

Zimbabwe Energy Regulatory Authority

Performance Monitoring & Evaluation Report

of the

Chief Executive Officer & Board Chairperson

2025 Annual Report

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1. Acronyms

Acronym	Full Description
ZERA	Zimbabwe Energy Regulatory Authority
DSM	Demand Side Management
MW	Mega watt
Kwh	Kilo Watt hour
PBB	Program Based Budgeting
RBB	Results Based Budgeting
RBPPS	Results Based Personnel Performance System
EPAS	Executive Performance Appraisal System
IDP	Integrated Development Planning
KPI	Key Performance Indicator
KRA	Key Result Area
MASPP	Ministry Annual Strategic Performance Plan
NPA	National Priority Area
OC	Outcome
OT	Output
WoGPMS	Whole of Government Performance Management System
IERMP	Integrated Energy Resource Master Plan

2. Executive Summary

Further to Cabinet Circular Number 7 of 2022 and to further improve and strengthen performance management and accountability systems within the entire Public Sector, the Government of Zimbabwe (GOZ) engaged Independent Consultants, Best Practices (Pvt) Ltd, to carryout Performance Evaluation for the Fiscal Year 2025. The Performance Evaluation is aimed at assisting Heads of Ministry Departments and Agencies to achieve their planned National Development Strategy 1: 2021-2025 targets as the nation moves towards Vision 2030 anchored on the Whole of Economy Approach.

This document details the performance evaluation results for the fiscal year 2025 for the Zimbabwe Regulatory Authority. The evaluation was based on the agreed and signed off strategic outcomes, outputs and crosscutting measures and targets as set out in the 2025 performance contracts which are in line with the Results Based Management System implemented by the Government of Zimbabwe (GOZ). An evidence-based performance evaluation was made against the set annual targets and in consultation with the signatory to the performance contract. An assessment of progress made towards the attainment of the annual targets was also made with recommendations on actions to be taken stated.

Major achievements

- Setting up Liquid fuels and LPG gas marketing policies that has brought supply and trading stability in Zimbabwe. The price tariff structure that ZERA has laid is well supported by both suppliers and consumers.
- The Liquid fuels and LPG gas has developed into a heavily competed market, which has brought convenience to the market as consumers have much choice and suppliers add more services to attract customers to the fuel service stations and gas outlet.
- ZERA and NOCZIM fuel imports, storage and supply services, the logistics have been excellent throughout 2025. No fuel shortages were experienced.
- ZERA awarded ZESA a cost reflective tariff US 16.08 cents/Kwh a price much competitive and acceptable by the market.
- LPG is playing a crucial role, achieved annual Electrical substitutional contribution of energy of 531.6 GWh or 60.7 MW Power plant equivalent.

Challenges

- ZESA tariff of US 16.08 cents / Kwh, is quite competitive. The government awarded a tariff subside to the Ferro Chrome Industry, ZERA needs to review the effects of this to the energy Sector with a view of informing government on holistic impact to the Energy Sector and the economy.
- The view is that ZESA and indeed the Energy sector is hampered with the need to develop Energy Infrastructure, reduce debt exposure and finance operations. To then be expected to carry the subsidy burden would be detrimental to these efforts.
- Whilst the decision to subsidise remains it being a government prerogative, the funding of it, the Energy Sector, can hardly afford.
- ZERA is challenged to undertake more activities to promote and encourage adoption of renewable energy technologies like Solar, Biogas, Biomass, Wind Energy, EVs etc. In accordance with the provisions as spelt out in NDS1, NDS2 and Vision 2030.
- Implementation of the IRBM System is a major ***Organizational CHANGE*** effort, ZERA this far, has made slow progress. This as reflected by the quality of the CEO and Board Chairman Performance Contracts. Which by and large is low on performance enhancing, KPAs, KPIs and targets to drive ***Initiatives.***

Vision 2030/ NDS1 Projects

- ZERA committal to Renewable Energy, Solar PV, CSP Wind, Biomass, Geothermal activities in 2025 were subdued, given the low realised development in comparison to the NDS1 targets and the identified potentials.
- For instance, the target for Solar development in the NDS1 is 1,100MW, the realised movement at the end of the NDS1 is under 200 MW in an environment where the NREP identified Solar PV potential of 109,000 MW.
- Biogas & Biomass potential in the NREP is about 150 MW**,** under the NDS1 development has been minimal below 1MW. Harare for instance, Waste Water is causing a serious Environmental pollution at Lake Chivero, yet Glenview Firle Waste Water Treatment Plant, is a golden Biogas potential of about 5 MW, this from bench marking with the US Dallas Fort Worth Waste Water Treatment Plant, which is generating about 5.4MW from treatment of similar waste water volumes as that of Harare's Firle Waste Water Treatment Plant, about 400,000 cbm/day.
- Demand Side Management (DSM) a virtual power plant identified by the NDS1 and NREP as of about 300 MW. Steps taken by ZERA to introduces efficiencies to recover this remains to be well coordinated

- ZERA under the NDS1 has done sterling performance when it comes to Liquid and LPG gas fuels. Through crafting of policies and initiatives which has brought stability and competitiveness to the national energy sector. Supply of liquid fuels is now stable and competitive. LPG gas, in 2025 achieved an average monthly Electrical grid substitutional contribution of energy of 138.3 GWh or 15.8 MW Power plant equivalent. This from average monthly importation of 10,824.2 tonnes of LPG.
- The national Biomass & Biogas power potential is about 150 MW, what is expected is that ZERA craft policies and initiatives to promote development of the Biomass energy source, it being sovereign energy, as substitution and or compliment to LPG gas.
- The national Power potential of Small-Hydro power plants is about 124MW

These are the potential national low hanging fruit, Power Plant developments, ZERA is expected to stimulate developments through enacting of enabling policies and advocacy. What is expected is that Annual Strategies and Performance Contracts capture these endeavours in purposeful way. ZERA to be an effective regulator, therefore needs to be a leading Engineering Energy and Power Plant Research and Development Institution supported by a legal system that captures these endeavours into enaction of policies and regulations.

Overall Rating

ZERA achieved an overall average performance rating of **3.7** in 2025.

Recommendations.

The following recommendations are made to improve the performance of ZERA:

- ZERA Annual Strategies and the subsequent CEO and Board Chairman Performance Contracts need to be validated to align them to the NDS2 and Vision 2030.
- ZERA senior Executives and the Board is encouraged to undergo capacity building training in the NDS2, Vision 2030 and the IRBM system, to encourage systematic and effective Strategic Planning using Program Based Planning, Program Based Budgeting, the current efforts is not optimal.
- ZERA needs to build a Corporate Planning division responsible for development of the above identified Energy Sector opportunities, that is an Authority on Energy Engineering, Economics and Policy issues with demonstrable capacity to advise the MoEPD and government on Energy matters. There is need to work on winning Cabinet and indeed government confidence on capacity to advise.

Strategic Alignment & Guiding Principles

ZERA Alignment to National Strategy NDS2 and Vision 2030

ZERA activities as the Energy Regulatory Authority is expected to bring the much-needed stability and facilitation for optimal performance through enactment of Regulations and Policies to bring the Energy Sector into Optimal functioning. Energy is a much-needed Economic Development enabler whose well development would go a long way towards the realisation of the NDS1, NDS2 and Vision 2030 aspirations.

