

STRATEGIC PLAN 2019 -2023

RESOURCE MOBILISATION ● SKILLS & INFRASTRUCTURE DEVELOPMENT ● RESEARCH & DEVELOPMENT ● INNOVATION



INNOVATION



INFRASTRUCTURE DEVELOPMENT



RESEARCH & DEVELOPMENT



RESOURCE MOBILISATION

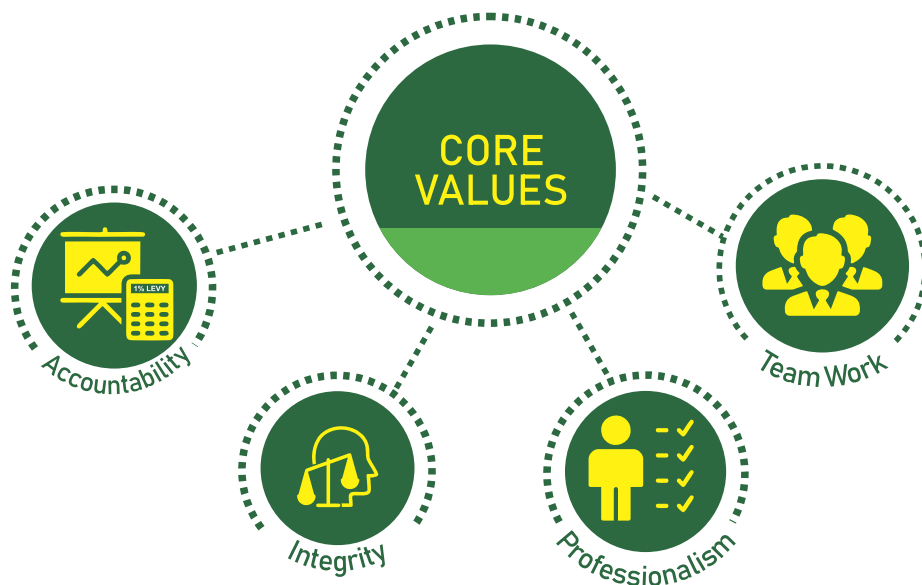
YOUR PARTNER IN HUMAN CAPITAL DEVELOPMENT



A resource mobilisation hub for human capital development for an industrialised and modernised economy by 2030



To mobilise, manage and disburse resources for human capital development to contribute towards achieving an industrialised and modernised economy.



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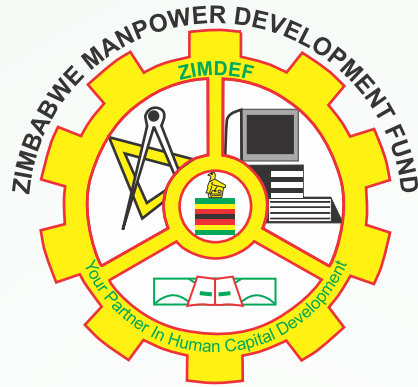
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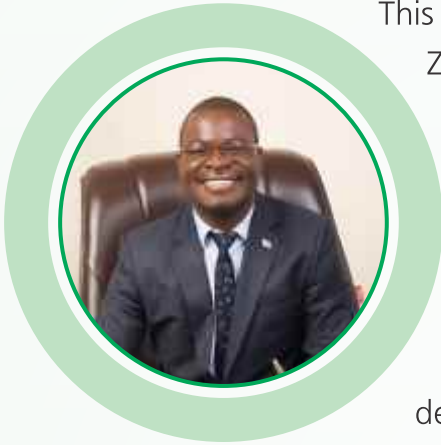
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STRATEGIC PLAN 2019 - 2023

RESOURCE MOBILISATION ● SKILLS & INFRASTRUCTURE DEVELOPMENT ● RESEARCH & DEVELOPMENT ● INNOVATION

STATEMENT BY THE TRUSTEE/MINISTER OF HIGHER AND TERTIARY EDUCATION, SCIENCE AND TECHNOLOGY DEVELOPMENT



Hon. Prof., dr. Amon Murwira

This strategic plan sets out the key priorities that should drive Zimbabwe Manpower Development Fund (ZIMDEF) from 2019 to 2023 and coalesces well with the Ministry's goals and objectives. The plan has been crafted at a critical time when the country is driving towards the achievement of an upper middle income economy by 2030. In the grand scheme of things, ZIMDEF as per its mandate is required to play a pivotal role in providing funding for skilled human capital development including the equipmentation of innovation hubs in institutions of higher learning and industrial parks in the country's ten provinces. The innovation hubs and industrial parks will act as incubators through which research results and innovations from higher and tertiary institutions and business will be transformed into commercial goods and services. In short, ZIMDEF will be an enabler that will foster industrialisation and modernisation driven by science and technology. This is the only sure way to improve the quality of life for Zimbabweans.

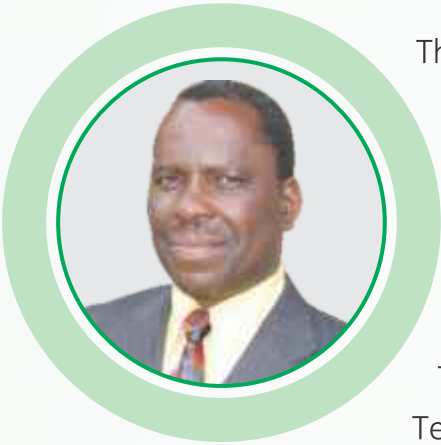
The heart of this strategic plan is to focus on making contributions in the development and delivery of a heritage based higher and tertiary education system that generates knowledge which in turn should produce new industries, new products and services. This thrust should be underpinned by accountability, integrity, professionalism and team work, which if lived by, will entice employers to contribute the 1% training levy with minimum resistance.

During implementation of this strategic plan, I am challenging ZIMDEF management and staff to work on improving operational efficiencies as well as being good stewards of the mobilised resources.

A handwritten signature in black ink that reads "Amon Murwira". The signature is stylized, with a long horizontal line under the "u" and "i".

Hon. Prof., dr. Amon Murwira

STATEMENT BY THE PERMANENT SECRETARY



Prof. F. Tagwira

The Zimbabwe Manpower Development Fund (ZIMDEF) is a key institution in Zimbabwe's education ecosystem. Mandated with the development of critical and highly skilled human capital in Zimbabwe, ZIMDEF will go a long way in ensuring that the Ministry's thrust of Education 5.0 takes off and is sustainable.

The Ministry of Higher and Tertiary Education, Science and Technology Development has restructured the Education system from Education 3.0 (teaching, research and community service) to Education 5.0 (teaching, research, community service, innovation and industrialisation). Education 5.0 is anchored on the philosophy of heritage based education and development.

ZIMDEF shall play a pivotal role in funding the following priority areas identified by the Ministry;

- Equipmentation of innovation hubs and industrial parks
- Science Teachers development
- Increased intake of apprentice trainees
- Support higher and tertiary students on attachment

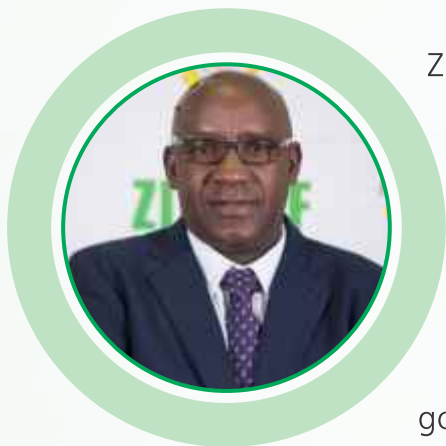
This strategic plan is therefore crucial in ensuring that ZIMDEF's activities are aligned to the Ministry's vision and goals.

A handwritten signature in black ink, appearing to read 'F. Tagwira', written in a cursive style.

Prof. Fanuel Tagwira

STATEMENT BY THE ACTING CHIEF EXECUTIVE OFFICER

“A vision without a strategy remains an illusion” - Lee Bolman.



Eng. Sebastian Marume

T his strategy formulation process could not have come at a better time as it gives the Fund an opportunity to align its activities to the national vision from the onset. The quest for bettering the lives of Zimbabweans saw the new government crafting Vision 2030 which seeks to move the country to an upper middle income economy by 2030.

Zimbabwe Manpower Development Fund (ZIMDEF) has come up with this five-year strategic plan to guide the Fund for the five-year period from 2019 to 2023 in our quest to be **“A resource mobilisation hub for human capital development for an industrialised and modernised economy by 2030”**. This strategic plan has been crafted at the time when the country has just turned a new leaf. The government has just launched the Transitional Stabilisation Program which aims to become the Launchpad for Vision 2030.

ZIMDEF will play a critical role in the attainment of Vision 2030 through the funding of human capital development programs. In order to achieve vision 2030, Zimbabwe needs to leap frog from being an extractive country surviving on exporting raw materials to other countries for value addition and beneficiation. The Fund need to take full advantage of technological advances already being used throughout the world to create new industries. Much attention must be given to value addition and beneficiation of the raw materials that the country is endowed with.

For the country to take full advantage of its resources, we require skilled human capital. The 2018 National Critical Skills Audit carried out by the Ministry of Higher and Tertiary Education, Science and Technology Development paints a sad picture of high end skills shortages in critical areas such as Medicine, Engineering, Technology and Sciences. ZIMDEF will therefore come in handy by mobilising resources to fund development of skills in these critical areas. No meaningful economic development can take place if the country continues to rely on external critical skills.

The other area where ZIMDEF will need to channel resources to is the infrastructure development. Availability of suitable infrastructure is key to human capital development. ZIMDEF shall play a significant role in the establishment and equipping of innovation hubs, science laboratories and industrial parks.

Another key area to be considered for funding is research and development (R & D). The government has already shown leadership commitment in this area by pledging 1% of the GDP towards research and development. R & D will help in coming up with new and globally competitive products and services that will help bring the Vision 2030 to fruition.

The Zimbabwe Manpower Development Fund has an important duty of continuing to encourage employers to remit 1% Training levy consistently and timeously. This strategy will help ZIMDEF to reposition itself, build brand equity and improve its reputation among its stakeholders. For this to be achieved all members of the organisation must subscribe to the values of accountability, integrity, professionalism, teamwork and responsiveness. With everyone playing their part in executing this strategy, ZIMDEF will without doubt play a significant and crucial role in assisting the country to realise Vision 2030.



Eng. Sebastian Marume

CONTENTS PAGE

Acronyms	2
Executive Summary	3
Background	4
The Fund	6
Vision, Mission & Values	8
Environmental Scan (Summary)	10
Goals and Strategies	11
Improved Funding for Human Capital Development	12
Improved Fund Awareness	14
Improved Productivity	17
Increased Skilled Personnel	19
Improved Rental Infrastructure	21
Annexures	23
Terms of Reference	25
ZIMDEF Overall Functions	25
Departments and their Core Functions	25
Environmental Scan	27
Key Result Areas	29
Client's Needs & Problem Analysis	30
Stakeholders Analysis	32
Policies	33
Preliminary Outcomes	33
Strategies, Assumptions & Risks	34
Strategic Results Chain, Monitoring and Evaluation Framework	40
Summary of Budget by Programme	43
Summary of Budget by Category of Expenditure	44
Summary of Human Resources Estimates	44
List of Participants	45

ACRONYMS

PESTLEG	Political, Economic, Social, Technological, Legal, Ecological, Governance
SWOT	Strength, Weaknesses, Opportunities, Threats
KRA	Key Result Area
MoFEP	Ministry of Finance and Economic Planning
MoPSLSW	Ministry of Public Service Labour and Social Welfare
MoIC	Ministry of Industry and Commerce
MoHCC	Ministry of Health and Child Care
MoWACSMED	Ministry of Woman Affairs, Community, Small and Medium Enterprise Development
ZIMDEF	Zimbabwe Manpower Development Fund
TSP	Transitional Stabilisation Programme
MoHTESTD	Ministry of Higher and Tertiary Education, Science and Technology Development
GoZ	Government of Zimbabwe
NAMACO	National Manpower Advisory Council
MTB	Management Training Bureau

1. EXECUTIVE SUMMARY

This strategic plan provides a detailed overview of how the Fund will conduct its business in the next five (5) years. It clearly spells out the vision, mission, key result area(s) and strategic thrust of the Fund. In addition to these, the plan also outlines the activities that will be carried out by the Fund in order to ensure that the outlined strategic objectives will be met.

