MBEYA UNIVERSITY
OF SCIENCE AND TECHNOLOGY
(MUST)

CORPORATE STRATEGIC PLAN

FIVE-YEAR ROLLING ACTION PROGRAMME
2022/23 - 2026/27

ENDEAVOURING TO LEAD IN SCIENCE AND TECHNOLOGY

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LIST OF ABBREVIATIONS AND ACRONYMS

AIDS	Acquired Immunodeficiency Syndrome
ANSTI	African Network of Scientific and Technological Institutions
AQSRB	Architects and Quantity Surveyors Registration Board
ATUPA	Association of Technical Universities and Polytechnics in Africa
ARU	Ardhi University
ATC	Arusha Technical College
CAG	Controller and Auditor General
CC	Corporate Counsel
CIA	Chief Internal Auditor
CoL	Commonwealth of Learning
CSP	Corporate Strategic Plan
DCGS	Director of Centre for Gender Studies
DCITT	Director of Centre for Innovation and Technology Transfer
DCVCE	Director of Centre for Virtual and Continuing Education
DAHRM	Director of Administration and Human Resource Management
DETS	Director of Estates and Technical Services
DF	Director of Finance
DIC	Director of Internalization and Convocation
DICT	Director of Information and Communication Technology
DMC	Director of Media Centre
DOS	Dean of Students
DPI	Director of Planning and Investment
DPSRP	Director of Postgraduate Studies, Research and Publication
DQA	Director of Quaflity Assurance
DSA	Director of Students Affairs
DUS	Director of Undergraduate Studies
DVC ARC	Deputy Vice Chancellor- Academic, Research and Consultancy
DVC PFA	Deputy Vice Chancellor- Planning, Finance and Administration
EAC	East African Community

ERB	Engineers Registration Board
FYDP	Five Year Development Plan
GBV	Gender Based Violence
GePG	Government electronic Payment Gateway
GS	Government Subvention
H/CMU	Head of Communication and Marketing Unit
H/PMU	Head of Procurement Management Unit
HEET	Higher Education for Economic Transformation
HESLB	Higher Education Students Loans Board
HIV	Human Immunodeficiency Virus
IC	Internal Collections
ICT	Information and Communication Technology
IUCEA	Inter-University Council for East Africa
KRAs	Key Result Areas
M&E	Monitoring and Evaluation
MAKISATU	Mashindano ya Sayansi, Teknolojia na Ubunifu
MCB	MUST Consultancy Bureau
MIST	Mbeya Institute of Science and Technology
MoEST	Ministry of Education, Science and Technology
MRCC	MUST Rukwa Campus College
MUHAS	Muhimbili University of Health and Allied Sciences
MUSE	Mfumo wa Ulipaji Serikalini
MUST	Mbeya University of Science and Technology
MWAPOI	Mwanza Polytechnic Institute
NACTE	National Council for Technical Education
NBAA	National Board of Accountants and Auditors
NGOs	Non-Governmental organization
OPRAS	Open Performance Review and Appraisal System
OUT	Open University of Tanzania

PhD	Doctor of Philosophy
PlanRep	Planning and Reporting System
PPRA	Public Procurement Regulatory Authority
PSPTB	Procurement and Supplies Professionals and Technicians Board
SADC	Southern African Development Community
SARUA	Southern African Regional Universities Association
SDGs	Sustainable Development Goals
SEAP	Structured Engineers Apprenticeship Programme
SIDO	Small Industries Development Organisation
SIMS	Student Information Management System
SO	Security Officer
STI	Science, Technology and Innovation
SUA	Sokoine University of Agriculture
SWOC	Strengths, Weaknesses, Opportunities and Challenges
TANESCO	Tanzania Electric Supply Company Limited
TEKU	Teofilo Kisanji University
TIRDO	Tanzania Industrial Research and Development Organisation
TO	Transport Officer
UCSAF	Universal Communication Services Access Fund
UDOM	University of Dodoma
UNDP	United Nations Development Fund
UWSA	Urban Water and Sewerage Authority
VC	Vice Chancellor
VETA	Vocational Education and Training Authority

MESSAGE FROM THE COUNCIL CHAIRPERSON

Mbeya University of Science and Technology (MUST) will soon mark 10 years of service since its establishment in 2012. Looking back, the University has attained an impressive record in teaching, research and community service, thus contributing to the socio-economic development of the Country. Its ongoing involvement in broad areas of national development together with an institutional emphasis on consistency and quality, ensures that its endeavours will continue to bear fruit for the nation and the entire continent.

The University recognises its pivotal role in providing expertise in various fields of science and technology and thus, it is now embarking on a new medium-term phase of its development from the financial year 2022/23 to 2026/27. The University`s main aspiration for the period 2022/23-2026/27 is to be recognized for innovative research, the quality of its graduates, and strategic partnerships, in addition to maintaining its national leadership role in higher education and community service.

From that perspective, the salient areas of this strategic plan will mainly focus on the aspirations of producing quality graduates who are able to pursue successful careers and to provide solutions to societal challenges; conducting research of impact on the socio-economic development of the Country; transforming knowledge into value through a vibrant innovation system; and creating effective partnerships with the community. In addition, the Strategic Plan emphasizes the importance of developing key areas to enable attainment of Tanzania's Development Vision 2025 (Vision 2025), the Third National Five Year Development Plan (FYDP III 2021/22 – 2025/26), the Ruling Party Election Manifesto *("Ilani ya Uchaguzi ya Chama cha Mapinduzi kwa ajili ya Uchaguzi Mkuu wa Mwaka 2020")*, as well as other relevant Government and sectoral policies.

Needless to say, fulfilling the goals of this Strategic Plan would position the University in the academic arena and affirm its status as the leading higher education institution in science and technology in the Country.

It is my pleasure to congratulate all who contributed to the development of this Strategic Plan, and I sincerely wish the University a successful implementation of the Plan.

Hon. Zakia Hamdani Meghji
MUST-Council Chairperson

MESSAGE FROM THE VICE CHANCELLOR

Since its inception, Mbeya University of Science and Technology (MUST) has undergone a series of changes in pursuit of fulfilling its core functions. The University's transformation agenda came into operation following the internal self-assessment exercise conducted in 2019, which came up with a proposed reform that affects the organizational structure of the University. Some of the achievements made following the transformation of the University organs include the decentralization of the University into eight (8) Colleges and the establishment of Centres and Directorates. These initiatives were aimed at transforming the University into an institution which would address the current Government's agenda on science, technology and industrial driven economy for the improvement of people's livelihoods.

In line with the transformation agenda, this new Strategic Plan (2022/23-2026/27) is intended to consolidate the achievements made from the review of the previous Strategic Plan and chart out the way forward. Despite the significant progress that was made, the University encountered a number of challenges. Notably was the overcrowding in the University facilities as a result of increased student enrolment. However, the last five years have seen a consistent and systematic effort to address these challenges.

Amidst our zeal to implement the transformation agenda, the University has continued to deliver on its Vision and is proud of how much has been accomplished so far. The University's growth has been stupendous in terms of its infrastructure development, new programmes and increase in student enrolment. The University has also made very good progress in the provision of consultancy services, particularly in the construction sector. The University's construction company (MCB Company Limited) has made an impeccable record in providing infrastructure solutions for public and private clients. It is my expectation that, in the near future, the company will expand to become the leading University company engaged in infrastructure projects including the construction of roads, highways, bridges, power-related facilities, water-related facilities, well drilling, utilities, dams and other infrastructure-related projects.

This Strategic Plan draws its strategic priorities from the achievements of its predecessor, the lessons learnt, and emerging issues and challenges at national and global level. The Plan is also informed by the continental and global aspirations as stipulated in the African Union's Agenda 2063 and the Sustainable Development Goals (SDGs).

The development of this Strategic Plan has been made possible by the contributions and commitment of various stakeholders. I wish to thank and appreciate contributions from the Ministry of Education, Science and Technology, staff and students for their total commitment in guiding us through the whole process until we managed to produce this important document.

Prof. Aloys N. Mvuma
Vice Chancellor

CHAPTER 1

INTRODUCTION

1.1   Historical Background

Mbeya University of Science and Technology (MUST) is a result of the transformation of the Mbeya Institute of Science and Technology (MIST) through the Universities Act No.7 (2005) and Mbeya University of Science and Technology Charter, 2013. The Universities Act requires universities to draft Charters and have them approved as a condition for providing university education. In compliance with the requirements of the Universities Act, Mbeya University of Science and Technology has been established under Part II, Article 3(1) of the Mbeya University of Science and Technology Charter, (2013).

Currently, the University has eight (8) colleges, namely, College of Engineering and Technology, College of Science and Technical Education, College of Humanities and Business Studies, College of Information and Communication Technology, College of Health Sciences and Technology, College of Architecture and Construction Technology, College of Agricultural Sciences and Technology and MUST Rukwa Campus College located at Kianda Village in Sumbawanga District in Rukwa Region along Tunduma – Sumbawanga road.

1.2   Purpose and Rationale of the Plan

Mbeya University of Science and Technology has undergone significant change since it was granted a Charter in 2013. The transition came forth in realizing and achieving the long term plan that was meant to prepare MUST to become a leading University in the area of Science and Technology in Tanzania and African at large. Since then, the University has been deeply involved in the process of building a new identity with its own distinctive characteristics in terms of relevance and quality of its core functions. The last two years have witnessed a University eager to reform in both structure and functions for becoming more effective and efficient in the delivery of its programmes and other activities.

In this regard, in May 2019 the University reviewed its academic and administrative systems. This exercise engaged several stakeholders including the external stakeholders, academic staff and academic staff association, students, staff and the Council. Since the University Council accepted most recommendations of the assessment report, many changes have taken place in the conduct of the University's business and in its relationship with its different stakeholders, especially its students. However, some of the issues that were recommended were not part of the plans in the previous Strategic Plan phasing out in June 2022.

This new Strategic Plan (2022/23-2026/27) therefore provides more avenues for implementation of the proposed University functions as per approved University organisational structure and is intended to consolidate the gains made from the review of the University's systems. The challenges embodied in the previous Strategic Plan have allowed MUST to determine clear resolutions for the overall direction and goals of the University to fulfil its Vision. This Strategic Plan serves as a guiding framework that defines the overall goals, sets broad objectives, and guides the operations of the University. It provides a framework through which the University shall apply its strengths to tackle the existing weaknesses, exploit opportunities, and confront challenges that may occur in the course of executing the University's core functions.

1.3 Corporate Strategic Plan Development Process

The preparation of this Corporate Strategic Plan (CSP) has been participatory, drawing information from various sources including Colleges, staff, periodic monitoring reports, Council reports, the 2nd MUST CSP (2017/2018 – 2021/2022), self-assessment report and stakeholders' views. References were also made to the Ministry of Education, Science and Technology Strategic Plan (2016/2017 - 2021/2022), Science and Technology Sub-Master Plan (2003-2018), Higher and Technical Education Sub-Master Plan (2003-2018), the Third National Five Year Development Plan (FYDP III 2021/22 – 2025/26), Ruling Party Election Manifesto ("*Ilani ya Uchaguzi ya Chama cha Mapinduzi kwa ajili ya Uchaguzi Mkuu wa Mwaka 2020*"), Medium-Term Strategic Planning and Budgeting Manual, Tanzania Development Vision 2025 (Vision 2025) as well as other relevant Government and sectoral policies. The Plan is also informed by the continental and international aspirations as stipulated in African Union's Agenda 2063 and the Sustainable Development Goals (SDGs).

1.4 Layout of the Plan

This Strategic Plan is organized into four chapters. The first chapter provides a brief summary of the MUST historical background, purpose and rationale, layout and structure. The second chapter focuses on situational analysis, which covers the mandate and the objects of the University, environmental scan; stakeholders' analysis and strengths, weaknesses, opportunities and challenges (SWOC) analysis. Chapter three outlines the vision, mission, core values, key results areas, strategic objectives, strategies and targets. The monitoring and evaluation framework is presented in Chapter Four.

CHAPTER TWO

SITUATIONAL ANALYSIS

2.1   Introduction

This chapter presents an in-depth assessment of the internal and the external environment of the University. The assessment of the internal environment elaborates six thematic areas including human resource capacity, financial resource and budget, University teaching and learning space, products and services offered by the University, governance and leadership, and finally, collaboration and external linkage.

On the other hand, an assessment of external environment involves the appreciation of external factors which in one way have a direct or indirect impact on University undertakings. Such factors include economic growth, technological advancement, and growing competition in offering higher learning education, political developments, legal and regulatory frameworks, social and cultural changes, demographic outlook, and international developments.

Finally, the chapter presents an assessment of the implementation of the second Corporate Strategic Plan 2017/18 – 2021/2022, the analysis of MUST stakeholders' views, as well as the SWOC analysis and concludes by giving the key critical issues emanating from the situational analysis.

2.2   Assessment of Internal Environment

The assessment of the internal environment is crucial in pointing out the University's strengths and weaknesses from within. It is from such findings, sound strategic objectives and strategies are developed to steer the University to achieve the mission and realise the vision set forth. An assessment of the internal environment has identified six key areas, and each has been presented from section 2.2.1 to 2.2.6.

2.2.1 Human Resource Capacity

The University had 604 staff as of December 2021/2022, composed of 452 male staff (75%) and 152 female staff (25%). As compared to financial year 2016/2017 the number of staff has increased by 15% from 522, and by that time, male staff were 399 equivalent to 76% and female staff were 123 equivalent to 24%. The detailed profile of academic and administrative staff is as presented in section 2.2.1.1 and 2.2.1.2, respectively.

2.2.1.1 Profile of Academic Staff

The University had 371 academic staff as of December 2021, composed of 315 male equivalent to 85%, and 56 female equivalent to 15%. In comparison to financial year 2016/2017, the number of academic staff increased by 10.4% from 336 staff. Further, the University has been experiencing a mild improvement of male to female ratio for the past five years, where the ratio stood at 8:1 in 2016/2017 and improved to 6:1 by 2021/22. This is clearly observed by percentage increase in female staff from 11% in 2016/17 to 15% in 2021/2022. Table 1 presents the statistics.

