



**PERFORMANCE CONTRACT FOR CHIEF EXECUTIVE
OFFICER FOR A STATE-OWNED ENTERPRISE**

PERFORMANCE CONTRACT

BETWEEN

THE ZARNet BOARD

AND

**THE CEO OF ZARNet
2022**

PERFORMANCE CONTRACT 2022

This Performance Contract (hereinafter referred to as “Contract”) is entered into between the Board of Directors (hereinafter referred to as “Board”) (together with its assignees and successors) and the Chief Executive Officer of ZARNet (hereinafter referred to as the “the Agency”), a Parastatal (together with its assignees and successors) bearing in mind that:

- The Board is committed to ensuring that public offices are well managed and cost effective in delivering efficient and quality service to the public;
- This Contract represents a basis for continuous improvement as we reinvent ZARNet to meet the needs and expectations of the Zimbabwean people;
- This Contract guides the programmes and management priorities of ZARNet for the budget year.

PART I

1. ZARNet Budget

Current Year	Approved Budget	Budget Year	Approved Budget
2021	ZWL\$127 130 450	2022	ZWL\$1 891 450 000

2. Background Details

A. NATIONAL VISION:

Towards a prosperous and empowered upper middle-income society by 2030.

B. SECTOR:

Information Communication Technology (ICT)

C. VISION: “A leading ICT solutions provider by 2030.”

D. MISSION: To provide reliable and sustainable Internet Connectivity and other converged ICT Solutions to the Academic, Research and Education Institutions, which are mainly Research Institutes, Universities, Colleges, Polytechnics, Technical and Vocational Training Centers, Industrial Training Centers of Excellence, Primary and Secondary Schools, Kindergartens and any other Government Entities.

E. TERMS OF REFERENCE/MANDATE:

- ✧ Companies and Other Business Entities Act [Chapter 24:31]
- ✧ Research Act 1986 [Chapter 10:22]
- ✧ Post and Telecommunications Act [Chapter 12:05]

F. OVERALL FUNCTIONS:

- ✧ Provide Affordable Internet Connectivity to Academic, Research and Education Institutions
- ✧ Provide E-learning Solutions to Academic, Research and Education Institutions
- ✧ Provide ICT Hardware and Software
- ✧ Provide Training in ICT Services
- ✧ Provide ICT Advisory, Support and Maintenance Services
- ✧ Ensure standardization of ICT products and services in Academic, Research and Education institutions.
- ✧ Facilitate and contribute to the economic development of the country.

3. Linkages

3.a. National Priority Areas that ZARNet is contributing to:

NPA No.	Description of National Priority Area
NPA 1	Digital Economy

3.b. National Key Result Areas that ZARNet is contributing to:

NKRA No.	Description of National Key Result Area
NKRA 1	Digitally enabled economy

3.c. National Outcomes that ZARNet is contributing to:

NOUC No.	Description of National Outcome
NOUC 1	Improved access and usage of ICTs

3.d. Sector Outcomes that ZARNet is contributing to:

SOUC No.	Description of Sectoral Outcome
SOUC 1	ICT Access
SOUC 2	ICT Usage
SOUC 3	ICT Industry Development
SOUC 4	ICT Skills
SOUC 5	ICT Governance

4. ZARNet Programmes and Outcomes:

Prog. Code	Programme Name	Programme Outcome/s
1	Governance and Administration	<ul style="list-style-type: none"> ● Enhanced Organisational Performance
2	Internet Connectivity	<ul style="list-style-type: none"> ● Increased Internet Access
		<ul style="list-style-type: none"> ● Improved Quality of ICT Services

PART II

OBLIGATIONS AND COMMITMENTS OF THE BOARD

The Chief Executive Officer (CEO) undertakes to do the following:

- 1) Implement the Corporate Governance Framework,
- 2) Implement a Results Based Performance Management System to guide the operations of ZARNet,
- 3) Develop and implement a Results Based Strategic Plan of ZARNet,
- 4) Ensure the Strategic Plan is linked to National policy documents,
- 5) Ensure appropriate work plans are developed on the basis of the Strategic Plan,
- 6) Develop comprehensive performance targets,
- 7) Assign weights to performance indicators,
- 8) Ensure achievement of the agreed performance targets, and
- 9) Ensure that employees of ZARNet are prepared for the desired changes in working behaviour, attitude and work ethics.

