



Vision Document 2026-2036



**LALIT NARAYAN MITHILA UNIVERSITY,
KAMESHWARANAGAR,
DARBHANGA**



LALIT NARAYAN MITHILA UNIVERSITY

Kameshwaranagar, Darbhanga-846008
NAAC Accredited 'Grade B++'

NOTIFICATION

In keeping with the Vision and Mission of Lalit Narayan Mithila University, and in alignment with the principles and objectives of the National Education Policy 2020, a Committee is hereby constituted to prepare a comprehensive Vision Document for the next five years (2026–2031) of the University.

The Committee shall deliberate on key areas including academic excellence, multidisciplinary education, research and innovation, infrastructure development, digital governance, skill development, and institutional outreach, in consonance with national priorities and global standards.

The composition of the Committee shall be as follows:

1. Dr Abhishek Rai, Assistant Professor (Sr Scale), Univ. Dept of Chemistry, LNMU -Member
2. Dr Mudasir Hassan Bhat, University Nodal Officer SWAYAM – Member
3. Dr Prachi Marwaha, Assistant Professor (Sr Scale), Univ. Dept of Home Science, LNMU - Member
4. Dr Absar Alam, Coordinator, IQAC, C M College (Arts & Commerce), Darbhanga -Member
5. Mr Gangesh Kumar Jha, Member, IQAC Assist Committee, LNMU -Member
6. Dr Md Zeya Haider, Director, IQAC, LNMU – Member Secretary

Terms of Reference:

1. To review the present academic, administrative, and infrastructural status of the University.
2. To align the University's future roadmap with its Vision and Mission and the National Education Policy 2020.
3. To identify priority areas for multidisciplinary education, quality teaching-learning, research, innovation, and employability enhancement.
4. To recommend measures for academic restructuring, credit-based systems, and skill-oriented programs as envisaged in NEP 2020.
5. To develop a measurable, outcome-oriented, and time-bound action plan for the next five years.

The Committee may obtain inputs from stakeholders including faculty members, students, administrative staff, alumni, and external experts.

The Committee is requested to submit the draft Vision Document within 7 (seven) days from the date of issuance of this notification.

By the order of the Vice-Chancellor

Sd/-

(Dr. Divya Rani Hansda)

REGISTRAR

Date. 06/05/2026

Memo No. C/IQAC/8294 -361/26

Copy forwarded for Information & necessary action to: -

1. Members Concerned.
2. All Deans/HODs/Officers, LNMU.
3. University IT Cell for the University website and emailing to the concerned
4. PS to the Hon'ble VC / PA to the Registrar.

REGISTRAR

05/05/2026

INTRODUCTION

Lalit Narayan Mithila University (LNMU), Darbhanga was established to fulfil the long-cherished educational aspirations of the people of Mithila in 1972. Since its inception, the University has been upholding the values of Indian tradition, cultural heritage and ethos while imparting modern education based on the principles of advancement of scientific temperament among the people of the region. In fiftieth years of its journey, the University has a commitment to fulfil the new dimensions of education as outlined in National Education Policy 2020 as part of the national responsibility. This document envisions the future endeavours of the university in its path to fulfilment of such responsibilities. As the university attained B⁺⁺ accreditation in the year 2023, it aims at improving its ranking at national and international level. In this direction, the University has been selected as a Multidisciplinary Education and Research University (MERU) under the PM-USHA Scheme. In tandem with this, the university is in mission mode to adopt requisite reforms its academic and administrative structure. To attain all the goals and objectives within the stipulated time, this vision statement is the guiding document having explicit focus on academic rigour and administrative transformation along with social commitments.

