PRAZ
PROCUREMENT REGULATORY AUTHORITY OF ZIMBABWE
Efficient, Fair & Transparent

STRATEGIC PLAN
2026-2030

Regulating Procurement.
Advancing Integrity.
Delivering Value.
Building Zimbabwe.

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Executive Summary

The Procurement Regulatory Authority of Zimbabwe (PRAZ) is an Authority established by the Public Procurement and Disposal of Public Assets Act [Chapter 22:23] to ensure transparent, fair, honest, cost-effective, and competitive public procurement and disposal of public assets. This Strategic Plan is the third plan to be established since the promulgation of the Procurement Regulatory Authority of Zimbabwe (PRAZ) under the Second Republic. The first Strategic Plan, 2018-2020, was informed by the Transitional Stabilisation Programme (TSP) which ended on 31 December, 2020. The second Strategic Plan, 2021-2025, was developed in line with the National Development Strategy One (NDS1) and it created the foundation for the National Development Strategy 2 (NDS2) upon which PRAZ has developed its 5-year strategic plan.

The PRAZ 2026-2030 Strategic Plan was developed through a participatory process, incorporating extensive consultations and feedback from key stakeholders. The inclusive formulation of the Authority's strategy promotes cohesion and complementarity, for the realisation of the Vision 2030 and the support of the nation's public financial management ecosystem as we align ourselves with the blueprint of our future, the NDS2. The plan is divided into two sections: Section A provides an introduction, outlines the Authority's Vision, Mission, Values, and departmental functions, while Section B focuses on the Performance Framework, including outcome performance indicators, resource requirements, and risk mitigation measures. The Plan emphasizes the importance of resources, particularly financial, ICT and human capital resources, to achieve the Authority's mandate effectively. It recognizes potential risks in the operational environment and proposes measures to mitigate their impact.

Furthermore, the established program structure which is comprised of two (2) programs has distinct outcomes and the strategic plan details the corresponding outcome indicators for each program. The planned outcomes in the two programmes will be achieved through improved governance and administration for Programme-One, and Improved Transparency and Accountability in Public Procurement and Disposal of Public Assets, for the Public Procurement Regulation driven under Programme-Two.

The objective of this structure and plan is to ensure the fulfilment of organizational objectives and the alignment with the National Vision, "Towards a prosperous and empowered upper-middle income society by 2030."
Section A outlines the Profile of the Procurement Regulatory Authority of Zimbabwe and the linkage of strategic thrust to the National Vision, National Priority Areas and National Key Result Areas. Furthermore, this section defines the Authorities Vision, Mission, Core Values and Functions for the fulfilment of its mandate. This is further buttressed by the recognition of both the External and Internal policies applicable to the Authority, statutes that assist in the governance of the Authority. The Plan outlines Clients needs and problems analysis through identifying the needs or problems and the extent of the needs or problems. In addition, the Plan outlines a stakeholder analysis on their demands and expectations and the extent to which the Authority should comply or adhere to those demands and expectations.

In this five-year roadmap, Section B outlines the Performance Framework for the MDA through the Programme Outcome, Linkages to NDS2 Outcome and Output Performance Frameworks for the five-year period 2026-2030. This plan describes the policy and operational level responsibilities to the Management and other entities that the Authority can collaborate with to achieve its goals. It establishes the optimal staffing levels, other resources required, material and equipment over the planning period. The financial and human resource requirements are detailed for the five years in recognition of the central function of resourcing through internally generated finances, thus enabling the achievement of its mandate and enhancing efficiency. This blueprint takes into account the technological advancements and ICT resource requirements are in alignment with the strategy.

The overarching goal of this strategy is to promote Ease of Doing Business as part of the Government of Zimbabwe's reforms. The Authority aspires to promote a transparent, fair, honest, cost-effective and competitive public procurement system for the benefit of the citizens of Zimbabwe.

Vision, Mission & Values

OUR VISION

A responsive, proactive and facilitative regulator, driving a modern, efficient and effective public procurement system by 2030.

OUR MISSION

To set standards and regulate public procurement and disposal of public assets in a manner that is transparent, fair, honest, cost effective and competitive.

OUR VALUES (ITAFPP)

The values guiding the operations of the Authority and secretariat's internal conduct are as follows:

INTEGRITY

We deal with all stakeholders with probity. We hold ourselves to the highest standards of ethical behaviour and good governance.

TRANSPARENCY

We base our decisions and actions on openness, clear and accurate information.

ACCOUNTABILITY

We affirm our responsibility for our actions and the resultant consequences.

FAIRNESS

We apply the regulatory provisions equitably to bidders and the procuring entities to achieve stakeholder confidence in public procurement processes.

PROFESSIONALISM

We possess the utmost degree of competence, skills and training and manifest the highest standards of behaviour in the execution of our functions while upholding our code of conduct.

PUBLIC SERVICE

We commit ourselves to diligently pursue and fulfil national policies and advance public interests.

Acronyms

CB	-	Capacity Building
CEO	-	Chief Executive Officer
CPD	-	Continuing Professional Development
CPC	-	Consumer Protection Commission
eGP	-	electronic Government Procurement
ERP	-	Enterprise Resource Planning
ICT	-	Information, Communication Technology
ITAFPP	-	Integrity, Transparency, Accountability, Fairness, Professionalism and Public Service
KRA	-	Key Result Area
KPI	-	Key Performance Indicator
MDA	-	Ministry, Department or Agency
M&E	-	Monitoring and Evaluation
MoFEDIP	-	Ministry of Finance, Economic Development and Investment Promotion
MWASMED	-	Ministry of Women Affairs Small and Medium Enterprise Development
MoLGPW	-	Ministry of Local Government and Public Works
MoTID	-	Ministry of Transport and Infrastructure Development
NDS	-	National Development Strategy
NCC	-	National Competitiveness Commission
SAPPTA	-	Southern Africa Public Procurement Training Academy
OPC	-	Office of the President and Cabinet
PE	-	Procuring Entity
PESTLEG	-	Political, Economy, Social, Technological, Legal, Ecology, Governance
PFMS	-	Public Finance Management System
PP	-	Public Procurement
PPDPA	-	Public Procurement and Disposal of Public Assets
PRAZ	-	Procurement Regulatory Authority of Zimbabwe
PSC	-	Public Service Commission
SAPPTA	-	Southern Africa Public Procurement Training Academy
SMEDCO	-	Small and Medium Enterprises Development Corporation
SPOC	-	Special Procurement Oversight Committee
SWOT	-	Strengths, Weaknesses, Opportunities, Threats
ZACC	-	Zimbabwe Anti-Corruption Commission
ZIDA	-	Zimbabwe Investment and Development Agency
ZIMCHE	-	Zimbabwe Council for Higher Education
ZIMSTAT	-	Zimbabwe National Statistics Agency
ZRP	-	Zimbabwe Republic Police

Terms Of Reference & Overall Functions

Terms of Reference:

a) Constitution of Zimbabwe of 2013 – section 315 and 195 (2)
b) Public Procurement and Disposal of Public Assets Act [Chapter 22:23]

Overall Functions:

a) To ensure that public procurement is effected in a manner that is transparent, fair, honest, cost-effective and competitive.
b) To monitor and supervise procuring entities and the public procurement system in order to secure compliance with the Act,
c) To implement electronic means of monitoring and supervising procuring entities and the public procurement and disposal system; and
d) To issue technical guidelines and instructions regarding the interpretation and implementation of the Act; and
e) To prepare standard documents and templates to be used in connection with public procurement and to enable procuring entities to maintain records and prepare reports; and
f) To develop the use of electronic tools for procurement, including a public procurement website and statistical databases containing information on public procurement in Zimbabwe, and specify the conditions under which such databases will be availed to the public; and
g) To enable the publication on the Authority's website of documents that are required to be published by procuring entities; and
h) To give advice and assistance to procuring entities: Provided that no such advice or assistance shall limit the responsibilities of a procuring entity for compliance with this Act; and
i) To promote the training and professional development of persons engaged in public procurement so as to ensure their adherence to high ethical standards; and
j) To develop and implement a transparent and equitable framework for the registration of bidders or contractors; and
k) To develop and advise the Government on ways in which the environmental, social and economic policies of Zimbabwe, including those designed for economic empowerment and domestic preferences, may be implemented through public procurement; and
l) To refer contraventions of the Act to appropriate enforcement or disciplinary authorities; and
m) To establish and implement an independent review mechanism to deal with challenges brought by aggrieved bidders in accordance with Part X of the Act or by other persons in accordance with Part XII of the Act; and
n) To consult regularly with persons in the public and private sectors who have an interest in the public procurement system, in order to assess their perception of the system; and
o) To recommend amendments to the law regarding public procurement, in the light of international best practices and experience.

Message From The Board Chair

> “As a team, we have navigated the complexities of public procurement with a steadfast commitment to transforming our landscape, which has become increasingly integral to the Ease of Doing Business reforms initiated under NDS1.”

Brig. Gen. (Rtd) C. M. Gora
Board Chairperson

Message From The Board Chair (Cont'd)

Our strategy is not only responding to national objectives but also lays the groundwork for innovative public procurement practices.

As we embark on the strategic journey for the years 2026 to 2030, we find ourselves at a pivotal moment, not just for the Procurement Regulatory Authority of Zimbabwe (PRAZ) but for the nation's public financial management system, as we align our efforts with the National Development Strategy Two (NDS2).

This document represents an opportunity for reflection, celebration, and the planting of seeds for a future we can cherish. As a team, we have navigated the complexities of public procurement with a steadfast commitment to transforming our landscape, which has become increasingly integral to the Ease of Doing Business reforms initiated under NDS1.

Our collective achievements speak volumes: from evolving into a robust regulator to launching the end-to-end electronic Government Procurement (eGP) System, we have embraced digitalisation as a cornerstone of our mission. The eGP system, which commenced operation on January 1, 2024, embodies our dedication to efficiency, transparency, and competitive fairness principles that are vital to the ethos of the Second Republic.

As we move into a new strategic cycle, I urge the team to remain ambitious and resolute. Our strategy is not only responding to national objectives but also lays the groundwork for innovative public procurement practices. With NDS2 as our guide, this document focuses on three fundamental pillars: deepening digitalisation for economic modernisation, championing good governance and inclusivity, and establishing a Continental Centre of Excellence in public procurement training.

The road ahead is rich with potential, and while challenges such as technological advancements and economic pressures persist, I have unwavering faith in the PRAZ team. This Strategy Document is not merely a plan; it is a blueprint for action, a guiding framework that will ensure PRAZ evolves into a more responsive and proactive regulator, one that champions societal value and catalyses national development.

I look forward to witnessing the fruits of all the great ideas and to the continuing transformation of public procurement in Zimbabwe.

Brig. Gen. (Rtd) C. M. Gora
Board Chairperson

Message From The Chief Executive Officer

> "Looking ahead, our vision for 2026-2030 is both ambitious and resolute, directly supporting the national imperatives of macroeconomic stability, financial sector deepening, and inclusive growth under NDS2."

Dr. C. Ruswa
Chief Executive Officer

Message From The Chief Executive Officer (Cont'd)

This Strategic Plan embodies our unwavering dedication to excellence and our role as a key enabler of national development.

This document is born from a period of significant reflection and robust strategic dialogue, building upon the solid foundation we have collectively established over the past five years.

The conclusion of our 2021-2025 strategy cycle marks a transformative era for public procurement in Zimbabwe. We have successfully transitioned from the National Development Strategy 1 (NDS1) and are now fully aligned with the targets of NDS2. Our collective commitment has fortified the pillars of governance, transparency, and efficiency within our national procurement landscape.

