



Republic of Zimbabwe



Scientific and Industrial Research and Development Centre

SCIENTIFIC AND INDUSTRIAL RESEARCH AND DEVELOPMENT CENTRE

Strategic Plan

2026 – 2030

SECTION A: Profile of the Scientific and Industrial Research and Development Centre

i) Foreword

On behalf of the Scientific and Industrial Research and Development Centre (SIRDC), I am pleased to present the Strategic Plan for the period 2026-2030. The Strategic Plan is a product of the workshop held in Bulawayo from December 7 to 13, 2025. The Plan is aligned to the National Development Strategy 2 (NDS2) and National Vision 2030 of becoming a “Prosperous and Empowered Upper Middle-Income Society”.

The Centre will leverage on the achievements registered under National Development Strategy 1 (NDS1) that saw the Centre excel in several areas, such as:

- Livestock Vaccine Development
- Production of Disease-Free Seed Potato
- Development of an Agricultural Surveillance Drone Prototype
- Rice Development Project
- Solar PV Training in collaboration with Zimbabwe Energy Regulatory Authority (ZERA)
- Provision of Scientific Metrology and Calibration Services to industry
- Development of Electronic Blue Book for Treasury and contribution to the development of Zimbabwe Artificial Intelligence Strategy
- Production of Biogas Digesters
- SIRDC Masterplan Development

SIRDC will contribute directly towards the achievement of NDS2 through three National Priority Areas (NPAs), namely:

- Inclusive Economic Growth and Structural Transformation
- Agriculture, Food, Climate and Environment
- Science, Technology, Digital, Innovation and Human Capital Development

To meet SIRDC expectations under NDS2, the following Research Areas have been prioritised:

- Advanced Manufacturing Systems and Industrial Automation
- Inorganic fertilisers
- Smart Metrology and Testing Equipment
- Satellites for use in various applications
- Safe Nuclear Applications in Energy, Health, Agriculture and Industry Applications
- Nanotechnology and Advanced Materials (Development of nano-coatings, composites, and smart materials)
- Setting Up of Testing and certification laboratories for high value minerals (Lithium Value Addition, PGMs, Diamonds, etc)
- Advanced geoscience mapping
- Digital information systems, and climate-resilient ESG approaches
- GIS-driven Mineral Information System integrating geology, cadastre and fiscal data
- Smart Agriculture
- Genome Editing
- Livestock and Human Vaccines

- Nutraceuticals and functional foods (Traditional Grains)
- Design of Smart Cities

SIRDC is committed to the successful implementation of this Strategic Plan in order to address socio-economic problems facing the citizenry in line with our mandate. Technology and Innovation are critical in the achievement of NDS2 leading to realisation of Vision 2030.

I extend my profound gratitude to the SIRDC Board, Management, Staff and Stakeholders who contributed to the development of this Strategic Plan.

Dr Leonard Madzingaidzo
Chief Executive Officer

ii) Executive Summary

This document presents the Strategic Plan of the Scientific and Industrial Research and Development Centre (SIRDC) for the five years spanning 2026 to 2030. Formulated in alignment with Zimbabwe's national blueprint, Vision 2030, and the National Development Strategy 2 (NDS2), this plan positions SIRDC as a critical driver of the nation's ambition to achieve a Prosperous and Empowered Upper Middle-Income Society status through science, technology and innovation.

The strategic direction is born from a comprehensive analysis of SIRDC's operating environment, including a robust Strengths, Weaknesses, Opportunities, and Threats (SWOT) scan across Political, Economic, Social, Technological, Legal, Ecological and Global (PESTLEG) dimensions. Furthermore, an extensive stakeholder and client analysis which involved engagements with Government Ministries, Departments and Agencies (MDAs), industry, academia, farmers, development partners, amongst others has ensured the Plan is deeply rooted in the needs of Zimbabwe's economy. Key challenges identified include the need for localised technological solutions, commercialisation of research and modernised infrastructure.

The Plan is anchored on two Programmes, each with a clear high-level outcome:

Programme 1: Governance and Administration – aimed at achieving Improved Governance and Administration. This focuses on strengthening institutional frameworks, financial and operational efficiency, human capital development, and accountability to build a high-performance organisation.

Programme 2: Scientific Industrial Research – aimed at achieving Increased Innovation for Industrialisation. This is the core operational mandate, focusing on conducting strategic research and development, providing technical services (consultancy, calibration, testing etc.), developing new products and processes and accelerating the commercialization of research outputs for economic impact.

To realize these outcomes, the Plan outlines a detailed, phased strategic implementation framework over the planning period. It identifies key assumptions, potential risks (such as budgetary constraints and skills flight), and corresponding mitigation strategies. A Performance Management Framework translates the strategic objectives into measurable results, defining Key Performance Indicators (KPIs), targets, and annual benchmarks for both outcomes and outputs across the two programmes.

The successful execution of this Plan is underpinned by a detailed Programme-Based Budget and resource requirements, covering human resources, critical equipment, ICT systems, and infrastructure development. Ultimately, this 2026-2030 Strategic Plan serves as SIRDC's binding roadmap. It commits the Centre to transforming into a more agile, responsive and commercially-oriented centre of innovation that directly contributes to national priorities in economic structural transformation, food and nutrition security, climate resilience, and digital advancement, thereby fulfilling its mission to provide technological solutions for sustainable development.

iii) Introduction

This document constitutes the Strategic Plan for the Scientific and Industrial Research and Development Centre (SIRDC) for the period 2026 to 2030. The Plan was prepared according to Vision 2030, National Development Strategy 2 (NDS2) and Integrated Results-Based Management (IRBM) system being implemented by the Government of Zimbabwe.

The Strategic Plan covers SIRDC's vision, mission, environmental scan, client needs, problem and stakeholder analysis, key result areas, goals, strategies and a performance management framework for results at different levels (impacts, outcomes, and outputs). The 2026 - 2030 Strategic Plan provides a guide on how to achieve SIRDC's mandate as set out in various statutes and key blueprints including but not limited to the Vision 2030, NDS1, NDS2, the Research Act [Chapter 10:22] and other national, regional and international development frameworks (Africa Agenda 2063 and Sustainable Development Goals (SDGs).

The Strategic Plan was formulated bearing in mind key stakeholders, which include the Office of the President and Cabinet, Ministries, Departments and Agencies (MDAs), Research Council of Zimbabwe (RCZ), Industry, Academia, Banks and Development Partners. As a result, the Plan will be used as a basis for staff performance contracts, annual work plans, programme-based budgeting and integrated results-based performance management.

iv) Background

SIRDC was established in February 1993 by the Government of Zimbabwe through the Research Act [Chapter 10:22]. Its mandate is to carry out strategic Research and Development (R&D) for the benefit of manufacturing, agricultural, mining and service sectors of Zimbabwe.

The Centre operates through a Cluster System which optimises delivery of services for the benefit of all sectors of the economy in line with the Whole of Government Approach. The Clusters for Research and Development are namely: Agriculture, Energy and Power, Health, Industry and Manufacturing, Information and Communication Technology, Built Environment and Transportation System, Mining and Mineral Beneficiation, Water and Environment, Small and Medium Enterprises and Commercialisation Services.