ABOUT THE UNIVERSITY

Lalit Narayan Mithila University was established on August 5, 1972, by an Ordinance of the Government of Bihar, later enacted by the legislature. The University is governed by the Bihar State Universities Act of 1976. It is located in Kameshwarnagar, Darbhanga, Bihar. Lalit Narayan Mithila University has been awarded a B⁺⁺ grade by NAAC in the third cycle. It is a major educational hub in eastern India, aimed at advancing academic development. To support the progressive development of the Indian education system, the University offers a wide range of academic courses across more than 115 constituent and affiliated institutions, providing multidisciplinary, ethical, and value-based education rooted in the Indian knowledge system. To this end, 600 qualified teachers are being recruited in accordance with University Grants Commission norms. Quality, equity, accessibility, and affordability form the four pillars of the new education policy, which aims to shape a new India. Lalit Narayan Mithila University, selected as a 'Multidisciplinary Education and Research University (MERU),' is poised to serve as a key training centre as the National Education Policy- 2020 seeks to establish a sophisticated multi-university model called the Multidisciplinary Education and Research University (MERU). The Central Government of India sanctioned Rs. 100 crores to strengthen the university by expanding academic and infrastructural facilities to promote research and interdisciplinary education in line with this initiative and its aims. To facilitate knowledge, the university boasts an innovative ecosystem, including a central and departmental library, well-equipped laboratories, high-speed internet, computers, and Wi-Fi facilities for faculty, scholars, and students. Faculty members receive professional training through induction/orientation programs, refresher courses, and short-term courses to develop competent human resources. They are encouraged to organize and participate in national and international conferences, seminars, and workshops, ensuring students stay up to date with the latest developments. The university has a clear research promotion policy, encouraging faculty to publish in Scopus/WOS/UGC-CARE-indexed journals and to undertake projects and fellowships from agencies like CSIR, UGC, DST, and DBT. Faculty members supervising

research projects and PhD/D. lite students are selected based on eligibility criteria. An incubation centre is being established to foster innovative and flexible solutions to research challenges. To enhance its research ecosystem, the university has set up an advanced research centre with facilities such as the High-Computational Lab, Audio-Visual MOOCs Lab, Language Lab, Statistical Analysis Lab, Remote Sensing & Tracing Room, Anti-Plagiarism Cell, and Data Centre. The central library is equipped with an E-Book study and e-learning lab as well as a Braille lab. Many departments have signed MoUs. The university's Research and Development Cell includes five committees: the Finance and Infrastructure Committee, the Research Program and Policy Development Committee, the Research Collaboration and Community Committee, the Product Development Monitoring & Commercialization Committee, and the IPR, Legal & Ethical Matters Committee. All are aimed at fostering a research culture in the university. The university also maintains the IPR Cell, the MoUs Cell, the NEP Cell, the SWAYAM Cell, and the E-content Cell to enhance its research and academic focus. Additionally, the university has a well-defined ethical policy to uphold academic integrity at all levels.

VISION

To provide for equitable and transformative education, research, and training in such branches of knowledge that adequately meet the aspirations of the people of this region and bring holistic development and professional preparedness among them to contribute significantly towards sustainable livelihoods, community engagements, and socio-economic development of the region as well as the nation.

MISSION

Providing a flexible, multidisciplinary, modern education in liberal, professional, and technical areas of study that must enable an individual to study one or more specialized areas of interest at a deep level, and also develop creativity, ethical and Constitutional values, intellectual curiosity, scientific temper, and 21st-century capabilities across a range of disciplines.

Focusing on performing cutting-edge research, alongside providing teaching for our students, in order to transform the University into a fountainhead for knowledge creation and innovation.

Core Values

Sustained Improvement in Quality of Teaching, Learning, Research & Innovation	Regular Updation of Syllabi in Light of the National Policy Framework, Global Requirements & Students' Feedback	Reimagining Learning with Creative Intent & Critical Thinking through Interactive & Experiential Teaching	Encourage Research with Wider Societal Relevance by Upgrading Facilities and adopting supportive Measures	Meeting Expectations of all Stake Holders through Better Services in a Timely and Fair Manner	Encourage Ethical Conduct, Social Responsibility, Diversity & Inclusion
---	---	---	---	---	---

Core Principles as Outlined in Vision

Equitable and Inclusive Education	Flexible and Transformative Structure	Strengthening Research and Innovations	Promoting Social Responsibility through Community Engagement	Vocational Training and Employability	Sustainable Practices and National Building
-----------------------------------	---------------------------------------	--	--	---------------------------------------	---

SWOC ANALYSIS OF THE UNIVERSITY

The future strategies of the university are aligned with the following its strengths, weaknesses, opportunities and challenges.

Strength

- The University offers a diverse range of programs
- It provides proactive support to students.
- It embraces technology in its teaching- learning process.
- Extensive collection of rare books and manuscripts in its libraries for learners.
- Remarkable achievements in sports and cultural activities.
- Teachers are actively engaged in development programmes.
- Decentralized and transparent administration
- Availability of land to embark upon future expansion.

