



ANNUAL REPORT

2024



CONTENTS

PART A: GENERAL INFORMATION	1
GENERAL INFORMATION REGARDING THE TRAFFIC SAFETY COUNCIL OF ZIMBABWE	1
FUNCTIONS, QUALITY POLICY STATEMENT AND OPERATIONAL FRAMEWORK	3
FUNCTIONS	3
STRATEGIC OVERVIEW	3
OUR VISION	3
OUR MISSION	3
CORE VALUES	3
QUALITY POLICY STATEMENT	3
OPERATIONAL FRAMEWORK	4
LETTER TO THE MINISTER	5
CHAIRMAN'S STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2024	6
REPORT OF THE MANAGING DIRECTOR FOR THE YEAR ENDED 31 DECEMBER 2024	9
Mandate and Strategic Mission	9
Operational Review: A Year of Contrasts and Resolve	9
PART B: PERFORMANCE INFORMATION	13
PREDETERMINED OBJECTIVES	13
SITUATIONAL ANALYSIS	13
OUTLOOK FOR THE FUTURE	13
2024 STRATEGIC GOALS, OUTCOMES KEY RESULT AREAS AND UPDATE ON IMPLEMENTATION OF STRATEGY	13
OPERATIONAL PERFORMANCE	16
PART C: GOVERNANCE REPORT	24
ATTENDANCE OF MEETINGS DURING THE 2024 FINANCIAL YEAR	27
INTERNAL CONTROL	28
IT GOVERNANCE	28
PART D: HUMAN RESOURCES	30
PART F: CONCLUSION	31





PART A: GENERAL INFORMATION

Registered name

TRAFFIC SAFETY COUNCIL OF ZIMBABWE

Registered office

No. 4 Park Street

Box CY293 Causeway Harare

Telephone numbers

0242 751 203/8

0242 751 203/8

0242 752 687

0242 758 021

0784 335 544 (WhatsApp/Chatbot)

Email address

infocomms@trafficsafety.co.zw

Website address

www.trafficsafety.co.zw

Facebook Page

Traffic Safety Council of Zimbabwe | Harare | Facebook

YouTube Handle

Traffic Safety Council of Zimbabwe – YouTube

Twitter Handle

@tscz1

LinkedIn Page

Traffic Safety Council of Zimbabwe | LinkedIn

External auditors

Rockstone Chartered Accountants 11 Edinburgh Road, Borrowdale, Harare

Bankers

ZB Bank

Commercial Bank of Zimbabwe (CBZ)

Crown Bank

People's Own Savings Bank

Lawyers

Dube, Manikai and Hwacha Legal Practitioners 6th Floor, Green Bridge Eastgate Complex Harare

Company Secretary

Mrs Patience Gachira

pgachira@trafficsafety.co.zw



Honourable Minister
Adv F.T Mhona

BOARD OF DIRECTORS



Mr. Kura Kurauone Sibanda
Board Chairman



Mrs. Felie Chikowero-Mjanga
Vice Board Chairperson
Retired: 28/10/2024



Mr. Kingstone Gongera
Board Member
Retired: 27/09/2024



Mr. Ngonidzashe Katsvairo
Board Member
Retired: 19/06/2024



Ms. Lizwe Bunu
Board Member
Joined: 28/10/2024



Mrs. Emilda Tendai Mapanzure
Board Member



Ms. Zvichanzii Mugota
Board Member



Adv Kingston Magaya
Board Member
Joined: 30/09/2024



Mrs. Jotina Matanhire
Board Member
Retired: 19/06/2024



Mrs Tambudzai Madzivire
Board Member
Joined: 20/06/2024



Ms. Sandra Nelia Chikeya
Board Member
Joined: 05/12/2024



Mr. Munesushe Munodawafa
Managing Director



Dr. Clifford Gobo
Director Administration
and Finance



Mr. Thomas Mahundi
Director Operations
and Marketing



Mrs. Patience Gachira
Corporate and Legal
Affairs Director



FUNCTIONS, QUALITY POLICY STATEMENT AND OPERATIONAL FRAMEWORK

FUNCTIONS

Traffic Safety Council of Zimbabwe [a Statutory Body] is proud to present the Annual Report for the year ended 31 December 2024. Traffic Safety Council of Zimbabwe is a corporate body that was established in terms of the Traffic Safety Council Act, [Chapter 13:17]. The report conveys information on our financial and sustainability performance, demonstrating how we have created value for our varied stakeholders.

Traffic Safety Council of Zimbabwe, in terms of the Traffic Safety Council Act (chapter 13:17) was established to:

- i. Promote road safety on roads.
- ii. Disseminate information on road safety.
- iii. Publish the Highway Code.
- iv. Register, control and regulate driving schools and persons who provide instructions on the driving of vehicles on roads.
- v. Establish standards for testing of persons for the issuance of learner driver licenses and driver certificates of competency.
- vi. Affiliate and liaise with Road Safety Organizations in Zimbabwe and elsewhere.
- vii. Advise the Minister on all matters relating to road safety.
- viii. Do any other thing that the Council may be required or permitted to do by, or under the Traffic Safety Council Act (Chapter 13:17) or any other enactments.

STRATEGIC OVERVIEW

OUR VISION

To become a regional leader in continuously reducing deaths, injury and property damage caused by road traffic crashes.

OUR MISSION

To promote road traffic safety through education, training, publicity and research in cooperation with other stakeholders.

CORE VALUES

Safety, Learning Organization, Integrity, Teamwork, Service Excellence.

QUALITY POLICY STATEMENT

The Traffic Safety Council of Zimbabwe (TSCZ) exists in terms of the Traffic Safety Act (Chapter 13: 17) and aims to improve road safety resulting in reduced deaths, injuries and damage to property. TSCZ conducts training of defensive drivers and instructors, road safety awareness campaigns for all road users, registration and regulation of driving schools. In addition, the Council produces and sets standards for acquisition of learner license and certificates of competency and publication of the Highway Code. will achieve this through:

communicating the requirements of the TSCZ quality policy to all stakeholders, providing resources and a framework for setting and reviewing performance objectives of the TSCZ quality management system.



complying timely with applicable legislation, standards, procedures and other requirements to which the organization subscribes. TSCZ management and staff will ensure the implementation, maintenance and continual improvement of the TSCZ quality management system in order to comply with the requirements of the ISO 9001:2015 International Standard.

OPERATIONAL FRAMEWORK

The Council's operations are guided by the Five Pillars of road safety:

1. Road Safety Management
2. Safer Roads and Mobility
3. Safer Vehicles
4. Safer Road Users
5. Post-Crash Response



LETTER TO THE MINISTER

The Honorable Minister
Ministry of Transport and Infrastructural Development
16th Floor, Kaguvi Building
Harare

Dear Hon Minister F. T. Mhona (**M. P**)

It is with great pleasure that I submit the Traffic Safety Council of Zimbabwe's Annual Report and Audited Financial statements for the year ended 31 December 2024 for tabling before Parliament.

This submission is in accordance with Section 22 of the Traffic Safety Council Act [Chapter 13:17].

Yours sincerely

A blue ink signature of Mr. K. K. Sibanda, written in a cursive style, is placed over a light blue rectangular background.

Mr. K. K. Sibanda
Board Chairman.



CHAIRMAN'S STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2024

It is with great honour that I present the Chairman's Statement for the year ended 31 December 2024. This year has been pivotal for the Traffic Safety Council of Zimbabwe (TSCZ), as we deepened our commitment to promoting road safety and contributing to national development through strategic alignment with the **Sustainable Development Goals (SDGs)** and **Zimbabwe's Vision 2030**. The World Health Organization's *Global Status Report on Road Safety 2023* signals a pivotal, albeit fragile, turning point, indicating that, for the first time, annual road traffic deaths have declined, from 1.35 million to 1.19 million. This underscores that concerted global action can indeed bend the curve of tragedy. Yet, this is no cause for complacency. The stark reality that over half of these fatalities are young adults; the primary breadwinners, and that road crashes consume 3-5% of the Gross Domestic Product in low and middle-income countries, underscores the profound socio-economic imperative of our mission.