The 2019 – 2023 strategic plan was crafted at a time the government had just introduced the Transitional Stabilisation Program (TSP) [October 2018 – December 2020]. The TSP is a stop gap measure put in place to stabilise the economy and kick-start the journey to Vision 2030. The country's vision 2030 – Towards a Prosperous and Empowered Upper Middle Society by 2030 – can only be achieved when everyone plays their part and the Fund is no exception. Consequently, the ZIMDEF strategic plan was crafted with Vision 2030 in mind.

The strategic plan also comes at a time when the Ministry of Higher & Tertiary Education, Science & Technology Development has reconfigured the Higher & Tertiary Education missions from Education 3.0 to Education 5.0*. Education 5.0 adds critical dimensions of innovation and industrialisation to the current menu comprising of teaching, research and community service missions of the Higher and Tertiary Education. This means the Fund's areas of financing have been broadened to include innovation and industrialisation hence strategies have been put in place to increase and improve revenue collection.

To achieve its set objectives and bring out the desired outcomes, the Fund must ensure that it has competent staff and adequate tools of trade. Mechanisms have been put in place in this plan to ensure revenue maximisation. Each department's outcomes and desired outputs that feed into the organisational key result areas have been clearly spelt out.

Also included in this strategic plan are the departments that make up the Fund and their core functions. Each department has its work cut out and ought to work towards achieving the Fund's overall vision of being ***A resource mobilisation hub for human capital development for an industrialised and modernised economy by 2030.***

2. BACKGROUND

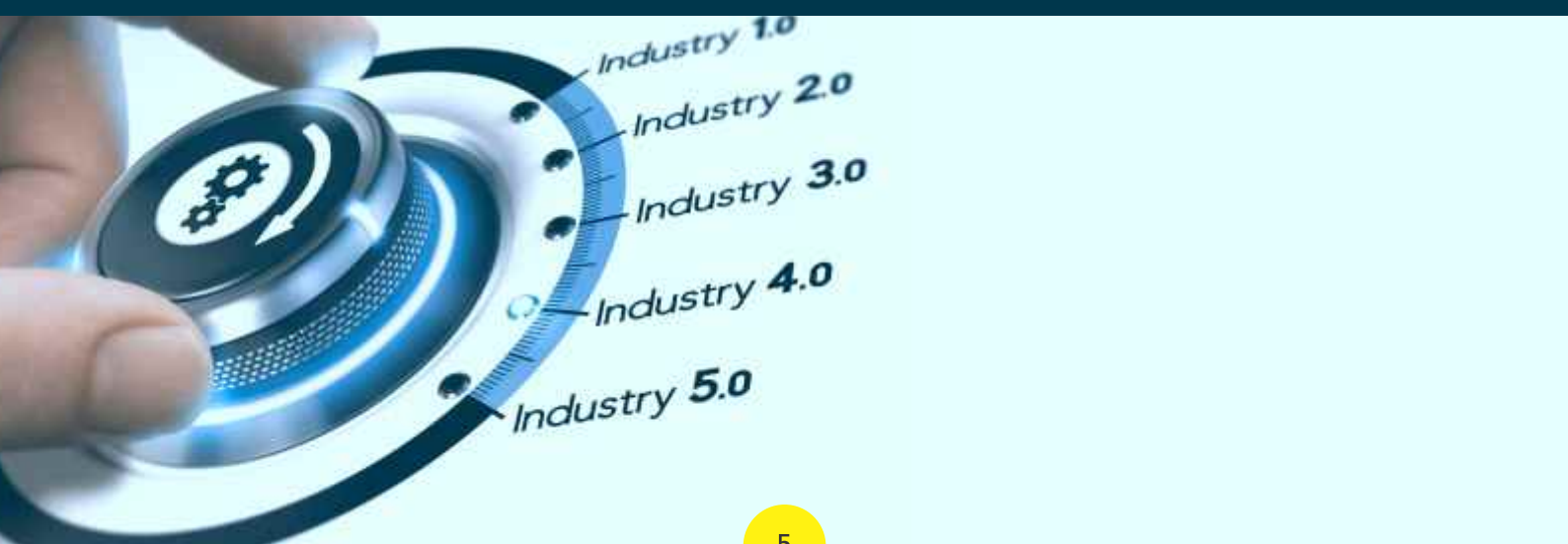
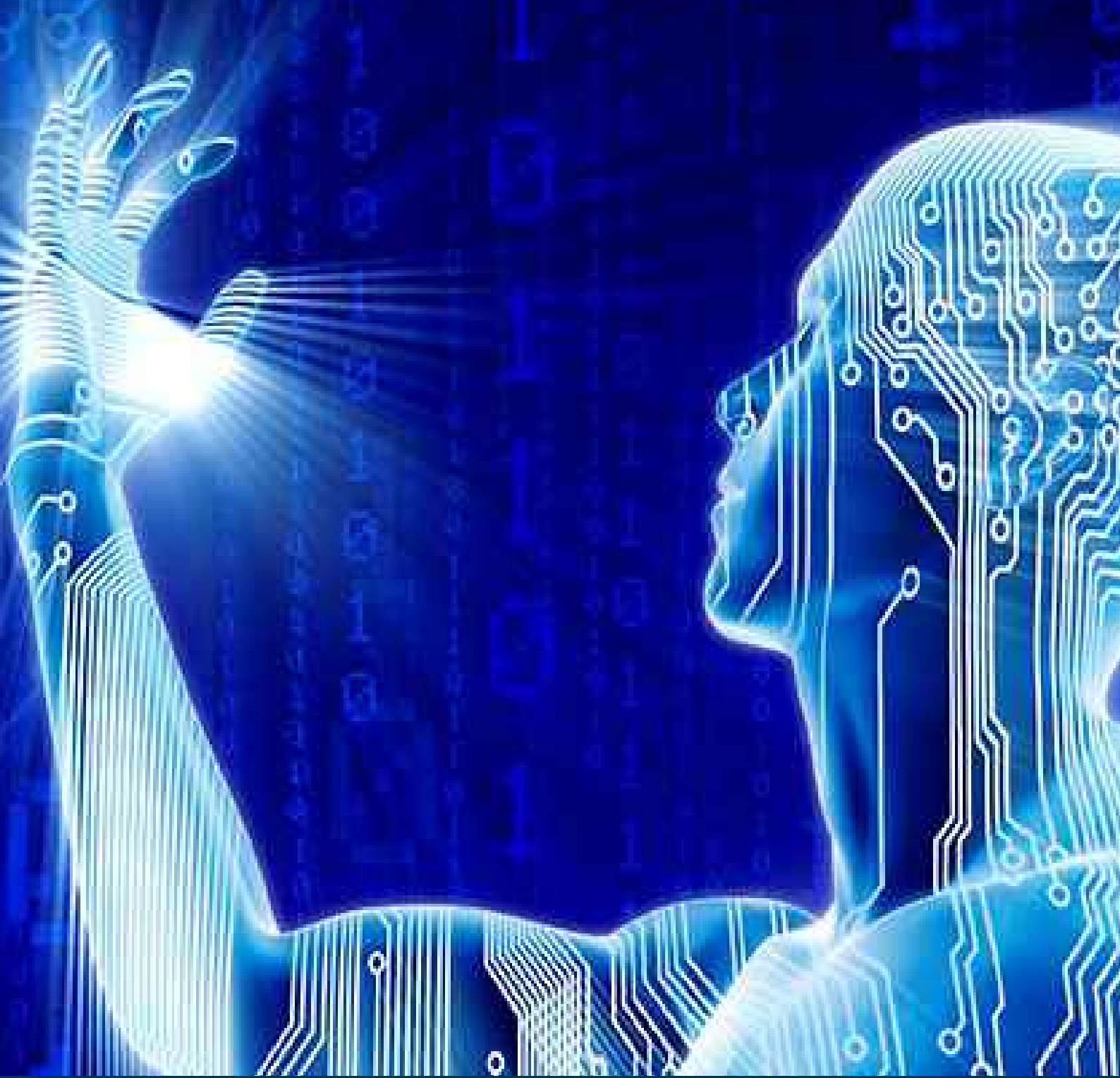
The ZIMDEF Strategic Plan for period 2019 – 2023 was developed at a workshop held in Nyanga in November 2018 in line with the Integrated Results Based Management (IRBM) system being implemented by the Government of Zimbabwe (GoZ).

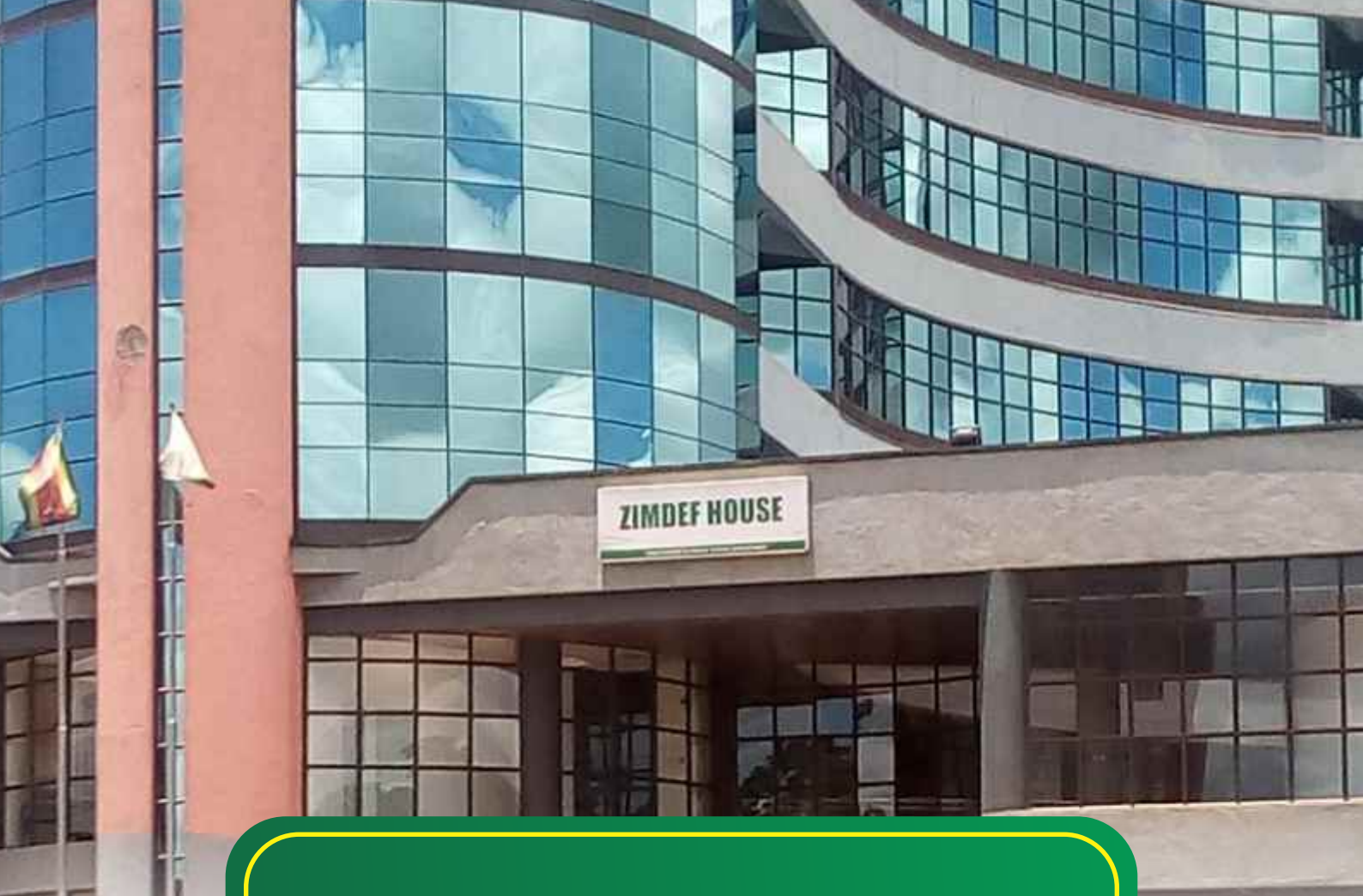
This Integrated Results Based Strategic Plan seeks to communicate the ZIMDEF vision, mission, core values, key result areas, impacts, outcomes, strategies, and strategic direction to its employees, clients, stakeholders and partners. It also establishes a road map of the strategic results, programmes, activities that the ZIMDEF will focus on, in the short to medium term. The initiatives from this strategic plan will be assessed on the achievement of anticipated results in terms of the ZIMDEF budgets, performance contracts, annual work plans and performance monitoring plans during the plan period.

