



ZIMBABWE

**DEPARTMENT  
MONITORING,  
LEARNING**

**OF NATIONAL  
EVALUATION &**

**OFFICE OF THE PRESIDENT AND  
CABINET**

**2025 STRATEGIC PLAN**

## Preface

The Department of National Monitoring, Evaluation, and Learning is mandated to ensure that the implementation of Government programmes and projects is systematically supported by a robust monitoring and evaluation system.

Pursuant to the merging of the Monitoring and Evaluation functions under the Office of the President and Cabinet, the Department developed its 2025 Strategic Plan, in order to sustain and seamlessly discharge its operational effectiveness, value and efficiency. The bold strategy to bring together the different nodes of the M&E ecosystem streamlines workflow, improves coordination and ensures seamless discharge of the Department's mandate as it pursues the sustainability and impact of development programmes and projects. All the collective endeavours are channelled towards uplifting the livelihoods of the generality of Zimbabweans, in driving the broader socio-economic development and growth agenda anchored on the national Vision 2030.

The uniqueness of the Department's function comes with the introduction of a new era of continuous learning, where invaluable insights and lessons drawn from past experiences can guide current and future plans and practices, for improved delivery of anticipated results, research and analysis and to enrich the advisory function.

The Department, therefore, commits to work collaboratively, upholding the highest standards of professionalism in an endeavour to deliver results that will contribute to the realization of Vision 2030.

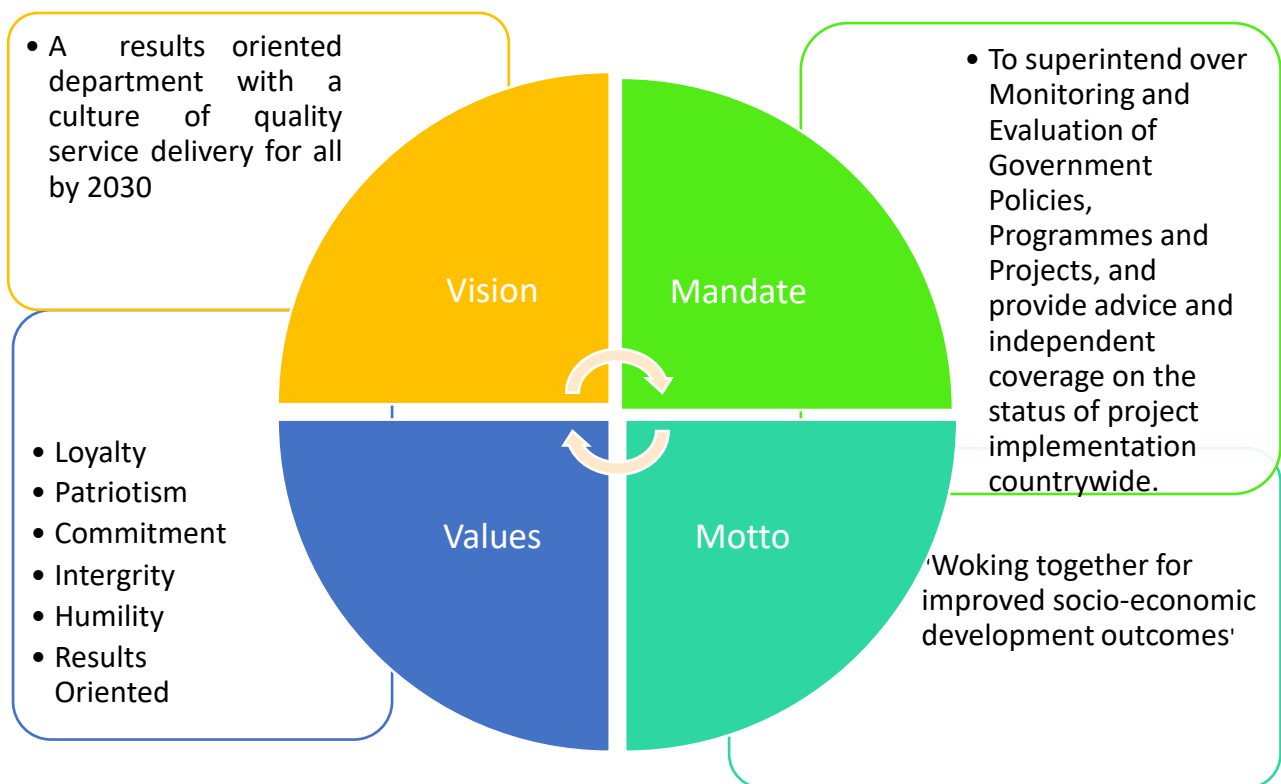
## 1.0 Introduction

An internal strategic planning workshop was organized for the Department to reflect on and refine its journey following the merging of the Monitoring and Evaluation functions under the Office of the President and Cabinet. The major purpose was to delineate responsibilities, streamline outputs and strengthen coordination of activities to ensure that there was no duplication of functions by sections.

