

UNIVERSITY OF ZIMBABWE



FACULTY OF MEDICINE AND HEALTH SCIENCES

As at 28/5/21

STRATEGIC IMPLEMENTATION PLAN (2019 – 2025)

MANDATE

The Faculty shall be known for producing high calibre, solid Clinicians, discovery and production of Drugs, production and maintenance of Medical Equipment and Medical Supplies, provision of a strong and scientific base to delivery of Medicine and Health care and designing a robust Public Health Care Delivery System for the nation.

VISION

Recognised as Zimbabwe's Global Centre of Excellence in Medical Research, Innovation and production of Human Resource for the Health Sector by 2035.

MISSION

Faculty of Medicine and Health Sciences shall lead through a culture of professionalism, ethics and integrity in the provision of evidence based medical practice, research, innovation and training of human resource for health using advanced, modern, state of art equipment, contributing to at least 30% improvement of health indices in Zimbabwe.

GRADUATE ATTRIBUTES (VALUES)

Our graduates shall be patient and community centred through being a:

- 1. Knowledgeable scholar, researcher, educator, medical expert who is a manager, leader**
- 2. Ethical professional**
- 3. Diligent Communicator and collaborator**
- 4. Integral community health advocate**
- 5. Innovator and entrepreneur**

MOTTO

University of Zimbabwe: Educating to change lives

OBJECTIVES

Strategic Objective 1: Develop and promote a programmatic approach to research and innovation for generation of knowledge products, goods and services that respond to the needs of industry, commerce and society

Sub-objectives	Faculty Objectives	Planned Activities	Responsible person / Department	Expected Output	Timeframe	Contribution to UZ	Contribution to NDS1	Contribution to SDGs	Impact
1.1 Innovations that deliver advancement of technologies developed and promoted	To leverage on Heritage Based Herbal Medicines, drug discovery and vaccine development	1 Establish a Drug Discovery institute	Pharmacy & Clinical Pharmacology	Drug Discovery Centre established	2021-2023	Innovation Outcome 1-1 At least one new vaccine produced	Human Capital Development (659 – 663)	SDG 3,4,10	Improved access to medicine
		2 Establish Drug Discovery and Pharmaceutical Plant	Pharmacy & Clinical Pharmacology	Drug Discovery and Pharmaceutical Plant established	2021-2024	Innovation Outcome I-3 Model of heritage-based products and services derived	Heritage based knowledge systems promoted		Improved vaccine and drug availability.
		3 Publish a Traditional Herbal Medicine Compendium	Pharmacy and Clinical Pharmacology	Zimbabwe Herbal Medicines Compendium published	2021-2023	Primary Outcome P-1 Multidisciplinary research groups	Public Health and Well-being (665-675) Reduced morbidity and mortality due to		Reduced foreign currency import bills
			Pharmacy, Clinical Pharmacology & Med Microbiology						Reduced mortality and morbidity rates of some diseases

		<p>4 Drugs and vaccine production</p> <p>5. Conducting research based on current healthcare needs</p> <p>6. Establish the herbs used for treatment of diseases with the idea of improving the formulations and validation of therapeutic claims</p> <p>7. Establish bone densitometry service</p>	<p>Faculty of Veterinary Science and Faculty Science</p> <p>Radiology and Imaging Sciences</p>	<p>1 new vaccine produced</p> <p>1 new drug produced</p>	2021-2025	<p>established and functional</p> <p>Primary Outcome P-5 Human and animal vaccines and drugs made locally</p> <p>Community Outreach C-1 advocacy for new animal and human drugs and vaccines</p> <p>Community Outreach C-2 Community needs identification and feedback promoted</p> <p>Teaching Outcome T-1 Research capacity strengthening</p>	communicable and non-communicable diseases		
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						courses and programmes designed and implemented			
1.2 Models and processes for developing industry delivered	To develop prototypes, products including laboratory reagents, consumables and vaccines, medical equipment, goods and services for commercialization	<p>1 Establish biomedical engineering workshop for production and maintenance of medical equipment and supplies</p> <p>2 Develop laboratory reagents & assays and test kits</p> <p>3 Set up Bioinformatics Lab</p> <p>4. Testing of potential therapeutic plants/tradit</p>	<p>Faculty of engineering and built environment & Biomedical Engineering Unit</p> <p>Investigative and Laboratory Sciences</p> <p>Bioinformatics Unit</p>	<p>Biomedical Engineering Workshop established</p> <p>At least one medical equipment produced</p> <p>Medical Equipment repaired and Maintained</p> <p>Office space for Chairperson, Coordinators, academic staff and technicians</p> <p>3D printer with consumables</p> <p>CNC (computer numeric</p>	<p>2021</p> <p>2021-2022</p> <p>2021-2025</p> <p>2021-2023</p> <p>2021</p>	<p>Innovation outcome I-9 Low cost efficient & sustainable systems & technologies developed</p> <p>Primary Outcome P-8 New technologies accessible in local industries</p> <p>Primary Outcome P-9 Local IPs protected</p> <p>Community Outreach C-6 Knowledge and information exchange platforms and</p>	<p>Science and Technology Innovations Ecosystems (661, 663)</p> <p>Improving human resource performance in the health sector (680)</p> <p>Improving Access to Essential Medicines (682, 683)</p>	SDGs 3,4,10	<p>Medical Equipment well maintained and Parirenyatwa and Sally Mugabe hospitals</p> <p>Improved hospital affordable supplies and medical equipment</p> <p>Affordable and accessible laboratory reagents and test kits</p> <p>Foreign currency import bill reduced</p>

		<p>ional medicines). (Effects of herbal steam inhalation on pulmonary function in health individuals at the University of Zimbabwe Plant)</p> <p>5.Partnership with Funeral parlours for the embalmment project (Cadaver project).</p>	<p>Pharmacy & Clinical Pharmacology</p> <p>Anatomy Unit</p>	<p>control machine with consumables</p> <p>At least two lab reagents and assays and test kits produced</p> <p>Lab set</p>		<p>co-innovation promoted</p> <p>Innovation Outcome I-4 New products yielding at least ten registered IPs for use in industry value chain developed</p> <p>Primary Outcome P-1 Multidisciplinary research groups established and functional</p>			Electronic Health Record System set for the nation
1.3 Knowledge and evidence in critical or priority areas of development generated	To design a robust and effective public health care delivery system	<p>1 Set up electronic disease surveillance system</p> <p>2 Design and</p>	Bioinformatics & Global Public Health and Family Medicine Unit	<p>National EHR set</p> <p>Re-defined primary health care elements</p>	2021-2023	Innovation Outcome I-9 Low cost efficient & sustainable systems &	Public Health and Well-being (665 – 675)	SDGs 3,4,10	Reduced mortality & morbidity rates