Weakness

- Limited emphasis on interdisciplinary and trans-disciplinary studies.
- Inadequate number of faculty members with specialized expertise.
- Insufficient funding from government bodies and philanthropic organizations for research grants.
- Lack of adequate staff quarters and student hostels.
- Limited opportunities for on-campus job placements.

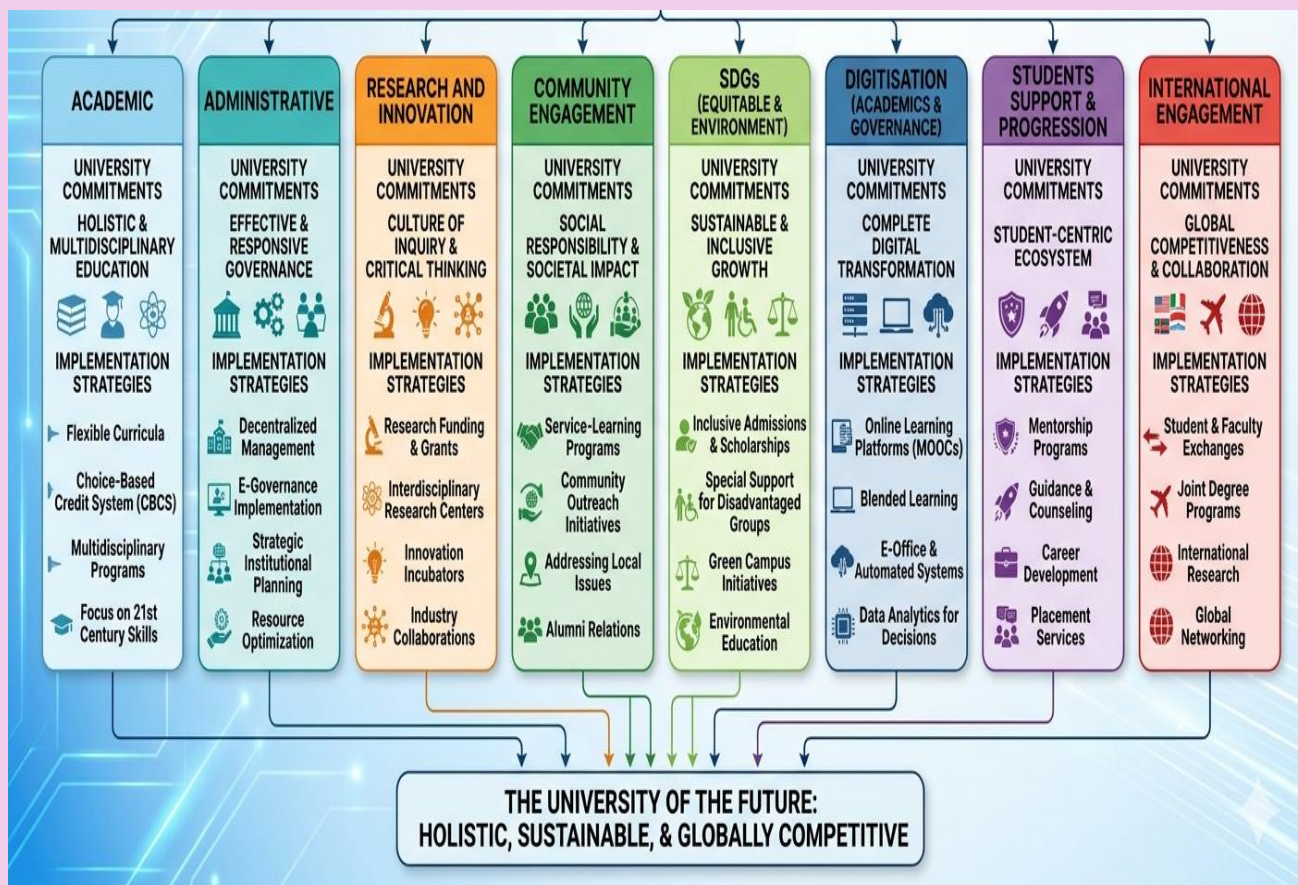
Opportunity

- Ability to introduce and run new programmes.
- Ability to focus on inter-disciplinary courses.
- Emphasis on value-based education that incorporates humanistic, ethical, constitutional, and universal human values.
- Increasing the number of patents and promoting high-quality research in natural science disciplines
- Strengthening research output in the field of social sciences.
- Investing in e-learning initiatives and exploring the potential of Massive Online Open Courses (MOOCs) as a valuable opportunity for delivering quality education.
- Enhancing alumni engagement and resource generation for comprehensive university development