Table 1: The Composition of Academic Staff by Gender – 2016/17 - 2021/22

Year	Male	Female	Sex Ratio Male : Female	Total	Percentage of Female
2016/17	298	38	8:1	336	11%
2017/18	258	35	7:1	293	12%
2018/19	260	35	7:1	295	12%
2019/20	277	42	7:1	319	13%
2020/21	274	45	6:1	319	14%
2021/22	315	56	6:1	371	15%

Equally important is the composition of academic staff by their ranks. The composition is skewed towards junior academic staff who account for 87% of total academic staff while the remaining 13% are the senior academic staff, as presented in Table 2.

Table 2: The Composition of Academic Staff by Rank – 2021/22

Rank	Number	Percentage
Professor	1	0.3%
Associate Professor	4	1.1%
Senior Lecturer	4	1.1%
Lecturer	39	10.5%
Assistant Lecturer	165	44.5%
Tutorial Assistant	77	20.8%
Instructor	53	14.3%
Technician	28	7.5%

The student to academic staff ratio is another important aspect for any higher learning institution. According to Tanzania Commission for Universities standards, the ideal academic staff to student ratio is 1:40. The University has been operating within the specified standards over the years as presented in Table 3. As student

enrolment is envisaged to reach 15,000 by 2025, it is pertinent therefore that the University makes a strategic commitment to expand its physical infrastructure and embark to online training mode as an alternative to accommodate this number. The same consideration should be done by recruiting new staff with due consideration to the student staff ratio as recommended by Tanzania Commission for Universities (TCU).

Table 3: The Ratio of Academic Staff to Students

Year	Number of Students	Number of Academic Staff	Staff : Student
2016/17	4,002	336	1:12
2017/18	4,218	293	1:14
2018/19	4,630	295	1:16
2019/20	5,678	319	1:18
2020/21	6,817	319	1:21
2021/22	8,386	371	1:23

2.2.1.2   Profile of Administrative Staff

The University had 233 administrative staff as of December 2021, of whom 137 were male and 96 were female. Compared to financial year 2016/17, the number of administrative staff has increased by 25% from 186. The increase has been significantly experienced from financial year 2018/19 to financial year 2021/2022, as presented in Table 4. Such increase was due to the University effort to cover administrative carder posts to improve service delivery to stakeholders.

Table 4: The Number of administrative staff – 2016/17 to 2021/2022

Year	Male	Female	Total	Percentage of Female
2016/17	101	85	186	46%
2017/18	110	77	187	41%
2018/19	106	79	185	43%
2019/20	121	89	210	42%
2020/21	138	91	229	40%
2021/22	137	96	233	41%

As presented in Table 4, the composition of female administrative staff to total administrative staff has stood at an average of 42%. Whenever there is a job

vacancy, the University has been making considerable efforts in attracting female candidates to improve gender parity at all levels.

2.2.2 Financial Performance

The University financial base is built upon three main sources, Government subvention, internal collections, and grants. Government collections have been increasing year over year since 2016/17. According to the audited financial statement, there is an increase of 133% between financial years 2016/17 and 2020/21. And, to the largest extent, the funds are for development projects being implemented at the University. Also, internal collections have increased by 60% from TZS 5.28 billion in financial year 2016/2017 to TZS 8.44 billion in financial year 2020/2021. Finally, the grants received have not been consistent as presented in Table 5.

Table 5: Performance of University collections from 2016/17 to 2020/21

Income Source	2016/17 TZS(000)	2017/18 TZS(000)	2018/19 TZS(000)	2019/20 TZS(000)	2020/21 TZS(000)
Government Subvention (GS)	12,667,416	14,060,578	15,090,292	18,010,224	29,467,070
% increase in GS	-	11%	7%	19%	64%
Internal Collections (IC)	5,285,715	6,840,452	7,811,528	8,403,249	8,446,054
% Increase in IC	-	29%	14%	8%	1%
Grants	12,000	-	122,328	1,066,168	271,932
% Increase in Grants	-	-100%	100%	849%	-74%

On the other hand, expenditure has increased by 75% from TZS 16.9 billion in the financial year 2016/17 to TZS 29.5 billion in the financial year 2020/21, as presented in Table 6. This has been attributed by expansion of University activities so as to provide more services to various stakeholders.

Table 6: Performance of Expenditure for the period 2016/17 to 2020/21

Year	Amount (TZS 000)	Percentage Change
2016/17	16,865,195	NA
2017/18	19,405,901	15%
2018/19	24,445,701	26%
2019/20	25,740,362	5%
2020/21	29,467,070	14%

2.2.3 Physical infrastructure and facilities

The University has two Campuses, the MUST Main Campus located in Mbeya city and MUST Rukwa Campus College located at Kianda Village in Sumbawanga District. In each of the two campuses, there are a number of physical infrastructure and facilities that support teaching and learning, research and consultancy activities. Moreover, the campuses render enough spaces that allow future expansion. In Table 7, part A presents the physical infrastructure and facilities at the Main Campus. Similarly, Part B identifies infrastructure and facilities for the MUST Rukwa Campus College.

Table 7: Physical Infrastructure and Facilities at MUST

SN	Type of Physical Infrastructure/Facility	Quantity available and Capacity
Part A: Physical Infrastructure and Facilities at MUST Main Campus		
1.	Land	487Ha
2.	Lecture Theaters	2 lecture theatres with the capacity of 200 students
3.	Lecture Halls	6 Lecture halls with capacity of 1,830 students
4.	Workshop Halls	2 Workshop halls with capacity of 756 students
5.	Seminar Rooms	28 seminar rooms with capacity of 2,595 students
6.	Library	1 library with capacity of 2,500 users at a time
7.	Computer Labs	5 Computer laboratories with capacity of 250 students
8.	Science Labs	6 Science laboratories with capacity of 300 students
9.	Workshops	8 workshops
10.	Staff Office Space	216 Offices
11.	Staff Quarters	88 staff apartments/quarters
12.	Student Hostels	4 hostels, two for male and two for female students, both with the capacity to offer accommodation to 2,110 students at a time.
13.	Sport Grounds	13 Sport grounds
14.	Student Cafeteria	1 Cafeteria for students
15.	Business Centre	1 business centre with three rental places,
Part B: Physical Infrastructure and Facilities at MUST Rukwa Campus		
1.	Land	48Ha
2.	Lecture Rooms	5 Lecture rooms with the capacity of 462 students

SN	Type of Physical Infrastructure/Facility	Quantity available and Capacity
3.	Seminar Rooms	3 Seminar rooms with the capacity of 40 students.
4.	Library	1 library with capacity of 32 readers
5.	Computer Labs	3 Computer labs with the capacity of 50 students
6.	Workshops	1 Workshop
7.	Laboratories	2 laboratories
8.	Staff Office Space	24 Staff offices to accommodate 62 staff
9.	Staff Quarters	46 staff houses
10.	Student Hostels	3 student hostels with the capacity of accommodating 260 students
11.	Sports Ground	1 Football ground and 1 Long tennis pitch
12.	Student Cafeteria	1 Cafeteria with the capacity of 300 students
13.	Staff Cafeteria	1 Cafeteria with the capacity of 50 staff
14.	Business Centre	1 temporary Business Centre

Apart from the identified existing infrastructure, three construction projects are in progress including, Students Hostel with a capacity to accommodate 800 students, Library Phase II, and six (6) Laboratories, which once completed will increase the teaching and learning space of the University.

For successful realization of University core activities (teaching, research and community outreach services), the University must put in place efforts to expand its physical infrastructure to include adequate training equipment and facilities for lecture theatres, classrooms, laboratories and workshops. This should go in line with expansion of ICT infrastructure and office space for staff members and postgraduate students.

2.2.4 Services and Products offered by the University

In order to implement its primary functions which are also key towards the realization of its Mission and Vision, the University will continue to maintain and improve the mode of services and products delivery. Over the years, the output from the services offered includes well-trained graduates, research and publications, and the number of consultancy assignments provided to the community. The following discussion provides a clear understanding on how the University has performed in offering these services for the past five years.

2.2.4.1 Number of programmes offered and enrolment status

The University has 49 Undergraduate Programmes and eight (8) Postgraduate Programmes. The number of students enrolled into the existing programmes has increased by 111% in the past five years. In the academic year 2016/17 a total of

3,982 students were enrolled and in the academic year 2021/2022 a total of 8,398 students were enrolled. The increase has been attributed to the introduction of 33 new Undergraduate Programmes and 8 new Postgraduate Programmes. There have been a number of efforts aimed at increasing the enrolment of female students at the University. It is encouraging to note that the number of female students has been gradually increasing for the past five years, covering the gap of male to female student ratio.

For the next five years, the University shall maintain the same focus in view of increasing enrolment of female students and hence narrowing the existing gap between the number of female and male students. The University will continue to implement a sensitization campaign to secondary schools countrywide to attract more female students to join MUST. Equally, the Scholarship Fund that has been established to support female students at MUST will be strengthened to ensure more female students particularly those coming from disadvantaged communities benefit. Details on the number of students enrolled in the past five years are presented in Table 8.

Table 8: Number of Students enrolled from 2016/17 to 2021/22

Year	Male	Female	Total	Percentage of Female
2016/17	3,343	639	3,982	16%
2017/18	3,509	709	4,218	17%
2018/19	3,743	887	4,630	19%
2019/20	4,471	1,207	5,678	21%
2020/21	5,299	1,518	6,817	22%
2021/22	6,459	1,939	8,398	23%

2.2.4.2 Number of Graduates

The number of graduates has modestly increased from 798 in 2016/17 to 1,161 in 2020/21. This is equivalent to 45 per cent increase. Table 9 presents the total number of graduates from the academic year 2016/17 to the academic year 2020/2021. As the number of University graduates keeps increasing on yearly basis, it is equally important for the University to conduct a tracer study to assess the employability of graduates from MUST. The study on the other hand is a litmus test that will provide pertinent feedback for improving curriculum contents, quality assurance and enhancing teaching and learning processes.

Table 9: Number of Graduates from 2016/17 – 2020/2021

Year	Male	Female	Total	Percentage of Female
2016/17	621	177	798	22%
2017/18	643	138	781	18%
2018/19	761	155	916	17%
2019/20	915	202	1,117	18%
2020/21	895	266	1,161	23%

2.2.4.3   Research and Publications

Research and publications are key in finding solutions to challenges facing the community. In the past five years, the University had disseminated 69 research projects, where most of the research projects were conducted in the year 2018/19, as indicated in Table 10. For the past five years, MUST has made significant progress through initiatives that included upgrading relevant organizational structures that resulted to establishment of the Directorate of Postgraduate Studies, Research and Publications. Other achievements made include formulating the University's Research Agenda, Research and Publication Policy, building the capacity of academic staff on research areas and conducting a weekly seminar on research presentations. Despite these moves, the growth in terms of number of impactful research projects is not satisfactory. During the implementation of the Strategic plan, more efforts will be made to improve the competence among the academic staff in research and publications. Table 10 shows research projects conducted in the past five years.

Table 10: Research Project – 2016/17 -2021/22

Year	2017/18	2018/19	2019/20	2020/21	2021/22
Number of Research Projects	11	20	14	6	11

On the other hand, the publications have been grouped into three main categories, journal papers, workshop papers, and books. In the past five years there has been more publication of 230 journals, 23 workshop papers and 1 book as presented in Table 11.

Table 11: Number and Types of publication – 2016/17 – 2021/22

Year	Journal	Workshop Papers	Books
2016/17	31	4	1
2017/18	14	0	0
2018/19	37	9	0
2019/20	47	6	0

Year	Journal	Workshop Papers	Books
2020/21	60	4	0
2021/22	41	0	0
Total	**230**	**23**	**1**

2.2.4.4 Consultancy services

Besides student's fees collection, provision of consultancy services through University Company (MCB Company Limited) is the second- best source of income which contributes to the University coffers. In the past five years the Company has carried out 144 non-works consultancy projects with a contract sum of 17.9 billion. Similarly, the Company has executed 25 construction works with a contract sum of TZS 13.2 billion. The number of projects implemented in each year with their contract sum is presented in Table 12.

Table 12: Consultancy projects implemented – 20216/17-2020/21

Non-Works Consultancy Projects		
Year	Number of Consultancy Project	Value
2016/17	23	2,370,853,541.00
2017/18	31	3,561,370,906.50
2018/19	45	6,618,225,871.00
2019/20	7	4,503,797,285.88
2020/21	8	911,309,025.34
Total	**114**	**17,965,556,629.72**
Works Consultancy Projects		
2016/17	0	-
2017/18	3	482,584,898.00
2018/19	0	-
2019/20	8	4,405,906,214.38
2020/21	14	8,320,836,938.15
Total	**25**	**13,209,328,050.53**

2.2.5 Collaboration and External Linkage

The University maintains collaborations with national and international institutions. At national level the University collaborates with, The Open University of Tanzania (OUT), University of Dodoma (UDOM), Ardhi University (ARU), Muhimbili University of Health and Allied Sciences (MUHAS), Sokoine University of Agriculture (SUA), Teofilo Kisanji University (TEKU), Dar es Salaam Institute of Technology (DIT), Arusha Technical College (ATC), Ardhi Institute Morogoro, Vocational Education and Training Authority (VETA), Mwanza Polytechnic Institute (MWAPOI), Confucius Institute at the University of Dar es Salaam, Tanzania Industrial Research and

Development Organization (TIRDO), Tanzania Communications Regulatory Authority (TCRA), Small Industries Development Organisation (SIDO), Universal Communication Services Access Fund (UCSAF), Mbeya Zonal Referral Hospital, K's Hospital, MIC Tanzania (TIGO), and All Green Energy Company.

