

2026-2030
Strategic Plan



ZERA
ZIMBABWE ENERGY REGULATORY AUTHORITY

For sustainable energy

LIST OF ACRONYMS AND ABBREVIATIONS

CPT	Captive Power Plant	NACORA	National Consumer Rights Association
CZI	Confederation of Zimbabwe Industries	NDS2	National Development Strategy 2
CCZ	Consumer Council of Zimbabwe	NKRA	National Key Result Area
COMESA	Common Market for Eastern and Southern Africa	NOUC	National Outcome
Comms	Communications Department	NPA	National Priority Area
COMZ	Chamber of Mines Zimbabwe	NPA	National Prosecution Agency
CSD	Consumer Services Department	OP	Output
CPC	Consumer Protection Commission	OUT	Outcome
CNG	Compressed Natural Gas	PROBAZ	Professional Business Association of Zimbabwe
EMA	Environmental Management Agency	PMU	Procurement Management
ERD	Economic Regulation Department	PRAZ	Procurement Regulatory Authority of Zimbabwe
ERM	Enterprise Risk Management	QMS	Quality Management System
FAD	Finance & Administration Department	REAZ	Renewable Energy Association Of Zimbabwe
IA	Internal Audit	RPA	Radiation Protection Authority
ICT	Information Communication Technology	SAPP	Southern African Power Pool
IPAZ	Indigenous Petroleum Association of Zimbabwe	SAZ	Standards Association of Zimbabwe
IPPs	Independent Power Producers	SKRA	Sector Key Result Area
KPI	Key Performance Indicator	SOUC	Sector Outcome
KRA	Key Result Area	TSD	Technical Services Department
LD	Legal Department	VAT	Value Added Tax
LNG	Liquid Natural Gas	ZACC	Zimbabwe Anti-Corruption Commission
LPG	Liquified Petroleum Gas	ZERA	Zimbabwe Energy Regulatory Authority
LPGSAZ	Liquid Petroleum Gas Safety Association of Zimbabwe	ZETDC	Zimbabwe Electricity Transmission Distribution Company
M&E	Monitoring & Evaluation	ZIMRA	Zimbabwe Revenue Authority
MDA	Ministry Department Agency	ZNCC	Zimbabwe National Chamber of Commerce
MIAZ	Motor Industry Association of Zimbabwe	ZPC	Zimbabwe Power Company
MoEPD	Ministry of Energy and Power Development	ZRP	Zimbabwe Republic Police
MoFED	Ministry of Finance and Investment Promotion		
MOMC	Major Oil Marketing Companies		

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

i) Foreword

The Zimbabwe Energy Regulatory Authority (ZERA) is a corporate body established in terms of the Energy Regulatory Authority Act [Chapter 13:23] of 2011. It is mandated to regulate the entire energy sector in Zimbabwe in a fair, transparent, efficient and cost-effective manner, for the benefit of the consumers and energy suppliers.

ZERA ensures that there is efficient and sufficient provision of energy thereby stimulating growth and sustainability as guided by the National Development Strategy 2 (NDS2) launched on 25 November 2025 by His Excellency, President Emmerson Dambudzo Mnangagwa. The Authority's strategic intent is in support and aligned to the national vision of attaining upper middle class economy status by 2030.

ii) Executive Summary

The Zimbabwe Energy Regulatory Authority's five year (2026-2030) Strategic Plan development is informed by the NDS(2), the National Energy Compact and the Ministry of Energy and Power Development's Strategic Plan. In addition, Cabinet Circular Number 26 of 2025 was also instrumental as it laid out the parameters within which the Strategic Plan was formulated.

The Authority's strategic intent Vision Statement is "A regulator that promotes universal access to sustainable energy by 2030". and the Mission Statement is "ZERA regulates the Zimbabwean energy market, cost effectively, through incentive regulation and in a fair and transparent manner to achieve sustainable energy". The priorities for NDS(2) will be anchored on the adopted sector blueprint — the National Energy Compact, which identifies five strategic pillars as pathways towards achieving Vision 2030 *"Towards a Prosperous and Empowered Upper-Middle-Income Society by 2030",* while also pursuing sectoral targets of ensuring universal access to energy.

The Strategy focuses on increasing power supply, prioritizing regulation of local power generation and diversification of energy sources. It further aims at achieving 100% household electricity access by 2030 through promotion and regulation of a combination of on-grid, mini-grid, and standalone solar systems and to raise access to clean cooking solutions from the current 38.6% to 70% of the population by 2030. It also aims to increase access to LPG **through promotion of kiosks and** proximity to containerized fuel stations as well as accelerating universal energy access through decentralized off-grid, and rural electrification solutions.

ZERA oversees the energy sector in Zimbabwe through incentive regulation (electricity, gas, fuel), to ensure reliable, affordable, and secure supply, balancing consumer protection with industry investment by setting rules, monitoring markets, enforcing standards (like quality, safety, environment), promoting competition, and guiding the transition to cleaner energy sources. The regulator acts as a link between government policy, energy companies, and the public, ensuring fair play and long-term stability. ZERA is a market enabler, regulator and guardian of efficiency, fairness and sustainability of the energy sector.

The workshop was officially opened by the Minister of Energy and Power Development Honourable July Moyo and attended by the Parliamentary Portfolio Committee member on Energy and Power Development, as well as officials from Ministry of Energy and Power Development, Corporate Governance Unit and Office of the President and Cabinet.

The strategic planning workshop was facilitated by experts from the Public Service Academy (PSA) to ensure conformity with the Public Sector programmatic requirements underpinned by Integrated Results Based Management (IRBM) principles. The Authority also engaged the services of a private consulting firm Dimensions Management Group to compliment the facilitation by PSA experts who worked together in the development of the new Strategic Plans. The Corporate Governance Unit (CGU) was also invited to the Strategic planning workshop for oversight.

iii) Introduction

Zimbabwe's energy sector is characterized by a significant electricity supply deficit and ongoing challenges within its regulatory framework in terms of compliance by energy companies and illegal operators.

The Zimbabwe Energy Regulatory Authority (ZERA) held its Five Year (2025-2030) Strategic Planning Workshop in Masvingo from 11th to 15th December 2025 at the Clevers Lakeview Resort, in Masvingo, following the termination of the 5 Year (2021-2025) Government's national socio-economic development blueprint, the National Development Strategy 1 (NDS1). This is in line with the requirements of the NDS (2), the new Government's developmental trajectory document which is set to guide the economy towards Vision 2030 of moving "Towards a Prosperous and empowered Upper Middle-Income Society by 2030". The country also launched the National Energy Compact which is a strategic plan aligned with Vision 2030, aiming for universal, affordable, and sustainable energy access by 2030 through private sector investment, renewable energy growth (solar/wind), improved infrastructure, clean cooking solutions, and regional integration, backed by a US$9 billion investment goal to tackle generation shortfalls and expand access, especially in rural areas. The Compact represents nationally agreed commitments and targets that directly shape regulatory priorities and stakeholder expectations.

