



NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY

ANNUAL STRATEGIC PLAN 2026



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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, reading "Dlodlo".

Prof M.E. Dlodlo, Vice-Chancellor

Executive Summary



His Excellency and Chancellor of NUST, President Dr Emmerson Dambudzo Mnangagwa cuts the ribbon while commissioning the Prof Phinias Mogorosi Makhurane Technovation Centre during the NUST 2024 Graduation Ceremony. Following proceedings are the Minister of Higher and Tertiary Education, Innovation, Science and Technology Development, Hon. Dr Frederick M.M. Shava (right), Minister of Finance, Economic Development and Investment Promotion, Hon. Prof Mthuli Ncube (second from right), NUST Council Chairperson, Prof Lindiwe Majele Sibanda and a representative of the family of the NUST Founding Vice-Chancellor, Eng Mohorosi Makhurane.

The National University of Science and Technology (NUST) Annual Strategic Plan for 2026 outlines the University's operational priorities, programmes, and performance targets for the year, in alignment with national development priorities and the higher and tertiary education transformation agenda. The plan provides a structured framework to guide the University's contribution to national development through teaching, research, community engagement, innovation, and industrialisation.

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The NUST 2026 Annual Strategic Plan is aligned with the Education sector, and the Science, Technology, Innovation, Digital and Human Capital Development priority area. The plan supports the implementation of Zimbabwe's National Development Strategy 2 (NDS2). Through this alignment, NUST seeks to strengthen its role as a leading institution in producing skilled graduates, generating knowledge, and fostering innovation that contributes to economic transformation and industrialisation.

The plan outlines the University's strategic priorities through clearly defined programmes, outcomes, outputs, and key performance indicators (KPIs). These are designed to enhance institutional performance, improve service delivery, and ensure accountability in the utilisation of public resources. Key focus areas include:

- Human capital development through quality teaching and learning in STEM and related disciplines.
- Research and innovation aimed at generating solutions to national and global challenges.
- Industrialisation and innovation ecosystems through strengthened partnerships with industry, government, and international stakeholders.
- Institutional capacity development, including improved governance, human resources, infrastructure, and digital transformation.
- Community engagement and knowledge transfer to support socio-economic development.

The performance framework presented in the plan links national priorities, sector outcomes, and institutional outputs, ensuring that NUST's programmes contribute directly to broader government objectives. The framework also provides measurable indicators that will be used to track progress throughout the year.

In support of implementation, the plan provides a programme-based budget for 2026, outlining resource allocation across strategic programmes and economic classifications. It also presents an overview of the University's human resource structure and its role in achieving planned outcomes.

Recognising potential implementation challenges, the plan identifies strategies, assumptions, and risks, and proposes mitigation measures to enhance institutional resilience and ensure continuity in programme delivery.

Finally, the document establishes a Monitoring and Evaluation (M&E) framework to ensure systematic tracking of progress, performance reporting, and evidence-based decision-making. The M&E mechanisms will enable the University to assess the effectiveness of its programmes, identify areas for improvement, and ensure alignment with national policy objectives.

Overall, the 2026 Annual Strategic Plan positions NUST to strengthen its impact as a driver of science, technology, innovation, and human capital development, while reinforcing its commitment to academic excellence, research productivity, and national development.

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.

1. MDA: NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY

2.a. MDA Vote Number: 16

2.b. SECTOR: Education

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

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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(a). National Priorities

The National Priority Areas that NUST contributes to are shown in Table 6.1 below.

Table 6.1: National Priority Area

	Description of National Priority Area
NPA 1	Science, Technology, Innovation, Digital, and Human Capital Development

6(b). National Key Result Areas

The National Key Result Areas that NUST contributes to are captured in Table 6.2.

Table 6.2: National Key Result Areas

	Description of National Key Result Area
NKRA 1	Science and Technology Development
NKRA 2	Human Capital Development

6(c). National Outcomes

The National Key Result Areas that NUST contributes to are captured in Table 6.3.

Table 6.3 National Outcomes

	Description of National Outcome
NOUC 1	Increased Competitiveness
NOUC 2	Increased availability of skilled workforce
NOUC 3	Improved Quality of Education

6(d). Sector Key Results Areas

The Sector Key Result Areas that NUST contributes to are captured in Table 6.4.

Table 6.4: Sector Key Results Areas

	Sector Name	Description of Sector Outcome
SKRA 1	Education	Increased Competitiveness
SKRA 2	Education	Increased availability of skilled workforce
SKRA 3	Education	Improved Quality of Education

6(e). Sector Outcomes

The Sector Key Result Areas that NUST contributes to are captured in Table 6.5.

Table 6.5: Sector Outcomes

	Sector Name	Description of Sectoral Outcome Description
SOUC 1	Education	Improved science and technology innovation ecosystems
SOUC 2	Education	Improved access to quality, equitable and inclusive education

SOUC 3	Education	Increased Availability of Specialist Skills for Industry, Commerce and Public Sector
SOUC 4	Education	Increased availability of Human Capital for Science, Technology, Engineering and Mathematics

6(f). Key Contributing Partners of the National University of Science and Technology.

Table 6.6. Key Contributing Partners

NOUC. Ref. No.¹	SOUC. Ref. No.	Prog. Ref. No.	Contributing MDA	Other Contributors
1	1,2,3,4	1, 2 and 3	MHTEISTD; OPC, MoFEDIP, ZIMCHE; RCZ; MLGPWNH; PSC; MoIC; MoICTPSC; ARDA; GMB; MoHCW; MoLAFWCRD; RBZ, MoMMD	Other Universities, Financial Institutions, Local Authorities, IoDZ; IDBZ
2	3, 4	1 and 2	MHTEISTD; MoICTPSC; ZIMCHE	Affiliates; Industry Partners; RCZ
3	2	1 and 2	MHTEISTD; ZIMCHE; MoPSE	Affiliates; Industry Partners

7. NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY PROGRAMMES AND OUTCOMES

Table 7.1 is an Integrated Results-Based Management system structured presentation of NUST programmes and outcomes.

