

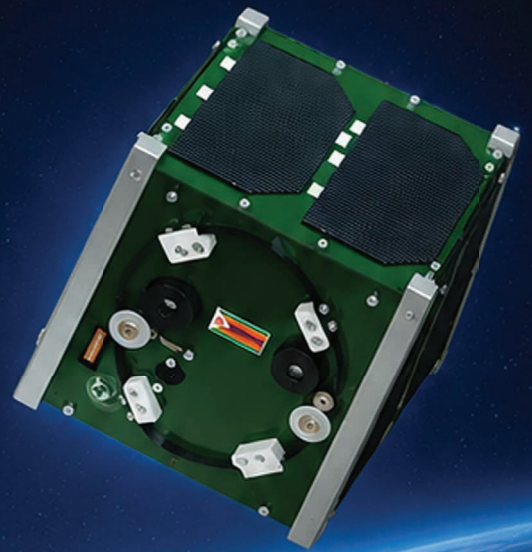


ZINGSA

ANNUAL REPORT 2025

**Zimbabwe National
Geospatial and Space Agency**

Mapping Progress. Shaping the Future.
Transitioning ZINGSA into NDS2



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LIST OF ABBREVIATIONS

AFZ	Air Force of Zimbabwe
CEIRD	Centre for Education, Innovation, Research and Development
CNC	Computer Numerical Control
CORS	Continuously Operating Reference Stations
GIS & EO	Geoinformation Science and Earth Observation
GNSS	Global Navigation Satellite System
ICT	Information and Communication Technology
IPSAS	International Public Sector Accounting Standards
KPI	Key Performance Indicators
LIMS	Land Information Management System
MoHTEISTD	Ministry of Higher and Tertiary Education, Innovation, Science and Technology Development
MoU	Memorandum of Understanding
NDS	National Development Strategy
NSDI	National Spatial Data Infrastructure
PPDPA	Public Procurement and Disposal of Public Assets
SANSA	South African Space Agency
STEM	Science, Technology, Engineering, and Mathematics
TTC	Telemetry, Tracking and Command
UAV	Unmanned Aerial Vehicle
ZDI	Zimbabwe Defence Industries
ZiG	Zimbabwe Gold
ZIMDEF	Zimbabwe Manpower Development Fund
ZIMSAT-2	The second Zimbabwean Satellite
ZINGSA	Zimbabwe National Geospatial and Space Agency

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ZINGSA CORPORATE PROFILE

The Zimbabwe National Geospatial and Space Agency (ZINGSA) was established by the Government of Zimbabwe in July 2019 in terms of the Research Act of 1986 [Chapter 10:22] and is guided by its Constitution, which was formally gazetted through General Notice 483 of 2019 in the Government Gazette. ZINGSA operates under the oversight of the Ministry of Higher and Tertiary Education, Innovation, Science and Technology Development (MoHTEISTD), which provides strategic policy direction, governance oversight, and alignment with national priorities in science, technology, and innovation. It is mandated to:

- i. implement any space programme in line with the policy determined in terms of the Research Act;
- ii. advise the Minister responsible on the development of national space science and technology strategies and programmes;
- iii. implement any national geospatial science, space science and technology strategy;
- iv. design and conduct research and development initiatives that promote advances in Geospatial science and Earth Observation, Space Science, Space Engineering and launch satellites;
- v. regulate, promote and coordinate research and innovations aimed at advancing knowledge and applications of geospatial science, space science, aeronautic science and space engineering for the benefit of the nation; and
- vi. acquire, assimilate and disseminate space satellite imagery.

Vision: Harnessing space technology for national development.

Mission: To build Zimbabwe into a space power hub through cutting edge research capable of making innovations and scientific discoveries.

Core values: Teamwork, Integrity, Growth, Excellence, Reliability.

Bankers:

Commercial Bank of Zimbabwe, Kwame Nkurumah Avenue Branch, 60 Kwame Nkurumah, Avenue, Harare

Auditors:

Auditor General, 5th Floor, Pax House, 89 Kwame Nkurumah Avenue, Harare

Physical Address: 630 Churchill Avenue,
Mt Pleasant, Harare

Website: www.zingsa.ac.zw

Telephone: +263 8677009884 – 7

Board of Directors

Table 1: Board of Directors

Name	Designation	Professional Qualification
Mr Tendai Luckmore Mubaira	Board Chairman	Geospatial Intelligence
Dr Willie Davison Ganda	Board Member	Industrial and Manufacturing Engineering, Economics, Business Administration
Prof Mhosisi Masocha	Board Member	Geographic Information Science and Earth Observation
Dr Fadzai Michelle Zengeya	Board Member	Geographic Information Science and Earth Observation
Mr Takwana Mangwende	Board Member	Accounting, Auditing, Forensic and Quality Assurance
Ms Bertha Muzangaza	Board Member	Legal Practitioner
Dr Benny Munyaradzi Nyambo	Board Member	Computer Science
Ms Sheila Tshuma	Board Member	Strategic Management and Business Development
Mr Pianos Gweme	Ex Officio	Geospatial Intelligence and Software Engineering

Executive Management

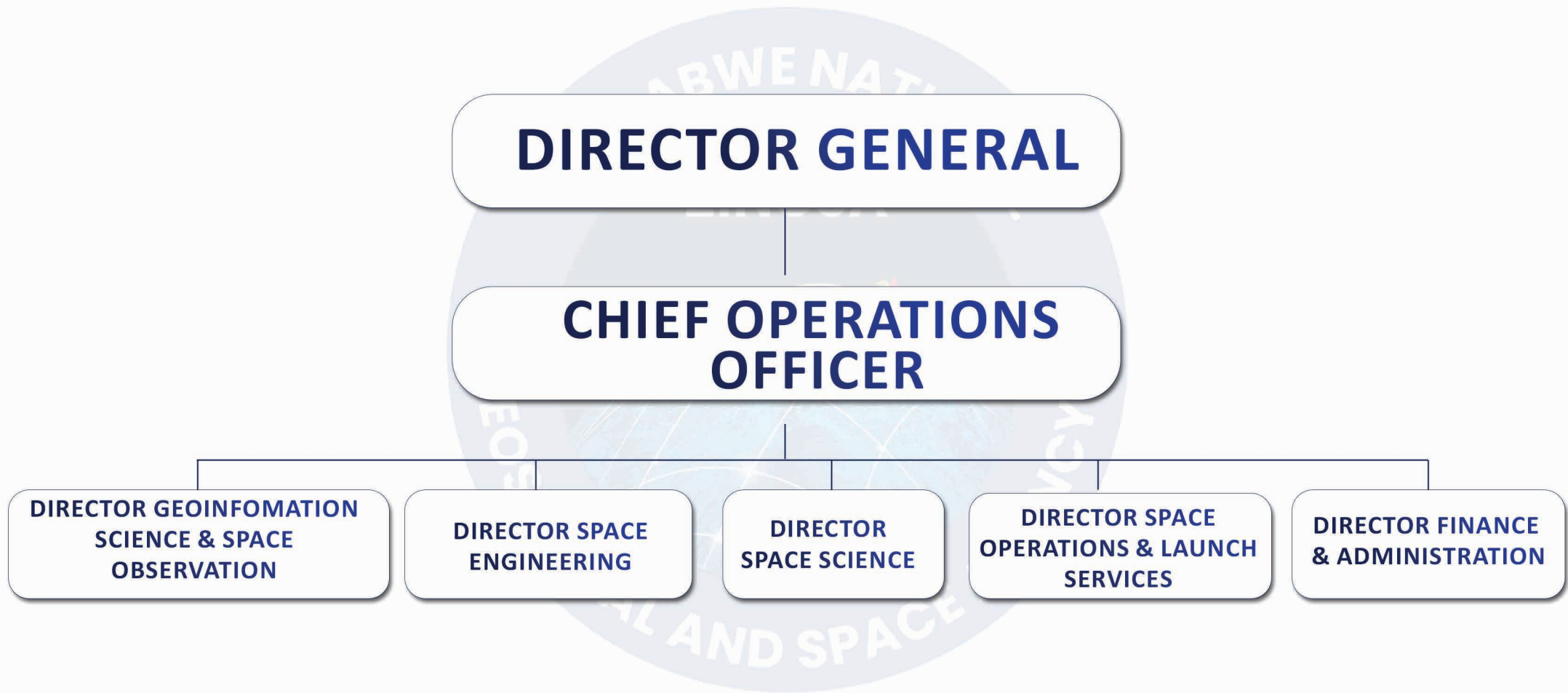


Figure 1: Executive Management

FOREWORD BY THE CHAIRPERSON



On behalf of the newly appointed Board of Directors, I am honoured to present these brief remarks in support of the Zimbabwe National Geospatial and Space Agency (ZINGSA) 2025 Annual Report. The year 2025 represents an important transitional moment for ZINGSA, marking both the conclusion of the National Development Strategy 1 (NDS1: 2021 – 2025) period and the establishment of a new Board to provide strategic oversight as the Agency advances into NDS2 (2026 – 2030). The Board commends Management and staff for the resilience, professionalism, and commitment demonstrated in delivering the Agency’s mandate under a constrained operating environment.

