MINERALS MARKETING
CORPORATION OF ZIMBABWE

# Strategic plan

## 2026 - 2030

## FOREWORD

It is my great privilege to, on behalf of the MMCZ Board, present the Corporation's 2026-2030 Strategic Plan.

Formulating the 2026-2030 Strategic Plan gave us the opportunity to take stock of past successes and failures. It enabled us to reaffirm our Vision and determine future goals in light of challenges ahead. Strategies were developed not only in response to changing needs but also to drive social and economic changes as envisaged in the National Vision of transforming Zimbabwe into "**A Prosperous and Empowered Upper Middle-Income Society by 2030**."

This Plan is anchored on the National Development Priorities enshrined in the National Development Strategy 2 (NDS2), which prioritises industrialisation, modernisation, value addition and beneficiation predominantly of agricultural and mineral commodities. This Plan is focused on two programmes, namely; **Governance and Administration** and **Minerals Marketing and Resource Accounting**. To achieve the key result areas, the following, among others, will be focused on:

- Curbing of mineral leakages
- Automation of export documents processing
- Capacitation of small-scale miners
- Development of new and lucrative markets
- Research & Development
- Governance and Oversight
- Sustainable project in mining communities
- Strengthen stakeholder relationships

To measure the implementation progress against our strategic goals and to identify new areas of improvement, an evidence-based approach will be adopted to assess the Corporation's performance in different strategic areas based on both Corporation-specific and industry-wide key performance indicators as set out by the National Development Strategy 2.

My gratitude goes to all the different stakeholders who made their invaluable contributions to the formulation of the 2026-2030 Strategic Plan through examining the Corporation's service delivery and indicating their expectations from the Corporation in the next five years. I am sure that, with the collaboration of our Stakeholders, Board of Directors and talented Staff, the goals we aspire to accomplish, on this five-year journey, will in time translate into milestones which we can be proud of.

**MR JEMISTER CHININGA**

**BOARD CHAIRMAN**

## EXECUTIVE SUMMARY

The Minerals Marketing Corporation of Zimbabwe's 2026-2030 Strategic Plan, has been crafted in line with the National Development Strategy 2, building on the successes and outstanding issues recorded under the National Development Strategy 1 which covered the period 2021-2025. The Zimbabwe 2026 National Budget Statement indicated that the mining sector is pivotal to the transformation of the Zimbabwean economy towards achieving Vision 2030. It is against this background that the mining industry is projected to contribute 13.3% to the Gross Domestic Product (GDP) from 2024 to 2027, hence the need for the Corporation to strengthen its mandate of mineral resource accounting and efficient marketing services to ensure high return from the Country's mineral resources.

The Corporation carried out a Client and Stakeholder analysis through a consultative workshop that was held prior to strategic plan formulation. A comprehensive stakeholder analysis underscored the need for system integration with key stakeholders, collaboration with miners, capacitation of small-scale miners and responsible mining initiatives.

To ensure that we achieve our strategic objectives, a number of strategies have been adopted which include the following:

- **Export Market Development:** The Corporation will continue exploring new markets to diversify risk through market visits, participating in international exhibitions and conferences and e-commerce.
- **Automation of Export Documents Processing** - To enhance service delivery, promote ease of doing business and drive the execution of business strategies, the Corporation will finalise the development of a new Enterprise Resource Planning System and integrate it with key stakeholders.
- **Research & Development:** The Corporation, in collaboration with Tertiary Institutions will upscale research on full mineral resource characterisation to ensure that all minerals found in deposits, including rare earth elements, are fully accounted for.
- **Curbing of Mineral Leakages:** The Corporation will take advantage of modern technological developments like drones, CCTVs, to enable effective monitoring of producers' operations, verification of stock piles and collection of samples. Mobile Laboratory units will be deployed at exit border posts for speedy assay verification for export cargoes. To enhance independent verification of assays, the Corporation will build a national ISO certified modern laboratory. The Corporation will continue to collaborate with other State enforcement bodies for coordinated mineral production and export oversight. This multi-agency approach will support real-time intelligence sharing, joint operations and harmonised compliance protocols.
- **Value-addition and beneficiation:** MMCZ will continue to engage the Ministry of Mines and Mining Development in advocating for legislative amendments that advance beneficiation and value addition. These efforts will be guided by research and development, benchmarking and developments in global trade. The Corporation will continue to capacitate the Zimbabwe School of Mines with world class modern gemstone cutting and polishing equipment to enable production of finished cut and polished stones and empower graduates to venture into commercial jewellery production for both local and international markets. In

addition, MMCZ will promote the production and utilization of steel in Zimbabwe, as well as the development of refractory bricks, rare earths, and foundry products, thereby supporting industrial growth and value addition across the mining sector.

- **Small Scale Miners Capacitation:** The Corporation will conclude the establishment of a credit guarantee scheme to assist Small-Scale non-gold Miners to ramp up mineral output and integrate the miners into the mainstream economy and ensure adoption of good ESG practices. Training programmes will also be arranged for the Miners to equip them with technical and financial management skills so that they increase production.
- **Governance and Oversight** – MMCZ will reinforce its internal governance and oversight framework by embedding policies that uphold responsible mining practices, minerals marketing and minerals resource accounting in line with global standards. To ensure Zimbabwean minerals remain marketable and competitive, the Corporation will continue to exercise its advisory role to the Ministry of Mines and Mining Development while promoting compliance among producers. In addition, MMCZ will consistently observe internationally recognised corporate governance principles, ensuring transparency, accountability, and integrity across all operations.

The implementation of this Strategic Plan will be carried out over a 5-year period, with specific milestones and deadlines for each initiative outlined in the detailed implementation plan. Regular monitoring and evaluation of key performance indicators (KPIs) will assess progress towards the attainment of strategic objectives and enable timely adjustments that may be needed.

This Strategic Plan demonstrates the Corporation's commitment to effective mineral resource accounting and efficient marketing services through innovation, growth and customer-centricity. By embracing strategic initiatives and leveraging on market opportunities, MMCZ is well-positioned to achieve sustainable returns to all stakeholders in today's dynamic global business environment.

The planning horizon is 2026 to 2030.

**DR N J MOYO**

**GENERAL MANAGER**

## INTRODUCTION

This Strategic Plan outlines the trajectory for Minerals Marketing Corporation of Zimbabwe (MMCZ) for the Five-Year period from 2026 to 2030. This period is pivotal, marked by the need to consolidate the gains from the preceding cycle while strategically pivoting to align with National Development Strategy 2 (NDS2). which prioritises industrialisation, modernisation, value addition and beneficiation predominantly of agricultural and mineral commodities.

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Based on the prevailing domestic and global fundamentals of the mining sector, a comprehensive review of the Corporation's 2021–2025 Strategic Plan was conducted in October 2025 to set the foundation of the 2026-2030 Plan. The strategic planning process was anchored on the aspirations of NDS2 and the overarching National Vision of transforming Zimbabwe into a " **Prosperous and Empowered Upper Middle-Income Society by 2030**." The Plan is extensively informed by the needs of the stakeholders as enunciated during the stakeholder consultation meeting held in October 2025.

Accordingly, this Strategic Plan presents the Corporation's strategies for fulfilling its core mandate of effectively marketing and selling all Zimbabwean minerals, except gold and silver, and ensuring full accountability and proper governance of the Nation's mineral resources. The objectives and strategies contained herein are designed to enhance value extraction, optimise global market access, and secure a transparent and significant contribution of the mining sector towards achieving Vision 2030. The successful execution of this Plan will position MMCZ as a leading catalyst for growth as the Nation transitions its focus to the priorities defined under NDS2.

**BACKGROUND**

From 1980 to 1981, the issue of monitoring and accounting for Zimbabwe's mineral resources was debated in Parliament. Government's desire was to gain knowledge of the marketing process of minerals in order to help plan for the future. Government also noted the need to curb mineral leakages through smuggling and manipulations in the form of transfer pricing, under-declaration of assays, among others. In response, the Minerals Marketing Corporation of Zimbabwe was birthed through the MMCZ Act, [Chapter 21:04] in 1982. The Corporation officially commenced operations on 7 March 1983.

