



Republic of Zimbabwe



Traffic Safety Council of Zimbabwe

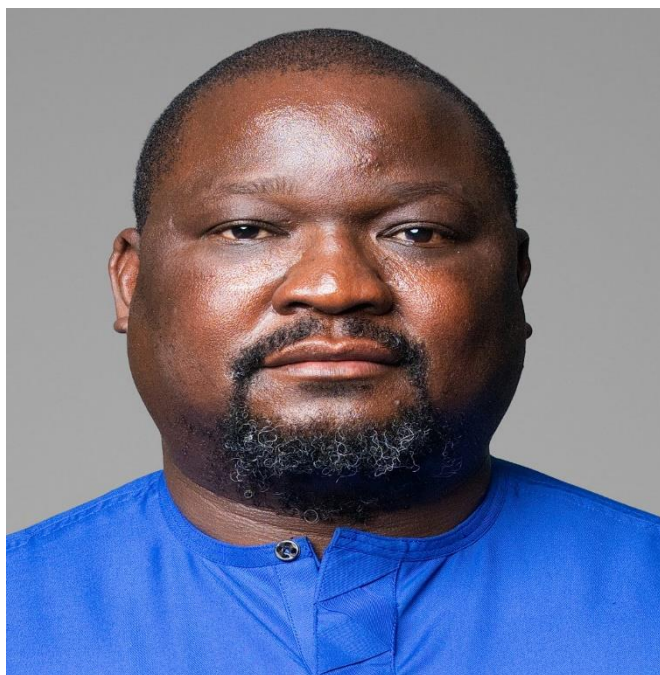
Traffic Safety Council of Zimbabwe Strategic Plan

2026-2030

.....

SECTION A: Profile of the Traffic Safety Council of Zimbabwe

i) Foreword



It is with a profound sense of responsibility and a strong commitment to safeguarding the lives of all Zimbabweans that we present the Traffic Safety Council of Zimbabwe (TSCZ) Strategic Plan for the period 2026-2030. This plan outlines our proactive strategy to protect our citizens and secure our economic future. As we align our efforts with the Second Republic's National Development Strategy 2 (NDS2) and its vision of an empowered, upper-middle-income society by 2030, this strategy serves as the Council's definitive roadmap. It outlines how we will transform our mandate into measurable action, ensuring that our roads are not just pathways for transportation, but safe corridors for economic growth and social well-being.

This strategic plan is built upon a robust approach that acknowledges the multifaceted nature of road safety. TSCZ will aggressively scale up promotional and educational initiatives, targeting all road users with innovative campaigns designed to foster a deep-seated culture of safety. We recognize that road safety is a shared responsibility. Our approach focuses on understanding and mitigating the complex factors that contribute to crashes, with a strong emphasis on empowering all road users with the knowledge and skills for safer behaviour. A key focus of our strategy is to positively influence road-user behaviour through enhanced education and training,

creating a safer environment for everyone. The strategy significantly enhances our commitment to quality assurance across the road safety sector. We will work collaboratively with stakeholders to elevate standards through improved oversight and the strategic use of technology. We will also continue to advise on policies that foster a safer road environment for all.

The journey ahead demands collaboration, innovation, and unwavering dedication. We extend our deepest gratitude to our parent Ministry, the Ministry of Transport and Infrastructural Development, our stakeholders in the public and private sectors, and the team at TSCZ for their continued support. The targets we have set are ambitious, but the prize - a Zimbabwe where journeys are safe and lives are protected; is worth every effort. On behalf of the Board, I call upon every road user to join us as partners in this noble cause. Let us work together to make the vision of this Strategic Plan a reality and create a safer, more secure future for all.

A handwritten signature in blue ink, appearing to read 'K. K. Sibanda', written over a light blue horizontal line.

K. K. Sibanda

Board Chairperson

ii) Executive Summary



The development of the TSCZ five-year Strategic Plan for 2026-2030 is built upon a comprehensive alignment with the nation's overarching development agenda, specifically the National Development Strategy 2 (NDS 2), as well as the specific mandates outlined in the Traffic Safety Council Act [Chapter 13:17] and the strategic priorities of the Ministry of Transport and Infrastructural Development. This framework empowers the TSCZ to operate as a corporate body with a clear mandate to promote road safety through education, training, publicity, and research, while also holding regulatory authority over key sector players such as driving schools.

The Council's strategic intent is hinged on its aspirational Vision Statement: "To become a regional leader in continuously reducing deaths, injury and property damage caused by road traffic crashes by 2030." This vision is a direct response to persistent challenges, noting that human error contributes to approximately 96% of road traffic accidents in Zimbabwe.

To achieve this, the 2026-2030 Strategy is dual-pronged, focusing intensively on both road safety promotion and robust regulation. On the promotional front, TSCZ will intensify its nationwide awareness campaigns, defensive

driving courses, and educational initiatives targeting all road users, from youth to professional drivers, to foster a culture of safety. Concurrently, on the regulatory side, the strategy prioritizes the strengthening of oversight across the road safety sector. This includes initiatives to engage with and support driving schools in achieving full compliance, ensuring they meet the highest standards of instructional quality and vehicle maintenance. This seeks to professionalize the sector and protect the public. Our goal is to have a fully compliant and professional driving school sector. To protect the public and uphold the highest standards, the Council will take necessary regulatory action, which may include deregistration, against any school that consistently fails to meet the required standards after due process.

A handwritten signature in black ink, appearing to read 'M. Munodawafa', written over a light blue horizontal line.