		promote evidence based demand driven interventions in the health sector		Open Access local Public and Global Health Journal established		technology developed	Improving Access to Essential Medicines		Low cost accessible health care
		3 Establish research groups and develop Research Agenda aligned to Health Professions Education Activities.	FMHS & HPE			Innovation Outcome I-3 Models for heritage-based products & services derived	(682, 683)		Informed public on health and well-being promotion activities
		4 In-house Training in research publications and grant writing.	FMHS & HPE			Primary Outcome P-10 Indigenous knowledge systems providing solutions to society harnessed & promoted	Improving Access to Primary & Secondary Health Care and Enabling Environment for Health Services Delivery (684)		
		5 Organize scientific meetings	FMHS & HPE			Community Outreach C-6 Knowledge & information exchange platforms and co-innovations promoted			
						Primary Outcome P-1 Multi-disciplinary research			

						groups established and functional			
1.4 Specialists and experts that underpin industrialization and modernization	To design an education 5.0 compliant curriculum responsive to institutional and national demands	<p>Specialist skills gaps identified & prioritized</p> <p>Strategic interventions addressing skills gap designed</p> <p>Recruit experts and specialists relevant for addressing faculty skills gaps</p> <p>Fellowships programmes set for training</p>	Faculty & all Departments	<p>10 SDFs on training per year</p> <p>At least 5 Experts recruited externally per year</p> <p>At least 5 Fellowships & postdoctoral programmes running per year</p>	2021 - 2023	<p>Primary Outcome P-7 Experts & specialists relevant for national priority developed</p> <p>Teaching Outcome T-1 Research capacity strengthening courses & programmes designed & implemented</p> <p>Teaching Outcome T-3 Modules for critical thinking, designing, analysis and co-construction developed and deployed</p> <p>Teaching Outcome T-4</p>	<p>Specialised workforce (635 – 639)</p> <p>Specialist Skills for Industry, Commerce and Public Sector (657658)</p>	SDGs 3, 4,8,10	<p>Reduced external medical tourism</p> <p>Increased local training base / capacity for postgraduate programmes</p>

						Establish inter-faculty research groups			
1.5 Research groups that produce outcome-based research established, funded and professionalized	To establish effective, demand driven research groups in response to national health priority issues	Set up effective research groups in: 1 Traditional & ethno-medicines research group 2 Non-communicable diseases 3 HIV and Infectious Diseases 4 Vaccinology 5 Toxicology Establish Research	All Faculty members in Units, Departments etc. Academics and non-academics Collaborations with other faculties or institutions else where	A least 5 fundable research protocols written per research group yearly At least 5 collaborative research grants awarded per year At least 5 research conference/ symposia held in different thematic areas 5 Research Professors post created and filled At Least 5 MOA signed with local	2021-2022	Primary Outcome P-1 Multi-disciplinary research groups established & functional Innovation Outcome I-1 New vaccine produced eg TB, Covid Innovation Outcome I-3 Models for heritage-based products & services derived from indigenous knowledge system developed Innovation Outcome I-4 New products yielding at least 5	Reduce Morbidity and Mortality due to Communicable and Non-communicable Diseases (685, 686) Healthy Lifestyles and Sports for Health Purposes (687, 688) Access to Water, Sanitation and Healthy Environment (689)	SDGs 3,4,10	Accessible low cost and effective evidence-based health interventions locally available Reduced mortality and morbidity rates Improved health indicators Improved UZ visibility and better Global Ranking

		<p>Professorial posts</p> <p>Formalize UZ related / affiliated research groups</p>		<p>Research Institutions</p> <p>At least 10 publications per year for each research group in high profile journals</p>		<p>registered IPs developed</p> <p>Primary Outcome P-10 Indigenous knowledge systems providing solutions to society harnessed</p> <p>Teaching Outcome T-4 Establish interfaculty research groups</p> <p>Community Outreach C-1 Advocacy for new drugs & vaccines</p>			
1.6 Models for recognizing and rewarding excellence in research and innovation developed and implemented	To design a performance based incentive package	<p>1 Funds for sponsoring publications availed</p> <p>2 Funds for sponsoring researchers to attend regional and international</p>	<p>Private sector</p> <p>Public sector</p> <p>NGOs</p> <p>UZ</p> <p>Faculty</p>	<p>20 Publications sponsored per year</p> <p>10 Researchers sponsored to attend conferences per year</p>	2021-2022	<p>Industrialisation Outcome D-3</p> <p>At least 5 start-up companies accessing and using</p>	Improving Access to Primary & Secondary Health Care and Enabling Environment for Health Services Delivery.	SDGs 3,4,10	<p>New low cost drugs accessible nation wide</p> <p>Reduced foreign currency import bills</p>

FACULTY OF MEDICINE AND HEALTH SCIENCES
STRATEGIC IMPLEMENTATION PLAN (2019-2025)

		1 conference s available		At least 3 sponsored local research conference per year		registered prototypes	(684)		Improved health indicators
		3 Local financial support for research proposals	UZ	At least 5 research grants availed for research per year			Reducing Morbidity and Mortality due to Communicable and Non- communicable Diseases		More innovations produced
		4 Defined royalties awarded for successfull y registered IPs to originators		At least 5 IPs registered	2024		(685,686)		Increased registered IPs
					2024				Functional and vibrant research groups
									Improved UZ visibility
									Increased numbers of registered patents

Strategic Objective 2: Review, streamline and or introduce undergraduate and postgraduate degree and academic programmes inspired by growing demands for technological advancement, industrialization and modernization at national level and beyond

Sub-objectives	Faculty Objectives	Planned Activities	Responsible person / Department	Expected Output	Timeframe	Contribution to UZ	Contribution to NDS1	Contribution to SDGs	Impact
2.1 Curricula that is informed by internally generated knowledge and market driven demands reviewed	Introduce new market demanded programmes targeted at addressing national health needs	<p>1 Five Undergraduate degree programmes introduced</p> <p>2 Seven postgraduate degree programmes introduced</p> <p>3 Old programmes reviewed for relevance and alignment to education 5.0</p> <p>4. Align the MBKS collaborating with the Zimbabwe Council for Higher Education</p>	All departments and teaching units in the FMHS	<p>All new programmes accredited by Zimche</p> <p>All new professional programmes accredited by professional bodies</p> <p>Education 5.0 implemented in all programmes</p> <p>Adequate staffing to teach all accredited programmes</p> <p>400 graduates for new</p>	<p>2021 - 2025</p> <p>2023</p>	<p>Innovation Outcome I-12 New degree programs responsive to national & societal need introduced</p> <p>Primary Outcome P-16 Curricula for programs reviewed for relevance & alignment with education 5.0</p> <p>Teaching Outcome T-1 Research capacity strengthening courses & programmes</p>	<p>Human Capital Development and Innovation (619 – 643)</p> <p>Specialist Skills for Industry, Commerce and Public Sector (656 – 658)</p>	SDGs 3, 4, 10	<p>Reduced emigratory education tourism in search of new programmes</p> <p>Foreign currency saving</p> <p>Increased immigratory education tourism</p> <p>Improved economic performance indicators</p> <p>New postgraduates added recruited as</p>