The Integrated Results Based Strategic Plan also seeks to define ZIMDEF's contribution to the attainment of the Ministry of Higher and Tertiary Education, Science and Technology Development (MHTESTD) vision which is: “A heritage based higher and tertiary education, science and technology development for a competitive, industrialized and modernized Zimbabwe by 2030”

The Government of Zimbabwe has put in place the Transitional Stabilization Programme (TSP), October 2018 - December 2020, which is the national development plan for Zimbabwe. The Transitional Stabilisation Programme outlines policies, strategies and projects that guide Zimbabwe's social and economic development interventions up to December 2020, simultaneously targeting immediate quick-wins and laying a robust base for economic growth for the period 2021-2030.

The Ministry of Higher and Tertiary Education, Science & Technology Development contributes to the TSP through the services cluster. Hence, this document aims to articulate ZIMDEF's contribution to Vision 2030 through its contribution to the MHTESTD Strategy through resource mobilization for skilled human capital development as well as infrastructure development.





THE FUND



3. THE FUND

The Zimbabwe Manpower Development Fund (ZIMDEF) was established by section 23 of the Manpower Planning and Development Act, 1984 (now revised Manpower Planning & Development Act Chapter 28:02 of 1996).

Its mandate is to fund the development of critical and highly skilled human capital in Zimbabwe. The main source of funding is through collection of the 1% Manpower Training Levy that is contributed by all businesses registered in Zimbabwe as per section 53 of the Manpower Planning & Development Act, chapter 28:02 as read with Statutory Instruments 74 and 392 of 1999.

The Fund also undertakes short term investments - whenever funds permit – and also earns rental revenue from its properties that it leases out. These revenue streams are expected to complement revenue inflows from the 1% Manpower Training Levy.

The Fund is vested in the Minister of Higher & Tertiary Education, Science & Technology Development who is the Trustee. It is the Trustee/board who directs and guides the application of the funds through a process informed by skills requirements advice from the National Manpower Advisory Council (NAMACO).

ZIMDEF has nine (9) departments namely; Revenue, Audit & Risk, Marketing & Public Relations, Human Capital Development, Finance, Procurement Management Unit, Transport & Administration, Estates, Engineering Works & Projects and Information Communication Technology.

In the ensuing period the ZIMDEF is expected to channel funding towards the following areas as directed by the Trustee;

- i. Increased apprentice training
- ii. Science Teacher Development
- iii. Equipping Innovation Hubs and Industrial Parks at Institutions of Higher Learning
- iv. Support for higher and tertiary students on attachment

The above strategic focus areas are expected to result in improved output of human capital skills necessary for the modernisation and industrialisation of Zimbabwe. The focus is now on innovation and industrialisation which will capacitate the graduates to take on jobs of the future.

SUCCESS

IDEA



GOAL



TEAM WORK



VISION, MISSION & VALUES



4. VISION, MISSION AND VALUES

In the 2019 – 2023 Strategic Plan, ZIMDEF shall be guided by the Ministry Doctrine which is Modernisation & Industrialisation of Zimbabwe through Education, Science & Technology Development. It is through this Doctrine that the Ministry reoriented Higher & Tertiary Education from 3.0 to 5.0. The innovation and industrialisation missions added to the existing teaching, research and community services require significant funding for them to come to fruition and meaningfully contribute to Vision 2030.

Vision 2030 seeks to transform Zimbabwe into a prosperous and empowered upper middle income society by 2030. It is unpacked in the October 2018 to December 2020 Transitional Stabilisation Programme.

4.1 VISION

A resource mobilisation hub for human capital development for an industrialised and modernised economy by 2030

4.2 MISSION

To mobilize, manage and disburse resources for human capital development to contribute towards achieving an industrialised and modernised economy

4.3 VALUES

ZIMDEF is guided by the following values:

- i. **Accountability** – We strive to be answerable and take responsibility for our actions and the consequences thereof;
- ii. **Integrity** - We are truthful, honourable, reliable, upright and transparent;
- iii. **Professionalism** – We strive for excellence in all we do, exhibiting high standards of professional ethics;
- iv. **Team Work** – We take collective responsibility, collaborate, complement and respect each other;

5. ENVIRONMENTAL SCAN (SUMMARY)

This strategic plan is being crafted after the country has held peaceful national elections which ushered in a new leadership. The new political leadership has a vision to turn this country into an upper middle income economy by 2030. That on its own is a key positive to the business environment as the government focus is to facilitate commerce. Over the years, the key weakness that has obtained in government was policy inconsistencies. We hope that will not be the case with the new government.

Despite the lack of political consensus, with the opposition challenging the results of the elections despite a constitutional court ruling confirming the incumbent, the country enjoys political stability and that should enable business to flourish. Political interference regarding levy payments by some firms with strong ties to politicians is a real threat to the Fund's operations.

The Fund enjoys a strong asset base having invested substantially in properties which it now leases out. This is in addition to significant cash balances from levy collections. The major weakness of the Fund in this regard is that it can only invest the cash in short term investments as the funds are on call. The Fund also has one major source of revenue, 1% Training Levy. Opportunities however abound to improve the revenue base due to the growth of small to medium enterprises (SMES), existing unregistered businesses as well as the potential for new businesses following the new government's "Zimbabwe is Open for Business" thrust. Rising inflation and foreign currency shortages pose a threat to the continued growth of industry which is the Fund's source of revenue.

To enhance its services, the Fund has invested in Information Communication Technology (ICT). Availability of this ICT infrastructure is a strength which the Fund will ride on whilst executing this strategic plan. The Fund also has a functional website and social media handles that will go a long way in enhancing communication between the Fund and its publics. The only weakness has been the lack of widespread use of these technological applications throughout the Fund. Lack of foreign currency to enable the Fund to continuously upgrade its systems is a significant threat which also makes the Fund vulnerable to ever increasing cyber attacks.

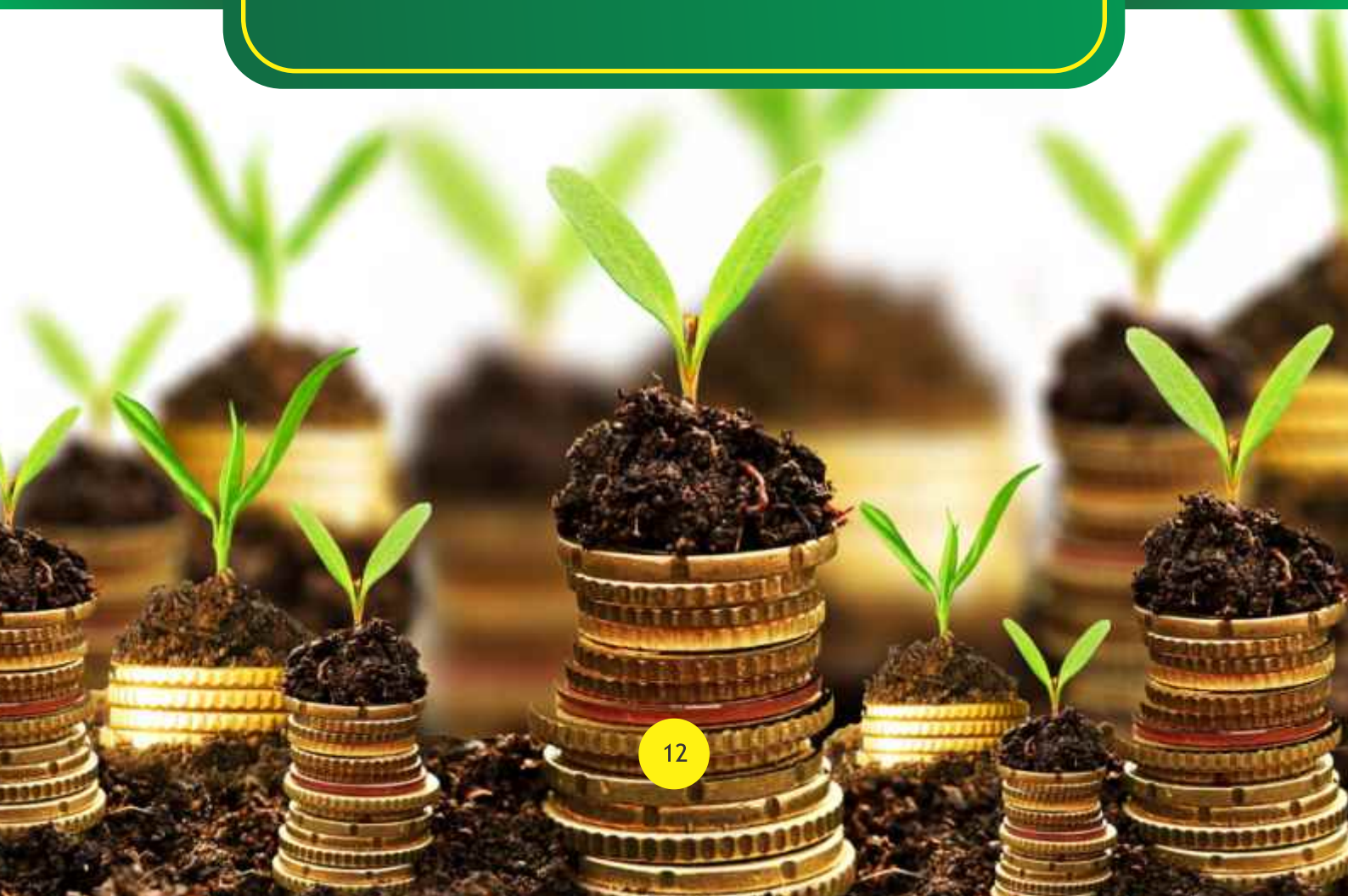
GOALS AND STRATEGIES

- IMPROVE FUNDING FOR HUMAN CAPITAL DEVELOPMENT
- IMPROVE FUND AWARENESS
- IMPROVE PRODUCTIVITY
- IMPROVE EMPLOYEE SKILLS
- IMPROVE RENTAL INFRASTRUCTURE





IMPROVE FUNDING FOR HUMAN CAPITAL DEVELOPMENT



6. STRATEGIC GOAL 1: IMPROVE FUNDING FOR HUMAN CAPITAL DEVELOPMENT

In light of the increased areas that require funding from the Fund, following the reconfiguration of the tertiary education to include innovation and industrialisation, it is imperative for the organisation to increase the revenue it collects. The Fund has a mandate to collect 1% Training Levy from all registered organisations operating in the country. Currently the compliance rate hovers around 50% and this has to be improved so as to make more revenue available for human capital development.

