



**REPUBLIC OF ZIMBABWE**



**2021-2025 STRATEGIC PLAN**

**REVIEWED OCTOBER 2024**

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## Minister's Foreword



### *Honourable Minister of Industry and Commerce*

- i. The Ministry remains resolute in its quest to achieve His Excellency, the President of the Republic of Zimbabwe, Dr. E. D. Mnangagwa's Vision for the country to become a *“Prosperous and Empowered Upper Middle-Income Society by 2030”*.
- ii. In that regard, robust strategies will be pursued as the country implements and facilitates industrial and commercial recovery and growth. Deliberate and concrete efforts will be made towards the creation of new, transformative and inclusive industries.
- iii. In pursuit of attaining **Vision 2030** aspirations, the Ministry held the 2021 - 2025 Strategic Plan Annual Review to assess progress in achieving the targeted results. The review process was consultative and offered an opportunity to highlight progress and come up with programmes that enhance the role of the Ministry in the contribution towards the vision of the country. The review has given us an impetus to remain firmly focused on our critical role of ardently influencing the structural transformation of our economy.
- iv. The Reviewed Strategic Plan comes at an opportune time as the Ministry accelerates implementation of the **Zimbabwe Industrial Reconstruction and Growth Plan (ZIRGP) 2024-25**. The ZIRGP is a transitional plan that seeks to address challenges affecting the manufacturing and commercial sectors while aligning with the tenets of the NDS 1 as well as establishing a solid roadmap for the development of the National Development Strategy 2 (NDS 2) and Zimbabwe National Industrial Development Policy 2 (ZNIDP2).

- v. Furthermore, the Reviewed Strategic Plan was developed taking into account the targets set out in the National Development Strategy 1 (NDS 1: 2021 – 2025), pillar on “*Moving the Economy Up the Value Chain and Structural Transformation*”, with the thrust on value addition and beneficiation.
- vi. The Strategic Planning Review Process was anchored on the Integrated Results Based Management (IRBM) system to ensure the attainment of development results (outputs, outcomes, and impacts). The focus is on the achievement of results and efficient utilisation of resources for improved decision-making and programme/project performance.
- vii. To expedite the implementation of the Industrialisation Agenda, the plan will upscale the promotion of rural industries in line with the devolution, decentralisation, and economic empowerment thrusts as we walk the talk on *Leaving No One and No Place Behind*. Rural industrialisation will be anchored on our heritage and will form the basis for the development of innovative and competitive industries countrywide. Development of such industries complements efforts to create fully functional value chains, empower communities and improve standards of living for the Zimbabwean populace.
- viii. The African Continental Free Trade Area (AfCFTA) offers an opportunity for Zimbabwean manufacturers to export high-quality products and also investment opportunities leveraging access to a bigger market of 1.4 billion people and a combined GDP of US\$3.4 trillion.
- ix. Lastly, I exhort all our stakeholders to augment our efforts in support towards the achievement of the set targets, in order to realise our aspirations under **Vision 2030**.

Hon. N. M. Ndhlovu  
**MINISTER OF INDUSTRY AND COMMERCE**

## Deputy Minister's Remarks



### *Honourable Deputy Minister of Industry and Commerce*

- i. This Reviewed Strategic Plan is being implemented concurrently with the National Development Strategy 1, which is guiding Government policy direction for the period 2021 – 2025. The Ministry of Industry and Commerce is spearheading the pillar on ***“Moving the Economy Up the Value Chain and Structural Transformation”***.
- ii. The thrust under this pillar is to develop and strengthen already existing value chains. During the period under review the manufacturing and commercial sectors demonstrated confidence in the NDS1 investment facilitation initiatives, with a number of projects across the various sectors of the economy.
- iii. The adoption of high technology industrial plants in the food and drink value chain, iron and steel, dairy, pharmaceutical, textiles and clothing among others has resulted in the growth of the manufacturing sector.
- iv. Initiatives to significantly boost the contribution of value-added exports remain central to realisation of the industrialisation agenda. In addition, the commercial sector is expected to upscale and modernize as we achieve our objective of becoming an ***Upper-Middle Income Society by 2030***.
- v. This Reviewed Strategic Plan, therefore, guides the Ministry in accelerating industrial and commercial sector development and economic empowerment.
- vi. I am confident that, given the commitment by the Ministry of Industry and Commerce staff, the targets that have been set in both the Strategic Plan and NDS 1 are going to be met.

Hon. R. I. Modi

**DEPUTY MINISTER OF INDUSTRY AND COMMERCE**

## Permanent Secretary's Remarks



### *Permanent Secretary for Industry and Commerce*

- i. The Ministry of Industry and Commerce reaffirms its commitment to driving economic growth, fostering innovation, and enhancing competitiveness. Our 2025 Annual Strategic Plan outlines a bold vision for transforming our nation's industrial and commercial landscape.
- ii. This plan is built on the principles of inclusivity, sustainability, and resilience recognizing the interconnectedness of our economy and the need for collaborative efforts to achieve shared prosperity.
- iii. Fiscal constraints and complex international partner relationships require that we need a more collaborative and productive economic system. The 2025 strategy recognizes the role that the private sector plays in the Industrialization agenda for Zimbabwe.
- iv. The strategic objectives for the 2025 budget year include:
  - Diversifying and expanding our industrial base;
  - Enhancing trade facilitation and export competitiveness;
  - Fostering innovation and technological advancement; and
  - Strengthening institutional capacity and governance.
- v. Through targeted strategic initiatives and programs, the Ministry will:
  - Support linkages between large scale enterprises and Micro, Small, And Medium-Sized Enterprises (MSMEs);
  - Encourage foreign investment and joint ventures;
  - Develop strategic partnerships with the private sector;
  - Enhance the national quality infrastructure; and
  - Foster regional and international cooperation.
- vi. The Ministry has established presence in every province to support the goals of devolution and decentralisation.

vii. This strategy is a call to action for all stakeholders. Together, we unlock our nation's potential and create a prosperous future. I commend our team for their tireless efforts in reviewing this Strategic Plan. Let us work collectively to implement our vision that propels our nation towards economic excellence.

Dr. T. U. Wushe

**PERMANENT SECRETARY FOR INDUSTRY AND COMMERCE**



## LIST OF ACRONYMS

AfCFTA	African Continental Free Trade Area
COMESA	Common Market for East and Southern Africa
CSOTs	Community Share Ownership Trusts
GDP	Gross Domestic Product
ICT	Information and Communication Technology
IRBM	Integrated Results Based Management
M&E	Monitoring and Evaluation
MDA	Ministry Department Agencies
MoIC	Ministry of Industry and Commerce
MP1	Ministry Programme 1
MP2	Ministry Programme 2
MP3	Ministry Programme 3
MSMEs	Micro, Small and Medium Enterprises
NDS1	National Development Strategy 1
NKRA	National Key Result Area
NOUC	National Outcome
NPA	National Priority Area
NSSA	National Social Security Agency
PESTLEG	Political, Economic, Social, Technological, Legal, Ecological, Governance
S.I	Statutory Instrument
SADC	Southern African Development Countries
SDF	Standards Development Fund
SDGs	Sustainable Development Goals
SWOT	Strength, Weakness, Opportunity, Threat
SOUC	Sector Outcome
UN	United Nations
VAT	Value Added Tax
ZIRGP	Zimbabwe Industrial Reconstruction and Growth Plan
ZNIDP	Zimbabwe National Industrial Development Policy

## INTRODUCTION AND BACKGROUND

1. The Ministry of Industry and Commerce (MoIC) is mandated to promote the development of vibrant, sustainable, and globally competitive industrial and commercial enterprises by providing an enabling policy and regulatory framework.
2. It is important to note that the 2021 – 2025 Strategic Plan is premised on the country’s National Vision 2030, NDS 1 as well as the ZIRGP focusing on the implementation of policies that foster high, inclusive, broad-based, and sustainable economic growth as well as socio-economic transformation and development.
3. The Reviewed 2021-2025 Strategic Plan is also anchored on the Southern African Development Community (SADC) Strategy and Roadmap, the Africa Agenda 2063 as well as the Universal Sustainable Development Goals (SDGs) Agenda 2030 which seek to build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.
4. The Strategic Plan seeks to buttress and consolidate the NDS 1 thrust and also narrows the focus on the following:
  - i. Industrial and Commercial sector reconstruction, growth and competitiveness;
  - ii. Revival and resuscitation of ailing industries;
  - iii. Promoting new enterprise development;
  - iv. Rural industrialization and employment creation;
  - v. Promote and strengthen value addition and beneficiation of agricultural produce and minerals;
  - vi. Achieve Structural Transformation of the Economy;
  - vii. Enhance consumer protection and adoption of standards and quality assurance measures;
  - viii. Upscale Ease of Doing Business Reforms;
  - ix. Enhancing sustainable economic empowerment;
  - x. Import substitution and Export-led industrialization;
  - xi. Promote investment;
  - xii. Enhancing implementation of the Local Content Strategy;

- xiii. Enhancing intermediate manufacturing;
- xiv. Facilitating access to long-term financing;
- xv. Technological innovation, adoption and research; and
- xvi. Adopt the Whole of Government approach in addressing business malpractices.

5. This Reviewed Strategic Plan (2021-2025), therefore, sets out the road map, programmes, goals and strategies that the Ministry intends to pursue during the plan period, in tandem with the NDS 1 thrust to move the economy up the value chain and structural transformation.
6. It is also important to note that the Ministry consulted widely with its key stakeholders in crafting this Strategic Plan. This was in recognition of the fact that the Ministry works closely with several stakeholders, all of whom are fundamental in the realisation of its mandate.
7. In addition, the Strategic Plan has been developed in line with the Integrated Results Based Management System (IRBM). This plan highlights what the Ministry intends to accomplish in 2025 and captures our vision, mission, values, key result areas, major goals and programme targets as well as the impacts and outcomes (results) to be achieved during the plan period.
8. Given that in developing this Strategic Plan, a thorough consultative process was done with key stakeholders, the identified priority areas are realistic, measurable and verifiable.

## A. NATIONAL LEVEL CONTRIBUTION:

i. **National Vision:** Towards a Prosperous and Empowered Upper Middle-Income Society by 2030.

ii. **National Priorities** the Ministry/Department/Agency is contributing to:

NPA Ref	Description of NPA
NPA 1	Structural Transformation and Value Chains
NPA 2	Economic Growth and Stability
NPA 3	Development and Decentralisation
NPA 4	Governance

iii. **National Key Result Areas** the Ministry/Department/Agency is contributing to:

NKRA Ref	Description of NKRA
NKRA 1	Structurally balanced economy
NKRA 2	Macroeconomic Stability
NKRA 3	Sustainable Economic Growth
NKRA 4	Inclusive Economic Growth
NKRA 6	Equitable regional development
NKRA 7	Public Service Delivery

iv. **National Outcomes** the Ministry/Department/Agency is contributing to

	National Outcome
NOUC 1	Improved value addition
NOUC 2	Improved Contribution of manufacturing sector to GDP
NOUC 3	Improved contribution of value-added exports to total exports
NOUC4	Improved earnings from beneficiated minerals
NOUC 5	Improved earnings from trade in goods and services
NOUC 6	Declining General Price Level
NOUC 7	Increased GDP
NOUC 8	Increased per capita Incomes
NOUC 9	Improved ease of doing business
NOUC 10	Increased Decent Jobs
NOUC 11	Increased contribution to the economy/GDP

<b>NOUC 12</b>	Enhanced service delivery
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## B. SECTOR LEVEL CONTRIBUTION

i. **Name of Sector:** Manufacturing and Distribution

ii. **Sector Key Result Area:**

	<b>Description of Sector Key Result Area</b>
<b>SKRA 1</b>	Structurally Balanced Economy

iii. **Sector Outcomes**

	<b>Description of Sectoral Outcome Description</b>
<b>SOUC 1</b>	Improved Performance in the Manufacturing Sector
<b>SOUC 2</b>	Improved Value of Agro Processed Goods
<b>SOUC 3</b>	Improved Mineral Beneficiation
<b>SOUC 4</b>	Improved Earnings from Trade in Goods and Services

i. **MDA:** Ministry of Industry and Commerce

ii. **MDA Vote Number:** 7

iii. **MDA Vision Statement:** A thriving, innovative, advanced and diversified Industry and Commerce by 2030, transforming our nation into a vibrant hub of entrepreneurship, industry, and commerce, fostering prosperity and resilience.

iv. **MDA Mission Statement:** To facilitate and promote the development of sustainable, innovative, inclusive, competitive industrial and commercial enterprises that are regionally and globally integrated.

v. **Core Values**

- **Diligence**

Apply earnestness and persistence to our work.

- **Integrity**

Being honest, fair, observing equality and moral principles.

- **Professionalism**

Committed to proficiency, reliability and excellence.

- **Teamwork**

Valuing a united family and treating one another with respect whilst acknowledging our different roles in achieving desired results.

- **Accountability**

Ability of staff and organization to honour commitments, to clients and to each other.

- **Innovativeness**

Ability of staff to bring new ideas, methods and creative thinking.

## vi. Terms of Reference

1. Constitution of Zimbabwe Amendment (No. 20) Act of 2013
2. Bonus Prohibition Act [Chapter 14:03]
3. Commercial Premises (Lease Control) Act [Chapter 14:04]
4. Competition Act [Chapter 14:28] (Act No. 7 of 1996)
5. Consumer Protection Act [Chapter 14:14] (Act No. 5 of 2019)
6. Control of Goods Act [Chapter 14:05]
7. Export Credit Reinsurance Act [Chapter 24:06]
8. Food and Food Standards Act [Chapter 15:04](Jointly administered with the Minister of Health and Child Care)
9. Indigenisation and Economic Empowerment Act [Chapter 14:33] (Act No. 1 of 2020)
10. Iron and Steel Industry Act [Chapter 14:11]
11. Merchandise Marks Act [Chapter 14:13]
12. Metrication (Conversion and Adoption) Act, 1971 (Act No. 43 of 1971)
13. National Competitiveness Act, 2017 (Act No. 6 of 2017)
14. One-Stop Border Posts Control Act [Chapter 3:04] (Act No. 2 of 2007)
15. Produce Export Act [Chapter 18:17]
16. Standardisation of Soap Act [Chapter 14:18]
17. Standards Development Fund Act [Chapter 14:19]
18. Sugar Production Control Act [Chapter 18:19]
19. Trade Coupons Act [Chapter 14:21]
20. Trade Development Surcharge Act [Chapter 14:22]
21. Trade Measures Act [Chapter 14:23]
22. White Phosphorus Matches Act [Chapter 14:25]
23. Zimbabwe Development Corporation Act [Chapter 24:15]
24. Zimbabwe International Trade Fair Act [Chapter 14:26]
25. Zimbabwe State Trading Corporation Act [Chapter 14:27]
26. Zimbabwe State Trading Corporation (Repeal) Act, 1998 (Act No. 1 of 1998)

## vii. Overall Functions

1. Provide visionary and strategic leadership on Moving the Economy up the Value Chain and Structural Transformation.
2. Provide leadership in creating an enabling environment for industry based on our natural endowments and revealed comparative advantage areas in collaboration with Ministry of Finance, Economic Development, and Investment Promotion.
3. Broaden and deepen the resource pool through the identification and exploitation of available and accessible funding mechanisms.
4. Develop and implement inclusive and sustainable policies, strategies and programmes that strengthen the manufacturing and other sectors of the economy and increase value addition and competitiveness.
5. Formulate and implement coherent, predictable and transparent regulatory instruments that propel economic growth while safeguarding all economic citizens, particularly the consumers.
6. Develop a fair local trading system that seamlessly links with regional and global trading ecosystems in line with all accredited protocols.
7. Develop agro-process industry for local and export markets in collaboration with the Ministry of Lands, Agriculture, Fisheries, Water and Rural Development.
8. Provide a policy framework to encourage beneficiation of key minerals in collaboration with Ministry of Mines and Mining Development.
9. Provide support for all economic citizenry including Business Management Organizations, Commercial Interest Associations and individuals.
10. Ensure effective participation by private sector in negotiations of regional and international trade agreements with the Ministry of Foreign Affairs and International Trade.
11. Organise and coordinate the hosting of Zimbabwe International Trade Fairs
12. Facilitate the revitalization of local industries and promote the adoption of effective strategies for e-enabled businesses
13. Coordinate local companies to participate at foreign exhibitions, expos and trade shows in collaboration with the Ministry of Foreign Affairs and International Trade.
14. Negotiate, domesticate and implement Zimbabwe's regional and international standards and quality assurance commitments and obligations.
15. Formulate policies and strategies on Foreign Direct Investment (FDI) and Domestic Capital Participation in national industrialisation in collaboration with Zimbabwe Investment Development Agency.