Key achievements, including the implementation of robust regulatory frameworks and the landmark launch of the end-to-end electronic Government Procurement (eGP) System, underscore our progress. This is further reflected in our performance, where we have seen our Employee Satisfaction Index rise to 84% and maintained a 100% Statutory Compliance Level, laying a credible foundation for the future.

Looking ahead, our vision for 2026-2030 is both ambitious and resolute, directly supporting the national imperatives of macroeconomic stability, financial sector deepening, and inclusive growth under NDS2. This strategy is anchored on three critical pillars:

1. **Advancing Public Procurement Regulation:**
   We are committed to cultivating a universal culture of compliance and ethical procurement. Our target is clear: to achieve a 100% publication rate of procurement notices and ensure 100% of procuring entities are fully compliant with regulations, thereby fostering sustainable development and stakeholder trust.

2. **Deepening Digitalisation and Assurance:**
   In an era driven by technology, we will intensify our investment in digital transformation. Our focus is on realising 100% implementation of the eGP system to facilitate data-driven decision-making, enhance service delivery, and solidify our alignment with NDS2's economic modernisation goals.

3. **Strengthening Governance and Institutional Capacity:**
   A cornerstone of this effort is the operationalisation of the Southern Africa Public Procurement Training Academy (SAPPTA) as a continental centre of excellence, in line with the 5th General Assembly of the African Public Procurement Network resolution. This initiative is pivotal for developing a skilled workforce and driving innovation across the public sector.

This Strategic Plan embodies our unwavering dedication to excellence and our role as a key enabler of national development. I am confident that by embracing this strategic horizon with vigour, we will collectively realise our vision for a transparent, efficient, and empowered public procurement sector that not only meets the needs of today but also proactively anticipates the challenges and opportunities of tomorrow.

Dr. C. Ruswa
Chief Executive Officer

SECTION A

For any organization to achieve its targets, it must be guided by a well-planned strategic document. In recognition of this, the Procurement Regulatory Authority of Zimbabwe PRAZ) crafted the 2026-2030 strategic plan in alignment with the National Development Strategy Two (NDS2).

Profile of the Ministry/Department/Agency (MDA)

Introduction

For any organization to achieve its targets, it must be guided by a well-planned strategic document. In recognition of this, the Procurement Regulatory Authority of Zimbabwe PRAZ) crafted the 2026-2030 strategic plan in alignment with the National Development Strategy Two (NDS2). Prior to the NDS2, the Authority developed and implemented a Strategic Plan (2021-2025) which was guided by the National Development Strategy One (NDS1), successor to the Transitional Stabilization Programme (TSP) of 2018-2020. These National Strategic Plans detailed the steps toward the realization the country's Vision 2030 while simultaneously and asymmetrically addressing the continental and global aspirations as articulated in Africa Agenda 2063 and the UN Sustainable Development Goals (SDGs). The Procurement Regulatory Authority of Zimbabwe is there to drive a modern, efficient and effective public procurement system by 2030 and the alignment of Strategic Plans with the National Objectives ensures a clear roadmap for both the Authority and its stakeholders.

i. Background

This Strategic plan describes the Vision, Mission, Programmes and Strategies necessary to guide the Procurement Regulatory Authority of Zimbabwe towards becoming a responsive, proactive and facilitative regulator, driving a modern, efficient and effective public procurement system by 2030. The document was crafted when the public procurement system in Zimbabwe has undergone and come to the end of the first 5-year Medium Term Plan, NDS1. The role of PRAZ is clearly articulated as that of being the regulator of public procurement overseeing the effective implementation of the Public Procurement and Disposal of Public Assets (PPDPA) Act [Chapter 22:23].

The Strategic Plan that is presented herein, is a testimony to the Procurement Regulatory Authority of Zimbabwe's commitment to set standards and regulate public procurement and disposal of public assets in a manner that is transparent, fair, honest, cost effective and competitive, to the satisfaction of valued stakeholders with meaningful, measurable standards to which the Authority can then be held accountable.

ii. National Level Contribution:

a. national vision:

Towards a prosperous and empowered upper middle-income society by 2030

b. National Priorities the Agency is contributing to:

	DESCRIPTION OF NATIONAL PRIORITY AREA
NPA 10	Good Governance, Institution Building, Peace and Security
NPA 5	Science, Technology, Innovation, Digital and Human Capital Development

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

	DESCRIPTION OF NATIONAL KEY RESULT AREA
NKRA 23	Public Service Delivery
NKRA 10	Human Capital Development

d. National Outcomes the Agency is contributing to:

	DESCRIPTION OF NATIONAL OUTCOME
TOUC 31	Enhanced Inclusive Service Delivery
TOUC 12	Increased availability of skilled workforce

iii. Sectoral Level Contribution: Governance

a. Sectoral Key Results Areas -NA

	DESCRIPTION OF SECTOR KEY RESULT AREA
SKRA 39	Public Service Delivery
SKRA 16	Education and Training

b. Sectoral Outcomes

	DESCRIPTION OF SECTORAL OUTCOME
SOUC 65	Enhanced Inclusive Governance and Accountability
SOUC 28	Increased Availability of Specialist Skills for Industry, Commerce, and Public Sector

MDA: PROCUREMENT REGULATORY AUTHORITY OF ZIMBABWE
MDA VOTE NUMBER: - N/A

Department & their functions

OPERATIONS

a) Ensuring that Public Procurement and Disposal of Public Assets is effected in a manner that is transparent, fair, honest, cost-effective, competitive and in compliance with the PPDPA Act through reviewing procurement processes; and
b) Supervising procuring entities and the public procurement system in order to secure compliance with the Act through registration of procurement entities and providing secretariat services to the Special Procurement Oversight Committee (SPOC)
c) Issuing technical guidelines and instructions regarding the implementation of the PPDPA Act; and
d) Developing and implementing a transparent and equitable framework for the registration of bidders or contractors; and
e) Preparing standard documents to be used in public procurement processes and,
f) Giving advice and assistance to procuring entities without limiting their responsibilities on procurement technical issues.
g) Developing and advising the Government on ways in which the environmental, social and economic policies of Zimbabwe, including those designed for economic empowerment and domestic preferences, may be implemented through public procurement.

MONITORING AND EVALUATION

a) Monitoring procuring entities and the public procurement processes in order to secure compliance with the PPDPA Act; and
b) Evaluating the performance of public procurement and disposal system against best practice; and
c) Noting areas of weakness and suggesting improvements to procuring entities on compliance issues without limiting their responsibilities; and
d) Advising the Authority on ways to improve the regulatory efforts on the public procurement and disposal systems; and
e) Developing public procurement monitoring and evaluation standards and tools; and
f) Developing and maintaining a system blowing mechanism for the public procurement system; and
g) Collaborating with law enforcement and OAG in preliminary PPDPA investigations

Department & their functions (Cont'd)

CAPACITY BUILDING

a) Promoting the training and professional development of persons engaged in public procurement so as to ensure their adherence to high ethical standards; and
b) Spearheading the Professionalization of public procurement Practitioners in Zimbabwe.
c) Oversees the development and implementation of research and development policies, procedures and techniques in line with the strategy and vision of PRAZ
d) Establishes and maintains professional links with relevant professional bodies for the sake of continuous development
e) Collaborates and builds relationships with, public and private sector partners and other stakeholders in carrying-out the mandate of the Authority as defined by the Act and PRAZ's strategy
f) Oversees and coordinates research and development initiatives to meet the organizational needs of PRAZ as well as developing and maintaining new markets and products.

INFORMATION AND COMMUNICATION TECHNOLOGY

a) Implementing and maintaining an end-to-end electronic Government Procurement (eGP) System
b) Developing the use of electronic tools for procurement, including a public procurement website and statistical databases containing information on public procurement in Zimbabwe, and specify the conditions under which such databases will be availed to the public; and
c) Implementing an electronic means of monitoring and supervising procuring entities and the public procurement system.
d) Enabling the publication on the Authority's website of documents that are required to be published by procuring entities; and
e) Giving advice and assistance on e-government procurement system to procuring entities without limiting their responsibilities
f) Providing ICT Infrastructure and Support
g) Records & Information Management.
h) Management of all electronic publications in line with the provisions of the Act.
i) Ensuring the application of technologies, processes and controls to protect systems, networks, programs, devices and data from cyber-attacks: Cyber security
j) Automating and digitalizing business processes

Department & their functions (Cont'd)

CORPORATE SERVICES

a) Interpreting the law to ensure that public procurement processes adhere to the intention of the law.
b) Referring contraventions of the PPDPA Act to appropriate enforcement or disciplinary authorities;
c) Establishing and implementing an independent review mechanism to deal with challenges brought by aggrieved bidders in accordance with Part X of the Act or by other persons in accordance with Part XII of the Act; and
d) Recommending amendments to the law regarding public procurement, in the light of international practices and experience;
e) Providing General Counsel in all Corporate Governance issues at PRAZ
f) Participating in the formulation and implementation of policies, processes and procedures including all legal matters in line with PRAZ's mandate.
g) Participating in the provision of technical advice to PRAZ and its Board on all legal matters.
h) Offering Secretariat services to the PRAZ Board and all the Committees established in terms of the Public Procurement and Disposal of Public Assets (PPDPA) Act.
i) Assisting in the development, implementation and maintenance of a sound corporate governance framework in line with the prevailing legislation.
j) Maintaining a database of the status of all legal matters involving PRAZ and public procurement proceedings.
k) Appearing in court to give expert evidence in courts on procurement matters.
l) Reviewing legal documents relating to the Authority's mandate.
m) Developing systems for PRAZ Committees. i.e., Review panel, Debarment Committee and Disciplinary Committee.
n) Interpreting laws and court decisions in relation to their impact on PRAZ.

FINANCE AND ADMINISTRATION

a) Ensuring adherence to the PRAZ accounting policy by all internal Divisions and Departments
b) Managing Treasury issues
c) Managing Working capital
d) Budgeting, budgetary control and cost management
e) Billing and Credit Control
f) Reporting on financial issues
g) Ensuring compliance with relevant accounting standards and statutes
h) Developing and implementing sound financial risk management and internal finance control systems
i) Facilitating the annual external audits
j) Formulating and implementing Human Capital Policy
k) Recruiting, Selecting and Placing employees
l) Maintaining Good Working Conditions
m) Managing Employee Relations
n) Training and development of Human Capital
o) Managing Compensation and Benefits
p) Ensuring that there is Health and Safety within the workplace
q) Managing performance and productivity
r) Ensuring labour law compliance
s) Managing inventory and assets
t) Planning for succession
u) Managing talent within the Authority
v) Managing Administrative functions

Department & their functions (Cont'd)

INTERNAL AUDIT

a) Performing audit procedures to assess compliance and effective implementation of internal controls and accounting systems.
b) Reviewing internal control systems and accounting procedures and make recommendations to add value.
c) Reporting on control deficiencies to management and make recommendations to mitigate risk.
d) Performing investigative audits on reported and identified cases of fraud as directed by management.

PROCUREMENT MANAGEMENT UNIT

a) Planning the procurement activities of the Authority
b) Securing the adoption of the appropriate method of procurement.
c) Preparing bidding documents, bid notices and short lists in compliance with provisions of Act.
d) Managing bidding processes, evaluation of bids and any post-qualification negotiations required.
e) Supervising the Authority's evaluation committee, preparing evaluation report and submit all evaluations to Accounting Officer in accordance to the Act.
f) Preparing contract documents and amendments
g) Managing procurement contracts or overseeing their management.
h) Preparing procurement reports as may be required by entity's Accounting Officer.
i) Exercising any other function conferred or imposed on the unit by or under the Act or by the Accounting Officer (section 17).

