



2023 GWANDA STATE UNIVERSITY Annual Report



Excellence Through Esprit De Corps



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2023 GWANDA STATE UNIVERSITY **Annual Report**



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MESSAGE FROM THE CHAIRPERSON OF COUNCIL



It gives me great pleasure to present the Gwanda State University 2023 Annual Report: a summary of what we have achieved together. As I put together this preface to the Report, it is even more clear to me that my Council and I, have many good reasons to be very proud of the University. In the wake of the harsh operating environment, coupled with a crippling drought and inadequate operating resources, Council was able to offer strategic oversight to the operations of the University in line with the dictates of the University Act and the Public Entities Corporate Governance Act, during the year under review. I am indeed very glad to note that Council was able to perform its fiduciary and stewardship duties through enhanced attendance of meetings by the Councillors during 2023, as well as their active participation in Council deliberations.

The challenges faced by the University during 2023 pushed Council to go beyond the normal call of duty and partner with University Management in finding solutions. Council threw its full weight behind management's strategic initiatives to generate third stream income to complement Government support.

From a financial perspective, the past year was of lasting positive significance in that the University Management clearly demonstrated that it was possible "to do more with less" through exercising financial probity. For example, instead of Management allowing itself to be overwhelmed by the prevailing harsh economic situation, it was able to innovatively and judiciously utilise the meagre resources from its income generating projects and government subventions to continue with infrastructure development and invest in more agro-innovation projects. I am humbled by the realisation that the progress realised in infrastructure development and Agro-Innovation Hub and Industrial Park during 2023, was all against a background of a thin resource base.



Council Chairperson
Mrs M.E Mwamuka



"At this juncture, I wish to take this opportunity to convey Council's profound gratitude to the Vice-Chancellor, Prof. DZ Moyo, team GSU, and all our valued stakeholders for their unwavering commitment and dedication which ensured that Gwanda State University survived the vagaries of 2023. I look forward to 2024 and beyond with great optimism for the University".

.....
Council Chairperson
Mrs M.E Mwamuka



MESSAGE FROM THE VICE-CHANCELLOR



Vice-Chancellor
Professor D.Z Moyo

By any standards, the year 2023 was indeed a very difficult year for Gwanda State University. Many factors converged to contribute to the difficulties and challenges that the University faced in the course of 2023. The year was punctuated by a hyper-inflationary environment and a devastating drought. However, the harsh and hostile environment notwithstanding, the University was forced to think outside the box and conjure up innovative strategies which enabled it to pull through 2023.

The major and most positive highlight of 2023 was the fact that the University successfully executed all its academic activities and processes against a background of a tranquil and orderly environment. This was so, notwithstanding the fact that 2023 was an election year. I am truly grateful to our staff and students who demonstrated and maintained high levels of focus, discipline, diligence and commitment to their work.

Against the background of a hostile operating environment characterised by hyper-inflation and a devastating drought, the University demonstrated high levels of resilience, tenacity and survival skills and managed to score notable achievements with inadequate resources in the areas of infrastructure development and agricultural production. By the end of 2023, the University managed to push the construction of the much needed Engineering Laboratory and Innovation Complex and the Agro-Innovation Complex to 93% and 50% completion respectively. On the agriculture front, the University cleared ten hectares of land using manual labour and planted a soya bean crop. However, the crop could not make it due to moisture stress occasioned by the drought. The University also went on a paddock construction drive during 2023 in order to enhance pasture management and prevent its herd from straying.

The crowning moment and icing on the cake for the University, was its 2nd Congregation, the 2023 Graduation Ceremony, which saw 34 graduands from the two faculties of Engineering and the Environment and Natural Resources Management and Agriculture, being capped by the Chancellor of Gwanda State University, His Excellency, Cde Dr. ED Mnangagwa. The 2023 Ceremony will remain etched in the minds of those who attended for two reasons; the University graduated the first cohort of students from the Faculty of Engineering and the Environment and the University also received the Tractor which had been pledged by the Chancellor during the 1st Congregation in 2022.

The resounding success of the 26 August 2023 national elections culminated in the in-auguration of Gwanda State University Chancellor, His Excellency, Cde Dr. ED Mnangagwa as the President of Zimbabwe. Our heartfelt congratulations to His Excellency, as he leads the nation towards attainment of Vision 2030, that will see Zimbabwe becoming an upper middle income economy. Congratulations to Hon. Prof dr. A. Murwira and Prof F. Tagwira for being re-appointed as Minister and Permanent Secretary respectively, in the Ministry of Higher and Tertiary Education, Innovation, Science and Technology Development. Our sincere congratulations also go to Hon. Simelisizwe Sibanda who was appointed Deputy Minister of Higher and Tertiary Education, Innovation, Science and Technology Development. Under your able leadership, Gwanda State University is poised for growth as we pursue the Education 5.0 philosophy.

The recruitment of a substantive Bursar, Mr Pardon Zhira, will ensure the safe custody and proper disposition of all University funds and assets. The University also managed to recruit other critical staff such as Dean of Students, Business Development Manager, lecturers and other support staff that will strengthen the efficient and effective running of the institution.

In conclusion, it would be remiss of me not to acknowledge and register our appreciation for the support the University received from the Government of Zimbabwe through our parent Ministry during 2023. The University received PSIP grants as follows: Engineering Laboratory and Innovation Complex ZWL639,000,000.00; Agro-Innovation Hub and Industrial Park ZWL620,000,000.00. The University was able to purchase and install a movable Centre Pivot which can irrigate 40 hectares in one go. The support is a clear demonstration of the Government's commitment to the capacitation of Universities to become self-sufficient at the same time as they contribute to national development.

In the same breath, I also want to acknowledge the support rendered to the University from our Council during 2023. The Council members stood steadfastly with the University during the difficult times as evidenced by their consistent and persistent attendance of council meetings, including meetings of committees of Council. Accordingly, I wish to thank the Council Chair Mrs M E Mwamuka and her team for their contributions during 2023.



Vice-Chancellor

Professor D.Z Moyo

VISION

To be a world class centre for learning, research and innovation which proffers solutions to global challenges through value addition, beneficiation and industrialisation by 2030.

MISSION

To:

- Develop enlightened human capital in line with the Education 5.0 concept.
- Exploit factor endowment of the Matabeleland South Province environment in line with the University's mandate.
- Use ICTs as a principal mode of academic and administrative delivery in line with 4th Industrial Revolution.
- Be sensitive to gender equity, needs of the people with disability and cultural values.
- Promote the wellness and physical/emotional well-being of staff and students.

CORE VALUES

01 INTEGRITY:
honesty and holding high principles for proper conduct

02 EQUITY:
fairness and impartiality

03 INNOVATIVENESS:
creative thinking

04 ACCOUNTABILITY:
answerability and responsibility

05 EXCELLENCE:
quality of being outstanding

06 ESPRIT DE CORPS:
feeling of pride and mutual loyalty shared by members of Gwanda State University

07 UBUNTU / UNHU / BOTHO / VHUTHU / UMNTU / BUNHU:
social compatibility



GENERAL INFORMATION ABOUT THE INSTITUTION



Gwanda State University was established in 2016 through an Act of Parliament [Chapter 25:30]. The establishment of the University was in line with the government's policy of establishing a state University in each province. The University started as a college of the National University of Science and Technology (NUST). Gwanda State University has two campuses, the Epoch Mine Campus where the University is currently operating from as well as the Gwanda Campus that is yet to be developed. The Epoch mine campus is located at the 1000-hectare Swaart Spruit Farm.

The mandate of the University is specialisation in animal and veterinary sciences, irrigation engineering and management, mining engineering, environmental engineering and ecosystem restoration. The mandate not only speaks to heritage based Education 5.0 Philosophy but also resonates very well with the location of the University in Matabeleland South, a province hugely amenable to livestock production, dry land crop production and mining. Mining and agriculture are the major contributors towards the country's Gross Domestic Product (GDP), hence the university is well positioned to promote and contribute to the economic development of the country.



GSU



OUR LOGO DESCRIPTION



UNIVERSITY LOGO

Matabeleland South Province can be described as a rainbow province, which is home to a multiplicity of royalty spread across the length and breadth of the province. Some of the prominent chiefdoms in the province include the Mafu Maduna Chieftainship (Insiza North), Nyangazonke Ndiweni Chieftainship (Matobo District), Mathema Chieftainship (Gwanda District), the Bidi Chieftainship (Plumtree District), the Jahana Khumalo Chieftainship (Insiza South), the Sigola Chieftainship (Umzingwane District), and the Sitauze Chieftainship (Beitbridge District).

Matabeleland South Province is also richly endowed with mineral resources and is amenable to livestock production (cattle, goats etc), hence the mandate of the University which seeks to promote the exploitation of the natural resources that are found in the province.

INTERPRETATION OF COLOURS















- **Black:** Strength and power
- **Purple:** Royalty
- **Green:** Growth and Environment
- **Red:** Determination
- **Blue:** Water and life
- **Gold:** Minerals
- **Yellow:** Prosperity

- **STAR AND ZIMBABWE BIRD-**OUR CULTURE AND HISTORY
- **GEAR AND PICK-**MINING & ENGINEERING
- **MOUNTAINS-**MOUNTAINOUS ENVIRONMENT
- **WINDMILL-** AGRICULTURE AND FARMING
- **GRADUATION CAP-**ACADEMIC SUCCESS



“The Gwanda State University Logo is an epitome reflection of the culture and natural endowments of Matabeleland South Province where the University is located”.

EXTERNAL MEMBERS OF THE GSU COUNCIL

	 Cllr. Mrs Mabel Elaine Mwamuka Council Chair	 Cllr. Eng. Sijabuliso H. Ncube Vice-Council Chair		
	 Cllr. Eng. Sydney Mandidi	 Cllr. Mrs. Veronica Mutiro	 Cllr. Mr. Courage Shonhiwa	
	 Cllr. Ms. Stella Nkomo	 Cllr. Prof. Andrew Siwela	 Cllr. Mrs. Tilibali Moyo	
	 Cllr. Mrs. Priscilla Musundire	 Cllr. Mr. Cletos Masawi	 Cllr. Mrs. Sithembisiwe Mpofu-Ndlovu	
	 Cllr. Prof. Godfrey Dzinomwa	 Cllr. Dr. Dennis Murekachiro	 Cllr. Ms. Priscillar Nkala	

INTERNAL MEMBERS OF THE GSU COUNCIL



**Professor
Doreen Zandile Moyo**
Vice-Chancellor



Dr. Busani Moyo
Dean:
Faculty of Natural Resources
Management and Agriculture



Dr Kudzanayi Chiteka
Dean:
Faculty of Engineering and The
Environment



Mr. Mthokozisi Ncube
President:
Workers' Committee

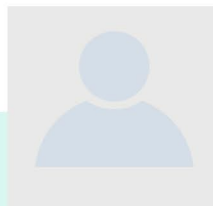


Mr. Makomborero Vushe
President:
Student Executive Council

PRINCIPAL OFFICERS



**Professor
Doreen Zandile Moyo**
Vice-Chancellor



**Pro-
Vice-Chancellor**
(Vacant)



Mr. Erasmus Mupfiga
Registrar



Mr. Pardon Zhira
Bursar



Mr. Phillip Ndhlovu
Deputy Librarian

DEANS AND DIRECTORS



Dr. Kudzanayi Chiteka
Dean:
Faculty of Engineering and the
Environment



Dr. Busani Moyo
Dean:
Faculty of Natural Resources
Management and Agriculture



Mrs. Sibusiwe Ncube
Dean of Students



Prof. Enock Jonathan
Director: Quality Assurance



Eng. Ezias Mabasa
Director: Physical
Planning, Works and Estates



Mr. Owen Munemo
Director:
Information Communication
Technology Services



**Mrs. Moreblessings
Ndhlovu-Nkomo**
Director: Information,
Marketing and Public Relations



**PERFORMANCE HIGHLIGHTS OF THE YEAR
FOCUSING ON THE STRATEGIC PLAN ACHIEVEMENTS
AND GENERAL PERFORMANCE INDICATORS
IN HIGHER EDUCATION**





KRA 1 LEADERSHIP, GOVERNANCE AND CULTURE



His Excellency, the President of the Republic of Zimbabwe and Chancellor of the Gwanda State University, Cde. Dr. E.D Mnangagwa and the Vice-Chancellor Professor DZ Moyo greeting invited guests during the GSU, 2nd Graduation Ceremony at Epoch Mine Campus.