16. Develop and implement strategies and policies for economic empowerment.
17. Oversee the operations of parastatals, state-owned enterprises and grant-aided institutions that fall within the jurisdiction of the Ministry.
18. Stimulate and accelerate development of sustainable and competitive enterprises in all sectors and geographies, through the efficient provision of effective and accessible incentive measures that support Vision 2030 in consultation with the Ministry of Finance, Economic Development and Investment Promotion.
19. Formulate, develop and implement policies and tools that create fair competition in the economic arena.
20. Create strong collaboration with the tertiary and research institutions to facilitate the transfer of scientific knowledge and technological innovation to escalate industrialization, economic growth and prosperity.
21. Collaborate with the Procurement Regulatory Authority of Zimbabwe to motivate for policies that promote local industry and production.

#### viii. **Departments in the MDA and their Functions**

The Ministry is comprised of two divisions namely, Industry and Commerce. The division of Industry has the following departments: Industrial Development, and Investment Promotion, Export Development and Economic Empowerment. The other division of Commerce has two departments that is Commerce and Consumer Affairs Department and Quality Assurance and Trade Measures. These are supported by the following departments; Strategic Policy Planning, Monitoring and Evaluation, Finance and Administration, Human Resources, Legal Services, Gender Mainstreaming, Inclusivity and Wellness Department and Communication and Advocacy, Internal Audit and Procurement Management Units.

#### ***INDUSTRIAL DEVELOPMENT***

1. Formulate, review, implement and monitor the industrial development policy;
2. Coordinate industrial activities;
3. Create a conducive environment for industrial growth;
4. Facilitate resuscitation of closed and ailing companies;
5. Monitor the operation of strategic industries;
6. Promote value addition and import substitution activities.
7. Monitoring the production of goods;

8. Enhance operational capacity of Government Companies, State Enterprises and/or Parastatals; and
9. Promote competitiveness in industry, including the Green Industry Initiative.

### *INVESTMENT PROMOTION, EXPORT DEVELOPMENT AND ECONOMIC EMPOWERMENT DEPARTMENT*

1. Implement investment policies to attract investors in the Manufacturing sector
2. Participate in bilateral, regional and multilateral negotiations in consultation with the Ministry of Foreign Affairs and International Trade;
3. Analyse data/information on national and global investment trends and advise all economic sectors of the economy;
4. Implement Export Development policies and strategies;
5. Implement the provisions of regional and international trade agreements;
6. Coordinate hosting of the Zimbabwe International Trade Fairs;
7. Coordinate local companies to participate at foreign exhibitions, expos and trade shows;
8. Formulate, coordinate, and monitor the implementation of the economic empowerment legislation;
9. Monitor businesses operating in the reserved sectors;
10. Facilitate the resourcing, setting up and operationalisation of Community Share Ownership Trusts; and
11. Monitor and supervise the National Indigenisation and Economic Empowerment Fund.

### *COMMERCE AND CONSUMER AFFAIRS DEPARTMENT*

1. Create a conducive environment for commercial growth;
2. Coordinate and monitor commercial sector activities;
3. Develop, review and implement Consumer Protection Policies and Strategies;
4. Develop and implement pricing policies and models for essential products;
5. Monitor developments in the domestic trade sector and the availability of basic commodities;
6. Facilitate and promote implementation of One Stop Border Posts; and
7. Facilitate resolution of Commercial Rent disputes and determination of fair commercial rent through the Commercial Rent Board.
8. Promote the use of mobile platforms for e-commerce

## *QUALITY ASSURANCE AND TRADE MEASURES DEPARTMENT*

1. Promote the development and implementation of quality policies and strategies;
2. Facilitate the development and implementation of mandatory standards;
3. Promote accreditation of Zimbabwe testing, calibration inspection and certification facilities;
4. Promote and implement Legal Metrology programmes, policies and strategies
5. Collaborate with regulators on the enforcement of mandatory standards
6. Negotiate and facilitate domestication of regional and international commitments for standards and quality assurance;
7. Conduct market surveillance on quality of imported and locally produced goods and services;
8. Implement programmes to enhance quality of products and services; and
9. Supervise the Trade Measures Board.

## *STRATEGIC POLICY PLANNING, MONITORING AND EVALUATION DEPARTMENT*

1. Coordinate the formulation, implementation and review of the Ministry's Strategic Plan and annual, quarterly and monthly work plans;
2. Coordinate the implementation and data inputting, through Government's E-enabled platforms, such as the Whole of Government Performance Management System (WoGPMS);
3. Conduct research that supports the Ministry's mandate and advise on appropriate industrial and commercial policies;
4. Develop, and maintain an accurate and comprehensive up to date Industry and Commerce database;
5. Develop and review appropriate and effective M & E systems and Log Frame;
6. Conduct Monitoring and Evaluation and reviews on the performance of the national development programmes, inclusive of the rapid results initiatives and Ministry's programmes and projects;
7. Coordinate the submission of Parliamentary and Cabinet responses;
8. Coordinate the formulation and monitor implementation of Strategic Plans by State Owned Entities under the Ministry;

9. Coordinate and monitor the implementation of the Performance Contracts for Minister, Board Chairpersons, Permanent Secretary and Heads of State-Owned Enterprises
10. Monitor and evaluate compliance with Government's corporate governance architecture and other government policy directives amongst State Owned Entities under the purview Ministry; and
11. Develop Ministry Risk Framework and Register

### *FINANCE AND ADMINISTRATION DEPARTMENT*

1. Produce Financial Accounting, Reporting and Management on Appropriation, Funds, Grants and Loans;
2. Coordinate and prepare the Ministry's estimates of revenue and expenditure;
3. Execute, monitor and control the budget;
4. Maintain proper and adequate accounting records;
5. Develop proper systems of internal control;
6. Prepare and submit Statutory returns to Parliament, Treasury and Auditor General;
7. Revenue Collection;
8. Assets, inventory and material management;
9. Conduct Boards of Inquiries and Surveys;
10. Vehicle Fleet management; and
11. Formulate and implement risk management policies and strategies

### *GENDER MAINSTREAMING, INCLUSIVITY AND WELLNESS DEPARTMENT*

1. Coordinate the formulation, implementation and evaluation of gender mainstreaming, inclusivity and wellness policies, strategies and programmes in the Ministry in consultation with Heads of department;
2. Provide technical expertise/advice on capacity building, knowledge building and management of gender mainstreaming, inclusivity and wellness issues;
3. Promote workplace policies and procedures that ensure inclusivity in the Ministry;
4. Develop and maintain strategic partnerships with stakeholders to entrench gender mainstreaming, inclusivity and wellness issues in the Ministry and ensure that they feed into the national agenda;
5. Coordinate the implementation of policies and programmes on the welfare of persons with disabilities in the Ministry;

6. Ensure that public utilities in the Ministry are accessible and do not discriminate against persons with disabilities
7. Develop and manage capacity development programmes to enhance members in the Ministry's understanding of gender mainstreaming, inclusivity and wellness issues; and
8. Audit Ministry policies, procedures and systems to ensure that the working environment upholds employee wellbeing as culture and develop appropriate wellness programmes.

### *HUMAN RESOURCES DEPARTMENT*

1. Facilitate the appointment, regrading, transfers, promotion and termination of employment;
2. Manage and control the establishment of the Ministry.
3. Facilitate training and development programs for staff;
4. Coordinate the development of an efficient and effective personnel information system;
5. Monitor the implementation of Results Based Personnel Performance Management and Staff Appraisal;
6. Promote occupational health and safety, gender equity and workplace HIV and AIDS programmes;
7. Manage employee relations and disciplinary processes; and
8. Manage information and communication systems including library and records.

### *LEGAL SERVICES DEPARTMENT*

1. Providing sound legal advice to the Ministry and its stakeholders on a wide range of legal Issues, including commercial law, corporate law, consumer protection law, competition law, and other relevant laws;
2. Drafting and reviewing legal documents, such as contracts, legislation, and policies;
3. Facilitate effective legal representation of the Ministry in court proceedings;
4. Monitoring and advising on legislative developments that affect the Ministry's work;
5. Promoting the rule of law and good governance in the Ministry's operations

## *COMMUNICATION AND ADVOCACY DEPARTMENT*

1. Develop and implement a comprehensive communication strategy;
2. Coordinate and facilitate media coverage;
3. Branding of Ministry events, projects and programmes;
4. Daily media monitoring and updates for the Ministry;
5. Handle media and any other inquiries;
6. Manage the Ministry's digital platforms;
7. Produce and publish Ministry publications;
8. Plan and coordinate Ministry exhibitions;
9. Carry out opinion surveys and client satisfaction surveys

## *INTERNAL AUDIT DEPARTMENT*

1. Provide assurance and advisory services to the Ministry on Governance issues, risk management and controls.
2. Planning and executing audits within the organization;
3. Assess the effectiveness of internal controls, compliance with policies and procedures, and verify the accuracy of financial and operational data;
4. Identify and evaluate potential risks that could affect the organization's objectives;
5. Analyse processes, systems, and controls to determine areas of vulnerability and recommend measures to mitigate risks;
6. Review and evaluate the adequacy and effectiveness of the organization's internal controls;
7. Prepare detailed audit reports summarizing their findings, observations, and recommendations;
8. Monitor compliance with laws, regulations, and internal policies;
9. Identifying opportunities for operational and process improvements; and
10. Interact with various stakeholders, including management, employees, and external parties.

## *PROCUREMENT MANAGEMENT DEPARTMENT*

1. Develop Procurement Plan for the Ministry
2. Secure the adoption of the appropriate procurement method;
3. Prepare bidding documents in compliance with the Regulations;
4. Prepare bid notices and short-lists;

5. Manage bidding processes, including pre-bid meetings, clarifications and the receipt and opening of bids;
6. Manage the evaluation of bids and any post qualification negotiations required;
7. Supervise the Ministry's procurement and evaluation committee;
8. Prepare evaluation reports, including contract award recommendations, where the value of the procurement less than the prescribed threshold;
9. Prepare contract documents and amendments;
10. Manage procurement contract or overseeing their management; and
11. Prepare procurement reports, as may be required by the Accounting Officer or the Regulatory Authority.

### *INFORMATION AND COMMUNICATION TECHNOLOGY DEPARTMENT*

1. Spearhead adoption of digital services and digital transformation initiatives within the Ministry.
2. Manage and maintain the ministry's ICT infrastructure, including networks, servers, and hardware.
3. Develop and maintain software applications and Ministry ICT systems.
4. Handle Ministry data storage, security, and backup procedures.
5. Implement cybersecurity measures to protect the Ministry's ICT systems and data from unauthorized access, cyber threats, and data breaches.
6. Provide technical support to Ministry staff for ICT-related issues and conducting training programmes to enhance staff members' ICT skills and knowledge in collaboration with HR Department.
7. Develop and implement ICT policies and guidelines.

ix. State Enterprises and Parastatals, Statutory Bodies and Grant Aided Institutions under the MDA and their Functions.

### *COMPETITION AND TARIFF COMMISSION*

1. Promote fair competition in all sectors of the economy;
2. Investigate and regulate mergers in the economy;
3. Investigate, discourage and prevent restrictive practices;
4. Reduce barriers to entry into any sector in the economy or any form of economic activity;
5. To undertake investigations and make reports to the Ministry of Industry and Commerce relating to tariff charges i.e. giving assistance or protection to local manufacturing industry;
6. Investigate unfair trade practices in the economy; and
7. Rendering technical assistance to Government during trade negotiations.

### *CONSUMER COUNCIL OF ZIMBABWE*

1. Engage with government, businesses and other stakeholders on consumer related issues;
2. Provide information and raise awareness about consumer rights and responsibilities;
3. Conduct research on various consumer issues, such as pricing, quality, and availability of goods and services, and using the findings to advocate for better policies that protect consumers;
4. Ensure that businesses comply with regulations concerning product labelling, pricing, and advertising, thus protecting consumers from deceptive or unfair practices; and
5. Engage with lawmakers and regulators to promote and strengthen consumer protection laws

### *CONSUMER PROTECTION COMMISSION*

1. Protect consumers from unconscionable, unreasonable, unjust or otherwise improper trade practices; as well as deceptive, misleading, unfair or fraudulent conduct;
2. Promote fair business practices;
3. Co-ordinate and network consumer activities and liaise with consumer organisations and the competent authorities and agencies locally and outside Zimbabwe;
4. Promote consumer education and empowerment;
5. Investigate and evaluate alleged prohibited conduct and offences;



6. Refer to the Competition and Tariff Commission or any other relevant authority any concerns regarding market share, anti-competitive behaviour or conduct that may be prohibited in terms of the Competition Act [Chapter 14:28] or other relevant Acts;
7. Cooperate with other consumer protection authorities to obtain redress across borders for consumers affected by fraudulent and deceptive commercial practices;
8. Promote international co-operation in the comparative testing of consumer goods and services and facilitate exchange of test methods, plans and results; and
9. Monitor trends in the consumer market and regulate the accreditation of consumer protection advocacy bodies.

### *NATIONAL COMPETITIVENESS COMMISSION*

1. Develop, coordinate and implement key income and pricing policies that will enhance Zimbabwe's global competitiveness;
2. Monitor evolving sector specific subjects and strategies for enhancing Zimbabwe's global competitiveness;
3. Review all existing and new business regulations to ascertain their impact on the cost of doing business and recommend amendments or repeals where appropriate to enhance competitiveness;
4. Continuously monitor the cost drivers in the business and economic environment, and advise on measures to be taken to enhance productivity and address current and emerging costs challenges;
5. Identify sectors of the Zimbabwean economy that have potential for global competitiveness, whilst also paying due attention to issues of the structure and size of industry, technology gaps and skills, and infrastructure and modernization needs;
6. Review all price changes by the Government, statutory corporations and local authorities when charging or levying user fees, rates, penalties and fines payable by the public and clients;
7. Undertake research and maintain a comprehensive nationwide statistical database to be used in the analysis of competitiveness across all sectors of the economy;
8. Develop periodic competitiveness frameworks and strategies;
9. Provide a platform for dialogue between the public and private sector, labour, academia and non-state actors on the subject of competitiveness;
10. Build awareness and advocacy on matters related to competitiveness; and
11. Produce an annual benchmarking report on national competitiveness to be called the National Competitiveness Report.

### *STANDARDS ASSOCIATION OF ZIMBABWE*

1. Develop and publish Zimbabwean standards for various industries to ensure products, services, and systems meet required quality, safety, and performance criteria;
2. Provide certification, testing, and inspection services to verify that products and services conform to the established standards;
3. Conduct training programs, workshops, and seminars to educate businesses, industries, and the general public about standards, quality management, and best practices;
4. Promote quality assurance practices across various sectors;
5. Ensure that products and services meet safety and quality standards;
6. Offer expert advice to industries, government bodies, and other stakeholders on matters related to standardization and quality management systems;
7. Collaborate with international standardization organizations, regional bodies, and other national standards organizations to align Zimbabwe's standards with global best practices;
8. Undertake research to develop new standards and improve existing ones; and
9. Engage in advocacy efforts to raise awareness of the importance of standards and quality assurance in business, industry, and society at large.