Table 7.1 is an Integrated Results-Based Management system

Prog. Code	Programme Name	Programme Outcome/s
1	Governance and Administration	1. Improved Corporate Governance
2	Human Capital Development	2. Improved access to quality, equitable and inclusive higher and tertiary education. 3. Increased uptake of STEM programmes. 4. Improved availability of critical skills.
3	Innovation and Industrialisation	5. Increased Research and Innovation capacity. 6. Enhanced rural industrialization through research and innovation.

8. TERMS OF REFERENCE

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

8.1 The Constitution of Zimbabwe

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

8.3 Amendment of State Universities Statutes No. 4 of 2022

9. POLICIES APPLICABLE TO THE NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY

The policies applicable to NUST as aligned and guided by the policies of the parent ministry and the Government of Zimbabwe are listed in table 9.1 below.

Table 9.1: 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	1,2,3

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	External Policy	Programme +Ref	Internal Policy	Programme Ref
			and Industrialisation Ordinance	
12.	Health and Safety Act	1,2,3	Employment Policy	1,2,3
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	1, 2	Remuneration Policy	1,2,3

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	External Policy	Programme +Ref	Internal Policy	Programme Ref
	Qualifications Framework (2018)			
25.	Zimbabwe Council for Higher Education Act of 2010	1, 2, 3	Performance Management Policy	1,2,3
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
40.			Student Health and Wellness Policy	1,2,3

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	External Policy	Programme +Ref	Internal Policy	Programme Ref
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

SECTION B: PERFORMANCE FRAMEWORK FOR THE MDA

10. PROGRAMME PERFORMANCE FRAMEWORK

10(a) Programme Outcome Linkages

The programme outcome linkages are presented below.

Table 10.1: Programme Outcome Linkages

NUST Programme 1: Governance & Administration							
	Outcome Statement	Policy Code/s	Contribution		NPA Reference/s	National KRA Reference/s	National Outcome Reference/s
			Partner/s	Description			

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OUC 1	Improved Corporate Governance		MHTEISTD, OPC MoFEDIP, PSC	Policy Guidance Funding	NPA1	NKRA1 ; NKRA2	NOUC1, NOUC2, NOUC3
NUST Programme 2: Human Capital Development							
OUC 2	Improved access to quality, equitable and inclusive higher and tertiary education		MHTEISTD; ZIMCHE	Policy guidance	NPA1	NKRA1; NKRA2	NOUC1, NOUC2, NOUC3
OUC 3	Increased uptake of STEM programmes		MHTEISTD; MOPSE	Policy guidance; Collaboration	NPA1	NKRA1 ; NKRA2	NOUC1, NOUC2, NOUC3
OUC 4	Improved availability of critical skills		MHTEISTD; ZIMCHE	Policy guidance	NPA1	NKRA1 ; NKRA2	

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							NOUC1, NOUC2, NOUC3
NUST Programme 3: Innovation & Industrialisation							
OUC 5	Increased Research and Innovation capacity		MHTEISTD; ZIMCHE; RCZ	Policy guidance; Funding; Collaboration	NPA1	NKRA1	NOUC1
OUC 6	Enhanced rural industrialization through research and innovation		MHTEISTD; ZIMCHE; RCZ; MoIC; MoLAFWRD; ARDA	Policy guidance, Collaboration	NPA1	NKRA1	NOUC1

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10(b) Outcome Performance Framework

The programme performance framework is presented below in terms of outcomes and outputs.

Table 10.2: Outcome Performance Framework

Code	Outcome	Prog ref:	KPI	Baseline		Targets														Plannin g frame target	Allo wabl e Vari ance
				Value	Year	J	F	M	A	M	J	J	A	S	A	N	D				
OUC 1	Improved Corporate Governance	1	Compliance Level (%)	60%	2025			100%			100%			100%			100%	100%	0		
			Client Satisfaction Level (%)	53%	2025							55%							55%	55%	+/- 1%
			Employee Satisfaction Level (%)	59.5%	2025															60%	60%

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Code	Outcome	Prog ref:	KPI	Baseline		Targets														Plannin g frame target	Allo wabl e Vari ance
				Value	Year	J	F	M	A	M	J	J	A	S	A	N	D				
OUC 2	Improved access to quality, equitable and inclusive higher and tertiary education		Pass rate (graduating students)	97%	2025													97.5%	97.5%	0	
			Completion rate (graduating students)	72%	2025														80%	80%	+/-7%
			Female to male ratio	45:55	2025			45:55								45:55				45:55	+/-1
OUC 3	Increased uptake of STEM	2	% of students enrolled in	70 %	2025			70%										70 %	70%	0	

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Code	Outcome	Prog ref:	KPI	Baseline		Targets													Plannin g frame target	Allo wabl e Vari ance
				Value	Year	J	F	M	A	M	J	J	A	S	A	N	D			
	programme s		STEM disciplines																	
			% of new STEM programme s introduced	-	2025														70 %	70%
OUC 4	Improved availability of critical skills	2	% of students graduated in STEM	69.41 %	2025													71 %	71%	+/- 1%
			Vacancy rate of academic staff in STEM	30.5%	2025														15 %	15%

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Code	Outcome	Prog ref:	KPI	Baseline		Targets														Plannin g frame target	Allo wabl e Variance		
				Value	Year	J	F	M	A	M	J	J	A	S	A	N	D						
			programme s																				
OUC 5	Increased Research and Innovation capacity	3	Capacity utilization of the Technovati on Centre	21%	2025			21%				25 %					35 %			45 %	45%	+/- 4%	
			% change in revenue generated from commercial ization	20%	2025			25%					30 %					35 %			40 %	40%	+/- 4%
			% product sales growth	3%	2025			4%					6%						8%			10 %	10%

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Code	Outcome	Prog ref:	KPI	Baseline		Targets																
				Value	Year	J	F	M	A	M	J	J	A	S	A	N	D	Plannin g frame target	Allo wabl e Vari ance			
OUC 6	Enhanced rural industrialization through research and innovation	3	% of rural-based innovation projects	20%	2025			25%					30%				35%			40%	40%	+/- 4%
			Capacity Utilisation of rural industrial facilities	0.62%	2025										12%				20%			31.25%

