



Republic of Zimbabwe



POTRAZ

2021-2025 Strategic Plan

Reviewed November 2024

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SECTION A: Profile of the Ministry/Department¹/Agency (AGENCY)

- i) Introduction
- ii) Background
- iii) National Level Contribution:
 - a. National Vision:

Towards a prosperous and empowered upper middle-income society with job opportunities and high quality of life for its citizens by 2030.

- b. National Priorities the Ministry/ Agency is contributing to:

	Description of National Priority Area
NPA 1	Digital Economy
NPA 2	

- c. National Key Result Areas the Ministry/Agency is contributing to:

	Description of National Key Result Area
NKRA 1	Digitally enabled economy
NKRA 2	

- d. National Outcomes the Ministry/Agency is contributing to:

	Description of National Outcome
NOUC 1	Enabled digital economy
NOUC 2	

iv) Sectoral Level Contribution:

Sector Name:

a. Sectoral Key Results Areas

	Description of Sector Key Result Area
SKRA 1	ICT Access
SKRA 2	ICT Usage
SKRA 3	ICT Industry development
SKRA 9	ICT Skills
SKRA 10	ICT governance

b. Sectoral Outcomes

	Description of Sectoral Outcome Description
SOUC 1	Improved usage of ICTs
SOUC 2	Increased Investments in ICTs
SOUC 3	Improved access to ICTs
SOUC 4	Increased ICT literacy
SOUC 5	

1. AGENCY : POTRAZ
2. AGENCY Vote Number:
3. AGENCY Vision Statement:
A World class regulatory environment with universal communication services by 2030
4. AGENCY Mission Statement:
To regulate the communications sector and promote universal access to communication services for sustainable development
5. Core Values :
 - Integrity
 - Transparency
 - Team work
 - Responsiveness
 - Predictability
6. Terms of Reference:
 - Postal and Telecommunications Act [Chapter 12:05] and Regulations
 - Cyber and Data Protection Act [Chapter 12:07] and Regulations

7. Overall Functions :

As per Postal and Telecommunications Act, chapter 12:05

- to ensure the provision of sufficient domestic and international telecommunication and postal services throughout Zimbabwe on such terms and conditions as the Authority may fix;
- to ensure that any person by whom any telecommunication or postal service falls to be provided is able to provide those services at rates consistent with the provision of an efficient and continuous service and the necessity of maintaining independent financial viability;
- to promote the development of postal and telecommunication systems and services in accordance with practicable recognised international standards and public demand;
- to exercise licensing and regulatory functions in respect of postal and telecommunication systems and services in Zimbabwe, including the establishment of standards and codes relating to equipment attached to telecommunication systems;
- to exercise licensing and regulatory functions in respect of the allocation and use of satellite orbits and the radio frequency spectrum in Zimbabwe for all purposes, including the establishment of standards and codes relating to any matter in connection therewith;
- to secure that reasonable demands for postal and telecommunication services are satisfied;
- to promote the interests of consumers, purchasers and other users, in respect of the quality and variety of postal and telecommunication services provided and telecommunication apparatus supplied;
- to maintain and promote effective competition between persons engaged in the provision of postal and telecommunication services and any activities connected therewith;
- to monitor tariffs charged by cellular telecommunication, postal and telecommunication licensees with a view to eliminating unfair business practices among such licensees;
- to promote and encourage the expansion of postal and telecommunication services;
- to further the advancement of technology relating to postal and telecommunication systems and services;
- to represent Zimbabwe internationally in matters relating to postal and telecommunication services;
- to establish, approve or control a national telephone numbering plan for the purpose of ensuring that telephone numbers are allocated in an efficient and non-discriminatory manner;
- to promote and control the provision of international transit services by persons providing telecommunication services in Zimbabwe;
- to advise the Minister on all matters relating to postal and telecommunication systems and services

As per Cyber and Data Protection Act [Chapter 12:07] and Regulations

The Authority shall perform the following functions;

- to regulate the manner in which personal information may be processed through the establishment of conditions for the lawful processing of data;
- to promote and enforce fair processing of data in accordance with this Act;

- to issue its opinion either of its own accord, or at the request of any person with a legitimate interest, on any matter relating to the application of the fundamental principles of the protection of privacy, in the context of this Act;
- to submit to any Court any administrative act which is not compliant with the fundamental principles of the protection of the privacy in the framework of this Act as well as any law containing provisions regarding the protection of privacy in relation to the processing of data in consultation with Minister responsible for Information, Publicity and Broadcasting Services;
- to advise the Minister on matters relating to right to privacy and access to information;
- to conduct inquiries or investigations either of its own accord or at the request of the data subject or any interested person,
- to receive, by post or electronic means or any other equivalent means, the complaints lodged against data processing and give feed-back to the claimants or complainants;
- to investigate any complaint received in terms of this Act howsoever received;
- to conduct research on policy and legal matters relating to the development of international best practices on the protection of personal information in Zimbabwe and advise the Minister accordingly;
- in consultation with the Minister, to facilitate cross border cooperation in the enforcement of privacy laws and participating at national, regional and international forums mandated to deal with the protection of personal information initiatives.

8. Departments in the AGENCY and their functions:

<u>DEPARTMENT</u>	<u>FUNCTIONS</u>
TECHNICAL SERVICES	Spectrum Management - National Spectrum Planning - International Spectrum Planning - Spectrum Assignment - Spectrum User Licensing - Spectrum Control (Usage Monitoring, Analysis and Enforcement) - Dealership and Special Private Network Licensing - Court and Legal Evidence presentations - Develop Spectrum Policies, Terms and Conditions for Accessing Spectrum and enforce the same. - Equipment Type Approval - International coordination - International Representation - Spectrum Standards Development, adoption and maintenance. Networks and Standards - Public & Private Network Licensing

	- Certification of Dealers, Installers - Monitoring and Enforcement of Compliance with Licence Conditions - Numbering Planning and Allocations - Quality of Service Monitoring and Enforcement - Telecommunication Standards Development, Adoption and Maintenance - Equipment Type Approval - EMF Monitoring and Human Health Impact Assessment Information Technology (IT) - Ensure that the Authority's IT systems are working. - Provide support of application systems - Program, install and maintain computer hardware, software and networks for the Authority. - Formulate and lead implementation of strategies relating to promotion of ITs in postal services - Regulate Internet and Cyber Security services, including regulation of Domain Name Systems. - Manage IT projects.
DATA PROTECTION UNIT	- to regulate the manner in which personal information may be processed - to promote and enforce fair processing of data in accordance with this Act; - to issue opinions on any matter relating to the application of the fundamental principles of the protection of privacy, in the context of this Act; - to submit to any Court any administrative act which is not compliant with the fundamental principles of the protection of the privacy in the framework of this Act as well as any law containing provisions regarding the protection of privacy in relation to the processing of data in consultation with Minister responsible for Information, Publicity and Broadcasting Services; - to advise the Minister on matters relating to right to privacy and access to information; - to conduct inquiries or investigations either of its own accord or at the request of the data subject or any interested person, and in relation thereto may call upon the assistance of experts to carry out its functions and may request the disclosure of any documents that may be of use for their inquiry or investigation; - to receive, by post or electronic means or any other equivalent means, the complaints lodged against data processing and give feed-back to the claimants or complainants; - to investigate any complaint received in terms of this Act howsoever received;