Initially, MMCZ marketed a limited range of mineral products under the provisions of Section 37(1)(a)(iii) of the Act. By its third year, the Corporation had assumed a leading role as the principal agent for the sale of most of Zimbabwe's mineral outputs. Today, MMCZ's mandate is firmly established as the sole marketing and selling agent for all minerals produced in Zimbabwe, excluding gold and silver.

To fulfill this mandate, MMCZ performs the following functions in accordance with Section 20 of the MMCZ Act:

- Acts as the sole selling and marketing agent of all minerals except gold and silver
- Investigates or cause to be investigated marketing conditions for minerals, both domestically and internationally.
- Ensures all minerals are fully accounted for through surveillance activities.
- Purchases and acquires minerals for its own account and disposes of them accordingly.
- Encourages local beneficiation and utilization of minerals.
- Advises the Minister on all matters related to mineral marketing.
- Undertakes all responsibilities required by the Act or any other relevant legislation.

MMCZ is a 100% Government-owned parastatal which falls under the ambit of the Ministry of Mines and Mining Development. The operations of the Corporation are controlled by a Board of Directors, known as the Minerals Marketing Board. The Minerals Marketing Board comprises the General Manager appointed in terms of Section 24 of the MMCZ Act and Non-Executive Directors appointed in terms of Section 5 of the Act and Section 11 of the Public Entities Corporate Governance Act [Chapter 10:31]. Since its inception, the Corporation has grown from a staff complement of fewer than 20 employees originally head-quartered in Harare to a workforce of 127 spread across six strategic locations in Zimbabwe. The Board, Management, and Staff remain steadfast in executing their mandate in line with the MMCZ Act, upholding the founding principles that guided the Corporation's establishment.

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

1. **National Level Contribution:**
   a. **National Vision:** "Towards a Prosperous and Empowered Upper Middle-Income Society by 2030"
   b. **National Priorities the Agency is contributing to:**

| National ref | NPA/s Name | National Key Result Area | National Tertiary Outcome/s | TOUC Reference |
|---|---|---|---|---|
| **2** | **Inclusive Economic Growth and Structural Transformation** | Inclusive and Sustainable Economic Growth<br><br>Economic Structural Transformation | 1. Enhanced Inclusive, Equitable and Sustainable Economic Growth<br>2. Enhanced Structural Transformation | 4<br><br>5 |
| **10** | **Good Governance, Institution Building, Peace and Security** | Public Service Delivery | 1. Enhanced Inclusive Service Delivery | 31 |

## 2. Sectoral Level Contribution:

### a. Sectoral Level

| Sector ref | Sector/s Name | Sector Key Result Area | Sector Intermediate Outcome/s | IOUCs Reference |
|---|---|---|---|---|
| **1** | Economic | Inclusive Economic Growth | Enhanced Industrial Growth | 10 |
| **15** | **Good Governance** | Public Service Delivery | 1. Enhanced Inclusive Governance and Accountability<br>2. Enhanced transparency and accountability | 65<br>66 |

**Ministry/Department/Agency Level**

1. **MDA:** Minerals Marketing Corporation of Zimbabwe
2. **MDA Vote Number:** Not applicable
3. **MDA Vision Statement:** "A prosperous economy premised on minerals marketing and resource accounting by 2030."
4. **MDA Mission Statement:** To maximise returns to all stakeholders through effective surveillance and efficient marketing services of minerals, except gold and silver.

## 5. Core Values:

| VALUE | MEANING |
|---|---|
| **Fairness** | We strive to be just and impartial in how we conduct operations, without favouritism or discrimination |
| **Accountability** | We take ownership for our actions through professionalism, reliability and compliance |
| **Commitment** | We are dependable and dedicated to delivering value to all stakeholders |
| **Integrity** | We are consistent, transparent and maintain high moral standards |
| **Sustainable Stewardship** | We commit to integrating Environmental, Social and Governance consideration into every decision we make |
| **Innovation** | We strive for continuous improvement in carrying out our national mandate |
| **Team work** | With unity of purpose, we complement each other's effort |

**NB: The values are summarized by the acronym* ***FACISIT***

## 6. Terms of Reference:

- Constitution of Zimbabwe
- Minerals Marketing Corporation of Zimbabwe Act [Chapter 21:04].

## 7. Overall Functions:

- To act as the sole marketing and selling agent for all minerals, except gold and silver;
- To investigate or cause to be investigated marketing conditions, whether inside or outside Zimbabwe, for minerals in general or for any particular mineral;
- To purchase and acquire any minerals for its own account and to sell or dispose of such minerals;
- To encourage the local beneficiation and utilization of any minerals;
- To advise the Minister on all matters connected with the marketing of minerals;
- To ensure full mineral resource accounting
- To do all things which by this Act or any other enactment are required to be done by the Corporation

## 8. Programs in the Agency and their functions:

| | | |
|---|---|---|
| Program 1 | **Human Resources and Administration** | • Appropriate Staffing<br>• Human Capital development<br>• Staff retention<br>• Asset management |
| | **Finance** | • Financial management<br>• Accounting support services<br>• Treasury management |
| | **ICT** | • ICT infrastructure management<br>• Systems and application support<br>• ICT security, data management and governance |
| | **Internal Audit** | • Review of internal control and systems<br>• Promote transparency and accountability |
| | **Public Relations** | • Promote and enhance Corporation's brand, image and reputation.<br>• Implement Environment Social and Governance programmes<br>• Manage digital media and social engagement<br>• Manage stakeholder and community relations<br>• Manage client satisfaction, transparency and responsiveness |
| | **Corporate Affairs** | • Provision of secretarial, legal and advisory services<br>• Promote corporate governance |
| | **Procurement Management Unit** | • Procurement and disposal of assets |
| | **Risk and Security** | • Provide security and risk management services |

| | | |
|---|---|---|
| **Program 2** | **Marketing** | • Market and sell minerals<br>• Research on and develop lucrative mineral markets<br>• Own trading of minerals<br>• Provide mineral marketing advisory services<br>• Shipping and Logistics<br>• Promotion of value addition and beneficiation<br>• Implement corporate projects<br>• Implement Environment Social and Governance programmes |
| | **Mineral Resource Accounting** | • Mineral assaying<br>• Providing technical information to marketing<br>• Research and development (mineral characterisation and beneficiation)<br>• Production monitoring and statistics gathering<br>• Producer database<br>• Mine Audits and inspections<br>• Border inspections and surveillance<br>• Promotion of value addition and beneficiation<br>• Implement Environment Social and Governance programmes<br>• Investigations of alleged cases of mineral mal practices |

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

**N/A**

## 10. Environmental Scan

- **PESTLEG Analysis**

| Factor | Dimension | Impact on the Agency |
|---|---|---|
| **Political** | Political stability | • Increased mineral revenue as a result of increased production<br>• Increased investor confidence resulting in new investments and markets. |
| | Geopolitical conflicts | • Negatively or positively affects commodity prices. |
| | Government policy and regulatory framework | • Conducive business environment<br>• May stifle business growth |
| | Engagement and Re-engagement Policy thrust | • Increased investor confidence in the mining sector giving rise to new markets |
| **Economic** | Perceived Country risk | • Reduced investment levels |
| | Limited access to capital | • Reduced implementation of projects<br>• Reduced exploration capacity for new mining & value addition projects |
| | Exchange rate instability | • Reduces local and foreign direct investment<br>• Erosion of Corporation buying power |
| | Sanctions | • Opportunities for wider markets<br>• Restricted markets<br>• Reduced flow of revenues and capital inflows<br>• Increased transaction costs |