At international level, the University collaborates with United Nations Development Fund (UNDP), The Commonwealth of Learning (CoL), The Association of Technical Universities and Polytechnics in Africa (ATUPA), The Southern African Regional Universities Association (SARUA), The African Network of Scientific and Technological Institutions (ANSTI), The Inter-University Council for East Africa (IUCEA), University of Applied Sciences and Technology Burgenland, Austria, Michigan State University, and University of Rwanda.

2.2.6 Governance and Administration of the University

The governance of the University is guided by the Mbeya University of Science ad Technology Charter, 2013. The Charter has identified organs which are responsible for governance and administration of the University. Such organs include, the University Council, the Senate, Council Committees, College Boards, Workers Council and Student Organization.

a) The Council

The University Charter established the University Council and vested it with powers to be the governing body and principal policy-making organ of the University. Further, the Council is responsible for the management and administration of properties both movable and immovable, funds and other assets including investment of such funds and other assets of the University.

b) The Senate

The Senate has been established under the University Charter and bestowed powers to be the principal overall decision making organ in respect of all academic work of the University both teaching, research, extension and consultancy. Moreover, the Senate is the regulator and superintendent of the academic matters of the University.

c) Administration of the University

The Charter identifies the Chancellor as the Head of the University and in the name of the University has been bestowed the power to confer degrees, grant diplomas, certificates and other awards of the University. The Chancellor is assisted by the Vice Chancellor who is appointed by the Chancellor upon the advice of the University

Council. The Vice Chancellor is the Principal Academic, Administrative and Chief Accounting Officer of the University and *ex-officio* Chairperson of the Senate.

In discharging the duties, the Vice Chancellor is assisted by two Deputy Vice Chancellors, one responsible for academic, research and consultancy and the other responsible for planning, finance and administration. All are appointees of the Chancellor upon the advice of the Council. In ensuring smooth day-to-day operations of the University, the Chancellor upon the advice of the Council appoints College Principals while the Council appoints the directors. The Vice Chancellor appoints Heads of Departments and Head of Units. The appointed staff have obligations to oversee implementation of University' plans at their different jurisdictions.

Moreover, the University Charter allows establishment of organisations and associations. In this respect, the University has established the Convocation Alumni Association, MUST Academic Staff Association, Workers Council, and MUST Student Organisation. The main focus of these associations is to provide a platform through which University staff and students can express their views and opinions for spurring the general welfare and development of the University.
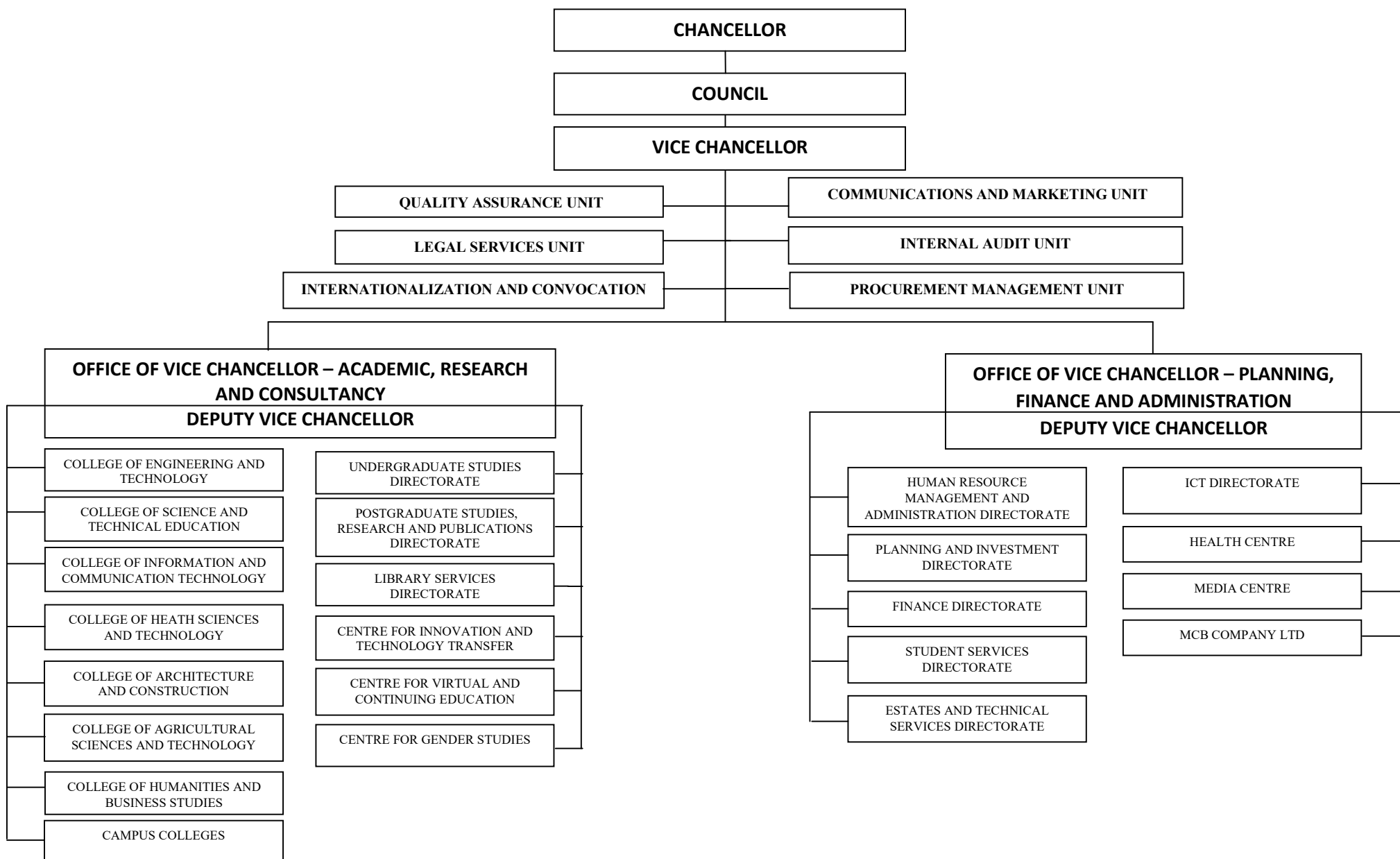
Figure 1: The Organizational Structure of Mbeya University of Science and Technology

2.3   Assessment of External Environment

The assessment of the external environment considers the evaluation of economic conditions, technological advancement, legal and regulatory frameworks, political environment, as well as the international environment. This assessment enables the University to identify and tap into opportunities emerging from the external environment. Discussion of each factor has been presented from Section 2.3.1 to Section 2.3.5.

2.3.1 Economic Conditions

Tanzania Vision 2025 focuses on high quality livelihood; peace, stability and unity; good governance; a well-educated and learning society; and a competitive economy capable of producing sustainable growth and shared benefits. The Development Vision 2025 on the education sector puts more emphasis on the need for Tanzania to be a nation with high quality of education at all levels; a nation that produces the quantity and quality of educated people sufficiently equipped with the requisite knowledge to solve the society's problems, meet the challenges of development and attain competitiveness at regional and global levels.

In an attempt to realize the National Vision 2025, over the years, the Government has implemented both micro and macro policies that ensured sustained economic growth. This has been clearly evidenced by the country's attainment of middle income status during the implementation of National Five-Year Development Plan (2016/17-2020/21). Tanzania's achievement in graduating from low-income country to lower-middle-income country status reflects sustained macroeconomic stability that has supported the growth of various development sectors including the education sector which is considered pivotal in bringing about social and economic transformation.

The Third National Five-Years Development Plan 2021/22 - 2025/26 with the theme "Realising Competitiveness and Industrialization for Human Development" is also aligned to implement the realization of the National development aspirations as prescribed in the Vision 2025. Despite the positive outlook, the University would need to re-assess its role and reposition itself to respond to the national development agenda at all levels. The view of the University is that implementation of the next Five-Year Development Plan (2021/22 -2025/26) would enable the Country to mark another significant stride in achieving competitiveness and industrial development and contribute greatly to economic growth.

2.3.2 Technological Advancement

Technological advancement has greatly changed the way higher learning institutions operate. This is witnessed through development of sophisticated technological ways of delivering training programmes, electronic approaches of accessing teaching and learning resources. Presence of advanced information management systems to perform such tasks as admission, registration, and financial management, have greatly contributed to the improved quality of services offered by higher learning institutions.

The University is set to take advantage in adopting advanced technologies in improving the quality of services offered. The View of the University is to be a smart campus where most of the operations run on ICT infrastructure. Such adoption would significantly transform the University approach in offering training programmes, where Open and Distance Learning would be adopted in offering some programmes. Furthermore, the University sees the need to subscribe to most e-learning resources to address the shortage of learning resources and to ensure efficient and effective day to day operations. In doing so, the University will continue to make use of ICT systems in place and continue to automate operational functions with the aim of being a "smart campus" in the period of implementing this Strategic Plan.

It is obvious that the current technological progress has led to a higher relative demand for skilled workers and a lower relative demand for workers performing routine activities. Cognisant to this need, the University curricula have to be reviewed or developed to address the challenges posed by the impact of technological advancement on labour market skills.

2.3.3 Legal and Regulatory Framework

The presence of sound legal and regulatory framework has assured consistent growth of the education sector and higher learning institutions inclusive of Mbeya University of Science and Technology. Instruments such as National Higher Education Policy of 1999, Education and Training Policy of 2014, Universities Act of 2005 and The Universities General Regulations of 2013, have been key in governing and providing the strategic direction to the development of education sector. Equally important are the cross cutting instruments such as Tanzania Development Vision 2025, National Five-Year Development Plans, Labour Laws and Legislations, Intellectual Property Rights Laws, Public Finance Laws and Regulations, and Public Service Laws.

Apart from having sound legal and regulatory framework, presence of Ministry of Education, Science and Technology, Tanzania Commission for Universities, and other organs of the Government have significantly contributed in governing and providing

the strategic direction to the development of education sector including higher learning institutions. The University is cognisant of the existing instruments and governing institutions exercising them and has plans to operate within their mandate to ensure harmonious development of the education sector for the development of the Country.

2.3.4 Political Condition

Peace and tranquillity are key in spurring economic development of the Country. Ever since independence, Tanzania has been enjoying peace and tranquillity which greatly contributed to economic development. This state has also contributed to the development of education sector. This has been achieved by presence of positive attitude from political entities and politicians on issues regarding education governance and making decisions on key matters of higher education such as an increase in enrolment, offering of free primary and secondary education, and financing arrangements for higher education by offering education loans to more Tanzanian students wishing to pursue higher learning education. These acts have provided opportunities for the University to perform its functions effectively.

The University is on strong view that the peace and tranquillity enjoyed since independence would continue to prevail and provide a conducive environment during the entire period of implementing this Strategic Plan and thus achieving the mission and realising the vision set forth.

2.3.5 International Environment

The international environment is composed of foreign academic and research institutions, students and clients who demand services from the University. International academic and research institutions are well advanced in terms of technology, skills, and other capabilities in managing higher learning institutions. In implementing this, the University has forged collaborations that have been able to support implementation of collaborative projects. The University in the course of implementing this Strategic Plan will continue to attract more collaborations with international institutions to support its implementation, particularly in areas of training, research and offering of consultancy services.

2.4 Performance Review of 2017/18 – 2021/2022 Corporate Strategic Plan

Financial year 2021/2022 marks the end of implementation of the second corporate strategic plan 2017/18 – 2021/2022. The phasing out Strategic Plan has been implementing 11 strategic objectives. Sections 2.3.1 to 2.3.11 highlight what has been achieved on each strategic objective.

2.4.1 Health and HIV/AIDS services delivery to staff and students improved

The following achievements were made:

i. The University collaborated with 4 health institutions in provision of vaccination services, medicines, and family planning services;

ii. HIV/AIDS Policy was developed and approved by the University Council in October 2018 and the HIV/AIDS Committee was established;

iii. Two campaigns on HIV/AIDS and non-communicable diseases were provided to students and staff annually;

iv. HIV/AIDS training materials were provided to students and staff during campaigns and seminars;

v. One room at the Dispensary was designated to house activities of voluntary counselling and testing;

vi. Voluntary testing and counselling services were provided at the University Dispensary and number of health workers has increased from eight (8) staff in 2016/17 to 23 staff in 2020/21;

vii. 75 students were trained to serve as peer educators to support the initiatives on the fight against HIV/AIDS and substance abuse annually;

viii. Staff and students were encouraged to attend voluntary counselling and testing sessions during HIV/AIDS campaigns conducted at the University;

ix. On annual basis, the University continued to improve its budget for procurement of drugs and equipment for the Dispensary;

x. Health Policy was developed and approved by the University Council in October 2019. University Dispensary managed to provide various vaccination to safeguard staff and students;

xi. Dispensary infrastructure were expanded to facilitate provision of Mother and Child Health Services; and

xii. University provided financial support to staff with health challenges to receive medical treatment within and outside Tanzania.

2.4.2 Effective implementation of National Ant-Corruption Strategy enhanced and sustained

The following achievements were made in implementing this objective:

i.   Two Anti-corruption seminars were conducted on annual basis;

ii.   Anti-corruption Policy was developed and approved by the University Council in October 2018;

iii.   Mechanisms for reporting and addressing corruption practices were institutionalised for transparency and accountability;

iv.   Formulation of Student Anti-Corruption Clubs was done; and

v.   University started implementation of Enterprise Risk Management Framework.