ZERA Overall Functions

The overall functions of the entity are:

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.

Terms of Reference

ZERA derives its mandate from the following Primary and Secondary Acts: -

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

b. Other Sources of Power (authority)
   Electricity Act, 2002 [Chapter 13:19]; and
   Petroleum Act, 2006 [Chapter 13:22].

VISION:

"Regulator that promotes universal access to sustainable energy by 2030"

MISSION:

"ZERA regulates the Zimbabwean energy market, cost effectively, through incentive regulation, in a fair and transparent manner to achieve sustainable energy".

3. ZERA 2025 Performance Evaluation Findings

ZERA CEO and Board Chairman's 2025 Performance Contracts have alignment gaps to the NDS1 and Vison 2030. For this reason, both the CEO and Board Chairman's Performance Contracts having some of their KPIs having weak indications of actual company performance on the ground. There is need for ZERA to take more commitment towards adoption of the IRBM System process to benefit from the resultant enhanced Strategic planning, Programme Based Planning and Programme Based Budgeting. ZERA CEO's 2025 Annual Performance score was 3.74 and that of the Board Chairman 3.65

The tables below show the various quarterly spread of the realised Performance scores in 2025.

ZERA CEO 2025 Performance Rating

Key Area	Weight %	Q1	Q2	Q3	Q4	Annual
Outcomes	30	0.922	0.873	0.977		0.99
Outputs	20	0.683	0.606	0.991		0.82
Service delivery standards	20	0.524	1.013	0.427		0.80
Management of resources & Organisational Development	20	0.953	0.835	1.121		0.95
Cross-cutting priorities	10	0.204	0.23	0.24		0.18
Overall	**100**	**3.28**	**3.53**	**3.85**		**3.74**

Table 2

ZERA Board 2025 Performance Rating Spread

Key Area	Weight %	Annual
Outcomes	30	1.19
Outputs	20	0.80
Service delivery standards	20	0.71
Management of resources & Organisational Development	20	0.64
Cross-cutting priorities	10	0.31
Overall	**100**	**3.65**

Overall Rating

3.7

Outcomes

ZERA scored an overall annual Outcomes performance average score of 1.09. The company average was arrived at through averaging the aggregate scores of the CEO and that of the Boardchair. Outcomes according to the IRBM System, are derived from the Annuals Strategy Programmes which in principle should be the resultant Strategic Planning SMART objectives statements of intent for the particular year.

For ZERA the following were their 2025 programmes:

1) Governance and Administration

2) Energy Regulation

3) Stakeholder Engagement & Advisory Services

These are generic and a carbon copy of 2025 programmes can be said to be low on IRBM system required goal clarity and dynamism. The expectation is that the programmes, be a summary of the ZERA's Annual Strategy Intends on initiatives. Section A and A1, Outcomes and Outputs 50 marks. This section is expected to spar organizational growth addressing issues identified in the Strategy Annual SWOT analysis, the SMART objectives.

Section B, C and D contribute to the other 50 marks on issues covering the company as a going concern, recurring maintenance issues. Thus, when well applied, the Performance Contract will then characterize the internationally renowned performance enhancing aspects of the IRBM system.

The common error is to populate the Performance Contract Outcomes and Outputs with company going concern maintenance issues, this would effectively render the organization to operate in a low performance enhancing mode, which in a way throttle aspirations. Development of Performance Contracts is demanding exercise recommended to be conducted by the organization's Corporate Planning division and be approved by the Board.

ZERA's 2025 Outcomes were as follows:

OUTCOMES

1. Improved Governance and Administration.
2. Increased regulatory compliance.
3. Enhanced cost reflective of energy prices.
4. Improved uptake of modern renewable energy and technological innovations.
5. Increased energy efficiency.
6. Improved stakeholder satisfaction

Outcome 1: Improved Governance and Administration

This had two KPIs

i). Client Satisfaction Index

ii). Employee Satisfaction Index

Given the need for the Energy Sector to perform, more rigorous and performance enhancing KPIs were expected. To avoid double counting of scores Employee Engagement Index is better dealt with under Section C of the Performance Matrix, Management of Resources and Organizational development. Would have expected things like Stakeholder engagement, given the need to foster strong relationships with stakeholders, government, industry and civil society. The idea is KPIs should indicate the Company's Strategic intentions given the perceived scenario and ways to improve their positioning. Client Satisfaction Index therefore, is better dealt with under Section B, Services Delivery Standards.

Outcome 1 used to have a generic name **Improved Institutional Capacity** this is appropriate, should dwell on KPIs to deal with aspects of SWOT Analysis findings about how to improve the performance capacity of ZERA.

Outcome 2: Increased regulatory compliance

This has two KPIs

i). Compliance Level

ii). Regulatory Framework

This Outcome should be moved to Section B Service Delivery Standards to allow more rigorous performance enhancing Programmes to be developed.

Outcome 3: Enhanced cost reflectivity of energy prices

This is a very important subject, but unfortunately one KPI with a generic name Cost Reflective of energy prices was used. This is not interrogative enough to enhance Energy sector performance. The Energy sector Cost reflective prices cover:

i). ZETDC cost reflective tariff

ii). Liquid Fuels

iii). LPG gas

iv). IPP tariff

This is a delicate exercise to enhance market stability and inform into government Energy Policy. The treatment of this parameter from the scoring on the Performance Matrix is not as interrogative. Hence the recommendation that ZERA build a Corporate Planning Division responsible for full time Strategic development and consideration of Energy issues. The current ad hoc handling by staff with other day to day responsibilities is thinly applying effort to very important national Energy development agenda. This has high impact limitations in the development of the Energy Sector, as with ZESA opportunities are not being recognized resulting in waste and leakage of revenue. Opportunities the country can ill afford.

From the IRBM perspective, the challenge is to develop KPIs which provide for these sentiments. ***Nyika inovakwa nevene vayo***

Outcome 4: Improved uptake of modern renewable energy and technological innovations

This again is a very important KPA, with huge opportunities to meet NDS1 and Vision 2030 targets. Unfortunately, again ZERA selected weak KPIs, in terms of application and interpretation, hence setting on loosing on opportunity for traction.

The KPA had two KPIs

i). Additional Mega Watts Renewable Energy

ii). Additional tonnage LPG gas.

The measurement was percentage growth. Ignored was the development of immense opportunities of Renewable Energy Provision. Solar PV/CSP, Biomass/Biogas, Wind and Small Hydro-Power stations. Particularly quick wins of low hanging opportunities. The KPIs used are not linked to the NDS1, where expectation was a growth of about 1,100MW in renewable energy by 2025.
The target was missed, what is important is to note failure to plan is planning to fail. Hence the call for a setting of the Corporate Planning department responsible for developing the development initiatives.

The 2025 Programmes and Outcomes were not linked, so could be said that, it was difficult to decipher the Strategic Plan flow of thought. IRBM is about Programme Based Planning and Programme based Budgeting. The development in LPG gas is to be lauded, but again it should be weighed in against preferential development of sovereign energy sources, Biogas/Biomass, Wind and Small-Hydro Power Stations.

