



Republic of Zimbabwe

Ministry of Public Service, Labour and Social Welfare

Reviewed Strategic Plan

2025

Foreword

The Ministry Strategic Planning Review came at a very critical time where the nation is entering the final year of implementation of the national blue print, NDS1 2021-2025. In tandem with the national blue print, the Ministry is also entering the final year of implementation of its Strategic Plan 2021-25. This puts a huge demand on the Ministry to re-double its efforts to accelerate implementation of its programs and projects to solidly contribute to NDS1 as it comes to an end.

In the spirit of 'leaving no one and no place behind' and anchored on the whole-of-government approach to planning, this Strategic planning review process was inclusive and extensively consultative. The consultative process brought on board MDAs, Social Partners, NGOs, and development partners among others. As we collaborate and partner with our various stakeholders and development partners, we remain steadfast and mindful of our national development philosophy 'Nyika inovakwa nevene vayo, Ilizwe lakhiwa ngabanikazi balo', which philosophy encapsulates our primary responsibility and obligation as Zimbabweans to develop our own country.

The nation remains seized with several challenges; proliferation of drug and substance abuse, human trafficking, irregular migration and household food insecurity. Most of these challenges are not peculiar to our country, but are global. The nation looks up to this Ministry to take a leading role in dealing with these challenges. These challenges are by no means trivial; however, with dedication, a positive attitude and judicious planning by this Ministry, these challenges are surmountable.

The Ministry is mandated to promote quality and inclusive public service delivery, employment promotion, efficient labour administration and provide sustainable social protection services for socio-economic transformation. It is pertinent to note that this mandate is implemented throughout an individual's entire life-cycle that is from birth to death (womb to tomb). To this end, this Strategic plan has pinpointed strategies and programs that address the needs and problems of our clients throughout their entire life-cycle. As the Ministry remains strategically focused and relentlessly pursue its vision, "Decent Work and Sustainable Social Protection for All by 2030", it remains inspired by the national vision, "Towards a Prosperous & Empowered Upper Middle Income Society by 2030,"

Hon. July Moyo

Minister of Public Service, Labour and Social Welfare

Permanent Secretary's Remarks

Reviewing the Ministry Strategic Plan annually is an undertaking born out of an indisputable strategic management reality that, the environment in which the Ministry operates is dynamic and always changing. Any strategy that is out of sync with the external environment and the internal realities of an organisation is bound to fail.

This understanding prompted the Ministry convene a Strategic Planning Review workshop to realigned and refocused its strategies in line with its changed circumstances. This Strategic Planning Review is founded on an unambiguous understanding of the needs, problems, demands, and expectations of the Ministry's clients and stakeholders. All the Ministry programs, projects, interventions, and strategies that are going to be implemented in the coming year seek to positively transform the circumstances of all our clients and stakeholders taking cognisant of the need to making sure that no one and no place is left behind.

The Ministry strategic planning review remains guided by the NDS 1, 2021-2025 and the national vision "Towards a prosperous and empowered upper middle-income society by the year 2030." The reviewed strategic plan is founded on the "Whole of Government and Whole of Society Approach", to this end; the reviewed plan is a culmination of wide stakeholder consultations that were undertaken by the Ministry. This is a testimony of the unwavering commitment by the Ministry to upholding the rights of citizens to participate in decision-making on issues that affect them as enshrined in the Constitution. Furthermore, these consultations are in line with SDG 17.17 which encourages strong partnerships for development.

The transformational change that we desire to see among our clients certainly comes not just from careful planning, but rather, through meticulous and focused implementation, monitoring and evaluation of the strategic plan. To this end, the Ministry has put in place modalities to support implementation of its reviewed strategic plan by breaking it down into Program, Sub-Program and Provincial Plans to strengthen accountability for results. Furthermore implementation will be supported through strengthened collaboration and partnership with the various Ministry stakeholders.

The Reviewed Strategic Plan provides the basis for planning data needed for the Ministry's input into the Whole of Government Performance Management System (WoGPMAS). This system is used to track progress on all the Ministry programs. This system is monitored by the Office of the President and Cabinet and it is also linked to the Electronic Executive Dashboard (EED) which tracks the progress of 100 day projects.

Simon Masanga

Secretary for Public Service, Labour and Social Welfare

SECTION A: PROFILE OF THE MINISTRY

Introduction

In line with best practice and as required by the Office of the President and Cabinet, the Ministry of Public Service, Labour and Social Welfare officials convened from 05-09 October 2024 to review the Strategic Plan (2021-2025). The aim of the workshop was to reflect on progress made in implementing the Strategic Plan, identify gaps, and realign the plan to the ever-changing business operating environment.

Background

The Ministry is mandated to promote quality and inclusive public service delivery, employment promotion, efficient labour administration and provide sustainable social protection services for socio-economic transformation. Its mandate is implemented through programs and services cutting across individual's entire life-cycle that is from birth to death.

The Ministry has fully adopted the Program Based Budgeting System, as such, it is structured in three Programmes; Policy and Administration, Labour Administration and Social Welfare. There are two departments under the Social Welfare Program; Social Development and Disability Affairs. The Labour Administration Program has two departments; Employment Services and Labour Administration. The Ministry is present in all the administrative Provinces and Districts of the country particularly the Social Welfare Program. The Labour Administration program is present in all provinces and selected districts.

National Vision: Towards a prosperous and empowered upper middle income society by 2030.

National Priorities the Ministry is contributing to:

	Description of National Priority Area
NPA 1	Social Protection
NPA 2	Economic Growth and Stability

National Key Result Areas the Ministry is contributing to:

	Description of National Key Result Area
NKRA 1	Quality and affordable social protection for all
NKRA 2	Inclusive Economic Growth

National Outcomes the Ministry is contributing to:

	Description of National Outcome
NOUC 1	Improved access to inclusive social protection
NOUC 2	Increased Decent Jobs

i) Sectoral Level Contribution:

Sector Name: Social Protection

Sectoral Key Results Areas

	Description of Sector Key Result Area
SKRA 1	Improved access to inclusive social protection
SKRA 2	Increased Decent Jobs

a. Sectoral Outcomes

	Description of Sectoral Outcome Description
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SOUC 1	Reduced extreme poverty
SOUC 2	Improved care and protection of vulnerable groups
SOUC 3	Improved livelihoods for the poor and vulnerable
SOUC 4	Enhanced job and income security

1. **MDA:** Ministry of Public Service, Labour and Social Welfare
2. **Vote Number 03**
3. **Vision Statement:** Decent Work and Sustainable Social Protection for all by 2030
4. **MDA Mission Statement:** To promote quality and inclusive public service delivery, employment promotion, efficient labour administration and sustainable social protection services for socio-economic transformation.
5. **Core Values:**
 - Commitment- dedication to duty.
 - Responsiveness—timeously and proactively attending to our clients.
 - Efficiency- maximum utilisation of available resources.
 - Accountability - ownership and responsibility for our actions.
 - Transparency- open access to information.
 - Impartiality-fair and objective provision of goods and services to our clients.
 - Integrity- professional, ethical, honest, fair and reliable in the conduct of our work.
 - Empathy-feeling for those in need and providing support.
6. **Terms of Reference:**
 - Constitution of Zimbabwe
 - Children’s Act [Chapter 5:06]
 - Disabled Persons Act [Chapter 17:01]
 - Factories and Works Act [Chapter 14:08]
 - Labour Act [Chapter 28:01]
 - National Social Security Authority Act [Chapter 17:04]
 - Older Persons Act [Chapter 17:11]

- Pneumoconiosis Act [Chapter 15:08]
- Private Voluntary Organizations Act [Chapter 17:05]
- Refugee Act [Chapter 4:03]
- Social Welfare Assistance Act [Chapter 17:06]
- Social Workers Act [Chapter 27:21]
- State Service (Disability Benefits) Act [Chapter 16:05]
- Public Service Act [Chapter 16:04]
- Zimbabwe Institute of Public Administration and Management Act [Chapter 25:17]
- Boy Scouts Association Act [Chapter 25:03]
- Tripartite Negotiating Forum Act [No. 3 of 2019]

7. OVERALL FUNCTIONS

- Administer all Acts under the Ministry;
- Develop and facilitate implementation of the National Social Protection Strategy;
- Develop Social Services Policy;
- Develop and administer labour and employment legislation and regulations;
- Enhance self-reliance through the provision of social security, social protection services to vulnerable and disadvantaged groups in society;
- Provide interface with the International Labour Organization (ILO) and ensure the maintenance of labour standards;
- Promote a conducive labour market environment, fair labour standards, productivity and efficient employment services;
- Community and social reintegration of survivors of drug and substance abuse;
- Coordinate the implementation of United Nations 2030 Agenda for Sustainable Development and African Agenda 2063;
- Facilitate dialogue within the relevant statutes on conditions of (NJNC) in accordance with the relevant statutes on conditions of service for the whole of the public service;
- Ensure representation of the Public Service on the Premier Medical Aid Society (PSMAS) Board and that financial resources of Employer- Employee contributions to the Premier Medical Aid Society are available;

- Provide financial and operational oversight on the National Social Security Authority (NSSA); and
- Register and regulate social services and Private Voluntary Organizations (PVO).

8. DEPARTMENTS

8.1 LABOUR ADMINISTRATION

- Conduct Labour Inspections (workplace and market institutions).
- Resolve Disputes;
- Resolve Retrenchment disputes and process Retrenchment cases;
- Verify Compliance on Labour issues for Farm Compensation applicants;
- Conduct Training on Labour Laws in the Labour Market;
- Exercise a governance oversight of labour market institutions;
- Facilitate establishment of workplace institutions;
- Register Labour Market Institutions;
- Register Collective Bargaining Agreements and Codes of Conduct;
- Provide legal guidance to National Employment Councils
- Provide labour market information;
- Facilitate regional and international engagements on labour and employment;
- Conduct Labour Market research and develop research methodologies and data collection instruments;
- Promote productivity in workplaces;
- Coordinate Collective Bargaining in the Public Service; and Facilitate social dialogue on broader socio-economic issues.

8.2 EMPLOYMENT SERVICES AND PROMOTION

- Manage the development and review of legislation and policies on employment in accordance with national development imperatives and priorities;
- Develop and review national employment programmes to promote decent work;
- Facilitate the transition from informal sector to formality;

- Establish an effective national coordinating mechanism to prioritise labour intensive employment promotion and creation initiatives;
- Manage a fund for sustainable livelihoods and employment promotion initiatives;
- Promote just transition to digital and green economy employment initiatives;
- Develop strategic partnerships for employment promotion and employment services initiatives at regional and international level;
- Coordinate with relevant Ministries/Stakeholders to conduct periodical assessments of skills inventory by sector and by occupation and ascertain the skills gaps;
- Develop and manage systems for registration and placement of job seekers;
- Implement comprehensive nationwide career/vocational guidance and counselling programmes;
- Superintend over the administration of Private Employment Agencies;
- Maintain a database for employment;
- Manage Migrant Resource Centres; and
- Establish and manage the Unemployment Benefit Fund.

8.3 SOCIAL DEVELOPMENT

- Provide Inclusive Social Protection Services to Vulnerable Groups;
- Implement and Coordinate Social Protection Programming through the National Social Protection Steering Committee;
- Develop and review social protection and child protection legislation and policies in line with International and National Standards;
- Coordinate the activities and implement decisions of the Private Voluntary Organisations Board, Older Persons Board and Child Welfare Council;
- Manage community recovery and rehabilitation programmes;
- Facilitate the realisation of rights by Older Persons, Children, persons with disabilities, Refugees and other vulnerable groups;
- Registration and compliance monitoring of Private Voluntary Organisations
- Registration and compliance monitoring of and Residential Child Care Facilities;
- Provide health assistance, discretionary transport assistance and pauper burials for families in need;
- Provide probation services to children in conflict and contact with the law including the Pre-trial

Diversion;

- Provide care and protection and rehabilitation services to children in need of care including children living and working on the streets;
- Administer and coordinate the Food Deficit Mitigation Strategy;
- Implement and Coordinate the National Case Management System for the Welfare and Protection of Children including early warning and prevention mechanisms;
- Administer the Basic Education Assistance Module (BEAM) and coordinate partners providing education assistance;
- Strengthen household economy through social cash transfers;
- Facilitate the identification, documentation, tracing and re- unification (IDTR) of children outside the family environment including those living on the streets;
- Promote foster care and adoption of children including provision of post adoption information;
- Provide after-care services for children who leave care;
- Coordinate and monitor the provision, promotion and fulfilment of children's rights enshrined in the United Nations Convention on the Rights of the Child and the African Charter on the Rights and Welfare of the Child;
- Coordinate State Party Reporting on progress under the United Nations Convention on the Rights of the Child and the African Charter on the Rights and Welfare of the Child
- Coordinate provision of child protection services for children in Emergencies (CPiE);
- Provide technical support to the national committee on drug and substance abuse;
- Facilitate rehabilitation, provision of psycho-social support and reintegration of people who use drugs; and
- Provide protection services to Refugees and Asylum Seekers.

8.4 DISABILITY AFFAIRS

- Facilitate and oversee the implementation of the National Disability Policy;
- Ensure the promotion, protection and respect of the rights of persons with disabilities across sectors and society;
- Facilitate the mainstreaming of disability across all sectors;
- Ensure that public utilities are accessible and do not discriminate against persons with disabilities;

- Facilitate the mainstreaming of disability in all social protection programs;
- Provide advice, guidance and support to all government ministries in relation to the mainstreaming of disability and the establishment of targeted disability projects;
- Chair the National Technical Committee on Disability Inclusion;
- Facilitate economic empowerment of persons with disabilities;
- Provide vocational training and rehabilitation services to persons with disabilities;
- Facilitate payment of vocational training fees for students with disabilities;
- Provide assistive technologies to persons with disabilities;
- Support institutions, organisations and vocational centres of persons with disabilities;
- Facilitate training and capacity building on disability issues across all sectors;
- Provide appropriate support to care givers of persons with disabilities;
- Facilitate awareness raising programmes on disability rights;
- Process state service disability benefits claims of government employees who are injured or deceased while on official duty;
- Monitor residential institutions of persons with disabilities;
- Provide secretariat services to the National Disability Board; and Lead national dialogue on disability issues.

8.5 HUMAN RESOURCES

- Establishment control;
- Managing Employee resourcing (recruitment, selection, placement, capacitation, retention and terminations);
- Human capital development (Provide guidelines on needs assessment, conducting, monitoring and evaluation of human capital development programmes and activities);
- Formulation and review of human capital policies, strategies and plans;
- Coordinate and monitor Integrated Results based Personnel Performance system (IRBPPS);
- Maintaining Human Resources Management Information System (HRMIS) database;
- Manage employee relations and Behavioural alignment [Discipline];
- Administer staff welfare programmes;
- Promote occupational safety and health at the workplace; and

- Salary administration.