	- to conduct research on policy and legal matters relating to the development of international best practices on the protection of personal information in Zimbabwe and advise the Minister accordingly; - in consultation with the Minister, to facilitate cross border cooperation in the enforcement of privacy laws and participating at national, regional and international forums mandated to deal with the protection of personal information initiatives.
ECONOMICS COMPETITION AND TARIFFS	The department exists to: - Carry out economic regulatory functions of the Authority, through promotion and maintenance of competition in the Postal and Telecommunication sector - Regulate tariffs charged by Operators and gather market information required by the Authority in its regulatory work and other regional and external stakeholders - Conduct various surveys for measuring the information society. - Conduct policy research and analysis as well as consumer protection. - Develop and implement consumer policies including those for people with disabilities and maintains collaborative partnerships with the state, local government - Develop, implement, track and optimize POTRAZ's digital marketing campaigns across all digital channels. - Ensure that all POTRAZ events are publicized and covered in all media
USF, POSTAL AND COURIER SERVICES	The department exists to facilitate the creation of an enabling regulatory environment for the provision of universal and affordable Postal and Courier Services as well as managing the Universal Service Fund - Licensing Postal and Courier Services. - Monitoring and enforcement of licence conditions for Postal and Courier services operators. - Participation in the establishment of postal and courier services consumer protection guidelines - Ensuring universal access to postal and courier services by all Zimbabweans - Monitoring of the postal and courier services sector to ensure illegal operators are reduced to a bare minimum - Provision of advice on all matters related to postal and courier services. - Quality of service monitoring and enforcements Universal Service Fund - Ensure equitable access to affordable ICTs by all Zimbabweans regardless of geographical location, race, creed, religion, gender, age or physical limitation. - Manage, oversee, and administer the USF operations. - Initiate projects in liaison with operators and relevant stakeholders - Carry out site surveys on potential areas of project implementation. - Plans, implements, monitors and inspects projects

LEGAL SERVICES	The department exists to: - Provide legal advice and opinions to the Board, Management and all Departments in POTRAZ so as to manage legal risk - Provide compliance advice to all internal stakeholders - Assist all units with compliance issues - Manage the litigation portfolio - Draft any new legislation, which may be necessary for the effective regulation of the telecommunications and postal sector. - Represent POTRAZ and Zimbabwe at international conferences where international regulations for the sector are formulated or reviewed
CORPORATE SERVICES	The department with three sections exists to strategically provide the overall business objectives of the organisation through; Human Resources - Provide human resources services and implement strategic human resources programmes. - Advise the Authority on Human Resources issues in line with existing Labour laws and approved Conditions of service. - Recruit, develop, retain and reward quality-performing staff through the establishment and administration of policies and practices that foster the desired employment relationships. - Identify and evaluate areas of competitive advantage through the development of human resources and organisational capabilities. - Design and implement cost effective organisational skills and knowledge development necessary for current and future operations. Administration - Provide support for Administration services that incorporate fleet management, - Ensure that Admin processes are adhered to with regards to maintenance of assets. - Manage access to Information centre or records specifically Registry/Library unit to maintain security of Authority documents. - Manage security of Authority's properties. - Manage and maintain the Stores unit of the Authority. - Construction and maintenance of Authority assets, to enhance the Authority's image - Maintenance of buildings and estate management.
FINANCE	The department exists to: - Manage all the financial aspects of the Authority, <i>inter alia</i>, financial planning, cost control, budgeting, reporting as well as co-coordinating and leading the Finance aspects of the Authority. - Manage the Working Capital of the Authority - Is the custodian of the financial resources of the organisation

	- Ensures the resources are distributed and used as planned and approved. - Ensure that proper internal control systems are developed, adhered to and are continuously improved and updated. - Uphold good governance of the Authority and the USF - Ensure extra cash resources are managed efficiently for value creation while ensuring the same resources are available when needed to fulfil the Authority's mandate. - Ensure the securities portfolio is managed to provide first level risk management of the Authority and USF's financial resources against credit loss. - Advisor to the Authority and the USF in investments related matters to ensure efficient allocation and utilisation of financial and property resources.
RESEARCH AND DEVELOPMENT UNIT	- Measuring the information society - Conducting sectorial research - Implementing research partnerships - Carrying out and/or coordinating satisfaction surveys
COMPANY SECRETARY	The department exists to: Enhance Corporate Governance in POTRAZ Provide secretarial services to the Board of Directors and Management. Provides internal advice to the Board, Executive Committee and Senior Management on Corporate Governance Issues.
INTERNAL AUDIT UNIT	The Unit exists to: Provide independent, objective assurance and consulting services designed to add value and improve the organisation's operations. Help the Authority accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes. Facilitate risk assessments and implement a fraud management programme and carry out investigations.
MARKETING AND INTERNATIONAL RELATIONS	The department exists to: Develop and implement strategic and favourable reputation management for the Authority, ensuring that the mandate of the Regulator is well understood and adhered to by all stakeholders, particularly licensees. Manage the Authority's toll free number. Research and author articles for POTRAZ newsletters Coordinate the publication of the POTRAZ Post and ensure high quality publication. Coordinate and manage all CSR rollout programmes
PROCUREMENT MANAGEMENT UNIT (PMU)	This strategic unit exists to Procure goods and services following Public Procurement and Disposal of Public Assets Act and its Regulations. Follow the Procurement Regulatory Authority (PRAZ) procedures. Advises the organisation, plans, schedules, initiates, monitors Carries out quality assurance of all procurement and contract activities.