M. MUNODAWAFA

MANAGING DIRECTOR

LIST OF ACRONYMS AND ABBREVIATIONS

CGU	Corporate Governance Unit
CVR	Central Vehicle Registry
DoR	Department of Roads
EMA	Environmental Management Agency
KPI	Key Performance Indicator
KRA	Key Result Area
MDA	Ministry Department Agency
MAZ	Motor Industry Association of Zimbabwe
MoFED	Ministry of Finance and Investment Promotion
MOHCC	Ministry of Health and Child Care
MOHTED	Ministry of Higher and Tertiary Education
MOPSE	Ministry of Primary and Secondary Education
MoTID	Ministry of Transport and Infrastructural Development
NDS2	National Development Strategy 2
NKRA	National Key Result Area
NOUC	National Outcome
NPA	National Priority Area
OAG	Office of the Auditor General
OP	Output
OUT	Outcome
PRAZ	Procurement Regulatory Authority of Zimbabwe
RMT	Road Motor Transportation
SAPS	South African Police Service
SAZ	Standards Association of Zimbabwe
SERA	State Enterprises Restructuring Agency
SKRA	Sector Key Result Area
SOUC	Sector Outcome
TSCZ	Traffic Safety Council of Zimbabwe
VID	Vehicle Inspectorate Department
ZACC	Zimbabwe Anti-Corruption Commission
ZINARA	Zimbabwe National Road Administration
ZRP	Zimbabwe Republic Police

Introduction

This document is the Strategic Plan for the Traffic Safety Council of Zimbabwe (TSCZ) for the period 2026-2030. This strategic plan has been developed in line with the Results Based Management System and National Development Strategy 2 (NDS2) being implemented by the Government of Zimbabwe.

Hinged on success stories and learning curves of the National Development Strategy 1 (NDS1) period, this Results Based Strategic Plan seeks to communicate TSCZ's vision, mission, key result areas, goals, impacts, outcomes strategies, major programmes and projects and direction to its employees, clients, stakeholders and partners. It also establishes a road map for the strategic results, programmes, projects and activities that TSCZ will focus on in the medium term. The initiatives from this strategic plan will be assessed to see if they are achieving the anticipated results. The strategic plan will be used to inform TSCZ's budgets, performance contracts and annual work and performance monitoring plans during the planning period. In doing this, efforts will be made to take into account the national development aspirations based on contemporary and critical analysis of current and emerging challenges and opportunities as well as the prevailing external environmental factors.

During the National Development Strategy 1 (NDS1) period, the Council achieved significant milestones in institutional development and regulatory advancement. Key capital projects initiated include the construction of the Masvingo Provincial Offices, the Mpopoma Traffic Training Centre in Bulawayo, and the Shurugwi-Mhandamabwe roadside fencing project. These projects are now in their final stages and are scheduled for commissioning at the commencement of the NDS2 period. Notable strategic accomplishments under NDS1 encompass the operational launch of the Hokonya and Chitsvedemo Traffic Training Centres, the establishment of four new provincial offices in alignment with the Government's devolution agenda, the foundational drafting of principles for a Road Accident Fund, and the promulgation of critical regulatory instruments, specifically Statutory Instrument 118 of 2023 and Statutory Instrument 119 of 2023. Furthermore, the Council attained ISO 9001:2015 certification, underscoring its commitment to quality management systems.

This strategy is anchored on the internationally recognized safe system approach. This approach accepts that people using the road network will make mistakes and therefore the whole system needs to be more forgiving of those errors. This means there must be a focus on roads, speeds, vehicles and road user behaviour as well as a range of associated activities, including performance monitoring and reporting.

In order to ensure proper alignment and harmonization with the new Strategic Plan, the implementation framework will be developed using a nesting approach that links results from the organization level through departments down to programmes and projects level for better execution. The implementation framework shall be operationalized through rolling annual work plans in which the necessary and sufficient activities and their respective milestones required to deliver each yearly target shall be specified. The annual work plans will be linked to the annual performance contracts. The adoption of the rolling annual work plans approach is expected to facilitate annual review of the on-going activities in close consultation with the relevant key stakeholders and their adjustment in the context of emerging priorities and funding opportunities. The annual work plans shall be expected to provide full details on the outputs and their respective intervention strategies, activities, milestones, operational budgets, and the implementing departments and collaborating institutions/organizations as shown in the impact, outcomes and outputs plans.

This strategic plan is informed and complies with the six internationally recognized pillars of road safety. These pillars are outlined as follows:

PILLAR 1 [ROAD SAFETY MANAGEMENT]

This is the master pillar providing the conceptual framework for all the other pillars. The role of Lead Agencies is noted and accountability for road safety improvement results. High level coordination is also emphasized on. This brings into focus the cooperation that exists between Zimbabwe Republic Police and the Traffic Safety Council of Zimbabwe. Road crash recording and data management should ensure harmonization, accuracy, integrity, timeliness, and integration of data.

PILLAR 2 [SAFER ROADS AND MOBILITY]

This deals with capacity building for Road Safety Professionals and Road Agency Executives. Competence and training on road usage should be built into all the activities and pillars for executives to appreciate the specific needs for all users. Training before introducing new guidelines will ensure their effective implementation.

PILLAR 3 [SAFER VEHICLES]

Road safety awareness campaigns must be made effective by designing approved and researched Behaviour Change Models. Where a weakness in Law Enforcement is noted, increased regulations to monitor indicators is needed to promote tighter regulation and enforcement of road traffic rules and regulations.

PILLAR 4 [SAFER ROAD USERS]

This pillar is to do with road user skills and attitude. Speeding and mobile phone use are leading causes of accidents. Driving Inspectorates are necessary for regulating driver training, so as, to do away with inconsistent Driving School Standards. Ordinary road users should be afforded a forum for them to air their input into road safety issues.

PILLAR 5 [POST CRASH RESPONSE]

The post-crash activity includes immediate action by community, communication to launch emergency response, pre-hospital care, stabilization, medical specialists, and care rehabilitation.