The Authority reflected on its NDS (1) achievements, successes, challenges as well as lessons learnt and reviewed the contribution and impact of its 5 Year (2021-2025) Strategic Plan implementation to the energy sector. Lessons from NDS (1) for NDS (2) implementation include need for timely funding and disbursement of funds, importance of expanding the role of data-driven decision-making; and need to foster more public-private dialogue and partnerships for energy sector development**.** It was noted that in planning for NDS (2) targets, the Authority should set targets that are measurable, within the Authority's control and with impact on the ground, clearly demonstrating its control of the energy sector.

The Agency falls under the oversight of the Ministry of Energy and Power Development which also falls under the Transport, Infrastructure and Utilities national priority pillar. The sectoral outcomes which ZERA contributes to are Improved Service Delivery, Improved Energy Supply Capacity, Improved Access

to Modern Energy Services and Improved Energy Efficiency. The goal is to increase universal access to sustainable and modern energy in Zimbabwe by 2030.

In compliance with Government's pronouncement to align with global/regional shifts ZERA will commence sustainability reporting Category 1 obligation (effective 31 December 2026) which mandates reporting on risks, opportunities, governance, strategy, and performance metrics. This signals leadership by example, compliance readiness, and alignment with emerging sustainability, ESG, and assurance expectations. In crafting its 5 Year strategy the Authority considered sustainability, climate transition, and ESG considerations. This aligned the strategy with global regulatory trends, investor expectations, and national commitments on sustainable development.

iv)Background

Adequate power production capacity to meet the domestic, commercial and industrial demand is crucial as the country accelerates its march towards Vision 2030. In this regard, the Government has lined up an ambitious portfolio of electricity generation projects under the NDS (2), targeting more than a doubling of national power output capacity from 2,950MW to 6,000MW.

In crafting its 5 Year Strategic Plan ZERA considered key strategic risks which include regulatory shifts, technological disruption (like renewables/smart grids), delays in promulgation of regulatory frameworks, financial sustainability (funding/tariffs), and capacity constraints (skills/technology). Crucial enablers for managing these risks include strong governance, stakeholder engagement, technological investment (data analytics and creation of a national energy data base), clear policy frameworks, skilled human capital, and robust risk culture as well as monitoring of key result indicators and projects implementation.

The NDS(2), Zimbabwe's second five-year development plan seeks to transform the economy with a reliable energy supply identified as a core enabler of industrialisation, digitalisation and broad-based growth. The plan identifies ten broad national priorities aimed at driving development across all sectors, providing a framework to guide policy, investment, and strategic initiatives emphasizing macro-

economic stability, infrastructure, food security, technology, good governance, and inclusive growth through sectors like agriculture, mining, tourism, and job creation, aiming for economic transformation, social development, and improved living standards.

Electricity is considered the backbone of modern economic development, underpinning manufacturing productivity, public service delivery, mining operations, rural industrialisation, e-mobility, irrigation agriculture and digital connectivity. Energy experts say that without a stable and affordable power supply, the targets of Vision 2030 cannot be fully realised.

To support this transformation, the 2026 National Budget indicates that strategic investment mobilisation totalling over US$9 billion is envisioned for the 2026-2030 period, with approximately US$4,4 billion expected from the private sector, complemented by public funding and development partner support.

The Government has, during 2025, rolled out a range of policy instruments to guide energy planning, including the National Energy Compact of the Republic of Zimbabwe, the National Electrification Strategy, the E-Mobility Framework, the Energy Efficiency Policy and the National Integrated Energy Resource Plan (NIERP). Collectively, these provide the backbone for energy security, diversification, low carbon transmission and improved efficiency. Public-private partnerships will be strengthened, particularly those that allow large-scale industrial users to import power directly from the Southern African Power Pool (SAPP), easing pressure on the national grid.

Zimbabwe's National Energy Compact is built on five pillars namely; expanding generation and infrastructure, strengthening regional integration, promoting distributed renewable energy and clean cooking, catalysing private sector investment, and ensuring the financial viability of utilities. The strategy aims to increase energy access, particularly in rural areas, by electrifying 3.1 million households and achieving 70% clean cooking access by 2030.

As part of the energy compact initiative, developed with the African Development Bank and the World Bank, the Government has committed to delivering universal access to reliable, affordable and sustainable energy by 2030, a key pillar for inclusive growth and climate resilience.

To realise this target, a portfolio of short, medium and long-term electricity generation projects will be implemented across the country. Among the flagship projects is the Batoka Hydro Power Project, which is jointly promoted and owned by Zimbabwe and Zambia and is scheduled to commence during NDS (2). Zimbabwe will benefit 1 200MW from the project.

The Hwange generating units 1–6 rehabilitation project will also play a pivotal role in restoring ageing thermal capacity, as it will be implemented through a public-private partnership at an estimated cost of US$455 million, with completion expected by 2028. The project will feed 700 MW to the national grid, with an extended operational life of over 20 years.

In addition, a large-scale battery energy storage system will be installed to stabilise the grid, consisting of 1,800MW-hours battery energy storage with capacity to provide 600MW dependable capacity at a cost of US$400 million, set for completion by 2027. Gas-to-power will be expanded through a 500MW project rolled out in phases, drawing from Muzarabani and Lupane gas fields.

Hydropower development projects will include the 10MW Gwayi-Shangani Hydro Power Project worth US$25 million, implemented through a PPP model. At Kariba, Unit 4 will be rehabilitated for US$4.4 million, restoring 125MW by 2027. Solar energy will also be scaled up, including the 90MW Mutorashanga Solar Project valued at US$86 million.

These diversified projects will underpin sustained economic growth, enhance energy access for industry and households, and support the country's long-term aspiration for a stable, modern and diversified energy system. To fully absorb new generation capacity, the Government will prioritise upgrades to the transmission and distribution network, targeting expansion of the national grid by 1 715km.

Reliable electricity supply will be the ultimate catalyst for energy transformation, the grand plan under NDS(2) and the Authority plays a crucial role in attracting private capital through strong regulatory consistency.

v) National Level Contribution:

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

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

National ref	NPA/s Name	National Key Result Area	National Tertiary Outcome/s	TOUC Reference
3	Infrastructural Development and Housing	Infrastructural Development	Improved Access to Basic Infrastructure Services	6
10	Good Governance, Institution Building, Peace and Security	Public Service delivery	Enhance inclusive Service Delivery	31

vi)Sectoral Level Contribution:

a. Sectoral Level

Sector ref	Sector/s Name	Sector Key Result Area	Sector Intermediate Outcome/s	Reference
3	Energy	Energy Infrastructure Development	Increased Access to Reliable and Sustainable Energy Sources	18
10	Good Governance	Public Service Delivery	Enhanced Inclusive Governance and Accountability	65
			Enhanced Transparency and Accountability	66

Ministry/Department/Agency Level

1. **MDA:** Zimbabwe Energy Regulatory Authority (ZERA)

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

3. **MDA Vision Statement:** A 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. Core Values:

- Transparency - Open, honest and straight forward regulation
- Responsiveness - Turnaround times that are aligned to the expectations and needs of stakeholders.
- Integrity- Strong ethical and moral principles
- Teamwork - Collaborative effort in achieving common goals
- Innovativeness - Creativity that adds value
- Accountability - Reporting and answerable for all ZERA actions and decisions

