Republic of Zimbabwe

Zimbabwe Energy Regulatory Authority

Ministry/Department/Agency (MDA)

Whole of Government Performance Management System Template

Period: 2022

Agency

ZERA

SECTION A: Profile of the Ministry/Department[1]/Agency (MDA)

1.   **MDA:**   ZERA   Code:[2] N/A

2.a   **MDA Vote Number:**   N/A

2.b   **Sector(s) Name(s):[3]** Energy Regulation   Code: N/A

3.   **MDA Vision Statement: "**Regulator that promotes universal access to sustainable energy by 2030".

4.   **MDA Mission Statement: "**ZERA regulates the Zimbabwean energy market, cost effectively, through incentive regulation and in a fair and transparent manner to achieve sustainable energy".

5.   5.a. **National Priority Areas that the MDA is Contributing to:**

	Description of NPA
NPA 1	Transport, Infrastructure & Utilities

5.b. **National Key Result Areas that the MDA is Contributing to:**

	Description of NKRA
NKRA 1	Provision of improved Infrastructure and services

5.c. **National Outcomes that the MDA is contributing to:**

	National Outcome
NOUC 1	Improved infrastructure and access to services

5.d. **Sector Outcomes that the MDA is contributing to:**

	Sector Outcome
SOUC 1	Improved Service Delivery
SOUC 2	Improved Energy Supply Capacity

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[1]MDA refers to an institution with a separate budget vote
[2]The codes are system generated although they can be manually prepared
[3]If MDA belongs to many Sectors, start with the ones allocated more resources and also with the highest contributions to results

SOUC 3	Improved access to modern energy services
SOUC 4	Improved Energy Efficiency

5.e. **Key Contributing Partners**

NOUC. Ref. No.[4]	SOUC. Ref. No.	Prog. Ref. No.	Contributing MDA	Other Contributors
1	1	1	Ministry of Energy and Power Development, PRAZ, Ministry of Finance, SAZ, Ministry of Environment, ZRP, Auditor General, ZIMRA	Consultants, Banks, Suppliers
1	1	2	Attorney General, Ministry of Energy and Power Development, Ministry of Finance ZIMRA, RBZ, ZRP, NPA, EMA, Local Authorities, CAAZ, NOIC	Consumer Associations, Industry bodies, RERA, RAERESA, SAPP, AFUR
1	1	3	Ministry of Industry & Commerce, ZRP	CCZ, Residents Associations, Consumer Associations, CZI, Media, Commercial Arbitration Centre

6. **MDA Programmes and Outcomes**

Prog. Code	Programme Name	Programme Outcome/s
1	Policy and Administration	Improved institutional capacity
2	Energy Regulation	• Increased regulatory compliance • Enhanced cost reflectivity of energy prices • Improved uptake of modern renewable energy and technological innovations • Increased energy efficiency
3	Stakeholder Engagement & Advisory Services	• Improved stakeholder satisfaction

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[4] NOUC which the Ministry is contributing to

7. Terms of Reference

a. Establishing Act:

Energy Regulatory Authority Act, 2011 [Chapter 13:23];

b. Other sources of power (authority)

1. Electricity Act, 2003 [Chapter 13:19]; and
2. Petroleum Act, 2006 [Chapter 13:22].

8.   Policies Applicable for the MDA

	Title	Policy Code	Provision[5]	Programme Code
1.	Constitution of Zimbabwe		Whole	1-3
2.	National Development Strategy 1 (NDS)		Whole	1-3
3.	MOEPD Strategic Plan (2021-2025)		Whole	1-3
4.	National Energy Policy		Whole	1-3
5.	COMESA Model Energy Policy Framework 2008		Whole	2 & 3
6.	Environmental Protection Policy		Whole	2
7.	Guidelines on Regional Cross Border Trading		Whole	2
8.	National Monitoring and Evaluation Policy		Whole	1-3
9.	SADC Protocols on Energy		Whole	1-3
10.	Southern African Power Pool 1995 (SAPP) MOU		Whole	2 & 3
11.	Sustainable Development Goals		Whole	1-3
12.	Public Procurement and Disposal of Public Assets Act (Chapter 22:23); and Public Procurement and Disposal of Public Assets (General) Regulations, 2018 SI 5 of 2018;		Whole	1
13.	Public Finance Management Act [Chapter 22:19] 11 of 2009;		Whole	1
14.	Public Procurement and Disposal of Public Assets (General) Regulations, 2018 SI 5 of 2018;			1
15.	Public Entities and Corporate Governance Act			1
16.	Public Entities and Corporate Governance Act and Public Entities Corporate Governance Regulations, 2018 SI 168 of 2018;		Whole	1
17.	Labour Act (Chapter 28:01)		Whole	1
18.	Renewable Energy Policy		Whole	1-3
19.	Biofuels Policy		Whole	1-3
20.	Gender Policy		Whole	1
21.	HIV Policy		Whole	1

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[5] Indicate entirely or sections of it

	Title	Policy Code	Provision[5]	Programme Code
22.	Statutory Instrument 200 of 2020. [CAP. 15:17] Public Health (COVID-19 Prevention, Containment and Treatment) (National Lockdown) (Consolidation and Amendment) Order, 2020		Whole	1-3
23.	Climate Change Policy		Whole	1-3

SECTION B: PERFORMANCE FRAMEWORK FOR THE MDA

9. Programme Performance Framework

9.a. Programme Outcome Linkages

	Preliminary Outcome Statement	Policy Code/s	Contribution		NPA Reference/s	National KRA Reference/s	National Outcome Reference/s
			Partner/s	Description			
MDA Programme (AP) 1: **Policy and Administration**							
OUC1	Improved institutional capacity		MoEPD, PRAZ, SAZ, MoFED, ZRP, CGU, OPC, ZIMRA, Auditor General,	Advisory	1	1	1
MDA Programme (AP) 2: **Energy Regulation**							
OUC 2	Increased regulatory compliance		Attorney General, MoEPD, MoFED, RBZ, ZIMRA, ZRP, NPA, EMA, Local Authorities, CAAZ, NOIC SAZ	Legislative drafting, Policy direction, Border control, verification of imported energy products, Law enforcement, Prosecution, Environmental impact assessment, Siting of energy projects, fire prevention	1	1	1
OUC 3	Enhanced cost reflectivity of energy prices						
OUC 4	Improved uptake of modern renewable energy and technological innovations						

	Preliminary Outcome Statement	Policy Code/s	Contribution		NPA Reference/s	National KRA Reference/s	National Outcome Reference/s
			Partner/s	Description			
OUC 5	Increased energy efficiency						
MDA Programme (AP) 3**: Stakeholder Engagement and Advisory Services**							
OUC6	Improved stakeholder satisfaction		CCZ, Residents Associations, Ministry of Industry & Commerce, Media, CPC, (NACORA), CZI, ZNCC, CRAZ, COMZ, REAZ, IPAZ, MIAZ, PROBAZ, Farmer's Unions, MOMC, IPGZ, LPGSAZ Parliament & Licensees	Consumer Education & Awareness, Publicity	1	1	1

9b. Outcome Performance Framework

Code	Outcome	Prog ref:	KPI	Baseline		Targets												Planning frame target	Tolerance Level	Allowable Variance
				Value	Year	J	F	M	A	M	J	J	A	S	O	N	D			
OUC 1	Improved institutional capacity	1	Employee engagement levels (%)	64%	2018	53%	n/a	n/a	n/a	n/a	56%	n/a	n/a	n/a	n/a	n/a	65%	65%	10	10
			Compliance levels (%)	90	2021	100	100	100	100	100	100	100	100	100	100	100	100	100	0	0
OUC 2	Increased regulatory compliance	2	**Compliance to standards (%) Petroleum**																	
			Percentage of complete Petroleum applications processed in terms of Stakeholders Charter	100%	2021	100	100	100	100	100	100	100	100	100	100	100	100	100	±10	±10
			Percentage of complete Electricity license applications processed in terms of Stakeholder Charter	100%	2021	100	100	100	100	100	100	100	100	100	100	100	100	100	0	0
			Fuel quality compliance to standards	98.7	2021	98	98	98	98	98	98	98	98	98	98	98	98	98	95	±5
			Operators compliance to returns submission	100	2021	100	100	100	100	100	100	100	100	100	100	100	100	100	0	0
			LPG quality compliance to standards	100	2021	100	100	100	100	100	100	100	100	100	100	100	100	100	100	±5
			Petroleum facilities infrastructure compliance to standards	83.5%	2021	84	84	84	84	84	84	84	84	84	84	84	84	84	84	±5

Code	Outcome	Indicator	Baseline	Year															
		LPG facilities infrastructure compliance to standards	84	2021	85	85	85	85	85	85	85	85	85	85	85	85	85	85	±5
		Compliance to standards (%) Electricity																	
		Electricity Generation Plant compliance to Codes	60%	2021	70	70	70	70	70	70	70	70	70	70	70	70	70	±5%	±5%
		Electricity Transmission Infrastructure compliance to Codes	85%	2021	90%	90	90	90	90	90	90	90	90	90	90	90	90	±5%	±5%
		Electricity Distribution Infrastructure compliance to Codes	75%	2021	75	75	75	75	75	75	75	75	75	75	75	75	75	±5%	±5%
		Electricity-products compliance to standards	New	2021	100	100	100	100	100	100	100	100	100	100	100	100	100	±5%	±5%
		Reduction in accident rate	0%	2021	10	10	10	10	10	10	10	10	10	10	10	10	10	±5%	±5%
OUC 3	Enhanced cost reflectivity of energy prices	Energy tariffs processed within timeframes	100%	2019	100	100	100	100	100	100	100	100	100	100	100	100	100	-5%	±5%
		IPP incentivised tariffs processed	100%	2021	100	100	100	100	100	100	100	100	100	100	100	100	100	0%	0%
		ZETDC tariff with incentives processed	USc7.5/kWh	2021	100	100	100	100	100	100	100	100	100	100	100	100	100	0%	0%
		ZETDC monthly indexation tariff processed	100%	2021	100	100	100	100	100	100	100	100	100	100	100	100	100	0%	0%
		Incentivised fuel prices processed	100%	2021	100	100	100	100	100	100	100	100	100	100	100	100	100	0%	0%