PILLAR 6 [SPEED MANAGEMENT]

Pillar number 6 emphasizes on the need to control speed in built up areas, school areas, highways and calls for the creation of safe walking zones for the vulnerable groups such as pedestrians and school children.

i) Background

The TSCZ emerged from the Zimbabwe Traffic Safety Board which originated from a voluntary organization composed of area associations in Harare (then Salisbury), Bulawayo, Gweru (then Gwelo) and Mutare (then Umtali). These area associations were formed voluntarily by citizens who were concerned about the severity of accidents occurring on the roads in Zimbabwe and the resultant loss of life, injury, and loss of property. It was born out of the need to plan and implement educational programmes to improve the population's road safety awareness. The board was put in place to control and manage road Traffic Safety programmes under the Chairmanship of the Secretary for Transport and Energy as the responsible authority.

The Zimbabwe Traffic Safety Board however faced some difficulties in trying to implement its programmes due to lack of funding and seeming lack of political commitment among other things. This resulted in the transition from board to council. TSCZ was established by the Traffic Safety Council Act (chapter 13:17) and became operational in August 2000. The Council has a mandate to promote road safety in terms of the Traffic Safety Council Act (Chapter 13:17) largely through education, training and influencing policy makers to come up with laws and regulations towards the same goal. This means that the organization, as an organ of the Zimbabwean society, must create value, something worthwhile for consumption by society. This value is realized through reduction and prevention of road traffic accidents. TSCZ is not alone in this value creating

process, there are other players like the police, Vehicle Inspection Department and Road Engineering Institutions and everyone in general thus showing why it is important for the Council to be visible in the country.

ii) National Level Contribution:

a. National Vision: To Be 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
NPA 3	Infrastructural Development and Housing	Infrastructural development	1. Improved access to basic infrastructural services	TOUC 6
NPA 10	Good Governance, Institution Building, Peace and Security	Public Service Delivery	1. Enhanced inclusive service delivery	TOUC 31

iii) Sectoral Level Contribution:

a. Sectoral Level

Sector ref	Sector/s Name	Sector Key Result Area	Sector Intermediate Outcome/s	Reference
2	Transport	Transport Infrastructure Development	1. Improved Connectivity	SOUC 13
15	Good Governance	Public Service Delivery	1. Enhanced inclusive governance and accountability 2. Enhanced transparency and accountability	SOUC 65 SOUC 66

Agency Level

1. Agency: Traffic Safety Council of Zimbabwe
2. Agency Vote Number:
3. Traffic Safety Council of Zimbabwe Vision Statement: A regional leader in reducing deaths, injury and property damage caused by road traffic crashes by 2030.
4. Traffic Safety Council of Zimbabwe Mission Statement: To promote road traffic safety through safety education, training, publicity, and research in co-operation with other stakeholders.
5. Core Values: Safety, Learning Organisation, Integrity, Team Work, Service Excellence.
6. Terms of Reference:
 - i. Traffic Safety Council Act [Chapter 13:17].

7. Overall Functions:

- i. To promote safety on roads.
- ii. To disseminate information on road safety.
- iii. To publish the Highway Code.
- iv. To control and regulate driving schools and persons who provide instruction in the driving of vehicles on roads.
- v. To establish standards of practice to be observed by driving schools and to improve the quality of training provided by such schools.
- vi. To establish standards for testing of persons for the issue of learner licenses and certificates of competency.
- vii. To affiliate and liaise with other road safety organizations whether in Zimbabwe or elsewhere.
- viii. To advise the Minister on all matters relating to road safety.
- ix. To do any other thing that the Council may be required or permitted to do by or under this Act or any other enactment.

8. Programmes in the Traffic Safety Council of Zimbabwe and Their Functions:

Programmes under the Agency and their functions

PROGRAMME	FUNCTIONS
Programme 1: Governance and Administration Sub-Programme 1: Board and MD's Office Sub-Programme 2: Finance, Human Resources and Administration Services Sub-Programme 3: Assurance Services	i. Talent acquisition and management ii. Financial planning, management and resource mobilisation iii. Risk management and assurance iv. Legal and corporate governance advisory services v. Procurement and contract management vi. Digital administration and ICT Infrastructure management
Programme 2: Road Traffic Safety Promotion and Regulation Sub-Programme 1: Road Safety Training & Promotion Sub-Programme 2: Research & Development Sub-Programme 3: Road Traffic Safety Regulatory Services	i. To promote safety on roads. ii. To disseminate information on road safety. iii. To publish the Highway Code. iv. To advise the Minister on all matters relating to road safety. v. To affiliate and liaise with other road safety organisations, whether in Zimbabwe or elsewhere. vi. To do any other thing that the Council may be required or permitted to do by or under this Act or any other enactment. vii. To control and regulate driving schools and persons who provide instruction in the driving of vehicles on roads. viii. To establish standards of practice to be observed by driving schools and to do all other things necessary to improve the quality of training provided at such schools. ix. To establish standards for the testing of persons for the issue of learners licences and certificates of competency in terms of the Road Traffic Act.

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

Not applicable.

