



Republic of Zimbabwe



Scientific and Industrial
Research and Development
Centre

SCIENTIFIC AND INDUSTRIAL RESEARCH AND DEVELOPMENT CENTRE

Whole of Government Performance Management System

2026

SECTION A: Profile of the Agency

1. Scientific and Industrial Research and Development Centre Code:¹

2.a Vote Number:

2.b Sector(s) Name(s):² Code:

3. Vision Statement:

The leading technology and innovation Centre for the development of Zimbabwe and the region.

4. Mission Statement:

To provide solutions for sustainable development, through application of technologically developed products and processes.

5. **5.a. National Priority Areas that SIRDC is contributing to:**

	Description of NPA
NPA 2	Inclusive Economic Growth and Structural Transformation.
NPA 4	Agriculture, Food, Climate and Environment.
NPA 5	Science, Technology, Digital, Innovation and Human Capital

5.b. National Key Result Areas that SIRDC is Contributing to:

	Description of NKRA
NKRA 1	Economic Structural Transformation
NKRA 2	Food and Nutrition Security
NKRA 3	Climate and Environmental Protection
NKRA 4	Science and Technology Development
NKRA 5	Digital Economy

¹The codes are system generated although they can be manually prepared

²If MDA belongs to many Sectors, start with the ones allocated more resources and also with the highest contributions to results

5.c. National Outcomes that SIRDC is contributing to:

	National Outcome
NOUC 1	Enhanced Structural Transformation
NOUC 2	Improved Food Security
NOUC 3	Improved Nutrition Security
NOUC 4	Improved Climate Resilience and Environmental Sustainability
NOUC 5	Enhanced Science and Technology Innovation ecosystem for global competitiveness
NOUC 6	Increased national digitalisation
NOUC 7	Increased ICT security
NOUC 8	Enhanced Artificial intelligence (AI) driven economic growth initiatives

5.d. Sector Outcomes that SIRDC is contributing to:

	Sector Outcome
SOUC 1	Improved Manufacturing Productivity
SOUC 2	Enhanced Industrial Growth
SOUC 3	Enhanced Competitiveness
SOUC 4	Improved food self-sufficiency
SOUC 5	Improved climate action
SOUC 6	Improved science and technology innovation ecosystem
SOUC 7	Increased information communication technology infrastructure and platforms development

5.e. Key Contributing Partners

NOUC. Ref. No. ³	SOUC. Ref. No.	Prog. Ref. No.	Contributing MDA	Other Contributors
		1	MDAs	- WAITRO - Institute of Public Relations - Internet Providers
		2	MDAs	- ZNCC - CZI

³NOUC which the Ministry is contributing to

6. Programmes and Outcomes

Prog. Code	Programme Name	Programme Outcome/s
1	Governance and Administration	1. Improved governance and administration
2	Scientific Industrial Research	1. Increased innovation for industrialisation

7. Terms of Reference

- Constitution of Zimbabwe
- Research Act [Chapter 10:22]
- SIRDC Constitution

8. Policies Applicable for SIRDC

	External Policy	Programme	Internal Policy	Programme
1.	National Development Strategy 2 (2026-2030)	1,2	Accounting Policies and Procedures Manual	1
2.	Patents Act [Chapter 26:03]	2	Code of conduct	1,2
3.	Consumer Protection Act [Chapter 14:14]	1,2	Employee Retention Policy	1,2
4.	Copyright and Neighbouring Rights Act [Chapter 26:05]	2	Employee Separation Policy & Procedures	1
5.	Criminal law (codification and reform) Act [Chapter 9:23]	1	Employee Separation Policy and Procedures	1
6.	Customs and Excise Act [Chapter 23:02]	1	Funeral Services and Benefits Policy	1,2

	External Policy	Programme	Internal Policy	Programme
7.	Cyber and Data Protection Act [Chapter 12:07]; and Cyber and data protection (licensing of data controllers and appointment of data protection officers) regulations, 2024 (S.I. 155 of 2024)	1	Gratuity policy	1
8.	National Social Security Authority Act [Chapter 17:04]	1,2	Housing Loan Scheme Policy	
9.	Disabled Persons Act [Chapter 17:01]	1	Human Capital Training and Development Policy	1,2
10.	Environmental Management Act [Chapter 20:27]	1	Human Capital Training and Development Policy	1,2
11.	Exchange Control (Amendment of Schedule to the Exchange Control Act) (Repeal) Notice, 2025, S.I. 34 of 2025	1	ICT and Information Management Policy	1
12.	Government of Zimbabwe Policies and Directives	1	Information Communication Technology (ICT) Tools of Trade for Senior Staff	1,2
13.	Freedom of Information [Chapter 10:33]	1	Information Communication Technology (ICT) Tools of Trade for the Board	1,2
14.	Income tax Act [Chapter 23:06]	1	Intellectual Property Policy	1,2
15.	Industrial Designs Act [Chapter 26:02]	1,2	Leave Policy	1,2
16.	Insolvency Act [Chapter 6:07]	1,2	Local travel and subsistence allowance	1,2
17.	International Financial Reporting Standards	1,2	Long Service Awards Policy	1,2
18.	Official Secrets Act [Chapter 11:09]		Provision for bad debts policy	1