Challenges

- Full dependency on State funding.
- Achieving a standard teacher-student ratio.
- Strengthening the university-industry interface to create employment avenues.
- Constraints of resources to expand academic infrastructure.
- Establishing global collaborations to provide faculty and students with broader exposure and opportunities.

DECODING THE VISION AND MISSION STATEMENT OF THE UNIVERSITY

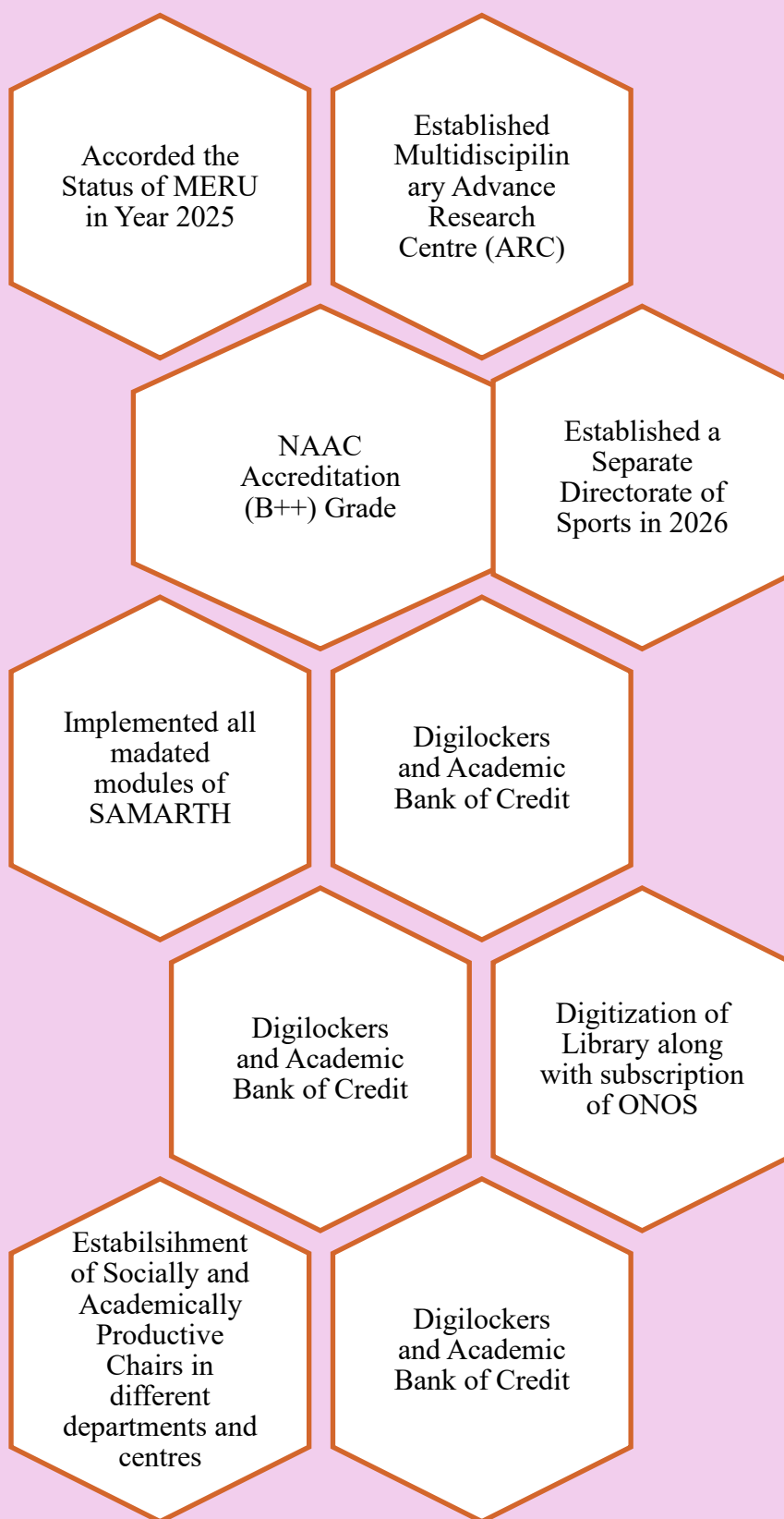


ALIGNMENT OF STRATEGIC PLANS WITH THE VISION AND MISSION

The university strives to translate its vision and mission into actionable plans and strategies leveraging strengths and weaknesses of the university. Such strategic plans cover key aspects embracing expansion of interdisciplinary and trans-disciplinary programmes and courses and alignment with National Education Policy (NEP)-2020. These require transformation of both soft and hard infrastructure in the campus and adoption of new age technologies in teaching-learning process. Besides, participation of all stakeholders including students and their parents in achieving the goals of nation building and community engagement. This also requires reforms in both academic and administrative governance. The university strives to adopt digitisation in its academic and administrative structure at full scale. At the same time, the University also aspires to diversify its funding base by fostering partnerships with industry, alumni, and philanthropic organizations that support research, innovation, and infrastructure development.

Aligning with its mission, the University was accorded as Multidisciplinary Education and Research University (MERU) by the Ministry of Education, Government of Bihar in the year 2025. This provides an opportunity for various stakeholders of the University to devise strategies to become the institute of national repute. Accordingly strategic plans that align with the vision of the University and also the strategies as part of its mission are devised.

ACCOMPLISHMENTS



STRATEGIC PLANS

Strategic Plans present a comprehensive roadmap of L.N. Mithila University, Darbhanga, structured across seven key institutional pillars as highlighted in Vision and Mission of the University. These are the actionable plans under different pillars. Each pillar encompasses short-term (1–3 years), medium-term (3–7 years), and long-term (7–10 years) strategies to guide the university toward academic excellence, institutional resilience, and community engagement. The following are the pillars of the future plans:-

1. Governance, Quality Assurance and Leadership
2. Resource Generation, Financial Management and Financial Sustainability