### *ZIMBABWE IRON AND STEEL COMPANY (ZISCOSTEEL) (PVT) LIMITED*

1. Production of Iron and Steel.
2. Production of steel and steel products.
3. Enhance value addition and beneficiation of the abundant iron ore.
4. Accelerate import substitution by supplying required steel products to the local market.
5. To provide steel and steel products to downstream industries in all sectors.
6. Create indirect and direct employment in downstream and upstream industries.
7. Generation of foreign currency inflow through exports.

### *ZIMBABWE INTERNATIONAL TRADE FAIR COMPANY*

1. Provision of exhibition facilities
2. Exhibition organizing and management
3. Maintaining and upgrading the Zimbabwe International Exhibition Centre facility.
4. Business visitor/exhibitor entertainment and support.
5. Mobilizing resources.

6. Stand design and building.
7. Venue hire.
8. Consultancy and Advisory Services

#### *ZIMBABWE DEVELOPMENT COOPERATION*

1. Promote a balanced development of the economy of Zimbabwe through investment, whether by itself or jointly with other persons, in the rural area, and in other areas of the economy which, in the opinion of the Corporation—
  - (i) are of strategic importance to national development; or
  - (ii) are in need of additional investment for the purpose of achieving any sectoral objectives fixed by the Government;
2. Promote, commission or conduct research into the increased use of local raw materials, especially by basic industries; and
3. Ensure co-ordination in the activities of subsidiaries and for that purpose to examine and, subject to subsection (2), to approve the capital plans and budgets of every subsidiary

## X. ENVIRONMENTAL SCAN

### (a). PESTLEG Analysis

Item	Issues	Impact
Political	Enabling political environment	<ul style="list-style-type: none"> <li>• Boosts investor confidence.</li> </ul>
	Political will	<ul style="list-style-type: none"> <li>• Quickens decision making</li> <li>• Fosters policy consistence</li> </ul>
	Perceived country risk	<ul style="list-style-type: none"> <li>• Reduced investor confidence</li> </ul>
	Sanctions	<ul style="list-style-type: none"> <li>• Affect free trade</li> <li>• Affect free flow of funds.</li> <li>• Hinder access to cheap funds</li> <li>• Erode investor confidence</li> </ul>
	Engagements and Re-engagements	<ul style="list-style-type: none"> <li>• Retention of lost investors</li> <li>• Establishment of new credit lines</li> <li>• Revival of existing credit lines</li> </ul>
Economic	Volatile macroeconomic factors	<ul style="list-style-type: none"> <li>• Reduced foreign direct investment</li> </ul>
	Open for Business Mantra	<ul style="list-style-type: none"> <li>• Increased investments</li> </ul>
	Industrial Development	<ul style="list-style-type: none"> <li>• Policy ownership for quick results</li> </ul>
	Rural Industrialisation thrust	<ul style="list-style-type: none"> <li>• Upliftment of rural communities</li> </ul>
	Corporate Social Investment	<ul style="list-style-type: none"> <li>• Upliftment of rural economies.</li> </ul>
	Trade and Economic agreements	<ul style="list-style-type: none"> <li>• Improved investor –community relations.</li> </ul>
	Policy inconsistency	<ul style="list-style-type: none"> <li>• Loss of confidence</li> <li>• Speculative behaviour</li> </ul>
	High cost of doing business	<ul style="list-style-type: none"> <li>• Reduced innovations and technological advancement</li> <li>• Reduced Competitiveness</li> </ul>

Item	Issues	Impact
	Smuggling and proliferation of counterfeit products	<ul style="list-style-type: none"> <li>● Reduced innovations and technological advancement</li> <li>● Reduced Competitiveness</li> </ul>
Social	Corruption	<ul style="list-style-type: none"> <li>● Raises cost of goods and services</li> <li>● Increases cost of doing business</li> <li>● Discourages investment</li> <li>● Damages reputation</li> <li>● Uneven distribution of wealth</li> <li>● Rent seeking behaviour</li> </ul>
	Pandemics	<ul style="list-style-type: none"> <li>● Reduces production</li> <li>● Negative manufacturing sector growth rate</li> <li>● Disrupt supply chains</li> <li>● Increases poverty</li> <li>● Price increases</li> </ul>
	Man made disasters	<ul style="list-style-type: none"> <li>● Disrupt production</li> <li>● Loss of wealth</li> <li>● Strains the resource mobilization</li> </ul>
	Unemployment	<ul style="list-style-type: none"> <li>● Increases crime rate</li> <li>● Causes civil unrest</li> <li>● Drug abuse</li> </ul>
	Crime	<ul style="list-style-type: none"> <li>● Reduces investment</li> </ul>
	Corporate social investment	<ul style="list-style-type: none"> <li>● Reduced poverty</li> <li>● Increased production</li> <li>● Increased supporting infrastructure</li> <li>● Increased economic enablers</li> </ul>

<b>Item</b>	<b>Issues</b>	<b>Impact</b>
Technological	High inhibiting cost of acquiring new technologies	<ul style="list-style-type: none"> <li>• Reduces competitiveness</li> <li>• Low technological uptake</li> <li>• Reduces exports</li> <li>• Reduces industrial development</li> </ul>
	Low levels of awareness	<ul style="list-style-type: none"> <li>• High costs of production</li> <li>• Low level of production</li> </ul>
	Low uptake of e-commerce	<ul style="list-style-type: none"> <li>• Reduced Trade</li> <li>• Slow movement of goods</li> <li>• Backwardness</li> </ul>
	Limited R & D	<ul style="list-style-type: none"> <li>• Limited new products and services</li> <li>• Lack of innovation</li> <li>• Reduced consumer choice</li> <li>• Reduced evidence decision making</li> </ul>
Legal	Fragmented International legislation	<ul style="list-style-type: none"> <li>• Uncertainty and ambiguity</li> <li>• Over regulation</li> <li>• High costs of domestication</li> </ul>
	Ever changing international laws	<ul style="list-style-type: none"> <li>• Lack of alignment to international standards</li> <li>• Non-Compliance to international standards</li> <li>• Legislative inconsistency</li> </ul>
Ecological	Climate Change	<ul style="list-style-type: none"> <li>• Depleted agriculture and industrial output</li> </ul>
	Constant changes in environmental protocols (Local, Regional, and International)	<ul style="list-style-type: none"> <li>• Raises compliance costs</li> </ul>
	Limited resources for Greening Industries	<ul style="list-style-type: none"> <li>• Increased Degradation and pollution</li> </ul>

Item	Issues	Impact
Governance	Prohibitive Environmental Impact Assessment requirements	• Corruption
	Lack of transparency	• Limited service delivery
	Limited knowledge on Corporate Governance legislation	• Noncompliance
	Devolution	• Improved service delivery • Inclusive growth
	Unethical business practices	• High cost of doing business • Low quality products

## 10 b. SWOT Analysis

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>• Highly educated workforce;</li> <li>• Supportive leadership to achieve the vision</li> <li>• Decentralised structures</li> <li>• Legislative and Policy frameworks in place</li> <li>• Well defined functions;</li> <li>• Strong working relationship with stakeholders;</li> <li>• Good corporate governance practices</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• Understaffing in key positions;</li> <li>• Lagging behind in adopting new technologies</li> <li>• Limited appreciation of the Results Based Management System;</li> <li>• Insufficient tools of trade;</li> <li>• Inadequate financial resources</li> <li>• Non-alignment of legislation to evolving technology</li> <li>• Inadequate office space</li> <li>• Poor working environment</li> <li>• Inadequate retention strategies/Low remuneration</li> </ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• Diaspora community willing to invest back home</li> <li>• Devolution (Industrial decentralisation)</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>• Geopolitical shocks</li> <li>• Volatility of international commodity prices</li> <li>• Corrupt tendencies</li> <li>• Goal displacement (lot of ad hoc issues)</li> <li>• Fragmented and conflicting legislation policies</li> </ul>

<ul style="list-style-type: none"><li>• Bigger market due to Membership to regional and international communities e.g SADC, COMESA, Tripartite, AfCFTA</li><li>• Changes in consumption patterns</li><li>• Ease of Doing Business reforms</li><li>• Technological advancement</li><li>• Social media platforms</li><li>• Voluntary compliance by industry</li></ul>	<ul style="list-style-type: none"><li>• Volatile macroeconomic environment</li></ul>
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## XI. MDA Programmes and Outcomes

Prog. Ref	Programme Name	Programme Outcome/s	Weight (%)	Responsible Department	Contributing MDAs/ Other Partners	Type of Contribution	Sector Outcome Ref.	National Outcome Ref	SDG Ref
1	Policy and Administration	1. Improved governance and administration 2. Improved value for money 3. Improved staff performance	10	Finance & Administration, Human Resources, Strategic Planning, Monitoring and Evaluation, Communication and Advocacy, Procurement Management, Information and Communication Technology, Internal Audit, Legal Services	Ministry of Finance, Economic Development and Investment Promotion  Public Service Commission  Auditor General  Attorney General  Ministry of Justice, Legal and Parliamentary Affairs  Office of the President and Cabinet	Financial resources  Human resources  Facilitate compliance to systems  Legal advice  Legal advice  Policy guidance	1,2,3,4	1,2,3,4,5	8,9,12,17

Prog. Ref	Programme Name	Programme Outcome/s	Weight (%)	Responsible Department	Contributing MDAs/ Other Partners	Type of Contribution	Sector Outcome Ref.	National Outcome Ref	SDG Ref
					Ministry of Information Publicity and Broadcasting Services	Publicity			
					Ministry of Information Communication Technology, Postal and Courier Services	Digitalisation			
					Procurement Regulatory Authority of Zimbabwe	Policy guidance on procurement issues			
					Parliament	Oversight			
2	Industrialisation	4. Improved industrial performance	55	Industrial Development, Investment Promotion Export Development	Industrial Development Corporation of Zimbabwe	Financial resources	1,2,3,4	1,2,3,4,5	8,9,17
					Zimbabwe Investment and Development Agency	Facilitation of investments			

Prog. Ref	Programme Name	Programme Outcome/s	Weight (%)	Responsible Department	Contributing MDAs/ Other Partners	Type of Contribution	Sector Outcome Ref.	National Outcome Ref	SDG Ref
		5. Improved value addition and beneficiation 6. Improved rural industrialisation 7. Improved broad based economic empowerment		and Economic Empowerment	Ministry of Finance, Economic Development and Investment Promotion, Office of the President and Cabinet Parliament Competition and Tariff Commission Standard Association of Zimbabwe National Competitiveness Commission	Supportive policies Policy guidance Oversight Implement competition law Implement Standards Regulation Policy recommendation			

Prog. Ref	Programme Name	Programme Outcome/s	Weight (%)	Responsible Department	Contributing MDAs/ Other Partners	Type of Contribution	Sector Outcome Ref.	National Outcome Ref	SDG Ref
					Zimbabwe International Trade Fair	Facilitate exhibitions			
					Business Member Organisations	Stakeholder engagements Policy advice			
					Ministry of Foreign Affairs and International Trade,	Trade facilitation			
					Ministry of Lands, Agriculture, Fisheries, Water, Climate and Rural Development	Facilitates raw material supplies			
					Ministry of Mines and Mining Development,	Facilitates raw material supplies			
					Ministry of Women Affairs, Community, Small and Medium Enterprises Development	Promoting linkages between SMEs			

Prog. Ref	Programme Name	Programme Outcome/s	Weight (%)	Responsible Department	Contributing MDAs/ Other Partners	Type of Contribution	Sector Outcome Ref.	National Outcome Ref	SDG Ref
						and large companies			
					Ministry of Higher and Tertiary Education, Innovation, Science and Technology Development	Skills development and workforce training  Research and Development			
3	Consumer Protection and Quality Assurance	1. Improved consumer protection  2. Improved Commercial sector performance	35	Commerce and Consumer Affairs, Quality Assurance and Trade Measures, Investment Promotion  Export Development and Economic Empowerment,	Ministry of Finance, Economic Development and Investment Promotion  Parliament  Ministry of Information, Publicity and Broadcasting Services	Policies  Oversight  Publicity	1,2,3,4	1,2,3,4,5	12,17

Prog. Ref	Programme Name	Programme Outcome/s	Weight (%)	Responsible Department	Contributing MDAs/ Other Partners	Type of Contribution	Sector Outcome Ref.	National Outcome Ref	SDG Ref
				Industrial Development,	Office of the President and Cabinet	Policy guidance			
					Competition and Tariff Commission	Implement competition regulations			
					Standard Association of Zimbabwe	Implement standards regulations			
					Consumer Protection Commission	Implement consumer protection legislation			
					Consumer Council of Zimbabwe	Facilitate arbitration and conciliation			

Prog. Ref	Programme Name	Programme Outcome/s	Weight (%)	Responsible Department	Contributing MDAs/ Other Partners	Type of Contribution	Sector Outcome Ref.	National Outcome Ref	SDG Ref
					National Competitiveness Commission	Policy recommendations			
		1. Improved provision of quality goods and services		Quality Assurance and Trade Measures, Commerce and Consumer Affairs, Investment Promotion Export Development and Economic Empowerment	Parliament Attorney General's Office Ministry of Information, Publicity and Broadcasting Services Standard Association of Zimbabwe National Competitiveness Commission	Oversight role Policy direction Publications Implement standards regulations Policy recommendations	1,2,3,4,	1,2,3,4,5	12,17

Prog. Ref	Programme Name	Programme Outcome/s	Weight (%)	Responsible Department	Contributing MDAs/ Other Partners	Type of Contribution	Sector Outcome Ref.	National Outcome Ref	SDG Ref
					Consumer Protection Commission	Implement consumer protection legislation			
					Office of the President and Cabinet	Oversight			
					Business Member Organisations	Advise			
					Competition and Tariff Commission	Implement competition regulations			



i. Policies applicable to the MDA

	External Policy	Programme Ref	Internal Policy	Programme Ref
1.	UN Sustainable Development Goals	2,3	Accounting Officer's Instructions	1
2.	Africa Agenda 2063	2,3	Strategic Plan 2021-2025	1,2,3
3.	COMESA Industrialization Strategy (2017-2026)	2,3	Zimbabwe Industrial Reconstruction and Growth Plan (2024-2025)	2,3
4.	SADC Protocol on Industry	2,3	The Pharmaceutical Manufacturing Sector Strategy (2021 – 2025)	2
5.	SADC Industrialisation Strategy and Roadmap (2015-2063)	2,3	The Zimbabwe Leather Sector Strategy (2021 -2030)	1,2,3
6.	National Development Strategy 1, 2021 – 2025	1,2,3	Engineering Iron and Steel Strategy (2022 -2026)	1
7.	National Agriculture Policy Framework (2019 – 2030)	2	Engineering Iron and Steel Strategy (2022 -2026)	1
8.	Mines and Minerals Act (Chapter 21:04)	2	Import and Export Licencing Criteria	2
9.	Public Finance Management Act [Chapter 22:19]	1,2,3	Gender Committee (Terms of Reference) (TOR)	1

	External Policy	Programme Ref	Internal Policy	Programme Ref
	SI 2019/144 Public Finance Management (Treasury Instructions)			
10.	Public Procurement and Disposal of Public Assets Act [Chapter 22:23]	1,2,3	Local Content Strategy	2,3
11.	Public Service Regulations 2000 as amended	1	Standards Development Fund Constitution	2,3
12.	Public Service HIV and AIDS Policy 1999	1	National Quality Policy	3
13.	Public Service Sexual Harassment Policy 2022	1		
14.	National Gender Policy 2008	1		
15.	Science, Technology and Innovation Policy 2012	2,3		
16.	National ICT Policy (2022 – 2027)	1,2,3		
17.	National Energy Policy	1,2,3		
18.	National Renewable Energy Policy	1,2,3		
19.	National Medicines Policy of Zimbabwe 2011	1		