## 2.0 Vision, Mission, Values

The department is guided by the following Vision, mission and values:

*Fig 1. Vision, Mission and Values*



### 3.0 TERMS OF REFERENCE

1. Constitution of Zimbabwe Amendment (No. 20) Act 2013: [Chapter 2], Sections 89, 90, 105, 110 and 194
2. Presidential Assignment of Functions Handbook
3. Research Act [Chapter 10:22]

### 4.0 Policies Applicable for the OPC

	Title	Policy Code	Provision	Programme Code
1.	National Development Strategy 1 (NDS1)		ALL	1,2
2.	UN Sustainable Development Goals (SDGs)		ALL	1,2
3.	Regional and International Protocols and Frameworks		ALL	1,2
4.	Presidential Directives		ALL	1,2
5.	National Policies (Gender/Disability/ HIV and Aids....)		ALL	1,2
6.	Africa Agenda 2063		ALL	1,2
7.	SADC Industrialisation Strategy 2030		ALL	1,2
8.	ZANU PF Election Manifesto 2018 and Conference Resolutions		ALL	1,2
9.	Executive Directives and Policy Pronouncements		ALL	1,2
10.	Cabinet handbook		ALL	1,2
11.	Ministries Functions handbook		ALL	1,2
12.	OPC Client Service Charter		ALL	1,2
13.	National Monitoring and Evaluation Policy		ALL	1,2
14.	General Letters		ALL	1,2
15.	Vision 2030		ALL	1,2
16.	National Cyber-Security Policy 2015		ALL	1,2
17.	WoGPMS, tools and technical guidelines		ALL	1,2

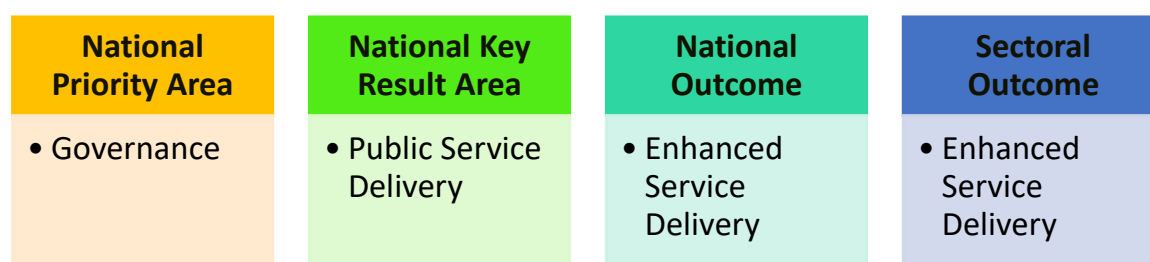
## **5.0 OVERALL FUNCTIONS**

- Provide independent, evidence-based advice to the President concerning countrywide programmes and projects implementation status.
- Monitor and evaluate the implementation of Government policies programmes and projects by MDAs to enhance efficacy in public service delivery
- Participate in the development of National Development Planning
- Facilitate the development and review of a Monitoring and Evaluation framework for the implementation of National Policies, Programmes and Projects
- Oversee the utilisation of the E-enabled M&E systems
- Conduct research for informed decision making
- Apprise Cabinet on policies, programmes and projects implementation.

## **6.0 Functional Units**

1. Advisory Services
2. Coordination
3. Rapid Results Initiative/ Social Programmes and Projects
4. Rapid Results Initiative/ Economic Programmes and Projects
5. Evaluation and Learning
6. Management Information System
7. National Social Programmes and Projects
8. National Economic Programmes and Projects

*Fig 2. National Monitoring, Evaluation and Learning (N MEL) National and Sectoral Integration*



*Fig 3. N MEL Programme, Subprogramme and Outcome*



## 7.0 Departmental Outputs

1. Monitoring reports produced
2. Evaluation reports produced
3. Compendia of projects produced
4. Advisory minutes, briefs and reports produced
5. Pocket handbooks produced
6. M&E Capacities strengthened
7. Research reports produced