Driving Progress Towards Vision 2030

As Zimbabwe continues its journey towards becoming an upper-middle-income economy by 2030, TSCZ has played a critical role in supporting this vision through safer mobility systems. Road safety is a key enabler of economic growth, and in 2024, we scaled up interventions that support,

public health through training stakeholders for first aid and partnering with stakeholders.

Our work directly contributes to **NDS1** objectives, particularly under the **Transport and Infrastructure** and **Social Protection** clusters. We expanded our outreach to underserved communities, improved driver training standards, and advocated for policy reforms that promote safer roads and sustainable transport systems.

Advancing the Sustainable Development Goals

TSCZ's programmes in 2024 made measurable contributions to several SDGs:

i. SDG 3 (Good Health and Well-being): Through accident prevention campaigns and post-crash care advocacy, we supported efforts to reduce road traffic injuries and fatalities.

ii. SDG 4 (Quality Education): Our school-based road safety education reached over 600,000 learners nationwide, fostering a culture of safety from an early age.

iii. SDG 17 (Partnerships for the Goals): Strategic partnerships with government, private sector, and civil society enhanced the reach and impact of our initiatives.

Financially, the organization demonstrated robust resilience, surpassing its revenue target by achieving ZWG 381,668,904 million against a projection of ZWG 292,925,707 million, thereby



strengthening our capacity to deliver on our mandate. A key achievement during the year 2024 was the full decentralization of our road safety programmes, culminating from the approval by the Board of Directors to the establishment of provincial offices in Matabeleland South, Matabeleland North, and Mashonaland Central.

Operational Performance and Sustainable Value Creation

Our operational activities were guided by our commitment to Environmental, Social, and Governance (ESG) principles. We have embedded sustainability as a core driver of long-term value. Initiatives such as training First Responders and investing in provisional driving licence programmes for the girl-child are emblematic of this approach. These are not merely corporate social responsibility projects; they are strategic investments in human capital and community resilience. They reflect the wisdom of the Chinese proverb, *“The best time to plant a tree was 20 years ago. The second-best time is now.”* We are planting seeds for a safer, more inclusive, and skilled future today.

Board Constitution and Leadership Transition

This year also marked a significant transition in our Board of Directors. On behalf of the Council, I wish to express heartfelt gratitude to the following retiring members for their outstanding service:

(i) **Mrs. F. C. Mjanga**, who steered the **Audit**

Committee with diligence and integrity. Her leadership was instrumental in guiding the **speedy implementation of audit recommendations**, which significantly strengthened our governance and accountability culture. Under her tenure, the Council received **three consecutive clean audit opinions** – a milestone that enhanced public trust, improved stakeholder confidence, and positioned TSCZ as a model of financial discipline in the public sector. She will be formally honoured for this exceptional contribution.

(ii) **Engineer K. Gongera**, who provided visionary leadership as Chair of both the **Risk Committee** and the **Operations Committee**. He also **advocated road safety reporting based on the Five Pillars of Road Safety**, aligning our strategic planning with global best practices:

1. Road Safety Management.
2. Safer Roads and Mobility.
3. Safer Vehicles.
4. Safer Road Users.
5. Post-Crash Response

(iii) **Mrs. J. Matanhire**, whose commitment and strategic insight greatly enriched the Council's work.

(iv) I would like to take this opportunity to express my sincere gratitude to **Mr. N. Katsvairo**, a retiring Board Member, for his invaluable contributions to our organization.



As the Chair of the Finance Committee, Mr. Katsvairo played a pivotal role in ensuring that our budgets were timely approved, and our financial statements were clean and transparent. His oversight on employment ratios guaranteed compliance with statutory requirements, and his dedication to fiscal discipline has been exemplary. On behalf of the Board and the entire organization, I extend my heartfelt appreciation to Mr. Katsvairo for his tireless efforts, wisdom and commitment to excellence. His leadership and guidance will be greatly missed.

We are equally pleased to welcome Mrs. T. Madzivire, Advocate K. Magaya, and Ms. L. Bunu to the Traffic Safety Council Board. Their diverse expertise and fresh perspectives will be instrumental in guiding the Council through its next phase of strategic growth and impact.

Institutional Strengthening and Governance

Internally, we continued to strengthen our governance frameworks, improve financial stewardship, and embrace digital transformation. These efforts have enhanced transparency, accountability, and service delivery, as reflected in our Annual Governance Report.

Challenges and Opportunities

While we faced challenges such as limited funding and rising traffic volumes, our resilience and innovation enabled us to adapt. We remain

committed to leveraging data, technology, and behavioural insights to inform future interventions.

Looking Ahead

In 2025, we will focus on expanding our impact through evidence-based programming, deeper community engagement, and stronger policy advocacy. Our goal is to further reduce road traffic fatalities and contribute meaningfully to Zimbabwe's socio-economic transformation.

Appreciation

I wish to thank the Ministry of Transport and Infrastructural Development, our partners, and the dedicated staff of TSCZ for their unwavering support. Together, we are building a safer, more inclusive Zimbabwe.

Kura Kurauone Sibanda (Mr.)
Chairman of the Board
Traffic Safety Council of Zimbabwe



REPORT OF THE MANAGING DIRECTOR FOR THE YEAR ENDED 31 DECEMBER 2024

Mandate and Strategic Mission

The Traffic Safety Council of Zimbabwe (TSCZ) derives its authority from the Traffic Safety Act (Chapter 13:17), with a mandate to systematically reduce the incidence of road traffic fatalities, injuries, and associated economic losses. Our operational framework is multifaceted, encompassing the regulation of driving schools, the establishment of standards for licensing and competency certification, and the nationwide dissemination of the Highway Code. Through targeted defensive driver instruction, public awareness campaigns, and strategic regulatory oversight, the Council serves as the nation's primary institution for cultivating a pervasive culture of road safety.

Operational Review: A Year of Contrasts and Resolve

The year 2024 presented a landscape of contrasting realities. While macroeconomic conditions showed signs of stabilization, fostering a 199% growth in our revenue base, the human cost on our roads remains our most critical metric. It is with sober reflection that I report a marginal increase of 0.7% in road traffic crashes from 51,924 to 52,288 and a 1.2% rise in injuries from 9,955 to 10,074. However, within this challenging context, a

significant achievement emerges: a 4% reduction in fatalities, with 2,015 lives being lost during the current year compared to 2,099 in 2023. Each life saved is a testament to our collective efforts, yet each statistic is a stark reminder that our work is far from complete. Our guiding ambition remains the UN's target of a 50% reduction of fatalities and serious injuries by 2030. As the adage goes, "A single death is a tragedy; a million is a statistic." We are relentlessly focused on ensuring that the number never obscures the individual lives and families behind it.

Financial Performance Highlight

TSCZ has achieved a surplus of income over expenditure amounting to ZWG 63.2 million, reflecting an increase of 6% compared to the previous year's surplus of ZWG 59.8 million. This turnaround is indicative of the Council's enhanced financial health and operational efficiency. The Council's surplus is significantly attributable to a substantial 33% growth in total income, which reached ZWG 381.6 million, markedly up from ZWG 286.3 billion recorded in 2023. Furthermore, as at December 31, 2024, the Council's assets have reached ZWG 316.0 million, demonstrating a robust growth of 14% from the ZWG 277.7 million achieved in the prior year.

Strategic Investments: Human Capital and Social Imperative

Our most valuable asset is our people. During



the reporting period, we implemented targeted capacity-building programmes to equip our employees with advanced skills required for our evolving mandate. Beyond our internal focus, we have extended our commitment to national human capital development. The training of 33,154 defensive drivers and 1,701 road safety champions; far exceeding set targets, represents a significant investment in creating a critical mass of safety conscious citizens.