	Conduct procurement research; provide guidance and direction by presenting available procurement options to the Authority's best advantage.
LOSS CONTROL UNIT (LCU)	This strategic unit exists to coordinate the Authority's risk governance (enterprise risk management) efforts and thus contribute to business success loss control and prevention of fraud and corruption strategy implementation investigations and intelligence gathering and security of assets (Human capital, Physical, and Digital) collaborate with ICT on new IT based systems and processes for revenue assurance enhancement, intrusion detection/deterrence, business continuity and ensure the Authority is Cyber secure

9. State Enterprises and Parastatals, Statutory Bodies and Grant Aided Institutions under the AGENCY and their functions. N/A

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10. Environmental Scan

10 a. PESTLEG Analysis

POLITICAL	GLOBAL ▪ Geopolitical Changes /Emergence of new superpowers – ▪ the return of D J Trump as POTUS ▪ Israel/Gaza war ▪ Russia/Ukraine ▪ Russia supporting Afghanistan ▪ Trade wars eg USA and China ▪ Risk of trade wars between two largest economies threaten the viability of local organisations who rely on sanctioned tech companies ▪ International Groupings e.g. BRICS, Smart Africa initiative
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	▪ Cambridge Analytica incident + Trump's use of 'non-traditional' media channels for campaigns (used podcasts etc) – influencing politics ▪ Many countries setting up data protection laws enhances cooperation. ▪ Regional conflicts e.g Mozambique ▪ International Sanctions – international payment systems and access to offshore funding ▪ Global supply chain disruptions due to geopolitics, pandemics ▪ Global support for development of technological infrastructure e.g. from China ▪ Perceived country risk e.g. due to policy inconsistency MACRO ▪ Government Debts – e.g compensation of commercial farmers ▪ PVO Bill ▪ Perceived country risk ▪ The merger of POTRAZ and BAZ ▪ Limited understanding of ICT legislative and regulatory frameworks
ECONOMIC	Global ▪ International Groupings eg BRICS ▪ Global inflation which is expected to decrease in more advanced economies from 6.7% to 5.9%, However, inflation is expected to be higher in poor countries. ▪ Growth is projected at 1.8% which is still relatively low and will have a negative impact on the country. ▪ African Free Trade Area Agreement – can be both positive and negative. ▪ Trade Embargo ▪ Supply chain vulnerabilities (global shortage in chips) ▪ Global economic uncertainty

	MACRO ▪ Local inflation ▪ Exchange rate volatility ▪ Licensing informal sector ▪ General decline in Level of Disposable incomes ▪ Increase in operating costs(electricity) ▪ Currency change from ZWL to ZwG ▪ Local Currency volatility ▪ High consumer expectations and increased demand for digital services e.g. high speed broadband but the challenge is low deployment of technology ▪ Landlocked hence no direct access to undersea cable which raises connectivity costs ▪ Cost of financing infrastructure development is high ▪ High cost of deployment on infrastructure results in low affordability ▪ Global economic uncertainty affects investment in telecommunication infrastructure
SOCIAL	Global ▪ Brain-drain – diaspora in the long term will be beneficial to the country. Negatively it will cause a skills gap ▪ Decline in birth rate ▪ Destruction of infrastructure from lack of understanding and misinformation. ▪ Hostility to new laws and government policies due to lack of understanding ▪ Increase in social media motivating more effort towards utilising it for more effective consumer awareness initiatives ▪ Shift from consuming social media to creating content, for creation of employment and economic benefit Macro ▪ Private Voluntary Organisations Bill ▪ New epidemics e.g., COVID variants, MPOX, Whooping cough. ▪ Declining birth rate

	▪ Demographically (youth dividend) there are many youths who have a penchant for data hungry applications ▪ High consumer expectations and Increased demand for digital services e.g high speed broadband services but the challenge is low deployment of telecoms infrastructure ▪ Changing consumer demands from voice centric to data centric services ▪ Digital literacy – gaps in ICT education hampering full infrastructure utilisation ▪ Perceived fears for EMF emissions pose the risk of scuttling infrastructure deployment in some areas ▪ Vandalism and theft of infrastructure which disrupts service (telecommunications and ZESA equipment)
TECHNOLOGICAL	GLOBAL- ▪ Cyber Security ▪ Emerging technologies e.g AI ▪ LEO Satellites, High Altitude Platforms (HUPS), 5G ▪ Demand for AI, VR, IOT, Metaverse, Quantum Computing and Blockchain demand infrastructure ▪ Advance in IOTs (LoRa and LoRaWAN) technology - impact of safety and increased efficiency and connectivity ▪ Evolution from 5G to 6G ▪ Ethical AI tech - automated decision making , BIAS ▪ Cloud computing – easy and cheap access to ICT resources ▪ Digital Sovereignty when adopting cloud services ▪ AI – deepfakes ▪ Quantum resistant cryptographic ▪ Fast changing tech ▪ Lack of QoS for new Tech ▪ Increase in eCommerce ▪ Increase in Online scam fraud ▪ Increase in data breaches and cyber attacks ▪ Internet never forgets but data subjects have the right to erasure ▪ Resilience of electronic systems (EU DORA) ▪ Access and affordability

	Legacy infrastructure technologies are no longer supported by manufacturers and can no longer support new services
LEGAL	GLOBAL - Emergence of Data protection laws globally. - Evolution of Postal and Telecommunication laws - Absence of cross-border harmonisation of data protection laws and enforcement MACRO - Regulation playing catch up (lack of regulation for emerging tech like AI) - Crypto friendly laws - Litigation - Misinterpretation of new laws - Resistance to new promulgated laws - A number of bills are at different stages of development. The passing of these bills will positively affect the ICT sector: - Postal and telecommunication Bill - The E-Commerce bill - The Electronic Transactions bill - Regulation playing catch up (lack of regulation for emerging tech like AI) - Legal/Regulatory Reviews - Lack of Public awareness of Legislation negatively affecting enforcement - Absence of Laws to enable e-commerce and e-transactions - Technology neutral Converged Licencing Framework - Indigenisation Policy removed inlocks FDI - No legal framework for infrastructure sharing e.g. Dig Once Policy – which entails forward planning

ENVIRONMENTAL	▪ GLOBAL ▪ Climate change eg Floods, El Nino, resulting in Adoption of green technology MACRO ▪ The ICT sector will play its part in maintaining a clean environment by advocating for safe disposal of Electronic-Waste (E-Waste). ▪ The Ministry of ICT, Postal and Courier Services is spearheading the formulation of appropriate E-Waste Policy. ▪ Need for compliance with EMA - Affects construction of networks/service roll out ▪ Increase network roll out cost ▪ Harmful emissions ▪ Preservation of Heritage sites ▪ Delays in implementing Post Code system ▪ Use of generators - increased carbon footprint ▪ Disposal of physical records ▪ Conversion of physical records to electronic ▪ Opportunities for use of renewable energies in ICT projects e.g. solar energy ▪ Uncontrolled disposal of e-waste
GOVERNANCE	GLOBAL ▪ Sustainability Reporting/ESG – Environment, Social and Governance. ▪ Delays in Ratification of International Treaties: Macro MACRO ▪ Emergence of ESG Standards which have been adopted by Zimbabwe but not yet compulsory