Acronym: TRITIA

6. **Terms of Reference:**

ZERA derives its mandate from the following: -

a. Constitution of Zimbabwe Amendment 13
b. Enabling Act: Energy Regulatory Authority Act, 2011 [Chapter 13:23]

7. **Overall Functions:**

The functions of the Zimbabwe Energy Regulatory Authority (ZERA) are outlined in the Energy Regulatory Authority Act [Chapter 13:23], Part II, section 4 (1) and these are: -

a. To regulate the procurement, production, transportation, transmission, distribution, importation, and exportation of energy derived from any energy source;
b. To create, promote and preserve an efficient energy industry market for the provision of sufficient energy for domestic and industrial use;
c. To promote the procurement, production, transportation, transmission, and distribution of energy in accordance with public demand and recognised international standards;
d. To promote coordination and integration in the importation, exportation, and pooling of energy from any energy source in the SADC and COMESA region;
e. To exercise licensing and regulatory functions in respect of the energy industry;
f. To ensure that prices charged by licensees are fair to consumers in the light of the need for prices to be sufficient to allow licensees to finance their activities and obtain reasonable earnings for their efficient operation;
g. To maintain and promote effective competition within the energy industry.
h. To promote and encourage the expansion of the energy industry and the advancement of technology relating thereto;
i. To promote, identify and encourage the employment and development of sources of renewable energy;

j. To represent Zimbabwe internationally in matters relating to the energy industry;
k. To advise the Minister on all matters relating to the energy industry;
l. To advise and educate consumers and licensees regarding the efficient use of energy;
m. To ensure the maximisation of access to energy by consumers that is affordable and environmentally sustainable;
n. To establish appropriate consumer rights and obligations regarding the provision of energy services;
o. To establish or approve operating codes for safety, security, reliability, quality standards and any other sector related codes and standards for the energy industry or any sector thereof;
p. To arbitrate and mediate disputes among and between licensees and consumers;
q. To assess, promote studies of and advise the Minister and licensees on the environmental impact of energy projects before licensing;
r. To undertake such other things which it considers is necessary or convenient for the better carrying out of or giving effect to the functions of the Authority.

Functions Consolidated

ZERA has 18 functions as defined in the Energy Regulatory Act. The functions are summarized as follows;

i. Regulation and licencing
ii. Research and Development
iii. Increase in access to and security of supply
iv. Market reform and competition
v. Energy efficiency and environmental protection
vi. Key stakeholder advisory

8. **Programmes in the MDA and their functions:**

Programme	**Functions**
Programme 1: Governance and Administration	• Provision of legal services and organisational performance oversight. • Resource provision, network and system administration • Provision of assurance services and monitoring of organizational performance • Corporate visibility and stakeholders' engagements
Programme 2: Energy Regulation and Market Development	• Licensing, pricing and compliance monitoring and enforcement of electricity sub-sector • Licensing, pricing and compliance monitoring and enforcement of petroleum and gas sub-sector • Determination and development of market operations/structures in the energy sector • Capacity building within the energy sector

9. **State Enterprises and Parastatals, Statutory Bodies and Grant Aided Institutions under the MDA and their functions.**

N/A

10. Environmental Scan

a) PESTLEG

Factor	Issue	Impact	
		Positive	**Negative**
Political	Sanctions	Home grown solutions and innovations	• Reduced participation of international investors in the energy sector. • Inability to access international funding on Green Climate Fund (GCF) and Global Environment Facility (GEF).
	Policy inconsistency	Stable political environment	• Regulatory uncertainty • Weakens stakeholder confidence in the regulator • Conflicting standards and regulations
Economic	Low disposable incomes	Construction of CPPs and Own use	• Reduced revenue collections • Resistance to cost reflective tariffs and prices
	Inappropriate petroleum pricing structure (RON 93 vs RON 95)	Stable macro-economic environment	• Cost of doing business very high • Uncompetitive cost of petroleum product
Social	Increased consumer activism	• Improved awareness of consumer rights • Increased energy efficiency by consumers	Low buy in to regulatory initiatives
	High unemployment rate and poverty levels	-	• Increased illegal activities and compromised safety issues

Factor	Issue	Impact	
		Positive	**Negative**
			resulting in increased surveillance role of ZERA • Low access to alternative sources of energy
	Highly dispersed rural population	-	• High cost of service • Limits increased access
	Highly educated population	• Better performance • Huge labour market	-
	Absence of energy saving culture	-	Wastage of energy
Technological	Emerging technology	Deployment of cleaner energy sources such as anhydrous ethanol	Challenges in ensuring proper installation, use and maintenance of renewable energy sources
	Low Research and Development in the energy sector	-	• Lagging behind in technological advancement • Inadequate advice to stakeholders
Legal	• Legislative gaps • Delays in the promulgation of proposed legislation • Non-deterrent penalties • Statutory compliance	- - - • Credibility and legitimacy of regulatory decisions • Timeous decision making	• Litigation • Poor implementation of mandate • Increased Non-compliance - -

Ecological	• Waste management • Deforestation • Continued use of fossil fuels • Climate Change • Available natural resources	• Potential to exploit the available energy resources • Carbon credit frameworks and funding	Increased greenhouse gas emissions
Global	• Geopolitical conflicts • Access to international markets • Regional electricity trading through power pools	- Contributes to increased energy security	Energy price fluctuations

10 b) SWOT

STRENGTHS	**WEAKNESSES**
• A dedicated, skilled, and experienced workforce • Well-established internal business processes and procedures • Decentralised operations that enhance service delivery and regional reach • Institutional knowledge built from regulating multiple energy sub-sectors (electricity, petroleum, LPG, renewables)	• Inadequate staffing levels to effectively execute the Authority's mandate • Failure in attracting critical skills due to uncompetitive conditions of service • Under-utilisation and limited integration of existing information management systems • Unsuitable tools of trade, such as vehicles for field inspections • Manual processes and limited digitalisation
OPPORTUNITIES	**THREATS**

• Transition to NDS2 and the new 2026–2030 strategic cycle, opening space for bold reforms. • Increased interest and investment in renewable, LPG and petroleum infrastructure e • Increased investment in LPG • Increased investment in • Strong support from shareholders • Favourable government incentives and policies • Availability of natural resources such as water, coal, etc • Strategic partnerships and linkages with regional and international bodies • e-Government initiative that improves service delivery to the Public	• Perception of high tariffs by consumers • Perceived country risk affecting investment confidence • Perception among stakeholders of regulatory ineffectiveness • Rising cybercrime and cyber-security threats • Risk of litigation • High costs associated with leased office buildings • Non-compliance by some licensees in settling outstanding levies • Contradictory regulatory instruments (e.g. SI 150 versus SI 162)

11. **MDA Programmes and Outcomes:**

Prog Ref	Programme Name	Programme Preliminary Outcome/s	Weight	Responsible Department	Contributing MDAs/ Other Partners	Type of Contribution	Sector Intermediate Outcome Ref.	National Tertiary Outcome Ref	SDG Ref
1.	Governance and Administration	Improved Governance and Administration	40%	CEO's Office, Board, ERM, ICT, QA, HR and Admin, Finance, M&E, PMU, Legal,	MoEPD, PRAZ, MoFEDIP, OPC MoPSLSD, MoIC, Parliament ZRP, ZIMRA, NPA OAG, EMA, NSSA	Approval, Advisory, & Oversight. Collaboration, Compliance and enforcement	65, 66	23	7