	External Policy	Programme Ref	Internal Policy	Programme Ref
20.	National Tourism Policy (2024 -2028)	2,3		
21.	Local Authority Licensing and Regulation Policy 2000	2,3		
22.	Dairy Revitalization Strategy	2		
23.	Patents Act (Chapter 26:03)	2,3		
24.	National Trade Policy (2019-2023)	2,3		
25.	National Export Strategy (2019-2023)	2,3		
26.	National Africa Continental Free Trade Area Strategy (work in progress)	2,3		
27.	Public Entities Corporate Governance Act [Chapter 10:31]	1,2,3		
28.	Administrative Justice Act [Chapter 10:28]	1,2,3		

	External Policy	Programme Ref	Internal Policy	Programme Ref
29.	<p>Environmental Management Act [Chapter 20:27]</p> <p>Environmental Management (Control of Hazardous Substances) (General) Regulations, 2018 (S.I. No. 268 of 2018)</p> <p>Environmental Management (Prohibition and Control of Ozone Depleting Substances, Greenhouse Gases, Ozone Depleting Substances and Greenhouse Gases Dependent Equipment) Regulations, 2023 (SI 49 of 2023)</p>	2,3		
30.	National Climate Policy (2017)	2,3		
31.	Zimbabwe Climate Change National Adaptation Plan (2023)	2		
32.	Low Emissions Development Strategy	2,3		
33.	National Monitoring and Evaluation Policy	1,2,3		

	External Policy	Programme Ref	Internal Policy	Programme Ref
34.	National Monitoring and Evaluation Guidelines	1,2,3		
35.	Devolution and Decentralization Policy	1,2,3		

## ii. Clients' Needs/Problem Analysis

Direct Clients	Needs/Problems	Extent
<b>1. Industrialists</b>	<p><b>Need</b></p> <ol style="list-style-type: none"> <li>1. Policy Consistency - Conducive policies for industrial growth and development</li> <li>2. Access to Funding- Long term Affordable industry and trade finance</li> <li>3. Stakeholder engagement on policy formulation</li> <li>4. Manufacturer's central portal – (centralisation of information on manufacturer's requirements.</li> <li>5. Fiscal incentives</li> <li>6. Foreign currency to acquire raw materials.</li> <li>7. Ease of Doing Business</li> <li>8. Information on Trade Agreements and Trade remedies</li> <li>9. Timeous policy intervention</li> </ol>	<p><b>Extent of Needs:</b></p> <ol style="list-style-type: none"> <li>1. High demand for consistency</li> <li>2. US\$2 billion needed for Industry retooling</li> <li>3. Inclusive policy formulation.</li> <li>4. 100% up to date database</li> <li>5. 100% support on fiscal incentives</li> <li>6. 100% support</li> <li>7. High</li> <li>8. High</li> <li>9. 100%</li> </ol>

	<p><b>Problems</b></p> <ol style="list-style-type: none"> <li>1. Unstable operating environment</li> <li>2. Shortage of power</li> <li>3. Limited appropriate skills</li> <li>4. Inadequate infrastructure</li> <li>5. High cost of doing business</li> <li>6. Limited access to affordable portable water</li> </ol>	<p><b>Extent of Problems</b></p> <ol style="list-style-type: none"> <li>1. Macroeconomic instability.</li> <li>2. Intermittent power outages.</li> <li>3. High skills shortages</li> <li>4. Huge infrastructure gaps</li> <li>5. Multiplicity of licences and regulations</li> <li>6. High water shortages</li> </ol>
<p><b>2. Manufacturers</b></p>	<p><b>Need</b></p> <ol style="list-style-type: none"> <li>1. Conducive policies for industrial growth and development</li> <li>2. Access to Funding- Long term Affordable industry and trade finance</li> <li>3. Stakeholder engagement on policy formulation</li> <li>4. Manufacturer's central portal</li> <li>5. Fiscal incentives</li> <li>6. Foreign currency to acquire raw materials.</li> <li>7. Ease of doing business</li> <li>8. Information on Trade Agreements and Trade Remedies</li> </ol>	<p><b>Extent</b></p> <ol style="list-style-type: none"> <li>1. High demand for conducive policies</li> <li>2. US\$2 billion needed for Industry retooling</li> <li>3. Inclusive policy formulation.</li> <li>4. 100% up to date database</li> <li>5. 100% support on fiscal incentives</li> <li>6. 100% support</li> <li>7. High</li> <li>8. High</li> <li>9. 100%</li> </ol>

9. Require timeous policy intervention

**Problem**

1. Delays in reviewing Acts and Policies
2. Limited funding for industry retooling and working capital
3. Limited consultations
4. Limited access to foreign currency
5. Power outages
6. High cost of doing business
7. Limited access to affordable portable water

**Causes**

1. Lengthy law- making process
2. Lack of industrial revolving fund
3. Lack of stakeholders buy-in
4. High interest rates
5. Climate change induced energy shortages
6. Multiplicity of licences and regulations
7. Climate change induced droughts

**Extent of the Problem**

1. Moderate
2. High cost of borrowing
3. Low
4. Moderate
5. Erratic power supply
6. Multiplicity of licences and regulations
7. High water shortages



<p><b>3. Exporters &amp; Importers</b></p>	<p><b>Needs:</b></p> <ol style="list-style-type: none"> <li>1. Export and Import licences</li> <li>2. Transparency on Import and Export License</li> <li>3. Decentralisation of permit issuance</li> <li>4. Functional Foreign currency market</li> <li>5. Information on regulations pertaining to products requiring (imports and exports) permits, SPS and Metrology requirements</li> <li>6. Information on export procedures, export markets, certificates of origin, certificates of compliance, export incentives and trade agreements</li> <li>7. Trade Facilitation and Trade Information</li> <li>8. Information on Trade remedies</li> <li>9. Ease of doing business</li> </ol> <p><b>Problem</b></p> <ol style="list-style-type: none"> <li>1. Limited access to foreign currency</li> <li>2. Non-tariff barriers (NTBs)</li> <li>3. Border inefficiencies</li> </ol>	<p><b>Extent</b></p> <ol style="list-style-type: none"> <li>1. Within 3 working days for import licences and 7 days for Exports.</li> <li>2. 100% transparency</li> <li>3. 100%</li> <li>4. 100% functionality and flexibility</li> <li>5. 100%</li> <li>6. On Demand</li> <li>7. 100%</li> <li>8. High</li> <li>9. High</li> </ol> <p><b>Extent of the problems</b></p> <ol style="list-style-type: none"> <li>1. Severe</li> <li>2. Moderate</li> <li>3. Moderate</li> </ol>
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	<p>4. Export retention.</p> <p><b>Causes:</b></p> <ol style="list-style-type: none"> <li>1. High interest rates</li> <li>2. Health and safety concerns</li> <li>3. Multiple licencing agencies</li> <li>4. Regulatory requirements</li> </ol>	<p>4. High</p>
<p>4. <b>Investors</b></p>	<p><b>Need</b></p> <ol style="list-style-type: none"> <li>1. Investment opportunities</li> <li>2. Investment incentives</li> <li>3. Conducive economic environment</li> <li>4. Policy consistency</li> <li>5. Investment facilitation</li> <li>6. Ease of doing business</li> </ol> <p><b>Problems</b></p> <ol style="list-style-type: none"> <li>1. Limited bankable projects</li> <li>2. Limited information on incentives</li> </ol>	<p><b>Extent</b></p> <ol style="list-style-type: none"> <li>1. 100%</li> <li>2. 100%</li> <li>3. High</li> <li>4. High demand for consistency</li> <li>5. 100%</li> <li>6. High</li> </ol> <p><b>Extent of the problems</b></p> <ol style="list-style-type: none"> <li>1. Moderate</li> <li>2. Low</li> </ol>

	<p>3. Multiplicity of licences</p> <p><b>Causes:</b></p> <ol style="list-style-type: none"> <li>1. Financial constraints for feasibility studies.</li> <li>2. Information asymmetry</li> <li>3. Bureaucracy</li> </ol>	<p>3. Low</p>
<p><b>5. Formal Traders (retailers/wholesalers)</b></p>	<p><b>Need</b></p> <ol style="list-style-type: none"> <li>1. Information on Legislation (duty exemptions, reserved sectors, products removed or placed on Open General Import Licence, Trade Measurement Regulations and Standards, certificate of origin, Trading agreements)</li> <li>2. Licences and Certificates (Import licences, Trade measures verification certificates, Reserved sector certificates)</li> <li>3. Harmonisation of measurements/technical regulations in the Region and international</li> <li>4. Resolution of commercial rent disputes</li> <li>5. Ease of doing business</li> <li>6. Formalisation</li> </ol>	<p><b>Extent of the need</b></p> <ol style="list-style-type: none"> <li>1. 100%</li> <li>2. Unlimited access to licences and certificates</li> <li>3. 100%</li> <li>4. High gap on resolution of disputes</li> <li>5. High</li> <li>6. High</li> </ol>

	<p><b>Problems</b></p> <ol style="list-style-type: none"> <li>1. Delays in clearance at entry points</li> <li>2. Barriers to trade</li> </ol> <p><b>Causes</b></p> <ol style="list-style-type: none"> <li>1. Multiple licencing agencies</li> <li>2. Lack of coordination between Government Departments and lack of information</li> </ol>	<p><b>Extent of the problems</b></p> <ol style="list-style-type: none"> <li>1. Moderate</li> <li>2. Low</li> </ol>
<p><b>6. Consumers</b></p>	<p><b>Need</b></p> <ol style="list-style-type: none"> <li>1. Fair and stable prices</li> <li>2. Right Quantity / Measurements</li> <li>3. Quality goods and services</li> <li>4. Information on consumer rights and responsibilities.</li> <li>5. Consistent supply of goods and services</li> <li>6. Information on products</li> <li>7. Redress on consumer complaints</li> </ol> <p><b>Problems:</b></p> <ol style="list-style-type: none"> <li>1. Deceptive packaging and measurement</li> </ol>	<p><b>Extent</b></p> <ol style="list-style-type: none"> <li>1. 100%.</li> <li>2. 100%</li> <li>3. 100%</li> <li>4. 100%</li> <li>5. 100%</li> <li>6. 100%</li> <li>7. 100%</li> </ol> <p><b>Extent of the Problem</b></p> <p>1 Moderate</p>

	<ol style="list-style-type: none"> <li>2. Counterfeits</li> <li>3. Limited information on consumer rights and responsibilities</li> <li>4. Low of disposable income/ inflationary pressures</li> </ol> <p><b>Causes</b></p> <ol style="list-style-type: none"> <li>1. Products under weight/ under volume, unofficial re-packaging, low disposable incomes</li> <li>2. Sub-standard products, low production, lack of requisite laws or regulations.</li> <li>3. Limited awareness campaign programmes on consumer rights and responsibility</li> <li>4. Low capacity utilisation or no production by firms</li> </ol>	<p>2 Moderate</p> <p>3 Moderate</p> <p>4 Moderate</p>
<p><b>7. Commercial and Industrial Tenants/Landlords</b></p>	<p><b>Need</b></p> <ol style="list-style-type: none"> <li>1. Fair rent determination</li> <li>2. Legal guidance on commercial premises and lease control legislation</li> <li>3. Information on dispute resolution procedure</li> </ol> <p><b>Problem</b></p> <ol style="list-style-type: none"> <li>1. Defaults in payments of rentals</li> </ol>	<p><b>Extent</b></p> <ol style="list-style-type: none"> <li>1. 100%.</li> <li>2. 100%</li> <li>3. As per request.</li> </ol> <p><b>Extent of the Problem</b></p> <ol style="list-style-type: none"> <li>1. High</li> </ol>

	<ol style="list-style-type: none"> <li>2. Lack of information on awareness procedures on rent dispute resolution.</li> <li>3. Appeal to dissatisfaction on rent dispute resolution</li> </ol> <p><b>Causes</b></p> <ol style="list-style-type: none"> <li>1. Prohibitive rental rates.</li> <li>2. Limited awareness campaigns on dispute resolution procedures</li> <li>3. Inadequate conflict resolution mechanisms</li> </ol>	<ol style="list-style-type: none"> <li>2. Moderate</li> <li>3. Moderate</li> </ol>
<p>8. <b>Community Share Ownership Trust</b></p>	<p><b>Needs:</b></p> <ol style="list-style-type: none"> <li>1. Information on legislative provisions</li> <li>2. Adequate financial resources and training</li> </ol> <p><b>Problems</b></p> <ol style="list-style-type: none"> <li>1. Weak corporate governance</li> <li>2. Inadequate funding</li> </ol> <p><b>Causes:</b></p> <ol style="list-style-type: none"> <li>1. Stakeholder interference</li> </ol>	<p><b>Extent</b></p> <ol style="list-style-type: none"> <li>1. 100%</li> <li>2. High</li> </ol> <p><b>Extent of Problems</b></p> <ol style="list-style-type: none"> <li>1. Low</li> <li>2. Moderate</li> </ol>

	2. Funding withdrawn due to policy changes.	
<b>9. Parastatals and SOEs:</b>	<p><b>Needs:</b></p> <ol style="list-style-type: none"> <li>1. Information on possible areas of business cooperation with industry and foreign investors.</li> <li>2. Consultation on policy formulation</li> <li>3. Support and cooperation at SOE events and functions</li> <li>4. Policy consistency</li> <li>5. Industry policy coordination</li> <li>6. Capitalisation</li> <li>7. Accurate and up to date data base on industry and commerce operations</li> <li>8. Updates and responses to issues raised by parastatals</li> <li>9. Financial assistance</li> <li>10. Board appointments</li> </ol> <p><b>Problems</b></p> <ol style="list-style-type: none"> <li>1. Lack of funding</li> <li>2. Inadequate support towards legislative reforms</li> </ol>	<p><b>Extent</b></p> <ol style="list-style-type: none"> <li>1. High</li> <li>2. 100% consultation on policies</li> <li>3. 100%</li> <li>4. 100% consistency of policies.</li> <li>5. 100% coordination</li> <li>6. 100% capitalization</li> <li>7. 100% accuracy of industrial data base</li> <li>8. High</li> <li>9. High</li> <li>10. High</li> </ol> <p><b>Extent of Problems</b></p> <ol style="list-style-type: none"> <li>1. Low</li> <li>2. Low</li> </ol>

<p><b>10. Employees</b></p>	<p><b>Needs:</b></p> <ol style="list-style-type: none"> <li>1. Information</li> <li>2. Tools of Trade</li> <li>3. Training and development</li> <li>4. Safe and Healthy working environment</li> <li>5. Motivation/Incentives</li> </ol> <p><b>Problems</b></p> <ol style="list-style-type: none"> <li>1. Inadequate remuneration and incentives</li> <li>2. Skills gap</li> <li>3. Work overload</li> </ol>	<p><b>Extent</b></p> <ol style="list-style-type: none"> <li>1. 100% of essential information does not reach the employees</li> <li>2. 100% access to essential tools of trade when in need.</li> <li>3. 100% access to mandatory and refresher courses</li> <li>4. 100% of the offices to be clean.</li> <li>5. Well-motivated staff</li> </ol> <p><b>Extent of Problems</b></p> <ol style="list-style-type: none"> <li>1. High</li> <li>2. Moderate</li> <li>3. High</li> </ol>
<p><b>11. Employers</b></p>	<p><b>Need:</b></p> <ol style="list-style-type: none"> <li>1. Payroll inspection</li> <li>2. Levy declaration forms</li> <li>3. Levy Registration forms</li> <li>4. Regulations</li> <li>5. Basis for levy calculation</li> </ol>	<p><b>Extent</b></p> <ol style="list-style-type: none"> <li>1. 100% payroll inspection</li> <li>2. 100% levy declaration</li> <li>3. 100% levy registration</li> <li>4. 100% compliance to regulation</li> </ol>