6.1 Strategic Objective 1: Increase revenue collected by 9.5% in the next 12 months

In recent years, the Fund has been mainly bankrolling the following human capital development programs;

- Apprentice training
- Attachment allowances for polytechnic students
- Rebates to companies involved in human capital development
- The A Level STEM Initiative (scholarship)
- Higher Education Programs, such as HEXCO
- BTech allowances for lecturers

Now more funding requirements have been added in the following areas;

- Science Teachers development
- Equipping of innovation hubs
- Increased apprentice intake

Though appearing few in number, the funds required for these additional programs – especially the equipping of innovation hubs and industrial parks – are huge.

Strategies

- Intensive employer engagement and education on 1 % Manpower Training Levy
- Optimum use of technology in assessing, registering and following up employers
- Litigation of non-complying employers



IMPROVE FUND AWARENESS



7. STRATEGIC GOAL 2: IMPROVE FUND AWARENESS

The Fund has a Marketing & Public Relations department which drives the ZIMDEF brand awareness campaigns. It is important for business to be aware of the existence of ZIMDEF and the business' obligations towards it. There is general lack of understanding about ZIMDEF, its mandate and overall functions. The Fund will therefore seek to make sure that it is well known as this will help in levy collections.

Whilst creating the much needed awareness, we shall also seek to position the Fund as a relevant and responsible institution that is key to developing skills for jobs of the future.

7.1 Strategic Objective 1: To make the Fund well known by industry and the general populace

The Fund will deploy various strategies and make use of multi-channels to take its messages to the industry and the general populace. Some organisations do not have knowledge of the existence of ZIMDEF and some do not have a clear understanding of its mandate and why it is important.

Strategies

- Deploy integrated marketing communication program
- Develop a robust online marketing strategy
- Participate in shows and exhibitions
- Brand and place visible insignia at Fund's offices and operations vehicles
- Develop and deploy Corporate Social Responsibility programs relevant to human capital development
- Sponsorships and events co-hosting

7.2 Strategic Objective 2: Position the Fund as a relevant and responsible institution.

The Fund's name has been tainted by allegations of abuse and misappropriation of funds. This has led to the organisation being viewed in bad light with some even calling for its abolishment. However, the Fund remains critical in human capital development especially in light of the modernisation and industrialisation agenda as well as the newly introduced Education 5.0* doctrine. To counter this negative publicity, the following strategies shall be employed;



ZIMDEF Industry Business Seminars

Strategies

- Hold business seminars with business partners
- Sponsor business member organisation programs
- Publicise all corporate social responsibility (CSR) programs undertaken by the Fund
- Publish the Fund's financial reports in national newspapers

7.3 Strategic Objective 3: Create a rapport between the Fund and its publics

Some misconceptions exist between the Fund and some of its publics. This has resulted in the Fund failing to deliver on some of its mandate. In some cases, some business partners renege on their levy payments obligations in defiance of the Fund.

To minimise and/or eradicate the misconceptions, the Fund shall come up with programs that create a rapport between it and its publics.

The Fund's key publics are the Ministry of Higher & Tertiary Education, Science & Technology Development, Employers (Industry), Tenants, Management Training Bureau and the Fund's Employees. It is important that there be always positive rapport between the Fund and these publics.

Strategies

- Always have a clear and concise communication channel between the Fund and the relevant public
- Establish feedback harnessing mechanisms such as suggestion boxes and online feedback forms



IMPROVE PRODUCTIVITY



8. STRATEGIC GOAL 3: IMPROVE PRODUCTIVITY

For the Fund to achieve its objectives, it must operate at optimum levels deriving maximum benefits from its workforce. The higher the output per every employee the more productive the Fund will be. Productivity will result in less wastage of resources such as time, materials and equipment.

8.1 Strategic Objective 1: To increase revenue collected per employee by 8.7% by 2020

As the economy continues on a down turn, calls for parastatals to institute austerity measures in line with the Transitional Stabilisation Programme (TSP) grow louder. The Fund must therefore make the most of all its resources in order to produce more with current or even lesser resources. Measures to be instituted must enhance and not impede productivity. Hence a mix of strategies will be employed to achieve this objective.

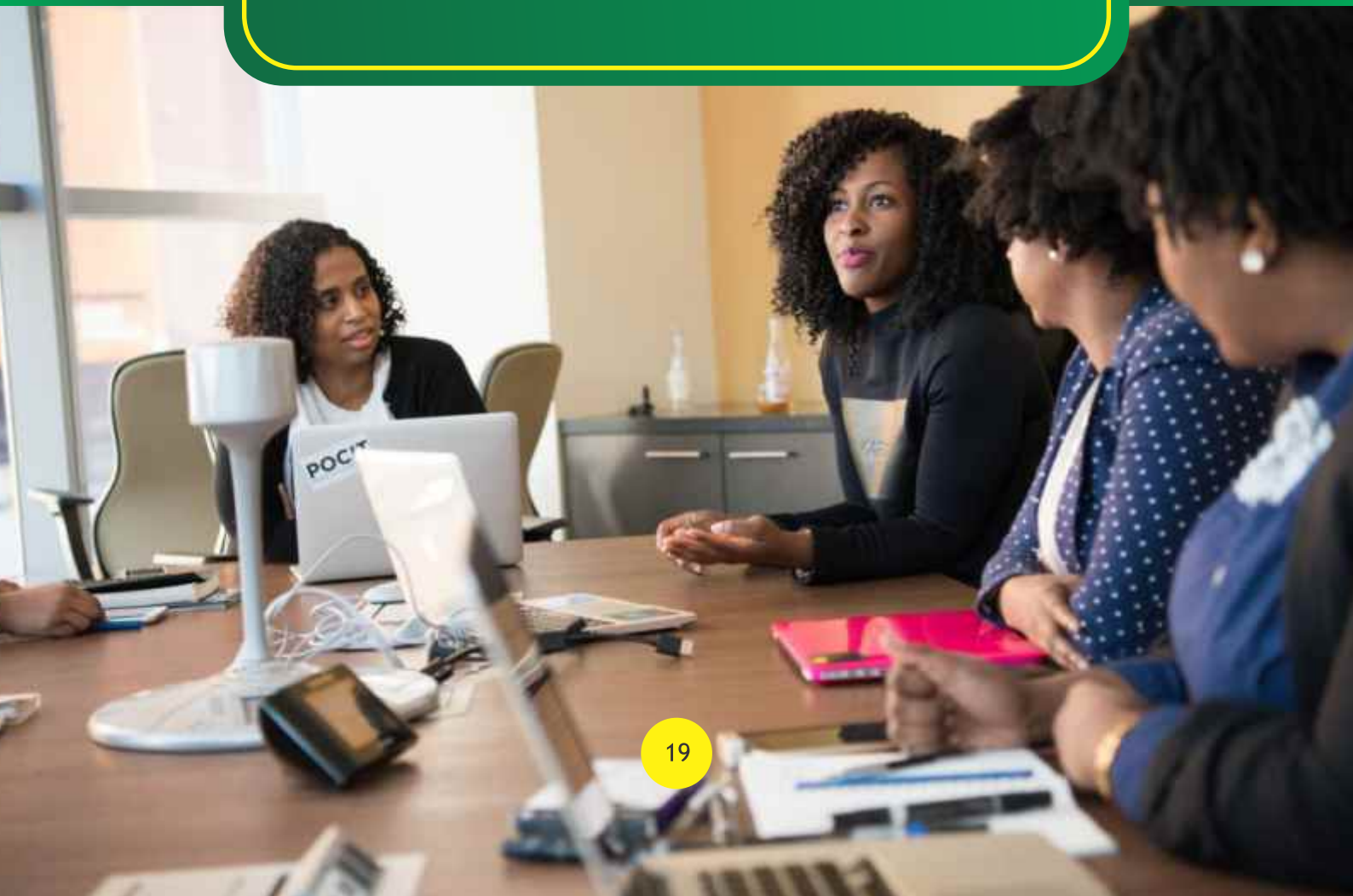
Strategies

- Provide adequate tools of trade to all members of staff to enable them to optimally perform their duties.
- Improve the staff conditions of service in order to attract and retain skilled personnel.
- Continuous training and development in areas where skills lack.





IMPROVE EMPLOYEE SKILLS



9. STRATEGIC GOAL 4: IMPROVE EMPLOYEE SKILLS



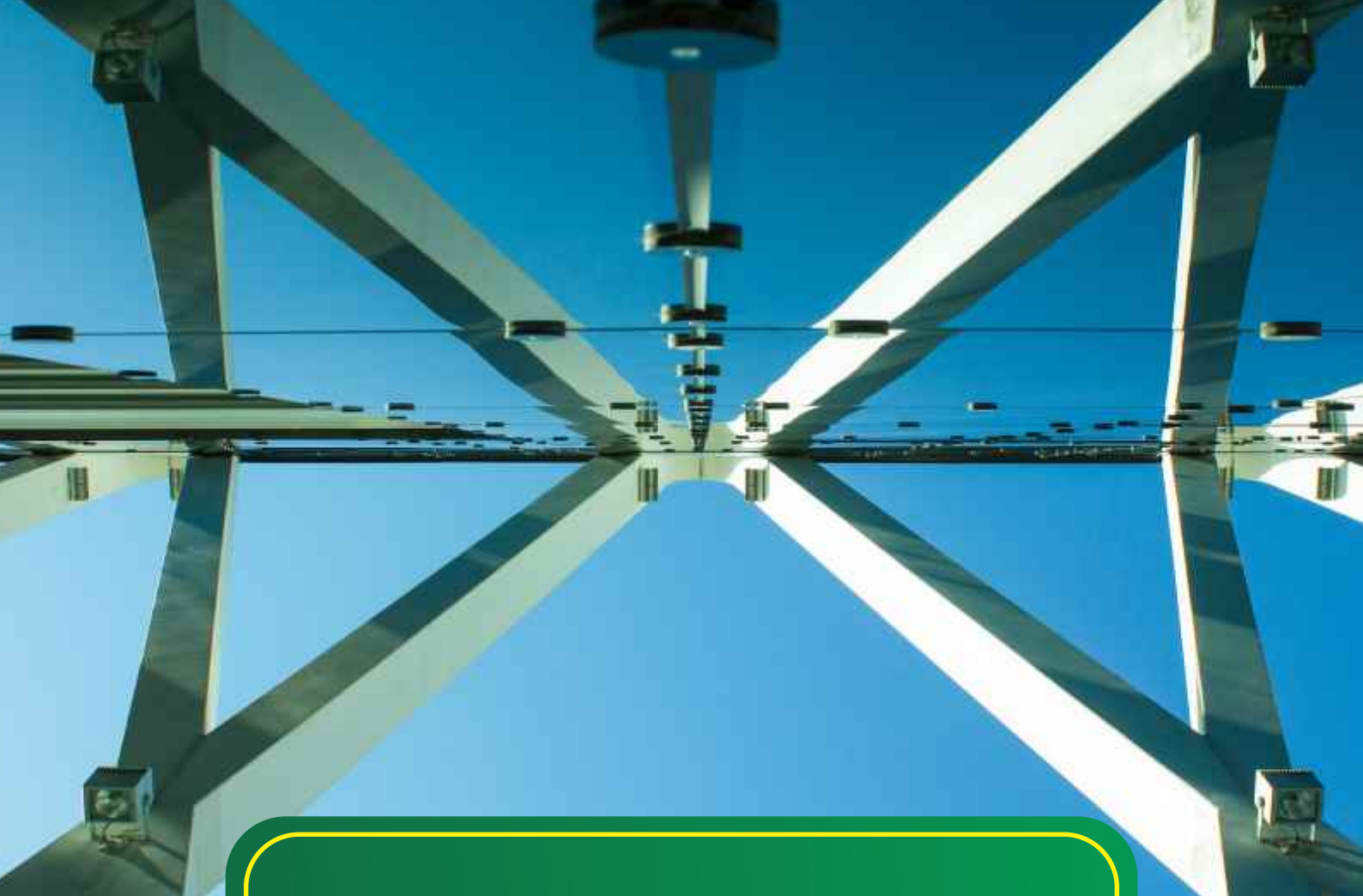
The Fund rely on its workforce to deliver on its mandate. To ensure that the employees remain top performers, a robust personnel performance management system will be instituted. Continuous training programs that keep members of staff abreast with changes in their professions.