8.6 FINANCE AND ADMINISTRATION

- Prepare estimates of revenue and capital and recurrent expenditure in consultation with relevant departments;
- Resource mobilisation and disbursement;
- Management of Ministry's resources;
- Institutionalisation of internal controls;
- Transport and Asset Management;
- Infrastructure development and management;
- Receipt and Management of Donations;
- Manage Security Services;
- Facilities Management;
- Stores Management;
- Library Management;
- Final Retention and Disposition of Records; and Storage and security of Records.

8.7 PROCUREMENT MANAGEMENT

- Plan the procurement activities of the Ministry;
- Secure adoption of the appropriate method of procurement for the Ministry;
- Liaise with Procurement Regulatory Authority of Zimbabwe (PRAZ) and other bodies on matters relating to procurement and disposal of public assets;
- Manage bidding processes, including preparation of bidding documents, bid notices and short-lists, pre-bid meetings, clarifications, receipt and opening of bids;
- Manage the evaluation of bids and any post-qualification negotiations required;
- Supervise the Ministry's evaluation committee and ensure that the committee has carried out its duties in accordance with the Act;
- Receive evaluation reports from the committee and ensure compliance with the Law;
- Submit all evaluations to the Accounting Officer for approval;
- Prepare contracts and monitor contract management by the user departments to ensure

implementation of contracts in accordance to terms and conditions of the contract;

- Preparation and submission of reports as required by the regulations, the PRAZ or the Accounting Officer;
- Incorporate procurement best practices and market research; and
- Identify and adopt the best methods for the disposal of public assets.

8.8 COMMUNICATION AND ADVOCACY

- Plan and implement publicity strategies and campaigns for the Ministry programs and services.
- Manage the Ministry's positive use of media.
- Monitor media reports and public opinions regarding Ministry's programmes and projects.
- Maintain the highest visibility of the Ministry in old and new media including on line media.
- Manage external and internal dissemination of information of the Ministry's policies, programs, services and projects;
- Prepare marketing and promotional material for the Ministry.
- Recommend, implement and maintain Website design and operation in liaison with the Ministry's ICT Department;
- Promote the Ministry's programmes and projects to all stakeholders.
- Prepare and participate in the Ministry's Exhibitions and outreach programs.
- Manage the brand image of the Ministry.

8.9 STRATEGIC POLICY PLANNING, MONITORING AND EVALUATION

- Review and alignment of the strategic purpose of the Ministry with national development strategy;
- Coordinate the development, analysis and review of Ministry policies, procedures and systems to strengthen management of Ministry's Programmes and Projects;
- Prepare the Ministry's Strategic Plan in consultation with other Departmental Heads and the Secretary;
- Develop the Ministry's Client Charter;
- Monitor the implementation of the Ministry's Strategic plan by the various Departments and evaluate support that may be required;

- Spearhead the evaluation of the Ministry projects and programs;
- Advise the Secretary on strategic issues to optimise strategic management processes for the Ministry;
- Develop strategic tools for use by the Ministry in strategic thinking, planning and implementation;
- Superintend over the development of aligned and integrated Department plans;
- Conduct reviews to identify strengths and weaknesses and evaluate operations effectiveness within the Ministry;
- Superintend over the development of an appropriated monitoring and evaluation (M&E) system in the Ministry;
- Coordinate the production of Monitoring and Evaluation reports;
- Coordinate international activities related to planning and policy development;
- Design and manage the programs that support the Ministry's strategic purpose and intents;
- Conduct market research; provide current data on changes taking place in the environment with specific attention to the economic, political and technological trends in the environment; and Coordinate the establishment and implementation of an effective monitoring and evaluation system for the Ministry.
- Coordinate the development of/ review, implementation, monitoring and evaluation of the Ministry Risk Policy.
- Dissemination of Ministry Strategic Plan to Sub-National levels.
- Coordinate the identification, planning, implementation, monitoring and evaluation of Rapid Results Initiatives.

8.10 SUSTAINABLE DEVELOPMENT GOALS AND AGENDA 2063 UNIT

- Coordinate and participate in the formulation, implementation, evaluation and review of strategies, policies and regulations required for the attainment of Sustainable Development Goals (SDGs) and Agenda 2063;
- Coordinate the development of budgets and funding strategies for the attainment of Sustainable Development Goals (SDGs) and Agenda 2063;
- Coordinate technical liaison with relevant Ministries, clusters and other stakeholders in the initiatives designed to attain the Sustainable Development Goals (SDGs) and African Union

Agenda 2063;

- Ensure the effective use of donor funds on Sustainable Development Goals (SDGs) initiatives and Agenda 2063;
- Participate in key meetings at the United Nations in liaison with the Ministry of Foreign Affairs and International Trade;
- Coordinate participation in international and regional fora on Sustainable Development Goals (SDGs) and Agenda 2063;
- Provide technical input into the procurement of equipment, services and materials for Sustainable Development Goals (SDGs) initiatives and Agenda 2063; and
- Coordinate the convening of meetings, production of reports, cluster programs and projects on Sustainable Development Goals (SDGs) and Agenda 2063.

8.11 INFORMATION COMMUNICATION TECHNOLOGY

- Develop, implement and maintain Information Technology policy and systems in the Ministry;
- Identify ICT user needs for the Ministry;
- Formulate and review cross-cutting and Ministry specific ICT policies and procedures;
- Manage all ICT operations and evaluating them according to established Ministerial goals and national development aspirations;
- Design, implement and maintain Disaster Recovery plans and policies and formulate Business Continuity Plan;
- Run all ICT systems, including anti-virus software, print services and email provision;
- Contribute to the development of National ICT policies, ICT Legislation and Statutory Instruments and monitor for compliance with such within the Ministry;
- Provide appropriate and timely ICT solutions and responses to Ministry's operational process challenges;
- Manage the regular infrastructure audits and identify areas that need improvement as well as continuously upgrade hardware and software technologies in line with global trends;
- Ensure the implementation of stringent quality standards in the provision of ICTs in the Ministry;
- Establish close linkages with the Department of E-Government Technology in the Office of the President and Cabinet and the Ministry of Information Communication Technology and Courier

Services; and

- Ensure the development and implementation of an ICT capacity development plan and program for Ministry's human capital.

8.12 GENDER MAINSTREAMING, INCLUSIVITY AND WELLNESS

- Provide technical support and advice on capacity building, knowledge building and management of gender mainstreaming, inclusivity and wellness issues to the Permanent Secretary;
- Coordinate the formulation, implementation and evaluation of gender mainstreaming, inclusivity and wellness policies, strategies and programmes in the Ministry in consultation with Heads of Departments and make recommendations to the Permanent Secretary;
- Develop and maintain strategic partnerships with stakeholders such as the Zimbabwe Gender Commission, other Line Ministries and Civil Society organizations to entrench gender mainstreaming, inclusivity and wellness issues in the Ministry and ensure that they feed into the national agenda;
- Advocate for the implementation and institutionalization of gender, inclusivity and wellness policies, strategies and programmes and ensure communication and advocacy to all Members within the Ministry;
- Develop and manage capacity development programmes to enhance Members in the Ministry's understanding of gender mainstreaming, inclusivity and wellness issues;
- Identify internal and external trends and recognize best practices which increase diversity among the workforce in the Ministry;
- Design, implement and monitor all-inclusive programmes intended to improve the physical and mental health of employees in the Ministry; and Ensure that all activities, plans and programmes in the Ministry are inclusive and gender mainstreamed at all times.

8.13 INTERNAL AUDIT

- Provide audit services to the Ministry and Parastatals under the Ministry's purview;
- Promotion of transparency and accountability of resources;
- Monitor the financial administration and procedures to ensure that proper accounting and bookkeeping transactions and procedures are carried out;

- Assess the cost effectiveness and efficiency of programmes and projects by the Ministry; and
- Evaluate management's internal control system, risk management and governance.

8.14 LEGAL SERVICES

- Provide the following legal services to the Ministry:
- Legal Drafting;
- Legal Opinions;
- Litigation;
- Law Reform;
- Ensuring the Ministry's compliance to the laws that governs it;
- Parliamentary liaison;
- Interfacing with Parliament of Zimbabwe;
- Obtaining Order Papers;
- Preparing Answers to questions to Parliament for Minister and Deputy Minister.

STATE ENTERPRISES AND PARASTATALS, STATUTORY BODIES AND GRANT AIDED INSTITUTIONS UNDER THE MDA AND THEIR FUNCTIONS.

National Social Security Authority (NSSA)

- Pay social security benefits to NSSA members and beneficiaries
- Promote and administer occupational safety and health in the workplace
- Design and develop new social security programmes in Zimbabwe

Zimbabwe Institute of Public Administration and Management (ZIPAM)

- Promote, assist and encourage the development of skills in administration and management by cooperation with individuals, organisations, and institutions in the coordination of any projects aimed at improving managerial skills;
- Provide training courses in public administration and management to both the public and private sectors of Zimbabwe and encourage the exchange of ideas in administration and management between the public and private sectors;
- Provide consultancy services to the government, Parastatals and local authorities, with the approval of the Board of Governors, to any interested persons, organisations or institutions;

- Gather, document, and disseminate to government, Parastatals, local authorities and the private sector, information relating to administration and management and give advice in relation thereto;
- Undertake any research projects and publish any matter relating thereto;
- Cooperate with persons, organisations or institutions in any other part of the world in matters of administration and management;
- Make donations or grants or award fellowships or any other similar awards to any person for the advancement of skills in administration and management

9. MDA KRAs

KRA Ref	KRA Description	Weight	SKRA REF	NKRA REF	NPA REF
KRA 1	Inclusive Social Protection	50		Quality and affordable social protection for all	Social Protection
KRA 2	Decent Work	30		Inclusive Economic Growth	Economic Growth and Stability
KRA 3	Governance and Institutional capacity	20		Quality and affordable social protection for all Inclusive Economic Growth	Social Protection Economic Growth and Stability

10. ENVIRONMENTAL SCAN

PESTLEG Analysis

10.1 External Context - Environmental Scan (PESTLEG)

ENVIRONMENTAL DIMENSIONS	DESCRIPTION	IMPACT ON MINISTRY
POLITICAL	<ul style="list-style-type: none"> Regional and International Support 	<ul style="list-style-type: none"> Strengthen technical assistance for programs and projects implementation
	<ul style="list-style-type: none"> Political stability 	<ul style="list-style-type: none"> No possibility of disruption to programming
	<ul style="list-style-type: none"> Geo-political instability in the region 	<ul style="list-style-type: none"> Potential pressure from refugees
ECONOMIC	<ul style="list-style-type: none"> High inflation 	<ul style="list-style-type: none"> Erosion of social protection transfers values
	<ul style="list-style-type: none"> Exchange Rate Instability 	<ul style="list-style-type: none"> Erosion of wages destabilise the labour market
	<ul style="list-style-type: none"> Economy is operating below capacity 	<ul style="list-style-type: none"> The economy is not absorbing enough employees Increases number of vulnerable people
	<ul style="list-style-type: none"> Over reliance of external partners in dealing with our mandate 	<ul style="list-style-type: none"> Reduced control of performance on mandate

	<ul style="list-style-type: none"> • Closure of private companies 	<ul style="list-style-type: none"> • Increases Informalization rate • Disputes in determination of awards
	<ul style="list-style-type: none"> • Multi-Currency system 	<ul style="list-style-type: none"> • Enhanced market confidence
SOCIAL	<ul style="list-style-type: none"> • Child vulnerability 	<ul style="list-style-type: none"> • Increase in demand for child protection services
	<ul style="list-style-type: none"> • High Unemployment 	<ul style="list-style-type: none"> • Increased vulnerability of those employed • Drug and substance abuse
	<ul style="list-style-type: none"> • Drug and Substance Abuse 	<ul style="list-style-type: none"> • Increase in demand on rehabilitation and Psycho-social support
	<ul style="list-style-type: none"> • Gender Based Violence and Sexual Harassment at work 	<ul style="list-style-type: none"> • Workplace safety compromised
	<ul style="list-style-type: none"> • Labour migration 	<ul style="list-style-type: none"> • Brain drain/ skills flight
	<ul style="list-style-type: none"> • Disability and gender mainstreaming 	<ul style="list-style-type: none"> • Inclusive workforce and social economic interventions
	<ul style="list-style-type: none"> • Unequal distribution of income 	<ul style="list-style-type: none"> • Industrial disharmony/Poor Industrial relations
	<ul style="list-style-type: none"> • Labour Migration 	<ul style="list-style-type: none"> • Human Trafficking • Burden on the government
TECHNOLOGY	<ul style="list-style-type: none"> • Fast changing technology 	<ul style="list-style-type: none"> • Loss of jobs/ redundancy of workers in the country causes industrial disharmony
	<ul style="list-style-type: none"> • Technology divide and techno- capabilities 	<ul style="list-style-type: none"> • Inability to leverage on ICT to improve service delivery
	<ul style="list-style-type: none"> • Weak adoption of e-business by Government 	<ul style="list-style-type: none"> • Distorting employment statistics thereby affecting labour interventions
	<ul style="list-style-type: none"> • Slow diffusion of technology 	<ul style="list-style-type: none"> • Inefficiency in service delivery
LEGAL	<ul style="list-style-type: none"> • Gaps in legislation 	<ul style="list-style-type: none"> • Perpetuation of social problem or injustice
	<ul style="list-style-type: none"> • Bureaucratic delays in the law-making process 	<ul style="list-style-type: none"> • Perpetuation of unfair labour practices in industry
	<ul style="list-style-type: none"> • Labour broking 	<ul style="list-style-type: none"> • Poor job security