	External Policy	Programme	Internal Policy	Programme
19.	International Public Sector Accounting Standards (IPSAS)	1,2	Recruitment and Selection Policy	1,2
20.	Labour Act [Chapter 28:01]and Regulations;	1,2	Relocation Policy	1,2
21.	Manpower Planning and Development Amendment Act [Chapter 28:02]	1,2	Risk Management Policy	1,2
22.	Money Laundering and Proceeds of Crime Act [Chapter 9:24]	1,2	Safety, Health, Environmental and Quality (SHEQ) Policy	1,2
23.	Pension and Provident Funds Act [Chapter 24:09]	1		
24.	Plant Breeders Rights Act [Chapter 18:16]	2		
25.	Prevention of Corruption Act [Chapter 9:16]	1,2		
26.	Public Debt Management Act [Chapter 22:21]	1		
27.	Public Entities Corporate Governance Act [Chapter 10:31]and Regulations;	1		
28.	Public Finance Management Act [Chapter 22:19];	1		
29.	Public Procurement and Disposal of Public Assets Act [Chapter 22:23]and Regulations; PRAZ Circulars and Directives	1		
30.	Road Traffic (Licensing of Drivers) (Amendment) Regulations, 2025 (No. 1), S.I. 10 of 2025	1,2		
31.	Road Traffic Act [Chapter 13:11] and Regulations	1,2		

	External Policy	Programme	Internal Policy	Programme
32.	Seeds Act [Chapter 19:13]	2		
33.	SI 18 of 2024 (Public Procurement and Disposal of Public Assets (General) (Amendment) Regulations, 2024 (No. 6)	1,2		
34.	Statutory Instrument 76 of 2025 (Deeds Registries Regulations, 2025)	1,2		
35.	Trademarks Act [Chapter 26:04]	1,2		
36.	Value Added Tax Act [Chapter 23:13]	1		
37.	Zimbabwe Financial Reporting Manual (ZFRM)	1		
38.	Standards Development Funds Act [Chapter 14:19]	1,2		
39.	National Budget Statement	1,2		
40.	Estimates of Expenditure (Bluebook)	1		
41.	Agricultural Sector Strategy	2		
42.	Cabinet Circulars	1,2		
43.	Statutory Instruments	1,2		
44.	Small to Medium Scale Enterprises Policy	1,2		
45.	Zimbabwe National Policy for Information and Technology (ICT)	1,2		
46.	Food and Nutrition Policy	2		
47.	National Environmental Policy	2		

	External Policy	Programme	Internal Policy	Programme
48.	Industrial Development Policy	2		
49.	National Intellectual Property Policy	1,2		
50.	National Renewable Energy Policy	2		
51.	National Gender Policy	1,2		

SECTION B: PERFORMANCE FRAMEWORK FOR SIRDC

9. Programme Performance Framework

9.a. Programme Outcome Linkages

	Outcome Statement	Policy Code/s	Contribution		NPA Reference/s	National KRA Reference/s	National Outcome Reference/s
			Partner/s	Description			
SIRDC Programme 1: Governance and Administration							
OUC1	Improved Governance and Administration		MDA's	• Budget support • Policy Direction • Social Security, • Compliance issues • Procurement • Regulations • Vehicle Registration • Vehicle Licensing • Law Enforcement • Employment Policy • Capacity building • Payroll • Administration • Pensions • Telecommunications Regulations • High performance computing services & Offsite data backup • Internet services • Funding and policy direction • Investor Linkages • Pensions Regulations	1,2,3		1,2,3,6,7,9,13,14,15

				• Funding and manpower development • Exhibitions • Financial services and regulations • Energy • Archiving and disposal • Bylaws • Registration • Investment Financing • Antivirus, Firewall • Compliance • Whistleblowing • Integrity • Financial services and regulations • Research Collaboration			
			Service stations	• Energy			
			WAITRO	• Research Collaboration and Networking			
			Institute of Public Relations	• Networking			
			Internet Providers	• Internet Service			
SIRDC Programme 2: Scientific Industrial Research							
OUC 2	Increased innovation for industrialisation		MDAs	• Social Security • Funding • Policy Direction	1,2,3		1,2,3,6,7,9,13,14,15

				• Research Collaborations, • Regulations • Networking, Certification • Intellectual Property Policy Direction • Capacity Building Occupational Health and Safety.			
			ZNCC & CZI	• Networking			
			CEO Africa Roundtable	• Networking			
			International Partners	• Funding • Research Collaborations • Capacity Building • Exchange Programs			

9.b Outcome Performance Framework

Code	Outcome	Prog: ref:	KPI	Baseline		Targets														
				Value	Year	J	F	M	A	M	J	J	A	S	O	N	D	Planning frame target	Tolerance Level	Allowable Variance
OUC 1	Improved governance and administration	1	Client satisfaction levels	75	2025			75			75			76			76	76		+/-1
		1	Employee satisfaction levels	74	2025			74			74			75			75	75		+/-1
		1	Compliance levels	100	2025			100			100			100			100	100		0
		1	Budget execution rate	100	2025			100			100			100			100	100		0
OUC 2	Increased innovation for industrialisation	2	Level of industrial support	53	2025			20			40			50			55	55		+/-2
		2	Level of commercialization of technologies	9	2025			2			4			7			11	11		+/-1