CORPORATE COMMUNICATIONS

a) Initiating, developing and sustaining stakeholder relationships key in the fulfilment of the Authority's various mandates.
b) Developing and sustaining positive public image, reputation and brand of PRAZ.
c) Developing corporate communication content for public consumption.
d) Managing media relations and publicity
e) Co-ordinating events outreach programs and exhibitions.
f) Managing the website and social media.

STRATEGY AND RISK

a) Overseeing development and implementation of all business development strategies for PRAZ in line with the strategy and vision of PRAZ.
b) Collaborating and building relationships with public and private sector partners and other stakeholders in carrying-out the mandate of the Authority as defined by the Act and PRAZ's strategy.
c) Overseeing PRAZ's strategy formulation processes as per Integrated Results Based Management (IRBM) requirements.
d) Overseeing development and implementation of risk management framework for PRAZ.

The role of PRAZ is clearly articulated as that of being the regulator of public procurement overseeing the effective implementation of the Public Procurement and Disposal of Public Assets (PPDPA) Act [Chapter 22:23].

Strategic Business Unit under the MDA and their functions.

NAME: SOUTHERN AFRICA PUBLIC PROCUREMENT TRAINING ACADEMY (SAPPTA)

Core functions of the SAPPTA:

i. To offer a wide range of supply chain management courses relevant to the public sector;
ii. To provide training programs that cater to the specific needs of supply chain professionals and organizations;
iii. To create a dynamic and interactive learning environment that promotes active participation and knowledge sharing;
iv. To collaborate with industry experts, tertiary academic institutions, procurement practitioners, and other key stakeholders to deliver relevant and up-to-date training content;
v. To facilitate and conduct research and development in response to global trends in supply chain management;

Core functions of the SAPPTA: (Continued)

vi. To promote the training and professional development of persons engaged in supply chain management;
vii. To spearhead the professionalization of supply chain practitioners in the region;
viii. To establish and maintain professional links with relevant professional bodies for the purpose of continuous development;
ix. To coordinate the harmonization of frameworks through research and collaboration in public procurement for enhanced transparent, fair, honest, cost-effective and competitive systems; and
x. To promote the development and use of electronic tools for supply chain management.

MDA KRAs

KRA REF	KRA DESCRIPTION	WEIGHT	SKRA REF	NKRA REF	NPA REF
KRA1	Governance and Administration	30%	Public Service Delivery	Public Service Delivery	Governance
KRA2	Public Procurement and Disposal of public assets Regulation	70%	Public Service Delivery	Public Service Delivery	Governance

Environmental Scan

PESTLEG Analysis

	POSITIVE FACTORS	NEGATIVE FACTORS
POLITICAL	· Political stability - relative peace being enjoyed in the country does not hinder operations of the Authority. · Political environment that supports transparency and accountability in line with the Authority's values	· Some policy review delays which may cause mismatch between public procurement expectations and current legislation/policies · Continued existence of Geo-Politics which hinder supply chains and Foreign Direct Investment · Perceived lack of independence from some stakeholders
ECONOMY	· Continued use of multi-currency system that provides commercial flexibility in operations · Adjustment of statutory fees downwards · Introduction of a standard price list	· Uncertainty in currency regime · Use of multi–currency presents reporting challenges for the Authority and PEs after having adopted the International Public Sector Accounting Standards (IPSAS) · The existence of multi-tier rates complicates operations and price variations in the market. · High Interest rate
SOCIAL	· Growing interest and awareness in public procurement allows PRAZ to make positive impact through the discharge of its mandate · High Literacy rates	· The Authority is perceived as weak and failing to address corrupt practices · Competing employee opportunities abroad · Inadequate Community Social Responsibility
TECHNOLOGY	· Availability of emerging technological advancements which allows automation of processes resulting in increased transparency and efficiency -Artificial Intelligence (AI) · Use of e-platforms e.g., eGP, M and E System, Blockchain, e-learning portal, Learning Management System (LMS) Palladium, EDRMS	· Cyber security threats · Slow adoption by some members of the bidding community and PEs to fully utilize technology · Funding constraints and high cost of IT investments to ICT implementation and operations · Technological infrastructure challenges that can affect system availability and uptime · Technological obsolescence
LEGAL	· Enabling legislative framework exists · Increased acceptance and implementation of the PPDPA legislation	· Low compliance levels to the PPDPA Act due to delayed gazetting of enabling legislation (amendments to the PPDPA Act and Compliance, Monitoring and Evaluation Regulations and professionalization and licensing regulations) and General Regulations amendments for eGP. · Gap in legal understanding of PPDPA Act and its interpretation exists among PEs resulting in efficiencies · Litigation leading to increased legal costs and delays in implementation of public procurement projects · Misalignment of the PPDPA Act and the Public Finance Management Act (speaking Disposal of Public Assets)
ENVIRONMENT	· Increased sustainable procurement campaigns at national and international levels in support of good environmental practices · Implementation of ESG provisions into systems	· Insufficient funding for sustainable procurement initiatives · Slow adoption of sustainable procurement practices
GOVERNANCE	· Supportive governance framework · Robust board composition – diverse skills · Sustainable procurement initiatives-adoption of affirmative public procurement.	· The pace of adoption of procurement reforms is slower than initially envisaged mainly due to resistance to change

Environmental Scan (Cont'd)

SWOT Analysis

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
• There are adequate functions to support public procurement regulation • PRAZ is inclusive • Mandate is well spelt out in the Constitution of Zimbabwe (Section 315) and PPDPA Act • Highly motivated, skilled, enthusiastic and innovative staff amenable to technological changes/ processes • A well-defined policy framework against which performance is measured (IRBM). • A highly adaptive team that is in tune with the policy changes and pronouncements in the country • Organization's support to staff professional development • e-Systems aiding in the efficiency and transparency of public procurement processes • High performance culture backed by ISO-9001:2015 and Leadership Coaching • PRAZ logo registered trademark • Online accessibility • Decentralisation of PRAZ Organisation by having offices at the Pavillion in Bulawayo ZITF, introduction of eGP as well as partnering with ZIMPOST	• Capacity gaps in multi-skilling within staff which compromises efficiency in service delivery. • Limited revenue streams to support functions and operations • Multiple ERP systems and constant changes in e-solutions for clients.	• Collaboration with stakeholders and partners • Technical Support from development partners • Existence of enhanced technologies that can be harnessed including systems integration • Proffer advice and suggest amendments to the existing Procurement Legal instruments • Objectives of the PPDPA Act include environmental aspirations that support sustainable procurement • Potential revenue collection enhancement through eGP • Investment opportunities • Policy enhancement in line with international standards.	• Undue influence by special interest groups and some stakeholders • Negative media publicity • Threat of new entrants and emerging competitors on provision of bid security fees e.g., insurance companies • Policy induced pressures • Competing employee opportunities outside the organisation • Resistance to change by Procuring Entities. • Loss of bidder confidence in public procurement systems. because of delays in payments • Cybersecurity risks due to increased reliance on digital systems. • Possibility of budgetary autonomy compromise due to significant regulatory fees reviews

MDA Programmes and Outcomes

PROG. REF	PROGRAMME NAME	PROGRAMME OUTCOME/S	WEIGHT	RESPONSIBLE DEPARTMENT/S	SECTOR OUTCOME REF.	SECTOR OUTCOME REF.	SDG REF
1	**Governance and Administration**	Improved governance & administration	30%	· Chief Executive Officer's Office · Information Communication and Technology · Corporate Services · Corporate Communications · Finance and Administration · Internal Audit · Procurement Management Unit	Enhanced Inclusive Governance and Accountability	Enhanced Inclusive Service Delivery	17
2	**Public Procurement Regulation**	Improved transparency and accountability in Public Procurement and Disposal of Public Assets.	70%	· Operations · Monitoring & Evaluation · Capacity Building	Enhanced Inclusive Governance and Accountability	Enhanced Inclusive Service Delivery	17

Key Contributing Partners

NOUC. REF. NO.	SOUC. REF. NO.	PROG. REF. NO.	CONTRIBUTING MDA	OTHER CONTRIBUTORS
ENHANCED SERVICE DE-LIVERY	• **Enhanced service delivery** • **Enhanced Ease of doing Business**	1 and 2	· Procuring Entities · Law Enforcement and Prosecuting Agencies · Auditor General's Office · OPC · MoFEDIP · ZIDA · Procuring Entities · Attorney General's Office · SMEDCO · MWASMED · PSC · MoLGPW · MoTID · NCC · CPC · ZIMSTAT	· Business Associations · Development Partners · Community Based Organizations · Infrastructural Development Bank
SPECIALIZED WORKFORCE	**Improved availability of specialist skills for industry, commerce and public sector**	2	· Procuring Entities · ZIMCHE · Accreditation Centres · PSC · Tertiary Institutions	· Professional bodies · Chartered Institute of Purchasing and Supply · Training consultants · Development Partners

Policies Applicable for the MDA

	EXTERNAL POLICY	PROG. REF. NO.	INTERNAL POLICY	PROG. REF. NO.
1	Vision 2030	1 and 2	ISO Quality Management System (QMS) policy	1 and 2
2	National Development Strategy-2: 2026-2030 (NDS2)	1 and 2	Public Procurement and Disposal of Public Assets (General) Regulations 2018 as amended	1 and 2
3	Public Finance Management Act [Chapter 22:19] and Regulations	1	Accounting Policies and Procedures	1
4.	Public Entities Corporate Governance Act [Chapter 10:33] and Regulations	1 and 2	Human Resources Policy	1
5.	Zimbabwe Investment Development Agency Act [Chapter 22:25] and Regulations	1 and 2	Board Charter	1 and 2
6	Prevention of corruption Act [Chapter 9:16] and Regulations	1 and 2	information Communication Technology (ICT) Policy	1
7	Criminal Law (Codification and reform) Act [Chapter 9:23] and Regulations	1 and 2	Public procurement guidelines	1 and 2
8	Indigenisation and Economic Empowerment Act [Chapter 14:33] and Regulations	1 and 2	Internal Audit charter	1
9	Development Partners Guidelines	1 and 2	Communication policy	1 and 2
10	National Monitoring and Evaluation Policy (2020)	1 and 2	Risk Management Policy	1
11	National Gender Policy (2004)	2	Code of conduct	1 and 2
12	Public Finance Management (PFM) Regulations	1 and 2	Client Service Charter	1 and 2
13	Finance Act	1		
14	Appropriation Act	1		
15	Critical skills shortage report (2018)	1 and 2		
16	Administrative Justice Act [Chapter 10:28] and Regulations	1		
17	Cyber and Data Protection Act [Chapter 12:07] and Regulations	1 and 2		
18	Africa Public Procurement Network (APPN) policies and procedures	2		