OUC	Objective	#	Indicator	Baseline	Year													AV	PV	TL
OUC 4	Improved uptake of modern renewable energy and technological innovations		Compliance of service providers to standards	100%	2021	100	100	100	100	100	100	100	100	100	100	100	100	100	±5%	±5%
			Compliance of RE products to standards	100%	2021	100	100	100	100	100	100	100	100	100	100	100	100	100	±5%	±5%
			Evaluate biomass potential	5%	2021	5%	0	0	25%	0	0	75%	0	0	0	100%	0	1	0	0
OUC 5	Increased energy efficiency		Compliance of service providers to standards	100%	2021	100	100	100	100	100	100	100	100	100	100	100	100	100	±5%	±5%
			Compliance of products to standards	100%	2021	100	100	100	100	100	100	100	100	100	100	100	100	100	±5%	±5%
OUC 6	Improved stakeholder satisfaction	3	Stakeholder Satisfaction Index (%)	2016	31	n/a	n/a	n/a	60	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	60	57	±5%

T = Target   **A = Actual**   **AV = Actual Variance**   **PV = Planned Variance**   **TL = Tolerance Level**

10. Outputs Performance Framework

	Outputs	Dimension	KPI	Baseline		TARGETS												Planning Frame Target	Tolerance Level	Allowable Variance
				Value	Year	J	F	M	A	M	J	J	A	S	O	N	D			
Programme 1: Policy & Administration																				
OUC 1: Improved institutional capacity																				
OP 1.1	Compliance Reports Produced	QT:	Number of Reports	163	2020	11	11	16	12	14	19	12	14	17	10	11	16	163	16	±16
		QL:	%	100		100	100	100	100	100	100	100	100	100	100	100	100	100		
		TM:	Monthly	Monthly	2021	Monthly	Monthly	Monthly	Monthly	Monthly	Monthly	Monthly	Monthly	Monthly	Monthly	Monthly	Monthly	12	None	None
		CS:	Employment Cost (EC)	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	12	None	None
OP1.2	Business Processes Monitored (SAP, Web Uptime and Records processed)	QT:	Number of Business Systems	3	2020	3	3	3	3	3	3	3	3	3	3	3	3	36	None	None
		QL:	%	100%	2021	Monthly	Monthly	Monthly	Monthly	Monthly	Monthly	Monthly	Monthly	Monthly	Monthly	Monthly	Monthly	12	10	±10
		TM:	Monthly	Monthly	2021	Monthly	Monthly	Monthly	Monthly	Monthly	Monthly	Monthly	Monthly	Monthly	Monthly	Monthly	Monthly	12	None	None
		CS:	Employment Cost (EC)	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	12	None	None

	Outputs	Dimension	KPI	Baseline Value	Year	J	F	M	A	M	J	J	A	S	O	N	D	Planning Frame Target	Tolerance Level	Allowable Variance
										TARGETS										
Programme 2: Energy Regulation																				
OUC 2: Increased regulatory compliance																				
OP 2.1	Percentage of complete petroleum applications processed within set time frames	QT:	% complete applications processed	100%	2021	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	0%	0%	0%
		QL:	Per Act	100%	2021	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	0%	0%	0%
		TM:	Days to process complete application	30 days	2021	30 days	30 days	30 days	30 days	30 days	30 days	30 days	30 days	30 days	30 days	30 days	30 days	30 days	37 days	35 days
		CS:	Employment Cost (EC)	EC	2021	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC
	Percentage of complete electricity applications processed within set time frames	QT:	% complete applications processed	100%	2020	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	0%	0%	0%
		QL:	Per Act, Tariff Code	100%	2021	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	0%	0%	0%
		TM:	Days to complete an application	120	2021	45 days	45 days	45 days	45 days	45 days	45 days	45 days	45 days	45 days	45 days	45 days	45 days	45 days	60 days	65 days
		CS:	Employment Cost (EC	EC	2021	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC
OP 2.2	Regulations/ Codes & Standards developed (3Pet +6Elect)	QT:	Number of regulations, codes % stds	9	2022	0	1	1	0	1	1	0	1	1	1	1	1	9	-1	9
		QL:	Adherence to standards	100%	2022	100	100	100	100	100	100	100	100	100	100	100	100	100	10	100
		QL:	Annual	100%	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	0	100
		CS:	Employment Cost (EC)	100%	2022	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	10%	100
OP 2.3	**Inspections conducted**																			
	Petroleum	QT:	Number	134	2021	155	155	155	155	155	155	155	155	155	155	155	155	1850	1665	±185
		QL:	% compliance to ZWS	100	2021	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
		QL:	Monthly (m)	m	2021	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M
		CS:	Budget compliance %	100	2021	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100

	Outputs	Dimension	KPI	Baseline Value	Baseline Year	J	F	M	A	M	J	J	A	S	O	N	D	Planning Frame Target	Tolerance Level	Allowable Variance
	Electricity Infrastructure Electricity	QT:	Inspections	35%	2022	0	5	5	0	5	0	5	0	5	0	5	5	35	5	±50
		QL:	Codes	100%	2022	100	100	100	100	100	100	100	100	100	100	100	100	100	10	0
		QL:	Annual	All	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	0	0
		CS:	BUEC	100%	2022	BUEC	BUEC	BUEC	BUEC	BUEC	BUEC	BUEC	BUEC	BUEC	BUEC	BUEC	BUEC	BUEC	10	10
	Accidents Investigations	QT:	All fatal	100%	2022	100	100	100	100	100	100	100	100	100	100	100	100	100	0	0
		QL:	Standards	100%	2022	100	100	100	100	100	100	100	100	100	100	100	100	100	0	0
		QL:	Annual	All	2022	All	All	All	All	All	All	All	All	All	All	All	All	All	10%	0
		CS:	Employment Cost (EC)	EC	2022	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	10%	10%
OP 2.4	**Articles published**																			
	Petroleum	QT:	Number	4	2021	0	0	3	0	0	3	0	0	3	0	0	3	12	3	±1
		QL:	Complying with ZWS	100%	2021	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	90%	±10
		TM:	Quarterly (Q)	Q	2021	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q
		CS:	Within Budget	100%	2021	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	90%	±10
	Electricity	QT:	Number	8		2	0	0	2	0	0	2	0	0	2	0	0	8	10%	±1
		QL:	Standards	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	0	0
		TM:	Annual	All	All	All	All	All	All	All	All	All	All	All	All	All	All	All	0	0
		CS:	Employment Cost (EC)	2022	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	10%	10%
OP 2.5	**Trainings Conducted**																			
	Petroleum	QT:	Number	462	2021	0	0	100	0	0	100	0	0	125	0	0	125	450	400	±10
		QL:	Complying with ZWS	100%	2021	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	90%	±10
		TM:	Quarterly (Q)	Q	2021	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q
		CS:	Within Budget	100%	2021	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	90%	±10

	Outputs	Dimension	KPI	Baseline		TARGETS												Planning Frame Target	Tolerance Level	Allowable Variance
				Value	Year	J	F	M	A	M	J	J	A	S	O	N	D			
OUC 3: Enhanced cost reflectivity of energy Prices																				
OP 2.6	Energy tariffs processed within timeframes	QT:	Number	1	1	1	1	1	1	1	1	1	1	1	1	1	1	12	0	0
		QL:	Complying with Acts, Tariff Code and regulations	100%	2021	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	0	0
		TM:	As per Stakeholder Charter	100%	2021	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	0	0
		CS:	Within budget	100%	2021	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	0	0

	Outputs	Dimension	KPI	Baseline		TARGETS												Planning Frame Target	Tolerance Level	Allowable Variance
OUC 4: Improved uptake of renewable energy and technological innovations																				
OP 2.7	Demo projects completed-	QT:	Number	3	2022	1	0	0	0	1	0	0	0	1	0	0	0	3	0	0
		QL:	Standards	100%	2022	100	100	100	100	100	100	100	100	100	100	100	100	100	0	0
		TM:	Annual	All	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	0	0
		CS:	PBB	PBB	2022	PBB	PBB	PBB	PBB	PBB	PBB	PBB	PBB	PBB	PBB	PBB	PBB	PBB	10%	10%
	Solarisation of rural health centres	QT:	Number	2	2022	0	0	0	1	0	0	1	0	0	0	0	0	2	0	0
		QL:	Standards	100%	2022	100	100	100	100	100	100	100	100	100	100	100	100	100	0	0
		TM:	Annual	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	0	0
		CS:	PBB	PBB	2022	PBB	PBB	PBB	PBB	PBB	PBB	PBB	PBB	PBB	PBB	PBB	PBB	PBB	10%	10%
OP 2.8	Competitive procurement- provide framework for licensing	QT:	Number	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		QL:	Intl. standards	0	2021	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	0	0
		TM:	March 2021	0	2021	0	0	1	0	0	0	0	0	0	0	0	1	0	0	
		CS:	Employment Costs (EC)	0	2021	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC

Outputs		Dimension	KPI	Baseline Value	Year	J	F	M	A	M	J	J	A	S	O	N	D	Planning Frame Target	Tolerance Level	Allowable Variance
OP2.9	Evaluate biomass potential for scale up	QT:	% completion	100%	5%	0	0	25%	0	0	75%	0	0	0	100%	0	0	100%	0	0
		QL:	Standards	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	0	0
		TM:	Annual	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	0	0
		CS:	Employment Costs (EC)	2022	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	10%	10%
	RE Services inspections	QT:	Number	60	5	5	5	5	5	5	5	5	5	5	5	5	5	60	0	0
		QL:	Standards	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	0	0
		TM:	Annual	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	0	0
		CS:	Employment Costs (EC)	2022	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	10%	10%
	RE Products inspections by retailer	QT:	Number	60	5	5	5	5	5	5	5	5	5	5	5	5	5	60	0	0
		QL:	Standards	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	0	0
		TM:	Annual	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	0	0
		CS:	Employment Costs (EC)	2022	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	10%	10%
	SWH Compliance Inspections	QT:	Number	60	5	5	5	5	5	5	5	5	5	5	5	5	5	60	0	0
		QL:	Standards	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	0	0
		TM:	Annual	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	0	0
		CS:	Employment Costs (EC)	2022	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	10%	10%
	RE Training conducted-SWH	QT:	Number	5	2022	0	0	1	0	1	0	1	1	0	1	0	0	5	0	0
		QL:	Standards	100%	2022	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	0	0
		TM:	Annual	All	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	0	0
		CS:	PBB	PBB	2022	PBB	PBB	PBB	PBB	PBB	PBB	PBB	PBB	PBB	PBB	PBB	PBB	PBB	10%	10%