9.1 Strategic Objective 1: Schedule regular training seminars for identified skills gaps

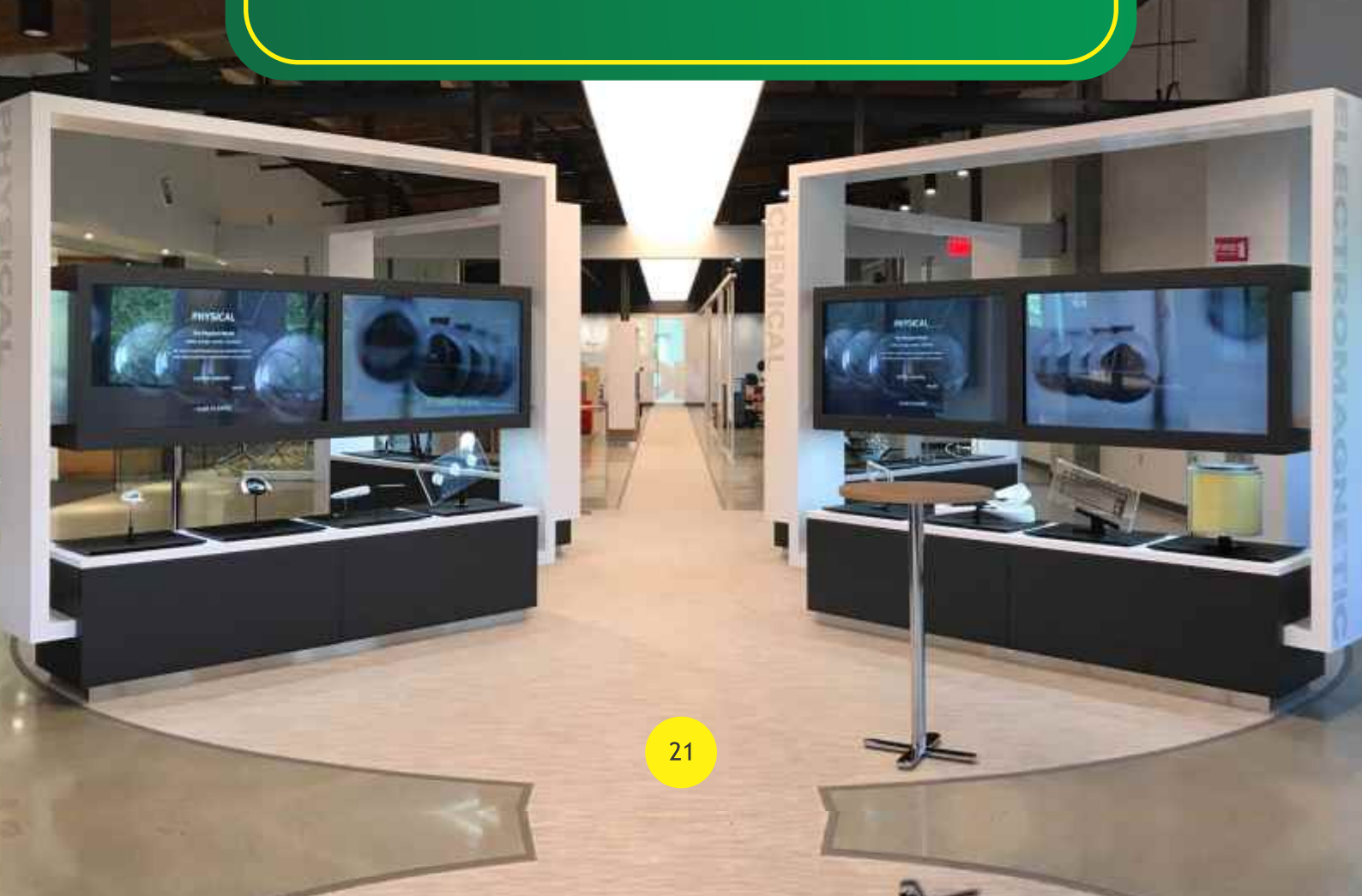
Competences are fundamental in performance. For the Fund to perform well, its employees must have the relevant skills. There is no substitute for skill therefore the Fund will strive to ensure that its employees attain skills that will enable them to do their jobs.

Strategies

- Institute competence based training programs.
- Run a continuous training and development program.



**IMPROVE RENTAL
INFRASTRUCTURE**



10. STRATEGIC GOAL 5: IMPROVE RENTAL INFRASTRUCTURE

The Fund has made huge investments in real estate over the years. Some of the rental infrastructure has deteriorated over time and the Fund is now finding it difficult to attract tenants for its properties. This has seen the occupancy rates hovering around 55%.

10.1 Strategic Objective 1: Refurbish all Fund properties by 2021

10.2 Strategic Objective 2: To increase occupancy rate of the Funds properties to 95% by end of 2020

Rental income is key in adding to the levy that is collected from industry. The Fund has already invested in properties and it is important that it reaps returns from those investments. The rise in occupancy will also give rise to rental revenue.

Strategies

- Refurbish the Fund's properties for them to meet modern standards
- Put in place a comprehensive maintenance program to avoid the properties from deteriorating beyond acceptable levels



ANNEXURES





DEVELOPING SKILLS FOR JOBS OF THE FUTURE



11. TERMS OF REFERENCE

The terms of reference provide guidelines on how ZIMDEF operates. These are: -

- a. Manpower Planning and Development Act No. 36 of 1984 (now revised Manpower Planning & Development Act Chapter 28:02 of 1996), with special reference to Sections 47 - 66;
- b. Statutory Instruments 74 and 392 of 1999.
- c. Constitution of Zimbabwe Amendment No. 20 Act of 2013 (section 27) (1) (b);

12. ZIMDEF OVERALL FUNCTIONS

ZIMDEF's core functions as derived from the terms of reference are as follows:

- a. Funding the development of skilled human capital in Zimbabwe [Section 47 (2)];
- b. Mobilizing resources for Human Capital Development [Sections 47 (3), 48 (2) and 54 (3)];
- c. Managing and disbursing resources as directed by the Trustee under the advice of NAMACO [Section 47 (4)];
- d. Funding Infrastructural Development to promote Human Capital Development [Section 48 (2) (h), (i) and (r)];
- e. Funding science and technology development, research and development, innovation and technology transfer [Section 48 (2) (v)].

13. DEPARTMENTS AND CORE FUNCTIONS

ZIMDEF has nine departments that work to fulfil and support its core functions. The functions of these departments are as follows:

a. FINANCE

- Financial reporting;
- Accounting for funds collected;
- Budgeting and budgetary control;
- Investment of funds;
- Risk Management.

b. ADMINISTRATION AND TRANSPORT

- Fleet management;
- Assets and stores management;
- Registry, courier and office management;
- Risk Management.

c. PROCUREMENT MANAGEMENT UNIT (PMU)

- Procurement planning;
- Contracts management;
- Procurement process management.
- Risk Management.

d. HUMAN CAPITAL DEVELOPMENT

- Recruitment and selection;
- Training and development;
- Performance Management;
- Compensation and Benefits administration;
- Labour Relations;
- Health and safety;
- Risk management.

e. REVENUE

- Levy collection;
- Compliance inspection;
- Employer registration;
- Risk Management.

f. INFORMATION COMMUNICATION TECHNOLOGY (ICT)

- Support and maintenance of information systems, infrastructure and technology;
- Information security management.
- Disaster recovery and business continuity management.
- Risk Management.

g. AUDIT AND RISK MANAGEMENT

- Evaluation of the adequacy and effectiveness of the Fund's risk management system, internal controls, and governance processes.
- Follow up audits.
- Special audits.

h. ESTATES, ENGINEERING WORKS AND PROJECTS

- Management of real estate portfolio;
- Contracts management;
- Projects management;
- Risk Management.

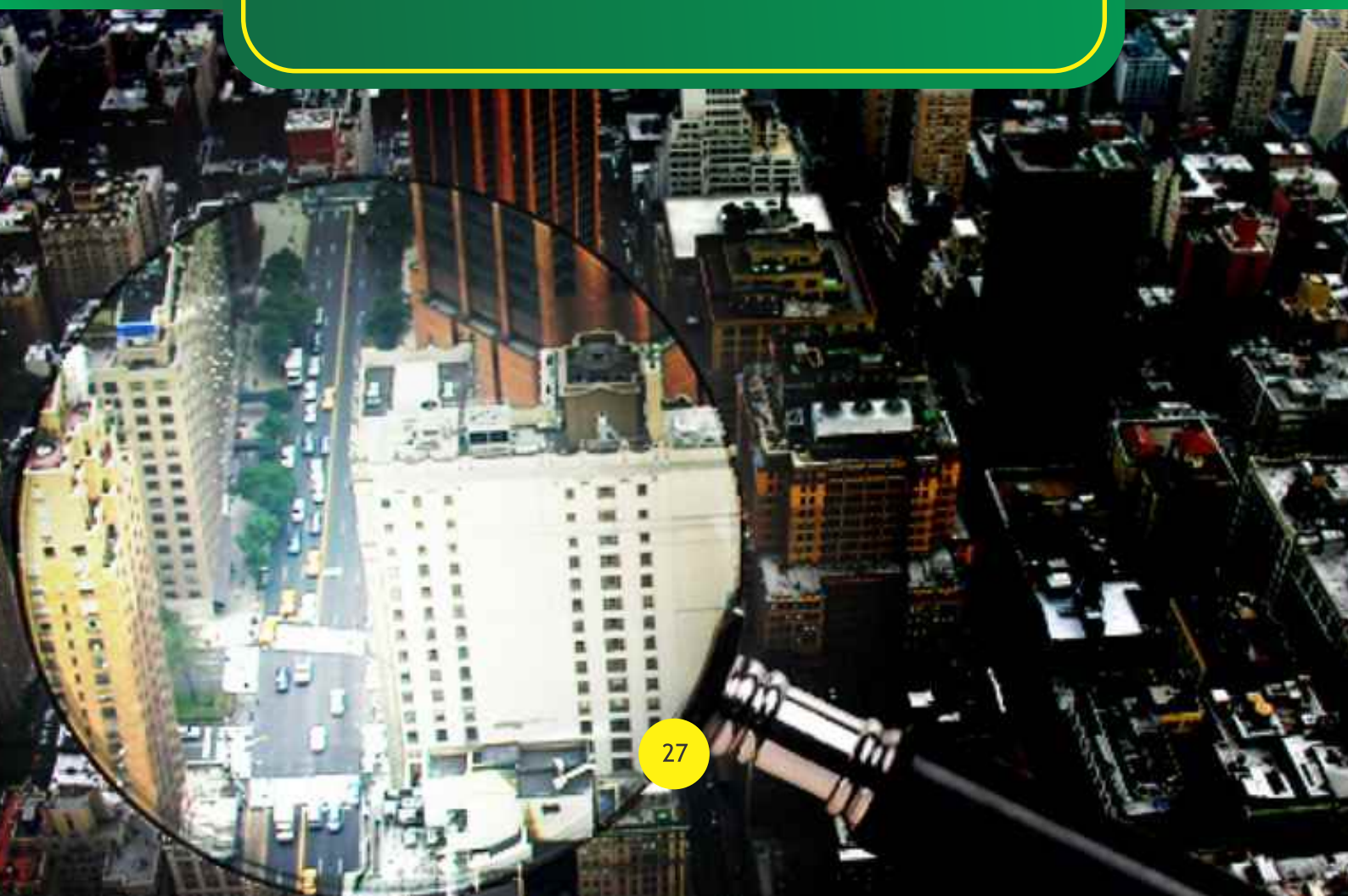
i. MARKETING AND PUBLIC RELATIONS

- Brand positioning;
- Communication;
- Research;
- Corporate events planning and execution;
- Risk Management.

