Republic of Zimbabwe

MANICALAND STATE UNIVERSITY
OF
APPLIED SCIENCES

STRATEGIC PLAN 2026-2030

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SECTION A: Profile of Manicaland State University of Applied Sciences

i) PREFACE

It is with a profound sense of pride, responsibility, and purpose that I present the Manicaland State University of Applied Sciences (MSUAS) Strategic Plan for the period 2026–2030. We stand at a defining moment in the history of our institution — a point of inflection where we move from establishing our foundations to solidifying our legacy as a powerhouse of innovation. As Chairman of Council, I have witnessed with admiration the resilience, creativity and unwavering dedication of our staff, students, and leadership. Their commitment has carried the University through the turbulence of the past five years and positioned us to pursue new frontiers with confidence.

This strategic plan emerges at a time when our nation is entering the implementation phase of the National Development Strategy 2 (NDS2). In this context, the Plan serves as our compass in an increasingly complex and competitive global environment defined by rapid technological shifts and an urgent demand for future-oriented skills. Our institutional stance in the face of these realities is unequivocal: such challenges call for courage rather than caution, and innovation rather than hesitation. This document is therefore not merely a plan; it is our collective pledge to be a solution-driven University that does not just transmit knowledge but generates the industrial and technological solutions required by our nation.

Rooted in the Heritage-Based Education 5.0 philosophy and the national conviction that '*Nyika inovakwa nevene vayo'*, this Plan reflects the outcomes of frank, robust, and forward-looking deliberations. It embodies the collective wisdom of our Council, the Senate, our dedicated staff, the Student Representative Council, and our valued strategic partners.

The priorities outlined herein reflect a bold shift towards tangible impact. We commit ourselves to driving rural industrialisation, fostering a vibrant and relevant research culture and ensuring financial sustainability through innovation and enterprise development. Our goals are ambitious yet grounded, they position MSUAS not only as a centre of learning within Zimbabwe but as a competitive and respected academic and innovation hub within the region and the global community.

I extend my heartfelt appreciation to the Vice-Chancellor, Professor Albert Chawanda, the executive team, and all those who contributed to the formulation of this Strategic Plan. Their strategic insight, professionalism, and steady leadership have been instrumental in shaping this roadmap. I also acknowledge with gratitude the unwavering support of the Government and our parent Ministry, whose policy guidance continues to illuminate our path.

I now call upon every member of the MSUAS family and our broader network of stakeholders to embrace and champion this vision. A vision without execution remains a merely aspiration. Let us, therefore, move forward with unity, diligence and determination to bring this bold imagination to life- transforming lives and serving our nation with distinction.

Further, together.

Dr. B. Mudavanhu
CHAIRMAN OF COUNCIL

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ii) Foreword

It is my privilege and honour to present the University's Strategic Plan for the period 2026–2030, which articulates our vision, strategic priorities, and institutional aspirations. As Vice-Chancellor, I am firmly committed to steering the University towards a future anchored in digital transformation, rural industrialisation, and sustainable national impact. Operating within an era shaped by the Fourth Industrial Revolution and guided by Zimbabwe's National Development Strategy 2 (NDS2), the University occupies a pivotal role in advancing national modernisation and industrial growth. This Strategic Plan affirms our unwavering commitment to delivering a transformative educational experience grounded in Heritage-Based Education 5.0, equipping our graduates not only to seek employment, but to create enterprises, generate value, and thrive in an artificial intelligence–driven global economy.

Central to this Plan is a deliberate focus on academic expansion and infrastructural modernisation, including the establishment of new faculties and the upgrading of teaching, research, and innovation infrastructure. We will deepen the digitalisation of our institutional ecosystem, deploy smart systems, and foster a culture of applied research and innovation. These interventions are designed to produce solution-oriented graduates and leaders, while strengthening corporate governance, financial sustainability, and institutional competitiveness.

This Strategic Plan provides a clear roadmap for programme excellence and impact, with a strong emphasis on research-to-commercialisation pathways. It introduces robust mechanisms for third-stream income generation, notably through our Innovation and Agro-Industrial Parks, supported by outcome-based performance management systems that enhance accountability, optimise resource utilisation, and maximise socio-economic impact.
The Strategic Plan further affirms our commitment to gender equity, inclusivity, and social justice. We recognise diversity as a strategic asset and are committed to creating an accessible and enabling campus environment that supports persons with disabilities, values plural perspectives, and promotes a culture of dignity and mutual respect. In this regard, the Strategic Plan also addresses the human capital imperatives of this transformative phase, outlining strategies for the attraction, development, and retention of high-calibre staff who will drive our industrialisation and innovation agenda.

I extend my sincere appreciation to the Ministry of Higher and Tertiary Education, Innovation, Science and Technology Development, the University Council, executive leadership, staff, students, and our strategic partners for

their invaluable contributions to the development of this Strategic Plan. Collectively, we have crafted a roadmap that embodies a modern-day ‘nhimbe’ - harnessing collective effort, shared responsibility, and national purpose.

I call upon the entire University community to embrace this Strategic Plan as a unifying framework for action. Let us work collaboratively, innovate boldly, and execute with discipline as we pursue our shared ambitions and build a lasting legacy for our students, our communities, and our nation.

Professor A. Chawanda
Vice-Chancellor

iii) EXECUTIVE SUMMARY

I) INTRODUCTION

This Strategic Plan serves as the developmental blueprint for Manicaland State University of Applied Sciences (MSUAS) for the period 2026 to 2030. It builds upon the robust foundation laid during the previous cycle and the successful consolidation of gains achieved over the past five years. This roadmap is crafted against the backdrop of the Government of Zimbabwe's launch of the National Development Strategy 2 (NDS2), which succeeds NDS1, and the deepened implementation of Heritage-Based Education 5.0.

These national strategic policy interventions are designed to accelerate Zimbabwe's transition into a modernised, industrialised, and prosperous society. The nation's Vision 2030 remains the guiding beacon, with the clear objective of attaining upper middle-income society status by the year 2030.

Through Heritage-Based Education 5.0 and NDS2, the government has further expanded the mandate of universities. Beyond the traditional pillars of teaching, research, and community service, MSUAS is now mandated to actively promote innovation and industrialisation. Over the previous strategic period, the University successfully operationalised the Innovation and Agro-Industrial Park in Headlands. This facility has evolved from a concept into a productive economic zone, featuring a thriving agricultural enterprise and a Game Park, thereby reducing over-dependence on fiscal funding and contributing to national food security and tourism.

MSUAS has aligned itself with the new socio-economic environment, which demands that higher education institutions serve as drivers of rural industrialisation. This Strategic Plan, therefore, represents a deliberate and conscious effort by the institution and its valued stakeholders to position MSUAS not merely as a centre of learning, but as a solution-driven engine for economic transformation.

Through this Strategic Plan, the University seeks to maintain a pole position in the higher and tertiary education sector by leveraging its comparative advantages in Applied Sciences, Agricultural Technology, and Mineral Resource Value Addition. In this regard, MSUAS will scale up operations at the Innovation and Agro-Industrial Park and accelerate the

commercialisation of research outputs, culminating in patents, goods, and services that serve the Manicaland community and the nation at large.

The MSUAS Strategic Plan (2026–2030) constitutes a roadmap that seeks to keep the University firmly focused on the modernisation and industrialisation of the national economy. As a demonstration of the University's predisposition to embrace the Fourth Industrial Revolution, this Plan presents an expanded institutional mandate that now integrates digitalisation and Artificial Intelligence across all operations, ensuring our graduates are future-ready job creators.

II) BACKGROUND

Manicaland State University of Applied Sciences was established by Act Chapter 25:31 of 2016 in line with the Zimbabwe Government policy to have a State University in each province. The University was designed with a distinct multi-campus set-up, cutting across the breadth and width of Manicaland Province to leverage specific geographical and economic endowments. The campuses are indicated below:

- Fern Hill Campus (Mutare), situated 10 km from the Mutare CBD on 120 hectares and serves as the main campus.
- Headlands Campus, situated in Headlands, 25 km from Rusape and serving as the home of the fully operational Innovation and Agro-Industrial Park IAIP.
- Proposed Campuses: Chipinge and Nyanga campuses remain part of the long-term expansion vision to tap into horticulture and timber economies respectively.

Since enrolling its first cohort in April 2016, the University has witnessed a steady trajectory of growth. From an initial enrolment of under 150 students to over 850 students in year 2025, the University is now on an aggressive expansion drive. Student Accommodation is a strategic development that will help us boost our student enrolment during the 2026–2030 cycle. This growth will be anchored on the establishment of new strategic faculties and academic programmes.

Infrastructure and Student Welfare

Significant strides have been made in infrastructure development. The University is currently completing the construction of dedicated Students' Halls of Residence at the Fern Hill Campus to alleviate accommodation shortages. While these projects near commissioning, the Division of Student Affairs continues to manage a robust off-campus accommodation accreditation system, partnering with private players in Fern Valley and Mutare suburbs to ensure student safety and welfare. The completion of on-campus residency remains a critical priority in this new Strategic Plan to guarantee access to high-speed internet, constant power supplies, and library facilities for a larger percentage of the student body.