Furthermore, our Corporate Social Responsibility initiatives are strategic interventions, not mere philanthropy. Programmes such as training first responders and empowering the girl-child with provisional driving licences are foundational to building a resilient and inclusive safety ecosystem. This embodies our core belief: “Road safety is no accident.” It is a deliberate construct built through education, empowerment, and equitable opportunity.

Institutional Strengthening and Operational Challenges

Infrastructure development was a key priority, with the successful renovation of our Gweru and Bulawayo offices enhancing our operational footprint. However, we acknowledge the challenge of limited human resources in our regional offices, which acts as a brake on our effectiveness. Management is addressing this bottleneck proactively, with

plans to deploy at least two Traffic Safety Officers to each region upon completion of requisite recruitment protocols. This will ensure our national presence is not just symbolic but operationally potent.

Future Outlook: Navigating the Socio-Economic Terrain

The national economic forecast, as indicated by the World Bank, points towards a recovery to 6% growth in 2025, following a drought constrained slowdown to 2% in 2024. TSCZ’s strategy is designed to be both resilient and proactive within this context. Our future road-map is built on a multi-pronged approach:

- i. **Leveraging Technology:** Integrating digital platforms for public awareness and adopting advanced tools for traffic behaviour analysis.
- ii. **Deepening Partnerships:** Forging strategic alliances with local businesses and communities to decentralize road safety ownership.
- iii. **Advocacy for Infrastructure:** Engaging government to champion the development of safer road engineering standards.
- iv. **Targeted Training:** Developing specialized programmes for high-risk driver cohorts.

Our commitment is to “Every Journey, Every



Life.” We will realign our service delivery model to not only promote safety but also contribute meaningfully to Zimbabwe's broader economic revitalization by reducing the debilitating cost of road crashes.

Gratitude and Concluding Commitment

On behalf of the Board and Management, I extend profound gratitude to our dedicated employees, whose integrity and team spirit are the bedrock of our achievements. We also thank our partners, stakeholders, and the motoring public for their invaluable collaboration.

As we look ahead, our resolve is unwavering.

The path to 2030 demands innovation, relentless effort, and strategic partnerships. We are not merely administrators of road safety; we are architects of a safer future. Let us move forward with the conviction that our collective action today will determine the safety of every journey tomorrow. The mission is clear, the goal is noble, and together, we will make a definitive difference.

Thank you.

A handwritten signature in black ink, appearing to read 'Muneshe Munodawafa'.

Munesushe Munodawafa (Mr.)
Managing Director
Traffic Safety Council of Zimbabwe



STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF THE ACCURACY OF THE ANNUAL REPORT

The Board and Management acknowledge their responsibility to ensure the integrity of the report. It has accordingly applied its mind to the report and in the opinion of the Board it addresses material issues and fairly presents the performance of the Traffic Safety Council of Zimbabwe during the period of 2024.



PART B: PERFORMANCE INFORMATION

PREDETERMINED OBJECTIVES

The Managing Director is responsible for establishing and implementing a system of internal controls designed to provide reasonable assurance as to the integrity and reliability of information performance. The performance information fairly reflects the actual achievements against planned objectives, indicators and targets as per the approved Strategic Plan (2020-2025) and 2020 Integrated Performance Agreement of the Traffic Safety Council of Zimbabwe for the financial year ended 31 December 2024.

SITUATIONAL ANALYSIS

The Government introduced a number of fiscal and economic reforms with a view to stabilizing the economy in the long term.

OUTLOOK FOR THE FUTURE

As we reach 2025, the acute phase of the Covid-19 pandemic has transitioned into a pivotal period of recovery. The world has collectively emerged from the depths of a global crisis, though the lingering effects continue to influence both operational paradigms and

financial stability. Economic analysts have noted that the remnants of the earlier disruptions still present challenges that necessitate a cautious yet optimistic approach moving forward. In an environment where change is a constant and disruption has become a familiar reality, our sustained investments in digital innovation, comprehensive Enterprise Resource Planning (ERP) systems, and advanced data management and analytics will create robust ecosystems. These ecosystems will not only enable us to aggregate a diverse array of products and services but also enhance the overall experience for our customers throughout their journeys; extending well beyond traditional notions of road safety.

Our strategy remains steadfastly client- and stakeholder-centric, with a commitment to mitigating road traffic accidents, injuries, fatalities, and property damage. Together, we can navigate the residual challenges of the past and forge a resilient path toward a safer, more sustainable future.

2024 STRATEGIC GOALS, OUTCOMES KEY RESULT AREAS AND UPDATE ON IMPLEMENTATION OF STRATEGY

- (i) Road Traffic Safety
- (ii) Road Traffic Research and Development
- (iii) Traffic Policy and Regulation Corporate
- (iv) Corporate Governance and Viability



The Projects/Programmes for 2024 were as follows:

Financed By	Outcomes	Annual targets	Budget Allocated	Actual /Achieved
Revenue without binding arrangements- Motor Insurance Levy Grants and donations Fines penalties and forfeits	Improved service delivery	Revenue collected (Budget: ZWG 198,760,413)	ZWG 198,760,413	ZWG 224,922,479
Revenue with binding arrangements Operational Incomes (Sale of goods/services Investments, other incomes)	Improved service delivery	Revenue collected (Budget: ZWG (55,465,375)	ZWG 55,465,375	ZWG 156,746,425
TOTAL INCOME			ZWG 254,225,778	ZWG 381,668,904
Road safety Campaigns Including road safety Materials And Awareness Campaigns and road safety capital expenditure	Reduced Fatalities and Injuries	Road users reached (10.7 million reach)	ZWG 162,158,121	14.5 million road users reached ZWG 142,734,154
Driver Improvement Programs	Reduced fatalities and injuries	36400 drivers trained in defensive driving	ZWG 9,407,474	35314 drivers trained ZWG 8,877,417
Road Safety Appraisals	Reduced fatalities and injuries	77 Road Safety Appraisals	ZWG 5,243,397	73 Appraisals ZWG 3,146,038
Research and Development	Increased efficiency and effectiveness of interventions	1 research project Employee and Customer Satisfaction Surveys	ZWG 4,540,536	1 research project; Monthly Safety Corner; ZWG 2,270,268



Corporate Governance and Viability	Employment cost to total revenue ratio must be less than (30:70). Improved service delivery.	Employees' salaries and benefits paid on time and in full.	ZWG 37, 362, 485	ZWG 82, 947, 264
Corporate Governance and Viability	Staff and stakeholder training and development. Internal and External Audit of financial records. Convening of Board, Committee and AGM meetings.	Staff and stakeholder training & development (32 trainings). 12 internal audits done. 1 external audit done. 24 meetings held.	ZWG 15, 196, 457	ZWG 4, 024, 910
	Completion of ISO Quality Management Systems (QMS)	ISO9001:2015	ZWG 386, 977	ZWG 205, 323
TOTAL			ZWG 254, 225, 778	ZWG 262, 392, 306
SURPLUS			0	ZWG 63, 265, 115



OPERATIONAL PERFORMANCE

Introduction

This annual performance report covers the year 2024. During the year under review, road traffic crashes experienced a slight increase of approximately 0.7%, rising from 51924 incidents in the previous year to 52288. Conversely, there was a positive development in the number of individuals killed in road traffic accidents, which saw a notable decrease of nearly 4%, dropping from 2099 to 2015. However, total injuries experienced a marginal increase of almost 1.2%, climbing from 9955 to 10074. These statistics, set against a backdrop of a vehicle population of 1,476,955 by December 2022, as reported by the Central Vehicle Registry (CVR) and cited by the Zimbabwe Statistics Agency (ZimStats), underscore the dual nature of progress and challenge in road safety. A critical component of this forward-looking strategy will involve strengthening existing road safety campaigns and expanding educational outreach to further reduce the incidence of crashes and fatalities. While the statistics reveal areas for improvement, they also highlight the potential for transformative change in Zimbabwe’s road safety landscape. With a commitment to adaptation and progress, TSCZ is well-positioned to lead the charge in reducing road traffic incidents, injuries, and fatalities, ultimately paving the way for safer and more secure travel for everyone.