	Outputs	Dimension	KPI	Baseline		TARGETS												Planning Frame Target	Tolerance Level	Allowable Variance
				Value	Year	J	F	M	A	M	J	J	A	S	O	N	D			
OUC 5: Increased energy efficiency																				
OP2.10	Registering of eligible ESCOs	QT:	Number	10	2022	0	0	0	0	0	0	0	4	4	2	0	0	10	0	0
		QL:	Standards	100%	2022	100	100	100	100	100	100	100	100	100	100	100	100	100	0	0
		TM:	Annual	All	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	0	0
		CS:	Employment Costs (EC)	EC	2022	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	10%	10%
	Lighting products inspections by retailer	QT:	Number	9000	750	750	750	750	750	750	750	750	750	750	750	750	750	9000	20%	10%
		QL:	Standards	100%	100	100	100	100	100	100	100	100	100	100	100	100	100	100	0	0
		TM:	Annual	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	0	0
		CS:	Employment Costs (EC)	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	10%	10%
	Demo projects completed- LED lighting demo projects, EV Charging stations	QT:	No	5	2022	0	1	0	1	0	1	0	0	2	0	0	0	5	0	0
		QL:	Standards	100%	2022	100	100	100	100	100	100	100	100	100	100	100	100	100	0	0
		TM:	Annual	All	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	0	0
		CS:	Employment Costs (EC)	100%	2022	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	10%	10%
	Research projects completed	QT:	No	5	2022	0	0	2	0	0	1	0	1	1	0	0	0	5	0	0
		QL:	Standards	100%	2022	100	100	100	100	100	100	100	100	100	100	100	100	100	0	0
		TM:	Annual	All	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	0	0
		CS:	Employment Costs (EC)	100%	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	10%	10%
	EE Training conducted CEM, CMVP and CEA each	QT:	No	9	2022	0	0	3	0	3	0	0	3	1	0	0	0	9	0	0
		QL:	Standards	100%	2022	100	100	100	100	100	100	100	100	100	100	100	100	100	0	0
		TM:	Annual	All	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	2022	0	0
		CS:	Employment Costs (EC)	100%	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	10%	10%

	Outputs	Dimension	KPI	Baseline		TARGETS												Planning Frame Target	Tolerance Level	Allowable Variance
				Value	Year	J	F	M	A	M	J	J	A	S	O	N	D			
Programme 3: Stakeholder Engagement and Advisory Services																				
OUC 6: Improved stakeholder satisfaction																				
OP 3.1	Stakeholder Engagements Survey conducted	QT:	Number of engagements conducted	1	2016	0	0	0	1	0	0	0	0	0	0	0	0	1	1	0
		QL:	Conformity to Stakeholder Engagement Framework and relevant SOPs – (%)	N/A	N/A	80	80	80	80	80	80	80	80	80	80	80	80	80	76%	±5%
		TM:	As defined in Stakeholder Engagement Framework (months)	12	2018	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
		CS:	As per budget (US$k)	1	2016	10	20	30	40	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	100	95	±5%
0P 3.2	Stakeholder engagements and advisory campaigns conducted	QT:	Number of engagements conducted	23	2018	4	4	4	4	4	4	4	4	4	5	5	4	50	48	±2
		QL:	Conformity to Stakeholder Engagement Framework and relevant SOPs – (%)	N/A	N/A	80	80	80	80	80	80	80	80	80	80	80	80	80	76%	±5%
		TM:	As defined in Stakeholder Engagement Plan (mths)	N/A	N/A	1	1	1	1	1	1	1	1	1	1	1	1	12	N/A	N/A
		CS:	As per budget ($m)	N/A	N/A	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	N/A	N/A
0P 3.3	Consumer education, awareness and advisory campaigns conducted	QT:	Number of consumer education and awareness campaigns conducted	23	2018	2	2	2	2	2	3	3	3	3	3	3	3	31	29	±2
		QL:	Conformity to Stakeholder Engagement Framework and relevant SOPs – (%)	N/A	N/A	80	80	80	80	80	80	80	80	80	80	80	80	80	76	±5
		TM:	As defined in Stakeholder Engagement Plan (mths)	N/A	N/A	1	1	1	1	1	1	1	1	1	1	1	1	12	12	0
		CS:	As per budget US$k	N/A	N/A	25	25	25	26	26	39	39	39	39	39	39	39	400	360	±10
OP 3.4	Signage/branding completed	QT:	Number of publications published, branding and signage done	1	2019	1	2	3	1	1	1	1	1	1	1	2	1	16	14	±2
		QL:	Conformity to Brand manual and relevant SOPs – (%)	N/A	N/A	80	80	80	80	80	80	80	80	80	80	80	80	80	76%	±5%
		TM:	As defined in Stakeholder Engagement Plan (mths)	N/A	N/A	1	1	1	1	1	1	1	1	1	1	1	1	12	N/A	N/A
		CS:	As per budget	N/A	N/A	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	N/A	N/A

	Outputs	Dimension	KPI	Baseline		TARGETS												Planning Frame Target	Tolerance Level	Allowable Variance
				Value	Year	J	F	M	A	M	J	J	A	S	O	N	D			
OP 3.5	Service delivery Innovations done (Stakeholder Engagement & Advisory Services)	QT:	Number of Service Delivery Innovations	N/A	2020	11	11	16	12	14	19	12	14	17	10	11	16	163	16	±10
		QL:	Conformity to TORs (%)	N/A	N/A	100	100	100	100	100	100	100	100	100	100	100	100	100	90	±10
		TM:	As defined in Stakeholder Engagement Plan	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
		CS:	As per budget ($'000)	N/A	N/A	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	EC	N/A	N/A
OP 3.6	Percentage Resolution of Public Complaints	QT:	Percentage Resolution of Public Complaints	94	2019	84	84	84	84	84	84	84	84	84	84	84	84	84	79.8	±5%
		QL:	Conformity to TORs (%)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
		TM:	As defined in the Stakeholder Service Charter	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
		CS:	As per budget (US$'000)	N/A	N/A	3	3	3	3	3	3	3	3	3	3	3	3	36	32.4	±10%

11.a. Programme Budget: (Budget Year - 2020) N/A to ZERA

**MDA Budget for the Fiscal year 2021**																			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Programme of the Ministry	Ministry Outcome Ref and Description	Last Year				Current Year					Budget Year -2021						Indicative Esti: FY 2022		Indicative Esti: FY 2023	
		Original Allocation	Revised budget	Budget Usage	Actual Variance	Original Allocation	Additions (Reductions)	Revised budget	Budget Usage	Actual Variance	Allocation From CF	Retention Funds	Total Budget	Planned Variance	Statutory & other Resources		Estimate	Planned Variance	Estimate	Planned Variance
Programme 1	OC 1.1:xx																			
	OC 1.2:xx																			
	OC 1.3:xx																			
	OC 1.4:xx																			
	OC 1.5:xx																			
Total Budget-Programme1																				
Programme 2	OC 2.1:xx																			
	OC 2.2:xx																			
	OC 2.3:xx																			
	OC 2.4:xx																			
	OC 2.5:xx																			
Total Budget-Programme2																				
Total Budget of the Ministry /MDA																				

11.a. Programme Budget: (Budget Year - 2022)

MDA Budget for the Fiscal Year 2022																			Vote: No.........................
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Programme of the MDA	MDA Outcome Ref & Description	Previous Year 2020				Current Year 2021					Budget Year – 2022					Indicative Est: FY2023		Indicative Est: FY2024	
		Original Allocation	Revised Budget	Budget Usage	Actual Variance	Original Allocation	Additions (Reductions)	Revised Budget	Budget Usage up to	Planned Variance	Allocation from CRF	Retention Funds	Total Budget	Planned Variance	Statutory and Other Resources	Estimate	Planned Variance	Estimate	Planned Variance
						m	m	m	m	M	m	m	M	%	m	m	%	M	%
Prog. 1	Improved institutional capacity	n/a	n/a	n/a	n/a	1.094b	0	1.094b	213.5 m	880.5 m	-	-	1.521b	±10	n/a	1.977b	±10	2.5705b	±10
Total Budget - Programme 1		n/a	n/a	n/a	n/a	**1.094b**	0	**1.094b**	213.5 m	880.5 m			**1.521b**			**1.977b**		**2.570b**	
Pro. 2	Increased regulatory compliance	n/a	n/a	n/a	n/a	158.1m	0	358.5m	44.6m	313.9 m	-	-	318m	±10	n/a	413 m	±10	537m	±10
	Enhanced cost reflectivity of energy prices	n/a	n/a	n/a	n/a	173.8m	0	36m	33.5m	2.5m	-	-	326.9m	±10	n/a	425 m	±10	552m	±10
	Increased uptake of modern renewable energy and technological innovations	n/a	n/a	n/a	n/a	15.3m	0	5.94m	0.61m	5.33m	-	-	15m	±10	n/a	19.5 m	±10	25m	±10
	Increased Energy Efficiency	n/a	n/a	n/a	n/a	12.8m	0	2.5m	.23m	2.27m	-	-	9.4m	±10	n/a	12.5 m	±10	17m	±10
Total Budget - Programme 2		n/a	n/a	n/a	n/a	**359m**	0	402.94 m	78.94 m	324m			**669.3m**			**870 m**		**1.131b**	
Prog. 3	**Stakeholder satisfaction**	n/a	n/a	n/a	n/a	115m	0	115m	38m	77m	-	-	316m	±10	n/a	134 m	±10	175m	±10
Total Budget - Programme 3						**115m**	0	115m	38m	77m			**317m**			**412 m**		**535 m**	
Total Budget of the Ministry/MDA						**1.567b**		1.567b	330.4 m	1.282 b			**2.507b**			**3.259b**		**4.236b**	

11.b. Programme Budget – Economic Classification[6]: (Budget Year - 2022)

MDA – Zimbabwe Energy Regulatory Authority							
1	2	3	4	5	6	7	8
Programme of the MDA	**Previous Year Budget - Actual**	Current Year					
		Appropriation	Revised Appropriation	Unaudited Outturn	Year 1	Year 2	Year 3
Policy and Administration	1.094b	N/A	1.094b	0	1.521b	1.977b	2.570b
Energy Regulation	359m	N/A	359m	0	669m	870m	1.131b
Stakeholder Engagement and Advisory	115m	N/A	115m	0	317m	412m	535m
Total Budget	**1.568b**		**1.568b**		**2.507b**	**3.259b**	**4.236b**
Economic Classification							
Expenses							
Compensation of Employees	490m	N/A	741m	0	1.021b	1.327b	1.725b
Use of Goods and Services	206m	N/A	619m	0	2.522b	2.046b	2.660b
Current Grants	-	-	-	-	-	-	-
Social Benefits	-	-	-	-	-	-	-
Subsidies	-	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-	-
Acquisition of Non-Financial Assets							
Buildings and Structures	Nil		750m		250m	250m	200m
Machinery and Equipment	-122m	-	-397m	-	334m	297m	453m
Other Fixed Assets	-	-	-	-	-	-	-
Inventories							
Valuables	-	-	-	-	-	-	-
Non-Produced Assets	-	-	-	-	-	-	-
Capital Grants	-	-	-	-	-	-	-
Acquisition of Financial Assets							
Loans			750m		750m		
Equity and Investment Fund Shares	-	-	-	-	-	-	-
Insurance, Pension and Standardized Guarantee Schemes	-	-	-	-	-	-	-
Total	**1.568b**		**2.506b**		**2.981b**	**3.876b**	**5.038b**

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[6] Economic classification will be provided by the MoFED. Insert them into the numbers from 1 to 5 above.