Prog Ref	Programme Name	Programme Preliminary Outcome/s	Weight	Responsible Department	Contributing MDAs/ Other Partners	Type of Contribution	Sector Intermediate Outcome Ref.	National Tertiary Outcome Ref	SDG Ref
				Internal Audit, Communication, Consumer Services	CCZ, CZI, Residents Associations, ZNCC, CRAZ,CPC, NACORA, COMZ, REAZ,IPAZ, MIAZ, PROBAZ, MOMC, Farmer's Unions, IPGZ, LPGSAZ, & Licensees, Media CTC, CPC, CCZ EMA	Cooperation, Consultation, Consumer Education & Awareness. Publicity Resolution of public complaints Waste management plan			
2.	Energy Regulation and Market Development	• Increased energy access	60%	TSD, ERD,	AG, MoEPD, MoEPD, MoECW, MoFEDIP, RBZ	Legislative drafting, Policy direction,	18	5	7

Prog Ref	Programme Name	Programme Preliminary Outcome/s	Weight	Responsible Department	Contributing MDAs/ Other Partners	Type of Contribution	Sector Intermediate Outcome Ref.	National Tertiary Outcome Ref	SDG Ref
		• Enhanced financial sustainability of energy companies • Increased regulatory compliance			ZIMRA, ZRP, NPA External lawyers SAZ EMA Local Authorities, ZIDA, CAAZ, MoIC, MoT, Min of Local Government Local Authorities, EMA ZIDA	Border control, Law enforcement, Prosecution Litigation Verification of imported energy products Environmental impact assessment, Siting of energy projects, Fire prevention, Approval Cooperation & Investor interface Funding			

Prog Ref	Programme Name	Programme Preliminary Outcome/s	Weight	Responsible Department	Contributing MDAs/ Other Partners	Type of Contribution	Sector Intermediate Outcome Ref.	National Tertiary Outcome Ref	SDG Ref
					Development Partners, Funders ZIPPA, NSSA, CZI, RCZCPC, NOIC, MIAZ, REAZ, REA, Licensees, ZIDA, RERA, RAERESA, COMESA, AFUR, UNDP, ZACC,	Sector consultations			

12. Policies Applicable for the MDA:

	External Policy	Prog ref	Internal Policy	Prog Ref
1.	Vision 2030	1,2	Audit Recommendation Implementation Framework: 2023	1
2.	National Development Strategy 2 (NDS2)	1,2	Brand Manual: 2018	1
3.	Electricity Act, 2002 [Chapter 13:19];		Stakeholder Service Charter: 2025	1, 2
4.	Petroleum Act, 2006 [Chapter 13:22],		Code of Ethics: 2022	1,2
5.	Pipelines Act [Chapter 13:08]	1,2	Corporate Communications Policy: 2024	1,2
6.	MOEPD Strategic Plan (2026-2030)		Corporate Social Responsibility: 2018	1, 2
7.	National Energy Compact for the Republic of Zimbabwe	1,2	Internal Quality Policy 2024	1,2
8.	National Energy Policy		Employment Code of Conduct: 2017	1
9.	Biofuels Policy	1,2	Human Resources Policy Manual: 2024	1
10.	Gender Policy	1,2	ICT Policy: 2025	1
11.	HIV Policy	1	Internal Audit Charter: 2024	1
12.	Environmental Protection Policy	2	Monitoring & Evaluation Framework: 2022	1,2
13.	Guidelines on Regional Cross Border Trading	2	Quality Policy Manual: 2024	1,2
14.	National Monitoring and Evaluation Policy	2	Risk Management Policy: 2024	1,2
15.	Southern African Power Pool 1995 (SAPP) MOU	2	Stakeholder Engagement Framework:2021	1
16.	Sustainable Development Goals	1,2	Tariff Code: 2019	2
17.	Public Procurement and Disposal of Public Assets (General) Regulations, 2018 SI 5 of 2018;	1	ZERA Strategic Plan 2026-2030	1,2
18.	Public Finance Management Act [Chapter 22:19] 11 of 2009;	1	ZERA Annual Plan 2026	1,2
19.	Public Procurement and Disposal of Public Assets Act [Chapter 22:23];	1	Board Charter:2022	1
20.	Public Entities and Corporate Governance Act [Chapter 10:31]	1,2	Board Committee Terms of Reference: 2021	1
21.	Public Entities Corporate Governance Regulations, 2018 SI 168 of 2018;	1,2	Client Stakeholder Satisfaction Code: 2021	1
22.	Labour Act [Chapter 28:01]	1,2	Finance Policy 2024	
23.	Renewable Energy Policy	1,2		
24.	Public Health Act [Chapter 15:17]	1,2		
25.	Consumer Protection Act	1,2		
26.	Climate Change Policy	2		
27.	Energy Efficiency Policy	2		

13 DEMAND ANALYSIS

CLIENT NEEDS/PROBLEMS ANALYSIS:

Direct Clients	Needs/Problems	Extent*(Magnitude/seriousness)*
Licensees Electricity ZETDC & ZPC	**Needs** 1. Cost reflective electricity pricing 2. Autonomous regulator 3. Appropriate codes, regulations and standards 4. Effective and efficient licencing 5. Fairness with dispute resolutions **Problems** 1. Accidents in the industry 2. Vandalism and theft 3. Aging infrastructure **Causes** 1. Lack of awareness, old infrastructure 2. Sabotage 3. Lack of investment into infrastructure and limited maintenance	1. High 2. High 3. High 4. High 5. High 1. High 2. High 3. High
Independent Power Producers (IPPs)/Investors	**Needs**. ~~1.~~ Incentivized Power Purchase Agreement 2. Engagements and transparency 3. Ease of doing business/policy framework 4. Institutional Guarantees/De-risking 5. Accurate information and data	1. High 2. High 3. High 4. High 5. High

Direct Clients	Needs/Problems	Extent*(Magnitude/seriousness)*
	Problems 1. Lack of information available to IPPs regarding capital markets on funding mechanisms to finance projects 2. Restricted access to foreign currency to pay financial and other obligations. 3. Late payment of invoices by ZETDC 4. Perceived country risk **Causes** 1. Lack of financial data to advise IPPs on capital markets 2. Inadequate information to inform about the current available government support facilities. 3. Mismatch between the cost reflective tariff and revenue collection methods. 4. Information asymmetry	1. High 2. Low 3. Low 4. Moderate
LPG Licensees	**Needs** 1. Protection from illegal operators 2. Duty exemption on LPG equipment 3. Improvement of licensing processes, requirements and conditions 4. Good return on investment 5. License fees reforms 6. Availability of qualified and registered installers 7. Clarity on new LPG applications e.g. piped gas systems. Autogas conversions **Problems** 1. Inadequate LPG storage facilities	1. High 2. Moderate 3. High 4. High 5. Moderate 6. High 7. high 1. High

