



DEPOSIT PROTECTION CORPORATION
STRATEGIC PLAN
2026-2030

NOVEMBER 2025

ACRONYMNS:

ARC	African Regional Committee
AU	African Union
BAZ	Bankers Association of Zimbabwe
CGU	Corporate Governance Unit
CPC	Consumer Protection Commission
DPC	Deposit Protection Corporation
ERM	Enterprise Risk Management
ESG	Environmental, Social & Governance
IMF	International Monetary Fund
IADI	International Association of Deposit Insurers
MOU	Memorandum of Understanding
MoFEDIP	Ministry of Finance, Economic Development & Investment Promotion
POTRAZ	Post and Telecommunication Authority of Zimbabwe
PRIA	Policy, Research and International Affairs

RBZ	Reserve Bank of Zimbabwe
SCV	Single Customer View
SERA	State Enterprise Restructuring Agency

SECTION A: PROFILE OF DEPOSIT PROTECTION CORPORATION

i) Foreword

It is my pleasure to present this 5-year (2026-2030) Deposit Protection Corporation Strategic Plan. This plan culminated from the inputs of various stakeholders who include the Ministry of Finance, Economic Development & Investment Promotion, Office of the President & Cabinet, Reserve Bank of Zimbabwe, Financial Safety-net players, Depositors, Contributory Institutions, Board, Management and Staff. The information collected from the stakeholders' engagements as well as the review of the previous strategic plan (2021-2025) formed the basis for the 2026-2030 Strategic Plan. Most importantly, this Strategic Plan is aligned to national aspirations as espoused in the National Vision 2030 and National Development Strategy 2 (NDS2). The Corporation's mandate directly contributes to priority areas of Macro-economic Stability & Financial Sector Deepening, and Social Development, Gender & Social Protection. Deposit Protection Corporation's main role involves contributing to stability of Zimbabwe's financial system and protecting the depositors in the banking system.

The Deposit Protection Corporation (DPC) strives to build a credible, resilient, robust and inclusive financial system through execution of its mandate. This Strategic Plan is built on two key result areas namely, deposit protection and governance & administration, from which four strategic outcomes were derived.

The Strategic Plan is a tool that clearly articulates DPC priorities to the depositors, financial institutions, the Government through our parent Ministry, fellow regulatory bodies and other stakeholders. I am also confident that this will lead to a comprehensive implementation plan which balances the diverse needs of all our stakeholders through its emphasis on integrity, accountability, teaming, transparency, innovation and excellence.

I want to convey my appreciation to the planning team who provided their time and input to the process; the Board Chairman and Board Members for their leadership, and DPC Management and Staff for their hard work and commitment to the cause of the Deposit Protection Corporation.

ii) Executive Summary

The Strategic Plan (2026-2030) is the first instalment in response to the National Development Strategy 2 (NDS2) which was launched and pronounced by Government in November 2025. Our previous Strategic Plan (2021-2025) which was framed under NDS1 was primarily in fulfilment of the first step in attaining National

Vision 2030. This strategic plan and results chain linkages were crafted in alignment with sectoral, national priority areas and national vision.

This Strategic Plan, thus, was developed in line with NDS2 and is anchored on 2 key programmes namely, Deposit Protection and Governance & Administration which identified four key Strategic Outcomes outlined below:

1. Improved Organisational Efficiency & Effectiveness;
2. Improved Deposit Protection;
3. Improved Bank Resolution; and
4. Improved Financial Stability.

iii) Introduction

The Deposit Protection Corporation is a statutory body whose mandate is enshrined in the Deposit Protection Corporation Act [Chapter 24:29]. The Act is, however, undergoing amendments to incorporate a legal framework for insolvency proceedings of banking institutions. A Deposit Protection System (DPS) is an integral component of financial safety-net that underpins the stability of the entire banking system.

Whilst this is a 5-year Strategic Plan, the Corporation conducts annual reviews to ensure that it remains relevant to the mandate, national aspirations and incorporate changes arising from the operating environment. This strategy is aligned to Macro-economic Stability & Financial Sector Deepening and Social

Development, Gender and Social Protection priority areas identified in the National Development Strategy 2 (2026-2030) to which the mandate is most relevant.

iv) **Background**

A review of the operating environment was done using a combined SWOT and PESTLEG tools. A pre-strategy stakeholder consultation was undertaken to identify their needs, demands and expectations. Strategies, assumptions, risks and mitigating factors were then developed towards fulfilling those needs and expectations.

v) **National Level Contribution:**

- a. National Vision: Towards a prosperous and empowered upper middle-income society by 2030.
- b. National Priorities the Agency is contributing to:

National ref	NPA/s Name	National Key Result Area	National Tertiary Outcome/s	TOUC Reference
1.	Macro-economic Stability and Financial Sector Deepening	Financial Deepening	1. Increased financial system depth and breadth	2
7.	Social Development, Gender and Social Protection	Inclusive and Sustainable Social Development across the life cycle	1. Improved quality of life	2

vi) Sectoral Level Contribution:

a. Sectoral Level

Sector ref	Sector/s Name	Sector Key Result Area	Sector Intermediate Outcome/s	Reference
2	Economic	Developed and Sustainable Financial Sector	1. Use of technology, fintech, innovation and green finance 2. Improved Financial Inclusion	2 3
7	Social Development and Social Protection	Social Insurance	Enhanced Social Insurance	1

Agency Level

1. MDA: DEPOSIT PROTECTION CORPORATION
2. MDA Vote Number: N/A
3. Deposit Protection Corporation Vision Statement:

To be a credible and resilient deposit insurer contributing to financial system stability by 2030.

