7	0
Programme 2: Human Capital Development														
Outcome 4: Improved availability of critical skills														
OP 4.1	Industry collaborations established	45	7	2025	12	+/-1	12	+/-1	12	+/-1	12	+/-1	12	+/-1
Programme 3: Research, Innovation and Industrialisation														
Outcome 5: Increased Research and Innovation capacity														
OP 5.1	Innovation infrastructure completed: Four Factory shells completed	4	0.075	2025	1	0	0	0	1	0	1	0	1	0

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No. & Prog. Code	Outputs	5 year target	Baseline		Targets									
			Value	Year	2026		2027		2028		2029		2030	
					T	ALV	T	ALV	T	ALV	T	ALV	T	ALV
OP 5.2	Facilities tooled	9	2	2024	3	0	2	0	2	0	1	0	1	0
OP 5.3	Goods and services commercialised (from research and innovation)	9	2	2025	2	0	1	0	3	0	2	0	1	0
OP 5.4	IP filed	15	3	2025	6	0	12	+/-1	18	+/-1	24	+/-2	30	+/-3
OP 5.5	Publications produced	1250	223	2025	230	+/-6	240	+/-10	250	+/-10	260	+/-10	270	+/-10
OP 5.6	Research collaborations established	45	22	2025	12	+/-1	12	+/-1	12	+/-1	12	+/-1	12	+/-1
OP 5.7	Research grants secured	45	10	2025	12	+/-1	12	+/-1	12	+/-1	12	+/-1	12	+/-1
OP 5.8	New innovations from students and staff generated	45	8	2025	9	0	9	0	9	0	9	0	9	0

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No. & Prog. Code	Outputs	5 year target	Baseline		Targets									
			Value	Year	2026		2027		2028		2029		2030	
					T	ALV	T	ALV	T	ALV	T	ALV	T	ALV
OP 5.9	Mineral Tests Conducted (Mine Lab)	610000	-	-	10000	+/- 1000	150000	+/- 15000	150000	+/- 15000	150000	+/- 15000	150000	+/- 15000
Programme 3: Research, Innovation and Industrialisation														
Outcome 6: Enhanced rural industrialization through research and innovation														
OP 6.1	Start-ups/spin-offs established	15	1	2025	3	0	3	0	3	0	3	0	3	0
OP 6.2	NUST Farm Projects/programs implemented (short-term projects)	8	2	2025	3	0	1	0	1	0	2	0	1	0
OP 6.3	Rural communities adopted (long-term projects)	8	1	2025	2	0	3	0	4	0	5	0	6	0
OP 6.4	Rural jobs created	91	9	2025	20	+/-2	20	+/-2	20	+/-2	20	+/-2	20	+/-2

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17.0 PROGRAMME BUDGET

Presented below is the programme budget.

Table 17.1 Programme Budget

Programme		Programme Outputs	Budget Last Year	Budget Current Year	Budget Year 1	Budget Year 2	Budget Year 3	Budget Year 4	Budget Year 5
Programme 1	Sub- Prog 1.	Council meetings held	-	-	2,017,060.00	2,117,913.00	2,625,125.00	2,730,254.00	2,866,766.00
		Statutory reports produced	1,539,707.40	10,902,833.70	605,118.00	635,373.90	795,637.50	819,076.20	860,029.80
		Policies developed/ reviewed	3,592,650.60	25,439,945.30	1,411,942.00	1,482,539.10	1,856,487.50	1,911,177.80	2,006,736.20
		Statutory obligations Fulfilled	2,694,782.00	7,307,119.00	2,017,060.00	2,117,913.00	2,652,125.00	2,730,254.00	2,866,766.00
		Teaching and learning, physical infrastructure developed (Central Library)		210,625,000.00	62,341,194.00	68,641,599.00	63,578,191.00	75,923,162.00	79,718,326.00

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Programme		Programme Outputs	Budget Last Year	Budget Current Year	Budget Year 1	Budget Year 2	Budget Year 3	Budget Year 4	Budget Year 5	
	Sub-Prog 2			4,690,079.00	2,017,060.00	2,117,913.00	2,254,200.00	2,362,152.00	2,866,766.00	
	Sub-Prog 3				4,034,120.00	4,235,826.00	4,508,400.00	4,724,304.00	5,733,532.00	
	Sub-Prog 4	Risks Managed	5,389,568.00	14,614,246.00	2,017,060.00	2,117,913.00	2,652,125.00	2,730,254.00	2,866,766.00	
	Sub-Prog 5	ICT infrastructure developed				112,682,390.00	117,612,125.00	122,850,120.00	128,992,450.00	134,401,250.00
		ICT Systems developed				56,341,195.00	58,800,411.00	59,102,542.00	62,057,152.00	65,159,000.00
	Total Programme Budget			13,216,708.00	273,579,223.00	245,484,199.00	259,879,526.00	262,874,953.00	284,980,236.00	299,345,938.00
Programme 2		Students enrolled		-	4,530,708.00	4,725,129.60	4,693,725.00	4,924,912.50	5,173,290.00	