	▪ Inadequate legal and regulatory frameworks for ICT governance (AI, E-commerce, Digital-signature act, Public Key Infrastructure, Digital identity framework) ▪ Corruption ▪ Sanctions affecting the procurement of Goods and Services ▪ Hyper-inflation reporting (IAS 29 and 21) ▪ POTRAZ strives for full compliance with requirements of the Public Procurement and Disposal of Public Assets Act as well as the Public Entities Corporate Governance Act. ▪ Regional and international policies (Malabo convention, AU AI policy, EU AI policy) ▪ International cooperation (governments, regulator and international organisations) ▪ Shifting consumer expectations ▪ Frameworks to govern data compliance, risk and safety ▪ Convergence of technology but no convenience to consumer (POTRAZ and BAZ) ▪ Buy in from Government – ICT infrastructure development is one of the pillars for economic growth in the NDS1 and Vision 2030
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10. b. SWOT Analysis

Strengths	▪ Clear mandate ▪ Self financing (financially independent) ▪ Qualified and experienced staff

	▪ Strong asset base to discharge our activities ▪ Affiliation to regional and international organisations ▪ Low staff turnover ▪ Stable and solid leadership ▪ Research and development department
Weakness	▪ Weak communication ▪ Weak monitoring and evaluation ▪ Centralized operations in Harare ▪ Inadequate Standard Operating Procedures ▪ Laws are written in English ▪ Rented offices (USF/DPU)
Opportunities	• Sector growth –not yet matured/saturated • Growing demand for ICTs • Envisaged economic growth – GDP contribution • Alliances with regional and international organizations - exposure/capacity building • Collaborative regulation • Rapid technological evolution • Policy advisory body • Multi currency environment

	• Highly literate constituency
Threats	• Policy changes • Policy inconsistencies • Internal and External Bureaucracy • Exchange rate instability • Foreign currency shortages • Clarity of roles POTRAZ/BAZ (convergence)

11. AGENCY Programmes and Outcomes:

Prog. Ref	Programme Name	Programme Outcome/s	Weight	Responsible Department	Contributing AGENCYs/ Other Partners	Type of Contribution	Sector Outcome Ref.	National Outcome Ref	SDG Ref
1	Governance and Administration								
		Improved Governance and Administration		ALL	CGU	Enforcement of Good corporate governance			
2	Postal and Telecommunication Regulation, Data and Consumer Protection								
		Increased use of ICTs		USF, ETC, Tech	Licensed operators	Affordable services			

		Improved sector regulation		Tech, ETC., Postal, Legal, DPU.	Law enforcement Agencies,	Enforcement of the law			
		Increased access to ICTs		USF, Technical, ETC	Licensed operators	Extension of networks to underserved areas & Communities			
		Improved Data and Consumer protection		ETC, DPU	CTC, CPC, CCZ	Consumer awareness/ protection			

12. Policies Applicable for the AGENCY:

	External Policy	Programme Ref	Internal Policy	Programme Ref
1.	National Development Strategy 1 (NDS1)	1,2,3	Board Charter	1
2.	Zimbabwe National Policy For Information and Communication Technology (ICT) 2016 -2020	2,3	Communication and stakeholder Policy	1,2
3.	National Broadband Plan	2,3	Corporate Social responsibility policy	1
4.	Smart Zimbabwe Master Plan	2,3	Donations and Sponsorship Policy	1
5.	Public Entities Corporate Governance Act [Chapter 10:31]	1		
6.	Public Procurement and Disposal of Public Assets Act [Chapter 22:23]	1		
7.	Public Finance Management Act [Chapter 22:19]	1		
8.	Finance Act [Chapter 23:04]	1		

	External Policy	Programme Ref	Internal Policy	Programme Ref
9.	Communication sector Statutory Instruments	1,2,3		
10.	ITU regulations and recommendations	2		
11.	SADC protocols, Model frameworks	2,3		
12.	Code of Ethics	1		

13 CLIENT NEEDS/PROBLEMS ANALYSIS:

Direct Clients	Needs/Problems	Extent (<i>Magnitude/seriousness</i>)
1. Licensed Operators	Needs: - Assistance in the acquisition of sites and wayleaves. - Review of licenses and spectrum fees. - Promotion of local manufacturing of ICT gadgets. - Promotion of building data centers to enforce data sovereignty. Causes: - High cost of wayleaves and delays in approvals and overcharging by local authorities/ municipalities. - High cost of licenses and spectrum fees to deploy new technologies. - The cost of importing ICT gadgets is high. - Lack of control and data privacy outside the country. Problems: - Delayed rollout of infrastructure and services. - ICT services are limited due to affordability and use.	High High High High High

2. Consumers	• Access to Communication services • Network coverage	100% Population coverage 87% Geographical coverage 2G, 3G+ & 4G+ Coverage
	• Quality ICT facilities and resources in underserved areas	100% of underserved areas
	• Availability of high quality service	100% compliance with quality of service standards
	• Affordable services	Maximum of 2% of Monthly Gross National Income
	• Confidence and Trust in the use of ICTs	80% of population confident of using ICTs
	• Consumer education and awareness	90% of the population is aware
	• Inclusion of the physically challenged members of the societies	6 institutions established for physically challenged
	• Consumer Protection from unfair business practice	100%
	• Access to Postal services	100% Country wide access
	• Consumer engagement	100% need
	• Good corporate governance • Accountable regulator	100% Responsiveness, transparency and consultations
3. Academia	• internet connectivity	100% seamless connectivity
	• ICT resources and internet connectivity	100% Institutions resourced and connected 22% have internet access.
	• Affordable tariffs for services	Maximum of 2% of monthly Gross National Income
	• Training of educators	100% relevant content
	• Funding for and Collaboration in research and development	50% of institutions need assistance.
	• e-learning facilities	100% need

4. Communities (clinics, youth out of school, libraries, general public)	• Connectivity to networks	100% population coverage target 87% Geographical coverage for 2G, 3G+ & 4G+ Coverage
	• Safe levels of EMF	100% safe emission levels.
	• Accessibility (including the disadvantaged)	100% accessibility
	• Affordability of services	Maximum of 2% of monthly Gross National Income
	• Choice & Variety of services	100% need
	• Training in use of ICTs	100% need
	• quality on availed services	100% need
	• e-transacting	100% need
5. Suppliers (Local/International)	• Payments	100% need
	• Consistence in payments	100% need
	• Timely payment	100% need
	• Transparency and fairness in procurement	100% need
	• Equality and equitable treatment	100% need
6. Internal Departments and Units	• Sound Legal advice and opinion	All departments and units
	• Capacity Building	100% need
	• Tools of trade	100% need
	• Adequate human resources	100% need as informed by the approved structure
	• Timely and effective communication	100% need
	• User friendly, fast and efficient ICT systems	100% need for an Enterprise Resource Planning (ERP) system
	• Speedy resolution of internal challenges	100% need
	• Handbook of policies and procedures	100% need
	• Protection of personal information	100% need