From left, is the Permanent Secretary in the Ministry of Higher and Tertiary Education, Innovation, Science and Technology Development Prof. F. Tagwira, Council Chairperson Mrs M.E Mwamuka, Minister of Higher and Tertiary Education, Innovation Science and Technology Development Prof. dr. A Murwira, Vice-Chancellor, Prof DZ Moyo and Vice-Council Chairperson Eng. S.H Ncube, posing for a photo during the 2022 Annual General Meeting (AGM) in Harare.



Attendants following proceedings during the 2022, AGM.

1.1 Preamble

The University is administered and governed through the committee system. The System is democratic and is strongly embedded in the statutory instruments and other conventions that govern the operations of the University. Since all University business is transacted through the committees, it is imperative that they should not only meet regularly but also be able to produce tangible results. The buzz word under the committee system should therefore be "execution". Execution is defined as the discipline of getting things done. The committees constitute the cutting edge of the culture of execution which Gwanda State University has embraced.

1.2 The 1st Gwanda State University (GSU) Annual General Meeting (AGM)

During the year under review, Gwanda State University held its Inaugural Annual General Meeting on 23 February 2023 at the Ministry of Higher and Tertiary Education, Innovation Science and Technology Development Boardroom. The Annual General Meeting was held in terms of the Public Entities Corporate Governance Act (CAP: 10:31); No 4 of 2018. The Annual General Meeting was attended by the Gwanda State University Council headed by Mrs M.E. Mwamuka and the Vice Chancellor, Professor D.Z. Moyo as well as key stakeholders who included Ministry of Higher and Tertiary Education, Innovation, Science and Technology Development representatives headed by the Honourable Minister Professor dr Amon Murwira, and -

the Permanent Secretary, Professor Fanuel Tagwira, a representative of the Auditor General, a representative of the Accountant General, Head of the Corporate Governance Unit in the office of the President and Cabinet and the University's External Auditors, PKF Chartered Accountants and Business Advisors.

The major highlights of the 1st Annual General Meeting resolutions include:-

- Adoption of the Vice Chancellor's Report
- The re-appointment of the Gwanda State University Council members and approval of their remuneration.
- Approval of the Gwanda State University audited financial statements.
- Adoption of the External Auditor's fees.
- Re-appointment of the External Auditors PKF Chartered Accountants and Business Advisors.

In his address to the stakeholders, the Honourable Minister stated that the Government of Zimbabwe was very happy with the attitude and performance of Gwanda State University. The Minister then pledged continued government support to the University going forward.

1.3 Gwanda State University Institutional Accreditation

Accreditation is an important way of ensuring that an institution such as Gwanda State University, provides high quality education that meet certain standards. The University facilities (teaching, learning, living and welfare facilities) and services (academic delivery) must meet a certain level of standards.

During the year under review, and approximately seven (7) years after the University obtained its Charter, the Zimbabwe Council for Higher Education (ZIMCHE) put in motion the process of accrediting Gwanda State University. The process kicked off with Gwanda State University conducting a thorough self-evaluation of its facilities and services across the board. The self-evaluation exercise culminated in the production of a self-evaluation report which was submitted to ZIMCHE for consideration.

1.4 University Council

During the year under review, all University committees met, most of them as per the institutional calendar and where there were compelling reasons, some committees had to reschedule their meetings. In order to reinforce the culture of execution and enhance the productivity of committees, the University put in place a mechanism of monitoring and tracking down the implementation of decisions turned out by the committees through the matters arising report which is presented at the next meeting of each and every committee meeting. Council which is the highest decision-making body, met three times. The fourth and final meeting scheduled for December 2023, was rescheduled to January 2024. The table below shows the Council meetings which were held during 2023 and the attendance records of the Council members.

Table 1: Council Meeting Attendance Register

Councillor	Meetings Attended		
	18 th	19 th	20 th
	2/02/2023	19/05/2023	3/11/2023
● Mrs. M.E Mwamuka	✓	✓	✓
● Eng. S.H Ncube	✓	✓	✓
● Prof. G Dzinomwa	✓	✓	Apology
● Prof. A.H Siwela	✓	✓	✓
● Ms. S Nkomo	✓	✓	Apology
● Ms. P Nkala	Apology	Apology	Apology
● Mrs. V Mutiro	✓	✓	✓
● Mrs. P Musundire	✓	✓	✓
● Mrs. T Moyo	Apology	Apology	✓
● Mrs. S Mpofu–Ndlovu	Absent	Apology	✓
● Mr. C Masawi	Apology	Apology	Apology
● Eng. S Mandidi	✓	✓	✓
● Mr. C Shoniwa	✓	✓	Apology

Some of the key decisions made by the Council during 2023 included the approval of Standard Operating Procedures for Human Resources and Security departments, Financial Regulations, Quality Policy and the 2023 budget.

1.4.1 The Executive Committee

The Executive Committee performs functions delegated to it by the Council and normally meets in between Council meetings to attend to urgent matters requiring Council decision. According to the University Act Section 15 (as amended), the Executive Committee consists of the Chair of Council, the Vice–Chair of Council, the Vice-Chancellor, the Pro-Vice-Chancellor, and ten members of Council of which: -

- a Four (4) shall be appointed by the Minister
- b Three (3) shall be appointed by the Senate and
- c Three (3) shall be appointed by the Council

During the year under review, the Executive Committee met two (2) times. One of the key decisions made by the Executive Committee was recommending to Council the approval of the University's 2022 Audited Financial Statements and Annual Report.

1.4.2 Finance Committee

On behalf of Council, the Finance Committee ensures that proper accounts and records are kept in respect of all University activities, funds and property. The Finance Committee also prepares and submits to Government a statement of accounts for each financial year or any such other period as the Government may direct.

The Finance Committee comprises the Council Vice-Chairperson, the Vice-Chancellor, three (3) persons appointed by the Council from among its members who are not members of the University staff, two (2) persons appointed by the Senate, the Bursar, Registrar and the Deans' representative.

During the year under review the Finance Committee met two times. Notable achievements from the 2023 Finance Committee's deliberations include the approval of the 2023 budget, and the University Financial Regulations.

1.4.3 Nominations and Human Resources Committee

The purpose of the Nominations and Human Resources Committee is to consider proposals for new salaries, terms and conditions of service for all categories of staff and human resource policies.

The Committee is made up of the Vice-Chairperson of Council, the Pro-Vice-Chancellor(s), the Registrar, Bursar, Librarian, two (2) external members of Council, Faculty Deans and a representative of each category of the non-teaching staff associations. During the year under review the Nominations and Human Resources Committee met two (2) times. Some of the issues received and considered by the Nominations and Human Resources Committee included:

- Request for a salary review by staff
- Grading anomalies
- Non-monetary rewards
- Protective clothing for various categories of staff
- Review of fuel allowances for management
- Appointment of a legal practitioner to sit on the Students Disciplinary Committee
- Gender policy and
- Human Resources Charter

1.4.4 Campus Development Committee

The Campus Development Committee is responsible for the general supervision of campus development processes, including the planning and location of buildings, recommending building plans, budgets to Council, monitoring and evaluation of building projects and submitting reports to Council.

The Campus Development committee comprises three (3) members appointed by Council (one of whom chairs the Committee), the Vice-Chancellor, Pro-Vice-Chancellor(s) a Deans' representative, two (2) members appointed by the Senate. The Registrar, the Bursar and the Director of Physical Planning, Works and Estates (Secretariat).

Some of the notable achievements of the Campus Development Committee during the year under review included 93% completion of the Engineering Laboratory and Innovation Complex, 50% completion of the Agro-innovation Complex, and renovation of five (5) blocks for staff accommodation and four (4) blocks for students' accommodation.

1.4.5 Audit Committee

The Audit Committee among other things is responsible for:-

- Ensuring that the University has in place an effective and appropriate risk management framework under which all material risks are identified, analysed, managed and timeously reported to Council.
- Ensuring that appropriate fraud control arrangements are in place to detect, capture and effectively respond to fraud related information;
- Ensuring that appropriate business continuity planning arrangements are in place;
- Reviewing significant financial and reporting issues, including third party transaction, complex or unusual transactions and significant accounting and financial reporting issues;
- Considering the appropriateness of the accounting principles and policies adopted and the methods of applying those principles and policies;
- Reviewing with management and external auditors, the results of external audit, including any difficulties encountered during the audit.



"The Audit Committee comprises the chairperson who shall be an external Council member who is a Chartered Accountant and three (3) external members of Council. The Vice-Chancellor, Pro-Vice-Chancellor(s), Registrar and Bursar attend the Audit Committee meetings by invitation. The Internal Audit Manager serves as the Secretariat of this committee".

The committee met 3 times during the year. The following are the major highlights of the issues which were deliberated upon by the Committee:

- 2021 Gwanda State University's Audited Financial Statements
- 2022 Gwanda State University's Audited Financial statements
- The Audit Manual and Standard Operating Procedures was deliberated upon and adopted.
- Update on the observation raised in 2021 Annual Audit

Table 2: Audit Committee Attendance Register

Members		Q1	Q2	Q3	Q4
Mr. C Shoniwa	Council Member (Chairing)	✓	✓	✓	✓
Eng. S Mandidi	Council Member	✓	✓	✓	✓
Mrs. P Musundire	Council Member	✓	✓	✗	✓
Mrs. V Mutiro	Council Member	✓	✓	✓	✓
KEY					
PRESENT		✓			
ABSENT		✗			

1.5 Internal Audit

The Internal Audit Unit functions are to examine and evaluate the University's activities, assist management with the effective discharge of their responsibilities, review the reliability and integrity of financial and operating information, review systems of internal control, ensure efficient management of the University's resources and means of safeguarding assets.

1.5.1 Risk Committee

The committee is responsible for the overall University risk management function. The committee's primary objective is to maintain oversight of the University's risk and regulatory compliance processes and procedures and monitor their effectiveness. The committee meets at least twice a year. A council member chairs the committee.