| | | |
|---|---|---|
| | Global economic shocks | • Adverse effects on commodity demand and prices |
| | Inadequate infrastructure | • Increased costs along the mining value chain<br>• Uncompetitive low value products<br>• Limited access to markets |
| **Social** | High literacy level | • Abundant qualified workforce<br>• social capital |
| **Technological** | Global technological advancements with emphasis to Artificial Intelligence<br><br>Changing regulations on data protection<br><br>Government emphasis on digital economy and smart National initiatives (Smart Zimbabwe 2030). | • Improved efficiencies<br>• Improved safety<br>• Reduced mineral leakages<br>• Improved ease of doing business<br>• Increased competition from substitutes<br>• Aligned ICT projects with national digital strategies (National Digital Innovation Strategy). |
| | Limited technology for mining and mineral processing | • Reduced revenue generation |
| | Cyber security threats | • Risk of losing data.<br>• Reduced data integrity, availability and confidentiality.<br>• Increased data breaches<br>• Reputational damage |
| **Legal** | Amendments to mining legislation<br><br>Corruption and moral decay | • Increased investor confidence<br>• Improved mineral resource accounting<br>• Reduced investor confidence<br>• Increased mineral leakages resulting in reduced mineral revenue.<br>• Reduced workforce morale and productivity |
| | Development of Mineral Specific Policies on strategic minerals | • Improved investor confidence<br>• Reduced mineral leakages |

| | | |
|---|---|---|
| | Illegal mining | • Increased mineral leakages<br>• |
| | Ratification of international treaties and conventions | • Expansion of markets hence increased revenue |
| | Formalisation of Artisanal Small-Scale Miners | • Increased mineral sales |
| | Mining Disputes | • Reduced mineral sales<br>• Reduced investor confidence |
| **Ecological** | Adoption of sustainable mining and compliance with ESG principles. | • Increased mineral resource accounting<br>• Increased revenue through acceptance in the global market |
| | Recurrence of climate change induced natural disasters | • Reduced production volumes and revenue |
| | Abundant mineral resources | • Increased revenue through improved local and foreign investments<br>• Enhanced Corporation role and visibility |
| **Governance** | International mining Conventions and Bodies | • Increased access to lucrative markets and revenue<br>• Improved corporate governance<br>• Increased investor confidence<br>• Adoption of best practices and benchmarking. |
| | Existence of corporate governance institutions | • Improved corporate governance<br>• Enhanced public and investor confidence in public entities |
| | Ethical leadership | • Improved accountability and transparency |

## 11. SWOT Analysis

| Strengths: | Weaknesses: |
|---|---|
| ▪ Committed, widely skilled and experienced staff<br>▪ Established database of customers/diversified markets<br>▪ Established brand<br>▪ Use of a customised ERP system<br>▪ Dynamic leadership<br>▪ Good Corporate Governance<br>▪ Exclusive marketing rights of minerals (except gold and silver)<br>▪ Established policies and procedures.<br>▪ Adequate resources<br>▪ High talent retention capacity<br>▪ Established ICT infrastructure<br>▪ Tools of trade<br>▪ Current assets | ▪ Limited capacity to validate export assays and weights<br>▪ Limited enforcement powers<br>▪ Shortage of critical skills (gemmologists)<br>▪ Shortage of office/residential properties in strategic locations<br>▪ Long outstanding debtors<br>▪ Limited visibility |

| Opportunities: | Threats: |
| --- | --- |
| ▪ Abundant and diverse mineral resources<br>▪ High potential for new and emerging markets<br>▪ Technological advancements<br>▪ Conducive legal and policy frameworks<br>▪ Conducive economic environment<br>▪ Existence of rail and road infrastructure | ▪ Mineral leakages<br>▪ Illegal sanctions and negative country perception<br>▪ Competition from other mineral suppliers and substitutes<br>▪ Global economic volatilities<br>▪ Power and water constraints<br>▪ Geo-political conflicts affecting price and movements of minerals<br>▪ Global illicit financial flows and money laundering |

## 11. MDA Programmes and Outcomes:

| Prog. Ref | Programme Name | Programme Preliminary Outcome/s | Weight | Responsible Departments | Contributing MDAs/ Other Partners | Type of Contribution | Sector Intermediate Outcome Ref. | National Tertiary Outcome Ref | SDG Ref |
|---|---|---|---|---|---|---|---|---|---|
| 1 | Governance and Administration | 1. Improved Organisational Performance | 30% | GM's Office; Marketing, Finance, HR & Admin, Corporate Affairs, Audit, Public Relations, PMU, Risk & Security; Mineral Resource Accounting | MoMMD | Policy guidance | 1. Enhanced Industrial Growth | 1. Enhanced Inclusive Governance and Accountability<br>2. Enhanced transparency and accountability | 8;9;10;12;17 |
| | | | | | OPC | Policy guidance Monitoring & Evaluation Oversight | | | |
| | | | | | MoFEDIP | Financial policy guidance | | | |
| | | | | | PSC | Training | | | |
| | | | | | PRAZ | Training; Monitoring & Evaluation | | | |
| | | | | | | | | | |

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|---|---|---|---|---|---|---|---|---|---|
| 2 | Minerals Marketing and Resource Accounting | 2. Improved Mineral marketing and resource accounting | 70% | GM's Office; Marketing, Finance, HR & Admin, Corporate Affairs, Audit, Public Relations, PMU, Risk & Security; Mineral Resource Accounting | MoMMD | Policy guidance | 1.Enhanced Inclusive Governance and Accountability 2.Enhanced transparency and accountability | 1. Enhanced Industrial Growth | 8;9;10;12;17 |
| | | | | | OPC | Policy guidance | | | |
| | | | | | Parliament of Zimbabwe | Accountability, Policy formulation | | | |
| | | | | | MoFEDIP | Financial Policy guidance | | | |
| | | | | | Mining Associations | Mineral Production information | | | |
| | | | | | Mineral Producers | Mineral Resource | | | |
| | | | | | ZSM | Training; Assay Analysis | | | |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | MPC | Exploration | | | |
| | | | | | ZIMRA | Monitoring exports | | | |
| | | | | | ZRP | Monitoring exports | | | |
| | | | | | RBZ | Monitoring exports | | | |

## 12. Policies Applicable for the Agency:

| | External Policy | Programme | Internal Policy | Programme |
|---|---|---|---|---|
| • | Vision 2030 | 1;2 | Administration Policy | 1 |
| • | National Development Strategy 1 (2021-2025) | 1;2 | Human Resources Policies and Procedures | 1 |
| • | National Development Strategy 2 (2026-2030) | 1;2 | Accounting Procedures Manual | 1 |
| • | Fiscal Policy Statement | 1;2 | Crisis Communication Policy | 1;2 |
| • | Cyber and Data Protection Act [Chapter 12:07] | 1;2 | Social Media Policy | 1;2 |
| • | Public Finance Management Act [Chapter 22:19] | 1 | Lifestyle Audit Policy | 1 |
| • | Public Procurement and Disposal of Public Assets Act [Chapter 22:23] | 1 | ESG Policy | 1;2 |
| • | VAT Act [Chapter 23:12] | 1 | Hosting Policy | 1 |
| • | Government Circulars & Policies | 1;2 | Internal Audit Charter | 1 |
| • | Labour Act [Chapter 28:01] | 1 | Risk and Security Management Policy | 1;2 |
| • | Relevant Statutory Instruments | 1;2 | Marketing Policies and Procedures | 2 |
| • | KPCS Minimum Requirements of 2003 | 2 | Public Relations Policies and Procedures | 1 |

| | External Policy | Programme | Internal Policy | Programme |
|---|---|---|---|---|
| • | Anti-Money Laundering and Terrorist Financing Act [Chapter 9:24] | 1;2 | ICT Policies and Procedures | 1 |
| • | Income Tax Act [Chapter 23:06] | 1 | Whistle Blowing Policy | 1 |
| • | Public Entities Corporate Governance Act [Chapter 10:31] | 1 | Board Charter | 1 |
| • | National Monitoring and Evaluation Policy | 1;2 | Procurement Policies and Procedures | 1 |
| • | National Monitoring and Evaluation Guidelines | 1;2 | Inspectorate Policies and Procedures | 2 |
| • | National ICT Policy | 1;2 | Anti-Money Laundering and Terrorist Financing Policy | 1;2 |
| • | Exchange Control Act [Chapter 22:05] | 1;2 | Disaster Recovery and Contingency Policy | 1 |
| • | Customs and Excise Act [Chapter 23:02] | 1;2 | Monitoring Policies and Procedures | 2 |
| • | Finance Act [Chapter 23:04] | 1 | Legal Policies and Procedures | 1 |
| • | Mines and Minerals Act [Chapter 21:05] | 1;2 | Gender Policy | 1 |
| • | Base Minerals Export Control Act [Chapter 21:01] | 2 | IRBM Framework | 1 |
| • | Precious Stones Trade Act [Chapter 21:06] | 2 | | |

| | External Policy | Programme | Internal Policy | Programme |
|---|---|---|---|---|
| • | Companies and Other Business Entities Act [Chapter 24:31] | 1;2 | | |
| • | Public Procurement & Disposal of Public Assets (General) Regulations 2018 | 1 | | |