Comparative Statistics for the Period 2019 – 2024

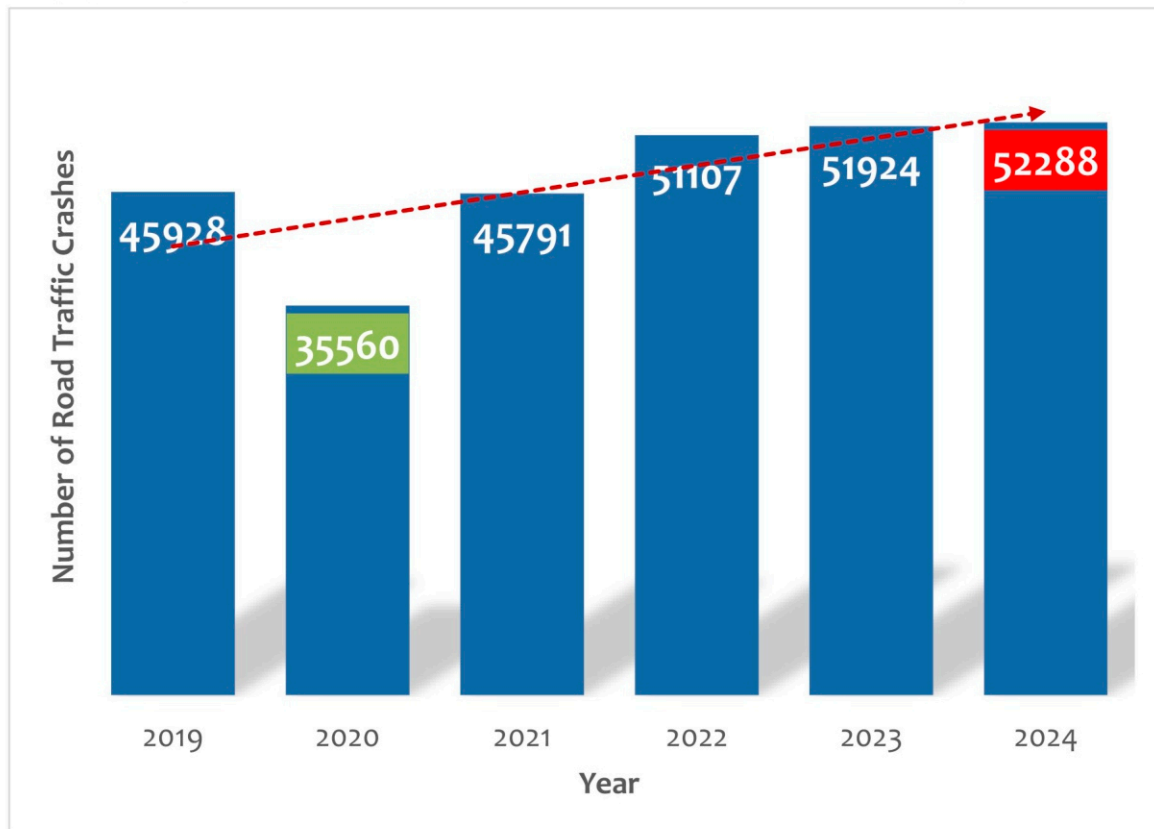
Variable/Period	Jan-Dec 2019	Jan-Dec 2020	Jan- 2021	DecJan- 2022	DecJan- 2023	DecJan- 2024
Total crashes	45 928	35 560	45 791	51 107	51 924	52288
Total deaths	1 495	1 520	1 902	2064	2 099	2015
Total number of injured persons	8 904	6 920	8 711	10 401	9 955	10074

Source of Data: ZIMBABWE REPUBLIC POLICE



ROAD TRAFFIC CRASH TRENDS OVER THE PAST 6 YEARS

Below is a graphical representation of the crash statistics in the country for the past six years:



Source of Data: Zimbabwe Republic Police

As illustrated in the figure above, the year 2024 saw the highest number of road traffic crashes, totaling 52288 incidents. In contrast, 2020 recorded the lowest number of crashes at 35,560 a year notably marked by the onset of the COVID-19 pandemic and the subsequent implementation of movement restrictions. These unprecedented circumstances contributed to a significant reduction in road traffic, resulting in fewer accidents. However, as restrictions eased, 2021 witnessed a nearly 28.8% increase in road traffic crashes, rising to 45,791. Despite these figures, a positive outlook can be embraced, recognizing the unique opportunity to learn from these fluctuations. The sharp decrease in crashes during 2020 serves as a testament to the potential impact of reduced traffic volume and stringent road safety measures. This insight can inform future strategies aimed at maintaining lower crash rates even as normalcy has returned.

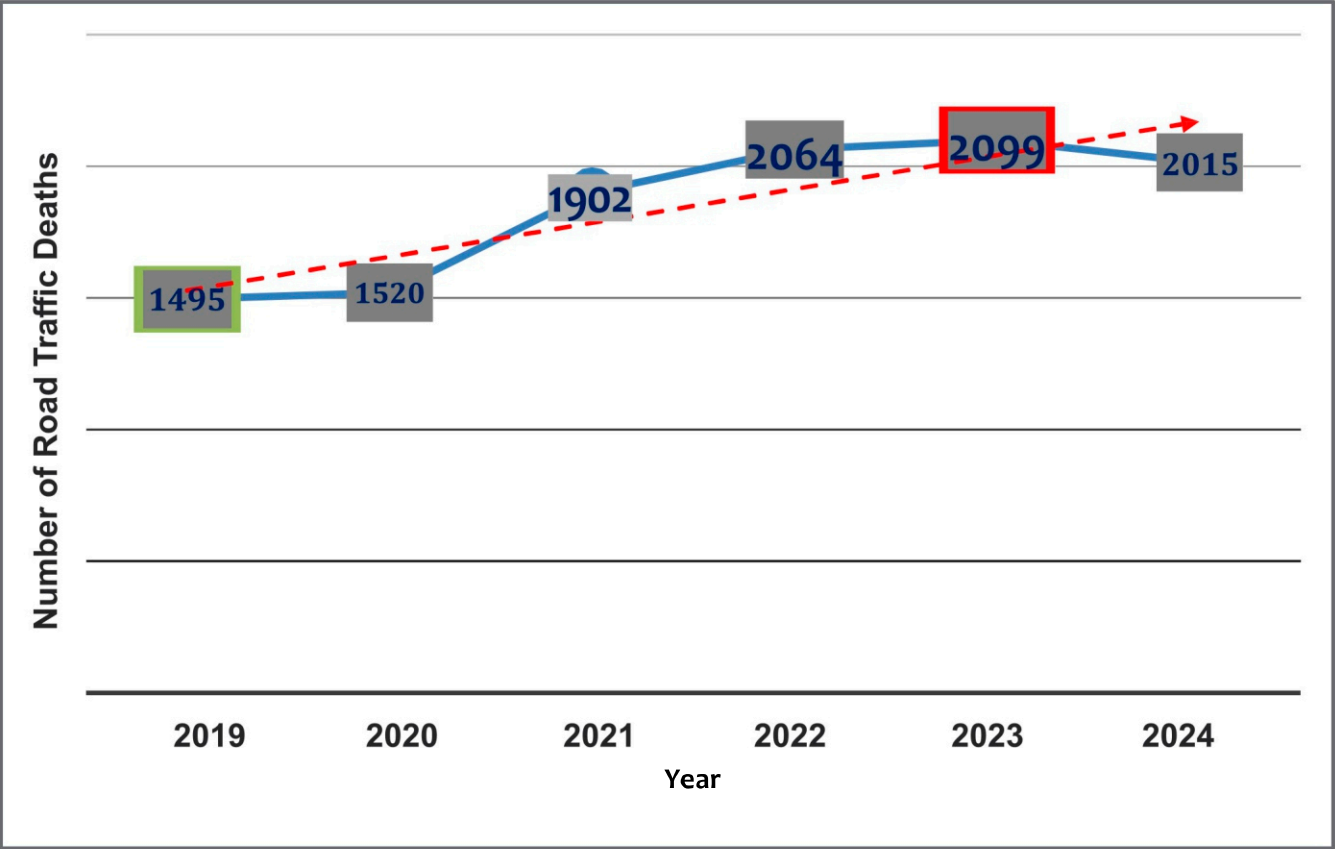
The major causes of road traffic crashes remained as follows:

- i. Speeding.
- ii. Inattention/misjudgment.
- iii. Overtaking errors.
- iv. Following too closely;



The graph below shows the number of people who lost their lives in road traffic crashes over the past six years.