10. Environmental Scan

	Strengths (<i>Internal</i>)	Weaknesses (<i>Internal</i>)	Opportunities (<i>External</i>)	Threats (<i>External</i>)
Political	- Decentralized services -Ability to collaborate with key stakeholders through PPPs and stakeholder influence. -National campaigns and public message control: lead high profile initiatives such as campaigns -Monopoly	-Limited regulatory capacity	-Political will -Engagement and re-engagement policy -Political reforms and policy changes impact on the coordination of services	-Bureaucracy impacting efficient service delivery
Economic	-Reputable brand -Sound asset base -Skills diversity -Self-sustaining	-Corruption impacting on quality of drivers produced -Heavily dependent on one source of incomes (motor levy)	-Existence of multicurrency -Existence of an economic blueprint -Existence of Zimbabwe's Open for Business Policy -Devaluation of local currency	-Changes in the economic environment affects pricing of services -Exchange rate volatility -High interest rates
Social	-strong road safety awareness campaigns that improve public knowledge - Skills diversity	-Over reliance on Manual systems -Lack of capacity to implement compulsory DDC (public and private).	-High literacy rate positively impacts on uptake of products -Young and increasing population	-Epidemics and natural disasters issues negatively impacting the population -Low disposable income shrinking the demand of services and products -Drug and substance abuse -Increased stray livestock population on roads
Technological	-Skills diversity -Use of digital road safety campaigns -E-learning for driver training: online DDC for driver education.	-Over reliance on Manual systems -Limited use of modern traffic monitoring technology	-New technologies being widely accessible to the motoring public -National ICT policy and Cyber Security provides for safety and regulation	-Disruptive technologies affecting the regulation of players -Manual administrative processes limiting efficiency savings -Data breaches -High cost of internet data -Increased cybercrime threat
Legal	-Compliance with the Labour Act thus creating a sound relationship with employees -Presence of copyright for the Highway Code	-Limited regulatory capacity -Lack of capacity to implement compulsory DDC (public and private).	-UN protocols/conventions to be ratified -Presence of Property Laws -Presence of Data Protection Laws -Presence of the PECOG Act (Chapter 10:31) as read with SI 168 of 2018 – Key Guides to Compliance	-Increased cybercrime threat -Counterfeit products
Ecological	-Promotion of eco-friendly transport policies, aligning with global sustainability goals. -Public awareness campaigns on how	-Limited charging stations for electric vehicles (EVs) in Zimbabwe. -Budget constraints limit outreach on the link	-Government adoption of the policy on electric vehicles -Existence of environmental	-Environmental concerns may limit material that can be availed to clients such as pamphlets

	reckless driving such speeding and poor vehicle maintenance increases carbon emissions. -Partnerships with environmental agencies like EMA to integrate eco-conscious road safety measures.	between road safety and environmental health.	sustainability laws and regulations	-Climate change impacting on road networks -Natural disasters and pandemics
Global	-Skills diversity -strong legislative framework (e.g. Traffic Safety Act) that aligns with the UN Decade of Action for Road Safety goals -	-Limited use of AI affects efficiency	-Establishment of CGU providing counsel and clarity on corporate governance matters. -The Integrated Program Based Management System provides for performance accountability and synergies among road safety players -Sustainable Development Goals (SDGs) provide indicators that guide sustainable development implementation. -Anti-corruption drive ensures efficient operation of council in promoting its mandate	-Governance overload on institutions

11. Traffic Safety Council of Zimbabwe 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	Improved Corporate Governance and Administration	40	Legal Affairs and Corporate affairs: Finance and Administration: Project & Properties Internal Audit: Procurement Management Unit: ICT	MOTID, MOFED, PRAZ, MOPSE, PAAB, SERA Local Authorities, NGO & Private Companies OAG, AG's Office ZINARA, CGU, VID, CVR, RMT, OCAG, CAZ, SAZ MOHTED, ZACC	Policy direction Road designs & Construction Audit services Financial grants Syllabi Judiciary services Administration of post crash response Environmental management,	65 and 66	31	16

					OAG EMS, WHO, MOHCC, ZRP EMA UN	UN conventions			
2	Road Safety Promotion and Regulation	Improved Road Safety	60	Operations, Research & Marketing	MoTID, DoR VID ZRP RMT, CVR, Local Authorities RMT, CVR, Local Authorities ZINARA SAPS, MoF, AG's Office, Auditor General MOFED ZRP, Courts, NPA MoHCC, Red- cross, Emergency Services, Insurance companies, Media Broadcasters	Engineering Safe vehicles Enforcement Regulating Licensing Funding Cross-Border services Pricing Prosecution Post-Crash Management	13	6	3.6 11.2

Policies Applicable to the Agency:

External Policy Code	External Policy	Programme Ref	Internal Policy Code	Internal Policy	Programme Ref
1	NDS 1- 2021-2025	1,2	01	Traffic Safety Act	1, 2
2	Traffic Safety Council Act [Chapter 13:17]	1,2	02	Audit Recommendation Implementation Framework: 2024	1, 2
3	Statutory Instrument 233 of 2023	1,2	03	Code of Ethics	1, 2
4	SI 119 of 2023	2	04	Employment Code of Conduct: 2017	1, 2
5	S 118 of 2023	2	05	ICT Policy: 2025	1, 2
6	Environmental Management Act [Chapter 20:27]	1,2	06	TSCZ Strategic Plan 2026-2030	1, 2
7	Prevention of Corruption Act [Chapter 9:16]	1,2	07	TSCZ Annual Plan 2026	1, 2
8	Education Act [Chapter 25:04]	2	08	Board Charter:2025	1, 2
9	Civil Protection Act [Chapter 10:06]	2	09	Board Committee Terms of Reference: 2021	1, 2
10	Road Motor Transportation Act, [Chapter 13:15] (Act No.4 of 1997)	2		Finance Policy 2024	1, 2
11	Road Traffic Act [Chapter 13:11]	2		Operations Manual	1, 2
12	Roads Act [Chapter 13:12] (Act No. 6 of 2001)	2			
13	Toll-Roads Act [Chapter 13:13]	2			
14	Vehicle Registration and Licensing Act [Chapter 13:14]	1,2			
15	Public Health Act [Chapter 15:09]	1,2			
16	Urban Areas (Omnibus Services) [Chapter 29:14]	2			
17	Urban Councils Act [Chapter 29:15]	1,2			
18	Regional, Town and Country Planning Act [Chapter 29:12]	1,2			
19	Rural District Councils Act [Chapter 29:13]	1,2			