## 13. DEMAND ANALYSIS

### CLIENT NEEDS/PROBLEMS ANALYSIS:

| Direct Clients | Needs/Problems | Extent |
|---|---|---|
| **1. Producers** | **Need:**<br>Lucrative Markets<br>**Problem:**<br>Vulnerable to side marketing – short-changed (Small scale) | • **High**<br>• **Low** |
| | **Need:**<br>Real-time market information | • **High** |
| | **Need:**<br>Timeous processing of export documents<br>Streamlining of export processes (Small scale) | • **High**<br>• **High** |
| | **Need:**<br>Optimal returns on minerals | • **High** |
| | **Need:**<br>Advisory services for value addition of minerals | • **Moderate** |

| | | |
|---|---|---|
| | **Need:**<br>Quality and efficient service delivery | • **High** |
| | **Need:**<br>Accurate product information | • **Moderate** |
| | **Need:**<br>Quality product | • **High** |
| | **Need:**<br>Guaranteed supply of product | • **High** |
| | **Need:**<br>Competitive pricing structure | • **High** |
| | **Need:**<br>Favourable payment terms | • **High** |
| | **Need:**<br>Prompt responses to enquiries | • **High** |
| | **Need:**<br>Consistent Customer Relations Management – Good after sales service | • **Moderate** |
| | **Need:**<br>Security of products/MMCZ to ensure buyers are supplied with purchased minerals. | • **Moderate** |
| **2. Local cutters and polishers** | **Need:**<br>Guaranteed supply of appropriate rough diamonds<br>**Problem:**<br>Lack of funding/high cutting costs | • **High**<br><br>• **Low** |
| | **Need:**<br>Guaranteed access to markets | • **Moderate** |
| | **Need:**<br>Accurate market information | • **Moderate** |
| | **Need:**<br>Urgent processing of export documents | • **Moderate** |

| | | |
|---|---|---|
| | **Need:**<br>Competitive pricing | • **Moderate** |
| 3. **Employees** | **Need:**<br>Adequate tools of trade | • **High** |
| | **Need:** Competitive Conditions of Service | • **High** |
| | **Need:**<br>Continuous human capital development | • **Moderate** |

| Direct Stakeholders | Demands/ Expectations | Extent |
|---|---|---|
| **1. Ministry of Mines and Mining Development** | **Demand:**<br>Execution of MMCZ's mandate<br>**Expectation:**<br>Enhanced revenue generation | • 100% adherence to MMCZ Act |
| | **Demand:**<br>Transparency and accountability in minerals marketing and mineral resource accounting<br>**Expectation:**<br>Curbing mineral leakages and full valuation of all mineral exports. | • 100% compliance with relevant legislation |
| | **Demand:**<br>Promotion of value addition and beneficiation of minerals.<br>**Expectation:**<br>Increased value addition and beneficiation<br>Successful implementation of projects | • Compliance to proposed targets |
| | **Demand:**<br>Dividend declaration and payment<br>**Expectation:**<br>Substantial dividend paid | • Timeous |
| | **Demand:**<br>Provision of advisory services | • Timeous & accurate |

| | | |
|---|---|---|
| | **Expectation:**<br>Sound policy recommendations on a need basis | |
| | **Demand:**<br>Good corporate governance<br>**Expectation:**<br>Compliance with all the relevant corporate governance laws | • 100% compliance with regulatory frameworks and other CGU circulars. |
| 2. **OPC** | **Demand**<br>Good corporate governance | • 100% |
| | **Expectation:**<br>Compliance with PECOG Act | • 100% |
| **3. ZIMRA** | **Demand:**<br>Compliance with tax laws | • 100% compliance with tax laws |
| | **Expectation:**<br>Timeous remittance of taxes and returns | • Timeous |
| **4. Parliamentary Portfolio Committee on Mines** | **Demand:**<br>Transparency and accountability in execution of Corporation's mandate<br>**Expectation:**<br>Compliance with relevant statutes | • 100% compliance |

| | | |
|---|---|---|
| 5. **Chamber of Mines Of Zimbabwe** | **Demand:**<br><br>Support for the mining industry | • Maximum |
| | **Expectation:**<br><br>Active participation in COMZ activities | • 100% accurate |
| 6. **Reserve Bank of Zimbabwe** | **Demand:**<br><br>Timeous remittance of mineral proceeds and acquittal of CD1s. | • 100% compliance |
| | **Expectation:**<br><br>Full compliance with exchange control regulations | • 100% compliance |
| | **Demand:**<br><br>Legally sourced and verifiable funds | • 100% compliance |
| | **Expectation**<br><br>Full compliance with the Money Laundering and Proceeds of Crime Act | • 100% compliance |
| 7. **Zimbabwe Miners Federation** | **Demand:**<br><br>Support of the mining industry<br><br>**Expectation:**<br><br>Active participation in ZMF activities | • Accurate |
| 8. **Special Interest Groups:** | **Demand:**<br><br>Support | • Timeous and accurate |
| | **Expectation:** | • 100% |

| | | |
|---|---|---|
| | Appropriate and tailor-made information, | |
| **9. Kimberley Process Certification Scheme** | **Demand:**<br><br>Membership fees and statistical returns | • 100% compliance to minimum KPCS requirements |
| | **Expectation:**<br><br>Compliance to minimum KPCS requirements | • 100% |
| **10. Civil Society** | **Demand:**<br><br>Inclusivity and participation of communities in the mining value chain | • 100% |
| | **Expectation:**<br><br>Transparency and accountability of marketing of minerals | • 100% compliance with guidelines |
| **11. CID Minerals Flora and Fauna Unit** | **Demand:**<br><br>Reports and information<br><br>**Expectation:**<br><br>Timeous and accurate information to assist with investigations | • 100% |
| **12. Workers Committee** | **Demand:**<br><br>Fair remuneration and transparent engagement | • High |
| | **Expectation:**<br><br>Harmonised and conducive working environment | • High |

## 15. STRATEGIES, ASSUMPTIONS, RISKS AND MITIGATIONS

| Period | Strategies | Assumptions | Risks | Mitigations |
|---|---|---|---|---|
| Programme: Governance & Administration | | | | |
| Outcome: Improved Organisational Performance | | | | |
| Budget Year | Develop new policies and procedures | • Regulatory and legislative frameworks remain stable and conducive to policy updates. | • Resistance to change by stakeholders | • Engagement and consultations<br>• Adequate training |
| | Enhance digitalisation of operations | • Compatible ICT infrastructure available | • Cyber security threats and data privacy breaches | • Provide training and change management support<br>• Enhance cyber-security measures |
| | Upscale human capital training and development | • Availability of people to train and trainers in the relevant disciplines | • Unwillingness to adapt to new changes<br>• Inappropriate training modules | • Promote a learning culture through recognition and incentives<br>• Benchmark with other institutions/countries |
| | Enhance Corporate Image | • The external communication environment remains conducive for positive engagement. | • Negative media coverage or misinformation. | • Continuous engagement with the media |
| | Initiate ESG project | • Stakeholder collaboration | • Initiative may not meet stakeholder expectations | • Stakeholder engagement and project monitoring |