Direct Clients	Needs/Problems	Extent*(Magnitude/seriousness)*
	2. Accidents 3. High cost of equipment 4. Restrictive requirement from other licensing bodies 5. Unfair competition from rogue operators **Causes** 1. Lack of conditionalities by the Regulator for LPG traders to invest in storage facilities 2. Slow speed of implementing national framework for training of installers under SI139:2024 3. Lack of LPG product knowledge by some consumers and operators 4. Unique cylinder ownership model. 5. Uncoordinated requirements by regulatory bodies 6. Inadequate enforcement framework including legislation and capacity 7. Absence of higher learning institutions for LPG	2. Moderate 3. Moderate 4. High 5. Moderate
Petroleum (liquid fuels) Licensees	**Needs** 1. Efficient licensing process 2. Good return on investment 3. Fair dispute resolution 4. Level playing field. 5. Timely and correct information on petroleum sector 6. Light –handed licensing requirements for SMEs (rural and remote areas) 7. Efficient loading ports 8. Transparency and engagement	1. Moderate 2. High 3. High 4. High 5. Moderate 6. High 7. High 8. Moderate 9. Moderate

Direct Clients	Needs/Problems	Extent*(Magnitude/seriousness)*
	9. Responsiveness on the part of the regulator 10. Ease of doing business e.g. one stop shop licencing and long-term licenses 11. Fair open access to the pipeline **Problems** 1. Presence of unlicensed dealers 2. Inconsistent blending ratio 3. Over-regulation of the sector (EMA, City Council, Fire, Trade Measures) 4. Low profit margins for dealers/retailers 5. Overtrading (too many sites) **Causes** 1. Inadequate enforcement measures 2. Lack of implementation of biofuel policy 3. Uncoordinated regulatory bodies	10. High 11. High 1. Low 2. Low 3. Moderate 4. Moderate 5. Moderate
Consumers Miners Industry Farmers Commerce Domestic	**Needs** 1. Reliable power supply 2. Energy information 3. Responsiveness 4. Transparency and engagement 5. Dispute resolution 6. Predictable and affordable energy prices	 1. High 2. Low 3. Moderate 4. High 5. High 6. Moderate 7. High

Direct Clients	Needs/Problems	Extent*(Magnitude/seriousness)*
	7. Enforcement of energy service providers stakeholder service charter 8. Promote off-grid development. 9. Consumer education and awareness 10. Quality service and product provision **Problems** 1. Erratic energy supply 2. Poor service delivery 3. Accident and safety issues (public) **Causes** 1. Low generation capacity 2. Absence of service charters from energy service providers	8. Moderate 9. Moderate 10. High 1. High 2. Moderate 3. High
Employees	**Needs** 1. Competitive remuneration, rewards, and recognition 2. Remittance of monthly contributions to Unions 3. Honour of relevant Collective Bargaining Agreement/s 4. Fair labour practices for employees 5. Regular Works' Council meetings 6. Training and development 7. Occupational health and safety/wellness	1. High 2. High 3. High 4. High 5. Moderate 6. Moderate 7. High 8. Moderate

Direct Clients	Needs/Problems	Extent*(Magnitude/seriousness)*
	8. Advancement and promotion 9. Adequate tools of trade 10. Availability of funds for operations **Problems** 6. Lack of timeous review of remuneration frameworks 7. Lack of promotion opportunities **Causes** 1. Delays in receiving levies on time (ZETDC). 2. Inefficient work processes and delays in decision making. 3. Inadequate staffing levels 4. The cap on staff costs to revenue	9. High 10.High 1. High 2. Moderate

1. STAKEHOLDERS ANALYSIS

Direct Stakeholders	Demands/Expectations	Extent*(Magnitude/seriousness)*
Government (Central)	1. Effective regulation of the energy sector 2. Advice with respect to all energy issues 3. Increased energy access 4. Accurate information 5. Good corporate governance	• High • High • High • High • High
EMA	**Demands** Enforcement of environmental regulations	• High

Direct Stakeholders	Demands/Expectations	Extent *(Magnitude/seriousness)*
	Expectations Cooperation	
ZRP	**Demands** 1. Collaboration on compliance 2. Enforcement of laws 3. Adequate information **Expectations** 1. Cooperation and support 2. Education and awareness	• High • High • High
Local Authorities	**Demands** 1. Information and expert advice 2. Enforcement of by-laws **Expectations** 1. Cooperation and support 2. Education and awareness	• High • High
SAZ	**Demands** Collaboration in standards development **Expectations** 1. Accurate information 2. Incorporation of standards in regulation	• High
NPA/Courts	**Demands** 1. Factual statements for prosecution 2. Adherence to timelines	• High • High

Direct Stakeholders	Demands/Expectations	Extent *(Magnitude/seriousness)*
	3. Expert evidence/witnesses in court **Expectations** 1. Sound legal framework 2. Cooperation	• High
Attorney General	**Demands** 1. Development of well researched, accurate draft legislation 2. Adequate technical information to inform development of regulations **Expectations** Cooperation	• High • High
Office of Auditor General (OAG)	**Demands** 1. Timely Draft Financial Statements 2. Compliance to IFRS and PFMA **Expectations** 1. Cooperation from management and Internal Audit 2. Effective internal control systems 3. Timeous closure of audit observations	• High • High
ZIMRA	**Demands** 1. Compliance and enforcement of statutory obligations 2. Exchange of information **Expectations** 1. Cooperation	• High • High

Direct Stakeholders	Demands/Expectations	Extent *(Magnitude/seriousness)*
Media	**Demands** 1. Information 2. Timely responses **Expectations** 1. Engagement 2. Updates 3. Good corporate citizenship	• High • High
Academic and Research Institutions	**Expectations** 1. Research funding/support on R&D 2. Guidance on priority areas for energy research 3. Access to information 4. Collaboration	
NSSA	**Demands** 1. Compliance to NSSA statutes 2. Compliance to NSSA Act, Statutes and other regulations regarding to OSH. 3. Remittance of monthly contributions from ZERA. **Expectations** 1. Good occupational safety and health standards 2. Proper handling of employee retrenchment/retirement benefits in accordance to the Labour Act. 3. Collaboration 4. Updated insurance schedules 5. Engagement of registered suppliers	• High • High • High
Regulatory Bodies & Associations	**Demands** Compliance and enforcement	• High

Direct Stakeholders	Demands/Expectations	Extent *(Magnitude/seriousness)*
(PRAZ, RPAZ, ZACC, POTRAZ,)	**Expectations** Collaboration	
Competition and Tariff Commission & Consumer Protection Commission	**Demands** 1. Fairness 2. Accurate information 3. Consultation **Expectations** 1. Collaboration	• High • High • High

