



ANNUAL PLAN 2026

VISION

Vision-Towards an exceptional Pan-African University championing heritage-based scholarship, industrialisation and modernisation by 2030

MISSION

To contribute towards industrialisation and modernisation of society through heritage-based teaching, research and innovation

Core values (IQUIRI)

Inclusivity

Quality

Ubuntu/Unhu

Integrity

Results Focus

Innovativeness

SECTION A: Profile of the Ministry/Department¹/Agency (MDA)

1. **MDA:** Great Zimbabwe University **Code:**
- 2.a **MDA Vote Number:** 16
- 2.b **Sector(s) Name(s):** Science, Technology, Innovation, Digital and Human Capital Development.
Code:
3. **MDA Vision Statement:** ‘Towards an exceptional Pan-African university championing heritage-based scholarship, industrialisation and modernisation by 2030.’
4. **MDA Mission Statement:** To contribute towards industrialisation and modernisation of society through heritage-based teaching, research and innovation.

5. a National Priority Areas that the MDA is Contributing to:

	Description of NPA
NPA 5	Science, Technology, Innovation, Digital and Human Capital Development
NPA 10	Good Governance, Institution Building, Peace and Security

5.b. National Key Result Areas that the MDA is Contributing to:

	Description of NKRA
NKRA 9	Science and Technology Development
NKRA 10	Human Capital Development
NKRA 23	Public Service Delivery

¹MDA refers to an institution with a separate budget vote

5.c. National Outcomes that the Great Zimbabwe University is contributing to:

	National Outcome
NOUC 11	Enhanced science and technology innovation, ecosystem for global competitiveness
NOUC 12	Increased availability of skilled workforce
NOUC 13	Improved access to quality education
NOUC 31	Enhanced inclusive service delivery

5.d. Sector Outcomes that the Great Zimbabwe University is contributing to:

	Sector Outcome
SOUC 26	Improved science and technology innovation ecosystems
SOUC 27	Improved access to quality, equitable and inclusive education
SOUC 28	Increased availability of specialist skills for industry, commerce and public sector
SOUC 29	Increased availability of Human Capital for Science, Technology, Engineering and Mathematics
SOUC 65	Enhanced inclusive governance and accountability
SOUC 66	Enhanced transparency and accountability

5.. Key Contributing Partners

NOUC. Ref. No. ²	SOUC. Ref. No.	Prog. Ref. No.	Contributing MDA	Other Contributors
NOUC 31	SOUC 65	1	<ul style="list-style-type: none"> ● Ministry of Higher and Tertiary Education, Innovation, Science and Technology Development ● Corporate Governance Unit ● Zimbabwe Anti-Corruption Commission ● Office of the President and Cabinet ● Procurement Regulatory Authority of Zimbabwe (PRAZ) ● Auditor General ● Ministry of Finance and Economic Development and Investment Promotion ● Zimbabwe Council for Higher Education (ZIMCHE) 	<ul style="list-style-type: none"> ● Telecommunication Companies ● Bi- and -multi-lateral agencies ● Community ● ZimTrade ● Zimbabwe National Chamber of Commerce ● Local and International Financial Institutions ● Local, regional and international universities ● Other Government Ministries and Departments
NOUC 12 NOUC 13	SOUC 27 SOUC 28 SOUC 29	2	<ul style="list-style-type: none"> ● Ministry of Higher and Tertiary Education, Innovation, Science and Technology Development ● Other Government Ministries and Departments 	<ul style="list-style-type: none"> ● Industry

			<ul style="list-style-type: none"> • Local, Regional and International Universities/Agencies • Regulatory and Professional Bodies 	
NOUC 11	SOUC 26	3	<ul style="list-style-type: none"> • Ministry of Higher and Tertiary Education, Innovation, Science and Technology Development • Other Government Ministries and Departments • Regulatory and Professional Bodies 	<ul style="list-style-type: none"> • Industry • Local, regional and international universities/Agencies

6. MDA Programmes and Outcomes

Prog. Code	Programme Name	Programme Outcome/s
1	Governance and Administration	1. Improved Corporate Governance
2	Human Capital Development	1. Improved Access to Quality, Equitable, and Inclusive Higher and Tertiary Education 2. Increased Uptake of STEM programmes in HTEIs 3. Improved Availability of Critical Skills
3	Research, Innovation and Industrialisation	1. Increased Research and Innovation Capacity 2. Enhanced Rural Industrialisation through Research and Innovation by HTEIs

7. Terms of Reference

- a) The Constitution of Zimbabwe Amendment (No.20) Act 2013
- b) The Great Zimbabwe University Act [Chapter 25:24]
- c) The amendment of State Universities Statutes Act, 2022, Section 2(a)