	<ul style="list-style-type: none"> • Mismatch between policy formulation and implementation 	<ul style="list-style-type: none"> • Loss of confidence/limited stakeholder buy-in of Government policies/programmes
	<ul style="list-style-type: none"> • Poor enforcement of good legislation 	<ul style="list-style-type: none"> • Compromised justice
ENVIRONMENTAL	<ul style="list-style-type: none"> • Promotion of green jobs 	<ul style="list-style-type: none"> • Loss of jobs resulting in industrial disharmony. In the long term green jobs will result in the reduction of unemployment
	<ul style="list-style-type: none"> • Low adoption of green technologies 	<ul style="list-style-type: none"> • Increases carbon footprint and incidences of natural disasters.
	<ul style="list-style-type: none"> • Climate change (El Nino induced drought) 	<ul style="list-style-type: none"> • Household Food insecurity
GOVERNANCE	<ul style="list-style-type: none"> • Rule of law 	<ul style="list-style-type: none"> • Peaceful and procedural dispute resolution processes
	<ul style="list-style-type: none"> • Policy inconsistencies 	<ul style="list-style-type: none"> • Mistrust among social partners
	<ul style="list-style-type: none"> • Weak enforcement of laws on some foreigners 	<ul style="list-style-type: none"> • Weak industrial relations
	<ul style="list-style-type: none"> • Weak collaboration mechanisms among MDAs 	<ul style="list-style-type: none"> • Distorted employment statistics
	<ul style="list-style-type: none"> • Weak consultations before making decisions 	<ul style="list-style-type: none"> • Serious government programs to empower people are not taken seriously
	<ul style="list-style-type: none"> • Abuse of Public Offices 	<ul style="list-style-type: none"> • Compromised service delivery • Loss of Public's confidence in Government
	<ul style="list-style-type: none"> • Devolution & Inclusivity 	<ul style="list-style-type: none"> • Ownership of programs and improved service delivery
	<ul style="list-style-type: none"> • Globalisation 	<ul style="list-style-type: none"> • Leads to loss of sovereignty
	<ul style="list-style-type: none"> • Overlapping mandates within government. 	<ul style="list-style-type: none"> • Confusion in delivery hampering service delivery

10.2 SWOT Analysis

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Capable, experienced and committed human resource • Political support • Visionary leadership • Availability of enabling legislation and supportive policies • Goodwill • Availability of capacity building programmes • Provision of decentralised services • Existence of functional departments • Availability of development partners • Availability of skilled manpower • Functional Social Protection Structures • Budgetary support from Treasury and Development partners • Availability of M&E framework • Availability of Labour market information 	<ul style="list-style-type: none"> • Operating in Departmental Silos • Limited knowledge management • Poor record management • Slow adaptation to change and technology • Lack of information in accessible formats • Weak integrated ICT systems within the Ministry • Limited implementation of ratified conventions and protocols • Non- adherence to internal controls • Inadequate resources • High staff turn-over • Weak communication systems • We report writing skills • Inadequate and ageing infrastructure • Outdated office furniture and equipment • Lack of sustainability in the Ministry's interventions and programmes • Resistance to change • Lack of proper office space • Perceived Poor remuneration • Poor ICT systems and infrastructure • Weak implementation of projects • Weak performance indicators • Weak program performance reporting • Poor coherence of programs • Lack of harmonisation of legislation • Limited funding for projects 	<ul style="list-style-type: none"> • Robust national monitoring and evaluation framework • Re-engagement efforts by the Second Republic/High level of international engagement as a way of employment creation • Existence of the NDS1: clear national strategic direction. • Existence of political will • Willing Cooperative development partners • Clear mandate supported by policies and laws • Existence of portfolio committees • E-government- e- payment, online registration & biometric registration • Job seekers with diverse skills • Availability of Capacity Building Initiatives • Existence of Bilateral and International cooperation • Globalisation • Availability of a risk management framework from Treasury. • Inclusive programming • Formalization of the informal sector <ul style="list-style-type: none"> • Cooperation from stakeholders • Devolution and decentralisation policy. • Availability of employment opportunities in the informal sector 	<ul style="list-style-type: none"> • Macroeconomic challenges • Brain drain/Skills flight • Inadequate financial resources • Money laundering • Perceived high country risk factor • Cyber attacks • Corruption • Sanctions • Brain drain • Deteriorating infrastructure • Inadequate incentives for community cadres leading to demonization. • Delays in the procurement procedures • Online recruitment • Increase in bogus employment agencies • Closure of companies • Artificial intelligence

<ul style="list-style-type: none"> Existence of Labour migration policy Effective placement services Enabling Act on PEAs 	<ul style="list-style-type: none"> Inadequate Staffing Outdated Accounting Procedures 		
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11. MDA PROGRAMMES AND OUTCOMES:

Prog. Ref	Programme Name	Programme Outcome/s	Weight	Responsible Department	Contributing MDAs/ Other Partners	Type of Contribution	Sector Outcome Ref.	National Outcome Ref	SDG Ref
1	Policy and Administration	1.Improved Governance and Administration	20%	Minister and Secretary's Office Human Resources, Finance and Administration, Legal Services, Internal Audit, Procurement Management, Strategic Policy Planning, Monitoring and Evaluation Communication and Advocacy Protocols	MoFEDIP OPC MoJLPA, Attorney General OAG, PRAZ MoLG PW, PSC, ZIPAM	Budgetary support policy guidance Law reform Litigation and Legal advice Audit opinion and quality assurance Technical guidance on procurement Infrastructure Human Resources Training	1,2,3,4	1,2,3,4,5	SDG 1, 2, 3, 4, 5, 8,10, 16, 17
2	Labour Administration	2.Improved Industrial Relations 3.Enhanced Decent Work	30%	Labour Administration Employment Services and Promotion	All line Ministries, NSSA, ILO, UNDP, IOM, AfDB, ARLAC	Cooperation Technical and financial support	3,4	2,4,5	SDG1, 2, 5,10, 8, 17

3	Social Welfare	4.Improved access to inclusive rights based and sustainable social protection services for vulnerable groups	50%	Social Development Disability Affairs	All line Ministries, Local authorities and Parastatals Faith Based Organization Civil Society Organizations/PVOs Development Partners	Cooperation Cooperation Technical and financial support Technical and financial support	1,2,3	1	SDG 1, 2, 3, 4, 5, 8,10, 16,17
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12. POLICIES APPLICABLE FOR THE MDA:

	External Policy	Prog Ref	Internal Policy	Prog Ref
1.	Constitution of Zimbabwe	1,2,3	1. Cash Transfer Operational Manual	3
2.	Vision 2030		2. Social Transfers Policy Framework	
3.	National Development Strategy 1	1,2,3	3. Policy on Operations of Non-Governmental Organisations in Humanitarian and Developmental Assistance in Zimbabwe, July 2003	3
4.	Civil Protection Act [Chapter 10:06]	3	4. Memoranda of Agreement with International NGOs	3
5.	Customs and Excise Regulations [Chapter 23:02]	1	5. National Orphan Care Policy	3
6.	Immigration Act [Chapter 4:02]	2,3	6. BEAM Manual	3
7.	Child Abduction Act	3	7. Cash Transfer Operational Manual	3
8.	Dangerous Drugs Act	3	8. Policy on Operations of Non-Governmental Organisations in Humanitarian and Developmental Assistance in Zimbabwe, July 2003	
9.	Public Entities Corporate Governance Act	1,2,3	9. National Action Plan children in Zimbabwe	3

10.	Public Health Act [Chapter 15:17]	1,3	10. Foster Care Handbook	3
11.	Mental Health Act [Chapter 15:2]	3	11. National Residential Child Care Standards (2018)	3
12.	Customs and Excise (General) Amendment Regulations, 2000 (No 7)	1	12. National Case Management Manual	3
13.	African Charter on the rights and welfare of children	2,3	13. Child Protection Committee Protocol (2012)	3
14.	UN Convention on the Rights of the Child	2,3	14. Accounting Officer's Instructions	1
15.	Convention on Elimination of all forms of discrimination against women (CEDAW)	2,3	15. Funds Constitutions	1
16.	United Nations General Assembly Special Sessions Goals (UNGASS)	3	16. National Social Protection Policy Framework	3
17.	Sustainable Development Goals (SDGs)	1,2,3	17. Food Deficit Mitigation Strategy Manual	3
18.	Victim Friendly Initiative	3	18. Departmental Circulars	1,2,3
19.	National Aids Policy	1,2,3	19. Ministry Circulars and Memorandums	1,2,3
20.	Social Workers Act [Chapter 27:21]	3	20. Zimbabwe Decent Work Country Program	2
21.	Protocol on Multi-Sectoral Management of sexual abuse and violence in Zimbabwe (2012)	3	21. Zimbabwe National Employment Policy Framework	2
22.	United Nations Convention on the Rights of Persons with Disabilities	3	22. Foreign Recruitment Guidelines	2
23.	Public Finance Management Act [Chapter 22:19]	1,2,3	23. Cooperating Partners reporting requirements	1,2,3
24.	Audit circular number 1	1,2,3	24. National Policy on Drought Management	3

25.	Public Procurement and Disposal of Public Assets Act [Chapter 22:23]	1,2,3	25. Public Works Programme Operational Manual	2
26.	Treasury circulars	1,2,3	26. National Case Management System For The Welfare And Protection Of Children	2
27.	Public Service Commission circulars	1,2,3	27. Monitoring and Evaluation Framework For National Action Plan for Children in Zimbabwe	2
28.	Statutory Instrument 5 of 2018, Procurement Regulations	1,2,3		
29.	Budget statement	1,2,3		
30.	Mid-term fiscal policy	1,2,3		
31.	Budget Estimates	1,2,3		
32.	External audit reports	1		
33.	Arbitration Act [Chapter 7:15]	2		
34.	National Gender Policy	1,2,3		
35.	ILO Constitution, Conventions, Recommendations And Protocols	2		
36.	Environmental Management Act [Chapter 20:27]	2,3		
37.	UN 1951 Convention On Refugees Status Determination	3		
38.	OAU 1969 Convention On Specific Aspects Of Refugees In Africa	3		
39.	Criminal Law Codification and Reform Act	3		

	[Chapter 9:23]			
40.	Criminal Procedure and Evidence Act [Chapter 9:07]	3		
41.	Interpretation of Statutes Act [Chapter 1:01]	1,2,3		
42.	Guardianship Of Minors Act [Chapter 5:08]	3		
43.	Maintenance Act [Chapter 5:09]	3		
44.	Refugees Act [Chapter 4:03]	3		
45.	Older Persons Act [Chapter 17:11]	3		
46.	Statutory Instrument III of 1997 Private Voluntary Organisations (Board) and(General) Regulations, 1997	3		
47.	National Occupational Safety And Health Policy	2		
48.	SI 125/2013 Non- Public Service Probation Officers	3		
49.	National Labour Migration Policy	2		
50.	MOUs Between GoZ And Development Partners	1,2,3		
51.	Tripartite Negotiation Forum Act No. 3 of 2019	2		
52.	Labour Court Rules	2		
53.	Factories Act [Chapter 14:08]	2		

54.	SI 370 of 1985 (Private Employment Agencies) as amended 2017	2		
55.	National Disability Policy	3		
56.	International Convention on the Protection of the Rights of all Migrant Workers and Members of their Families	2		
57.	Protocol to the African Charter on Human and People's Rights on the Rights of Older Persons	2		
58.	Children's Act [Chapter 5:06]	3		
59.	Factories and Workers Act [Chapter 14:08]	2		
60.	Labour Act [Chapter 28:01]	2		
61.	National Social Security Authority Act [Chapter 17:04]	1		
62.	Older Persons Act [Chapter 17:11]	3		
63.	Pneumoconiosis Act [Chapter 15:08]	2		
64.	Children's Act [Chapter 5:06]	3		
65.	Factories and Workers Act [Chapter 14:08]	2		
66.	Private Voluntary Organizations Act [Chapter 17:05]	3		
67.	Refugees Act [Chapter 4:03]	2		
68.	Social Welfare Assistance Act [Chapter 17:06]	2		

69.	Social Workers Act [Chapter 27:21]	2		
70.	State Service (Disability Benefits) Act [Chapter 16:05]	2		
71.	Public Service Act [Chapter 16:04]	1,2		
72.	Zimbabwe Institute of Public Administration and Management Act [Chapter 25:17]	1		
73.	Tripartite Negotiating Forum Act [No. 3 of 2019]	2		
74.	Boy Scouts Association Act [Chapter 25:03]	1		

13. CLIENTS NEEDS AND PROBLEMS

Direct Clients	Needs/Problems	Extent (magnitude /seriousness)
Job Seekers	Needs:	
	• Decent employment	High
	• Labour market information	High
	• Livelihoods options	High
	• Sustainable income generating projects	High
	• Uninformed career choices	High
	• Inaccessible and limited access to labour market information	High
	• Limited access to employment	High
	• Cost of accessing employment offices for registration and	High

	placement	
	<ul style="list-style-type: none"> • Lagging in technological advancements 	High
	<ul style="list-style-type: none"> • Inadequate information 	High
	<ul style="list-style-type: none"> • Lack of resources to carry out research 	High
	<ul style="list-style-type: none"> • Closure of companies 	High
	<ul style="list-style-type: none"> • Lagging in technological advancements 	High
	<ul style="list-style-type: none"> • Information Asymmetry 	Moderate
	<ul style="list-style-type: none"> • Limited decentralisation of employment services offices • 	High
Workers	<ul style="list-style-type: none"> • Needs: 	
	<ul style="list-style-type: none"> • Capacitation in labour Laws 	High
	<ul style="list-style-type: none"> • Safe and healthy working conditions and environment 	High
	<ul style="list-style-type: none"> • Job Security 	High
	<ul style="list-style-type: none"> • Harmonised Labour Laws 	high
	<ul style="list-style-type: none"> • Productivity training 	High
	<ul style="list-style-type: none"> • Regulate recruitment 	High
	Problems:	
	<ul style="list-style-type: none"> • Costly, inefficient, expensive and time-consuming labour dispute resolution system 	moderate
	<ul style="list-style-type: none"> • Labour broking 	Moderate
	<ul style="list-style-type: none"> • Cost of accessing labour offices for labour dispute resolution system 	Moderate
	<ul style="list-style-type: none"> • Interpretation of legislation 	moderate
	<ul style="list-style-type: none"> • Limited negotiation skills 	moderate

	<ul style="list-style-type: none"> Non-compliance with legislation by the employer 	moderate
	<ul style="list-style-type: none"> Violation of International Labour standards 	moderate
	<ul style="list-style-type: none"> Casualization of labour 	moderate
	<ul style="list-style-type: none"> Unethical Recruitment 	high
	<ul style="list-style-type: none"> Causes: 	
	<ul style="list-style-type: none"> Non alignment of labour Act with the constitution of Zimbabwe and international Labour standards 	
	<ul style="list-style-type: none"> Non-existent of Employment Act 	
	<ul style="list-style-type: none"> Low capital and human capital investment 	High
	<ul style="list-style-type: none"> High staff turnover 	High
	<ul style="list-style-type: none"> Limited knowledge 	Low
	<ul style="list-style-type: none"> Limited decentralisation of labour and NEC offices 	moderate
	<ul style="list-style-type: none"> Limited of expert knowledge 	moderate
	<ul style="list-style-type: none"> Inadequate capacity building of workers 	moderate
	<ul style="list-style-type: none"> Weak enforcement mechanisms 	moderate
	<ul style="list-style-type: none"> To avoid statutory obligations 	moderate
	<ul style="list-style-type: none"> unregulated recruitment procedures 	moderate
	<ul style="list-style-type: none"> Lack of legislation governing online recruitment 	high
	<ul style="list-style-type: none"> Unregulated in the Labour Act 	high
Employers	Needs:	
	<ul style="list-style-type: none"> Harmonised labour laws 	Moderate
	<ul style="list-style-type: none"> Productive workforce 	High
	<ul style="list-style-type: none"> Sensitization on national and international labour standards 	High
	<ul style="list-style-type: none"> Flexible labour laws 	Moderate
	Problems:	
	<ul style="list-style-type: none"> Fragmented Labour legislation 	Moderate
	<ul style="list-style-type: none"> Labour disputes case backlog 	Low