ROAD TRAFFIC DEATHS OVER THE PAST 6 YEARS



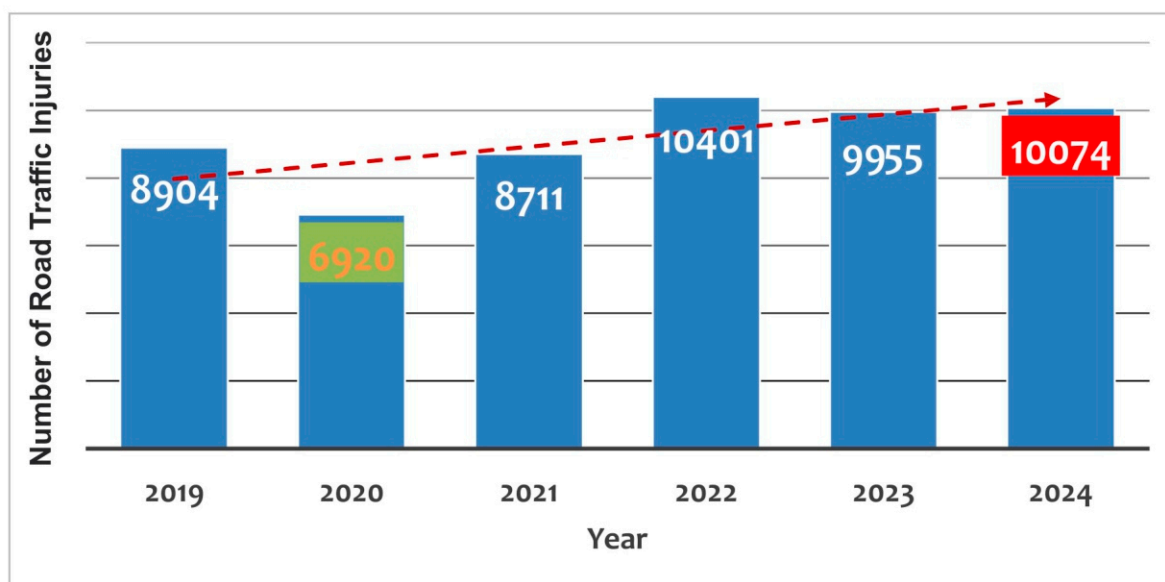
Source of Data: Zimbabwe Republic Police

As depicted in the figure above, annual road traffic fatalities have fluctuated between 1,500 and 2,000, with a general upward trajectory observed since 2019. Notably, the onset of the COVID-19 pandemic in 2020 coincided with an increase in road traffic deaths, reflecting a sustained upward trend during this challenging period. However, the current review period indicates a slight drop in road traffic fatalities decreasing from 2099 in 2023 to 2015 in 2024. There is a strong sense of optimism as TSCZ intensifies its efforts to curb road carnage.

The graph below shows the number of people injured in road crashes in Zimbabwe over the past 6 years. Generally, the trend has been going down.



ROAD TRAFFIC INJURIES OVER THE PAST 6 YEARS



Source of Data: Zimbabwe Republic Police

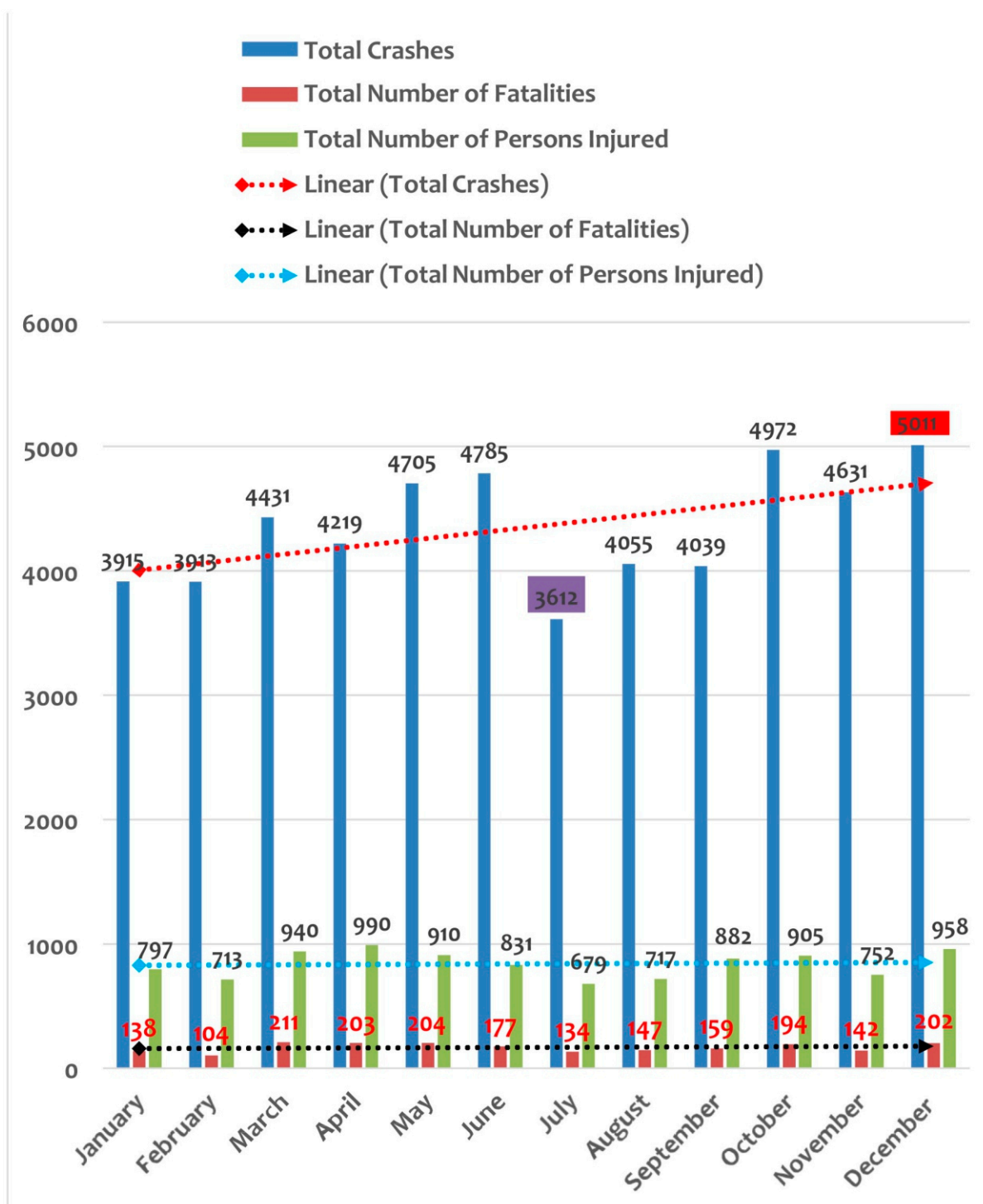
As illustrated in the accompanying figure, the year 2022 witnessed the highest number of road traffic injuries, with 10401 individuals affected. However, the onset of the COVID-19 pandemic in 2020, accompanied by movement restrictions, resulted in a significant reduction in injuries, with the number dropping to 6,920; the lowest recorded during this period. Following this, there was a gradual increase in injuries until 2022. The period under review unfortunately marks a worrying trend, as road traffic injuries increased by 1.2%, rising to 10074 from 9955 in the previous year. The generalized downward trend in road traffic injuries over the past six years is testament to the collaborative efforts of all stakeholders involved in road safety initiatives. The consistent reduction in injuries is a clear indication that the strategies and

interventions being implemented are yielding tangible results. This momentum provides a solid foundation for further progress, as it shows that concerted efforts can indeed lead to significant improvements in road safety.