| | | | | |
|---|---|---|---|---|
| 2-3 Years | Develop new policies and procedures | • Regulatory and legislative frameworks remain stable and conducive to policy updates. | • Resistance to change by stakeholders | • Engagement and consultations<br>• Adequate training |
| | Enhance digitalisation of operations | • Compatible ICT infrastructure available | • Cyber security threats and data privacy breaches | • Provide training and change management support |
| | Upscale human capital training and development | • Availability of people to train and trainers in the relevant disciplines | • Unwillingness to adapt to new changes | • Promote a learning culture through recognition and incentives |
| | Enhance Corporate Image | • The external communication environment remains conducive for positive engagement. | • Negative media coverage or misinformation. | • Continuous engagement with the media |
| | Upscale ESG project | • Stakeholder collaboration | • Results may not meet stakeholder expectations | • Stakeholder engagement and project monitoring |
| 4-5 Years | Enhance digitalisation of operations | • Adequate and compatible ICT infrastructure | • Emerging ICT threats | • Continuous training and awareness |
| | Upscale human capital training and development | • Timeous approval of the budget | • Unwillingness to adapt to new changes | • Promote a learning culture through recognition and incentives |

| | | | | |
|---|---|---|---|---|
| | | • Commitment of staff to training needs | | |
| | Enhance Corporate Image | • The communication environment remains conducive for positive engagement. | • Negative media coverage or misinformation. | • Continuous engagement with stakeholders |
| | Upscale ESG project | • Stakeholder collaboration | • Results may not meet stakeholder expectations | • Stakeholder engagement and project monitoring |
| **Programme 2: Minerals Marketing and Mineral Resource Accounting** | | | | |
| **Outcome 2: Improved mineral marketing and resource accounting** | | | | |
| Budget Year | Increase export revenue | • Sustainable demand<br>• Stable commodity prices<br>• Adequate capacity to move cargo to the markets<br>• Full accounting of mineral resources exported | • Volatility of the global economy<br>• Transfer pricing due to related party transactions | • Price hedging through options and futures markets and long-term contracts<br>• Benchmark prices<br>• Price discovery and full characterisation of minerals<br>• Develop a mineral grading and pricing policy |
| | Develop new and lucrative markets | • Demand for minerals from emerging markets<br>• Guaranteed product supply | • Producers will direct product into their desire markets which may not be lucrative. | • Market penetration to increase market share<br>• Market expansion to new geographical territories<br>• Promote new products development with producers |

| | | | | |
|---|---|---|---|---|
| | | | | • Strategic Partnerships<br>• Review of producer contracts to provide reserved quotas to explore new markets. |
| | | | • Perceived negative image of the country<br><br>• Geo-political tensions in target markets. | • Increase visibility in the market<br>• Trade mission and export promotion<br>• Improving digital footprint<br>• Brand repositioning and promotions<br>• Conduct thorough market research and risk assessments |
| | | | • Controlled and closed markets for minerals | • Form strategic partnerships |
| | | | • Failure to adhere to ESG green manufacturing technologies or processes (carbon credits-trend towards decarbonisation) | • Engage MMMD for the adoption of sustainable mining practices<br>• Recommend the adoption of green technologies<br>Recommend policies to incentivise producers who have established green operations. |
| | Strengthen the promotion of value addition and beneficiation initiatives | • Adequate capacity for value addition and beneficiation | • Resistance from producers | • Advocate for mineral specific beneficiation and value addition policy frameworks.<br>• Advocate for the review export ratios of beneficiated and unbeneficiated minerals<br>• Initiate the control of minerals on the local market to ensure local beneficiation plants have adequate supply. |

| | | | | |
|---|---|---|---|---|
| | Capacitate small scale miners | • Operationalization of the MMCZ Credit Guarantee Scheme<br>• Equipment supplier buy- in<br>• Availability of borrowers<br>• Successful formalisation of small-scale miners | • Unfavourable market dynamics<br>• Misappropriation of funds by beneficiaries | • Engage relevant stakeholders<br>• Adequate underwriting of funds to reduce exposure<br>• Advocate for adoption of the decriminalised mining areas concept to include other minerals<br>• Adopt formalisation frameworks and integrate with ESG<br>• Strengthening monitoring and follow-up mechanisms<br>• Institute robust funding frameworks / model<br>• Institute training in business management, mineral evaluation |
| | Commissioning of the Kwekwe Roasting Plant dump project | • Technology works at commercial scale | • Low recoveries | • Process optimisation.<br>• Review current JV arrangement and change Technology |
| | Establish a national ISO-certified laboratory | • Shareholder buy in<br>• Availability of a suitable premises people and equipment | • Potential negative perception which compromises credibility and acceptance of results<br>• | • Continuous engagement<br>• Collaboration with established laboratories<br>• |
| | | | • Lack of adequate skills to use modern advanced equipment | • Training |

| | | | | |
|---|---|---|---|---|
| | Upscale Research and Development | • Availability of appropriate research instruments<br>• Availability of skilled personnel | • Lack of cooperation from stakeholders | • Advocate for enabling legislation |
| | Strengthen stakeholder relationships | • Stakeholders (internal and external) are willing to engage and collaborate.<br>• Communication channels are open, accessible, and trusted | • Communication breakdowns<br>• Reputational risk | • Clear stakeholder mapping<br>• Structured communication plan<br>• Feedback mechanisms |
| 2-3 Years | Increase Export Revenue | • Sustainable demand<br>• Stable commodity prices<br>• Adequate capacity to move cargo to the markets<br>• Full accounting of mineral resources exported | • Volatility of the global economy<br>• Transfer pricing due to related party transactions | • Strengthen Price hedging through options and futures markets and long-term contracts<br>• Reinforce Subscribing to authoritative publications in order to benchmark prices<br>• Price discovery and full characterisation of minerals<br>• review mineral grading and pricing policy |
| | Intensify Market Development | • Growth in demand for minerals in emerging markets<br>• Adoption in green technologies and AI<br>• Guaranteed product availability | • Lack of producer buy-in | • Increase market penetration<br>• Market Expansion to new geographical territories<br>• New Products development with producers<br>• Strategic Partnerships |

| | | | | |
|---|---|---|---|---|
| | | | • Perceived negative image of the country<br><br>• Geo-political tensions in target markets. | • Increase visibility in the market<br>• Increase market visits and promotions<br>• Improving digital footprint<br>• Broaden market research and risk assessments. |
| | | | • Controlled and closed markets for minerals | • Form strategic partnerships |
| | | | • Failure to adhere to ESG green manufacturing technologies or processes (carbon credits-trend towards decarbonisation) | • Encourage adoption of sustainable mining practices<br>• Implement a collaborative approach with other ESG enforcement institutions for adherence to and new investments in green production technologies<br>• Recommend embargoes on non-compliant producers |
| | Reinforce the promotion of value addition and beneficiation initiatives | • Adequate capacity for value addition and beneficiation | • Resistance from producers | • Guide government on mineral specific beneficiation and value addition policy frameworks.<br>• Continue to control prices of minerals on the local market to ensure local processors have readily available raw material at reasonable prices. |
| | Strengthen the MMCZ Credit Guarantee Scheme. | • Investor buy- in | • Non performance | • Continuous Engagement relevant stakeholders (underwriters). |

| | | | | |
|---|---|---|---|---|
| | Upscale processing of the Kwekwe Roasting Plant dump | • Technology works at commercial scale | • Failure to commercialize the technology.<br>• Results achieved at pilot stage may not be achieved at commercialization. | • Process optimisation. |
| | Enhance capacity of small-scale miners | • Successful formalisation of small-scale miners | • Misappropriation of funds by beneficiaries | • Strengthening monitoring and follow-up mechanisms Institute robust funding frameworks / model |
| | Establishment of a national ISO-certified laboratory | • Shareholder buy in | • Potential negative perception which compromises credibility and acceptance of results | • Continuous engagement<br>• Collaboration with established laboratories |
| | | | • Lack of adequate skills to use modern advanced equipment | • Training<br>• |
| | Upscale Research and Development | • Availability of appropriate research instruments<br>• Stakeholder buy-in<br>• Availability of skilled personnel | • Restricted access to information and research facilities.<br>• Lack of cooperation from stakeholders | • Collaboration with innovation hubs.<br>• Recommend promulgation of enabling legislation |
| 4-5 Years | Increase Export Revenue | • Sustainable demand<br>• Stable commodity prices<br>• Adequate capacity to move cargo to the markets | • Volatility of the global economy | • Reinforce price hedging through options and futures markets and long-term contracts |