	<ul style="list-style-type: none"> Collective job actions 	Moderate
	Causes:	
	<ul style="list-style-type: none"> Non-alignment of labour Act with International Labour Standards 40 	moderate
	<ul style="list-style-type: none"> High staff turnover 	High
Students	Needs:	
	<ul style="list-style-type: none"> Career guidance and counselling 	high
	<ul style="list-style-type: none"> Labour market information 	high
	Problems:	
	<ul style="list-style-type: none"> Uninformed career choices 	high
	Causes:	
	<ul style="list-style-type: none"> Inadequate information 	high
Workers Organisations	<ul style="list-style-type: none"> centralization of offices 	high
	Needs:	
	<ul style="list-style-type: none"> Improved social dialogue 	High
	<ul style="list-style-type: none"> Registration and Recognition 	High
	<ul style="list-style-type: none"> Capacitation on labour laws 	High
	<ul style="list-style-type: none"> Labour market information 	High
	<ul style="list-style-type: none"> Enjoyment of rights as enshrined in the Constitution and Labour Act 	High
	Problems:	
	<ul style="list-style-type: none"> Multiplicity of splinter unions 	High
	Causes:	
Private Employment Agencies	<ul style="list-style-type: none"> Information asymmetry 	High
	Needs:	
	<ul style="list-style-type: none"> Licensing 	High
	<ul style="list-style-type: none"> Labour market information 	High
	Problems:	
	<ul style="list-style-type: none"> Proliferation of illegal private employment agencies and online 	High

	recruiters/agencies	
	Causes:	
	• Inadequate capacity to enforce compliance	High
	• The emergence of online recruiters	High
Retrenches, Retired employees, Former farm employees ex Wenela employees	Needs:	
	• Re-employment	Moderate
	• Terminal benefits	High
	• Labour market Information	High
	• dispute resolution	Moderate
	• Livelihood options	High
	• Re-skilling	High
	Problems:	
	• Erosion of value of Pensions	High
	• Delays in processing terminal benefits	High
	Causes:	
	• Inflation	High
	• Bureaucracy/ Legal provisions	Moderate
National Employment Councils	Needs:	
	• Registration and recognition	Moderate
	• Dispute resolution	Moderate
	• Capacitation	Moderate
	• Labour market information	High
	Problems:	
	• Splinter organisations	Moderate
	• Non admission of new institutions to existing NECs	Moderate
	Causes:	
	• Unfettered freedom of association	Moderate
	• Gaps in legislation	Moderate
Informal Sector	• Dispute resolution	Moderate
	Needs:	
	• Financial inclusion	High

	• Formalisation	High
	• Capacitation	High
	• Job security	High
	• Social security	High
	• Legal protection	High
	Problem:	
	• Decent work deficits	High
	Causes:	
	• Limited of requisite documentation	High
	• Failure to meet minimum requirements	High
	• Registration Bureaucracy	Moderate
	• Prohibitive licensing fees	high
	• Formalisation	High
	• Capacitation	High
Residential Care Facilities	Needs:	
	• Technical Support on residential care	High
	• Financial assistance	High
	• Material support	High
	• Infrastructural Support	High
	• Capacitation	High
	• After Care Policy	High
	• Rehabilitation Strategy for Children in Conflict with the Law	High
	Problems:	
	• Compromised care	High
	Causes:	
	• Failure to conduct timely bi-annual inspections	High

	<ul style="list-style-type: none"> • Delays in payment of per capita grants 	High
	<ul style="list-style-type: none"> • limited material and human resources 	High
	<ul style="list-style-type: none"> • limited resources 	High
Civil Servants injured on duty	Needs:	
	<ul style="list-style-type: none"> • Social security compensation 	High
	<ul style="list-style-type: none"> • Rehabilitation and continued medical assistance 	High
	<ul style="list-style-type: none"> • Assistive technologies and related allowances 	High
	<ul style="list-style-type: none"> • Delays in receiving and non-payment of benefits 	High
	<ul style="list-style-type: none"> • Bureaucracy 	High
	<ul style="list-style-type: none"> • Lack of information on procedures 	High
	<ul style="list-style-type: none"> • Lack of coordination between pensions and disability department on injury on duty payments (statistics) 	High
Children	Needs:	
	<ul style="list-style-type: none"> • Care and protection 	High
	<ul style="list-style-type: none"> • Access to social protection services 	High
	<ul style="list-style-type: none"> • Safe spaces 	High
	<ul style="list-style-type: none"> • Engagement in issues that concern them (Child Participation) 	High
	<ul style="list-style-type: none"> • Psycho-social therapeutic interventions 	High
	<ul style="list-style-type: none"> • Career guidance and counselling 	High
	Problems:	
	<ul style="list-style-type: none"> • Increase in vulnerability 	High
	<ul style="list-style-type: none"> • Teenage pregnancies 	High
	<ul style="list-style-type: none"> • Drug and substance abuse 	High
	Causes:	

	• Poverty	High
	• Limited information on children's rights	High
	• peer pressure	High
	• unresolved childhood trauma	High
	• lack of parental support and guidance	High
	• Orphan hood	High
People who use Drugs	Needs :	
	• Psychosocial therapeutic interventions	High
	• Reunification and Reintegration into their families and communities	High
	• After care packages	High
	• Access to social protection services	High
	• Capacitation (Vocational training skills, sustainable livelihoods)	High
	• Referral to specialised services	High
	Problems:	
	• limited rehabilitation and outpatient psychosocial centres	High
	• limited information on drugs and substance abuse	High
	• limited screening of individuals	High
	• outdated and non-deterrent laws against drug abuse	High

	Causes:	
	• Peer pressure	High
	• Poverty	High
	• Unemployment	High
	• Poor parenting	High
	• Availability of drugs	High
	• Porosity of exit and entry points	High
	• Delinquency	High
	• Modernization	High
Older persons	Needs:	High
	• Income security	High
	• Love, care and support	High
	• Inclusion and Participation	High
	• Access to Specialized Medical Care	High
	• Lack of love, care and support	High
	• High burden of care	High
	• Old age health challenges and impairments	High
	• Social exclusion, stereotypes and discrimination	High
	Causes:	
	• Limited advocacy and communication	High
	• Neglect and abandonment	High
	• Unplanned retirement	High
	• Inadequate pension benefits	High

	• Assistive technologies	High
	• Capacitation	High
	• Advocacy on disability rights	High
	• Inclusive services, disability sensitive infrastructure and amenities	High
	• Rehabilitation	High
	• Equal employment opportunities	High
	• Sexual and Reproductive Health Rights	High
	• Limited accessibility and access to rights based services	High
	• Social exclusion, stereotypes and discrimination	High
	• Stigma and discrimination	High
	• Limited information on disability issues	High
	• Barriers (social, physical, attitudinal, environmental, economic)	High
Prospective and Registered PVOs	Needs:	
	• Registration	High
	• Technical Support	High
	• Information	High
	• Delayed registration	High
	• Limited funding	High
	Causes:	High

	<ul style="list-style-type: none"> Limited information on registration process 	
	<ul style="list-style-type: none"> Submission of inadequate documents 	High
Migrants	Needs:	
	<ul style="list-style-type: none"> Information 	High
	<ul style="list-style-type: none"> Care and Protection 	High
	<ul style="list-style-type: none"> Reunification and Reintegration 	High
	<ul style="list-style-type: none"> Reintegration packages 	
	<ul style="list-style-type: none"> Limited information on safe migration 	High
	<ul style="list-style-type: none"> Prevalence of bogus/ unscrupulous recruiters 	High
	<ul style="list-style-type: none"> Limited portability of social security benefits 	High
	<ul style="list-style-type: none"> Absence of labour attaches 	High
	<ul style="list-style-type: none"> Limited comprehensive support (transport, food) 	High
	<ul style="list-style-type: none"> Low absorptive capacity of the local labour market 	High
	<ul style="list-style-type: none"> Skills mismatch 	Moderate
	<ul style="list-style-type: none"> Limited bi-lateral cooperation on labour migration 	High
	<ul style="list-style-type: none"> Care and Protection 	High
Food Insecure Households	Needs:	High
	<ul style="list-style-type: none"> Nutritious food basket 	
	<ul style="list-style-type: none"> Sustainable Livelihoods Projects 	High
	<ul style="list-style-type: none"> Exclusion and inclusion 	Low

	<ul style="list-style-type: none"> Limited Fiscal Space 	high
	<ul style="list-style-type: none"> Climate change 	high
Bereaved Families	Needs:	
	<ul style="list-style-type: none"> Psychological Support 	High
	<ul style="list-style-type: none"> Burial Services 	High
Hospitals, Prisons and Police	Needs:	
	<ul style="list-style-type: none"> Burial services for deceased paupers 	High
Prospective and Foster parents	<ul style="list-style-type: none"> Children to foster 	High
	<ul style="list-style-type: none"> Registration 	High
	<ul style="list-style-type: none"> Parenting skills 	High
	<ul style="list-style-type: none"> Support grants 	High
	<ul style="list-style-type: none"> Information 	High
Prospective and Adoptive Parents	Needs:	
	<ul style="list-style-type: none"> Registration 	High
	<ul style="list-style-type: none"> Children to adopt 	High
	<ul style="list-style-type: none"> Parenting skills 	High
Adopted adults	<ul style="list-style-type: none"> Information on adoption 	High
	Needs:	
Internally displaced	<ul style="list-style-type: none"> Post adoption information and support 	High
	Needs:	
	<ul style="list-style-type: none"> Shelter 	High

persons (IDPs)		
	• Reunification	High
	• Psycho-social support	High
	• Medical assistance	High
Victims of disasters	Needs:	
	• Shelter,	High
	• Re-unification,	High
	• Psycho-social support,	High
	• Medical assistance,	High
Destitute families/ individuals	Needs:	
	• Shelter	High
	• Food	High
	• Health assistance	High
	• Transport assistance	High
	• Clothing	High
	• Tracing and reunification	High
	• Poverty	Moderate
	• Mental health challenges	High
	• Social exclusion	High

People who use Drugs	Needs:	
	• Rehabilitation	High
	• Reintegration	High
	• Psycho-social support	High
	• Medical assistance	High
	Problems:	
	• Mental health challenges	High
	• Psychosocial dysfunction	High
Refugees and Asylum Seekers	Needs:	
	• Care and Protection	High
	• Tracing and Reunification	High
	• Psycho-social support	High
	• Travel and identification documents	High
	Problem:	
	Cause:	
Members of staff	• Status Determination Committee not meeting due to Covid 19 restrictions.	High
	• Health and wellness	high
	• Gender Mainstreaming	High
	• Conditions of services (salaries and benefits)	High

	• Tools of trade	High
	• Conducive and safe working environment	High
	• Capacity building	High
	• Professional progression	High
	• Audit Services	High
	• Legal Services	High
	• Library and Records Management Services	High
	• Goods and Services	High
	Causes:	
	• Competing programmes	High
	• Conceptualisation of gender, inclusivity and wellness concepts	high
	• Limited resources	High
Members who terminate service through various forms	Needs:	
	• Re-employment	High
	• Timely Terminal benefits	High
	• Information on Pension	High
	• Re-skilling	High
	Problems:	
	• Late disbursement of terminal benefits	High
	• Increased vulnerability	High

14. STAKEHOLDERS ANALYSIS

Direct Stakeholders	Demands/ Expectations	Extent
Office of the President and Cabinet	• Delivering on the Ministry's Mandate	High
	• Alignment of programmes to national blueprints	High
	• Compliance to corporate governance principles and guidelines	High
	• Quarterly /annual progress reports	High
Public Service Commission	• Compliance with Public Service Act, Regulations and Circulars	High
	• Timely submission of returns	high
Ministry of Finance and Investment promotion	• Timely and accurate financial returns and reports.	High
	• Budget estimates for expenditure and revenue	High
	• Programme performance reports	High
	• Value for money	High
	• Compliance with all the Public Finance Management Act and other statutory requirements	High
	• Proper budget consumption	High
	• A decentralized database of vulnerable people in the society.	
	• Interventions in social protection are captured in the Development Project Management Information System (DevProMIS)	
Ministry of Primary and Secondary Education	• Technical support in the implementation of BEAM	High
	• Timely payment of school fees	High

	• Technical support in establishing child led child protection committees in schools	High
	• technical support in providing Career guidance and counselling services to learners	High
	• Training of Community Selection Committees	High
	• Cross- checking of forms	High
	• Monitoring and Implementation of the BEAM programme according to set guidelines	High
Ministry of Lands, Agriculture, Fisheries, Water and Rural Development	• Statistics on vulnerable households	High
	• Registers of vulnerable households	High
	• Grain requests and acquittals	High
	• Coordination and collaboration	High
	• Statistics on agricultural livelihoods programmes	High
Ministry of Justice, Legal and Parliamentary Affairs	• Compliance with court rules and procedures	High
	• Payment of Court process costs	High
	• Probation Services	High
	• Capacitation of court officials on disability sensitive justice services	High
Ministry of Health and Child Care	• Referrals of clients	High
	• Payment of claims for Assisted Medical Treatment Order (AMTO)	High
	• Timeous removal and reintegration of referred clients	High
	• Timeous burial of unclaimed bodies	High