FACULTY OF MEDICINE AND HEALTH SCIENCES
STRATEGIC IMPLEMENTATION PLAN (2019-2025)

Sub-objectives	Faculty Objectives	Planned Activities	Responsible person / Department	Expected Output	Timeframe	Contribution to UZ	Contribution to NDS1	Contribution to SDGs	Impact
		(ZIMCHE) and the Allied Health Practitioners Council of Zimbabwe (AHP CZ). 5. Continuous curricula improvement 6. Commence on curriculum development for Forensic Medicine degree and Masters in Immunology and Histology 7. Continual involvement of stakeholders in design of programs to suite the national needs		undergraduate programs 50 graduates for new postgraduate programs	2024	designed & implemented Teaching Outcome T-2 Project based enquiry methods designed & implemented Teaching Outcome T-3 Modules for critical thinking, designing, analysis & construction developed & deployed			teaching staff to improve staff shortage National Skills deficit improved
2.2 Innovative models for teaching and	Design robust dynamic blended	1 Decentralize medical training at	All Departments in the FMHS	Decentralized postgraduate programmes	2021-2024	Innovative Outcome I-13 Model for efficient &	Strategies to realise Access and Utilization of	SDGs 3, 4, 10	Increased uptake of postgraduate training

FACULTY OF MEDICINE AND HEALTH SCIENCES
STRATEGIC IMPLEMENTATION PLAN (2019-2025)

Sub-objectives	Faculty Objectives	Planned Activities	Responsible person / Department	Expected Output	Timeframe	Contribution to UZ	Contribution to NDS1	Contribution to SDGs	Impact
training delivered	teaching and training models in health sciences	<p>postgraduate level</p> <p>2 Partnering with private health institutions for training</p> <p>3 Develop teaching and training modules for all programmes</p> <p>4 Set up M&E tools for blended learning in FMHS</p> <p>5 Establish skills transfer labs with manikins and simulations</p> <p>6 To employ modern teaching methodologies (blended learning to include</p>	<p>Dean and Departments</p> <p>Professors and senior members of academic staff</p> <p>Faculty Quality Assurance Committee</p> <p>Faculty and all Departments (BMS, Anaesthetics, Obs & Gyn, HPE etc)</p>	<p>Active MOAs with private and public health institutions</p> <p>Teaching and training module produced and used in the FMHS</p> <p>M&E tools for blended learning used in the FMHS</p> <p>Faculty Skills labs setup and operational</p> <p>New departments offices established</p>	<p>2021-2022</p> <p>2021</p> <p>2021</p> <p>2021-2024</p>	<p>internationally examination system designed & tested</p> <p>Innovative Outcome I-14 Problem based teaching</p> <p>Innovative Outcome I-15 Task-based learning models developed & promoted</p> <p>Primary Outcome P-19 Models for effective delivery of Masters and Doctoral courses & fellowships developed</p> <p>Primary Outcome P-20 Online</p>	<p>Advanced Knowledge and Technologies (647)</p> <p>Access to Quality, Equitable and Inclusive Education (650 – 652)</p> <p>Improving quality of life (676)</p> <p>Improving human resource performance in the health sector (680 – 681)</p>		<p>programmes in the FMHS</p> <p>Reduced national skills deficit in the health sector</p> <p>Promotion of universal access to health in Zimbabwe</p> <p>High quality skilled HRH produced</p> <p>Blended and innovative teaching & learning platforms used</p>

FACULTY OF MEDICINE AND HEALTH SCIENCES
STRATEGIC IMPLEMENTATION PLAN (2019-2025)

Sub-objectives	Faculty Objectives	Planned Activities	Responsible person / Department	Expected Output	Timeframe	Contribution to UZ	Contribution to NDS1	Contribution to SDGs	Impact
		<p>webinars, zoom and videos. Perfect the use of the ELMS-platform for teaching.</p> <p>7 Purchase of high power projectors for simulation of practicals</p>				<p>courses & programmes developed & administered</p> <p>Teaching Outcome T-9 Teaching methods for production disruptive, creative & innovative students</p> <p>Teaching Outcome T-10 Linkages between research and innovation programmes and teaching developed and promoted</p> <p>Teaching Outcome T-11 New type of Education 5.0 graduates capacitated for innovation and</p>	<p>Improving Access to Primary & Secondary Health Care and Enabling Environment for Health Services Delivery (684)</p> <p>Reducing Morbidity and Mortality due to Communicable and Non-communicable Diseases (685, 686)</p>		

Sub-objectives	Faculty Objectives	Planned Activities	Responsible person / Department	Expected Output	Timeframe	Contribution to UZ	Contribution to NDS1	Contribution to SDGs	Impact
						<p>industrialization developed</p> <p>Community Outreach C-8 Models for increasing participation of undergraduate and post graduate students and staff in community engagement and problem solving developed and promoted</p> <p>Community Outreach C-9 Effective participation of students in national programmes and problem solving activities promoted</p>			

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FACULTY OF MEDICINE AND HEALTH SCIENCES
STRATEGIC IMPLEMENTATION PLAN (2019-2025)

Sub-objectives	Faculty Objectives	Planned Activities	Responsible person / Department	Expected Output	Timeframe	Contribution to UZ	Contribution to NDS1	Contribution to SDGs	Impact
		training to all medical students and other health care personnel							
2.4 Capacity for delivery of expert knowledge in teaching programmes identified and strengthened	Develop robust, effective and evidence based teaching and training models in the health sciences	<p>1. Establish research groups and develop research agenda aligned to national health priorities</p> <p>2. Run Health Education Advanced Leadership for Zimbabwe (HEALZ) course and Faculty Professional Development Training Workshops and Courses</p> <p>3. Organize faculty development workshops to</p>	<p>Faculty office and all departments</p> <p>HPE & Faculty of education</p> <p>Faculty office and HPE</p>	<p>Faculty Research groups established and functional</p> <p>More academic staff trained in HEALZ</p> <p>At least 2 Faculty development workshops held per year</p>	2021-2022	<p>Innovation Outcome I-17 New models for staff development developed & promoted</p> <p>Primary Outcome P-19 Models for effective delivery of Masters and Doctoral courses, programmes and fellowships developed and implemented</p> <p>Teaching Outcomes (T-6,7,8,9,10,11)</p>	<p>Access to Quality, Equitable and Inclusive Education (651)</p> <p>Specialist Skills for Industry, Commerce and Public Sector (656,657,658)</p> <p>Reduce Morbidity and Mortality due to Communicable and Non-communicable Diseases</p>	SDGs 3,4, 10	<p>Production of well-trained & skilled health professionals</p> <p>Training capacities for health professionals assured</p>

FACULTY OF MEDICINE AND HEALTH SCIENCES
STRATEGIC IMPLEMENTATION PLAN (2019-2025)