	• Clear definition and separation of departmental responsibilities	100% need
7. Research Institutions/Innovators	• Timely funding of communications research	100% on time
	• Recognition on innovations made	100% need for bankable projects
	• a system of rewarding innovations	100% need
	• Protection of intellectual property rights (ARIPO)	100% need
	• speedy turnaround of assessment of proposals	90 days turnaround time for proposals.
	• entrepreneurship and proposal preparation skills	100% need
	• facilitation of engagement with operators	100% need
8. People with disabilities and specific needs	• Provision of Assistive technologies (ICT equipment and software)	100% need for assistive technologies from all institutions assisting people with disabilities (2,4 million of the total population live with disability)
	• availability, accessibility, affordability and adaptability of ICTs for people with disabilities	100% need
	• Adherence to concept of universal design as outlined in Convention on the Rights of Persons with Disabilities (UNCPRD)	100% compliance with in Convention on the Rights of Persons with Disabilities
	• Training in the use of ICTs	100% need

13. STAKEHOLDERS ANALYSIS

Direct Stakeholders	Demands/ Expectations	Extent (Magnitude/seriousness)
1. Government (MoICTPS)	• Monitoring and Evaluation on impact of existing infrastructure	High
	• Technology Park	High
	• Digital Connectivity map	High
	• Security Operations Centre (POTRAZ seeks to create a local SOC linked to banks, operators and other Postal and Telecommunications stakeholders)	High
	• Use of renewable energy on existing infrastructure	High
	• Smart post office	High
	• Transformation of CIC into Digital Centre	High
	• Presidential Internet Scheme (Free internet at vocational training/youth training centres)	High
Direct Stakeholders	Demands/ Expectations	Extent (Magnitude/seriousness)
1.Board of Directors	• Organisation wide risk management	100% compliance
	• Compliance with laws and regulations	100% compliance
	• Management accounts	100% compliance
	• Mandatory reports	100% compliance
	• Calendar of meetings	100% compliance
	• Fees and allowances	Monthly/quarterly/ as demanded
	• Board packs	7 days before meeting
	• Policy, Legal, and Technical Advice	As demanded

2. Board of Trustees	• Organisation wide risk management	100% compliance
	• Compliance with laws and regulations	100% compliance
	• Management accounts	100% compliance
	• Mandatory reports	100% compliance
	• Calendar of meetings	Monthly/quarterly/ as demanded
	• Fees and allowances	100% compliance
	• Board packs	10 days before meeting.
	• Policy, Legal, and Technical advice	As demanded
3. Government (MoICT, OPC, Parliament, Ministry of Finance, Auditor General, SERA)	• Deliver on mandate	100% delivery
	• Sound policy advice	100% need
	• increased contribution of ICTs to economic growth	8% contribution per year
	• Universal access to communications Services by all citizens	100% population coverage for all services
	• Enabling environment for sector growth	100% need
	• Affordable Tariffs for services	Maximum 2% of monthly Gross National Income
	• Cybersecurity (capacity development)	100% need
	• Annual Report (incl audited financial statements)	100% compliance to deadlines
	• Annual general meeting,	100% need
	• minutes of annual general meeting	100% need
	• Board Minutes	100% need
	• Sector Performance Reports	100% need
	• Mandatory reports	100% need

	• TAX returns	100% need
	• Statutory Returns	100% need
	• Proper management of E-waste	100% need
	• POTRAZ to spearhead new programs in the sector.	100% need
4.Local Authorities	• Compliance with the area building by-laws	100% compliance
	• Collaboration on network rollout	100% compliance
	• Environmental Protection	100% compliance
5. Bankers	• Timely requests e.g. for foreign currency payments	100% need
	• Certainty on investment decision	100% certainty
6.Regional and International Organizations	• Membership to relevant regional and international organisations;	100% adherence
	• Effective Participation in the work of the respective organisations (conferences, meetings, workshops, etc.)	100% need
	• Meet international financial obligations	100% need
	• Ratification and domestication of international laws;	100% need
	• Adopt regional and international guidelines and standards;	100% need
	• Provide Information and contributions as needed.	100% need
	• Host meetings, workshops and conferences as needed;	100% need
	• Regional and international coordination;	100% need
	• Contribute to attainment of UN Sustainable Development Goals.	100% need
	• Implementation of strategies of relevant organisations to which POTRAZ affiliate	100% need
7. Employees	• Planning and Role Definition	100% need
	• Adherence to organisational values	100% need

	• Information on POTRAZ activities	100% need
	• Worker welfare and wellness	100% need
	• Tools of trade	100% need
	• Confidentiality of private information	100% need
8.Regulators a. Co-Regulators (Competition & Tariff Commission, BAZ, RBZ, ZIMRA, CAAZ) b. Other Regulators (PRAZ, SERA, EMA)	• Compliance and enforcement of regulations on cross cutting services;	100% need
	• Collaboration with respect to cross cutting services;	100% need
	• Allotment of spectrum resources;	100% need
	• Monitoring and inspections	100% need
	• Compliance with respective laws and regulations	100% need
9.Standards Association of Zimbabwe	• Services to meet recommended quality standards	100% need
	• ISO certification	100% need
	• Collaboration in developing and adoption of standards	100% need
10.Media	• Timely, accurate and factual information	100% need
	• Partnerships	100% need
	• Respect and recognition	100% need
1. Telecommunications Operators Association of Zimbabwe , (TOAZ), Zimbabwe Internet Access Providers Association (ZIAPA) Zimbabwe Internet Service Providers	• Regulatory certainty and policy consistency	100% need
	• Fair treatment (level playing field)	100% need
	• Affordable Resources for their operation (clean spectrum and Numbering)	100% need
	• Regulations which are in line with technological developments (Convergence)	100% need
	• Protection from illegal activities that impact on their business	100% need

Association (ZISPA) Postal Operators	Facilitation/ lobbying on their behalf ie taxes, rights of way, forex, council levies etc	100% need
	Subsidies	100% need
	Affordable licence fees and payment plans	100% need
2. People living with disabilities and special needs	Inclusivity (participation and involvement)	100% - Inclusivity and involvement
	Equality	100% need
	Making sure that all telecommunications providers adhere to the concept of universal design outlined in the United Nations convention on the rights of people with disabilities (UNCRPD)	-All technologies and investment to take into account requirements for persons with disabilities
	Ensuring that all new technology developments be “universally designed to cater for disabled.	-All technologies and investment to take into account requirements for persons with disabilities
	- Disability-inclusive telecommunications training - Web services and technology for people with disabilities	100% need