	<ul style="list-style-type: none"> <li>6. Remittance receipts</li> <li>7. Exemptions</li> </ul> <p><b>Problems</b></p> <ul style="list-style-type: none"> <li>1. Tax overburden</li> </ul> <p><b>Causes</b></p> <ul style="list-style-type: none"> <li>1. High level of Informalisation.</li> </ul>	<ul style="list-style-type: none"> <li>5. 0.5% of total wage bill</li> <li>6. 100% remittance</li> <li>7. 100% exemption to charity organisation</li> </ul> <p><b>Extent of Problems</b></p> <ul style="list-style-type: none"> <li>1. High</li> </ul>
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### iii. Stakeholder Analysis

Direct Stakeholders	Demands/ Expectations	Extent (Magnitude/seriousness)
<b>Office of the President and Cabinet</b>	<ol style="list-style-type: none"> <li>1. Cabinet Memoranda</li> <li>2. Information Notes</li> <li>3. Briefs</li> <li>4. Corporate Governance Reports</li> <li>5. Policy implementation progress reports</li> <li>6. Reports on IRBM</li> <li>7. IRBM compliant documents</li> <li>8. Rapid Results Initiative (RRI) Reports</li> <li>9. EED updates</li> <li>10. Execution of the mandate</li> </ol>	<ol style="list-style-type: none"> <li>1. Scheduled/ On Demand</li> <li>2. On Demand</li> <li>3. On Demand</li> <li>4. Quarterly</li> <li>5. Quarterly and On Demand</li> <li>6. Monthly</li> <li>7. Quarterly</li> <li>8. 100 Days</li> <li>9. Monthly</li> <li>10. 100 percent</li> </ol>
<b>Ministry of Defence</b>	<ol style="list-style-type: none"> <li>1. Support for defence manufacturing e.g quality military apparel</li> <li>2. Collaboration on supply chain development</li> </ol>	<ol style="list-style-type: none"> <li>1. Every time</li> <li>2. Every time</li> </ol>
<b>Ministry of Finance, Economic Development and Investment Promotion</b>	<ol style="list-style-type: none"> <li>1. Financial statements</li> <li>2. Asset returns</li> </ol>	<ol style="list-style-type: none"> <li>1. Monthly, quarterly, annually</li> </ol>

Direct Stakeholders	Demands/ Expectations	Extent (Magnitude/seriousness)
	3. Due Diligence Reports 4. Budgets 5. Risk register	2. Annually 3. On Demand 4. Annually 5. Quarterly
<b>Public Service Commission</b>	1. Human resources development plan 2. Human Resources Returns 3. Personnel Performance Reports 4. Biometric registration of civil servants 5. Ministry/Departmental Work-Plans 6. Disciplinary measures report	1. Annually 2. Monthly 3. On Demand 4. On Demand 5. On Demand 6. On Demand
<b>Parliament/ Committee</b>	<b>Parliamentary Portfolio</b> 1. Information on: <ul style="list-style-type: none"> <li>i. Bills and Ratification of International Agreements</li> <li>ii. Situational analysis reports to Parliament Portfolio Committees</li> <li>iii. Feedback on questions raised on industry and commerce</li> </ul>	1. On Demand

Direct Stakeholders	Demands/ Expectations	Extent (Magnitude/seriousness)
	<ul style="list-style-type: none"> <li>iv. High level policy information</li> <li>v. Updated websites with current information (Press statements)</li> <li>vi. Statutory instruments</li> </ul> <ul style="list-style-type: none"> <li>2. Reports on parastatals under the Ministry <ul style="list-style-type: none"> <li>i. Reports on budget allocation</li> <li>ii. Income and Expenditure reports</li> </ul> </li> <li>3. Ad hoc reports</li> <li>4. Financial reports and financial statements</li> </ul>	<ul style="list-style-type: none"> <li>2. Quarterly and annually.</li> <li>3. Monthly, Quarterly</li> <li>4. Monthly, Quarterly, Annual</li> </ul>
<b>Auditor General</b>	<ul style="list-style-type: none"> <li>1. Financial Statements submitted</li> <li>2. Good corporate governance system.</li> <li>3. Risk management systems.</li> <li>4. Efficient internal control systems.</li> <li>5. Internal Audit reports</li> <li>6. Implementation of audit recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>1. Monthly.</li> <li>2. 100% compliance.</li> <li>3. 100% implementation of risk treatment plans.</li> <li>4. 100% compliance</li> <li>5. 100%</li> <li>6. 100 % accountable and on demand</li> </ul>

Direct Stakeholders	Demands/ Expectations	Extent (Magnitude/seriousness)
	7. Asset certificate	7. 100% accountable.
<b>Regional and Multilateral organisations</b>	<ol style="list-style-type: none"> <li>1. Payment of subscriptions</li> <li>2. Trade and industrial policies reviews</li> <li>3. Country/national positions on industry and trade issues under negotiations</li> <li>4. Compliance with regional and multilateral trade and industry commitments</li> <li>5. Notifications on trade policies and practices</li> <li>6. Country reports on required and requested information.</li> <li>7. Focal and inquiry points</li> <li>8. Technical needs for capacity building</li> <li>9. Ratification of Instruments and Domestication of signed agreements.</li> <li>10. Participation at regional and multilateral meetings.</li> </ol>	<ol style="list-style-type: none"> <li>1. Annually</li> <li>2. 5-7 years</li> <li>3. Ongoing negotiations</li> <li>4. 100% compliancy to commitments and agreed positions</li> <li>5. Quarterly/biannually/annually depending on notification requirement</li> <li>6. Quarterly/biannually /annually</li> <li>7. Once off notification on the focal and inquiry persons.</li> <li>8. As and when funding opportunities arise from different organisations.</li> <li>9. Immediately after Gazetting of Statutory Instruments and within 5 years of signing agreements.</li> <li>10. Quarterly and as and when meetings are called for.</li> </ol>
<b>Development Partners</b>	<ol style="list-style-type: none"> <li>1. Information on developmental plans, priorities, regulations pertaining to projects</li> <li>2. Performance reports</li> </ol>	<ol style="list-style-type: none"> <li>1. On demand.</li> <li>2. On demand</li> </ol>

Direct Stakeholders	Demands/ Expectations	Extent (Magnitude/seriousness)
	3. Accountability 4. Compliance with membership obligations	3. 100% 4. 100% compliance
<b>Procurement Regulatory Authority of Zimbabwe</b>	1. Compliance with procurement regulations 2. Procurement plans 3. Procurement reports 4. Training of procurement personnel	1. 100% compliance 2. Annually 3. Quarterly, biannual and annual 4. On demand
<b>Ministry of Information, Publicity and Broadcasting services</b>	1. Provision of media coverage programmes. 2. Calendar of events 3. Press statements 4. Access to Ministry Principal. 5. Website content updates	1. Timely 2. Timely 3. Timely 4. 100% 5. Regularly.
<b>Parastatals and State Owned Enterprises Boards</b>	1. Policy guidance and interventions 2. Payments of fees 3. Release of operation funds. 4. Engagement, cooperation and consultations	1. Quarterly 2. As per circular 3. Timeously 4. Regularly

Direct Stakeholders	Demands/ Expectations	Extent (Magnitude/seriousness)
	5. Induction training on Corporate Governance 6. Approval of strategic plans 7. Signing of performance contracts 8. Fully constituted Board	5. As per circular 6. Annually 7. Annually 8. On Demand
<b>Ministry of Youth Empowerment, Development and Vocational Training</b>	1. Youth mainstreaming 2. Representation on Boards and leadership positions in public and private institutions 3. Information Statistics and reports of beneficiaries from Ministry`s projects and programmes 4. Dialogue	1. 10% minimum 2. 10% minimum 3. Quarterly, Bi-annually and Annually 4. Ad-hoc meetings and reporting at least bi-annually
<b>Business Membership Organizations</b>	1. Conducive business environment and policies 2. Ease of doing business 3. Tariff reviews 4. Facilitation on importation of capital equipment 5. Information on policy pronouncements and budgets and monetary policy statements	1. Timeous review of policies and strategies 2. On-going review and streamline cost drivers 3. Bi annual 4. Upon request

Direct Stakeholders	Demands/ Expectations	Extent (Magnitude/seriousness)
	<ul style="list-style-type: none"> <li>6. Joint trade missions</li> <li>7. Dialogues with government on pertinent issues affecting their business</li> </ul>	<ul style="list-style-type: none"> <li>5. Timeous engagement</li> <li>6. Ongoing</li> <li>7. Quarterly, Bi-annually and annually</li> </ul>
<b>Civil Society</b>	<ul style="list-style-type: none"> <li>1. Information on Industry and Commerce</li> <li>2. Ministry Policy Documents</li> <li>3. Consultation and feedback</li> <li>4. Good Corporate Governance</li> <li>5. Engagement</li> <li>6. Collaboration on programmes</li> </ul>	<ul style="list-style-type: none"> <li>1. On Demand.</li> <li>2. As and when a policy is produced</li> <li>3. Annual policy reviews</li> <li>4. On demand dialogues, ad hoc meetings, seminars and workshops.</li> <li>5. Every time when developing and reviewing Ministry policies</li> <li>6. As and when required</li> </ul>
<b>Ministry of Lands, Agricultural, Fisheries, Water and Rural Development</b>	<ul style="list-style-type: none"> <li>1. Consultation on policy</li> <li>2. Information</li> <li>3. Industry feedback</li> <li>4. Regulatory and standards compliance</li> <li>5. Verified / Certified Equipment and Goods</li> </ul>	<ul style="list-style-type: none"> <li>1.As and when required</li> <li>2. Regularly</li> <li>3. Regularly</li> <li>4. When new developments take place</li> <li>5. Regularly</li> </ul>



Direct Stakeholders	Demands/ Expectations	Extent (Magnitude/seriousness)
<b>Ministry of Mines and Mining Development</b>	<ol style="list-style-type: none"> <li>1. Consultation on policy</li> <li>2. Information</li> <li>3. Industry Feedback</li> <li>4. Regulatory and Standard Compliance</li> <li>5. Collaborations</li> </ol>	<ol style="list-style-type: none"> <li>1.As and when required</li> <li>2. When new developments take place</li> <li>3. Annually</li> <li>4. When new developments take place</li> <li>5. Regularly</li> </ol>
<b>Ministry of Higher and Tertiary Education, Innovation, Science and Technology Development</b>	<ol style="list-style-type: none"> <li>1. Research collaborations</li> <li>2. Proto industries</li> <li>3. Interns’ placement</li> <li>4. Guidance on innovation</li> <li>5. Curriculum development</li> </ol>	<ol style="list-style-type: none"> <li>1. Annual</li> <li>2. Ad Hoc</li> <li>3. Ad Hoc</li> <li>4. Ad hoc</li> <li>5. Ad hoc</li> </ol>
<b>Ministry of Women Affairs, Community, Small and Medium Enterprises Development</b>	<ol style="list-style-type: none"> <li>1. Consultation on policy</li> <li>2. Information on gender mainstreaming</li> <li>3. Industry feedback</li> <li>4. Regulatory and standards compliance</li> <li>5. Verified / Certified Equipment and Goods</li> </ol>	<ol style="list-style-type: none"> <li>1.As and when</li> <li>2. Regularly</li> <li>3. Regularly</li> <li>4. When new developments take place</li> <li>5. Regularly</li> </ol>

Direct Stakeholders	Demands/ Expectations	Extent (Magnitude/seriousness)
<b>Ministry of Foreign Affairs and International Trade</b>	<p><b>Demands</b></p> <ol style="list-style-type: none"> <li>1. Participation at bi-lateral and multilateral meeting</li> <li>2. Participation in International trade exhibitions</li> <li>3. Payment of annual subscriptions e.g. (Payment of affiliated organisations such as UN, ACP, SADC, COMESA, (annual subscription)</li> <li>4. Exchange of information</li> <li>5. Analysis of trade information</li> <li>6. Updates on industrial policies</li> </ol> <p><b>Expectations</b></p> <ol style="list-style-type: none"> <li>1. Foreign Trade competitiveness</li> <li>2. Foreign Investment Trade opportunities</li> <li>3. Collaboration of inbound and outbound trade and economics mission</li> </ol>	<ol style="list-style-type: none"> <li>1. As and when required</li> <li>2. As and when required</li> <li>3. Annual</li> <li>4. As and when required</li> <li>5. As and when required</li> <li>6. As and when required</li> </ol>

Direct Stakeholders	Demands/ Expectations	Extent (Magnitude/seriousness)
<b>Ministry of Skills Audit and Development</b>	<b>Expectations</b> <ol style="list-style-type: none"> <li>1. Collaboration on workforce gap analysis</li> <li>2. Industry skills demand data</li> <li>3. Collaboration on curriculum design</li> <li>4. Internship and apprenticeship opportunities</li> <li>5. Policy alignment</li> </ol>	<ol style="list-style-type: none"> <li>1. Regularly/Annually</li> <li>2. Regularly</li> <li>3. As and when required</li> <li>4. As and when required</li> <li>5. Every time</li> </ol>
<b>Ministry of Local Government and Public Works</b>	<b>Expectations</b> <ol style="list-style-type: none"> <li>1. Collaboration on infrastructure development</li> <li>2. Collaboration on rural industrialisation</li> <li>3. Regulatory alignment</li> <li>4. Collaboration on sustainability initiatives</li> </ol>	<ol style="list-style-type: none"> <li>1. Regularly</li> <li>2. Every time</li> <li>3. Every time</li> <li>4. As and when required</li> </ol>
<b>Ministry of Energy and Power Development</b>	<b>Expectations</b> <ol style="list-style-type: none"> <li>1. Collaboration on promoting energy efficient technologies</li> <li>2. Harmonization of industrial and commercial policies with energy policies</li> </ol>	<ol style="list-style-type: none"> <li>1. As and when required</li> <li>2. On demand</li> <li>3. Every time</li> </ol>

Direct Stakeholders	Demands/ Expectations	Extent (Magnitude/seriousness)
	3. Collaboration on renewable energy development 4. Data sharing on industrial energy consumption patterns 5. Collaboration on research and development of energy efficient technologies	4. Every time 5. As and when required
<b>Zimbabwe Anti-Corruption Commission</b>	<b>Expectations</b> 1. Transparency 2. Whistleblowing 3. Integrity pledge 4. Honesty 5. Co-operation 6. Effective communication 7. Compliance 8. Prompt response 9. Accountability 10. Information	1. 100% 2. As and when required 3. 100% 4. 100% 5. 100% 6. 100% 7. 100% 8. 100% 9. 100% 10. 100% 11. 100%

Direct Stakeholders	Demands/ Expectations	Extent (Magnitude/seriousness)
	11. Reliability	
<b>Attorney General</b>	<ol style="list-style-type: none"> <li>1. Submission of Layman’s draft (Draft bills, draft statutory instruments, general notices, contracts, and MOUs)</li> <li>2. Submission of Minister’s memo of approval</li> <li>3. Seeking legal advice</li> <li>4. Submission of court affidavits</li> </ol>	<ol style="list-style-type: none"> <li>1. On Demand</li> <li>2. On Demand</li> <li>3. On Demand</li> <li>4. On Demand</li> </ol>
<b>Ministry of Health and Child Care</b>	<p><b>Expectations</b></p> <ol style="list-style-type: none"> <li>1. Adherence to industry health and safety regulations</li> <li>2. Enforcement of labelling and safety compliance for consumer goods</li> <li>3. Foster innovation in pharmaceutical manufacturing</li> <li>4. Partnerships to campaign for healthy lifestyles</li> <li>5. Collaboration on emergency preparedness</li> </ol>	<ol style="list-style-type: none"> <li>1. On Demand</li> <li>2. On Demand</li> <li>3. On Demand</li> <li>4. As and when required</li> <li>5. As and when required</li> </ol>