3. Academic Excellence and Curriculum Development
4. Research, Innovation and Intellectual Property
5. Infrastructure Development and its Sustainability
6. ICT and Digital Transformation
7. Networking, Collaborations and Industry Linkages

GOVERNANCE, QUALITY ASSURANCE AND LEADERSHIP

SHORT TERM STRATEGIES

- To adopt 'Samarth' e-Governance platform for all administrative, academic, and financial functions across the university and its constituent colleges, as mandated by the Government.
- To decentralise administrative powers to improve responsiveness and operational efficiency at departmental and constituent college levels as stipulated in the Bihar State Universities Act, 1976 and mandated by the National Education Policy (NEP)-2020.
- To encourage teaching and non-teaching staff to participate in skill development and enhancement programmes.
- To establish collaborations with institutions of repute to organise Faculty Development Programmes (FDPs) and training for non-teaching staff.
- To operationalise IQAC-led self-evaluation as a regular institutional practice through a structured and effective mechanism.
- To conduct internal academic and administrative audit of the University and its colleges.
- To undertake leadership development programmes for senior faculty members in collaboration with government, non-government, and private sector organisations.

MEDIUM TERM STRATEGIES

- To enhance coordination and communication among statutory bodies for efficient policy implementation.
- To promote diversity and inclusion within governance structures to improve representation and stakeholder engagement.
- To foster a collaborative leadership culture that encourages innovation, inclusivity, and shared decision-making.
- To strengthen external audit mechanisms to ensure continuous academic and administrative improvement.
- To encourage ethical leadership practices to promote integrity, accountability, and good governance.
- To enable student representation in key decision-making bodies and develop a transparent mechanism for addressing grievances.

LONG TERM STRATEGIES

- To institutionalise a robust, technology-driven governance framework adopting Samarth Portal for seamless administration.
- To establish formal peer support networks within the institution, with dedicated coordinators/nodal officers to oversee collaboration and mutual assistance.
- To create leadership development programmes to equip non-teaching staff for supervisory and administrative responsibilities.
- To promote faculty exchange initiatives with national and international universities and facilitate academic collaboration and global exposure.