8. Policies Applicable for Great Zimbabwe University:

	External Policy	Programme Ref	Internal Policy	Programme Ref
	Labour Act Chapter (28:01)	1, 2 & 3	Sexual Harassment Policy	1, 2 & 3
	Public Entities Corporate Governance Act (Chapter 10.31)	1, 2 & 3	HIV/AIDS Policy	1, 2 & 3
	Public Finance Management Act Chapter (Chapter 10:31)	1, 2 & 3	Council Charter	1
	Public Procurement and Disposal of Public Assets Act (Chapter 22.23)	1, 2 & 3	Gender Policy (2019)	1, 2 & 3
	National Manpower Development Act (Chapter 28.2)	1, 2 & 3	Funeral and Bereavement Policy (2023)	1, 2 & 3
	National Disability Policy	1, 2 & 3	Ordinance 2, 3, 4, 5 (2024)	1, 2 & 3
	National Social Security Act (Chapter 17.04)	1, 2 & 3	Examinations Policy (2000)	1, 2 & 3
	Factories and Works Act (Chapter 14.08)	1, 2 & 3	ICT Policy (2020)	1, 2 & 3
	Public Health Act (Chapter 15.17)	1, 2 & 3	Recruitment Policy (2015)	1, 2 & 3
	Freedom of Information Act No. 1 of 2020	1, 2 & 3	SEC Constitution (2000)	1
	Science and Technology Policy	1, 2 & 3	Risk Management (2025)	1, 2 & 3

Copyright and Neighbouring Rights Act (Chapter 26.05)	1, 2 & 3	Financial Management (2000)	1, 2 & 3
Intellectual Property Policy	1, 2 & 3	Procurement Policy (2021)	1, 2 & 3
Domestic Violence Act	1, 2 & 3	Security Policy (2022)	1, 2 & 3
Research Act (Chapter 10.22)	1, 2 & 3	Safety, Health and Environmental Policy (2015)	1, 2 & 3
Centre for Education, Innovation, Research and Development Act (Chapter 25:34)	1, 2 & 3	Accident Policy (2013)	1, 2 & 3
Patents Act (Chapter 26.03)	1, 2 & 3	Housing Policy (2014)	1, 2 & 3
Trade Marks Act (Chapter 26.04)	1, 2 & 3	Internal Audit Charter (2016)	1, 2 & 3
ZIMCHE Act (Chapter 25.08)	1, 2 & 3	Staff Development Policy (2021)	1, 2 & 3
SI 15 of 2006 (National Employment Code of Conduct)	1, 2 & 3	Pursuance of Studies Policy (2015)	1
Exchequer and Audit Act (Chapter 69.01)	1, 2 & 3	Transport Policy (2020)	1
Finance Act	1, 2 & 3	Acting Appointments Policy (2013)	1, 2 & 3
Companies and Businesses Entities Act (Chapter 24.31)	1, 2 & 3	Training Policy (2013)	1, 2 & 3
Zimbabwe Development Agency Act (Chapter 14.37)	1, 2 & 3	Travel and Subsistence Policy (2013)	1, 2 & 3
Disabled Persons Act (Chapter 17.1)	1, 2 & 3	Uniforms Policy (2018)	1, 2 & 3

	Broadcasting Services Act (Chapter 12:06)	1, 2 & 3	Whistle Blower Policy (2023)	1, 2 & 3
	Cyber and Data Protection Act	1, 2 & 3	Code of Ethics Policy (2023)	1, 2 & 3
			Guidelines on Policies (2021)	1, 2 & 3
			Grievance Handling Procedure (2023)	1, 2 & 3
			Honorary Degrees and Distinctions Policy	2 & 3

SECTION B: PERFORMANCE FRAMEWORK FOR THE MDA

9. Programme Performance Framework

9.a. Programme Outcome Linkages

	Outcome Statement	Policy Code/s	Contribution		NPA Reference/s	National KRA Reference/s	National Outcome Reference/s
			Partner/s	Description			
MDA Programme 1: Governance and Administration							
OUC 65,66	Improved Corporate Governance		Ministry of Higher and Tertiary Education, Innovation, Science and Technology Development (MHTEISTD) Corporate Governance Unit Zimbabwe Anti-Corruption Commission Office of the President and Cabinet	Policy guidance and funding Market linkages Regulations and compliance Compliance Compliance	10	23	31

			Procurement Regulatory Authority of Zimbabwe Auditor General Ministry of Finance, Economic Developmen t and Investment Promotion ZIMCHE	Compliance Compliance Policy guidance Compliance/ Programme quality			
			Telecommu nication Companies Local, Regional and International Universities Bi and Multilateral Agencies Community Other Government	Funding and support Benchmarki ng Funding and support Service Provision Policy guidance			