4. Deposit Protection Corporation Mission Statement:

To protect depositors, enhance public confidence and stability in the financial system by promoting sound business practices and speedy resolution of failed contributory institutions

5. Core Values

DPC's values can be summarized by the acronym **TAITEI**.

CORE VALUE	APPLICATION CONTEXT
Transparency	We hold ourselves to the highest level of openness in whatever we do and will disseminate all information necessary to enable our stakeholders to make informed decisions in their dealings with us.
Accountability	We are answerable for our actions as we dutifully carry out our mandate as enshrined in the Deposit Protection Corporation Act [Chapter 24:29]
Innovation	We approach and embrace the demands of our fast-changing environment with an open mind, maintaining a high level of awareness and sensitivity to the need to embrace change in the manner we conduct our business.
Teamwork	We are cooperative. We are open to different views, and we value diversity. We listen and share ideas. We recognize and work with partners to accomplish our goals. We continually raise our interpersonal skills and positively interact to deliver breakthrough results.

Excellence	We are exemplary and model the way in our business. We exceed expectations. We are committed and always give our best. We develop a reputation for excellence in all we do. In this endeavour, mediocrity is not tolerated.
Integrity	Truthfulness, honesty, and reliability define our work ethic to deliver on our mandate.

6. Terms of Reference:

The Deposit Protection Corporation derives its mandate from the following instruments.

- **Constitution of Zimbabwe.**
- **Deposit Protection Corporation Act [Chapter 24:29].**

7. Overall Functions:

The mandate and purpose of the DPC as enshrined in **Section 5 of the Act** is:

Section 5 (1)

- to administer the Deposit Protection Fund.
- to levy contributions from contributory institutions.
- to pay compensation to depositors in the event of the insolvency of a contributory institution.
- to monitor the business and activities of contributory institutions to ensure minimal exposure to the Fund.
- to assist the Minister and the Reserve Bank in the formulation and implementation of fiscal and monetary policy to ensure sound banking practices and fair competition among banks in Zimbabwe.
- to keep the public informed of:

- the Corporation's role in contributing towards the stability of Zimbabwe's financial system.
- the rights of depositors in the event of a contributory institution becoming insolvent.

Section 5 (2)

The Corporation shall exercise its functions to achieve the following objectives:

- a) protecting depositors, particularly small depositors.
- b) contributing towards the stability of Zimbabwe's financial system.
- c) enhancing competition between different sectors and institutions in Zimbabwe's financial system.
- d) promoting sound business practices in contributory institutions.
- e) protecting the Fund against loss.

8. Programmes in the Deposit Protection Corporation and their functions:

NAME OF THE PROGRAMME	FUNCTIONS
1. Governance and Administration	1. Board 2. Legal & Compliance 3. Finance (Human Resources, ICT, Investments) 4. Enterprise Risk Management 5. Internal Audit 6. Procurement 7. Public Relations 8. Policy, Research & International Affairs 9. External Audit
2. Deposit Protection	Business Operations (Bank Resolutions & Recoveries, Risk Assessment & Monitoring)

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

10. Environmental Scan

	Strengths (<i>Internal</i>)	Weaknesses (<i>Internal</i>)	Opportunities (<i>External</i>)	Threats (<i>External</i>)
Political	Strong relationship with Parent Ministry, RBZ and CGU.	1. Government dependence (Risks operational autonomy and strategic continuity). 2. Not in alignment with IADI core principle 3.	1. Public entities corporate governance Act [Chapter 10:31] promotes transparency and accountability in DPC operations 2. Mandatory membership for deposit taking institutions - Expand DPCs coverage base.	1. Policy priorities and currency unpredictability undermine public trust and affect the stability of the Fund. 2. Change in government policy affects board composition and strategic continuity.
Economic	1. Experienced leadership and skilled resources (Enable strategic foresight and operational resilience). 2. DPC's mandate contributes to financial stability.	1. Limited financial resources (Restricts strategic investments and payout capacity).	1. Availability of offshore instruments 2. Regional collaboration (cross border co-operation) 3. Availability of real estate investments to hedge the fund 4. Increased diaspora remittances feed into increased insurable	1. Monetary policy shifts impact Fund value and depositor confidence. 2. Large informal sector creates volatility in deposit patterns and complicates coverage. 3. Bank failures (Strain Fund resources and

			deposits improving financial inclusion.	damage public perception) 4. High bank charges impact on deposits
Social	90% depositor coverage ratio (Demonstrates strong protection reach and system stability).	1. Low Fund Size (Restricts strategic investments and payout capacity). 2. Public awareness campaigns required, as brand visibility remains limited 3. Low cover levels (Banks – USD1000 and DTMFIs – USD500).	1. Financial inclusion expansion (Extends protection to underserved populations) 2. Increased confidence in the banking sector.	1. Declining public trust in institutions erodes confidence in DPC's ability to protect deposits. 2. Cultural norms limit women's access to formal banking and financial literacy programs. 3. Limited gender representation in financial policy making may overlook women needs in deposit protection. 4. Reputational risk from payout delays.
Technological	Strong disaster recovery infrastructure.	Outdated ICT systems and siloed infrastructure.	1. Fintech acceleration raises expectations for instant, digital service delivery. 2. Harness Digital transformation and Artificial Intelligence (Enhance efficiency,	1. Masses in rural areas face digital exclusion due to cost, financial literacy and access barriers. 2. Cybersecurity risks increase with digital expansion.