Looking ahead, the continued partnership with stakeholders remains crucial in sustaining and accelerating this positive trajectory. The optimism surrounding this trend is bolstered by the commitment of the TSCZ and its partners to prioritize road safety as a national imperative. While challenges remain, the reduction in road traffic injuries is a beacon of hope and a call to action. The road ahead is promising, and with sustained dedication, the vision of significantly reducing road carnage can be realized.



2024 ROAD TRAFFIC CRASH TRENDS



Source of Data: Zimbabwe Republic Police

The data presented indicates that road traffic crashes in 2024 were marked by significant fluctuation, culminating in a pronounced upward trend in the final quarter. The year recorded its lowest number of crashes in July (3,612), while December saw the annual peak at 5,011. Similarly, injuries also varied considerably, ranging from a low of 679 in July to a high of 990 in April, with December also seeing a high of 958 injuries. In terms of fatalities, March was the most severe month



with 211 deaths, compared to the lowest figure of 104 in February. These statistics underscore the ongoing challenge of road safety as a critical public health issue in Zimbabwe. However, they also present an opportunity for reflection and action. The significant fluctuations in crash, injury, and fatality rates throughout the year, particularly the sharp increase in the last months, highlight areas where targeted interventions can be most effective. TSCZ is uniquely positioned to leverage these insights to drive impactful road safety initiatives.

Looking forward, TSCZ will focus on upscaling its road safety promotion efforts by deploying comprehensive strategies tailored to address the specific patterns and trends observed in the data. This includes intensifying public education campaigns, enhancing traffic law enforcement, and fostering stronger community engagement. The commitment to continuous improvement in road safety is essential, and the insights gained from 2024

will inform proactive measures to safeguard Zimbabwe's roads.

Defensive Driving Courses

The Defensive Driving Course (DDC) saw a slight decrease in the number of graduates in 2024 compared to the previous year, as indicated by the comprehensive statistics. This year, a total of 33 154 drivers completed the DDC, surpassing the annual target of 30 600 drivers. Specifically, TSCZ trained 21 749 drivers, marking a reduction of 2 572 graduates or 10.6%, while cooperating agencies contributed 11 405 graduates, an increase of 412 or 3.7%. Despite this variance, the figures underscore the continued commitment to driver education and the importance of defensive driving in enhancing road safety. The slight downturn presents an opportunity for TSCZ to reassess and reinvigorate its outreach and training strategies, ensuring that more drivers are equipped with the skills necessary to navigate the roads safely.

DDC GRADUATES 2023/2024 COMPARISON

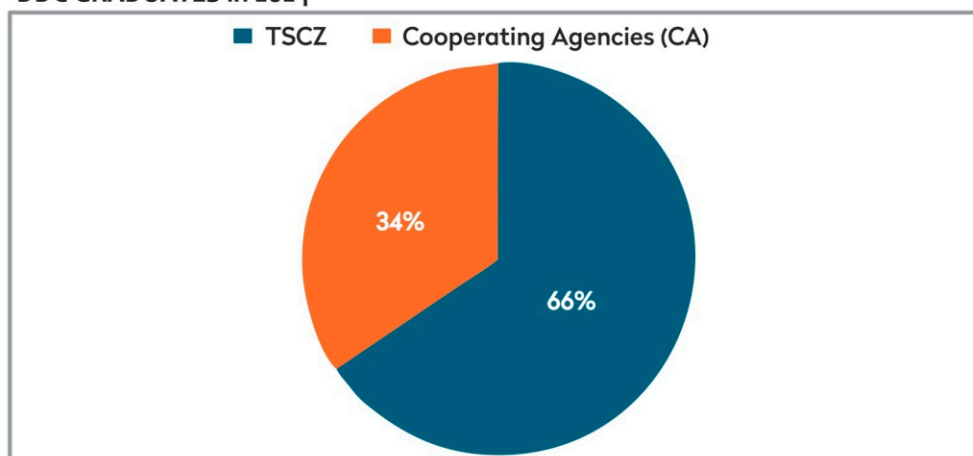
DDC Graduates (Jan– Dec)	2023	2024	Variance (+/-)
TSCZ	24 321	21 749	2 572 (-10.6%)
Cooperating Agencies (CA)	10 993	11 405	412 (+3.7%)
Total	35 314	33 154	2 160 (-6.1%)

Source of Data: TSCZ



DDC GRADUATES 2023/2024 COMPARISON

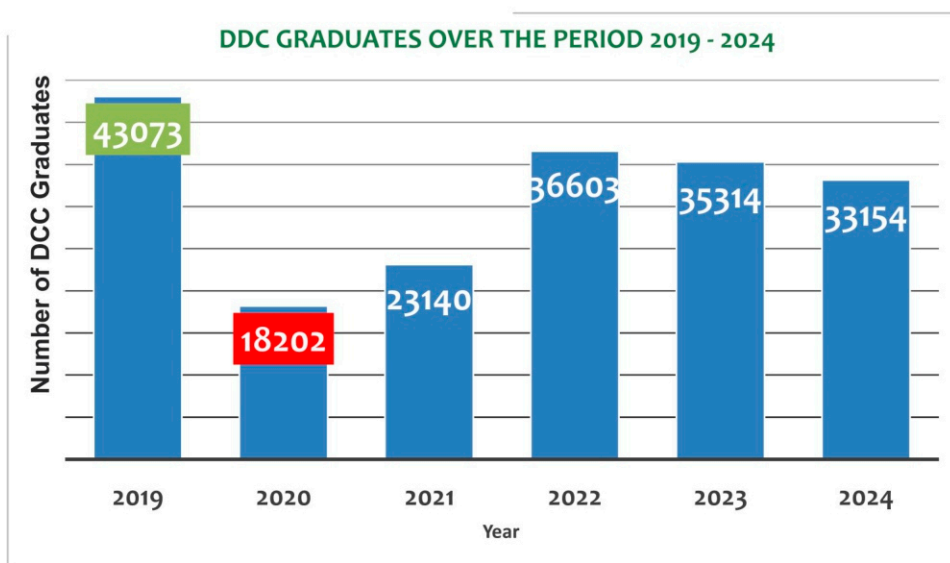
DDC GRADUATES in 2024



Source of Data: TSCZ

The pie chart above shows that, in 2024; 66% of the DDC graduates were trained by TSCZ while the remaining 34% were trained by Cooperating Agencies.

DDC GRADUATES OVER THE PAST 6 YEARS



Source of Data: TSCZ

Over the past six years, there has been a general decline in the number of DDC graduates, largely influenced by the COVID-19 pandemic and its accompanying restrictions. The lockdown periods in 2020 and 2021, during which learning was significantly interrupted, contributed to this trend. In response, the Ministry of Health

and Child Care enacted Statutory Instrument 144 of 2020 to extend the validity of DDC certificates by 180 days or until the end of the lockdown, whichever came first. As restrictions eased, a remarkable resurgence occurred, with DDC graduates increasing by approximately



36,603 in 2022. However, 2023 saw a slight decrease of about 3.5%, with the number of graduates dropping to 35,314. Again in 2024, there was a slight decrease of nearly 6.1%, with the number of graduates dropping to 33 154. This fluctuation highlights both the resilience

of the program and the challenges faced during the pandemic. These statistics also underscore the importance of adapting strategies to sustain and enhance participation in defensive driving training.