| | | | | |
|---|---|---|---|---|
| | | • Full accounting of mineral resources exported | • Transfer pricing due to related party transactions | • Reinforce Subscribing to authoritative publications in order to benchmark prices<br>• Reinforce price discovery and full characterisation of minerals<br>• Continuous development of mineral grading and pricing policies |
| | Consolidate Market Development | • Growth in demand for minerals in emerging markets<br>• Adoption in green technologies and AI<br>• Guaranteed product availability | • Lack of producer buy-in | • Review contractual reserved quotas<br>• Consolidate market penetration<br>• Consolidate market expansion to new geographical territories<br>• Consolidate new products development with producers<br>• Consolidate Strategic partnerships |
| | | | • Perceived negative image of the country<br>• Geo-political tensions in target markets.<br>• Controlled and closed markets for minerals | • Increase visibility in the market<br>• Trade mission and export promotion<br>• Improving digital footprint<br>• Brand repositioning and promotions<br>• Conduct thorough market research and risk assessments.<br>• Form strategic partnerships |
| | | | • Failure to adhere to ESG green manufacturing technologies or processes (carbon | • Continuously lobby for adoption of sustainable mining practices<br>• Continuously conduct capacity building workshops and raise |

| | | | | |
|---|---|---|---|---|
| | | | credits-trend towards decarbonisation) | awareness to improve on ESG for small scale miners, integrate training and funding of small-scale miners with ESG<br>• Continuously recommend the adoption of green technologies<br>• Continuously engage MMMD for policy to incentivise producers who have established green operations. |
| | Reinforce the promotion of value addition and beneficiation initiatives | • Adequate capacity for value addition and beneficiation | • Resistance from producers | • Guide government on mineral specific beneficiation and value addition policy frameworks.<br>• Continue to control prices of minerals on the local market to ensure local processors have readily available raw material at reasonable prices. |
| | Strengthen the MMCZ Credit Guarantee Scheme | • Investor buy- in | • Non performance | • Continuous engagement relevant stakeholders (underwriters). |
| | Upscale processing of the Kwekwe Roasting Plant dump | • Technology works at commercial scale | • Failure to commercialize the technology.<br>• Results achieved at pilot stage may not be achieved at commercialization. | • Process optimisation. |
| | Enhance capacitation of small-scale miners | • Successful formalisation of small-scale miners | • Misappropriation of funds by beneficiaries | • Strengthening monitoring and follow-up mechanisms Institute robust funding frameworks /model |

| | | | | |
|---|---|---|---|---|
| | Establishment of a national ISO-certified laboratory | • Shareholder buy in | • Potential negative perception which compromises credibility and acceptance of results<br>• Lack of adequate skills to use modern advanced equipment | • Continuous engagement<br>• Collaboration with established laboratories<br>• Training |
| | Upscale Research and Development | • Availability of appropriate research instruments<br>• Stakeholder buy-in<br>• Availability of skilled personnel | • Restricted access to information and research facilities.<br>• Lack of cooperation from stakeholders | • Collaboration with innovation hubs.<br>• Engage policymakers for enabling legislation |

## SECTION B: PERFORMANCE FRAMEWORK FOR THE MDA

### 16. Programme Performance Framework

### 16.a Preliminary Outcome Performance Framework

| Ref | Outcome Description | KPI: | Measurement Criterion (time;$;rate; etc) | Baseline | | TARGETS | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | 2026 | | 2027 | | 2028 | | 2029 | | 2030 | | |
| | | | | Year | Value | T | ALV | T | ALV | T | ALV | T | ALV | T | ALV | |
| 1 | Improved Organisational Performance | Revenue | USD | 2025 | 29.2m | 30.7m | +/-1.5m | 32.8m | +/-1.6m | 34.5m | +/-1.7m | 36.7m | +/-1.8m | 39.3m | +/-1.9m | |
| | | Net Profit | USD | 2025 | 7.5m | 4.5m | +/-450k | 4.7m | +/-0.234m | 4.9m | +/-0.246m | 5.2m | +/-0.259m | 5.4m | +/-0.272m | |
| | | Corporate Governance Index | % | 2025 | 100 | 100 | 0 | 100 | 0 | 100 | 0 | 100 | 0 | 100 | 0 | |
| | | Stakeholder Satisfaction Index | % | 2024 | 67 | 68 | +/-1 | 69 | +/-1 | 70 | +/-1 | 71 | +/-1 | 72 | +/-1 | |
| | | Employee Satisfaction Index | % | 2025 | 57 | 58 | +/-1 | 65 | +/-1 | 65 | +/-1 | 67 | +/-1 | 70 | +/-1 | |
| **2** | Improved Mineral marketing | Export sales | USD | 2025 | 3.3bn | 3.5bn | +/-175m | 3.75bn | +/-187m | 3.95bn | +/-197.500m | 4.2b | +/-210m | 4.5bn | +/-225m | |
| | | Surveillance Coverage | % | 2025 | 82 | 90 | +/-5% | 90 | +/-1% | 92 | +/-1% | 94 | +/-1% | 95 | +/-1% | |

| | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | and resource accounting | Case Finalisation Rate | % | 2025 | 100 | 100 | 0 | 100 | 0 | 100 | 0 | 100 | 0 | 100 | 0 | |

**T = Target; ALV = Allowable Variance**

## 17. Outputs Performance Framework

| No. & Prog. ref | Outputs | 5 year target | Baseline | | Targets | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | 2026 | | 2027 | | 2028 | | 2029 | | 2030 | |
| | | | Value | Year | T | ALV | T | ALV | T | ALV | T | ALV | T | ALV |
| **Programme: 1 Governance and Administration** | | | | | | | | | | | | | | |
| **OUC 1: Improved Organisational Performance** | | | | | | | | | | | | | | |
| **OP 1.1** | Policies formulated/ reviewed | **69** | 12 | 2025 | 12 | +/- 1 | 13 | 0 | 14 | 0 | 15 | 0 | 15 | 0 |
| **OP 1.2** | Statutory reports submitted | **130** | **26** | 2025 | 26 | 0 | 26 | 0 | 26 | 0 | 26 | 0 | 26 | 0 |
| **OP 1.3** | Statutory Meetings held | **145** | **29** | 2025 | **29** | 0 | **29** | 0 | **29** | 0 | **29** | 0 | **29** | 0 |
| **OP 1.4** | Dividend paid | **8m** | USD 3.9m | 2025 | US$1.45 m | +/- 145 k | US$1.5 m | +/- 150 k | US$1.6 m | +/- 160 k | US$1.7 m | +/- 170 k | US$1.75 m | +/- 175 k |
| **OP 1.5** | Goods and services procured | **** 85%** | - | - | 65% | +/- 6% | 70% | +/- 8% | 75% | +/- 8% | 80% | +/- 8% | 85% | +/- 8% |
| **OP 1.6** | Corporate image enhancement initiatives conducted | ***** 40** | **-** | **-** | 6 | +/- 1 | 7 | +/- 1 | 8 | +/- 1 | 9 | +/- 1 | 10 | +/- 1 |
| **OP 1.7** | Training programs conducted | **40** | 10 | 2025 | 8 | +/- 2 | 8 | +/- 2 | 8 | +/- 2 | 8 | +/- 2 | 8 | +/- 2 |