Table 3 shows the membership and attendance for the Risk Committee:

Table 3: Risk Committee Attendance

Members	Position	1 st	2 nd
● Ms. P Nkala	Council Member (Chairperson)	✓	✓
● Mr. C Shoniwa	Council Member	✓	✓
● Prof. DZ Moyo	Vice-Chancellor	✓	✓
● Mr. P Zhira	Bursar	Had not yet joined the University	✓
● Mr. E Mupfiga	Registrar	✓	✓
● Prof. E Jonathan	Director: Quality Assurance	✓	✗
● Mr. O Munemo	Director: Information Communication Technology Services	✓	✓
● Mr. E Mabasa	Director: Physical Planning, Works and Estates	✓	✓
● Ms. M Ndhlovu	Director: Information, Marketing and Public Relations	✓	✓
● Dr. B Moyo	Faculty Dean: Natural Resources Management and Agriculture	✓	✓
● Dr. K Chiteka	Faculty Dean: Engineering and the Environment	✓	✗
● Mrs. S Ncube	Dean of Students	✓	✓
● Mr. S Ndlovu	Deputy Registrar	✓	✓
● Mr. S Ntini	Procurement Manager	✓	✓
● Mr. C Mukuni	Business Development Manager	✓	✓
● Mr. S Banda	Chief Security Officer	✓	✗
● Mr. A Mumpande	Internal Audit Manager (Secretariat)	✓	✓
● Mr. E Mpofu	Farm Manager	✓	✓
● Mr. M Moyo	SHE Officer	✓	✓
● Ms. D Gudoshava	Sub Librarian	✓	✓

KEY

PRESENT



ABSENT



1.6 The Senate

The Senate is the academic authority of the University. Some of the key functions of the Senate are:

- To promote the advance of knowledge through research;
- To formulate and carry out the academic policies of the University;
- To regulate the programmes, subjects and modules of the study and the examinations held by the University;
- To recommend to the Chancellor, through the Council the conferment of degrees, including honorary degrees, diplomas, certificates and other awards and distinctions of the University and the withdrawal and restoration of such awards.
- To fix, subject to consultation with any sponsors and subject to the approval of the Council the times, modes and conditions of competitions for fellowships, scholarships and prizes;
- To appoint examiners for examinations conducted by the University;
- Subject to the approval of the council to formulate, modify and revise the organisation of faculties, departments institutes, centres and units
- To make any regulations it is authorised to make by or in terms of the Gwanda State University Act.
- What about formulation/recommending new degree programmes?

1.6.1 The Membership of the Senate Comprises

- The Vice Chancellor, who chairs the Committee;
- The Pro-Vice Chancellor(s)
- The Deans
- The Professors
- The Chairpersons of Departments
- The Librarian (ex-officio member)
- One member of the academic staff from each faculty elected annually by such staff
- **Six (6)** students elected annually by the Students Executive Council. Such students shall not be entitled to attend deliberations of the Senate on matters which are considered to be confidential by the Senate Chair for example examinations. During the year under review, Senate received and considered the following matters: -
 - Standard Operating Procedures from faculties
 - Modular teaching
 - Academic Board reports
 - Adoption of the Student Management System
 - Library reports
 - Marketing reports

1.6.2 Committees of Senate

The Committees that report to the Senate include: -

- Academic Board;
- Termination of Studies/ Appeal Committee;
- External Relations Committee;
- Academic Staff Development Committee;
- Non-Academic Staff Development Committee;
- Library Committee;
- ICTs Committee;

1.6.3 Joint Committees of Council and Senate

The Joint-Committees of Council and Senate include: -

- Planning and Resource Allocation Committee;
- Research Board;
- Fees Revision Committee;
- Committee on Academic Ceremonies;
- Student Affairs Committee
- Health, Safety and Security Committees;
- Resource Mobilisation Committee.
- Marketing Committee

1.6.4 Statutory and Management Committees

In addition to the above mentioned categories of committees, there are Committees which are prescribed by statutes, which are commonly referred to as Statutory Committees. The Committees meet as and when there are issues to be decided and are not normally diarised. These include Disciplinary Committees (for staff and students), Committees for the appointment of University Principal Officers such as the Vice-Chancellor, Pro-Vice-Chancellor, Registrar, Bursar and Librarian), Asset Disposal Committee and Pension Board of Trustees. Additionally, there are University Management Committees designed to support, enhance and facilitate the Vice-Chancellor's management of the University. These include the Vice Chancellor's Executive Committee, Quality Assurance Committee, Programmes Review Committee and Budget Committee.

1.7 Staff Establishment

Gwanda State University subscribes to the philosophy that an organisation's human resource is its most reliable and important resource responsible for generating the required results year after year. Their judgements, experiences, and capabilities make the difference between success and failure of an organisation. To that end, GSU is committed to the attraction, motivation and retention of staff in an environment of a caring institution.

1.7.1 Staff Statistics

As at December 2023, the total establishment of permanent staff stood at **298** broken down as follows: **56** teaching staff, **241** non-teaching staff. The gender ratio for permanent staff was **73/27** in favour of males. Contract workers were **84**. The table below shows the 2023 permanent staff establishment by grade and sex.

Table 4a: Staff List According To Grades


STAFF LIST AS AT DECEMBER 2023 = 298

	Males	Females
Academic Staff	45	12
Non Academic	170	71
TOTAL	215	83

STAFF LIST ACCORDING TO GRADES

Grade	Males	Females	TOTAL
1	0	1	1
3a	2	0	2
3	3	1	4
4	2	2	4
4a	2	0	2
5	2	0	2
5a	3	0	3
6	2	0	2
6a	29	8	37
7	6	9	15
7a	2	0	2
8	4	7	11
8a	15	3	18
9	4	2	6
9a	32	0	32
10	1	6	7
10a	6	0	6
11	1	2	3
11a	1	3	4
12	1	2	3
12a	2	0	2
13	31	7	38
13a	7	0	7
14	25	17	42
15	2	2	4
16	35	6	41
TOTAL	220	77	298

Table 4b: Contract Workers

	Male	Female	Total	
Agro - Innovation Hub and Industrial Park and PPWE	66	18	84	
GRAND TOTAL	66	18	84	

1.8 Recruitment and Selection

“During the year under review the exercise to fill the post of University Bursar was finalised and the successful candidate, Mr Pardon Zhira, assumed duty with effect from 1st August 2023”.

Other critical posts also filled during the year under review include;

- Dean of Students
- Director of Information, Marketing and Public Relations
- Business Development Manager
- Marketing Specialist
- Eleven (11) Lecturer positions
- Sports Director
- Safety, Health and Environment Officer
- University Chaplain
- Sub-librarian
- Farm Supervisor
- Technician
- Teaching Assistant

The posts of Pro-Vice-Chancellor and Librarian were advertised during 2023. Interviews were done for the Librarian post and the Selection Board's recommendations were sent to the Ministry of Higher and Tertiary, Innovation, Science and Technology Development for further processing. The response for the post of Pro-Vice-Chancellor was very poor resulting in the post being re-advertised.

1.9 Staff Welfare

Given the operating environment which was replete with all kinds and manner of challenges during 2023, the University found itself incapacitated to attend to all the welfare needs of the staff. Despite the harsh operating environment notwithstanding, the University managed to host a luncheon for secretaries in recognition of the Secretary's Day, buy decent end of year grocery hampers for all staff and buy protective clothing and uniforms for security and other departmental staff.



Pictures show scenes during the celebrations of the Secretary's Day



Pictures show staff members receiving end of year grocery hampers



Pictures show staff members putting on part of the protective clothing procured by the University

1.10 University Promotion of Sports

Sport is an integral part of the well-being of Gwanda State University employees. In recognition of that importance, the University dedicated Wednesdays afternoon for sporting activities. In addition, the University took an initiative of assisting GSU soccer team with transport to play with other community based soccer clubs during weekends.

1.11 Landscaping and Cleaning Services

Great efforts were made to give the campus a good outlook by clearing bushes around key installations and buildings as well as designing and establishing colourful gardens during 2023. The University was also kept in an excellent state of cleanliness and hygiene through cleaning of offices and facilities and proper management of waste and implementation of best practice sanitary systems.



Pictures above show landscaping works done at the University

1.12 Procurement

In the year under review, the unit awarded a total of 14 contracts. Out of the 14 contracts, 10 were successfully executed and 4 were cancelled. Details of the contracts are as shown in the table below:

Table 5: Contracts that were awarded in the year 2023

Reference No.	Supplier	Description	Contract Value USD	Contract Value ZWL	Status
1 of 23	Duly Holdings (Pvt) Ltd	Procurement of One 36-Seater Minibus	64,000.00	-	Cancelled
2 of 23	Tekyad (Pvt) Ltd	Procurement of Maintenance Building Materials	38,349.98	-	Cancelled
3 of 23	Evintude Investments (Pvt) Ltd	Procurement of Maintenance Building Materials	19,869.90	-	Cancelled
4 of 23	Zimbabwe Insurance Brokers	Provision of Insurance Services	6,080.99	-	Completed
5 of 23	Croco Motors (Pvt) Ltd	Procurement of 1-ton Toyota 2.4L 4x4 GD6 Single Cab Pickup Truck	39,278.00	-	Completed
6 of 23	Amtec Motors (Pvt) Ltd	Procurement of One Mazda BT50 1.9L	49,300.00	-	Completed

Reference No.	Supplier	Description	Contract Value USD	Contract Value ZWL	Status
7 of 23	Mike Harris Toyota (Pvt) Ltd	Procurement of 1x Toyota Landcruiser 300 Series	146,362.00		Completed
8 of 23	Mattondel Eng. (Pvt) Ltd t/a M and C Eng.	Supply and Fit of 600x 600 Aluminium Suspended Ceiling Grid to Cover 974.7m2		180,126,820.00	On-going
9 of 23	Royal Flair Events (Pvt) Ltd	Graduation Tents and Decorations	58,259.00		Completed
10 of 23	Elektaf Construction (Pvt) Ltd	Supply and Fix of Epoxy Tiles on 116Sqm Area in the Engineering Laboratory and Innovation Complex	8,893.50		Completed
11 of 23	Firematic Consulting Engineers (Pvt) Ltd	Supply, Installation and Commissioning of a Fire Alarm System in the Engineering Laboratory and Innovation Complex	9,096.25		Completed
12 of 23	Marlgate Contractors (Pvt) Ltd	Supply and Installation of Terrazzo Floor in the Engineering Laboratory and Innovation Complex	16,571.50		Completed

Reference No.	Supplier	Description	Contract Value USD	Contract Value ZWL	Status
13 of 23	Ericmac Services (Pvt) Ltd	Supply and Installation of HVAC systems in the Engineering Laboratory and Innovation Complex	\$59,186.39	-	Cancelled
14 of 23	Rananga Properties (Pvt) Ltd	Valuation of Assets	\$9,997.00		Completed
TOTAL			\$525, 244.51	ZWL\$180,126,820	
LESS CANCELLED CONTRACTS			\$16,571.50	-	
TOTAL FOR COMPLETED CONTRACTS			\$343, 838.24	ZWL\$180,126,820	

1.12.1 Annual Procurement Plan

The 2023 Annual Procurement plan was successfully compiled and submitted to the Procurement Regulatory Authority of Zimbabwe (PRAZ) in line with the Public Procurement and Disposal of Public Assets Act (CAP22:23).

1.12.2 Workshops and Training

The Procurement Manager attended the Annual Procurement Conference in October 2023.



Dignitaries attending the Annual Procurement Conference in Harare



1.13 Information and Communication Technology Services (ICTS)

1.13.1 Student Management System

In pursuit of enhancing administrative efficiency and student experience, the development of the Student Management System was successfully completed. This milestone marked a significant step towards digitising the University's administrative processes, as the online application system became operational while the other modules were being rolled out. The Student Management System has streamlined the admissions procedures and provided a more user-friendly experience for applicants.