			Ministries and Departments ZIMTRADE Zimbabwe National Chamber of Commerce Local and international Financial institutions	Compliance Funding and Support Funding and Support			
MDA Programme 2: Human Capital Development							
OUC 27	Improved access to quality, equitable and inclusive higher and tertiary education		MHTEISTD Other Government Ministries and Departments Local, Regional and International Universities/ Agencies Regulatory and	Policy guidance and funding Funding, policy guidance and collaboratio ns Collaboratio ns and research ideas, absorption of graduates	5	10	13
OUC 29	Increased uptake of STEM programmes in HTEIs						
OUC 28	Improved availability of critical skills						

			Professional Bodies Industry	Quality Assurance Collaborations and funding			
MDA Programme 3: Research, Innovation and Industrialisation							
OUC 26	Increased research and innovation capacity		MHTEISTD	Policy guidance and funding	5	9	11
OUC 26	Enhanced rural industrialisation through research and innovation by HTEIs		Other Government Ministries and Departments Local, regional and international Universities/agencies Regulatory and Professional bodies Industry	Funding, policy guidance and collaborations Collaborations and research ideas, absorption of graduates Quality assurance Collaborations and funding			

9.b Outcome Performance Framework

Code	Outcome	Prog : ref:	KPI	Baseline		Targets													
				Value	Year	J	F	M	A	M	J	J	A	S	O	N	D	Planning frame target	Tolerance Level
OU C 1	Improved corporate governance	1	Compliance level (%)	100	2025			100			100			100			100	100	0
			Client satisfaction level (%)	67	2025						68					70	70	+/-2	
			Employee Satisfaction level (%)	55	2025										58	58	+/- 2		
OU C 1	Improved access to quality, equitable and inclusive higher and tertiary education	2	Digital accessibility and inclusion index (%)	-	-												55	+/-5	

			Change in enrolment (%)	5	2025													6		+/-1	
			Pass rate (graduating students) (%)	91.33	2025														93		+/-1
			Completion rate (graduating students) (%)	90	2025														91		+/-1
			Female to male ratio	63:37	2025														61:39		+/-1
OU C 2	Increased uptake of STEM Programmes in HTEIs	2	New students enrolled in STEM disciplines (%)	12	2025														13		+/-1
			Students enrolled in STEM disciplines (%)	12	2025														13		+/-1
			Students graduating in STEM	6	2025														7		+/-1

			disciplines (%)																
OU C 3	Improved availability of critical skills	2	New students enrolled in critical skills disciplines (%)	17	2025												19		+/-1
			Students enrolled in critical skills disciplines (%)	17	2025												19		+/-1
			Students graduating in critical skills disciplines (%)	24.5	2025												26		+/-1
OU C 1	Increased research and innovation capacity	3	Level of completion of research, science, technology and innovation	45	2025												60		+/-5

			infrastruct ure (%)																
			Level of tooling and re- tooling of research and innovatio n infrastruct ure (%)	25	202 5												40		+/-4
			Capacity utilisation (actual utilisation (%))	45	202 5												60		+/-5
			Change in revenue generated from commerci alisation (%)	18	202 5			1 9		24			2 9		33	33			+/-3
			Product sales growth (%)	18	202 5			1 9		22			2 5		28	28			+/-5
OU C 2	Enhanced rural industrialisat	3	Rural based innovatio	23	202 5											26			+/-2

	ion through research and innovation by HTEIs		n projects/programmes implemented (%)																
			Researchers conducted in rural communities (%)	-	-						10					10			+/-1
			Change in revenue generated from rural based start-ups (%)	-	-											5			+/-1
			Capacity utilisation of rural industrial facilities (%)	45	2025											50			+/-2

T = Target A = Actual AV = Actual Variance

PV = Planned Variance

TL = Tolerance Level

10. Outputs Performance Framework

	Outputs	Dimension	KPI	Baseline		Targets														Planning Frame Target	Tolerance Level	Allowable Variance
				Value	Year	J	F	M	A	M	J	J	A	S	O	N	D					
OUC: Improved corporate governance																						
OP1.1	Council meetings held	Quantity	No.	2	2025			1			1			1			1	4	0			
OP1.2	Council resolutions implemented	%	%	100	2025			100			100			100			100	100	0			
OP1.3	Statutory meetings held	Quantity	No.	2	2025						1					2		3	0			
OP1.4	Statutory reports submitted	Quantity	No.	5	2025			4			2							6	0			
OP1.5	Policies approved	Quantity	No.	2	2025									3			3	6	0			

OP 1.6	Physical Infrastructure constructed	Quantity	No .	3	20 25														0			
OP 1.7	Business Processes Automated	Quantity	No .	0	20 25														0			
1.8	Impact evaluations conducted			-	20 25														0			
OUC1: Improved access to quality, equitable & inclusive higher & tertiary education																						
OP 1.1	Students enrolled	Quantity	No .	829 0	20 25														8560	8787	8787	+/-351
OP 1.2	International students Enrolled	Quantity	No .	22	20 25														30	40	40	+/-4
OP 1.3	Teaching & Learning physical Infrastructure	Quantity	No .	0	20 25														-	2	2	+/-1