Outcome 5: Increased energy efficiency

This again is a very important KPA:

i}. ZETDC in Q2 realized Commercial Invoicing losses of about 30% of turnover, that is of the Energy sold, the realized turnover was 30% below expected turnover.

ii). ZETDC in Q2 realized Transmission and Distribution losses of about 25.4%

This has implications of high revenue losses to ZERA and REA. ZERA must develop tracking mechanism to ensure revenue is brought to purpose not wanton leakages. Is encouraged to develop regulatory policies that police ZESA efficiency performance for the benefit of all. Further DSM is said to be a virtual Power Plant of up to 300 MW. In the national energy environment of huge power deficit and even resorting to importation of power, therefore rectification of this power wastage must be of rigorous intend. What is encouraged is that ZERA develop initiatives to reign in the private sector.

The opportunity for engagement is broad. For instance, use of SWH, water heating, domestic and commercial water heating constitute a huge power load. How much of that power in MW terms is recoverable. With SWH, relatively low infrastructure is required to realise this potential. The opportunities are many and ZERA needs to reflect on these.

Outcome 6: Improved stakeholder satisfaction

This KPA, is important because the major weakness in the Energy Sector is Stakeholder Engagement, characterized by more of order takers, than constructive engagement. Extension of the Ferro-Chrome subsidy, into 2026, the responsibility for weighing the pros and cons falls squarely on the Energy Sector rather than Cabinet.

The fact on the ground is that the Energy Sector can barely afford to carry the subsidy, there is need to articulate the position to Cabinet to see ways of how to handle the matter. Even now after the subsidy extension the matter can still be pursued to a logical conclusion. This requires an understanding of the dynamics in the energy sector and that of national and regional Ferro-Chrome Industry.

Outputs

The ZERA Outputs unfortunately tend to be of internal hygiene aspects rather than addressing the pressing Energy Sector concern. This is a carefully considered statement intended to nudge the Organization into a robust Strategic awareness, necessary to unlock spirited development of the national Energy Sector. Performance must be driven from the national development agenda, NDS1, NDS2 and Vision 2030. Understanding the KPAs therein, versus actual performances, endeavouring to outperform the requirements. ZERA in 2025 had 9 Outputs, listed as follows:

OUTPUTS

1) Licensing frameworks produced/reviewed
2) Sector Legislation drafted/reviewed
3) Sector performance reports produced
4) Sector Research (projects/papers/feasibility studies/surveys) produced.
5) Consumer protection awareness programmes conducted
6) Performance contracts signed
7) Sector Annual report produced
8) Institutional support provided (tools/gadgets/etc)
9) Regulatory Support Equipment Procured

ZERA scored an average Output marks of 0.81 out of a possible 1.2. What can be said is that to date ZERA has low acceptance and implementation of the IRBM system at executive senior levels as well as the Board. This is reflected with the enactment and approval of Performance Contracts low on ***Aspirational thrust***.

The causes the organization, ZERA to lowly benefit from the principles of the IRBM system. The IRBM system inculcates a culture of high performance, quality service delivery, measurement of results, goal clarity, continuous improvement and accountability. If well-articulated it does in fact, simplify complexity. Hence those who have reached the Performance stage, in the ***Change Management*** are excelling to dizzy heights on seemingly easy ride. ***Change*** is inevitable and OPC has put in place a well-oiled support system which ZERA should draw into. The NDS1, NDS2 and Vision 2030 are underpinned by the IRBM system, to Inform into the WoGPMS.

Service delivery standards Section B

ZERA need to consider moving some of its Outcomes and Output KPIs to be reviewed under Section B, Service delivery standards. In the CEO 2025 Performance Contract, Section B was poorly formatted, with only two KPIs, **with heavy scores, which risk marring communication of actual Performance into the WoGPMS**. It highlights the need for the Board to take ownership and be actively involved with the implementation of the IRBM system.

Board Approval of the CEO Performance Contract should be, a well thought out process to nurture the much-needed Organizational Competitiveness. ZERA average score in Section B was 0.76 out of 1.20.

Management of Resources & Organisational Development

ZERA scored an average score of 0.80 out of 1.20 under Management of Resources & Organisational Development.

The highlights were as follows:

- Development of another revenue stream other than levies, this the liquid petroleum and LPG gas levies and others of significant size of now over 50% of electrical levies. This is commendable as it reduces the risk of over dependence on electrical revenue.
- ZERA adoption of the IRBM System is slow, the company needs to undertake capacity building on IRBM system to both the new Board and Senior Management, if to break away from operating on subdued performance. **Change** cannot be avoided but must be embraced if to champion the much-needed growth and development of the Energy Sector.

Cross-cutting priorities

ZERA scored an average score of 0.29 out of 0.60 for Cross-cutting priorities

4. Recommendations

The following recommendations have been made to improve the performance of the entity:

- For effectiveness, it is necessary that the ZERA build capacity and skills in the IRBM system, the NDS1, NDS2 and Vision 2030. Provide training and development programmes to the Board and senior Executives, focusing on Performance-Based Planning, PBP, PBB and data analysis.

5. Conclusion

Validation of Performance Contracts remain a must happen issue between ZERA, OPC, PSA, MoEPD and Best Practices. The then set Performance Contracts need to be approved at reporting levels, the Board for the CEO's Performance Contract and the MoEPD for the Boardchair Performance Contract. This would encourage ownership of review of performance to the reporting authorities. The Integrated Energy Resource Master Plan ((IERMP) document needs to be finalised. This is most needed to choreograph development efforts of the Energy sector.

The Energy Sector is key enabler for national economic development. Bold decisions and strategies need to be made. The IRBM system if fully adopted would make the development path much easier. The sad fact is huge opportunities in the Energy sector are lost in an environment of much needed Economic development. Effective validation of Performance Contract is a key exercise, concerted effort needs to be made to build effective Strategic Planning. Slack Performance Contracts are detrimental to progress.

APPENDIX I

List of Participants/ Interviewees

No.	Name	Designation
1.	Mr E T Mazambani	CEO
2.	Mr T. Chitumbo	Director of Licensing and Compliance
3.	Mr A. Mhlanga	Director of Finance & Administration
4.	Adv. Machimbidzofa	Head of Monitoring and Evaluation
5.	S. Gopo	Monitoring and Evaluation
6.	Dr. Eng. Mavhiya -Bhiza	Board Chairperson
7.	Mr N Ranga	Financial Executive
8.	Ms Olga	Monitoring and Evaluation

List of Documents/ Reports Reviewed

No.	Document/ Report Name	Purpose
1.	Vision 2030	For national development Strategy focus
2.	Transitional Stabilization Programme (TSP)	For national development Strategy focus
3.	National Development Strategy (NDS1)	For national development Strategy focus
4.	National Development Strategy (NDS2)	For national development Strategy focus
5.	National Energy Policy (NEP)	For national development Strategy focus
6.	National Renewable Energy Policy (NREP)	For national development Strategy focus

APPENDIX II

ZERA CEO 2025 ANNUAL PERFORMANCE RATING MATRIX

PERFORMANCE CONTRACT MATRIX

Please note that the last three columns (Actual Performance, Raw score and Weighted score) are to be completed when rating performance, at the end of the performance cycle, while all other columns have to be completed at the beginning of the performance cycle.