T = Target

A = Actual

AV = Actual Variance

PV = Planned Variance

TL = Tolerance Level

10. Outputs Performance Framework

	Outputs	Dimension	KPI	Baseline		Targets														
				Value	Year	J	F	M	A	M	J	J	A	S	O	N	D	Planning Frame Target	Tolerance Level	Allowable Variance
Programme: Governance and administration																				
OUC 1: Improved Governance and administration																				
OP 1.1	Policies formulated and submitted	QT	Number	6	2025			1			1			1				3		0
OP 1.2	Policies reviewed	QT:	Number	13	2025			2			2			2			1	7		+/-1
OP 1.3	Image Building Activities Conducted	QT:	Number	100	2025	4	10	10	15	12	10	11	14	15	10	10	4	125		+/-8
OP 1.4	Monitoring and Evaluation Reports Produced	QT:	Number	4	2025			1			1			1			1	4		0
OP 1.5	Statutory Reports Produced	QT:	Number	7	2025				1	1	2				1	1	1	7		0
OP 1.6	NDS2 Aligned Strategic Plan Implemented	QT:	Number	1	2025												1	1		0

	Outputs	Dimension	KPI	Baseline		Targets														
				Value	Year	J	F	M	A	M	J	J	A	S	O	N	D	Planning Frame Target	Tolerance Level	Allowable Variance
OP 1.7	Performance Contracts Signed	QT:	Number	4	2025			2						2				4		0
OP 1.8	Budgets Submitted	QT:													1			1		0
		TM:	Deadline		2025										Submit					
OP 1.9	Audited Financial Statements Submitted	QT:						1										1		0
		TM:	Deadline		2025			Submit												
OP 1.10	Digitized Processes	QT:	Number	2	2025						1						1	2		0
OP 1.11	Vacant Posts Filed	QT:	Number	56	2025												56	56		
OP 1.12	Employee Trainings Conducted	QT:	Number	52	2025			5			5			5				20		+/-2
OP 1.13	Surveys Conducted	QT:	Number	8	2025			2			2			2			2	8		0
OP 1.14	Goods and services procured**	QT:	(%)	32	2025			14			27			41			55	55		+/-5
Programme 2: Scientific Industrial Research																				
OUC : 2 Increased innovation for Industrialisation																				
OP 2.1	Consultancy Services offered	QT	Number	147	2025			31			44			50			31	156		+/-5
OP 2.2	Instruments calibrated	QT:	Number	4554	2025			970			1601			1794			485	4850		+/-10

	Outputs	Dimension	KPI	Baseline		Targets														
				Value	Year	J	F	M	A	M	J	J	A	S	O	N	D	Planning Frame Target	Tolerance Level	Allowable Variance
OP 2.3	Samples analysed	QT:	Number	416	2025			88			132			133			89	441		+/-5
OP 2.4	Products delivered	QT:	Number					3			5			6			2	16		+/-1
OP 2.5	Processes completed	QT:	Number								2			2			2	6		0
OP 2.6	Designs completed	QT:	Number	2	2025									1			1	2		0
OP 2.7	IP's registered	QT:	Number	3	2025												4	4		0
OP 2.8	Policy Brief recommendation submitted	QT:	Number	2	2025						2						2	4		0
OP 2.9	Publications produced	QT:	Number	71	2025			10			14			27			21	72		+/-3
OP 2.10	Specialized capacity building conducted	QT:	Number	107	2025			22			37			41			11	111		+/-5
OP 2.11	Technologies Commercialized	QT:	Number	1	2025												2	2		0

T = Target

A = Actual

AV = Actual Variance

PV = Planned Variance

TL = Tolerance Level

QT: Quantity, QL: Quality, TM: Timeliness, CS: Cost OP 1.14 **= Percentage of the Amount of Goods and Service Procured against the Procurement Plan