2.4.3 Equitable expansion in students' enrolment enhanced

The following achievements were made in implementing this objective:

i.   Student population increased from 3,982 in 2016/17 to 8,398 in 2021/22 which is equivalent to the increase of 111%;

ii.   The University increased number of programmes from a total of 16 programmes in 2016/17 to a total of 57 programmes in 2021/22 equivalent to the increase of 256%;

iii.   The University managed to introduce 9 postgraduate programmes for the first time in its history;

iv.   Postgraduate Policy was developed to guide postgraduate studies;

v.   One Bachelor Programme of Biomedical Equipment Engineering was introduced in collaboration with Muhimbili University of Health and Allied Sciences (MUHAS);

vi.   Marketing of academic programmes were done on annual basis through various media in order to increase student enrolment;

vii.   On annual basis the University organized visits to secondary schools in South and West regions to advertise programmes offered by MUST and encouraged students to join the University for their further studies;

viii.   Three scholarships were organized between MUST and various stakeholders including Universal Communication Services Access Fund (UCSAF), MO Foundation and *Help to Help Organization* to support students, particularly female students from disadvantaged groups;

ix.   Quality assurance and control policy was reviewed and approved;

x.   Academic self-assessment was conducted and the feedback provided formed the basis for improving the quality services offered;

xi. Course evaluations by students was conducted on annual basis and feedback was used to improve the offering of such courses; and

xii. Staff were trained on use of *Moodle* as a platform for delivering training online;

2.4.4 Students administration and management of financial resources improved

The following achievements were made:

i. The University has promoted use of systems in handling all issues related to students admission and other affairs by installing Student Information Management System (SIMS). Moreover, SIMS is linked to University website and Financial Management Information System for improving efficiency in payment transactions;

ii. Online registration for students was introduced since 2019 to avoid queuing and unnecessary contact with students in line with COVID-19 Prevention Protocols;

iii. Admission Information Unit was established to assist prospective students on matters of admission in line with TCU requirements;

iv. Counselling unit was established to handle issues of students with special needs;

v. Students with special needs were identified in each academic year and their needs communicated to University Management to ensure their pleasant stay and study at MUST;

vi. The new MUST Organizational structure has established the Gender Centre and among the responsibilities of the centre is to solicit support for students with special needs;

vii. Student accommodation policy was developed and approved by the University Council;

viii. One biomedical engineering laboratory and one computer laboratory established;

ix. Football pitch was upgraded;

x. Student organization leaders have been supported to attend national and international students organization forums for training; and

xi. Service providers for cleaning, ground maintenance, security and catering services were engaged on yearly contractual basis.

2.4.5 Leadership in applied research enhanced

The following achievements were made:

i. Research Policy and Research Agenda were developed and disseminated to all academic staff to guide undertaking of research activities;

ii. MUST Journal of Research and Development (MJRD) was established and four (4) issues of the Journal were produced;

iii. Two project proposals were developed and won funding from Netherlands, the projects focus on renewable energy and potato farming technology;

iv. Centre for Innovation and Technology Transfer and Rural Technology Park were established for the purpose of commercialization of innovations from students and staff;

v. A total of TZS 120 million was ring-fenced to support internal research calls since 2019/2020;

vi. Two (02) internal calls were conducted where 11 staff were funded to pursue research projects;

vii. Weekly research seminars were held to evaluate research works and train academic staff on developing fundable research proposals;

viii. Internet service was improved from 30 Mpbs to 100Mbps to support academic and administrative activities;

ix. Basement of the existing buildings was renovated to provide new 74 office space to 296 academic and administrative staff;

x. Subscription to more than twenty international e-resources has been done to expand the availability of online resources;

xi. Laboratory and Workshop equipment worth 8.9 billion were procured to facilitate teaching, research and consultancy activities;

xii. Construction of six laboratories is in progress and expected to be completed in financial year 2021/2022; and

xiii. Construction of new Library (Phase One) was completed and library services were provided to users on daily basis.

2.4.6 Human resource capacity and management strengthened

The following achievements were made:

i. University administrative instruments including Mbeya University of Science and Technology Charter, 2013 and University Organizational Structure were reviewed;

ii. University policies including, Health Policy, Quality Assurance Policy, HIV/AIDS Policy, Research and Publication Policy, Risk Management Framework, Risk Register, Investment Policy etc, were developed;

iii. 60 academic staff have been trained on online teaching methodologies;

iv. Three areas of expertise, oil and gas engineering, Mining engineering, and Biomedical engineering were identified as three areas of expertise that staff should be facilitated to pursue further studies;

v. One staff was promoted from the post of Senior Lecturer to Associate Professor;

vi. The number of PhD staff increased from 20 staff in 2016/17 to 49 staff in 2021/22 as attributed by the efforts of the University to train more staff at PhD level;

vii. Staff have been provided with working facilities on annual basis and repair of working facilities were done on annual basis to improve the working environment;

viii. Staff performance have been assessed and feedback provided on annual basis through filling of OPRAS;

ix. Staff with outstanding performance from colleges and directorates have been awarded with prizes; and

x. Staff were provided with opportunities to attend short courses, seminars and workshops to enhance their capabilities.

2.4.7 Administration and management of financial resources improved
The following achievements were made:

i. The University was awarded Unqualified Opinion by Controller and Auditor General (CAG) annually throughout the implementation period of the last five years;

ii. The University introduced Cost-Cutting Strategy as a measure to control and manage University coffers by introducing electricity and water meters in residential houses. Other cost cutting initiatives include drilling

of clean water borehole and adoption of paperless communication in various operations of the University;

iii.   The University introduced Risk Management Policy and Risk Management Framework to curb financial and other unforeseen risks;

iv.   Use of Financial Management Information System (MUSE) for accounting services and Planning, Reporting System (PlanRep) for budgeting purposes, Tanzania National e-Procurement System (TANePS) and Human Capital Management Information System were promoted;

v.   University income streams have been regularly reviewed to ensure the University tap on all opportunities to expand University coffers;

vi.   MUST FM radio was established as a new source of revenue and a media for advertising the University;

vii.   Resource Mobilization Policy and University Investment Policy were developed;

viii.   The University identified five (5) projects that can be financed under Public Private Partnership (PPP) initiatives. The projects include Hostels, Hospital, Business Centre, Science and Technology Park and Conference Centre;

ix.   Academic staff were trained on annual basis to write fundable research proposals and attract project funds; and

x.   Preparation of University budget has been on participatory approach, as such enabling operationalization of University plans by each cost centre.

2.4.8 Physical infrastructure and facilities of the University expanded and modernized

The following achievements were made:

i.   Estate management policy and regulation have been prepared and institutionalised;

ii.   500Ha of land at MUST Rukwa Campus have been demarcated for future development;

iii.   40% of internally collected revenue have been allocated on annual basis to finance development projects;

iv.   The University managed to solicit funds from TIB Development Bank to finance establishment of MUST Rukwa Campus;

v. Phase One of construction of University Library is complete and in use;

vi. Dispensary at Main Campus was expanded to accommodate increasing need of health services;

vii. Two classrooms with a capacity of 376 seats each were constructed;

viii. Student hostels with a capacity to support 1000 students were under construction;

ix. Rukwa Campus College was rehabilitated to fit requirements for carrying out academic activities; Rehabilitation involved construction of two new classrooms, rehabilitation of two student hostels, extension of library, workshops, repair of cafeteria among others;

x. Two sports grounds were rehabilitated, one at Main Campus and another at Rukwa Campus;

xi. Construction of six (6) Laboratories for the College of Science and Technical Education were in progress; and

xii. Face-lifting of administration block, students hostels and staff quarters was implemented;

2.4.9 Gender parity promoted and improved at all levels

The following achievements were made:

i. Hon. Zakia Hamdani Meghji Scholarship fund for female students in Science, Technology, Engineering and Mathematics was established to support female students from disadvantaged groups;

ii. Sensitization campaign has been carried out in secondary schools on annual basis to attract female students to join the University when pursuing higher education;

iii. Enrolment of female students in relation to male students has increased from 16% to 23% in the academic years 2016/17 and 2021/22 respectively;

iv. Centre for Gender Studies was established; and

v. MUSTSO Constitution was amended to enhance participation of female students in student leadership.

2.4.10 Publicity, linkage and partnership at national and international level established and strengthened

The following achievements were made:

i. The University forged collaboration with 24 national institutions, and 17 collaborations with international institutions;

ii. Cooperation with the Government was strengthened as evidenced by the support provided by the Government in construction of key infrastructure projects at the University, including Workshops and Laboratories, Students Hostels, and New University Library;

iii. The link between University and Industry was strengthened through attaching students to industries to undertake their industrial practical training;

iv. University continuously advertised its undertakings through various media to showcase services being offered; and

v. The University has participated in national exhibitions including, NACTE, TCU, MAKISATU, *Saba-Saba*, and *Nane Nane* to showcase University services and innovations.

2.4.11 Capacity to offer community services enhanced

The following achievements were made:

i. The Consultancy Policy has been reviewed and approved by the University Council;

ii. MCB Company Limited Policy was reviewed and approved by the University Council to govern all matters related to Company operations;

iii. MCB Company Limited operates in collaboration with other institutions in undertaking construction and consultancy services;

iv. Professional staff have been facilitated to register to their respective professional bodies including NBAA, ERB, PSPTB, and AQSRB;

v. Outreach services were provided to support various entrepreneurial activities to the community; and

vi. Staff have been facilitated to conduct short courses to various clients on different themes.

2.5 Conclusions on the previous strategic Plan Performance Review

Based on the planned activities of the Strategic Plan 2017/18 – 2021/2022 which is phasing out, the University has managed to achieve most of its targets. However,

there were several challenges that caused the University not to meet some of its targets as analysed under Section 2.6.2.2.

2.6 Analysis of the Strengths, Weaknesses, Opportunities and Challenges

2.6.1 Strengths and Weakness

Internal appraisal enables MUST to identify areas which would require change and/or improvements as outlined hereunder:

2.6.1.1 Strengths

i. Sound relations with Government and industry, hence providing an opportunity for increased public, private sector linkage and facilitating transfer of technology;

ii. Long experience in training of technical personnel prepared to contribute quality, hands-on skills in the labour market;

iii. Adequate land resources for establishing teaching, research and public service centres, including possibility for future expansion;

iv. A well-designed monitoring system developed to enhance quality at all levels of operations;

v. Being amongst the few institutions in Africa offering science and technology programmes and it has been designated to be the centre of excellence for training and research in science and technology;

vi. Qualified and experienced staff to offer training and undertake consultancy services in science, technology and management;

vii. Strategically geographically positioned at the heart of Mbeya City;

viii. Relatively good ICT teaching facilities;

ix. Reasonably good facilities and equipment for training as well as for consultancy and provision of other community services in the traditional engineering fields of specializations;

x. Staff development initiatives to support more academic staff to acquire PhD status;

xi. Committed management with focus and active marketing and public relations;

xii. Curricula with strong emphasis on practice and adaptation to industry; and

xiii. Registration and accreditation with Tanzania Commission for Universities (TCU).

2.6.1.2 Weaknesses

i. Gender imbalance amongst students and staff;

ii. Few formal research activities;

iii. Inadequate infrastructures for teaching, research and community service provision;

iv. Shortage of office space for staff members and postgraduate students;

v. Congestion of students in the classrooms limiting the University's efforts to provide high quality education;

vi. Budgetary constraints that hindered execution of various activities specifically development of infrastructure;

vii. Poor execution of Memoranda of Understanding of collaborations with other institutions;

viii. Inadequate funds to support staff to pursue further studies; and

ix. Inadequate research and publications both at local and international platforms.

2.6.2 Opportunities and Challenges
2.6.2.1 Opportunities

i. Goodwill from the Government and other stakeholders in terms of moral, material and financial support;

ii. Government initiatives to promote Science, Technology and Innovation (STI) activities.

iii. Very supportive policies on technical education and training related issues;

iv. Some programmes are offered at degree levels with no corresponding programmes being offered in the country at technicians' level and vice versa to ensure the balance of engineers, technicians and artisans;

v. Clear need for practical oriented engineers/technologists;

vi. Introduction of the Structured Engineers Apprenticeship Programme (SEAP);

vii. Implementation of mega projects in transportation, education, energy, telecommunication, mining and health sector creates more opportunities for graduate engineers and scientists;

viii. Globalization (competitive pressures forcing companies to improve/update products and services more frequently and optimize production processes);

ix. Increased utilization of ICT in the country;

x. Some new technologies have not been adequately addressed by local institutions;

xi. Presence of socio-economic environment in the Country that is attractive for consultancy assignments;

xii. Economic growth and hence an increase in formal engineering employment and self-employment;

xiii. Government affirmative action to promote industrial economy; and

xiv. Increasing demand for science and technology education and training.

2.6.2.2 Challenges:

i. Limited female applicants to the University;

ii. Competition from similar institutions within the East African Community (EAC) and the Southern African Development Community (SADC);

iii. Online courses delivered by other institutions which may be more attractive to potential students than similar classroom courses offered by the University;

iv. HIV/AIDS threatening the MUST investments in human resources;

v. Limited implementation of succession plan;

vi. Lack of a motivation system and recognition of good performance on STI;

vii. Low level of economic growth to support STI activities and ICT development;

viii. Low resource mobilization from development partners;

ix. Low private sector participation in STI; and

x. Outbreak of pandemic diseases such as COVID-19 pandemic.

2.7 Stakeholders Expectations

The University has fourteen (14) stakeholders of interest. Each stakeholder has different expectations from the services they receive from the University. Table 13 presents stakeholders, services they receive from the University and their expectations.