The Annual Report reflects notable progress in strengthening Zimbabwe’s national capabilities in geospatial science, Earth observation, and space systems, including continued satellite operations, expansion of geospatial services, advancement of key infrastructure projects, and increased research output. These achievements underscore ZINGSA’s growing relevance as a strategic national institution supporting evidence-based planning, environmental monitoring, food security, disaster risk management, and innovation-led development.

The Board notes the financial, operational, and governance challenges highlighted in the report, particularly those relating to resource constraints, infrastructure completion, and systems strengthening. We are encouraged by the Agency’s efforts to mobilise alternative resources, enhance internal controls, and progressively align operations with good corporate governance practices and public sector standards.

As the new Board assumes its responsibilities, we reaffirm our commitment to providing effective oversight, strengthening governance, supporting management, and safeguarding the long-term sustainability of the Agency. Our focus will be on strategic alignment with national development priorities, prudent resource management, risk oversight, and enabling ZINGSA to transition from foundational capacity building towards greater operational maturity and service commercialisation under NDS2.

The Board extends its appreciation to the Government of Zimbabwe, the parent Ministry, cooperating partners, stakeholders, and clients for their continued support. We also thank ZINGSA management and staff for their dedication and service to the nation.

We look forward to working collaboratively with all stakeholders to further position ZINGSA as a key driver of national development through geospatial intelligence and space science.

Tendai Luckmore Mubaira
Board Chairperson

THE DIRECTOR GENERAL'S REMARKS



I have the honour and privilege to present the Zimbabwe National Geospatial and Space Agency (ZINGSA) Annual Report for the year ended 31 December 2025. This report highlights the Agency's programmes, projects, performance, and challenges during the final year of implementation of the National Development Strategy 1 (NDS1: 2021 – 2025), and reflects our continued contribution towards Vision 2030, which envisages Zimbabwe becoming a prosperous and empowered upper middle-income society by 2030.

The year under review marked a critical consolidation phase for ZINGSA as the Agency advanced the implementation of its mandate, albeit within a constrained fiscal environment. Despite limited and irregular disbursement of funds against a capital-intensive mandate, ZINGSA demonstrated resilience, innovation, and growing institutional maturity. Through prudent financial management, internal resource mobilisation, strategic partnerships, and technical excellence, the Agency continued to deliver on its national responsibilities in Geospatial Science, Earth Observation, and Space Exploration.

Strategic programme performance

During 2025, ZINGSA recorded substantial progress across its three core programmes: Governance and Administration; Geospatial Science and Earth Observation; and Space Exploration. Notable milestones included progress in the construction of the National Satellite Communication Centre in Mazowe, which is now over 80% complete. The Agency also maintained operational satellite ground control capabilities supporting ZIMSAT-2, while enhancing the country's readiness for future missions. In the area of Geospatial Science and Earth Observation, the Agency exceeded several performance targets. Crop monitoring and yield estimation reports were delivered as planned, aerial surveys significantly surpassed annual targets in response to growing national demand, and the production of topographic and thematic maps increased substantially to support agriculture, mining, disaster risk management, and spatial planning. The National Spatial Data Infrastructure (NSDI) and Land Information Management System (LIMS) progressed steadily, underpinned by strong stakeholder engagement and continued back-end and front-end system development.

ZINGSA further strengthened its scientific and innovation profile in 2025. The Agency exceeded its publication targets through collaborative research with academic and international partners. Mentorship of junior scientists, targeted skills development, and specialised training programmes contributed to building a highly skilled national workforce aligned with NDS1 human capital development objectives. In space science, the full deployment of the Continuously Operating Reference Stations (CORS) network now provides a critical backbone for high-precision geodetic and space weather applications nationwide.

Infrastructure development and capital projects

Progress continued on priority infrastructure and capital projects across space operations, space engineering, and ICT. While implementation followed a phased approach guided by available resources, these investments remain central to strengthening Zimbabwe's sovereign capabilities in satellite operations, geospatial data processing, and digital service delivery. The Mazowe facility, in particular, will be a cornerstone of national space and satellite operations once completed.

Financial performance and resource mobilisation

Financially, 2025 proved to be a year of positive momentum and steady improvement, not withstanding persistent funding constraints. While the initial budget request of USD 16 million was significantly reduced, the Agency leveraged project-based revenue generation, ZIMDEF support, and value-for-money principles to sustain operations and fund priority capital investments.

Governance, audit, and institutional strengthening

Good governance remained a central focus throughout the year. In this regard, I take this opportunity to formally welcome the newly appointed Board of Directors. Their appointment marks an important milestone in the institutional maturation of ZINGSA and significantly strengthens our corporate governance framework. The Board's diverse expertise and strategic oversight comes at a critical juncture as the Agency transitions from infrastructure establishment towards full operationalisation, and the implementation of NDS2 (2026 – 2030) priorities. Management looks forward to working closely with the Board to enhance corporate governance, shape long-term strategy, and deliver sustainable value to the nation.

Furthermore, the Internal Audit function continued to strengthen assurance services across governance, risk management, procurement, ICT, and operational processes. While certain control gaps and capacity constraints were identified, management has committed to implementing corrective actions,

strengthening internal controls, and advancing compliance with public sector governance standards. Progress towards ISO 9001:2015 Quality Management System certification further underscores the Agency's commitment to quality management and service excellence.

Human capital development and partnerships

Strategic partnerships with local and international institutions remained central to technology transfer and capacity building.

To that end, the Agency continued to invest in human capital development through specialised technical training, postgraduate studies, international collaborations, and outreach programmes such as Mission Shakthisat – a flagship initiative for promoting the girl child's participation in science, technology, engineering, and mathematics (STEM) education.

Outlook

As we conclude the NDS1 period, the achievements and lessons from the year 2025 will provide a solid platform for scaling up impact under NDS2.

Key priorities going forward include the completion of strategic infrastructure, commercialisation of the Agency's goods and services, enhancing research and innovation and maintaining growth while solidifying institutional governance and long-term sustainability.

Appreciation

I wish to express my sincere appreciation to the Government of Zimbabwe, our parent Ministry, Treasury, ZIMDEF, development partners, stakeholders, and clients for their continued support. Also, I want to commend ZINGSA management and staff for their professionalism, dedication, and commitment under challenging conditions.

Together, we remain resolute in harnessing geospatial and space technologies for inclusive national development and sustainable socio-economic transformation.



Pianos Gweme
Acting Director General: ZINGSA

PERFORMANCE METRICS FOR 2025

ZINGSA 2025 Performance highlights

Key results snapshot (Jan-Dec 2025)

Board of Directors

Appointed

Governance oversight strengthened

Mazowe EO & Space Centre

83%

Overall construction completion

National CORS Network

100%

Nationwide GNSS reference coverage

Aerial Surveys

34,178 ha

Mapped vs 1,500 ha target

Satellite Data Archived

1,000+ GB

Processed and archived (target 750 GB)

Direct Service Revenue

USD 52k+

Aerial (35k) + drone (5k) + minerals (12k)

Governance

- Board appointed and operational (2025).
- ISO 9001:2015 documentation processes strengthened.