Operating Environment and Challenges

As it executes this 2026–2030 Plan, the University must contend with and mitigate common challenges facing the higher education sector, including:

- Retention of Specialized Human Capital: The challenge of attracting and retaining high-level experts, particularly in medical, engineering, and digital fields, against a backdrop of global demand for these skills.
- Technological Disruption: The rapid pace of change driven by Artificial Intelligence, requiring constant curriculum review and investment in digital infrastructure to prevent obsolescence.
- Infrastructure Deficit: The pressing need to close the gap between growing student numbers and available physical facilities (lecture theatres, laboratories, library space and hostels).

iv) National Level Contribution:

a) **National Vision**: Towards a prosperous and empowered Upper Middle-income society by 2030.

b) **National Priorities the Manicaland State University of Applied Sciences is contributing to:**

NPA ref	NPA/s Name	National Key Result Area	National Tertiary Outcome/s	TOUC Reference
NPA 5	Science, Technology, Digital Innovation and Human Capital Development	Science and Technology Development	Enhanced Science and technology innovation, ecosystem for global Competitiveness	TOUC 11
		Human Capital Development	Increased availability of skilled workforce	TOUC 12
			Improved access to quality Education	TOUC 13

(vi) Sectoral Level Contribution:

a. Sectoral Level

Sector ref	Sector/s Name	Sector Key Result Area	Sector Intermediate Outcome/s	IOUC Ref
9	Education	Research and Technology Development	Improved science and technology innovation ecosystems	SOUC 26
		Education and Training	Improved access to quality, equitable and inclusive education	SOUC 27
			Increased availability of specialist skills for industry, commerce and public sector	SOUC 28
			Increased availability of Human Capital for Science, Technology, Engineering and Mathematics	SOUC 29

1. **MANICALAND STATE UNIVERSITY OF APPLIED SCIENCES**

2. **Vote Number:** TBA.

3. Vision Statement:

A world-class, research intensive and stakeholder driven University distinguished for advancing knowledge, innovation and societal transformation by 2030.

4. Mission Statement:

To be an internationally respected university which provides quality university education and training through creation and utilisation of knowledge.

5. Core Values:

5.1 Sustainability: Respect for the environment.

5.2 Excellence: Dedicated to cultivating a culture of distinction across all dimensions of the university's mandate.

5.3 Integrity: Upholding truth, ethical conduct, and professionalism in all university endeavours.

5.4 Inclusivity: Promoting an open, tolerant society that values critical scholarship and diverse experiences.

5.5 Innovation: The university strives to be a hub of creativity.

ACRONYM: SEIII

Our Motto

Research Innovation Sustainable Development

6. Terms of Reference:

Manicaland State University of Applied Sciences Act [Chapter 25:31].

7. Overall Functions:

(1) The objects of the University are—

(a) Specialisation in applied sciences, mineral sciences, forestry sciences, agricultural sciences, health sciences and tourism and hospitality;

(b) The advancement of knowledge through teaching and learning, research; community service, innovation and industrialisation.

(c) The nurturing of the intellectual, aesthetic, social and moral growth of the students.

(2) For the achievement of its objects, the University shall, subject to this Act, have the following powers -

(a) to provide for research and courses of instruction whether on a full-time or part-time basis, by correspondence or extra-morally, and take such other steps 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, have satisfied such other requirements as may be determined by the Senate;

(c) to provide courses 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 agricultural science, livestock production and wildlife management and any other fields in which the University may from time to time be engaged;

(e) to promote research into economic, political, social, cultural, scientific and other matters generally with particular reference to the interests of Zimbabwe;

(f) to institute professorships, lectureships, research fellowships, staff development fellowships and other posts and offices and 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 establish such trusts and appoint 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 to enter into arrangements with the Government or any organisation or person for the operation of such schemes;

(n) to acquire any property, movable 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 of any property held by it;

(p) to invest in the money market, business concerns, land or securities such funds as may be vested in it for the purpose of endowment, whether for general or specific purposes, or such other funds as may not be immediately required for current expenditure;

(q) to borrow money for any purpose deemed fit by the Council;

(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, incidental to the powers specified in this subsection, and whether inside or outside Zimbabwe, as may be requisite in order to further its overall objects or any of them.

DEPARTMENTS IN THE UNIVERSITY AND THEIR FUNCTIONS

Vice Chancellor's Office

The Vice-Chancellor's office is responsible for maintaining and promoting the efficient, effective and good order of the University. The Vice Chancellor is the chief academic, administrative and disciplinary officer of the University. Under the Vice Chancellor's office are the Legal Officer and Marketing, Information and Public Relations office as well as the Risk Management office.

Registry

The Registry is made up of the following sections: Academic Registry, Admissions and Student Records, Examinations, Secretariat, Human Resource, Monitoring and Evaluation, and Central Services and is responsible for the following activities:

- Coordination and management of the university committee system to ensure good corporate governance.
- Formulation of policies and regulations that ensure sound administrative and governance practices;
- Recruitment, training, staff development and promotions;
- Administration of staff and its welfare;
- Retention of experienced and critical staff;
- Student admission, registration, administration of examination and issuing of transcripts and certificates;

- Performance management;
- Provision of support services such as general cleanliness, mail delivery, telephone services and staff accommodation;
- Promote an environment conducive for work

Bursar's Department

The Bursar is responsible for the safeguarding of the University funds and, in accordance with the general directions of the Vice Chancellor, for investments and expenditure.

- To provide the University's stakeholders with the highest quality financial information and services in a timely, accurate, clear, complete and friendly manner through the use of Information Communication Technologies (ICT) as the principal modes of transaction capturing, preservation, retrieval and delivery and
- To engender equality and equity in staff compensation.

Library

The MSUAS Library supports the University in its pursuit of learning and teaching, research, community engagement, innovation and industrialisation endeavours by procuring and providing access to information resources in both print and electronic formats. Hence, the functions of Manicaland State University of Applied Sciences Library are as follows:

- Building and enhancing collections, processes, skilled staff and library spaces that are responsive to the University's current and future learning and teaching, research, and innovation agendas;
- Arranging and organising information sources in such a way that they can easily be retrieved;

- Equipping students and staff with lifelong skills that enables them to carry out research effectively through information literacy skills training;
- Developing an innovative e- environment in support of the University's learning and teaching, research and innovation needs through new technology-based services and internal processes;
- Conserving knowledge and ideas for posterity;
- Disseminating and publishing the University's research output;
- Creating a strong positive image in the minds of the university's stakeholders through improving the university's ranking nationally and internationally; and
- Establishing and maintaining strong collaborative relationships with key stakeholders and partners within the University, nationally and internationally.

Campuses and Faculties

The University has two (2) campuses located in Mutare and Headlands. MSUAS is still to be allocated land for the Nyanga and Chipinge Campuses. The University has four (4) faculties, which are Agribusiness Management; Engineering; Applied Sciences and Technology and Applied Social Sciences, all currently located in Mutare. In future, the University shall introduce four more faculties which are Agriculture, Environment and Natural Resources Management, Business Sciences, Medicine and Health Sciences as well as Geoscience and Technology.

The functions of the faculties are to provide vibrant learning and teaching, research and community engagement, which all culminate in innovation and industrialisation.

Research, Innovation and Postgraduate Studies (RIPS)

The RIPS is responsible for the planning and management of research through:

- Promoting, developing, coordinating and facilitating quality research in the University;
- Promoting the development, innovation, patenting and commercialisation of research outputs;
- Ensuring an effective and efficient postgraduate training system;
- Capacity development of academic staff in research and innovation;
- Developing and maintaining a database of research projects;
- Maintaining a database of research expertise of staff at MSUAS;
- Assisting researchers in securing research grants; and
- Showcasing successful research findings in local and international expositions.

Innovation and Agro Industrial Park (IAIP)

The IAIP is responsible for the following key functions:

- Promoting the translation of research outputs into product commercialisation at MSUAS;
- Fostering an entrepreneurial and innovative culture among the MSUAS and Headlands community;
- Nurturing innovative ideas incubating businesses and supporting start-ups;
- Building and maintaining a strong network with innovators, stakeholders, mentors and/or investors;
- Providing access to inspiring and supportive space and resources.
- Producing commercialised goods that result from innovative ideas/activities in line with Education 5.0;
- Marketing and maintain and monitoring sales of the products including agro-produce.
- Business development for sustainability through innovations; and
- Providing for income augmentation, employment opportunities, and research and development.

Information Communication Technology (ICT)

The Department is responsible for:

- Offering quality ICT systems that support teaching, learning, research and administration services (IMIS);
- Advisory services on technology enabled business services/processes;
- Identifying and implementing ICT governance and service management frameworks;
- Establishment and maintenance of digital assets, network and infrastructure security solutions;
- Establishment of disaster recovery and business continuity measures on systems, hardware, networks, and infrastructure;
- Technical capacity needs analysis i.e., skills, ICT tools and equipment for both end users and ICT department staff;
- Developing ICT software and tools;
- Enhancing technical capacity of users and ICT staff through training;
- Maintenance of university general e-platforms (e-mail, internet, e-resources, portals);
- Undertaking detailed analysis of business area requirements for planned information; technology-based solutions; and
- Acquiring, developing, enhancing and integrating Information Technology based solutions.