10.c Output Performance Framework

Table 10.3: Output Performance Framework

	Outputs	Dimension	KPI	Baseline		Targets												Planning Frame Target	Allowable Variance
				Value	Year	J	F	M	A	M	J	J	A	S	A	N	D		
Programme: Governance and Administration																			
OUTCOME 1: Improved Corporate Governance																			
OP 1.1	Council meetings held	QT:	Number	5	2025			1			1			1			1	4	0
OP 1.3	Polices developed	QT	Number	22	2025												18	18	+/-1

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	Outputs	Dimension	KPI	Baseline		Targets													Planning Frame Target	Allowable Variance
				Value	Year	J	F	M	A	M	J	J	A	S	A	N	D			
OP 1.4	Statutory Obligations Fulfilled	QT	Number	2	2025													3	3	0
OP 1.5	Risks Managed	QT	%	100%	2025													100%	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	QT:	Number	11413	2025													12000	12000	+/-550
OP 2.2	International students enrolled	QT:	Number	14	2025													17	17	+/-1

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	Outputs	Dimension	KPI	Baseline		Targets													Planning Frame Target	Allowable Variance
				Value	Year	J	F	M	A	M	J	J	A	S	A	N	D			
OP 2.3	Teaching and learning physical infrastructure developed (Central Library)	QT:	%	22%	2024			22%			25%			28%			30%	30%	+/- 3%	
OP 2.4	ICT Infrastructure developed	QT:	%	90%	2025			90.25%			90.55%			90.85%			91%	91%	0	
OP 2.5	ICT systems developed	QT:	%	85%	2025			85.4%			86%			86.6%			87%	87%	+/- 1%	

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	Outputs	Dimension	KPI	Baseline		Targets													Planning Frame Target	Allowable Variance
				Value	Year	J	F	M	A	M	J	J	A	S	A	N	D			
OP 2.6	Students on Work for fees registered	QT:	Number	313	2025													330	330	+/- 17
OP 2.7	Short courses Introduced	QT:	Number	10	2025			3			3			3				3	12	+/- 1
Outcome 3: Increased uptake of STEM programmes																				
OP 3.1	Laboratories/ workshops retooled	QT:	Number	-	-													12	12	+/-1
OP 3.2	New STEM Programmes developed	QT:	Number	22	2025													7	7	0

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	Outputs	Dimension	KPI	Baseline		Targets												Planning Frame Target	Allowable Variance	
				Value	Year	J	F	M	A	M	J	J	A	S	A	N	D			
Outcome 4: Improved availability of critical skills																				
OP 4.1	Industry collaborations established	QT:	Number	9	2025													9	9	0
Outcome 5: Increased Research & Innovation Capacity																				
OP 5.1	Innovation infrastructure completed: One Factory shell completed	QT:	Percentage	30%	2025			40%			60%			80%				95%	95%	+/-9%
OP 5.2	Facilities tooled	QT:	Number	2	2025			-			-			1				3	4	0

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	Outputs	Dimension	KPI	Baseline		Targets													
				Value	Year	J	F	M	A	M	J	J	A	S	A	N	D	Planni ng Frame Targe t	Allo wabl e Vari ance
	(new facilities)																		
OP 5.3	Goods and services commercialised (from research and innovation)	QT:	Number	2	2025			1			1			1			1	4	0
OP 5.4	IP filed	QT:	Number	3	2025						1			1			1	3	0
OP 5.5	Publications produced	QT:	Number	223	2025												230	230	+/-6
OP 5.6	Research collaboratio	QT:	Number	22	2025												9	9	0

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	Outputs	Dimension	KPI	Baseline		Targets												Planning Frame Target	Allowable Variance		
				Value	Year	J	F	M	A	M	J	J	A	S	A	N	D				
	ns established																				
OP5.7	Research grants Secured	QT:	Number	10	2025													9	9	0	
OP 5.8	New innovations from students and staff generated	QT:	Number	8	2025			1				2			3				3	9	0
OUTCOME 6: Enhanced Rural Industrialisation through research & Innovation																					
OP 6.1	Startups/spin-offs established	QT:	Number	1	2025				1			1				1			3	0	

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	Outputs	Dimension	KPI	Baseline		Targets												Planning Frame Target	Allowable Variance	
				Value	Year	J	F	M	A	M	J	J	A	S	A	N	D			
OP 6.2	NUST Farm Projects/programs implemented (short-term projects)	QT:	Number	2	2025				1			1				1			3	0
OP 6.3	Rural communities adopted (long-term projects)	QT:	Number	1	2025					1							1		2	0
OP 6.4	Rural jobs created	QT	Number	9	2025													20	20	0

Target: A = Actual AV = Actual Variance PV = Planned Variance TL = Tolerance Level QT: Quantity, QL: Quality, TM: Timeliness, CS: Cost

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11a. Programme Budget: (Budget Year - 2026)

Table 11.1 Programme Budget

MDA Budget for the Fiscal year 2026																			
Programme of the Ministry		Last Year				Current Year					Budget Year -2026					Indicative Esti: FY 2027		Indicative Esti: FY 2028	
		Original Allocation	Revised budget	Budget Usage	Actual Variance	Original Allocation	Additions (Reductions)	Revised budget	Budget Usage	Actual Variance	Allocation From CF	Retention Funds	Total Budget	Planned Variance	Statutory & other Resources	Estimate	Planned Variance	Estimate	Planned Variance
Programme 1	Improved corporate	53,668,297	0	206,60	152,940,798	600,456,000			552,40	73,363,380			656,61	10.0		688,800,125	10.00%	722,401,450	10.00%

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MDA Budget for the Fiscal year 2026

