



Republic of Zimbabwe



Annual Plan

Period: 2025

URBAN DEVELOPMENT CORPORATION

SECTION A: Profile of the Urban Development Corporation

- 1. **MDA:** Urban Development Corporation **Code:**¹.....
- 2. a Urban Development Corporation **Vote Number:**
- 2. b **Sector(s) Name(s):**² HOUSING **Code:**

- 3. **Vision Statement:** Well-developed sustainable human settlements with modern infrastructure by 2030.

- 4. **Mission Statement:** To plan and develop an inclusive, safe, resilient and sustainable built environment in Zimbabwe

5. **5. a. National Priority Areas that the Urban Development Corporation is Contributing to:**

	Description of NPA
NPA 1	Housing Delivery
NPA 2	Infrastructure and Utilities

5.b. **National Key Result Areas that the Urban Development Corporation is contributing to:**

	Description of NKRA
NKRA 1	Delivery of Affordable and Quality settlements in urban and rural areas

5.c. **National Outcomes that the Urban Development Corporation is contributing to:**

	National Outcome
NOUC 1	Improved access to affordable and quality housing and social amenities

¹The codes are system generated although they can be manually prepared

²If MDA belongs to many Sectors, start with the ones allocated more resources and also with the highest contributions to results

5.d. **Sector Outcomes that the Urban Development Corporation is contributing to:**

	Sector Name	Sector Outcome
SOUC 1	HOUSING	Increased shelter for households
SOUC 2	HOUSING	Improved land for housing delivery
SOUC 3	HOUSING	Improved access to basic services
SOUC 4	HOUSING	Improved access to housing finance
SOUC 5	HOUSING	Improved water supply
SOUC 6	HOUSING	Improved hygiene infrastructure

5.e. **Key Contributing Partners**

NOUC. Ref. No.³	SOUC. Ref. No.	Prog. Ref. No.	Contributing MDA	Other Contributors
1	6	1,2	<ul style="list-style-type: none"> -Office of the President and Cabinet Corporate Governance Unit (OPC-CGU). -Ministry of National Housing and Social Amenities. -Ministry of Local Government and Public Works -Procurement Regulatory Authority (PRAZ) -Office of the Auditor General (OAG) -Public Service Commission -Environmental Management Agency (EMA) -Local Authorities 	Financial Institutions

³NOUC which the Ministry is contributing to

6. **MDA Programmes and Outcomes**

Prog. Code	Programme Name	Programme Outcome/s
1	Governance & Administration	1. Enhanced Organizational capacity and administration
2	Urban Development	2.1.Increased Revenue from Urban infrastructure, housing & services 2.2.Increased Revenue from External Audit Capacity Building, and Other Advisory Services

7. **Terms of Reference**

Establishing Act (birth certificate)

Urban Development Corporation Act (Chapter 29:16) of 1986.

8. **Policies Applicable for the MDA**

	External Policy	Programme Ref	Internal Policy	Programme Ref
1.	National Development Strategy 1 (2021-2025)	1, 2	Human Resources Policy	1, 2
2.	Public Procurement and Disposal of Public Assets Act [Chapter 22:23]	1, 2	Gender Policy	1, 2
3.	Public Entities Corporate Governance Act [Chapter 10:31]	1, 2	Legal Policy	1, 2

	External Policy	Programme Ref	Internal Policy	Programme Ref
4.	Regional Town and Country Planning Act [Chapter 29:12]	1, 2	HIV Policy	1, 2
5.	Labour Act [Chapter 28:01]	1, 2	Remote Working Policy	1, 2
6.	Environmental Management Act [Chapter 20:27]	1, 2	Benefits and Allowances Policy	1, 2
7.	Rural Districts Council Act [Chapter 29:13]	1, 2	Works Council Terms of References	1, 2
8.	Finance Act [Chapter 23:04]	1, 2	Code of Conduct	1, 2
9.	Housing Standards Control Act [Chapter 29:08]	1, 2	Board Charter and Terms of References	1, 2
10.	Human Settlement Policy (2020)	1, 2	Board Code of Conduct	1, 2
11.	Public Finance Management Act [Chapter 22:19]	1, 2	Standard Operating Procedures	1, 2
12.	Urban Councils Act [Chapter 29:15]	1, 2	Legislative Acts: UDCORP Act {Chapter 29:16}	1,2
13.	Housing & Building Act [Chapter 22:07]	1, 2	UDCORP Corporate Communications Act	1,2
14.	Communal Land Act [Chapter 20:04]	1, 2	Procurement Policy	1,2
15.	Income Tax Act [Chapter 23:06]	1, 2	Investments Policy	1,2
16.	Value Added Tax Act [Chapter 23:12]	1, 2	Cash Policy	1,2
17.	National Social Security Authority Act [Chapter 17:04]	1, 2	Code of Ethics	1,2
18.	Devolution & Decentralisation Policy [2020]	1, 2	Client Service Charter	1,2