Division of Student Affairs

- **Holistic Student Development:**

  The Student Affairs Division fosters the well-being and growth of students beyond the classroom by providing a comprehensive range of services and programs. These initiatives contribute to a holistic student

development experience, preparing them for academic success and personal fulfilment. We achieve this through:

- **Residential Life;**

  Offering comfortable and secure on-campus housing that fosters a sense of community and belonging.
- **Dining Services;**

  Providing nutritious and diverse meal plans that support student health and well-being.
- **Wellness Services;**

  Offering programs and resources that address students' physical, mental, spiritual, and healthcare nee
- **Life Skills Development;**

  Equipping students with essential skills such as health and wellness, life management, and personal development.
- **Community Engagement (communiversity);**

  Encouraging active participation in campus life and the surrounding community, fostering social responsibility and civic engagement (communiversity).
- **Student Leadership Development;**

  Providing opportunities for student governance participation, nurturing leadership qualities, and promoting advocacy for the student body.
- **Supportive Environment;**

  Acting in loco parentis (in the place of a parent) to create a safe, inclusive, and nurturing environment that feels like a home away from home.

Internal Audit

The department provides internal audit services to the University and is mandated to do the following:

- auditing of finances, operations and assets;
- assessing university risks;
- control evaluation;
- process improvement;
- auditing operations;
- ensuring compliance with standard operational procedures;
- advising the University on ICT audit, governance and risk management matters and internal control processes;
- safeguarding of the University property and
- ensuring effective utilisation of university resources.

Security

The department offers security services in order to maintain law and order. It specifically performs the following key roles:

- protection of life and property;
- prevention of crime/cases and disorders;
- detection and investigation of crimes /cases;
- advising the University on security and safety matters and
- promotion of good security community relations.

Works, Estates and Infrastructure Development

The Department is mandated to:

- provide infrastructure development and maintenance services;
- develop and provide professional, cost effective, dependable and efficient infrastructure and transportation system and
- provide, equip and maintain modern conducive buildings and associated infrastructure.

Procurement Management Unit

- Advising and training the University on issues to do with the procurement of goods and services and logistics management;
- Monitoring adherence to procurement process and procedures in line with the Public Procurement and Disposal of Public Assets Act [Chapter 22:23];
- Procuring, maintaining and managing supplies, materials and services to support the operations of the University and
- Ensuring value for money when purchasing goods and services

Internal Quality Assurance

The Department coordinates the development of quality standards in teaching and non-teaching unit of the University. It monitors compliance to set standards in:

- teaching and non-teaching units;
- research and citations;

- community engagement;
- innovation;
- industrialisation and commercialisation and
- Internationalisation

It also coordinates programme planning and accreditation in line with MSUAS's vision and the national framework and promotes the quality of service in order to improve the ranking of MSUAS in Zimbabwe, Africa and internationally.

Risk Management

The Department provides risk management services to the University and is mandated to do the following;

- Identifying, assessing, and managing risks within the University.
- Building a risk awareness culture within the University including education and training programmes
- Managing and administering the development and implementation of risk management framework, policies and procedures
- Managing and selecting third-party service providers such as brokers/insurers

8. Programmes in the University and their functions:

8.1 Policy and Administration

- **Overall Institutional Leadership and Stewardship:** Providing strategic direction to ensure the good order, reputation, and effective operation of the entire university.
- **Corporate Governance and Compliance:** Overseeing critical institutional functions to ensure adherence to laws, manage reputation, and safeguard the university's interests.

- **University Governance and Policy Administration:** Serving as the central hub for corporate governance, policy formulation, committee coordination, and ensuring sound administrative practices.
- **Human Resource and Student Lifecycle Management:** Managing the entire spectrum of staff (recruitment, welfare, performance) and student (admission to certification) administration and support services.
- **Financial Stewardship and Reporting:** Safeguarding university funds, managing investments/expenditure, and providing accurate, timely financial information to stakeholders.
- **Efficient Financial Operations and Equity:** Delivering high-quality financial services using modern technology and ensuring fair and equitable staff compensation.
- **ICT Service Delivery and Infrastructure Management:** Providing, maintaining, and securing all university digital assets, networks, and systems to support academic and administrative operations.
- **ICT Strategy and Solution Development:** Advising on technology-enabled processes, developing software/tools, and implementing solutions to meet the university's evolving business needs.
- **Assurance and Compliance Monitoring:** Providing independent assurance through auditing of finances, operations, and compliance with statutory, regulatory, policy and procedures to safeguard assets and ensure effective resource utilization.
- **Advisory and Risk Management Support:** Advising university management on improving internal controls, processes, and managing ICT, governance, and operational risks.
- **Protection and Crime Prevention:** Ensuring the safety and security of life and university property by preventing crime and disorder.
- **Investigation and Security Advisory:** Investigating incidents and providing expert advice on all security and safety matters to the university community.

- **Procurement Governance and Compliance:** Ensuring all university procurement adheres to legal frameworks, established procedures, and achieves value for money.
- **Operational Procurement and Supply Management:** Procuring, maintaining, and managing the supply of all goods and services required for university operations.
- **Standards Development and Compliance Monitoring:** Establishing quality standards and monitoring compliance across in university administration (academic, research).
- **Risk Identification and Framework Management:** Systematically identifying, assessing, and managing institutional risks through the development and implementation of policies and frameworks.
- **Risk Culture and Partnership Management:** Fostering a risk-aware culture through training and managing relationships with insurance companies.
- **Strategic Brand and Reputation Management:** Leading the development and protection of the university's image, brand, and reputation both internally and externally through strategic communication, media relations, and consistent messaging.
- **Integrated Marketing and Stakeholder Communications:** Promoting the university's achievements, programs, and value to all stakeholders (local to international) via multi-channel campaigns, content production, events, and digital media management.

8.2 Human Capital Development

- To provide access to information resources in both print and electronic formats to support teaching and learning activities in the university
- To provide a vibrant learning and teaching environment

- To develop and provide professional, cost effective, dependable and efficient teaching and learning infrastructure and transportation system
- To foster the well-being and growth of students beyond the classroom by providing a comprehensive range of services and programs.
- To bridge the gap between theory and practice, enhancing employability and career development

8.3 Research, Innovation and Industrialisation.

- Promoting the development of quality research, innovations and intellectual property.
- Strengthening capacity development in research, innovation and industrialisation ecosystems.
- Resource mobilisation for supporting research, innovation and industrialisation projects.
- Promoting the production of competitive commercialised goods and services resulting from research and innovations in line with Education 5.0.
- Building and maintaining strategic linkages and partnerships to support research, innovation and industrialisation.
- Providing supportive infrastructure, systems and resources for research, innovation and commercialisation.
- Nurturing innovations, incubating and development of sustainable business start-ups.

9. State Enterprises and Parastatals, Statutory Bodies and Grant Aided Institutions under the University and their functions.

N/A.

10. Environmental Scan

	Strengths *(Internal)*	**Weaknesses *(Internal)***	**Opportunities *(External)***	**Threats *(External)***
Political	• Enhanced access to active collaborations and internationalisation of MSUAS enabled by government. • Strong Alignment to Heritage Based education 5.0, the National Development Strategy 2 (NDS2), and Vision 2030. • Government's commitment to support agro-mechanisation.	• Geopolitical tensions in some parts of the world disrupt funding of collaborative projects. • Lack of capacity for implementation of some programs.	• Regional integration enabling ease of cross border collaborations. • Favourable research grants.	• Negative country perception. • Disruptive policy changes.
Economic	• Continual and consistent government funding • Growing demand for skilled labour that creates a market for specialized,	• Slow growth in self-funding ability. • Insufficient student output numbers to colonize the market • In ability to accrue investments in securities.	• creation of business units in value addition and beneficiation • Fostering relations with stakeholder organisations • implementation of Agro-tourism to boost income streams.	• Inflationary pressure causing loss of buying power • Inability of students to pay fees on time. • Stiff competition from sister Institutions.

	industry-relevant programmes • Increase in capacity to offer consultancy services			• Distortion of prices due to multi-currency regime.
Social	• A growing influential Alumni base. • Availability of a culture of peace on Campuses • University has excellent Community and stakeholder relations. • Marketing of University programs	• Lack of structures to deal with Alumni activities.	• Alumni members can be Ambassadors of MSUAS. • Creation of linkages for developmental projects • Attraction of International students.	• The menace of drug and substance abuse • Mental health issues • Negative perception towards University
Technological	• Adaptable and agile ICT infrastructure for the adoption of current trends in AI and technologies. • Expanded blended learning models	• Reliant on Internet service providers for bandwidth • Full digitisation is not yet realised • Depressed income to finance solar projects	• Synergies between University and ICT related organisations. • Exploitation of open source systems where possible • • Funding through partners	• Cyber crimes • Rapid technological changes.