20	Liquor Act [Chapter 14:12]	2			
21	Municipal Traffic Laws Enforcement Act [Chapter 29:10]	2			
22	Police Act [Chapter 11:10]	2			
23	Public Finance Management Act [chapter 22:19]	1			
24	ITU General Letter	2			
25	UN Decade of Action Policy 2021-2030	2			
26	Data Protection	2			
27	TTTFP (Tripartite Transport and Transit Facilitation Program)	2			
28	UN conventions on Road safety	2			
29	Audit and exchequer act 1993	2			
30	National ICT Policy	1			
31	IPSAS	1			
33	ISO Standards	1			
34	International Auditing standards	1			
35	Official secrecy act Chapter 11:09	1			
36	Public entities corporate governance act (10:31)	1			
37	National gender policy	1			
38	National youth policy	1			
39	Public procurement and disposal of assets act 22:23	1			

13 DEMAND ANALYSIS

CLIENT NEEDS/PROBLEMS ANALYSIS

Direct Clients	Needs/Problems	Extent (Magnitude/seriousness)
1. Road users Pedestrians Differently abled Push-cart users	Needs - Road safety information and updates - Training on safe road usage - Access to road safety facilities and products e.g. roads, TTCs and Offices Problems - Being run over - Inadequate zebra crossings - Limited road safety literature in various languages	High High High High High High

	Causes - Limited walking space - Limited funding to support Zebra crossing paintings - Limited funding for professional translation services	High High Low
2. Cyclist	Needs - Training Problem - No training facilities for cyclists - No cycle tracks Causes - Limited funding	High High High High
3. School children	Needs - Road safety education – schools program and traffic safety clubs; integration of road safety education into the road safety curriculum - Road safety materials -updated children Highway guide/Code, road safety applications, posters and pamphlets - Safe school corridors – Scholar patrol/marshals Problems - Being run over - Limited zebra crossings - Limited access to information dissemination platforms Causes - Limited walking space - Limited funding	High High High High High High High
4. Farmers	Needs - Defensive driving training courses, - Road safety information (Animal control) Problems: - Animal-vehicle collisions due to stray livestock - Limited training on safe transport of farm goods and equipment Causes: - Limited extension services on road safety for rural communities - Inadequate enforcement of animal control regulations - Limited awareness among farmers about road safety risks and responsibilities	High High High High Low Low High
5. Drivers	Needs - Defensive driving training - Updates on the road safety situations and trends - Online DDC booking and tutorials Problems - Delayed production of DDC cards - Limited online teaching platforms Problems: - Limited access to defensive driving courses in remote areas - No centralized platform for booking and managing DDC training Causes: - Limited investment in e-learning and digital infrastructure - Delayed updating of training materials and certification systems	High High High High High Low Low Low Low
6. Driving school operators	Needs - Registration and certification - Online digital platforms (for payment, registration, communication) - Road Safety Material	High High High

	- Information on curriculum and road safety literature - Policy and operational guidance - Training of instructors - Protection from illegal competitors - Training grounds - Driving simulators - Continuous engagement Problems: - No centralized platform for driving schools registration/database Causes: - Delayed finalization of the driving schools registration system	High High High High High High High High High High
7. Companies	Needs - DDC Training of drivers and instructors - Certification and assurance of driver ability (driver assessment) - Road traffic safety consultancy services - Information and literature - Digital platforms for inquiries, verification, services and products Problems: - Limited access to defensive driving courses in remote areas - No centralized platform for booking and managing DDC training Causes: - Limited investment in e-learning and digital infrastructure - Delayed updating of training materials and certification systems	High High High High High High High High High
8. Prospective Drivers	Needs - Road practice literature –Highway codes, green books, provisional exam past papers - Computer laboratory for PDL practice - Digital platforms for inquiries, verification, services and products Problems: - Limited access to defensive driving courses in remote areas - No centralized platform for booking and managing DDC training Causes: - Limited investment in e-learning and digital infrastructure - Delayed updating of training materials and certification systems	High High High High High High High
9. Employees	Needs - Competitive remuneration - Safe working environment - Resources and equipment - Human Resource Development - Training and development - Automated work systems/station - Retirement planning Problems - Worn out training infrastructure e.g. lecture rooms - Aging equipment Causes - Limited funding to cover renovations and or infrastructure upgrades as well as equipment modernisation	High High High Low Low High High Low Low Low

14. STAKEHOLDERS ANALYSIS

	• Compliance with the anti-corruption policy and pledges • Access to information and staff members • Reports on anti-corruption activities • Setting up and maintaining of the Integrity committee at Board and staff level • Training and awareness of staff on anti-corruption policies	High High High High High
ZINARA	Demands • Digital data on road safety matters • Acquittals of road safety grants Expectations • Value adding, relevant and current information on road safety matters • Collaboration and partnerships	High High High High
ZIMRA	Demands • Submission of statutory returns and timeous remittance of taxes Expectations • Accurate and accessible information on driving schools and cooperating agencies	High High
NEC	Demands • Labour returns and representation during labour disputes • Compliance to labour laws Expectations • Conducive working environment	High High High
Development Partners	Demands • Accountability on allocated finances Expectations • Road safety information, activities	High High
NSSA	Demand • Filing and payment of NSSA returns (P4 returns) Expectations • Compliance from driving schools • Continuous training on Health and Safety at the workplace (training registers and returns)	High High High High
CPU	Expectations • Information on road safety matters in the event of road disasters/ national disasters • Digital platforms to access information on road safety • Coordination of the road safety sector • Collaboration and partnerships in the event of national disasters	High High High High
VID	Demand • Setting standards for acquisition of PDL and Certificate of Competency Expectations • Research on best international practices • Training infrastructure • Combined awareness campaigns • E-inspections and monitoring for driving schools • Assistance for them to do e-policing, including information dissemination • Implementation of best practices on driving schools • TTTFP guidelines • Review of SI 309 of 1985 • Alignment of SI 119 of 2023 • Updated database on driving and instructors	High High High High High High High High High High
Transport Operators Assoc	Expectations • Program information and road safety education • Training of all PSV drivers	High High High