Higher and tertiary education	<ul style="list-style-type: none"> • Payments on vocational training for persons with disabilities in learning institutions 	High
Other Ministries	<ul style="list-style-type: none"> • Disability mainstreaming 	High
	<ul style="list-style-type: none"> • Reports on SDGs 	High
	<ul style="list-style-type: none"> • Wellness Programming 	High
	<ul style="list-style-type: none"> • Gender mainstreaming 	High
	<ul style="list-style-type: none"> • Inclusive Programming 	High
	<ul style="list-style-type: none"> • Cooperation and coordination 	High
Civil Protection Unit	<ul style="list-style-type: none"> • Humanitarian assistance to vulnerable members of the community 	High
	<ul style="list-style-type: none"> • Resilience building programs in addition to food assistance. 	High
	<ul style="list-style-type: none"> • A register of Counselors to respond in disaster situations 	High
	<ul style="list-style-type: none"> • Standard guiding principles for counseling services 	High
Reserve Bank of Zimbabwe	<ul style="list-style-type: none"> • Compliance with the existing monetary policies 	High
	<ul style="list-style-type: none"> • Information on retrenchments 	High
	<ul style="list-style-type: none"> • Timely sharing of information 	High
	<ul style="list-style-type: none"> • Financial monitoring reports on PVOs 	High
Ministry of Home Affairs	<ul style="list-style-type: none"> • Compliance with the Foreign Recruitment Policy and procedures 	High
	<ul style="list-style-type: none"> • Improved coordination and collaboration 	High
	<ul style="list-style-type: none"> • Provision of places of safety for all migrants and returnees 	High
	<ul style="list-style-type: none"> • Detailed information of returnees / migrants 	High

	• Timely response	High
	• Referral	High
	• Improved coordination and collaboration	High
	• Technical assistance	High
Registrar General	• Adequate and comprehensive applications	High
	• Sociological report	High
	• User fees	High
	• Referral	High
	• Collaboration, Coordination, and technical support	High
Procurement Regulatory Authority of Zimbabwe	• Compliance with Public Procurement and Disposal of Public Assets Act	High
Ministry of Information Communication Technology, Postal and Courier Services	• Compliance with the National ICT Policy	High
Ministry of Information and Broadcasting Services	• Compliance with Freedom of Information Act	High
Attorney General	• Instructions	High High
	• Compliance with Attorney General's instructions	
Law Society of Zimbabwe	• Compliance with regulations and circulars	High
Zimbabwe Gender Commission	• Compliance with the National Gender Policy	High
All Media Houses	• Information	High
Citizens	• Information	High

Auditor General	• Value for money reports	High
	• Compliance with statutory requirements	High
Parliament of Zimbabwe	• Compliance with the Ministry's mandate	High
	• Budget performance report	High
	• Timeous submission of responses	High
Organised Labour (ZFTU, ZCTU, ZCPSTU)	• Strengthened engagement in policy formulation	High
	• Human Capital Development on labour issues.	High
	• Translation of labour laws into local languages.	High
	• Promote participation of social partners in policy formulation	High
	• Strengthened enforcement of occupational health and safety standards.	High
	• Continuous Building of trust among social partners through strengthening the TNF	High
	• Enhanced participation of workers in the Zimbabwe Decent Work Country programme	High
	• Widen labour inspection coverage through Capacitation of Labour officers (vehicles and knowledge)	High
	• Operationalise provision on minimum wages and conditions of work	High
	• Improved condition of service (provide housing, medical, food, educational, and occupational assistance to the vulnerable people who do not have access to these services, Industrial Relations.)	High
	• Expedite ratification of ILO Convention e.g. C190 on Violence and Harassment, C187 promotional Framework for Occupational Safety and Health, C122 Employment Policy Convention among others.	High

	<ul style="list-style-type: none"> Implement the Justice Smith commission of inquiry recommendations into the conversion of insurance and pension values from the Zimbabwe dollar to the United States Dollar. 	High
	<ul style="list-style-type: none"> Formalization of the informal Sector, 	High
	<ul style="list-style-type: none"> BEAM should be sufficiently funded and closely monitored. 	High
	<ul style="list-style-type: none"> Facilitation of Social dialogue with Chinese Business Association 	High
	<ul style="list-style-type: none"> The Honourable Minister must promulgate the minimum wage in USD. 	High
	<ul style="list-style-type: none"> Resuscitation of the Technical Working Group on the Decent Work Country Program. 	High
	<ul style="list-style-type: none"> Expedition of the establishment of a Public sector Collective Bargaining Council 	High
EMCOZ	<ul style="list-style-type: none"> Conclusion of outstanding law reform processes namely, the Occupational Safety and Health Bill, the Productivity Institute Bill and the Public Service Bill 	High
	<ul style="list-style-type: none"> Progress in the development of the National Employment Policy. 	High
	<ul style="list-style-type: none"> Full Operationalisation of the TNF 	High
	<ul style="list-style-type: none"> Standard operating procedures for labour inspectors 	High
	<ul style="list-style-type: none"> Strengthen labour Inspections. 	High
	<ul style="list-style-type: none"> Autonomous of the labour court for efficient settlement of labour cases. Remove the need to refer to magistrate courts or the High Court 	High
	<ul style="list-style-type: none"> Capacitate labour officers to access the electronic case management system 	High
	<ul style="list-style-type: none"> Enhanced employment services –public and private employment agents 	High
	<ul style="list-style-type: none"> Policy formulation and regulation 	High
	<ul style="list-style-type: none"> Coordination and consultation 	High
	<ul style="list-style-type: none"> Registration 	High

	• Labour Market Information	High
	• Establishment of a social security scheme for the informal sector	High
NECs	• The Ministry must provide a guide on the operation of NECs	High
	• The Ministry should develop a Health and Wellness Policy	High
TNF	• Mobilisation of Resources	High
	• Policy guidance	High
	• Operationalise TNF secretariat	High
	• Prioritise implementation of Decent Work Country Program.	High
Development Partners (UNHCR)	• Continuous involvement in policy review and formulation in issues that include refugees	High
	• Clear Roadmap on Review of Refugees Act	High
	• Inclusion of refugees in national development programs (social protection programs)	High
	• Aligning with International Standards: Updating the legal and policy framework to align with international conventions and instruments to which Zimbabwe is a party	High
	• Increased food print from the government in the camp.	High
	• Supporting the relaxation of Know Your Customer (KYC) requirements by financial institutions to facilitate the financial inclusion of refugees.	High
	• Extend the validity of refugee IDs (from 2 to 5 years)	High
	• Advocacy for removal of legal and administrative barriers that increase risk of statelessness.	
	• Inclusion of sporting activities.	High

	<ul style="list-style-type: none"> • Inclusion in national surveys (ZIMVAC, CENSUS, MICS, DHS, poverty assessments etc.). 	High
	<ul style="list-style-type: none"> • Integration of refugees programming in ISP-MIS. 	High
	<ul style="list-style-type: none"> • Registration refugee led organisation and formalisation of refugee companies and businesses. 	High
	<ul style="list-style-type: none"> • SDG Implementation Progress Reports 	High
	<ul style="list-style-type: none"> • Implementation of the social welfare assistance act (from blanket assistance to targeted assistance) 	High
	<ul style="list-style-type: none"> • Expedition of the amendment social welfare assistance act and the refugees act. 	High
Civil Society Organisations	<ul style="list-style-type: none"> • SDG Implementation Progress Reports 	High
(FNC, WFP)	<ul style="list-style-type: none"> • Review and harmonize Social Cash Transfers across implementing partners 	High
	<ul style="list-style-type: none"> • Continue strengthening coordination mechanisms 	High
	<ul style="list-style-type: none"> • Operationalisation of section 5.6 of the FDMS Manual through an SOP. The section speaks to the need for the FDMS programme to be shock responsive in case cyclones, floods or pandemics happen during the FDMS implementation period. 	High
	<ul style="list-style-type: none"> • Business continuity within key offices to avoid gaps. 	High
	<ul style="list-style-type: none"> • Finalisation of Sustainable Livelihoods Programming Manual 	High
	<ul style="list-style-type: none"> • Scale up and accelerate the implementation of Sustainable Livelihoods Projects to facilitate transitioning strategy from humanitarian assistance to self-reliant households and communities 	High
	<ul style="list-style-type: none"> • Enhanced coordination of Ministries, Agencies and Departments (MDAs) and Development Partners involved in Social Protection work in Zimbabwe 	High

	<ul style="list-style-type: none"> • Provision of a nutritionally sensitive basket above the cereal only basket 	High
	<ul style="list-style-type: none"> • Ensuring inclusivity, equitable access, equitable benefits and mainstreaming of gender equality 	High
	<ul style="list-style-type: none"> • Continued and timeous Support letters for WFP Import Permits processes 	High
	<ul style="list-style-type: none"> • Need to address FDMS Logistical challenges and continuous engagements with GMB to smoothen grain movement and delivery under FDMS. 	High
	<ul style="list-style-type: none"> • Continuous programme implementation reviews and adjustments to improve efficiencies and optimise implementation. 	High
	<ul style="list-style-type: none"> • Strengthen linkages between social protection, sustainable livelihoods, and anticipatory action. 	High
UNICEF	<ul style="list-style-type: none"> • Timely disbursements to Social Protection programmes e.g. BEAM, AMTO, HSCT& rationalizing, balancing allocations 	High
	<ul style="list-style-type: none"> • Updating of the Social Protection Policy Framework, strategy and action plan elaboration. 	High
	<ul style="list-style-type: none"> • Robust M &E mechanisms to track effectiveness of child protection programs. 	High
	<ul style="list-style-type: none"> • Timely Uptake of case loads 	High
IOM	<ul style="list-style-type: none"> • Call for strengthened partnerships 	High
GMB	<ul style="list-style-type: none"> • Grain Requisitions 	High
	<ul style="list-style-type: none"> • Timeous collection of grain 	High
	<ul style="list-style-type: none"> • Acquittals for grain distributed 	High
	<ul style="list-style-type: none"> • Standardised returns 	High
	<ul style="list-style-type: none"> • Standardised reporting period 	High
	<ul style="list-style-type: none"> • Timeous payments for goods and services 	High

NSSA	<ul style="list-style-type: none"> Continuous capacity building (Corporate Governance, PECOG Act, industrial relations). 	High
	<ul style="list-style-type: none"> Enforcement of corporate governance. 	High
	<ul style="list-style-type: none"> Facilitate in the timely disbursements of Government Employer Contribution portion to ensure sustainability of Schemes. 	High
	<ul style="list-style-type: none"> Facilitate in expediting legislative review processes to enhance compliance enforcement. 	High
	<ul style="list-style-type: none"> Assisting in forming an Employment Council for Social Security Industry. 	High
	<ul style="list-style-type: none"> Assistance in a platform to engage with TNF (social partners) for consensus building. 	High
	<ul style="list-style-type: none"> Facilitate the establishment of Informal sector scheme. 	High
	<ul style="list-style-type: none"> Assistance to reform to improve pensioner welfare and sustainability of the schemes. (adjustments, eligibility requirements, retirement age). 	High
	<ul style="list-style-type: none"> Coordination of Joint inspection 	High
	<ul style="list-style-type: none"> Strengthen linkages to development partners. 	High
	<ul style="list-style-type: none"> Assistance to engage Chiefs and Headman (sabhuku) to have access to build homes for grossly disabled workers. 	High
Council of Social Workers	<ul style="list-style-type: none"> Continuous engagement in the Amendment of the Social Workers Act (Chapter 27:21) 	High
	<ul style="list-style-type: none"> Improved Working Conditions for Social Services Workforce 	High
	<ul style="list-style-type: none"> In Service Training for public service Social Workers and CCWs. 	High
	<ul style="list-style-type: none"> Advice on social workers training needs to Council of Social Workers 	High
FODPZ	<ul style="list-style-type: none"> Expedite amendment of disabled persons act 	High

	• Continuous engagement in disability programming	High
	• Disability inclusive Data dimension	High
NANGO	• Awareness on SDGs by communities and other stakeholders such as private sector and local authorities.	High
	• Access to information on registered Private Voluntary Organisations	High
	• Streamlining of the registration of PVOs.	High
	• Engagement on the PVO Amendment Bill and the irregularities around issuance and processing of MoUs.	High
	• Reduce turnaround time in the vetting and approval of Private Voluntary Organizations as well as improving feedback mechanisms on the status of registration.	High
	• Development is a two-way process, and we are looking forward to the Ministry involving all stakeholders in all processes that affect them.	High
	• Expedite Formalisation of the informal sector	High
	• Review of national social protection framework	High
	• Increase awareness on SDGs.	High
	• Expedite registration of PVOs	High
	• Assistance in dealing with Children living and working on the streets	High
	• Policy guidance	High
	• Financial and technical support	High
	• Information on Ministry programmes	High

	<ul style="list-style-type: none"> Constant supply of administrative data to the National Statistical System. 	High
	<ul style="list-style-type: none"> Collaboration on surveys 	High

15. STRATEGIES, ASSUMPTIONS, RISKS AND MITIGATIONS

Period	Strategies	Assumptions	Risks	Mitigations
Programme 1: Policy and Administration				
Outcome 1: Improved organisational performance Improved Governance and Administration				
Budget Year	<ul style="list-style-type: none"> Upscale review of legislation and policies 	<ul style="list-style-type: none"> Stakeholder cooperation 	<ul style="list-style-type: none"> Bureaucratic- delays 	<ul style="list-style-type: none"> Effective engagement of key stakeholders
	<ul style="list-style-type: none"> Strengthen collaboration among internal departments and social partners 	<ul style="list-style-type: none"> Stakeholder and internal departments buy -in 	<ul style="list-style-type: none"> Silo mentality 	<ul style="list-style-type: none"> Capacity building(team building, change management)
	<ul style="list-style-type: none"> Enforce compliance to key regulatory provisions 	<ul style="list-style-type: none"> Appreciation of requirements Qualified, competent and knowledgeable staff 	<ul style="list-style-type: none"> Resistance to change 	<ul style="list-style-type: none"> Sensitization Capacity building
	<ul style="list-style-type: none"> Strengthen implementation of the Ministry Strategic Plan 	<ul style="list-style-type: none"> Cooperation from internal departments—and relevant MDAs 	<ul style="list-style-type: none"> Resistance to change Misaligned linkages between the departmental priorities and Strategic Plan 	<ul style="list-style-type: none"> Continuous engagement with internal departments Continuous Monitoring of Ministry's programmes and projects
	<ul style="list-style-type: none"> Enhance branding to increase visibility 	<ul style="list-style-type: none"> Cooperation from relevant MDAs 	<ul style="list-style-type: none"> Late disbursement of funds 	<ul style="list-style-type: none"> Mobilise resources from alternative sources
	<ul style="list-style-type: none"> Upscale promotion of employee health and wellness programme 	<ul style="list-style-type: none"> Willingness by staff members to participate 	<ul style="list-style-type: none"> Competing work priorities 	<ul style="list-style-type: none"> Continuous sensitization
	<ul style="list-style-type: none"> Strengthen gender and inclusion mainstreaming within programmes and 	<ul style="list-style-type: none"> Buy in from Heads of Departments 	<ul style="list-style-type: none"> Misconceptualization of gender gaps and issues 	<ul style="list-style-type: none"> Gender based budgeting Awareness