11. a. Programme Budget: Budget Year – 2026

SIRDC Budget for the Fiscal Year 2026										Vote: No.....									
1	2	3.00	4.00	5.00	6.00	7.00	8.00	9.00	10.00	11	12	13	14	15	16	17	18	19	20
Programme of SIRDC	SIRDC Outcome Ref & Description	Previous Year(2024)				Current Year (2025)					Budget Year - 2026					Indicative Est: FY 2027		Indicative Est: FY 2028	
		Original Allocation	Revised Budget	Budget Usage	Actual Variance	Original Allocation	Additions (Reductions)	Revised Budget	Budget Usage up to 30 November 2025	Planned Variance	Allocation from CRF	Retention Funds	Total Budget	Planned Variance	Statutory and Other Resources	Estimate	Planned Variance	Estimate	Planned Variance
Programme 1	OC 1.1:Improved Governance and Administration	38,889,954	38,889,954	18,117,435	20,772,519	80,762,400	-	80,762,400	66,905,866	13,856,534	116,795,687	-	116,795,687	0	0	122,635,472	-	129,012,516	-
Total Budget - Programme 1		38,889,954	38,889,954	18,117,435	20,772,519	80,762,400	-	80,762,400	66,905,866	13,856,534	116,795,687	-	116,795,687	0	0	122,635,472	-	129,012,516	-
Programme 2	OC 2.1:Increase Innovation for Industrialisation	104,306,952	104,306,952	54,015,992	50,290,961	150,843,600	-	150,843,600	130,058,799	20,784,801	291,536,668	-	291,536,668	0	0	306,113,501	0	322,031,403	-
Total Budget - Programme 2		104,306,952	104,306,952	54,015,992	50,290,961	150,843,600	-	150,843,600	130,058,799	20,784,801	291,536,668	-	291,536,668	0	0	306,113,501	0	322,031,403	-
Total Budget of SIRDC		143,196,906	143,196,906	72,133,427	71,063,480	231,606,000	-	231,606,000	196,964,665	34,641,334.67	408,332,355.00	-	408,332,355.00	-	-	428,748,973	-	451,043,919	-

11.b. Programme Budget – Economic Classification: (Budget Year - 2026)

SIRDC			Five Year Budget						
1	2	3	4	5	6	7	8	9	10
Programme of SIRDC	Previous Year Budget - Actual	Current Year			Current Year				
		Appropriation	Revised Appropriation	Unaudited Outturn	Budget Year 1 (2026) ZIG	Budget Year 2 (2027) ZIG	Budget Year 2 (2028) ZIG	Budget Year 2 (2029) ZIG	Budget Year 2 (2030) ZIG
Programme 1	49,922,084.43	80,762,400.00	79,006,183.05	79,006,183.05	134,347,200.00	141,064,560.00	148,399,917.12	155,968,312.89	163,766,728.54
Programme 2	74,883,126.65	121,143,600.00	118,509,274.58	118,509,274.58	201,520,800.00	211,596,840.00	222,599,875.68	233,952,469.34	245,650,092.81
	124,805,211.08	201,906,000.00	197,515,457.63	197,515,457.63	335,868,000.00	352,661,400.00	370,999,792.80	389,920,782.23	409,416,821.34
Total Budget									
Economic Classification									
Expenses									
Compensation of Employees	58,648,400.70	104,501,000.00	117,482,963.00	117,482,963.00	148,370,000.00	155,788,500.00	163,889,502.00	172,247,866.60	180,860,259.93
Use of Goods and Services	51,439,233.38	53,529,000.00	43,502,439.00	43,502,439.00	133,331,000.00	139,997,550.00	147,277,422.60	154,788,571.15	162,527,999.71
Current Grants	-	-	-	-		-	-	-	-
Social Benefits	-	-	-	-		-	-	-	-
Subsidies	-	-	-	-		-	-	-	-
Other Expenses	-	-	-	-		-	-	-	-
Acquisition of Non-Financial Assets						-	-	-	-
Furniture and Equipment	623,396.45	8,687,000.00	881,426.56	881,426.56	5,593,018.00	5,872,668.90	6,178,047.68	6,493,128.11	6,817,784.52
Vehicles , Plant ,Mobile Equipment	4,081,572.65	12,614,000.00	17,870,259.70	17,870,259.70	22,750,771.00	23,888,309.55	25,130,501.65	26,412,157.23	27,732,765.09
Development of Livestock Antibiotics	7,971,821.58	21,839,000.00	17,778,369.37	17,778,369.37	1,530,000.00	1,606,500.00	1,690,038.00	1,776,229.94	1,865,041.43
Construction of BTI Building	-	736,000.00	-	-	2,888,000.00	3,032,400.00	3,190,084.80	3,352,779.12	3,520,418.08
ICT Equipment	1,084,167.73	-	-	-	4,695,200.00	4,929,960.00	5,186,317.92	5,450,820.13	5,723,361.14
Laboratory Equipment	-	-	-	-	16,710,011.00	17,545,511.55	18,457,878.15	19,399,229.94	20,369,191.43
IPSAS Implimentation	956,618.59	-	-	-	-	-	-	-	-
Acquisition of Financial Assets						-	-	-	-
Loans	-	-	-	-	-	-	-	-	-
Equity and Investment Fund Shares	-	-	-	-	-	-	-	-	-
Insurance, Pension and Standardised	-	-	-	-	-	-	-	-	-
Total	124,805,211.08	201,906,000.00	197,515,457.63	197,515,457.63	335,868,000.00	352,661,400.00	370,999,792.80	389,920,782.23	409,416,821.34

12. Human Resources

12.a – Budget Year

No..	Category ⁴	Programme 1				Programme 2				SIRDC			
		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	7	7			14	14			21	21		
2	Middle Management	26	24	2	2	22	14	8	8	48	38	10	10
3	Supervisory Management	6	5	1	1	29	20	9	9	35	25	10	10
4	Operational and Support staff	115	109	6	6	132	103	29	29	247	212	35	35
5	Total	154	145	9	9	197	151	46	46	351	296	55	55

12.b – Current Year

No..	Category	Programme 1			Programme 2			Ministry		
		Total Establishment	Filled Positions	Vacant Positions	Total Establishment	Filled Positions	Vacant Positions	Total Establishment	Filled Positions	Vacant Positions
1	Top Management	7	7		14	14		21	21	
2	Middle Management	26	24	2	22	14	8	48	38	10
3	Supervisory Management	6	5	1	29	20	9	35	25	10

⁴Category 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.