	PERFORMANCE AREA/CATEGORY	**Measurement Unit**	**Weightage**	**Performance Previous Year**	**Performance Target For Budget Year**	**Allowable variance**	**Actual Performance**	**Raw score**	**Weighted score (***Raw score x weight)*	**Comments**
A	**DELIVERY OF MANDATES/OPERATIONS CONTAINED IN THE STRATEGIC PLANS**									
1	**OUTCOMES –** State all outcomes and outcome indicators contained in the Annual Plan									
	Outcome 1: Improved Governance and Administration		**10**							

	PERFORMANCE AREA/CATEGORY	Measurement Unit	Weightage	Performance Previous Year	Performance Target For Budget Year	Allowable variance	Actual Performance	Raw score	Weighted score (*Raw score x weight)*	Comments
	Outcome Indicator: Client satisfaction index Need to review highlights of actual report.	%	**2**	new	65%	±10%	78.7%	6 **5**	0.12 **0.10**	The 2025 Client Satisfaction Index of 78.7% confirms that ZERA is viewed as a credible and professional regulator, while clearly highlighting service delivery improvements needed to enhance client experience.
	Outcome Indicator: Employee satisfaction index	%	**3**	70.09%	65%	±10%	0%	1	0.03	The survey was delayed and index was not produced.
	Outcome Indicator: Compliance level **An Outcome should be about Improving performance, if like this the recommendation is to move to Section B Service Delivery Standards**	%	**5**	100% **?**	100% **?**	0	100%	4	0.20	All returns were submitted Statutory Audits were conducted. Statutory Reports were submitted. Quarterly Financial reports were produced. Procurement Plan was approved by PRAZ

	PERFORMANCE AREA/CATEGORY	Measurement Unit	Weightage	Performance Previous Year	Performance Target For Budget Year	Allowable variance	Actual Performance	Raw score	Weighted score (*Raw score x weight)*	Comments
										Submitted to PRAZ. Statutory Payments were made. NSSA payment was remitted. PAYE payment was remitted. ZIMDEF payment was remitted. Monthly Procurement Reports submitted.
	Outcome 2: Increased regulatory compliance									
	Regulatory Frameworks Adherence This should be moved to Section B .	%	**6**	75%	75%	±10%	79%	5 **4**	0.300 **0.24**	**Annual =average of Q1-4 Regulatory Frameworks adherence performance** Q193.72%+ Q2 73.41+ Q372.2+

	PERFORMANCE AREA/CATEGORY	Measurement Unit	Weightage	Performance Previous Year	Performance Target For Budget Year	Allowable variance	Actual Performance	Raw score	Weighted score (*Raw score x weight)*	Comments
										Q476.37/4= 78.925%
	Outcome 3: Enhanced cost reflective of energy prices									
	Outcome Indicator: Cost Reflective Energy Prices **'Nyika inovakwa nevene vayo'** **This KPI is of much Strategic importance, considering that ZERA and REF operations are funded from levies. ZESA has been struggling with remittance of levies and even funding its operations in an environment of revenue losses through failure to exercise the approved tariff.**	%	**5**	100%	100%	±10%	100%	4 **3**	0.20 **0.15**	All energy prices were reviewed**. ZESA average tariff in comparison to approved tariff is of much significance to capacity of self-funding of Energy Sector development. ZERA should enact policies to stem wanton loss of revenue by ZESA. Liquid and gas fuels are ok**
	Outcome 4: Improved uptake of modern renewable energy and technological innovations									Spectrum of renewable energy is wide not much coverage was considered

	PERFORMANCE AREA/CATEGORY	Measurement Unit	Weightage	Performance Previous Year	Performance Target For Budget Year	Allowable variance	Actual Performance	Raw score	Weighted score (*Raw score x weight)*	Comments
	Outcome Indicator: Additional Mega Watts renewable energy Did not meet NDS1 target of 1,100MW ? KPI rather vague.	%	**2**	New	5%	± 0.5%	5.22%	5 3	0.1 0.06	The target was exceeded by 0.22% (2.745MW). Increase in net-metering participation, solar projects for own use and C & I projects.
	Outcome Indicator: Additional L.P Gas tonnage Can you state in Energy/Power equivalent terms GWh./MW .	% 531.6 GWh 60.7MW	**1**	New	1.3%	±0.13%	53.8% (41.6 m Kgs)	6	0.060	Additional Percentage = (imports in 2025 – imports in 2024) *100%/ (Imports in 2024) The major contributors to this huge increase maybe increase in demand due to awareness campaigns on safe use of LPG, more players coming into the sector, improvement in compliance in data submission and finally availability of national storage facilities.

	PERFORMANCE AREA/CATEGORY	Measurement Unit	Weightage	Performance Previous Year	Performance Target For Budget Year	Allowable variance	Actual Performance	Raw score	Weighted score (*Raw score x weight)*	Comments
	Outcome 5: Increased Energy Efficiency									Can you provide details ?
	Megawatt Hour saving PROVIDE DETAILS needs a deeper treatment	%	**3**	New	0.5% (55.41GWh)	±0.05%	4.63% (346.4 GWh)	6 **4**	0.18 **0.12**	Savings achieved through power factor correction, smart metering, DSM initiatives through LED lighting retrofits.
	Outcome 6: Improved stakeholder satisfaction									
	Stakeholder Satisfaction Index (physical survey)	%	**3**	84.4 %	85%	±10%	55.3%	2	0.060	ZERA's SSI of 55.3% indicates moderate stakeholder satisfaction regarding ZERA's with: ZERA's regulatory role Noticeable frustration around service delivery outcomes, especially with electricity Clear expectations also noted regarding stronger enforcement and responsiveness
	Weight Sub Total		**30**						**0.99**	

	PERFORMANCE AREA/CATEGORY	Measurement Unit	Weightage	Performance Previous Year	Performance Target For Budget Year	Allowable variance	Actual Performance	Raw score	Weighted score (*Raw score x weight)*	Comments
2	**OUTPUTS**– State strategic results under the prescribed Output categories as contained in the Annual Plan									
	Output 1: Licensing frameworks produced/reviewed									
	• Quantity	No.	3	1	2	±1	2	4	0.120	LPG wholesale and secondary distribution frameworks were reviewed
	Output 2: Sector performance reports produced									
	• Quantity		2	4	4	0	4	4	0.080	Four sector reports were produced for 2025
	Output 3: Sector Research (projects/papers/feasibility studies/surveys) conducted									

	PERFORMANCE AREA/CATEGORY	Measurement Unit	Weightage	Performance Previous Year	Performance Target For Budget Year	Allowable variance	Actual Performance	Raw score	Weighted score (*Raw score x weight)*	Comments
	• Quantity	No	3	new	**7**	±1	1	2	0.060	Operations of Energy Fund Research completed. Other 6 research projects are near completion.
	Output 4: Consumer Protection / Educational Awareness programmes conducted									To provide further details
	• Quantity	No	2	113	86	+-11	105	6	0.120	83 for Consumer services 22 for communications 83+22=105
	Output 5: Institutional support provided (tools/gadgets/HR/etc)									
	Quantity	%	2	100%	100%	±10%	100%	4	0.080	183+43+6+40= 272 100% All required items were procured
	Output 6: Sector Legislation drafted/reviewed									To provide the regulations, in red for review.