	• Implementation of solar power technologies.			
Legal	• Compliance with Government statutes. • Guaranteed protection of innovations and research output. • Complying with Accreditation bodies.	• Vulnerability to legal compliance issues. • Generation of cutting edge innovations • Inadequate requisite infrastructure	• Funding opportunities where legal compliance is a criterion • Increasing Short Courses base	• Bureaucratic procedures that slowdown progress • Prohibitive costs for registration of intellectual property • Prolonged approval periods may render new programs irrelevant.
Ecological	• Geographical location of the Campus which can spur tourism activities. • Establishment of a Sustainability Oriented Faculty. • Availability of a healthy and safe working and learning environment.	• Lack of capacity to invest in infrastructure required. • Requisite facilities for full application of programs • Absence of an Environmental Management Policy	• Opportunity for leadership in developing regional centres of excellence for climate resilience. • Attract funding relating to Sustainability issues • There is an opportunity to adopt an Environmental Management System for ISO 14001 certification	• Competition from other organisations • Effects of climate change

Governance	• Availability of policies and codes to guide members of the Institution. • Compliance to governance statutes. • Robust Committee system.	• Bureaucratic procedures that slow down decisions making	• Good rating of the Institution.	• Areas not yet covered by a policy

11. **Programmes and Outcomes:**

`	**Programme Name**	**Programme Outcomes**	**Weight**	**Responsible Department**	**Contributing MDAs/ Other Partners**	**Type of Contribution**	**Sector Outcome Ref.**	**National Outcome Ref**	**SDG Ref**
1	Governance and Administration	Improved governance and administration.	25%	Council, Senate Vice-Chancellor, Registrar's Department Bursar's Department	-Ministry of Higher and Tertiary Education Innovation, Science and Technology Development	Policy guidance	10	31	4, 5, 9, 13, 16

`	Programme Name	Programme Outcomes	Weight	Responsible Department	Contributing MDAs/ Other Partners	Type of Contribution	Sector Outcome Ref.	National Outcome Ref	SDG Ref
					-OPC -PSC Ministry of Finance	Policy guidance Technical Support Financial resources			
2	Human Capital Development	Improved access to quality, equitable and inclusive higher education	15%	- Vice Chancellor -Faculties, -Registrar's office -Library -Research, Innovation and Postgraduate Studies,	- Ministry of Higher and Tertiary Education Innovation, Science and Technology Development - Tripartite	Policy guidance	5	12,13	1, 2, 3, 4, 8, 9, 11, 12

`	Programme Name	Programme Outcomes	Weight	Responsible Department	Contributing MDAs/ Other Partners	Type of Contribution	Sector Outcome Ref.	National Outcome Ref	SDG Ref
				-Student Affairs	-OPC -PSC -Ministry Finance, Economic Development and Investment Promotion -Zimbabwe Council for Higher	Policy guidance Technical support Financial resources -Standards and Quality Assurance -Accreditation			

`	Programme Name	Programme Outcomes	Weight	Responsible Department	Contributing MDAs/ Other Partners	Type of Contribution	Sector Outcome Ref.	National Outcome Ref	SDG Ref
					Education Zimbabwe Manpower Development Fund	-Technical support			
		Increased uptake and application of STEM subjects	20%	- Vice Chancellor -Registrar's office -Faculties, -Library -ICT -Research, Innovation and Postgraduate	- Ministry of Higher and Tertiary Education Innovation, Science and Technology Development - Tripartite -OPC	Policy guidance Policy	5	12,13	1, 2, 3, 4, 8, 9, 11, 12

`	Programme Name	Programme Outcomes	Weight	Responsible Department	Contributing MDAs/ Other Partners	Type of Contribution	Sector Outcome Ref.	National Outcome Ref	SDG Ref
				Studies,	-PSC - Ministry Finance, Economic Development and Investment Promotion -Zimbabwe Council for Higher Education	guidance Technical support Financial resources -Standards and Quality Assurance -Accreditation			
		Improved availability	15%	- Vice Chancellor	- Ministry of Higher and	Policy guidance	4	1	1, 2, 3, 4,

`	Programme Name	Programme Outcomes	Weight	Responsible Department	Contributing MDAs/ Other Partners	Type of Contribution	Sector Outcome Ref.	National Outcome Ref	SDG Ref
		of critical skills		-Registrar's office -Faculties -Library -ICT -Research Innovation and Postgraduate Studies	Tertiary Education Innovation, Science and Technology Development - Tripartite -OPC -PSC - Ministry Finance, Economic Development and Investment Promotion	Technical support Financial resources -Standards Quality			5, 8, 9, 10, 11

`	Programme Name	Programme Outcomes	Weight	Responsible Department	Contributing MDAs/ Other Partners	Type of Contribution	Sector Outcome Ref.	National Outcome Ref	SDG Ref
					-Zimbabwe Council for Higher Education Ministry of Industry and Commerce	Assurance -Accreditation Technical support			
3	Research, Innovation and Industrialisation	Increased research and innovation capacity.	15%	- Vice Chancellor -Faculties -Library -ICT -Research, Innovation and Postgraduate Studies	- Ministry of Higher and Tertiary Education Innovation, Science and Technology Development - Tripartite -OPC	Policy guidance Policy	5	11	1, 2, 3, 4, 5, 7, 8, 9, 10, 11, 13, 17

`	Programme Name	Programme Outcomes	Weight	Responsible Department	Contributing MDAs/ Other Partners	Type of Contribution	Sector Outcome Ref.	National Outcome Ref	SDG Ref
					-PSC Ministry Finance, Economic Development and Investment Promotion -Zimbabwe Council for Higher Education Research	guidance Technical support Financial resources -Standards and Quality Assurance -Accreditation Technical and Financial support			

`	Programme Name	Programme Outcomes	Weight	Responsible Department	Contributing MDAs/ Other Partners	Type of Contribution	Sector Outcome Ref.	National Outcome Ref	SDG Ref
					Council of Zimbabwe				
		Enhanced rural industrialisation through research and innovation.	10%	- Vice Chancellor -Faculties -Library -ICT -Research, Innovation and Postgraduate Studies	- Ministry of Higher and Tertiary Education Innovation, Science and Technology Development - Tripartite -OPC -PSC	Policy guidance Policy guidance Technical support	5	11	1, 2, 3, 4, 5, 7, 8, 9, 10, 11, 13, 17

`	Programme Name	Programme Outcomes	Weight	Responsible Department	Contributing MDAs/ Other Partners	Type of Contribution	Sector Outcome Ref.	National Outcome Ref	SDG Ref
					- Ministry Finance, Economic Development and Investment Promotion -Zimbabwe Council for Higher Education Research Council of Zimbabwe	Financial resources -Standards and Quality Assurance -Accreditation Technical support			

12. Policies Applicable for Manicaland State University of Applied Sciences:

No.	External Policy	Programme Ref	No.	Internal Policy	Programme Ref
1.	Vision 2030	1, 2 and 3	01	Council Charter	1
2.	National Development Strategy (NDS2)	1, 2 and 3	02	Strategic Plan 2026-2030	1, 2 and 3
3.	SADC Protocol on Science Technology and Innovation	3	03	Annual Plan	1, 2 and 3
4.	Sustainable Development Goals	1, 2 and 3	04	Academic Regulations	1&2
5.	Research Act of 1996 revised in 1998	1&2	05	Acting and Responsibility Policy	1&2
6.	Presidential Commission of Enquiry into Education and Training [1999]	1&2	06	Succession Planning Policy	2
7.	SADC Protocol on Education and Training [1997]	2	07	Human Capital Development Policy	2
8.	Statutory Instrument 1 of 2000 as amended	1	08	Financial Regulations	1
9.	Public Finance and Management Act of 2009	1	09	Laptop Policy	1&2
10.	Public Entities Corporate Governance Act Chapter 10:31	1&2	010	Bereavement Policy	1

11.	Continental Education Strategy For Africa 2016-2025	1&2	011	Recruitment and Selection Policy	2
12.	Malabo Declaration of 2014	1&2	012	Anti-Sexual Harassment Policy	2
13.	CAADP Pillar 4	1&2	013	Assets Management Policy	1&2
14.	Public Procurement and Disposal of Public Assets Act [22:23]	1&2	014	Health and Safety Policy	1&2
15	Agenda 2063	1&2	015	Non-Smoking Policy	1&2
16	SADC RISDIP 2016 to 2020	1&2	016	ICT Policy	1&2
17	Education 2030 framework	1&2	017	Contractors Policy	1&2
18	Marrakesh VIP treaty (WIPO) for visually impaired	1&2	018	Covid-19 Management Policy	1&2
19	Science and Technology Innovation Strategy 2024	2	019	Employment Code of conduct and Grievance Handling Procedure	1&2
20	National ICT Policy of 2018	2	020	Personal Protective Equipment /Clothing Policy	1
21	National Gender Policy	1&2	021	Pursuance of Professional Qualifications & Academic Studies by Non-Teaching Staff Policy	1 & 2
22	International Financial Reporting Standards	1&2	022	Disclosure Policy	1

23	International Public Sector Accounting Standards	1	023	Non-Disclosure Policy	1
24	General Notice 2929 of 2021	1	024	MSUAS Code of Ethics	1&2
25	Labour Act (Chapter 28:01)	2	025	MSUAS Council Code of Ethics	1&2
26	NSSA Act	1	026	Marketing, Information & Public Relations Policy	1&2
27	National Biotechnology Authority Act 2006	2	027	Cell phone Policy	1&2
28	Regulatory bodies	1&2	028	Quality Assurance Policy	1&2
29	All Statutory Instruments Subsidiary to all Acts administered by the parent Ministry	1&2	029	Laboratory Safety Policy	2
30	National Policy on HIV and AIDS at the Workplace	1	030	Donations Policy	1&2
31	Manpower Planning and Development Act [28:02]	2	031	General MSUAS Examination Regulations	1&2
32	Ministry of Higher and Tertiary Education, Innovation Science and Technology Development (MHTEISTD) Strategic Plan 2026-2030	1&2	032	Mileage and Fuel Allocation Policy	1&2