Sub-objectives	Faculty Objectives	Planned Activities	Responsible person / Department	Expected Output	Timeframe	Contribution to UZ	Contribution to NDS1	Contribution to SDGs	Impact
		enhance teaching and training skills	Faculty office and HPE				(685,686)		
2.5 Competence based programmes for all areas aligned to the demands of modernization and industrialization developed	To design needs driven education 5.0 compliant field attachment models for all programmes in the FMHS	1 Review curricula for all programs to align with education 5.0 2 To create partnership with health institutions for industrial / field attachments	All Departments	Curricula for all programs aligned with education 5.0 MOAs with health institutions signed and operational	2021-2022	Industry Outcome D-10 New models for student attachments & internships developed & promoted Primary Outcome P-16 Curricula review for alignment with education 5.0	Specialist Skills for Industry, Commerce and Public Sector (657,658)	SDGs 4,8,17	Education 5.0 aligned programs Public & Private health sectors involvement in medical education and training
2.6 Programmes with defined exit skills, knowledge and attitudes designed	To align all programmes to national skills and competence s needs in the health sector	1 Priority skills deficit identified 2 Strategies to address identified priority skills deficit designed and implemented	Faculty and all Departments	Skills deficit mapped and prioritized Interventions operational (targeted recruitment, SDFs, avail space for contact and sabbatical leave	2021-2023	Innovation Outcome I-12 New degree programs responsive to national & societal needs established	Special Skills for Industry, Commerce and Public Sector (656,657,658) Improving Access to	SDGs 4,8,17	Reduced national skills deficit in health sector

FACULTY OF MEDICINE AND HEALTH SCIENCES
STRATEGIC IMPLEMENTATION PLAN (2019-2025)

Sub-objectives	Faculty Objectives	Planned Activities	Responsible person / Department	Expected Output	Timeframe	Contribution to UZ	Contribution to NDS1	Contribution to SDGs	Impact
				attachments for foreign faculty)			Essential Medicines (683)		
2.7 Postdoctoral fellowships established	To design and promote needs driven fellowship programmes in subspecialty fields of health sciences	1 Establish medical centres of excellence for service & fellowship training 2 Funds mobilization for postdoctoral training	All departments and Faculty office	Fellowship training programs established as subspecialties of established MMed programs Funding for at least 5 postdoctoral programs available per year	2021-2025	Primary Outcome P-26 Graduates with specialist expertise produced Innovation Outcome I-17 New models for staff development developed & promoted Teaching Outcome T-11 New type of Education 5.0 graduate capacitated for innovation and industrialization developed	Specialised Workforce (635,637,638 639) Specialised Skills for Industry, Commerce and Public Sector (657,658) Improving human resource performance in the health sector (681)	SDGs 3, 4, 10	Reduced external medical tourism Improved national health indices Improved access to specialist medical care

Strategic Objective 3: Develop strategic partnerships to leverage knowledge-sharing, resource mobilization and investments for advancement of innovative research, outreach, teaching and business development

Sub-objectives	Faculty Objectives	Planned Activities	Responsible person / Department	Expected Output	Timeframe	Contribution to UZ	Contribution to NDS1	Contribution to SDGs	Impact
3.1 Framework and models, processes and systems for establishing new institutions, organizations and companies developed	Formalisation of at least 5 strategic alliances and 5 joint venture companies in the health sector	1 Develop joint venture enterprise 2 To have at least one MOA / MOU that formalize strategic alliance	FMHS & Departments	Existence of at least 5 joint-venture companies by 2025 Have at least 5 very strong strategic alliances with external organizations by 2025	2021-2025	Primary Outcome P-27 at least 5 joint venture companies and strategic alliances established	Access to Quality, Equitable and Inclusive Education (651,652)		university wealth created Staff incentivised and retained
3.2 Partnerships for co-innovation, research collaboration and joint implementation for generation of goods and	To develop & promote models for resource mobilization and co-funding of FMHS research &	1.To develop collaborative non-disclosure & confidentiality agreements MOUs & MOAs & frameworks for the FMHS	FMHS & Departments	Resource mobilisation research co-funding & innovation programs models in place & operationalized	2021-2025	Primary Outcome P-30 Models for resource mobilization & co-funding of faculty research & innovation programs	Access to Quality, Equitable and Inclusive Education (651,652) Improving human resource		National priority driven fundable projects & innovations produced Well-funded projects

Sub-objectives	Faculty Objectives	Planned Activities	Responsible person / Department	Expected Output	Timeframe	Contribution to UZ	Contribution to NDS1	Contribution to SDGs	Impact
services established and funded	innovation programs Development & promotion of new models of sabbaticals, contact and exchange visits to ensure delivery of Strategic Plan & Education 5.0	2.Implement systems, models & formats for sabbatical, contacts & exchange visits to ensure optimal FMHS benefit 3.Departments to negotiate for partnership with relevant stakeholders (governmental, non-governmental organizations, academic institutions and corporates).	FMHS & Departments FMHS' Departments & Units	New models for sabbaticals, contacts & exchange developed & promoted	2021-2022	developed & promoted Community Outreach C-17 New models for sabbaticals, contacts & exchange visits developed & promoted	performance in the health sector (680,681)		Increased uptake of sabbaticals, contacts & exchange visits
3.3 Platforms to engage communities, organizations and institutions for problem identification	To develop models for collaboration & cooperation with professional	1.Develop formal links with relevant professional bodies	FMHS & All Departments	New collaboration models with MDPCZ, HPA, ZNC, AHPC, MCAZ, MLSC, Professional &	2021-2022	Primary Objective P-29 New models for collaboration & cooperation with	Science and Innovation ecosystems (662,663)	SDGs 4,8,17	Well accredited and regulated programs

Sub-objectives	Faculty Objectives	Planned Activities	Responsible person / Department	Expected Output	Timeframe	Contribution to UZ	Contribution to NDS1	Contribution to SDGs	Impact
and feedback pathways to tailor innovative solutions promoted	bodies & industry in the health sector	2.Establish a Journal club involving students to promote innovation and industrialization among students and staff.		other regulatory authorities Multidisciplinary Research Groups and Journal clubs		professional bodies developed			offered in the FMHS
3.4 Capacity of organisations, institutions and communities for uptake of technologies, goods and services generated by the university and its partners strengthened.	To capacitate communities so that they best exploit & protect their resources for their benefit in the health sector To develop competencies to implement the new collaborative framework	To provide training programs & community services that support value addition & goods & services production To organize workshops, seminars & training programs to develop & implement competencies for	FMHS, Departments & Units FMHS, Departments & Units	Capacitated communities exploiting & protecting own resources for own benefit At least 3 people per department competent in implementing collaborative frameworks	2021-2025	Primary Objective P-31 Communities capacitated to exploit & protect own resources for own benefit Teaching Outcome T-12 Competencies to implement new	Healthy Lifestyle and Sport for Health Purposes (687,688) Access to Water, Sanitation and Healthy Environment (689)	SDGs 3,5,6	Capacitated communities to exploit & protect resources for health for own benefit