12. Human Resources

12.a – Budget Year: 2021

No.	Category	Programme 1: Policy and Administration			Programme 2: Energy Regulation			Programme 3: Stakeholder Engagement & Advisory Services			Ministry		
		Total Establishment	Filled Positions	Vacant Positions	Total Establishment	Filled Posit-ions	Vacant Positions	Total Establishment	Filled Positions	Vacant Positions	Total Establishment	Filled Posit-ions	Vacant Positions
1	Top Management	5	5	0	2	2	8	0	0	0			
2	Middle Management	2	2	0	11	7	8	2	2	0			
3	Supervisory Management	7	7	0	11	9	8	1	1	0			
4	Operational & Support staff	20	17	3	8	8	7	3	3	0			
	Total	**34**	**31**	**3**	**32**	**26**	**31**	**6**	**6**	**0**			

12.b – Current Year

No	Category		Programme 1: Policy & Administration			Programme 2: Energy Regulation			Programme 3: Stakeholder Engagement & Advisory Services		
			Establishment	In post	Required	Establishment	In Post	Required	Establishment	In Post	Required
1	Grade 1-3	Top Management	9	5	4	11	2	9	1	0	1
2	Grade 4-5	Middle Management	9	2	7	19	8	11	5	2	3
3	Grade 6	Supervisory Management	12	10	2	12	9	3	5	1	4
4	Grade 7-13	Operational and Support staff	25	14	11	13	7	6	2	3	-1
	Total		**55**	**31**	**24**	**55**	**26**	**29**	**13**	**6**	**7**

12.c – Previous Year

No	Category	Programme 1: Policy & Administration			Programme 2: Energy Regulation			Programme 3: Stakeholder Engagement & Advisory Services			Ministry		
		Total Establishment	Filled Positions	Vacant Positions	Total Establishment	Filled Positions	Vacant Positions	Total Establishment	Filled Positions	Vacant Positions	Total Establishment	Filled Positions	Vacant Positions
1	Top Management	5	4	1	2	2	0	0	0	0			
2	Middle Management	3	3	0	10	8	2	2	2	0			
3	Supervisory Management	7	7	0	10	9	1	1	1	0			
4	Operational and Support staff	19	17	2	8	7	1	3	3	0			
5	**Total**	**34**	**31**	**3**	**30**	**26**	**4**	**6**	**6**	**0**			

13. Outcomes and Impact Analysis

No.	Outcome / Impact Description	Ref. to Outcome (OUC):	Cross-Linkages			Linkage to Sector/ National Outcomes
			Shared Outcome/s	Contributing Entity	Contribution	
Programme 1: Policy and Administration						
Impact						
1.	Improved service delivery	**1**	Improved institutional capacity	MoEPD, PRAZ MoFED, SAZ ZRP, AG, ZIMRA, OPC, OAG, MoPSLSW, NPA	Advisory	NOUC 1 SOUC 1
Programme 2: Energy Regulation						
Impact						
2.	Safe energy delivery Reduced global warming		• Increased regulatory compliance • Enhanced cost reflectivity of energy prices • Improved uptake of modern renewable energy and technological innovations • Increased energy efficiency	Attorney General, MOEPD, MOFED, ZIMRA, RBZ, ZRP NPA, EMA, Local Authorities, CAAZ, NOIC	Legislative drafting, Policy direction, Border control, verification of imported energy products, Law enforcement, Prosecution, Environmental impact assessment, Siting of energy projects, Fire prevention	NOUC 1 SOUC 1

	Programme 3: Stakeholder Engagement & Advisory					
	Impact					
3.	Improved appreciation of energy issues	6	Improved Stakeholder Satisfaction	CCZ, Residents Associations, Ministry of Industry & Commerce, Media, CPC, (NACORA), CZI, ZNCC, CRAZ, COMZ, REAZ, IPAZ, MIAZ, PROBAZ, Farmer's Unions, MOMC, IPGZ, LPGSAZ, Parliament and licensees	Consumer Education & Awareness Publicity Consultation Advisory Resolution of public complaints	

SECTION C: STRATEGIES, ASSUMPTIONS AND RISKS

14. Strategies, assumptions and risks

Period	Strategies	Assumptions	Risks	Mitigations
Programme 1: Policy and Administration				
Outcome 1: Improved organizational capacity				
Budget Year - 2022	Talent nurturing	• Board support • Adequate resources • Strategy supportive structure	• Failure to identify correct manpower needs • Failure to attract and retain right skills • Resource constraints	• Comprehensive talent management analysis • Competitive conditions of service • Expansion of revenue base
	Implementation of new structure	• Skills availability • Adequate resources	• Failing to attract talent • Shortage of skills • Inadequate resources	Remuneration framework
	Implement Change Management Plan	• Operational Efficiency. • Improved service delivery. • Achievement of Regulatory Mandate.	• Unsustainable wage-bill. • Financial Inability. • Failure to attract skills.	Improving revenue streams
	Staff Attraction and Retention	Employees will stay, be engaged and be productive.	Inability to meet goals.	• Remuneration Framework • Benchmark salaries to local and regional regulators • Pay part salaries in foreign currency • Lobby for review of current staff to income ratio model from 30/70 to 50/50.
	Embracing technology	• Budget/ financial resources • Skills availability • Ability to adapt to changes in technology • Power and data	• System failure • Cyber attack • Lack of funds.	• Capacity building • Investment in IT Security and education.

	Culture Audit and Culture Enhancement	• Acceptable organizational culture. • Shared vision.	Poor teamwork, low productivity, low brand reputation. Low alignment to company values.	Continuous Culture audit and enhancement.
	Effective financial management	• Payment of licence fees and levies by licensees • Cooperation from user departments in containing costs	• Sub-economic tariffs and fees • Procurement of goods and services that were not budgeted for • High interest rates	• Approved revenue model which responds to positively to changes in market forces • Broaden revenue streams Engagement with user departments to operate within the approved budget
	Asset management	• Availability of resources • Departmental support	Inadequate resources	• Adequate insurance of assets • Installation of tracking devices
	Administrative support	Organisational support	Lack of departmental support	Adequate deployment of resources
	Acquisition of office space (Masvingo, Athanasia court)	• Availability of resources • Availability of office space	• High rental costs • Resistance	Proper implementation of change management policy
	Business continuity plan	Enabling resources	Unplanned disturbances	BCP in place
	Effective Risk Management	• Adequate and skilled manpower • Availability of resources • Knowledgeable employees • Availability of assurance service • Adequate procedures and policies	• Inadequate management commitment • Inadequate cooperation from staff • Inadequate risk management controls	• Embed risk management into performance management • Clear roles and responsibilities • Awareness campaigns • Training and development • Budget for risk management • Alignment to strategy

Effective occupational Safety and Health	• Management support • Commitment from internal stakeholders • Availability of assurance service • Adequate procedures and policies and framework • Compliance to Legislation	• Inadequate OHS skills in management and staff • Inadequate OSH knowledge • Lack of resources to manage safety	• Establish OSH responsibilities • Embed OSH into performance management • Training and development • OSH Awareness campaigns
Review and implement the Legal Compliance Register	• Availability of updated compliance framework • Cooperation by stakeholders	• Unavailability of stakeholders. • Delayed implementation of recommendations	• Continuous engagement with stakeholders • Continuous engagement with stakeholders
Improve compliance with the Public Entities Corporate Governance Act (PECOGA)	Awareness of PECOGA	Risk of litigation, prosecution or penalties due to non-compliance.	Conduct regular stakeholder awareness programs
Conduct Board Meetings	• Availability of an approved Board Calendar. • Availability of members to attend meetings.	Delayed submission of Board reports	Engage Management
Manage Records and Knowledge Management Systems	• Availability of records and Knowledge Management resources • Availability of relevant space and infrastructure	• Non-cooperation by relevant stakeholders • Insufficient staff	• Continuous engagement with stakeholders • Recruit additional staff
Implement a Board Exchange Programme	• Availability of resources • Cooperation by other regulators	• Competing schedules • Travel restrictions	• Board Calendar • Online engagements
Develop and implement robust Annual Procurement plan	• Cooperation from all Departments • Availability of funding • Procurement licence renewed	• Inability to meet projects timelines • Price Variations	• Effective project planning and management with User Departments • Budgeting in United States Dollars to cater for price increases and variations

	Develop and Implement Annual Disposal Plan	Availability of obsolete and redundant Assets	Unavailability of bidders with adequate resources	• Effective and competitive • Evaluation Criteria
	Acquire, install and maintain latest and relevant systems.	• Availability of funds • Availability of technical competence	• Resistance to change • Cyber attacks	• Involve end users in the lifecycle of the systems • Security awareness • Enhancement of system security
	Conduct process-based risk assessment.	Internal Auditors are experienced and have a good understanding of the operating environment	Undocumented and unclear processes	Performing walkthroughs with process owners to understand their processes
	Increase training on energy sector	Availability of funds for training and familiarization tours	Lack of time to attend trainings and familiarization tours	Adequate staffing to reduce pressure of work
	Improve resolution of audit findings	Attitude of auditees	Lack of awareness	Continued engagement of auditees
	Implement M & E framework	Effective leadership team, management and employee commitment and cooperation	Failure of organization to make quick strategic responses to changes in the micro-economic environment.	Timeous organisational response strategies to match pace of changes in the macro-economic environment
	Create effective strategy implementation action plan and systems.	Well defined objectives, outputs and indicators	Increased COVID 19 negative impact on strategy implementation	Effective online working mechanisms to combat impact of Covid 19 or other pandemic
	Conduct Programmes project implementation field visits	• Adequate tools of trade • Availability of adequate and skilled manpower to conduct the field visits	• Delayed recruitment of skilled staff approved in the new structure • Lack of resources (vehicle for visits)	• Provision of resources • Training and development • Recruitment of trained M&E personnel

	Targeted training in PBB	• Need for extra training • Availability of financial and human capital training resources	Lack of positive attitudes towards PBB system	• Continual engagement on the merits of PBB • Provision of resources
	PSC brief to Management	Need for management coaching on the importance of development of Programmes and Sub-Programmes on time	• Failure to comply with submission requirements • Partial implementation of Programmes and Sub-Programmes	Continued engagement with Management and PSC