The Centre promotes the utilisation of research results for commercialisation and wealth creation. It facilitates the transfer of new technologies by providing technology assessment and information service, unpackaging and adaptation of foreign technologies to suit local conditions. SIRDC undertakes research and development activities aimed at producing new products by utilising local raw materials.

v) National Level Contribution

i) National Vision

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

a. National Priorities SIRDC is contributing to:

National ref	NPA/s Name	National Key Result Area	National Tertiary Outcome/s	TOUC Reference
1	Inclusive Economic Growth and Structural Transformation	Economic Structural Transformation	Enhanced Structural Transformation	2
2	Agriculture, Food, Climate and Environment	Food and Nutrition Security	Improved Food Security	1
			Improved Nutrition Security	2
		Climate and Environmental Protection	Improved Climate Resilience and Environmental Sustainability	3
3	Science, Technology, Innovation, Digital and Human Capital Development	Science and Technology Development	Enhanced Science and Technology Innovation ecosystem for global competitiveness	1
		Digital Economy	Increased national digitalisation	1
			Increased ICT security	2
			Enhanced Artificial Intelligence (AI) driven economic growth initiatives	3

vi) Sectoral Level Contribution:

a. Sectoral Level

Sector ref	Sector/s Name	Sector Key Result Area	Sector Intermediate Outcome/s	Reference
1	Economic	Production and Productivity	Improved Manufacturing Productivity	1
		Inclusive Economic Growth	Enhanced Industrial Growth	1
		Expenditure Management Trade in Services	Enhanced Competitiveness	2
2	Food Security, Climate Resilience and Environmental Management	Agricultural Production and Resilience	Improved food self-sufficiency	1
		Environmental Protection	Improved climate action	3
3	Science Technology, Digital Innovation and Human Capital Development	Research and Technology Development	Improved science and technology innovation ecosystem	1
		ICT Development	Increased information communication technology infrastructure and platforms development	5

Agency Level

1. **Name:** Scientific and Industrial Research and Development Centre
2. **Vote Number:** N/A
3. **Vision Statement**
The leading technology and innovation Centre for the development of Zimbabwe and the region.
4. **Mission Statement**
To provide solutions for sustainable development, through application of technologically developed products and processes.
5. **Core Values:**

Integrity

We uphold honesty, transparency and accountability in our operations

Fairness and Equity

We treat all stakeholders with respect and impartiality

Compliance

We comply with policies and regulations

Employee recognition

We value our employees

Teamwork

We believe in working and winning as a team

Safety and health

We prioritise safety, health, environment and quality in all our activities

6. **Terms of Reference:**
 - Constitution of Zimbabwe
 - Research Act [Chapter 10:22]
 - SIRDC Constitution
7. **Overall Functions:**
 - Carrying out strategic Research and Development (R&D) for the benefit of manufacturing, agricultural, mining and service sectors of Zimbabwe;
 - Collaborating with other local and international institutions, and universities in strengthening local R&D capacity and its application to industrial processes;
 - Adapting imported technology to suit local needs;
 - Promote technological partnerships and quality culture in business; and
 - Commercialising research products and processes for the benefit of Zimbabwe;
 - Providing consultancy services to local and regional enterprises;
 - Serving as a repository and disseminator of information technology;
8. **Programmes and their functions:**
Programme 1: Governance and Administration
Functions
 - Strengthening governance, leadership, and providing oversight mechanisms for the Board and CEO

- Enhancing marketing and public relations, legal, audit assurance, and monitoring and evaluation services.
- Enhancing financial, human resources, procurement, administrative systems and capabilities to optimise service delivery, increase operational efficiency and organisational performance.

Programme 2: Scientific Industrial Research

Functions

- Carrying out strategic Research and Development (R&D) for the benefit of manufacturing, agricultural, mining and service sectors of Zimbabwe;
- Collaborating with other local and international institutions and universities in strengthening local R&D capacity and its application to industrial processes;
- Adapting imported technology to suit local needs;
- Promote technological partnerships and quality culture in business; and
- Commercialising research products and processes for the benefit of Zimbabwe;
- Providing consultancy services to local and regional enterprises;
- Serving as a repository and disseminator of information technology;

9. State Enterprises and Parastatals, Statutory Bodies and Grant Aided Institutions under SIRDC and their functions:
N/A

10. Environmental Scan

	Strengths (<i>Internal</i>)	Weaknesses (<i>Internal</i>)	Opportunities (<i>External</i>)	Threats (<i>External</i>)
Political	• Strong, Government support as SIRDC reports to the Office of the President and Cabinet	• Limited legislative instruments such as Research Act.	• Political stability which allows long term planning and execution of R&D programmes. • Political will of the 2nd republic on Science, Technology and Innovation propels our operations • Devolution agenda provides for opportunity for expansion	• Sanctions imposed on the country limit international collaboration and funding • Policy changes • Geo-political tensions e.g. Kazungula Bridge by passing Zimbabwe
Economic	• Ability to generate supplementary revenue • Goodwill to attract investments and loans • Staff with expertise • Availability of National Budget resources	• Dependence on national budget	• Existing trade and investment frameworks • Macroeconomic stability • Stable local currency. • Investor confidence	• National external debt to Multilateral institutions and local suppliers • Imported Inflation • Declining support from development partners

	Strengths (<i>Internal</i>)	Weaknesses (<i>Internal</i>)	Opportunities (<i>External</i>)	Threats (<i>External</i>)
	Strong Partnerships e.g. International with KOPIA.		- Government expenditure on developmental projects - Promotion of uptake of local products and services e.g. Buy Zimbabwe Campaign - Ease of doing business	Economic Sanctions
Social	- Stage Gate Process to drive teamwork - Employee cohesion - Wellness programs - Availability of diverse skills - Specialized structure - Adaptable youthful staff	- Skills flight - Inadequate laboratory equipment	- Youthful population - Demand for transparency and inclusive citizen participation - Devolution agenda - Diversity	- Brain drain - Limited Livelihood opportunities - Limited access to decent work - Pandemics and disasters
Technological	- Availability of IT platforms and gadgets - Leveraging on emerging technologies such as AI, robotics, data analytics to drive innovation - Availability of IT expertise	- Incompatible software and gadgets - High cost of software licenses	- Improved technologies - Demand for access to information - E-governance drive - Availability of policy to support adoption of emerging technologies such as Artificial Intelligence. - Competition from global technology providers	- Cybercrime - Insufficient IT infrastructure - High cost of cutting-edge research equipment
Legal	- Internal Standard Operating Procedures - Clear mandate - Availability of laws, SIRDC Constitution and policies that support and strengthen R&D. - Availability of internal legal services	- Absence of an Act of Parliament for SIRDC. - Limited capacity to enforce policy implementation	Legal reforms, alignment and enactment of relevant pieces of legislation in progress.	- Compliance gaps - Laws and policies that do not align with the current needs and trends. - Non-alignment of legislation - Long turnaround time for processing of laws and policies