The Fund's nine (9) departments complement each other as they drive the Fund's resource mobilisation agenda.



ENVIRONMENTAL SCAN



14. ENVIRONMENTAL SCAN

a. MULTIPLE LENS ANALYSIS

Multiple lens analysis (SWOT and PESTLEG) was used to analyze factors that affect the operations of ZIMDEF as follows:

	STRENGTH	WEAKNESSES	OPPORTUNITIES	THREATS
Political	Visionary leadership.	Lack of policy consistency and continuity.	<ul style="list-style-type: none"> Political stability. Improved international perception. 	<ul style="list-style-type: none"> Political interference. Lack of political consensus.
Economic	Strong Asset base.	<ul style="list-style-type: none"> Limited investment options. One major source of revenue. Inadequate staff compliment. 	<ul style="list-style-type: none"> Setting up of new companies. Existence of non-compliant and unregistered employers. Growth of SMEs. 	<ul style="list-style-type: none"> Inflation Foreign currency shortages Low industry capacity utilization. Limited hedging options. Low returns from investments.
Social	Skilled and competent workforce.	Attrition	Formalization of informal sector.	<ul style="list-style-type: none"> Unemployment. Company closures. Corruption. Bad publicity. Diseases outbreaks.
Technological	<ul style="list-style-type: none"> Availability of ICT infrastructure. Functional website and social media platforms. 	Low utilization of technology and applications	<ul style="list-style-type: none"> Digital communication channels availability. 	<ul style="list-style-type: none"> Continuous changes in technology. Social media misinformation High cost of technology Cyber-attacks. Foreign currency shortages.
Legal	Clear mandate from Act.	Absence of the provision for a Board in the enabling Act.	<ul style="list-style-type: none"> Improved transparency due to Public Entities Corporate Governance Act. Review of the existing laws. 	<ul style="list-style-type: none"> Reduction in wage bills as a result of Public Entities Corporate Governance Act. Changes in tax laws
Ecological	Use of technology to improve efficiency and save energy.	Limited use of energy saving solutions.	Creation of new companies under renewable energy thrust resulting in employment opportunities.	Climate changes.
Governance	<ul style="list-style-type: none"> Enabling legislation Operational policies in place. 	<ul style="list-style-type: none"> Absence of the provision for a Board in the enabling Act Absence of substantive appointments. 		Policy inconsistency

15. KEY RESULT AREAS

In pursuance of VISION 2030, ZIMDEF has one Key Result Area.

No.	Key Results Areas	Weightage	Responsible Departments	Sector KRA Reference	Linkages to Macro Priorities	SDG Reference
KRA 1	Resource mobilisation	100%	All Departments	10, 11	<ul style="list-style-type: none"> • Transitional Stabilization Programme • Vision 2030 	4, 8, 9

16.CLIENTS' NEEDS AND PROBLEM ANALYSIS

Internal and External Clients

External Clients	Needs/Problems	Extent
1. MHTESTD	<p><u>Needs</u></p> <p>Funding for human capital development activities and programs which include:</p> <ul style="list-style-type: none"> • equipping of innovation hubs; • training of STEM teachers; • research and development; • training infrastructure and facilities; • attachment allowances for students at institutions of higher learning; • equipment and retooling for institutions of higher learning; • Infrastructural start -up costs for institution of higher learning; • training consumables; • supplementing remuneration packages for B-Tech lecturers; • protective clothing, allowances and tuition for apprentices. <p><u>Problem</u></p> <ul style="list-style-type: none"> • Inadequate funding from fiscus. 	To meet 100% of the budgetary request.
2. Employers	<p><u>Needs</u></p> <ul style="list-style-type: none"> • Rebates • Information on use of funds collected 	<ul style="list-style-type: none"> • Meeting 100% of rebate requests. The program is ongoing. • Extensive dissemination of information continues to be done.
3. Tenants	<p><u>Problems:</u></p> <ul style="list-style-type: none"> • Deteriorated rental infrastructure (ZIMDEF house Bulawayo; Kuwirirana House and Masvingo ZIMDEF Flats). • Shortage of parking space at ZIMDEF House Harare. 	<ul style="list-style-type: none"> • Four out of six floors at ZIMDEF House Bulawayo need renovation. • Kuwirirana House property requires renovation. • All flats in Masvingo requires refurbishment. • Eighty additional parking bays required.

Internal and External Clients

External Clients	Needs/Problems	Extent
	<ul style="list-style-type: none"> Deteriorated rental infrastructure (ZIMDEF house Bulawayo; Kuwirirana House and Masvingo ZIMDEF Flats). Shortage of parking space at ZIMDEF House Harare. 	<ul style="list-style-type: none"> Kuwirirana House property requires renovation. All flats in Masvingo requires refurbishment. Eighty additional parking bays required.
4. Management Training Bureau	<p>Needs:</p> <ol style="list-style-type: none"> Funding for: <ul style="list-style-type: none"> Infrastructure Tools of trade Support for: <ul style="list-style-type: none"> Procurement Project management <p>Problems:</p> <ul style="list-style-type: none"> Inadequate tools of trade. The current training facilities are old and antiquated. The institution does not qualify to be a procurement entity. No expertise to manage projects. 	<p>To meet 100% of the budgetary request.</p> <p>Support to be rendered as per request.</p>
Internal Clients	Needs/Problems	Extent
1 Employees/Staff	<p>Needs</p> <ul style="list-style-type: none"> Competitive salaries Tools of trade Training and Development 	<ul style="list-style-type: none"> Salaries not aligned with the Government remuneration framework for State Enterprises. Continuous. Ongoing process informed by competence gaps established through appraisal and the need to keep up with current trends.

17. STAKEHOLDER ANALYSIS

External	Demands/Expectations	Extent
1. Ministry	Demands <ul style="list-style-type: none"> • Strategic document and Agency Integrated Performance Agreement; • Management reports; • Annual budget. 	<ul style="list-style-type: none"> • Annually • Weekly • Annually
2. NAMACO (Industry and Commerce)	Expectations Information on deployments of funds.	Annually
3. Media	Expectations <ul style="list-style-type: none"> • Transparency • Accountability 	Continuous
4. Auditor General	Expectations <ul style="list-style-type: none"> • Compliance to regulations and accounting standards. • Submission of accounts by 28 March of each year. 	<ul style="list-style-type: none"> • Continuous • Annually
5. Procurement Regulation Authority of Zimbabwe	Expectations <ul style="list-style-type: none"> • Compliance to Public Procurement and Disposal of Assets Act and Regulations. 	Continuous
Internal	Demands/Expectations	Extent
1. Works Council	Expectations <ul style="list-style-type: none"> • Competitive conditions of service • Policy direction • Meeting of set targets 	Continuous
2. Trustee	Demand <ul style="list-style-type: none"> • Timely submission of financial reports • Compliance to laws and regulations. 	<ul style="list-style-type: none"> • Monthly • Continuous.
3. Management	Expectations Improved conditions of service	Continuous.

18. POLICIES

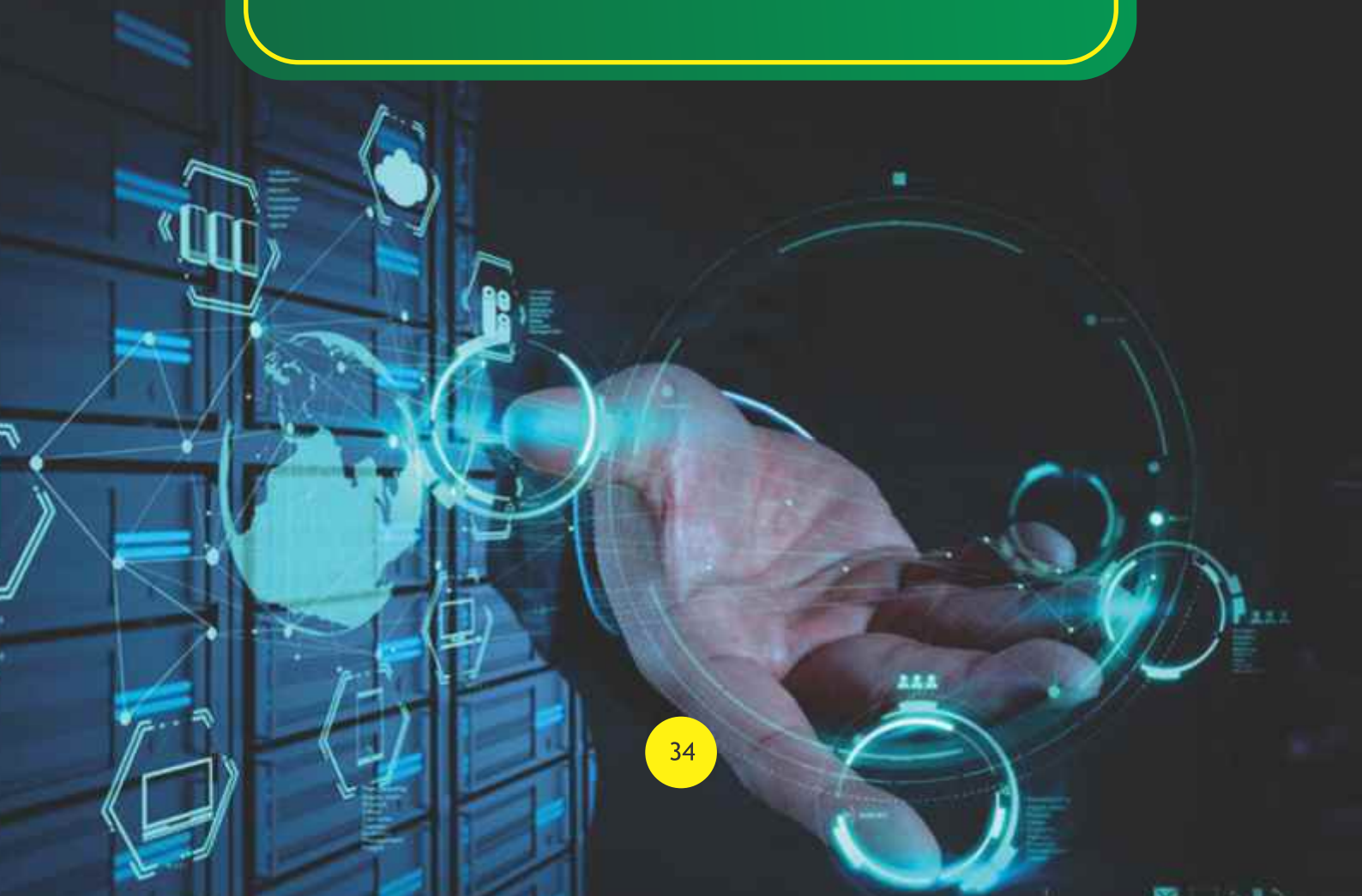
External		Internal	
1	Labour Relations Act Chapter 28:01	1	Strategic Plan
2	Public Entities Corporate Governance Act Chapter 10:31	2	Agency Integrated Performance Agreement
3	Public Finance and Management Act Chapter 22:19	3	Operational policies
4	Statutory Instrument 74/1999		
5	Statutory Instrument 258/1996		
6	Statutory Instrument 392/1999		
7	Transitional Stabilisation Programme October 2018 to December 2020		
8	Income Tax Act Chapter 23:06		
9	Statutory Instrument 15 of 2006		
10	Vision 2030		
11	Public Procurement and Disposal of Public Asset Act Chapter 22:23.		