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Programme	Programme Outputs	Budget Last Year	Budget Current Year	Budget Year 1	Budget Year 2	Budget Year 3	Budget Year 4	Budget Year 5
	International students enrolled			503,412.00	525,014.40	521,525.00	547,212.50	574,810.00
	Students on work for fees registered		11,039,862.00	21,728,246.00	22,113,065.00	23,149,612.00	24,669,379.00	25,861,891.00
	Laboratories/ Workshops retooled		41,347,282.00	132,393,576.00	137,607,277.00	143,745,537.00	150,927,962.00	157,396,250.00
	Industry Collaborations established			2,017,060.00	2,117,913.00	2,254,200.00	2,730,254.00	2,866,766.00
	Short courses introduced			2,017,060.00	2,117,913.00	2,254,200.00	2,730,254.00	2,866,766.00
	New stem programmes developed			2,017,060.00	2,117,913.00	2,254,200.00	2,730,254.00	2,866,766.00
	Publications Produced			2,017,060.00	2,117,913.00	2,254,200.00	2,730,254.00	2,866,766.00

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Programme		Programme Outputs	Budget Last Year	Budget Current Year	Budget Year 1	Budget Year 2	Budget Year 3	Budget Year 4	Budget Year 5
		Research Collaborations established			2,017,060.00	2,117,913.00	2,254,200.00	2,730,254.00	2,866,766.00
		Research grants secured			2,017,060.00	2,117,913.00	2,254,200.00	2,730,254.00	2,866,766.00
Total Programme Budget			-	52,387,144.00	171,258,302.00	177,677,964.00	185,635,599.00	197,450,990.00	206,206,837.00
Programme 3	Sub-Prog 1.	-		106,750,000.00	32,204,718.00	33,746,226.00	35,494,320.00	37,995,724.00	39,895,508.00
	Sub-Prog 2.	Goods and services commercialised (from research & Innovation)			2,017,060.00	2,117,913.00	2,254,200.00	2,730,254.00	2,866,766.00
		Innovation infrastructure completed: Four factory shells completed		50,000,000.00	30,187,658.00	31,628,313.00	33,229,200.00	35,254,004.00	36,991,766.00

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Programme		Programme Outputs	Budget Last Year	Budget Current Year	Budget Year 1	Budget Year 2	Budget Year 3	Budget Year 4	Budget Year 5
		Facilities tooled			6,051,180.00	6,353,739.00	6,762,600.00	8,190,762.00	8,600,298.00
		IP filed		9,115,425.00	4,034,120.00	4,235,826.00	4,508,400.00	5,460,508.00	5,733,532.00
		New Innovations from students and staff generated		-	4,034,120.00	4,235,826.00	4,508,400.00	5,460,508.00	5,733,532.00
	Sub- Prog 2	Startups/ spin offs established		7,062,284.00	2,017,060.00	2,117,913.00	2,254,200.00	2,730,254.00	2,866,766.00
		NUST Farm projects / programs implemented		-	2,017,060.00	2,117,913.00	2,254,200.00	2,730,254.00	2,866,766.00
		Rural communities adopted (long term projects)		-	2,017,060.00	2,117,913.00	2,254,200.00	2,730,254.00	2,866,766.00
		Rural jobs created			2,017,060.00	2,117,913.00	2,254,200.00	2,730,254.00	2,866,766.00

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Programme	Programme Outputs	Budget Last Year	Budget Current Year	Budget Year 1	Budget Year 2	Budget Year 3	Budget Year 4	Budget Year 5
Total Programme Budget		-	172,927,709.00	86,597,096.00	90,789,495.00	95,773,920.00	106,012,776.00	111,288,466.00
TOTAL MDA BUDGET		13,216,708.00	498,894,076.00	503,339,597.00	528,346,985.00	544,284,472.00	588,444,002.00	616,841,241.00

18.0 HUMAN RESOURCES FOR THE STRATEGIC PERIOD

Presented below are the human capital requirements in relation to the implementation of the strategic plan.