Table 13: Stakeholders expectations

No.	Stakeholder	Services Offered by MUST	Stakeholder Expectations
1	Government	i. Training, consultancy and research services ii. Skilled human resources	i. Value for money ii. Minimum dropouts iii. Optimal use of resources iv. Adherence to policies, guidelines and procedures v. Graduates who are employable or can employ themselves vi. Smooth learning processes vii. Innovativeness in the expansion of intakes and self-financing viii. Accountability
2	Students	Access to knowledge and skills	i. Quality education that meets the need of employment/labour market ii. Conducive learning environment iii. Timely graduation iv. Skills for self-employment v. Value for money
3	Employers	i. Training, consultancy and research services ii. Skilled human resources	i. Competent graduates with requisite skills and work attitudes ii. Quality services iii. Value for money
4	Employees	i. Employment ii. Benefits iii. Facilities	i. Good governance ii. Good working environment iii. A good image to the public iv. Job security

No.	Stakeholder	Services Offered by MUST	Stakeholder Expectations
5	Parents, Guardians & Sponsors	i. Information ii. Security iii. Training to their children or sponsored students	i. Affordable fees ii. Smooth learning processes iii. Timely graduation iv. Employability for students v. Value for money vi. Moral and ethical growth
6	Regulatory Authorities, including; TCU, IUCEA, PPRA, TCRA etc.	Various types of information/data	Compliance with procedures and standards
7	Other Institutions of Higher Learning	i. Partnership ii. Professional services	i. Benchmarking and inter-university collaboration ii. Ethical behaviour iii. Quality staff and services
8	Development Partners	Partnership	i. Resources deployed according to set priorities ii. Accountability and compliance iii. Realization of project objectives and quality outputs/outcomes
9	Higher Education Students Loans Board (HESLB), other Financing Agencies	Information on students and funds	i. Correct information ii. Monitoring and judicious use of funds
10	Collaborative Institutions	Partnership	i. Harmonious and impactful collaborative relations ii. Value for money iii. Mutual benefits
11	Alumni	i. Various types of information/data ii. Engagement in various activities	i. Good image and reputation ii. Growth and prosperity
12	Suppliers	i. Orders for goods and services ii. Information on procurement opportunities	i. Transparency ii. Corruption free and fair procurement process iii. Timely payments iv. Dignity and courtesy
13	Community	i. Corporate social	i. Quality of goods and services

No.	Stakeholder	Services Offered by MUST	Stakeholder Expectations
	members	responsibility services ii. Community engagement iii. Outreach services	ii. Peace and harmony iii. Growth of socio-economic activities iv. Integrity
14	Media	News from the University activities	i. Accurate and updated information ii. Harmonious relationship with the University

2.8 Critical Issues from Situational Analysis

The internal and external assessments have resulted in the following critical issues that need to be addressed when developing Strategic Plan. The issues include:

i. Access and quality of training programmes;

ii. Capacity for bidding for research projects leading to low numbers of research projects and, low number and quality of publications in peer-reviewed journals;

iii. Innovations with direct impact to the community as far as science and technology is concerned;

iv. Limited internal sources of revenues;

v. Shortage of skilled staff in both academic and administrative units;

vi. Gender parity among staff and students; and

vii. Teaching and learning infrastructures and facilities.

CHAPTER THREE

THE CORPORATE STRATEGIC PLAN 2022/2023 – 2026/2027

3.1   Introduction

This Chapter presents the strategic direction of MUST in terms of its Vision, Mission, and Core Values. In addition, it describes a set of Key Result Areas (KRAs) which the University will strive to attain in five years (2022/23 – 2026/27). Key strategic objectives were formulated from each key result area and appropriate strategies were developed.

3.2   Vision, Mission and Core Values

In providing direction to influence its operations towards the desired future; MUST is guided by the following Vision, Mission and Core Values:

3.2.1 Vision statement

To become the leading centre of excellence for knowledge, skills and applied education in science and technology.

3.2.2 Mission Statement

To develop academically, technologically and socially competent students, staff and other stakeholders who will be responsive to the broader needs and challenges of the society.

3.3   Core Values

In undertaking its roles and functions, MUST will uphold the following core values:

3.3.1 Leadership in Innovation and Technology

The University is committed to advance science and technology as an essential part of our cultural heritage. High quality, state-of-the-art programmes and the embracing of future technologies are highly valued.

3.3.2 Culture of Excellence

This means striving to do things better, setting challenging goals and continuously improving and innovating to deliver the best possible outcomes.

3.3.3 Diversity and Equal Opportunities for All

We believe in ethical and scholarly questioning in an environment that respects the rights of all, to freely pursue knowledge.

3.3.4 Partnerships

The University will work very closely with its stakeholders who include; students and staff, industries, Government institutions, NGOs, Civil Society groups, service providers, development partners and other learning institutions, both within and outside the country.

3.3.5 Integrity and Stewardship of Resources

MUST is committed to accountability and responsibility in all actions and adheres to the highest standards of professional ethics and individual integrity.

3.4 Key Results Areas, Objectives, Strategies and Targets

MUST Corporate Strategic Plan has five (5) key results areas (KRAs), 7 strategic objectives with 123 targets to be addressed in the next five years. The KRAs to be addressed during the five-year period of the Plan are listed below:

1. KRA A: National Agenda
2. KRA B: Teaching and Learning
3. KRA C: Research, Innovation and Consultancy services
4. KRA D: Linkage, publicity and internationalization
5. KRA E: Governance and Administration

3.5 Strategic Objectives

The strategic objectives and targets to be addressed during the Strategic Plan implementation period are as shown in Table 14:

Table 14: Strategic objectives and number of targets

Objective Code	Strategic objective	Number of Targets
A	Health Services improved and HIV/AIDS infections reduced	5
B	Effective implementation of National Anti-Corruption Strategy enhanced and sustained	2
C	Equitable access and quality of training programmes enhanced	30
D	Research, innovation and consultancy service enhanced	23
E	Strategic linkage, publicity and internationalization of University programmes strengthened	19
F	Governance and administration support systems strengthened	29
G	Cross-cutting issues at all levels of University operations mainstreamed	15
Total Number of Targets		**123**

Each strategic objective is elaborated with a clear rationale and strategies as follows:

3.5.1 Objective A: Health Services improved and HIV/AIDS infections reduced

HIV/AIDS is a crisis that affects all sectors and has impacted the lives of productive age groups thus affecting socio-economic development. The education sector where the majority of productive groups reside is among the sectors that have been seriously affected by the HIV/AIDS epidemic. Cognizant to this challenge, Mbeya University of Science and Technology has to find ways to manage the situation and turn what is now seen as a high risk environment and promote sustainable behaviour change. In doing so, MUST shall continue to promote and facilitate an approach to HIV/AIDS prevention that is inclusive and which involves participation of all members of the University Community.

Non-communicable diseases (NCDs) are of increasing concern for society and national governments, as well as globally due to their high mortality rate. University initiatives to address risk factors of NCDs will involve creating awareness on prevention management strategies that include individual lifestyle management and societal awareness. The most effective preventative strategy is the one that leads to changes in lifestyle with respect to diet, physical activities, cessation of smoking, and the control of metabolic disorders.

In addressing the impact of HIV/AIDS and Non-Communicable Diseases, the University plans to pursue the following:

Strategy
  i. Strengthen and expand preventative measures against HIV/AIDS; and
  ii. Prevent, control and treat communicable and non-communicable diseases.

3.5.2 Objective B: The National Anti-Corruption Strategy and Action Plan effectively implemented

Corruption in general has extremely damaging effects on society. It is one of the major constraints that has hampered the Government's drive towards achieving improvement in the economy. The impacts of corruption have led to, among others, mistrust of public administration by members of the public. For the purpose of institutionalizing measures for combating and preventing corruption, the University will continue to uphold good governance at all levels and implementing the National Anti-Corruption strategy through the following intervention:

Strategy
> Strengthen sensitization programmes and measures on prevention and combating corruption.

3.5.3 Objective C: Equitable access and quality of training programmes enhanced

Equitable access and lifelong learning opportunities for all are central to ensuring a full and productive life for all individuals and the realization of sustainable development. Considering the need for access and quality of training programmes, Mbeya University of Science and Technology is expected to put in place intensified efforts to address the challenges of inadequate facilities and infrastructure, ineffective monitoring systems for quality programmes, limited skilled workforce, shortage and uneven distribution of professionally trained staff. Attainment of this objective will have a direct impact on improving the access and quality of the programmes offered by the University at all levels.

Strategies
   i. Enhance Undergraduate and Postgraduate programme quality, relevance, and responsiveness;
   ii. Institutionalize quality assurance and quality control system at all levels;
   iii. Improve ICT Infrastructure and enabling utilization environment; and
   iv. Improve infrastructure and facilities that accommodate students with special needs.

3.5.4 Objective D: Research, Innovation and Consultancy service enhanced

Since its inception, the University has continued to strengthen research, innovation, publications and consultancy activities. However, this function has been affected by inadequate funding for research endeavours, inadequate tools and infrastructure to support research and innovation activities. To strengthen the function and ensure continuous research, innovation and consultancy services, the University has continued to pursue an ambitious transformation programme in view of enhancing its competitive performance and efficiency. Throughout implementation period of this Strategic Plan, the University shall continue to leverage existing capacities and integrate knowledge generated through research, into teaching, learning, innovations and consultancy services in order to maximize impact and its relevance to the community.

Strategies

   i. Strengthen academic staff and students' research and innovation capacity;
   ii. Improve supporting environment for research and innovation;
   iii. Enhance publications and dissemination of research findings and innovations; and
   iv. Increase offering of consultancy and construction services.

3.5.5 Objective E: Strategic linkage, publicity and internationalization of University programmes strengthened

Collaborations and international partnerships provide the foundation for achieving many of the strategic priorities of the University. Currently, Mbeya University of Science and Technology has 24 active local and 17 international Memoranda of Understanding. These agreements establish various types of cooperation, including research collaborations, technology, students and staff exchange, and other programmes that have possibilities of attracting international staff and students to MUST, and opportunities for MUST Staff and Students to study and conduct research abroad. For years, MUST has long-standing partnerships with Universities and other Institutions in Tanzania and countries such as United States of America, Netherlands, Austria, India, Rwanda, Malawi and Germany. These partnerships have provided a range of opportunities to staff and students over the years, and are an important asset as MUST expands its global engagement. Such partnerships with local and international collaborations enhance the University reputation at local and global level.

Strategies

i. Enhance collaborative and linkage activities with local, national and international partners;
ii. Ensure the inclusion of an international dimension in all aspects of University's management;
iii. Enhance Internationalization and visibility of the University; and
iv. Strengthen collaboration with MUST Alumni.

3.5.6 Objective F: Governance and Administration Support systems strengthened

The University derives its mandate from the Universities Act No. 7 of 2005, which granted it the Charter in 2013. By virtue of the Charter, Mbeya University of Science and Technology is mandated to mobilize academic resources, develop and mount academic programmes and confer degrees and award other qualifications.

To ensure the orderly conduct of university operations, the University will continue to improve its governance and support systems in view of attaining its key functions. Initiatives will be geared towards creating a conducive environment to enhance efficient and effective service delivery, teaching, learning, research and consultancy services.

Strategies

i. Strengthen internal systems, processes and controls;
ii. Enhancing Resource mobilization strategies;

iii. Implement transformation of University Organizational structure;
iv. Institute cost cutting measures;
v. Improve strategic planning, budgeting, monitoring and evaluation capacity;
vi. Improve working environment for efficient and effective service delivery; and
vii. Strengthen Students and staff welfare services.

3.5.7 Objective G: Cross-cutting issues at all levels of University operations mainstreamed

3.5.7.1 Gender
The University focus on promoting gender equality is premised on the recognition that teaching approaches can impact positively and support the inclusion of girls, women and other disadvantaged groups. MUST like other institutions of higher learning is faced with a problem of gender inequalities at different levels. The University therefore has an obligation to proactively address gender equity and mainstreaming. This will be done by establishing a Centre for Gender Studies to support the Government objective of promoting gender equality.

3.5.7.2 Mitigation of Climate Change
The University will continue to advocate the global initiatives on climate issues by enhancing public awareness on environmental issues through media, incorporating the content of climate change and sustainable development in the curriculum, adoption of water harvesting technologies and efficient use of water resource and enhancing research activities on environmental protection and climate change.

3.5.7.3 Management of natural disasters
Since MUST is an educational institution, it is by necessity involved in the management of disaster since it is charged with the mission of contributing broadly to society. Hence, the University will continually formulate and implement strategies to reduce the unforeseen disasters and plan response actions. For the purpose of lessening the vulnerability of disasters, the University will take a number of initiatives including the following:
 i. Develop a disaster management policy and guidelines to cope with natural calamities and disease pandemics;
 ii. Embark on online and distance learning as part of coping with disasters;
 iii. Partner with institutions/and experts to offer short course training aimed at imparting knowledge related to disaster and disaster management; and
 iv. Improve community preparedness, response capabilities and recovery mechanisms.

Strategies

    i.   Mainstreaming gender issues in University operations;

   ii.   Enhance mitigation of climate change;

  iii.   Promote Management of natural disasters; and

  iv.   Strengthen security services within and around the University.