Sub-objectives	Faculty Objectives	Planned Activities	Responsible person / Department	Expected Output	Timeframe	Contribution to UZ	Contribution to NDS1	Contribution to SDGs	Impact
	To develop & deliver IP management courses	collaborative frameworks Develop & run IP management courses	FMHS, Departments & Units	Continuous professional development & short learning programs & courses on management of ventures		collaborative frameworks developed Teaching Outcome T-14 Module for training on management developed & promoted			
3.5 Collaborative relationships and partnerships in knowledge generation, industrial, skills and professional training for enhancement of the University's academic programming fostered	To develop education 5.0 compliant models for student internships in FMHS To co-develop & co-deliver new curricula together with partners	To include development of goods, products & services during student attachment & internship To develop joint programs & each department to have at least one lecturer from industry	Departments , Units & Faculty Departments , Units & Faculty	Education 5.0 compliant models for student attachment & internship to include innovation Faculty to have at least two joint programs co-developed & co-delivered & each Department	2021 2021-2022	Primary Outcome P-28 New education 5.0 compliant models of student internship developed Teaching Outcome T-13 Co-development & co-delivery of the new curriculum	Strategies to realise Access and Utilisation of Advanced Knowledge and Technologies (647) Access to Quality, Equitable and Inclusive Education	SDGs 4,8,17	Education 5.0 compliant programs offered Multiple collaborative players in medical training

Sub-objectives	Faculty Objectives	Planned Activities	Responsible person / Department	Expected Output	Timeframe	Contribution to UZ	Contribution to NDS1	Contribution to SDGs	Impact
		or other organisation		has industry based lecturers			(651,652)		

Strategic Objective 4: Talent identification, nurturing and mentorship towards an industrialization and modernization agenda

Sub-objectives	Faculty Objectives	Planned Activities	Responsible person / Department	Expected Output	Timeframe	Contribution to UZ	Contribution to NDS1	Contribution to SDGs	Impact
4.1 Innovative models for sustainable staff development programmes tailored for	To design models for talent identification , talent nurturing and retention in the FMHS	Talent identification model developed Mentorship programs formalized	All faculty members	Framework for mentoring established and deployed Each Unit and	2021-2023	Innovation Outcome I-22 Brand champions for Education 5.0 identified and their capacity strengthened	Specialist Skills for Industry, Commerce and Public Sector (657,658)	SDG 3, 4 and 10	Improved access to health care services Improved health outcomes

Sub-objectives	Faculty Objectives	Planned Activities	Responsible person / Department	Expected Output	Timeframe	Contribution to UZ	Contribution to NDS1	Contribution to SDGs	Impact
Education 5.0 developed and promoted.				Department to have at least three mentees per year		T-20 Staff development modules developed and deployed D-24 professional mentoring programmes implemented and commercialised D-23 Student-Lecturer start-up companies			Not sure about these impacts – not easy to measure
4.2 Partnerships for engagement of experts and specialists in critical areas of technology development and skills training for generation of quality goods and services fostered	To design models of addressing critical skills deficits in the health sector.	1.Establish strategic partnerships in the health sector for collaborative academic, research & innovative activities 2.Identify experts in the public and private sector and engage them as mentors or academics	Deanery, Chairpersons , unit coordinators and all academic staff	Specialists and experts engaged in identified critical areas in the health sector At least 10 publications in high impact journals per year per department	2021-2025	Innovation Outcome I-25 New funding models providing reciprocal benefit to FMHS and partners developed Primary Outcome P-39 Adjunct professional relationships with industry	Specialist Skills for Industrialisation, Commerce and Public Sector (657,658) Improving domestic funding for health (678,679) Improving access to primary and	SDG 3, 4, 10 and 17	Improved health outcomes Increased access to health care services Improved research, teaching, innovation and industrialisation

Sub-objectives	Faculty Objectives	Planned Activities	Responsible person / Department	Expected Output	Timeframe	Contribution to UZ	Contribution to NDS1	Contribution to SDGs	Impact
		from organisations. 3. Identify organizations for various student attachments and facilitate signing of MoUs with the University				and advanced research and training institutions established D-21 Innovative products, goods and services developed eg new technologies, new drugs	secondary health care and enabling environment for health services delivery (684)		
4.3 Talent from schools, communities, institutions and organisations to deliver innovative health care goods and services identified, integrated, and nurtured.	To design models for pre-university talent identification, nurturing and retention in the health sector.	1. Develop models and frameworks for pre-university talent identification, nurturing and retention in health sector 2. Observe students' interest during practical sessions and discussions during BMS year 3. Identify Masters	Deanery and all academic staff Chairpersons, academic and technical staff in departments and teaching units	Frameworks and models for talent identification established and deployed	2021-2023	Primary Outcome P-40 Talent search/identification units for schools, communities, students, staff and organizations established and functionalised	Specialist Skills for Industrialisation, Commerce and Public Sector (657,658) Improving domestic funding for health (678,679) Improving access to primary and secondary	SDG3, 4, 10 and 17	Improved access to health care services Improved health outcomes

Sub-objectives	Faculty Objectives	Planned Activities	Responsible person / Department	Expected Output	Timeframe	Contribution to UZ	Contribution to NDS1	Contribution to SDGs	Impact
		students who can be potential teachers/lecturers and PhD students for the departments					health care and enabling environment for health services delivery (684)		
4.4 Opportunities for technical and professional upgrading of knowledge and skills among practitioners in health care industry, commerce and service organisation provided.	To design models of recognizing, upgrading and retention of skilled human resource for health.	Develop curricula for professional upgrading Capacity build health workforce to upgrade skills and knowledge in the health sector	Deanery and all faculty members	At least 20 health care professionals' knowledge and skills upgraded per year	2021-2025	Teaching Outcome T-21 Continual professional development plans developed and deployed	Specialist Skills for Industrialisation, Commerce and Public Sector (657,658) Improving domestic funding for health (678,679) Improving access to primary and secondary health care and enabling environment for health services delivery (684)	SGD 3, 4 and 10	Improved access to quality health care services Improved health outcomes Not sure about these impacts – not easy to measure

Strategic Objective 5: Internationalization of University of Zimbabwe Academic Programmes, Research, Advisory and Consultancy services

Sub-objectives	Faculty Objectives	Planned Activities	Responsible person / Department	Expected Output	Timeframe	Contribution to UZ	Contribution to NDS1	Contribution to SDGs	Impact
5.1 Visibility of UZ on regional and international academic and professional knowledge platforms increased.	To develop frameworks for improving knowledge dissemination and exchange and global institutional marketing of the FMHS	1.Promote research and publication in high impact journals 2.Strengthen student and staff exchange programs Improve visibility of the FMHS academic activities, for example, website management 3.Promote participation of academic staff in international conferences	Deanery, faculty administrators and all academic staff	At least 10 publications per year per department in high impact journals Up to date FMHS website Attend at least 2 conferences per year per department	2021-2025	Innovation Outcome I-31 to I-38 International relations unit established, models for attracting international experts and students etc Primary Outcome P-41-P44, P-47-P48 Teaching Outcome T-23-T24, T-26-T28	Specialist Skills for Industry, Commerce and Public Sector (657) Improving Access to Primary & Secondary Health Care and Enabling Environment for Health Services Delivery (684)	SDG 3, 4, 10 and 17	Improved UZ brand image University ranking improves