1.13.2 Helpdesk System

The University implemented a robust Helpdesk System utilising Request Tracker to strengthen the support infrastructure. This system empowered ICTs staff to efficiently manage both IT and non-IT-related requests from University users. Through the creation of request tickets, the University ensured transparency and accountability in addressing user concerns. Users are now able to easily submit requests via email to helpdesk@gsu.ac.zw, initiating a smooth and efficient process for issue resolution.

1.13.3 Opportunities

The University looks forward to adopting modern, scalable, and cost-effective IT solutions. By embracing cloud computing and other innovative technologies, the University can enhance its operational efficiency, support sustainability efforts, and improve the overall quality of its educational and administrative services.

1.13.4 Challenges

The University faces significant challenges due to the lack of server hardware infrastructure. This deficiency hampers the ability to run additional services essential for academic and administrative functions. Without adequate server capacity, the University struggles to support the growing demand for digital resources, online learning platforms, and data storage solutions. This limitation not only affects the efficiency of current operations but also impedes the institution's ability to innovate and expand its technological offerings, ultimately impacting the overall educational experience for students and faculty.



2.

KRA 2 INFRASTRUCTURE AND UTILITIES



2.1 Preamble

The Department of Physical Planning, Works and Estates (PPW and E) is responsible for the University infrastructure development projects ranging from new projects, renovations, maintenance and WASH projects.

2.2 Gwanda Town Campus

The land at Gwanda Town campus is yet to be developed.

2.3 Epoch Mine Campus

At Epoch Mine the major project works are ongoing Projects (Agro Innovation complex, Engineering Laboratory and Innovation complex and Agro Innovation Park) and Renovations Projects (staff offices, student and staff accommodation).

Table 6: Engineering Laboratory And Innovation Complex









Quarter of year 2023:	Q 1	Q 2	Q 3	Q 4
Progress scope:	Final finishes on plastering	Painting and installation of aluminium works	Finishes were in progress	Finishes completed and progress on specialist services
% progress:	69%	78%	89%	95%
				

Table 7: Agro-Innovation Complex

Quarter of year 2023:	Q 1	Q 2	Q 3	Q 4
Progress scope:	Ongoing progress on superstructure	Brickwork on superstructure	Finishing on Brickwork to Wall plate completed	Brickwork to Wall plate completed and commencement of plastering
% progress:	13%	15%	28%	45%
				

2.4 Maintenance and Renovations

Epoch Mine Campus renovations involved rehabilitation of derelict structures into student, staff accommodation and staff office spaces. The University completed renovation of 4 student accommodation blocks which created additional accommodation for 72 students. Under staff accommodation, 5 blocks were completed with capacity of accommodating 20 families.



Part of the renovated staff accommodation

2.5 Waste Water System

The University decommissioned a 240m section of the 150mm raw water pipeline that was buried under the Epoch Mine Dump and a new route of 120 meters long was erected. The University rehabilitated the main sewer line that conveys septage to the wastewater stabilisation ponds and by Dec 2023 progress was at 60%.

2.6 NEW PROJECTS

2.6.1 Construction of Chalets

In November 2023, the University commenced construction of 4 chalets at Epoch Mine campus consisting of 2 x 2 bedroomed chalets and 2 x 1 bedroomed chalets. At the end of 2023 their overall completion percentage was 8%.



2.6.2 Construction of the Gate House

The construction of the south eastern gate house stood at 80% completion by end of 2023. Outstanding works at the Gate house included installation of window frames, glazing and electrical connections.



2.6.3 Construction of Palisade Fence

A 35 metre palisade fence was constructed.

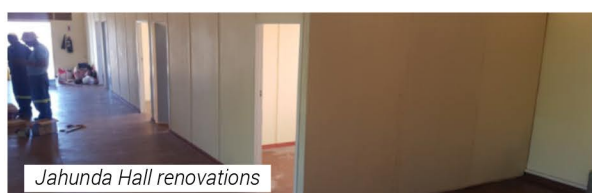
Outstanding works included installation of the steel fence and electricals.

35%



2.6.4 Jahunda Hall Renovations

Renovations at Jahunda Hall that the University is leasing, was at 58% completion by December 2023. Works that have been completed included fitting of window burglar bars and door screen, partitioning of 5 offices and water supply connection. The construction of Goat pens, second fowl run and ablution facilities are yet to be completed due to lack of funding.



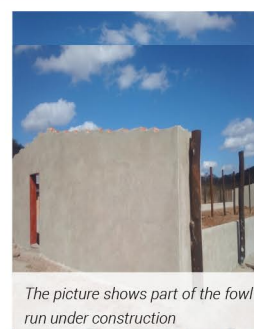
2.6.5 Goat Pens Construction

The construction of the goat pen is also in progress and we are waiting for the timber to complete the roofing of the structure.



2.6.6 Fowl Run

The construction of the second fowl run with a capacity of 3000 layers is ongoing. The progress was hampered by funding challenges. However, the building was at the roofing level with roofing, floor, and electrical connections being the main major works remaining.



2.6.7 Ablution Facilities

The construction of the ablution is underway and the progress was hampered by the availability of funds. The project is currently at the level of roofing and needs plumbing, sinks, seats roofing materials, and electrical as major fittings to make it utilisable.

2.7 Library ICT Equipment



50 new desktop computers

The donation of 50 new desktop computers and the procurement of training equipment were significant milestones towards enhancing access to technology and improving the learning experience for library users.

The Library received 20 new desktop computers for student use, courtesy of a donation from POTRAZ. This donation represented a significant contribution towards enhancing access to technology and supporting the academic endeavours of students. To ensure the security and proper utilisation of the donated desktop computers, the library engaged the University's Furniture and Manufacturing division to produce additional computer carrels. The carrels are envisaged to provide designated spaces for students to use the computers in a secure and conducive environment. The library procured a laptop, projector, and projector screen, for use during library training sessions aimed at improving information literacy skills among library users.

2.7.1 Institutional Repository

The Institutional Repository (IR) of GSU serves as a digital platform for the preservation, dissemination, and access of scholarly output and research produced by the University's academic community. As of December 2023, the IR contained a total of 286 items, showcasing the diverse range of research and scholarly output conducted at GSU.

The library actively promotes the IR among GSU faculty researchers and students, to encourage greater participation in uploading their research outputs.

2.8 Information and Communication Technology Infrastructure

2.8.1 Fibre Link:

The Service Provider (Telone) completed the fibre project linking Filabusi and Bulawayo. This milestone marked a significant upgrade from the previous microwave radio link to fibre optics. University The migration to fibre optics reinforced the University's dedication to providing a high-speed, seamless digital experience for the Gwanda State University campus community.

2.8.2 Library Shelves

Ten library shelves were procured. The additional shelving capacity will enhance the organisation, accessibility, and functionality of the library, ultimately contributing to the academic success and research endeavours of the GSU community.

2.9 Opportunities

The high bandwidth costs from the current Internet Service Provider (ISP) present an opportunity for the university to optimize its network expenses by connecting to the National Research and Education Network (NREN) through the UbuntuNet Alliance. This strategic move can significantly reduce bandwidth costs, allowing the university to allocate resources more efficiently. By leveraging the lower prices offered by the UbuntuNet Alliance, the university can enhance its internet connectivity, support more robust online services, and improve the overall digital experience for students and staff

2.10 Challenges

- Fibre optic vandalism is a significant challenge that disrupts the university's internet connectivity, leading to frequent downtimes and negatively impacting the university's ability to function effectively.
- High internet costs

3

KRA 3 TEACHING AND LEARNING



3.1 Preamble

Education 5.0 is premised on 5 pillars which are teaching, research, community engagement, innovation and industrialisation. Outside the mainstream teaching and learning activities, the academic departments were involved in field visits aimed at equipping students with hands on experience. Students were involved in the extra mural activities and excelled in some disciplines. In 2023, student enrolment figures improved from the previous year statistics.



Table 9: Enrolment Statistics 2022 vs 2023

FACULTY	PROGRAMME	YEAR 2022	YEAR 2023	RATIO	COMMENT
Faculty of Exploration and Earth Sciences	Bachelor of Engineering Honours Degree in Geomatics and Surveying	55	65	1 : 1.18	Growth
	Bachelor of Science Honours Degree in Geography and Environmental Science	2	8	1 : 4	Growth
Faculty of Engineering and the Environment	Bachelor of Engineering Honours Degree in Metallurgical Engineering	122	147	1 : 1.2	Growth
	Bachelor of Engineering Honours Degree in Mining Engineering	159	195	1 : 1.23	Growth
Faculty of Natural Resources Management and Agriculture	Bachelor of Science Honours Degree in Animal Science	36	30	1 : 0.83	Programme rebranded
	Bachelor of Science Honours Degree in Animal Production and Health	4	9	1 : 2.25	New
	Bachelor of Science Honours Degree in Crop Science	23	20	1 : 0.87	Programme Rebranded
	Bachelor of Science Honours Degree in Horticulture and Crop Production	3	6	1 : 2	Growth
	Bachelor of Science Honours Degree in Agricultural Economics	0	1	0 : 1	New
Faculty of Business Sciences and Management	Bachelor of Commerce Honours Degree in Accounting	11	17	1 : 1.55	Growth

Table 10: Summary of the Total Enrolments



Year	 Male	 Female	TOTAL	Ratio
2022	309	113	422	1 : 0.37
2023	359	151	510	1 : 0.42

Table 11: Graduates per Programme





FACULTY NAME	DEGREE PROGRAMME	GENDER OF GRADUATING STUDENT		TOTAL
		 Male	 Female	
Faculty of Engineering and the Environment	Bachelor of Engineering Honours Degree in Metallurgical Engineering	1	2	3
	Bachelor of Engineering Honours Degree in Mining Engineering	8	3	11
Faculty of Natural Resources Management and Agriculture	Bachelor of Science Honours Degree in Animal Science	5	4	9
	Bachelor of Science Honours Degree in Crop Science	4	7	11
TOTAL		18	16	34

Table 12: 2023 Students Who Graduated Under National University of Science and Technology

Department	 Male	 Female	TOTAL
Metallurgical Engineering	1	1	2
Mining Engineering	5	0	5
TOTAL	6	1	7

3.2 Faculty of Natural Resources Management and Agriculture



Students from the Faculty of Natural Resources Management and Agriculture conducting practicals at the GSU farm.

The Faculty of Natural Resources Management and Agriculture houses four (4) departments namely; Department of Animal production and Health, Department of Horticulture and Crop Production, Department of Accounting and Department of Marketing.

In the year under review, two (2) programmes were rebranded; the Bachelor of Science Honours Degree in Animal Science was rebranded to Bachelor of Science Honours Degree in Animal Production and Health, while the Bachelor of Science Honours Degree in Crop Science was rebranded to Bachelor of Science Honours Degree in Horticulture and Crop Production. These programmes, together with Bachelor of Science Honours Degree in Agricultural Economics, Bachelor of Commerce Honours Degree in Accounting and Bachelor of Commerce Honours Degree in Marketing had their first March intake in 2023. The department of Accounting commenced the weekend school in Gwanda town.

3.2.1 Student Practicals

As part of their experiential learning, students visit Gwanda State University farm where they do their practicals. These practicals are meant to re-enforce what is taught in the classroom.