	Publications produced	No.	258	20 25						150					150	300		+/-15
	Research Collaborations established	No.	40	20 25						20					50	50		+/-4
	Research Grants Secured	No.	5	20 25						4					4	8		+/-2
	Research grants disbursed	No.	3	20 25						10					10	20		+/-2
	New innovations from students and staff generated	No.	8	20 25						4					9	9		+/-1
	Startups/s pin-offs	No.	3	20 25											1	1		0

	establishe d																	
	Research and innovatio n awards granted	No .	-	20 25											30	30		+/-3
	MOUs/M OAs actualise d	No .	9	20 25					8						8	16		+/-1
OUC 2: Enhanced rural industrialisation through research and innovation by HTEIs																		
	Rural Startups establishe d		-	20 25											1	1		0
	Rural industrial isation program mes		5	20 25					4						8	8		+/-1

	impleme nted																	
	Long- term rural communi ty projects adopted			1	20 25					2					2	4		0
	Rural jobs created			66	20 25					75					150	150		+/-15
	Commun ity members capacitat ed			350	20 25					350					700	700		+/-70
	Partnersh ips create with the communi ty			4	20 25					1					1	2		0
	National Priority Projects commissi oned			-	20 25					2						2		0

T = Target A = Actual AV = Actual Variance
QT:Quantity, QL: Quality, TM: Timeliness, CS: Cost

PV = Planned Variance TL = Tolerance Level

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

MDA Budget for the Fiscal Year 2026										Vote: No.....									
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Programme of the MDA	MD A Outcome Ref & Description	Previous Year				Current Year (2025)					Budget Year - 2026					Indicative Est: FY 2027		Indicative Esti: FY 2028	
		Original Allocation	Revised Budget	Budget Usage	Actual Variance	Original Allocation	Additions (Reductions)	Revised Budget	Budget Usage ...	Planned Variance	Allocation from CRF	Retention Funds	Total Budget	Planned Variance	Statutory and Other Resources	Estimate	Planned Variance	Estimate	Planned Variance
Total Budget - Programme 1		416,768,268				572,877,249							51,130,000,456			562,430,501		618,673,551	
Total Budget - Programme 2		247,960,412				276,199,831							31,630,916,000			347,940,076		382,734,084	
Total Budget - Programme 3		39,177,516				10,624,000							29,896,000			32,885,600		36,174,160	
Total Budget of the Ministry/MDA		703,906,196				859,701,080							85,705,616			943,256,177		103,758,179,5	

12. Human Resources

12.a – Budget Year 2026

No ..	Category ⁴	Programme 1				Programme 2				Programme 3				Programme 4				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	Total Establishment	Filled Positions	Vacant Positions	Positions requested
1	Top Management	5	5	0	0	1	1	0	0	1	1	0	0								
2	Middle Management	31	29	2	4	14	10	4	0	1	1	0	0								
3	Supervisory Management	106	94	12	12	28	28	0	4	3	3	0	1								
4	Operational and Support staff	764	504	260	50	512	387	125	100	6	2	4	7								
5	Total	906	632	274	66	555	426	129	104	11	7	4	8								

12.b – Current Year 2025

No ..	Category	Programme 1			Programme 2			Programme 3			Programme 4			Ministry		
		Total Establis-	Filled Positions	Vacant Positions	Total Establi-	Fill ed Posi	Vaca nt Posit i-ons	Total Esta bli-	Filled Positi ons	Vacan t Positi ons	Total Esta bli-	Fill ed Pos i-	Vaca nt Posit -ions	Total Esta bli-	Fill ed Posi	Vaca nt Posit i-ons

		hmen t			shme nt	t- ions		shme nt			shme nt	tion s		shme nt	t- ions	
1	Top Management	9	9	0	0	11	10	1	1							
2	Middle Management	24	21	3	3	35	31	4	4							
3	Supervisory Management	98	89	9	9	-	-	-	-							
4	Operational and Support staff	619	416	203	100	511	360	151	60							
5	Total	750	535	215	112	557	400	156	65							

13. Outcomes Hierarchy 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						
Preliminary Outcomes						
1.	Improved corporate governance		X	MHTEISTD CGU ZACC OPC PRAZ Auditor General Ministry of Finance, Economic Development and Investment Promotion ZIMCHE	Policy guidance and funding Compliance Regulations and Compliance Compliance Compliance Compliance Policy Guidance and Compliance Compliance and	

No.	Outcome / Impact Description	Reference to Preliminary Outcome (OUC):	Cross-Linkages			Linkage to Sector/ National Outcomes
			Shared Outcome/s	Contributing Entity	Contribution	
				Other Government Ministries and Departments Local, regional and international universities Local and international financial institutions	Programme Quality Standards Funding and Support Collaborations Benchmarking and collaborations Funding and support	
2.						
3.						
4.						
5.						
6.						
7.						