14. STRATEGIES, ASSUMPTIONS, RISKS AND MITIGATIONS

Period	Strategies	Assumptions	Risks	Mitigation
Programme 1: GOVERNANCE AND ADMINISTRATION				
Outcome 1: Improved Governance and Administration				
	Enhance value for money.	- Adherence to PPDPA Act - Continued availability of experts - Human integrity	- Unethical behaviour by suppliers - Counterfeit products - Lowballing - Misspecification of procurement requirements	- Blacklisting of suppliers - Enhance Due diligence. - Demand driven purchases. - Staff awareness programs

	Enhance time value of money.	- Adherence to procurement plan - Adherence to budget	- Policy inconsistency - Exchange rate volatility - Inflation	- Index tariffs to USD - Purchasing goods and services in advance - Adherence to procurement plan and budget - Investments of excess financial resources to ensure value preservation
	Enhance automation of business processes	- Availability of Technical expertise - Continued buy-in from Stakeholders.	- Cyber attacks - Human capital redundancy - Systems down time and interruptions	- Business continuity and disaster recovery - Strict adherence to internal controls
	Set clear standards and internal processes	- Certification bodies are efficient. - People perform better when they under standard operating procedures and processes.	- Rigidity - Silo mentality	- Regularly review and update standards - Stakeholder engagement - Ensure leaders consistently model expected behaviours
	Foster a culture of continuous improvement.	- Evolving operation environment - Continued buy-in from Stakeholders	- Fear - Bureaucratic organisational structures	- Recognize and reward efforts - Encouragement of innovation - Monitoring progress - Cultivating collaboration - Creation of a safe environment which encourages employee contribution - Leadership commitment
	Train, retain, and empower employees.	Continue with current conditions of services	Interference from external stakeholders	Continuous stakeholder engagement

Period	Strategies	Assumptions	Risks	Mitigation
Programme 2: POSTAL AND TELECOMMUNICATION REGULATION, DATA AND CONSUMER PROTECTION				
Outcome 2: Increased use of ICTs				
Budget Year	❖ Lobby for tax and excise duty reduction on telecommunication equipment and services	❖ Positive response from Ministry of Finance	❖ Worsening budget deficit	
	❖ Lobbying for the local manufacturing of equipment and devices	❖ Stakeholder cooperation	❖ High cost of doing business	❖ Investment incentives
	❖ Stimulate demand for ICT services	❖ Increased disposable incomes	❖ Worsening macroeconomic environment	
	❖ Continued implementation of the Converged licensing framework	❖ Uptake of the converged licenses by existing and new players	❖ Lack of investment capital	
	❖ Timely Availing of Spectrum Resources for the deployment of emerging technologies	❖ Early release of Spectrum from Legacy Technologies	❖ Slow deployment of new Technology and Services	❖ Engagement of relevant stakeholders. ❖ Penalising operators holding to Spectrum reserved for emerging technologies.
	❖ Conduct digital literacy training and governance initiatives	❖ Collaboration of relevant stakeholders	❖ Low uptake of digital services	❖ Coming up with Digital Ambassadors ❖
	❖ Lobbying for affordable of digital devices	❖ Positive response from Manufacturers for local manufacturing of ICT Devices	❖	❖
	❖ Promoting digital content creation	❖ Collaboration of relevant stakeholders	❖ Misinformation and disinformation. ❖ Inappropriate digital content	❖ Education and Awareness ❖ Legislative intervention

Period	Strategies	Assumptions	Risks	Mitigation
Programme 2: POSTAL AND TELECOMMUNICATION REGULATION, DATA AND CONSUMER PROTECTION				
Outcome 3: Improved sector regulation				
Budget Year	❖ Lobby government to merge or privatize its telecommunication companies	• Government buy-in to consolidate/privatize its telecommunication Companies • Investor interest ❖ Transparency	• Few interested investors (Low value equity for Government Companies) • Turf wars between Ministries (Ministry of Energy vs MoICTP&C)	❖
	❖ Continue to Implement the Converged licensing framework	❖ Uptake of the converged licenses by existing and new players	❖ Lack of investment capital	❖ Incentives
	❖ Implement Broadband Plan	❖ Stakeholder cooperation	❖ Inadequate resources	❖
	❖ Develop roadmaps for emerging technologies	❖ Stakeholder cooperation	❖ Human resource capacity limitations	❖ Training development, agile and collaboration
	❖ Enhance monitoring and enforcement	❖ Compliance by Operators	❖ Technological evolution	❖ Capacity development
	❖ Create conducive environment to foster investment in the sector	❖ Improved investor confidence	❖ Changes in Macro-economic environment (inflation, exchange rate)	❖ Regulatory incentives for investment

	❖ Stakeholder engagement	Operators' cooperation (resistance from big operators) ❖ Government support	❖ Litigation from operators with existing networks.	❖
	❖ Develop and review policy and legislation in line with sector developments	Stakeholder cooperation	❖ Lagging behind technological developments	❖ Agile and, collaborate regulation
	❖ Collaborative regulation	Cooperation from other regulatory bodies and both local, regional and international levels	❖ Differentials in legislations	❖ Coming up with MOUs

Period	Strategies	Assumptions	Risks	Mitigation
Programme 2: POSTAL AND TELECOMMUNICATION REGULATION, DATA AND CONSUMER PROTECTION				
Outcome 4: Increased access to ICTs				
Budget Year	❖ Review rollout targets	❖ Operator compliance	Technological evolution	❖ Agile regulatory framework
	❖ Create conducive environment to foster investment in the sector	❖ Improved investor confidence	Unfavourable macroeconomic fundamentals	❖ Responsive reaction to economic development
	❖ Stimulate demand for ICT services	❖ Increased disposable incomes	Worsening macroeconomic environment	❖ Subsidies programmes for vulnerable communities (USF)
	❖ Continue Implementing Passive Infrastructure BTS sites	❖ Co-operation by operators	Changes in Macro-economic environment (inflation, exchange rate) Theft and vandalism	❖ Agile regulatory practices ❖ Monitoring infrastructure with IOTs
	Rollout e-Projects	Co-operation with relevant key stakeholders	Delayed procurement	❖ Agile regulatory practices
	❖ Establish and support Digital centres	❖ Collaboration with relevant stakeholders	❖ Lack of user adoption of digital services ❖ Policy inconsistencies	❖ Awareness campaigns

	❖ Support centres and institutions with ICTs	❖ Full buy – ins from stakeholders	❖ Limited capacity to sustain maintenance of ICTs ❖ Low uptake of ICTs ❖ Poor grant management ❖ Lack of supportive infrastructure (electricity, roads etc) ❖ Theft and vandalism	❖ Development of innovative revenue models ❖ Training programs and local content creation. ❖ Due diligence and strict monitoring ❖ Monitoring infrastructure with IOTs
	❖ Operationalise National Innovation Acceleration Centres	❖ Full engagement from ecosystem	❖ Low commercial viability ❖	❖ Early state validation and market feasibility assessment
	❖ Improve affordability of services	❖ Cooperation from operators, business environment improves	❖ High cost of equipment/services	
	❖ Availing Spectrum Resources for the deployment of emerging technologies on time	Early release of Spectrum from Legacy Technologies	❖ Slow deployment of new Technology and Services	❖ Engagement of relevant stakeholders. ❖ Penalising operators holding to Spectrum reserved for emerging technologies.