ROAD SAFETY EDUCATION AND AWARENESS

Description	Target	Reach	Variance
Vision tests	1092	1154 vision tests conducted	[+] 62
Road assessments	1092	1282 road assessments conducted	[+] 190
Driving school instructor renewals	615	666 driving school instructor renewals Processed	[+] 51
Assistant Instructor courses	13	9 assistant Instructor courses conducted	[-] 4
Driving school renewals	633	607 driving school renewals processed	[-] 26
Driving school registrations	44	119 driving schools registered	[+] 75
Driving school inspections	985	1189 inspections conducted	[+] 204
Road safety education in schools	1 060 000	801 179 school children reached	[-] 258 821
Traffic safety clubs	237	300 traffic safety clubs formed	[+] 63
Road safety awareness campaigns	195	196 road safety campaigns conducted	[+] 1
Stakeholder meetings	69	197 stakeholder meetings held	[+] 128
Radio and television programmes	150	154 Road Safety and Crime Watch, Safety Talks, Interviews, Traffic Alert, Press	[+] 4
Shows and Exhibitions	36	65 shows and exhibitions held.	[+] 29

OPERATIONAL PERFORMANCE CONCLUSION

In conclusion, it should be realized that, while the efforts of Traffic Safety Council of Zimbabwe are appreciated, it is however important to have a more coordinated stakeholder engagement approach, and importantly a review of institutional structures to support road safety promotion.



PART C: GOVERNANCE REPORT

Executive Summary

The Traffic Safety Council of Zimbabwe (TSCZ) has made significant strides in enhancing governance practices during the 2024 reporting period. Key achievements include improved compliance with national traffic safety regulations, strengthened internal controls, and expanded stakeholder engagement. This compliance report provides an overview of board activities for the Traffic Safety Council of Zimbabwe (TSCZ) during the 2024 reporting period. It covers meeting attendance, committee reviews, policy adherence, and governance decisions. The report aims to ensure transparency, accountability, and alignment with regulatory and internal governance standards.

Board Activities

The TSCZ Board maintained active oversight throughout the year. The board comprises representatives from business, civil society, and transport industry stakeholders. Regular meetings were held quarterly, with an average attendance rate of 95%. Key decisions included approval of strategic road safety initiatives and budget allocations. Committees such as the Audit Committee and Risk Management Committee conducted reviews and provided recommendations on governance matters.

Board Meeting Attendance

During 2024 the Board convened for five scheduled meetings including the Annual

General Meeting and one special session for Human resources. Attendance records indicate a full overall participation rate except for members who joined towards year end. Board members were notified in advance, and minutes were documented for all meetings. Any absences were due to valid reasons and communicated accordingly.

Committee Reviews

The following board committees were active during the reporting period:

- i. Audit and Risk Committee.
- ii. Human Resources Committee.
- iii. Integrity Committee.
- iv. Finance Committee.
- v. Operations and Public Relations Committee.

All committees submitted reports to the full board and maintained proper documentation of proceedings.

Policy Adherence

Board members adhered to the Code of Conduct and Conflict of Interest Policy throughout the year. Annual declarations were completed and reviewed. No breaches of policy were reported.

Governance Decisions

Key governance decisions made by the board in 2024 include:

- (i) Approval of the 2025–2027 Strategic Plan.
- (ii) Endorsement of the revised operational Plan.



(iii) Appointment of two new board members following retirement of incumbents.

(iv) Approval of the 2025 annual budget and operational targets.

All decisions were made in accordance with quorum requirements and documented in board resolutions.

Risk Management

A comprehensive risk assessment was conducted, identifying key risks such as funding variability, public perception, and operational disruptions. Mitigation strategies included diversifying funding sources, enhancing public awareness campaigns, and implementing contingency plans. Risk monitoring was performed monthly using a centralized dashboard aligned with the Council's strategic objectives.

Internal Controls

TSCZ maintained a robust control environment supported by ethical leadership and transparent processes. Control activities included financial audits, procurement reviews, and performance evaluations. Information flow was streamlined through digital platforms, and monitoring activities were conducted by the Internal Audit Unit. Audit findings were addressed through targeted improvements in financial reporting and operational procedures. No major breaches were reported, and minor issues were resolved promptly through corrective actions.

Stakeholder Engagement

The Council engaged actively with stakeholders

including town hall meetings, surveys, and collaborative workshops. Corporate Social Responsibility (CSR) initiatives focused on road safety education and support for accident victims. Transparency was upheld through regular reporting and open communication channels

Recent Governance Trends (2024)

Governance trends in 2025 emphasized digital transformation, data-driven decision-making, and inclusive stakeholder participation. TSCZ adopted digital tools for compliance tracking and risk analysis. Emphasis was placed on ESG (Environmental, Social, and Governance) principles, with road safety initiatives aligned to sustainable development goals. Board diversity and ethical leadership remained central to governance reforms.

Future Outlook

In 2025, TSCZ aims to further strengthen governance by enhancing internal audit capabilities, expanding stakeholder engagement, and adopting international best practices. Anticipated regulatory changes will be addressed through initiative-taking policy updates and training programs. Strategic priorities include reducing road traffic fatalities and improving service delivery.

In conclusion, the Board of the Traffic Safety Council of Zimbabwe demonstrated compliance with governance standards in 2024. Continued



focus on transparency, policy adherence, and stakeholder engagement.

STATEMENT OF RESPONSIBILITY AND CONFIRMATION

The Directors of the Traffic Safety Council of Zimbabwe are responsible for preparing financial statements and other information presented in the annual report in a manner that fairly presents the situation and results of the operations of the Company. The external auditors are responsible for carrying out an independent examination of the financial statements in accordance with International Standards on Auditing and reporting their findings thereon. The annual financial statements contained in this report have been prepared in accordance with International Financial Reporting Standards (IFRS). They are based on appropriate accounting policies and are supported by reasonable and prudent judgements and estimates. The directors have no reason to believe that the Council's operations will not continue as a going concern in the year ahead.

MANAGEMENT REPORTING

There are comprehensive management reporting disciplines in place which include the preparation of Budget, Financial Accounts and

Annual reports in line with Public Finance Management Act [Chapter 22:19].

STAKEHOLDER ENGAGEMENT

Our business is shaped by the inclusion of a wide variety of perspectives from our stakeholders. Given this principle, stakeholder engagement is at the heart of what we do and embedded through every level. The Board of directors have direct access to the concerns and views of our stakeholders through the Annual General Meetings, Board and Committee Meetings, and the Company Secretary.

BOARD COMMITTEES

The Board has the following Committees:

- (i) Finance Committee.
- (ii) Operations and Public Relations Committee.
- (iii) Human Resources Committee.
- (iv) Audit Committee and Risk Committee.
- (v) Integrity Committee.

The Board Committees have clearly defined and written terms of reference setting out their roles, functions and responsibilities.