MDA Budget for the Fiscal year 2026																			
	governance			9,095					0,502				1,004	0%					0%
Total Budget-Program me1		53,668,297	0	206,609,095	0	600,456,000	0	0	552,400,502	73,363,380	0	0	656,611,004	100%	0	688,800,125	10.00%	722,401,450	100%
Program me 2																			
	1 Improved access to quality, equitable and inclusive higher and tertiary education	23,264,230		89,561,282	66,297,052	210,047,880			174,482,417	35,565,463			229,813,851	100%		240,125,410	10.00%	252,220,500	100%
	OC 2.2: Increased uptake of STEM programmes	8,959,043		34,490,003	25,530,960	126,031,920			100,689,450	25,342,470			137,888,310	100%		144,782,725	10.00%	152,021,100	100%
	OC 2.3: Improved availability of critical skills	25,033,936		96,374,196	71,340,259	84,215,412			73,792,966	10,422,446			91,925,540	100%		95,142,520	10.00%	99,899,646	100%

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MDA Budget for the Fiscal year 2026

MDA Budget for the Fiscal year 2026																			
	OC 2.4:xx																		
	OC 2.5:xx																		
Total Budget-Programme2		57,257,209	0	220,425,481	163,168,271	320,294,704	0	0	248,376,072	71,330,379	0	0	459,627,701	100.00%	0	480,050,655	100.00%	504,141,246	100.00%
Programme 3	Increased Research and Innovation capacity	21,858,713		4,820,114	3,568,053	124,095,760			110,689,450	15,406,310			137,888,310	100.00%		144,782,725	100.00%	152,021,861	100.00%

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MDA Budget for the Fiscal year 2026

MDA Budget for the Fiscal year 2026																				
Enhanced rural industrialization through research and innovation	294,2		23,8	17,6	51,04			47,4	3,60			59,094	10		61,950	10.	65,0	1		
	47,01		70,4	69,9	1,040			38,3	2,70			,99	.0		,425	00	47,9	0.		
	3		38	09				35	5			0	0	%		%	46	0	0	%
		316,1		28,6	21,2	175,1			158,	19,0			196			208,98		220,		
		05,72		90,5	37,9	36,80	0	0	127,	09,0	0	0	,98		0	2,329	0	182,		
		6		52	62	0			785	15			3,3					068		
		427,0		455,	184,	1,095			958,	163,			1,3			1,377,		1,44		
		31,23		725,	406,	,887,	0	0	904,	702,	0	0	13,		0	833,10	0	6,72		
		2		128	233	504			359	774			,00		9			4,76		
													5					4		
Total Budget of the Ministry /MDA																				

11b. Programme Budget – Economic Classification²: (Budget Year - 2026)

Table 11.2 Programme Budget – Economic Classification

3 YEAR BUDGET									
1	2.00	3	4	5	6	7	8	9	10
Programme of the MDA	Previous Year Budget-Actual	Current Year			Budget for Next 3 years				
		Appropriation	Revised Appropriation	Unaudited Outturn	Year 1	Year 2	Year 3		
Programme 1	70,851,057.00	203,867,800.00		204,177,127.00	250416600	262,938,150.00	276,084,507.00		
Programme 2	283,409,183.00	815,471,200.00		820,576,828.00	1,001,666,400.00	1,051,749,000.00	1,104,337,000.00		
Programme 3	75,330,238.00	76,230,300.00		28,464,205.00	60,139,009.00	63,145,959.00	66,303,257.00		
Programme 4									
Programme 5									
Total Budget	429,590,478.00	1,095,569,000.00		1,054,185,240.00	1,312,222,009.00	1,377,833,109.00	1,446,724,764.00		
Economic Classification									
Expenses									

²

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3 YEAR BUDGET									
1	2.00	3	4	5	6	7	8	9	10
Compensation of Employees	279,806,819.00	509,185,540.00		488,572,000.00	683,969,229.00	718,167,690.00	754,076,074.00		
Use of Goods and Services	129,445,080.00	416,763,515.00		335,993,000.00	416,900,594.00	437,745,623.00	459,632,904.00		
Current Grants									
Social Benefits									
Subsidies									
Other Expenses	125,000,145.00	12,250,000.00		8,797,845.00	10,500,000.00	10,710,000.00	11,245,500.00		
Acquisition of Non-Financial Assets									
Buildings and Structures	14,775,211.00	55,775,000.00		4 056154	111,682,391.00	116,258,296.00	122,071,211.00		
Machinery and Equipment	21,183,734.00	84,900,000.00		36 025 000	79,000,000.00	82,950,000.00	87,097,500.00		

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3 YEAR BUDGET									
1	2.00	3	4	5	6	7	8	9	10
Other Fixed Assets	12,079,867.00	27,325,000.00		80,460,000.00	9,000,000.00	9,450,000.00	9,922,500.00		
Inventories	2,150,000.00	2,000,000.00		5,000,120.00	2,430,000.00	2,551,500.00	2,679,075.00		
Valuables									
Non-Produced Assets									
Capital Grants									
Capital Expenditure									
Loans									
Equity and Investment Fund Shares									
Insurance, Pension and Standardised Guarantee Schemes									

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3 YEAR BUDGET									
1	2.00	3	4	5	6	7	8	9	10
Total Budg	584,440,856.0 0	1,095,569,0 00.00		958,903,999. 00	1,312,222,009. 00	1,377,833,109.0 0	1,446,724,76 4.00		

12. Human Resources

Table: 12.1 – Budget Year (2026)

No.	Category ³	Programme 1				Programme 2				Programme 3				Ministry			
		Total Establishment	Filled Positions	Vacant Positions	Positions requested	Total Establishment	Filled Positions	Vacant Positions	Positions requested	Total Establishment	Filled Positions	Vacant Positions	Positions requested	Total Establishment	Filled Positions	Vacant Positions	Positions requested
1	Top Management	28	26	2	0	20	16	4	0	12	9	3	0	60	51	9	0
2	Middle Management	70	45	25	0	46	24	22	0	45	17	28	0	161	86	75	0

³Category of Staff may be changed by the PSC from time to time. Ensure using the appropriate categories of staff that are valid at the time of preparing the SPP. Also note that the levels and grades will be extracted from the HRMIS and financial figures from the Business Planning and Consolidation system both being SAP.