3.2.2 Field trips:

The field trips were conducted to Matopos Research Institute and ICRISAT with an aim for students familiarisation with Gene seed bank, soil science laboratory, fully equipped biochemistry laboratory, proximate analysis which is bases for feed formulation, different livestock breeds. The trips offer students the opportunity to learn the subject matter in a more hands-on and immersive way than in the classroom. Through observation, interaction and narrative provided by the guides during the trip, it improved knowledge and overall proficiency in the subject matter. Students were presented with different modalities not restricted to the confines of the textbook. Student experienced new activities not readily found in GSU.



Above picture shows 2023 Graduand Award Recipients and His Excellency, the President of the Republic of Zimbabwe and Chancellor of the Gwanda State University, Cde. Dr. E.D Mnangagwa

Table 14: 2023 Graduand Award Recipients

Bachelor of Honours Degree in Animal Science	Machingambi Tatenda Washington	-Emmerson Dambudzo Mnangagwa Chancellor's Award for the graduand with the most innovative research project -Vice-Chancellor's Prize -University Book Prize
Bachelor of Honours Degree in Animal Science	Seremani Tarisai Nigel	-Vice-Chancellor's Prize -University Book Prize
Bachelor of Honours Degree in Crop Science	Ngute Mtandeni	-Vice-Chancellor's Prize
Bachelor of Honours Degree in Crop Science	Sibanda Thandekile Marvellous	-Emmerson Dambudzo Mnangagwa Chancellor's Award for the graduand with the most innovative research project.

3.3 Faculty of Engineering and the Environment

There are five (5) departments under the faculty namely;

- Department of Mining Engineering
- Department of Metallurgical Engineering
- Department of Geomatics and Surveying
- Department of Mathematics and Statistics
- Department of Geography and Environmental Sciences



Picture shows a Geomatics and Surveying student doing practicals

Table 16: 2023 Graduand Award Recipients

PROGRAMME	NAME OF STUDENT	PRIZE/AWARD
Bachelor of Engineering Honours Degree in Mining Engineering	Gahadzikwa Usher Tinotenda	-Emmerson Dambudzo Mnangagwa Chancellor's Award for the graduand with the most innovative research project.
Bachelor of Engineering Honours Degree in Mining Engineering	Ncube Blessings	-Overall Best Female Graduating Student and Chancellor's Prize receiving The "Emmerson Dambudzo Mnangagwa Chancellor's Award" -Vice-Chancellor's Prize -University Book Prize
Bachelor of Engineering Honours Degree in Mining Engineering	Tshuma Mthabisi Victor	-Emmerson Dambudzo Mnangagwa Chancellor's Award for the graduand with the most innovative research project -Vice-Chancellor's Prize:

3.3.1 Department of Mining Engineering

Students' industrial field trips were conducted to Bulawayo Mining Company (HOW Mine) and Blanket Mine. Students' practicals were conducted at Zimbabwe School of Mines laboratory. An innovative student developed a geotechnical assistant drone for underground mining structural integrity inspection. The department had six (6) lecturers and four (4) teaching assistants. The department is awaiting completion of the Engineering Laboratory and Innovation Complex to complete several mining engineering researches currently underway.

3.3.2 Department of Metallurgical Engineering

Students' industrial field trips were conducted to Unki Platinum Mine and Turk Mine. Students' practicals were conducted at Zimbabwe School of Mines laboratory. An innovative student developed a transformer bushing for ZENT using local raw materials and process which won the Zimbabwe Institute of Engineers (Z.I.E.) award of "Best innovation project by a final year Engineering student(s) drawn from the nation's engineering faculties".



Award winning, Powerline Bushes
(Patenting in progress)



GSU Student, Mduduzi Tshuma (circled), receiving an award for "Best innovation project by a final year Engineering student(s)" drawn from the nation's engineering faculties.



The department had six (6) lecturers, two (2) teaching assistant and one (1) technician. In community engagement members of the department staff participated in HEXCO development of "Foundry Technology" programme, attended Manhize DISCO iron and steel plant Higher and Tertiary institution collaboration outreach and attended conference theme "Engineering curriculum transformation in the wake of artificial intelligence: Opportunities and challenges of African Universities". The department is awaiting completion of the Engineering Laboratory and Innovation Complex to complete several mining engineering researches currently underway.

3.3.3 Department of Geomatics and Surveying

Gwanda State University team presented to Dinson Iron and Steel Company (Disco) Manhize plant in Mvuma on ways we can collaborate with them on research, specialised training, value addition, and student industrial attachment. The two parties agreed to formulate a MoU. Gwanda State University team participated in curriculum development for the Higher Education Examination Council diploma in Foundry Technology.

3.3.4 Department of Geography and Environmental Science

The department had its first enrolment. The department had three (3) lecturers.

3.3.5 Department of Mathematics and Statistics

The department had its first enrolment. The department had two (2) lecturers and two (2) teaching assistants.

3.4 Library Resources

The library received donations of 665 new hard copy materials to enrich its collection and support the academic and research needs of the University community. These books cover a diverse range of subjects and disciplines, catering for the academic needs of students, faculties, and researchers. 576 books received were generously donated by Book Aid International (BAI), while 89 were periodicals donated by the Ministry of Higher and Tertiary Education, Innovation, Science and Technology Development. The acquisition of 665 new hard copy materials in 2023 reflected that the library was committed to continuously improving its collection and providing quality resources to support the academic mission of the University.

3.4.1 OpenAthens Connect Pilot Project

The library successfully applied to be part of the OpenAthens Connect Pilot project. OpenAthens Connect is a pioneering initiative aimed at providing a low-cost, user-friendly single-sign-on (SSO) service tailored for libraries with limited resources and budgets. As part of the pilot project, the library was granted free access to OpenAthens Connect for the year 2024.

More so, participation of the library in the OpenAthens Connect Pilot project marked a significant step towards enhancing access to electronic resources and improving user experience for library patrons. By leveraging the benefits of SSO technology, the library aimed at streamlining authentication processes, reducing administrative burden, and promoting greater utilisation of its digital collections. The collaboration with the ICT department and the planned integration with the University's Google user directory signify a concerted effort to ensure the successful implementation and adoption of OpenAthens Connect at the library.

3.4.2 International Open Access Week

The library actively participated in the 2023 International Open Access Week from 23rd to 29th, of October, 2023. The event was characterised by series of workshops and initiatives aimed at raising awareness and engaging the academic community. The library organised workshops to educate faculties researchers, and students about the principles of open access publishing. These workshops covered topics such as understanding open access models, identifying reputable open access journals, and navigating copyright issues in open access publishing. The library actively promoted the institutional open access repository as a platform for sharing and preserving scholarly outputs. Information dissemination sessions were held to demonstrate the repository's features, encourage researchers and students to deposit their research outputs, and highlighting the benefits of making research openly accessible.



Library staff members exhibiting during the 2023 International Open Access Week at Epoch Mine Campus

As part of the 2023 International Open Access Week, the library organised a keynote webinar titled "Community over Commercialisation: The value of Open Educational Resources." The webinar aimed at exploring the importance of Open Educational Resources (OER) in promoting equitable access to quality educational materials and fostering collaboration within the academic community.

Bindura University of Science Education (BUSE) Librarian served as the main speaker for the webinar. The Librarian presented a comprehensive presentation on the significance of OER in the context of higher education. The presentation covered topics such as the principles of openness, the impact of OER on teaching and learning, and the role of libraries in supporting OER initiatives. A total of 42 participants from various institutions of higher learning in Zimbabwe attended the webinar.

The library's participation in International Open Access Week 2023 was a resounding success, with a diverse range of activities aimed at fostering a culture of open access within the academic community. By raising awareness, providing education, and advocating for open access principles, the library contributed to the advancement of scholarly communication and the democratization of knowledge.

3.5 ICT Equipment:

While challenges persisted in acquiring teaching and learning equipment, the University made strides in augmenting digital teaching and learning resources. The University invested in an interactive board to complement existing equipment, enriching the classroom experience and fostering interactive learning environments for the students.

3.5.1 Training (Moodle and Student Management System):

Recognising the pivotal role of technology in education, the University prioritised lecturers' training on Moodle and the Student Management System. The lecturers underwent comprehensive training sessions, equipping them with the necessary skills to effectively utilise these platforms. The training encompassed various features, including Moodle basics, activity setup, gradebook management, and the integration of the Student Management System into their workflows.

3.6 Student Affairs

The Division of Student Affairs is dedicated to promoting the holistic growth and wellbeing of students. In addition to supporting a diverse religious culture, the services include the provision of effective and efficient channels of communication, health facilities, nurturing and developing student talents, catering, accommodation, recreational opportunities, sporting events, and guidance and counselling.

3.6.1 Extra Curricular Activities



- 1 The inaugural Colour Run, dubbed the, 'World's happiest and special occasion' that honour wellbeing, joy and originality, took place at Epoch Mine University Campus in October 2023.
- 2 GSU Volleyball team took part at a Matabeleland End of Season Tournament. Team GSU played against nine teams and came out the first runner up.



- 3 Gwanda State University was awarded a cluster certificate of excellency at the *National Talks na Amai Awards* which were hosted by the First Lady Dr. Amai A. Mnangagwa. The certificate was awarded to the institution because of the display of exceptional traditional food dishes.

ZUSA Games

An essential component of Gwanda State University's overall student experience is sport. GSU Students competed in soccer, volleyball, netball, handball and basketball at the 2023 ZUSA Games that were held in Harare at the University of Zimbabwe.



SAYWHAT hosted the SASI Debate Challenge with support from the Swedish Embassy at the SAYWHAT Studio of Choice in Harare. The SASI Debate Challenge featured 12 Tertiary Institutions from around Zimbabwe and the GSU Peer Educators Club was part of the debaters.

The Division of Student Affairs partnered with a number of stakeholders in various events held at the Epoch Mine Campus. These partners brought important information and carried out helpful activities that were beneficial to the students social lives. The stakeholders included:

- Population Services International (PSI),
- Population Services Zimbabwe (PSZ),
- Insiza Godlwayo AIDS Council (IGAC)
- Zimbabwe Republic Police (ZRP),
- National AIDS Council (NAC),
- Zimbabwe National Family Planning Council (ZNFPCL),
- Students and Youth Working on Reproductive Health Action Teams (SAYWHAT)
- Zimbabwe Health Interventions (ZHI)
- Higher Life International (HLI)

3.6.2 Drug and Substance Abuse

In a bid to curb drug and substance abuse, the Division of Student Affairs held the following activities:

- Awareness campaigns
- WhatsApp messages and discussions
- Drug and substance abuse quotes-on-posters were displayed around campus

3.7 Challenges

- Insufficient student accommodation
- Inadequate transport to support student activities



4.

**KRA 4
RESEARCH, INNOVATION,
VALUE ADDITION, BENEFICIATION
AND INDUSTRIALISATION**



4.1 Preamble

The Gwanda State University Research Board is a joint Committee of Council and Senate. The mandate is to oversee all research activity in the University. One important function of the Research Board is to encourage research amongst staff and disburse Research Board funds.

4.1.1 Research Board Funding

The Board serves to assist the execution of research at the University and to act as a channel of communication for research matters. Additional responsibilities include: (1) The initial administration of, and where appropriate, the allocation of research funds (student research assistantship and fellowships), and support of research projects of members of the academic staff, research students and research fellows; and (2) External travel connected with research and participation at national and international research conferences. The Research Board meets on the dates published in the University Diary. The Secretary, with the consent of the Chairperson may call for additional meetings where necessary.