RESOURCE GENERATION, FINANCIAL MANAGEMENT AND FINANCIAL SUSTAINABILITY

SHORT TERM STRATEGIES

- To develop an annual budget plan with clear priorities for faculty support, student services, and research initiatives.
- To implement department-wise budget tracking with quarterly financial reviews to ensure accountability.
- To establish a real-time financial reporting system using digital transformation for internal monitoring and publish an annual financial report for stakeholder transparency.
- To explore fund generation through alumni engagement.
- To generate resources through industry-oriented sponsored research, consultancy services, and MOUs with other institutions.
- To solicit support from local political representatives and local bodies for funding people-centric research and social responsibility programmes.
- To automate departmental work to reduce expenditure on stationery and operational costs.

MEDIUM TERM STRATEGIES

- To develop entrepreneurship support programmes to encourage student and faculty startups.
- To promote self financed vocational courses to enhance employability of students and strengthen resource generation.
- To extend alumni engagement at national level through membership drives and sponsorships for workshops and campus placements.
- To monetise idle land resources and develop common-usage areas for fund generation.
- To seek joint funding opportunities with other academic institutions and industry partners.

LONG TERM STRATEGIES

- To institutionalise a global alumni financial support network securing consistent funding for university projects.
- To introduce new, market-driven self-financing courses in the University and constituent colleges.
- To advocate for policy reforms that grant universities greater financial autonomy in investment and revenue management.
- To draft a medium-to-long-term plan for resource development and financial autonomy, with stakeholder consultation.

SHORT TERM STRATEGIES

- To adopt a consistent curriculum framework aligned with NEP 2020 and the National Higher Education Qualifications Framework (NHEQF).
- To adopt a centralised online platform for e-content across all courses.
- To establish the Institute of Professional Studies (IPS) to strengthen professional and vocational education networks.
- To promote faculty development programmes focused on subject expertise, multidisciplinary research, and Indian Knowledge System (IKS).
- To constitute an interdisciplinary committee to integrate IKS (Vedanta, Yoga, Ayurveda, classical arts, etc.) into UG and PG curricula.
- To implement student-centred pedagogical reforms to significantly enhance the quality of education.
- To introduce bridge courses to empower students and organise workshops on communication skills, conflict resolution, and cultural appreciation.
- To develop university laboratories for industry-related research and promote collaboration with industry in specific areas.
- To upgrade the library to provide 360-degree access to offline and online learning resources for students and researchers.

MEDIUM TERM STRATEGIES

- To modify curriculum with workshops, seminars, and webinars with the objective to align with NHEQF requirements.
- To implement Multiple-Entry Multiple-Exit options in all courses.
- To formulate postgraduate curriculum as per NCrF and CBCS requirements.
- To introduce apprenticeship-embedded degree programmes and strengthen traditional courses for innovation and entrepreneurship development.
- To promote courses in Indian regional languages to preserve linguistic diversity and cultural heritage.
- To develop a Centre for Faculty Development Programmes on the pattern of MMTTC.
- To integrate library systems through online platforms and encourage faculty to create MOOCs on SWAYAM, e-LMS, and recommend students supplementary online courses.
- To facilitate academic base that will improve Gross Enrolment Ratio (GER).
- To transform the existing printing press of the university as the publishing house of the university.

LONG TERM STRATEGIES

- To establish centres of excellence in key research and academic areas.
- To develop smart classrooms across all departments and establish computer labs.
- To fully digitalise the university library using RFID technology and *e-Granthalaya* to modernise operations and enhance user experience.
- To introduce shopping complexes developed by student-owned startups as part of campus entrepreneurship initiatives based on Public- Private Partnership (PPP) model.

SHORT TERM STRATEGIES

- To continue support in the form of seed money to faculty members to initiate research and promote interdisciplinary research.
- To organise events, seminars, and workshops to sensitise faculty and students in the areas of research, innovation, and IPR.
- To review and update research and consultancy policies to align with UGC norms.
- To develop partnerships with national and international institutions to foster research and innovation.
- To encourage faculty to submit proposals for grants from national and international funding agencies.