Client Needs/Problems Analysis

DIRECT CLIENTS	NEEDS/PROBLEMS	EXTENT
1.Procuring Entities	· Capacity Building · Authority to conduct procurement · Prompt Feedback on their submissions · Technical Guidance · Categorization of suppliers · Available, efficient and effective eGP system.	· Continuous training on the PPDPA Act · Continual training on eGP · All PEs to apply for authorisation to conduct procurement · All PEs require prompt feedback on submissions · All PEs need guidance
2.Bidders'/Suppliers/ Contractors	· Standard bidding document/templates · Registration as suppliers · Procurement and award notices · Capacity Building · Fair and equitable environment to trade · Accessible PRAZ Services · Affordable PRAZ Services · Domestic preference and affirmative procurement · All bidders require an efficient and transparent online system · Publication of procurement processes. **Problems:** · Resource incapacitation (vague recast)	· Eight templates are in use currently and the Authority to publish more as and when required. · A minimum of 15 000 Bidders targeted per annum · 22 000 categories targeted per annum · Publish all Award notices are on eGP. · All bidders and contractors · 100% Procurement level playing field · PRAZ located in Harare and Bulawayo. Bidders now register on-line on eGP · 100 % need affordable services · In compliance with prevailing guidelines and policies · All bidders need an up and running eGP system
3.Procurement Practitioners	· Capacity Building · Accreditation of qualifications · Availability of an efficient eGP system	· 10 % of the practitioners require capacitation on the law · All procurement practitioners · Ensure reduced downtime of the eGP system.
4.Staff	· Competitive remuneration · Continuous professional development · Conducive working environment · Wellness · Effective internal communication	· All staff

Stakeholder Analysis

DIRECT CLIENTS	DEMANDS/ EXPECTATIONS	EXTENT
	EXTERNAL:	
1. Office of the President & Cabinet	**DEMANDS:** · Implementation of mandate · Maintenance of a functional eGP system. · Full implementation of the public procurement reforms (modernisation of public procurement system, eGP, licencing of procurement officers) · Building procurement capacity in the public sector · Performance reports · Annual Report to Parliament · Elimination of bureaucratic procedures, improvement and "facilitate ease of doing business" systems and processes · Support Mechanisms to enhance application of domestic preference provisions in PPDPA Act and Regulations · Reduction of opportunities for public procurement corruption by putting in place measures that close gaps that allow it to thrive · Development of interactive platforms and education of all stakeholders on public procurement law, processes and procedures · Effective Monitoring and Evaluation System · Adherence to good corporate governance · Proactive information security management system. · Integration of environmental, social, and economic factors in public procurement processes (Sustainable Procurement) **EXPECTATIONS:** · Close collaboration with all relevant agencies of Government (e.g., ZACC, ZRP, Judiciary) · Corporate social responsibility · Appropriate financial resource planning · Responsiveness to pronouncements and policy direction · Staff retention strategies · Operationalisation of SAPPTA · EGP modules for specific sectors PPP Module and digital enablement	· 100% · 100% compliance · Ongoing · Periodically & on demand · Annually · Ongoing · Ongoing · Ongoing · Ongoing · Ongoing · 100% · 100% · 100% · 100% · Ongoing · Ongoing · 100% · Ongoing · Ongoing · 2026 and 2027
2.Corporate Governance Unit: Office of the President and Cabinet	**DEMANDS:** · Implementation of mandate · Full implementation of the public procurement reforms (modernisation of public procurement system, eGP, licencing of procurement officers) · Building procurement capacity in the public sector · Promotion of easy of doing business by availing e-systems, reviewing requirements and processes · Establishment of public procurement regulatory standards · Effective Monitoring and Evaluation System · Issuance of technical guidance to PEs · Promote good corporate governance in public procurement	· 100% · 100% · Ongoing · Ongoing · Ongoing · 100% · Ongoing
3.Parliament of Zimbabwe	**DEMANDS:** · Accountability on resource usage · Statutory Compliance · Implementation of mandate **EXPECTATIONS:** · Promote ease of doing business · Capacity Building	· 100% · 100% · Ongoing · Ongoing

Stakeholder Analysis (Cont'd)

DIRECT CLIENTS	DEMANDS/ EXPECTATIONS	EXTENT
	EXTERNAL:	
4. Law Enforcement Agencies	**DEMANDS:** · Red flags information and general information · Compliance to laws · Timely expert opinion on public procurement matters upon request · Standard Operating Procedures on condonations and exemptions · Protocol to enforce the timely response from PEs on requests for procurement records · Promote active participation of the Integrity Committee · Transparency and accountability **EXPECTATIONS:** · Capacity Building · Collaboration · Establishment of a whistle blowing mechanism · Continuous implementation of the Memorandum of Understanding · Quarterly feedback reports · Timeous and clear statements of procedure · Active participation in the National Anti-Corruption Strategy 2 [NACS 2] · Capacitation of witnessing court cases	· Ongoing · 100% · 100% · As and when needed · 100% · As and when needed · Ongoing · 100% · Ongoing · 100% · As required · Ongoing ·As required ·Ongoing ·As and when needed · As required
5. Auditor General	**DEMANDS:** · Compliance to laws · Expert opinion on public procurement matters · Annual report · Accountability · Systems and processes for accountability · Capacity Building · Sound implementation and adherence to internal control system **EXPECTATIONS** · Follow up on implementation of AG recommendations · Information sharing and technical support in public procurement matters	· Ongoing · On demand · Annually · 100% Accountability · Ongoing · Ongoing · Ongoing · Ongoing · 100%
6. Collaborating with MDAs e.g NCC, Mutapa Investment Fund, ZIMSTAT,	**DEMANDS:** · Transparency, fairness and equitable treatment · Recognition of professional tariffs **EXPECTATIONS:** · Continuous engagement and regular updates on developments · Operationalization of MOUs	· Ongoing · As required · Ongoing · As required
7. Business Member Organisations and professional bodies	**DEMANDS:** · Transparency, fairness and equitable treatment · Recognition of professional tariffs **EXPECTATIONS:** · Continuous engagement and regular updates on developments in public Procurement consultations during policy formulation · Consistency in policy formulation and implementation · Capacity Building · Membership fees · Provision of procurement templates · Adequate market consultations	· Ongoing · As required · Ongoing · 100% · Ongoing · 100% · As and when needed · As and when needed
8. Judicial Service Commission	**DEMANDS:** · Expert evidence on procurement matters **EXPECTATIONS:** · Collaboration · Capacity Buildin	· 100% · 100% · As and when needed

Stakeholder Analysis (Cont'd)

DIRECT CLIENTS	DEMANDS/ EXPECTATIONS	EXTENT
	EXTERNAL:	
9. The Government	**DEMANDS:** · Patriotism	 · 100%
	EXPECTATIONS: · Alignment and support of National Interest Projects · Adoption of policies from developed resolutions · (Consider them under OPC) · Technical guidance on Government-to-Government business	 · Ongoing · Ongoing · As and when needed
10. Media	**DEMANDS:** · Accurate Information on developments in public procurement	 · On demand
	EXPECTATIONS: · Collaboration · Capacity Building in public procurement	 · Ongoing · Ongoing
11. Tertiary Institutions	**EXPECTATIONS:** · Collaboration · Involvement in curricula review and research	 · Ongoing · On demand
12. Public and Civic Society	**DEMANDS:** · Equitable improved Service Delivery · Transparency	 · 100% · 100%
	EXPECTATIONS: · Collaboration · Domestic preference · Affirmative procurement provisions	 · As and when needed · 100% · 100%
13. Development Partners	**DEMANDS:** · Performance reports according to Terms of References · Accountability on resources extended to the Authority	 · 100 % compliance · 100 % compliance
	EXPECTATIONS: · Establishment and implementation of eGP system · Good corporate governance · Collaboration · Streamlining operations to Sustainable Development Goals	 · 100% · 100% · Ongoing · As and when needed
14. Regulatory Entities	**DEMANDS:** · Compliance with statutory requirements	 · 100%
	EXPECTATIONS: · Collaboration	 · Ongoing
15. Statutory Committees	**DEMANDS** · Secretariat services · Sitting allowance · Capacity Building	 · 100% · 100% · As and when needed
	EXPECTATIONS · Constant updates on the developments in the Procurement field · Procurement technical advice	 · Ongoing · As and when needed

Stakeholder Analysis (Cont'd)

DIRECT CLIENTS	DEMANDS/ EXPECTATIONS	EXTENT
	INTERNAL:	
16. Board	**DEMANDS:** · Implementation of mandate · Implement policies timeously · Adherence to good corporate governance **EXPECTATIONS:** · ISO QMS 9001:2015 compliance · Culture of trust and cooperation · Promotion of diversity and inclusion · Respect and equal opportunities · Upskilling and knowledge sharing · ISO 20400:2017 certification – Sustainable procurement · Operationalisation of SAPPTA	 · 100% · 100% · Ongoing · 100% · 100% · Ongoing · Ongoing · Ongoing · Ongoing · Ongoing
17. Auditor General	**DEMANDS:** · Compliance with labour laws **EXPECTATIONS:** · Conducive working conditions · Job related Training for members · Consultations on staff welfare matters · Fairness and equity in treatment of workers · Wellness	 · 100% · As per labour laws and market conditions · As and when needed · 100% · 100% · 100%

Strategies: Assumptions, Risks And Mitigations

PERIOD	STRATEGIES	ASSUMPTIONS	RISKS	MITIGATIONS
Programme 1 – GOVERNANCE AND ADMINISTRATION				
Outcome1: Improved governance and administration				
Budget Year 1	Develop and review policies and procedures	· Internal Capacity to develop and review policies · Availability of similar policies for benchmarking	· Possibility of delays due to competing priorities · Conflict of interest · Inefficiency due to bureaucratic excess · Unintended consequences · Limited input from stakeholders	· Scheduling · Outsourcing · Decentralization of review process · Conduct thorough analysis · Stakeholder consultations
	Intensify resource mobilisation – financial and material	· Support is available	· Competing priorities · Inflationary environment · Negative perceptions about PP · Exchange rate disparities · Overdependence on limited sources	· Phased approach · Effective investment portfolio management · Effective communication and engagement · Proper utilization of funds · Diversification of funding streams
	Lobby for harmonisation of Public Procurement legislation with other pieces of legislation	· Stakeholder Buy in	· Delays in approvals · Policy inconsistency	· Stakeholder engagements and make follow-ups
	Upscale Stakeholder Engagements	· Stakeholder cooperation	· Stakeholder fatigue · Reputational risk	· Continual engagement · Develop contingency plans (e.g. review of MOUs for relevance)
	Enhance the end-to-end eGovernment Procurement system	· Adequate ICT infrastructure · Stakeholder support and buy-in	· Under-utilization of the system. (Inadequate skills, infrastructure, resistance to change) · Unavailability of system · Resistance to the utilisation of eGP · Failure of eGP to meet ALL stakeholder expectations · Systems incompatibility with existing systems in MDAs · System Obsolescence · Vendor lock-in (Contractual disputes)	· Change management · Lobbying for government and development partners to provide adequate ICT infrastructure. · Consultations with relevant stakeholders. · Outsource as deemed fit · Dispute resolution mechanisms · Inhouse system development
	Integrate PRAZ ICT systems - ERP	· Funds are available · Availability of competent human capital.	·Cyber security threats. · Incompatible systems. · Underutilization of systems.	· Cyber security awareness · Implement Vulnerability Assessments and Penetration Tests (VAPT) and Back- up systems. · User involvement at all stages of implementation · Capacitation of users. · Outsourcing
	Implement Audit and Risk Management Software	· Funds are available. · Availability of suitable systems	· incompatibility with existing systems · Default in licence subscriptions	· upgrade existing systems · use of cloud · Explore local solutions

Strategies: Assumptions, Risks And Mitigations (Cont'd)