	Strengths (<i>Internal</i>)	Weaknesses (<i>Internal</i>)	Opportunities (<i>External</i>)	Threats (<i>External</i>)
Ecological	• Availability of experts from the Water and Environment Cluster • Strong orientation on emerging technologies	• Limited resources • R&D activities may have an environmental footprint that needs managing.	• Political will from the Government • Legal reforms, alignment and enactment of relevant pieces of International protocols. • Strong sustainable practices. • Policy and legal frameworks guiding environmental governance	• Compliance gaps • Laws and policies that do not align with the current needs and trends. • Climate change • Environmental degradation • Natural Disasters
Global	• Policies and standard operating procedures in place • Strong networks with local, regional and international bodies e.g. KOPIA, KAFACI, RDA, AFRICA UNINET, CNUE, SADCAS, CTCN, & BIPM,	• Complexity in international engagement protocols	• The Government's Devolution Agenda promotes tailor-made research services, trainings and products • Second Republic's Open for Business Mantra and legislative instruments Realignment- Creates an opportunity for international engagement. • ZIDERA repeal. • Member to regional and international bodies e.g. WAITRO,	• Non-alignment of policies - Sanctions

11. SIRDC Programmes and Outcomes:

Prog. Ref	Programme Name	Programme Preliminary Outcome/s	Weight	Responsible Departments	Contributing MDAs/ Other Partners	Type of Contribution	Sector Intermediate Outcome Ref.	National Tertiary Outcome Ref	SDG Ref
1	Governance And Administration	1. Improved Governance and Administration	40%	▪ Finance ▪ Human Resources ▪ Procurement ▪ Stores ▪ Marketing ▪ Public Relations ▪ Audit ▪ Security ▪ Administration ▪ Systems Administration ▪ General Services ▪ Central Mechanical Department (CMD) ▪ Transport ▪ Legal Services ▪ Records ▪ Technology Transfer and Resource Mobilisation Unit (TTRMU)	▪ MDAs	Budget support, Policy Direction, Social Security, Compliance issues, Procurement, Regulations Vehicle Registration, Vehicle Licensing, Law Enforcement, Employment Policy, Capacity building, Payroll Administration, Pensions, Telecommunications, Regulations, High performance computing services & Offsite data backup, Internet services, Funding and policy direction Investor Linkages, Pensions Regulations Funding and manpower development,	2, 4, 5	2, 4, 5	1,2,3, 6,7,9, 13,14 ,15

				▪ Cafeteria ▪ Monitoring and Evaluation	▪ Reserve Bank of Zimbabwe ▪ World Association of Industrial and Technological Research Organisations (WAITRO) ▪ Institute of Public Relations ▪ Service Stations ▪ Academia ▪ Internet Providers	Exhibitions, Financial services and regulations, Energy, Archiving and disposal, Bylaws, Registration, Investment Financing, Antivirus, Firewall Compliance, Whistleblowing Integrity Financial Services and Regulations Research Collaboration and Networking Networking Energy Research Collaborations Internet Service			
2			60%	▪ Agriculture ▪ Built Environment	MDAs	Social Security, Funding, Policy Direction, Research	1,2,3,4,5,6	1,2,3,4,5,6	1,2,3,6,7,9,

	Scientific Industrial Research	2. Increased innovation for industrialisation		and Transportatio n Systems ▪ Commercializa tion ▪ Energy and Power ▪ Health ▪ Industry and Manufacturing ▪ Information and Communicatio n Technology ▪ Mining and Mineral Beneficiation ▪ SMEs ▪ Water and Environment		Collaborations, Regulations, Networking, Certification, Intellectual Property Policy Direction, Capacity Building, Occupational Health and Safety.			13,14 ,15
					ZNCC & CZI	Networking			
					CEO Africa Roundtable	Networking			
					International Partners	Funding, Research Collaborations, Capacity Building, Exchange Programs,			

12. Policies Applicable to SIRDC:

	External Policy	Programme	Internal Policy	Programme
1.	National Development Strategy 2 (2026-2030)	1,2	Accounting Policies and Procedures Manual	1
2.	Patents Act [Chapter 26:03]	2	Employment Code of Conduct	1,2
3.	Consumer Protection Act [Chapter 14:14]	1,2	Employee Retention Policy	1,2
4.	Copyright and Neighbouring Rights Act [Chapter 26:05]	2	Employee Separation Policy and Procedures	1
5.	Criminal law (codification and reform) Act [Chapter 9:23]	1	Funeral Services and Benefits Policy	1,2
6.	Customs and Excise Act [Chapter 23:02]	1	Gratuity policy	1, 2
7.	Cyber and Data Protection Act [Chapter 12:07]; and Cyber and data protection (licensing of data controllers and appointment of data protection officers) regulations, 2024 (S.I. 155 of 2024)	1	Housing Loan Scheme Policy	1, 2
8.	National Social Security Authority Act [Chapter 17:04]	1,2	Human Capital Training and Development Policy	1,2
9.	Disabled Persons Act [Chapter 17:01]	1	ICT and Information Management Policy	1
10.	Environmental Management Act [Chapter 20:27]	1	Information Communication Technology (ICT) Tools of Trade for Senior Staff	1,2
11.	Exchange Control (Amendment of Schedule to the Exchange Control Act) (Repeal) Notice, 2025, S.I. 34 of 2025	1	Information Communication Technology (ICT) Tools of Trade for the Board	1,2
12.	Government of Zimbabwe Policies and Directives	1	Intellectual Property Policy	1,2

	External Policy	Programme	Internal Policy	Programme
13.	Freedom of Information [Chapter 10:33]	1	Leave Policy	1,2
14.	Income tax Act [Chapter 23:06]	1	Local travel and subsistence allowance	1,2
15.	Industrial Designs Act [Chapter 26:02]	1,2	Long Service Awards Policy	1,2
16.	Insolvency Act [Chapter 6:07]	1,2	Provision for bad debts policy	1
17.	International Financial Reporting Standards	1,2	Recruitment and Selection Policy	1,2
18.	Official Secrets Act [Chapter 11:09]		Relocation Policy	1,2
19.	International Public Sector Accounting Standards (IPSAS)	1,2	Risk Management Policy	1,2
20.	Labour Act [Chapter 28:01]and Regulations;	1,2	Safety, Health, Environmental and Quality (SHEQ) Policy	1,2
21.	Manpower Planning and Development Amendment Act [Chapter 28:02]	1,2	Long Service Awards Policy	1,2
22.	Money Laundering and Proceeds of Crime Act [Chapter 9:24]	1,2	Provision for bad debts policy	1
23.	Pension and Provident Funds Act [Chapter 24:09]	1	Recruitment and Selection Policy	1,2
24.	Plant Breeders Rights Act [Chapter 18:16]	2	Relocation Policy	1,2
25.	Prevention of Corruption Act [Chapter 9:16]	1,2	Risk Management Policy	1,2
26.	Public Debt Management Act [Chapter 22:21]	1	Safety, Health, Environmental and Quality (SHEQ) Policy	1,2
27.	Public Entities Corporate Governance Act [Chapter 10:31]and Regulations;	1		
28.	Public Finance Management Act [Chapter 22:19];	1		