Risk & Assurance

- 4 quarterly internal audit reports issued.
- 15 high/medium risk observations tracked with follow-up.

Space Infrastructure

- Mission Command Centre: 98% completion.
- Satellite Communication Centre: 90% completion.

National Positioning

- CORS network: 100% completion.
- Commercial potential: ~USD 400k/year (GNSS services).

EO & GIS Delivery

- Aerial surveys: 34,178 ha mapped.
- Crop monitoring reports: 6; drone spraying: 296 ha.

Space Science & Engineering

- Geomagnetic Observatory: 20% completion.
- CNC installs: 2; trainings delivered: 6; simulators: 2.

At-a-Glance Summary

Indicator	2025 Result
Board in place	Yes
EO Centre completion	83%
CORS coverage	100%
Aerial surveys delivered	34,178 ha
Satellite data archived	1,000+ GB
Training programmes delivered	6
Direct service revenue	USD 52k+
Quarterly internal audit reports	4

Source: ZINGSA departmental annual reports and internal audit summaries (2025).

Prepared: 23 Jan 2026

Table 1: Key performance metrics during the year ending 31 December 2025

PERFORMANCE AREA	Measurement Unit	Weightage	Performance Previous Year	Year Target	Allowable Variance	Period Target	Period Actual	Rating	Weighted Score
A									
OUTCOMES – State all outcomes and outcome indicators contained in the Annual Plan.		30							0.95
Client satisfaction level	%	2.5	91	92	+/-1	92	80.85	2	0.05
Statutory compliance level	%	2.5	92	100	0	100	94	2	0.05
Weight Sub Total		5							0.10
1									
Percentage completion of geospatial capability programmes	%	10	26	80	+/-8	80	80	4	0.40
Weight Sub Total		10							0.40
Percentage completion of Space Exploration Technology Infrastructure	%	15	39	60	+/-6	60	56	3	0.45
Weight Sub Total		15							0.45

	PERFORMANCE AREA	Measurement Unit	Weightage	Performance Previous Year	Year Target	Allowable Variance	Period Target	Period Actual	Rating	Weighted Score
2	OUTPUTS – State all major outputs contained in the ZINGSA and Departmental Plan.									
	Output 1: Mandatory reports produced	Number	2	4	12	0	12	12	4	0.08
	Output 2: Statutory obligation reports produced	Number	2	16	22	0	22	22	4	0.08
	Output 3: Layers in the National Spatial Data Infrastructure established and availed	Number	5	7	3	+/-1	3	4	4	0.20
	Output 4: Crop monitoring and yield estimation reports produced	Number	6	6	6	+/-1	2	6	4	0.24
	Output 5: Agriculture/ Land information management system established	%	3	50	85	+/-8	85	86	5	0.15
	Output 6: Publication Produced	Number	2	11	12	+/-1	12	15	6	0.12
	Weighted Subtotal		20							0.87
SERVICE DELIVERY STANDARDS										
B	i) Review of Client Service Charter	%	10	91	92	+/-1	92	92	4	0.40

PERFORMANCE AREA	Measurement Unit	Weightage	Performance Previous Year	Year Target	Allowable Variance	Period Target	Period Actual	Rating	Weighted Score
ii) Ease of doing business: Service Delivery Innovations	Number	10	3	3	0	3	4	4	0.40
Weighted Sub Total		20							0.80
MANAGEMENT OF RESOURCES AND ORGANIZATIONAL DEVELOPMENT									
1. Financial Management									
Strategic allocation of resources in line with policy priorities	%	6	90	100	0	100	100	3	0.18
Mobilization of alternative resources (outside Treasury e.g. PPPs)	%	4	18	20	+/-1	20	31.4	6	0.24
Weighted Sub Total		10							0.42
2. Organizational Capacity									
Skills development: Training and Capacity Building	Number	4	16	50	+/-2	50	59	6	0.24
Internal Process Efficiency Measures	Number	2	2	2	0	2	2	3	0.06

C

	PERFORMANCE AREA	Measurement Unit	Weightage	Performance Previous Year	Year Target	Allowable Variance	Period Target	Period Actual	Rating	Weighted Score
	E-Government Flagships (IT Infrastructure and operating systems)	Number	2	2	2	0	2	2	4	0.08
	Research and Development	Number	3	6	7	+/-1	7	9	6	0.18
	Maintenance of buildings	%	2	100	100	0	100	100	4	0.08
	Disposal of idle assets	%	2	90	100	0	75	75	3	0.06
	Weighted Sub Total		15							0.70
	Total		25							1.12
	Cross-Cutting Government Priorities									
	Promoting integrity/ corruption eradication	%	2	100	100	0	100	100	4	0.08
	Prevention of HIV and AIDS, promotion of health and wellness	%	1	20	20	0	20	20	4	0.04
	Inclusive programming	%	1	100	100	0	2	2	4	0.04
	Promote a clean environment	%	1	100	100	0	100	100	4	0.04
	Weighted Sub Total		5							0.20

PERFORMANCE AREA	Measurement Unit	Weightage	Performance Previous Year	Year Target	Allowable Variance	Period Target	Period Actual	Rating	Weighted Score
Grand Totals		100							3.94
Summary Scores									
	SECTION	HEADING	Percentage			Weighted Score		Score	
A1	Outcomes		30			0.95		3.17	
A2	Outputs		20			0.87		4.35	
B	Service Delivery		20			0.80		4.00	
C	Management of Resources and Organisational Development		25			1.12		4.48	
D	Cross-Cutting Government Priorities		5			0.20		4.00	
	TOTAL					3.94		3.94	

Geospatial Science and Earth Observation Programme

Geospatial Science and Earth Observation

The Geospatial Science and Earth Observation department is mandated to acquire, process, analyse, and disseminate geospatial and Earth Observation data to support national development priorities. The programme provides decision-support services for agriculture, mining, land administration, environmental management, disaster risk reduction, urban planning, and infrastructure development, while also advancing applied research and innovation in geospatial technologies.

Performance overview

During 2025, the GIS & EO programme delivered outputs that exceeded several annual targets. Programme activities remained aligned with the National Development Strategy 1 (NDS1) and contributed directly to evidence-based planning and service delivery across government and key sectors.

Major highlights for the year

✓ Mapping services

Aerial surveys exceeded planned coverage in response to growing national demand, supporting urban planning, flood modelling, infrastructure development, and land-use mapping. Topographic and thematic maps were produced for agriculture, mining, environmental monitoring, and spatial planning applications.

✓ Crop monitoring and yield Estimation

Multi-temporal satellite imagery and advanced analytics were applied to deliver national crop monitoring and yield estimation reports. These products strengthened early warning systems, food security assessments, and agricultural planning.

✓ Spatial data infrastructure and management systems

Significant progress was recorded on the National Spatial Data Infrastructure (NSDI) and the Land Information Management System (LIMS), including back-end system enhancements, data integration, and stakeholder engagement. These systems continue to strengthen spatial data governance and interoperability across institutions.

✓ Satellite data processing and archiving

The programme exceeded its satellite data processing and archiving targets, expanding the national geospatial data repository and improving access to Earth Observation products for operational and research use.

Outlook for NDS2 (2026–2030)

As ZINGSA transitions into NDS2, the GIS & EO programme will focus on:

- ✓ Completion and nationwide operationalisation of NSDI and LIMS
- ✓ Expanding commercial geospatial services and value-added analytics
- ✓ Enhancing ground-truth data collection and data-sharing frameworks
- ✓ Strengthening research, innovation, and advanced analytics (including AI and machine learning)
- ✓ Deepening partnerships with government, academia, and the private sector

Space Exploration Programme

Space Engineering

The department provides Engineering advice and assistance to ZINGSA programmes and projects, innovations for space from concept to application, and educates scientists and engineers as well as inspires Space research to better understand the earth, the solar system and beyond.