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No.	Category ³	Programme 1				Programme 2				Programme 3				Ministry			
		Total Establishment	Filled Positions	Vacant Positions	Positions requested	Total Establishment	Filled Positions	Vacant Positions	Positions requested	Total Establishment	Filled Positions	Vacant Positions	Positions requested	Total Establishment	Filled Positions	Vacant Positions	Positions requested
3	Supervisory Management	90	34	56	0	80	58	22	0	30	22	8	0	200	114	86	0
4	Operational and Support staff	400	370	30	0	994	808	186	0	186	186	0	0	1580	1364	216	0
5	Total	588	475	113	0	1140	906	234	0	273	234	39	0	2001	1615	386	0

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Table: 12.2 Current Year (2025)

No..	Category	Programme 1			Programme 2			Programme 3			Ministry		
		Total Establishment	Filled Positions	Vacant Positions	Total Establishment	Filled Positions	Vacant Positions	Total Establishment	Filled Positions	Vacant Positions	Total Establishment	Filled Positions	Vacant Positions
1	Top Management	28	26	2	20	16	4	12	9	3	60	51	9
2	Middle Management	70	45	25	46	24	22	45	17	28	161	86	75
3	Supervisory Management	90	34	56	80	58	22	30	22	8	200	114	86
4	Operational and Support staff	400	370	30	994	808	186	186	186	0	1580	1364	216
5	Total	588	475	113	1140	906	234	273	234	39	2001	1615	386

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Table: 12.3 – Previous Year (2024)

No..	Category	Programme 1			Programme 2			Programme 3			Ministry		
		Total Establishment	Filled Positions	Vacant Positions	Total Establishment	Filled Positions	Vacant Positions	Total Establishment	Filled Positions	Vacant Positions	Total Establishment	Filled Positions	Vacant Positions
1	Top Management	20	19	1	11	9	2	5	2	3	36	30	6
2	Middle Management	96	42	54	38	7	31	14	0	14	148	49	99
3	Supervisory Management	90	15	75	105	54	51	5	0	5	200	69	131
4	Operational and Support staff	500	377	123	912	680	232	10	6	4	1422	1063	359
5	Total	706	453	253	1066	750	316	34	8	26	1806	1211	595

13. Outcomes and Impact Analysis

Table 13: Outcome and Impact Analysis

No.	Outcome / Impact Description	Reference to Preliminary Outcome (OUC):	Cross-Linkages			Linkage to Sector/ National Outcomes
			Shared Outcome/s	Contributing Entity	Contribution	
Programme 1: Governance and Administration						
Intermediate Outcomes						
1.	Improved science and technology innovation ecosystems	1	✓	MHTEISTD	Guidance and approvals of policies	Sector outcome: Improved science and technology innovation ecosystems
2.	Improved access to quality, equitable and inclusive education	2	✓	MHTEISTD, MOPSE	Guidance and approvals of policies,	Improved access to quality, equitable and

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No.	Outcome / Impact Description	Reference to Preliminary Outcome (OUC):	Cross-Linkages			Linkage to Sector/ National Outcomes
			Shared Outcome/s	Contributing Entity	Contribution	
					Students for enrolling into HEP	inclusive education
Tertiary Outcomes ⁴						
3.	Global Competitiveness		✓	MHTEISTD	Guidance and facilitation	National Outcome: Global Competitiveness
4.	Increased availability of skilled workforce		✓	Industry, MHTEISTD	Skills needs identification; Guidance and facilitation	National Outcome: Increased availability of skilled workforce

⁴No reference to Preliminary outcome is required here.

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No.	Outcome / Impact Description	Reference to Preliminary Outcome (OUC):	Cross-Linkages			Linkage to Sector/ National Outcomes
			Shared Outcome/s	Contributing Entity	Contribution	
5.	Increased access to Education		✓	MHTEISTD,	Guidance, policy and facilitation	Increased access to Education
	Impact					
6.	Poverty Reduction					National Outcome: Increased availability of skilled workforce
7.	Increased gender equality					National Outcome: Increased access to Education

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No.	Outcome / Impact Description	Reference to Preliminary Outcome (OUC):	Cross-Linkages			Linkage to Sector/ National Outcomes
			Shared Outcome/s	Contributing Entity	Contribution	
8.	Increased Economic Growth					National Outcome: Increased access to Education
	Programme 2: Human Capital Development					
	Reference to Preliminary Outcome (OUC): 2; 3					
	Intermediate Outcomes: Improved science and technology innovation ecosystems; Improved access to quality, equitable and inclusive education					
1.	Increase of skills for the public and private sector	2	✓	MHTEISTD; ZIMCHE; MoFED	Policy direction; Quality management	Sector Outcome: Improved access to quality, equitable and

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No.	Outcome / Impact Description	Reference to Preliminary Outcome (OUC):	Cross-Linkages			Linkage to Sector/ National Outcomes
			Shared Outcome/s	Contributing Entity	Contribution	
						inclusive education
2.	Improved dynamic, collaborative networks of academia, industry, government, and investors designed to accelerate research, development, and commercialization	5		MoIC; MoFEDIP; MHTEISTD	Funding, Policy Direction	Improved science and technology innovation ecosystems;
Tertiary Outcomes						
3.	Increased productivity and efficiency	2		MoIC; MoPSSLW	Policy Direction	Increased availability of skilled workforce
Impacts						
4.	Improved livelihoods of Zimbabwean citizens					

14. Negative Consequences of the strategic plan

Presented below are the possible unintended negative consequences of the strategic plan, the prescriptive remedial actions to address potential negative impacts, the relevant programmes that will implement the corrective interventions, and the organisations expected to partner with NUST to address any potential negative impacts synergistically.