Direct Stakeholders	Demands/ Expectations	Extent (Magnitude/seriousness)
<b>Ministry of Home Affairs and Cultural Heritage</b>	<b>Expectations</b> <ol style="list-style-type: none"> <li>1. Collaboration on border efficiency management systems</li> <li>2. Collaboration on awareness campaigns e.g Anti-smuggling and counterfeit products blitz</li> <li>3. Partnerships in issuance of work permits for immigrants</li> </ol>	<ol style="list-style-type: none"> <li>1. Every time</li> <li>2. Every time</li> <li>3. Every time</li> </ol>
<b>Ministry of Information, Communication, and Technology</b>	<b>Expectations</b> <ol style="list-style-type: none"> <li>1. Promotion of ICT industry growth</li> <li>2. Facilitation of digital trade</li> <li>3. Support for ICT infrastructure development</li> <li>4. Alignment of policies and regulations</li> <li>5. Collaboration on digital literacy and skills for industries`</li> </ol>	<ol style="list-style-type: none"> <li>1. Every time</li> <li>2. Every time</li> <li>3. Every time</li> <li>4. Every time</li> <li>5. As and when required</li> </ol>
<b>Ministry of Justice, Legal and Parliamentary Affairs</b>	<b>Expectations</b> <ol style="list-style-type: none"> <li>1. Enforcement of compliance with laws and regulations</li> <li>2. Drafting and reviewing of legislation</li> <li>3. Facilitate dispute resolution and arbitration</li> </ol>	<ol style="list-style-type: none"> <li>1. Every time</li> <li>2. As and when required</li> <li>3. Every time</li> </ol>

Direct Stakeholders	Demands/ Expectations	Extent (Magnitude/seriousness)
	4. Collaboration on regulation oversight e.g trade agreements, corporate governance	4. Every time
<b>Ministry of National Housing and Social Amenities</b>	<b>Expectations</b> 1. Collaboration on industrialisation for housing e.g production of construction materials such as cement, steel, and tiles	1. Every time
<b>Presidential Affairs in the Office of the President</b>	<b>Expectations</b> 1. Provision of manpower to staff provincial offices 2. Collaboration on key industrial activities e.g business expo	1. Every time 2. Every time
<b>Other Government Ministries Departments and Agencies</b>	<b>Demand</b> 1. Policy Coordination/ Collaborations 2. Information 3. Projects coordination 4. Ease of doing business	<b>Extent</b> 1. On Demand 2. Regularly 3. As and when necessary 4. Continuous

Direct Stakeholders	Demands/ Expectations	Extent (Magnitude/seriousness)
	5. Guidance on policy direction 6. Consultation on policy 7. Compliance with government regulations	5. On a regular basis 6. 100% consultations 7. 100% compliance



#### iv. STRATEGIES, ASSUMPTIONS, RISKS AND MITIGATIONS

Strategies: Game plan to achieve the targets

Assumptions: Positive factors that can assist in the achievement of the targets

Risks: Factors which militate against the achievement of results

Mitigation: Interventions to reduce the gravity or intensity of the damage

Period	Strategies	Assumptions	Risks	Mitigations
<b>Programme: Policy and Administration</b>				
<b>Outcome: Improved Governance and Administration</b>				
Budget Year	<ul style="list-style-type: none"> <li>Upscale research on key industry issues</li> </ul>	<ul style="list-style-type: none"> <li>Collaboration with Research Institutions, MDAs and BMOs</li> </ul>	<ul style="list-style-type: none"> <li>Limited resources</li> </ul>	<ul style="list-style-type: none"> <li>Resource Mobilisation</li> </ul>
	<ul style="list-style-type: none"> <li>Expedite establishment of boards with relevant qualifications</li> </ul>	<ul style="list-style-type: none"> <li>Compliance to Corporate Governance principles</li> </ul>	<ul style="list-style-type: none"> <li>Lengthy security vetting process</li> </ul>	<ul style="list-style-type: none"> <li>Careful preselection process</li> </ul>
	<ul style="list-style-type: none"> <li>Enhance development and harmonisation of legislation</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder Cooperation</li> </ul>	<ul style="list-style-type: none"> <li>Limited resources</li> </ul>	<ul style="list-style-type: none"> <li>Mobilisation of resources</li> </ul>
	<ul style="list-style-type: none"> <li>Expedite the implementation of the Communication Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Availability of adequate resources</li> </ul>	<ul style="list-style-type: none"> <li>Cyber attacks</li> <li>Technology Gap due to rapid changes</li> </ul>	<ul style="list-style-type: none"> <li>Verification of Accounts,</li> <li>Security Sockets Layer (SSL) Certification,</li> <li>Acquisition of the latest equipment and technology</li> </ul>

	<ul style="list-style-type: none"> <li>● Enhance connectivity and digitalisation of manual systems</li> </ul>	<ul style="list-style-type: none"> <li>● Availability of adequate and compatible ICT infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>● Late and inadequate disbursement of funds.</li> </ul>	<ul style="list-style-type: none"> <li>● Resource mobilisation</li> </ul>
	<ul style="list-style-type: none"> <li>● Expedite filling of critical vacant posts</li> </ul>	<ul style="list-style-type: none"> <li>● Continued cooperation from PSC</li> </ul>	<ul style="list-style-type: none"> <li>● Recruitment freeze</li> </ul>	<ul style="list-style-type: none"> <li>● Continuous engagement with PSC and Treasury</li> </ul>
	<ul style="list-style-type: none"> <li>● Upscale capacity building</li> </ul>	<ul style="list-style-type: none"> <li>● Availability of adequate resources</li> </ul>	<ul style="list-style-type: none"> <li>● Skills flight</li> </ul>	<ul style="list-style-type: none"> <li>● Lobby for improved conditions of service</li> </ul>
	<ul style="list-style-type: none"> <li>● Strengthen resource mobilisation</li> </ul>	<ul style="list-style-type: none"> <li>● Macro-economic stability</li> </ul>	<ul style="list-style-type: none"> <li>● Non-compliance</li> </ul>	<ul style="list-style-type: none"> <li>● Enforcement blitz</li> <li>● Lobby for an increase in retention from Trade Measures, SDF and CBCA</li> </ul>

**Programme: Industrialization**

**Outcome: Improved industrial performance**

Budget Year	<ul style="list-style-type: none"> <li>● Implement the ZIRGP 2024 – 2025</li> </ul>	<ul style="list-style-type: none"> <li>● Macroeconomic stability</li> <li>● Timely disbursement of resources</li> <li>● Stakeholder buy-in</li> </ul>	<ul style="list-style-type: none"> <li>● Intervention lag</li> <li>● Limited Funding</li> <li>● Climate change</li> </ul>	<ul style="list-style-type: none"> <li>● Monitoring and Evaluation</li> <li>● Continuous engagement with Development partners and private sector</li> <li>● Green Industry Initiatives</li> </ul>
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	<ul style="list-style-type: none"> <li>● Upscale engagements with strategic investment partners in key sectors.</li> </ul>	<ul style="list-style-type: none"> <li>● Macro-economic stability</li> <li>● Continuous engagements and re-engagements</li> <li>● Growth in demand for critical minerals</li> <li>● Ease of doing business environment</li> <li>● Progress in debt resolution</li> <li>● Favourable incentives</li> </ul>	<ul style="list-style-type: none"> <li>● Perceived country risk</li> <li>● Sanctions</li> <li>● Global economic recession</li> </ul>	<ul style="list-style-type: none"> <li>● Image building</li> <li>● Continuous lobbying for removal of Sanctions</li> <li>● Invest in research and development</li> <li>● Alternative settlement methods</li> <li>● Strengthen collaboration with friendly nations</li> <li>● Promote domestic investment</li> </ul>
	<ul style="list-style-type: none"> <li>● Expedite sustainable rural industrialisation.</li> </ul>	<ul style="list-style-type: none"> <li>● Availability of secure land</li> <li>● Provision of bulk infrastructure</li> <li>● Provision of pro-rural industrialisation incentives</li> <li>● Availability of concessionary finance</li> </ul>	<ul style="list-style-type: none"> <li>● High cost of land</li> <li>● Lack of stakeholder buy-in.</li> <li>● Negative environmental impact</li> </ul>	<ul style="list-style-type: none"> <li>● Engagements with Rural District Councils for innovative payment mechanisms</li> <li>● Aggressive stakeholder engagements</li> <li>● Strengthen the Ministry's devolved structures</li> <li>● Enforcement of environmental laws</li> </ul>

	<ul style="list-style-type: none"> <li>● Accelerate implementation of the Local Content Strategy</li> </ul>	<ul style="list-style-type: none"> <li>● Stakeholder buy-in.</li> <li>● Effective import management</li> <li>● Availability of local content incentives.</li> <li>● Capacity to produce quality products.</li> <li>● Compliance of state entities.</li> <li>● Political will.</li> </ul>	<ul style="list-style-type: none"> <li>● Raw material shortages.</li> <li>● Influx of cheap imports</li> <li>● Smuggling.</li> <li>● Corruption.</li> <li>● Natural disasters.</li> <li>● Consumer preferences for imports</li> </ul>	<ul style="list-style-type: none"> <li>● Develop value chain linkages.</li> <li>● Tariff management on imported materials.</li> <li>● Effective borderline control systems.</li> <li>● Awareness campaigns</li> <li>● Timely prosecution of offenders</li> <li>● Insurance</li> <li>● Consumer awareness</li> </ul>
	<ul style="list-style-type: none"> <li>● Optimise the promotion of value chains.</li> </ul>	<ul style="list-style-type: none"> <li>● Availability of vibrant anchor industries</li> <li>● Availability of key enablers</li> <li>● Stakeholder buy-in</li> <li>● Favourable trade agreements</li> </ul>	<ul style="list-style-type: none"> <li>● Inefficiencies within the value chain nodes</li> <li>● Change in market conditions such as shifts in consumer preferences</li> <li>● Influx of cheap imports</li> </ul>	<ul style="list-style-type: none"> <li>● Engage with value chain players</li> <li>● Adaptation to change in consumer Preferences</li> <li>● Tariff management on imports</li> </ul>

<ul style="list-style-type: none"> <li>● Promote participation of local companies in local, regional and international exhibitions.</li> </ul>	<ul style="list-style-type: none"> <li>● Continuous successful engagement and re-engagement.</li> <li>● Continued improvement in the ease of doing business.</li> <li>● Production of high-quality products</li> </ul>	<ul style="list-style-type: none"> <li>● Financial constraints.</li> <li>● Participation fatigue</li> <li>● Logistic challenges</li> </ul>	<ul style="list-style-type: none"> <li>● Engage funding partners.</li> <li>● Ease of doing business reforms.</li> <li>●</li> </ul>
<ul style="list-style-type: none"> <li>● Sensitize local industries on all trade protocols opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>● Availability of resources.</li> </ul>	<ul style="list-style-type: none"> <li>● Lack of stakeholder buy-in</li> </ul>	<ul style="list-style-type: none"> <li>● Establishment of Apex bodies for coordinating nodes</li> </ul>
<ul style="list-style-type: none"> <li>● Trade promotion in liaison with ZIMTRADE</li> </ul>	<ul style="list-style-type: none"> <li>● Conducive policies</li> </ul>	<ul style="list-style-type: none"> <li>● Counter policies in counterpart countries.</li> <li>● Lack of competitive local products</li> </ul>	<ul style="list-style-type: none"> <li>● Engagement and reengagement.</li> <li>● Provision of export incentives</li> </ul>
<ul style="list-style-type: none"> <li>● Upscale the profiling of regional export opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>● Availability of resources.</li> </ul>	<ul style="list-style-type: none"> <li>● Inaccurate and inadequate information</li> </ul>	<ul style="list-style-type: none"> <li>● Establish partnerships with local experts and stakeholders</li> </ul>
<ul style="list-style-type: none"> <li>● Engage MDAs for reliable supply and affordable key enablers.</li> </ul>	<ul style="list-style-type: none"> <li>● Stakeholder buy-in.</li> </ul>	<ul style="list-style-type: none"> <li>● Red tape</li> </ul>	<ul style="list-style-type: none"> <li>● Moral suasion.</li> </ul>
<ul style="list-style-type: none"> <li>● Capacitate IDCZ to promote industrialization.</li> </ul>	<ul style="list-style-type: none"> <li>● Support from Treasury</li> </ul>	<ul style="list-style-type: none"> <li>● Late disbursement of funds from the fiscus.</li> </ul>	<ul style="list-style-type: none"> <li>● Alternative resource mobilisation</li> </ul>

**Outcome: Improved value addition and beneficiation**

Budget Year	<ul style="list-style-type: none"> <li>● Engage strategic investment partners in key sectors.</li> </ul>	<ul style="list-style-type: none"> <li>● Political stability.</li> </ul>	<ul style="list-style-type: none"> <li>● Lack of investor confidence.</li> </ul>	<ul style="list-style-type: none"> <li>● Ensure conducive business environment through policy consistency.</li> </ul>
	<ul style="list-style-type: none"> <li>● Profiling and marketing of potential projects for rural industrialisation.</li> </ul>	<ul style="list-style-type: none"> <li>● Provision of bulk infrastructure</li> <li>● Availability of natural endowments</li> <li>● Provision of incentives</li> </ul>	<ul style="list-style-type: none"> <li>● Financial constraints.</li> <li>● Lack of stakeholder buy-in.</li> </ul>	<ul style="list-style-type: none"> <li>● Resource mobilisation</li> <li>● Engaging key stakeholders in the process.</li> </ul>
	<ul style="list-style-type: none"> <li>● Lobby Local Authorities for the provision of affordable land and incentives for rural industrial development.</li> </ul>	<ul style="list-style-type: none"> <li>● Availability of land.</li> <li>● Investor confidence.</li> </ul>	<ul style="list-style-type: none"> <li>● Lack of buy-in from local authorities</li> </ul>	<ul style="list-style-type: none"> <li>● Stakeholder sensitisation.</li> </ul>
	<ul style="list-style-type: none"> <li>● Engage key Government Agencies for the setting up of key infrastructure that supports investments in rural areas.</li> </ul>	<ul style="list-style-type: none"> <li>● Stakeholder buy-in</li> </ul>	<ul style="list-style-type: none"> <li>● Red tape.</li> </ul>	<ul style="list-style-type: none"> <li>● Moral suasion</li> </ul>
	<ul style="list-style-type: none"> <li>● Implement the Local Content Strategy and the Local Content Thresholds</li> </ul>	<ul style="list-style-type: none"> <li>● Stakeholder participation.</li> <li>● Availability of local content incentives.</li> </ul>	<ul style="list-style-type: none"> <li>● Raw material shortages.</li> </ul>	<ul style="list-style-type: none"> <li>● Strengthen value chain linkages.</li> </ul>

	for Fertilizer, Packaging and Pharmaceuticals.	<ul style="list-style-type: none"> <li>● Capacity to produce quality products.</li> </ul>		
	<ul style="list-style-type: none"> <li>● Promote backward and forward linkages amongst value chain players.</li> </ul>	<ul style="list-style-type: none"> <li>● Availability of vibrant anchor industries.</li> <li>● Availability of key enablers.</li> <li>● Stakeholder buy-in.</li> </ul>	<ul style="list-style-type: none"> <li>● Lack of cooperation and inefficiency within the nodes.</li> <li>● High production costs.</li> </ul>	<ul style="list-style-type: none"> <li>● Engage with strategic partners.</li> </ul>
	<ul style="list-style-type: none"> <li>● Engage MDAs for reliable supply and affordable key enablers.</li> </ul>	<ul style="list-style-type: none"> <li>● Stakeholder buy-in.</li> <li>● Stable macro-economic environment</li> </ul>	<ul style="list-style-type: none"> <li>● Red tape.</li> </ul>	<ul style="list-style-type: none"> <li>● Moral suasion.</li> </ul>
<b>Outcome: Improved rural industrialisation</b>				
Budget Year	<ul style="list-style-type: none"> <li>● Engage strategic investment partners in key sectors.</li> </ul>	<ul style="list-style-type: none"> <li>● Political stability.</li> <li>● Continued macro-economic stability.</li> </ul>	<ul style="list-style-type: none"> <li>● Investor confidence.</li> <li>● Political and economic sanctions.</li> <li>● Red tape.</li> <li>● Corruption.</li> </ul>	<ul style="list-style-type: none"> <li>● Easy remittance of dividends earned by foreign investors.</li> <li>● Continued international engagement and re-engagement.</li> <li>● Continued improvement in the ease of doing business.</li> <li>● Organizing and participating in international exhibitions.</li> </ul>