33	Second National Science and Technology policy	2	033	Academic Staff Appointment, Grading, Tenure & Promotions Ordinance No.3	1&2
34	Ministry of Higher and Tertiary Education, Innovation Science and Technology Development (MHTEISTD) Doctrine of 2018	1&2	034	Financial Award Publications Policy	2
35	Zimbabwe Council for Higher Education Act [Chapter 25:27]	1&2	035	Transport Policy	1
36	Accounting Officer's Manual	1	036	Leave Management Policy	1
37	Statutory Instrument 132 of 2018	1	037	Students Credit Policy	1
38	Statutory Instrument 133 of 2018	1	038	Drug & Substance Abuse Policy	1&2
39	Statutory Instrument 137 of 2018	1	039	Research, Innovation and Industrialisation Ordinance	3
40	Statutory Instrument 140 of 2018	1			
41	Zimbabwe National Qualifications Framework	1&2			
42	Labour Act Chapter 28:01	1			
43	Public Debt Management Act	1			

13 DEMAND ANALYSIS

CLIENT NEEDS/PROBLEMS ANALYSIS: *Negative situation for a client that needs to be addressed*

Direct Clients	Needs/Problems	Extent *(Magnitude/seriousness)*
1. Enrolled Students	**Needs**	
	Access to high teaching and learning	High
	Modern fully equipped learning facilities (labs, workshops, studios, classroom)	High
	Adequate Learning Materials/digital content and tools.	High
	Reliable ICT infrastructure (internet, LMS, devices	
	Safe, affordable on campus accommodation	High
	Accessible student support services (counselling, health, academic advising).	High
	Inclusive services for students with disabilities.	
	Problems	
	Shortage of living space and catering facilities.	High
	Limited students wellness and mental health services.	High
	Inadequate sports and recreation infrastructure.	High
	ICT connectivity challenges (bandwidth, coverage.	
	Inadequate internal transport/shuttle services.	
2. Prospective Students	<u>Needs</u>	
	Clear academic programme information	High
	Efficient user friendly admissions guidance system.	High
	Awareness of available support services (finance aid, disability support, housing.	Medium
	Career guidance and University readiness information	

	Problems Difficulty accessing clear, comprehensive information about programs, admission requirements, and career pathways. High tuition fees, limited scholarships, and uncertainty about funding options. Complicated application processes, unclear timelines, and lack of guidance on entry requirements. Insufficient outreach to rural or marginalized communities, leading to inequitable access. Uncertainty About Employability Digital Divide - Limited access to online application systems or digital resources, especially in rural areas.	High High High High High High
3. Local Community	Needs Access to University –led outreach programs Solutions-oriented innovations for local development Employment and capacity-building opportunities Community libraries Capacity building and Lifelong learning Problems Limited Access to University Resources Skills Gap	 Medium High Medium High High High High High High High

	Weak University–Community Linkages Unemployment and Underemployment Social Inequality	
4. Industry	<u>Needs</u> Competent industry ready graduates Responsive innovation and consultancy services Structured, reliable research partnerships Faster turnaround times for contracted research .	 High High Medium High
5. Research Funders	High quality, timely research output and deliverables. Availability of competent researchers and technical teams. Efficient grants administration and reports systems Visibility of institutional research impact	High High Medium Medium

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14. STAKEHOLDERS ANALYSIS

Direct Stakeholders	Demands/ Expectations	Extent (Magnitude/Seriousness)
1. Ministry of Higher and Tertiary Education, Innovation, Science and Technology Development.	**Demands**	
	• Implementation of Heritage-based Education 5.0	High
	• Adherence to mandate	High
	• Account for the use of public resources	High
	• Compliance with government statutes and policies	High
	Expectations	
	• Implement strategic plans	High
	• Collaborate with research institutions	High
	• Generate multiple revenue streams	High
	• Produce relevant and holistic graduates in line with the skills requirements of the country and other nations.	High
ZIMCHE	**Demands** • Accreditation of academic programmes • Compliance with national higher education policies • Implementation of quality assurance standards • Regular institutional audits and evaluations • Adequate staffing with qualified personnel • Infrastructure and learning resources adequacy • Transparent reporting and accountability mechanisms	

	Expectations • Alignment of curricula with national development priorities • Research output and innovation capacity • Internationalization of higher education initiatives • Effective governance and management structures • Student support and welfare systems	
2. University Council	**Demands**	
	• Compliance to NDS2 • Compliance with government statutes and policies	High
	• Good governance and accountability	High
	• Annual budget	High
	• Audited financial statements	High
	• Conferment of degrees	High
	• Execution of University's mandate • Implementation of the strategic plan	High
	Expectations	
	• Community engagement and positive visibility of the University	High
	• Quality of service delivery	High
	• Growth and development of University	High
	• Continued financial sustainability of the institution	High

	• Disciplined student body, with minority and vulnerable groups well represented	High
	• Openness, professionalism and accountability in decision-making	High
	• Recognition of Council's oversight role	High
	• Faculty and staff development	High
3. Accreditation and professional bodies	**Demands**	
	• Compliance with quality assurance standards	High
	• Quality stakeholder and industry driven programmes	High
	• Requisite infrastructure	High
	• Sound governance systems	High
	• Sound information management systems	High
	• Effective and efficient human resource base	High
	Expectations	
	• Adequate funding	High
	• High professionalism standards	High
	• Up to date subscriptions	High
	Demands	

4. Parents, guardians and sponsors	• Health and safety of students	High
	• Accountability and transparency	High
	• Professionalism	High
	Expectations	
	• Growth and development of the institution • Adequate living facilities	High
	• Conducive environment enabling high completion rates	High
	• Good corporate governance	High
	• Excellence in learning, teaching, research, community engagement, innovation and industrialisation	High
5. Alumni	**Expectations**	
	• Good University reputation and image	High
	• Good corporate governance	High
	• Regular updates on University activities	High
	• Infrastructure development	High
	• Involvement in resource mobilisation	High
	• Recognition of alumni achievements	High

	• Beneficial networking opportunities • Transparency and accountability	High
6. NGOs, civil society and donor community (partnerships and linkages)	**Demands**	
	• Accountability and transparency	High
	•	
	• Compliance to agreed contracts	High
	Expectations	
	• Collaboration in learning, teaching, research, innovation and staff and students	High
	• Collaborative linkages for development	High
	• Professionalism	High
7. Industry and Commerce	**Demands**	
	• Stakeholder-driven curricula	High
	Expectations	
	• Innovative and enterprising graduates	High
	• Graduates employability	High
	• Solutions through research and innovation	High
	• Collaborations and partnerships	High
8. Other Universities	**Expectations**	

	• Collaboration in research and innovation	High
	• Staff and student exchange programmes	High
	• Provision of goods and services	Moderate
	• Sharing of resources and infrastructure	High
8 Trade Unions	**Demands**	
	• Transparency and Accountability	High
	• Fair Labour practice	High
	Expectations	
	• Provide industry relevant programmes	High
	• Develop capacity building programmes	High
10 University Staff	**Demand**	
	• Competitive salaries and benefits	High
	• Provision of adequate tools of the trade	High
	Expectation	
	• Conducive work environment	High
	• Continuous professional development	High

15. STRATEGIES, ASSUMPTIONS, RISKS AND MITIGATIONS

Period	Strategies	Assumptions	Risks	Mitigations
Programme 1: Governance and Administration				
Outcome 1: Improved Governance and Administration				
Budget Year 2026	Automate scheduling, documentation and monitoring of all statutory meetings	ICT infrastructure and software development expertise is available. Users are trained and willing to adopt the digital system.	System downtime and technical failures. Low user adoption due to limited digital literacy. Data privacy and cybersecurity vulnerabilities.	Implement redundant servers, backups and routine system maintenance. Provide user training, helpdesk support and change management sessions. Strengthen firewalls, access controls and periodic cybersecurity audits.
	Automate statutory report generation.	All source data is digitised and accessible.	Skills gaps in using reporting tools.	Conduct targeted capacity-building on reporting tools.

Period	Strategies	Assumptions	Risks	Mitigations
		Stable electricity and internet connectivity.	Delays in data submission by departments. Data integrity and privacy concerns.	Enforce departmental reporting timelines and data standards. Introduce data validation protocols and secure data storage systems.
	Accelerate formulation, review and harmonisation of institutional policies	Relevant benchmark institutions are available for comparison. Technical expertise and time are available.	Competing priorities reducing focus on policy work. • Regulatory complexity and lengthy approval processes. .	Prioritise high-impact policies and develop a policy review calendar. Engage external experts for specialised policies. Provide training on legislative drafting.
	Modernise software development procedures	Management support is assured.	Financial constraints affecting acquisition of development tools.	Adopt open-source platforms and modular

Period	Strategies	Assumptions	Risks	Mitigations
	and adopt emerging technologies	Adequate ICT infrastructure exists.	Incompatibility of old systems with new technologies. .	development approaches. Implement phased system upgrades and integration testing.
2-3 Years	Deploy integrated real-time dashboards for governance monitoring	Departments update data consistently. System interoperability can be achieved.	Poor data quality ("garbage in, garbage out"). Integration challenges between legacy and new systems. High maintenance costs.	Implement data governance policies and validation workflows. Use middleware to facilitate integration. Allocate dedicated budget for system maintenance.
	Conduct comprehensive policy impact assessments	Policies mature enough for evaluation. Stakeholders provide candid feedback.	Resistance to policy changes. Misinterpretation of assessment results.	Conduct inclusive consultations and evidence-based revisions. Ensure legal vetting of recommendations. Adopt iterative, evidence-based policy revisions.