Table 14.1: Possible negative impacts of programme outcomes

Preliminary Outcome 1: Improved Corporate Governance				
No.	Description of Negative Impact	Remedial Actions	Boundary Partner (Ministry/MDA)	Responsible Programmes that undertake Remedial actions
1.	Too many policies may lead to bureaucracy	<ul style="list-style-type: none"> ▪ Ensure flexibility in the governance architecture. ▪ Automation of systems 	MoICTCS and MHTEISTD	Programme 1
2.	Resistance to change	<ul style="list-style-type: none"> ▪ Employ change management best practices 	Public Service Commission	Programme 1

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Preliminary Outcome 2: Improved access to quality, equitable and inclusive education				
No.	Description of Negative Impact	Remedial Actions	Boundary Partner (Ministry/MDA)	Responsible Programmes that undertake Remedial actions
3	Student accommodation challenges due to the increased number of students	PPPs and other forms of collaboration to ensure adequate student accommodation. Lobby for increased government financial and technical support to construct more student hostels.	MHTEISTD; MLGPW and MoFIP	Programme 1

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4	Inadequate learning space due to an increased number of students	PPPs and other forms of collaborations to ensure adequate student lecture rooms, workshops, and studios. Lobby for increased government financial and technical support to construct more lecture rooms and other learning spaces.	MHTEISTD; MLGPW and MoFIP	Programme 1
5	Increased pressure on support services such as the clinic among others due to an increased number of students	PPPs and other forms of collaborations to ensure adequate student support services. Lobby for increased government financial and technical support to complete construction of student facilities at NUST.	MHTEISTD; MLGPW and MoFIP	Programme 1
6	Competition for students	Introduction of new teaching programmes	MHTEISTD and ZIMCHE	Programme 2

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7	Economic challenges	Enhance online teaching programmes	MHTEISTD and ZIMCHE	Programme 2
8.	Increased maintenance costs	<ul style="list-style-type: none"> ▪ Maintenance Planning ▪ Work study programmes (students from FOBE) 	MoFIP; MoLGPW	Programme 1
9.	Need to keep pace with technological (ICT) advancement	Upgrade ICT infrastructure	MoFIP	Programme 1
Preliminary Outcome 3: Increased uptake of STEM programmes				
No.	Description of Negative Impact	Remedial Actions	Boundary Partner (Ministry/MDA)	Responsible Programmes that undertake Remedial actions
10.	Student accommodation challenges due to the increased number of students	PPPs and other forms of collaboration to ensure adequate student accommodation. Lobby for	MHTEISTD; MLGPW and MoFIP	Programme 1

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		increased government financial and technical support to construct more student hostels.		
11.	Inadequate learning space due to an increased number of students	PPPs and other forms of collaborations to ensure adequate student lecture rooms, workshops, and studios. Lobby for increased government financial and technical support to construct more lecture rooms and other learning spaces.	MHTEISTD; MLGPW and MoFIP	Programme 1
12.	Increased pressure on support services such as the clinic among others due to an increased number of students	PPPs and other forms of collaborations to ensure adequate student support services. Lobby for increased government financial and technical support to complete construction of student facilities	MHTEISTD; MLGPW and MoFIP	Programme 1

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		at NUST.		
13.	Competition for students	Introduction of new teaching programmes	MHTEISD and ZIMCHE	Programme 2
14.	Economic challenges	Enhance online teaching programmes	MHTEISD and ZIMCHE	Programme 2
15.	Increased maintenance costs	<ul style="list-style-type: none"> ▪ Maintenance Planning ▪ Work study programmes (students from FOBE) 	MoFIP; MoLGPW	Programme 1
16.	Need to keep pace with technological (ICT) advancement	Upgrade ICT infrastructure	MoFIP	Programme 1
Preliminary Outcome 4: Improved availability of Critical skills				
No.	Description of Negative Impact	Remedial Actions	Boundary Partner (Ministry/MDA)	Responsible Programmes that undertake Remedial actions

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17.	<p>Labour market imbalances - Brain Waste" and Underemployment: If the supply of highly skilled individuals exceeds the number of high-quality jobs available, it can result in "brain waste," where skilled workers are forced to take jobs below their qualification level, leading to job dissatisfaction and inefficiency.</p>	<p>Strengthened Collaboration with Industry: Developing closer ties between industry and educational providers (apprenticeships, internships) ensures that curricula are aligned with current and future job market demands.</p>	<p>MHTEISTD; MLGPW and MoFIP</p>	<p>Programme 1</p>
18.	<p>Labour market imbalances - Increased Competition and Job Insecurity: An overabundance of qualified candidates can heighten competition, leading to higher</p>	<p>Targeted Labour Market Intelligence- Using detailed, real-time data to monitor skills gaps, allowing for a better balance between supply and demand, preventing</p>	<p>MHTEISTD; MLGPW and MoFIP</p>	

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	turnover rates, increased anxiety, and "survivor syndrome" among staff, where employees fear for their job security even if they are performing well.	both shortages and surpluses in specific sectors		
19.	<p>Talent poaching</p> <ul style="list-style-type: none"> • "Brain Drain" on Developing Regions: While the global availability of skills improves, it often causes skilled professionals to migrate from developing to developed nations, robbing the source countries of crucial human capital needed for their own development. 	<ul style="list-style-type: none"> • - Create a Knowledge Retention Strategy: Document critical processes and knowledge (via SOPs or mentorship) so that if an employee leaves, their knowledge does not leave with them. • Conduct Regular Market Salary Audits: Ensure compensation is in line with industry standards to avoid losing employees over pay. 	MHTEISTD; MLGPW and MoFIP	Programme 1

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Preliminary Outcome 5: Improved research and innovation capacity				
20.	Publications may increase but may be published in low-impact, low reputation journals.	Need to support academics with funding to ensure research is published in reputable journals.	MHTEISTD and RCZ.	Programme 1 and 2
21.	Infringement of intellectual property rights	Strong collaboration between Innovation Hub, Departmental of Legal Services, and external stakeholders in safeguarding NUST intellectual property rights.	Zimbabwe Intellectual Property Office, ZRP, and MoJLPA.	Programme 1 and 3
Preliminary Outcome 6: Enhanced Rural Industrialisation through research and innovation				
22.	Environmental Degradation and Resource Depletion	<ul style="list-style-type: none"> • Green Technology Adoption: Transition to low-carbon, sustainable, and green technologies in manufacturing and agriculture. 	Environmental Management Authority (EMA), MHTEISTD, Ministry of Environment, Climate and Wildlife	Programme 3