## **8.0 SECTIONAL FUNCTIONS**

### **8.1 OFFICE OF THE SPECIAL ADVISOR TO THE PRESIDENT ON MONITORING IMPLEMENTATION OF GOVERNMENT PROGRAMMES AND PROJECTS**

#### **8.1.1 CORE FUNCTIONS**

- Provide independent, evidence-based advice concerning programmes and projects implementation status countrywide.
- Provide independent coverage on the status of projects implementation
- Conduct research on issues that have a bearing on programmes and projects implementation.
- Produce advisory reports briefs and minutes
- Collaborate and interface with Ministries, Departments and Agencies (MDAs) and relevant stakeholders on socio-economic developmental issues.
- Facilitate communication and information flow for external and internal stakeholders.

#### **8.1.2 OUTPUTS**

1. Advisory Reports Produced
2. Presidential Pocket Handbooks Produced

## **8.2 RAPID RESULTS INITIATIVE**

#### **8.2.1 CORE FUNCTIONS**

- Spearhead the implementation of the Rapid Results 100-Day Cycle Programme.
- Monitor and report on implementation of Rapid Results priority projects.
- Oversee the data inputting and analysis on the E- enabled Rapid Results System.
- Facilitate publicity on performance of programmes and projects
- Capacitate focal persons on RRA and EED end users.

## **8.2.2 OUTPUTS**

1. End of 100-Day Cycle Reports produced
2. Consolidated 100-Day Cycle Annual Report Produced
3. Monitoring Reports Produced
4. Capacity Strengthening Workshops Conducted
5. Special Report on the Implementation of Binga Development initiatives

## **8.3 NATIONAL MONITORING UNIT**

### **8.3.1 CORE FUNCTIONS**

- Monitoring of Government Policies, Programmes and Projects
- Coordinate Thematic Working Groups (TWGs) and M&E Joint Review Meetings
- Coordinate the Development of M&E Frameworks aligned to Vision 2030
- Monitor inputting of M&E data at National, Sector and MDA levels into the e-enabled system
- Tracking and analysing the Implementation of Party Resolutions by MDAs
- Monitor the Implementation of Cabinet Decisions by MDAs
- Performance oversight of assigned parastatals (Food and Nutrition Council (FNC) and Radiation Protection Authority of Zimbabwe (RPAZ))
- Coordinate the implementation and monitoring of the Zimbabwe United Nations Sustainable Development Cooperation Framework and other Development Partners in Zimbabwe and its alignment to National Priorities and Sustainable Development Goals (SDGs).

### **8.3.2 OUTPUTS**

1. Monitoring Plan produced
2. Monitoring reports produced
3. National Compendia of Programmes and Projects produced
4. WOGPMS reports produced



5. Party Resolutions report produced
6. Cabinet Decisions Matrix reports produced
7. ZIMLAC Reports produced
8. Progress reports on assigned parastatals produced
9. ZUNSDCF reports produced

## **8.4 EVALUATION AND LEARNING**

### **8.4.1 CORE FUNCTIONS**

- Evaluate Government policies, programs, and projects to draw lessons for informed decision-making
- Promote evaluation culture in MDAs
- Capacitate MDAs on evaluation skills
- Review and process evaluation reports from MDAs
- Conduct research in Evaluation
- Conduct Evaluation Benchmarking against regional and international standards
- Promote Community of practice in Evaluation
- Adopt modern approaches and tools in Evaluation
- Develop and analyse M & E electronic systems
- Capacity develop staff within the department in ICTs
- Oversee the utility of electronic systems
- Ensure proper data management

### **8.4.2 OUTPUTS**

1. Evaluation work plan produced
2. Evaluation report produced
3. Evaluability Assessment report produced
4. MDAs Personnel capacitated in Evaluation
5. MDAs Evaluation plans compiled

6. Study tour reports produced
7. Research report produced
8. Evaluation Community of Practice established
9. Research findings disseminated
10. Electronic Evaluation systems developed
11. Systems Analysis reports produced
12. ICT hardware maintained
13. ICT software installed and maintained
14. Data management plan produced

## 9.0 Outcome Performance Framework

Outcome		KPI	Baseline		Targets													
Prog	2023				2024			2025			2026			2027				
	Value		Year	T	A	AV	T	PV	TL	T	PV	TL	T	PV	TL	T	PV	TL
Outcome 3:   Enhanced Service Delivery																		
		Level of Implementation of Programmes and Projects	50%	2021	70	70	0	75	+/- 3	-	80	+/-3	-					
		Penetration rate of digital government services	50%	2021	60 %	60	0	65%	+/- 5	-	70%	+/-5	-					
		Level of systems integration	-	2021	30 %	30	+/- 3	40%	+/- 4	-	50%	+/-5	-					