19. PRELIMINARY OUTCOMES

No.	Outcome	Weightage	Deliverables	Responsible Department/s	Cross Linkages	KRA Reference	Macro Priorities Ref.
1	Improved funding for human capital development	70%	Adequate funds	All departments	MHTESTD, MTB	1	Improved standard living
2	Improved Fund awareness	10%	Positive news articles	Marketing & Public Relations		1	
3	Improved productivity	10%	Meeting of set targets, reduced cost and turnaround time.	All departments	MTB	1	Improved standard living
4	Increased skilled personnel	6%	Skilled personnel	Human Capital Development	MTB	1	Improved standard living
5	Improved rental infrastructure	4%	Rental space	Estates, Engineering and Projects		1	



STRATEGIES ASSUMPTIONS & RISKS



20. STRATEGIES, ASSUMPTIONS & RISKS

Period	Strategies	Assumptions	Risks	Mitigating factors
Key Result Area: RESOURCE MOBILISATION Outcome 1: Improved funding for human capital development Critical Success Factors: Availability of funding, Competent personnel, Public support				
Budget Year 2019	<p>Employer engagement and education on payment of 1% levy</p> <p>Optimum use of technology.</p> <p>Increase number of revenue officers at head office.</p> <p>Litigation.</p>	<p>Resource availability</p> <p>Adequate ICT skills</p> <ul style="list-style-type: none"> Lower Business Partner portfolio ratio per revenue officer at Regional Offices. Availability of adequate tools of trade <p>Availability of competent lawyers</p>	<p>Negative publicity</p> <ul style="list-style-type: none"> Reluctance to embrace ICTs. Rapid technological changes. Employment freeze <p>Liquidation, judicial management and reconstruction of defaulters</p>	<p>Aggressive marketing of ZIMDEF Brand.</p> <ul style="list-style-type: none"> ICT capacity building Adoption of ICTs Reassignment of revenue officers from Regional Offices and other areas of business. Continuous engagement
2-3years	<p>Employer engagement and education on payment of 1% levy.</p> <p>Effective use of technology</p>	<p>Resource availability.</p> <p>Adequate ICT skills</p>	<p>Negative publicity</p> <ul style="list-style-type: none"> Reluctance to embrace ICTs. Rapid technological changes 	<p>Aggressive marketing of ZIMDEF Brand</p> <ul style="list-style-type: none"> ICT capacity building Adoption of ICTs
4-5years	<p>Employer engagement and education on payment of 1% levy.</p> <p>Keeping abreast with use of new technology</p>	<p>Resource availability</p> <p>Adequate resources.</p>	<p>Negative publicity</p> <p>Technology related problems</p>	<p>Aggressive marketing of ZIMDEF Brand. (Effective use of social media and related E-platforms).</p> <p>Engaging in ICT research</p>

20. STRATEGIES, ASSUMPTIONS & RISKS

Period	Strategies	Assumptions	Risks	Mitigating factors
Key Result Area 1: RESOURCE MOBILISATION				
Outcome 2: Improved Fund awareness				
Critical Success Factors: Availability of funds, Competent personnel, Media Acceptance				
Budget Year 2019	<ul style="list-style-type: none"> • Integrated Marketing Communication • Robust e-marketing channel development • Visible insignia at all Fund offices • Business meetings 	<ul style="list-style-type: none"> • Adequate resources to deploy strategy. • Availability of IT infrastructure and software • Availability of modern signage providers • High turnout from target audience 	<ul style="list-style-type: none"> • Spreading resources too thin. • Cyber attacks • Poor workmanship • Poor turnout of target audience 	<ul style="list-style-type: none"> • Develop a relevant mix of media and programs • Strong malware protection systems • Through background checks on bidders • Send out personal invitations
2-3 years	<ul style="list-style-type: none"> • Integrated Marketing Communication • Robust e-marketing channel development • Business meetings 	<ul style="list-style-type: none"> • Adequate resources to deploy strategy. • Availability of IT infrastructure and software • High turnout from target audience 	<ul style="list-style-type: none"> • Spreading resources too thin. • Cyber attacks • Poor turnout of target audience 	<ul style="list-style-type: none"> • Develop a relevant mix of media and programs • Strong malware protection systems • Send out personal Invitations
4-5 years	<ul style="list-style-type: none"> • Integrated Marketing Communication • Robust e-marketing channel development • Business meetings 	<ul style="list-style-type: none"> • Adequate resources to deploy strategy. • Availability of IT infrastructure and software • High turnout from target audience 	<ul style="list-style-type: none"> • Spreading resources too thin. • Cyber attacks • Poor turnout of target audience 	<ul style="list-style-type: none"> • Develop a relevant mix of media and programs • Strong malware protection systems • Send out personal invitations

20. STRATEGIES, ASSUMPTIONS & RISKS

Period	Strategies	Assumptions	Risks	Mitigating factc
Key Result Area 1: RESOURCE MOBILISATION Outcome 3: Improved productivity Critical Success Factors: Availability of funds, Competent persor adequate tools of trade				
Budget Year 2019	<ul style="list-style-type: none"> • Provide adequate tools of trade. • Improve conditions of service • Consistent employee engagement • Training and development 	<ul style="list-style-type: none"> • Economic stability • Committed employees • Availability of relevant training programs 	<ul style="list-style-type: none"> • Delays in procurement processes. • Poor communication • Skillsflight 	<ul style="list-style-type: none"> • Timely submission of purchases request. • Continuous employee engagement • Bonding • Competitive conditions of service • Clear promote policy
2-3 years	<ul style="list-style-type: none"> • Provide adequate tools of trade. • Improve conditions of service • Consistent employee engagement • Training and development 	<ul style="list-style-type: none"> • Economic stability • Committed employees • Availability of relevant training programs 	<ul style="list-style-type: none"> • Delays in procurement processes. • Poor communication • Skills flight 	<ul style="list-style-type: none"> • Timely submission of purchases request. • Continuous employee engagement • Bonding • Competitive conditions of service • Clear promote policy
4-5 years	<ul style="list-style-type: none"> • Provide adequate tools of trade. • Improve conditions of service • Consistent employee engagement • Training and development 	<ul style="list-style-type: none"> • Economic stability • Committed employees • Availability of relevant 	<ul style="list-style-type: none"> • Delays in procurement processes. • Poor communication • Skills flight 	<ul style="list-style-type: none"> • Timely submission of purchases request. • Continuous employee engagement • Bonding • Competitive conditions of service

Period	Strategies	Assumptions	Risks	Mitigating factors
Key Result Area: RESOURCE MOBILISATION Outcome 4: Increased skilled personnel Critical Success Factors: Availability of funding, policy support				
Budget Year 2019	<ul style="list-style-type: none"> • Competency based training • Continuous development 	<ul style="list-style-type: none"> • Availability of relevant programs • Policy implementation 	<ul style="list-style-type: none"> • Skills flight • Failure by trainees 	<ul style="list-style-type: none"> • Competitive conditions of service • Bonding • Clear promotion policy
2-3years	<ul style="list-style-type: none"> • Competency based training • Continuous development 	<ul style="list-style-type: none"> • Availability of relevant programs • Policy implementation 	<ul style="list-style-type: none"> • Skills flight • Failure by trainees 	<ul style="list-style-type: none"> • Competitive conditions of service • Bonding • Clear promotion policy
4-5years	<ul style="list-style-type: none"> • Competency based training • Continuous development 	<ul style="list-style-type: none"> • Availability of relevant programs • Policy implementation 	<ul style="list-style-type: none"> • Skills flight • Failure by trainees 	<ul style="list-style-type: none"> • Competitive conditions of service • Bonding • Clear promotion policy

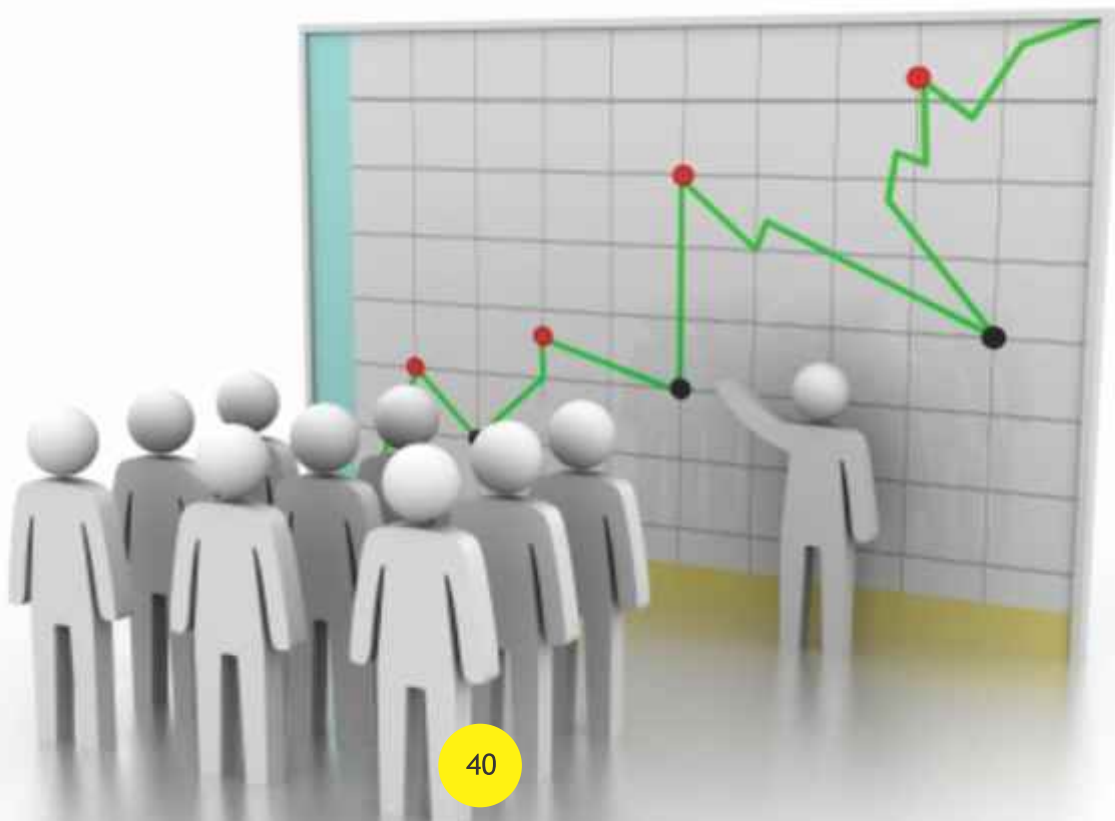


UZ Innovation Hub partly funded by ZIMDEF

Period	Strategies	Assumptions	Risks	Mitigating factors
Key Result Area: RESOURCE MOBILISATION Outcome 5: Improved rental infrastructure Critical Success Factors: Availability of funds				
Budget Year 2019	Refurbishment	Economic stability.	<ul style="list-style-type: none"> • Price escalation • Existing tenants flight 	<ul style="list-style-type: none"> • Timely procurement of materials and services • Offering alternative space during refurbishment.
2-3 years	Maintenance	Economic stability.	<ul style="list-style-type: none"> • Delays in procurement processes 	<ul style="list-style-type: none"> • Timely submission of purchases request.