Programme 2: Energy Regulation				
Outcome 2: Increased regulatory compliance				
Budget Year - 2022	Develop new regulations, codes and standards Review existing regulations, codes and standards for effectiveness	Capacity to develop regulations, codes and standards	• Inappropriate standards • Lack of cooperation from stakeholders	• Stakeholder consultations • Awareness campaigns • Training
	License petroleum sector operators	• Licensing frameworks are robust	• Increases unlicensed LPG operators	• Implement a multi-pronged approach to compliance with other stakeholders
	Link SAP and GIS	• Systems compatibility	• Licence conditions might prohibit the interfacing of the two platforms.	• A very close analysis will be done of the SAP agreement
	Implement petroleum licensing portal	• The ZERA system is not vulnerable	• Low IT uptake by operators	• Finalise and implement system strength tests
	Implement unique numbering system	• There is buy-in from stakeholders	• Not enough manpower to quickly cover all the areas	• Awareness programs
	Enforce regulations, codes and standards	• Limited impact of Covid pandemic • Adequate resources • Adequate regulations, codes and standards • Corporation by Government Agencies	• Insufficient Regulatory framework • Insufficient funds • Interference by stakeholders	• Develop/Review frameworks, regulations, codes and standards • Stakeholders engagement • Training
	Carry out intensive safety awareness campaigns (especially electricity rural /farm areas)	Availability of resources	Message effectiveness Reach	Stakeholder engagement Cooperation with other agencies
	Formulate Rural Electrification evaluation monitoring framework	Legal framework	Lack of cooperation	Stakeholder consultation

Programme 2: Energy Regulation				
Outcome 2: Increased regulatory compliance				
	Implement pilot LPG cylinder exchange program	Cylinder exchange framework developed	• Lack of branded cylinders by LPG suppliers • Resistance by LPG consumers	• Appoint a few major LPG suppliers with own branded cylinders for the pilot • Education and awareness of consumers
	Lobby Govt for reduction of duties and VAT on LPG and LPG appliances	Acceptance by Govt of LPG as a basic fuel for ordinary households	• Fear of loss of revenue by Govt	• Stakeholders engagement
	National rollout grading and labelling of service stations	Promulgation of Petroleum Licensing Regulations	• Lack of cooperation from licensees	• Enforcement
Programme 2: Energy Regulation				
Outcome 3: Enhanced cost reflectivity of energy prices				
	Review tariffs using cost of supply studies	Availability of energy experts to carry out the studies.	Resistance from stakeholders	Continuous engagement of stakeholders
	Continuous review of electricity tariffs – indexation formula review Develop a framework for RPI-X	Adequate inputs/data from operators	Non-cooperation from utility	Development of regulatory reporting manual
	Review of petroleum prices	Adequate inputs/data from operators	Resistance from stakeholders.	Development of regulatory reporting manual
	Power purchase agreements reviews	Licensees submit for approval	High tariffs due to perceived country risk	Lobby for introduction of competitive procurement and government support and standard PPA

Programme 2: Energy Regulation				
Outcome 4: Improved uptake of renewable energy and technological innovations				
Budget Year - 2022	Develop new regulations, codes and standards Review existing regulations, codes and standards Lobby for reduction of duties and taxes on RE and clean energy appliances/products Undertake research studies of new technologies	• Capacity to develop regulations, codes and standards • Funds availability • Comprehensive justification • Research capacity	• Lack of cooperation from stakeholders • Lack of fiscal space • Unimplementable projects	• Stakeholder consultations • Awareness campaigns • Training • Research proposals screening and evaluation
	Introduce competitive procurement of RE technologies	• Timeous completion of the procurement framework • NIERP is completed	Interference/Lack of co-operation from stakeholders	Consultation and engagement of stakeholders
	License energy players	Regulatory compliance by all energy players	Interference / Lack of co-operation from stakeholders	Consultation and engagement of stakeholders
	Increase PPP participation	Financing of projects availed Least cost expansion plan availed		

Programme 2: Energy Regulation				
Outcome 5: Enhanced energy efficiency				
Budget Year - 2022	Develop and enforce regulations, codes and standards	Stakeholder buy-in	Delay in promulgation of the regulations	Increased stakeholder engagement.
Program 3: Stakeholder Engagement & Advisory Services				
Outcome 6: Improved stakeholder satisfaction				
Budget Year - 2022	Develop an annual schedule of programmed stakeholder engagements & advisory services in consultation with stakeholders	• Availability of resources • Buy in from stakeholders	• Competing schedules • Covid 19 related restrictions	• Continued Stakeholder consultation • Online engagements • Adherence to Covid 19 protocols
	Develop an annual schedule of programmed consumer education, awareness and advisory programs in consultation with consumers	• Availability of resources • Buy in from consumers	• Competing schedules • Covid 19 related restrictions	• Continued stakeholder consultation • Online engagements • Adherence to Covid 19 protocols
	Develop an awareness measurement tool	Willingness of consumers and stakeholders to participate	Low literacy level	• Use of vernacular languages • Arrange for provision of assistance to those who may have challenges
	Mediate & resolve disputes	• Cooperation from parties to the dispute • Availability of enabling framework	Possible litigation by any of the parties against ZERA	Persuade parties to the dispute to support amicable settlement of dispute
	Develop stakeholder engagement implementation matrix	Availability of resources	Lack of stakeholder buy-in	Continued stakeholder consultation

Program 3: Stakeholder Engagement & Advisory Services				
Outcome 6: Improved stakeholder satisfaction				
	Commission national stakeholder satisfaction survey	Availability of resources	COVID-19 pandemic prevalence	COVID-19 pandemic mitigation
	Embark on a campaign to sensitise the consumers and stakeholders on the Consumer Protection Act	Stakeholder awareness of the act and buy in	• Lack of knowledge • Delays in appointing the Commission	Capacity building
	Align ZERA frameworks with the Consumer Protection Act	• Knowledge of the Consumer Protection Act • Cooperation from parties	• Failure to adhere to provisions • Potential duplication of roles	• Capacity building • An MOU with the Commission
	Devise and implement non-physical strategies	Availability of online platforms, resources and uptake	Online community is limited, marginalizes other stakeholders	Uptake of alternative platforms such as mass media for marginalized stakeholders
	Introduce social media budget	Boosting capacity to increase reach on Social media posts	Lack of funds (visa card to transact)	Have a corporate card made
	Acquire software and equipment for improved service delivery	Availability of appropriate equipment and software for improved content production	Lack of funds, expensive licenses	Prioritize the urgent and relevant software's and equipment
	Acquire versatile content and platforms	Availability of support services (Braille content producers, working budgets)	Funding and working budgets	Implement preliminary works and rollout gradually
	Champion for increased network coverage Data facilitation for attendees	• Cooperation from service providers. • Subsidy by GOZ	• Unstable internet. • Unstable/erratic power supply	Upgrade and connect to UPS
	Implement productivity improvement programs through submission of daily reports	• Cooperation from employees. • Availability of tools of trade.	Unstable internet	Upgrade and connect to UPS

SECTION D: MONITORING AND EVALUATION

15. M&E Plan

A. Evaluation Plan

a.   Tittle of the Programme/Policy:

ZERA

b.   Year of last **Formative** evaluation:

2021

c.   Details of **formative** evaluations carried out:

Year	Evaluation Issue Area	Findings	Actions Taken
2021	Policy & Administration	IRBM system well adopted, with need for further training on PBB system. Strategic Plan performance was good although performance was below set targets.	Further and thorough training to be held to communicate clearly, the PBB programme linkages with functional objective setting. Standardized formats for quality objectives for 2022 to be formulated and implementation ensured.
2021	Energy Regulation	IRBM system well adopted, with need for further training on PBB system. Strategic Plan performance was good although performance was below set targets	Further and thorough training to be held to communicate clearly, the PBB programme linkages with functional objective setting. Standardized formats for quality objectives for 2022 to be formulated and implementation ensured.

2021	Stakeholder Engagement and Advisory Services	IRBM system well adopted, with need for further training on PBB system. Strategic Plan performance was good although performance was below set targets	Further and thorough training to be held to communicate clearly, the PBB programme linkages with functional objective setting. Standardized formats for quality objectives for 2022 to be formulated and implementation ensured.

d.   Date/s of next summative evaluation/s: **December 2022**

e.   Plan for next evaluations:

Year	Evaluation Issue Area	Major Issues/ Evaluation Questions/ Points	Data Requirements	Frequency/ Responsibility	Estimated Budget
2022	Policy & Administration	IRBM system and Strategic Plan Performance compliance	ZERA 5 Year (2021-2025) Strategic Plan, Agency Strategic Performance Plan, CEO's Contract, Monthly and Quarterly reports	Yearly	1.521b
2022	Energy Regulation	IRBM system and Strategic Plan Performance compliance	ZERA 5 Year (2021-2025) Strategic Plan, Agency Strategic Performance Plan, CEO's Contract, Monthly and Quarterly reports	Yearly	669.3m
2022	Stakeholder Engagement & Advisory services	IRBM system and Strategic Plan Performance compliance	ZERA 5 Year (2021-2025) Strategic Plan, Agency Strategic Performance Plan, CEO's Contract, Monthly and Quarterly reports	Yearly	316m

B. Monitoring Plan

Ref. & Results Category	Outcome Description	KPI⁷s (Outputs)	Baseline		Target	Variance	Data Source	MoV	Data Freq.	Instrument	Risks & Assumptions	Respon-sibility	Specific Budgetary needs ($/Other)	Reporting to/User
			Value	Yr										
Programme 1: Policy & Administration														
OUC 1	Improved institutional capacity	Compliance reports produced	163	2020	1	15	Prog. 1	Reports	Monthly	Reports	Covid Compliance	M&E	BUEC	All
		Business processes monitored (%)	3	2020	36	0	Prog. 1	Reports	Monthly	Reports	Covid Compliance	M&E	BUEC	ICT & Legal
Programme 2: Energy Regulation														
OUC 2	Increased regulatory compliance	Percentage of complete Petroleum applications processed within set time frames	100	2021	100	0	Prog. 2	Reports	Monthly	Reports	Covid Compliance	M&E	BUEC	Petroleum
		Percentage of complete Electricity applications processed within set time frames	100	2021	100	0	Prog. 2	Reports	Monthly	Reports	Covid Compliance	M&E	BUEC	Electricity
		Regulations/Codes & standards developed (3 Pet and 6 Elect)	9	2021	9	±1	Prog. 2	Standards	Monthly	Standard	Covid Compliance	M&E	BUEC	Petroleum & electricity
		Petroleum inspections conducted	134	2021	1850	±185	Prog. 2	Reports	Annual	Reports	Compliance	M&E	BUEC	Petroleum
		Electricity Infrastructure Inspections conducted.	35%	2022	35	±50	Prog. 2	Reports	Monthly	Reports	Compliance	M&E	BUEC	Electricity