Major highlights for the year 2025

During the year 2025, the department deployed two CNC lathe machines at the Zimbabwe Defence Industries (ZDI), which was followed by a technical training - an exercise conducted in collaboration with ZINGSA's international partners.

To capacitate the Air Force of Zimbabwe's (AFZ) pilot and cadet training programmes, the department facilitated the procurement, maintenance and after sale support for two aircraft simulators. Furthermore, the year saw the department making strides in the developed of UAV platforms, notable projects include Project Raphael – a medical delivery drone developed in collaboration with the Ministry of Health and Child Care; a surveillance drone and an experimental drone.

Space Science

The Space Science programme is dedicated to advancing research that will increase our understanding of planets that exist outside the Earth's solar system through coordinating scientific research and educational programmes to improve STEM education in Zimbabwe, with the following key research areas:

- ✓ Planetary science
- ✓ Space physics
- ✓ Astrophysics

Major highlights for the year

Full operational deployment of the national CORS network was accomplished during the year 2025, an achievement that enhanced the national geodetic capability for space weather applications and high precision GNSS positioning for surveying, mapping and precision agriculture.

The MoU with the South African Space Agency (SANSA) on the peaceful use of space was operationalised. One of the deliverables of this MoU is the establishment of a geomagnetic observatory in Zimbabwe. To this end, during the course of the year the department performed a site survey – a feasibility assessment of the proposed site of the observatory. Once established, the observatory will provide a foundation for space weather research.

Space Operations and Launch Services

The Space Operations and Launch Services department's mandate includes but not limited to;

- ✓ Preparation and implementation of earth observation missions
- ✓ Satellite command and control
- ✓ Managing communication between spacecraft, ground stations and control centres
- ✓ Launch services, including facilitating access to space for ZINGSA missions

Major highlights for the year

The continued operationalisation of satellite ground control capabilities, supporting the monitoring and management of ZIMSAT-2, was one of the major highlights in the year 2025. Ground systems remained functional, enabling telemetry, tracking, and command (TTC) activities essential for national satellite operations. Significant progress was also recorded on the National Satellite Communication Centre in Mazowe, which is now over 80% complete. This milestone represents a critical step towards operationalization of the Zimbabwe's space programme.

Overall, the achievements of 2025 strengthened the department's foundation and positioned the Agency to transition from preparatory activities toward expanded satellite operations and launch services in the next strategic period.

Human Resources & Administration

Administration

In 2025, the Administration function focused on safeguarding institutional assets, strengthening internal controls, and supporting operational continuity across the Agency. Asset management systems were maintained in line with IPSAS requirements, covering vehicles, equipment, buildings, and inventory, while preventive maintenance schedules helped minimise downtime and preserve asset value.

The Department supported infrastructure development and day-to-day operations through fleet management, facilities maintenance, stores and inventory control, and support services. Despite challenges related to procurement lead times, insurance renewals, and funding constraints, corrective measures were initiated to improve fleet oversight, inventory traceability, and facilities management.

Overall, Administration played a critical enabling role in supporting programme delivery, audit assurance, and institutional accountability, while laying a foundation for improved asset lifecycle management under NDS2.

ICT

The ICT function played a central role in enabling digital operations and systems automation across ZINGSA in the year. Emphasis was on maintaining ICT infrastructure, supporting enterprise systems, and ensuring continuity of digital services for geospatial data processing, research, and administration.

Progress was recorded in systems support, cybersecurity awareness, and the automation of business processes, contributing to improved operational efficiency. ICT also supported departmental platforms critical to satellite operations, data processing, internal communication, and reporting.

Notable ICT innovations included the development and deployment of a ticketing system – for managing ICT support requests, and an ICT inventory system - for tracking ICT assets and consumables.

While challenges remained in areas such as data backup, disaster recovery planning, and software licensing, the year provided important lessons that informed priority ICT investments and governance actions planned for NDS2.

Human Resources

The Human Resources function in 2025 focused on workforce administration, skills development, and institutional capacity building within a highly specialised technical environment. Recruitment, performance management, payroll administration, and statutory compliance were maintained despite staffing pressures and budgetary constraints.

Departmental staffing status

As of 31 December 2025, ZINGSA had a staff establishment of one hundred and sixty (160) employees with seventy-eighty (78) posts filled and eighty-six (86) posts being vacant.

Table 2: Technical positions in ZINGSA

Position	Number in post	Vacancies
Director General	0	1
Chief Operations Officer	1	0
Technical Directors	0	5
Chief Scientists	3	5
Principal Scientists	2	18
Senior Scientists	14	6
Scientists	17	3
Technicians	13	27
Total	50	65

Table 3: Non-Technical positions in ZINGSA

Position	Number in post	Vacancies
Director Finance and Administration	0	1
Deputy Director Hr, Finance and Administration	0	3
Senior Human Resources Officer	1	0
Senior Administration Officer	1	0
Principal Accountant	1	0
Human Resources Officers	2	0
Accountants	3 (+1)	0
Administration Officer	1	0
Legal Officer	1	1
Marketing & Business Development Manager	1	0
Marketing & Business Development Officer	0	1
ICT Officer	0	1
ICT Assistant	0	1
Procurement Manager	0	1
Procurement Officer	3 (+2)	0
Internal Auditor	0	1
Records & Information Officer	1	0
Stores Assistant	1	0
Transport Assistant	0	1
Procurement Assistant	0	1
Executive Assistant	1	0
Personal Assistant	0	1
Receptionist	1	0
Driver	3 (+1)	0
Office Assistant	3	1
Total	24	14

Table 4: Staff in the infrastructure and engineering department

Position	Number in post	Vacancies
Civil Engineer	1	1
Quantity Surveyor	1	1
Architect	0	2
Artisans	2	3
Total	4	7

High staff turnover and skills retention remained a challenge during the year. Lessons from 2025 informed renewed focus on staff motivation, retention strategies, and structured career development as ZINGSA transitions into NDS2.

Human capital development

Operational capacity was supported through skills development and capacity building, with staff participating in specialised technical training, postgraduate studies, and continuous professional development programmes. These investments strengthened institutional competence and succession planning.

Business Development

In 2025, Business Development contributed to ZINGSA's sustainability agenda through project-based revenue generation and service commercialisation.

Income was generated from aerial surveys, mapping services, precision agriculture, engineering support, training programmes, and specialised geospatial services.

The function supported client engagement, proposal development, and mobilisation of technical teams for revenue-generating assignments, helping to offset constrained treasury funding. These activities demonstrated the commercial relevance of ZINGSA's technical capabilities and the growing demand for our services.

The year also marked significant progress towards a more structured business development approach; positioning the agency for increased commercial activity under NDS2

Public engagement and outreach

ZINGSA participated in a number of outreach and public awareness programmes during the course of the year, of particular note are the Space Science week (31 March - 4 April 2025) and the World Space Week (4 – 10 October 2025). These programmes increased space science awareness among learners and local communities, sparked public interest and fostered national pride, while promoting STEM education. Furthermore, through a joint initiative with international partners ZINGSA female scientists participated in the Mission Shakthisat.

Audit Report

Internal Audit

The Internal Audit Function, established in 2023, provides independent and objective assurance services on the adequacy and effectiveness of governance, risk management, and internal control systems. In fulfilling this role, Internal Audit supports the Board and Management in promoting accountability, transparency, regulatory compliance, and continuous improvement across the Agency. The department seeks to enhance organizational effectiveness by strengthening the prevention and detection of fraud and unethical conduct.

Audit coverage and scope

During the 2025 financial year, the Internal Audit function implemented its approved Annual Audit Plan, covering all major functional areas of the Agency. Audit engagements spanned financial management, procurement, human resources, ICT systems, administration, infrastructure development, compliance, and business development. The scope of work included evaluation of internal controls, verification of transactions, assessment of compliance with applicable laws and policies, and review of operational efficiency.

The audit approach combined risk-based auditing, compliance testing, and follow-up reviews to ensure that identified weaknesses were addressed. In addition to assurance activities, Internal Audit contributed to organisational learning through advisory inputs and participation in quality management initiatives.

Audit activities undertaken

Throughout the year, Internal Audit successfully completed quarterly mandatory audit reports, providing regular assurance updates to Management and the Board.