	External Policy	Programme	Internal Policy	Programme
29.	Public Procurement and Disposal of Public Assets Act [Chapter 22:23]and Regulations; PRAZ Circulars and Directives	1		
30.	Road Traffic (Licensing of Drivers) (Amendment) Regulations, 2025 (No. 1), S.I. 10 of 2025	1,2		
31.	Road Traffic Act [Chapter 13:11] and Regulations	1,2		
32.	Seeds Act [Chapter 19:13]	2		
33.	SI 18 of 2024 (Public Procurement and Disposal of Public Assets (General) (Amendment) Regulations, 2024 (No. 6)	1,2		
34.	Statutory Instrument 76 of 2025 (Deeds Registries Regulations, 2025)	1.2		
35.	Trademarks Act [Chapter 26:04]	1,2		
36.	Value Added Tax Act [Chapter 23:13]	1		
37.	Zimbabwe Financial Reporting Manual (ZFRM)	1		
38.	Standards Development Funds Act [Chapter 14:19]	1,2		
39.	National Budget Statement	1,2		
40.	Estimates of Expenditure (Bluebook)	1		
41.	Agricultural Sector Strategy	2		
42.	Cabinet Circulars	1,2		
43.	Statutory Instruments	1,2		

	External Policy	Programme	Internal Policy	Programme
44.	Small to Medium Scale Enterprises Policy	1,2		
45.	Zimbabwe National Policy for Information and Technology (ICT)	1,2		
46.	Food and Nutrition Policy	2		
47.	National Environmental Policy	2		
48.	Industrial Development Policy	2		
49.	National Intellectual Property Policy	1,2		
50.	National Renewable Energy Policy	2		
51.	National Gender Policy	1,2		

13 DEMAND ANALYSIS

CLIENT NEEDS/PROBLEMS ANALYSIS:

Direct Clients	Needs/Problems	Extent (Magnitude/seriousness)
1. Government Ministries, Departments, Agencies	Needs - Geospatial solutions (e.g., geo-database) and earth observation products - Land-use planning, Environmental protection, Urban Services delivery. - Software development and support services - Interventions to improve Sustainable and efficient, regulated utilisation of vehicles and road, rail and aviation network. - Potable water tests - Growth of national herd - Increased livestock productivity Problems - Lack of technical expertise	Medium Medium Medium Medium Medium Medium Medium

Direct Clients	Needs/Problems	Extent (Magnitude/seriousness)
	- Costly imported software products and services - Carbon emissions through fossil fuel powered Vehicles. - Traffic Congestion. - Contaminated underground water - Recurrent livestock diseases - Poor Livestock breeds and husbandry Causes - Inadequate Specialised skills - Outdated Transport Master Plan. - Changing Land use patterns - Lack of Research and Development and local production of livestock disease vaccine	Medium Medium Medium Medium Medium Medium Medium Medium Medium Medium Medium
2. Zimbabwe Farmers Union	Expectations - Supply of virus free planting materials e.g. sweet potato vines - Livestock and crop production manuals - Supply of mushroom spawn - Provision of clean energy services to farmers - Farm electrical solutions - Technical training in GIS - Database Management system development - Production and supply of appropriate scale mechanisation technologies - Climate Change Adaptation and mitigation technologies development and roll out - Look at conflict between farmers and miners - Post-harvest losses technology - Cold storage and cold chain solutions for small holder farmers	High High High High High High High High High High High
3. Telecommunication Service providers	Needs Training on Solar PV Technology	High

Direct Clients	Needs/Problems	Extent (Magnitude/seriousness)
	- Training and Geospatial solutions (e.g., geodatabase) and earth observation products (e.g., Digital Elevation models) - Base-station site selection and management - Environmental Impact Assessments (EIAs) - Generator Emissions Monitoring - Environmental Management Plans (EMPs) Problems - Erratic power supply at mobile base stations - Inadequate geo-spatial capacity - Environmental Degradation - Occupational Health Issues Causes - Lack of backup power supply - Inadequate specialised skills - Environmental Degradation (Pollution, land degradation, biodiversity loss)	High High High High High High High High High High Medium High High Medium
4. Tertiary and other Research Institutions	Needs - Access to Lab Equipment and Capacity Building, Student Projects, On-the Job Training. Problems - Insufficient capitalization for the tooling of the Laboratories Causes - Lack of funding - Lack of specialized skills	Medium Medium Medium Medium
5. Regulators	Needs - Calibration of equipment - Geospatial solutions (e.g. geo-database) and earth observation products - Training on renewable energy technologies - Software Development	Medium Medium Medium Medium

Direct Clients	Needs/Problems	Extent (Magnitude/seriousness)
	• Training of Solar Technicians • Fuels efficiency studies Problems • Failure to produce highly competitive products and services • Unprofessional and poor installations of solar energy systems Causes • Limited access to calibration services • Inadequate technical skills	Medium Medium Medium Medium Medium Medium
6. Healthcare Service Providers	Needs • Calibration of equipment • Metrology Training • Compliance with ISO Quality Standards • Meeting contractual and statutory requirements (MCAZ) • Repair and maintenance of equipment • SIRDC to look into mental health, which is strongly related to drug abuse. • SIRDC to research on Autism and raise awareness Problems • Equipment breakdown Causes • Limited access to calibration services • Inadequate technical expertise	High High High High High High High High High High
7. Mining sector	Needs • Calibration of equipment • Energy audits and energy management services • Environmental Impact Assessments (EIAs) • Occupational Safety, Health, Environmental and Quality • Fall-out dust and Emissions Monitoring • Environmental Management Plans (EMPs)	High High High High High High

Direct Clients	Needs/Problems	Extent (Magnitude/seriousness)
10. Research Council of Zimbabwe	- Light source from green hydrogen power in view of Climate change - Light source from wind then SIRDC manufacture the wind turbines for the local instead of importing from Denmark - Look into how we can construct gas pipes to deliver gas from Muzarabani to our homes sustainably - Medical evaluation of diseases affecting Africans - Look at semiconductors and their high impact e.g. NVIDIA microchips, technical ecosystems such as AI and digital economy - Let's have a prototype of a tractor made in Zimbabwe	High High High High High High
11. Fuel Stations	Needs - Environmental Impact Assessments (EIAs) - Environmental Management Plans (EMPs) Problems - Environmental Degradation - Occupational Health Issues Causes - Fuel Leakages - Use of high Sulphur content fuels	High High High High High High
12. Built Environment and Transportation Systems	Needs - Environmental Impact Assessments (EIAs) - Masterplan Development - Environmental Management Plans (EMPs) - Provision of Smart Cities - Training and skills development. - Geospatial solutions Problems - Environmental Degradation - Housing delivery backlog. - Unsustainable housing types. - Unmanaged waste collection.	High High High High High High High High High