No.	Outcome / Impact Description	Reference to Preliminary Outcome (OUC):	Cross-Linkages			Linkage to Sector/ National Outcomes
			Shared Outcome/s	Contributing Entity	Contribution	
8.						
	Programme 2: Human Capital Development					
	Reference to Preliminary Outcome (OUC):					
	Intermediate Outcomes					
1.	Improved access to quality, equitable and inclusive higher and tertiary education			MHTEISTD Other Government Ministries and Departments Local, regional and international Universities/Agencies Regulatory and Professional bodies Industry	Policy Guidance and funding Funding, policy guidance and collaborations Collaborations and research ideas, absorption of graduates Quality assurance and compliance	

No.	Outcome / Impact Description	Reference to Preliminary Outcome (OUC):	Cross-Linkages			Linkage to Sector/ National Outcomes
			Shared Outcome/s	Contributing Entity	Contribution	
					Collaborations and funding	
2.	Increased uptake of STEM programmes in HTEIs					
3.	Improved availability of critical skills					
Tertiary Outcomes						
4.	Increased availability of skilled workforce					
5.	Improved access to quality education					
6.						
Impacts						
7.	Science, technology, innovation, digital and human capital development					
8.						
9.						

Programme 3: Research, Innovation and Industrialisation						
Reference to Preliminary Outcome (OUC):						
Intermediate Outcomes						
10.	Increased research and innovation capacity			MHTEISTD		

				Other Government Ministries and Departments Local, regional and international Universities/Ag encies Regulatory and Professional bodies Industry		
11.	Enhanced rural industrialisation through research and innovation by HTEIs					
12.						
	Tertiary Outcomes					
13.	Enhanced science and technology innovation, ecosystem for global competitiveness					
14.						
15.						
	Impacts					
16.	Science, technology, innovation, digital and human capital development					

SECTION C: ANALYSIS OF NEGATIVE IMPACTS & CHALLENGES OF THE MDA

14. Analysis of Negative Impact

No.	Description of Negative Impact	Remedial Actions	Boundary Partner (Ministry/MDA)	Responsible Programmes that undertake Remedial actions
Preliminary Outcome 1:				
1.				
2.				
3.				
4.				
Preliminary Outcome 2:				
5.				
6.				
7.				
Preliminary Outcome 3:				
8.				
9.				
10.				

15. Strategies, Assumptions, Risks, and mitigations

Period	Strategies	Assumptions	Risks	Mitigations
Programme 1: Governance and Administration				
Outcome: Improved corporate governance-Infrastructure Development				
Budget Year (2026)	Accelerate development, implementation and review of policies to support Education 5.0	<p>Consistent policy direction</p> <p>Stakeholder buy-in</p> <p>Adequate expertise to develop and review policies.</p> <p>Stable national regulatory environment.</p>	<p>Policy redundancy</p> <p>Delays in policy approval processes.</p> <p>Misalignment between new policies and Education 5.0 expectations.</p> <p>Inadequate stakeholder consultation</p>	<p>Conduct annual policy reviews to ensure alignment with Ministerial directives.</p> <p>Fast-track approval workflows through digitised policy management systems.</p> <p>Provide capacity-building sessions on Education 5.0 policy requirements.</p> <p>Establish mandatory stakeholder consultation and validation processes.</p>
	Accelerate digital transformation, AI integration, and cyber resilience	<p>Funding is available for automation, systems integration, and ICT upgrades</p> <p>AI technologies become affordable and scalable.</p> <p>Staff have the capacity to implement and use AI.</p> <p>Reliable internet connectivity and infrastructure.</p>	<p>Cybersecurity threats disrupting digital systems</p> <p>Resistance to automation due to fear of job displacement.</p> <p>AI bias or ethical concerns leading to misuse.</p> <p>Overdependence on technology.</p>	<p>Enforce strong cybersecurity protocols (backups, MFA, patching, audits).</p> <p>Provide change management and training programmes for staff.</p> <p>Develop an AI Ethics and Governance Framework.</p> <p>Conduct detailed business process assessments before automation.</p>