4	Operational and Support staff	115	109	6	132	103	29	247	212	35
5	Total	154	145	9	197	151	46	351	296	55

12. c – Previous Year

No..	Category	Programme 1			Programme 2			Ministry		
		Total Establishment	Filled Positions	Vacant Positions	Total Establishment	Filled Positions	Vacant Positions	Total Establishment	Filled Positions	Vacant Positions
1	Top Management	7	7		14	14		21	21	
2	Middle Management	26	24	2	22	14	8	48	38	10
3	Supervisory Management	6	5	1	29	20	9	35	25	10
4	Operational and Support staff	115	109	6	132	103	29	247	212	35
5	Total	154	145	9	197	151	46	351	296	55

13. Outcomes Hierarchy Analysis

No.	Outcome / Impact Description	Reference to Preliminary Outcome (OUC):	Cross-Linkages			Linkage to Sector/ National Outcomes
			Shared Outcome/s	Contributing Entity	Contribution	
	Programme 1: Governance and Administration					
	Preliminary Outcome					
1.	Improved Governance and Administration		Improved Governance and Administration	Office of the President and Cabinet	Policy Direction	NOUC1, 2, 3, 4, 5, 6, 7, 8
				Ministry of Finance & Economic Development	Budget support Policy Direction, Regulatory,	
				Other MDAs	Provision of services, Regulatory,	
	Programme 2: Scientific Industrial Research					
	Reference to Preliminary Outcome (OUC): 2					
	Intermediate Outcomes					
	Improved Manufacturing Productivity		Improved Manufacturing Productivity	Office of the President and Cabinet	Policy Direction	NOUC1
				Ministry of Finance &	Budget support, Policy Direction, Regulatory,	

No.	Outcome / Impact Description	Reference to Preliminary Outcome (OUC):	Cross-Linkages			Linkage to Sector/ National Outcomes
			Shared Outcome/s	Contributing Entity	Contribution	
				Economic Development		
				Other MDAs	Provision of services, Regulatory,	
				ZNCC, CZI, CEO Roundtable,	Demand for services, Facilitation of R&D, Networking	
				International Partners	Funding, research collaborations, capacity building, exchange programmes	
	Enhanced Industrial Growth		Enhanced Industrial Growth	Office of the President and Cabinet	Policy Direction	NOUC1
				Ministry of Finance & Economic Development	Budget support, Policy Direction, Regulatory,	
				Other MDAs	Provision of services, Regulatory,	

No.	Outcome / Impact Description	Reference to Preliminary Outcome (OUC):	Cross-Linkages			Linkage to Sector/ National Outcomes
			Shared Outcome/s	Contributing Entity	Contribution	
				ZNCC, CZI, CEO Roundtable,	Demand for services, Facilitation of R&D, Networking	
				International Partners	Funding, research collaborations, capacity building, exchange programmes	
	Enhanced Competitiveness		Enhanced Competitiveness	Office of the President and Cabinet	Policy Direction	NOUC1
				Ministry of Finance & Economic Development	Budget support, Policy Direction, Regulatory,	
				Other MDAs	Provision of services, Regulatory,	
				ZNCC, CZI, CEO Roundtable,	Demand for services, Facilitation of R&D, Networking	

No.	Outcome / Impact Description	Reference to Preliminary Outcome (OUC):	Cross-Linkages			Linkage to Sector/ National Outcomes
			Shared Outcome/s	Contributing Entity	Contribution	
				International Partners	Funding, research collaborations, capacity building, exchange programmes	
	Improved food self-sufficiency		Improved food self-sufficiency	Office of the President and Cabinet	Policy Direction	NOUC2,3
				Ministry of Finance & Economic Development	Budget support, Policy Direction, Regulatory,	
				Other MDAs	Provision of services, Regulatory,	
				ZNCC, CZI, CEO Roundtable,	Demand for services, Facilitation of R&D, Networking	
				International Partners	Funding, research collaborations, capacity building, exchange programmes	

No.	Outcome / Impact Description	Reference to Preliminary Outcome (OUC):	Cross-Linkages			Linkage to Sector/ National Outcomes
			Shared Outcome/s	Contributing Entity	Contribution	
	Improved climate action		Improved climate action	Office of the President and Cabinet	Policy Direction	NOUC4
				Ministry of Finance & Economic Development	Budget support, Policy Direction, Regulatory,	
				Other MDAs	Provision of services, Regulatory,	
				ZNCC, CZI, CEO Roundtable,	Demand for services, Facilitation of R&D, Networking	
				International Partners	Funding, research collaborations, capacity building, exchange programmes	
	Improved science and technology innovation ecosystem		Improved science and technology	Office of the President and Cabinet	Policy Direction	NOUC5,8