PERIOD	STRATEGIES	ASSUMPTIONS	RISKS	MITIGATIONS
Programme 1 – GOVERNANCE AND ADMINISTRATION				
Outcome1: Improved governance and administration				
Budget Year 1	Upgrade ICT Infrastructure	· There is a digitalization programme. · Availability of resources to keep up with trends in technological advancements, updates · Access to advanced and relevant technologies	· Cyber attacks · Improper use and handling of ICT equipment · Damage or loss of property · Trade restrictions · Incompatibility of infrastructure · Duplication of functionalities.	· Continuous monitoring and hardening of system · Raising cyber security awareness. · Insurance · Appropriate security systems in place · Use of alternative solutions · Acquisition of interoperable infrastructure and systems
	Review the client service charter	· Feedback is availed by our stakeholders · Offer quality services in adherence to the Client Service charter	· Failure to meet service standards · Non-adherence to revised service standard levels	· Conduct surveys and stakeholder engagements · Awareness and promotion of the service charter.
	Enhance the ISO Quality Management System	· Conducive working environment · Clearly defined and communicated Quality Policy	· Deviation from SOPs due to emerging urgent priorities · Slow adoption of developed systems	· Training and team building sessions · Effective communication throughout the organisation · Clearly defined objectives · Realignment of SOPs to eGP and new systems
	Strengthen enforcement of procurement legislation	· Comprehensive regulatory frameworks including awareness,	· Safety and security of procurement personnel · Lack of stakeholder buy-in · Reputational risk	· Amendment of regulations and statutory frameworks · Introduction of penalty regulations · Change management · Continuous research and development
	Compliance with corporate governance	· Adherence to laws and best practise to corporate governance	· Irregularities in appointments and variables inducing non-compliance	· Stakeholder consultation · Effective communication throughout the organisation · Clearly defined objectives · Conduct trainings, monitoring and evaluation
	Enhance Human Capital development	· Organisational commitment to training · cooperation from employees · Funds are available	· Human capital flight · Lack of soft skills · Competing priorities · Capacity gaps in multi-skills	· Effective performance evaluation · Effective reward systems · Appropriate recruitment of skills · Upskilling · Avail resources for trainings · Training needs assessments · Monitoring and evaluation of trainings.
	Realign structures	· Buy in from stakeholders on restructuring proposals.	· Inadequate resources · Resistance to change	· Resource mobilization · Lobby for exemptions

Strategies: Assumptions, Risks And Mitigations (Cont'd)

PERIOD	STRATEGIES	ASSUMPTIONS	RISKS	MITIGATIONS
Programme 1 – GOVERNANCE AND ADMINISTRATION				
Outcome1: Improved governance and administration				
Budget Year 1	Strengthening the administration of statutory committees (Review Panels and Debarment)	· Adequately constituted	· Low uptake and members not keen to participate hearings	· Provide adequate fees and allowances
	Align to National Interest projects and resolutions	· Stakeholder buy-in	· Policy inconsistencies · Limited resources for participation/ facilitation · Restrictive legislation	· Lobbying for exemptions · Re-orientation on National ethos · Resource Mobilization
	Enhance Brand Visibility	· Stakeholders engage with the brand. · Consistent leadership support. · Digital platforms used for visibility remain accessible and functional. · Updated branding material	· Reputational risks · Low engagements from target audience. · Negative public perception.	· Intensify Corporate Social Responsibility. · Stakeholder engagements · Enhance Information dissemination · Implement proactive reputation management. · Develop a multi-platform communication strategy.
	Grow and enhance investments and non-current assets	· Macro-economic stability · Availability of investment options for public entities	· Erosion of retained funds · Stalled projects as a result of financial incapacitation	· Investment in CAPEX · Continual review of plans and budgets · Consultation with relevant experts
	Enhance ICT cybersecurity posture	· Funds are available · Availability of competent human capital.	· Data loss · Reputational risk	· Frequent vulnerability assessment tests · Cybersecurity awareness · Redundant systems
Years 2-3	Enhance Human Capital development	· Organisational commitment to training · co-operation from employees · Funds are available	· Human capital flight · Lack of soft skills · competing priorities · Irrelevant training · Management override.	· Effective performance evaluation · Effective reward systems · Appropriate recruitment of skills · Upskilling · Avail resources for trainings · Training needs assessments · Monitoring and evaluation of trainings
	Intensify resource mobilisation – financial and material	· Support is available	· Competing priorities · Inflationary environment · Negative perceptions · Exchange rate disparities · Overdependence on limited revenue sources	· Phased implementation approach for activities · Planning and budgeting · Effective communication and engagement · Proper utilization of funds · Diversify funding streams

Strategies: Assumptions, Risks And Mitigations (Cont'd)

PERIOD	STRATEGIES	ASSUMPTIONS	RISKS	MITIGATIONS
Programme 1 – GOVERNANCE AND ADMINISTRATION				
Outcome1: Improved governance and administration				
Years 2-3	Strengthen enforcement of procurement legislation	· Comprehensive regulatory frameworks including awareness	· Safety and security of procurement personnel · Lack of stakeholder buy-in · Reputational risk	· Amendment of regulations and statutory frameworks · Stakeholder involvement and consultations · Continuous research and development · Introduction of penalty regulations · Change management
	Compliance with corporate governance	· Adherence to laws and best practise to corporate governance	· Irregularities in appointments and variables inducing non-compliance	· Stakeholder consultation · Effective communication throughout the organisation · Clearly defined objectives · Conduct trainings, monitoring and evaluation
	Upgrade ICT Infrastructure	· There is a digitalization programme. · Availability of resources to keep up with trends in technological advancements, updates · Access to advanced and relevant technologies	· Cyber attacks · Improper use and handling of ICT equipment · Damage or loss of property · Trade restrictions · Incompatibility of infrastructure · Duplication of functionalities.	· Continuous monitoring and hardening of system · Raising cyber security awareness. · Insurance · Appropriate security systems in place · Use of alternative solutions · Acquisition of interoperable infrastructure and systems
Years 4-5	Enhance Human Capital development	· Organisational commitment to training · co-operation from employees · Funds are available	· Human capital flight · Lack of soft skills · competing priorities · Irrelevant training · Management override.	· Effective performance evaluation · Effective reward systems · Appropriate recruitment of skills · Upskilling · Avail resources for trainings · Training needs assessments · Monitoring and evaluation of trainings
	Intensify resource mobilisation – financial and material	· Support is available	· Competing priorities · Inflationary environment · Negative perceptions · Exchange rate disparities · Overdependence on limited revenue sources	· Phased implementation approach for activities · Planning and budgeting · Effective communication and engagement · Proper utilization of funds · Diversify funding streams

Strategies: Assumptions, Risks And Mitigations (Cont'd)

PERIOD	STRATEGIES	ASSUMPTIONS	RISKS	MITIGATIONS
Programme 1 – GOVERNANCE AND ADMINISTRATION				
Outcome1: Improved governance and administration				
Years 4-5	Strengthen enforcement of procurement legislation	· Comprehensive regulatory frameworks including awareness	· Safety and security of procurement personnel · Lack of stakeholder buy-in · Reputational risk	· Amendment of regulations and statutory frameworks · Stakeholder involvement and consultations · Continuous research and development · Introduction of penalty regulations · Change management
	Compliance with corporate governance	· Adherence to laws and best practise to corporate governance	· Irregularities in appointments and variables inducing non-compliance	· Stakeholder consultation · Effective communication throughout the organisation · Clearly defined objectives · Conduct trainings, monitoring and evaluation
	Upgrade ICT Infrastructure	· There is a digitalization programme. · Availability of resources to keep up with trends in technological advancements, updates · Access to advanced and relevant technologies	· Cyber attacks · Improper use and handling of ICT equipment · Damage or loss of property · Trade restrictions · Incompatibility of infrastructure · Duplication of functionalities.	· Continuous monitoring and hardening of system · Raising cyber security awareness. · Insurance · Appropriate security systems in place · Use of alternative solutions · Acquisition of interoperable infrastructure and systems

Strategies: Assumptions, Risks And Mitigations (Cont'd)

PERIOD	STRATEGIES	ASSUMPTIONS	RISKS	MITIGATIONS
Programme 2 –PUBLIC PROCUREMENT REGULATION				
Outcome 2: Improved transparency and accountability in Public Procurement and Disposal of Public Assets				
Budget Year - 1	Enforce compliance with eGP utilization	· All PEs are on board · Support of relevant stakeholders	· System failures and downtime	· Continuous system upgrades and enhancements
	Drive increased utilization of M&E reports Incorporate MAPS themes and outcomes into reporting	· Reports are relevant to the target audience	· Slow uptake of M&E reports	· Benchmarking PEs
	Improve contracts and projects performance through targeted institutional visits	· Cooperation of PEs	· Unavailability of clearly written contracts	· Capacity Building
	Intensify monitoring of disposal processes	· Willingness to implement the disposal plan	· Poor asset records	· Capacity Building
	Develop metrics and set baselines for ongoing impact evaluations Leverage on open contracting data standard (OCDS) framework	· Versatile data capability	· Rapid Policy shifts	· Use of simplified metrics
	Accelerate implementation of affirmative procurement (targeting special interest groups - women, youth, war veterans owned businesses, people living with disabilities)	· Cooperation by PEs and enabling legislation Availability of clearly defined structures of special interest group · Availability of enabling eGP system	· Capacity gaps among PEs · Unethical Behaviour and corruption · Resistance to change by PEs	· Train PE PMus in collaboration with CB department · Penalise non-compliant procurement professionals · Put in place verification mechanisms
	Accelerate implementation of sustainable public procurement	· Cooperation by PEs and enabling legislation · Availability of enabling eGP system · Market readiness (bidding community)	· Capacity gaps among PEs · Unethical Behaviour and corruption	· Train Pes and Bidders to view SPP as an investment rather than as a cost · Penalise procurement professionals · Put in place verification mechanisms · Collaboration with standards enforcement agencies · Design standardised SBDs
	Improve Support of Special Procurement Oversight Committee functions	· Availability of SPOC members (quorum) · Adequate capacity in the secretariat · Efficient information flow on public procurem	· PMU and SPOC capacity gaps	· Training and refresher courses for SPOC and PMU members · Fully resourcing Secretariat with 4 more members dedicated to fully support SPOC functions

Strategies: Assumptions, Risks And Mitigations (Cont'd)

PERIOD	STRATEGIES	ASSUMPTIONS	RISKS	MITIGATIONS
Programme 2 –PUBLIC PROCUREMENT REGULATION				
Outcome 2: Improved transparency and accountability in Public Procurement and Disposal of Public Assets				
Budget Year - 1	Redesign SBDs, APPs and Asset Disposal Plan to align with the eGP system	· Cooperation by PEs · Availability of an enabling eGP system	· Capacity gaps among PEs PMUs	· Train Procuring Entity PMUs in collaboration
	Timeous issuance of technical guidance	· Enabling Macro-economic environment · Efficient information flow on public procurement issues	· PMU capacity gaps	· Training on new guidelines
	Improve contracts and projects performance through targeted institutional visits	· Cooperation by PEs and enabling legislation · Availability of enabling eGP system · Market readiness (bidding community)	· Capacity gaps among PEs	· Train PEs and Bidders in collaboration with CB department on SBDs
	Promote local procurement	· Willingness to implement the disposal plan	· Poor asset records	· Capacity Building
	Develop and manage the public procurement supply market	· Efficient public information flow. · Accessibility of market information for due diligence · Bidders' capability to use PRAZ public procurement supply market systems · High appetite among bidders to participate in tenders	· Public procurement supply market distortions · Fraud and Cyber-threats · Resistance from key suppliers and pressure groups to register.	· Development and implementation of a National Standard Price List. · Put in place verification mechanisms · implement security, vulnerability threat analysis · Collaboration with Law enforcement Agencies · Training of suppliers and special interest groups on use of technology and importance of supplier registration · Re-categorise suppliers to align with government policy
	Increase collaboration with oversight and anti-corruption agencies	· Continuous leadership support	· Conflicting objectives	Enhance the implementation of established MOUs and agreements
	Increased operational Capacity	· Resource availability	· Quality of work may be compromised	·Operationalization of SAPPTA · Collaboration with professional bodies and tertiary institutions with similar objectives
	Pursue responsive and dynamic pricing and costing strategies	· Currency stability	· Changes in monetary policy	· Market surveys · Benchmarking with similar service providers
	Collaborating with training institutions for enhanced capacity building	· Interest in collaborating with PRAZ	· low uptake of partnerships / collaborations	· Identifying institutions with converging interests · Coordination of SAPPTA collaborations and partnerships