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		<ul style="list-style-type: none"> • Environmental Regulation: Strict enforcement of environmental regulations regarding waste disposal and pollution standards. • Sustainable Resource Management: Implement land management practices that prevent soil degradation and protect biodiversity. 	(MoECW)	
23.	Social Disruption and Livelihood Destruction	<p>Inclusive Planning: Engage local communities in the planning phase to protect their interests, land, and culture.</p> <ul style="list-style-type: none"> ○ Alternative Livelihoods: Provide retraining and employment opportunities 	MoIC, Ministry of Public Service, Labour and Social Welfare (MoPSLSW)	Programme 3

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		<p>for workers displaced by modernization.</p> <ul style="list-style-type: none"> ○ Fair Compensation: Ensure just compensation and resettlement for families whose land is taken for industrial projects. 		
	Economic Inequality and "Leakage	<p>Local Economic Strengthening: Encourage the development of small and medium-sized enterprises (SMEs) that utilize local resources and labor.</p> <p>Financial Inclusion: Improve access to micro-finance, banking, and insurance for local, small-scale rural entrepreneurs.</p> <p>Local Sourcing Policies: Promote policies requiring industries to</p>	MoIC, MoFEDIP, MHTEISTD	Programme 3

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		hire locally and source materials within the community.		
	Technological Gap and Misalignment	<ul style="list-style-type: none"> ○ Appropriate Technology Development: Focus R&D on developing technologies tailored for village industries, such as labour-intensive, cost-effective, and easy-to-maintain equipment. ○ Training and Education: Establish technical training institutes and offer vocational training to equip local artisans with new skills. ○ Strengthening Local Capacity: Bridge the gap between local, traditional knowledge and new innovation 	MoIC, MoFEDIP, MHTEISTD	Programme 3

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		through community-based research.		
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SECTION C: STRATEGIES, ASSUMPTIONS AND RISKS

15. Strategies, assumptions and risks

Table 15.1 Strategies, Assumptions and Risks

No.	Strategy	Assumptions	Risks	Mitigation
Programme Outcome 1: Improved governance				
1.	Accelerate review of existing policies and ordinances	Full Council will be in place Management support	Resistance from stakeholders	Involve all stakeholders
2.	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
3.	Improve ICT infrastructure and connectivity	Availability of funding	Lack of skilled manpower	Training and multi skilling
4.	Strengthen data protection and cybersecurity	Availability of funding	Lack of manpower	Training and multi skilling

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No.	Strategy	Assumptions	Risks	Mitigation
5.	Revamp Alumni engagements	Availability of resources Management buy-in	Lack of cooperation from Alumni	Host annual alumni events and reunions to foster connections.
6.	Improve student campus life	Availability of funds	High staff turnover	Improve working conditions
7.	Improve internal controls	Availability of resources	Resistance from employees	Develop and enforce SOPs
8.	Improve procurement	Availability of funding	Lack of cooperation from stakeholders	Stakeholder engagement
9.	Enhance stakeholder engagements	Availability of resources	Lack of cooperation	Effective vetting
10.	Accelerate infrastructure development	Availability of funding	Lack of cooperation by stakeholders Project overruns Skills flight	Private, public partnerships
11.	Improve maintenance of physical infrastructure	Availability of resources Prioritisation	Skills flight	Staff retention strategies
12.	Improve transparency	SOPs are in place	Lack of cooperation from stakeholders	Training and awareness

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No.	Strategy	Assumptions	Risks	Mitigation
Programme Outcome 2: Improved access to quality, equitable and inclusive higher and tertiary education				
13.	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
14.	Increase access to Library resources	High demand of library resources	Limited stakeholder buy-in	Subscribing to e-resources Adopting AI to e-resources
Programme Outcome 3: Increase uptake of STEM programmes				
15.	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.
16.	Increase enrolment of STEM students	Enough students coming from the feeder systems	Inadequate facilities	Upgrade and improve the facilities

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No.	Strategy	Assumptions	Risks	Mitigation
			Shortage of resources Attrition of STEM lecturers	Reviving the NUSTSEP for high schools Mobilise resources Retention strategies for lecturers.
17.	Refurbish existing infrastructure (teaching space, equipment, laboratory and workshops)	Availability of funds	Non-timeous disbursement of funds	Mobilise resources Seek funding from stakeholders
Programme Outcome 4: Improved availability of Critical Skills				
18.	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
19.	Establish a scholarship fund	Stakeholder buy in	Exchange rate fluctuation	Pegging of the value of the scholarship against a stable currency.
Programme Outcome 5: Increased Research and Innovation capacity				
20.	Strengthening institutional research infrastructure	Availability appropriate skills	Non-Availability of funds	Explore alternative funding sources

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No.	Strategy	Assumptions	Risks	Mitigation
21.	Establish a research and innovation fund	Stakeholder buy in	Inadequate funds for researchers and innovators	Increase resource mobilisation for priority start-up projects
22.	Strengthen IP awareness	Stakeholder buy in	Limited availability of skills and resources	Engage professional institutions Subscribe to professional institutions
23.	Strengthen university - industry links and international collaborations	Stakeholder buy in	Limited financial resources	Broaden funding sources
24.	Establish renewable energy-based power back up	Stakeholder buy in	Lack of funding	Establish PPP
25.	Develop sustainable 3rd income stream projects	Adequate funding	Limited market for products	Thorough project screening
Outcome 6: Enhanced Rural Industrialisation through Research and Innovation				
26.	Establish approved rural based projects	Adequate funding	Constrained market for products and services produced	Enhanced project screening

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No.	Strategy	Assumptions	Risks	Mitigation
27.	Operationalise the cropping and animal husbandry units at the NUST farm	Adequate funding	Drought Fire Theft	Water conservation strategies Put-up