No.	Outcome / Impact Description	Reference to Preliminary Outcome (OUC):	Cross-Linkages			Linkage to Sector/ National Outcomes
			Shared Outcome/s	Contributing Entity	Contribution	
			innovation ecosystem	Ministry of Finance & Economic Development	Budget support, Policy Direction, Regulatory,	
				Other MDAs	Provision of services, Regulatory,	
				ZNCC, CZI, CEO Roundtable,	Demand for services, Facilitation of R&D, Networking	
				International Partners	Funding, research collaborations, capacity building, exchange programmes	
	Increased information communication technology infrastructure and platforms development		Increased information communication technology infrastructure and platforms development	Office of the President and Cabinet	Policy Direction	NOUC6,7
				Ministry of Finance & Economic Development	Budget support, Policy Direction, Regulatory,	

No.	Outcome / Impact Description	Reference to Preliminary Outcome (OUC):	Cross-Linkages			Linkage to Sector/ National Outcomes
			Shared Outcome/s	Contributing Entity	Contribution	
				Other MDAs	Provision of services, Regulatory,	
				ZNCC, CZI, CEO Roundtable,	Demand for services, Facilitation of R&D, Networking	
				International Partners	Funding, research collaborations, capacity building, exchange programmes	
	Tertiary Outcomes					
	Enhanced Structural Transformation		Enhanced Structural Transformation	Office of the President and Cabinet	Policy Direction	SOUC1,2,3
				Ministry of Finance & Economic Development	Budget support, Policy Direction, Regulatory,	
				Other MDAs	Provision of services, Regulatory,	
				ZNCC, CZI, CEO Roundtable,	Demand for services,	

No.	Outcome / Impact Description	Reference to Preliminary Outcome (OUC):	Cross-Linkages			Linkage to Sector/ National Outcomes
			Shared Outcome/s	Contributing Entity	Contribution	
					Facilitation of R&D, Networking	
				International Partners	Funding, research collaborations, capacity building, exchange programmes	
	Improved Food Security		Improved Food Security	Office of the President and Cabinet	Policy Direction	SOUC4
				Ministry of Finance & Economic Development	Budget support, Policy Direction, Regulatory,	
				Other MDAs	Provision of services, Regulatory,	
				ZNCC, CZI, CEO Roundtable,	Demand for services, Facilitation of R&D, Networking	

No.	Outcome / Impact Description	Reference to Preliminary Outcome (OUC):	Cross-Linkages			Linkage to Sector/ National Outcomes
			Shared Outcome/s	Contributing Entity	Contribution	
				International Partners	Funding, research collaborations, capacity building, exchange programmes	
	Improved Nutrition Security		Improved Nutrition Security	Office of the President and Cabinet	Policy Direction	SOUC4
				Ministry of Finance & Economic Development	Budget support, Policy Direction, Regulatory,	
				Other MDAs	Provision of services, Regulatory,	
				ZNCC, CZI, CEO Roundtable,	Demand for services, Facilitation of R&D, Networking	
				International Partners	Funding, research collaborations, capacity building, exchange programmes	

No.	Outcome / Impact Description	Reference to Preliminary Outcome (OUC):	Cross-Linkages			Linkage to Sector/ National Outcomes
			Shared Outcome/s	Contributing Entity	Contribution	
	Improved Climate Resilience and Environmental Sustainability		Improved Climate Resilience and Environmental Sustainability	Office of the President and Cabinet	Policy Direction	SOUC5
				Ministry of Finance & Economic Development	Budget support, Policy Direction, Regulatory,	
				Other MDAs	Provision of services, Regulatory,	
				ZNCC, CZI, CEO Roundtable,	Demand for services, Facilitation of R&D, Networking	
				International Partners	Funding, research collaborations, capacity building, exchange programmes	
	Enhanced Science and Technology Innovation ecosystem for global competitiveness		Enhanced Science and Technology	Office of the President and Cabinet	Policy Direction	SOUC6

No.	Outcome / Impact Description	Reference to Preliminary Outcome (OUC):	Cross-Linkages			Linkage to Sector/ National Outcomes
			Shared Outcome/s	Contributing Entity	Contribution	
			Innovation ecosystem for global competitiveness	Ministry of Finance & Economic Development	Budget support, Policy Direction, Regulatory,	
				Other MDAs	Provision of services, Regulatory,	
				ZNCC, CZI, CEO Roundtable,	Demand for services, Facilitation of R&D, Networking	
				International Partners	Funding, research collaborations, capacity building, exchange programmes	
	Increased national digitalisation		Increased national digitalisation	Office of the President and Cabinet	Policy Direction	SOUC7
				Ministry of Finance & Economic Development	Budget support, Policy Direction, Regulatory,	