	External Policy	Programme Ref	Internal Policy	Programme Ref
19.	Policy Directives	1,2	UDCORP Human Resources Policies and Procedures Handbook	1,2
20.	Cyber and Data Protection Act [12.07] SI 155 of 2024 – Cyber and Data Protection (licensing of data controllers and appointment of data protection officer) Regulations 2024	1,2	Whistle Blower Policy	1, 2
21.	Sexual Offences Act [Chapter 9:21]	1,2	Gifts and Donations Policy	1, 2
22.			Integrity Statement	1, 2

SECTION B: PERFORMANCE FRAMEWORK FOR THE URBAN DEVELOPMENT CORPORATION

9. Programme Performance Framework

9.a. Programme Outcome Linkages

	Outcome Statement	Policy Code/s	Contribution		NPA Reference/s	National KRA Reference/s	National Outcome Reference/s
			Partner/s	Description			
Urban Development Corporation Programme (AP) 1: Governance & Administration							
OUC1	Enhanced Organizational Capacity and Administration	-	-Office of the President and Cabinet (OPC-CGU)	-Policy direction	1,2	1	1
			-Ministry of National Housing and Social Amenities.	-Oversight and supervisory			
			-Ministry of Local Government and Public Works	-Regulatory and supervisory -Oversight			
			-Procurement Regulatory	-Regulatory			

			Authority of Zimbabwe (PRAZ)				
			-Office of the Auditor General (OAG)	-Quality Assurance			
			-Public Service Commission	-Capacity building			
Urban Development Corporation Programme (AP)2: Urban Development							
OUC 2.1	Increased Revenue from Urban infrastructure, Housing & Services		-Office of the President and Cabinet - Governance Unit (OPC-CGU)	-Policy direction	1,2	1	1
			-Ministry of National Housing and Social Amenities.	-Oversight and supervisory			

			-Ministry of Local Government and Public Works	-Regulatory and supervisory -Oversight			
			-Procurement Regulatory of Zimbabwe (PRAZ)	-Regulatory -Quality Assurance			
			-Local Authorities	-Regulatory -Supervisory -Technical -Partnerships			
			Environmental Management Agency (EMA)	-Regulatory			
			-Financial Institutions	-Credit arrangements			
OUC 2.2	Increased Revenue from		-Office of the	-Regulatory			

	External Audit, Capacity Building and Other Advisory Services		Auditor General (OAG) -Local Authorities	-Quality Assurance -Regulatory -Supervisory -Partnerships			
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9. b Outcome Performance Framework

Code	Outcome	Prog : ref :	KPI	Baseline		Targets														
				Value	Year 2023	J	F	M	A	M	J	J	A	S	O	N	D	Planning frame target	Tolerance Level	Allowable Variance
OUC 1	Enhanced Organizational capacity and administration	1	Stakeholder satisfaction rate	50%		-	-	65%	-	-	65%	-	-	65%	-	-	65%	65%		±6.5%
			Corporate Governance Index	100%		-	-	100%	-	-	100%	-	-	100%	-	-	100%	100%		0
			Employee Satisfaction index	60%		-	-	-	-	-	65%	-	-	-	-	-	65%	65%		±3%
			Profit					10%			10%			10%			10%	10%		±10%
			Budget execution rate (budget performance)	55%		-	-	70%	-	-	70%	-	-	70%	-	-	70%	70%		±7%
			Internal Process Efficiency Measures – Policies & SOPs	-							80%					80%	80%		±8%	