## 10.0 Outputs Performance Framework

Code	Outputs	Dimension	KPI	Baseline/		Targets											
						2023			2024			2025		2026		2027	
				Value	Year	T	A	AV	T	A	PV	T	PV	T	PV	T	PV
Outcome 3: Enhanced Service Delivery																	
OP 3.1	Monitoring Reports produced	QT	Number	16	2023	16	16	0	21		0	21	0				
OP 3.2	Compendium of Projects produced	QT:	Number	1	2023	1	1	0	1		0	1	0				
OP 3.3	Evaluation reports produced	QT:	Number	-	2023	-	-	-	2		0	2	0				
OP 3.4	Research reports produced	QT:	Number	-	2023	-	-	-	1		0	1	0				
OP 3.5	M&E Personnel capacitated	QT:	Number	120	2023	120	120	0	130		+/-10	150	+/-5				
OP 3.6	Advisory minutes, briefs and reports produced	QT	Number	-	-	-	-	-	5		0						
OP 3.7	Pocket Handbooks Produced	QT:	Number						3		0		0				

T = Target   A = Actual   AV = Actual Variance   PV = Planned Variance   TL = Tolerance Level   QT: Quantity, QL: Quality, TM: Timeliness, CS: Cost

## 11.0 Strategies, Assumptions, Risks and Mitigation

Programme 2: Policy and Governance				
Outcome 3: Enhanced Service Delivery				
	STRATEGIES	ASSUMPTIONS	RISKS	MITIGATION
1	Strengthen the Thematic Working Group and Rapid Results Initiative Approaches	Meetings are attended at agreed frequency by appropriate participants  Willingness and cooperation of MDAs	Lack of Commitment  Siloism	Develop Statutory Instrument to enforce compliance  Total Engagement
2	Conduct Joint M&E visits ( <i>Government, Private MEAL Experts and Development Partners</i> )	High cooperation amongst members	Conflict  Resistance  Conservatism	Team building
3	Adopt and domesticate applicable experiences of countries such as UAE.	Willingness and cooperation of MDAs	Resistance to embrace change	Engage senior leadership as active and visible agents for change
4	Conduct M&E week	Willingness and cooperation by stakeholders	Lack of commitment	Total Engagement
5	Capacitate M&E personnel and MDA focal persons	Key positions are filled timely Availability of resources	Not all personnel will receive training needed to cover all staff  Personnel Transfers  Attrition	Training of Trainers (ToT) approach  Increase number of trained personnel
6	Conduct research and terminal country led evaluations	High level Buy -In Availability of experts	Non utilisation of Evaluation findings	Advocacy and awareness raising amongst users of evaluation findings

		Information and willingness of content providers to participate	Attrition	Continuous Training of Trainers (ToT)
7	Conduct extensive stakeholder engagement and consultation	Willingness to participate	Unavailability of requisite detailed data	Blend-in other methods of data gathering
8	Review previous strategies	Availability of experts Information and willingness of content providers to participate	Non utilisation of review findings	Advocacy and awareness raising amongst end users of review findings
9	Conduct skills exchange and study tours on emerging good practices in M&E	Availability of experts, information and willingness of content providers to participate	Non utilisation of research findings  Attrition	Advocacy and awareness raising amongst users of research findings  Continuous Training of Trainers (ToT)
10	Develop an Integrated M&E database-driven MIS.	Availability of functional M&E E-Systems or Expertise to develop bespoke  Availability of ICT devices	Cyber threat  ICT Infrastructural Capacity	Cyber security capacitation  Capacitation at institutional and individual levels
11	Engage Accountant General to effect the budget and release cut on MDA budgets for purposes of M&E	Availability of funds	Constrained fiscal space	Continuous lobbying

### Highlight of 2024 key achievements:

- Presidential Pocket Handbooks
- Special Report on Binga Development Initiatives
- Advertorial on success stories
- Advisory briefs
- 2024 Compendium of Projects
- E-System reports on WOGPFMS and EED

**Conclusion:**

This strategic plan is envisaged to contribute towards the national outcomes as espoused in the National Development Strategy 1 in pursuit of the accelerated attainment of Vision 2030.