The CEO is accountable for the performance of ZARNet. The CEO is further committed to completing the **outputs** that will contribute to the achievement of the **outcomes** contained in the Performance Contract Matrix below. The CEO is also committed to Service Delivery Standards, Management of Resources and Organizational Development, and dealing with Cross-cutting National Priorities also contained in the Performance Contract Matrix and explained in detail in the addendum attached.

The CEO shall submit quarterly and annual performance reports as well as demanded reports to the Board and other Government Agencies in the prescribed format as per the provisions of this Performance Contract Matrix.

This performance contract will run for twelve (12) months from the 1st day of January 2022 to the 31st December 2022

PERFORMANCE CONTRACT MATRIX

Please note that the last three columns (Actual Performance, Raw score and Weighted score) are to be completed when rating performance, at the end of the performance cycle, while all other columns have to be completed at the beginning of the performance cycle.

	PERFORMANCE AREA/CATEGORY	Measurement Unit	Weightage	Performance Previous Year <i>(As of Nov)</i>	Performance Target For Budget Year	Allowable variance	Actual Performance	Raw score	Weighted score (Raw score x weight)
A	DELIVERY OF MANDATES/OPERATIONS CONTAINED IN THE AGENCY INTEGRATED PERFORMANCE AGREEMENT								
1	OUTCOMES – State all outcomes and outcome indicators contained in the Agency Annual Plan.								
	Outcome 1: Increased internet access		16						
	Schools Connected	Number	6	99	1500	+/-150			
	Market share	%	4	4%	25%	+/-2.5			
	Network Coverage (Base Stations)	Number	4	5	20	+/-2			
	Bandwidth uptake	Gbps	1	1.5	2	+/-0.2			
	Bandwidth usage index	%	1	90%	95%	+/-9			
	Outcome 2: Increased quality of ICTs Services		14						
	Customer retention	%	3	60%	75%	+/-7.5			
	Service uptime	%	4	90%	99.99%	+/-10			
	Turnaround time	Hours	4	24	12	+/-1.2			
	New clients	Number	3	99	1401	+/-14			
	Weight Sub Total		30						

2	OUTPUTS - State all major outputs contained in Agency Annual Plan							
	Output 1: Development of a Nationally Dedicated Free Optic Fibre Backbone Strand for Academic, Research & Education		5					
	Quantity	Km	3	300	300	+/-30		
	Timeliness	Months	0.5	12	12	+/-1.2		
	Quality	%	1	95.9	99.95	+/-10		
	Cost	US\$	0.5	104 000 000	96 000 000	+/-9 600 000		
	Output 2: VSAT VNO established		4					
	Quantity	Number	1.5	0.75	1	+/-0.10		
	Timeliness	Months	0.5	12	12	+/-1		
	Quality	%	1	95.9	99.95	+/-10		
	Cost	US\$	1	1 600 000	201 600 000	+/-20 160 000		
	Output 3: Schools Connected		3					
	Quantity	Number	1	99	1500	+/-150		
	Timeliness	Months	1	12	12	+/-1		
	Quality	%	0.5	95.9	99.95	+/-10		
	Cost	US\$	0.5	8 000 000	240 000 000	+/-24 000 000		
	Output 4: Wireless Radio Base Stations Established		2					
	Quantity	Number	0.75	6	20	+/-2		
	Timeliness	Months	0.5	12	12	+/-1.2		
	Quality	%	0.25	95.9	99.95	+/-10		
Cost	US\$	0.5	1 920 000	80 000 000	+/-8 000 000			