Table 18.1 Human Resource Requirements for the Strategic Period

No.	Category	Programme 1	Programme 2	Programme 3	University Total Personnel Requirements By Category
1	Top Management	28	20	12	60
2	Middle Management	70	46	45	161

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No.	Category	Programme 1	Programme 2	Programme 3	University Total Personnel Requirements By Category
3	Supervisory Management	90	80	30	200
4	Operational and Support staff	400	994	186	1580
5	Total	588	1140	273	2001

19.0 Other Resources

Table 19.1: Materials, Equipment

Materials/ Equipment /ICT	2026		2027		2028		2029		2030	
	Quantity	Cost	Quantity	Cost	Quantity	Cost	Quantity	Cost	Quantity	Cost
Motor Vehicles	30	\$1,200,000.00	30	\$1,200,000.00	30	\$1,200,000.00	30	\$1,200,000.00	30	\$1,200,000.00
Buses	4	\$880,000.00	4	\$880,000.00	4	\$880,000.00	4	\$880,000.00	4	\$880,000.00
Laptops	800	\$800,000.00	800	\$800,000.00	800	\$800,000.00	800	\$800,000.00	800	\$800,000.00
Desktop computers	700	\$630,000.00	700	\$630,000.00	700	\$630,000.00	700	\$630,000.00	700	\$630,000.00
Tablets	10	\$12,000.00	10	\$12,000.00	10	\$12,000.00	10	\$12,000.00	10	\$12,000.00
Mobile Phones	10	\$9,000.00	10	\$9,000.00	10	\$9,000.00	10	\$9,000.00	10	\$9,000.00
Interactive Boards,	220	\$200,000.00	220	\$200,000.00	220	\$200,000.00	220	\$200,000.00	220	\$200,000.00

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overhead projectors, PA Systems										
Hi-tech lab equipment	40	\$120,000.00	40	\$120,000	40	\$120,000.00	40	\$120,000.00	40	\$120,000.00
Work stations										
ADD OTHERS										

Table 19.2: Projects

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Location	2026		2027		2028		2029		2030	
	Quantity (m2)	Cost	Quantity (m2)	Cost	Quantity (m2)	Cost (ZWL\$ (Million)	Quantity (m2)	Cost (ZWL\$ (Million)	Quantity (m2)	Cost (ZWL\$ (Million)
Prof Phinias Mogorosi Makhurane Technovation Centre	10000m2	USD\$4270000.00	16070	USD2M	-	-	-	-	-	-
Central Library	-	ZWG\$30 500 000.00	10000	USD8M	14000	USD7M	18211	USD8M	-	-
Factory Shells x4	-	USD\$2000000.00	2000	USD 0.5M	4000	USD 0.5M	6000	USD 0.5M	8000	USD 0.5M
Chemistry Building (South Wing)	-	USD\$2500000.00	3547	USD 2.5M	-	-	-	-	-	-

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School of Health Sciences FMed Prefabs	Designs not yet complete	USD\$500000.00	-	-	-	-	-	-	-	-
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KEY: ()* ===== OUTSTANDING BALANCE TO COMPLETE WORKS

* ===== REQUIRED AMOUNT FOR THE PARTICULAR PHASE

20.0 CONCLUDING REMARKS

As we bring the 2021-2025 Strategic Plan to a close, and usher in the 2026-2030 Strategic Plan, it is important to reaffirm our collective commitment to the vision and aspirations of the National Development Strategy 2 (NDS2). This plan is not merely a roadmap for institutional growth, but a pledge to align our efforts with the national agenda of innovation, industrialization, and inclusive development. We extend our deepest appreciation to the NUST Council Chairperson, Professor Lindiwe Majele Sibanda, whose leadership and guidance have been instrumental in shaping this strategy. Her unwavering dedication to academic excellence and institutional transformation continues to inspire our community. We also acknowledge the steadfast support of the Permanent Secretary for the Ministry of Higher and Tertiary Education, Innovation, Science and Technology Development, Professor Fanuel Tagwira. His commitment to advancing higher education and fostering innovation has provided the foundation upon which this plan rests. Finally, we express our gratitude to the Minister of Higher and Tertiary Education, Innovation, Science and Technology Development, Honourable Dr F. Shava, whose vision for a knowledge-driven economy resonates throughout this strategic plan. His leadership ensures that our institution remains a vital contributor to national development and global competitiveness. Together, under the guidance of these esteemed leaders, we are confident that NUST will continue to play a pivotal role in driving Zimbabwe's transformation agenda, to achieve a prosperous, empowered upper middle class income society by 2030. This Strategic Plan is both a reflection of our shared aspirations and a call to action — an invitation to all stakeholders to work collaboratively towards building a resilient, innovative, and globally competitive institution that serves the nation with distinction.