	<p>Strengthen compliance with Laws and Standards</p>	<p>Stakeholder buy-in</p> <p>Availability of adequate resources</p> <p>The university maintains awareness of national regulatory changes.</p> <p>Regulators provide timely guidance.</p> <p>Assurance services exist to monitor compliance.</p> <p>Leadership supports compliance enforcement.</p>	<p>Litigation due to non-compliance.</p> <p>Reputational damage from data breaches or governance failures.</p> <p>Penalties for failure to comply with statutory obligations.</p> <p>Inconsistent application of compliance frameworks across departments.</p>	<p>Regular compliance audits and risk assessments.</p> <p>Conduct central compliance monitoring and evaluation.</p> <p>Establish a university-wide compliance dashboard.</p> <p>Conduct continuous training on legal and regulatory obligations.</p>
	<p>Intensify Client and Stakeholder Management and Engagement</p>	<p>Stakeholders are willing to collaborate with GZU.</p> <p>Communication channels are open and accessible.</p> <p>Adequate resources exist for stakeholder engagement activities.</p>	<p>Stakeholder fatigue</p> <p>Misunderstandings or conflicts.</p> <p>Negative public perception affecting partnerships.</p> <p>Exclusion of key community and rural stakeholders.</p>	<p>Develop a Stakeholder Engagement Framework and Communication Strategy.</p> <p>Conduct periodic stakeholder surveys to measure satisfaction.</p> <p>Engage rural communities, traditional leaders and heritage institutions deliberately.</p> <p>Use digital platforms (portals, SMS, apps, email) for consistent engagement.</p>

	Upscale resource mobilisation	<p>Funding partners are willing to support innovation and industrialisation.</p> <p>The industrial park and commercialisation projects generate sound returns.</p> <p>International partners remain interested in collaborations.</p>	<p>Failure to secure grants or external funding.</p> <p>Limited financial resources to invest in industrial park expansion.</p> <p>Poor financial governance leading to misuse of funds.</p> <p>Global economic shocks affecting donor interest.</p>	<p>Develop a Third Income Stream Strategy covering commercialisation, consultancy, and IP licensing.</p> <p>Diversify funding sources (government, private sector, philanthropy, international universities).</p> <p>Strengthen financial governance, audits, and revenue-tracking systems</p> <p>Build strategic partnerships with industry for co-funded</p>
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Outcome 1: Improved corporate governance—infrastructure development				
Budget year 2026	Accelerate completion of research and innovation infrastructure	Availability of resources	<p>Irregular disbursement of funds</p> <p>Skills flight</p>	<p>Lobbying</p> <p>Development of third stream income</p> <p>Retention strategies</p>
	Initiate infrastructure development at the main campus	Availability of resources	<p>Irregular disbursement of funds</p> <p>Skills flight</p>	<p>Lobbying</p> <p>Development of third stream income</p> <p>Retention strategies</p>

	Accelerate tooling and retooling of teaching and learning infrastructure	Availability of resources	Irregular disbursement of funds Skills flight	Lobbying Development of third stream income Retention strategies
	Initiate renovation of university infrastructure	Availability of resources	Irregular disbursement of funds Skills flight	Lobbying Development of third stream income Retention strategies

Programme 2: Human Capital Development				
Outcome 1: Improved access to quality, equitable and inclusive higher and tertiary education				
Budget Year (2026)	Accelerate the alignment of academic programmes to industrial needs	Industry needs have been correctly identified and understood Availability of suitable and adequate infrastructure	Limited capacity Absence of adequate skills	Expedite the renovations, equipping and expansion of institutional infrastructure Enhance collaboration with industry Continuous training of staff

	<p>Diversify learning modes and methods</p>	<p>Lecturers are adequately trained to adopt new, diverse teaching methods</p> <p>Students have access to the learning platforms</p> <p>Availability of suitable and adequate infrastructure</p>	<p>Cyber attack</p> <p>Regulatory bottlenecks</p> <p>Absence of adequate skills</p>	<p>Implement adequate cyber security</p> <p>Ensure robust IT infrastructure and student devices for internet access support.</p> <p>Consultations with regulatory bodies</p> <p>Continuous training of staff</p>
	<p>Facilitate funding partnerships between financial institutions and students</p>	<p>Financial institutions are willing to offer attractive and affordable student loan/financing products.</p>	<p>Students become overburdened with debt leading to low uptake of financing or high default rates.</p>	<p>Negotiating favourable interest rate and repayment terms with partners.</p> <p>Implementing a financial literacy program for students.</p>
	<p>Strengthen student recruitment efforts</p>	<p>Market receptivity</p>	<p>Market competition</p>	<p>Continuous competitive analysis and differentiation: Regularly monitor competitor pricing, program launches and scholarship offerings.</p>

	Enhance Collaboration between the university and Professional bodies	Cooperation from key stakeholders	Differences over curriculum standards or collaboration terms	Establish a formal memorandum of agreement
	Introduce flexible fees payment strategies	Student compliance	Economic volatility	Diversify investments

Outcome 2: Increased Uptake of STEM Programmes in Higher and Tertiary Education Institutions				
Budget Year (2026)	Strengthen career guidance in schools	Stakeholder buy-in.	Incapacitated Career Guidance Teams	Deliberate allocation of resources to prioritise representation of all disciplines. Stakeholder involvement
	Accelerate showcasing of programmes by role models/ alumni.	Alumni willing to participate	Role model/ Alumni misrepresentation	Thorough background checks
	Streamline regulations to make STEM programmes more accessible.	University flexibility.	Competition	Bridging programmes