Sub-objectives	Faculty Objectives	Planned Activities	Responsible person / Department	Expected Output	Timeframe	Contribution to UZ	Contribution to NDS1	Contribution to SDGs	Impact
		<p>4.Develop partnerships with regional and international Universities</p> <p>5.Hosting international seminars, workshops and conferences</p> <p>6.Engage in high impact collaborative research</p>							
5.2 Partnerships in the co-designing and implementation of academic and research exchange programmes fostered.	To develop strategic partnerships to leverage academic and research activities in the health sector	<p>1.Identify relevant partners</p> <p>2.Strengthen existing exchange programmes</p> <p>3.Establish strategic partnerships through MoUs</p>	Deanery, chairpersons, faculty administrators and all academic staff	At least 20 exchange students per year	2021-2025	Innovation Outcome I-31 to I-38	<p>Specialist Skills for Industry, Commerce and Public Sector (657)</p> <p>Improving Access to Primary & Secondary Health Care and Enabling Environment for Health</p>	SDG 3, 4, 10 and 17	<p>Brand image of the UZ improved</p> <p>Improved research, teaching, innovation and industrialisation</p>

Sub-objectives	Faculty Objectives	Planned Activities	Responsible person / Department	Expected Output	Timeframe	Contribution to UZ	Contribution to NDS1	Contribution to SDGs	Impact
		4. Establish and promote joint international collaboration partners 5. Strengthen mentorship 6. Offer regional and international courses with twin/partner institutions					Services Delivery (684)		
5.3 Competitive models and mechanisms for attracting regional and international students, scholars and practitioners designed and implemented.	To design dynamic and attractive student and faculty exchange programmes in the FMHS	Strengthen student exchange programmes Improve marketing FMHS programmes Improve internal processes and procedures for handling international exchange	Deanery, chairpersons, faculty administrators, chairpersons and unit coordinators	At least 20 exchange students per year Enrol at least 10 regional and international students per year	2021-2025	Innovation Outcome I- 31 to I-38 Primary Outcome P- 41 to P-44, P-47 to P-48 Industry Outcome D- 25, D-31 Teaching Outcome T-	Specialist Skills for Industry, Commerce and Public Sector (657) Improving Access to Primary & Secondary Health Care and Enabling Environment for Health Services Delivery	SDG 3, 4, 10 and 17	Brand image of the UZ improved Improved research, teaching, innovation and industrialisation

Sub-objectives	Faculty Objectives	Planned Activities	Responsible person / Department	Expected Output	Timeframe	Contribution to UZ	Contribution to NDS1	Contribution to SDGs	Impact
		students and experts				28, T-30 to T-31	(684)		
5.4 Review, accreditation and certification of academic and professional programmes and learning facilities for internationalised quality assurance promoted.	To design and promote a proactive and dynamic review and accreditation system for all programmes in the FMHS	Facilitate accreditation of all programmes by regulatory authorities	Deanery and all faculty members	Accredited programmes	2021-2023	Innovation Outcome I-31 to I-38 Primary Outcome P-41 to P-43 P-47 to P-48 Industry Outcome D-25, D-31 Teaching Outcome T-23, T-28, T-30 to T-31	Specialist Skills for Industry, Commerce and Public Sector (657) Improving Access to Primary & Secondary Health Care and Enabling Environment for Health Services Delivery (684)	SDG 3, 4, 10 and 17	Brand image of the UZ improved Improved research, teaching, innovation and industrialisation
5.5 A platform for joint awards and certification of academic and professional programmes provided	To design models for joint awards and certification of academic and professional programmes offered in the FMHS.	Develop framework for joint awards and certification of academic and professional programmes	Deanery, chairpersons, unit coordinators and faculty administrators	Certification Framework Signed MoU/A with partner institutions	2021-2022	Primary Outcome P-45, Innovation Outcome I-34, Teaching Outcome	Specialist Skills for Industry, Commerce and Public Sector (657) Improving Access to Primary &	SDG 3, 4, 10 and 17	Improved health outcomes Improved UZ brand image

FACULTY OF MEDICINE AND HEALTH SCIENCES
STRATEGIC IMPLEMENTATION PLAN (2019-2025)

Sub-objectives	Faculty Objectives	Planned Activities	Responsible person / Department	Expected Output	Timeframe	Contribution to UZ	Contribution to NDS1	Contribution to SDGs	Impact
						T-24	Secondary Health Care and Enabling Environment for Health Services Delivery (684)		

Strategic Objective 6: Modernization of university infrastructure, learning and research and co-curricula facilities for improved service delivery systems and enhanced career opportunities and welfare for students and staff.

Sub-objectives	Faculty Objectives	Planned Activities	Responsible person / Department	Expected Output	Timeframe	Contribution to UZ	Contribution to NDS1	Contribution to SDGs	Impact
6.1 Professional and technical capacity in the promotion of new concepts, knowledge and practices for modernisation of University programming and service provision developed	To design, develop and implement models for modernizing teaching and training in all programmes in the FMHS	Develop modern teaching models for teaching and training Capacity build faculty members on using new teaching and training models	Deanery, chairpersons, unit coordinators and all faculty members	Teaching and training models available Trained academic staff	2021-2022	Innovation Outcome I-40 Academic, ICT, management, administrative and services infrastructure re-designed and implemented in line with Education 5.0 Primary Outcome P-49 Modern infrastructure for teaching, learning, research and co-curriculum activities developed and utilized Teaching Outcome T-33 Undergraduate	Specialist Skills for Industry, Commerce and Public Sector (657) Improving Access to Primary & Secondary Health Care and Enabling Environment for Health Services Delivery (684)	SDG 3, 4, 10	Increased research, innovation and industrialisation Dynamic blended teaching and learning systems employed

FACULTY OF MEDICINE AND HEALTH SCIENCES
STRATEGIC IMPLEMENTATION PLAN (2019-2025)

Sub-objectives	Faculty Objectives	Planned Activities	Responsible person / Department	Expected Output	Timeframe	Contribution to UZ	Contribution to NDS1	Contribution to SDGs	Impact
						and postgraduate programmes tailored for higher education systems, administration and management developed and promoted			
6.2 The learning and training environment re-designed for effective delivery of Education 5.0 models.	To design an all-inclusive framework for public and private sector involvement in medical training	<p>1. Identify private and public health institutions with capacity to provide medical education</p> <p>2. Enter into MoU/A with private and public institutions for improved medical education</p> <p>3. Workshops for staff on equipment and infrastructure maintenance.</p>	Deanery, chairpersons and unit coordinators	<p>Network of private and public institutions in partnership with the FMHS</p> <p>Decentralisation of Medical Training</p> <p>Modern infrastructure for teaching, learning:</p> <p>Lecture theatres and laboratories</p>	2021-2025	<p>Community Outreach C-33 Awareness and promotion and wider adoption of developed technologies adopted</p> <p>Innovation Outcome I-39 models for partnerships</p> <p>Primary Outcome P-49</p> <p>Teaching Outcome T-35</p> <p>Industry Outcome D-33</p>	<p>Access to Quality, Equitable and Inclusive Education (651,652)</p> <p>Improving Access to Primary & Secondary Health Care and Enabling Environment for Health Services Delivery (684)</p>	SDG 3, 4 10	<p>Increased research, innovation and industrialisation</p> <p>Reduced morbidity and mortality</p> <p>Improved access to quality health care services</p>