MEDIUM TERM STRATEGIES

- To conduct a comprehensive audit of existing research facilities, equipment, and laboratories facilitating research ecosystem.
- To augment the R&D Cell fostering a culture of innovation, collaboration, and excellence in all areas of research.
- To upgrade and expand research infrastructure, including laboratories for sciences and social sciences.
- To encourage research on the Indian Knowledge System (IKS) and promote inter-departmental collaborative research.
- To sign MoUs with Indian and foreign universities to promote joint research and exchange programmes.
- To implement a research progress tracking system for academic excellence.
- To hold an Annual Doctoral and Research Fair showcasing innovations and advancements across disciplines.
- To launch a dedicated online platform to share research papers and summaries with the academic community and the public.
- To strengthen IPR Cell and encourage faculty members to get patent rights for their research and development.

LONG TERM STRATEGIES

- To foster an environment of innovation and interdisciplinary research aligned with the university's long-term strategic vision.
- To establish an Advanced Research Centre for both academic and consultancy purposes, with centres of excellence in priority areas.
- To develop a robust research ecosystem with financial and non-financial incentives to nurture faculty with strong research orientation.
- To create a long-term roadmap with measurable goals, timelines, and KPIs for research, based on institutional strengths and societal needs.
- To align faculty research with national and global research directions, contributing to both applied and fundamental knowledge.

INFRASTRUCTURE DEVELOPMENT & SUSTAINABILITY

SHORT TERM STRATEGIES

- To renovate and maintain existing infrastructure with Wi-Fi accessibility, smart classrooms, and expanded IT infrastructure.
- To establish smart classrooms and modern computer laboratories across departments.
- To augment laboratories in the Faculty of Sciences and Social Sciences.
- To develop a Behavioural Lab in the Faculty of Social Sciences.
- To expand student hostels and construct staff quarters, cafeteria, and girls' common rooms.
- To implement energy conservation technologies such as solar and wind energy and strengthen green campus initiatives.
- To adopt effective waste management, water conservation, and eco-friendly practices.
- To provide a university bus service for women faculty and develop infrastructure for persons with disabilities.
- To establish a baby day-care centre for staff and inclusive washroom facilities.

MEDIUM TERM STRATEGIES

- To develop a master plan for integrated infrastructure across the university campus.
- To construct a new Social Science Block with adequate classroom capacity.
- To plan and establish a Central Instrumentation Centre (CIC) and Malviya Mission Teacher's Training Centre.
- To develop a Master Plan for Green Campus, including rainwater harvesting, recycling economy, and paperless communication.
- To construct a hostel for girl students and a children's park.
- To develop integrated digital infrastructure connecting all campus facilities.

LONG TERM STRATEGIES

- To renovate existing quarters, construct modular offices, and improve roads in the Narguana Campus.
- To develop a sports complex with a swimming pool, jogging track, lawn tennis courts, and an open-air theatre.
- To establish multi-level parking, battery-operated solar vehicles on campus, and an incubation centre.
- Introduce a shopping complex developed by student-owned startups as part of a campus innovation ecosystem.

ICT AND DIGITAL TRANSFORMATION

SHORT TERM STRATEGIES

- To improve online infrastructure and increase internet connectivity through wide-area Wi-Fi across the campus.
- To adopt SAMARTH for course management, assignments, and assessments, integrating it fully into university operations.

- To utilise digital tools such as SWAYAM, SWAYAM Plus, Google Classroom, Zoom, and Microsoft Teams for online and hybrid learning.
- To deploy an AI-powered chatbot to support users in accessing a variety of online services.
- To strengthen the existing audio-visual lab to record and broadcast lectures and dialogues.
- To implement a centralised notification system to promote paperless communication.
- To promote e-content development through Learning Management Systems (LMS).
- To enforce robust cybersecurity policies and implement a Cyber Crisis Management Plan (CCMP).

MEDIUM TERM STRATEGIES

- To develop a user-friendly Alumni Management Software with an integrated mobile application.
- To set up technology development centres for skill-based courses with the help of industries and MSMEs of Bihar.
- To consolidate all public-facing information through a centralised website or portal.
- To upgrade the admission portal to provide transparent, real-time information about application status, selection criteria, and seat availability.
- To promote creation and curation of digital course content through LMS platforms.

LONG TERM STRATEGIES

- To develop an independent AI-powered analytics platform to track and forecast student enrolment and academic progress.
- To adopt SAMARTH Portal in a phased manner with appropriate customisations and adaptations for remaining modules.
- To establish a centralised digital knowledge repository and synchronise it with official university social media channels.
- To augment the audio-visual lab for MOOCs course production to reach a wider learner base.