	• Driver improvement programs • Lobby for deterrent fines for traffic offenders • Continuous updates on road safety issues • Lobbying for designated driver law • Lobbying for regulation of the number of associations • Digital platforms to access services and products	High High High High High
Civil society organisations	Expectations • Good corporate governance practices and transparent utilization of public resources • Inclusive safety programmes • Collaboration • Education and awareness	High High High High

15. STRATEGIES, ASSUMPTIONS, RISKS AND MITIGATIONS

Period	Strategies	Assumptions	Risks	Mitigations
Programme 1: Governance and Administration				
Outcome: Improved Corporate Governance & Administration				
Budget Year	Aggressive Digital Transformation & Automation	• Appropriate technology. • Availability of expertise	• Resistance to change • Security gaps and compliance risks • Cyber-attacks or data breaches • System Failures • Vendor locking	• Training and awareness • Regular system upgrades • Robust technology • Backup systems • Service level agreements
	Enhance Enterprise Risk Management	• Timely identification and Implementation of controls	• Constraint evaluation of identified risks • Inadequate Implementation of Risk controls	• Risk Management Training
	Enhance supplier relationship management	• Availability of Technical skills • Suppliers Collaboration • Collaboration with regulatory authority	• Nonperforming suppliers • Scope creep (change in technical requirements or scope)	• Due diligence and Screening • Continuous Training and development
	Ratification of international conventions	• Aligns with National Priorities • Broad Political and Public Support • Sufficient Capacity for Implementation	• Conflicts with existing laws • Opposition from interest groups or public backlash derails the process.	• Legal and policy gap analysis. • Engage stakeholders

	Launch employee recognition initiative	• Bye-in of employees • Culture that fits for purpose	• High staff turnover • Low staff morale • Low engagement of employees	• Training and development • Regular surveys • Career growth opportunities
	Enhance revenue collection	• Collaboration from stakeholders • Capacity to develop new products	• Counterfeits products • High interest rates • Low market uptake	• Digitize and securitize products • Audit Integration • Establishment of a working committee to review products and services
2-3 Years	Integration & Digitalization of products and services (ZIMTIS)	• Appropriate technology. • Availability of expertise	• Resistance to change • Security gaps and compliance risks • Cyber-attacks or data breaches • System Failures • Vendor locking	• Training and awareness • Regular system upgrades • Robust technology • Backup systems • Service level agreements
	Upgrade Infrastructure & modernization	• Appropriate technology. • Availability of expertise	• Resistance to change • Security gaps and compliance risks • Cyber-attacks or data breaches • System Failures • Vendor locking	• Training and awareness • Regular system upgrades • Robust technology • Backup systems • Service level agreements
	Fully operationalize the projects management framework (PMF)	• Leadership & Stakeholder Buy-In • Standardized Processes & Tools • Skilled Project Teams	• Resistance to change • Low user adoption • High turnover of trained staff.	• Conduct skills gap analysis and tailor training programs. • Conduct stakeholder workshops to secure commitment • Implement a mentorship program pairing junior and senior PMs. • Develop internal certification paths to retain talent.

	Enhance revenue collection	• Collaboration from stakeholders • Capacity to develop new products	• Counterfeits products • High interest rates • Low market uptake	• Digitize and securitize products • Audit Integration - Establishment of a working committee to review products and services
4-5 Years	Integration & Digitalization of products and services (ZIMTIS)	• Appropriate technology. • Availability of expertise	• Resistance to change • Security gaps and compliance risks • Cyber-attacks or data breaches • System Failures • Vendor locking	• Training and awareness • Regular system upgrades • Robust technology • Backup systems • Service level agreements
	Enhance human capital management	• Availability of adequate supporting policies	• Delays in funds remittance	• Continuous engagement
	Enhance Revenue Streams for Sustainable Funding	• Stable macro-economic environment • Collaboration from stakeholders • Capacity to develop new products	• Policy changes. • Counterfeits products • High interest rates • Low market uptake	• Continuous engagement • Digitize and securitize products • Audit Integration • Establish a dedicated commercial ventures unit
	Enhance Enterprise Risk Management	• Timely implementation of risk controls	• Lack of knowledge to properly rate the risks • Inadequate implementation of risk controls	• Risk Management Training • Adding KPIs to risk framework
Period	Strategies	Assumptions	Risks	Mitigations
Programme 2: Road Traffic Safety Promotion and Regulation				
Outcome: Improved Road Safety				
Budget Year	Upscaling road safety education and Training	• Positive support from the relevant stakeholders. • Expertise availability	• Language barrier • Inadequate ICT equipment • Weak internet availability	• Use of local languages on TSCZ campaign Materials • ICT equipment upgrade • Subscribe to various internet service providers