			<p>reach, and service quality)</p> <p>3. Increase in mobile money transactions proves technology is reaching/penetrating the masses.</p> <p>4. Fintech products could aid the DPC to increase its coverage.</p>	3. Fintech innovation /disruption (May bypass traditional banking systems and ultimately deposit insurance).
Legal	<p>1. Legal mandate for deposit insurance (Provides institutional legitimacy and operational clarity)</p> <p>2. Strong Compliance culture (Enhances credibility and stakeholder confidence)</p>	Inadequate legal framework (Absence of Bank Insolvency Regime)	<p>1. Legislative amendments clarify DPC's mandate and expand its role in resolution planning.</p> <p>2. Strong relationships with RBZ and MoFEDIP (Facilitates policy influence and resource mobilization).</p>	<p>1. Shareholders of failed institutions challenging closure of their bank in the courts.</p> <p>2. Turn around to compensate depositors could pose litigation risk against the Corporation.</p>
Environmental	<p>1. Adoption of sustainability initiatives at the DPC (solar, waste management, dry garden).</p> <p>2. Strong policies on sustainability.</p>	DPC 's limited impact on environmental policy recommendations affecting the banking sector.	<p>1. Green finance trends offer new investment avenues. (Opportunity)</p> <p>2. Climate resilience and inclusive finance agendas (Aligns with global and AU priorities)</p> <p>3. Rising donor and regional interest in</p>	Climate-related shocks (e.g., droughts, floods disproportionately affect women in agriculture and informal trade) threaten bank solvency, especially in agriculture-heavy regions.

			ESG/Sustainability issues (Opens doors for strategic partnerships).	
Global	1. IADI membership 2. Collaboration, MOUs with other countries 3. CEO is Vice Chairman of ARC, improving reputational image of the DPC 4. Membership of Technical Committee of IADI. 5. Access to information in the IADI network.	Non-compliance to some core principles.	1. Access to study visits means there is no limit to: a) Capacity building; and b) Benchmarking visits. 2. Vice Chairmanship of ARC allows access to non- IADI members, increasing reach.	Policy changes at IADI that are not applicable to our operating environment could also pose a threat to DPC operations.

11. DPC Programmes and Outcomes:

Prog. Ref	Programme Name	Programme Preliminary Outcome/s	Weight	Responsible Departments	Contributing MDAs/ Other Partners	Type of Contribution	Sector Intermediate Outcome Ref.	National Tertiary Outcome Ref	SDG Ref
1.	Governance and Administration	1.Improved Organisational Efficiency & Effectiveness	30%	1. CEOs Office (Procurement, PRIA, Audit, ERM)	1. Ministry of Finance, Economic Development &	1. Policy Direction 2. Budget Approval	2	1,2,3	

				2. Legal & Compliance	Investment Promotion				
					2. Corporate Governance Unit	Governance and Policy Direction	2	1,2,3	
					3. Procurement Regulatory Authority of Zimbabwe	Regulatory Framework	2	1,2,3	
2.	Deposit Protection	1. Improved Deposit Protection	70%	Business Operations Department; Finance (ICT, HR, Investments)	Reserve Bank	1. Information sharing (Condition of the Banking Sector) 2. Liquidation Order	2	1,2,3	
		2. Improved Bank Resolution			Banking Institutions	Investments	2	1,2,3	
					Master of the High Court	Liquidation Orders	2	1,2,3	

		3. Improved Financial Stability			Other Financial Safety net regulators	Policy framing /development	2	1,2,3	
					IADI	Technical Assistance/Support	2	1,2,3	
					Office of the Auditor General	Independent review of DPCs operations	2	1,2,3	
					POTRAZ	Regulatory oversight on data protection.	2	1,2,3	

12. Policies Applicable for Deposit Protection Corporation:

	External Policy	Programme Ref	Internal Policy	Programme Ref
1.	Vision 2030	1, 2	DPC Policy and Procedure manuals	1,2
2.	NDS2	1, 2	Code of Ethics	1,2
3.	Companies and Other Business Entities Act (Chapter 24:31)	2	Public policy objectives	1,2

	External Policy	Programme Ref	Internal Policy	Programme Ref
4.	Public Finance Management Act (Chapter 22:19) & Regulations (SI 135 of 2019)	1	DPC Regulations	1, 2
5.	Microfinance Act (Chapter 24:30)	1, 2	Board Charter	1, 2
'	Public Entities Corporate Governance Act (Chapter 10:31)	1, 2	Strategic Plan (2026 -2030)	1, 2
6.	Labour Act (Chapter 28:01)	1	Annual Budget	1, 2
7.	Public Procurement and Disposal of Public Assets Act (Chapter 22:23)	1, 2		
8.	IADI Core Principles	1, 2		
9.	Consumer Protection Act (Chapter 14.44)	1, 2		
10.	Cyber & Data Protection Act (Chapter 12.07)	1, 2		
11.	Banking Amendment Act [Chapter 24:20]	1,2		
12.	Fiscal and Monetary Policies	1,2		
13.	ISO 9001:2015 International Standard	1,2		
14.	Freedom of Information Act (Chapter 10:33)	1,2		