Key audit activities included:

- ✓ Financial audits covering accounts reconciliations, payroll, statutory deductions, and financial reporting processes.
- ✓ Procurement audits assessing compliance with the Public Procurement and Disposal of Public Assets Act (PPDPA Act) and internal procurement procedures.
- ✓ ICT audits focusing on cybersecurity, data backup and recovery, software licensing, and system access controls.
- ✓ Administration audits reviewing asset management, fleet management, inventory control, and document management.
- ✓ Human Resources audits assessing payroll accuracy, statutory compliance, and organisational structure.
- ✓ Compliance audits evaluating adherence to policies, procedures, and regulatory requirements.
- ✓ Audit follow-ups to track implementation of prior recommendations.

Internal Audit also supported ISO 9001:2015 Quality Management System documentation and training, reinforcing process standardisation and control awareness across departments.

Findings and risk assessment

The 2025 audits identified a mix of high, medium, and low-risk observations.

High-risk findings were primarily related to:

- ✓ Weaknesses in ICT controls, including absence of a formal data backup and disaster recovery plan.
- ✓ Use of unlicensed software and gaps in device usage compliance.
- ✓ Financial management issues, including accounts reconciliation backlogs and underutilisation of accounting systems.
- ✓ Gaps in asset management, including unclear asset custodianship and delays in asset disposal

Medium and low-risk findings related to procedural inefficiencies, documentation gaps, and opportunities for improved coordination between departments.

Management response and follow-up

A key focus of Internal Audit in 2025 was follow-up auditing to assess the implementation status of agreed management actions. Follow-up reviews indicated that a proportion of audit recommendations were fully resolved, while others were partially resolved or pending, largely due to funding, system, or capacity constraints. Management demonstrated commitment to addressing audit issues through corrective action plans, policy reviews, and process improvements.

Contribution to governance and risk management

Beyond assurance, the Internal Audit function played an important role in strengthening enterprise-wide risk awareness and governance practices. Risk assessments were conducted to inform audit planning, while audit outcomes supported improvements in internal controls, compliance culture, and operational discipline.

The function also contributed to governance discussions relating to organisational structure, standard operating procedures, and accountability frameworks, particularly in areas undergoing institutional growth and transition.

Challenges

Internal Audit operations were affected by resource constraints, evolving operational complexity, and dependency on management action for resolution of findings. However, these challenges were mitigated through prioritisation of high-risk areas, phased follow-up reviews, and close coordination with Management.

Overall assessment and outlook

Overall, the Internal Audit function discharged its responsibilities effectively during the 2025 financial year, providing credible assurance and value-added insights to Management and the Board. The work undertaken contributed to improved governance, enhanced internal controls, and increased organisational accountability. As ZINGSA transitions into NDS2 (2026–2030), Internal Audit will continue to strengthen its risk-based approach, deepen ICT and performance auditing, support quality management initiatives, and enhance follow-up mechanisms to ensure sustained improvement in governance and control effectiveness.

Research Throughput

Research and Innovation

Scientific research output surpassed planned targets, with peer-reviewed publications produced through collaboration with academic and industry partners. Research focused on vegetation dynamics, wildlife distribution, land-cover change, and applied geospatial analytics, reinforcing ZINGSA's role as a centre of research excellence.

Publications

Chakuya, J. and Ndebele, M., 2025. Assessment of vegetation trend changes in the wild savannah-protected area of Mid Zambezi Valley. *Sustainable Environment*, 11(1), p.2542186.
<https://doi.org/10.1080/27658511.2025.2542186>

Ndebele M., Ajibola M.E., Abdulafeez S., Ajumobi P., Aina B., Adeniran F., Oladapo T. and Chakuya J., 2025. Spatial Distribution of Straw-Colored Fruit Bats (*Eidolon helvum*) Roosts in Obafemi Awolowo University.
<http://dx.doi.org/10.1002/ece3.72084>

Siziba N. A., Shekede M.D. and Buda F.N. (2025) Optimizing mineral exploration in resource constrained environments through satellite-based structural geol mapping
<https://www.tandfonline.com/doi/full/10.1080/10106049.2025.2541930>

Chiundidza A. and Pudovik E.M. (2025) The Rationale for a Socioeconomic Atlas in Zimbabwe: A Novel approach to Evidence-Based Planning, Monitoring and Evaluation of Development. *International Journal of Latest Research in Humanities and Social Science (IJLRHSS)* Volume 08 - Issue 10, 2025:
www.ijlrhss.com , pp. 15-24.

Humanikwa T.P. and Siziba N.A., 2025. A Rapid GIS-based Assessment of Spatial Variability of Drought Risk in Zimbabwe. In *Sustainable Food Systems in the Global South: Performance Trends, Vulnerabilities and Policy Framework* (pp. 62-75). GB: CABI:
<https://www.cabidigitallibrary.org/doi/10.1079/9781836990215.0005>

Chemura A., Shekede M.D., Torgbor B.A. and Mushore T.D., 2025. Remote Sensing Vegetation Cover Change and Its Impact on Water Flux Parameters at Catchment Scale: A Data Driven Approach for the Kafue Basin. In *Revealing Ecosystem Services Through Geospatial Technologies: Beyond the Surface* (pp. 185-198). Cham: Springer Nature Switzerland.
https://doi.org/10.1007/978-3-031-98048-0_10

Penning de Vries M., de Graaf M., Shekede M.D. and Nondo N., 2025, April. Improving Zimbabwe's capacity for air quality monitoring from the ground and by TROPOMI. In *EGU General Assembly Conference Abstracts* (pp. EGU25-5687):
<https://doi.org/10.5194/egusphere-egu25-5687>

Siziba N.A., Oladosa O.R. and Olatoyinbo S.F., 2025. Development of an Automated Ground Solar Radiation System for Enhancing Energy Supply in Zimbabwe. *International Journal*, 14(1), pp.1-22.
<https://www.sciencepublishinggroup.com/article/10.11648/j.ijepe.20251401.11>

2025 Unaudited Financial Statements

The financial statements for the year ended 31 December 2025 are presented in ZiG, which is the functional and presentation currency of the entity. Whereas, the Statement of Cash Flows is prepared using the indirect method, financial statements are prepared on an accrual basis.

Resource constraints

While progress was moderated by limited financial, projects were prioritised to maximise impact within available resources.

Revenue-generating services

To supplement budget allocations for the year 2025, the Agency generated revenue from commercialised services. The generated funds were used to cover essential operational expenses, demonstrating the Agency's progress towards financial sustainability.

Table 5: The trial balance for the year ending December 2025

	Dec 12, 2025	
	Debit	Credit
Projects account	996,244.51	
1001 · CBC ZiG	441,106.81	
12100 · CBZ NOSTRO	7,036,962.52	
Charles prince fencing	57,429.46	
Earthmoving equipment	33,489,906.92	
Fixtures and Fittings	33,372.26	
ICT Equipment	1,695,549.51	
Mazowe Ground Control Station construction	17,026,404.49	
Motor Vehicles	3,587,293.70	
Office furniture	371,859.48	
Technical Equipment	12,969,961.53	
ZIMSAT-2:ZIMSAT-2	6,776,804.51	
ZINGSA hotspot area	950,619.40	
Survey Equipment	14,024,634.20	
Inventory	2,959,968.90	
Accounts Payables	6,613,614.27	
Accounts Receivables		11,343,908.36
30000 · Opening Balance Equity		43,900,117.44
32000 · Retained Earnings		41,630,032.20
Non-Distributable Reserve		20,622,018.14
Capital Grants: Local Government		66,400,905.97
Current Grants: Budgetary central government		45,607,558.42
Current Grants: Central government-operations		9,116,594.57
Income from Services		19,176,323.49
Other income		3,974,329.18
Accommodation	654,655.12	
Bank transaction fees	1,878,251.61	
Employment costs	58,120,382.55	
Building supplies-infrastructure maintenance	46,936.64	
CEIRD Operations	3,962,360.17	
Cleaning and detergents	40,608.63	
Clearance fees	4,941,545.46	
Computer, accessories & supplies	303,560.88	
Conferences	738,924.35	
Construction Expenses	414,873.00	
Contributions to pension funds	10,458.79	
Clearance and courier fees	2,230,200.50	
Domestic allowances	4,755,957.17	
Domestic travel fares	12,056.26	
Electricity	633,890.15	
Entertainment and sports	44,806.03	
External travel fares	2,850,718.30	