	Aggressive Road safety communication	- Continued support from brand ambassadors - Stakeholder support	- Reputational damage - low uptake - Misalignment of goals	- Engage more credible ambassadors - Curating and creating and engaging road safety content - Co-develop a joint roadmap with clear milestones and accountability
	Decentralize road safety programmes to grassroots levels	Human resources availability	Low uptake	Partner with traditional leadership and local governance structures
	Upscaled road traffic research and development	- Data integrity - Support from research participants	- Biased sampling - Information risk (Loss of privacy)	- Use of rigorous sampling strategies - Implement strict data privacy policies and informed consent procedures. - Train staff on data protection laws and ethical standards.
	Enhance Registration process	- Adequate tools and software. - Availability of standards and codes	- Resistance to change - Delays in promulgations	- Training and awareness - Continuous engagements
2-3 Years	Set-up and Capacitation of Road Traffic Crash Data system	Cooperation from ZRP	- Delays in the promulgation of regulations - Resistance to change	- Continuous engagement - Training and capacity building
	Draft National Road Safety Policy Principles	- Stakeholders buy-in - MoTID support	- Delays in the promulgation of regulations - Resistance to change	- Continuous engagement - Training and capacity building
	Road safety standards alignment	Cooperation from legislative bodies	Resistance to change by stakeholders	Wide consultations and involvement of various stakeholders

	Smart Traffic law enforcement	• Cooperation from stakeholders	• Resistance to change • Conflict with stakeholders • Delays in the promulgation of regulations	• Training and capacity building • Engagement and Lobbying • Continuous engagement
	Enhance road safety knowledge	• Approval of initiated lead road safety agency.	• Inability to reach diverse audience • Lagging utilization of ICTs	• Recruitment of specialists. • Training and development of staff.
	Enhance Registration process	• Adequate tools and software. • Availability of standards and codes	• Resistance to change • Delays in promulgations	• Training and awareness • Continuous engagements
4-5 Years	Road safety standards alignment	• Cooperation from legislative bodies	• Resistance to change by stakeholders	• Wide consultations and involvement of various stakeholders
	Enhance road safety knowledge	• Approval of initiated lead road safety agency.	• Inability to reach diverse audience • Lagging utilization of ICTs	• Recruitment of specialists. • Training and development of staff.
	Smart Traffic law enforcement	• Cooperation from stakeholders	• Resistance to change • Conflict with stakeholders • Delays in the promulgation of regulations	• Training and capacity building • Engagement and Lobbying • Continuous engagement
	Robust education and Training	• Positive support from the relevant stakeholders. • Expertise availability	• Language barrier • Inadequate ICT equipment • Weak internet availability	• Use of local languages on TSCZ campaign Materials • ICT equipment upgrade • Subscribe to various internet service providers
	Enhance Registration process	• Adequate tools and software. • Availability of standards and codes	• Resistance to change • Delays in promulgations	• Training and awareness • Continuous engagements

SECTION B: PERFORMANCE FRAMEWORK FOR THE AGENCY

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 Corporate Governance and Administration	Outcome Indicator: Client satisfaction index	%	2025	77%	79%	+/-1%	82%	+/-1%	84%	+/-1%	86%	+/-1%	88%	+/-1%
		Outcome Indicator: Employee Satisfaction Index	%	2025	85%	86%	+/-1%	87%	+/-8%	89%	+/-1%	89%	+/-1%	89%	+/-1%
		Outcome Indicator: Compliance Level	%	2025	100%	100%	0%	100%	0%	100%	0%	100%	0%	100%	0%
		Outcome Indicator: Road Safety Awareness Index	%	2025	88%	89%	+/-1%	90%	+/-1%	91%	+/-1%	92%	+/-1%	93%	+/-1%

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	A	AV	T	AL V	T	AL V	T	AL V	T	ALV	
Programme 1: Governance and Administration																
OUC 1: Improved Corporate Governance and Administration																
Sub-programme 1: Board and Managing Director's Office																
OP1.1	Policies reviewed	8	0	2025	4		+/-1	1		0	1	0	1	0	1	0
OP1.2	Meetings Held	30	6	2025	6		0	6		0	6	0	6	0	6	0
OP1.3	Monitoring and Evaluation Reports	20	4	2025	4		0	4		0	4	0	4	0	4	0
Sub-programme 2: Financial, Human Resources and Administration Services																
OP1.4	Statutory Reports Produced	5	1	2025	1		0	1		0	1	0	1	0	1	0
OP1.5	Annual Procurement Plan Implemented	100%	1	2025	100%		+/- 10%	100 %		+/- 10 %	100%	+/- 10 %	100%	+/- 10 %	100%	+/-10%
OP1.6	Operational Processes Digitalized		1	2025	70%		+/- 10%	-	100 %	-	-		-	-	-	-
Sub-programme 3: Assurance Services																
OP1.7	Audit Reports Produced	100	20	2025	20		+/-1	20		+/- 1	20	+/-1	20	+/-1	20	+/-1
OP1.8	Risk Register Updated	5	1	2025	1		0	1		0	1	0	1	0	1	0
Programme 2: Road Safety Promotion and Regulation																
OUC 2: Improved Road Safety																
Sub-programme 1: Road Safety Training and Promotion																

No. & Prog. ref	Outputs	5 year target	Baseline		Targets											
					2026			2027			2028		2029		2030	
			Value	Year	T	A	AV	T	AL V	T	AL V	T	AL V	T	ALV	
OP1.9	Capacity building Programs Conducted	30	6	2025	6		0	6		0	6	0	6	0	6	0
OP1.10	Awareness Campaign Programs Conducted	60	12	2025	12		0	12		0	12	0	12	0	12	0
OP1.11	Commemorations Held	5	1	2025	1		0	1		0	1	0	1	0	1	0
Sub-programme 2: Road Traffic Safety Regulatory Services																
OP1.12	Inspections Conducted	7000	1073	2025	1090		+/- 11	1105		+/- 11	1120	+/- 11	1135	+/- 11	1150	+/-12
Sub-programme 3: Research and Development																
OP1.13	Research Projects Conducted	5	3	2025	1		0	1		0	1	0	1	0	1	0
OP1.14	Safety Corner Published	5	1	2025	1		0	1		0	1	0	1	0	1	0