13 DEMAND ANALYSIS

CLIENT NEEDS/PROBLEMS ANALYSIS: *Negative situation for a client that needs to be addressed*

Direct Clients	Needs/Problems	Extent (<i>Magnitude/seriousness</i>)
1. Depositors	<p>Needs</p> <ul style="list-style-type: none"> -Adequate protection of their deposits -Prompt compensation in the event of insolvency of a contributory institution - Information about benefits & limitations of deposit protection <p>Problems</p> <ul style="list-style-type: none"> -Loss of deposits <p>Cause</p> <ul style="list-style-type: none"> -Bank failures 	High
2. Bank Trade Creditors	<p>Needs</p> <ul style="list-style-type: none"> - Prompt disbursement of liquidation dividends - Credible management of the liquidation process <p>Problems</p> <ul style="list-style-type: none"> -Loss of deposits and capital <p>Causes</p> <ul style="list-style-type: none"> -Losses through bank failures 	High

3. Employees	<p>Needs</p> <ul style="list-style-type: none"> -Capacity development -Competitive remuneration -Credible succession plan/Career progression -Sound labour practices -Recognition and rewards -Conducive working environment -Tools of trade <p>Problems</p> <ul style="list-style-type: none"> - Unaligned remuneration <p>Cause</p> <ul style="list-style-type: none"> - Depressed economic activity 	High
--------------	--	------

14. STAKEHOLDER ANALYSIS

Direct Stakeholders	Demands/ Expectations	Extent (<i>Magnitude/seriousness</i>)
1. MoFEDIP	<p>Demands</p> <ul style="list-style-type: none"> - Delivery on the mandate as per statutes and directives. - Compliance with IRBM principles. - Implement policy pronouncements and contribute to policy making. <p>Expectations</p> <ul style="list-style-type: none"> - Collaboration with other financial safety net players. 	High
2. CGU	<p>Demands</p> <ul style="list-style-type: none"> - Delivery on the mandate as per statutes and directives. - Compliance with IRBM principles. <p>Expectations</p> <ul style="list-style-type: none"> - Implementation of sound corporate governance principles. 	High

	<ul style="list-style-type: none"> - Sustainable - Innovative - Contribute to Economic Growth 	
3. IADI	<p>Demands</p> <ul style="list-style-type: none"> - Compliance with deposit insurance core principles - Payment of annual subscriptions <p>Expectations</p> <ul style="list-style-type: none"> - Enhancing financial literacy and contribute to research papers on emerging issues - Participation in IADI programs 	High
4. RBZ/ Other Financial Sector Regulators	<p>Demands</p> <ul style="list-style-type: none"> - Contribution to Bank Resolution Framework. - Building public confidence. - Promoting sound banking practices. - Enhance Information sharing towards contributing to financial stability. - Enhance visibility of the Corporation by incorporating concepts of deposit insurance into High school curriculum. - Protection of mobile money and insurance policy holders' funds in trust accounts. - Robust investment strategy. - Resilient Corporation which can absorb financial shocks - Conduct stress tests and scenarios analyses to inform investment Strategy. -Implement risk-based premium system. <p>Expectations</p> <ul style="list-style-type: none"> - Contribution to financial literacy. - Co-operation and information sharing . 	High

	<ul style="list-style-type: none"> - Contribution to financial sector stability - Financial inclusion in the economy 	
5. BAZ	<p>Demands</p> <ul style="list-style-type: none"> - Building public confidence. - Promoting sound banking practices. <p>Expectations</p> <ul style="list-style-type: none"> - Creating a level playing field. 	High
6. Multi-lateral financial institutions (IMF, World Bank)	<ul style="list-style-type: none"> - A stable and strong financial system. 	100% need
7. CPC	<ul style="list-style-type: none"> - Protection of depositor's funds. - Collaboration through Memorandum of Understanding. - Consumer rights and education. - Increased awareness of deposit protection scheme. 	100% need
8. The Office of the Auditor General	<ul style="list-style-type: none"> - Compliance with financial laws and reporting framework. 	100% compliance
9. Contributory Institutions (Clis)	<ul style="list-style-type: none"> - Stability of the financial system. - Prudent fund management. - Transparency in the administration of the Fund. - Enhancement of competition. 	100%
10. PRAZ	<ul style="list-style-type: none"> -Compliance with Public procurement and disposal of public Assets Act and Regulations. 	100% compliance
11. SERA	<ul style="list-style-type: none"> - Delivery on the mandate as per statutes and directives. - Implementation of sound corporate governance principles. 	100% compliance
12. WORKER'S COMMITTEE	<ul style="list-style-type: none"> -Competitive remuneration -Sound labour practices -Conducive working environment -Tools of trade 	100% need