Period	Strategies	Assumptions	Risks	Mitigation
Programme 2: POSTAL AND TELECOMMUNICATION REGULATION, DATA AND CONSUMER PROTECTION				
Outcome 5: Increased data and consumer protection				
Budget Year	❖ Review the scope of consumer empowerment programs	- Stakeholder cooperation - Positive consumer interest and cooperation	❖ Poor turnout ❖ Language barriers	❖ Media hypes ❖ Engage multilingual ambassadors. ❖ Translate content into local languages

	❖ Enforcement of Quality of Service (QoS) Regulations (including measurement of Broadband)	❖ Cooperation from operators	• Technological changes ❖ Unfavourable economic environment (operators failing to expand networks and procure spare parts)	❖ Lobby for prioritisation of operators on allocation of foreign currency
	❖ Operationalize CERT	❖ Stakeholder cooperation	❖ Procurement delays ❖ Supply chain constraints. ❖ Brain-drain	❖ International cooperation
	❖ Review Subscriber registration system and enforce subscriber Registration Regulations	❖ Stakeholder cooperation	❖ False subscriber information	❖ Verification with RG's office
	❖ Enforcement of consumer protection guidelines	❖ Cooperation by consumers and stakeholders	❖ Rapid change of service offerings	❖

SECTION B: PERFORMANCE FRAMEWORK FOR THE AGENCY

15. Programme Performance Framework

16.a Outcome Performance Framework

Ref	Outcome Description	KPI:	Measure ment Criterion (time;\$;rate;etc)	Baseline		TARGETS									
						2021		2022		2023		2024		2025	
				Year	Value	T	ALV	T	ALV	T	ALV	T	ALV	T	ALV
OUC 1	Improved Governance and Administration														
		Client Satisfaction index	%	0	0	0	0	0	0	0	0	70%	+/-5%	72%	+/-5%
		Employee satisfaction Index	%	2022	70.83	0	0	70.83 %	+/- 5%	70%	+/- 5%	72%	+/-5%	75%	+/-5%
		Compliance rate	%	2022	70%	0	0	70%	+/- 5%	72	+/- 5%	75%	+/-5%	80%	+/-5%
		Organisational Performance rating	No.	2022	4.89	0	0	4.89	+/- 0.5	4.74	+/- 0.5	4	+/- 0.5	4.5	+/- 0.5
OUC 2	Increased use of ICTs	Data and Internet traffic	TB	2022	113,857 TB	0	0	113,857 TB	+/- 2000			175,000 TB	+/- 2000	180,000 TB	+/- 2000

		Average money spent on ICTs proportional to disposable income	%	2022	11%	0	0	11%	0	10%	+/- 1%	8%	+/-1%	7%	+/-1%
Ref	Outcome Description	KPI:	Measure ment Criterion (time;\$;rate;etc)	Baseline		TARGETS									
				Year	Value	2021		2022		2023		2024		2025	
						T	ALV	T	ALV	T	ALV	T	ALV	T	ALV
OUC 3	Improved sector regulation	Licensee Satisfaction Index	%	2024	64.03							64.03	+/- 2%	65	+/- 1
		Sector compliance rate	%	2024	95							95	+/- 5	100	+/- 5
OUC 4	Increased access to ICTs	Geographic network coverage (3G)		2022	70.64 %	0	0	70.64 %		70.76	+/- 0.02	70.8%	+/-0.02	70.99	+/- 0.02
		Internet penetration rate		2022	65.3%	0	0	65.3 %		73.3	+/- 0.5	78.55	+/- 0.5	85	+/- 0.5
		Mobile penetration rate		2022	94.2%	0	0	94.2 %		97.5	+/- 0.2	98.6	+/-0.5	99.6	+/- 0.02
		Broadband penetration rate (%)		2022	50.8%	0	0	50.8 %		71.3	+/- 0.5	76.22	+/-0.5	80	+/- 0.5
		Smartphone penetration rate		2024	68					65	+/- 0.5	68	+/- 0.5	70	+/- 0.5
OUC 5	Improved data and consumer protection	Consumer Satisfaction Index- Mobile		2022	63.9%	0	0	63.9 %		63.9	+/- 0.5	74.5%	+/-0.5	75.5	+/- 0.5
		Global Cybersecurity Index		2023	39.85					39.85	+/- 0.5	45	+/- 0.5	50	+/- 2

T = Target; ALV = Allowable Variance

17. Outputs Performance Framework

No. & Prog. Code	Outputs	5 year target	Baseline		Previous Year			Current Year		Targets						
					2021			2022		2023		2024		2025		
			Value	Year	T	A	AV	T	ALV	T	ALV	T	ALV	T	ALV	
Programme 1: Governance and Administration																
OUC 1 : Improved Governance and Administration																
OP 1.1	Minutes of Board meetings and AGM approved		14	2020				14			10	0	10	+/- 1	9	0
OP 1.2	Client satisfaction Survey reports produced		0	2022				0					1	0	1	0
OP 1.3	Monitoring and Evaluation reports on projects and programmes produced			2022									4	+/- 1	4	+/- 1
OP 1.4	Strategic Plans developed and / or reviewed		1	2020	1		0	1		0	1	0	1	0	1	0
OP 1.5	Annual Budgets approved		1	2020	1		0	1		0	1	0	2	0	2	0
OP 1.6	Performance Contracts signed		10	2022				10					10	+/- 1	10	+/- 1

No. & Prog. Code	Outputs	5 year target	Baseline		Previous Year			Current Year			Targets					
					2021			2022			2023		2024		2025	
			Value	Year	T	A	AV	T	ALV		T	ALV	T	ALV	T	ALV
OP 1.7	Projects Commissioned												6	+/- 2	7	+/- 2
OP1.8	Legislation drafted		3	2022				3					2	+/- 1	2	+/- 1
OP1.9	Policies approved												3	+/- 1	2	+/- 1