4. STRATEGIES, ASSUMPTIONS, RISKS AND MITIGATIONS

Period	Strategies	Assumptions	Risks	Mitigations
Programme 1: Governance and Administration				
Outcome 1: Improved governance and administration				
Budget Year 2026	Intensify stakeholder awareness and educational programs	Understanding of stakeholder needs	• Lack of stakeholder buy-in • Ineffective messaging	Continuous stakeholder consultation
	Enhance human capital management	Availability of adequate supporting policies	Delays in funds remittance	Continuous engagement
	Enhance financial sustainability	Stable macro-economic environment	Policy changes.	• Increase revenue sources • Investments/ Savings • Continuous engagement
	Accelerate digital transformation	• Appropriate technology. • Availability of expertise	• Security gaps and compliance risks • Cybersecurity Breach/Data Loss • System Failures	• Regular system upgrades • Robust technology • Backup systems
	Enhance Enterprise Risk Management	Timely identification and Implementation of controls	• Constraint evaluation of identified risks • Inadequate Implementation of Risk controls	Risk Management Training
2-3 years	Intensify stakeholder awareness and educational programs	• Availability of expertise • Understanding of stakeholder needs	• Lack of stakeholder buy-in • Ineffective messaging	Continuous stakeholder consultation
	Enhance human capital management	Availability of adequate supporting policies	Delays in funds remittance	Continuous engagement

Period	Strategies	Assumptions	Risks	Mitigations
	Enhance financial sustainability.	Stable macro-economic environment	Policy changes.	Continuous engagement
	Digitalize business processes	• Appropriate technology. • Availability of expertise	• Security gaps and compliance risks • Cybersecurity Breach/Data Loss • System Failures	Robust technology
	Enhance Enterprise Risk Management	Timely Implementation of Risk Controls	• Lack of knowledge to properly rate the risks • Inadequate Implementation of Risk controls	Risk Management Training
4 -5 years	Intensify stakeholder awareness and educational programs	• Availability of expertise • Understanding of stakeholder needs	• Lack of stakeholder buy-in • Ineffective messaging	• Continued stakeholder consultation • Engaging opinion leaders
	Enhance human capital management	Availability of adequate supporting policies	Delays in funds remittance	Continuous engagement
	Enhance financial sustainability.	Stable macro-economic environment	Policy changes.	Continuous engagement
	Digitalize business processes	• Appropriate technology. • Availability of expertise	• Security gaps and compliance risks • Cybersecurity Breach/Data Loss • System failures	Robust technology
	Enhance Enterprise Risk Management	Timely implementation of risk controls	• Lack of knowledge to properly rate the risks • Inadequate implementation of risk controls	• Risk Management Training • Adding KPIs to risk framework

Programme 2: Energy Regulation and Market Development				
Outcome 1: Increased energy access				
Budget Year 2026	Enhance licensing process	• Skilled and competent human resources. • Adequate tools and software. • Availability of standards and codes	System failures.	• Improve skills retention initiatives. • Backup and recovery systems. • System Maintenance
	Increase funding for access to energy in rural areas	Stable macro-economic environment	• Substandard infrastructure • Negative social and cultural norms • Low utilisation of the systems	• Adherence to standards/code/regulations and monitoring • Stakeholder consultation and awareness • Development of business enterprises through collaboration with other agencies. • Signing of MOU before project start
	Promote private sector participation in the energy sector	Market and demand availability	• Capital flight • Competing capital priorities • Vandalism	• Lobby MoEPD on enabling policies • Enhance security measures • Awareness campaigns • Deterrent penalties
	Incentivise provision of energy in rural areas	• Viable market • Availability of equipment • Updated rural energy master plan	• Social and cultural norms and habits • Under-utilization of the energy service • Restricted access to the remote areas	• Stakeholder consultation and awareness • Route assessment and planning

	Enhance data collection and management	• Functional ZERA GIS system • Capacitated data collection section	• Lack of cooperation from stakeholders • System failure	• Incorporate data sharing clauses in licensing condition • MOU with other stakeholders for data sharing. • Off-site data backup
2-3 years	Increase funding for access to energy in rural areas	Stable macro-economic environment	• Substandard infrastructure • Negative social and cultural norms • Low utilisation of the systems • Failure to perform by implementing agents	• Adherence to standards/code/regulations and monitoring • Stakeholder consultation and awareness • Development of business enterprises through collaboration with other agencies. • Signing of MOU before project start
	Promote private sector participation in the energy sector	Market and demand availability	• Capital flight • Competing capital priorities • Social capital	• Lobby the Ministry of Energy and Power Development on enabling policies
	Promote of LPG Kiosk and containerized service station in rural areas	• Viable market • Availability of equipment	• Underutilization of the energy service • Restricted access to the remote areas	• Stakeholder consultation and awareness • Route assessment and Planning
4-5 Years	Incentivise PPP in Transmission infrastructure	• Financial viability and cost recovery • Smart Grid	Market risk – low uptake	• Awareness • Incentivise
Outcome 2: Enhanced financial sustainability of energy companies				

Budget Year 2026	Enhance energy sector pricing framework	• Macro-economic environment stability • Data availability	• Resistance from consumers • Disruption of energy supply chain. • Collusion • Geopolitical conflicts • Illegal access to energy products • Demurrage	• Stakeholder consultation and awareness • Flexible pricing frameworks • Strategic reserves • Indexation • Private sector strategic stock
	Modernize energy markets	• Government support in regulatory frameworks. • Stakeholders buy in	Runaway market	Capacity building and benchmarking on new markets
	Enhance performance monitoring tools	Technology availability (hardware and software)	Data unavailability	Real-time interface and monitoring
	Improve financial viability of licensees	• Stable macro-economic environment • Viable market	• Grid instability • Pipeline congestion • Geo-political instability	• Grid modernization • Maintenance • Increase pipeline capacity • Rail transportation
2-3 years	Enhance energy sector pricing framework	• Macro-economic environment stability • Data availability	• Resistance from consumers • Disruption of energy supply chain. • Collusion • Geopolitical conflicts • Illegal access to energy products • Demurrage	• Stakeholder consultation and awareness • Flexible pricing frameworks • Strategic reserves • Indexation • Private sector strategic stock
	Modernize energy markets	Government support in regulatory frameworks.	Runaway market	Capacity building and benchmarking on new markets

	Enhance performance monitoring tools	Technology availability (hardware and software)	Data unavailability	Real-time interface and monitoring
4-5 Years	Enhance energy sector pricing framework	• Macro-economic environment stability • Data availability	• Resistance from consumers • Threaten availability • Collusion • Geopolitical conflicts • Smuggling of petroleum products	• Stakeholder consultation and awareness • Flexible pricing frameworks • Strategic reserves • Indexation • Private sector strategic stock
	Modernize energy markets	• Government support in regulatory frameworks.	Runaway market	Capacity building and benchmarking on new markets
	Enhance performance monitoring tools	• Technology availability (hardware and software)	Data unavailability	Real-time interface and monitoring
	Enhance energy sector pricing framework	• Macro-economic environment stability • Data availability	• Resistance from consumers • Threaten availability • Collusion • Geopolitical conflicts • Smuggling of petroleum products	• Stakeholder consultation and awareness • Flexible pricing frameworks • Strategic reserves • Indexation • Private sector strategic stock
	Create a domestic trading platform	• Participants willing to trade on the platform • Competitive tariff	• Failure of trading system • Cyber hacking	Offsite systems
Outcome 3: Increased regulatory compliance				
Budget Year 2026	Enhance monitoring of energy supply chains	• Availability of tools and equipment • Availability of systems	• Unethical market behaviour • Lack of cooperation from other regulators	• Improved remuneration, Ethical conduct awareness, Code of conduct • Continuous engagement