Code	Outcome	Prog : ref :	KPI	Baseline		Targets																
				Value	Year 2023	J	F	M	A	M	J	J	A	S	O	N	D	Planning frame target	Tolerance Level	Allowable Variance		
OUC 2.1	Increased Revenue from Urban Infrastructure , Housing & Services	2	Revenue from Projects	-		-	-	60%	-	-	-	-	-	-	-	-	-	60%	60%		±6%	
			Revenue from Technical Services	-		-	-	60%	-	60%	-		60%-		-	-	-		60%			±6%
OUC 2.2	Increased Revenue from External Audit Capacity Building, and Other Advisory Services		Revenue from External Audit Services	-		-	-	60%	-	-	60%	-	-	60%	-	-	-	60%	60%		±6%	
			Revenue from External Capacity Building Services	-		-	-	80%	-	-		80%	-	-	80%	-	-		80%			±8%
			Revenue from Other Advisory Services	-		-	-	-	-	-	-	-	-	-	-	-	-	-	80%	80%		±8%

T = Target AV = Allowable Variance

10. Outputs Performance Framework

	Outputs	Dimension	KPI	Baseline		Targets														Planning Frame Target	Tolerance Level	Allowable Variance
				Value	Year	J	F	M	A	M	J	J	A	S	O	N	D					
Programme 1: Governance and Administration					2023																	
OUC 1: Enhanced Organisational Capacity and Administration																						
OP 1.1	Corporation Policies approved	QT:	No.	-		-	-	1	-	-	1	-	-	1	-	-	-	3	-	+/-1		
OP 1.1.2	Corporation SOPs approved	QT:	No.	-		-	-	1	-	1	1	-	1	1	-	1	-	6	-	+/-1		
OP 1.2	Statutory meetings held	QT:	No	5		-	-	1	-	-	1	-	-	1	-	-	1	4	-	0		
OP 1.3	Statutory Reports Produced (finance, audit and administration)	QT:	No	5		-	-	1	-	-	2	-	-	1	-	-	1	5	-	0		
OP 1.4	Monitoring and evaluation reports produced	QT:	No	4		-	-	1	-	-	1	-	-	1	-	-	1	4	-	0		
OP 1.5	Internal audit reports produced	QT:	No	3		-	-	1	-	-	1	-	-	1	-	-	1	4	-	0		
OP 1.6	Stakeholder engagement	QT:	%	5		-	-	80%	80%	80%	80%	-	80%	80%	80%	-	80%	80%	-	±8%		

	Outputs	Dimension	KPI	Baseline		Targets														Planning Frame Target	Tolerance Level	Allowable Variance
				Value	Year	J	F	M	A	M	J	J	A	S	O	N	D					
	programs conducted																					
OP 1.7	Goods and services procured	QT:	%	65%		-	-	100%	-	-	100%	-	-	100%	-	-	100%	100%	--	0		
OP 1.8	Financial reports produced	QT:	No	5		1	-	1	-	1	-	1	-	-	1	-	-	5	-	0		
OP 1.9	Retail Debt Collected	QT:	%	-		-	-	60%	-	-	60%	-	-	60%	-	-	-	60%	-	+/-6%		
OP 1.10	Corporate Debt Collected	QT:	%	-		-	-	60%	-	-	60%	-	-	60%	-	-	-	60%	-	+/-6%		
OP 1.11	Stands sold	QT:	%	120		-	-	80%	-	-	80%	-	-	80%	-	-	-	80%	-	+/-8%		
OP 1.12	Staff Training programmes conducted	QT:	No	-		1	2	1	-	1	1	-	1	1	-	-	-	8	-	+/-1		
OP 1.13	Works Council meetings conducted	QT:	No	3		-	-	1	-	-	1	-	-	1	-	-	1	4	-	0		
OP 1.14	Vacant posts filled	QT:	No	4		1	-	2	-	-	1	-	-	1	-	-	-	5	-	+/-1		
OP 1.15	Legal cases handled	QT:	%	100%		-	-	100%	-	-	100%	-	-	100%	-	-	100%	100%	-	0		
OP 1.16	Titles deeds secured	QT:	No	1		-	-	-	-	-	-	-	-	1	-	-	1	2	-	0		
OP 1.17	New business generated	QT:	%	4		-	-	80%	-	-	80%	-	-	80%	-	-	80%	80%	-	±8%		
OP 1.18	New Organogram Operationalised	QT:	No	-		-	-	-	-	-	-	-	-	-	-	-	1	1	-	0		
OP 1.19	Exhibitions conducted	QT:	No	-		-	-	-	1	1	1	-	2	1	1	1	-	8	-	+/-1		
OP 1.20	UDCORP Head	QT	%			-	-	-	-	-	-	-	-	80%	-	-	80%	80%	-	+/-8%		