Direct Clients	Needs/Problems	Extent (Magnitude/seriousness)
	- Unmanaged water management system. Causes - Need for environmental Compliance - Lack of appropriate maintenance systems. - Outdated Urban Master Planning systems. - Rural and urban Pollution.	High High High High High
13. Zimbabwe Electricity and Transmission Company (ZETDC)	Needs: - Specialized skills training for ZETDC Engineers and Technicians Problems: - Sub-standard installations, system and client support Causes: - Lack of monitoring mechanisms for installations	High High High
14. SIRDC Employees	Needs: - Competitive conditions of service (remuneration and non-monetary benefits) - Conducive working environment - Tools of trade Problems: - Uncompetitive conditions of service Causes: - Limited financial resources	High High High High High
15. Farmers and Seed Services	Needs - Cast/Steel agricultural spares e.g. hubs, shafts, etc. - Training on farming interventions. - Interventions to ensure affordable consistent supply of livestock - Foundation seed for the production of certified seed Problems - Lack of knowledge of good agro-farming practices and seed qualities/traits. Causes:	Low Low Low Low Low

Direct Clients	Needs/Problems	Extent (Magnitude/seriousness)
	- Poor workmanship of suppliers - Limited exposure to alternative good farming practices and seed varieties	Low Low
16. Private sector	Needs - Foundry cast/steel spares Problem - Lack of high-performance casted products that are durable Causes: - Limited foundries producing quality products	High High High
17. National University of Science and Technology	- Expect collaborations on vaccines with bio-informatics designs using simulations - Research areas in agriculture – scope for collaboration - SIRDC should look into development of bio-fertiliser and bio-pesticides - Herbal medicines commercialization - SIRDC research into waste water management - Waste recycling including plastics and food waste	High High High High High High
18. Solusi University	Research more into climate change mitigation at grassroots communities to solve root problems rather than just handing out food to people when disaster strikes	High
19. Pharmaceuticals	Needs - Quality Control of SIRDC should set up proper pharmaceutical laboratories across Zimbabwe - SIRDC to look also into human medications and work with the manufacturing industries to do clinical trials for the human body - Local medicine should be produced in using Zimbabwe Raw materials Problem - Lack of Equipment and skilled personnel Causes	High High High High

Direct Clients	Needs/Problems	Extent (Magnitude/seriousness)
	Brain drain, antiquated Equipment	High
20. Micro-Small and Medium Enterprises (MSMEs)	Needs - Capacitation on how to access finance services, markets and operating space - Develop SMEs to grow because SIRDC research is more focused on the big companies - Look into ways to allow smooth commercialization after research Problems - Lack of Funding and markets Causes - Lack of knowledge on how to access finance and markets - Non formalized business	High High High High High High
21. National Economic Consultative Forum	- Developing low-cost, energy-efficient technologies for local beneficiation of minerals. - Advancing agro-based value chains - Establishing innovation hubs and pilot industrial parks - Strengthening the intellectual property (IP) ecosystem - Breeding and scaling up climate-resilient crops through biotechnology and genetic engineering - Integrating AI and data analytics in precision agriculture - Developing affordable irrigation innovations, water harvesting technologies and post-harvest management systems. - Exploring bioenergy and renewable technologies - Developing AI-driven industrial automation and digital solutions suited for local manufacturing, agriculture and service sectors.	High High High High High High High High
22. Kwekwe City Council	- Encourage corporate social responsibility from the miners - Look into the state of our roads - Research on reclamation of post mining land	High High High

Direct Clients	Needs/Problems	Extent (Magnitude/seriousness)
	Impact of chemicals in the mining sector on the environment	High
23. Construction Industry Federation Of Zimbabwe	- Innovative ideas needed are those that meet sustainability needs - Responding to large population growth - Reduce costs, reduce time, stages of construction in view of smart cities - Look at plans that project needs of people - Management and maintenance of buildings, sustainability against natural disasters - Look into ways of eradicating hunger because when there is hunger in a nation all other projects suffers because all resources will be diverted to feeding people	High High High High High High

Key

High (70-100%);

Medium (50-69%);

Low (0-49%)

14. STAKEHOLDERS ANALYSIS

Direct Stakeholders	Demands/ Expectations	Extent (<i>Magnitude/ Seriousness</i>)
Office of the President and Cabinet (OPC)	Demand - Compliance with Public Entities and Corporate Governance Act (Chapter 10:31) - Compliance with Parent Ministry's policy circulars Expectation - Consultation	High High High
Ministry of Finance, Economic Development and investment promotion	Demand - Crafting and submission of budgets - Compliance with the Public Finance Management Act (Chapter 22:19) Expectations - Consultation	High High High
Office of the Auditor General (OAG)	Demand - Audited Financial Statements - Compliance with the Audit and Exchequer Act (Chapter 22:03) - Compliance with Public Accountants and Auditors Act (Chapter 27:12) - Compliance with International Accounting Standards (IAS), International Public Sector Accounting Standards (IPSAS),	High High High High
National Social Security Authority (NSSA)	Demand - Payment and Returns - Compliance with NSSA Act, Workman Compensation Insurance Fund (WCIF), Factories and Works Act - Need for robust drive in terms of skilling and reskilling so that we have a robust workforce - Calibration of Occupational Hygiene Equipment - Analytical balances - Thermometers - Vane Anemometers	High High High High

Direct Stakeholders	Demands/ Expectations	Extent (<i>Magnitude/Seriousness</i>)
	- Noise Meters - Chemical Gas Meters - SIRDC to increase its scope of calibration services that include calibration of vibration meters and chemical gas meters - Share and exchange research knowledge and information at conferences	High High
Insurance and Pension Commission (IPEC)	Demand - Payments and statutory requirements - Compliance with Pension and Provident Act	High High
Zimbabwe Revenue Authority (ZIMRA)	Demand - Registration - Tax Payments and Submission of Returns. - Compliance with the Zimbabwe Revenue Authority Act (Chapter 23:11) Income Tax Act (Chapter 23:06); Value Added Tax (VAT) {Chapter 23:12}; Pay As you earn (PAYE) system.	High High High
Procurement Regulatory Authority of Zimbabwe (PRAZ)	Demand - Registration to conduct Procurement. - Submission of Annual Procurement Plan - Submission of Returns - Compliance with Public Procurement and Disposal of Public Assets Act (Chapter 22:23) and Regulations	High High High High
Public Service Commission (PSC)	Demand - Submission of employment forms for senior management. - Compliance with the Public Service Act (Chapter 16:04) and Regulations	High High
ZACC	Demand - Transparency and Integrity in service delivery - Compliance with the Anti- Corruption Commission Act (Chapter 9:22) and enabling regulations	High High