2025 STRATEGIC PLAN REVIEW DELEGATES PRESENT

#	DESIGNATION	NAME
1	Representative of the Minister of MHEISTD	Prof K.P. Dzvimbo (ZIMCHE CEO)
2	MHEISTD Representative	Mrs E Manuhwa
3	Representative from M&E-MHEISTD	Mr W Magwaza
4	Representative from M&E-MHEISTD	Ms L Moyo
5	Public Service Facilitators	Mr G Chihafu
6	Public Service Facilitators	Mrs T Mukono
7	Council Member	Dr Eng F Karonga
8	Council Member	Mr C Mutandwa
9	Council Member	Dr E.N. Sibanda-Mzingwane
10	Council Member	Mr B Gona
11	Council Member	Mr R Dube
12	Council Member	Mr M Luphahla
13	Vice-Chancellor	Prof M.E. Dlodlo
14	PVC - Research and Academic Affairs	Prof Y Naik
15	PVC - Innovation and Business Development	Prof W M Goriwondo
16	Registrar	Mr B Ngwenya
17	Bursar	Mr S Ndlovu
18	Librarian	Mrs C Ncube
19	Dean Faculty of Applied Sciences	Prof P Nyamugure
20	Dean Faculty of The Built Environment	Prof B Chigara
21	Dean Faculty of Business and Economic Sciences	Prof C Ncube
22	Dean Faculty of Engineering	Dr B Mtunzi
23	Dean Faculty of Environmental Science and Health	Dr B Yalala
24	Dean Faculty of Medicine	Prof E N Sibanda
25	Dean Faculty of Science and Technology Education	Prof L Sibanda
26	Dean Faculty of Communication & Information Sciences	Prof B.J. Ncube

National University of Science and Technology Strategic Plan 2026 - 2030

#	DESIGNATION	NAME
27	A/Dean Faculty of Agricultural Sciences	Prof A Sebata
28	Dean of Students	Mr C Ncube
29	A/Deputy Librarian	Mrs S Zondo
30	Deputy Registrar Academic	Mr L.J. Hadebe
31	Deputy Registrar Human Resources	Mr T Moyo
32	Director Communication and Marketing	Mr T Mpofo
33	Deputy Bursar Finance and Administration	Mrs S Sebata
34	Deputy Bursar Accountancy and Systems Management	Ms N Sithole
35	Director Physical, Planning, Works and Estates	Eng B Mketi
36	Projects Officer	Ms N Zengeni
37	Director Legal Services	Mrs N Ndlovu
38	Director Innovation and Technology Transfer	Dr V Sibanda
39	Director Business Development	Dr L Maphosa
40	Director Procurement Management Unit	Mr M Mangena
41	Director Institutional Research and Quality Management	Prof N Phuthi
42	A/Director Centre for Continuing Education	Dr P Gonde
43	Director Research and Internationalisation	Dr T Ncube
44	Director Graduate School of Business	Prof G V Nani
45	Chief Risk Officer	Mr D Sibalwa
46	Chief Internal Auditor	Mr C Mathonsi
47	Director Institute of Development Studies	Dr M Sithole
48	Director Applied Genetic Testing Centre	Mr Z Dhlamini
49	Network Manager	Mr T Ndlovu
50	User Support and Training Manager/ DPO	Ms N N T Bobo
51	Systems Manager	Mr V Ndhlovu
52	Business Automation Manager	Mr T Mpofo
53	Catering Services Manager	Mr M Moyo

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#	DESIGNATION	NAME
54	Business Development Manager	Mr W Ndlovu
55	Marketing Manager	Mrs S Njolomole
56	Alumni Relations Manager	Mr M Sibanda
57	Research and Uptake Manager	Mr I Dabengwa
58	Communication and Marketing Officer	Mrs C W Sibanda
59	I T Manager - Library	Mr A Kujenga
60	A/Station Manager	Mr B Tshuma
61	A/Chief Security Officer	Mr L Nyathi
62	Chaplain	Mr T Dube
63	A/Hospital Administrator	Mr M Ndlovu
64	A/Campus Services Manager	Mrs S Ndlovu
65	A/ Manager Secretariat Services	Mrs F Ndlovu
66	Assistant Registrar	Mrs G Dlamini
67	SAR Admissions	Mrs C V Ngwenya
68	SAR Exams	Mrs T Moyo
69	A/Manager	Mrs N P Ndlovu
70	SRC President	Ms S Majuru
71	SRC Minister of Information and Publicity	Mr P D Karidzagundi
72	Photographer	Mrs R Chikomo
73	Lecturer	Mrs K DLamini
74	Administrative Assistance	Ms T Ndlovu
75	Monitoring and Evaluation Systems Officer	Mr M J J Ncube



NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY



THINK IN OTHER TERMS