<ul style="list-style-type: none"> <li>● Profiling and marketing of potential projects for rural industrialisation.</li> </ul>	<ul style="list-style-type: none"> <li>● Provision of bulk Infrastructure</li> <li>● Availability of natural endowments</li> <li>● Provision of incentives</li> </ul>	<ul style="list-style-type: none"> <li>● Financial constraints.</li> <li>● Stakeholder buy-in.</li> </ul>	<ul style="list-style-type: none"> <li>● Engaging key stakeholders in the process.</li> </ul>
<ul style="list-style-type: none"> <li>● Lobby Local Authorities for the provision of affordable land and incentives for rural industrial development.</li> </ul>	<ul style="list-style-type: none"> <li>● Availability of land.</li> <li>● Investor confidence.</li> </ul>	<ul style="list-style-type: none"> <li>● Lack of buy-in from local authorities</li> <li>● Red tape.</li> </ul>	<ul style="list-style-type: none"> <li>● Stakeholder sensitisation.</li> </ul>
<ul style="list-style-type: none"> <li>● Engage key Government Agencies for the setting up of key infrastructure that supports investments in rural areas.</li> </ul>	<ul style="list-style-type: none"> <li>● Availability of natural endowments and bulk infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>● Stakeholder buy-in.</li> <li>● Red tape.</li> <li>● Sanctions.</li> </ul>	<ul style="list-style-type: none"> <li>● Provision of incentives.</li> </ul>
<ul style="list-style-type: none"> <li>● Encourage companies to adopt and implement green industry.</li> </ul>	<ul style="list-style-type: none"> <li>● Stakeholder buy-in.</li> <li>● Availability of green technology and expertise.</li> </ul>	<ul style="list-style-type: none"> <li>● Resistance to change.</li> <li>● Financial capacity.</li> </ul>	<ul style="list-style-type: none"> <li>● Capacity building on new technologies</li> <li>● Engaging funding partners.</li> <li>● COP24 funding.</li> </ul>
<ul style="list-style-type: none"> <li>● Promote backward and forward linkages amongst value chain players.</li> </ul>	<ul style="list-style-type: none"> <li>● Availability of vibrant anchor industries.</li> <li>● Availability of key enablers.</li> <li>● Stakeholder buy-in.</li> </ul>	<ul style="list-style-type: none"> <li>● Lack of cooperation and inefficiency within the nodes.</li> <li>● High production costs.</li> </ul>	<ul style="list-style-type: none"> <li>● Engage with strategic partners.</li> </ul>



	<ul style="list-style-type: none"> <li>● Engage MDAs for reliable supply and affordable key enablers.</li> </ul>	<ul style="list-style-type: none"> <li>● Stakeholder buy-in.</li> <li>● Stable macro-economic environment</li> </ul>	<ul style="list-style-type: none"> <li>● Lack of cooperation.</li> <li>● Red tape.</li> </ul>	<ul style="list-style-type: none"> <li>● Moral suasion.</li> </ul>
	<ul style="list-style-type: none"> <li>● Capacitate IDCZ to promote industrialization.</li> </ul>	<ul style="list-style-type: none"> <li>● Stable macro-economic environment.</li> </ul>	<ul style="list-style-type: none"> <li>● Timely disbursement of funds from the fiscus.</li> </ul>	<ul style="list-style-type: none"> <li>● Engage other financial partners.</li> </ul>

**Outcome: Improved Broad – Based Economic Empowerment**

Budget Year	<ul style="list-style-type: none"> <li>● Upscale the implementation of broad-based economic empowerment programmes</li> </ul>	<ul style="list-style-type: none"> <li>● Stakeholder buy in.</li> <li>● Availability of resources</li> </ul>	<ul style="list-style-type: none"> <li>● Lack of adherence to corporate governance issues</li> <li>● International metal prices volatility.</li> <li>● Information gap</li> </ul>	<ul style="list-style-type: none"> <li>● Harmonise the CSOT Deed of Trust.</li> <li>● Value Addition and Beneficiation.</li> <li>● Awareness campaigns</li> </ul>
	<ul style="list-style-type: none"> <li>● Develop entrepreneurship framework.</li> </ul>	<ul style="list-style-type: none"> <li>● Timeous disbursement of resources.</li> <li>● Stakeholder cooperation.</li> <li>● Adherence to the National Entrepreneurship Training Framework.</li> </ul>	<ul style="list-style-type: none"> <li>● Resistance to change.</li> <li>● Dependency syndrome.</li> <li>● Lack of start-up finance.</li> </ul>	<ul style="list-style-type: none"> <li>● Capacity building trainings.</li> <li>● Sustainable business linkages.</li> <li>● Stakeholder collaboration.</li> </ul>

	<ul style="list-style-type: none"> <li>● Promote Corporate Social Investment.</li> </ul>	<ul style="list-style-type: none"> <li>● Stakeholder buy-in.</li> <li>● Presence of Corporate Social Investment Framework.</li> <li>● Macroeconomic stability.</li> </ul>	<ul style="list-style-type: none"> <li>● Mismanagement of resources.</li> <li>● Dependency syndrome.</li> <li>● Corruption.</li> </ul>	<ul style="list-style-type: none"> <li>● Provision of Corporate Social Investment framework.</li> <li>● Capacity building.</li> <li>● Strong governance systems.</li> </ul>
	<ul style="list-style-type: none"> <li>● Revive Community Share Ownership Trusts.</li> </ul>	<ul style="list-style-type: none"> <li>● Stakeholder buy-in.</li> </ul>	<ul style="list-style-type: none"> <li>● Delay in fund disbursements.</li> <li>● Corruption.</li> </ul>	<ul style="list-style-type: none"> <li>● Regular stakeholder engagement.</li> <li>● Collaboration with stakeholders.</li> <li>● Capacity building.</li> <li>● Strong governance systems.</li> </ul>
	<ul style="list-style-type: none"> <li>● Harmonize Trust Deeds.</li> </ul>	<ul style="list-style-type: none"> <li>● Stakeholder buy-in.</li> </ul>	<ul style="list-style-type: none"> <li>● Delay in fund disbursements.</li> <li>● Corruption.</li> </ul>	<ul style="list-style-type: none"> <li>● Regular stakeholder engagement.</li> <li>● Collaboration with stakeholders.</li> <li>● Capacity building.</li> <li>● Strong governance systems.</li> </ul>
	<ul style="list-style-type: none"> <li>● Finalise the necessary legislative framework for Economic Empowerment Bill.</li> </ul>	<ul style="list-style-type: none"> <li>● Stakeholder buy-in.</li> </ul>	<ul style="list-style-type: none"> <li>● Delay in fund disbursements.</li> <li>● Red tape.</li> </ul>	<ul style="list-style-type: none"> <li>● Lobby for resources.</li> </ul>

Period	Strategies	Assumptions	Risks	Mitigations
<b>Programme: Consumer Protection and Quality Assurance</b>				
<b>Outcome: Improved consumer protection</b>				
Budget Year	<ul style="list-style-type: none"> <li>● Enhance Capacitation of Consumer Protection Institutions</li> </ul>	<ul style="list-style-type: none"> <li>● Buy in by stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>● Lack of adequate resources</li> </ul>	<ul style="list-style-type: none"> <li>● Broaden the resource mobilisation pool</li> </ul>
	<ul style="list-style-type: none"> <li>● Accelerate the development of Consumer Protection Policy</li> </ul>	<ul style="list-style-type: none"> <li>● Stakeholder co-operation</li> </ul>	<ul style="list-style-type: none"> <li>● Lengthy approval processes</li> </ul>	<ul style="list-style-type: none"> <li>● Lobby for expeditious approval</li> </ul>
	<ul style="list-style-type: none"> <li>● Strengthen consumer protection legislative framework</li> </ul>	<ul style="list-style-type: none"> <li>● Availability of resources</li> </ul>	<ul style="list-style-type: none"> <li>● Limited technical expertise</li> </ul>	<ul style="list-style-type: none"> <li>● Engage consultant</li> <li>● Capacity building of staff</li> </ul>
	<ul style="list-style-type: none"> <li>● Enhance collaboration among consumer protection institutions</li> </ul>	<ul style="list-style-type: none"> <li>● Stakeholder buy-in</li> </ul>	<ul style="list-style-type: none"> <li>● Conflict of interest</li> <li>● Silo mentality</li> </ul>	<ul style="list-style-type: none"> <li>● Development of co-operation frameworks</li> </ul>
<b>Outcome: Improved Commercial sector performance</b>				
Budget Year	<ul style="list-style-type: none"> <li>● Intensify Monitoring of commercial sector developments</li> </ul>	<ul style="list-style-type: none"> <li>● Co-operation from key commercial sector players</li> <li>●</li> </ul>	<ul style="list-style-type: none"> <li>● Lack of adequate data capturing tools</li> </ul>	<ul style="list-style-type: none"> <li>● Uptake of Artificially Intelligent Statistical Packages</li> </ul>

			<ul style="list-style-type: none"> <li>● Unavailability of updated data</li> </ul>	<ul style="list-style-type: none"> <li>● Extrapolation of available data</li> </ul>
	<ul style="list-style-type: none"> <li>● Accelerate the development of Wholesale and Retail Policy</li> </ul>	<ul style="list-style-type: none"> <li>● Stakeholder co-operation</li> </ul>	<ul style="list-style-type: none"> <li>● Lengthy approval processes</li> </ul>	<ul style="list-style-type: none"> <li>● Lobby for expeditious approval</li> </ul>
	<ul style="list-style-type: none"> <li>● Enhance collaboration with relevant MDAs to address business malpractices</li> </ul>	<ul style="list-style-type: none"> <li>● Stakeholder buy-in</li> </ul>	<ul style="list-style-type: none"> <li>● Conflict of interest</li> </ul>	<ul style="list-style-type: none"> <li>● Development of co-operation frameworks</li> </ul>
	<ul style="list-style-type: none"> <li>● Upscale the development of baseline competitiveness survey</li> </ul>	<ul style="list-style-type: none"> <li>● Availability of resources</li> </ul>	<ul style="list-style-type: none"> <li>● Late disbursement of resources</li> </ul>	<ul style="list-style-type: none"> <li>● Engaging development partners</li> </ul>

**Outcome: Improved provision of quality goods and services**

Budget year	<ul style="list-style-type: none"> <li>● Strengthen the implementation of the Consignment Based Conformity Assessment (CBCA) programme</li> </ul>	<ul style="list-style-type: none"> <li>● Availability of adequate and efficient service providers</li> </ul>	<ul style="list-style-type: none"> <li>● Proliferation of smuggling</li> <li>● Rapidly evolving quality standards</li> </ul>	<ul style="list-style-type: none"> <li>● Collaborate with border control agencies</li> <li>● Harmonisation of standards</li> </ul>
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	<ul style="list-style-type: none"> <li>● Accelerate the Review of the National Quality Infrastructure Policy</li> </ul>	<ul style="list-style-type: none"> <li>● Stakeholder co-operation</li> </ul>	<ul style="list-style-type: none"> <li>● Lengthy approval processes</li> </ul>	<ul style="list-style-type: none"> <li>● Lobby for expeditious approval</li> </ul>
	<ul style="list-style-type: none"> <li>● Expedite the development of the Standards and Legal Metrology Bills</li> </ul>	<ul style="list-style-type: none"> <li>● Stakeholder buy-in</li> </ul>	<ul style="list-style-type: none"> <li>● Prolonged approval processes</li> </ul>	<ul style="list-style-type: none"> <li>● Lobby for expeditious approvals</li> </ul>
	<ul style="list-style-type: none"> <li>● Enhance the visibility of the Legal Metrology institution</li> </ul>	<ul style="list-style-type: none"> <li>● Buy-in from regulators</li> </ul>	<ul style="list-style-type: none"> <li>● Inadequate resources</li> </ul>	<ul style="list-style-type: none"> <li>● Broaden the resource mobilisation pool</li> </ul>
	<ul style="list-style-type: none"> <li>● Accelerate the Development of the Compulsory Specifications Bill</li> </ul>	<ul style="list-style-type: none"> <li>● Buy-in from regulators</li> </ul>	<ul style="list-style-type: none"> <li>● Inadequate infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>● Increased Resource mobilisation</li> </ul>
	<ul style="list-style-type: none"> <li>● Upscale the Product Surveillance Program</li> </ul>	<ul style="list-style-type: none"> <li>● Availability of resources</li> </ul>	<ul style="list-style-type: none"> <li>● Resistance to change</li> </ul>	<ul style="list-style-type: none"> <li>● Increased stakeholder engagement</li> </ul>

## SECTION B: PERFORMANCE FRAMEWORK FOR THE MDA

### Programme Performance Framework

#### Outcome Performance Framework

Ref	Outcome Description	KPI:	Measurement Criterion (time;\$, rate)	Baseline		TARGETS									
						2021		2022		2023		2024		2025	
				Year	Value	T	ALV	T	ALV	T	ALV	T	ALV	T	ALV
1	Improved governance and administration														
		Client Satisfaction with the Ministry services	%	2023	58	-	-	65	+/-6.5	70	+/-7	70	+/-7	75	+/-7.5
		Compliance Levels	%	-	-	-	-	-	-	-	-	-	-	100	-
	Employee Satisfaction Index	%	2021	72	72	+/-7.2	80	+/-8	80	+/-8	90	+/-9	55	+/-5	

Ref	Outcome Description	KPI:	Measurement Criterion (time;\$, rate)	Baseline		TARGETS									
						2021		2022		2023		2024		2025	
				Year	Value	T	ALV	T	ALV	T	ALV	T	ALV	T	ALV
2	Improved Value for Money	Compliance to Procurement Regulations	%	2020	100	-	-	-	-	-	-	100	-	100	-
3	Improved Staff Performance	Average Performance Rating	Number	2023	3.4	-	-	-	-	-	-	-	-	4	+/-1
4	Improved Industrial Performance	Percentage Contribution of Manufacturing to GDP	%	2020	11.7	11.93	+/- 1.19	12.4	+/-1.24	13.6	+/-1.36	10.6	+/-1.45	10.4	+/-1.04
		Capacity Utilisation	%	2020	47	50	+/-5	65	+/-6.5	68	+/-6.8	55	+/-5.5	60	+/-6
		Manufacturing Growth Rate	%	2020	-10.8	6.4	+/- 0.64	2.6	+/-0.26	2.5	+/-0.25	2.1	+/-0.21	3.3	+/-0.33

Ref	Outcome Description	KPI:	Measure ment Criterion (time;\$, rate)	Baseline		TARGETS									
						2021		2022		2023		2024		2025	
				Year	Value	T	ALV	T	ALV	T	ALV	T	ALV	T	ALV
		Contribution of Value-Added Exports to Total Exports	%	2020	16.9	-	-	-	-	24.2	+2.4	25.41	+2.5	20	+/-2
5	<b>Improved Value Addition and Beneficiation</b>	Change in the Value of Manufactured Exports	%	-	-	-	-	-	-	-	-	-	-	25	+/-2.5
6	<b>Improved Rural Industrialisation</b>	Change in the Number of Rural Industries Established	%	-	-	-	-	-	-	-	-	-	-	10	+/-1
7	<b>Improved Broad Based Economic</b>	Compliance to Economic	%	-	-	-	-	-	-	-	-	-	-	100	-