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⁷ Including the definition, if required

Ref. & Results Category	Outcome Description	KPI's (Outputs)	Baseline		Target	Variance	Data Source	MoV	Data Freq.	Instrument	Risks & Assumptions	Respon-sibility	Specific Budgetary needs ($/Other)	Reporting to/User
			Value	Yr										
		Accidents Investigations	100	2022	100	0	Prog. 2	Reports	Monthly	Reports	Compliance	M&E	BUEC	Electricity
		Petroleum articles published	4	2021	12	±1	Prog. 2	Consumer responses	Quarterly	Reports	Compliance	M&E	BUEC	Petroleum
		Electricity articles published	8	2021	8	±1	Prog. 2	Consumer responses	Quarterly	Reports	Compliance	M&E	BUEC	Electricity
		Petroleum trainings conducted	462	2021	450	±10	Prog. 2	Report & Attendance register	Always	Training Material	Compliance Pass rate	M&E	BUEC	Petroleum
OUC 3	Enhanced cost reflectivity of energy prices	Energy tariffs processed within timeframes	100	2021	100	0	Prog. 2	Reports	Monthly	Reports	Compliance	M&E	BUEC	Incentive Regulation
OUC 4	Improved uptake of modern renewable energy and technological innovations	Demo projects completed	3	2022	3	0	Prog. 2	Reports	Annual	Reports	Funding & Covid Compliance	M&E	BUEC	Electricity
		Solarization of rural health centres	2	2022	2	0	Prog. 2	Reports	Annual	Reports	Funding & Covid Compliance	M&E	BUEC	Electricity
		Competitive procurement – provide framework for licensing	0	2021	1	0	Prog. 2	Reports	Annual	Reports	Funding & Covid Compliance	M&E	BUEC	Incentive Regulation
		Evaluate biomass potential for scale up	100	2021	100	0	Prog. 2	Reports Questionnaire Interviews	Annual	Reports Questionnaire Interviews	Funding & Covid Compliance	M&E	BUEC	Electricity
		RE Services inspections	60	2021	60	0	Prog. 2	Reports Questionnaire Interviews	Annual	Reports Questionnaire Interviews	Funding & Covid Compliance	M&E	BUEC	Electricity
		RE products inspections by retailer	60	2021	60	0	Prog. 2	Reports Questionnaire Interviews	Annual	Reports Questionnaire Interviews	Funding & Covid Compliance	M&E	BUEC	Electricity
		SWH compliance inspections	100	2022	100	0	Prog. 2	Reports Questionnaire Interviews	Annual	Reports Questionnaire Interviews	Funding & Covid Compliance	M&E	BUEC	Electricity

Ref. & Results Category	Outcome Description	KPI's (Outputs)	Baseline		Target	Variance	Data Source	MoV	Data Freq.	Instrument	Risks & Assumptions	Respon-sibility	Specific Budgetary needs ($/Other)	Reporting to/User
			Value	Yr										
		RE training conducted - SWH	5	2022	5	0	Prog. 2	Reports Attendance Register	Annual	Reports Training material	Funding & Covid Compliance	M&E	BUEC	Electricity
OUC 5	Increased energy efficiency	Registering of eligible ESCOs	10	2022	10	0	Prog. 2	Reports Questionnaire Interviews	Annual	Reports Questionnaire Interviews	Funding & Covid Compliance	M&E	BUEC	Research
		Lighting products inspections by retailer	9000	2022	9000	±10%	Prog. 2	Reports Questionnaire Interviews	Annual	Reports Questionnaire Interviews	Funding & Covid Compliance	M&E	BUEC	Electricity
		Demo projects completed – LED lighting, demo projects, EV charging stations	5	2022	5	0	Prog. 2	Reports Questionnaire Interviews	Annual	Reports Questionnaire Interviews	Funding & Covid Compliance	M&E	BUEC	Electricity
		Research projects completed	5	2022	5	0	Prog. 2	Reports Questionnaire Interviews	Annual	Reports Questionnaire Interviews	Funding & Covid Compliance	M&E	BUEC	Research
		Energy efficiency training conducted, CEM, CMVP and CEA each	9	2022	9	0	Prog. 2	Reports Attendance register	Annual	Reports Training material	Funding & Covid Compliance	M&E	BUEC	Electricity

Ref. & Results Category	Outcome Description	KPI[8]s (Outputs)	Baseline	Target	Variance	Data Source	MoV	Data Freq.	Instrument	Risks & Assumptions	Respon-sibility	Specific Budgetary needs ($/Other)	Reporting to/User
Programme 3: Stakeholder Engagement & Advisory services													
OUC 6	Improved stakeholder satisfaction	Stakeholder engagement survey conducted	1	2016	1	0	Prog. 3	Reports Questionnaire Interviews	Annual	Reports Questionnaire Interviews	Funding & Covid Compliance	M&E	BUEC	Consumer Services/ Communications
		Stakeholder engagements and advisory campaigns conducted	23	2018	50	±2	Prog. 3	Reports Questionnaire Interviews	Annual	Reports Questionnaire Interviews	Funding & Covid Compliance	M&E	BUEC	Consumer Services/ Communications
		Consumer education, awareness and advisory campaigns conducted	23	2018	31	±2	Prog. 3	Reports Questionnaire Interviews	Annual	Reports Questionnaire Interviews	Funding & Covid Compliance	M&E	BUEC	Consumer Services/ Communications
		Service delivery innovations done	n/a	2020	163	±10	Prog. 3	Reports Questionnaire Interviews	Annual	Reports Questionnaire Interviews	Funding & Covid Compliance	M&E	BUEC	Consumer Services/ Communications
		Signage and Branding					Prog. 3	Reports Questionnaire Interviews	Annual	Reports Questionnaire Interviews	Funding & Covid Compliance	M&E	BUEC	Consumer Services/ Communications
		Percentage resolution of public complaints.	94	2019	84	±5	Prog. 3	Reports Questionnaire Interviews	Annual	Reports Questionnaire Interviews	Funding & Covid Compliance	M&E	BUEC	Consumer Services/ Communications

Note:

1. Output monitoring plans are prepared and implemented at the Programme level, but not at the Ministry level. This is to avoid duplication.

2. The strategies that have been formulated by the Ministry will also be described in the Strategic Performance Plans (PSPP) of the Programmes.

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[8] Including the definition, if required

Attachment 4: Technical Guidelines to complete Ministry Strategic Performance Plan (MSPP)

Technical Guidelines to Complete the MSPP

No.	MSPP Technical Guide
Section A: PROFILE OF THE MINISTRY/MDA	
1	Name of the Ministry/ MDA.
2	Insert the Ministry Vote No. Insert the Sector name and Code.
3	Vision of the Ministry/ MDA. * A vision statement is the Ministry's inspiration and framework of the Ministry strategic planning on how to become what the Ministry aspires to be in the future. A vision statement does not specify how the Ministry will get to the desired future state, but does set the direction for planning.
4	Mission of the Ministry/ MDA. *A mission statement can be defined as a formal, short, written statement of the purpose in life of the Ministry. It should guide the actions of the Ministry, spell out its overall improvement in the problem or need area, provide a sense of direction, and guide decision-making. It should provide the framework or context within which the Ministry's strategies are formulated.
5	5.a. Insert the National Priority Area(s) that the Ministry contributes to and insert the relevant National Thrust Area Code (s)
	5.b. Insert the National Key Results Area(s) (KRA) that the Ministry contributes to and insert the relevant national KRA Code (s).
	5.c. Insert the National Outcome(s) that the Ministry contributes to and insert the relevant National Outcome Code (s).
	5.d List the Sector and Sector outcomes contributed by the MDA.

No.	MSPP Technical Guide
	5.e. Insert the list of contributing partners. These include other MDAs/ agencies, institutions and development partners/donors etc..
6	List the Ministry Programmes and respective outcomes of the Programme.
	* Indicate the list of Core Programmes of the Ministry (as identified by reprogramming).
7	State the source of authority for setting up the Ministry/ MDA (i.e. the enactive legislation/Act which established the Ministry).
	*A key reference point would be the Gazette notification or relevant Act that describes the powers functions and provide authority to the Ministry. References to General Acts or Treasury Circulars are not valid.
8	Insert the title of the relevant policy mandate or Act, section and description which empowers the Ministry to operate. i.e. the Act(s) which empower the Ministry/ MDA to carry out its core functions or the Act(s) which the Ministry/ MDA is responsible to enforce.

No	Column No.	MSPP Technical Guide
**SECTION B: PERFORMANCE PLAN OF THE MINISTRY/MDA**	
9		**Description of Outcomes and Performance Targets of Ministry / MDA**
	1	***Outcome: (Table 1)*** State the code and title of each Outcome. * Outcomes are the results that occur as a consequence of a programme's outputs. Outcomes may be short-term or long-term depending on the type of outputs that are produced and the nature of the problem and/or need being addressed. Outcomes at the Ministry/MDA level are identified using the results ladder and shall be approved by the PS. It is essential that the Outcomes be reflective of the needs/ problems of clients and stakeholders identified by the Ministry/MDA.
	2	***Reference to the programme Outcomes and Mandate/Jurisdiction*** Reference the Programme Outcome back to item 7*:* Mandate / Jurisdiction.
	3	***Boundary Partners*** Indicate the other Ministries that are contributing to the same Outcomes as well as related National Outcome.
	4	***Contribution*** Indicate the estimated level of contribution made by the boundary partner to the Ministry outcome.
	5	***Reference to National Level of KRA*** Insert the KRA reference code of the Economic Planning Unit of MoFED (EPU) for which the Outcome stated above contributes to. Insert the EPU KRA reference code which will provide the linkage of the stated Outcome to the EPU KRA/Initiative that it relates to.
	6	***Reference to the National Level of Outcomes, KRAs and National Thrusts*** Insert the National reference code (of the National Programme, Outcome, KRA and National Thrusts) which the Ministry/MDA Outcome stated above is linked to.
	7	***Reference to the Program of Ministry/MDA***

No	Column No.	MSPP Technical Guide
		Insert the reference code of the Programme of the Ministry/ MDA which contributes to the Outcome stated above.