Strategies: Assumptions, Risks And Mitigations (Cont'd)

PERIOD	STRATEGIES	ASSUMPTIONS	RISKS	MITIGATIONS
Programme 2 –PUBLIC PROCUREMENT REGULATION				
Outcome 2: Improved transparency and accountability in Public Procurement and Disposal of Public Assets				
Budget Year - 1	Development of a comprehensive annual supply chain management training calendar	· Availability of data on the needs of the market	· Lack of stakeholder buy in.	· Early publication of Calendar · Advertising/Marketing. · Engagement of policy makers in endorsing the courses.
	Enforce adoption of use of the eGP system	· Network connectivity for all PEs · Availability of ICT infrastructure in PEs	· Limited knowledge in using the eGP platform	· Continuous training
	Adopt broader supplier categories to enable PP system management	· Collaboration and readiness of relevant stakeholders	· Limited capacity of new suppliers	· Capacity building of new suppliers
Years 2-3	Enforce compliance with eGP utilization	· All PEs are on board · Support of relevant stakeholders	· System failures	· Continuous system upgrades and enhancements · Issuance of circulars from the Operations department
	Drive increased utilization of M&E reports	· Reports are understandable to the target audience · Reports are relevant to the target audience	· Slow uptake of reports	· Benchmarking PEs
	Improve contracts and projects performance through targeted institutional visits	· Cooperation of PEs	· Unavailability of clearly written contracts	· Capacity Building
	Intensify monitoring of disposal processes	· Willingness to implement the disposal plan	· Poor asset records	· Capacity Building
	Initiate impact evaluations	· Stakeholder support	· Resource Limitation	· Forward Planning and use of digital means
	Increase collaboration with oversight and anti-corruption agencies	· Continuous leadership support	· Conflicting objectives	· Enhance the implementation of established MOUs and agreements
	Strengthen collaborations with training institutions for enhanced capacity building	· Interest in collaborating with PRAZ	· low uptake of partnerships / collaborations	· TOTs and joint workshops with collaborative partners.
	Continued improvement of the annual supply chain management training calendar	· Availability of data on the needs of the market.	· Non availability of relevant data	· Continuous engagement with internal and external stakeholders

Strategies: Assumptions, Risks And Mitigations (Cont'd)

PERIOD	STRATEGIES	ASSUMPTIONS	RISKS	MITIGATIONS
Programme 2 –PUBLIC PROCUREMENT REGULATION				
Outcome 2: Improved transparency and accountability in Public Procurement and Disposal of Public Assets				
Years 2-3	Continued Management of the implementation of sustainable public procurement	· Cooperation by PEs and enabling legislation · Availability of enabling eGP system · Market readiness (bidding community)	· Capacity gaps among PEs · Unethical Behaviour and corruption	· Train Pes and Bidders to view SPP as an investment rather than as a cost · Penalise procurement professionals · Put in place verification mechanisms · Collaboration with standards enforcement agencies · Design standardised SBDs
	Promote local procurement	· Cooperation by PEs and enabling legislation Availability of enabling eGP system · Market readiness (bidding community)	· Capacity gaps among PEs	· Train PEs PMUs and Bidders in collaboration with CB department on SBDs
	Improve Support of Special Procurement Oversight Committee functions	· Availability of SPOC members (quorum) · Adequate capacity in the secretariat · Efficient information flow on public procurement issues	· PMU and SPOC capacity gaps	· Training and refresher courses for SPOC and PMU members · Fully resourcing Secretariat with 4 more members dedicated to fully support SPOC functions
	Timeous issuance of technical guidance	· Enabling Macro-economic environment · Efficient information flow on public procurement issues	· PMU Capacity gaps	· Training of PE PMUs on developed guidelines
	Develop and manage the public procurement supply market	· Efficient public information flow. · Accessibility of market information for due diligence · Bidders' capability to use PRAZ public procurement supply market systems · High appetite among bidders to participate in tenders	· Public procurement supply market distortions · Fraud and Cyber-threats · Resistance from key suppliers and pressure groups to register.	· Development and implementation of a National Standard Price List. · Put in place verification mechanisms · implement security, vulnerability threat analysis · Collaboration with Law enforcement Agencies · Training of suppliers and special interest groups on use of technology and importance of supplier registration

Strategies: Assumptions, Risks And Mitigations (Cont'd)

PERIOD	STRATEGIES	ASSUMPTIONS	RISKS	MITIGATIONS
Programme 2 –PUBLIC PROCUREMENT REGULATION				
Outcome 2: Improved transparency and accountability in Public Procurement and Disposal of Public Assets				
Years 4-5	Enforce compliance with eGP utilization	· All PEs are on board · Support of relevant stakeholders	· System failures	· Continuous system upgrades and enhancements
	Drive increased utilization of M&E reports	· Reports are understandable to the target audience · Reports are relevant to the target audience	· Slow uptake of reports	· Benchmarking PEs
	Improve contracts and projects performance through targeted institutional visits	· Cooperation of PEs	· Unavailability of clearly written contracts	· Capacity Building
	Intensify monitoring of disposal processes	· Willingness to implement the disposal plan	· Poor asset records	· Capacity Building
	Increase collaboration with oversight and anti-corruption agencies	· Continuous leadership support	· Conflicting objectives	· Enhanced the implementation of established MOUs and agreements
	Initiate impact evaluations	· Stakeholder support	· Resource Limitation	· Forward Planning and use of digital mean
	Improve Support of Special Procurement Oversight Committee functions	· Availability of SPOC members (quorum) · Adequate capacity in the secretariat · Efficient information flow on public procurement issues	· PMU and SPOC capacity gaps	· Training and refresher courses for SPOC and PMU members
	· Timeous issuance of technical guidance	· Enabling Macro-economic environment · Efficient information flow on public procurement issues	· PMU Capacity gaps	· Training of PE PMUs on new guidelines

Strategies: Assumptions, Risks And Mitigations (Cont'd)

PERIOD	STRATEGIES	ASSUMPTIONS	RISKS	MITIGATIONS
Programme 2 –PUBLIC PROCUREMENT REGULATION				
Outcome 2: Improved transparency and accountability in Public Procurement and Disposal of Public Assets				
Years 4-5	Develop and manage the public procurement supply market	· Efficient public information flow. · Accessibility of market information for due diligence · Bidders' capability to use PRAZ public procurement supply market systems High appetite among bidders to participate in tenders	· Public procurement supply market distortions · Fraud and Cyber-threats · Resistance from key suppliers and pressure groups to register.	· Development and implementation of a National Standard Price List. · Put in place verification mechanisms · implement security, vulnerability threat analysis · Collaboration with Law enforcement Agencies · Training of suppliers and special interest groups on use of technology and importance of supplier registration
	Intensify implementation of sustainable public procurement	· Cooperation by PEs and enabling legislation · Availability of enabling eGP system · Market readiness (bidding community)	· Capacity gaps among PEs · Unethical Behaviour and corruption	· Train Pes and Bidders to view SPP as an investment rather than as a cost · Penalise procurement professionals · Put in place verification mechanisms · Collaboration with standards enforcement agencies

Strategies: Assumptions, Risks And Mitigations (Cont'd)

PERIOD	STRATEGIES	ASSUMPTIONS	RISKS	MITIGATIONS
Programme 2 –PUBLIC PROCUREMENT REGULATION				
Outcome 2: Improved transparency and accountability in Public Procurement and Disposal of Public Assets				
Years 4-5	Promote local procurement	· Cooperation by PEs and enabling legislation Availability of enabling eGP system · Market readiness (bidding community)	· Capacity gaps among PEs	· Train PEs PMUs and Bidders in collaboration with CB department on SBDs
	Enhanced and widening of collaborations with training institutions for enhanced capacity building	· Interest in collaborations	· Loss of interest in partnerships / collaborations both within and outside the Authority	· Integrating with performance management systems.
	Review of development of a comprehensive annual supply chain management training calendar process	· Engagement of qualified consultants and funding	· Lack of stakeholder buy in	· Collaborating with relevant stakeholders

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

SECTION B

Performance Framework For The MDA

Programme Performance Framework

Programme Outcome Linkages

	OUTCOME STATEMENT	POLICY REFERENCE	CONTRIBUTION		SECTOR OUTCOME REFERENCE/S	NATIONAL OUTCOME REFERENCE/S	NATIONAL KRA REFERENCE/S	NPA REFERENCE/S
			PARTNER/S	DESCRIPTION OF CONTRIBUTION				
MDA PROGRAMME (MP) 1: GOVERNANCE AND ADMINISTRATION								
OUC1	Improved governance and administration		· OPC · Corporate Governance Unit · Office of the Auditor General · Attorney General's office · Development Partners · Parliament of Zimbabwe · Ministry of ICT · Regulatory Bodies	· Policy direction · Policy Direction; Corporate Governance direction · Standards, Performance Audits · Legal advice · Development Support, technical expertise · Enactment of laws Tabling of Report · Policy Direction; ICT services · Standards setting and benchmarking	· Enhanced Service delivery · Enhanced ease of doing business	· Enhanced service delivery	· Public Service Delivery	· Governance
MDA PROGRAMME (MP) 2: PUBLIC PROCUREMENT REGULATION								
OUC1	Improved transparency and account-ability in Public Procurement and Disposal of Public Assets		· OPC · Corporate Governance Unit · Office of the Auditor General · Attorney General's office · Development Partners · Parliament of Zimbabwe · Ministry of ICT · Regulatory Bodies	· Policy direction · Policy Direction · Standards, Performance Audits · Legal advice SPOC · Development Support, technical expertise · Enactment of laws Tabling of Report · Provision of Infrastructure · Standards setting and benchmarking	· Enhanced Service delivery · Enhanced ease of doing business		· Enhanced service delivery	· Governance

Programme Performance Framework (Cont'd)

Ref	Outcome Description	KPI:	Measurement Criterion (time/rate)	Baseline		Previous Year			Current Year		Targets									
						2024			2025		2026		2027		2028		2029		2030	
				Year	Value	T	AP	AV	T	ALV	T	ALV	T	ALV	T	ALV	T	ALV	T	ALV
OUC 1	Improved governance and administration	Client Satisfaction Index	%	2024	68%	75%	68%	-7%	75%	+/-8%	76%	+/-3%	78%	+/-3%	78%	+/-3%	80%	+/-3%	80%	+/-5%
		Employee Satisfaction Index	%	2024	74.08%	70%	74.08%	4.08%	80%	+/-5%	85%	+/-5%	85%	+/-5%	85%	+/-5%	85%	+/-5%	85%	+/-5%
		Compliance Level	%	2025	100%	n/a	n/a	n/a	n/a	n/a	100%	0	100%	0%	100%	0%	100%	0%	100%	0%
OUC 2	Improved transparency and accountability in Public Procurement and Disposal of Public Assets	Procuring Entities' level of compliance	%	-	-	-	-	-	-	-	50%	+/-3%	60%	+/-3%	70%	+/-3%	80%	+/-3%	90%	+/-3%
		eGP Utilization Rate	%	-	-	-	-	-	10%	+/-5%	50%	+/-5%	70%	+/-5%	90%	+/-5%	90%	+/-5%	90%	+/-5%
		Contracts on track	%	-	-	-	-	-	-	-	50%	+/-5%	60%	+/-5%	65%	+/-5%	70%	+/-5%	75%	+/-5%