FACULTY OF MEDICINE AND HEALTH SCIENCES
STRATEGIC IMPLEMENTATION PLAN (2019-2025)

Sub-objectives	Faculty Objectives	Planned Activities	Responsible person / Department	Expected Output	Timeframe	Contribution to UZ	Contribution to NDS1	Contribution to SDGs	Impact
		4.Training on equipment use for development of off-label use of the equipment currently available in the department.		s (one for each unit) that can accommodate more than 500 students Office space Office equipment Repair of the Anatomy cold-room for the cadaver project Maintenance tools,					
6.3 Robust and accessible ICT infrastructure systems and processes for academic and research programming and service	To strategically partner with private players in ICT to provide ICT services to all our teaching and training venues / sites	Identify ICT infrastructure gaps Create partnerships with ICT infrastructure partners	Deanery, chairpersons , unit coordinators, faculty administrators and Computer centre	Partnerships between FMHS and ICT partners Functional ICT systems for teaching	2021-2022	Innovation Outcome I-40 Academic ICT management, administrative and services infrastructure re-designed and implemented in	Improving Access to Primary & Secondary Health Care and Enabling Environment for Health	SDG 3, 4, 10	Increased research, innovation and industrialisation Improved access to

FACULTY OF MEDICINE AND HEALTH SCIENCES
STRATEGIC IMPLEMENTATION PLAN (2019-2025)

Sub-objectives	Faculty Objectives	Planned Activities	Responsible person / Department	Expected Output	Timeframe	Contribution to UZ	Contribution to NDS1	Contribution to SDGs	Impact
delivery developed		Strengthen ICT infrastructure for medical education		and learning Blended learning and online examinations		line with Education 5.0 Industry Outcome D-37 Internet bandwidth rationalised and excess commercialised Primary Outcome P-55 University wide ICT based access control system established	Services Delivery (684)		quality health care services
6.4 New infrastructure for accommodation, transport services, learning space and co-curricular activities developed	To lobby for Quinary Hospital, satellite centres of excellence, for example, Laparoscopic Unit, Oral Health Centre and Eye Health Centre	Design super-specialist centres of excellence linked to the Quinary hospital Capacity build clinical academic faculty members to run super-specialist centres of excellence, for	Deanery, faculty administrators, Chairpersons, unit coordinators and all faculty members	Inventory of super specialist centres of excellence Trained super specialist faculty members Established centres of excellence	2021-2025	Primary Outcome P-49 Modern infrastructure for teaching, learning, research and co-curricular activities developed and utilized P-54 Modern and efficient internal transport system for students and staff established	Access to Quality, Equitable and Inclusive Education (651,652) Improving Access to Primary & Secondary Health Care and Enabling Environment for Health	SDG 3, 4, 10	Improved access to health care system Reduced morbidity and mortality Immigratory Medical tourism promoted Economic growth in

FACULTY OF MEDICINE AND HEALTH SCIENCES
STRATEGIC IMPLEMENTATION PLAN (2019-2025)

Sub-objectives	Faculty Objectives	Planned Activities	Responsible person / Department	Expected Output	Timeframe	Contribution to UZ	Contribution to NDS1	Contribution to SDGs	Impact
		example, staff development fellows		eg Endocrinology, neurology		and operationalized D-38 University transport system modernized D-36 Services infrastructure (shopping malls, conference facilities, tourism hospital, catering services) developed and commercialised Teaching Outcome T-34 Skills training programmes and infrastructure maintenance and equipment developed	Services Delivery (684)		health sector achieved
6.5 Frameworks and plans for effective implementation of PPP, BOT, and JV investments for resource	To develop projects for PPP, BOT and JV in the FMHS	Identify partners for PPP, BOT and JV Create partnerships for	Deanery, Chairpersons, Unit coordinators	PPP, BOT and JV partnerships established	2021-2025	Industry Outcome D-33 University/joint construction company established	Specialist Skills for Industry, Commerce and Public Sector	SDG 3, 4 and 10	Access to health care services Reduced morbidity and mortality

FACULTY OF MEDICINE AND HEALTH SCIENCES
STRATEGIC IMPLEMENTATION PLAN (2019-2025)

Sub-objectives	Faculty Objectives	Planned Activities	Responsible person / Department	Expected Output	Timeframe	Contribution to UZ	Contribution to NDS1	Contribution to SDGs	Impact
mobilisation towards modernisation of the University developed.		PPP, BOT and JV for FMHS				Primary Outcome P-51 Financial sustainability of the University guaranteed P-53 Utilization of University infrastructure optimised	(657) Research, Development and Innovation throughput (660) Improving Access to Primary & Secondary Health Care and Enabling Environment for Health Service Delivery (684)		Economic development Promotes achievement of vision 2030

Strategic Objective 7: Organization, Management and Administration of University Business for Effective Delivery of the Strategy

Sub-objectives	Faculty Objectives	Planned Activities	Responsible person / Department	Expected Output	Timeframe	Contribution to UZ	Contribution to NDS1	Contribution to SDGs	Impact
7.1 Ordinances and Statutes for alignment with Education 5.0 reviewed.	To ensure availability and use of all University Ordinances and Statutes in the FMHS	Share all University Ordinances and statutes with departments and units Monitor adherence to UZ Ordinance and Statutes	Deanery, Chairpersons, unit coordinators and Faculty Administrators	Improved efficiency of conducting university business in line with Education 5.0	2021-2025	Innovation Outcome I-48 Business models for management of University Departments/Units developed and deployed Industry Outcome D-40 Frameworks for coordinating and management of University Business units and companies developed and deployed Primary Outcome P-57 Appropriate policy and regulatory/ compliance	Specialist Skills for Industry, Commerce and Public Sector (657) Improving Access to Primary & Secondary Health Care and Enabling Environment for Health Service Delivery (684)	SDG 3, 4 and 10	Increased Innovation and industrialization Employment creation Reduced poverty UZ positioned as preferred centre of higher education

FACULTY OF MEDICINE AND HEALTH SCIENCES
STRATEGIC IMPLEMENTATION PLAN (2019-2025)