	Output 5: E-Learning Platform Developed		3						
	Quantity	Number	1	1	200	+/-20			
	Timeliness	Months	0.5	12	12	+/-1.2			
	Quality	%	1	95.9	99.95	+/-10			
	Cost	US\$	0.5	3 200 000	35 000 000	+/-3 500 000			
	Output 6: Resources Mobilized (PPPs)		3						
	Quantity	Number	1	2	3	+/-0.3			
	Timeliness	Months	1	12	12	+/-1.2			
	Quality	%	-	-	-	-			
	Cost	US\$	1	-	1 600 000	+/-160 000			
	Weight Sub Total		20						
B	SERVICE DELIVERY STANDARDS								
	i) Production of Client Service Charter	% Implementation	4	50	100	+/-10			
	ii) Ease of Doing Business	%	1	50	75	+/-7.5			
	iii) Customer satisfaction index: Fulfilling Service Delivery Standards as per Service Charter and measured through Customer Satisfaction Surveys								
	• Speed of service	%	1	70	80	+/-8			
	• Quality of service	%	1	95.9	99.95	+/-9			
	• Accessibility	%	1	50	60	+/-6			
	• Courtesy	%	1	85	95	+/-9.5			

	• Information on services	%	1	60	80	+/-8			
	iv) Signage	%	1	50	80	+/-8			
	v) Service Delivery Innovations	%	4	85	95	+/-9.5			
	vi) Resolution of Public Complaints	%	6	85	95	+/-9.5			
	Weights Sub total		20						
C	MANAGEMENT OF RESOURCES AND ORGANIZATIONAL DEVELOPMENT								
	1. Financial Management		10						
	• Strategic allocation of resources in line with policy priorities	%	3	85	95	+/-9.5			
	• Value for money (effectiveness, efficiency, economy)	%	2	85	95	+/-9.5			
	• Managing within the budget	%	2	85	95	+/-9.5			
	• Mobilization of alternative resources (outside Treasury e.g. PPPs)	%	3	95	95	+/-9.5			
	2. Organizational Capacity		15						
	• Implementation of Corporate Governance Framework	%	5	85	95	+/-9.5			
	• Skills development (Training and Capacity Building)	%	2	85	95	+/-9.5			
	• Internal Process Efficiency Measures e.g. ISO Certification	% or certificate	1	50	70	+/-7			
	• E-Government Flagships (IT Infrastructure and operating systems)	%	2	85	95	+/-9.5			

	<ul style="list-style-type: none"> • Employee Satisfaction Index <ul style="list-style-type: none"> i) Work Environment ii) Rewards and recognition iii) Safety Measures 	%	1	50	75	+/-7.5			
	• Research and Development	%	1	50	75	+/-7.5			
	• Statutory obligations	%	1	50	75	+/-7.5			
	• Maintenance of buildings	%	1	75	85	+/-8.5			
	• Disposal of idle assets	%	1	85	95	+/-9.5			
	Weights Sub total		25						
D	CROSS -CUTTING GOVERNMENT PRIORITIES								
	i) Promoting Integrity/Corruption Eradication	%	2	65	75	+/-7.5			
	ii) Promotion of Wellness programmes	%	2	50	75	+/-7.5			
	iii) Youth and Gender Mainstreaming Programmes	%	1	65	75	+/-7.5			
	Weights Sub Total		5						

I hereby undertake to achieve the results specified in this contract.

Chief Executive Officer for ZARNet

Name

Signature

Date

Board Chairperson

Name

Signature

Date

I hereby undertake to achieve the results specified in this contract.

Chief Executive for ZARNet

Name	Signature	Date
------	-----------	------

Board Chairperson

Name	Signature	Date
------	-----------	------

Rating Scale

RATING	DESCRIPTION
6	Clearly Exceeds Set Targets – beyond variance
5	Performance Above Set Targets – but within variance
4	Met All Agreed Set Targets
3	Performance Below Set Targets – but within variance
2	Performance Below Set Targets - below variance
1	Nothing was accomplished

AGREED RATINGS (*Please use the Rating scale for guidance in allocating raw scores*)

SECTION	HEADING	RATING
A1	Outcomes	
A2	Outputs	
B	Service Delivery Standards	
C	Management of Resources and Organisational Development	
D	Cross-cutting Government Priorities	
TOTAL		