Food and refreshments	174,938.72
Foreign travel allowances	369,371.53
Fuel	1,951,042.39
Fumigation & Cleaning Services	15,403.05
General Insurance	227,280.05
Gifts and donations	31,451.14
Infrastructure -maintenance	185,869.48
infrastructure development cost	52,748.90
Internet and utilities	2,874,237.90
Rentals and leases	1,447,778.17
License registration	3,902.86
License renewal	1,149,410.73
Maintenance of Motor Vehicles	166,595.53
Maintenance of technical equipment-	123,117.99
medical aid expenses	54,857.26
Medical examinations	5,745.40
Newspapers - general	66,095.82
Administrative costs	932,039.66
Plant & equipment maintenance	821,021.80
Plant & equipment maintenance: vehicle maintenance	2,097,720.29
and repairs	
Plumbing - Maintenance	4,230.29
Plumbing - Materials	5,766.35
Plumbing tools and expenses	2,358.54
Professional training	43,360.63
Public Relations & Advertising	1,017,295.00
Stationery supplies	565,604.39
Stipends and tuition	1,526,198.30
Student allowances	777,879.93
Technical equipment-Maintenance	20,995.85
Technical related costs	1,855,818.21
Telephone	32,528.74
Toiletries	4,013.94
Training - USD	1,359,927.88
Tuition fees	1,120,979.25
Uniforms and corporate wear	369,561.13
Utility tools	3,960.97
Vehicle hire and lease general	44,293.81
Wages	63,088.76
Operations	224.64
Travel and Meetings:68310 · Conference, Convention,	3,001.54
Meeting	
Travelling costs	71,042.65
Foreign travel fares - USD	57,364.60
Drill rig allowances	280,427.40
Tendering fees	464,459.77

Sporting and wellness	92,896.17	
Transfers	5,390,513.52	
77000 · Exchange Gain or Loss	6,277,169.00	
TOTAL	261,771,787.80	261,771,787.78

Table 6: Income and expenditure statement for the period ending December 2025

Income	82,547,849.62
Employment transfers	31,519,873.33
Capital transfers	29,596,119.35
Operational transfers	7,613,474.75
Sale of goods and services	12,868,663.96
Other income	949,718.24
Expenditure	47,638,423.30
Use of goods and services	21,369,448.46
Employment costs	25,251,718.59
Transfer costs -Donations	19,474.13
Transfer costs - CEIRD	375,467.62
Depreciation of PPE	622,314.50
Surplus	34,909,426.33

Table 7: Statement of financial position as at 12 December 2025

	ZiG
Non-current assets	90,983,835.46
Property, plant and equipment	90,983,835.46
Current assets	22,778,191.09
Inventory	2,959,968.90
Accounts Receivables	11,343,908.36
Cash and cash equivalents	8,474,313.83
	113,762,026.56
Total	
Current Liabilities	6,613,614.27
Accounts Payables	6,613,614.27
Equity	106,152,167.78
Share capital	43,900,117.44
Retained earning fund	41,630,032.20
Non Distributable reserve	20,622,018.14
	113,762,026.56

Table 8: Statement of cashflows for the period ending 12 December 2025

Surplus for the year	34,909,426.33
Add back depreciation	622,314.50
Cashflow before working capital changes	35,531,740.83
Increase /Decrease in payables (w2)	6,613,614.27
Increase /Decrease in receivables	-2,266,638.43
Increase/Decrease in Inventory	-2,791,717.26
Net cash used in operating activities	-4,584,884.70
Purchase of Property, Plant and Equipment	-30,382,820.13
Net cash used in Investing activities	-30,382,820.13
Net cash in finance activities	0
Net effect of foreign exchange rates cash and cash equivalents	-6,277,169.15
Net changes in cash / cash equivalents	5,280,925.00
Cash and cash equivalents at the beginning of the year	2,197,144.68
Cash and cash equivalents at the end of the year	8,474,313.83

Table 9: Goods and services procured for the year ending December 2025

Use of goods and services:	USD expenditure	conversion 25.9655	Converted	ZIG expenditure	total
Building and infrastructural maintenance	2103.06	25.9655	54,607.00		54,607.00
Foreign travel costs	11513.06	25.9655	298,942.36		298,942.36
Fuel costs	38510	25.9655	999,931.41	930342.76	1,930,274.17
Utilities	9635.85	25.9655	250,199.66	1575429.57	1,825,629.23
Plant, motor vehicle repairs and maintenance	73322.13	25.9655	1,901,249.22	186249.76	2,087,498.98
Tuition and stipends	38170	25.9655	991,103.14	114330.36	1,105,433.50
Bank transaction fees	36335.54	25.9655	943,470.46	266619.01	1,210,089.47
Accommodation	10255	25.9655	266,276.20		266,276.20
Technical related costs	304	25.9655	7,893.51	83327.5	91,221.01
Printing and stationery	1662.13	25.9655	43,158.04		43,158.04
Administration costs	13965	25.9655	362,608.21		362,608.21
Computer consumables	5861	25.9655	152,183.80	14991.75	167,175.55
Food and refreshments	4036.73	25.9655	104,815.71		104,815.71
Insurance and licence renewals	30020.72	25.9655	779,503.01	148557.93	928,060.94
Domestic allowances	6270	25.9655	162,803.69	2245156.44	2,407,960.13
Rentals and leases	27905.34	25.9655	724,576.11	208640.24	933,216.35
Advertising and exhibition	3029.25	25.9655	78,655.99	455276.48	533,932.47
Newspapers	242	25.9655	6,283.65	40306	46,589.65
Foreign travel allowances	25375.65	25.9655	658,891.44		658,891.44
Foreign travel fares	29118.5	25.9655	756,076.41		756,076.41
Clearance and courier charges	1322	25.9655	34,326.39	1990013.9	2,024,340.29
Training costs	19700	25.9655	511,520.35	446408.54	957,928.89
Drill rig allowances	10800	25.9655	280,427.40		280,427.40
Uniforms and corporate wear	3984.7	25.9655	103,464.73	59631.13	163,095.86
Travelling costs	1529.7	25.9655	39,719.43	28481.72	68,211.15
Technical related costs	6815.79	25.9655	163,992.65		163,992.65
Cleaning and detergents	962	25.9655	24,978.81	15624.29	40,603.10
Entertainment costs	420	25.9655	10,905.51		10,905.51
Stationery	2358.6	25.9655	61,242.23	129071.77	190,314.00
Conference costs	1691	25.9655	43,907.66	459371.31	503,278.97
Sporting and wellness	100	25.9655	2,596.55	90299.62	92,896.17
Tendering costs	17340	25.9655	450,241.77	14218	464,459.77
Student allowances		25.9655	-	596537.91	596,537.91
totals			11,270,552.47	10,098,895.99	21,369,448.46

	USD balance	conversion	Total amount
Creditors as at 12 December 2025	155,677.59	26.1043	4063854.51
add ZiG creditors	2,549,759.76		2,549,759.76
Total amount			6,613,614.27
Bank balance as at 12 December 2025			
ZiG	441,106.81		441,106.81
USD -project	38,164.00	26.1043	996244.5052
USD-main account	269571.01	26.1043	7036962.516
			8,474,313.83

Table 10: Changes in Net Capital

Opening Balance 1 Jan 2025	Closing Balance 12 December	Changes	Details -SOCE
3,963,605.90	6,613,614.27	(2,650,008.37)	payables
9,077,269.94	11,343,908.36	(2,266,638.43)	receivables
168,251.64	2,959,968.90	(2,791,717.26)	inventory

	USD balance	Conversion	Total amount
Debtors as at 12 December 2025	434,560.91	26.1043	11,343,908.36

Employment costs	Conversion rate	Converted ZiG	ZiG costs	Total costs
Employment costs 271291.69	25.9655	7,044,224.38	18,207,494.21	25,251,718.59

PHOTO GALLERY



From left to right: Ms Sheila Tshuma, Mr Takwana Mangwende, Prof Mhosisi Masocha, Dr Fadzai Michelle Zengeya, Mr Tendai Luckmore Mubaira (Board Chair), Ms Bertha Muzangaza, Mr Pianos Gweme (Ex officio), Ms Nobuhle Maphosa (Board Secretary). Out of the picture are Dr Willie Davison Ganda and Dr Benny Munyaradzi Nyambo.