	PERFORMANCE AREA/CATEGORY	Measurement Unit	Weightage	Performance Previous Year	Performance Target For Budget Year	Allowable variance	Actual Performance	Raw score	Weighted score (*Raw score x weight)*	Comments
	(Regulations ,codes and standards- Petroleum and Electricity)									
	Quantity	No	2	new	3	±1	11	6	0.120	Electricity (Public Safety) Regulations (Amendment) Electricity (Net-metering) Regulations (Amendment) Electricity (Electric Vehicle Charging Station Safety) Regulations Energy (Solar Products and Installation) Regulations Electricity (Energy Management) Regulations Electricity (Appliances and Labeling) Regulations Electricity (Licensing) Regulations (Amendment) Electricity (Export Limit) Regulations Registration for own consumption generation
	Output 7: Sector Annual report produced									

	PERFORMANCE AREA/CATEGORY	Measurement Unit	Weightage	Performance Previous Year	Performance Target For Budget Year	Allowable variance	Actual Performance	Raw score	Weighted score (*Raw score x weight)*	Comments
	Quantity		2	1	1	0	1	4	0.080	ZERA Annual report was produced in the first quarter of 2025
	Output 8: Consumer protection programmes implemented									
	Quantity	No	2	8	8	±2	8	4	0.080	All scheduled engagements were conducted with various groupings.
	Output 9: Regulatory Support Equipment Procured									?
	Quantity	No	2	4	5	±2	11	6 **4**	0.120 **0.08**	11/5x100% =220%. 11 regulatory support equipment were procured. Data logger, Conductor resistance maker, Insulation resistance maker, Universal Conductor resistance fixture x2, Mini Flash FPH vision x3, Vapour pressure tester x3

	PERFORMANCE AREA/CATEGORY	Measurement Unit	Weightage	Performance Previous Year	Performance Target For Budget Year	Allowable variance	Actual Performance	Raw score	Weighted score (*Raw score x weight)*	Comments
	Weight Sub Total		**20**						**0.860**	**0.82**
B	**SERVICE DELIVERY STANDARDS**									
	i) Production/Review of Client Service Charter	%	**8**	1	1	0	1	4	0.320	100/100=100% Client Service Charter was reviewed. Display of Client Service Charter on all Client points was done- 30% Client Service Charter is on website-35% Translation of Service Charter in Local Languages (Shona and Ndebele)-5% Clients' awareness of the Client Service Charter – 10% Review of clients' service charter-20%
	ii) Ease of doing business: Service Delivery Innovations	Number	**12**	1	3	±1	4	5 **4**	0.600 **0.48**	4 client online services are functional
	Weights Sub total		**20**						**0.920**	**0.80**

	PERFORMANCE AREA/CATEGORY	Measurement Unit	Weightage	Performance Previous Year	Performance Target For Budget Year	Allowable variance	Actual Performance	Raw score	Weighted score (*Raw score x weight)*	Comments
C	**MANAGEMENT OF RESOURCES AND ORGANIZATIONAL DEVELOPMENT**									
	1. Financial Management		**10**							
	• Strategic allocation of resources in line with policy priorities **Strategic Allocation of Resources** - adherence to CGU Budget composition the ratios: a. Capex/Total Revenue b. Recurrent Expenditure/ Total Revenue	ratio	**6**	ZWG 219.69m against a budget of 246.96m	ZWG 560.73 million	±10% ZWG 56.07 million	ZWG 556 384 335	5 **4**	**0.30** 0.24	Governance and Administration ZWG 222 553 734.06 Energy Regulation ZWG 294 883 698 Stakeholder Engagements and Advisory Services ZWG 38 946 903 Interim results indicate that resources were adequately allocated to priority areas, and all expenditure requests were met.

	PERFORMANCE AREA/CATEGORY	Measurement Unit	Weightage	Performance Previous Year	Performance Target For Budget Year	Allowable variance	Actual Performance	Raw score	Weighted score (*Raw score x weight)*	Comments
	c. Salaries/ Total Revenue									
	• Mobilization of alternative resources (rates / grants)	Amount	**4**	US$ 6,100,000	US$ 6,100,000	0%	US$ 6,100,000	4	0.160	Managed to secure mortgage finance of US$6.1m from ZB Bank for Head Office construction
	2. Organizational Capacity		**15**							
	• Compliance with the Corporate Governance Framework	%	**2**	94.87%	100%	0	92.31%	3	0.060	78 issues assessed, compliant on 72 issues. Non-compliant on 6 issues. 72/78 x 100 = 92.31%
	• Skills development: Training and Capacity Building **ZERA needs to embark on conceited effort on capacity building on the IRBM system**	%	**2**	105%	100%	+/-10%	115%	6 4	0.120 **0.08**	Year to date target = 200 Year to date actual = 230 Calculation = 230/200 x 100 = 115%

	PERFORMANCE AREA/CATEGORY	Measurement Unit	Weightage	Performance Previous Year	Performance Target For Budget Year	Allowable variance	Actual Performance	Raw score	Weighted score (*Raw score x weight)*	Comments
	• Internal Process Efficiency Measures e.g. ISO Certification (-QMS 9001)	%	**2**	100%	100%	0	100%	4	0.080	QMS Engagements, i.e. internal audits x2, management reviews x2, and SAZ Recertification
	• E-Government Flagships (IT Infrastructure and operating systems)	level	**3**	99.3%	4	+/-1	3	3	0.090	3 out of the 4 targeted achievements were met= ¾ X 100 = 75% -Automation of CAPEX -Configuration of SAP Document Management System -Development of a new Licensing portal
	• Research and Development	Number	**2**	84.29%	2	+/-1	0	1	0.020	No research was completed as required in the CEO's targets however Progression report GIS for Electricity infrastructure research is at 50% For the Tarriff study(Use of system charges) only TORs were completed

	PERFORMANCE AREA/CATEGORY	Measurement Unit	Weightage	Performance Previous Year	Performance Target For Budget Year	Allowable variance	Actual Performance	Raw score	Weighted score (*Raw score x weight)*	Comments
	• Maintenance of buildings	%	**2**	100%	75%	+-10%	100%	4	0.080	All repairs at Athanasia were done as requested
	• Disposal of idle assets	%	**2**	100%	100%	+-10%	338%	6 **5**	0.120 **0.10**	186/55*100=338% 186 items were disposed during 2025
	Weights Sub total		**25**						**1.030** **0.95**	
D	**CROSS -CUTTING GOVERNMENT PRIORITIES**									
	i) Promotion of Integrity/Corruption Eradication	%	**2**	100%	100%	+/-10 %	96%	3	0.060	▪ Conflict of interest disclosures from all employees and certifications from senior managers were done ▪ The Authority conducts background checks on all

	PERFORMANCE AREA/CATEGORY	Measurement Unit	Weightage	Performance Previous Year	Performance Target For Budget Year	Allowable variance	Actual Performance	Raw score	Weighted score (*Raw score x weight)*	Comments
										employees who are recruited ▪ Discussions on amendment of the existing code of conduct were initiated
	ii) Promotion of Wellness programmes	%	**2**	100%	100%	+/-10%	85%	3	0.060	91%+95.5%+46%+107%/4=85% Annual target not met due to low participation in Q3 as a result of delays in getting criteria for attendance of some activities. Employees were encouraged to take part in various activities that are provided
	iii) Inclusive Programming: Youth, Disability and Gender mainstreaming	%	**1**	88%	100%	+/-10%	263%	6	0.060	Actual = 94+337+359.55=791/3= 263%

	PERFORMANCE AREA/CATEGORY	Measurement Unit	Weightage	Performance Previous Year	Performance Target For Budget Year	Allowable variance	Actual Performance	Raw score	Weighted score (*Raw score x weight)*	Comments
										The Authority exceeded its target of 100% by 163%. ZERA has people living with special needs both male and female. The organisation employs young people to comply with requirements
	Weights Sub total		**5**						**0.180**	

I hereby undertake to achieve the results specified in this contract.