No	Column No.	MSPP Technical Guide
SECTION B: PERFORMANCE PLAN OF THE MINISTRY/MDA		
9	1	**Outcome: (Table 2)**
		State the code and description of each Outcome.
		* Outcomes are the results that occur as a consequence of a programme's outputs. Outcomes may be short-term or long-term depending on the type of outputs that are produced and the nature of the problem and/or need being addressed.
	2	**Key Performance Indicator (KPI):**
		Describe the KPI(s) for each of the Ministry/ MDA Outcome.
		*An Outcome may be measured by one or more KPIs. The number and scope of KPIs listed for each Ministry Outcome should be based on relevance and reliability.
		A proper KPI serves to define and measure the progress towards the Ministry/ MDA's expected performance in outcomes. KPIs should be quantifiable, agreed upon and reflective of the Ministry/ MDA's critical success factors and level of performance in achieving outcomes. KPIs differ from outcome to outcome of the Ministry/ MDA.
	3	**Baseline Year**
		Insert the year which the Ministry/ MDA will use as a comparison basis in relation to the stated KPI.
		*A base year is the year used for comparison for the level of a particular performance/ economic index. The arbitrary level of 100 is usually selected so that percentage changes (either rising or falling) can be easily depicted. New, more up-to-date base years are periodically introduced to keep data current in a particular index.
	3	**Performance at the Baseline Year (Baseline)**

		Insert the actual performance level achieved in the baseline year stated above.
		* The baseline performance level could be measured in terms of a percentage, ratio, absolute figure or any other meaningful form of measurement. The source of the data needs to be quoted when completing this field. This will be used as a baseline performance level for the Ministry to compare its level of progress in achieving the KPI in a particular year against the baseline year and performance.
	4	***Performance Targets for the Planned Period (Generally 3 to 5 years)***
		State the planned achievement of the KPI for the planned period (E.g. 2020 – 2023).
		*This will assist the Ministry in setting the yearly target to achieve the projected results of the relevant planned period, in this instance development plan only covers up to 2020, but the Ministry can always consider longer time horizon than this in its development planning. (E.g. Five-year development plan of the Ministry of Education). The Ministry be able to justify the target set.

No	Column No.	MSPP Technical Guide
		SECTION B: PERFORMANCE PLAN OF THE MINISTRY/MDA
9	**1 & 5**	***Planned Variance***
		State the acceptable variance range within which the actual achievement of the stated KPI may deviate from the targeted level of achievement for the planning period, previous and current year.
		*Planned variance is an agreed range of deviation from a performance target of r a KPI. This range shall be discussed and agreed upon between the Ministry and the MoFED (Budget Review Officer (BRO).
		For e.g., The planned variance i.e. acceptable variance range could be set at +/- 5% of the planned performance target of 80-85% literacy rate in rural areas.
	1, 5 to 9	***Actual Performance***
		State the actual level of performance achievement of the stated KPI for the previous year.
		Actual Variance (unit)/ (%)
		State the actual variance in terms of unit and/or percentage for the previous year.
		* Actual Variance is calculated as follows:
		In units: Actual Achievement – Targeted Achievement
		In percentage: (Actual Achievement – Targeted Achievement)/Targeted Achievement x 100

		Tolerance level (limit)
		State the level of tolerance (minimum level of achievement) of the stated KPI for the planning period (2020-2023), previous and current year.
		* Tolerance level refers to the minimum threshold where an actual achievement below such threshold will trigger urgent remedial action by the Ministry. There could be cases e.g. training classes where tolerance level is at maximum threshold level where over-capacity can result in under performance. The tolerance level shall be discussed and agreed upon between the Ministry and MoFED (Budget Review Officer - BRO).

No	Column No.	MSPP Technical Guide
SECTION B: PERFORMANCE PLAN OF THE MINISTRY/MDA		
10	**Description and Target Output Performance of Ministry / MDA**	

	1 & 2	***Outputs of the Ministry / MDA***
		Insert the code and description of the Ministry/ MDA's Output/s.

* Outputs are results associated with programs and activities for which management assumes direct and immediate responsibility. Outputs can be distinguished in terms of Process Outputs and Programme Outputs.

- Process Outputs - The Outputs produced by a set of activities or processes *e.g. number of training workshops completed.*
- Programme Outputs: The final Outputs that were intended to be produced by the programme *e.g. knowledge and skills gained by the participants.* Program outputs may be more directly relevant to the achievement of desired outcomes.

When designing performance indicators for outputs, budget analysts and programme managers need to ask and answer the following questions:

- Are the services being delivered according to our expectations?
- Are the services being delivered at an acceptable cost?
- Are the services being delivered within a reasonable time frame?
- Do the services meet the given standard?

Hence, specify the Programme Output KPI in terms of Quality, Quantity, Timeliness and Cost. E.g.:

- Number of Programme Outputs produced
- Number of Programme Output produced according to specifications (Quality Measures)
- Number of Programme Output produced within set timeframe
- Cost per unit of Programme Output

E.g. Quantity of Outputs Produced (Qt)

State the quantity of Outputs produced for the previous year, current year, Budget Years 1 and 2 and Year 3.

* This may be measured as a percentage or in absolute terms. However, the use of appropriate measure is encouraged (whether percentage, quantity or both) as it should present the actual illustration of the percentage of the completed workload.

Example:

- *Level of households that have access to safe drinking water or Level of households that have access to electricity - % may be appropriate*
- *Number of Students who have completed the exams with minimum requirements for passing – Both number and % may be appropriate*
- *Number of patients treated – Number may be appropriate*

Performance indicators for outputs can be set according to the following four criteria:

Quantity: quantity indicators describe performance in terms of how much or how many. It requires a unit of measurement such as numbers, kilometres, litres, etc. Examples include: number of students completing training per year; number of immunisations given; number of kilometres of roads constructed.

Quality: quality indicators reflect service standards. They are based on customer needs, customer satisfaction, access and other issues. Examples include: number of customer complaints/compliments filed; percentage of accuracy for information entered into a database.

Timeliness: timeliness measures provide a limit for how often, or within what time frame goods or services will be delivered. Timeliness is measured by turnaround times, waiting or response times. Examples include: number of students completing basic education within 9 years; proportion of case reviews conducted by due date; percentage of responses answered within a given time line.

Cost: cost indicators reflect the cost of delivering the service. These indicators are expressed as a cost per unit of quantity. Examples include: cost per vaccination given; total cost of an awareness campaign.

MDA senior management and MoFED officials may use the checklist below to assess whether the performance indicators that have been defined are the most appropriate for each programme and sub-programme.

A Checklist for Assessing Performance Indicators

	Yes	*No*
Is the indicator valid? Does it measure what it purposed to measure?		
Is the indicator clear? Will users (Those collecting data) interpret the indicator in the same way?		
Is the indicator practical? Will it be easy to collect /available and analyse data? Will data collection be affordable?		
Is it comparable? Is it similar to what other organizations or areas in your organization already measure?		
Are the indicators consistent over time?		
Is it useful for the management information purposes?		
Will the indicators help with decision-making regarding service delivery?		

3	***Reference to the Outcome/s of the Ministry***
	Reference/list here all Ministry/ MDA outcomes that the Output stated above is contributing to.

No	Column No.	MSPP Technical Guide
	4	**_Reference to the Programme of the Ministry/MDA_** Provide the reference to programs that the Output is belongs to.

No	Column No.	MSPP Technical Guide
SECTION B: PERFORMANCE PLAN OF THE MINISTRY/MDA		
10	**Description and Target Output Performance of Ministry / MDA**	
	5	**_Targeted Level of Performance_** State the targeted achievement of Programme Output for the planned period (2020-2023).
	6	**_Targeted Performance of the Previous year and the current year_** Input the agreed/ targeted Programme Output for the previous and current year. * This could be expressed as a range in terms of percentage or unit. All Programme Outputs need to be planned and KPIs identified based on the following four attributes, i.e. Quantity, Quality, Timeliness and Cost.
	7	**_Proposed level of Variance_** State the proposed variance of the Output performance for the current year and the planning period, i.e. Budget Years 1 and 2 and Year 3.
	8	**_Actual achievement for the previous year_** Input the actual level of performance/achievement of the stated Programme Output for the previous year.

	9	**_Actual Variance_**
		
		Calculate the difference between the Agreed Programme Output Target and Actual Programme Output Achievement for the previous year.
		
		* This could be expressed in terms of percentage or unit as follows:
		   In unit: Actual Output – Targeted Output; or
		   In percentage: (Actual Output – Targeted Output)/ Targeted Output x 100

No	Column No.	MSPP Technical Guide
		SECTION B: PERFORMANCE PLAN OF THE MINISTRY/MDA
11		**Financial Resources for the Ministry / MDA**
	1	*Programmes of the Ministry/MDA*
		List the programmes under the Ministry/MDA.
	2	*Outcomes of the MDA*
		List the outcomes of the Ministry/MDA. Also indicate the outcome reference.
	3, 7, 12, 13, 14, 18	*Budget Requirements* – *Estimated for the future years/ planned period*
		State the funding requirements for delivering each of the outputs at the targeted level of performance, in order to achieve the outcomes of each of the Programme for the planning period, i.e. Budget Years 1 and 2 and Year 3.... etc., as well as the budget for the current year and the previous year.
	11, 15, 18, 20	*Planned Variances*
		State the proposed levels of variance of spending the planning period, budget Year 2 to and Year 3, etc.
	12, 17, 19	*Approved Original Provision*
		Indicate the original amount of allocation approved for the stated programme for the previous and current year.
	8	*Additional Provisions*
		Indicate the additional allocation for the stated programme (if any), one-off or virement for the previous and current year.
	8	*Reductions from the Original Allocations*
		Input the amount of allocation reduced by MoFED or virement out for the stated programme (if any) for the previous and current year.
11	4, 9	*Amended Budget / Allocation*
		Indicate the revised allocation / budget provided to the Ministry for the previous and current year.
		* Calculated as: Original Allocation + Addition/ Reduction in Allocation = Revised Allocation.
	5, 10	*Actual Expenditure*
		Input the actual spending for the stated programme for the previous year.

No	Column No.	MSPP Technical Guide
		SECTION B: PERFORMANCE PLAN OF THE MINISTRY/MDA

	6	***Difference between Actual Expenditure and Revised Allocation/Budget***
		
		Indicate the actual variance between actual amount allocated (after revisions) and the actual amount utilized/spent in terms of value (Zim $) and as a percentage for the previous year.
		