ATTENDANCE OF MEETINGS DURING THE 2024 FINANCIAL YEAR

Member	Main Board Meeting	Operations and Public Relations	Audit Committee	HR Committee	Finance Committee	Risk Committee	Integrity Committee	AGM
Mr. K. K. Sibanda	4/4	*	*	*	*	*	1/1	1/1
Mrs. F. Mjanga	3/4	*	6/6	4/5	*	*	1/1	1/1
Mr. K. Gongera	3/4	2/4	*	*	2/5	2/4		1/1
Mrs. J. Matanhire	3/4	2/4	*	4/5	*	*		1/1
Mr. N. Katsvairo	2/4	*	*	*	1/5	2/4		1/1
Mrs.T. Madzivire	2/4	2/4	*	*	*	2/4		1/1
Ms. Z. Mugota	4/4	*	6/6	5/5	*	*	*	1/1
Mrs. E. Mapanzure	4/4	*	*	*	5/5	*	1/1	1/1
Ms. L. Bunu	1/4	*	*	1/5	*	*	*	*
Ms. S. N. Chikeya	1/4	*	*	*	1/5	*	*	*
Adv. L. Magaya	1/4	*	*	*	1/5	*	*	*
Dr. C. Gobo	4/4	4/4	6/6	5/5	5/5	4/4	*	1/1
Mr.M. Munodawafa	4/4	4/4	6/6	5/5	5/5	4/4	1/1	1/1

Key:

* Not applicable

Four (4) board meetings were convened for the year 2024. All the committees conducted 4 meetings; Audit had 2 special audit committee meetings. HR had 1 special committee meeting and Finance had also 1 special committee meeting. Mrs. Mjanga, Eng. Gongera, Mrs. Matanhire and Mr. Katsvairo were retired in June, October and November; respectively. Advocate Magaya, Ms. Bunu, Ms. Chikeya, and Mrs. Madzivire joined the Council.

** Please note that the Managing Director and Director Administration & Finance are not members of the Audit Committee. However, they attended by invitation to answer administrative and operational issues raised in audit reports .



BOARD COMPENSATION SCHEDULE

YEAR	NET ZWG
2024	1 064 066.00
2023	388 037.00
TOTAL	1 452 103.00

INTERNAL CONTROL

The Council maintains internal controls and systems designed to provide reasonable assurance as to the integrity and reliability of the financial statements and to adequately safeguard, verify and maintain accountability for its assets. Such controls are based on established policies and procedures and are implemented by trained personnel with appropriate segregation of duties.

IT GOVERNANCE

The Traffic Safety Council of Zimbabwe (TSCZ) has made significant strides in enhancing its operational efficiency and resilience through various ICT initiatives. The Administration Processes Automation project is underway, complementing the existing ERP by replacing manual systems with customized solutions for Procurement, Human Resources, Finance, and Administration. The Finance and Administration module is nearly complete, with the Human Resources and Procurement modules now in development. Additionally, TSCZ has initiated the development of a national driving schools database and an online platform for selling TSCZ products and services. To further strengthen our

operations, TSCZ continuously upgrades all organizational IT infrastructure, including CCTV systems across the nation in all regions, to improve security. These initiatives collectively yield substantial benefits, including improved operational efficiency, enhanced customer experience, increased data security, better decision-making, scalability, and reduced paper-based processes. By automating manual processes and leveraging technology, TSCZ has positioned itself for continued success and growth, ultimately promoting road safety and reducing accidents. These achievements demonstrate our commitment to innovation and excellence, and we look forward to continued progress and improvement.

ENVIRONMENTAL, SOCIAL, AND GOVERNANCE (ESG)

Reporting Period: January 1 – December 31, 2024

This ESG report outlines the Council's performance and progress in environmental stewardship, social responsibility, and governance practices for the 2024 calendar year. It reflects our commitment to sustainable development, ethical conduct, and stakeholder



engagement.

In terms of Environmental Performance, a number of **sustainability initiatives were done and reported as follows**

- i. **Solarization of Offices:** Transitioned to solar energy across offices to reduce carbon footprint and promote renewable energy use.
- ii. **Waste Management and Disposal:** Implemented structured waste disposal practices at all offices to ensure environmental compliance and cleanliness.
- iii. Promotion of fuel-efficient travel for regional engagements and inspections.
- iv. Continued efforts to reduce paper usage through digitization of internal processes.

Additionally, the Council held environmental awareness through staff sensitization on environmental responsibility during wellness programmes as well as participation in national clean-up campaigns in partnership with local authorities.



PART D: HUMAN RESOURCES

The workforce data as at 31 December 2024, stood at ninety three (93) staff members of which seventy-seven are permanent (77) , (5)are attachees and eleven (11) independent contractors. There was a slight increase in the number of independent contractors from the prior reporting period. The organisation is slightly being dominated by females who constitutes 56% as compared to males who constitutes 44% of the total staff population.

Management made progress in implementing the Traffic Safety Council of Zimbabwe people 2024 strategy and its plans for training, building trust and accountability. Progress has been made in terms of workforce planning, talent management and harmonising people management practices across the institution. The Council has, introduced programmes to develop effective managers as well as wellness programmes for its employees. Success in the

focus areas will enhance the Council's ability to attract, develop and retain engaged and capable employees.

The Human Resources Committee held focused discussions on the implementation of human resources reforms within the broader context of the National Development goals and agenda. Synergies with health care service providers were explored on wellness programmes. The Committee during the year agreed with the four areas of focus for action (Leadership & Management Effectiveness; Performance Excellence; Talent Management; Competitive Employment Value Proposition), while stressing the need for implementation and results, as well as motivating employees. The Committee reaffirmed its role in monitoring implementation and policy formulation on behalf of the Board.

Employee Exit Report

One employee (female) retired in October 2024.



PART F: CONCLUSION

The main objective of this annual report is to communicate timely, reliable and relevant information, inform and announce the Council's achievements and performance during the year 2024. The information provided in this report, provides a detailed breakdown of how Traffic Safety Council of Zimbabwe has operationally fared in the recent past with comparisons to the most recent reporting period and the past few annual reporting periods. This information is of great value to the Shareholder and Stakeholders to understand the Council's operations and financial performance. One of the most critical parts of this report is the Chairman's Statement which conveys the Council's strategic policy road map. Our strategies remain hinged on the National Development Strategy 1 (NDS 1) target of reducing road crashes and fatalities by 25% margin per annum. Additionally, the Council's operations are also guided by the United Nations Global Plan for the United Decade of Action for Road Safety 2021- 2030 whose target is to prevent at least 50% of road traffic deaths & injuries by 2030. This seeks to save thousands of lives in our country by building road safety management capacity; improving the safety of road infrastructure; further developing the safety of vehicles; enhancing the behavior of road users; and improving post-crash response.



HEAD OFFICE

No. 4 Park Street / Jason Moyo Ave
P.O Box CY 293 Causeway
Harare.

Tel: 042 751 208 / 2752 687 / 2758021
Email: infocomms@trafficsafety.co.zw

OFFICES

BULAWAYO OFFICE

No. 12 Fort Street Between
Connaught Street & M. Ndlovu Ave
Bulawayo
Tel: 029 66107
Email: bulawayo@trafficsafety.co.zw

TRAFFIC TRAINING CENTRE

North Park TTC 4th Avenue Extension
Opposite Bulawayo Bowling Club
Hume Park
Bulawayo

CHINHOYI OFFICE

Flat No. 1 Old Mutual Building,
Robson Manyika Ave
Chinhoyi
Tel: 0672 27461
Email: tsczchinhoyi@gmail.com

CHITUNGWIZA OFFICE

No. 48, Chitungwiza Shopping Centre,
Chitungwiza
Tel: 0242 724 401
Email: chitungwiza@trafficsafety.co.zw

MASVINGO OFFICE

No. 224/245 S. Mazorodze Ave Masvingo
Tel: 039 262 423
Email: masvingo@trafficsafety.co.zw

HARARE OFFICE

No. 37 Selous / 5th Street
Harare
Tel: 042-703 439 / 705 735
Email: harareoffice@trafficsafety.co.zw

TRAFFIC TRAINING CENTRE

No. 86 The Chase Mount Pleasant
Harare
Tel: 042 303 983

GWERU OFFICE

No. 77 Seventh Street
Gweru
Tel: 054 223988
Email: gweru@trafficsafety.co.zw

MUTARE OFFICE

90 Third Street,
Mutare
Tel: 02020 62531
Email: mutare@trafficsafety.co.zw

HWANGE OFFICE

20B Coronation Drive
Hwange
Tel: 08688008535-6
Email: hwange@trafficsafety.co.zw