T = Target

A = Actual

AV = Actual Variance

ALV = Allowable Variance

17. Agency Budget

1	2	3.00	4.00	5	7.00	8.00	9.00	11	12	13	14.00	15	16	17	18	19		
Programme of the Ministry	Ministry Outcome Ref and Description	Last Year 2024			Current Year 2025				Budget Year-2026				Indicative Est: FY 2027		Indicative Est: FY 2028			
		Original Allocation	Revised budget	Actual Variance	Original Allocation	Additions (Reductions)	Revised budget	Actual Variance	Allocation From CF	Retention funds	Total Budget	Planned Variance	Statutory & other Resources	Estimate	Planned Variance	Estimate	Planned Variance	
Programme 1	OC 1.1:xx	16,473,593.01	21,533,972.00		49,430,653.22	16,919,963.64	32,510,689.59				34,128,176.42			35,834,585.25		37,626,314.51		
	OC 1.2:xx	40,668,500.83	53,161,102.00		122,029,880.56	41,770,460.37	80,259,420.19				84,252,523.92			88,465,150.11		92,888,407.62		
	OC 1.3:xx	5,585,837.44	7,301,702.00		16,760,860.22	5,737,191.94	11,023,668.28				11,572,122.91			12,150,729.06		12,758,265.51		
	OC 1.4:xx	-	-			-	-				-			-		-		
	OC 1.5:xx	-	-			-	-				-			-		-		
Total Budget- Programme1		62,727,931.28	81,996,776.00		188,221,394.01	64,427,615.95	123,793,778.05				129,952,823.25			136,450,464.42		143,272,987.64		
Programme 2	OC 2.1:xx	103,238,752.37	134,951,762.00		309,778,139.62	106,036,123.66	203,742,015.97				213,878,682.81			224,572,616.95		235,801,247.80		
	OC 2.2:xx	28,755,380.19	37,588,494.00		86,283,377.97	29,534,540.26	56,748,837.71				59,572,232.08			62,550,843.69		65,678,385.87		
	OC 2.3:xx	2,830,993.16	3,700,621.20		8,494,676.40	2,907,702.13	5,586,974.27				5,864,939.99			6,158,186.99		6,466,096.34		
	OC 2.4:xx	-	-			-	-				-							
	OC 2.5:xx	-	-			-	-				-							
Total Budget- Programme2		134,825,125.72	176,240,877.20		404,556,193.99	138,478,366.05	266,077,827.95				279,315,854.89			293,281,647.63		307,945,730.01		
Total Budget of the Ministry /MDA		197,553,057.00	258,237,653.20		592,777,588.00	202,905,982.00	389,871,606.00				409,268,678.14			429,732,112.05		451,218,717.65		

19. Human Resources for the Strategic Period.

No.	Category ¹	Programme 1				Programme 2				Agency			
		Total Establis-hment	Filled Position s	Vacant Position s	Positions requeste d	Total Establis-hment	Fille d Posi-tions	Vacant Position s	Position s requeste r	Total Establis-hment	Filled Position s	Vacant Position s	Positions requeste d
1	Top Management	3	3	0	0	1	1	0	0	4	4	0	0
2	Middle Management	5	3	2	0	11	10	1	0	16	13	3	0
3	Supervisory Management	3	3	0	0	1	0	1	0	4	3	1	0
4	Operational and Support staff	23	17	6	0	53	33	20	0	76	50	26	0
5	Total	34	26	8	0	66	44	22	0	100	64	10	0

20. Other Resources and Projects**I. Equipment and ICTs**

Materials/ Equipment /ICT	2026		2027		2028		2029		2030	
	Quantity	Cost	Quantity	Cost	Quantity	Cost	Quantity	Cost	Quantity	Cost
Motor Vehicles	4	100M	3	137.1M	3	180M	2	100M	2	120M
Land & Buildings	3	200M	2	529.7M	1	250M	1	280M	1	300M
Laptops and Desktops	10	3,5M	30	46.7M	15	28M	10	18.7M	5	15.6M
Automation-Admin & HR	0	0	2	15.6M	0	0	0	0	0	0

¹Category of Staff may be changed by the PSC from time to time. Ensure using the appropriate categories of staff that are valid at the time of preparing the SPP. Also note that the levels and grades will be extracted from the HRMIS and financial figures from the Business Planning and Consolidation system both being SAP.

ICT Ticketing System	0	0	1	3.7M	-	-	-	-	-	-
----------------------	---	---	---	------	---	---	---	---	---	---

II. Space Requirements (where applicable)

Location	2026		2027		2028		2029		2030	
	Quantity (m ²)	Cost	Quantity (m ²)	Cost	Quantity (m ²)	Cost	Quantity (m ²)	Cost	Quantity (m ²)	Cost
Head Office	892	0	892	0	892	0	892	0	892	0
Bulawayo	1190	0	1190	0	3190	443M	1190	0	1190	0
Harare	4000	0	4000	0	4000	59M	4000	0	0	0
Office										
Gweru	1115	0	1115	0	1115	0	1115	0	1115	0
Mutare	1115	0	1115	0	1115	0	1115	0	1115	0
Chinhoyi	300	1,5M	300	1,6M	300	1,7M	300	1,8M	300	1,9M
(Rented)										
Chitungwiza	201	1,2M	201	1,6M	3000	0	3000	0	3000	0
(Rented)										
Masvingo	714	1,5M	714	1,6M	714	1,7M	714	1,8M	714	1,9M

III. Projects for the Period

Project Name	2026		2027		2028		2029		2030	
	% completion	Cost	% completion	Cost	% completion	Cost	% completion	Cost	% completion	Cost
Masvingo Office Construction	100%	5.2 M								
Mpopoma TTC	100%	1.3 M								
Mandamabwe-Chibi Turn off roadside fencing	100%	10.4 M								