Direct Stakeholders	Demands/ Expectations	Extent (<i>Magnitude/Seriousness</i>)
Salary Service Bureau (SSB)	Demand - Timeous submission of employment forms. - Compliance with Employment Regulations.	High High
Pharm and city	- Look into the production of organic fertilizers - Look at the use of agrochemicals by farmers as some of those are causing cancer and other health issues in human beings - Look into value addition of different crops like tinned beans, tomato paste, ginger and garlic paste	High High High
Ministry of Industry & Commerce	Demand - Submission of Budgets for standards development - Acquittals for funds disbursed - Compliance with the Standard Development Fund (SDF) regulations	High High High
Midlands State University	SIRDC should look into Renewable energy especially Biogas which is generating millions of United States Dollars in other economies	High
First Mutual Health	Demand - Payment for medical insurance premiums - Submission of Returns - Compliance	High High High
Nyaradzo Funeral Assurance Company	Demand - Payment for life assurance premiums - Submission of Returns	High High
Banks	Demand - Know your customer documents (KYC) - Compliance with the Banking Act (Chapter 24:20) and the Reserve Bank of Zimbabwe Act (Chapter 22:15) - Submission of bills of entry	High High High
Mutapa Investments	Look into ways in which Zimbabwe can benefit from its minerals because we are not benefiting enough from gold and other minerals Potential Areas of Collaboration	High

Direct Stakeholders	Demands/ Expectations	Extent (<i>Magnitude/Seriousness</i>)
	- Vast opportunities for collaborations to advance research & development within the following Clusters: Natural Resources, Energy and Trading, Agriculture & Industrials, Infrastructure (ICT, Transport & Logistics), Banking Financial & Services and Real Estate Research Funding Opportunities - Government through budget allocation - Development Partners provide funding opportunities for research in specific areas in line with their strategic priorities. For example, WHO provides funding for researches related to health issues - Private Foundations and Trusts - there are also Foundations and Trust organizations that provide funding for researches in specific focus areas – e.g. Gates Foundation	High High High High
ZESA	Demand - Payment of bills - Compliance to ZESA installation standards	High High
Suppliers of goods and services	Demand - Compliance with Public Procurement and Disposal of Public Assets Act (Chapter 22:23) Expectation - Timeous payment of services and goods provided	High High
Public	Look at systems to dispose solar panels taking into consideration the rate at which people are installing solar in Zimbabwe	High
City of Harare	Demand - Compliance with City bye laws Expectations - Payment of bills	High High
Local Authorities	- Encourage corporate social responsibility from the miners - Look into the state of our roads - Research on reclamation of post mining land - Impact of chemicals in the mining sector on the environment	High High High High

Direct Stakeholders	Demands/ Expectations	Extent (<i>Magnitude/Seriousness</i>)
Zimbabwe Leather Apex Body	- Research on how we can turn the MSMEs sector to drive the economy - Gelatin from leather used as a coat on pills so we can make use of it in drug manufacturing	High High
National Biotechnology Authority of Zimbabwe (NBAZ)	Demand Compliance with the National Biotechnology Authority of Zimbabwe Act (Chapter 14:31)	High
Zimbabwe Investment & Development Agency	- SIRDC to continue delivering bankable, investor-ready projects - Sustain & scale the output of bankable projects for promotion	High

Key
High (70-100%); Medium (50-69%); Low (0-49%)

15. STRATEGIES, ASSUMPTIONS, RISKS AND MITIGATIONS

Period	Strategies	Assumptions	Risks	Mitigations
Programme: 1: Governance and Administration				
Outcome: Improved Governance and Administration				
Budget Year 2026	Reinvigorate Image Building Initiatives	Availability of Publicity Platforms	Reputation Damage Financial Constraints	Controlled Information Provision Increase Own Revenue Generation Leverage on Open Source/Low Cost Platforms
	Revitalize Marketing Initiatives	Availability of expertise	Budgetary Constraints	Widen Revenue Base Leverage on affordable media sites
	Increase Employee Motivation	Availability of Enabling Policies	Budgetary Constraints	Widening revenue streams
	Improve Internal Business Processes	Existence of Infrastructure	Limited expertise	Training Sub-contracting

Period	Strategies	Assumptions	Risks	Mitigations
	Uphold accountability and integrity	Availability of governance framework	Conflict of interest External pressures	Enforce Code of conduct Empower oversight bodies
2-3 Years 2027-2028	Strengthen Image Building Initiatives	Availability of Publicity (Media Corporation) Platforms	Reputation Damage Financial Constraints	Controlled Information Provision Increase Own Revenue Generation Leverage on Open Source/Low-Cost Platforms
	Increase Marketing Initiatives	Availability of expertise Availability of Platforms	Budgetary Constraints	Widen Revenue Base
	Maintain Employee Motivation	Availability of Enabling Policies	Budgetary Constraints	Widening revenue streams
	Reinforce internal business processes	Existence of Infrastructure	Employee Burnout Stifling of innovation of new ideas	Incentivise operational staff Training
	Strengthen accountability and integrity	Availability of governance framework	Conflict of interest External pressures	Enforce Code of conduct Empower oversight bodies
4-5 Years 2029-2030	Enhance Image Building Initiatives	Availability of Publicity Platforms	Reputation Damage Financial Constraints	Controlled Information Provision Increase Own Revenue Generation Leverage on Open Source/Low-Cost Platforms
	Enhance Marketing Initiatives	Availability of expertise	Budgetary Constraints	Widen Revenue Base
	Enhance Employee Motivation	Availability of Enabling Policies	Budgetary Constraints	Widening revenue streams
	Strengthen Internal business processes	Existence of Infrastructure and expertise	Employee Burnout Stifling of innovation of new ideas	Incentivise operational staff Training
	Amalgamate Accountability and integrity	Availability of governance framework	Conflict of interest External pressures	Enforce Code of conduct Empower oversight bodies

Period	Strategies		Assumptions	Risks	Mitigations
Programme 2: Research and Development (R&D)					
Outcome 1: Increased innovation for Industrialisation					
Budget Year (2026)	• Increase Industrial Support	• Existence of stakeholder support	• Budgetary constraints	• Widening revenue base	
			• Skills flight	• Incentivise staff	
	• Intensify Research and Development	• Availability of research funding	• Limited local suppliers of R&D equipment and reagents.	• Building partnerships with international suppliers	
		• Stakeholder support	• Delays in the supply chain processes		
				• Skills flight	• Implement staff retention strategies
	• Expedite Commercialization of Research Outputs	• Industry willingness to adopt local innovations	• Competition from imported technologies	• Product differentiation	
			• Technological obsolescence	• Proactive engagement with industry	
2-3 Years (2027-2028)	Intensify Industrial Support	• Confidence from industry	• Budgetary constraints	• Widening revenue base	
		• Public-Private Partnerships (PPPs)	• Skills flight	• Incentivise staff	
		• Policy alignment supporting local technology uptake			
	Intensify Research and Development	• Budget allocation from government and partners	• Skills flight	• Incentivize staff	
				• Capacity building	

	Strengthen Commercialization of Research Outputs	• Availability of Funding	• Regulatory delays	• Engagement with regulatory authorities
4-5 Years (2029-2030)	Consolidate Industrial Support	• Supply chains and market demand (local & regional)	• Intellectual property infringement	• IP protection, licensing, and enforcement mechanisms
		• Institutional credibility and brand recognition		
	Buttress Research and Development	• The market appreciates the importance of R&D	• Policy shifts affecting institutional mandates	• Continuous policy engagement and advocacy
		• Internal generated funds (consultancy, licensing, testing services)	• Governance or compliance weaknesses	• Internal audit, M&E, and compliance frameworks
	Upscale Commercialization of Research Outputs	• Recognition as a national centre of excellence	• Weak IP ownership	• Reinforce internal IP policies
		• Active regional and international partnerships	• Stagnation of absorptive capacity of industry	• Expansion of industrial reach to regional and international markets
		• Public-Private Partnerships (PPPs)		