Ref	Outcome Description	KPI:	Measurement Criterion (time;\$, rate)	Baseline		TARGETS									
						2021		2022		2023		2024		2025	
				Year	Value	T	ALV	T	ALV	T	ALV	T	ALV	T	ALV
	<b>Empowerment</b>	Empowerment Regulations.													
8	<b>Improved Consumer Protection</b>	Complaints Resolution Rate	%	-	-	-	-	-	-	-	-	-	-	78	+/-7.8
		Compliance to Consumer Protection Legislation	%	-	-	-	-	-	-	-	-	100	-	100	-
9	<b>Improved Commercial Sector Performance</b>	Percentage of Local Products Occupying Shelf Space	%	2020	55	60	+/-6	70	+/-7	80	+/-8	80	+/-8	80	+/-8
		Percentage Contribution of Wholesale and	%	2022	18.7	-	-	-	-	-	-	-	25	+/-2.5	20

Ref	Outcome Description	KPI:	Measure ment Criterion (time;\$, rate)	Baseline		TARGETS									
						2021		2022		2023		2024		2025	
				Year	Value	T	ALV	T	ALV	T	ALV	T	ALV	T	ALV
		Retail Sector to GDP													
10	Improved Provision of Quality Goods and Services	Compliance to Verification Measurement Standards	%	2023	90	-	-	-	-	-	-	-	-	100	-
		Change in Companies Certified to ISO Quality Management System	%	2023	1	-	-	-	-	-	-	-	-	10	+/-1

3. Outputs Performance Framework

No. & Prog. Code	Outputs	Unit of Measurement	Baseline								Current Year		Target	
					2021		2022		2023		2024		2025	
			Value	Year	T	ALV	T	ALV	T	ALV	T	ALV	T	ALV
<b>PROGRAMME 1: POLICY AND ADMINISTRATION</b>														
<b>OUC 1: IMPROVED GOVERNANCE AND ADMINISTRATION</b>														
OP 1.1	Statutory Reports Produced	Number	65	2020	31	-	31	-	65	-	205	-	84	-
OP 1.2	Policies and Legislation Developed	Number	15	2020	-	-	-	-	-	-	5	+/-1	7	+/-1
OP 1.3	Training Programs Conducted	Number	35	2020	300	+/-15	150	+/-15	170	+/-17	280	+/-4	8	+/-1

No. & Prog. Code	Outputs	Unit of Measurement	Baseline								Current Year		Target	
					2021		2022		2023		2024		2025	
			Value	Year	T	ALV	T	ALV	T	ALV	T	ALV	T	ALV
OP 1.4	Client Service Charter Reviewed	%	-	-	-	-	-	-	-	-	100	+/-10	100	+/-10
OP 1.5	Online systems developed	Number	1	2019	-	-	-	-	-	-	-	-	3	+/-1
OP1.6	Vacant Posts filled	Number	-	-	-	-	-	-	-	-	-	-	50	+/-5
OP 1.7	Industrialisation for Africa Continental Free Trade Area (AfCFTA) Unit established	%	-	-	-	-	-	-	-	-	-	-	100	+/-10

No. & Prog. Code	Outputs	Unit of Measurement	Baseline								Current Year		Targets	
			Value	Year	2021		2022		2023		2024		2025	
					T	A	T	ALV	T	ALV	T	ALV	T	ALV
<b>PROGRAMME 2: INDUSTRIALIZATION</b>														
<b>OUC 1: IMPROVED INDUSTRIAL PERFORMANCE</b>														
OP 1.1	ZIRGP implemented	%	-	-	-	-	-	-	-	-	100	+/-10	100	+/-10
OP 1.2	Cabinet Memo on the State of Industry and Commerce Reports Submitted	Number	2	2023	-	-	-	-	2	-	2	-	1	-
OP 1.3	Value Chains Optimised (Fertilizer, Pharmaceutical, Leather, Iron and Steel, Dairy, Lithium, Oil Seeds, Bus and Truck)	Number	10	2023	-	-	-	-	10	-	5	-	8	-
OP 1.4	Strategic Partners Engaged	Number	6	2023	-	-	-	-	6	+/-1	10	+/-1	12	

No. & Prog. Code	Outputs	Unit of Measurement	Baseline								Current Year		Targets	
			Value	Year	2021		2022		2023		2024		2025	
					T	A	T	ALV	T	ALV	T	ALV	T	ALV
														+/-1
OP 1.5	Export Development Programmes Conducted.	Number	-	-	-	-	-	-	-	-	15	+/- 1	30	+/- 3
OP 1.6	Export Markets Profiled	Number	-	-	-	-	-	-	-	-	3	-	5	+/-1
OP 1.7	Industrialisation Alternative Funding Mobilised	US\$	-	-	-	-	-	-	-	-	-	-	60 000	+/-6 000
<b>OUC 2: IMPROVED VALUE ADDITION AND BENEFICIATION</b>														
OP 2.1	Value Added Exports Realized	US\$ m	278	2020	-	-	-	-	-	-	333	+/-33	417	+/-42

No. & Prog. Code	Outputs	Unit of Measurement	Baseline								Current Year		Targets	
			Value	Year	2021		2022		2023		2024		2025	
					T	A	T	ALV	T	ALV	T	ALV	T	ALV
<b>OUC 3: IMPROVED RURAL INDUSTRIALISATION</b>														
OP 3.1	New Rural Industries Established	Number	14	2024	-	-	-	-	-	-	-	-	8	+/-1
<b>OUC 4: IMPROVED BROAD-BASED ECONOMIC EMPOWERMENT</b>														
OP 4.1	Reserved Sector Businesses Registered	Number	4000	2020	5000	7000	5500	+250	6000	+/-275	6000	+/-600	6500	+/-650
OP 4.2	Economic Empowerment Bill Submitted	%	25%	2020	25%	+/-2.5	50	+/-5	75	+/-7.5	100	+/-10	100	+/-10
OP 4.3	Community Share Ownership Trusts Revived.	Number	4	2023	-	-	-	-	-	-	10	+/-1	10	+/-1

No. & Prog. Code	Outputs	Unit of Measurement	Baseline								Current Year		Targets	
			Value	Year	2021		2022		2023		2024		2025	
					T	A	T	ALV	T	ALV	T	ALV	T	ALV
<b>PROGRAMME: 3 CONSUMER PROTECTION AND QUALITY ASSURANCE</b>														
<b>OUC 1: Improved Consumer Protection</b>														
OP 1.1	Consumer Protection Policy Developed	%	25	2020	25		70	0	100		100	+/-10	100	-
OP 1.2	Consumer Protection Organisations Designated	% completion	-	-	-	-	-	-	-	-	100	-	100	-
OP 1.3	Consumer Advocacy Groups Accreditation Standards Developed	%	-	-	-	-	-	-	-	-	-	-	100	+/-10
OP 1.4	Consumer Protection Act Translated	Number		2021	3		3	+/-1	3	+/-1	3	+/-1	4	+/-1
OP 1.5	Consumer Awareness Campaigns Conducted	Number	50	2021	20	+/-2	40	+/-4	50	+/-5	200	+/-6	250	+/-25
OP 1.6	Cabinet Memoranda on the State of Price and Product	Number	4	2023	-	-	-	-	-	-	4	-	4	-



No. & Prog. Code	Outputs	Unit of Measurement	Baseline								Current Year		Targets	
			Value	Year	2021		2022		2023		2024		2025	
					T	A	T	ALV	T	ALV	T	ALV	T	ALV
	Availability Updates Produced													
OP.1.7	Consumer Protection Act Amendment Principles Developed	%	-	-	-	-	-	-	-	-	-	-	80	+/-8
OP 1.8	Commercial Premises Act Principles Developed	%	-	-	-	-	-	-	-	-	80	+/-8	100	+/-10
OP 1.9	Commercial Premises and Lease Control Regulations Amended	%	-	-	-	-	-	-	-	-	100	+/-10	100	+/-10

No. & Prog. Code	Outputs	Unit of Measurement	Baseline								Current Year		Targets	
			Value	Year	2021		2022		2023		2024		2025	
					T	A	T	ALV	T	ALV	T	ALV	T	ALV
<b>OUC 2: Improved Performance of the Commercial Sector</b>														
OP 2.1	Border Efficiency Management Initiatives Conducted	Number	8	2020	-	-	2	+/-1	2	+/-1	12	+/-1	12	+/-1
OP 2.2	Wholesale and Retail Sector Policy Developed	%	-	-	-	-	-	-	-	-	15	+/-1	20	+/-2
OP 2.3	Commercial Sector Scoping Surveys Conducted	Number	4	2023	-	-	-	-	-	-	-	-	4	+/-1
OP 2.4	Zimbabwe National Competitiveness Report Launched	%	100	2021	-	-	-	-	100	-	100	-	100	-
<b>OUC 3: Improved Provision of Quality Goods and Services</b>														
OP 3.1	Principles of the Compulsory	%	-	-	-	-	-	-	-	-	-	-	100	+/-10

No. & Prog. Code	Outputs	Unit of Measurement	Baseline								Current Year		Targets	
			Value	Year	2021		2022		2023		2024		2025	
					T	A	T	ALV	T	ALV	T	ALV	T	ALV
	Specifications Bill Drafted													
OP 3.2	National Quality Policy Reviewed	%	-	-	-	-	-	-	-	-	-	-	100	+/-10
OP 3.3	Consignment Based Conformity Assessment Program Reviewed	%	-	-	-	-	-	-	-	-	-	-	100	+/-10
OP 3.4	Measuring Instruments Used for Trade Verified	Number	15 000	2020	-	-	-	-	-	-	17 400	+/-1740	18 000	+/-1800
OP 3.5	Products/Articles Inspected	Number	125 000	2020	45 000	+/-4500	100 000	+/-10 000	125 000	+/-12 500	600 000	+/-60 000	1 000 000	+/-100 000
OP 3.6	Sale of Articles Regulations Reviewed	%	-	-	-	-	-	-	-	-	-	-	100	+/-10

## Programme Budget

Programme		Programme Outputs	Budget Last Year 2023	Budget Current Year 2024	Budget Year 2025	Budget Year 2026	Budget Year 2027	Budget Year 2028	Budget Year 2029	
Programme 1	Sub-Prog 1.	•Memoranda to Cabinet produced	4,628,741	13,098,525	4,362,000	9,163,705	10,676,425	12,598,000	14,294,000	
		•Policy Documents produced								
		•Broadcast and digital content			8,889,000	18,674,043	21,756,703	25,673,000	30,294,000	
		•Gender Mainstreaming			7,456,000	15,663,591	18,249,295	21,534,000	25,410,000	
		•Goods and services procured			2,681,000	5,662,254	6,562,012	7,743,000	9,137,000	
	Sub-Prog 2	•Internet Connectivity and ICT equipment maintained	6,468,829	18,728,525	9,861,000	10,143,279	11,817,704	13,945,000	16,455,000	
		•Statutory Reports Produced			4,053,000	4,169,020	4,857,231	5,732,000	6,763,000	
		•Posts filled and Staff Trained			7,213,000	7,419,478	8,644,265	10,200,000	12,036,000	
		•Evidence Based Research Papers			3,084,000	3,172,282	3,695,954	4,361,000	5,146,000	
		•Monitoring and Evaluation Reports Produced			11,157,000	11,476,378	13,370,867	15,778,000	18,618,000	
	Sub-Prog 3	•Legislations Drafted	322,277	2,008,727	3,476,000	5,651,838	6,584,828	7,770,000	9,169,000	

	Sub-Prog 4	•Audit Reports Produced	525,192	3,151,617	5,469,000	7,344,381	8,556,772	10,097,000	11,914,000
<b>Total Programme Budget</b>			<b>11,945,040</b>	<b>36,932,031</b>	<b>67,701,000</b>	<b>98,540,249</b>	<b>114,772,056</b>	<b>135,431,000</b>	<b>159,236,000</b>
Programme 2	Sub-Prog 1.	•Zimbabwe Industrial Reconstruction and Growth Plan Launched and Implemented, Value chains capacitated, Rural industrialisation projects implemented.	9,438,003	90,194,544					
		•Industries Financed			10,000,000	14,951,989	17,420,223	20,555,847	24,255,858
	Sub-Prog 2	•Strategic Partnerships engaged, Value added and benefited exports realised.	1,308,139	16,648,673	25,894,000	30,746,527	35,822,081	42,270,000	49,879,000
	Sub-Prog 3	•Economic Act enacted, number of reserved sector businesses registered.	233,481	4,953,014	6,766,000	8,033,789	9,359,985	11,045,000	13,033,000
<b>Total Programme Budget</b>			<b>10,979,622</b>	<b>111,796,231</b>	<b>91,849,000</b>	<b>127,279,642</b>	<b>148,290,622</b>	<b>174,983,000</b>	<b>206,480,000</b>
Programme 3	Sub-Prog 1.	•Consumer awareness campaigns conducted, price and product availability surveys undertaken, border efficiency	11,304,497	44,837,461	8,595,000	14,976,164	17,448,388	20,589,000	24,295,000

		management programs conducted.							
		•Current and capital transfers.			23,377,000	40,732,725	47,456,775	55,999,000	66,079,000
	Sub-Prog 2	•Quality Infrastructure indexed, CBCA Program Implemented, measuring equipment verified and assized.	1,139,963	10,811,428	12,362,000	21,662,220	25,238,161	29,781,000	35,142,000
<b>Total Programme Budget</b>			<b>12,444,461</b>	<b>55,648,889</b>	<b>44,334,000</b>	<b>77,371,109</b>	<b>90,143,324</b>	<b>106,369,000</b>	<b>125,516,000</b>
<b>TOTAL MDA BUDGET</b>									

## Human Resources for the Strategic Period

No.	Category	Programme 1	Programme 2	Programme 3	Ministry Total Personnel Requirements by Category
1	Top Management	13	15	2	30
2	Middle Management	30	16	12	58
3	Supervisory Management	1	0	0	1
4	Operational and Support staff	278	132	243	653
5	<b>Total</b>	<b>323</b>	<b>163</b>	<b>257</b>	<b>742</b>

## Other Resources, Materials, Equipment, ICT

Materials/ Equipment /ICT	2021		2022		2023		2024		2025	
	Quantity	Cost	Quantity	Cost	Quantity	Cost	Quantity	Cost	Quantity	Cost
Motor Vehicle	27	648 000 000	12	288 000 000	10	240 000 000	7	3,731,574,000	42	5 3070 000
Motorcycles	10	6 000000	-	-	-	-	-	-	-	-
Laptops	23	10 764 000	15	972 000	15	972 000 000	64	1,278,623,581	122	4 901 550
Desktop Computers	-	-	-	-	-	-	3	27,075,600	27	513 384
Printers	-	-	-	-	-	-	21	9,115,383,120	157	4 686 200
Office Furniture	150	78 000 000	75	39 000 000	75	39 000 000	-	5,273,802,419	893	13 057 495
Cellphones/ Tablets	-	-	-	-	-	-	-	-	158	3 919 800
Cameras	-	-	-	-	-	-	-	-	4	690 000
House	-	-	-	-	-	-	-	-	2	15 000 000



## Space Requirements

Location	2021		2022		2023		2024		2025	
	Quantity m2)	Cost	Quantity (m2)	Cost	Quantity (m2)	Cost	Quantity (m2)	Cost	Quantity (m2)	Cost
Provinces, 5	250	540 000	250	540 000	250	540 000			250	15 000 000.00