	Develop/review of regulations codes and standards	• Availability of legislative drafting skills • Availability of technical committee members to develop standards	• Delays in promulgation of regulations • Resistance from operators • Lack of benchmarking of standards or codes	• Continuous engagement • Harmonisation of regional standards
	Enhance SOPs and conditions of licenses	• Clarity of challenges at hand • Enabling legislation	• Resistance from operators • Non-adherence to SOPs	• Continuous engagement • Monitoring of implementation
	Sector Association collaboration	• Cooperation by stakeholders • Whole of government and society approach	Lack of commitment	
	Enhanced compliance	• Availability of regulatory tools • Adequate staffing	• Litigation • Obstruction and resistance	• Legal consultation • Engage law enforcement
2-3 years	Enhance monitoring of energy supply chains	• Availability of financial resources • Availability of tools and equipment • Availability of systems	• Corruption • Lack of cooperation from other regulators	• Improved remuneration, Ethical conduct awareness, Code of conduct • Continued engagement
	Develop/review of regulations codes and standards,	• Availability of drafting skills • Availability of technical committee members to develop standards	• Delays of AG office to promulgate regulations • Resistance from operators • Lack of benchmarking of standards or codes	• Continue to engage • Continued engagement • Harmonisation of regional standards

	Enhance SOPs and conditions of licenses	• Clarity of challenges at hand • Enabling legislation	• Resistance from operators • Non-adherence to SOPs	• Continuous engagement • Monitoring of implementation
	Enhanced sector association collaborations	• Cooperation by stakeholders • Whole of government and society approach	Lack of commitment	Continuous engagement
	Enhanced compliance	• Availability of regulatory tools • Adequate staffing	• Litigation • Obstruction and resistance	• Legal consultation • Engage law enforcement
4-5 Years	Enhance monitoring of energy supply chains	• Availability of financial resources • Availability of tools and equipment • Availability of systems	• Corruption • Lack of cooperation from other regulators	• Improved remuneration, Ethical conduct awareness, Code of conduct • Continuous engagement
	Develop/review of regulations codes and standards,	• Availability of drafting skills • Availability of technical committee members to develop standards	• Delays in the promulgation of regulations • Resistance from operators • Lack of benchmarking of standards or codes	• Continue to engage • Continuous engagement • Harmonisation of regional standards
	Enhance SOPs and conditions of licenses	• Clarity of challenges at hand • Enabling legislation	• Resistance from operators • Non-adherence to SOPs	• Continuous engagement • Monitoring of implementation
	Enhanced sector Association collaboration	• Cooperation by stakeholders • Whole of government and society approach	Lack of commitment	Continuous engagement

	Enhanced compliance	• Availability of regulatory tools • Adequate staffing	• Litigation • Obstruction and resistance	• Legal consultation • Engage law enforcement

SECTION B: PERFORMANCE FRAMEWORK FOR THE MDA

5. **Programme Performance Framework**

16.a Preliminary Outcome Performance Framework

Ref	Outcome Description	KPI:	Measurement Criterion (time;$; rate; etc)	Baseline		TARGETS									
						2026		2027		2028		2029		2030	
				Year	Value	T	ALV	T	ALV	T	ALV	T	ALV	T	ALV
Prog 1	Improved Governance and Administration	Client satisfaction index	%	2025	78.7%	80%	±2%	81%	±1%	82%	±1%	83%	±1%	84%	±1%
		Employee satisfaction index	%	2024	70%	82%	±1%	83%	±1%	84%	±1%	85%	±1%	86%	±1%
		% Compliance level	%	2024	100%	100%	0	100%	0	100%	0	100%	0	100%	0
		Revenue collected	Amount	2025	ZWG 765.73 m	ZWG 869.33 m	+/-10%	ZWG 956.27m	+/- 10%	ZWG 1.05bn	+/- 10%	ZWG 1.16bn	+/-10%	ZWG 1.27bn	+/-10%
Prog 2	Increased energy access	Percentage of population with access to energy - Electricity	%	2022	62%	70%	±6%	77%	±6%	84%	±6%	91%	±6%	100%	0
		Percentage of population with access to energy – Clean cooking	%	2023	38%	44%	±4%	50%	±4%	57.2%	±4%	63.6%	±4%	70%	±4%
		Percentage of rural geographical location with	%	-	-	90%	±5%	91%	±1%	93%	±2%	95%	±2%	96%	±1%

Ref	Outcome Description	KPI:	Measurement Criterion (time;$; rate; etc)	Baseline		TARGETS									
						2026		2027		2028		2029		2030	
				Year	Value	T	ALV	T	ALV	T	ALV	T	ALV	T	ALV
		access to energy – Petroleum within specified radius (50, 40,30,20,15km)													
		Percentage change in energy investments	%	-	-	10%	±1%	11%	±1%	12%	±1%	13%	±1%	14%	±1%
	Enhanced financial sustainability of energy companies	Cost reflective energy prices.	%	2024	100%	100%	0	100%	0	100%	0	100%	0	100%	0
	Increased regulatory compliance	Regulatory frameworks adherence rate	%	2024	75%	76%	±1%	77%	±1%	78%	±1%	79%	±1%	80%	±1%

T = Target; ALV = Allowable Variance

17. **Outputs Performance Framework**

No. & Prog. ref	Outputs	5 year target	Baseline		Targets										
					2026			2027		2028		2029		2030	
			Year	Value	T	A	AV	T	ALV	T	ALV	T	ALV	T	ALV
Prog1: **GOVERNANCE & ADMINISTRATION**															
OUC 1 - Improved Governance and Administration															
OP 1.1	Statutory reports submitted	90	2024	10	18	-	0	18	0	18	0	18	0	18	0
OP 1.2	ICT Systems implemented	8	2025	4	2	-	0	1	0	2	0	1	0	2	0
OP 1.3	Corporate risk registers produced	20	2025	4	4	-	0	4	0	4	0	4	0	4	0
OP 1.4	Board meetings conducted	25	2024	5	5	-	0	5	0	5	0	5	0	5	0
OP 1.5	Stakeholder Engagements conducted	570	2024	87	114	-	+-5	114	±5	114	±5	114	±5	114	±5
OP 1.6	SAZ Audits conducted	5	2024	1	1	-	0	1	0	1	0	1	0	1	0
OP 1.7	Code of Ethics Assessment reports produced	20	-	-	4	-	0	4	0	4	0	4	0	4	0
OP 1.8	Corporate strategy documents reviewed	20	2024	4	4	-	0	4	0	4	0	4	0	4	0
OP 1.9	Complaints resolved	100%	2024	83%	90%	-	±5%	90%	±5%	90%	±5%	90%	±5%	90%	±5%
OP 1.10	Corporate visibility initiatives conducted	66	2024	12	8	-	±1	12	±2	14	±2	15	±2	17	±2
OP 1.11	Employees trained	615	2024	190	110	-	±5	120	±5	125	±5	130	±5	130	±5
OP 1.12	Policies reviewed	16	2024	2	3	-	±1	4	±1	3	0	3	0	3	0
OP1.13	Audit reports produced	151	2024	12	26	-	±3	26	±3	30	±3	33	±4	36	±4