No.	Outcome / Impact Description	Reference to Preliminary Outcome (OUC):	Cross-Linkages			Linkage to Sector/ National Outcomes
			Shared Outcome/s	Contributing Entity	Contribution	
				Other MDAs	Provision of services, Regulatory,	
				ZNCC, CZI, CEO Roundtable,	Demand for services, Facilitation of R&D, Networking	
				International Partners	Funding, research collaborations, capacity building, exchange programmes	
	Increased ICT security		Increased ICT security	Office of the President and Cabinet	Policy Direction	SOUC7
				Ministry of Finance & Economic Development	Budget support, Policy Direction, Regulatory,	
				Other MDAs	Provision of services, Regulatory,	

No.	Outcome / Impact Description	Reference to Preliminary Outcome (OUC):	Cross-Linkages			Linkage to Sector/ National Outcomes
			Shared Outcome/s	Contributing Entity	Contribution	
				ZNCC, CZI, CEO Roundtable,	Demand for services, Facilitation of R&D, Networking	
				International Partners	Funding, research collaborations, capacity building, exchange programmes	
	Enhanced Artificial intelligence (AI) driven economic growth initiatives		Enhanced Artificial intelligence (AI) driven economic growth initiatives	Office of the President and Cabinet	Policy Direction	SOUC6
				Ministry of Finance & Economic Development	Budget support, Policy Direction, Regulatory,	
				Other MDAs	Provision of services, Regulatory,	

No.	Outcome / Impact Description	Reference to Preliminary Outcome (OUC):	Cross-Linkages			Linkage to Sector/ National Outcomes
			Shared Outcome/s	Contributing Entity	Contribution	
				ZNCC, CZI, CEO Roundtable,	Demand for services, Facilitation of R&D, Networking	
				International Partners	Funding, research collaborations, capacity building, exchange programmes	
	Impacts					
	Improved livelihoods					NOUC1, 2, 3, 4, 5, 6, 7, 8
	Strengthened domestic industrial capacity and competitiveness					NOUC1, 2, 3, 4, 5, 6, 7, 8

SECTION C: ANALYSIS OF NEGATIVE IMPACTS & CHALLENGES OF SIRDC

14. Analysis of Negative Impact

No.	Description of Negative Impact	Remedial Actions	Boundary Partner (Ministry/MDA)	Responsible Programmes that undertake Remedial actions
Preliminary Outcome 1: Improved Governance and Administration				
1.	Work overload	Work-life balance initiatives	NSSA; Ministry of Public Service, Labour and Social Welfare	1, 2
2.	Bureaucracy	Streamline decision making processes	Office of the President and Cabinet; Corporate Governance Unit;	1, 2
3.	High costs of compliance	Optimize governance through automation	Office of the President and Cabinet; Corporate Governance Unit;	1, 2
4.	Stifling of creativity- lack of flexibility	Quick adoption of new emerging technologies	Office of the President and Cabinet; Corporate Governance Unit;	1, 2
5.	Conflict between disclosure requirements and Intellectual Property (IP) protection	Disclosure requirements to take care of IP protection	Office of the President and Cabinet; Corporate Governance Unit; Office of the Auditor- General	1, 2
Preliminary Outcome 2: Increased Innovation for Industrialization				
1.	Job displacement due to automation and adoption of AI technologies	Implement reskilling and upskilling programs for affected workers	Ministry of Public Service Labour and Social Welfare	1, 2
2.	Overemphasis on short-term measurable outcomes at expense of long-term basic research	Balance performance metrics to include long-term research impact assessment	Public Service Commission Performance Management Unit (OPC)	1, 2
3.	Environmental degradation from increased industrial activity	Enforce strict environmental regulations and promote green technologies	Ministry of Environment, Climate and Wildlife, Environmental Management Agency	2
4.	Widening digital divide and inequality in access to innovation benefits	Expand digital infrastructure and provide subsidies for technology access	Ministry of Communications, Technology and Postal and Courier Services	2

No.	Description of Negative Impact	Remedial Actions	Boundary Partner (Ministry/MDA)	Responsible Programmes that undertake Remedial actions
5.	Intellectual property theft and reduced incentives for R&D	Strengthen IP laws and provide grants for R&D	Ministry of Industry and Commerce	1, 2
6.	Over-reliance on foreign technology and loss of local expertise	Invest in local R&D and foster university-industry partnerships	Ministry of Higher Education and Research	2
7.	Increased energy consumption and carbon footprint	Promote renewable energy and energy-efficient technologies	Ministry of Energy and Power Development	2
8.	Social disruption due to rapid industrial change	Implement community engagement and social impact assessments	Ministry of Public Service Labour and Social Welfare	1, 2
9.	Loss of traditional industries and displacement of small enterprises	Support SME modernization; provide innovation grants; develop inclusive industrial clusters.	Ministry of Industry and Commerce	1, 2
10.	Dependence on imported technologies and IP limitations	Promote local R&D funding; strengthen IP systems; incentivize local manufacturing and technology transfer.	Ministry of Higher Education and Research, MoFEDIP	1, 2
11.	Ethical concerns in biotech and AI applications	Establish national bioethics and AI governance frameworks; ensure community engagement; promote responsible innovation.	NBA, Potraz,	1, 2
12.	Urban congestion due to industrial expansion	Develop special economic zones (SEZs); enforce urban planning; expand transport infrastructure.	Ministry of Urban Development and Planning, MoFEDIP	1, 2