		* Calculated as follows:
		
		  In $: Revised Budget – Actual Expenditure
		
		  In percentage: (Revised Budget – Actual Expenditure)/ Revised Budget x 100

12		**Resources: Human Resources** ***Establishment***
	1	***Number of Positions / Cadre*** Input the total number of posts required/ estimated for the Ministry and each of its Programmes in the previous year, current year, planned years according to the following categories: i. *Administration and Secretarial staff* ii. *Top Management Staff* iii. *Management and professional staff* iv. *Support staff*
	2 & 3	***Filled and Vacant Posts*** Input the total number of posts filled for the Ministry and each of its Programmes in the previous and current year for the following categories: i. *Administration and Secretarial staff* ii. *Top Management Staff* iii. *Management and professional staff* iv. *Support staff*

No.	Column No.	MSPP Technical Guide
**SECTION B: PERFORMANCE PLAN OF THE MINISTRY/MDA**
13		Outcome Hierarchy Analysis The Outcomes Hierarchy Analysis produces the Outcome Hierarchy Diagram or Chart which depicts the different level of results achieved in a logical consequential manner by an intervention programme. The outcomes that should be achieved by the programme in relation to needs and problems of its clients and beneficiaries are identified as Preliminary Outcomes. The Programme is accountable in achieving these outcomes. The Outcomes that are followed immediately after the preliminary outcomes are the Intermediate Outcomes and the outcomes that are followed by the intermediate outcomes are identified as the Tertiary Outcomes. These hierarchy of results at various levels are depicted in the Outcome Hierarchy. The highest level of this logical sequence identifies the ultimate impact though desired by the Programme but is influenced by many other programme results and external factors. Impact is typically a shared result contributed to by one or more outcomes arising from one or more programs. Impact may be long or medium term but not necessarily. It is more of a follow-through consequence of one or more outcomes rather than strictly time-bound.
	1	***Preliminary Outcomes of the Programme*** State the Preliminary Programme Outcomes (from *Table 12: Programme Performance Planning - Programme Outcomes*) to be achieved by the Programme
	2	***Intermediate and Tertiary Outcomes*** Describe the Intermediate and Tertiary Programme Outcomes resulting from the stated Preliminary Programme Outcomes.
	3	***Impacts of the Programme*** Describe the ultimate follow-through impact that is desired through the achievement of the Preliminary, Intermediate and Tertiary Outcomes.

No	Column No.	MSPP Technical Guide
		**SECTION C: ANALYSIS OF NEGATIVE IMPACTS AND CHALLENGES OF THE MINISTRY/ MDA**
14		**Analysis of Negative Impacts**
	1	***Outcome of the Ministry / MDA*** Insert the Outcome of the Ministry/ MDA (derived from the Outcomes listed in *Section 9: Performance Plan of the Ministry/MDA*) which could lead to influencing for negative impact(s). *(E.g. Increased international tourists' arrivals could lead into increased drugs circulation and increased STD incidences)*
	2	***Description of envisaged Negative Impact/s*** Describe the anticipated negative impact/s of the Outcome stated above.
	3	***Mitigation Actions by the Ministries*** Describe the steps that the Ministry as well as other Ministries could take to mitigate the potential negative impact identified above. * The Ministry should endeavour to have mitigation / action plan(s) to alleviate the negative impact arising from the Ministry's Outcomes. The Ministry is encouraged to do this in collaboration with the affected Ministries. *(E.g. Increased drugs circulation – Ministry of Home Affairs, Ministry of Health* *and increased STD incidences – Ministry of Health, Ministry of Education, Ministry of Tourism)* * The Ministry/ MDA is encouraged to collaborate with other ministries/ agencies in addressing the stated challenges.
	4	***Programme/s which would be taking mitigatory actions to minimize the negative impacts*** Indicate the list of programmes both within and outside the Ministry/ MDA that could potentially be affected by the negative impact/s identified above.
	5	***Boundary Partners*** The Ministry/ MDA is encouraged to collaborate with other Ministries/ Agencies in addressing the stated challenges. These Ministries and Agencies are identified as boundary partners

No	Column No.	MSPP Technical Guide
**SECTION C: ANALYSIS OF NEGATIVE IMPACTS AND CHALLENGES OF THE MINISTRY/ MDA**
15		**Risks and Challenges**
	1	*Outcome of the Ministry/MDA* Insert the Outcome of the Ministry/ MDA (derived from the Outcomes listed in *Table 7: Performance Plan of the Ministry/ MDA*) which is envisaged to face challenges and the risks.
	2	*Challenges and risks of the Ministry / MDA in Achieving above Outcome* State the challenges, limitations and risks encountered by the Ministry/ MDA which could hinder the achievement of the Outcomes listed above. * These could be political, environmental, administrative and/or operational in nature. *Risks are the factors that could negatively affect achievement of results, that may or may not happen (less likely to happen) and beyond direct control of the project.*
	3	*Proposed actions for above challenges and risks* Describe the steps that the Ministry/ MDA could take to overcome the foreseeable challenges and identified risks. * The Ministry/ MDA should endeavour to develop mitigation / action plan(s) to overcome the foreseen challenges and identified risks which could prevent the Ministry from achieving its Outcomes.
	4	*Programmes that are involved in undertaking the mitigatory actions* Insert the programme/s and activity/ies within and/or outside the Ministry/ MDA that are involved and could be engaged in addressing the identified challenges. * The Ministry/ MDA is encouraged to collaborate with other ministries/ agencies in addressing the stated challenges.
	5	*Boundary Partners* The Ministry/ MDA is encouraged to collaborate with other Ministries/ Agencies in addressing the stated challenges. These Ministries and Agencies are identified as boundary partners

No.	MSPP Technical Guide
SECTION D: POLICY EVALUATION PLAN	
16	**a. _Evaluation Plan of the Programme_** State the evaluation plan for the stated Programme based on the listed requirements as set below: • _Policy_ commencement year – Insert the year the Policy was started. • _Last year of Evaluation_ – Insert the year the stated Policy was last evaluated. • _Year in which next evaluation is planned_ – Insert the year for the next planned evaluation of the stated Policy to be carried. • _Issues/Areas to be addressed by the next evaluation_ – State the issues or elements of the stated Policy be evaluated. • _Evaluation questions_ – State a summary of questions to be covered raised in the planned evaluation. * The Policy Evaluation Plan is a plan for the evaluations that will report on a Ministry/ MDA's Policies during a five-year period. The Government's evaluation strategy under the IRBM/RBB system requires each Policy in each Ministry/MDA to be evaluated at least once in five years. The Policy Evaluation Plan includes details of activities to be evaluated, the timing, and information about the possible evaluation issues and questions that will be addressed by the evaluations. This plan ensures that all Policies or major parts of Policies are evaluated at least once within a five-year period. Ministry top management may organise additional policy evaluations as required to improve products and services and to meet other accountability requirements.

No	Column No.	MSPP Technical Guide
SECTION D: POLICY EVALUATION PLAN		
16	*b. M&E Planning*	
	1 & 2	**Key Performance Indicator (KPI)** State the Ministry Outcomes and applicable KPI(s) for each of the Outcomes. Discussed under Performance Planning – Section 9 above.
	3	**Base Year** Insert the year which the Ministry will use as a comparison basis in relation to the stated KPI. Discussed under Performance Planning – Section 9 above.
	3	**Baseline (Performance of the Base Year)** Insert the actual performance level achieved in the baseline year stated above. Discussed under Performance Planning – Section 9 above.
	4	**Target** Insert the targeted performance levels for planned year. Discussed under Performance Planning – Section 9 above.
	5	**Variance** Insert the planned variance for the targeted performance levels. Discussed under Performance Planning – Section 9 above.
	6	**Source of Data** Specify the source from which the data for the KPI will be obtained.
	7	**Means of Verification** Specify how the Ministry/ Agency can verify the data source(s) stated above. Verification needs to be done to check for data validity and reliability and often it is being carried by a technical person, a group of knowledgeable and experienced people, a panel of experts, or an independent third party.
	8	**Data Frequency** Indicate the data frequency of each of the KPIs. The data frequency refers to the intervals in which the data for KPIs are obtained. There are some data which needs to be collected monthly, some on quarterly basis, and some bi-annually and annually. For each of the KPI, the data frequency would be indicated so that the implementers and M&E officials will know when such data should be gathered, analysed and presented.

No	Column No.	PSPP Technical Guide
**SECTION D: POLICY EVALUATION PLAN**	
16	**b. M&E Planning**	
	9	***Instrumentation*** Instrumentation refers to the modes and mechanisms by which the data could be obtained. This is different to the sources of data. Sources of data refer to where the data could be obtained whereas instrumentation refers to how the data could be obtained. There are many common ways of obtaining data for KPIs. Though there are internally generated data, often the Ministries will have to use external data as well. It is important that the Ministries identify the specific data instrumentations since it will provide clear guidance to the staff as to how the planned and required data could be obtained. There are many common data collection mechanisms. These include the following. • Literature review (review of published data-mostly external) • Review of internal documents, reports and publications • Own data analysis (Ministry data analysis) • Management reports, minutes and memos • Key informant interviews / one to one meeting /s • Focus group discussions and stakeholder meetings • Telephone interviews • Feedback from clients and stakeholders (in various ways: Complaints, suggestions, complements, mail replies and letters etc.) • Questionnaire surveys • Compass workshops • Inspections, observations and site / field visits
	10	***Risks & Assumptions*** This analysis is focused on M&E activity but not in relation to achievement of intended results (outcomes/outputs). Risks refer to the factors that are beyond the control of implementers (e.g. Ministries), which are less likely to happen and affects negatively for successful implementation of M&E plan and collection of required data. Hence, the risk factors that are addressed here are those which are beyond the control of Ministries and affects negatively for producing appropriate, accurate and reliable data on timely basis for the purposes of M&E.

		Hence, the risks that affect the reliability and accuracy of data and factors that might delay the process of informed decision making need to be identified and described in PSSP, so that the implementers (Ministries) could take appropriate measures to mitigate such risks and minimise the negative impact if any, in having accurate M&E data.

No	Column No.	PSPP Technical Guide
colspan	**SECTION D: POLICY EVALUATION PLAN**	
16	b. **M&E Planning**	
	11	*Responsibility* The responsibility refers to the party who has the duty and obligation to deal with it. It could be due to the role and/or part of the functions of the job. Most of the M&E functions are the responsibility of the heads of sections/divisions. For some, it is the collective responsibility of committees and teams.
	12	*Budget* Specific budgetary needs for collection of data for identified KPIs are indicated here. It is the responsibility of head of M&E and the head of the Project to ensure that these budgetary needs are included in the annual budget. *It is not necessary to allocate the common cost of M&E unit and other M&E functions to be allocated to each of the data requirements under KPIs and indicate in this Table.*
	13	**Reporting to /User:** State the person who needs to be reported with the monitoring data that were collected and analysed. Responsible officer should ensure that this officer received the monitoring data.
N/A	**Cross-cutting issues to be considered and included in the MSPPs.**	The following cross-cutting issues to be considered and included in the MSPPs. 1. Disaster preparedness 2. Employment creation 3. Environmental sustainability 4. Gender and development 5. Governance 6. HIV and AIDS 7. Human Capital Development 8. Information and Communication Technology 9. Poverty Eradication/Pro-Poor Interventions 10. Partnerships 11. Regional Development 12. Rural Development 13. Research & Development 14. Marginalized & vulnerable groups integration