CEO for Zimbabwe Energy Regulatory Authority (ZERA)

Name : EDINGTON T. MAZAMBANI Signature Date

Board Chairperson

Name : DR ENG F MAVHIYA-BHIZA Signature Date

Rating Scale

RATING	DESCRIPTION
6	Clearly Exceeds Set Targets – beyond variance
5	Performance Above Set Targets – but within variance
4	Met All Agreed Set Targets
3	Performance Below Set Targets – but within variance
2	Performance Below Set Targets - below variance
1	Nothing was accomplished

AGREED RATINGS (*Please use the Rating scale for guidance in allocating raw scores***)**

SECTION	HEADING	RATING	
A1	**Outcomes**	**1.250 0.99**	
A2	**Outputs**	**0.860 0.82**	
B	**Service Delivery Standards**	**0.920 0.80**	

C	**Management of Resources and Organisational Development**	**1.030 0.95**	
D	**Cross-cutting Government Priorities**	**0.180**	
TOTAL		**4.24 3.74**	

Final Score **3.74**

CEO for Zimbabwe Energy Regulatory Authority (ZERA)

Name: EDINGTON T MAZAMBANI	Signature	Date

Board Chairperson

Name: DR ENG F MAVHIYA-BHIZA	Signature	Date

ADDENDUM TO PARTS A, B, C AND D OF THE RESULTS MATRIX

The following are the specific explanations for each target:

A. RESULTS MATRIX

1. OUTCOME PERFORMANCE KPI CALCULATION

PERFORMANCE AREA/CATEGORY	Measurement Unit	Weightage
DELIVERY OF MANDATES/OPERATIONS CONTAINED IN THE STRATEGIC PLANS		
OUTCOMES – State all outcomes and outcome indicators contained in the Annual Plan		
Outcome 1: Governance and Administration		**10**
Outcome Indicator: Client satisfaction index	% Clients Satisfaction with Authority' services, which is an average of level of Satisfaction (Annual Survey as conducted by an Independent Consultant)	
Outcome Indicator: Employee satisfaction index	% Employee satisfaction with Authority' services, which is an average of level of Satisfaction (Annual Survey as conducted by an Independent Consultant)	
Outcome Indicator: Compliance level	A) Statutory Audits – [20%] B. Statutory Reports – [20%] i. Quarterly Financial Reports -30% ii. Procurement Plan - 40% iii. Quarterly Procurement Reports -30% C) Statutory Payments - [20% i. NSSA 20% ii. PAYE 20% iii. ZIMDEF 20%	
Outcome 2: Outcome 2: Increased regulatory compliance		

Outcome Indicator:: Regulatory Frameworks Adherence	i. Pricing -75% ii. Safety- 75% iii. Quality- 75% iv. Licensing-75%	
Outcome 3:**Enhanced cost reflective of energy prices**		
Outcome Indicator: Cost Reflective Energy Prices	i. Cost Reflective Energy Prices	
:Outcome 4: **Improved uptake of modern renewable energy and technological innovations**		
Outcome Indicator: Additional MW Renewable Energy	i. Energy delivered from renewables -energy delivered from previous year renewables/ energy delivered from previous year renewables x 100% i.e (457-391)/391= 16.8%(baseline)	
Additional LP Gas Tonnage	i. 1.3% calculated from a base of 77,437,285 kgs of LPG consumed in 2024.	
: Outcome 5:**Increased energy efficiency**		
Outcome Indicator Megawatts hour saving	i. Targeting 0.5 % of the energy delivered in previous year . 0.5% of 11082GWh= 55.41GWh. Which translates to 6.32MW (baseline) (Gvt LED retrofit projects (Gwanda Hosp, Herbert chitepo hsp, (MOEPD offices) Inefficient light ban)	
Outcome 6: Improved stakeholder satisfaction		
Outcome Indicator: Stakeholder Satisfaction Index	i. Quality of Service- 40% ii. Responsiveness – 15% iii. Accessibility – 10%	

	iv. Visibility – 10% v. Accuracy of Information – 10%	
Weight Sub Total		**30**
Outputs		
Output 1: Licensing frameworks produced/reviewed	i. 1 Regulatory accounting manual, ii. 1 Energy services companies iii. 1 Licensing framework for electricity retailers	
Output 2: Sector performance reports produced	Performance reports from all technical departments consolidated into a sector report	
Output 3: Sector Research (projects/papers/feasibility studies/surveys)	Sector research conducted by; i.1 ERD ii.1 Technical Petroleum iii.5 Research - Energy Efficiency	
Output 4: Consumer Protection / Educational Awareness programmes conducted	Awareness programmes to be conducted by; i.52-Consumer Services (covering the 52 districts) ii.9-Technical Electricity iii.15-Communications iv.10-Technical Petroleum	
Output 5: Institutional support conducted (tools/gadgets/HR/etc)	Tools of trade	
Output 6: Sector Legislation drafted/reviewed (Regulations ,codes and standards) Petroleum and electricity)	Legislation will be drafted/reviewed i. 1 Petroleum Act reviewed ii. 1 SI 6 of 2008 electricity levies reviewed(ERD) iii. 1 Electricity Act drafted (Draft)	

Output 7: Sector Annual report produced	The Sector Annual report will be contribution from ERD and Comms	
Output 8: Consumer protection programmes implemented	(Quarterly meetings with Farmers, CZI, ZNCC, COM and CCZ/CPC.	
Output 9: Regulatory Support Equipment Procured	Equipment will be procured as follows: i. 4 (Technical Petroleum) ii. 1 (Technical Electrical)	
Weight Sub Total		**20**

PARTS B, C AND D

B. SERVICE DELIVERY STANDARDS

C. MANAGEMENT OF RESOURCES AND ORGANIZATIONAL DEVELOPMENT

D. CROSS-CUTTING GOVERNMENT PRIORITIES

B	SERVICE DELIVERY STANDARDS	Measuring Unit (Indicator Calculation)	Weightage
	• Production of Client Service Charter	i. Review of Client Service Charter. 20% ii. Display of Client Service Charter on all Client points 30% iii. online Clients' Service Charter available. 35% iv Availability of clients service charter in local languages of clients level of - 5% v. Clients awareness of the Client Service Charter (Obtained from a survey) – 10%	**8**
	• Ease of doing business: Service Delivery Innovations	Three (3) live client online services	**1**2
	Weights Sub total		**20**
C	**MANAGEMENT OF RESOURCES AND ORGANIZATIONAL DEVELOPMENT**		
	3. Financial Management		**10**
	• Strategic allocation of resources in line with policy priorities	Programme Ratio (30:70 Ratio c.f. Public Entities Corporate Governance [PECOG])	**6**
	• Mobilization of alternative resources (outside rates)	Other sources of Revenue generation. Calculation will be the additional Amount targeted in the year	**4**