Table 17: Research Board Activities for Year 2023

ITEM	QUANTITY	COMMENT/ADDITIONAL INFORMATION
Number of people who attended conferences sponsored by research board	2	-Mr Mathema Ndabanye -Dr Annabel Banda
Number of projects sponsored by research board	2	-Solar hydro power project, -Abundance on free ranging Chaema baboon (Papio ursinus) troops at Epoch mine)
The on-going research	4	-Solar hydro power project -Parasite diversity richness abundance on free ranging Chaema baboon (Papio ursinus) troops at Epoch mine -Insect research project -Ethnoveterinary medicine-alternative remedies.



4.1.2 Research, Innovation and Intellectual Property Seminar

The Faculty of Engineering and the Environment, in conjunction with the Library Department held a Seminar that focused on Research, Innovation and Intellectual Property (IP) in May 2023. The objective of the Seminar was to support research publications, innovations and IP generation eventually leading to industrialisation and increased visibility of the university. The 2-day Seminar saw attendance from Academics from the Faculty, Teaching Assistants as well as Library staff members. A series of presentations from the Faculty as well as the Library were done to support the cause. Topics covered included Public Ethics, Research and Innovation, Reference Management Tools, Electronic Resources, Intellectual Property (Patents, utility models, copyright and industrial designs) and Journal Selection. Presentations took different formats ranging from Paper presentations, Research in Progress Paper Presentations, power point presentations and hands on demonstrations.

4.1.3 Academic Research Publications

The following papers and chapters were published in the year under review:

- Kanganga M., Gudukeya L., Katiyo M., 2023. Techno-Economic Assessment of Biogas to Liquid Fuel Conversion via Fischer-Tropsch Synthesis: A Case Study of Biogas Generated from Municipal Sewage. Manufacturing Driving Circular Economy (pp.729-737). DOI:10.1007/978-3-031-28839-5_82
- Kanganga M., Sibanda V., Sibanda N., 2023. Bridging the Gap between Industry and Academia - The Essence of Virtual Reality in Skills Development and Learning Factories. SSRN Electronic Journal. DOI:10.2139/ssrn.4470489
- Makwati, L. B., 2023 The Implications of COVID-19 on Catholic Education at the Catholic University of Zimbabwe: The Case of Bulawayo Campus 2019–2023. Religions, 14 (6). DOI: <https://doi.org/10.3390/rel14060783>
- Nkomo F., Mulenga F. K., Assessing the effects of material properties on load behavior in dry ball mills using DEM. MyRes2022 Conference. DOI:10.26803/MyRes.2022.21
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4.2 Industrialisation

4.2.1 Agro-Innovation Hub and Industrial Park Projects

Agro-Innovation Hub and Industrial Park was involved in several activities which included livestock, poultry to crop production. These projects were crucial in the delivery of teaching and learning objectives and contributed to the national food security food cluster. In the year under review, the Agro-Innovation Hub and Industrial Park performed as follows:



4.2.2 Livestock

4.2.2.1 Cattle



A total of 11 calves were born whilst 3 purchases and 1 donation of heifers were also made to replace slaughtered ones that had suffered broken legs. A total of 8 animals were lost as mortalities. The herd increased by 5 following the birth of calves. The following table shows the comparison of figures for the year 2022 and year 2023.

Table 18: Shows The Cattle Project Growth Statistics



December 31	2022	2023
Stock Count	203	208
		

4.2.2.2 Goats



The goat enterprise is still on a growth trajectory and there are no commercial sales that were realised from this enterprise during the year under review. A total of 144 goat kids were born during the year and a total of 59 goats inclusive of all classes were lost as mortality whilst 4 went missing. an additional goat was received as purchases whilst 14 does were culled for old age and sold. The following table shows closing balances for the years 2022 and 2023 on December 31.

Table 19: Shows the Goat Project Growth Statistics



December 31	2022	2023
Stock Count	222	290
		

4.2.2.3 Piggery



The piggery unit experienced positive growth comparing the years 2022 and year 2023. A total of 106 piglets were born and mortality was 29 during the year under review. A total of 33 were slaughtered and sold. Table 20 shows the comparison.

Table 20: Shows the Piggery Project Growth Statistics

December 31	2022	2023
Stock Count	222	290
		



4.2.3 Poultry



4.2.3.1 Layers

The enterprise performed well during the year 2023. A total of 14 777 crates of good quality eggs were produced, while 467 breakages were recorded.

Table 21 : Shows the Layers Project Statistics

December 31	2022	2023
Stock Count	1974	1478
		

Cull Layers: A total of **106 non-performing birds** were culled.

4.2.3.2 Broilers



6 239 birds were procured. Of the total birds procured, 5 582 birds were sold.

Table 22 : Shows Broiler Project Growth Statistics

December 31	2022	2023
Number of birds reared	700	6239
	 	

4.3 Horticulture and Crop Production

Under Horticulture and Crop production, water melons, cabbages and butternuts were produced. The section has intentions to increase production if water challenges are addressed.



4.4 Challenges

- Lack of funding
- Lack of well resourced laboratories



5. KRA 5 RESOURCE MOBILISATION AND DEVELOPMENT



5.1 Preamble

The year 2023 saw the filling up of the Business Development Unit staff establishment, with the engagement of the Business Development Manager. The Business Development Manager is tasked to spearhead the development of new business projects aimed at generating third stream income for the University in line with industrialisation mantra. For the business units and projects to thrive, there is need to source a good market for the produce, hence, marketing and promoting the enterprises products formed part of key result areas for the Business Development Unit.

5.1.2 Operations

The Business Development Unit oversaw the marketing and promotion of University enterprises products. The Gwanda State University enterprise operated four divisions of commercialised income generating projects which include Furniture Division, the Clothing Division, the Agro Innovation Hub and Industrial Park and the Tuckshop. The year 2023 saw the commencement of commercialised operations of two new divisions, Furniture and Clothing, being added to the pool of income generating projects for the University. Capitalisation of the furniture and clothing division for equipment remains the central part of the University Enterprise strategy which will subsequently improve efficiency of operations and quality of products manufactured. Margins growth had not been so high since operations in the furniture and clothing divisions commenced almost at the end of the first half of the year. The exchange rate volatility impacting on products pricing and inflation were significantly low in margin growth especially in regard to the Agro Innovation Hub and Industrial Park projects and the University Tuckshop.

5.1.3 Marketing

Major strides were made in absorbing market share locally for products from the Agro Innovation Hub and Industrial Park during the year 2023. At notable times the capacity to supply the market were overwhelmed, an indication that the University ought to capitalise the expansion of both poultry projects, the broiler project and the layers project. On the horticulture produce, the University fared well in the market albeit an inconstant ability to constantly supply the market due to operational and planning challenges. Uptake of the furniture and the clothing divisions were predominantly internal with most of major jobs being to service various departmental needs in personal protective clothing, uniforms, gowns and Internal furniture required.

5.1.4 Financial Implications

As highlighted under operations report previously, the exchange volatility impacted heavily on the income generating capacity of the enterprises projects. The pricing disparity on raw materials input to business projects resulted in losses in respect of operations denominated in the local Zimbabwe Real Time Gross Settlement Dollar. However, transactions operationalised in the United States Dollar were profitable owing to the price stability in that currency. Presented below is a highlight of profit and loss account for each division.

5.1.5 Performance Analysis

Profits from all divisions were depressed owing to challenges of exchange rate and inflation hitting on the cost of procuring raw materials. The price distortions also had a bearing on the ZWL RTGS component of Enterprises division operations resulting in marginal losses in that component. A loss in the US\$ component of the Furniture division were exacerbated by the fact that more local clients were yet to settle their dues. A plan was laid afoot for recovering amounts owed to the Furniture Manufacturing Division.

5.1.6 Outlook

The year 2023 was characterised by high levels of inflation, exchange rate volatility. This negatively impacted the capitalising of business units' income generating projects as well on expenditure resulting in low margins. Despite the challenging economic environment, the University enterprise through the Business Development unit will continue to focus on the following:

- Implementing and capitalisation of new projects including expansion of the existing ones;
- Reaching new markets for University products and produces as much as improving on quality and value proposition appeal to our customers;
- Cost reduction and rationalisation strategies adoption especially lobbying for procurement regulatory exemptions in regard to University business projects side;
- Operational Excellence projects aimed at enhancing customer service and cost efficiencies;
- Risk mitigation



“The Gwanda State University Enterprise will continue to aspire expansion and growth in its business units and deliver value for its shareholders”.

5.2 US Embassy Grant

The library was awarded a Zimbabwe University Library Resources Program (ULRP) Grant of USD 10, 000.00 by the American Embassy. The grant aimed at improving access to the internet and educational resources for the research, teaching and learning activities of the Faculty of Natural Resources Management and Agriculture (FNRMA) at the University. The grant also provided funding for training sessions and workshops aimed at building the capacity of library staff and faculty members in utilising and integrating digital resources effectively into teaching and research practices. These trainings enhanced the overall information literacy skills of the University community.

The Zimbabwe University Library Resources Program (ULRP) Grant awarded to the library by the American Embassy represented a significant opportunity to enhance internet access and educational resources for STEM in Agriculture. The project aligned with the University's commitment to academic excellence, research advancement, and community development. The library looks forward to implementing the project in 2024 and leveraging the resources provided to benefit the academic community and contribute to the advancement of STEM education and research in Agriculture.

5.3 Opportunities

The University plans to invest in projects that present the following opportunities;

- Value addition of its horticultural and farm produce
- Projects in the mining value chain
- Wildlife breeding and selling
- Piggery project
- Fishery project

5.4 Challenges

- Inflation
- Lack of requisite equipment
- Lack of transport
- Price volatility



KRA 6
COMMUNITY
ENGAGEMENT



6.1 Preamble

Community Engagement is an integral part of the University's operations as it affords the University a chance to work closely with, and adding value to its surrounding communities. Below are some of the activities that the University carried out in the neighbouring communities.

6.2 Umzingwane District Agricultural Show and Matabeleland South Agricultural Show

GSU representatives participated in the adjudication processes at the Umzingwane District and Matabeleland South Agricultural Shows. The shows provided an ideal platform for educating attendees on re-imagining agriculture by facilitating knowledge transfer between farmers and the University community.

6.3 January (Theileriosis) Disease Management Launch In Shamba Village Insiza District.

Students and staff were involved in the launch of the national tick borne diseases control strategies. Farmers were practically taught various strategies of tickborne disease management such as the effective livestock dipping, controlled livestock movements, disease treatment and tick grease application.



GSU staff and students attending a January Disease awareness in Filabusi

7

KRA7 IMAGE BUILDING, INTERNATIONALISATION, COLLABORATIONS AND PARTNERSHIPS



7.1 Preamble

In the year 2023, Gwanda State University carried out a number of activities which were meant to augment the institution's image building efforts, internationalisation, forge collaborations and partnerships. These activities included career guidance roadshows, exhibitions, and a ministerial visit, to mention but a few. These activities are explained at length below.

7.2 Exhibitions

7.2.1 Zimbabwe International Trade fair

The University showcased an array of projects including a solar powered egg incubator, hand manually operated hay baler and school furniture. A number of stakeholders expressed their interests towards purchasing the showcased projects.