**STRATEGIC RESULTS CHAIN
MONITORING AND EVALUATION
FRAMEWORK**



21. STRATEGIC RESULTS CHAIN, MONITORING AND EVALUATION FRAMEWORK

21.1 Impact Plan

Impact Description	Impact Indicator	Measurement Unit/Criterion(% no. rate, etc.)	Target					Allowable Variance	Cross Linkages	Outcome Reference	KRA Reference
			2019	2020	2021	2022	2023				
1 Improved standard of living	Gross Domestic Product per capita contribution	%	3	5	6	8	10	+10%	MoFEP, MoWACSMED	1	KRA1
	Life expectancy	years	65	66	68	69	70	+10%	MoFEP, MoHCC, MoPSLSW	1	KRA1
	Poverty datum line	\$	552	610	620	660	668	+10%	MoFEP, MoITC	1	KRA1

21.2 Outcomes Plan

Impact Reference	Outcome Description	Outcome Indicator	Measurement Unit/ Criterion(% , no. rate, etc)	Target						Allowable Variance	Output Reference	KRA Reference
				Baseline	2019	2020	2021	2022	2023			
IMP1	1 Improved funding for human capital development	• Revenue collected	%	\$42million	9.5%	8.7%	10%	5%	3%	+/-10%	1	1
		• Programs funded	\$							+/-10%		
IMP2	2 Improved Fund awareness	<ul style="list-style-type: none"> • News articles published • Website and social media traffic • Radio and TV programs Flighted • Attendance to Fund programs 										
IMP3	3 Increased skilled personnel	• Training programs attended	no.	57	60	60	60	60	60	+/-10%	2	1
		• Reduction in skills gap	%							+/-10%		
		• Expenditure on training	\$	123 687	180 000	200 000	200 000	220 000	240 000	+/-10%		
IMP4	4 Improved productivity	• Revenue collected per employee	\$/employee	\$283,784	\$310,810	\$337,838	\$371,622	\$391,892	\$405,405	+/-10%	3	1
IMP5	5 Improved rental infrastructure	• Rental revenue collected	% of total revenue	1%	1.5%	1.8%	2.1%	2.1%	2.5%	+/-10%	4	1

21.3 Outputs Plan

Ref.	Programme Outputs(s)	Budget Allocation	Budget Estimate	Budget Estimate	Budget Estimate	Budget Estimate	Budget Estimate
(1)	(2)	2018	2019	2020	2021	2022	2023
1	Resources mobilized	\$42M	\$46M	\$50M	\$55M	\$58M	\$60M
2	Awareness programs held	\$ 410 000	\$ 520 000	\$ 580 000	\$ 600 000	\$ 600 000	\$ 600 000
3	Tools of trade procured (ICT, equipment, vehicles, furniture, fittings)	\$1,136,800	\$1,810,000	\$1,846,000	\$1,890,000	\$1,927,800	\$1,970,000
4	Human Capital Developed (Internal Training Programs)	\$180,000	\$180,000	\$200,000	\$220,000	\$240,000	\$260,000
5	Rental space refurbished	\$100,000	\$100,000	\$120,000	\$150,000	\$180,000	\$200,000

22. SUMMARY OF BUDGET BY PROGRAMME

Ref.	Departments	Budget 2018	Approved Budget 2019	Budget Estimate 2020	Budget Estimate 2021	Budget Estimate 2022	Budget Estimate 2023
1.	Human Capital Development	5,040,000	5,800,000	5,932,000	6,070,000	6,207,000	6,340,000
2.	Administration	3,178,864	5,267,150	5,312,494	5,386,190	5,428,934	5,522,219
3.	Marketing	300,000	310,000	320,000	340,000	380,000	400,000
4.	ICT	697,000	800,000	816,000	832,000	848,000	864,000
5.	EEWP	497,000	500,000	550,000	580,000	600,000	600,000
6.	Bulawayo Regional Office	309,800	315,996	322,315	328,762	335,337	342,044
7.	Gweru Regional Office	194,908	198,806	202,782	206,837	210,974	215,194
8.	Mutare Regional Office	101,028	103,048	105,109	107,211	109,355	111,543
	Total	10,318,600	13,295,000	13,560,700	13,851,000	14,119,600	14,395,000

23. SUMMARY OF BUDGET BY CATEGORY OF EXPENDITURE

Ref. (1)	Expenditure Classification (2)	Total Approved Budget (Previous Year)	Actual Expenditure (Previous Year (Jan – Nov)	Approved Budget (Current Year) 2019	Budget Estimate 2020	Budget Estimate 2021	Budget Estimate 2022	Budget Estimate 2023
1.	Employment cost	4,860,000	3,689,595	5,620,000	5,732,400	5,850,000	5,967,000	6,080,000
2.	Mandate	30,954,400	22,925,197	35,920,000	36,638,400	37,400,000	38,148,000	38,910,000
3.	Maintenance	873,000	555,808	950,000	969,000	989,000	1,001,000	1,021,000
4.	Administration	2,751,800	1,907,373	4,115,000	4,197,300	4,290,000	4,375,800	4,460,000
5.	ICT Requirements	697,000	499,554	800,000	816,000	832,000	848,000	864,000
6.	Acquisition of furniture & Equipment	1,136,800	437,591	1,810,000	1,846,000	1,890,000	1,927,800	1,970,000
7.	Acquisition of fixed capital assets	3,415,000	-	3,415,000	4,000,000	4,000,000	4,000,000	4,000,000
	Total	44,688,000	30,015,118	52,630,000	54,199,100	55,251,000	56,267,600	57,305,000

24. SUMMARY OF HUMAN RESOURCES ESTIMATES

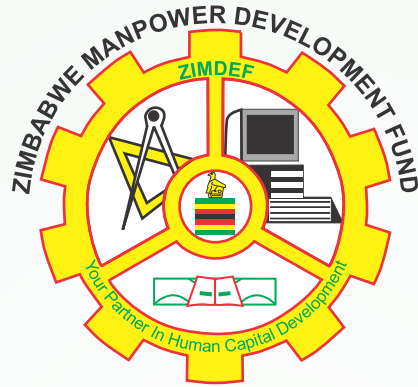
Ref. (1)	Department	Total Establishment Approved	Projected Establishment 2019	Projected Establishment 2020	Projected Establishment 2021	Projected Establishment 2022	Projected Establishment 2023
1.	Revenue	54	54	54	54	54	54
2.	Finance	26	26	26	26	26	26
3.	Human Capital	4	4	4	4	4	4
4.	Engineering, Estates, Works & Projects	10	10	10	10	10	10
5.	Information Communication Technology	5	5	5	5	5	5
6.	Audit	7	7	7	7	7	7
7.	Administration & Transport	34	34	34	34	34	34
8.	Marketing & Public Relations	4	4	4	4	4	4
9.	Procurement Management Unit	6	6	6	6	6	6
	Total	150	150	150	150	150	150

25. LIST OF PARTICIPANTS

	NAME	ORGANISATION	Designation
1	Hon. Prof. dr. Amon Murwira (Trustee/Minister)	MoHTESTD	Hon. Minister
2	Eng. Sebastine Marume	ZIMDEF	Acting CEO
3	Mr. Edmos Shumba	ZIMDEF	Acting PDFA
4	Eng. Willie Ganda	MoHTESTD	Director
5	Mr. W. Sonono	MoHTESTD	Acting Director
6	Mrs. Zivanayi	MoHTESTD	Acting Director
7	Ms Maria Adriano	MoHTESTD	Deputy Director
8	Mr Charles Musariri	MoHTESTD	Deputy Director
9	Mrs. Rebecca Kavhiya	MoHTESTD	Acting Director
10	Mr. John W. Mufukare	EMCOZ	Executive Director
11	Mrs. Tsungi Banga	NAMACO	Commissioner
12	Ms. Simba Mina	NAMACO	Manager
13	Mr. Nyasha Njowa	ZIMDEF	Manager
14	Mr. Tungamirai Muzangaza	ZIMDEF	Manager
15	Mr. Tichahleyi Mpofu	ZIMDEF	Manager
16	Ms Phillis Mashatise	ZIMDEF	Manager
17	Mr. Alec Madimutsa	ZIMDEF	Manager
18	Mrs Patience Mpofu	ZIMDEF	Manager
19	Mr Leonard Rwambiwa	ZIMDEF	Manager
20	Mr. Elliot Taedzerwa	ZIMDEF	Manager
21	Mr. Tendai Kunaka	ZIMDEF	Acting Manager
22	Mr Innocent Ganya	ZIMDEF	Acting Manager
23	Mr Upenyu Gweme	ZIMDEF	Acting Manager
24	Mr Daniel Maringa	ZIMDEF	Manager
25	Mr Temptation Kuzhumbwa	ZIMDEF	Manager
26	Mrs. Marjorie Mutisi	ZIMDEF	Senior Marketing Officer
27	Mrs Vongai Kepekepe	ZIMDEF	Executive Assistant
28	Ms Susan Mutandamini	ZIMDEF	Executive Assistant
29	Mr. Simbarashe Chitiza	ZIMDEF	Workers Committee Chairman
30	Mr. Geoffrey Nyagadza	ZIMDEF	Workers Committee Member
31	Ms. Ringsayi Chinamasa	Msasa Industrial Training Centre	Acting Principal
32	Ms. Nancy Matshe	MTB	Director
33	Mr. Tapiwa Chimedza	MTB	Manager
34	Mr Solomon Mbiriya	MTB	HR Officer
35	Mrs. Debra Gwati	MTB	Manager
36	Ms Sarudzai Mashingaidze	MTB	Manager
37	Mr. Keith Samunawu	MTB	Accountant
38	Ms. Tsitsi G. Bhunu	PSC	Facilitator
39	Mr. M. P. Matsenhura	PSC	Facilitator
40	Mr W. Mtisi	MoHTESTD	Director

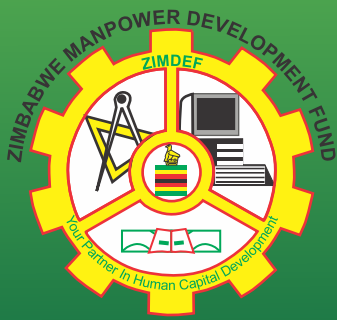


**RESOURCE
MOBILISATION**



STRATEGIC PLAN 2019 - 2023

RESOURCE MOBILISATION ● SKILLS & INFRASTRUCTURE DEVELOPMENT ● RESEARCH & DEVELOPMENT ● INNOVATION



STRATEGIC PLAN 2019 - 2023

RESOURCE MOBILISATION ● SKILLS & INFRASTRUCTURE DEVELOPMENT ● RESEARCH & DEVELOPMENT ● INNOVATION



YOUR PARTNER IN HUMAN CAPITAL DEVELOPMENT