15.STRATEGIES, ASSUMPTIONS, RISKS AND MITIGATIONS

Period	Strategies	Assumptions	Risks	Mitigations
Programme: Governance and Administration				
Outcome: Improved Organisation Efficiency & Effectiveness				
Budget Year (2026)	Strategic workforce capability			
	Upscale Employee Capacitation	<ul style="list-style-type: none"> • Training gaps • Employees buy-in 	<ul style="list-style-type: none"> • Skills Flight 	<ul style="list-style-type: none"> • Implement staff retention schemes
	Benchmarks remuneration to market	<ul style="list-style-type: none"> • Fund capacity • Support from principals 	<ul style="list-style-type: none"> • Breaching cost to income ratio 	<ul style="list-style-type: none"> • Grow revenue base
2-3 Years	Implement staff retention schemes	<ul style="list-style-type: none"> • Stakeholders buy-in 	<ul style="list-style-type: none"> • Competing priorities • Skills Flight 	<ul style="list-style-type: none"> • Continuous internal engagement
	Upscale Employee Capacitation	<ul style="list-style-type: none"> • Training gaps • Employees buy-in 	<ul style="list-style-type: none"> • Skills Flight 	<ul style="list-style-type: none"> • Implement staff retention schemes
	Benchmarks remuneration to market	<ul style="list-style-type: none"> • Fund capacity • Support from principals 	<ul style="list-style-type: none"> • Breaching cost to income ratio 	<ul style="list-style-type: none"> • Grow revenue base
	Implement staff retention schemes	<ul style="list-style-type: none"> • Stakeholders buy-in 	<ul style="list-style-type: none"> • Competing priorities • Skills Flight 	<ul style="list-style-type: none"> • Continuous internal engagement
4-5 Years	Upscale Employee Capacitation	<ul style="list-style-type: none"> • Training gaps • Employees buy-in 	<ul style="list-style-type: none"> • Skills Flight 	<ul style="list-style-type: none"> • Implement staff retention schemes
	Benchmarks remuneration to market	<ul style="list-style-type: none"> • Fund capacity • Support from principals 	<ul style="list-style-type: none"> • Breaching cost to income ratio 	<ul style="list-style-type: none"> • Grow revenue base
	Implement staff retention schemes	<ul style="list-style-type: none"> • Stakeholders buy-in 	<ul style="list-style-type: none"> • Competing priorities • Skills Flight 	<ul style="list-style-type: none"> • Continuous internal engagement

Period	Strategies	Assumptions	Risks	Mitigations
--------	------------	-------------	-------	-------------

Programme: Governance and Administration				
Outcome: Improved Organisation Efficiency & Effectiveness				
Budget Year (2026)	Fund Growth			
	Optimise investment portfolio for higher returns	<ul style="list-style-type: none"> Availability of high yielding investment options 	<ul style="list-style-type: none"> Adverse changes in economic and market conditions 	<ul style="list-style-type: none"> Portfolio diversification
	Benchmark Fund growth targets with actuarial adequacy benchmarks	<ul style="list-style-type: none"> Availability of high yielding investment instruments Increase in premiums 	<ul style="list-style-type: none"> Resistance from stakeholders 	<ul style="list-style-type: none"> Portfolio diversification
2-3 Years	Secure standby funding facility	<ul style="list-style-type: none"> Stakeholders buy-in 	<ul style="list-style-type: none"> High cost of funding 	<ul style="list-style-type: none"> Leverage on current relationships
	Optimise investment portfolio for higher returns	Availability of high yielding investment options	<ul style="list-style-type: none"> Adverse changes in economic and market conditions 	<ul style="list-style-type: none"> Portfolio diversification
	Benchmark Fund growth targets with actuarial adequacy benchmarks	<ul style="list-style-type: none"> Availability of high yielding investment instruments Increase in premiums 	<ul style="list-style-type: none"> Resistance from stakeholders 	<ul style="list-style-type: none"> Portfolio diversification
4-5 Years	Secure standby funding facility	<ul style="list-style-type: none"> Stakeholders buy-in 	<ul style="list-style-type: none"> High cost of funding 	<ul style="list-style-type: none"> Leverage on current relationships
	Optimise investment portfolio for higher returns	<ul style="list-style-type: none"> Availability of high yielding investment options 	<ul style="list-style-type: none"> Adverse changes in economic and market conditions 	<ul style="list-style-type: none"> Portfolio diversification
	Benchmark Fund growth targets with actuarial adequacy benchmarks	<ul style="list-style-type: none"> Availability of high yielding investment instruments Increase in premiums 	<ul style="list-style-type: none"> Resistance from stakeholders 	<ul style="list-style-type: none"> Portfolio diversification
	Secure standby funding facility	Stakeholders buy-in	High cost of funding	<ul style="list-style-type: none"> Leverage on current relationships

Period	Strategies	Assumptions	Risks	Mitigations
Programme: Governance and Administration				
Outcome: Improved Organisation Efficiency & Effectiveness				
Budget Year (2026)	Stakeholder Trust and Satisfaction			
	Expand financial literacy and public education outreach across demographics	<ul style="list-style-type: none"> • Stakeholders buy-in 	<ul style="list-style-type: none"> • Lack of access to remote areas • Cultural and language barriers 	<ul style="list-style-type: none"> • Use of digital platforms
	Strengthen stakeholder engagement and feedback mechanisms	<ul style="list-style-type: none"> • Stakeholders buy-in 	<ul style="list-style-type: none"> • Lack of access to remote areas • Cultural and language barriers 	<ul style="list-style-type: none"> • Use of digital platforms • Partner with influencers, civic society and advocacy groups
	Enhance brand visibility and digital engagement	<ul style="list-style-type: none"> • Target audience receptive 	<ul style="list-style-type: none"> • Lack of access to digital platforms, • High cost of connectivity 	<ul style="list-style-type: none"> • Use of traditional media platforms
2-3 Years	Expand financial literacy and public education outreach across demographics	<ul style="list-style-type: none"> • Stakeholders buy-in 	<ul style="list-style-type: none"> • Lack of access to remote areas • Cultural and language barriers 	<ul style="list-style-type: none"> • Use of digital platforms
	Strengthen stakeholder engagement and feedback mechanisms	<ul style="list-style-type: none"> • Stakeholders buy-in 	<ul style="list-style-type: none"> • Lack of access to remote areas • Cultural and language barriers 	<ul style="list-style-type: none"> • Use of digital platforms • Partner with influencers, civic society and advocacy groups