	4. Organizational Capacity		**15**
	• Compliance with the Corporate Governance Framework	Completion of the Corporate governance Survey for the compliance rating	**2**
	• Skills development: Training and Capacity Building	100 % compliance to the attached human resources development plan	**2**
	• Internal Process Efficiency Measures	Number of Processes/ procedures reviewed resulting in reduction of time taken to provide a service/product and/or resulting in less process related expenditure ISO 9001	**2**
	• E-Government Flagships (IT Infrastructure and operating systems)	Level of progress (as %) or Number of Systems (Data management system)	**3**
	• Research and Development	Number of Researches completed in the year and adopted i. GIS for electricity infrastructure ii. Tariff study (use of system charges)	**2**
	• Maintenance of buildings -mai moyo	Enumerator =Agency buildings targeted for maintenance/ denominator = the total number of buildings to be maintained i. Mutare ii. Athanasia iii. Bulawayo	**2**
	• Disposal of idle assets	i. Assets for disposal report 30% ii. Disposal committee's consideration of reports 50% iii. Disposal by sell/transfer/etc 20%	**2**
	Weights Sub total		**25**
D	**CROSS -CUTTING GOVERNMENT PRIORITIES**		

	i) Promotion of Integrity/Corruption Eradication	i.Integrity Pledges signatures renewed 30% ii.Integrity Committee update reports 30% iii. Evidence of actions taken to detect corruption - 40%	**2**
	ii) Promotion of Wellness programmes	Number of wellness programmes Level of participation in wellness. Enumerator = active employees/ total number of employees = Denominator	**2**
	iii) Inclusive Programming; Youth, Disability and Gender mainstreaming	100% compliance with the Inclusive programming framework (attached) i.disability (1% of staff) ii.Gender mainstreaming 50% iii.Youth 5%	**1**
	Weights Sub total		**5**

APPENDIX III

ZERA BOARD CHAIRMAN 2025 PERFORMANCE EVALUATION

PERFORMANCE CONTRACT MATRIX

Please note that the last three (3) columns (Actual Performance, Raw Score and Weighted Score) are to be completed when rating performance, at the end of the performance cycle, while all other columns have to be completed at the beginning of the performance cycle.

	PERFORMANCE AREA/ CATEGORY	Measurement Unit	Weightage	Performance Previous Year (2024)	Performance Target For Budget Year (2025)	Allowable variance	Actual Performance	Raw Score	Weighted Score *(Raw Score x Weight)*
A	**DELIVERY OF MANDATES/ OPERATIONS CONTAINED IN THE AGENCY STRATEGIC PERFORMANCE PLAN**								
1	**OUTCOMES** – State all outcomes and outcome indicators contained in the Agency SPP.								
	Outcome 1: Improved Governance and Administration								
	Client satisfaction index *(Licensees' satisfaction with the Authority's services - Annual Survey)* Need to review highlights of actual report.	%	**4**	New	65% low	+/- 10%	78.7%	6 **5**	0.24 **0.20**
	Outcome 2: Increased Regulatory Compliance								

	PERFORMANCE AREA/ CATEGORY	Measurement Unit	Weightage	Performance Previous Year (2024)	Performance Target For Budget Year (2025)	Allowable variance	Actual Performance	Raw Score	Weighted Score *(Raw Score x Weight)*
	Regulatory Frameworks Adherence Pricing - 75%, Safety - 75%, Quality - 75%, Licensing - 75%	%	**4**	New	75%	+/- 10%	79%	5	0.2
	Outcome 3: Enhanced cost reflectivity of energy prices								
	Good returns for IPPs' tariff	%	**3**	100%	100%	+/- 10%	100%	4	0.12
	ZETDC's monthly indexation tariff processed **Given the inconsistence with ZETDC tariff application which affects Levies ZERA &REF revenue ZERA must develop regulatory policy**	%	**3**	100%	100%	+/- 10%	100%	4 **3**	0.12 **0.09**
	Cost reflective petroleum and gas prices	%	**4**	100%	100%	+/- 10%	100%	4	0.16
	Outcome 4: Improved uptake of modern renewable energy and technological innovations								
	Additional Mega Watts Renewable Energy generation capacity *(Energy delivered from renewables, less energy delivered from previous year renewables, divided by energy delivered from previous year renewables x100%)*	%	**3**	New	1%	+/- 0.1%	5.22% Performed	6 3	0.18 0.09

	PERFORMANCE AREA/ CATEGORY	Measurement Unit	Weightage	Performance Previous Year (2024)	Performance Target For Budget Year (2025)	Allowable variance	Actual Performance	Raw Score	Weighted Score *(Raw Score x Weight)*
							below NDS1 target		
	Additional L.P. Gas tonnage *(1.3% calculated from a base of 77,437,285 kgs of LPG consumed in 2024)* **State units in terms Energy/Power GWh / MW Should also consider aspects of sovereign energy. Otherwise good performance**	% 531.6 GWh 60.7MW	**3**	New	1.3%	+/- 0.13 %	53.8% (41.6 m KGs)	6 5	0.18 0.15
	Outcome 5: Increased Energy Efficiency								
	Megawatt hour saving *Targeting 3% of the energy delivered in the previous year – Gvt LED retrofit projects (Gwanda Hosp, Victoria Chitepo Hosp, MoEPD offices, Inefficient light ban)* Not tracking ZETDC Transmission and Distribution performances, Commercial losses	%	**3**	New	3%	+/- 0.3%	4.63% (2.563 GWh)	6 3	0.18 0.09
	Outcome 6: Improved Stakeholder Satisfaction								
	Stakeholder Satisfaction Index	%	**3**	86%	85%	+/- 10%	55.3%	2 3	0.06 0.09

	PERFORMANCE AREA/ CATEGORY	Measurement Unit	Weightage	Performance Previous Year (2024)	Performance Target For Budget Year (2025)	Allowable variance	Actual Performance	Raw Score	Weighted Score *(Raw Score x Weight)*
	(Quality of Service- 40%, Responsiveness – 15%, Accessibility – 10%, Visibility – 10%, Accuracy of Information – 10%)								
	Weight Sub Total		**30**						**1.44** **1.19**
2	**OUTPUTS** – State all major outputs contained in the Agency SPP								
	Output 1: NDS1 aligned Strategic plan implemented								
	Quantity: Performance levels evaluated (Board/CEO/CDIR/DIR/Professional/non-professional levels)	%	4	100%	100% (1)	0	100%	4	0.16
	Output 2: Performance Contracts signed								
	Quantity: *(Board, CEO, and 4 Directors, CAE, CS – 8 contracts)*	%	4	100%	100% (8)	0	100%	4	0.16
	Output 3: Performance Contracts Monitoring and review reports produced								

	PERFORMANCE AREA/ CATEGORY	Measurement Unit	Weightage	Performance Previous Year (2024)	Performance Target For Budget Year (2025)	Allowable variance	Actual Performance	Raw Score	Weighted Score *(Raw Score x Weight)*
	CEO rating report (quarterly x4) Board rating report (biannually – x2) CEO's Operations report (quarterly x4) Total number of reports – 10.								
	Quantity	%	4	100%	100% (10)	0	100%	4	0.16
	Output 4: Statutory Reports Produced *(Annual report, Budget, Audited Financial Statements, Half Yearly Financial Statements, Management Accounts (4), Annual Procurement Plan.) Total number of reports - 10*								
	Quantity	%	4	100%	100% (10)	0	100%	4	0.16
	Output 5: **Policies developed and submitted**								
	Quantity *(1 energy related policy)*	100%	4	100%	100% (1)	0	100%	4	0.16