Figure 2: The Board and management at the strategic planning workshop



Figure 3: Signing of a MOU with international partners



Figure 4: CubeSat design and development workshop

Odoo - Leave Applications

Leave Applications | Leave Applications | Leave History | Employee Leave Balances | Leave Statistics | Balance Management

Leave Applications

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STATUS	Application Number	Employee	Department	Type of Leave	From Date	To Date	Days Applied	Status	Print	History
All	LA/2025/12/0222		Space Engineering	Annual Leave	12/10/2025	12/15/2025	6.00	To Supervisor	Print	History
Approved	LA/2025/12/0221		Space Engineering	Annual Leave	12/10/2025	12/16/2025	7.00	To Director General	Print	History
Cancelled	LA/2025/12/0220		GIS & Earth Observation	Annual Leave	12/08/2025	12/10/2025	3.00	To HR	Print	History
Draft	LA/2025/12/0219		Infrastructure Development	Annual Leave	12/05/2025	12/05/2025	1.00	To Director General	Print	History
Rejected	LA/2025/12/0218		Infrastructure Development	Annual Leave	12/08/2025	12/12/2025	5.00	To Director General	Print	History
To Director General	LA/2025/12/0217		GIS & Earth Observation	Annual Leave	12/04/2025	12/05/2025	2.00	To Director General	Print	History
To HR	LA/2025/12/0216		ICT	Annual Leave	12/03/2025	12/05/2025	3.00	To Director General	Print	History
To Supervisor	LA/2025/12/0215		GIS & Earth Observation	Annual Leave	12/08/2025	12/10/2025	3.00	Draft	Print	History
	LA/2025/12/0214		Space Science	Paternity Leave	12/04/2025	12/05/2025	2.00	Rejected	Print	History
	LA/2025/12/0210		DIRECTOR GENERAL'S OFFICE	Annual Leave	12/01/2025	12/05/2025	5.00	Approved	Print	History
	LA/2025/12/0209		Business Development	Vacation Leave	12/08/2025	12/12/2025	5.00	To Director General	Print	History
	LA/2025/12/0207		Legal	Annual Leave	12/03/2025	12/03/2025	1.00	To Supervisor	Print	History
	LA/2025/12/0204		DIRECTOR GENERAL'S OFFICE	Annual Leave	12/01/2025	12/02/2025	2.00	To Director General	Print	History
	LA/2025/12/0203		GIS & Earth Observation	Annual Leave	12/03/2025	12/10/2025	8.00	To Director General	Print	History

Figure 5: A snippet of ZINGSA's employee leave application module.

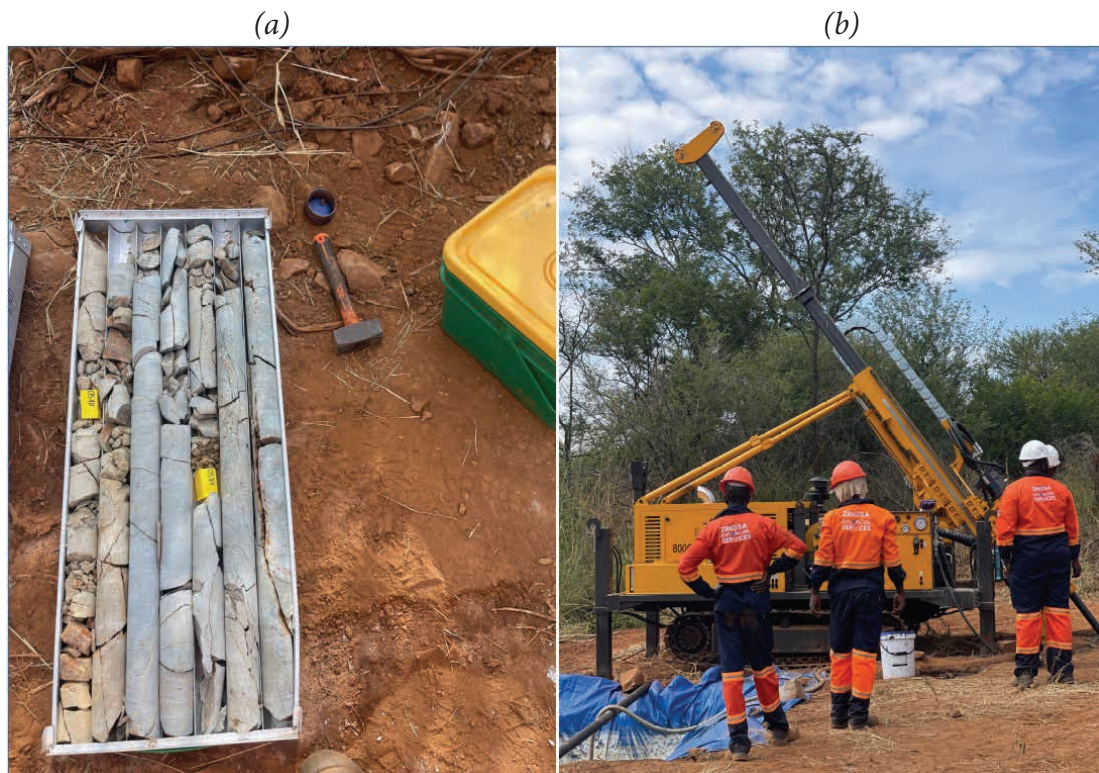


Figure 6: Drill cores (a) and drill rig (b)



Figure 7: Drone-based crop and tree spraying



Figure 8: Exhibiting a prototype of the medical delivery drone



Figure 9: An atomic absorption spectrophotometer
Used for mineral assaying under the Agency's mineral exploration programmes.