Sub-objectives	Faculty Objectives	Planned Activities	Responsible person / Department	Expected Output	Timeframe	Contribution to UZ	Contribution to NDS1	Contribution to SDGs	Impact
						<p>framework for innovation, modernization and industrialization developed and deployed</p> <p>Teaching Outcome T-41 Performance assessment and rewarding criteria for staff developed and implemented T-41 Framework for role definition and time allocation for academic staff developed and implemented T-42 Guidelines for supervision and deployment developed and implemented</p>			
7.2 The University teaching and service units for enhanced	To re-structure the FMHS for fulfilment of its mandate	Conduct FMHS staff mapping	Deanery. Chairpersons and unit coordinators	Improved efficiency in delivering Education 5.0	2021	Innovation Outcome I-46 Models for aligning University	Manpower development	SDG 3, 4 and 10	UZ positioned as preferred

FACULTY OF MEDICINE AND HEALTH SCIENCES
STRATEGIC IMPLEMENTATION PLAN (2019-2025)

Sub-objectives	Faculty Objectives	Planned Activities	Responsible person / Department	Expected Output	Timeframe	Contribution to UZ	Contribution to NDS1	Contribution to SDGs	Impact
efficiency re-organised.		Streamline FMHS departments and units in line with Education 5.0		Promote multidisciplinary teaching		business to Education 5.0 developed and deployed I-49 Change management framework to inform new value systems developed and implemented			centre of higher education
7.3 The University's human resources health index to deliver Education 5.0 evaluated.	To monitor and evaluate implementation of the FMHS strategic plan	Develop monitoring and evaluation plan Analyse experiences in monitoring FMHS strategic plan Review and further improve the FMHS strategic plan	Deanery and Chairpersons	Monitoring and evaluation plan Manuscript documenting experiences in implementing the FMHS strategic plan	2021-2025	Innovation Outcome I-50 Unique or novel models for resource mobilisation and efficient utilization developed and implemented Industry Outcome D-42 new evidence based policies and robust business systems established	Improving Human Resource performance in the health sector (680) Improving Access to Primary & Secondary Health Care and Enabling Environment for Health Services Delivery (684)	SDG 3, 4, 10	UZ positioned as preferred centre of higher education

FACULTY OF MEDICINE AND HEALTH SCIENCES
STRATEGIC IMPLEMENTATION PLAN (2019-2025)

Sub-objectives	Faculty Objectives	Planned Activities	Responsible person / Department	Expected Output	Timeframe	Contribution to UZ	Contribution to NDS1	Contribution to SDGs	Impact
						Primary Outcome P-60 Transparency and accountability of the University Business enhanced P-65 University contribution towards national vision 2030 Teaching Outcome T-38 Quality assurance and performance appraisal framework developed and deployed	Reduce Morbidity and Mortality due to Communicable and Non-communicable Diseases (685,686)		
7.4 The University's policies, standard operating procedures, processes and systems towards modernisation	To develop, adopt and promote use of SOPs and review systems modernization of the FMHS	Develop FMHS SOPs and policies Capacity build FMHS staff on use of SOPs and policies	Deanery, chairpersons, unit coordinators and faculty administrators	SOPS and policies available Performance of the FMHS in implementing the FMHS strategic plan	2021-2025	Primary Outcome P-57 Appropriate policy and regulatory/ compliance framework for innovation, modernization and	Access to Quality, Equitable and Inclusive Education (651)	SDG 3, 4, 10	Centre of excellence in implementing Education 5.0 Conducting university

FACULTY OF MEDICINE AND HEALTH SCIENCES
STRATEGIC IMPLEMENTATION PLAN (2019-2025)

Sub-objectives	Faculty Objectives	Planned Activities	Responsible person / Department	Expected Output	Timeframe	Contribution to UZ	Contribution to NDS1	Contribution to SDGs	Impact
of the institution reviewed.						industrialization developed and deployed Teaching Outcome T-37 Frameworks for training of lecturers, technicians and support staff developed and promoted			business becomes efficient and clearer
7.5 The University's internal and external corporate governance. compliance systems strengthened	To develop quality assurance policies for FMHS governance systems	Develop quality assurance guidelines Capacity build departments and units on how to use quality assurance guidelines Accreditation of FMHS programmes	Deanery, Chairpersons, Unit coordinators and faculty administrators	Accreditation results Quality assurance policies/guidelines in place	2021-2022	Innovation Outcome I-47 Models for governance, administration and management of the University developed and deployed Primary Outcome P-58 Effective governance and compliance financial and management system established	Access to Quality, Equitable and Inclusive Education (650,651) Specialist Skills for Industry, Commerce and Public Sector (657)	SDG 3, 4, 10	Reduced poverty Increased innovation and industrialisation Reduced morbidity and mortality

FACULTY OF MEDICINE AND HEALTH SCIENCES
STRATEGIC IMPLEMENTATION PLAN (2019-2025)

Sub-objectives	Faculty Objectives	Planned Activities	Responsible person / Department	Expected Output	Timeframe	Contribution to UZ	Contribution to NDS1	Contribution to SDGs	Impact
						<p>P-60 Transparency and accountability of University business enhanced</p> <p>Teaching Outcome T-38 Quality assurance and performance appraisal frameworks developed and deployed</p>			
7.6 Change management programmes to strengthen a progressive University value system developed and implemented.	To design frameworks for dealing with change management in the FMHS	<p>Identify barriers to change</p> <p>Design and implement programmes to mitigate barriers to change</p>	Deanery, Chairpersons, unit coordinators and faculty administrators	<p>Barriers to change document</p> <p>Change management Programmes in place</p>	2021-2023	<p>Innovation Outcome I-49 Change management framework to inform new value system developed and implemented</p>	<p>Strategies for increasing Innovation for Industrialisation (646)</p> <p>Strategies to realise Access of Advanced Knowledge and Technologies (647)</p>	SDG 3, 4, 10	<p>Improved access to health care</p> <p>Education 5.0 oriented graduates</p> <p>Increased industrialisation</p>

FACULTY OF MEDICINE AND HEALTH SCIENCES
STRATEGIC IMPLEMENTATION PLAN (2019-2025)

Sub-objectives	Faculty Objectives	Planned Activities	Responsible person / Department	Expected Output	Timeframe	Contribution to UZ	Contribution to NDS1	Contribution to SDGs	Impact
7.7 Faculties, Departments and Units streamlined for cost effective delivery of the strategy.	To strengthen and support the restructured FMHS Departments and Units	Mapping of staff to identify complimentary departments Merge departments and units in line with Education 5.0 pillars	Deanery, Chairpersons, departments and unit coordinators	Merged departments and units Multidisciplinary teaching effected	2021	Innovation Outcome I-47 Models for the governance, administration and management of University developed and deployed	Strategies to realise Access of Advanced Knowledge and Technologies (647) Strategies to Improve Access to Quality, Equitable and Inclusive Education (651) Improved Access to Primary & Secondary Health Care and Enabling Environment for Health Services Delivery (684)	SDG 3, 4, 10	Centre of excellence for teaching, research, innovation, industrialisation and community service