	Provide incentives to STEM candidates.	Availability of adequate resources. Government support	Lack of financial sustainability.	Secure a diversified funding base Offer Internship opportunities.
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Outcome 3: Improved availability of critical skills

Budget year (2026)	Strengthen partnerships with industries and government in critical skills development	Stakeholder buy-in.	Misalignment of priorities	Diversify partnership
	Enhance the development of competence-based programmes	Availability of competent staff	Skills flight	Strengthen retention strategies
	Prioritise staff development	Availability of technical expertise	Breach of contracts	Strengthen binding contracts

Programme 3: Research, innovation and industrialisation

Outcome 1: Increased Research and Innovation capacity

Budget Year (2026)	Strengthen existing partnerships in research	Willingness of partners to continue engaging with the University	Intellectual property rights infringement;	Increased awareness; Diversified partnerships;
	Develop new research and innovation partnerships	Availability of willing partners	Intellectual property rights infringement; Adverse policies	Increased lobbying with stakeholders

Outcome 2: Enhanced rural industrialization through research and innovation by HTEIs

Budget Year (2026)	Re-align university research agenda to address rural community needs	Rural stakeholders buy-in	Failure to attract adequate funding for rural research	Actively engage development partners for improved funding
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SECTION D: MONITORING AND EVALUATION

16. M&E Plan

A. Evaluation Plan

- a. Title of the Programme/Policy: Chivi Traditional Grains Project
- b. Year of last **Formative** evaluation: 2021
- c. Details of **formative** evaluations carried out: Chivi Traditional Grains Project

Year	Evaluation Issue Area	Findings	Actions Taken
2021	Innovation Centre for Dryland Agriculture (ICEDA) Traditional Grains Project	<ul style="list-style-type: none"> -There was need for capacity building by farmers -Lack of proper breeding in traditional seed varieties -The need to professionalise farming of traditional grains -Limited collaborations between traditional grains farmers and industry -No equipment to harvest and process traditional grains -Limited financial support for traditional grains farmers -Limited defined markets for traditional grains products 	<ul style="list-style-type: none"> -Continuous capacity building -Initiative to promote the breeding of traditional seed varieties -The University provided seed and fertilizer to traditional grains farmers -Contract Farming initiatives -The University invested in procurement of equipment to be used by traditional grains farmers. -Provision of seed and fertilizer to selected traditional grains farmers -The University is now the major buyer of traditional grains produce.

4d. Date/s of next summative evaluation/s: By June 2026

e. Plan for next evaluations:

Year	Evaluation Issue Area	Major Issues/ Evaluation Questions/ Points	Data Requirements	Frequency/ Responsibility	Estimated Budget
2026	ICEDA Traditional Grains Project	<ol style="list-style-type: none"> 1. What are the objectives of the project? 2. Who are the beneficiaries to the project? 3. How has the project changed rural livelihoods (income levels, farming skills) 4. How has the project contributed to the GZU revenue inflows? 5. How has the project contributed to Education 5.0 	Total number of beneficiaries Income levels Revenue inflows	Quarterly/M&E	USD 13034

A. Monitoring Plan

1. Plans (PSPP) of the Programme

Ref. & Results Category	Outcome Description	KPI	Baseline		Target	Variance	Data Source	MoV	Data Freq.	Instrument	Risks & Assumptions	Responsibility	Specific Budgetary needs (\$ / Other)	Reporting to / User
			Value	Year										
Programme 1 : Governance and Administration														
OUC	Improved Corporate Governance	Compliance level	100%	2025	100%	0	Compliance reports	Minutes	Quarterly	Compliance Dashboard	Data integrity Bias	Registrar	Financial Human Capital	Accounting officer
		Client satisfaction level	67%	2025	70%	+/-2	Survey reports	Report analysis	Bi-annually	Raw data validation Focus Group Discussion Word of mouth	Honest feedback from clients Poor data quality Subjectivity/ bias	Quality Assurance	Financial Resources Human Capital	Accounting Officer
		Employee satisfaction level	55%	2025	58%	+/-2	Survey Reports	Report Analyses	Annually	Raw data validation Focus Group Discussion Word of Mouth	Honest feedback from employees Poor data quality Subjectivity/bias	Registrar	Financial	Accounting Officer
Programme 2 : Human capital development														
	Improved access to	Digital accessibility	-	-	55	+/-5	Survey reports	Reports analysis	Quarterly	Dashboard	Cyber security/ Cooperation by	Director ICT	Financial/ Human Capital	Accounting Officer