	projects			
	<ul style="list-style-type: none"> ● Upscale Human capital development 	<ul style="list-style-type: none"> ● Availability of technical expertise within the Ministry and PSA 	<ul style="list-style-type: none"> ● Limited training budget 	<ul style="list-style-type: none"> ● Ring fencing training budget
	<ul style="list-style-type: none"> ● Adopt technology-based asset management system 	<ul style="list-style-type: none"> ● Availability of qualified and experienced staff 	<ul style="list-style-type: none"> ● Resistance to change 	<ul style="list-style-type: none"> ● Training of staff
	<ul style="list-style-type: none"> ● Upgrade ICT Infrastructure 	<ul style="list-style-type: none"> ● Cooperation from other relevant MDAs ● Availability of technical expertise 	<ul style="list-style-type: none"> ● Delayed release of funds 	<ul style="list-style-type: none"> ● Engagement of partners ● Infrastructure sharing
	<ul style="list-style-type: none"> ● Strengthen Implementation of the Risk Policy 	<ul style="list-style-type: none"> ● Implementation buy in from Departments 	<ul style="list-style-type: none"> ● Resistance to change 	<ul style="list-style-type: none"> ● Continuous engagement with risk champions
	<ul style="list-style-type: none"> ● Strengthen internal control systems and governance 	<ul style="list-style-type: none"> ● Qualified and experienced staff 	<ul style="list-style-type: none"> ● Manipulation of the systems 	<ul style="list-style-type: none"> ● Continuous audits ● Continuous monitoring and evaluation ● Setup of management committees
	<ul style="list-style-type: none"> ● Accelerate completion of NDS1 PSIP projects 	<ul style="list-style-type: none"> ● Availability of resources (technical and financial) 	<ul style="list-style-type: none"> ● Inflation ● Poor performance by contractors 	<ul style="list-style-type: none"> ● Mobilise funds from alternative sources outside Treasury. ● Strengthen contract management
	<ul style="list-style-type: none"> ● Develop a sound knowledge management system 	<ul style="list-style-type: none"> ● Cooperation by departments 	<ul style="list-style-type: none"> ● Limited technical capacity 	<ul style="list-style-type: none"> ● Capacity building
	<ul style="list-style-type: none"> ● Engage the Private Sector on SDG reporting 	<ul style="list-style-type: none"> ● Cooperation by the Private Sector 	<ul style="list-style-type: none"> ● Culture differences between Private Sector and Government ● Limited knowledge on SDGs 	<ul style="list-style-type: none"> ● Continuous engagement ● Collaboration with TNF and NECs ● Awareness raising

	<ul style="list-style-type: none"> Investing in training for local and national officials on the integration of SDGs and Agenda 2063 	<ul style="list-style-type: none"> Buy-in from Local and National Government Structures 	<ul style="list-style-type: none"> Limited cooperation by Local and National structures 	<ul style="list-style-type: none"> Lobbying for Cabinet directive to compel Local and national Government Structure to engage and participate in SDGs and VLRs initiatives
	<ul style="list-style-type: none"> Engage political leaders to champion the integration of SDGs and Agenda 2063 at national and regional levels. 	<ul style="list-style-type: none"> Cooperation from political leaders 	<ul style="list-style-type: none"> Limited appreciation of SDGs and Agenda 2063 	<ul style="list-style-type: none"> Conscientize political leaders on SDGs and Agenda and 2023
	<ul style="list-style-type: none"> Establish a Unified Framework for SDGs, Agenda 2063 and national policies during NDS 2 formulation 	<ul style="list-style-type: none"> Buy-in by all MDAs 	<ul style="list-style-type: none"> Limited knowledge on SDGs and Agenda 2063 framework 	<ul style="list-style-type: none"> Capacity building on SDGs and Agenda 2063 Policy directive from the tripartite
4-5 years	<ul style="list-style-type: none"> Develop and implement integrated Management Information System 	<ul style="list-style-type: none"> Availability of resources (human, financial and ICT infrastructure) 	<ul style="list-style-type: none"> Resistance to change Cyber attacks Skills gap 	<ul style="list-style-type: none"> Collaboration On system development. Cyber security controls Effective change management

Period	Strategies	Assumptions	Risks	Mitigations
Programme 2: Labour Administration				
Outcome 2: Improved Industrial relations				
Budget Year	<ul style="list-style-type: none"> Review Legislation 	<ul style="list-style-type: none"> Stakeholder cooperation 	<ul style="list-style-type: none"> Conflict of interest among stakeholders. Bureaucratic delays 	<ul style="list-style-type: none"> Social Dialogue Engagement with parliamentary Committee on Labour Regular Follow ups
	<ul style="list-style-type: none"> Strengthen Joint inspections with NECs and MDAs 	<ul style="list-style-type: none"> Cooperation by stakeholders 	<ul style="list-style-type: none"> Budgetary constraint Mismatch in priorities 	<ul style="list-style-type: none"> Develop a policy to support joint inspections Sharing and Synchronization of programs

	<ul style="list-style-type: none"> ● Enhance dispute resolution system 	<ul style="list-style-type: none"> ● Sound legal framework ● Capacitated human capital 	<ul style="list-style-type: none"> ● High staff turnover ● Limited cooperation by parties/litigants 	<ul style="list-style-type: none"> ● Monetary and non-monetary incentives ● Capacity strengthening of parties (training)
	<ul style="list-style-type: none"> ● Develop and operationalise the Electronic Labour Case Management System 	<ul style="list-style-type: none"> ● Availability of Human capital capacity in ICT ● Technical support from Development Partners 	<ul style="list-style-type: none"> ● Unreliable connectivity ● Inadequate hardware ● Cyber attacks ● Power outages 	<ul style="list-style-type: none"> ● Adoption of offline systems ● Capacity building (training) on ICT ● Back-up systems ● System encryption
	<ul style="list-style-type: none"> ● Strengthen bilateral and international relations 	<ul style="list-style-type: none"> ● Existing cooperation framework ● New MOUs ● Implementation of MoUs 	<ul style="list-style-type: none"> ● Bilateral/international disputes 	<ul style="list-style-type: none"> ● Continuous engagement and reengagement
	<ul style="list-style-type: none"> ● Strengthen Implementation of the Labour migration policy 	<ul style="list-style-type: none"> ● Cooperation from stakeholders ● Availability of competent human capital 	<ul style="list-style-type: none"> ● Limited understanding of policy issues by stakeholders ● High staff turnover 	<ul style="list-style-type: none"> ● Education and awareness ● Monetary and non-monetary incentives for staff retention.

	<ul style="list-style-type: none"> Strengthen social dialogue 	<ul style="list-style-type: none"> Cooperation by NECs and Social Partners in the TNF Assistance by Development Partners Resources for Independent secretariat 	<ul style="list-style-type: none"> Limited appreciation of the national vision 	<ul style="list-style-type: none"> Continuous engagement among social partners Training on Social Dialogue Conducting NEC Symposium Facilitate Social dialogue with Chinese business association
4-5 Years	<ul style="list-style-type: none"> Establish and operationalise the Collective Bargaining Council for the Public Service 	<ul style="list-style-type: none"> Promulgation of the Public Service Act Shared vision among partners 	<ul style="list-style-type: none"> Delays in promulgation of regulations Stakeholder disengagement 	<ul style="list-style-type: none"> Lobby Parliamentary Portfolio Committee on Labour Team building
	<ul style="list-style-type: none"> Enhance skills and technological transfer programs 	<ul style="list-style-type: none"> Co-operation from employers Availability of excess skills Availability of competent personnel 	<ul style="list-style-type: none"> Skills mismatch Inadequate absorption of available skills by employers 	<ul style="list-style-type: none"> Monitoring and evaluation of skills transfer
	<ul style="list-style-type: none"> Initiate ratification of International Labour Standards 	<ul style="list-style-type: none"> Buy in from social partners 	<ul style="list-style-type: none"> Limited appreciation of the national vision 	<ul style="list-style-type: none"> Sensitization on the need to domesticate International Labour Standards Training on international labour standards among partners
	<ul style="list-style-type: none"> Implement the Decent Work Country Programme (2022 - 	<ul style="list-style-type: none"> Cooperation from stakeholders 	<ul style="list-style-type: none"> Growth of SMMEs Limited mobility 	<ul style="list-style-type: none"> Continuous engagement with social partners under the TNF

	2026)	<ul style="list-style-type: none"> • Technical support from development partners 		<ul style="list-style-type: none"> • Engage SMMEs business Associations
	<ul style="list-style-type: none"> • Implement the Child Labour Pillar (NAP-Children) 	<ul style="list-style-type: none"> • Finalization of the National Action Plan for Children in Zimbabwe • Cooperation from stakeholders 	<ul style="list-style-type: none"> • Fragmented approach to implementation of the child labour framework 	<ul style="list-style-type: none"> • Training of stakeholders • Awareness on child labour pillar
	<ul style="list-style-type: none"> • Strengthen Joint inspections with NECs and MDAs 	<ul style="list-style-type: none"> • Cooperation by stakeholders 	<ul style="list-style-type: none"> • Mismatch in priorities 	<ul style="list-style-type: none"> • Develop a policy to support joint inspections • Sharing and Synchronization of programs

Period	Strategies	Assumptions	Risks	Mitigations
Programme 2: Labour Administration				
Outcome 3: Enhanced decent work				
Budget Year	<ul style="list-style-type: none"> • Strengthen Enforcement of Compliance by Private Employment Agencies 	<ul style="list-style-type: none"> • Availability of expertise 	<ul style="list-style-type: none"> • Unregistered online private employment agencies 	<ul style="list-style-type: none"> • Review of enabling legislation
	<ul style="list-style-type: none"> • Establish model employment office (i.e. Attractive, computerised, technical, improved infrastructure 	<ul style="list-style-type: none"> • Administrative cooperation from key stakeholders 	<ul style="list-style-type: none"> • Limited budgetary support. 	<ul style="list-style-type: none"> • Collaboration with development partners • Resource mobilization
	<ul style="list-style-type: none"> • Establish online registration and placement system for job-seekers and employers 	<ul style="list-style-type: none"> • Compatible hardware 	<ul style="list-style-type: none"> • Unreliable internet connectivity 	<ul style="list-style-type: none"> • Infrastructure sharing.

	<ul style="list-style-type: none"> ● Review the National Employment Policy 	<ul style="list-style-type: none"> ● Availability of technical expertise ● Stakeholder cooperation 	<ul style="list-style-type: none"> ● Delay in release of financial resources 	<ul style="list-style-type: none"> ● Mobilize resources from alternative sources
	<ul style="list-style-type: none"> ● Strengthen coordination of partnerships on employment promotion 	<ul style="list-style-type: none"> ● Stakeholder cooperation ● Competent and adequate staff 	<ul style="list-style-type: none"> ● Competing priorities by stakeholders ● Silo mentality 	<ul style="list-style-type: none"> ● Resource mobilization ● Continuous engagement
	<ul style="list-style-type: none"> ● Conduct the Regional PSC, Labour and Employment Expo 	<ul style="list-style-type: none"> ● Stakeholder cooperation ● Availability of financial resources 	<ul style="list-style-type: none"> ● Limited capacity to organise the event 	<ul style="list-style-type: none"> ● Collaborate with ARLAC
	<ul style="list-style-type: none"> ● Scale up the Development of model employment projects 	<ul style="list-style-type: none"> ● Technical expertise ● Sustainable and viable projects 	<ul style="list-style-type: none"> ● Competition ● Limited budgetary support 	<ul style="list-style-type: none"> ● Exploring the export market ● Mobilize resources from social partners
	<ul style="list-style-type: none"> ● Reconfigure career guidance (career fairs at a larger scale) 	<ul style="list-style-type: none"> ● Technical expertise ● Student participation 	<ul style="list-style-type: none"> ● Lack of stakeholder cooperation 	<ul style="list-style-type: none"> ● Massive awareness and advocacy
	<ul style="list-style-type: none"> ● Enhance the visibility of the Migrant Resource Centre 	<ul style="list-style-type: none"> ● Competent staff ● Effective communication strategy 	<ul style="list-style-type: none"> ● Inadequate budgetary support 	<ul style="list-style-type: none"> ● Resource mobilisation ● Utilise communication and advocacy department to publicise the service
	<ul style="list-style-type: none"> ● Operationalise the Formalisation of the informal sector 	<ul style="list-style-type: none"> ● Cooperation from stakeholders ● Approval of the strategy by cabinet 	<ul style="list-style-type: none"> ● Resistance by the informal sector 	<ul style="list-style-type: none"> ● Partner with Informal sector associations
4-5 years	<ul style="list-style-type: none"> ● Establish model employment office 	<ul style="list-style-type: none"> ● Availability of competent human capital 	<ul style="list-style-type: none"> ● Inadequate financial and technical support 	<ul style="list-style-type: none"> ● Partnership with development partners
	<ul style="list-style-type: none"> ● Initiate and strengthen coordination of partnerships on employment creation 	<ul style="list-style-type: none"> ● Availability of willing partners 	<ul style="list-style-type: none"> ● Inadequate resources 	<ul style="list-style-type: none"> ● Resource mobilization

	and promotion			
	<ul style="list-style-type: none"> Promulgate Employment Services Act 	<ul style="list-style-type: none"> Buy-in from stakeholders 	<ul style="list-style-type: none"> Bureaucratic red tape 	<ul style="list-style-type: none"> Lobbying stakeholders to expedite processes

Period	Strategies	Assumptions	Risks	Mitigations
Programme 3: Social Welfare				
Outcome 4: Improved access to Inclusive, Rights Based and Sustainable Social protection (Social assistance , social Care and support and Sustainable livelihoods) for Vulnerable groups				
Budget Year 2024	<ul style="list-style-type: none"> Strengthen implementation of the National Action Plan for Children in Zimbabwe 	<ul style="list-style-type: none"> Stakeholder cooperation 	<ul style="list-style-type: none"> Competing priorities Staff attrition 	<ul style="list-style-type: none"> Lobby for increased Child Protection Funding Increase coverage, value and consistence retention packages
	<ul style="list-style-type: none"> Bolster the National Case Management System for the Welfare and Protection of vulnerable populations in Zimbabwe 	<ul style="list-style-type: none"> Community and stakeholders' involvement and participation Effective and transparent referral pathway and feedback mechanism 	<ul style="list-style-type: none"> Competing priorities Negative social norms and harmful practices 	<ul style="list-style-type: none"> Community engagement through sensitisation programmes Provision of tools of trade and other incentives to workforce Strengthening Indigenous Knowledge Systems Strengthening shock responsive child protection systems Strengthening Early warning systems and Violence Against Children screening
	<ul style="list-style-type: none"> Development of a Multi-sectoral National Strategy on Children Living and Working on the Street 	<ul style="list-style-type: none"> Community and Stakeholder's involvement and participation 	<ul style="list-style-type: none"> Competing priorities Negative social practices and stereotypes 	<ul style="list-style-type: none"> Research and advocacy for Children living and working on the streets Drug and substance abuse interventions Identification, Documentation, Tracing and Reunification (IDTR)