3.6   Result Framework Matrix

This matrix contains the University's Strategic Objectives, Strategies and Targets set to realize the Mission and Vision for the next five years. It envisions how the Strategic Objectives will be achieved and how the results will be measured. The indicators in the matrix will be used to track progress towards the achievement of the Strategic Plan. The Results Framework Matrix is detailed below:

STRATEGIC PLAN MATRIX

KRA A: National Agenda				
SN	**Strategic objective**	**Strategies**	**Targets**	**Performance indicators**	**Responsible Office**

SN	Strategic objective	Strategies	Targets	Performance indicators	Responsible Office
A.	Health Services improved and HIV/AIDS infections reduced	Strengthen and expand preventative measures against HIV/AIDS	At least two seminars on HIV/AIDS preventive education conducted annually	Number of seminars	DAHRM, DOS, I/DISP
			Voluntary Counselling and Testing Services implemented annually	Number testing, Number of HIV/AIDS status declared	DAHRM, DOS, I/DISP
			HIV/AIDS prevention and health care policy operationalised starting July 2022	Policy in place	DAHRM, DOS, I/DISP
		Prevent, control and treat communicable and non-communicable diseases.	MUST Dispensary upgraded into Health Centre by June 2027	Health Centre presence	I/DISP, DPI, DETS
			At least two (2) awareness campaigns for non-communicable diseases conducted annually	Number of seminars	DAHRM, DOS, I/DISP
			Screening services for non-communicable diseases provided annually to at least 25% staff and students	Percentage	DAHRM, DOS, I/DISP
			MRCC Dispensary services improved by expanding the building and other facilities by June 2027	Number of functional health building	I/DISP, DPI, DETS
B.	Effective implementation of National Anti-Corruption Strategy enhanced and sustained	Strengthen sensitization programmes	Five (5) awareness creation seminars on Ethics, Good Governance and Anti-corruption conducted by June, 2027.	Number of awareness seminars	DAHRM, CC

KRA A: National Agenda					
SN	Strategic objective	Strategies	Targets	Performance indicators	Responsible Office
		Institute measures on prevention and combating corruption	Corruption free zone established by Institutionalize anti-corruption policy at all levels by June 2027.	Number of corruption cases	DAHRM, CC
			Partnership and collaboration with strategic stakeholders in the fight against corruption strengthened by June 2027	Number of partners, collaborators and stakeholders	CC

KRA B: Teaching and Learning					
SN	Strategic objective	Strategies	Targets	Performance indicators	Responsible Office
C.	Equitable access and quality of training programmes enhanced	Enhance Undergraduate and Postgraduate programme quality, relevance, and responsiveness.	Two (2) University-wide tracer studies conducted by June, 2027.	Number of tracer study	Principals
			Academic programmes to address strategic labour market needs increased from 47 to 100 by June, 2027.	Number of programmes	Principals
			A policy to improve the quality and delivery of online and evening programmes developed by June 2023.	Policy in place	DPSRP, DUS, DCVCE
			One (1) Institutional self-assessment conducted by June 2024	Reports	DQA,DPI, DAHRM, DIC, Principals

KRA B: Teaching and Learning					
SN	**Strategic objective**	**Strategies**	**Targets**	**Performance indicators**	**Responsible Office**
			Carry out external peer review assessment of programmes after every programme circle.	Reports.	Principals, DPSRP.
			At least 50% of existing programmes that are aligned to the market demands are reviewed to support online training by June 2027.	Percentage of programmes reviewed.	Principals.
			Students' enrolment increased by 17% annually.	Percentage increase of student enrolment.	Principals.
		Institutionalize quality assurance and quality control system at all levels	Quality Assurance Policy reviewed by June 2024	Reviewed QA Policy in place	DQA
			One (1) Academic audit to improve teaching and learning conducted by June 2027	Report	DQA
			Field and Practical Training Guidelines established starting July 2023	IPT Guideline in place and deployed	DIC
			Five (5) workshops for University staff training on QA aspects conducted by June 2027.	Number of workshops conducted	DQA
			MUST ISO 21001:2018(E) Certified by June 2027	ISO Certificate in place	DQA
		Improve ICT Infrastructure and enabling utilization environment	At least 4 College blocks connected with Optic Fiber Cable and inter-office telephone network modernised June 2027	Number of college blocks	DICT, DETS, DPI
			At least 4 College blocks installed	Number of college	DICT, DETS, DPI

KRA B: Teaching and Learning					
SN	Strategic objective	Strategies	Targets	Performance indicators	Responsible Office
			with power back up by June 2027	blocks	
			The e-learning platform modernised for effective multimedia interactive teaching and learning by June 2027.	Presence of online training delivery	DICT, DCVCE
			At least 4 Colleges installed with wireless technologies (hotspots) by June 2027.	Number of Colleges	DICT
			The Internet bandwidth expanded from 110 Mbps to 230 Mbps to cover all campuses by June, 2027.	Internet bandwidth	DICT
			Two (2) disaster recovery sites established by June 2027	Disaster recovery sites	DICT
			Centre for Virtual and Continuing Education constructed and furnished by June 2027	CVCE in place	DCVCE/DETS
			All lecture rooms equipped with multimedia facilities by June 2027.	Number/Types of Multimedia facilities	Principals/DICT
		Improve infrastructure and facilities that accommodate people with special needs	Three (3)academic complex buildings that support people with special needs constructed and furnished by June 2025	Number of new academic buildings	Principals
			Two (2) hostels that support people with special needs constructed and furnished by June 2024.	Number of new hostels	DSA
			One (1) Administration block at the Main Campus that support people with special needs constructed and	New Administration block	DAHRM/DETS

SN	Strategic objective	Strategies	Targets	Performance indicators	Responsible Office
KRA B: Teaching and Learning					
			furnished by June 2027		
			Ten workshops/labs that support people with special needs constructed by June 2025.	Number of workshop/labs	Principals
			One (1) Innovation and Incubation Hub that support people with special needs Constructed and equipped by June 2025.	Innovation and Incubation Hub	DCITT
			Five (5) Students' hostels rehabilitated by June 2027	Rehabilitated hostels	DSA
			Ten (10) new staff houses constructed by June 2027	Number of staff houses	DAHRM
			A ring-fenced infrastructure maintenance fund established by June 2027.	A ring-fenced fund in place	DPI
			Three (3) new cafeteria Constructed by June 2027.	Number of cafeteria	DSA
			Land use and costed master plans for all MUST land in place by June 2027.	Land use plan and master plans developed	DETS

SN	Strategic objective	Strategies	Targets	Performance indicators	Responsible Office
KRA C: Research, Innovation and Consultancy service					

KRA C: Research, Innovation and Consultancy service					
SN	Strategic objective	Strategies	Targets	Performance indicators	Responsible Office
D.	Research, innovation and Consultancy service enhanced	Strengthen academic staff, students' research innovation capacity	At least 40 % of academic staff attend capacity building training on research project development and management annually	Percentage of academic staff	DPSRP, CITT
			Research and Innovation Policies reviewed by June 2025	Reviewed Research and Innovation Policies in Place	DPSRP, CITT
			Guidelines to support research and innovation activities developed starting by June 2023	Guidelines in place	DPSRP, CITT
			At least five (5) mentorship programme for junior researchers initiated starting July 2024	Number of beneficiaries	DPSRP, CITT
			Each College wins at least one (1) research project annually	Number of research projects	DPSRP
			At least one (1) innovation promotion programme initiated annually	Number of innovations	DCITT
		Improve supporting environment for research and innovation	At least five (5) existing workshops/lab equipped with modern research and training equipment by June 2027	Number of workshops/labs	DPSRP, Principals
			Three (3) new collaborative partnerships with industry to commercialise applicable research and innovation findings established by June 2027.	Number of collaborations with industries	DIC, DPSRP, Principals
			University Research Agenda	Reviewed Research	DPSRP

SN	Strategic objective	Strategies	Targets	Performance indicators	Responsible Office
KRA C: Research, Innovation and Consultancy service					
			reviewed to respond to community and industrial challenges starting July 2024	Agenda	
			MUST Library upgraded to include offering academic and research activities (in addition to providing library services) by June 2027	Number of academic programmes	DLS
			At least 2% of the annual University revenue allocated to support research and innovation activities annually	Percentage of funds allocated annually	DPI
			Each College, Centre or Directorate establishes at least one (1) link with the industrial sector per year to promote academia-industry partnership starting July 2024	Number of collaborations with the industry	DIC, Principals
			Each College, Centre and Directorate conduct at least two (2) collaborative research and/or innovation activities by June 2027	Number of collaborative research activities	Principals, DPSRP, DIC
			MUST Research and Innovation week expanded to include local and international stakeholders starting July 2022	Number of external stakeholders participation	DCITT, DIC
			At least 50 academic staff are trained to PhD level by June 2027	Number of academic staff trained at PhD	DAHRM
		Enhance publications and dissemination of research	At least 24 Research output disseminated by June 2027	Number of research outputs disseminated	DPSRP, Principals

SN	Strategic objective	Strategies	Targets	Performance indicators	Responsible Office
		findings and innovations	MJRD is indexed with at least 2 internationally recognized database by June 2027	Number of international journals	DPSRP
			University staff publications in recognized national, regional and international peer-reviewed journals or other publication media increased by 10% annually	Percentage increase of the published paper	DPSRP, Principals
			Open Repository with quality publications to enhance dissemination of research outputs established by June 2024	MUST Open repository established	DPSRP
		Increase offering of consultancy and construction services	Consultancy Policy and Operational Procedures reviewed by June 2024	Reviewed Consultancy Policy and Operational Procedures in place	DIC
			MCB Company Limited upgraded from class 4 to class 2 by June 2025	MCB company LTD class 4 certificate in place	D/MCB
			Guidelines for monitoring and evaluation of the quality of consultancy service delivery developed by July 2023	M&E Guideline in place	DIC
			Each College participates in soliciting and/or implementation of at least one (1) consultancy and one (1) outreach project annually	Number of consultancy and outreach services conducted	Principals

KRA D: Linkage, publicity and internationalization					
SN	Strategic objective	Strategies	Targets	Performance indicators	Responsible Office
E.	Strategic linkage, publicity and internationalization of University programmes strengthened	Enhance collaborative and linkage activities with local, national and international partners	Operational Collaborations with 40 local and 10 international institutions enhanced by June 2027	Number of collaborations, MoU signed	Principals, DIC
			Public Services and External Linkages Policy reviewed by June 2024	Reviewed Policy in place	DIC
			Follow-up, monitoring and evaluation on the impact of collaborations conducted annually	M&E Reports	DIC
		Ensure the inclusion of international dimension in all aspects of University's management	Admission guidelines and fees structure for foreign students established by June 2023	Admission guidelines and fee structure in place	DIC, DUS, DPSRP
			At least two (2) joint degree programmes with reputable foreign universities offered by June 2027	Number of joint degree programmes offered	Principals
			At least one (1) house is allocated for the foreign students by June 2027	Number of houses	DIC, DETS
			Liaison office for international students established by June 2023	Liaison office established	DIC
		Enhance Internationalisation and visibility of the University	Market materials for international students produced and disseminated annually	Reports, Market materials in place	DIC
			The University website and its management arrangements	Updated website reports	H/CMU

SN	Strategic objective	Strategies	Targets	Performance indicators	Responsible Office
			updated annually starting July 2022		
			University Marketing and Corporate Social Responsibility (CSR) Task Force established by June 2023	Marketing Task Force appointed	VC
			Community engagement and outreach policy developed by June 2027	Policy in place	DIC, H/CMU
			Marketing and Communication strategy developed by June 2023	Marketing and Communication strategy in place	DIC, H/CMU
			MUST FM Radio frequency coverage expanded to reach at least 10 regions by June 2025	Number of regions	DMC
			At least 20% of University academic and administrative staff participates in local and international conferences or workshops by June 2027	Percentage of staff participated in local and international conferences	DAHRM
			At least five (5) international conferences organized by June 2027	Number of international conferences organised	DIC
			MUST Client's Service Charter reviewed and operationalised by June 2023	Reviewed Client Service Charter	DAHRM
			The University digital marketing media platforms established and fully utilized Starting July 2022	Number of digital platform	H/CMU
			At least five (5) Public lectures on	Number of Public	Principals, DPSRP

SN	Strategic objective	Strategies	Targets	Performance indicators	Responsible Office
KRA D: Linkage, publicity and internationalization					
			global issues including climate change, 4th Industrial Revolution conducted by June 2027.	lectures	
		Strengthen collaboration with MUST Alumni	A database for MUST Alumni by College established and updated annually starting July 2022	Alumni database in place	DIC

KRA E: Governance and Administration					
SN	**Strategic objective**	**Strategies**	**Targets**	**Performance indicators**	**Responsible Office**
F.	Governance and Administration Support systems strengthened	Strengthen internal systems, processes and controls	Procurement Manual/Guidelines developed by June, 2023.	Manual/Guidelines in place	H/PMU
			Budget Manual/Guidelines developed by June, 2023.	Manual/Guidelines in place	DPI
			Recruitment Manual/Guidelines reviewed by June, 2023.	Manual/Guidelines in place	DAHRM
			University Accounting and Stores Manual developed by June 2023	MUST Accounting Manual in place	DF, H/PMU
			University Management Information Systems automated 100% by June 2027.	Percentage of automation	DICT
			MUST Financial Regulations reviewed by June 2027.	Reviewed Financial Regulations	DF
			At least Five (5) capacity building training and awareness creation to staff on public financial laws, regulations, risk management, circulars and guidelines conducted annually	Number of training conducted	DF, DPI, DAHRM, CC
			Risk register reviewed annually	Reviewed Risk register	DPI
		Enhancing Resource mobilization strategies	Internally generated income increases by 20% annually	Parentage	DPI
			Externally generated income from funding agencies increased by 30% annually	Percentage	Principals, Directors

KRA E: Governance and Administration					
SN	**Strategic objective**	**Strategies**	**Targets**	**Performance indicators**	**Responsible Office**
			financing at least one (1) infrastructure development through PPP initiatives mobilized by June 2027	Number of infrastructure through PPP	DPI
		Implement transformation of University Organisation structure	MUST Media Centre established by June 2027	MUST Media Centre established	DMC
			Two (2) Colleges; College of Agricultural Sciences and Technology and College of Heath Sciences and Technology established by June 2027	Two (2) fully functional new Colleges in place	Principals
			Centre for Virtual and Continuing Education strengthened by June 2027	Number of online programmes	DCVCE
			Centre for Gender Studies established by June 2023	Centre for Gender Studies in place	DAHRM
		Institute cost cutting measures	MUST cost-cutting strategy institutionalised by June 2024.	Reports, Percentage of cost	DPI
			Two (2) functional water borehole constructed at the main campus by June 2025	Number of boreholes	DETS
			At least 25% of buildings installed with rain harvesting systems by June 2027	Percentage of buildings installed with rain harvesting systems	DETS

KRA E: Governance and Administration					
SN	Strategic objective	Strategies	Targets	Performance indicators	Responsible Office
		improve strategic planning, budgeting, monitoring and evaluation capacity	MUST Grand Strategic plan for 25 years developed by June 2025	MUST Grand Strategic plan in place	DPI
			Budget preparation, monitoring and execution process improved by June 2027	Reports	DPI
			University performance contract implemented annually	MUST performance contract in place, reports	CC
		Improve working environment for efficient and effective service delivery	Estates and Technical Services Policy reviewed by June 2027	Reviewed Policy in place and deployed	DETS
			Academic staff population increased by 50% by June 2027	Percentage	Principals, DAHRM
		Strengthen students and staff welfare services	Accommodation space for students with special needs identified and expanded to 150 rooms by June 2027	Number of rooms for SWSN	DSA
			Acquire one (1) Facility to accommodate postgraduate students by June 2027	Number of Facilities	DPSRP
			Students' Counselling Offices established by June 2023	Counselling Offices in place	DSA, DAHRM
			Two (2) new soccer pitches constructed by June 2027	Soccer pitch constructed	DSA
			Ten existing sports facilities rehabilitated and adequately equipped by June 2027	Number of sports facilities	DSA
			A policy for sports and recreation activities developed by June 2023	Policy developed	DSA