15. Risks and Challenges

No.	Description of Risk and Challenges	Proposed Mitigatory Actions	Boundary Partner (Ministry/MDA)	Programmes that undertake Mitigatory actions
Preliminary Outcome 1: Improved governance and administration				
1.	Reputation Damage	Controlled Information Provision Leverage on Open Source/Low Cost Platforms	Media, Min. of information	1
2.	Budgetary Constraints	Widen Revenue Base	OPC, MOFEDIP, Development Partners,	1, 2
3.	Inadequate internal capacity	Training	Training Institutions- MTB, ZIPAM, PSA	1, 2
4.	Conflict of interest External pressures	Enforce Code of conduct Empower oversight bodies	OPC-CGU, ZACC	1
Preliminary Outcome 2: Increased innovation for industrialisation				
5.	Budgetary constraints	Widening revenue base Building partnerships with international suppliers	Min of Finance	1
6.	Skills flight	Implement staff retention strategies	PSC	1
7.	Limited local suppliers of R&D equipment.	Explore the international suppliers	PRAZ/ ZIMRA /Min of Industry & Commerce	1

No.	Description of Risk and Challenges	Proposed Mitigatory Actions	Boundary Partner (Ministry/MDA)	Programmes that undertake Mitigatory actions
8.	Delays in the supply chain processes of reagents.	Continuous engagement with procurement regulator	PRAZ	1
9.	Competition from imported technologies.	Lobby for protection of local products Product differentiation	MIC	1, 2
10.	Technological obsolescence.	Investment in modern technologies	Ministry of industry and commerce	1

SECTION D: MONITORING AND EVALUATION

16.M&E Plan

A. Evaluation Plan

- a. Title of the Programme/Policy:
- b. Year of last **Formative** evaluation:
- c. Details of **formative** evaluations carried out:

Year	Evaluation Issue Area	Findings	Actions Taken
2025	Marketing initiatives	Inadequate Staffing and expertise	
2025	Commercialisation	Limited funding for commercialisation	Seeking funding from financiers (through debt and equity) Attracting Public Private Partnerships
2025	Staff turnover	High Staff turnover and skills flight	Implementation of staff retention Policy Payment of Project Bonus

- 4d. Date/s of next summative evaluation/s: 2026
- e. Plan for next evaluations:

Year	Evaluation Issue Area	Major Issues/ Evaluation Questions/ Points	Data Requirements	Frequency/ Responsibility	Estimated Budget (ZWG)
	Marketing initiatives	Staffing, Tools of Trade, Expertise, Marketing Platforms, Marketing Strategy, Content,	Number of staff vs DET Availability of tools of trade Availability of expertise	Quarterly/M&E	500 000
	Commercialisation	Funding Quality of goods	Availability of funding	Quarterly/M&E	500 000
	Recruitment and selection	Freezing of posts	Approved posts	Quarterly/M&E	500 000
	Industrial support	Low conversion of quotations Pricing, Competition, Demand,	Conversion rate	Quarterly/M&E	500 000
	Staff turnover	Low remuneration, Skills flight,	Rate of staff turnover, Causes,	Quarterly/M&E	500 000
	Image building activities	Tools of trade, Expertise, Budget constraints,	Availability of tools of trade, availability of skills, funding of activities, and level of image in the industry	Quarterly/M&E	500 000
	Internal business processes	ICT systems failure, antiquated equipment.	Network penetration tests,	Quarterly/M&E	500 000

A. Monitoring Plan														
Ref. & Results Category	Outcome Description	KPI	Baseline		Target	Variance	Data Source	MoV	Data Freq.	Instrument	Risks & Assumptions	Responsibility	Specific Budgetary needs (\$ / Other)	Reporting to / User
			Value	Year										
	Programme 1 :													
OUC	Improved Governance and Administration	Client Satisfaction Level	75	2025	76	+/-1	Survey, Complaints Register, Suggestion Box,	Spot checks , Interviews	Quarterly	Questionnaire, Interviews,	Bias,	Head of Marketing & PR		CEO
		Employee Satisfaction Level	74	2025	75	+/-1	Survey,	Spot Checks, Interviews,	Quarterly	Questionnaire, FGDs, Interviews	Bias	Director HR,		CEO
		Compliance Levels	100	2025	100	0	Reports,	Inspection,	Quarterly	Questionnaire, Checklist,	Bias,	Head of Legal,		CEO
		Budget Execution	100	2025	100	0	Reports,	Physical Verification, Internal & External	quarterly	Questionnaire,	Bias	Director Finance		CEO

								Audit						
	Programme 2 :													
OUC	Increased Innovation for Industrialisation	Level of industrial support	53	2025	55	+/-2	Reports,	Quotations raised, Contracts signed,	Quarterly	Questionnaires,	Bias	Cluster Leaders, Institute Directors ,		CEO
		Level of commercialisation of technologies	9	2025	11	+/-1	Reports,	Physical Products, Site visits	quarterly	Questionnaires,	Bias	Director TIPS & Director TTRMU		CEO