ZITF in pictures

7.2.2 Gwanda Agricultural Show

The University took part at the Gwanda Agricultural Show in September 2023. The show presented a platform for the University to share Agricultural insights with major players from the Agricultural industry on how to grapple with emerging industry challenges such as January Disease and Foot and Mouth Disease. While at the show, the University displayed a number of innovations. The solar egg incubator and the fertiliser applicator drew significant interest from mostly small scale farmers.



7.2.3 SIRDC Career Guidance

Gwanda State University attended a two-day career guidance expo organised by the Scientific & Industrial Research Development Centre (SIRDC) Zimbabwe. The event ran under the theme: Science, Technology, Innovation and Entrepreneurship: The future for our Youth. The University showcased its academic offerings as well as the Agro-Innovation Hub and Industrial Park projects (in poster format). The institution engaged with various High Schools from across the country to market the University's academic programmes.



7.2.4 The Great Dyke Career Guidance Expo

The institution exhibited at the Great Dyke Careers Expo which ran under the theme "Building Careers, Building Dreams". The institution engaged with visiting high schools from the great dyke area and showcased its academic offerings. The Honourable Minister of Higher and Tertiary Education, Innovation Science and Technology Development, Prof dr. Amon Murwira also toured the GSU exhibition stand.



7.2.5 Pretoria Portland Cement (PPC) Career Guidance Expo

In September 2023, Gwanda State University participated in the Pretoria Portland Cement (PPC) Career Guidance Expo held at Collenbawn. Amongst the participating schools were Mtshabezi High School, Masase High School, Manama High School, Matopo High School, Zezani High School, Cyrene High School, Mzingwane High School, J. Z Moyo High School, Gwanda High School and Minda High School. This was a significant development in the history of Matabeleland South Province as it was a first of its kind. The institution was able to engage with prospective students who were keen to join the University in the year 2024, and further pre-registered them for the 2024 intakes.



GSU staff members addressing at the PPC Career Guidance

7.3 Collaborations and Partnerships

7.3.1 Visit to The Limpopo Province

Academic institutions in Matabeleland region are part of the Trans Limpopo Spatial Development Initiative (TLDSI), an initiative meant to support businesses between the Government of Limpopo in South Africa and the three provinces in Zimbabwe (Matabeleland South, Matabeleland North and Bulawayo Metropolitan). Under this initiative, academic institutions are encouraged to form strategic partnerships with their counterparts from across the Limpopo river. It is against this background that a representative from Gwanda State University was part of the delegation that went to visit Limpopo province in South Africa. The visit is expected to culminate in Gwanda State University entering into a Memorandum of Understanding with the University of Venda, which will see both institutions benefiting immensely from each other.

7.4 Corporate Social Responsibility

7.4.1 Field Day in Mbalabala

Giving back to the community is an integral pillar adopted by the University so as to further its community relevance. Representatives of the Faculty of Natural Resources Management and Agriculture participated at the Swaithe 2 Mbalabala Field Day. A University representative was the guest of honour at the event which was held at a local community member's Homestead.



GSU staff members attending field day at Mbalabala



7.4.2 Jason Ziyaphapha High School Visit

The University also hosted a career guidance event for students from Jason Ziyaphapha Moyo High School. The students had an opportunity to interact with the lecturers and students from Gwanda State University. They were able to acquire knowledge on the academic offerings as well as the University campus life.



GSU staff members giving a presentation to J.Z Moyo High School Students

7.5 Publicity

7.5.1 2023 Academic Leaders of Repute Awards

Vice-Chancellor Professor DZ Moyo received a Platinum Award for the outstanding Vice-Chancellor at the Zimbabwe's CEO's Network Distinguished Academic Leaders of Repute Awards night. The certificate was also a recognition of her important contribution in the Zimbabwean Business space. The Registrar Mr Erasmus Mupfiga also won an award under the category of the Exemplary Registrars. The two Principal Officers were profiled in the Zimbabwe CEO's Network Magazine.



Scenes at the 2023 Academic Leaders of Repute Awards

7.6 Media Coverage

7.6.1 World Women's Month Celebration

In a bid to celebrate women's month, GSU Vice-Chancellor Professor DZ Moyo was featured in The Chronicle newspaper of the 14th of March 2023. The story celebrated the milestones that Prof DZ Moyo had achieved in as far as the development of Gwanda State University is concerned. The story further highlighted Prof DZ Moyo as a seasoned academic and a sound administrator who has excelled in her academic and administrative roles.

7.6.2 GSU Projects at a Glance

GSU Agro-Innovation Hub and Industrial Park projects were featured in the Friday 10 March 2023 ZBC TV main news bulletin. The story gave a detailed discussion on how the University's projects seek to propel industrialisation and contribute to the national food cluster.



GSU staff and students during ZBC interviews

7.7 Events

7.7.1 Ministerial Visits

The Minister of State for Matabeleland South Provincial Affairs and Devolution Cde Dr Eveline Ndlovu, together with the Permanent Secretary for the Ministry of Higher and Tertiary Education, Innovation, Science and Technology Development Prof Fanuel Tagwira visited the University ahead of the 2023 graduation ceremony. During their visit they identified areas that needed to be improved. These areas include the flushing of the boreholes that were left by Bindura Nickel Corporation (BNC) and the siting and drilling of more boreholes around the campus and its surrounding facilities.



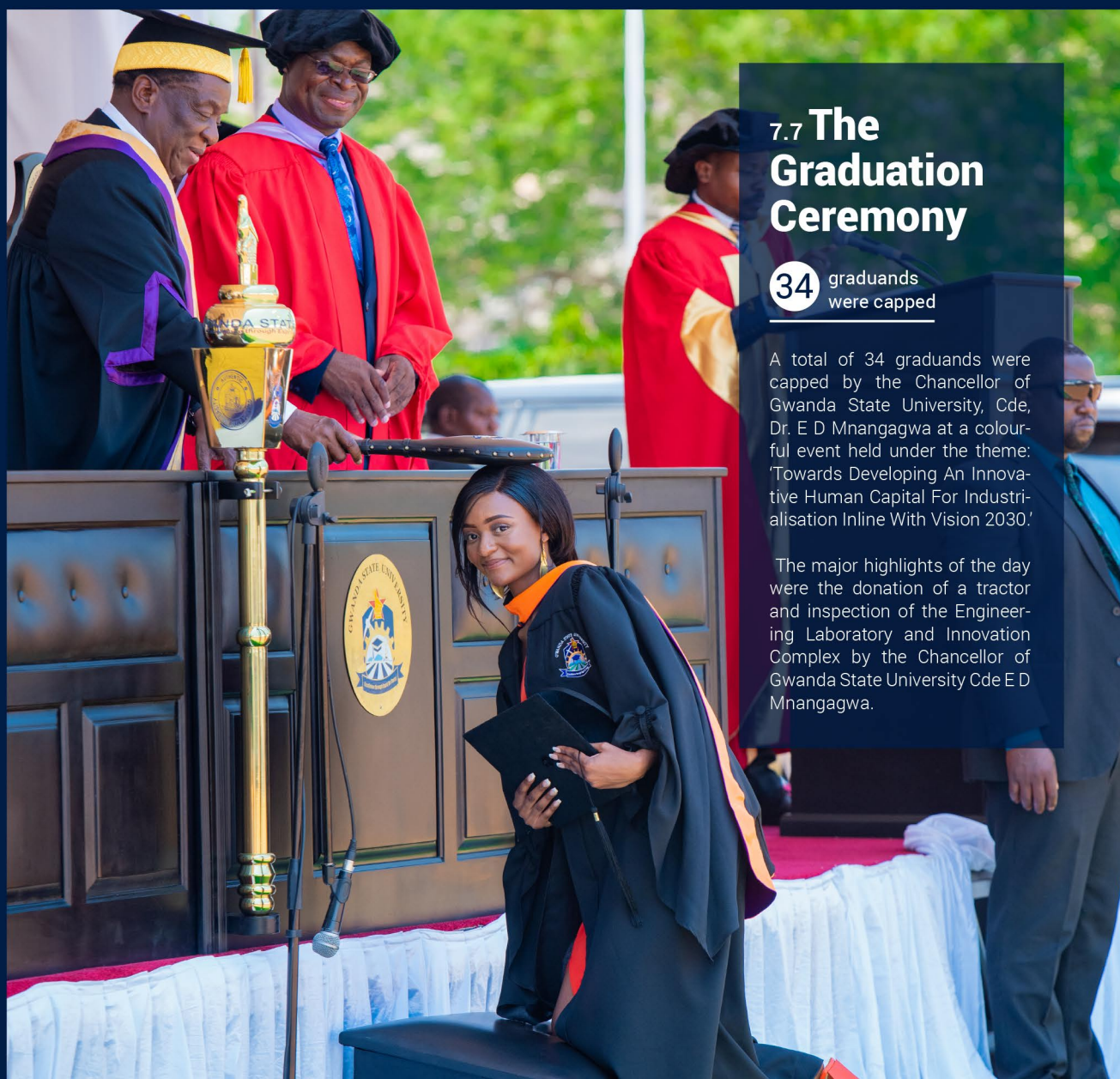
Scenes during the visit by The Minister of State for Matabeleland South Provincial Affairs and Devolution Cde Dr Eveline Ndlovu, and the Permanent Secretary for the Ministry of Higher and Tertiary Education, Innovation, Science and Technology Development Prof Fanuel Tagwira

7.6.2 Women's Day celebrations

Women's month celebrations are very crucial as they help the University reflect on the challenges facing gender rights while highlighting stories of inspiring women through the ages. In the similar vein, the Vice-Chancellor Prof DZ Moyo and GSU women joined the world in commemorating the International Women's month which ran under the theme "DigitALL: Innovation and technology for gender equality". The commemoration climaxed in a luncheon which was dubbed, '#GSUembracingequity'



Scenes at the Women's month celebrations



7.7 The Graduation Ceremony

34 graduands were capped

A total of 34 graduands were capped by the Chancellor of Gwanda State University, Cde, Dr. E D Mnangagwa at a colourful event held under the theme: 'Towards Developing An Innovative Human Capital For Industrialisation Inline With Vision 2030.'

The major highlights of the day were the donation of a tractor and inspection of the Engineering Laboratory and Innovation Complex by the Chancellor of Gwanda State University Cde E D Mnangagwa.

7.8 Commissioning of Chairs

In response to education 5.0 philosophy, the Vice-Chancellor commissioned a first batch of University made chairs. Amongst the guests who attended the event were the University's heads of departments. The chairs came in handy as they boosted the number of already existing ones and further catered for the growing number of students.



Vice-Chancellor Prof. D.Z Moyo commissioning furniture manufactured by Furniture Division at Gwanda State University

7.9 Conferences And Training Workshops

7.9.1 National Data Skills Training Workshop

The library was awarded a grant by the International Association for Social Science Information Services and Technology (IASSIST) to host a National Data Skills Training Workshop for Zimbabwean Academic Librarians, from the 19th to the 20th of July 2023 at the University. The training workshop's main objective was to increase librarians knowledge of research data management and their capacity to assist researchers in this area. Twenty-four participants drawn from 12 Universities in Zimbabwe attended, and seven local and international facilitators delivered captivating and informative presentations on research data management trending topics. The training provided an opportunity for librarians to be equipped with essential knowledge and skills needed to collaborate effectively with researchers on data management. The workshop covered various aspects of research data management such as policy formulation, data management plans, collection, organisation, documentation, and storage and security of data.



The pictures above show National Data Skills Training Workshop participants posing for a photo during the event.