	Enhance brand visibility and digital engagement	Target audience receptive	<ul style="list-style-type: none"> • Lack of access to digital platforms, High cost of connectivity 	<ul style="list-style-type: none"> • Use of traditional media platforms
4-5 Years	Expand financial literacy and public education outreach across demographics	Stakeholders buy-in	<ul style="list-style-type: none"> • Lack of access to remote areas • Cultural and language barriers 	<ul style="list-style-type: none"> • Use of digital platforms
	Strengthen stakeholder engagement and feedback mechanisms	Stakeholders buy-in	<ul style="list-style-type: none"> • Lack of access to remote areas • Cultural and language barriers 	<ul style="list-style-type: none"> • Use of digital platforms • Partner with influencers, civic society and advocacy groups
	Enhance brand visibility and digital engagement	Target audience receptive	<ul style="list-style-type: none"> • Lack of access to digital platforms, • High cost of connectivity 	<ul style="list-style-type: none"> • Use of traditional media platforms

Period	Strategies	Assumptions	Risks	Mitigations
Programme: Governance and Administration				
Outcome: Improved Organisation Efficiency & Effectiveness				
Budget Year (2026)	ICT			
	Implement centralised ERP	<ul style="list-style-type: none"> • Available system to meet user requirements 	<ul style="list-style-type: none"> • User resistance • Systems interface challenges 	<ul style="list-style-type: none"> • Staff training
	Implement deposit insurance system (Risk Analysis System, SCV and Premium Management)	<ul style="list-style-type: none"> • Stakeholders buy-in • Availability of system • Availability of quality data 	<ul style="list-style-type: none"> • System incompatibility 	<ul style="list-style-type: none"> • Stakeholder engagement • Provide training and support

				<ul style="list-style-type: none"> • Leverage on Zimswitch platform
	Enhance cyber-security and data protection	<ul style="list-style-type: none"> • Compliance to data protection laws and regulations 	<ul style="list-style-type: none"> • Increase in cyber threats • High cost of cyber controls 	<ul style="list-style-type: none"> • Continuous training

Period	Strategies	Assumptions	Risks	Mitigations
Programme 2: Deposit Protection				
Outcome 1: Improved Deposit Protection				
Budget Year (2026)	Grow the Deposit Protection Fund	<ul style="list-style-type: none"> • Availability of high-yielding investment instruments 	<ul style="list-style-type: none"> • Adverse macroeconomic environment 	<ul style="list-style-type: none"> • Portfolio diversification
	Enhance CBI Monitoring to Protect the Fund	<ul style="list-style-type: none"> • Automation of Risk Assessment Processes 	<ul style="list-style-type: none"> • Capacity Constraints (skills/Financial) 	<ul style="list-style-type: none"> • Training • Budgetary Support
	Speed up the Premium Assessment Process	<ul style="list-style-type: none"> • Automation of Premium Assessment 	<ul style="list-style-type: none"> • Failure to Secure a Vendor 	<ul style="list-style-type: none"> • Open Tender Process
2-3 Years	Grow the Deposit Protection Fund	<ul style="list-style-type: none"> • Availability of high-yielding investment instruments 	<ul style="list-style-type: none"> • Adverse macroeconomic environment 	<ul style="list-style-type: none"> • Portfolio Diversification
	Enhance CBI Monitoring to Protect the Fund	<ul style="list-style-type: none"> • Automation of Risk Assessment Processes 	<ul style="list-style-type: none"> • Capacity (skills/Financial) 	<ul style="list-style-type: none"> • Training • Budgetary Support
	Speed up the Premium Assessment Process	<ul style="list-style-type: none"> • Automation Premium Assessment 	<ul style="list-style-type: none"> • Failure to Secure a Vendor 	<ul style="list-style-type: none"> • Open Tender Process

4-5 Years	Enhance CBI Monitoring to Protect the Fund	Enhanced automation of Risk Assessment Processes	<ul style="list-style-type: none"> Capacity (skills/Financial) 	<ul style="list-style-type: none"> Training Budgetary Support
-----------	--	--	---	---

Period	Strategies	Assumptions	Risks	Mitigations
Programme 2: Deposit Protection				
Outcome 2: Improved Bank Resolution				
Budget Year (2026)	Implement Single Customer View (SCV) across all member institutions	Ability of Banks to reconfigure their core banking system	Incompatibility of systems Cost	<ul style="list-style-type: none"> Investing in a robust ICT system Training on SCV
	Conduct Biennial simulations and resolution drills	Collaboration with other Stakeholders	Poor scenario design	<ul style="list-style-type: none"> Training
2-3 Years	Implement Single Customer View across all member institutions	Ability of Banks to reconfigure their core banking system	Incompatibility of systems	<ul style="list-style-type: none"> Investing in a robust ICT system Training on SCV
	Biennial simulations and resolution drills	Collaboration with other Stakeholders	Poor scenario design	<ul style="list-style-type: none"> Training
4-5 Years	Biennial simulations and resolution drills	Collaboration with other Stakeholders	Poor scenario design	Training