No. & Prog. ref	Outputs	5 year target	Baseline		Targets										
					2026			2027		2028		2029		2030	
			Year	Value	T	A	AV	T	ALV	T	ALV	T	ALV	T	ALV
Programme 2: ENERGY REGULATION AND MARKET DEVELOPMENT															
OUC2: Increased energy access															
OP 2.1	Projects implemented	100	-	-	20		±2	20	±2	20	±2	20	±2	20	±2
OP 2.2	Energy projects licensed	100%	-	-	100 %		0	100 %	0	100 %	0	100 %	0	100 %	0
OP 2.3	Energy supply KPIs enforced	20	-	-	4		0	4	0	4	0	4	0	4	0
OUC 3: Enhanced financial viability of energy companies															
OP 3.1	Prices and tariffs reviewed	100%	2023	100 %	100 %		0	100 %	0	100 %	0	100 %	0	100 %	0
OP3.2	Market reforms developed	10	-	-	2		0	2	0	2	0	2	0	2	0
OUC 4: Increased regulatory compliance															
OP4.1	Compliance inspection reports produced	35,683	2025	6150	6458		±645	6780	± 339	7120	±356	7475	±373	7850	±392
OP4.2	Regulatory frameworks developed	10	-	-	2		0	2	0	2	0	2	0	2	0

T = Target A = Actual AV = Actual Variance ALV = Allowable Variance

18. **MDA Budget**

Programme	Preliminary Outcome	Programme Outputs	Budget Last Year (million)	Budget Current Year (million)	Budget Year 1 (million)	Budget Year 2 (million)	Budget Year 3 (million)	Budget Year 4 (million)	Budget Year 5 (million)
Programme 1	**Improved Governance and Administration**	Statutory reports submitted	0,56	0,624	0,624	0,6864	0,7550	0,8305	0,913
		ICT Systems implemented	000	4,9	4,9	6,5	7,15	8,22	9,04
		Corporate risk registers produced	00	00	00	00	00	00	00
		Board meetings conducted	6,79	4,423	4,423	4,8653	5,35183	5,887	6,4757
		Stakeholder Engagements conducted	3,6	10,4	10,4	11,44	12,584	13,8424	15,2266
		SAZ Audits conducted	3,0	5,0	5,0	5,5	6,05	6,655	7,3205
		Code of Ethics Assessment reports produced	New	00	00	00	00	00	00
		Corporate strategy	4,489	5,729	5,729	6,3019	6,9321	7,6252	8,387

Programme	Preliminary Outcome	Programme Outputs	Budget Last Year (million)	Budget Current Year (million)	Budget Year 1 (million)	Budget Year 2 (million)	Budget Year 3 (million)	Budget Year 4 (million)	Budget Year 5 (million)
		documents reviewed							
		Complaints resolved	0,1	0,94	0,94	1,034	1,1374	1,2511	1,376
		Corporate visibility initiatives conducted	77,66	151,424	151,424	166,5664	183,223	201,54	221,699
		Employees trained	10 ,21	44,2	44,2	48,62	53,482	58,8302	64,713
		Policies reviewed and developed	0,52	0,39	0,39m	0,429	0,4719	0,51909	0,5109
		Audit reports produced	0,73	0,5	0,5	0,55	0,605	0,6655	0,7320
Total Programme 1 Budget									
Programme 2	**Increased energy access**	Projects implemented	5,06	41,86	41,86	46,046	50,6506	55,715	61,287
		Energy projects licensed	00	6,5	6,5	7,15	7,865	8,6515	9,5166
		Energy supply KPIs enforced	00	00	00	00	00	00	00

Programme	Preliminary Outcome	Programme Outputs	Budget Last Year (million)	Budget Current Year (million)	Budget Year 1 (million)	Budget Year 2 (million)	Budget Year 3 (million)	Budget Year 4 (million)	Budget Year 5 (million)
	Enhanced financial viability of energy companies	Prices and tariffs reviewed	00	00	00	00	00	00	00
		Market reforms developed	New	6,24	6,24	6,864	7,550	8,305	9,135
	Increased regulatory compliance	Compliance inspection reports produced	00	00	00	00	00	00	00
		Regulatory frameworks developed	00	4,368	4,368	4,8048	5,2852	5,8138	6,3951
Total Programme 2 Budget									
TOTAL MDA BUDGET									

19. Human Resources for the Strategic Period.

No.	Category	Programme 1	Programme 2	MDA Total Personnel Requirements By Category
1	Top Management	7	4	11
2	Middle Management	16	10	26
3	Supervisory Management	9	14	24
4	Operational and Support staff	37	25	62
5	**Total**	69	54	123

20. Other Resources and Projects

I. Equipment and ICTs

Materials/ Equipment /ICT	2026		2027		2028		2029		2030	
	Quantity	Cost	Quantity	Cost	Quantity	Cost	Quantity	Cost	Quantity	Cost
e.g. Motor Vehicle	28	57.07m	31	63m	-	-	-	-	10	20.38m
Laptops	118	4.62	-	-	-	-	-	-	118	4.62m
Motorised graders	-	-	-	-	-	-	-	-	-	-

II. Space Requirements (where applicable)

Location	2026		2027		2028		2029		2030	
	Quantity (m^2)	Cost (ZWG)	Quantity (m^2)	Cost	Quantity (m^2)	Cost	Quantity (m^2)	Cost	Quantity (m^2)	Cost
Head Office offices	5000	78m	-	-	-	-	-	-	-	-
Project land	7000	14,3m	-	-	-	-	-	-	-	-

III. Projects for the Period

Project Name	2026		2027		2028		2029		2030	
	% completion	Cost (ZWG)	% completion	Cost (ZWG)	% completion	Cost (ZWG)	% completion	Cost (ZWG)	% completion	Cost (ZWG)
Solar mini grids	100%	27 mil	100%	27 mil	100%	27 mil	100%	27 mil	100%	27 mil
LPG kiosks	100%	1 mil	100%	1 mil	100%	1 mil	100%	1 mil	100%	1 mil
Containerised fuel station			100%	3 mil	100%	3 mil	100%	3 mil	100%	3 mil
Harare Regional Office	100%	3 mil	-	-	-	-	-	-	-	-
Bulawayo Regional Office	100%	20 mil	-	-	-	-	-	-	-	-
Mutare Regional Office	100%	20 mil	-	-	-	-	-	-	-	-
Gweru Regional Office	-	-	100%	20 mil	100%	20 mil	-	-	-	-
New Regional Office	-	-	100%	20 mil	100%	20 mil	-	-	-	-
Energy sector GIS system	100%	2 mil	-	-	-	-	-	-	-	-
CSR Renewable Energy & Energy Efficiency Projects	100%	10 mil	100%	10 mil	100%	10 mil	100%	10 mil	100%	10 mil
Research Projects funded	100%	15 mil	100%	15 mil	100%	15 mil	100%	15 mil	100%	15 mil