Final Score

Chief Executive for ZARNet

Name

Signature

Date

Board Chairperson for ZARNet

Name

Signature

Date

ADDENDUM TO PARTS B, C, D AND E OF THE RESULTS MATRIX

The **following** are the specific explanations for each target:

B. SERVICE DELIVERY STANDARDS

1. Customer Satisfaction Index

- **Speed of service** - ZARNet adheres to turn-around times as stated in The Service Charter.
- **Quality of service** - There is an Accounting Officer procedures manual that is clear on quality levels of service.
- **Courtesy** - ZARNet officials to display respectful behavior, use appropriate language, cheerfully greet clients as well as escorting them to waiting rooms where necessary and or to different offices where they are supposed to get services. The phone is picked within 3 rings.
- **Accessibility** – we are working to improve universal access to our offices around the country.
- **Information services** – ZARNet has a dedicated information centre at Head Office
- **Signage** - Clearly labelled offices and informative notices at strategic points.

2. Service Delivery Innovations

Use of social media platforms by the Authority (Twitter, Facebook and Authority Website).

3. Resolution of Public Complaints

Use of compliments, complaints and suggestion boxes at all levels. (A pen and paper will be provided). Complaints are analyzed and responses will be provided expediently as stipulated in the Clients Service Charter.

C. MANAGEMENT OF RESOURCES AND ORGANIZATIONAL DEVELOPMENT

1. Financial Management

- i. Strategic allocation of resources in line with policy priorities** - First priority is given to Divisions programmes so as to push the mandate of ZARNet.
- ii. Value for money (effectiveness, efficiency and economy)** - To follow all procurement procedures. Responsible use of allocated resources.
- iii. Managing within the budget** - Live within the allocated budget through prioritizing programmes within the appropriation year.
- iv. Mobilization of alternative resources (outside treasury, e.g. ppps)** - To mobilize resources from Development partners, Donor Agencies and sponsors to support ZARNet programmes.

2. Organizational Capacity

- i. Compliance with strategic plan** - We are always guided by our Strategic Plan which we regularly review.
- ii. Skills development (training and capacity building)** - All new members are inducted and they may also be sent for further training on relevant courses for continuous capacity building to upscale on the job knowledge to meet the gaps.
- iii. Internal process efficiency measures** - There are automated systems for key business processes and currently working on ISO Certification. Our Head Offices and Regional Offices are inter-connected for key services.
- iv. E-government flagships (it infrastructure and operating systems)** - ZARNet has embraced the Client Relationship Management Platform.
- v. Employee satisfaction index** - ZARNet will conduct annual employee satisfaction survey.

- vi. **Work environment** – ZARNet creates a conducive space for all employees so that they are comfortable as they work to deliver on the organization mandate.
- vii. **Rewards and recognition** - To motivate employees the Chief Executive awards such as letters of recognition for work well done and Christmas Hampers.
- viii. **Safety measures** - Provision of First Aid kits at Head Office and Regional Offices.
- ix. **Research and development** – ZARNet’s plans and work is guided but thorough research and development inputs.
- x. **Statutory obligations** - ZARNet is mandated to pay some statutory obligations, monthly to NSSA, ZIMRA and pension managers (Old Mutual).
- xi. **Maintenance of buildings** - Maintain our building at Head Office and also where we are accommodated in regional offices.
- xii. **Disposal of idle assets** - ZARNet has a policy on disposal of obsolete furniture and equipment and overseen by an established Committee.

D. CROSS-CUTTING ISSUES

1. Promotion of integrity/ corruption eradication

There are awareness campaigns among staff members for the eradication of corruption. Furthermore, internal and external audits complement these efforts.

2. Prevention of HIV and AIDS

There is an HIV and AIDS committee and workshops are held at least once every year.

3. Gender mainstreaming

ZARNet is very assertive to gender issues and allows both male and female to apply for all vacant posts.

E. STATE ENTERPRISES/PARASTATAL RE-ENGINEERING

1. Implementing of the corporate Governance framework – ZARNet is guided and adheres to the provisions of good corporate governance as provided therein.

2. Implementation of RBM - IRBM has been instituted within ZARNet.

3. Performance contracts - ZARNet is undertaking IRBM across all levels in the organization.