T = Target AV = Actual Variance AP = Actual Performance ALV = Allowable Variance

No. & Prog. Code	Output	5yr Target	Baseline		Previous Year			Current Year		Targets									
					2024			2025		2026		2027		2028		2029		2030	
			Value	Year	T	AP	AV	T	ALV	T	ALV	T	ALV	T	ALV	T	ALV	T	ALV
Programme 1: GOVERNANCE AND ADMINISTRATION																			
OUC 1	Improved Governance and Administration																		
	Strategic plan adopted	5	1	2025	1	1	0	1	0	1	0	1	0	1	0	1	0	1	0
	Policies and Procedures Reviewed	470	33	2022	11	11	0	14	+/-1	94	+/-9	94	+/-9	94	+/-9	94	+/-9	94	+/9
	eGP System maintained	100%	100%	2025	100%	100%	0	100%	0	100%	0	100%	0	100%	0	100%	0	100%	0
	eGP system for special sectors implemented	2 modules	n/a	n/a	n/a	n/a	n/a	n/a	n/a	2	+/-1	1	0	-	-	-	-	-	-
	ERP implemented	2 modules	2	2025	3	3	0	3	0	2	+/-1	-	-	-	-	-	-	-	-
	ICT disaster recovery and Business Continuity Plan reviewed and tested	10	2	2024	2	2	0	2	0	2	0	2	0	2	0	2	0	2	0
	ISO Quality Management System Maintained	1	1	2024	1	1	0	1	0	1	0	1	0	1	0	1	0	1	0
	Statutory Reports produced	20	1	2024	4	4	0	4	0	4	0	4	0	4	0	4	0	4	0
	Risk Management Reports Produced	20	4	2024	4	4	0	4	0	4	0	4	0	4	0	4	0	4	0
	Stakeholder/ partner Engagements conducted	75	19	2025	12	15	3	15	+/-2	15	+/-2	15	+/-2	15	+/-2	15	+/-2	15	+/-2
	PRAZ Annual Report Produced	5	1	2024	1	1	0	1	0	1	0	1	0	1	0	1	0	1	0
	Legislation drafted	6	2	2024	2	2	0	-	-	5	0	0	-	-	-	0	0	1	0

No. & Prog. Code	Output	5yr Target	Baseline		Previous Year			Current Year		Targets									
					2024			2025		2026		2027		2028		2029		2030	
			Value	Year	T	AP	AV	T	ALV	T	ALV	T	ALV	T	ALV	T	ALV	T	ALV
	Data privacy maintained	100%	-	-	-	-	-	100%	0	100%	0	100%	0	100%	0	100%	0	100%	0
	Performance contracts signed	40	2	2024	2	2	0	8	0	8	0	8	0	8	0	8	0	8	0
Programme 2: PUBLIC PROCUREMENT REGULATION																			
OUC 2	Improved transparency and accountability in Public Procurement and Disposal of Public Assets																		
	National Standard Price List produced	5	-	2024	-	-	-	1	0	1	0	1	0	1	0	1	0	1	0
	Supplier registrations processed	75,000 (100%)	18,882	2024	15,000	18,882	3,882.00	15,000 (100%)	+/- 1,500 (10%)	15,000 (100%)	+/- 1,500 (10%)	15,000 (100%)	+/- 1,500 (10%)	15,000 (100%)	+/- 1,500 (10%)	15,000 (100%)	+/- 1,500 (10%)	15,000 (100%)	+/- 1,500 (10%)
	Category Registrations Processed	100%	25,928	2024	22,000	25,928	3,928	22,000 (100%)	+/- 2,200 (10%)	22,000 (100%)	+/- 2,200 (10%)	22,000 (100%)	+/- 2,200 (10%)	22,000 (100%)	+/- 2,200 (10%)	22,000 (100%)	+/- 2,200 (10%)	22,000 (100%)	+/- 2,200 (10%)
	PE applications processed	100%	100%	2024	100%	100%	0	372 (100%)	0	372 (100%)	0	372 (100%)	0	372 (100%)	0	372 (100%)	0	372 (100%)	0
	Procurement plans reviewed	100%	100%	2024	100%	100%	0	372 (100%)	0	372 (100%)	0	372 (100%)	0	372 (100%)	0	372 (100%)	0	372 (100%)	0
	SPOC Procurement cases processed	100%	100%	2024	100%	100%	0	100%	0	100%	0	100%	0	100%	0	100%	0	100%	0
	Exemptions Processed	100%	100%	2024	100%	100%	0	100%	0	100%	0	100%	0	100%	0	100%	0	100%	0
	Condonations Processed	100%	100%	2024	100%	100%	0	100%	0	100%	0	100%	0	100%	0	100%	0	100%	0
	Technical Guidelines Produced	20	4	2024	4	4	+/- 1	4	+/- 1	4	+/- 1	4	+/- 1	4	+/- 1	4	+/- 1	4	+/- 4
	Procurement Operations Monitoring Reports produced	22,320	3,276	2024	4,140	4,140	+/- 207	4,140	+/- 207	4,464	+/- 223	4,464	+/- 223	4,464	+/- 223	4,464	+/- 223	4,464	+/- 223
	Stakeholders Compliance Reports Produced	20	4	2024	4	4	0	4	0	4	0	4	0	4	0	4	0	4	0
	Procurement Contracts Monitoring reports produced	3,000	2,000	2024	2800	2300	+/-115	500	+/-25	600	+/-30	600	+/-30	600	+/-30	600	+/-30	600	+/-30
No. & Prog. Code	Output	5yr Target	Baseline		Previous Year			Current Year		Targets									
					2024			2025		2026		2027		2028		2029		2030	
			Value	Year	T	AP	AV	T	ALV	T	ALV	T	ALV	T	ALV	T	ALV	T	ALV
	Procurement Executive Synopsis Reports produced	9,300	1,785	2025	1,785	1,785	+/-89	1,785	+/-89	1,860	+/-93	1,860	+/-93	1,860	+/-93	1,860	+/-93	1,860	+/-93
	Public Procurement Training programs conducted	8	4	2024	4	4	0	4	+/-1	3	+/-1	4	+/-1	4	+/-1	4	+/-1	4	+/-1
	Public Procurement Conferences conducted	25	6	2024	5	6	+1	5	+/-1	4	+/-1	4	+/-1	4	+/-1	4	+\-1	4	+/-1

T = Target **AV = Actual Variance** **AP = Actual Performance** **ALV = Allowable Variance**

Programme		Programme Outputs	Budget Last Year (2024)	Budget Current Year (2025)	Budget Year 1 (2026)	Budget Year 2 (2027)	Budget Year 3 (2028)	Budget Year 4 (2029)	Budget Year 5 (2030)
Programme 1 GOVERNANCE AND ADMINISTRATION	Sub-Prog 1.1 Board Services and CEO's Office	Strategic Documents reviewed and approved	56,891	56,791	66,701	66,701	80,001	100,401	156,701
		Stakeholder engagements conducted	27,720	23,100	35,000	16,200	14,200	15,200	30,000
		Risk Management Matrix Produced	-	-	6,250	2,400	2,400	2,400	2,400
		Risk Management Tools Implemented	-	-	8,250	2,400	2,400	2,400	2,400
		Collaborations & partnerships implemented	-	-	20,250	15,512	16,750	18,000	24,350
		Performance Contracts signed and reviewed	1,620	1,890	2,460	2,460	2,460	2,460	2,460
		Client Service Charter Reviewed and implemented	-	5,250	5,250	5,000	2,050	5,500	5,250
		Client Perception Survey conducted and reviewed	12,500	18,750	19,150	23,600	10,120	15,635	14,150
		Exhibitions participated in	158,000	120,000	120,600	105,900	130,890	254,585	215,315
		Publications Produced	8,000	10,000	10,500	6,300	11,575	12,150	12,750
		Public Relations Awareness Programs Conducted	232,500	148,800	253,650	143,600	245,050	140,800	236,590
	Sub-Prog 1.2 Legal and	Policies and Procedures Developed	10,600	12,200	4,200	3,500	3,500	3,200	3,200
		PPDPA Act reviewed	3,000	5,000	5,250	5,890	5,750	5,890	6,350

Programme		Programme Outputs	Budget Last Year (2024)	Budget Current Year (2025)	Budget Year 1 (2026)	Budget Year 2 (2027)	Budget Year 3 (2028)	Budget Year 4 (2029)	Budget Year 5 (2030)
	Secretariat Services	Subsidiary Legislation amended and enacted	800	1,500	1,575	1,600	1,735	1,820	1,915
		SPOC Committee Reports produced	26,300	27,400	28,350	28,350	28,350	28,350	28,350
		Debarment reports produced	600	1,000	1,050	4,000	1,150	1,215	1,275
		Review Panel reports produced	3,800	5,950	5,050	24,000	8,260	7,370	6,490
		PRAZ Annual Report produced	500	7,500	7,875	18,200	8,650	18,200	19,575
		Statutory Reports prepared	2,500	1,950	2,050	394,300	2,260	2,370	2,490
	Sub-Prog 1.3 Finance, HR and Administrative Services	Statutory Reports Produced & external audit	35,005	25,250	36,250	38,750	35,005	35,250	36,250
		Staff trained and developed	108,600	50,400	52,920	16,000	53,340	201,260	164,325
		Staff welfare maintained	350,500	750,000	750,000	782,500	850,000	923,700	910,000
		Employee Engagement Survey Conducted	5,000	6,500	6,825	6,500	7,525	27,900	28,295
		Administration issues maintained	-	320,500	375,050	381,820	425,000	617,000	680,000
		Statutory reports produced	-	6,500	6,825	6,000	7,525	10,900	8,295
		PMU Plan developed and implemented	-	27,000	28,350	-	1,250	7,800	4,460
		Procurement procedure manual reviewed	-	10,000	10,500	-	1,575	2,150	2,750
		Procurement tenders concluded	2,000	6,905	8,250	-	1,145	2,703	4,350
		Procurement contracts managed	1,000	2,000	1600	-	890	1585	315
		PMU Reports developed	-	10,000	10,500	-	1,575	2,150	12,750
		PMU Plan developed	-	27,000	28,350	-	1,250	7,800	4,460