| No. & Prog. ref | Outputs | 5 year target | Baseline | | Targets | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | 2026 | | 2027 | | 2028 | | 2029 | | 2030 | |
| | | | Value | Year | T | ALV | T | ALV | T | ALV | T | ALV | T | ALV |
| OP 1.8 | Financial Reports produced | **145** | 19 | 2025 | 19 | 0 | 19 | 0 | 19 | 0 | 19 | 0 | 19 | 0 |
| OP 1.9 | Staff management reports produced | | - | **-** | 100% | +/- 10% | 100% | +/- 10% | 100% | +/- 10% | 100% | +/- 10% | 100% | +/- 10% |
| OP 1.10 | Asset management reports produced | **20** | — | – | 4 | **0** | 4 | **0** | **4** | 0 | 4 | 0 | 4 | 0 |
| OP 1.11 | ICT infrastructure performance reports produced | **20** | - | - | **4** | **0** | **4** | **0** | **4** | **0** | **4** | **0** | **4** | **0** |
| OP 1.12 | Risk management reports produced | **80*** | 16 | 2025 | 16 | 0 | 16 | 0 | 16 | 0 | 16 | 0 | 16 | 0 |
| OP 1.13 | Internal Audit reports produced | **20** | 4 | 2025 | 4 | 0 | 4 | 0 | 4 | 0 | 4 | 0 | 4 | 0 |
| **Programme 2: Minerals Marketing and Resource Accounting** | | | | | | | | | | | | | | |
| **OUC 1 Improved mineral marketing and resource accounting** | | | | | | | | | | | | | | |
| OP2. 1 | New and lucrative Markets Developed | **25** | **7** | **2025** | **5** | **+/-1** | **5** | **+/-1** | **5** | **+/_1** | **5** | **+/-1** | **5** | **+/-1** |

| No. & Prog. ref | Outputs | 5 year target | Baseline | | Targets | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | 2026 | | 2027 | | 2028 | | 2029 | | 2030 | |
| | | | Value | Year | T | ALV | T | ALV | T | ALV | T | ALV | T | ALV |
| OP 2.1 | Credit Guarantee Scheme operationalised | 65 | 5 | 2025 | 8 | +/-1 | 10 | +/-1 | 15 | +/-1 | 15 | +/-1 | 15 | +/-1 |
| OP 2.2 | Small-scale Miners Capacitated | 20 | 2 | 2025 | 4 | 0 | 4 | 0 | 4 | 0 | 4 | 0 | 4 | 0 |
| OP 2.3 | Roasting Plant Dump Gold Produced (kg) | 165kg | 4.7KG | 2025 | 20kg | +/-2 | 25kg | +/-2 | 30kg | +/-2 | 40kg | +/-2 | 50kg | +/-2 |
| OP 2.4 | National ISO-Certified Analytical Laboratory Established | 100% | - | - | 10% | +/-1 | 25% | +/-1 | 50% | +/-1 | 80% | +/-1 | 100% | 0 |
| OP 2.5 | Research and Development Projects Conducted | 5 | 2 | 2025 | 2 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| OP 2.6 | Mines Audited | 144 | 24 | 2025 | 26 | +/-2 | 28 | +/-2 | 30 | +/-2 | 30 | +/-2 | 30 | +/-2 |
| OP 2.7 | Joint Operations Conducted | 20 | 2 | 2025 | 4 | +/-1 | 4 | +/-1 | 4 | +/-1 | 4 | +/-1 | 4 | +/-1 |

*NB*Reports*

**** Percentage of approved Budget in line with the Procurement Plan**

*****Number of activities to enhance Corporate image**

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

## 18. MDA Budget

| Programme | Preliminary Outcome | Programme Outputs | Budget Last Year 2024 | Budget Current Year 2025 | Budget Year 1 2026 | Budget Year 2 2027 | Budget Year 3 2028 | Budget Year 4 2029 | Budget Year 5 2030 |
|---|---|---|---|---|---|---|---|---|---|
| **Programme 1**<br><br>**Governance & Administration** | **Improved Organisational Performance** | Policies formulated and reviewed | **USD 1 000** | **USD2 250** | **USD2 250** | **USD2 500** | **USD2 750** | **USD3 000** | **USD3 000** |
| | | Statutory reports submitted | **USD10 000** | **USD10 000** | **USD15 000** | **USD15 000** | **USD15 000** | **USD15 000** | **USD15 000** |
| | | Statutory Meetings held | **USD60 000** | **USD100 000** | **USD100 000** | **USD100 000** | **USD100 000** | **USD100 000** | **USD100 000** |
| | | Dividend paid | **USD331 k** | **USD3.9m** | **USD1.45m** | **USD1.5m** | **USD1.6m** | **USD1.7m** | **USD1.75m** |
| | | Goods and services procured | **USD3.701m** | **USD6m** | **USD6.6m** | **USD6.6m** | **USD6.6m** | **USD6.6m** | **USD6.6m** |
| | | Corporate image enhancement initiatives conducted | **-** | **-** | **USD3m** | **USD3m** | **USD3m** | **USD3m** | **USD3m** |
| | | Training programs conducted | **USD173 k** | **USD25k** | **USD300k** | **USD200k** | **USD200k** | **USD200k** | **USD200k** |
| | | Financial Statements produced | **USD82k** | **USD83k** | **USD95k** | **USD95k** | **USD95k** | **USD95k** | **USD95k** |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | Staff management reports produced | **-** | **-** | **USD2.085 m** | **USD1.945 m** | **USD1.945 m** | **USD1.945 m** | **USD1.945 m** |
| | | Assets management reports produced | **-** | **-** | **USD788k** | **USD795k** | **USD795k** | **USD795k** | **USD795k** |
| | | ICT infrastructure managed | **-** | **-** | **USD1.930 m** | **USD1.171 m** | **USD1.140 m** | **USD1.137 m** | **USD1.385 m** |
| | | Risk management reports produced | **-** | **-** | **USD20k** | **USD20k** | **USD20k** | **USD20k** | **USD20k** |
| | | Internal Audit reports produced | **-** | **-** | **USD30k** | **USD30k** | **USD30k** | **USD30k** | **USD30k** |
| **Total Programme 1 Budget** | | | **USD 4,358,000** | **USD 10,120,250** | **USD 16,415,250** | **USD 15,473,500** | **USD 15,542,750** | **USD 15,640,000** | **USD 15,938,000** |
| **Programme 2**<br><br>**Minerals Marketing and Mineral Resource Accounting** | **Improved Mineral marketing and resource accounting** | Credit Guarantee Scheme operationalised | **-** | **USD2.5m** | **USD5m** | **USD10m** | **USD10m** | **-** | **-** |
| | | Small-scale Miners Capacitated | **-** | **-** | **USD60k** | **USD60k** | **USD60k** | **USD100k** | **USD100k** |
| | | Roasting Plant Dump Gold Produced | **USD2.87 m** | **USD351k** | **USD4m** | **USD2m** | **-** | **-** | **-** |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | National ISO-certified analytical laboratory established | **-** | **-** | **USD3m** | **USD2m** | **USD1m** | **USD500k** | **USD500k** |
| | | Research and Development Projects Conducted | **-** | **USD270k** | **USD700k** | **USD700k** | **USD700k** | **USD700k** | **USD700k** |
| | | Mines Audited | **-** | **-** | **USD280k** | **USD280k** | **USD280k** | **USD280k** | **USD280k** |
| | | Joint Operations Conducted | **-** | **-** | **USD80k** | **USD80k** | **USD80k** | **USD80k** | **USD80k** |
| **Total Programme 2 Budget** | | | **USD 2,870,000** | **USD 2,851,000** | **USD 13,120,000** | **USD 15,120,000** | **USD 12,120,000** | **USD 1,660,000** | **USD 1,660,000** |
| **TOTAL MDA BUDGET** | | | **USD 7,228,000** | **USD 12,971,250** | **USD 29,535,250** | **USD 30,593,500** | **USD 27,662,750** | **USD 17,300,000** | **USD 17,598,000** |