	PERFORMANCE AREA/ CATEGORY	Measurement Unit	Weightage	Performance Previous Year (2024)	Performance Target For Budget Year (2025)	Allowable variance	Actual Performance	Raw Score	Weighted Score *(Raw Score x Weight)*
	Weight Sub Total		**20**						**0.8**
B	**GOVERNANCE PRACTICES**								
	• **Production/ Review of Board Charter**	%	**4**	100%	100% (1)	0	100%	4	0.16
	• **Implementation of Corporate Governance framework**								
	• Strategic planning and reviews	%	**4**	100%	100% (2)	0	100%	4	0.16
	• Signing of performance contracts with Board members and Senior Management *(Board, CEO, and 4 Directors, CAE, CS. Total - 8)*	%	**3**		100% (8)	0	100%	4	0.12
	• Policies submitted to the Minister *(1 policy related to governance of the Authority)*	%	**3**	100%	100% (1)	0	100%	4	0.12
	• Statutory and demand reports *(**Monthly reports** - VAT reports, PAYE report, Withholding Tax reports, PMU reports, NSAA reports, ZIMDEF reports,*	%	**3**	100%	100% (84)	0	100%	4	0.12

	PERFORMANCE AREA/ CATEGORY	Measurement Unit	Weightage	Performance Previous Year (2024)	Performance Target For Budget Year (2025)	Allowable variance	Actual Performance	Raw Score	Weighted Score *(Raw Score x Weight)*
	Standards Development Fund reports) Total number of reports – 80.								
	• Monitoring and evaluating public entity employees' compliance to code of ethics *(Development/ review of Code of Ethics, Evaluate employee compliance to code of ethics and integrity quarterly, Tip off anonymous reports, Integrity Committee update reports). Total number of reports – 4.*	%	**3**	100%	100% (4)	0	0	1	0.03
	Weights Sub-total		**20**						**0.71**
C	**MANAGEMENT OF ORGANIZATIONAL RESOURCES**								
	5. Financial Management		**10**						0.26
	• Strategic allocation of resources in line with planned programmes/ projects	%	**3**	+57% (ZWG 219.69 m)	90% (ZWG1.16bn)	+/-5%	+56% (ZWG 556.38m)	2	0.06
	• Value for money (effectiveness, efficiency, economy)	%	**2**	100%	90%	+/-5%	100%	4	0.08

	PERFORMANCE AREA/ CATEGORY	Measurement Unit	Weightage	Performance Previous Year (2024)	Performance Target For Budget Year (2025)	Allowable variance	Actual Performance	Raw Score	Weighted Score *(Raw Score x Weight)*
	• Managing within the budget	%	**2**	+57%	90%	+/-9%	+56%	2	0.04
	• Viability *(Pre-Tax Profits)*	%	**2**	185% (74.91 m)	90%	+/-5%	+27% (ZWG17.03 m)	2	0.04
	• Mobilization of alternative resources (outside budget/ Treasury)	%	**1**	100% USD6.1 m	100% (USD6.1 m)	+/-0	100% (USD6.1 m)	4	0.04
	6. Human Resources Management		**10**						0.38
	• Inclusive programming and cross-cutting issues/policies *(Diversity - Disability (1% of staff), Gender mainstreaming (50%), Youth (5%))*	%	**2**	81.33 %	100%	+/- 10%	263% ?	6 5	0.12 0.10
	• Skills development (Board and Staff Training and Institutional Capacity Building)	%	**2**	105%	100%	+/- 10%	115%	6 5	0.12 0.10
	• Internal Process Efficiency Measures *(ISO 9001 certification)*	%	**2**	100%	100%	0	100%	4	0.08
	• E-Government Flagships (IT Infrastructure and operating systems) *(Number of Systems (Data management system))*	%	**2**	99.3%	100% (4)	+/-10	75% (3)	2 3	0.04 0.06

	PERFORMANCE AREA/ CATEGORY	Measurement Unit	Weightage	Performance Previous Year (2024)	Performance Target For Budget Year (2025)	Allowable variance	Actual Performance	Raw Score	Weighted Score *(Raw Score x Weight)*
	• Employees satisfaction *(Management engagement survey)*	%	**2**	100%	65%	+/- 10%	0%	1 2	0.02 0.04
	Weights Sub-total		**20**						**0.64**
D	**Programmes and Projects**								
	• NDS1 Programmes/ Projects Achievement Level *(Promoting access to clean energy for all (gas and RE)- 15%, Construction of the ZERA Head Office – 15%, Devolution and regional presence – 10%, IT projects (SCADA, SAP automation of processes) – 10%, Research projects - 10%, Retrofitting – Gwanda Provincial Hospital 10%, Victoria Chitepo Provincial Hospital 10%, Solarization 10%, Energy Efficiency – motion sensor lights for MoEPD Offices – 10%*	%	**5**	65%	100%	+/- 10%	90.53%	3	0.15
	• Projects for Commissioning *(Completed ZERA Head office – 50%, Establishment of one Regional Office – 50%)*	%	**3**	125%	100% (1)	0	97%	2	0.06

	PERFORMANCE AREA/ CATEGORY	Measurement Unit	Weightage	Performance Previous Year (2024)	Performance Target For Budget Year (2025)	Allowable variance	Actual Performance	Raw Score	Weighted Score *(Raw Score x Weight)*
	• Disposal of idle assets *(As guided by the policy and the Public Procurement and Disposal of Public Assets Act [Chapter 22:23], Procurement and disposal report)*	%	**2**	112%	100%	+/-10	338%	6 **5**	0.12 0.10
	Weights Sub total		**10**						**0.33** **0.31**

The Board hereby undertakes to achieve the results specified in this Contract.

STATE ENTERPRISE/ PARASTATAL: ZIMBABWE ENERGY REGULATORY AUTHORITY

Board Chairperson

DR. ENG. MAVHIYA-BHIZA

Name Signature

Date

MINISTER OF ENERGY AND POWER DEVELOPMENT

HONOURABLE JULY MOYO

Name Signature

Date

Rating Scale

RATING	DESCRIPTION
6	Clearly Exceeds Set Targets – beyond variance
5	Performance Above Set Targets – but within variance
4	Met All Agreed Set Targets
3	Performance Below Set Targets – but within variance
2	Performance Below Set Targets - below variance
1	Nothing was accomplished

AGREED RATINGS *(Please use the Rating scale for guidance in allocating raw scores)*

SECTION	HEADING	RATING
A1	**Outcomes**	**1.44** **1.19**
A2	**Outputs**	**0.80**
B	**Governance Practices**	**0.71**
C	**Management of Organizational Resources**	**0.64**
D	**Programmes and Projects**	**0.33** **0.31**
TOTAL		**3.78** **3.65**

Final Score **3.7**

Board Chairperson

Name Signature Date

Minister of Energy and Power Development

Name Signature Date