	quality, equitable and inclusive higher and tertiary education	and inclusion index									users			
		% change in enrolment	5	2025	6	+/-1	Student admissions records	Physical checking	Bi-annually	Class list	Cyber attack/Students are registered	Registry	Financial/ Human Capital	Accounting Officer
		Pass rate	91.33	2025	93	+/-1	Examination records	Physical verification	bi-annually	Result sheet	Learning conditions are conducive	School Deans	Financial and Human capital	Accounting Officer
		Completion rate	90	2025	91	+/-1	Graduation records	Physical verification	Annually	Graduands list	Records are accurate	Registry and School Deans	Financial and Human Capital	Accounting Officer
		Female to male ratio	63:37	2025	61:39	+/-1	Enrolment records	Physical verification	bi-annually	Class list	Records are accurate	Registry	Financial and Human capital	Accounting Officer
OUC 2	Increased access of STEM programmes	% of new students	12	2025	13	+/-1	Admissions records	Physical Checks	Bi-Annually	Observation Sheet		Registry	Finance and human capital	Accounting Officer

	in HTEI institutes	enrolled in STEM disciplines												
		% of students enrolled in STEM disciplines	12	2025	13	+/-1	Registry records	Physical verification	Bi-annually	Check list	Accurate records	Registry	Finance and human capital	Accounting Officer
OUC 2		% of students graduating in STEM discipline	6	2025	7	+/-1	Graduation records	Physical	annually	Graduation	Accurate records	Registry	Finance and human capital	Accounting Officer
OUC 3	Improved availability of critical skills	% of students enrolled in critical skills disciplines	17	2025	18	+/-1	Enrolment records	Physical	bi-annually	Check list	All records are available and accurate	Registry	Finance and human capital	Accounting Officer
		% of new students enrolled	17	2025	18	+/-1	Enrolment records	Physical	bi-annually	Check list	All records are available and	Registry	Finance and human capital	Accounting Officer

		d in critical skills disciplines									accurate			
		% of students graduating in graduating in critical skills disciplines	24.5	2025	25	+/-1	Graduation records	Physical	Annually	Checklist	All records are available and accurate	Registry	Finance and human capital	Accounting Officer
Programme 3 Research, innovation and industrialisation														
OUC	Increased Research and Innovation capacity	% Level of completion of Research, Science, Technology, and innovation infrastructure.	45	2025	60	+/-5	Certificates of completion	Physical Inspection	Bi-Annually	Observation checklist	Human error; Bias; Missing data on quality; Routine fatigue/Upholding professionalism	Executive Director Infrastructure and Amenities ; Director Works	Finance and human capital	Accounting Officer
		% level of	25	2025	40	+/-4	Certificate of	Dry run tests	Bi-Annually	Observation checklist	Human error;	Director Works;	Finance and	Accounting Officer

		tooling and retooling of research and innovation infrastructure					completion				Bias; Missing data on quality; Routine fatigue/Upholding professionalism	Director ICT; Director RI Responsible Executive Deans	human capital	
		Capacity utilization (actual utilization as a percentage of installed capacity)	45	2025	60	+/-5	Production reports Products and Services	Physical checks	Bi-Annually	Observation checklist	Human error; Bias; Missing data on quality; Routine fatigue/Upholding professionalism	Director BD Director ICT; Director RI Responsible Executive Deans	Transport	Accounting Officer
		% change in revenue generated	18	2025	33	+/-3	Financial reports	Financial Audit	Quarterly	Checklist	Human error, Bias; Missing data on quality; Routine fatigue/U	Director BD Auditor	Finance and human capital	Accounting Officer

		ed from commercialization									pholding professionalism; All documents are available			
		% product sales growth	18	2025	28	+/-5	Sales report	Financial Audit	Quarterly	Checklist	Human error; Bias; Missing data on quality; Routine fatigue/Upholding professionalism; All documents are available	Director BD Auditor	Finance and human capital	Accounting Officer
OUC	Enhanced rural industrialization through research and innovation by HTEIs	% of rural-based projects/programs implemented	23	2025	26	+/-2	Research and Innovation Reports Business development reports; Employment statistics	Physical Inspection; Products and IPs;	Bi-Annually	Observation checklist	Human error; Bias; Missing data on quality; Routine fatigue/Upholding professionalism	Director RI Director BD Executive School Deans	Transport Finance and human capital	Accounting Officer
		% of researches	-	-	10	+/-1	Research and Innovation	Physical inspections	Quarterly	Observation checklist	Burnout, Plagiarism and	Director Research and	Finance and human	Accounting Officer

		conducted in rural communities					reports				bias/Participant honesty	Postgraduate/Director or Research and Innovation	capital	
		% change in revenue generated from rural based startups	-	-	5	+/-1	Bursary reports Business Development reports	Financial audits	Quarterly	Checklist	Missing data/Cooperation by the departments concerned	Bursar/Business Development Director	Finance and human capital	Accounting Officer
		Capacity utilisation of rural industrial facilities	45	2025	50	+/-2	Reports	Inspections	Quarterly	Checklist	Missing data/Cooperation by stakeholders		Finance and human capital	Accounting Officer