Period	Strategies	Assumptions	Risks	Mitigations
Programme 2: Deposit Protection				
Outcome 3: Improved Financial Stability				
Budget Year (2026)	Contribute to Financial Sector deepening Framework	Collaboration with other safety net players	Delay in producing the framework	<ul style="list-style-type: none"> Capacity building
	Implement macro prudential and contingent planning and systemic crisis policy	Collaboration with other safety net players	Delay in producing the framework	<ul style="list-style-type: none"> Capacity building

	Enhance public awareness campaigns in marginalised areas	Budgetary Support	Inaccessibility of some areas	<ul style="list-style-type: none"> • Use of Community Radio stations • Social media
2-3 Years	Enhance public awareness campaigns in marginalised areas	Budgetary Support	Inaccessibility of some areas	<ul style="list-style-type: none"> • Use of Community Radio stations • Social media
4-5 Years	Enhance public awareness campaigns in marginalised areas	Budgetary Support	Inaccessibility of some areas	<ul style="list-style-type: none"> • Use of Community Radio stations • Social media

SECTION B: PERFORMANCE FRAMEWORK FOR DEPOSIT PROTECTION CORPORATION

16. Programme Performance Framework

16.a Preliminary Outcome Performance Framework

REF	OUTCOME DESCRIPTION	KPIs:	MEASUREMENT CRITERION (TIME; \$; RATE; ETC)	BASELINE		TARGETS							
				2026		2027		2028		2029		2030	
				Year	Value	T	ALV	T	ALV	T	ALV	T	ALV
1.	Improved organisational efficiency and effectiveness	Client satisfaction Levels	%	2024	71%	72%	0	73%	0	74%	0	75%	0
		Employee Engagement Index	%	2024	63%	65%	+/- 1	68%	+/- 1	70%	+/- 1	72%	+/- 1
		Compliance levels	%	2024	95%	100%	0	100 %	0	100%	0	100%	0
		Fund Size	USD	2025	24.9 M	37.6 M	+/- 0.8M	47.6 M	+/- 0.96 M	57.6M	+/- 1.2 M	67.6 M	+/- 1.4M
		ROI Index	%	2024	8%	9%	0	9%	0	9%	0	9%	0
2.	Improved deposit protection	Cover level (CBIs)	ZWG %	2025	99.44%	99.44%	0	99.44%	0	99.44%	0	99.44%	0
			USD %	2025	96.59%	96.59%	0	96.59%	0	96.59%	0	96.59%	0
		Cover level (DTMFIs)	ZWG %	2025	99.93%	99.93%	0	99.93%	0	99.93%	0	99.93%	0
			USD %	2025	99.95%	99.95%	0	99.95%	0	99.95%	0	99.95%	0

3.	Improved bank resolution	Compensation Period	Days	2024	14	14	0	14	0	14	0	7	0	7	0
4.	Improved Financial stability	% Value of Insured deposits to Total Deposits	%	2025	7.6 %	7.6%	0	7.6 %	0	8%	0	8.5%	0	9%	0

T = Target; ALV = Allowable Variance

17. Outputs Performance Framework

NO. & PROG. CODE	OUTPUTS	5-YEAR TARGET	BASELINE		TARGETS											
			2026		2027		2028		2029		2030					
			VALUE	YEAR	T	A	AV	T	ALV	T	ALV	T	ALV	T	ALV	
Programme 1: Governance and administration																
OUC 1: Improved organisational efficiency & effectiveness																
OP 1.1	NDS2 Strategic Plan Implemented	5	1	2025	1		0	1	0	1	0	1	0	1	0	
OP 1.2	Performance Contracts Signed	25	5	2025	5		0	5	0	5	0	5	0	5	0	
OP 1.3	Performance Contracts Monitoring Review Reports Produced	90	5	2025	18		0	18	0	18	0	18	0	18	0	
OP 1.4	Stakeholders' engagement Programmes Conducted	10	2	2024	2		0	2	0	2	0	2	0	2	0	
OP 1.5	Statutory reports produced	185	37	2025	37		0	37	0	37	0	37	0	37	0	
OP 1.6	Systems automated	8	-	-	4		0	2	0	0	0	2	0	0	0	
OP1.7	Investment income Raised	25.5M	3.8M	2025	4.7M		0.5 M	3.8M	0.4M	4.7M	0.5 M	5.6 M	0.6M	6.5M	0.7 M	