Figure 10: ZINGSA staff participating in sporting and wellness activities



Figure 11: World space week outreach programme in Gurube

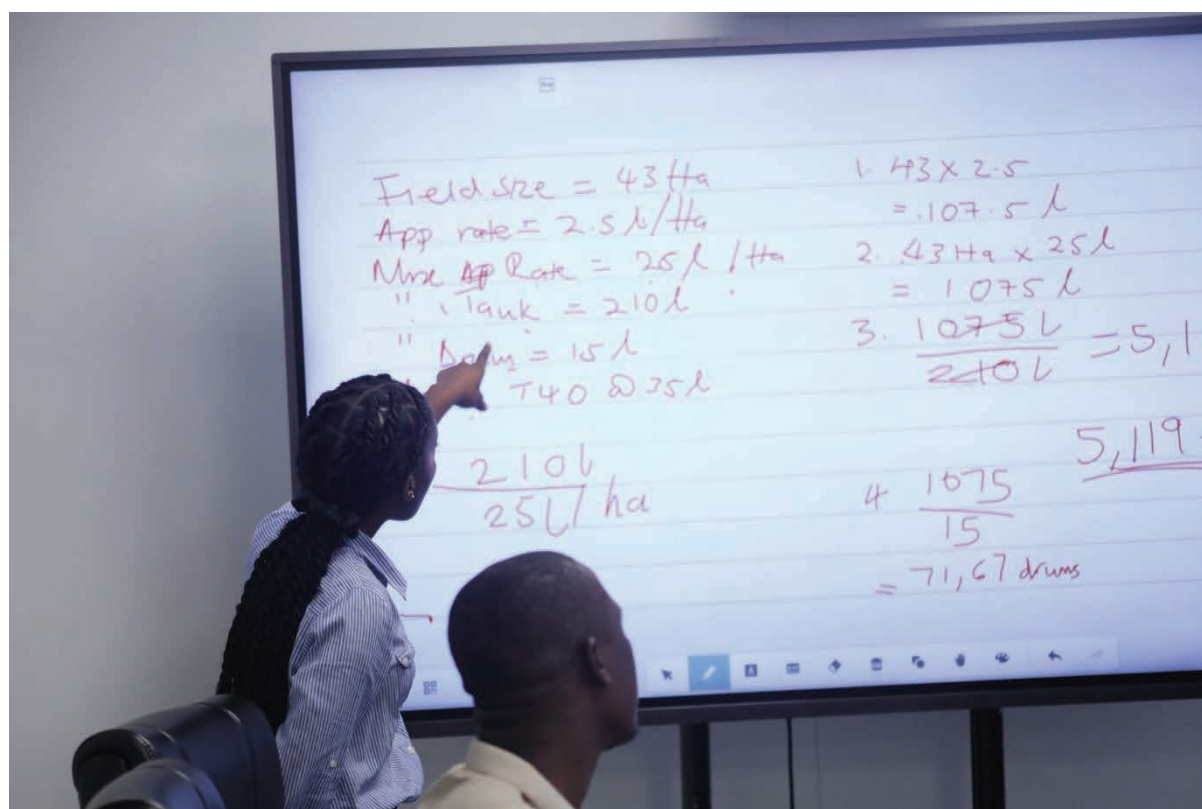


Figure 12: In-house training on drone-based crop spraying



Figure 13: ZINGSA female employees celebrating cancer month



Figure 14: In-house drone maintenance

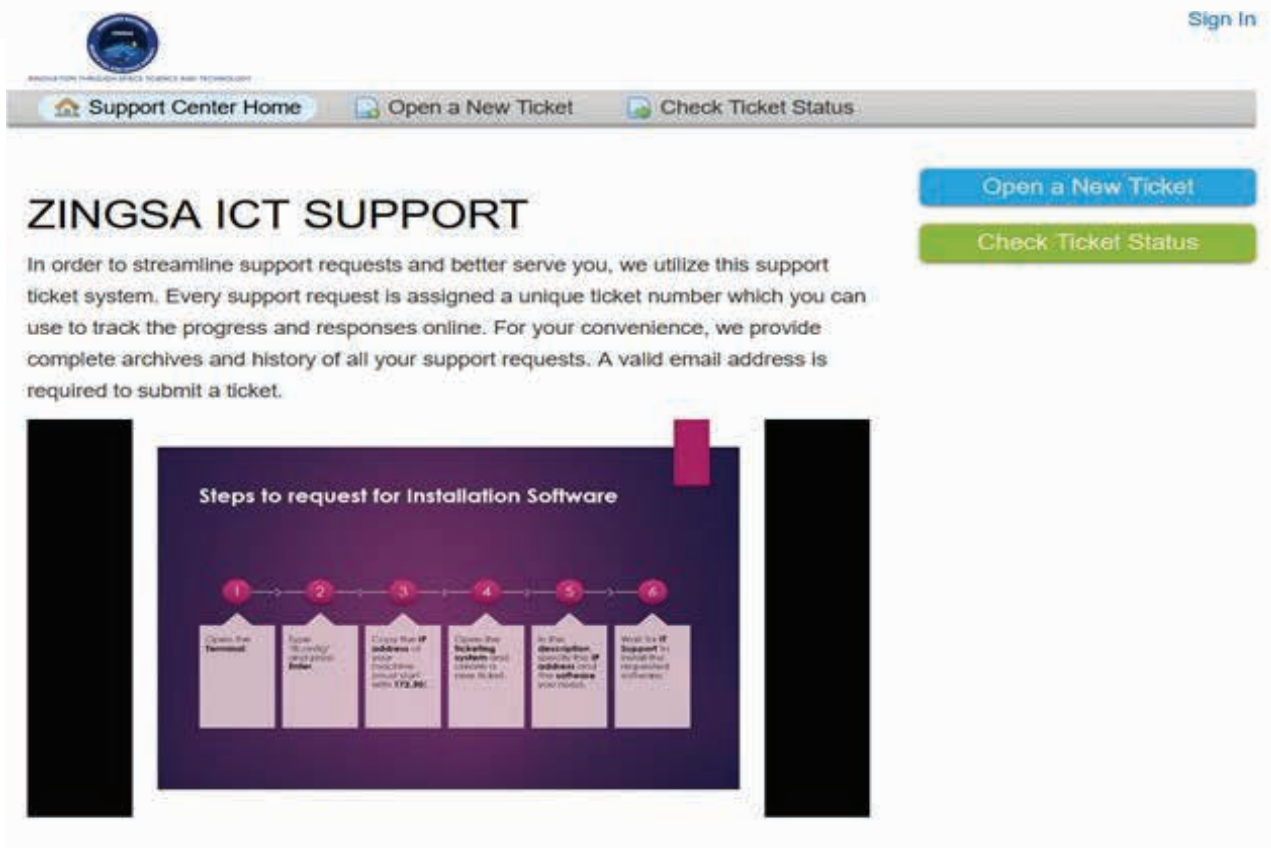


Figure 15: The ZINGSA ICT support centre

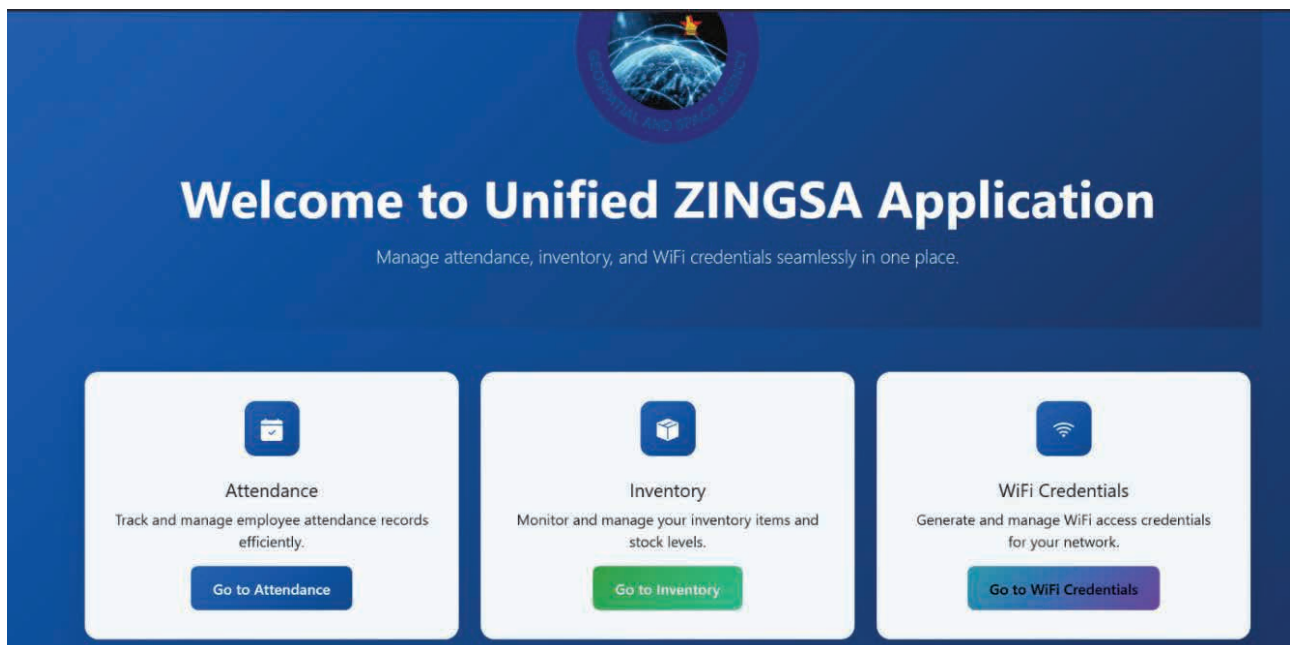


Figure 16: The Unified ZINGSA application for asset inventory and human resources management



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