SECTION B: PERFORMANCE FRAMEWORK FOR THE SIRDC

16. Programme Performance Framework

16.a Preliminary Outcome Performance Framework

Ref	Outcome Description	KPI:	Measurement Criterion (time;\$;rate;etc)	Baseline		TARGETS									
						2026		2027		2028		2029		2030	
				Year	Value	T	ALV	T	ALV	T	ALV	T	ALV	T	ALV
1	Improved Governance and Administration	Client Satisfaction Level	%	2025	75	76	+/-1	77	+/-1	78	+/-1	79	+/-1	80	+/-1
		Employee Satisfaction Level	%	2025	74	75	+/-1	76	+/-1	77	+/-1	78	+/-1	79	+/-1
		Compliance Levels	%	2025	100	100	0	100	0	100	0	100	0	100	0
		Budget Execution	%	2025	100	100	0	100	0	100	0	100	0	100	0
2	Increased innovation for industrialisation	Level of industrial support	%	2025	53	55	+/-2	60	+/-1	65	+/-1	70	+/-1	75	+/-1
		Level of commercialisation of technologies	%	2025	9	11	+/-1	12	+/-1	13	+/-1	14	+/-1	15	+/-1

T = Target; ALV = Allowable Variance

17. Outputs Performance Framework

No. & Prog. ref	Outputs	5 year target	Baseline		Targets											
					2026			2027			2028		2029		2030	
			Value	Year 2025	T	A	AV	T	A	ALV	T	ALV	T	ALV	T	ALV
Programme: Governance and Administration																
OUC 1: Improved Governance and Administration																
OP 1.1	Policies Formulated and Submitted	15	6	2025	3		0	3		0	3	0	3	0	3	0
OP 1.2	Policies Reviewed	45	13	2025	7		+/-1	8		+/-1	9	+/-1	10	+/-1	11	+/-1
OP 1.3	Image Building Activities Conducted	715	100	2025	125		+/-8	140		+/-10	155	+/-12	160	+/-14	160	+/-14
OP 1.4	Monitoring and Evaluation Reports Produced	20	4	2025	4		0	4		0	4	0	4	0	4	0
OP 1.5	Statutory Reports Produced	35	7	2025	7		0	7		0	7	0	7	0	7	0
OP 1.6	NDS2 Aligned Strategic Plan Implemented	5	1	2025	1		0	1		0	1	0	1	0	1	0
OP 1.7	Performance Contracts Signed	20	4	2025	4		0	4		0	4	0	4	0	4	0
OP 1.8	Budgets Submitted(Deadline)	Oct	Oct	2025	Oct		0	Oct		0	Oct	0	Oct	0	Oct	0
OP 1.9	Audited Financial Statements Submitted(Deadline)	Mar	Mar	2025	Mar		0	Mar		0	Mar	0	Mar	0	Mar	0
OP 1.10	Digitized Processes	10	2	2025	2		0	2		0	2	0	2	0	2	0

No. & Prog. ref	Outputs	5 year target	Baseline		Targets											
					2026			2027			2028		2029		2030	
			Value	Year 2025	T	A	AV	T	A	ALV	T	ALV	T	ALV	T	ALV
OP 1.11	Vacant Posts Filed	56	56	2025	56		0		-		-		-		-	
OP 1.12	Employee Trainings Conducted	187	52	2025	20		+/-2	30		+/-3	40	+/-4	45	+/-5	52	+/-5
OP 1.14	Surveys Conducted	40	8	2025	8		0	8		0	8	0	8	0	8	0
OP 1.15	Goods and Services Procured	75	32%	2025	55		+/-5	60		+/-5	65	+/-5	70	+/-5	75	+/-5
Programme 2: Scientific Industrial Research																
OUC 2: Increased innovation for industrialisation																
Sub-Programme 1: Research and Development																
OP 2.1	Consultancy Services offered	887	147	2025	156		+/-5	165		+/-5	175	+/-5	190	+/-5	201	+/-5
OP 2.2	Instruments calibrated	27320	4554	2025	4850		+/-10	5120		+/-10	5450	+/-10	5800	+/-10	6100	+/-10
OP 2.3	Samples analysed	3155	413	2025	441		+/-5	530		+/-5	676	+/-5	728	+/-5	780	+/-5
OP 2.5	Products delivered	96			16		+/-1	17		+/-1	19	+/-1	21	+/-1	23	+/-1
OP 2.6	Processes completed	51			6		0	8		0	10	0	12	0	15	0
OP 2.7	Designs completed	36	2	2025	2		0	5		0	7	0	10	0	12	0
OP 2.8	IP's registered	30	3	2025	4		0	5		0	6	0	7	0	8	0

No. & Prog. ref	Outputs	5 year target	Baseline		Targets											
					2026			2027			2028		2029		2030	
			Value	Year 2025	T	A	AV	T	A	ALV	T	ALV	T	ALV	T	ALV
OP 2.9	Policy Brief recommendations submitted	25	2	2025	4		0	4		0	5	0	6	0	7	0
OP 2.10	Publications produced	381	71	2025	72		+/-3	75		+/-3	76	+/-3	78	+/-3	80	+/-3
Sub-programme 2: Technological and Commercial Information Promotion System (TIPS)																
OP 2.11	Specialized capacity building conducted	607	107	2025	111		+/-5	115		+/-5	121	+/-5	126	+/-5	134	+/-5
OP 2.12	Technologies Commercialized	26	1	2025	2		0	4		0	5	0	7	0	8	0