				<ul style="list-style-type: none"> Quarterly National Steering Committee meetings
	<ul style="list-style-type: none"> Strengthen Regional and international collaboration on child protection 	<ul style="list-style-type: none"> Cooperation of other countries Compliance with Standard Operating Procedures Timeous State Party Reporting on Social Protection Issues 	<ul style="list-style-type: none"> Conflict of interest 	<ul style="list-style-type: none"> Strengthening international relations and coordination with other countries through signing Memoranda of Understanding Strengthen cross border coordination for unaccompanied migrant children
	<ul style="list-style-type: none"> Expand access to community-based support and reintegration for drug and substance users, and advance socio-economic opportunities and mechanisms for recovery 	<ul style="list-style-type: none"> Existence of anti-drug and substance abuse structures Capacitated sub national structures to facilitate psychosocial support, community reintegration and rehabilitation services 	<ul style="list-style-type: none"> Continuous supply of harmful substances Delayed disbursement of mitigation funds by Treasury Stigma and discrimination for people who use drugs 	<ul style="list-style-type: none"> Strengthen positive parenting (parenting skills / parent-child communication) Intensify community systems and structures for effective reintegration of people who use / inject drugs Enhance linkages with social welfare / social protection and psychosocial support (PSS) services, and empowerment / livelihoods programmes for people who use drugs / substances and their families Promote sustainable and/or alternative livelihoods to drug related income / revenue
	<ul style="list-style-type: none"> Develop Standard Operating Procedures in social protection programming 	<ul style="list-style-type: none"> Stakeholder cooperation 	<ul style="list-style-type: none"> Competing priorities High demand for services 	<ul style="list-style-type: none"> Mobilisation of resources Establish of databases Review of operational manuals
	<ul style="list-style-type: none"> Bolster educational support to vulnerable children 	<ul style="list-style-type: none"> Compliance to operational guidelines Ring-fenced financial support 	<ul style="list-style-type: none"> Inclusion and exclusion Late disbursement of resources 	<ul style="list-style-type: none"> Capacitating and monitoring of community selection committees Increasing community awareness on BEAM processes Review of BEAM manual

<ul style="list-style-type: none"> Strengthen the coordination of the Food Deficit Mitigation Strategy 	<ul style="list-style-type: none"> Stakeholder cooperation 	<ul style="list-style-type: none"> Grain pilferage Inclusion and exclusion errors 	<ul style="list-style-type: none"> Capacitating and monitoring of District Drought Relief Committees Strengthen internal controls Review the FDMS manual
<ul style="list-style-type: none"> Scaling up rights-based services for persons with disability 	<ul style="list-style-type: none"> Stakeholder cooperation 	<ul style="list-style-type: none"> Resistance from stakeholders 	<ul style="list-style-type: none"> Mainstreaming of disability issues across all sectors
<ul style="list-style-type: none"> Developing an After-care Policy 	<ul style="list-style-type: none"> Availability of expertise Cooperation amongst stakeholders in provision of After-Care Services 	<ul style="list-style-type: none"> Inadequate Funding 	<ul style="list-style-type: none"> Engage stakeholders for funding
<ul style="list-style-type: none"> Review National Social Protection Policy framework 	<ul style="list-style-type: none"> Stakeholder cooperation 	<ul style="list-style-type: none"> Mismatch in priorities Late disbursement of funds 	<ul style="list-style-type: none"> Continuous engagement of stakeholders for support Lobbying Treasury for timely budgetary disbursements
<ul style="list-style-type: none"> Develop Social Protection Single Registry 	<ul style="list-style-type: none"> Availability of functional structures at relevant levels Stakeholder coherence Functional MIS in place Linkages with Civil Registry Department and service providers .e.g., Ecocash and Netone 	<ul style="list-style-type: none"> Limited network coverage and erratic internet connectivity Power outages 	<ul style="list-style-type: none"> Internet infrastructure sharing Invest in alternative power sources (generators, solar).
<ul style="list-style-type: none"> Rebranding of national rehabilitation centres 	<ul style="list-style-type: none"> Availability of technical expertise Strengthened collaboration between NSSA and Ministry of Health on rehabilitation services 	<ul style="list-style-type: none"> Limited fiscal space Delays in procurement process Limited back up service and consumables 	<ul style="list-style-type: none"> Alternative resource mobilization Engage relevant authorities (PRAZ etc.) Strengthen vocational skills Options on periodic maintenance of equipment Capacitation of personnel
<ul style="list-style-type: none"> Scale up the provision of inclusive social assistance across the life-cycle of vulnerable groups 	<ul style="list-style-type: none"> Stakeholder cooperation Functional SP-MIS 	<ul style="list-style-type: none"> Stakeholder conflict of Interest Duplication of effort 	<ul style="list-style-type: none"> Strengthen the National Social Protection Steering Committee Revised targeting modalities

			<ul style="list-style-type: none"> ● Inclusion and exclusion errors 	
	<ul style="list-style-type: none"> ● Enhance inclusive and sustainable livelihoods opportunities for the poor and vulnerable groups 	<ul style="list-style-type: none"> ● Existence of functional educational institutions and vocational training centres ● Operational guidelines in place ● Targeting and selection Mechanisms 	<ul style="list-style-type: none"> ● Inflation ● Low uptake of projects 	<ul style="list-style-type: none"> ● Capacitation of beneficiaries ● Improved turnaround time for applications ● User friendly application processes ● Establishment of a project management committee (program officers, procurement, audit, etc) ● Finalise the operational manual ● Strengthen community participation
	<ul style="list-style-type: none"> ● Coordinate the National Technical Working-groups on social protection 	<ul style="list-style-type: none"> ● Cooperation of all Government Ministries and Commissions 	<ul style="list-style-type: none"> ● Lack of coherence on Ministries' strategies on social protection issues 	<ul style="list-style-type: none"> ● Capacity strengthening of the Technical Committees
	<ul style="list-style-type: none"> ● Strengthen the capacity of the social development and community workforce at all levels to prevent and respond to social protection cases and emergencies 	<ul style="list-style-type: none"> ● A vibrant, preventative and responsive social development workforce and communities ● Cases are identified within the required time frames ● Service Users are assisted and/or referred to appropriate services 	<ul style="list-style-type: none"> ● Limited coordination that impedes swift response to social protection ● Limited resources to effectively prevent and respond to social protection cases in emergencies 	<ul style="list-style-type: none"> ● Training of all Social development workforce ● Provision of adequate resources to address Child Protection in Emergencies (CPiE) ● Mainstream Shock Responsive Social Protection in all Programmes
4-5 Years	<ul style="list-style-type: none"> ● Strengthen implementation of National Case Management System for the Welfare and Protection Children 	<ul style="list-style-type: none"> ● Community and stakeholders actively identify and report children in need and those at risk of abuse ● Communities have the capacity to utilise and maintain Orphans and other Vulnerable Children Village/Area registers ● Functional structures to offer 	<ul style="list-style-type: none"> ● Community apathy ● Negative social norms and harmful practices ● Late identification of children in need of care 	<ul style="list-style-type: none"> ● Strengthening capacity of child protection workforce ● Strengthening of parenting initiatives ● Provision of tools of trade and other incentives to workforce ● Community engagement through sensitisation programmes ● Strengthening Indigenous Knowledge Systems

		child welfare and protection services <ul style="list-style-type: none"> ● Clear referral pathway and effective feedback mechanism 		<ul style="list-style-type: none"> ● Strengthening shock responsive child protection systems ● Strengthening Early Warning Systems and Violence Against Children screening
	<ul style="list-style-type: none"> ● Strengthen Regional and international collaboration on child protection 	<ul style="list-style-type: none"> ● Cooperation of other countries ● Compliance with Standard Operating Procedures 	<ul style="list-style-type: none"> ● Non-compliance of other actors ● Conflict of interest ● Differences in legislation, policies, regulations and cultures with other countries ● Language barriers 	<ul style="list-style-type: none"> ● Strengthening international relations and coordination with other countries through signing Memoranda of Understanding cross border coordination for unaccompanied migrant children ● Enhance translation and interpretation mechanisms.
	<ul style="list-style-type: none"> ● Provide comprehensive educational support to vulnerable children 	<ul style="list-style-type: none"> ● Retention of learners in school ● Continued ring-fenced financial support 	<ul style="list-style-type: none"> ● Non-compliance to Standard Operating Procedures by Community Selection Committees ● Inclusion and exclusion errors ● Late and erratic disbursement of funds 	<ul style="list-style-type: none"> ● Capacitation and monitoring of community selection committees ● Provision of school related educational support eg uniforms, stationery and assistive devices.
	<ul style="list-style-type: none"> ● Operationalise the Alternative Care Policy 	<ul style="list-style-type: none"> ● Availability of stable alternative care environments 	<ul style="list-style-type: none"> ● Non-compliance to the provisions of the Alternative Care policy ● Misconceptions about alternative care 	<ul style="list-style-type: none"> ● Training of caregivers on child protection ● Continuous monitoring of residential child care institutions and children in foster care
	<ul style="list-style-type: none"> ● Operationalise the After-care policies and programmes 	<ul style="list-style-type: none"> ● Stakeholder cooperation 	<ul style="list-style-type: none"> ● Competing needs 	<ul style="list-style-type: none"> ● Resource mobilization ● Enhanced engagement with stakeholders particularly care-leavers
	<ul style="list-style-type: none"> ● Develop Social Protection Single Registry 	<ul style="list-style-type: none"> ● Stakeholder coherence ● Functional MIS in place 	<ul style="list-style-type: none"> ● Limited network coverage connectivity and erratic power supply 	<ul style="list-style-type: none"> ● Infrastructure sharing and investing in solar energy
	<ul style="list-style-type: none"> ● Rebranding national 	<ul style="list-style-type: none"> ● Availability of technical 	<ul style="list-style-type: none"> ● Delays in procurement 	<ul style="list-style-type: none"> ● Alternative resource mobilization

	rehabilitation centres	expertise <ul style="list-style-type: none"> ● Strengthened collaboration between NSSA and Ministry on rehabilitation services 	processes <ul style="list-style-type: none"> ● Limited back up service and consumables 	<ul style="list-style-type: none"> ● Engage relevant authorities (PRAZ etc.) ● Back up options on maintenance ● Capacitation of personnel
	<ul style="list-style-type: none"> ● Scale up the provision of inclusive social assistance across the life-cycle of vulnerable groups 	<ul style="list-style-type: none"> ● Stakeholder cooperation ● Availability of adequate resources 	<ul style="list-style-type: none"> ● Stakeholder conflict of Interest ● duplication of effort ● inclusion and exclusion errors 	<ul style="list-style-type: none"> ● Strengthen the National Social Protection Steering Committee
	<ul style="list-style-type: none"> ● Enhance inclusive and sustainable livelihoods opportunities for the poor and vulnerable groups 	<ul style="list-style-type: none"> ● Existence of functional educational institutions and vocational training centres ● Availability of meaningful resources for projects start-up capital ● Efficient targeting and selection mechanisms 	<ul style="list-style-type: none"> ● Inflation and delays in disbursements of funds ● Low uptake of projects 	<ul style="list-style-type: none"> ● Alternative resource mobilization, ● Capacitation of beneficiaries ● Improved turnaround time for applications ● User friendly application processes
	<ul style="list-style-type: none"> ● Provision of social protection services to persons with disabilities 	<ul style="list-style-type: none"> ● Compliance to implementation procedures 	<ul style="list-style-type: none"> ● Delays in processing claims 	<ul style="list-style-type: none"> ● Quicken the turn around on applications received ● Development of SOPs
	<ul style="list-style-type: none"> ● Coordinate the National Technical Committee on implementation of the Disability Policy 	<ul style="list-style-type: none"> ● Cooperation of all Government Ministries and Commission 	<ul style="list-style-type: none"> ● Lack of coherence on Ministries' strategies on disability inclusion 	<ul style="list-style-type: none"> ● Capacity strengthening of the Technical Committee
	<ul style="list-style-type: none"> ● Improve community re-integration and psycho-social support on drug and substance abuse for people who use drugs. 	<ul style="list-style-type: none"> ● Existence of anti-drug and substance abuse structures ● Capacitated sub national structures to facilitate community reintegration 	<ul style="list-style-type: none"> ● Continuous supply of drugs and substances and non-deterrence of laws ● Delayed disbursement of mitigation funds by <ul style="list-style-type: none"> ● Treasury ● Refusal by family members and friends to accommodate and associate with people who use drugs. 	<ul style="list-style-type: none"> ● Alternative resource mobilisation ● Training of critical staff on drug and substance abuse programme implementation ● Enhance community awareness ● Strengthen coordination of stakeholders ● Review of national policy and legal framework

				<ul style="list-style-type: none"> ● Increase awareness on drug and substance abuse.
	<ul style="list-style-type: none"> ● Strengthen the capacity of the social development and community workforce to prevent and respond to social protection cases and emergencies at all levels 	<ul style="list-style-type: none"> ● Cases are identified within the required time frames ● Service Users are assisted and/or referred to appropriate services 	<ul style="list-style-type: none"> ● Limited coordination that impedes swift provision of social protection services ● Limited resources to effectively prevent and respond to child protection cases in emergencies 	<ul style="list-style-type: none"> ● Training of all Social development workforce ● Provision of adequate resources to address Child Protection in Emergencies (CPiE) ● Mainstream Shock Responsive Social Protection in all Programmes

SECTION B: PERFORMANCE FRAMEWORK FOR THE MDA

16. PROGRAMME PERFORMANCE FRAMEWORK

17.