## 19. Human Resources for the Strategic Period

| No. | Category | Programme 1 | Programme 2 | MDA Total Personnel Requirements by Category |
|---|---|---|---|---|
| **1** | Top Management | 7 | 4 | **11** |
| **2** | Middle Management | 10 | 19 | **29** |
| **3** | Supervisory Management | 12 | 0 | **12** |
| **4** | Operational and Support staff | 13 | 61 | **74** |
| **5** | **Total** | 42 | 83 | **126** |

## 20. Other Resources and Projects

### 1. Equipment and ICTs

| Materials/ Equipment /ICT | 2026 | | 2027 | | 2028 | | 2029 | | 2030 | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Quantity | Cost US$ | Quantity | Cost US$ | Quantity | Cost US$ | Quantity | Cost US$ | Quantity | Cost US$ |
| Motor Vehicles (2.8L) | 16 | 1,200,000 | - | - | 33 | 2,200,000 | - | - | - | - |
| Motor Vehicles (1.5L) | 10 | 350,000 | - | - | - | - | - | - | - | - |
| Staff bus | 1 | 500,000 | - | - | - | - | - | - | - | - |
| Office air conditioners | 30 | 50,000 | 30 | 50,000 | 50 | 80,000 | 50 | 80,000 | 40 | 64,000 |
| Fridges | 4 | 6,000 | 5 | 7,500 | 10 | 15,000 | - | - | 15 | 22,500 |
| Laptops & Tablets | 110 | 271,400 | 27 | 65,700 | 26 | 64,100 | 31 | 73,900 | 22 | 53,200 |
| Printers | 55 | 136,900 | 29 | 85,000 | 32 | 78,000 | 32 | 78,000 | 37 | 109,000 |
| Servers | 2 | 100,000 | 1 | 50,000 | 1 | 50,000 | 1 | 50,000 | 2 | 100,000 |
| Storage | 4 | 200,000 | 2 | 100,000 | 0 | | 0 | - | 2 | 100,000 |
| Software Licenses | 869 | 806,195 | 709 | 420,055 | 719 | 498,015 | 899 | 456,775 | 739 | 536,735 |
| Systems Development (Minera & ZETDS) | 2 | 90,000 | 2 | 90,000 | 2 | 90,000 | 2 | 90,000 | 2 | 90,000 |

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| Video Conferencing | 3 | 180,000 | 0 | - | 0 | | 0 | | 3 | 180,000 |
| Internet & VPN | 15 | 375,204 | 15 | 375,204 | 15 | 375,204 | 15 | 375,204 | 15 | 375,204 |
| VAPT | 1 | 10,000 | 1 | 10,000 | 1 | 10,000 | 1 | 10,000 | 1 | 10,000 |
| Asset Tracking | 259 | 57,960 | 259 | 57,960 | 259 | 57,960 | 259 | 57,960 | 259 | 57,960 |
| XRF analyser (precious metal capable) | 4 | 120,000 | | | | | | | | |
| XRF | 6 | 240,000 | | | | | | | | |
| Handheld GPS | 2 | 4,000 | | | | | | | | |
| Drones | 2 | 30,000 | 0 | | 0 | | 4 | 60,000 | 2 | 30,000 |

## 2. Space Requirements (where applicable)

| Location | 2026 | | 2027 | | 2028 | | 2029 | | 2030 | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Quantity ($m^2$) | Cost US$ | Quantity ($m^2$) | Cost US$ | Quantity ($m^2$) | Cost US$ | Quantity ($m^2$) | Cost US$ | Quantity ($m^2$) | Cost US$ |
| **Gweru** | **1×2000** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |
| **Chimanimani Building Construction** | **-** | **500k** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |
| **Mutare land and Building** | **-** | **-** | **4000** | **500k** | **-** | **-** | **-** | **-** | **-** | **-** |
| **Hwange office refurbishment /construction** | **-** | **300k** | **-** | **-** | **-** | **1m** | **-** | **-** | **-** | **-** |

### 3. Projects for the Period

| Project Name | 2026 | | 2027 | | 2028 | | 2029 | | 2030 | |
|---|---|---|---|---|---|---|---|---|---|---|
| | % completion | Cost USD | % completion | Cost | % completion | Cost USD | % completion | Cost USD | % completion | Cost USD |
| ZSM Gemstone Lapidary Capacitation | 50 | 300 000 | 50 | 200 000 | - | - | - | - | - | - |
| Metlab & ZSM Laboratory Capacitation Projects | 40% | 500 000 | 40% | 300 000 | 20% | 200 000 | - | - | - | - |
| ESG Projects-community based projects | 100 | 300 000 | 100 | 350 000 | 100 | - | 100 | - | 100 | - |

## LIST OF PARTICIPANTS

| | |
|---|---|
| MR J CHININGA - | BOARD CHAIRMAN |
| MR I TICHIVANGANA - | NON-EXECUTIVE DIRECTOR |
| RS T T MLOBANE - | NON-EXECUTIVE DIRECTOR |
| MRS R MUKOGO - | NON-EXECUTIVE DIRECTOR |
| MS E MARAVANYIKA - | NON-EXECUTIVE DIRECTOR |
| MRS BWERINOFA - | NON-EXECUTIVE DIRECTOR |
| DR NJ MOYO - | GENERAL MANAGER |
| MR A GWARIMBO - | ACTING DEPUTY GENERAL MANAGER FINANCE & ADMINISTRATION |
| MR G NENZOU - | ACTING DEPUTY GENERAL MANAGER MARKETING |
| MRS P MUSONZA - | CORPORATE COMMUNICATIONS EXECUTIVE |
| MS L MUTARA - | HUMAN RESOURCES & ADMINISTRATION MANAGER |
| MS J MUNJOMA - | HUMAN RESOURCES & SALARIES OFFICER |
| MRS G GOPITO - | FINANCIAL ACCOUNTANT |
| MRS NYOKA - | MARKETING MANAGER |
| MRS S SIBANDA - | MINERAL RESOURCE ACCOUNTING MANAGER |
| MR L CHIBURURU - | CHIEF INSPECTOR |
| MR K CHINYOKA - | RISK & SECURITY OFFICER |
| MR G MUDANGWE - | ICT OFFICER |
| MS L NTINI - | PROCUREMENT OFFICER |
| MS N MAJAKA - | PUBLIC RELATIONS OFFICER |
| MS S THABETE- | ACTING DEPUTY MANAGER CORPORATE AFFAIRS |
| MR P GANYARA - | WORKERS COMMITTEE CHAIRMAN |
| MR C NYAHWEMA - | SALES EXECUTIVE |
| MS E CHIKWEKWETE - | INTERNAL AUDIT MANAGER |
| MRS J MUTSUNGE - | INTERNAL AUDITOR |
| MS G ZINDERE - | SALES EXECUTIVE |
| MR Z KADEMETEME - | WORKERS COMMITTEE CHAIRMAN |
| MS M PHIRI - | SALES EXECUTIVE |
| MS J NYAMAKAWO - | EXECUTIVE ASSISTANT TO THE GENERAL MANAGER |
| MS M MUSEKIWA - | PERSONAL ASSISTANT TO THE DGM FINANCE AND ADMINISTRATION |
| MR A MURAMBWA - | ADMINISTRATION CLERK |
| MR DAVID SIBIYA - | PUBLIC SERVICES COMMISSION FACILITATOR |
| MR LOVEMORE MACHIYENYIKA - | PUBLIC SERVICES COMMISSION FACILITATOR |
| MR M MAZEMO - | MINISTRY OF MINES AND MINING DEVELOPMENT (MMMD) |
| MR KINDNESS CHINGOMBE - | CORPORATE GOVERNANCE UNIT (CGU) |

**COMPILED BY** ……………………………………………………………………………
**DR. N.J. MOYO – GENERAL MANAGER**

**RECOMMENDED BY** ……………………………………………………………………………
**J. CHININGA - BOARD CHAIRMAN**

**RECOMMENDED BY** …………………………………………………………………………….
**P. KUNAKA**
**SECRETARY FOR MINES AND MINING DEVELOPMENT**

**APPROVED** ……………………………………………………………………………..
**HON. DR ENG P. KAMBAMURA**
**MINISTER OF MINES AND MINING DEVELOPMENT**