T = Target

A = Actual

AV = Actual Variance

ALV = Allowable Variance

18. SIRDC Budget 2026

Programme	Preliminary Outcome	Programme Outputs	Budget Last Year (2024) ZWG	Budget Current Year (2025) ZWG	Budget Year 1 (2026) ZWG	Budget Year 2 (2027) ZWG	Budget Year 2 (2028) ZWG	Budget Year 2 (2029) ZWG	Budget Year 2 (2030) ZWG
						5	5.2	5.1	5
Programme 1	Improved Governance and Administration	Policies formulated	1,788,073	3,576,145	5,150,930	5,408,477	5,689,717	5,979,893	6,278,888
		Policies reviewed	972,920	1,945,840	3,274,394	3,438,114	3,616,896	3,801,357	3,991,425
		Image Building Activities Conducted	6,255,673	14,511,345	18,062,864	18,966,007	19,952,240	20,969,804	22,018,294
		Monitoring and Evaluation Reports Produced	3,222,890	6,445,780	9,326,421	9,792,742	10,301,965	10,827,365	11,368,733
		Statutory reports Produced	2,292,880	5,585,760	7,676,189	8,059,999	8,479,119	8,911,554	9,357,131
		Strategic Plan Implemented	2,221,326	4,442,652	10,568,024	11,096,425	11,673,439	12,268,785	12,882,224
		Performance Contracts Signed	1,225,000	2,450,000	3,245,362	3,407,630	3,584,827	3,767,653	3,956,036
		Budgets submitted	998,488	1,996,975	3,615,149	3,795,906	3,993,293	4,196,951	4,406,799
		Audited Financial Statements produced	1,542,218	3,084,435	8,580,084	9,009,089	9,477,561	9,960,917	10,458,963
		Digitised Processes	3,151,642	6,635,815	10,177,076	10,685,930	11,241,598	11,814,920	12,405,666
		Vacant posts filled	2,985,253	7,970,505	9,292,494	9,757,119	10,264,489	10,787,978	11,327,377
		Employee Training conducted	2,826,655	7,253,310	10,740,259	11,277,272	11,863,690	12,468,738	13,092,175
		Surveys Conducted	4,455,235	6,960,430	8,902,164	9,347,273	9,833,331	10,334,831	10,851,572
		Goods and services procured	4,951,704	7,903,408	8,184,275	8,593,489	9,040,351	9,501,408	9,976,479
Total Programme Budget			38,889,954	80,762,400	116,795,687	122,635,471	129,012,516	135,592,154	142,371,762
Programme 2	Increase Innovation for Industrialisation	Consultancy contracts offered	8,024,345	11,714,373	25,013,970	26,264,669	27,630,431	29,039,583	30,491,562
		Instruments calibrated	12,620,227	18,423,689	76,400,230	80,220,242	84,391,694	88,695,670	93,130,454
		Samples Analysed	7,221,304	10,542,050	16,234,025	17,045,726	17,932,104	18,846,641	19,788,973

	Industrial Processes Automated	5,164,905	10,329,807	14,636,880	15,368,724	16,167,898	16,992,460	17,842,083
	Products Delivered	9,198,691	13,428,745	34,880,300	36,624,315	38,528,779	40,493,747	42,518,434
	Processes Completed	7,133,036	10,413,192	14,785,480	15,524,754	16,332,041	17,164,975	18,023,224
	Designs Completed	15,544,064	25,039,036	24,233,330	25,444,997	26,768,136	28,133,311	29,539,977
	IPs Registered	8,100,115	11,824,986	16,245,890	17,058,185	17,945,210	18,860,416	19,803,437
	Policies Recommended	6,535,916	9,541,483	15,982,190	16,781,300	17,653,927	18,554,277	19,481,991
	Publications produced	6,541,391	9,549,475	18,245,133	19,157,390	20,153,574	21,181,406	22,240,476
	Specialized Capacity building conducted	6,659,976	7,587,511	13,010,920	13,661,466	14,371,862	15,104,827	15,860,069
	Technologies Commercialized	11,562,982	12,449,253	21,868,320	22,961,736	24,155,746	25,387,689	26,657,074
Total Programme Budget		104,306,952	150,843,600	291,536,668	306,113,501	322,031,403	338,455,005	355,377,755
TOTAL SIRDC BUDGET		143,196,906	231,606,000	408,332,355	428,748,973	451,043,919	474,047,159	497,749,517

19. Human Resources for the Strategic Period.

No.	Category	Programme 1	Programme 2	SIRDC Total Personnel Requirements By Category
1	Top Management	7	14	21
2	Middle Management	24	14	38
3	Supervisory Management	5	20	25
4	Operational and Support staff	109	103	212
5	Total	145	151	296

I. Equipment and ICTs

Materials/	2026		2027		2028		2029		2030	
Equipment /ICT	Quantity	Cost (ZWG)	Quantity	Cost (ZWG)	Quantity	Cost (ZWG)	Quantity	Cost (ZWG)	Quantity	Cost (ZWG)
Motor Vehicles	4	8,624,000	4	9,055,200	4	9,526,070	3	7,508,925	2	5,256,247
Staff Bus	1	14,126,771	-	-	-	-	-	-	-	-
Laboratory Software	2	348,000	3	365,400	5	384,401	6	404,005	7	424,206
Laboratory Equipment (Other Institutes)	30	16,710,011	34	17,545,512	38	18,457,878	42	19,399,230	45	20,369,191
Laboratory Furniture	39	9,934,011	-	-	45	10,450,580	-	-	50	10,973,109
Bulawayo Laboratory -NMI	1	300,000	-	315,000	-	331,380	-	348,280	-	365,694
Computers	37	1,769,600	39	1,858,080	42	1,954,700	44	2,054,390	48	2,157,109
ICT Equipment	1	5,932,000	-	6,228,600	-	6,552,487	-	6,886,664	-	7,230,997
Furniture (Chairs and Desks sets)	50	4,356,218	50	4,574,029	50	4,811,879	50	5,057,285	50	5,310,149
Laboratory Equipment NMI (SDF)	40	72,464,355	42	76,087,573	45	79,968,039	50	84,046,409	55	88,248,729
PSIP -Works on BTI Building	1	2,888,000	1	3,032,400	1	3,190,085	1	3,352,779	1	3,520,418
Total		137,452,966		119,061,794		135,627,499		129,057,967		143,855,850

II. Space Requirements

Location	2026		2027		2028		2029		2030	
	Quantity (m2)	Cost	Quantity (m2)	Cost ZWG	Quantity (m2)	Cost ZWG	Quantity (m2)	Cost ZWG	Quantity (m2)	Cost ZWG
Project land	20000			26 460 000						
SIRDC - BULAWAYO BUILDING	7900			92 785 500		175 261 509		175 261 509		175 261 509
Project land	20000			18 900 000						
SIRDC-MUTARE BUILDING	7900			92 785 500		175 261 509		175 261 509		175 261 509
Project land	20000			27 000 000						
SIRDC - MASVINGO BUILDING	7900			92 785 500		175 261 509		175 261 509		175 261 509
Project land	20000			27 000 000						
SIRDC -GWERU BUILDING	7900			92 785 500		175 261 509		175 261 509		175 261 509

III. Projects for the Period

Project Name	2026		2027		2028		2029		2030	
	% completion	Cost	% completion	Cost	% completion	Cost	% completion	Cost	% completion	Cost
Theileriosis- Anti-tick Vaccine	50	400,000	75	180,000	80	180,000	90	180,000	95	180,000
Newcastle vaccine	65	500,000	80	100,000	90	100,000	95	100,000	97.5	100,000
Blackleg Vaccine	20	360,000	50	200,000	65	160,000	75	160,000	80	160,000
Construction of the new NMI Building	5	1,000,000.00	20	3,000,000.00	40	5,000,000.00	60	6,000,000.00	80	10,000,000.00
Establishing satellite calibration laboratories in Bulawayo	10	450,000.00	40	1,000,000.00	60	1,000,000.00	80	2,000,000.00	100	4,000,000.00
Accreditation of Pressure Laboratory	40	344,000.00	100	500,000.00	-		-		-	
Strengthen Zimbabwe's Air Quality Standards and Regulations.	40	100,000.00	40	100,000.00	20	50,000.00				
Mapping of strategic crops in Zimbabwe for improved yield monitoring.	20	88,911.00	80	41,089.00						