Period	Strategies	Assumptions	Risks	Mitigations
	Migrate governance systems to secure cloud platforms	Cloud use permitted by law Reliable internet connectivity.	Cloud service downtime and vendor lock-in. Escalating usage costs. .	Adopt a multi-cloud approach with defined SLAs. Periodic cost monitoring and optimisation. Maintain offline and offsite backups.
	Introduce AI-assisted minute taking and decision-tracking systems	AI speech-to-text tools meet required accuracy levels. Legal frameworks permit use of AI-generated draft minutes.	Misinterpretation or "hallucination" errors by AI tools. Privacy concerns.	Enforce human verification and approval of all AI-generated minutes. Use locally hosted AI solutions to protect confidentiality. Retain manual recording as backup.
4-5 Years	Introduce predictive governance analytics to pre-empt compliance issues	Historical data is complete and reliable. Algorithms are tested and validated.	Algorithmic bias. Over-reliance on automated predictions.	Establish an AI ethics oversight committee. Conduct periodic algorithm audits. Treat predictions as advisory, not binding.

Period	Strategies	Assumptions	Risks	Mitigations
	Implement ISO-aligned governance standards and certification	Funding for certification is available. International standards remain stable.	High cost of compliance audits. Loss of contextual relevance.	Localise standards to fit MSUAS context. Adopt phased certification. Seek partnerships and grants for compliance funding.
	Implement a fully Integrated Smart Governance Platform (ERP)	Organisational maturity achieved. Funding is secured.	System complexity overwhelming users. Implementation fatigue. Cost overruns.	Adopt modular rollout. Strengthen PMO oversight and UAT processes. Engage local developers to reduce costs.

Period	Strategies	Assumptions	Risks	Mitigations
Outcome 1: Improved access to quality, equitable and inclusive Higher Education				
Budget Year 2026	Strengthen students' digital online admission systems.	-Supportive policies exist -Adequate connectivity	Cybersecurity threats. Exclusion of disadvantaged groups.	Enhance system security and Multi-factor Authentication (MFA). Provide walk-in digital support centres and toll-free assistance. Collaborate with schools for community-based digital admission support.
	Establish digital admissions subcommittee		Delayed implementation	Classification of online incidence
	Establish a stakeholder feedback online platform		Cyberbullying	Dedicated online damage control tracker
	Upgrade online student admission system		Cyber security threats	System downtime23

2-3 Years	Establish a Disability Resource Centre	Rising demand for inclusive services	Funding limitations for assistive technologies. Shortage of specialised staff	Mobilise resources from government, NGOs and corporate partners. Upskill staff through specialised training.
4-5 Years	Expand access in digital learning platforms and infrastructure	-Support by Government -Improved connectivity	Infrastructure strain	Phased Expansion Continuous staff development
	Develop a multi-campus teaching and learning system	• Financial resources are mobilised. • Community acceptance of satellite centres.	• Operational complexity. • Weak rural connectivity	• Pilot-test centres before full rollout. • Invest in solar and offline-capable digital systems.
Outcome 2:Increased uptake of STEM programmes				
Budget Year 2026	Enhance STEM scholarships and outreach	Strong demand for STEM programmes.	Competition from other universities.	Aggressive marketing and STEM outreach activities.

	Mobilize funding and partnerships from stakeholders for STEM scholarships		Limited scholarship funding.	Develop partnerships with industry for co-funded scholarships.
	Establish satellite offices and learning centres in strategic places in urban and rural environments	Communities will embrace and accept the presence of satellite centres.	Poor connectivity and unreliable utilities in rural centres.	Start with pilot centres in high demand areas before scaling.
	Expand STEM programme offerings and outreach	Stakeholders support programme expansion.	Low uptake in new STEM programmes. Shortage of qualified lecturers.	Introduce competitive entry requirements and incentives. Strengthen career guidance in schools. Implement staff development programmes.
2-3 Years	Scale-Up STEM enrolment and outreach	Sustained stakeholder support.	Lecturer shortages. Infrastructure pressure.	• Expand scholarship coverage and industry co-funding • Broaden STEM outreach to

				underserved communities • Increase enrolment capacity in high-demand STEM fields
4-5 Years	Integrate STEM programmes into the multi-campus system	Funding secured.	Coordination challenges.	Centralised academic management.
Outcome 3: Improved availability of critical skills				
Budget year 2026	Strengthen stakeholder engagement in programmes development Introduction of stakeholder demand driven programmes	Industry demand for critical skills exists	Limited industry experts	Regional and international partnerships.
2-3 Years	Increase critical-skills-oriented programmes	Stakeholder buy-in.	Economic instability.	Demand-driven training.
4-5 Years	Review and expand critical skills programmes	Continued labour market demand.	Skills mismatch.	Biennial curriculum reviews. Industry skills audits.
Period	**Strategies**	**Assumptions**	**Risks**	**Mitigations**
Programme 3: Research, Innovation and Industrialisation				
Outcome 1: Increased Research and Innovation capacity				
Budget Year 2026	Strengthen Science, Technology and Innovation skills and research capacity	Technical expertise is accessible.	Skills flight among researchers.	Establish exchange programmes and funded staff development initiatives.

				Provide incentives for research output and innovation.
	Expand industry–university partnerships	Economic environment remains stable.	Failure to meet partnership obligations. Low industry engagement. -	Maintain structured engagement frameworks and partnership monitoring tools. Align university outputs to industry needs.
2–3 Years	Establish research clusters and grants tracking systems	Institutional coordination improves.	Weak grant success rates.	Proposal-writing workshops. Develop internal peer-review mechanisms for proposals.
4–5 Years	Expand and modernise research infrastructure	Capital funding mobilised	Capital constraints.	PPPs and phased development.
Outcome 2: Enhanced Rural Industrialisation through Research and Innovation				
Budget Year 2026	Pilot community-engaged research and innovation projects	Community willingness.	Resistance to innovation.	Co-creation and sensitisation.

	Expand industry–university partnerships	Economic environment remains stable.	Failure to meet partnership obligations. Low industry engagement. -	Maintain structured engagement frameworks and partnership monitoring tools. Align university outputs to industry needs.
2–3 Years	Develop University–Rural Industrialisation Ecosystem	Government and community support.	Misaligned expectations.	Participatory planning. Pilot scaling.
4–5 Years	Scale rural industrialisation models and value chains	Long-term policy support.	Sustainability risks.	Local ownership models. Commercial partnerships.

SECTION B: PERFORMANCE FRAMEWORK FOR THE AGENCY

16. **Programme Performance Framework**

16.a Preliminary Outcome Performance Framework

T = Target; ALV = Allowable Variance

Ref	Outcome Description	KPI:	Measurement Criterion (time;$;rate; etc.)	Baseline		TARGETS									
						2026		2027		2028		2029		2030	
				Year	Value	T	ALV	T	ALV	T	ALV	T	ALV	T	ALV
1	Improved governance and administration	Compliance level	%	2025	100	100	0	100	0	100	0	100	0	100	0
		Client satisfaction level	%	2025	68.6	70	+/- 1	72	+/- 1	74	+/- 1	76	+/- 1	78	+/- 1
		Employee satisfaction level	%	2025	56	60	+/- 2	63	+/- 1	65	+/- 1	68	+/- 1	70	+/- 1

Ref	Outcome Description	KPI:	Measurement Criterion (time; $; rate; etc.)	Baseline		TARGETS									
						2026		2027		2028		2029		2030	
				Year	Value	T	ALV	T	ALV	T	ALV	T	ALV	T	ALV
2	Improved access to quality, equitable and inclusive Higher Education	Digital accessibility and Inclusion index	Student computer ratio	2025	1:10	1:9	+/-1	1:8	+/-1	1:7	+/-1	1:6	+/-1	1:5	+/-1
			Bandwidth per student Kbps/student	2025	600	630 Kbps/student	+/-15	650	+/-10	700	+/-10	700	+/-10	750	+/-10
		Change in enrolment	%	2025	(12.4)	15	+/-1	18	+/-2	20	+/-2	22	+/-2	25	+/-2
		Pass rate (graduating students)	%	2025	96	97	+/-1	98	+/-1	98	0	99	+/-1	99	0
		Completion rate	%	2025	90	95	+/-1	95	0	95	0	95	0	95	0
		Female to male student ratio	%	2025	46:54	47:53	+/-1	48:52	+/-1	49:51	+/-1	50:50	+/-1	50:50	+/-1
	Increased uptake of STEM programmes	New students enrolled in STEM programmes	%	2025	64	66	+/-1	67	+/-1	68	+/-1	70	+/-1	76	+/-1
		Students graduating in STEM programmes	%	2025	68	52	+/-3	55	+/-3	56	+/-3	67	+/-3	70	+/-3.0