NO. & PROG. CODE	OUTPUTS	5-YEAR TARGET	BASELINE		TARGETS												
					2026			2027		2028		2029		2030			
			VALUE	YEAR	T	A	AV	T	ALV	T	ALV	T	ALV	T	ALV		
OP1.8	Audit Reports Produced	60	12	2025	12		0	12	0	12	0	12	0	12	0		
OP1.9	Goods and Services Procured per plan (%)	63%	70%		75%		0	80%	0	85%	0	90 %	0	95%	0		
OP1.10	Trainings programs conducted (Virtual & Physical)	200	40	2025	40		0	40	0	40	0	40	0	40	0		
OP1.11	Policies Reviewed	18	18	2025	20		0	22	0	24	0	26	0	28	0		
OP1.12	Policies Produced	10	2	2025	2		0	2	0	2	0	2	0	2	0		
OP1.13	Financial inclusion campaigns conducted (Number)	275	40		45		0	50	0	55	0	60	0	65	0		
OP1.14	Staff Engagement Initiatives Undertaken	40	8	2025	4		0	4	0	4	0	4	0	4	0		
OP1.15	Legal Reports Produced	20	4	2025	4		0	4	0	4	0	4	0	4	0		
OP1.16	Procurement Plan Produced	5	1	2025	1		0	1	0	1	0	1	0	1	0		
OP1.17	Renumeration Benchmarking Conducted	5	1	2025	1		0	1	0	1	0	1	0	1	0		
OP1.18	Cyber-security enhancements	23	3	2025	5			5		4		4		5			
OP1.19	Staff Retention Schemes Implemented	20	4	2025	4		0	4	0	4	0	4	0	4	0		
Programme 2: Deposit Protection																	
OUC 2: Improved deposit protection																	
OP 2.1	Premiums raised	ZWG: USD equiv (million)	16.6M	90.5	2025	2.2M		0.3 M	2.6M	0.3M	3.2M	0.3 M	3.9 M	0.4M	4.7M	0.5 M	
		USD (million)	70.8M	7.5	2025	10.6 M		1M	12.2 M	1.3M	13.9 M	1.4 M	15. 9M	1.6M	18.3 M	1.8 M	
OP 2.2 MOUs Signed			2	2		2		0	0	0	0	0	0	0	0	0	
OP2.3 SCV Reports Produced			20	4	2025	4		0	4	0	4	0	4	0	4	0	

NO. & PROG. CODE	OUTPUTS	5-YEAR TARGET	BASELINE		TARGETS										
					2026			2027		2028		2029		2030	
			VALUE	YEAR	T	A	AV	T	ALV	T	ALV	T	ALV	T	ALV
	OUC 3: Improved bank resolution														
OP 3.1	Full Simulations Conducted	3	1	2025	1		0	0	0	1	0	0	0	1	0
OP 3.2	Desktop Simulations Conducted	5	1	2025	1		0	1	0	1	0	1	0	1	0
OP 3.3	Research Adopted	5	1	2025	1		0	1	0	1	0	1	0	1	0
	OUC 4: Improved Financial Stability														
OP4.1	Financial stability Reports Produced	20	4	2025	4		0	4	0	4	0	4	0	4	0
OP4.2	Financial Stability Frameworks Developed	10	2	2025	2		0	2	0	2	0	2	0	2	0
OP4.3	Research Papers produced on Emerging Bank Resolution and Deposit Insurance	10	2	2025	2		0	2	0	2	0	2	0	2	0

T = Target

A = Actual

AV = Actual Variance

ALV = Allowable Variance

18. DEPOSIT PROTECTION CORPORATION BUDGET

Programme	Preliminary Outcome	Programme Outputs	Budget Last Year	Budget Current Year	Budget Year 1	Budget Year 2	Budget Year 3	Budget Year 4	Budget Year 5
Programme 1	Improved Organisational Efficiency & Effectiveness	OP1.1; OP1.2; OP1.3; OP1.4; OP1.5; OP1.6; OP1.7 OP1.8; OP1.9; OP1.10; OP1.11; OP1.12; OP1.13, OP1.14; OP1.15; OP1.16; OP1.17; OP1.18; OP1.19	2,944,358	3,054,998	3,054,998	3,207,748	3,320,019	3,403.020	3,488,095
Total Programme 1 Budget			2,944,358	3,054,998	3,054,998	3,207,748	3,320,019	3,403.020	3,488,095
Programme 2	Improved deposit protection	OP2.1; OP2.2; OP2.3	1,261,868	1,309,285					
	Improved bank resolution	OP3.1; OP3.2; OP3.3							
	Improved Financial Stability	OP4.1; OP4.2; OP4.3			1,309,285	1,374,749	1,422,865	1,458,437	1,494,898
Total Programme 2 Budget									
TOTAL MDA BUDGET			4,206,226	4,364,283	4,364,283	4,582,497	4,742,884	4,861,457	4,982,993

19. Human Resources for the Strategic Period.

No.	Category	Programme 1	Programme 2	Total Personnel Requirements By Category
1	Top Management	3	1	4
2	Middle Management	9	2	11
3	Supervisory Management	6	5	11
4	Operational and Support staff	6	1	7
5	Total	24	9	33

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 Vehicle	11	498,500								
Laptops	14	30,800								
ICT Hardware	53	138,000								
ICT Systems (ZOHO, Deposit Insurance System)	5	358,000								

II. Space Requirements (where applicable) N/A

Location	2026		2027		2028		2029		2030	
	Quantity (m ²)	Cost								

III. Projects for the Period

Project Name	2026		2027		2028		2029		2030	
	% completion	Cost	% completion	Cost	% completion	Cost	% completion	Cost	% completion	Cost
Bulawayo Office Remodelling	100%	2,000,000								
Deposit Insurance System	100%	250,000								
ZOHO Phase2	100%	80,000								