SECTION D: MONITORING AND EVALUATION

16. MONITORING AND EVALUATION PLAN

A. Evaluation Plan

- a. Title of the Programme/Policy: Governance and Administration; Human Capital Development; Innovation and Industrialisation.
- b. Year of last **Formative** evaluation: 2025
- c. Details of **formative** evaluations carried out: Years 2024, 2025

Table 16.1: Evaluation Plan

Year	Evaluation Issue Area	Findings	Actions Taken
2025	Completion rate of graduating students	Decline in completion rate by 8% from previous year	While we set our target at 90% completion rate, upon further reflection, we noted that our target was over-ambitious and should have been consistent with the expected number of students who enrolled in the cohort that completed in 2025.
2025	Percentage of Revenue Generated from Research and Innovations	Target was achieved, however translated to low monetary values	Council Strategy Retreat conducted in the first month of the year – January 2026 to strategise on improving Third Income Streams. Numerous various projects presented to council and to be prioritized. Budget set aside for funding of projects and external funding models considered.

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4d. Date/s of next summative evaluation/s: December, 2026

4e. Plan for next evaluations:

Table 16.2: Plan for next Evaluations

Year	Evaluation Issue Area	Major Issues/ Evaluation Questions/ Points	Data Requirements	Frequency/ Responsibility	Estimated Budget
2026	Policies Produced	Lack of policies hindering achievement of targets in various areas.	Stakeholder engagement	Registrar	USD\$130 000.00
2026	Statutory Obligations Fulfilled	Target was not achieved as AGM was not conducted in 2025	Compliance with statutory deadlines	Bursar	-
2026	Percentage of Revenue Generated from Research and Innovations	Low income from Third Income Streams	-Aggressive marketing and sales of existing products -Increase in development of new products and services	PVC-IBD	-

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B. MONITORING PLAN

Ref. & Results Category	Outcome Description	KPI ⁵	Baseline		Target	Variance	Data Source	MoV	Data Freq.	Instrument	Risks & Assumptions	Responsibility	Specific Budgetary needs (\$ / Other)
			Value	Year									
Programme 1: Governance and Administration													
OUC 1	Improved Corporate Governance	Compliance Level	60%	2025	100%	0	Compliance Report, Audits Reports	Interviews of staff	Annually	Document Analysis Interview questions	Non-Cooperation from all departments Resistance by the internal stakeholders to new policies	Registrar	Refer to programme budget

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		Clients satisfaction level	53%	2025	55%	+/-1%	Customer Satisfaction Survey Reports	Interviews of students and other clients	Quarterly Snap Surveys, Annual independent Survey	Questionnaire	Low Response rate Standard answers	IRQM Director	Refer to Programme Budget
		Employee satisfaction level	59.5%	2025	60%	0	Employee Satisfaction Survey Reports	Interviews of staff	Quarterly Snap Surveys, Annual independent Survey	Questionnaire	Low Response rate Standard answers	IRQM Director	Refer to Programme Budget
Programme 2: Human Capital Development													
OUC 2	Improved access to quality, equitable	Female to male students ratio	45:55	2025	45:55	0	Students Records	Statistics	Bi-annually	Edurole student Information System	System failure	Deputy Registrar Academic	Refer to Programme Budget

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	and inclusive education	Pass rate (Number of students with upper second class and better)	97%	2025	97.5%	0	Students records	Statistics	Annually	Edurole student Information System	System failure	Deputy Registrar Academic	Refer to Programme Budget
		Completion rate (Number enrolled versus graduating students)	80.68%	2023	80%	+/-7%	Students records	Statistics	Annually	Edurole student Information System	System failure	Deputy Registrar Academic	Refer to Programme Budget

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OUC 3	Increased uptake of STEM programmes	Percent age of student s enrolle d in STEM progra mmes	70%	2025	70%	0	Students records	Statistic s	Bi-annuall y	Edurole student Informatio n System	System failure	Deputy Registrar Academic	Refer to Progra mme Budget
		Percent age of new STEM progra mmes introdu ced		2025	70%	0	Students records	Statistic s	Annually	Edurole student Informatio n System	System failure	Deputy Registrar Academic	Refer to Progra mme Budget
OUC 4	Improved availability of critical	Percent age of graduat	69.41 %	2025	71%	0	Students records	Statistic s	Annually	Edurole student	System failure	Deputy Registrar Academic	Refer to Progra

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	skills for industry, commerce and public sector	es with critical skills								Information System			mme Budget
	Vacancy Rate of academic staff in STEM programmes												
Programme 3: Innovation & Industrialisation													
OUC 5	Improved research and capacity	Capacity utilization of the Techno	21%	2025	45%	+/-4%	No of projects running at the Technov	Schedule of projects running at the	Monthly	IBD Dashboard	limited funding for research	Inaccuracy of records	Refer to Programme Budget

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		vation Centre					ation centre	Techno vation Centre					
		Percenta ge change in of revenue generate d from commer cialisatio n	20%	2025	40%	+/-4%	Financial records	Financi al Record s	Monthl y	Financial Records System	Inadequat e funding to finance projects; Accurate records	PVC-IBD; Bursar	Refer to Progra mme Budget
		Percent age product sales growth	3%	2025	10%	+/-1%	Financial records	Financi al Record s	Monthl y	Financial Records System	Inadequat e funding to finance projects;	PVC-IBD; Bursar	Refer to Progra mme Budget

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											Accurate records		
OUC 6	Enhanced rural industrialisation through research and innovation	Percent age of rural based innovation projects	20%	2025	40%	+/-4%	No of projects running at the NUST farm	Schedule of projects running at the Farm	Quarterly	Interviews of users	Accuracy of information presented	Director Innovation and Technology Transfer	Refer to Programme Budget
		Capacity utilization of rural industrial facilities	0.62%	2025	31.25 %	+/-3%	Financial Records	Financial Records	Quarterly	Financial Records System	Inadequate funding to finance projects; Accurate records	Director Business Development; Deputy Bursar Finance and Administration	Refer to Programme Budget

17. 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 M. 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 F. 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.



NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY



THINK IN OTHER TERMS