	Improved availability of critical skills	Students enrolled in critical skills programmes	%	2025	74	75	+/-1	76	+/-1	77	+/-1	78	+/-1	80	+/-1
		New students enrolled in critical skills programmes	%	2025	71	75	+/-2	77	+/-2	79	+/-2	81	+/-2	83	+/-2
		Students graduating in critical skills programmes	%	2025	69	70	+/-1	74	+/-2	75	+/-1	76	+/-1	78	+/-1

Ref	Outcome Description	KPI:	Measurement Criterion (time;$, rate; etc.)	Baseline		TARGETS									
						2026		2027		2028		2029		2030	
				Year	Value	T	ALV	T	ALV	T	ALV	T	ALV	T	ALV
3	Increased Research and Innovation capacity	Revenue generation from commercialization of goods and services	%	2025	1	1.2	0	5.5	± 0.2	5.26	± 0.2	5.0	± 0.2	4.5	± 0.2
		Change in research publications	%	2025	25	24	+/-1	20.00	± 1.0	25.00	± 2.0	33.33	± 3.33	25.00	± 2.0
		Change in IP	%	2025	330	15	± 5	10	0	10	0	10	0	10	0

	Enhanced rural industrialization through research and innovation.	Percentage completion of Rural-based innovation projects/programs.	%	-	-	5	0	12.50	± 2.5	25.00	± 5.0	25.00	± 5.0	25.00	± 5.0

17. Outputs Performance Framework

No. & Prog. ref	Outputs	5 year target	Baseline		Targets											
					2026			2027			2028		2029		2030	
			Value	Year	T	A	AV	T		ALV	T	ALV	T	ALV	T	ALV
Programme: Governance and Administration																
OUC 1: Improved Governance and Administration																
OP 1.1	NDS2 aligned strategic plan implemented	5	1	2025	1		0		1	0	1	0	1	0	1	0
OP 1.2	Performance contracts signed	75	15	2025	15		0		15	0	15	0	15	0	15	0
OP 1.3	Performance contracts monitoring and review reports produced	290	58	2025	58		0		58	0	58	0	58	0	58	0
OP 1.4	Statutory reports produced	40	8	2025	8		0	8		0	8	0	8	0	8	0
OP 1.5	Policies developed	20	7	2025	4		0	4		0	4	0	4	0	4	0
OP 1.6	Statutory meetings held (Council and - Annual General Meeting (AGM))	25	5	2025	5		0	5		0	5	0	5	0	5	0
OP 1.7	Policies/Ordinances reviewed	58	6	2025	7		+/-1	8		+/-1	9	+/-1	10	+/-1	11	+/-1
OP 1.8	ICT Systems Developed	15	10	2025	6		+/-1	6		+/-1	2	0	1	0	0	0
OP 1.9	ICT Systems Upgraded	22	5	2025	2		0	2		0	5	0	6	0	7	0

No. & Prog. ref	Outputs	5 year target	Baseline		Targets											
					2026			2027			2028		2029		2030	
			Value	Year	T	A	AV	T		ALV	T	ALV	T	ALV	T	ALV
OP 1.10	Capacity building plan produced	5	0	2025	1		0	1		0	1	0	1	0	1	0
OP 1.11	Marketing plan produced	5	0	2025	1		0	1		0	1	0	1	0	1	0
OP 1.12	Institutional Risk Register updated	20	4	2025	4		0		4	0	4	0	4	0	4	0

No. & Prog. ref	Outputs	5 year target	Baseline		Targets											
					2026			2027			2028		2029		2030	
			Value	Year	T	A	AV	T		ALV	T	ALV	T	ALV	T	ALV
Programme: Human Capital Development																
OUC 1 Improved access to quality, equitable and inclusive Higher Education																
OP 1.1	Students enrolled	1825	755	2025	860		+/- 80	1014		+/- 100	1216	+/- 120	1484	+/- 150	1825	+/- 180
OP 1.2	International students enrolled	10	1	2025	2		0	2		0	2	0	2	0	2	0
OP 1.3	Teaching and learning equipment acquired	100	20	2025	20		+/- 1	20		+/-1	20	+/-1	20	+/-1	20	+/-1
OP 1.4	Teaching and learning Physical	6	2	2025	2		0	1		0	1	0	1	0	1	0

No. & Prog. ref	Outputs	5 year target	Baseline		Targets											
					2026			2027			2028		2029		2030	
			Value	Year	T	A	AV	T		ALV	T	ALV	T	ALV	T	ALV
	infrastructure compliant with universal designs developed															
OP 1.5	New STEM programmes developed	15	3	2025	3		0	3		0	3	0	3	0	3	0
OP 1.6	Assistive devices provided	20	-	-	4		0	4		0	4	0	4	0	4	0
OP 1.7	Students on work for fees.	50	37	2025	50		+/-5	55		+/-2	60	+/-3	75	+/-2	90	+/-2
OP 1.8	Disability scholarships provided	10	9	2025	10		+/-1	10		+/-1	10	+/-1	10	+/-1	10	+/-1
OUC 2 Increased uptake of STEM in HTEIs																
OP 2.1	STEM scholarships provided	20	-	-	5		0	5		+/-1	5	+/-1	5	+/-1	5	+/-1
OP 2.2	STEM/Labs /workshops equipped	5	3	2025	1		0	1		0	1	0	1	0	1	0

No. & Prog. ref	Outputs	5 year target	Baseline		Targets											
					2026			2027			2028		2029		2030	
			Value	Year	T	A	AV	T		ALV	T	ALV	T	ALV	T	ALV
Improved availability of critical skills																
OP3.1	Students enrolled in critical skills programmes	1370	559	2025	645		+/- 30	760		+/- 30	915	+/- 30	1110	+/- 50	1370	+/- 60

T = Target A = Actual AV = Actual Variance ALV = Allowable Variance

No. & Prog. ref	Outputs	5 year target	Baseline		Targets											
					2026			2027		2028		2029		2030		
			Value	Year	T	A	AV	T	ALV	T	ALV	T	ALV	T	ALV	
Programme 3: Research, Innovation and Industrialisation																
OUC 1: Increased Research and Innovation capacity																
OP 1.1	Revenue generated from goods and services produced (from research and innovation)	Amount/USD	80,200	2025	90,000		+/- 5000	95,000		+/- 3500	100,000	+/- 3000	105,000	2000	110,000	
OP 1.2	IP filed	Number	13	2025	15		0	16		0	17	0	18	0	19	0
OP 1.3	Publications produced	Number	81	2025	100		+/-5	110		+/-5	120	+/-5	130	+/-5	150	+/-5
OP 1.4	Research collaborations established	Number	8	2025	10		0	15		0	20	0	25	0	30	0
OP 1.5	Research grants secured	Amount/USD	75,000	2025	90,000		+/- 5000	95,000		+/- 5000	97,000	+/- 5000	100,000	+/- 5000	110,000	+/- 5000
OP 1.6	Internal Research grants utilised	Amount/USD	5,000	2025	6,000		0	8,000		0	10,000	0	12,000	0	14,000	0

No. & Prog. ref	Outputs	5 year target	Baseline		Targets											
					2026			2027			2028		2029		2030	
			Value	Year	T	A	AV	T		ALV	T	ALV	T	ALV	T	ALV
OP 1.7	New innovations from students and staff generated (Number)	120	10	2025	15		+/-1	20		+/-1	25	+/-1	30	+/-1	35	+/-1
OP 1.8	Students- led start-ups/spin-offs established	8	3	2025	4		0	5		0	6	0	7	0	8	0
OUC 2 Enhanced rural industrialization through research and innovation																
OP 2.1	Start-ups established in rural areas	15	-	-	1		0	2		0	3	0	4	0	5	0
OP 2.2	Rural based projects implemented (short-term projects)	15	-	-	1		0	2		0	3	0	4	0	5	0
OP 2.3	Long-term projects in	1	-	-	1		0	1		0	1	0	1	0	1	0

No. & Prog. ref	Outputs	5 year target	Baseline		Targets											
					2026			2027		2028		2029		2030		
			Value	Year	T	A	AV	T	ALV	T	ALV	T	ALV	T	ALV	
	adopted rural communities)															

T = Target A = Actual AV = Actual Variance ALV = Allowable Variance

18. Manicaland State University of Applied Sciences Budget

Programme	Preliminary Outcome	Programme Outputs	Budget Last Year 2024	Budget Current Year 2025	Budget Year 2026	Budget Year 2027	Budget Year 2028	Budget Year 2029	Budget Year 2030
GOVERNANCE AND AMINISTRATION	Improved Governance and administration	NDS2 aligned strategic plan implementation	207,473,883.09	213,890,601.12	243,835,285.28	285,287,283.77	342,344,740.53	421,084,030.85	530,565,878.87
		Performance contracts signed	3,539,453.18	3,648,920.80	4,159,769.71	4,866,930.56	5,840,316.68	7,183,589.51	9,051,322.78
		Performance contracts monitoring and review reports produced	17,912,724.11	18,466,725.89	21,052,067.51	24,630,918.99	29,557,102.79	36,355,236.43	45,807,597.90
		Statutory meetings held.	4,140,360.61	4,268,413.00	4,865,990.82	5,693,209.26	6,831,851.11	8,403,176.87	10,588,002.85
		Statutory reports produced	255,949.05	263,865.00	300,806.10	351,943.14	422,331.76	519,468.07	654,529.77
		Institutional Risk Register produced.	1,151,770.73	1,187,392.50	1,353,627.45	1,583,744.12	1,900,492.94	2,337,606.32	2,945,383.96
		Policies/Ordinances formulated and reviewed	3,168,717.18	3,266,718.74	3,724,059.36	4,357,149.46	5,228,579.35	6,431,152.60	8,103,252.27