No. & Prog. Code	Outputs	5 year target	Baseline		Previous Year			Current Year			Targets					
					2021			2022			2023		2024		2025	
			Value	Year	T	A	AV	T	ALV	T	ALV	T	ALV	T	ALV	
Programme 2: Postal and Telecommunication Regulation, Data and Consumer Protection																
OUC 2: Increased use of ICTs																
OP 2.10	Spectrum resources Availled		30 MHz	2022				30 MHz					200 MHz	+/-5 MHz	40 MHz	+/-5 MHz
OUC3: Improved sector regulation																
OP 3.11	Licensing and Regulatory Frameworks produced / Reviewed												2	+/- 1	1	0
OP 3.12	Licenses and Certificates issued				150			170			170		180	+/- 10	180	+/- 10

No. & Prog. Code	Outputs	5 year target	Baseline		Previous Year			Current Year			Targets					
					2021			2022			2023		2024		2025	
			Value	Year	T	A	AV	T		ALV	T	ALV	T	ALV	T	ALV
OP 3.13	Emerging Technologies roadmaps produced												0		1	0
OP 3.14	Enforcement and Compliance Reports Produced		4	2022	4			4			4		4	+/- 1	4	0
OP 3.15	Sector Performance Reports produced (Including Cyber and Data Protection/Technical)		5	2022	5			5			5		5	+/- 1	5	+/- 1
OUC4: Increased access to ICTs																
OP 4.16	Shared Passive Infrastructure deployed		6	2022				0		+/- 1	6	+/- 1	6	+/- 1	6	+/- 1
OP 4.17	Centres and institutions supported with ICTs		50	2023				50		+/- 1	172	+/- 5	80	+/- 5	80	+/- 5
OP 4.18	Digital Centres (DCs) established and supported		15	2023				15			10	+/- 1	15	+/- 1	15	+/- 1
OP4.19	National Innovation Acceleration Centre operationalised				0			0			0		0		1	0
OUC5: Improved data and consumer protection																

No. & Prog. Code	Outputs	5 year target	Baseline		Previous Year			Current Year			Targets					
					2021			2022			2023		2024		2025	
			Value	Year	T	A	AV	T		ALV	T	ALV	T	ALV	T	ALV
OP 5.20	Education and Awareness Campaigns conducted (Consumer. data protection/ letter writing)		4	2022	48			160		+/- 10	172	+/- 10	260	+/- 10	272	+/- 10
OP 5.21	Complaints handling reports produced				4			4			4	+/- 1	4	+/- 1	4	+/- 1

T = Target

A = Actual

AV = Actual Variance

ALV = Allowable Variance

18. Programme Budget

Programme		Programme Outputs/Out comes	Budget Last Year	Budget Current Year	Budget Year 1	Budget Year 2	Budget Year 3	Budget Year 4	Budget Year 5
Programme 1 Governance and Administration	Sub-Prog 1.		ZWL80 bn	ZWG 471.3m	ZWG1,455m	ZWG1,746m	ZWG2,270m	ZWG2,951m	ZWG3,541m
	Sub-Prog 2								
Total Programme Budget			ZWL80bn	ZWG 471.3m	ZWG1,455m	ZWG1,746m	ZWG2,270m	ZWG2,951m	ZWG3,541m
Programme 2: Postal and Telecommunica tion Regulation, data and Consumer Protection	Sub-Prog 1.		ZWL22.5bn	ZWG45.4m	ZWG373m	ZWG448m	ZWG582m	ZWG757m	ZWG908m
	Sub-Prog 2		ZWL75bn	ZWG224.7m	ZWG815m	ZWG978m	ZWG1,271m	ZWG1,652m	ZWG1,982m
	Sub-Prog 3		ZWL25.7bn	ZWG146.3m	ZWG676m	ZWG811m	ZWG1,054m	ZWG1,370m	ZWG1,644m
	Sub-Prog 4								
			ZWL1,7bn	ZWG6.73m	ZWG26m	ZWG31m	ZWG40m	ZWG52m	ZWG62m
Total Programme Budget			ZWL125bn	ZWG423.1m	ZWG1,890m	ZWG2.268m	ZWG2,947m	ZWG3,831m	ZWG4,597m
TOTAL AGENCY BUDGET			ZWL205.5bn	ZWG894.5m	ZWG3,345m	ZWG4,014m	ZWG5,217m	ZWG6,782m	ZWG8,138m

19. Human Resources for the Strategic Period.

No.	Category	Programme 1	Programme 2	Programme 3	Programme 4	Agency Total Personnel Requirements By Category
1	Top Management	6	4			10
2	Middle Management	26	15			41
3	Supervisory Management	30	33			63
4	Operational and Support staff	37	35			72
5	Total	99	87			186

20. Other Resource

I. Materials, Equipment and ICTs

Materials/ Equipment /ICT	2021		2022		2023		2024		2025	
	Quantity	Cost	Quantity	Cost	Quantity	Cost	Quantity	Cost	Quantity	Cost
Motor Vehicles	17	131.5m	22	257.8m	39	2,060m	24	33.9m	15	85.1m
Tools of Trade (Laptops, Cellphones, F&F, Office Equipment)		74.06m		122.4m		580m		23.87m		26.6m
Regulatory Equipment		435.5		1,080.8m		5,914m		53.7m		202.4m
Land & Budlings		187.3m		1,483m		2,430m		23.4m		104.2m
Total		828.36m		3,017.9m		10,984m		134.87m		418.3m

II. Space Requirements

Location	2021		2022		2023		2024		2025	
	Quantity (m ²)	Cost	Quantity (m ²)	Cost	Quantity (m ²)	Cost	Quantity (m ²)	Cost	Quantity (m ²)	Cost
Head Office	4642	Owned	4642	Owned	4642	Owned	4642	Owned	4642	Owned
Bulawayo	43	Owned	43	Owned	43	Owned	43	Owned	43	Owned
Gweru	20.35	150	20.35	150	20.35	150	20.35	150	20.35	150
Chiredzi	24	Owned	24	Owned	24	Owned	24	Owned	24	Owned
Mutare	9	75	9	75	9	75	9	75	9	75
Kotwa	9	Owned	9	Owned	9	Owned	9	Owned	9	Owned
Pomona	27	Owned	27	Owned	27	Owned	27	Owned	27	Owned
USF Building	1184,4	9 060.66	1184,4	9 060.66	1184,4	9 060.66	1184,4	9 060.66	1184,4	9 060.66
Borrowdale	n/a	n/a	a/n	n/a	880	17118	880	17118	880	17118