Outcome Performance Framework

Ref	Outcome Description	KPI:	Measurement Criterion (time;\$;rate; etc)	Baseline		TARGETS											
						2021		2022			2023		2024			2025	
				Year	Value	T	AV	T	A	AV	T	ALV	T	A	AV	T	ALV
1	Improved governance and administration	Client Satisfaction with Ministry Services	%	2022	76.45	65	± 6	65	76.45	+11.45	77	±3%	77	77	0	65%	±3%
		Compliance to statutory requirements	%										100	100	0	100	0

2	Improved Industrial Relations	Labour Disputes resolved	%	2021	93	93	±9	93	92.7	-0.3	85	±8%	88	±2%	+1	89	+/-2%
		Industrial Actions contained	%	-	-								100	0	0	100	0
	Enhanced decent work	Employer compliance to Labour standards	%										40	+/-4%	+15	60%	+/-2%
4	Improved access to Inclusive Rights-Based and Sustainable Social Protection (Social Assistance, Social Care & Support and Sustainable livelihoods) for Vulnerable groups.	Vulnerable people receiving social protection	%	2023	59.4 %								70	+5%	11.6	70	+5%

17.1.Outputs Performance Framework

No. &Prog. Code	Outputs	Measuremen t	Baseline															
					2021			2022			2023		2024			2025		
			Value	Year	T	A	AV	T	A	AV	T	ALV	T	A	AV	T	ALV	
Programme: Policy and Administration																		
OUC 1: Improved Governance and Administration																		
OP1.1	Institutional strengthening Developed	Capacity strategy	%	-	-	-	-	-	-	-	-	-	-	1	-	0	100%	0
OP1.2	Familiarisation tours of service delivery points conducted													-	-	-	3	+/-1
OP 1.3	Legislation/statutory instruments developed/reviewed	No.	-	-	-	-	-	-	-	-	-	-	-	5	-	-5	5	±1%
OP 1.4	Policies developed /reviewed Policies Developed/reviewed	No.	3	2018	4		0	4	4	0	3	±1	5	7	+2	5	±1	
OP1.5	SDG’s reports produced	No	2	2020	3		0	3		0	2	0	5	5	0	5	+/-	
OP 1.6	Functional online Systems developed	No	-	-	-	-	-	-	-	-	5	±2	10	3	-7	2	±1	
OP 1.7	Training and Capacity building programs conducted	No	687	2021	385	687	+302	500	959	+459	96	±50	14	13	-1	14	±/-2	

OP 1.8	Statutory reports produced	No	77	2021	76	76	0	86	86	0	86	0	82	69	-13	182	0
OP 1.9	NDS1 Priority Projects Monitored and evaluated															5	±/-2
OP1.10	Buildings maintained (PSIP)	No	-	-	-	-	-	-	-	-	6	±3	6	4	-2	6	+/-1
OP1.11	Health and Wellness programmes conducted	No	-	-									44	36	-8	44	±4

Programme2: Labour Administration

OUC 2: Improved Industrial Relations

OP 2.1	Labour Inspections Conducted	No	2500	2019	2500	2919	+419	2500	5951	+3451	5000	±250	6800	6800	0	7000	+/-300
OP 2.2	Bilateral and Multilateral Agreements Operationalized	No	2	2018	3		±1	2	3	+1	2	±1	2	2	0	3	±1
OP 2.3	Collective Bargaining Agreements processed	%	100%	2019	80%		+/_8%	80%	92%	+12%	100%	0	80%	100%	0%	100%	0
OP2.4	National Joint Negotiating Council meeting recommendations implemented	No	4	2019	---		---	---	4	8	+4	4	0	4	0	4	0
OP2.5	Regional and International reports submitted	No	---	---	---	---	---	---	---	---	---	---	---	5	±1	5	±1
OP2.6	Child Labour Inspections in Key economic sectors conducted	No	---	---	---	---	---	---	---	---	---	---	---	200	±20	250	±25

Outcome 3: Enhanced Decent Work

OP 3.1	Private Agencies Employment Inspections Conducted	No	123	2019	125	105	-20	125	219	+207	180	±10	185	161	-23	165	±5
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OP 3.2	Career guidance beneficiaries assisted	No	540	2019	600	480	-120	350	619	+269	550	±35	40000	75 176	+35 176	100 000	±25 00
OP 3.3	Career Fairs Conducted	No														2	0
OP 3.4	Regional PSC, Labour and Employment Expo held	No	2	2019	-	-	-	2	1	-1	8	±2	2	0	-2	1	0
OP3.5	Formalisation Strategy for the informal sector developed	%Completion	---	---	---	-	-	-	-	-	75%	±7%	15%	0	-15%	15%	+/- 1%
OP3.6	Notified Vacancies Filled	%	100%	2019	94%	93%	-1%	95%	96%	+1%	96%	±4%	100%	100%	0	100%	0

Programme 3: Social Welfare

Outcome 4: Improved access to Inclusive Rights-Based and Sustainable Social Protection (Social Assistance, Social Care & Support and Sustainable livelihoods) for Vulnerable groups.

OP 4.1	Children reached with specialist child protection and welfare services	No	59000	2021	80000	59000	-21000	45000	64566	+19566	65000	±1100	73,930	86 612	+12682	77,000	±2000
OP 4.2	Children assisted with school fees and education related support	No	415000	2019	1.5 million	1360000	-1400000	1.5 million	1,858,267	+358267	1.5 million	±75000	1.5 million	1 295 527	-204473	1 500 000	+/- 4000
OP 4.3	Persons with disabilities supported with rights-based services	No	3507	2018	5685	4056	1629	5835	6145	+310	6145	±120	7300	8 650	+1350	7570	+/- 150

OP 4.4	Sustainable Livelihood Projects Established	No	-	-	-	-	-	-	-	-	8	±2	10	3	-7	19	+1
OP 4.6	Vulnerable Persons supported with food assistance (FDMS & cash for cereal)	No	3775 000	2019	3775 000	1,074,491	-2,700,509	232000	330000	+980000	3,800 000	±190 000	2 715 715	5 628 934	+291 3219	10.9 million	+500 0
OP 4.7	Private Voluntary Organizations monitored for compliance	No	54	2019	75	450	+375	100	106	+6	500	±25	550	708	+158	550	+20
OP 4.8	Persons reached with Drug and Substance Abuse Psychosocial support services	No			-	-	-	2000	2029	+29	3000	±150	7000	12 402	+5402	10000	+100 0
OP 4.9	Refugees and Asylum seekers Assisted with Social Protection Services	%	15100	2019	17000	15900	-11000	17000	16338	-662	100%	0	100%	100%	0	100%	0
OP 4.10	Returnees and Deportees assisted with repatriation and reintegration services	%	200	2019	2500	8,000	+5500	10000	8700	-1300	80%	±5%	100%	100%	0	100%	0
OP 4.11	Residential care facilities supported with per capita grants (Children in care, Persons with Disabilities and Older persons)	No	-	-	-	-	-	-	-	-			160	160	0	156	0
OP4.12	Residential Care Facilities Inspections conducted	No	99	2020	102	102	0	102	96	-6	204	±10	206	188	-18	339	±30
OPI.13	Vulnerable persons supported with Public Assistance (MMA, Pauper burial, Health Assistance)	No	315 000	2019	476 000	316 000	160 000	506 000	435 837	70 163	388 000	±770 0	388 000	25 767	362 233	379 800	±3 700

18. Programme Budget

Programme	Sub-Program	Programme Outputs	Budget Last Year	Budget Current Year	Budget Year 1	Budget Year 2
Programme 1 Policy and Administration	Sub-Program 1 Minister and Permanent Secretary's Office					
		Leadership and Management	100,020,051	178,956,000	-	-
		Monitoring and Evaluation plans and reports produced	11,000,000	51,360,000	-	-
		Institutional Capacity Assessment conducted	-	-	-	-
		Wellness programmes conducted	16,225,000	66,212,000	-	-
		Systems rolled out	22,000,000	65,000,000		
		SDG's reports produced	23,029,000	73,912,000	-	-
		Sub-Prog Total	172,274,051	435,440,000	464,955,000	520,718,000
	Sub-Prog 2 Human Resources Management	Human Capital capacitated	65,899,801	165,197,000	161,412,000	182,156,000
	Sub-Prog Total		65,899,801	165,197,000	161,412,000	182,156,000
	Sub-Prog 3 Finance and Administration	Financial reports produced	48,481,337	109,419,000	162,389,000	183,604,000
		Procurement reports produced	24,240,668	19,309,000	-	-
	Sub-Prog Total		72,722,005	128,728,000	162,389,000	183,604,000
	Sub-Prog 4 Legal Services	Litigation cases attended	-	-	-	-
		Legislation developed	-	-	-	-
		Legislation reviewed	-	-	-	-
		Legal opinions offered	-	-	-	-

	Sub-Prog Total		16,619,266	34,358,000	36,785,000	41,206,000
	Sub-Prog 5 Internal Audit	Audit reports produced	22,942,290	50,451,000	54,004,000	60,487,000
Sub-Prog Total			15,203,617,000	50,451,000	54,004,000	60,487,000
Total Programme Budget			350,457,413	814,174,000	879,545,000	988,171,000
Programme 2 Labour Administration	Sub-Prog 6 Labour Administration and Leadership					
	Sub-Prog Total		100,469,626	207,387,222	221,481,000	248,069,000
	Sub-Prog 7 Labour Standards and Social Dialogue	Inspections Conducted				
		Labour disputes resolved				
		Retrenchment applications processed				
		Bilateral and Multilateral Agreements Operationalized				
		Collective Bargaining Agreements processed				
		Zimbabwe National Productivity Institute operationalised				
		TNF Act Operationalized				
		Labour market institutions applications processed			-	
		Child Labour Inspections in key economic sectors (Agriculture)				
		Labour Market Information Systems Developed				
		Public Service Collective Bargaining Council				

		Established				
		National Joint Negotiating Council meetings held				
		Productivity Training Programs Conducted				
	Sub-Prog Total		288,927,449	423,899,445	454,299,000	509,169,000
	Sub-Prog 8 Employment Services	Private Employment Agencies Inspected				
		Registration and placement system Operationalised				
		Employment Promotion Expo held				
		Career guidance and counselling sessions conducted				
		Employment projects promoted				
		Formalisation Strategy for the Informal Sector Developed				
		Migrant resource centre Operationalized				
Sub-Prog Total			166,987,857	320,663,333	343,471,000	384,945,000
Total Programme Budget			556,384,932	951,950,00	1,019,251,000	1,142,183,000
Programme 3 Social Welfare	Sub-Prog 9 Leadership and Management					
	Sub-Prog Total		69,674,384	84,409,000	90,706,000	101,723,000
	Sub-Prog 10 Child Welfare	Children reached with specialist child protection and welfare services	40,743,061	156,000	226,000,000	255,000,00
		Children receiving Alternative Care Support	108,000,000	239,745,000	-	-

		(Adoption, Foster Care, RCCFs)				
		Residential Child Care Facilities Inspections conducted	100,239,684	300,000,000	-	-
		Children assisted with school fees and education related support	1,214,879,025	4,000,000,000	5,797,000,000	6,551,000,000
	Sub-Prog Total		1,463,861,770	4,539,901,000	6,446,346,000	7,284,845,000
	Sub-Prog 11 Disability and Rehabilitation, Refugees and PVOs	Persons with disabilities supported with rights-based services	162,863,791	506,443,000	643,740,000	724,913,000
	Sub-Prog Total		162,863,791	506,443,000	643,740,000	724,913,000
	Sub-Prog 12 Family, Social Protection and Repatriation Services	Sustainable Livelihood Projects Established	15,090,023	57,000,000	83,000,000	94,000,000
		Vulnerable Persons supported with Social Cash Transfers (HSCT)	482,285,183	1,041,000,000	1,509,000,000	1,705,000,000
		Vulnerable Persons supported with food assistance (FDMS)	150,900,227	813,000,000	1,178,000,000	1,331,000,000
		Persons reached with Drug and Substance Abuse, Psycho-social support services	45,270,068	865,000,000	1,254,000,000	1,417,000,000
		Persons assisted with health assistance	33,952,551	593,000,000	859,000,000	971,000,000
		Pauper Burials Executed	12,072,018	85,000,000	123,000,000	139,000,000
		ISP-MIS rolled out	2,716,204	-	-	-
		PVOs monitored for compliance	-	-	-	-
	Sub-Prog Total		974,666,215	3,813,603,000	5,415,868,000	6,117,165,000
Total Programme Budget			2,671,066,160	8,944,356,000	12,596,666,000	14,228,646,000

TOTAL MDA BUDGET		3,577,908,505	9,993,326,000.00	14,495,456,000	16,359,000,000
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19. HUMAN RESOURCES FOR THE STRATEGIC PERIOD.

12. a Budget Year 2025

	Category ¹	Programme 1				Programme 2				Programme 3				Ministry			
		Total Establi shmen t	Filled Positi ons	Vac ant Positi ons	Positi ons reque sted	Total Establi shmen t	Filled Positi ons	Vaca nt Positi ons	Positi ons reque sted	Total Establi shmen t	Filled Positi ons	Vac ant Positi ons	Positi ons reque sted	Total Establi shmen t	Fille d Positi ons	Vac ant Positi ons	Posi tion s requ este d
1	Top Management	10	10	0	2	3	3	0	1	3	3	0	12	16	16	0	15
2	Middle Management	16	14	2	1	18	15	3	1	14	14	0	2	48	43	5	4
3	Supervisory Management	1	1	0	0	19	17	2	1	81	63	18	0	101	81	20	1

4	Operational and Support staff	156	134	22	9	289	194	95	76	716	621	95	168	1161	949	212	253
5	Total	183	159	24	12	329	229	100	79	814	701	113	182	1326	1089	237	273

Category of Staff may be changed by the PSC from time to time. Ensure using the appropriate categories of staff that are valid at the time of preparing the SPP. Also note that the levels and grades will be extracted from the HRMIS and financial figures from the Business Planning and Consolidation system both being SAP.

12. b Current Year

	Category ²	Programme 1				Programme 2				Programme 3				Ministry			
		Total Establishment	Filled Positions	Vacant Positions	Positions requested	Total Establishment	Filled Positions	Vacant Positions	Positions requested	Total Establishment	Filled Positions	Vacant Positions	Positions requested	Total Establishment	Filled Positions	Vacant Positions	Positions requested
1	Top Management	10	10	0	2	3	3	0	1	3	3	0	12	16	16	0	15
2	Middle Management	16	14	2	1	18	15	3	1	14	14	0	2	48	43	5	4

3	Supervisory Management	1	1	0	0	19	17	2	1	81	63	18	0	101	81	20	1
4	Operational and Support staff	156	134	22	9	289	194	95	76	716	621	95	168	1161	949	212	253
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12. c Previous Year

No.	Category ³	Programme 1				Programme 2				Programme 3				Ministry			
		Total Establishment	Filled Positions	Vacant Positions	Positions requested	Total Establishment	Filled Positions	Vacant Positions	Positions requested	Total Establishment	Filled Positions	Vacant Positions	Positions requested	Total Establishment	Filled Positions	Vacant Positions	Positions requested
1	Top Management	10	10	0		3	3	0		3	3	0		16	16	0	
2	Middle Management	16	14	2		18	17	1		14	13	1		48	43	5	