KRA E: Governance and Administration					
SN	Strategic objective	Strategies	Targets	Performance indicators	Responsible Office
			Staff and students participate in 10 national sports and game competitions annually	Number of participation	DSA, DAHRM
G.	Cross-cutting issues at all levels of University operations mainstreamed	Mainstreaming gender issues in University operations	Gender Policy reviewed to incorporate Gender Based Violence (GBV) issues by June 2023	Gender Policy	DCGS
			Programmes under the Centre for Gender Studies (CGS) developed by June 2025	Number of programmes developed	DCGS
			At least five (5) workshops to familiarise staff and students on gender and inclusiveness issues held by June 2027	Number of workshops organised	DCGS
			Gender Desk established by July 2022.	Gender Desk in place	DCGS
			MUST resource centre for students and staff with special learning needs (equipped with a wide range of teaching/learning resources and manned by specialized experts) established by June 2024	A resource centre for students and staff with special learning needs in place	DCGS
		Enhance Mitigation of Climate Change	Application of energy efficiency technologies promoted at all levels by June 2027	Number of energy efficiency technologies promoted	DETS, Principals
			Students participation in campus climate action activities supported annually	Number of students and events pf campus climate action activities	Principals
			At least two (2) joint collaborative,	Number of joint	Principals, DIC

KRA E: Governance and Administration					
SN	Strategic objective	Strategies	Targets	Performance indicators	Responsible Office
			research projects related to climate issues conducted by June 2027	collaborative, research projects related to climate issues	
			At least five (5) environmental and climate-related programmes introduced by June 2027	Number of programmes related to environmental and climate	Principals
		Promote Management of natural disasters	Disaster management policy and guidelines to cope with natural calamities and pandemics developed by July 2023	Policy in place	DETS, DSA, DAHRM, I/DISP
			At least 70% of all academic programme are available in blended or e-learning methods by June 2027	Percentage of programmes delivered in blended method	DCVCE
		Strengthen security services within and around the University	Auxiliary Police Post constructed at the Main Campus and MRCC by June 2027	Auxiliary Police Posts constructed	DETS
			MUST Security Policy reviewed by June 2024	Security Policy in place	DAHRM
			Street lights installed around the campuses by June 2027	Number of street lights	DETS
			CCTV cameras installed in the campuses' strategic areas by June 2027	Number of cameras	DICT

STRATEGIC ACTION PLAN

KRA A: National Agenda										
SN	Strategies	Targets	Responsible Office	2022/23		2023/24		2024/25	2025/26	2026/27
1.	Strengthen and expand preventative measures against HIV/AIDS	At least two seminars on HIV/AIDS preventive education conducted annually	DAHRM, DOS, I/DISP							
		Voluntary Counselling and Testing Services implemented annually	DAHRM, DOS, I/DISP							
		HIV/AIDS prevention and health care policy operationalised starting July 2022	DAHRM, DOS, I/DISP							
2.	Prevent, control and treat communicable and non-communicable diseases.	MUST Dispensary upgraded into Health Centre by June 2027	I/DISP, DPI, DETS							
		At least two (2) awareness campaigns for non-communicable diseases conducted annually	I/DISP							
		Screening services for non-communicable diseases provided annually to at least 25% staff and students	I/DISP							
		MRCC Dispensary services improved by expanding the building and other facilities by June 2027	I/DISP, DPI, DETS							
3.	Strengthen sensitization programmes	Five (5) awareness creation seminars on Ethics, Good Governance and Anti-corruption conducted by June, 2027.	DAHRM, CC							

KRA A: National Agenda								
SN	**Strategies**	**Targets**	**Responsible Office**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**
	Institute measures on prevention and combating corruption	Corruption free zone established by Institutionalize anti-corruption policy at all levels by June 2027.	DAHRM, CC					
		Partnership and collaboration with strategic stakeholders in the fight against corruption strengthened by June 2027	CC					

KRA B: Teaching and Learning								
SN	**Strategies**	**Targets**	**Responsible Office**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**
1.	Enhance Undergraduate and Postgraduate programme quality, relevance, and responsiveness.	Two (2) University-wide tracer studies conducted by June, 2027.	Principals					
		Academic programmes to address strategic labour market needs increased from 47 to 100 by June, 2027.	Principals					
		A policy to improve the quality and delivery of online and evening programmes developed by June 2023.	DPSRP, DUS, DCVCE					
		One (1) Institutional self-assessment conducted by June 2024	DQA,DPI, DAHRM, DIC, Principals					
		Carry out external peer review assessment of programmes after every programme circle.	Principals, DPSRP.					
		At least 50% of existing	Principals.					

KRA B: Teaching and Learning								
SN	Strategies	Targets	Responsible Office	2022/23	2023/24	2024/25	2025/26	2026/27
		programmes that are aligned to the market demands are reviewed to support online training by June 2027.						
		Students' enrolment increased by 17% annually.	Principals.					
2.	Institutionalize quality assurance and quality control system at all levels	Quality Assurance Policy reviewed by June 2024	DQA					
		One (1) Academic audit to improve teaching and learning conducted by June 2027	DQA					
		Field and Practical Training Guidelines established starting July 2023	DIC					
		Five (5) workshops for University staff training on QA aspects conducted by June 2027.	DQA					
		MUST ISO 21001:2018(E) Certified by June 2027	QDA					
3.	Improve ICT Infrastructure and enabling utilization environment	At least 4 College blocks connected with Optic Fiber Cable and inter-office telephone network modernised June 2027	DICT, DETS, DPI					
		At least 4 College blocks installed with power back up by June 2027	DICT, DETS, DPI					
		The e-learning platform modernised for effective multimedia interactive teaching and learning by June 2027.	DICT, DCVCE					

KRA B: Teaching and Learning								
SN	Strategies	Targets	Responsible Office	2022/23	2023/24	2024/25	2025/26	2026/27
		At least 4 Colleges installed with wireless technologies (hotspots) by June 2027.		▓	▓	▓	▓	▓
		The Internet bandwidth expanded from 110 Mbps to 230 Mbps to cover all campuses by June, 2027.	DICT	▓	▓	▓	▓	▓
		Two (2) disaster recovery sites established by June 2027	DICT	▓	▓			
		Centre for Virtual and Continuing Education constructed and furnished by June 2027	DCVCE/DETS			▓	▓	▓
		All lecture rooms equipped with multimedia facilities by June 2027.	Principals/DICT	▓	▓	▓	▓	▓
4.	Improve infrastructure and facilities that accommodate people with special needs	Three (3)academic complex buildings that support people with special needs constructed and furnished by June 2025	Principals	▓	▓	▓		
		Two (2) hostels that support people with special needs constructed and furnished by June 2024.	DSA	▓	▓			
		One (1) Administration block at the Main Campus that support people with special needs constructed and furnished by June 2027	DAHRM/DETS		▓	▓	▓	▓
		Ten workshops/labs that support people with special needs	Principals	▓	▓	▓	▓	▓

SN	Strategies	Targets	Responsible Office	2022/23	2023/24	2024/25	2025/26	2026/27
		constructed by June 2025.						
		One (1) Innovation and Incubation Hub that support people with special needs Constructed and equipped by June 2025.	DCITT					
		Five (5) Students' hostels rehabilitated by June 2027	DSA					
		Ten (10) new staff houses constructed by June 2027	DAHRM					
		A ring-fenced infrastructure maintenance fund established by June 2027.	DPI					
		Three (3) new cafeteria Constructed by June 2027.	DSA					
		Land use and costed master plans for all MUST land in place by June 2027.	DETS					

	Strategies	Targets	Responsible Office	2022/23	2023/24	2024/25	2025/26	2026/27
KRA C: Research, Innovation and Consultancy service								
1.	Strengthen academic staff, students' research innovation capacity	At least 40 % of academic staff attend capacity building training on research project development and management annually	DPSRP					

	KRA C: Research, Innovation and Consultancy service							
	Strategies	**Targets**	**Responsible Office**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**
		Research and Innovation Policies reviewed by June 2025	DPSRP, CITT	�	▪			
		Guidelines to support research and innovation activities developed by June 2023	DPSRP, CITT	▪				
		At least five (5) mentorship programme for junior researchers initiated starting July 2024	DPSRP, CITT		▪	▪	▪	▪
		Each College wins at least one (1) research project annually	DPSRP	▪	▪	▪	▪	▪
		At least one (1) innovation promotion programme initiated annually	DCITT	▪	▪	▪	▪	▪
2.	Improve supporting environment for research and innovation	At least five (5) existing workshops/lab equipped with modern research and training equipment by July 2027	DPSRP, Principals	▪	▪	▪	▪	▪
		Three (3) new collaborative partnerships with industry to commercialise applicable research and innovation findings established by June 2027.	DIC, DPSRP, Principals	▪	▪	▪	▪	▪
		University Research Agenda reviewed to respond to community and industrial challenges starting July 2024	DPSRP		▪			
		MUST Library upgraded to include offering academic and	DLS	▪	▪	▪	▪	▪

	Strategies	Targets	Responsible Office	2022/23	2023/24	2024/25	2025/26	2026/27
		research activities (in addition to providing library services) by June 2027						
		At least 2% of the annual University revenue allocated to support research and innovation activities annually	DPI					
		Each College, Centre or Directorate establishes at least one (1) link with the industrial sector per year to promote academia-industry partnership starting July 2024	DIC, Principals					
		Each College, Centre and Directorate conduct at least two (2) collaborative research and/or innovation activities by June 2027	DIC					
		MUST Research and Innovation week expanded to include local and international stakeholders starting July 2022	DCITT, DIC					
		At least 50 academic staff are trained to PhD level by June 2027	DAHRM					
3.	Enhance publications and dissemination of research findings and innovations	At least 24 Research output disseminated by June 2027	DPSRP, Principals					
		MJRD is indexed with at least 2 internationally recognized	DPSRP					

	Strategies	Targets	Responsible Office	2022/23		2023/24		2024/25		2025/26		2026/27	
		database by June 2027		▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
		University staff publications in recognized national, regional and international peer-reviewed journals or other publication media increased by 10% annually	DPSRP, Principals	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
		Open Repository with quality publications to enhance dissemination of research outputs established by June 2024	DPSRP		▓	▓							
4.	Increase offering of consultancy and construction services	Consultancy Policy and Operational Procedures reviewed by June 2024	DIC	▓	▓	▓							
		MCB Company Limited upgraded from class 4 to class 2 by June 2025	D/MCB	▓	▓	▓	▓	▓	▓				
		Guidelines for monitoring and evaluation of the quality of consultancy service delivery developed by July 2023	DIC	▓	▓								
		Each College participates in soliciting and/or implementation of at least one (1) consultancy and one (1) outreach project annually	Principals	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓

KRA C: Research, Innovation and Consultancy service

SN	Strategies	Targets	Responsible Office	2022/23		2023/24		2024/25		2025/26		2026/27	
KRA D: Linkage, publicity and internationalization													
1.	Enhance collaborative and linkage activities with local, national and international partners	Operational Collaborations with 40 local and 10 international institutions enhanced by June 2027	Principals, DIC										
		Public Services and External Linkages Policy reviewed by June 2024	DIC										
		Follow-up, monitoring and evaluation on the impact of collaborations conducted annually	DIC										
2.	Ensure the inclusion of international dimension in all aspects of University's management	Admission guidelines and fees structure for foreign students established by June 2023	DIC, DUS, DPSRP										
		At least two (2) joint degree programmes with reputable foreign universities offered by June 2027	Principals										
		At least one (1) house is allocated for the foreign students by June 2027	DIC, DETS										
		Liaison office for international students established by June 2023	DIC										
3.	Enhance Internationalisation and visibility of the University	Market materials for international students produced and disseminated annually	DIC										
		The University website and its management arrangements updated annually starting July	H/CMU										

SN	Strategies	Targets	Responsible Office	2022/23		2023/24		2024/25		2025/26		2026/27	
		2022		▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
		University Marketing and Corporate Social Responsibility (CSR) Task Force established by June 2023	H/CMU	▓	▓								
		Community engagement and outreach policy developed by June 2027	DIC, H/CMU	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
		Marketing and Communication strategy developed by June 2023	DIC, H/CMU	▓	▓								
		MUST FM Radio frequency coverage expanded to reach at least 10 regions by June 2025	DMC	▓	▓	▓	▓	▓	▓				
		At least 20% of University academic and administrative staff participates in local and international conferences or workshops by June 2027	DAHRM	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
		At least five (5) international conferences organized by June 2027	DIC	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
		MUST Client's Service Charter reviewed and operationalised by June 2023	DAHRM	▓	▓								
		The University digital marketing media platforms established and fully utilized Starting July 2022	H/CMU	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
		At least five (5) Public lectures on global issues including climate change, 4th Industrial	Principals, DPSRP	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓

KRA D: Linkage, publicity and internationalization

SN	Strategies	Targets	Responsible Office	2022/23		2023/24		2024/25		2025/26		2026/27	
KRA D: Linkage, publicity and internationalization													
		Revolution conducted by June 2027.		█	█	█	█	█	█	█	█	█	█
4.	Strengthen collaboration with MUST Alumni	A database for MUST Alumni by College established and updated annually starting July 2022	DIC	█	█	█	█	█	█	█	█	█	█