7.9.2 IASSIST Africa Regional Workshop

Following the National Data Skills Training Workshop that was hosted by the University in July 2023, a library representative was awarded a fellowship to attend the IASSIST Africa Regional Workshop which was held from the 18th to the 20th of October 2023 in Pretoria South Africa. The theme of the workshop was "Reimagining the future of research data management" and the representative presented a paper titled "Evaluating the maiden national RDM write RDM in full training workshop in Zimbabwe".



Vice-Chancellor, Prof DZ Moyo Delivering a speech at the IASSIST Africa Regional Workshop at GSU campus



Registrar Mr E Mupfiga, left, hands over a gift bag to the Vice-Chancellor, Prof DZ Moyo at the IASSIST Africa Regional Workshop at GSU campus

7.9.3 Bibliometrics and Research Impact Summer School



Deputy Librarian (circled), at Western University, Canada.



Gwanda State University (Deputy Librarian) visiting the D.B. Weldon Library at Western University, Canada Open Repositories 2023 Conference

A library representative was awarded a fellowship to attend the bibliometrics and research impact summer school which was held at the Western University, Ontario, Canada from the 26th to the 30th of June 2023. The main objective of the summer school was to develop the skills and competencies of academic librarians in the provision of bibliometrics and research impact services. University representative was among the fifteen academic librarians from various countries in Africa who were selected to participate in the summer school. Participants learnt about the basic concepts of bibliometrics, informetrics, webometrics, and altmetrics as well as how to use research impact measures responsibly. Participants also had hands-on-experience with Scopus, Web of Science, and Google Scholar in performing research impact services. The summer school also presented an opportunity for knowledge exchange between the visiting African librarians and Canadian librarians. On the final day, the representative delivered a presentation on library practices in Zimbabwe. As part of the summer school arrangements, the library representative managed to visit libraries in London, including Western Libraries and the London Public Library.



"A University representative attended the 2023 Open Repositories Conference, which is a premier international event focusing on digital repositories and open access initiatives in the academic and research community. The conference provided a platform for knowledge sharing, collaboration, and professional development in the field of digital libraries and scholarly communication".

Left, Deputy Librarian at the Open Repositories Conference in South Africa.

The 2023 Open Repositories Conference was held in South Africa, bringing together librarians, repository managers, researchers, and practitioners from around the world to exchange ideas, discuss best practices, and explore emerging trends in open repositories and digital preservation. The fellowship awarded to the University library representative to attend the 2023 Open Repositories Conference in South Africa represented a significant opportunity for professional development, knowledge exchange, and collaboration in the field of digital libraries and open access. The insights gained from the conference will enhance the capacity of the University library to support scholarly communication, promote open access initiatives, and advance digital repository services for the benefit of the academic community.

7.9.4 APLESA 2023 Conference

The University library received an invitation from the Parliament of Zimbabwe to attend the Association of Parliamentary Libraries of Eastern and Southern Africa (APLESA) Conference held in Victoria Falls from 27th to the 31st of May 2023. The University representative played a pivotal role in the conference by facilitating a session dedicated to establishing digital repositories using D-Space.

The library representative, in his presentation, provided insights, guidance, and practical tips for implementing D-Space repositories in academic institutions. He effectively shared his expertise and practical knowledge on digital repository establishment with conference attendees, empowering parliamentary library professionals to explore and adopt D-Space solutions tailored to their specific needs and requirements.

The University's participation in the APLESA Conference and facilitation of a session on establishing digital repositories using DSpace exemplified the University's commitment to advancing library services and fostering collaboration within the academic and parliamentary library communities. The knowledge shared and connections made during the conference will have a lasting impact on the library's digital initiatives and its ability to support the scholarly endeavours of faculty, students, and parliamentary stakeholders.

Challenges and opportunities

SUMMARY OF FINANCIAL STATEMENTS

INDEPENDENT AUDITOR'S REPORT
TO THE COUNCIL OF GWANDA STATE UNIVERSITY



Opinion

We have audited the inflation adjusted financial statements of Gwanda State University ("the University") set out on pages 7 to 31, which comprise the statement of financial position as at 31 December 2023, and the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies. In our opinion, the accompanying inflation adjusted financial statements present fairly, in all material respects, the financial position of Gwanda State University as at 31 December 2023 and its financial performance and its cashflows for the year then ended in accordance with International Financial Reporting Standards.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the University in accordance with the International Ethics Standards Councils of Accountants' Code of Ethics for Professional Accountants (IESBA Code) together with the ethical requirements that are relevant to our audit of the financial statements in Zimbabwe, and we have fulfilled our other ethical responsibility in accordance with these requirements and the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key audit matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the inflation adjusted financial statements of the current period. These matters were addressed in the context of our audit of the inflation adjusted financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Key audit matter	How the matter was addressed in the audit
Valuation of property and equipment	
<p>As included in note 7 to the inflation adjusted financial statements, the University measured property and equipment using techniques that include the market value, depreciated replacement cost and gross replacement cost.</p> <p>In determining the fair values of property and equipment, the University makes use of independent external valuers who in turn involve the use of judgment and estimates which involve significant unobservable inputs.</p> <p>The current economic environment is extremely volatile given the valuation intricacies impacting property in the Zimbabwean market. Valuations undertaken in Zimbabwe dollars have limited sales evidence in the local currency. As a result, the determination of inputs involved significant judgment based on limited market evidence.</p> <p>The determination of the fair value of property and equipment was considered to be a key audit matter due to the greater degree of subjectivity and judgment included in the determination of the fair values and the ongoing uncertainty in the property market due to the hyper inflationary economy.</p>	<p>We performed the following audit procedures:</p> <ul style="list-style-type: none"> • We tested the design and implementation of the key controls over the valuation process. • We assessed the competence, capabilities, objectivity and independence of the University's independent valuers, and assessed their qualifications. • We made enquiries of the independent external valuers to obtain an understanding of the valuation techniques and judgments adopted. • We assessed the work performed by the independent external valuers in valuing property and equipment by performing the following: <ul style="list-style-type: none"> - Reviewed the valuation methods used and assessed whether they are appropriate and consistent with the reporting requirements. - Evaluated the inflation adjusted financial statement disclosures for appropriateness and adequacy. <p>Based on the work done, we concur with management that the judgments and assumptions used in the valuation of property and equipment were appropriate and the disclosures pertaining to the property and equipment were found to be appropriate in terms of the relevant accounting standards.</p>

Other information

The Council is responsible for the other information. The other information comprises the Council's responsibility statement. The other information does not include the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and we do not express an audit opinion or any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Key audit matters (continued)

Revenue recognition – Tuition fees	
<p>Tuition fees represent a significant proportion of the University's revenue for the year.</p> <p>Tuition fees are automatically billed for all students and recognised to the extent that it is probable that the economic benefits will flow to the University.</p> <p>Due to the high volume of tuition fees processed during the year, a risk exists that tuition fees may be inappropriately recognised in the incorrect period.</p> <p>Recognition of tuition fees was considered a key audit matter due to the significance of the balance, the significant volume of academic fees processed during the year and the work effort required to be performed by the audit team.</p>	<p>Our audit procedures included:</p> <ul style="list-style-type: none"> • Recalculating tuition fee revenue using the number of active students based on results listings for each semester and the authorised tuition fee rates for each program, to assess whether the tuition revenue recognised for the year is accurate. • Inspecting graduation lists for 2022 and the billing list for each relevant semester, to assess on a sample basis whether selected individuals who had completed their studies had been inappropriately billed in the subsequent semester. • Assessing whether all billed students wrote examinations in the relevant semester for which they were billed by comparing the list of students billed with the results for each semester. • Determining whether third year students were only billed using the authorised tuition fee rates for each program, to assess whether the tuition revenue recognised for the year is accurate.

OVERVIEW OF INTERNAL QUALITY ASSURANCE INITIATIVES.

Maintenance and Promotion of a Quality Culture

In the year under review, the University remained dedicated to maintaining and promoting a quality culture within the institution. By upholding high standards of academic excellence, fostering a culture of continuous improvement and prioritising the well-being of students and staff, the University strived to provide a top-notch educational experience for all. Through collaborative efforts and commitment to best practices, the University aimed at ensuring that quality was maintained.

Student Engagement

The department of quality assurance implemented student engagement exercises so as to emphasise the significance of various quality assurance tools and their impact. These exercises were aimed at involving students to provide their input and feedback on improving the quality of the University's educational processes.

Academic Staff Induction

The academic staff induction program focused on providing training in quality enhancement processes which included peer evaluations, student evaluations, and the principles of Education 5.0. Staff members were introduced to the latest innovations in teaching and learning, with an emphasis on promoting student engagement and success.

Surveys

The University continued with conducting surveys to gather feedback from both staff and students regarding service satisfaction. This ongoing effort is crucial for identifying areas of improvement and ensures that the University continues to meet the needs and expectations of the community.

STATEMENT FROM THE CHAIRPERSON OF THE AUDIT COMMITTEE

Gwanda State University

I do hereby certify the Audited 2023 Annual Report as a true representation of the institution’s performance, in accordance with their responsibilities, approved by the Executive Committee of Council on 06 June, 2024 and are signed on its behalf by:



● **Mr C Shoniwa**
Chairperson of the Audit Committee



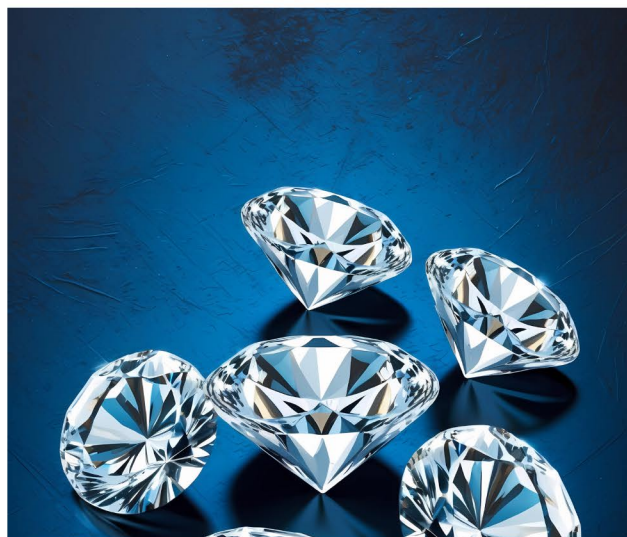
● **Prof. D Z Moyo**
Vice-Chancellor

These financial statements were prepared under the supervision of:



● **Mr P Zhira**
Bursar

PERFORMANCE OUTLOOK FOR THE FUTURE



“Despite a solid post-pandemic economic recovery, inflationary pressures remain high in 2024. The government’s plans to introduce a structured currency backed by precious minerals including gold, diamonds (to mention but a few), is expected to bring economic stability. The University expects to take advantage of the stability to expand its enterprises and exercising financial prudence to achieve its mandate”.

The University’s financial performance for the year ended 31 December 2023 were achieved under a harsh economic environment characterised by hyper-inflation, exchange rate volatility or distortions. These factors led to the erosion of the available University’s ZWL revenue resources, thereby undermining long-term growth prospects. The University received the bulk of its funding from the Government of Zimbabwe. Many suppliers indexed the price of goods and services in US\$ and payable at inflated rates thereby spiking the costs. Nevertheless, despite the hostile operating environment, the University achieved positive performance in historical terms as highlighted in the audited financial statement for the year ended 31 December 2023.



**GWANDA
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Excellence Through Esprit De Corps

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