Programme	Preliminary Outcome	Programme Outputs	Budget Last Year 2024	Budget Current Year 2025	Budget Year 2026	Budget Year 2027	Budget Year 2028	Budget Year 2029	Budget Year 2030
		ICT Systems Developed	1,100,580.92	1,134,619.50	1,293,466.23	1,513,355.49	1,816,026.59	2,233,712.70	2,814,478.00
		ICT Systems Upgraded	972,606.39	1,002,687.00	1,143,063.18	1,337,383.92	1,604,860.70	1,973,978.67	2,487,213.12
		Capacity building plan produced	767,847.15	791,595.00	902,418.30	1,055,829.41	1,266,995.29	1,558,404.21	1,963,589.31
		Marketing plan produced	1,279,745.25	1,319,325.00	1,504,030.50	1,759,715.69	2,111,658.82	2,597,340.35	3,272,648.84
TOTAL BUDGET GOVERNANCE AND ADMINISTRATION			241,763,637.64	249,240,863.55	284,134,584.45	332,437,463.80	398,924,956.56	490,677,696.57	618,253,897.68
HUMAN CAPITAL DEVELOPMENT	Improved access to quality, equitable and inclusive education	Students enrolled	7,426,088.35	7,655,761.19	8,727,567.76	10,211,254.28	12,253,505.13	15,071,811.31	18,990,482.25
		International students enrolled	4,881,804.42	5,032,788.06	5,737,378.39	6,712,732.71	8,055,279.26	9,907,993.49	12,484,071.79
		Teaching and learning equipment acquired	2,633,668.83	2,715,122.50	3,095,239.65	3,621,430.39	4,345,716.47	5,345,231.26	6,734,991.38
		Teaching and learning Physical infrastructure compliant with universal designs developed.	23,493,471.29	24,220,073.49	27,610,883.78	32,304,734.02	38,765,680.83	47,681,787.41	60,079,052.14
		Assistive devices provided	1,478,591.80	1,524,321.44	1,737,726.44	2,033,139.94	2,439,767.92	3,000,914.55	3,781,152.33
		Students on work for fees.	660,348.55	680,771.70	776,079.74	908,013.29	1,089,615.95	1,340,227.62	1,688,686.80
	Increased uptake and application of	New STEM academic programmes developed	1,219,019.99	1,256,721.64	1,432,662.67	1,676,215.32	2,011,458.39	2,474,093.82	3,117,358.21

Programme	Preliminary Outcome	Programme Outputs	Budget Last Year 2024	Budget Current Year 2025	Budget Year 2026	Budget Year 2027	Budget Year 2028	Budget Year 2029	Budget Year 2030
	STEM subjects	STEM scholarships provided	1,737,847.15	1,791,595.00	2,042,418.30	2,389,629.41	2,867,555.29	3,527,093.01	4,444,137.19
		Disability scholarships provided	851,608.57	877,946.98	1,000,859.56	1,171,005.68	1,405,206.82	1,728,404.39	2,177,789.53
		STEM/Labs /workshops equipped	679,411.01	700,423.72	798,483.04	934,225.16	1,121,070.19	1,378,916.33	1,737,434.58
	Improved availability of critical skills	Students enrolled in critical skills programmes	3,083,784.72	3,179,159.50	3,624,241.83	4,240,362.94	5,088,435.53	6,258,775.70	7,886,057.38
TOTAL BUDGET HUMAN CAPITAL DEVELOPMENT			48,145,644.66	49,634,685.22	56,583,541.15	66,202,743.15	79,443,291.78	97,715,248.88	123,121,213.59
RESEARCH INNOVATION AND INDUSTRIALISATION	Increased research and innovation capacity.	Revenue generated from commercialised goods and services produced.	7,216,325.31	7,439,510.63	8,481,042.12	9,922,819.28	11,907,383.13	14,646,081.25	18,454,062.38
		Revenue generated from commercialised goods and services produced.	7,216,325.31	7,439,510.63	8,481,042.12	9,922,819.28	11,907,383.13	14,646,081.25	18,454,062.38
		IP filed							
		Publications produced	4,991,739.54	5,146,123.24	5,866,580.49	6,863,899.18	8,236,679.01	10,131,115.18	12,765,205.13
		Research collaborations established	3,573,027.93	3,683,533.94	4,199,228.70	4,913,097.58	5,895,717.09	7,251,732.02	9,137,182.35
		Research grants secured	2,206,974.80	2,275,231.75	2,593,764.20	3,034,704.11	3,641,644.93	4,479,223.26	5,643,821.31

Programme	Preliminary Outcome	Programme Outputs	Budget Last Year 2024	Budget Current Year 2025	Budget Year 2026	Budget Year 2027	Budget Year 2028	Budget Year 2029	Budget Year 2030
		Internal Research grants utilised	3,320,297.93	3,422,987.56	3,902,205.82	4,565,580.81	5,478,696.97	6,738,797.27	8,490,884.56
		New innovations from students and staff generated	2,602,833.93	2,683,333.94	3,059,000.70	3,579,030.82	4,294,836.98	5,282,649.48	6,656,138.35
		Students- led start-ups/spin-offs established	1,246,611.52	1,285,166.52	1,465,089.83	1,714,155.10	2,056,986.12	2,530,092.93	3,187,917.10
	Enhanced rural industrialisation through research and innovation.	Start-ups established in rural areas	2,646,604.05	2,728,457.78	3,110,441.87	3,639,216.99	4,367,060.38	5,371,484.27	6,768,070.18
		Rural based short-term projects implemented.	4,156,611.52	4,285,166.52	4,885,089.83	5,715,555.10	6,858,666.12	8,436,159.33	10,629,560.76
		Long-term projects in adopted rural communities)	3,186,611.52	3,285,166.52	3,745,089.83	4,381,755.10	5,258,106.12	6,467,470.53	8,149,012.87
BUDGET RESEARCH INNOVATION AND INDUSTRIALISATION			35,147,638.05	36,234,678.41	41,307,533.38	48,329,814.06	57,995,776.87	71,334,805.55	89,881,854.99
TOTAL UNIVERSITY BUDGET			325,056,920.36	335,110,227.18	382,025,658.98	446,970,021.01	536,364,025.21	659,727,751.01	831,256,966.27

19. Human Resources for the Strategic Period

No.	Category	Programme 1		Programme 2		Programme 3		Total Personnel Requirements By Category
		In post	Required	In Post	Required	In Post	Required	

1	Top Management	5	1	7	11	1	14	39
2	Middle Management	16	3	15	22	1	24	81
3	Supervisory Management	29	6	82	9	0	3	129
4	Operational and Support staff	178	19	52	28	0	61	338
5	**Total**	**228**	**29**	**156**	**70**	**2**	**102**	**587**

20. Other Resources and Projects

I. Equipment and ICTs

Materials/ Equipment /ICT	2026		2027		2028		2029		2030	
	Quantity	Cost	Quantity	Cost	Quantity	Cost	Quantity	Cost	Quantity	Cost
Motor Vehicles	1	5,742,441	4	30,284,235	1	20,852,512	1	25,023,014	3	30,778,307
Computer Equipment & Laptops	30	3,782,481	25	3,742,028	30	4,378,173	35	5,253,807	40	6,462,183
Irrigation Equipment	0	0	1	1,955,240	1	1,392,917	1	1,671,500	1	2,055,945
Office Equipment	20	2,213,827	20	2,523,763	25	2,952,803	30	3,543,364	30	4,358,337
Office furniture		4,347,176		4,955,780		5,798,263		6,957,916		8,558,236

Students Furniture	50	263,865	50	300,806	50	351,943	50	422,332	50	519,468
Assistive Devices	5	211,092	6	240,645	8	281,555	2	337,866	1	415,575

II. Space Requirements (where applicable)

Location	2026		2027		2028		2029		2030	
	Quantity (m^2)	Cost	Quantity (m^2)	Cost	Quantity (m^2)	Cost	Quantity (m^2)	Cost	Quantity (m^2)	Cost
Fernhill Campus Student Residences	4160	1 510 000.00	-	-	-	-	-	-	-	-
Multipurpose Teaching & Learning Block	-	-	2440	2 928 000.00	2440	2 928 000.00	2440	2 928 000.00	--	-
Gate House	1700	137 550.00	-	-	-	-	-	-	-	-
Staff Office Block	320	80 000.00	-	-	-	-	-	-	-	-
Administration Block	-	-	-	-	1600	1 920 000.00	1600	1 920 000.00	1600	1 920 000.00

III. Projects for the Period

Project Name	2026		2027		2028		2029		2030	
	% completion	Cost	% completion	Cost	% completion	Cost	% completion	Cost	% completion	Cost
Student Residences	100%	1 510 000.00								
Multipurpose Teaching & Learning Block	-	-	15%	439 200.00	45%	1 317 600.00	75%	2 196 000.00	100%	2 928 000.00
Gate House	50%	69 000.00	100%	68 550.00						
Staff Office Block	100%	80 000.00								
Administration Block					10%	192 000.00	15%	288 000.00	45%	864 000.00