SN	Strategies	Targets	Responsible Office	2022/23		2023/24		2024/25		2025/26		2026/27	
KRA E: Governance and Administration													
1.	Strengthen internal systems, processes and controls	Procurement Manual/Guidelines developed by June, 2023.	H/PMU	█	█								
		Budget Manual/Guidelines developed by June, 2023.	DPI	█	█								
		Recruitment Manual/Guidelines reviewed by June, 2023.	DAHRM	█	█								
		University Accounting and Stores Manual developed by June 2023	DF, H/PMU	█	█								
		University Management Information Systems automated 100% by June 2027.	DICT	█	█	█	█	█	█	█	█	█	█
		MUST Financial Regulations reviewed by June 2027.	DF							█	█	█	█
		At least Five (5) capacity building training and	DF, DPI, DAHRM, CC	█	█	█	█	█	█	█	█	█	█

SN	Strategies	Targets	Responsible Office	2022/23	2023/24	2024/25	2025/26	2026/27
		awareness creation to staff on public financial laws, regulations, risk management, circulars and guidelines conducted annually		X	X	X	X	X
		Risk register reviewed annually	DPI	X	X	X	X	X
2.	Enhancing Resource mobilization strategies	Internally generated income increases by 20% annually	DPI	X	X	X	X	X
		Externally generated income from funding agencies increased by 30% annually	Principals, Directors	X	X	X	X	X
		financing at least one (1) infrastructure development through PPP initiatives mobilized by June 2027	DPI	X	X	X	X	X
3.	Implement transformation of University Organisation structure	MUST Media Centre established by June 2027	DMC				X	
		Two (2) Colleges; College of Agricultural Sciences and Technology and College of Heath Sciences and Technology established by June 2027	Principals			X	X	
		Centre for Virtual and Continuing Education strengthened by June 2027	DCVCE	X	X	X	X	X
		Centre for Gender Studies established by June 2023	DAHRM	X				
4	Institute cost cutting	MUST cost-cutting strategy	DPI	X	X			

		KRA E: Governance and Administration						
SN	**Strategies**	**Targets**	**Responsible Office**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**
	measures	institutionalised by June 2024.						
		Two (2) functional water borehole constructed at the main campus by June 2025	DETS					
		At least 25% of buildings installed with rain harvesting systems by June 2027	DETS					
5.	improve strategic planning, budgeting, monitoring and evaluation capacity	MUST Grand Strategic plan for 25 years developed by June 2025	DPI					
		Budget preparation, monitoring and execution process improved by June 2027	DPI					
		University performance contract implemented annually	CC					
6.	Improve working environment for efficient and effective service delivery	Estates and Technical Services Policy reviewed by June 2027	DETS					
		Academic staff population increased by 50% by June 2027	Principals, DAHRM					
7.	Strengthen students and staff welfare services	Accommodation space for students with special needs identified and expanded to 150 rooms by June 2027	DSA					
		Acquire one (1) Facility to accommodate postgraduate students by June 2027	DPSRP					

SN	Strategies	Targets	Responsible Office	2022/23	2023/24	2024/25	2025/26	2026/27
		Students' Counselling Offices established by June 2023	DSA	▓				
		Two (2) new soccer pitches constructed by June 2027	DSA	▓	▓	▓	▓	▓
		Ten existing sports facilities rehabilitated and adequately equipped by June 2027	DSA	▓	▓	▓	▓	▓
		A policy for sports and recreation activities developed by June 2023	DSA	▓				
		Staff and students participate in 10 national sports and game competitions annually	DSA, DAHRM	▓	▓	▓	▓	▓
8.	Mainstreaming gender issues in University operations	Gender Policy reviewed to incorporate Gender Based Violence (GBV) issues by June 2023	DCGS	▓				
		Programmes under the Centre for Gender Studies (CGS) developed by June 2025	DCGS	▓	▓	▓		
		At least five (5) workshops to familiarise staff and students on gender and inclusiveness issues held by June 2027	DCGS	▓	▓	▓	▓	▓
		Gender Desk established by July 2022.	DCGS	▓				
		MUST resource centre for students and staff with special learning needs (equipped with a wide range of	DCGS	▓	▓			

SN	Strategies	Targets	Responsible Office	2022/23		2023/24		2024/25		2025/26		2026/27	

KRA E: Governance and Administration

SN	Strategies	Targets	Responsible Office	2022/23	2023/24	2024/25	2025/26	2026/27
		teaching/learning resources and manned by specialized experts) established by June 2024						
9.	Enhance Mitigation of Climate Change	Application of energy efficiency technologies promoted at all levels by June 2027	DETS, Principals					
		Students participation in campus climate action activities supported annually	Principals					
		At least two (2) joint collaborative, research projects related to climate action conducted by June 2027	Principals, DIC					
		At least five (5) environmental and climate-related programmes introduced by June 2027	Principals					
10.	Promote Management of natural disasters	Disaster management policy and guidelines to cope with natural calamities and pandemics developed by July 2023	DETS, DSA, DAHRM, I/DISP					
		At least 70% of all academic programme are available in blended or e-learning methods by June 2027	DCVCE					
11.	Strengthen security services within and around the University	Auxiliary Police Post constructed at the Main Campus and MRCC by June	DETS					

KRA E: Governance and Administration									
SN	Strategies	Targets	Responsible Office	2022/23	2023/24	2024/25	2025/26	2026/27	
		2027							
		MUST Security Policy reviewed by June 2024	DAHRM						
		Street lights installed around the campuses by June 2027	DETS						
		CCTV cameras installed in the campuses' strategic areas by June 2027	DICT						

CHAPTER FOUR

MONITORING, REVIEW AND EVALUATION PLAN

4.1   Introduction

This Chapter presents the monitoring and evaluation (M&E) process for the MUST Corporate Strategic Plan. The University has a robust M&E process benchmarked from the national monitoring evaluation plan. The M&E system details key activities aiming at improving institutional adherence to implementing the set out plan in the Corporate Strategic Plan. Furthermore, the M&E system ensures there is effective and efficient deployment of resources for successful implementation of set out strategic objectives, and sustainability of intended impact. The University M&E system has four key thematic areas including, monitoring and evaluation framework, the monitoring plan, the planned reviews, and reporting plan. Each of these areas has been detailed and presented in Section 4.2 to Section 4.5.

4.2   Monitoring and Evaluation Framework

Implementation of MUST five-year Corporate Strategic Plan is prone to deviations from assumptions and premises taken into account when the plan was developed. As such, to ensure attainment of such targets despite the deviations that might occur the University monitoring and evaluation framework has identified four key organs to champion the monitoring and evaluation process. Such organs include; Monitoring and Evaluation Committee, The University Management, Directorate of Planning and Investment and Directorate of Quality Assurance. The duties and responsibilities of each organ have been described in Section 4.2.1 to Section 4.2.4.

4.2.1 Monitoring and Evaluation Committee

The Monitoring and Evaluation Committee shall be chaired by the Vice Chancellor of MUST and committee members shall include College Principals. The committee is mainly charged with ensuring that, the monitoring and evaluation of the Strategic Plan is implemented as intended. The Committee responsibilities include, but not limited to:

   i.   Approve and review the annual monitoring work plan;

   ii.   Monitor implementation of annual monitoring work plan;

   iii.   Conduct periodic review of strategic plan progress reports;

   iv.   Recommend appropriate measures in events of deviation from the set out strategic targets;

   v.   Review the mid-term and end of Plan evaluation reports; and

vi.   Ensure cascading of Strategic Plan to all levels of the University.

4.2.2 Monitoring and Evaluation Sub-Committee

The Monitoring and Evaluation Sub-committee shall be formed at each college and directorate. The Committee will be chaired by the Principals and Directors. The composition of the Sub-committee will be determined by the respective Principal and Director. The sub-committee will be responsible in, but not limited to:

i.   Ensure appropriate implementation of the annual monitoring work plan;

ii.   Prepare periodic monitoring reports on the implementation of the Strategic Plan as scheduled;

iii.   Ensure cascading of the Strategic Plan at College/Campus/Directorate level; and

iv.   Advise Monitoring and Evaluation Committee in events of deviation on set out strategic plan.

4.2.3 Directorate of Planning and Investment

The Director of Planning and Investment is the champion in coordinating monitoring and evaluation activities of the MUST Corporate Strategic Plan. Among others the following are responsibilities of the Directorate:

i.   Cascade the University Corporate Strategic Plan to all levels;
ii.   Prepare annual monitoring work plan for the University;
iii.   Compile periodic monitoring reports from Colleges and Directorates;
iv.   Coordinate preparation of Mid-Term and Annual Evaluation Report; and
v.   Advise Monitoring and Evaluation Committee in events of deviation from set out strategic targets.

4.2.4 Directorate of Quality Assurance

The Director of Quality Assurance is charged to oversee quality assurance related issues in conducting monitoring and evaluation of MUST Corporate Strategic Plan.

4.3   Monitoring Plan

The monitoring plan assesses the attainment of each strategic objective and strategies as implementation of the Corporate Strategic Plan is rolling year on year. The plan identifies the key performance indicators for each strategy, then baseline data are presented for each key performance indicator to be used as a benchmark value. Furthermore, the plan shows the target implementation level on annual basis starting the financial year 2022/2023 to 2026/2027. Last, but not least, the plan elaborates how

data will be collected and analysed. Finally, the plan identifies the frequency of reporting for each key performance indicator.

Table 15: The Monitoring Plan

Strategic Objective	Strategies	KPI	Baseline		Indicator Target Value					Data Collection and Method of Analysis			Means of Verification	Frequency of Reporting
			Date	Value	Yr. 1 2022/23	Yr. 2 2023/24	Yr. 3 2024/25	Yr. 4 2025/26	Yr. 5 2026/27	Data Source	Data Collection Instrument	Frequency of Data Collection		
KRA A: National Agenda														

4.4 Planned Reviews

The University plans to conduct twenty (20) quarterly monitoring reviews, five (05) annual monitoring reviews and two (02) evaluations, in the course of implementing the third MUST Corporate Strategic Plan. The monitoring reviews will be conducted at the end of each quarter and year of implementation, and the evaluation review will be conducted at the mid-term of implementing the Strategic Plan and at the end of Strategic Plan implementation. Table 16 presents the schedule of such reviews.

The monitoring reviews will aid refining the University focus in the course of implementing its strategic objectives. On the other hand, the evaluation reviews aim at validating the set out strategic objectives and redefining them as need be. Therefore, the reviews are tools of pointing out the issues, challenges and lessons learned in the course of implementing the Strategic Plan, to be used as inputs in improving the implementation of strategic plans in subsequent cycles. The apex of the conducted review is to ensure the University attains its Mission and Vision.

The M&E Committee, M&E Sub-committee, and Directorate of Planning and Investment would take lead in implementing the review as scheduled.

Table 16: Schedule of Planned Review

SN	Type of Review	Period for Review	Number of Review
1	Quarterly Monitoring of Implementation of Strategic Plans	End of Each Quarter	20
2	Annual Monitoring of Implementation of Strategic Plans	End of Each Year	05
3	Mid-Term Evaluation of Implementation of Strategic Plans	July 2025	1
4	End of Term Evaluation of Implementation of Strategic Plans	July 2027	1

4.5 Reporting Plan

Reports on the progress of implementing the MUST Corporate Strategic Plan would be presented to internal stakeholders as well as external stakeholders. The internal reporting involves preparation of quarterly, annual, and mid-term reports from implementing units of the University and sharing them with different organs of the University. On the other hand, external reporting entails preparing of similar report to be shared to MUST external stakeholders in accordance with statutory requirements.

4.5.1 Internal Reporting

The reports will be prepared on a quarterly and annually basis. The Reporting Plan is detailed in Table below;

Table 17: Internal reporting

S/N	TYPE	RECEPIENT	FREQUENCY	RESPONSIBLE PERSON
1.	Consultative Academic Leaders	DVC ARC	Monthly	Principals/Directors
2.	Administrative leaders meeting	DVC PFA	Monthly	Directors/ HODS
3.	PDDC Meetings	Vice Chancellor	On demand	Principals/ Directors
4.	Internal Audit Report	Vice Chancellor	Quarterly	CIA
5.	Departmental performance report	Principals	Monthly	HODs
6.	Performance Appraisal	Vice Chancellor	Semi annual	DAHRM
7.	Risk Management Report	Audit Committee	Quarterly	DPI
8.	Project Progress/ Final Reports	Vice Chancellor	Quarterly	DPI
9.	Site visit reports	DVC PFA	Monthly	DETS
10.	Monitoring and Evaluation Report	Vice Chancellor	Quarterly	DPI
11.	Legal Report	Vice Chancellor	Quarterly	CC
12.	Public Communication Review Reports	Vice Chancellor	Quarterly	H/CMU
13.	Anti-corruption Report	Vice Chancellor	Semi Annually	DAHRM
14.	HIV/AIDS and NCD	Vice Chancellor	Semi Annually	DAHRM
15.	Motor vehicle and machines report	DVC PFA	Monthly	TO
16.	Annual Report	Vice Chancellor	Annually	DPI
17.	Facts and Figures	Vice Chancellor	Annually	DPI
18.	Mid-term review and	Vice	Mid-term and	DPI

S/N	TYPE	RECEPIENT	FREQUENCY	RESPONSIBLE PERSON
	end of Plan review and evaluation report	Chancellor	end of the Plan	

4.5.2 External Reporting Plan

The external reporting plan contains reports that are used by external entities. The reports will be prepared on a quarterly and annually basis. The external reporting schedule is prerequisite requirement in accordance with the statutory organs as directed from time to time. The Reporting Plan is detailed in Table 18.

Table 18: External reporting plan

S/N	TYPE	RECEPIENT	FREQUENCY	RESPONSIBLE PERSON
1.	Progressive Performance Report	MoEST	Quarterly	DPI
2.	Procurement Reports	PPRA	Quarterly	H/PMU
3.	Project Progress/ final Reports	MoEST	Quarterly/ on demand	DPI
4.	Financial Statements	CAG	Annually	DF
5.	Annual Report	MOEST/ TCU	Annually	DPI

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