Programme		Programme Outputs	Budget Last Year (2024)	Budget Current Year (2025)	Budget Year 1 (2026)	Budget Year 2 (2027)	Budget Year 3 (2028)	Budget Year 4 (2029)	Budget Year 5 (2030)
		PMU Plan developed and implemented	-	27,000	28,350	-	1,250	7,800	4,460
	Sub-Prog 1.4 Digitalization and Assurance Services	eGP System enhanced and maintained	127,000	128,350	235,750	121,250	97,800	74,460	57,000
		eGP system for special sectors implemented	10,000	10,500	87,500	21,575	12,150	12,750	10,000
		ERP implemented	32,500	48,800	53,650	43,600	45,050	40,800	36,590
		ICT disaster recovery tested	6,600	7,200	5,200	3,500	3,500	6,200	7,200
		ISO Quality Management System Certification Maintained	3,800	5,950	5,050	24,000	8,260	7,370	3,800
		Electronic Tools/System developed	500	7,500	7,875	18,200	8,650	18,200	500
		ICT Infrastructure supported and maintained	120,500	105,950	102,050	294,300	152,260	102,370	92,500
		ICT systems supported and maintained	7,600	11,000	15,050	24,000	21,150	15,215	10,600
		Cyber-Security Posture maintained/enhanced	3,800	5,950	5,050	24,000	8,260	7,370	3,800
		Community Information Centres supported (infrastructure enhancement and training)	-	-	26,300	27,400	28,350	28,350	28,350
		Annual Audit Plan approved	-	-	-	-	-	344	664
		Audit independent statement produced	-	-	-	110	-	850	300
		Internal audit investigations	-	-	-	4,905	-	1100	2100

Programme		Programme Outputs	Budget Last Year (2024)	Budget Current Year (2025)	Budget Year 1 (2026)	Budget Year 2 (2027)	Budget Year 3 (2028)	Budget Year 4 (2029)	Budget Year 5 (2030)
		Internal processes audit manual reviews done	-	-	-	3,075	-	1122	12000
		Information Security & Privacy Management Systems implemented	14,110	12,690	6,500	4,000	-	-	-
Total Programme 1 Budget			**2,114,600**	**2,356,325**	**2,999,446**	**2,784,777**	**2,940,564**	**3,021,721**	**3,317,443**
Programme 2 **PUBLIC PROCUREMENT REGULATION**	**Sub-Prog 2.1 Technical Services**	PE Procurement Plans received and reviewed	10,000	15,000	15,750	130,400	17,350	68,200	19,150
		Procurement Entities Authorised	7,500	12,000	12,600	12,000	13,900	34,500	15,315
		Suppliers registered	12,000	8,625	9,050	82,000	9,975	15,450	11,000
		SPOC Procurement cases prepared for review	12,500	26,905	28,250	12,000	31,145	37,703	34,350
		Market price index developed	22,500	13,500	135,500	25,750	122,000	152,103	128,000
	Sub-Prog 2.2 Procurement Monitoring and Evaluation	Procurement Operations Monitoring Reports	22,800	22,800	13,392	13,392	13,392	13,392	13,392
		Procurement Executive Synopsis Reports produced	8,625	8,625	1,860	1,860	1,860	1,860	1,860
		Annual Compliance Review Reports produced	44,440	44,440	49,729	49,729	38,740	6,308	9,592
		National Interest Procurement Contracts Assessment Reports Produced	31,200	31,200	33,825	63,140	63,140	63,140	63,140
		Procurement Contracts Monitored Reports Produced	60,000	60,000	6000	21,000	6000	6000	6000
		Ad Hoc	5,000	5,000	1,000	3,000	1,000	2,000	1,000

Programme		Programme Outputs	Budget Last Year (2024)	Budget Current Year (2025)	Budget Year 1 (2026)	Budget Year 2 (2027)	Budget Year 3 (2028)	Budget Year 4 (2029)	Budget Year 5 (2030)
		Ad Hoc Reviews Reports produced	5,000	5,000	1,000	3,000	1,000	2,000	1,000
		Stakeholder Compliance Reports	-	-	2,000	10,000	2,000	2,000	2,000
		Emergency Procurement remote review reports produced	-	-	69,200	422,160	-	15,000	-
		Monitoring and Evaluation Plan for PEs/Contract Visits	324,00	350,500	320,25	315,600	310,000	291,000	265,595
	Sub-Prog 2.3 Procurement Capacity Building	Training Programmes conducted	-	24,000	25,200	114,800	82,000	52,000	82,000
		Public procurement conferences conducted	-	-	-	102,400	102,400	202,400	102,400
		Procurement Practitioners Licensed	280,000	15,000	15,750	7,600	17,350	100,200	19,150
		Procurement Service Providers Accredited	-	2,000	2,100	3,200	2,315	200,430	2,550
		Public Procurement Personnel trained	41,500	12,000	12,600	-	13,900	14,500	15,315
Total Programme 2 Budget			**382,700**	**651,595**	**1,117,279**	**1,014,420**	**1,130,094**	**1,021,064**	**1,559,605**
TOTAL MDA BUDGET			**2,497,300**	**3,007,920**	**4,116,725**	**3,499,197**	**4,070,658**	**4,042,785**	**4,877,048**

Human Resources for the Strategic Period

NO.	CATEGORY	PROGRAMME 1 GOVERNANCE AND ADMINISTRATION	PROGRAMME 2 PUBLIC PROCUREMENT REGULATION	AGENCY TOTAL PERSONNEL REQUIREMENTS BY CATEGORY
1	Top Management	4	3	7
2	Middle Management	9	6	15
3	Supervisory Management	20	20	40
4	Operational and Support staff	8	0	8
5	Graduate Trainees	6	5	11
	Total	**47**	**34**	**81**

Other Resources

Materials and Equipment

MATERIALS/ EQUIPMENT / ICT	2026		2027		2028		2029		2030	
	Quantity	Cost	Quantity	Cost	Quantity	Cost	Quantity	Cost	Quantity	Cost
Motor Vehicles			5	340,000		431,000	3	150,000	6	375,000
Laptops			6	210,000	10	40,000			23	40,000.

Space Requirements

LOCATION	2026		2027		2028		2029		2030	
	Quantity (m2)	Cost	Quantity (m2)	Cost	Quantity (m2)	Cost	Quantity (m2)	Cost	Quantity (m2)	Cost
Head Office	4,700	4 mil	4,700	1,250,000	4,700	0n/a	4,700	0n/a	4,700	n/a-
Bulawayo Pavilion	125	n/a	125	n/a	125	n/a	125	n/a	125	n/a
Burnside Manor	12,000	n/a	12,000	2 mil	12,000	2 mill	12,000	1,2 mill	12,000	n/a

ICT Requirements

MATERIALS/ EQUIPMENT /ICT	2026		2027		2028		2029		2030	
	Quantity	Cost	Quantity	Cost	Quantity	Cost	Quan-tity	Cost	Quantity	Cost
Laptops/ computers	25 (new staff)	50,000	12	30,400	30	114,000	35	70000	35	75000
Printers	35	73,000 (re-place-ment)	13	45,500			4	20000	35 (replace-ment)	73,000
New Ipads							12	24000		
Desktops							3	5000		
2 x Servers & UPS power backup replacement			2 x Serv-ers 2 x UPS	36,000 replace-ments	-	-	1	5000	Replace-ment	30,000
Network Maintenance (LAN & WAN) + Wi-Fi don-gles Scheduled ICT equipment maintenance	1	5,000	1	10,000 extensions to 8th floor, & Mainte-nance	1	5,000	1	3000 7000		
IP Telephony / Call Centre		10,000 (main-tenance + new hand-sets	1	8,000	1	4,000	1(call centre mainte-nance)	9,000		

ICT Requirements

MATERIALS/ EQUIPMENT /ICT	2026		2027		2028		2029		2030	
	Quantity	Cost	Quantity	Cost	Quantity	Cost	Quantity	Cost	Quantity	Cost
Security (CCTV, Security tools, Biometric Access)	1	20,000 new purchase nms	1	15,000 Exten. to 8th floor maintenance.	1	5,000	35	70000	35	75000
Power Backup (Generator)	1	5,000	1	9,000			4	20000	35 (replacement)	73,000
Annual Software licences & renewals (sophos firewall, antivirus, office 365, vm esxi software, drop box, zoom, KnowBe4, etc)	1	12,000 annual subscriptions	1	38,700 annual subscriptions	1	38,700 annual subscriptions	1	35,200	1	38,700
SLAs (ERP System Support, Biometric Access Control, CCTV, Microsoft Exchange, Firewall, etc)	1	5,000	1	5,000	1	5,000	1	80000	1	5,000
eGP System implemented	1	3,000,000	1	1,000,000	1	935,000	1	300,000	1	300,000
ERP Implemented	2 EDRMS, HRIM purchase	300,000	1	209,000 (implementation)	2, (Audit Software & HRIM purchase)	122,000	1 Audit Software)	80,000	1	2,000
ICT disaster recovery and Business Continuity Plan implemented **System wide penetration testing, system security hardening**	1	12,000 (annual maintenance)	1	8,000 upgrades	1	8,000	2 2	3,000 20,000	1	

ICT Requirements

MATERIALS/ EQUIPMENT /ICT	2026		2027		2028		2029		2030	
	Quantity	Cost	Quantity	Cost	Quantity	Cost	Quantity	Cost	Quantity	Cost
Ancillary Repairs + Scheduled ICT Equipment Maintenance,	1	35,500	1	35,500	1	35,500	1	35,500	1	
Statistical Software	3	7,000 annual licence	1	7,000	3	7,000			3	
Annual Subscriptions (to magazines,	12	5,000	12	5,000	12	5,000	12	5,000	12	5,000
Network Management Software	1	15000	1	3,500	1	3500			1	3500
eGP System implemented	1	3,000,000	1	1,000,000	1	935,000	1	300,000	1	300,000
File Cabinets **Digitization of Registry records**	-	-	1	10,000	-	-	1	1500 25,000	-	-
PA System for PRAZ	-	-	1	3,500	-	-	-	-	-	-
Dust Extractor	-	-	1	3,000	-	-	1	3000	-	-
Printer Toners and Other consumables	1	60,000	1	60,000	1	60,000	1	60,000	1	60,000
Stationary (Bond paper, Boxes files, flat files, pens, note books, staplers, etc)	1	7,000	1	7,000	1	7,000	1	7,000	1	7,000
Cloud Services Subscriptions + Internet, Specialised Software,	12	150,000	12	86,000	12	86,000	12	150,000	Various	86,000
Asset Insurance	-	-	1	20,000	1	20,000	1	35,500	1	20,000

ICT Requirements

MATERIALS/ EQUIPMENT /ICT	2026		2027		2028		2029		2030	
	Quantity	Cost	Quantity	Cost	Quantity	Cost	Quantity	Cost	Quantity	Cost
Email Upgrade (Microsoft 365) **Mobile ICT Equipment tracking System**	-	-	1	20,150	1	800 license	90 licences	35,500 5,000	1	800 licenses
eGP benchmark visits (3 x sites visits (airfares, lunch, dinner, out of station) a group of 6)	-	-	3	168,120	-	-	2 (benchmark visits)	110000	-	-
eGP Review workshops							4	80000		
eGP Annual Support							1	388,0000		
eGP Training Workshops							3	90000		
Shredders							2	2000		
75inch Interactive Screen and OLED 65inch TV							2 (for eGP monitoring)	10000		
Cybersecurity training (Knowb4) and enhancements							2	25000		
Offsite documents archiving	12	10,000	12	10,000	12	10,000	12	10,000	12	10,000
ISO 9001:2015 QMS maintained	-	-	1	14,000	12	5,000	12 (audits + registration fees)	19,000		
Provincial Stakeholder Engagements (2 per province per quarter)	-	-	4	72,000	4	72,000	4	72,000	4	72,000
ZimPost CIC Activations (2 per province per quarter)	-	-	4	88,000	-		4	88000	-	
Staff Trainings & workshops	-	-	1	40,000	1	40,000	1	40,000		

Notes

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