NETWORKING, COLLABORATIONS & INDUSTRY LINKAGES

SHORT TERM STRATEGIES

- To strengthen industry-university linkages to align academic outputs with real-world needs.
- To plan the establishment of an Incubation Centre as a bridge between academic research and industrial application.
- To collaborate with local, national and international institutions of repute for heritage and cultural research.
- To set up a structured Office of International Affairs (OIA) to coordinate global collaborations and academic mobility.
- To establish a Student-Alumni Relationship Cell (SARC) at the university level to foster engagement and knowledge exchange.
- To sign MOUs with local institutions to organise workshops, seminars, and events that enhance institutional perception.

MEDIUM TERM STRATEGIES

- To sign MOUs with industries for collaborative research focused on solving real-world problems, mentorship, funding, and curriculum design.

- To launch virtual academic exchange programmes to enable collaborative learning and research without physical mobility.
- To partner with industry leaders and certification bodies to promote certificate and apprenticeship courses.
- To facilitate resource sharing among partner institutions, including access to academic journals, databases, and teaching materials.
- To strengthen alumni engagement through interactive events, digital outreach campaigns, and robust database management.
- To create structured mentorship platforms involving alumni, industry experts, and faculty to guide students and young entrepreneurs.

LONG TERM STRATEGIES

- Set up a university-based incubation centre to nurture startups and provide mentorship, funding, and resources to student and alumni entrepreneurs.
- Sign MoUs with international universities for student/faculty exchanges, joint research, and dual-degree programmes.
- Identify key collaboration areas (e.g., sustainable development, space technology, IKS) and form multi-institutional research clusters.
- Engage international alumni in organising global workshops, seminars, and international campus placement activities.
- Develop online training collaborations to equip university faculty with modern digital teaching methodologies.

TIMELINE

STRATEGIC TIMELINE 2026–2036 Timeline of Strategic Plans of the University												
#	Theme / Focus Area	■ Short-Term			■ Medium-Term				■ Long-Term			
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
1. GOVERNANCE, QUALITY ASSURANCE & LEADERSHIP												
	Short-Term (2026–2029)	■	■	■								
	Medium-Term (2029–2033)	■	■	■	■	■	■	■				
	Long-Term (2033–2036)	■	■	■	■	■	■	■	■	■	■	■
2. RESOURCE GENERATION, FINANCIAL MANAGEMENT & SUSTAINABILITY												
	Short-Term (2026–2029)	■	■	■								
	Medium-Term (2029–2033)	■	■	■	■	■	■	■				
	Long-Term (2033–2036)	■	■	■	■	■	■	■	■	■	■	■
3. ACADEMIC EXCELLENCE & CURRICULUM DEVELOPMENT												
	Short-Term (2026–2029)	■	■	■								
	Medium-Term (2029–2033)	■	■	■	■	■	■	■				
	Long-Term (2033–2036)	■	■	■	■	■	■	■	■	■	■	■
4. RESEARCH, INNOVATION & INTELLECTUAL PROPERTY												
	Short-Term (2026–2029)	■	■	■								
	Medium-Term (2029–2033)	■	■	■	■	■	■	■				
	Long-Term (2033–2036)	■	■	■	■	■	■	■	■	■	■	■
5. INFRASTRUCTURE DEVELOPMENT & SUSTAINABILITY												
	Short-Term (2026–2029)	■	■	■								
	Medium-Term (2029–2033)	■	■	■	■	■	■	■				
	Long-Term (2033–2036)	■	■	■	■	■	■	■	■	■	■	■
6. ICT & DIGITAL TRANSFORMATION												
	Short-Term (2026–2029)	■	■	■								
	Medium-Term (2029–2033)	■	■	■	■	■	■	■				
	Long-Term (2033–2036)	■	■	■	■	■	■	■	■	■	■	■
7. NETWORKING, COLLABORATIONS & INDUSTRY LINKAGES												
	Short-Term (2026–2029)	■	■	■								
	Medium-Term (2029–2033)	■	■	■	■	■	■	■				
	Long-Term (2033–2036)	■	■	■	■	■	■	■	■	■	■	■