	Outputs	Dimension	KPI	Baseline		Targets														Planning Frame Target	Tolerance Level	Allowable Variance
				Value	Year	J	F	M	A	M	J	J	A	S	O	N	D					
	Offices Established			-															-	0		
OP 1.21	Awareness Campaigns Conducted	QT	No	-		-	1	-	1	-	1	-	1	-	1	-	1	6	-	+/-1		
OP 1.22	Land acquired	QT	No	-		-	-	-	-	-	-	-	-	-	-	-	100ha	100ha	-	±10ha		
OP 1.23	Anti-Corruption Plan Implemented	QT	%	-		-	-	70%	-	-	70%	-	-	70%	-	-	70%	70%	-	±7%		
OP 1.24	Data Management Plan Implemented	QT	%	-		-	-	-	-	-	80%	-	-	80%	-	-	80%	80%	-	±8%		
OP 1.25	Enterprise Risk Management Plan Implemented	QT	%	-		-	-	80%	-	-	80%	-	-	80%	-	-	80%	80%	-	±8%		
OP 1.26	Social Media Strategy updated	QT	%	-		-	-	80%	-	-	-	80%	-	-	-	-	-	80%	-	±8%		
OP 1.27	IRBM Performance Contracts for all staff implemented	QT	%	-		-	-	50%	-	-	70%	-	-	90%	-	-	100%	100%	-	0		
OP 1.28	Research & Development Committee established	QT	%	-		80%	-	-	-	-	-	-	-	-	-	-	80%	-	±8%			
OP 1.29	Development Properties valued	QT	No	-		-	-	5	-	-	-	-	-	-	-	-	5	-	0			
OP 1.30	Resources mobilised	QT	%	-													80%	-	±8%			
Programme 2: Urban Development																						
OUC 2.1: Increased Revenue from Urban Infrastructure, Housing and Services																						

	Outputs	Dimension	KPI	Baseline		Targets														Planning Frame Target	Tolerance Level	Allowable Variance
				Value	Year	J	F	M	A	M	J	J	A	S	O	N	D					
OP 2.1.1	Manresa Flats Phase 2 feasibility study initiated		%	-		-	-	-	-	-	-	-	-	-	-	-	-	80%	-	±8%		
OP 2.1.2	Knockmalloch project plan implemented		No	-		-	-	-	-	-	-	-	-	-	-	-	-	80%	-	±8%		
OP 2.1.3	New Housing Project initiated		No	-		-	-	-	-	-	-	-	-	1	-	-	1	2	-	+/-1		
OP 2.1.4	Capacity Building workshops conducted		No	-		-	-	1	-	1	-	1	-	-	-	-	-	3	-	+/-1		
OP 2.1.5	Construction Unit Established		%	-		-	-	-	-	-	-	-	-	-	-	-	-	80%	-	±8%		
OP 2.1.6	Local Development Plans Prepared		%	-		-	-	-	-	-	-	-	-	-	-	-	-	80%	-	±8%		
OP 2.1.7	Development areas recommended		No	-		-	-	-	-	-	-	1	-	-	-	-	-	1	-	0		
OP 2.1.8	Norton Water Treatment Plant partnership Operationalised		%	-		-	-	-	-	-	-	-	-	-	-	-	-	80%	-	±8%		
OP 2.1.9	Plumtree Flats Constructed		%	-														80%	-	±8%		
OP 2.1.10	Riverside Powerline rerouted		%	-														80%	-	±8%		
OUC 2.2. Increased Revenue from Audit and Capacity Buiding and Other Advisory Services																						
OP 2.2.1	Capacity Building	QT:	No			-	-	-	1	-	1	-	1	-	-	-	-	3		+/-1		

	Outputs	Dimension	KPI	Baseline		Targets														
				Value	Year	J	F	M	A	M	J	J	A	S	O	N	D	Planning Frame Target	Tolerance Level	Allowable Variance
	workshops conducted			4																
OP 2.2.2	External Audit reports produced	QT:	No.	7		-	-	2	-	-	2	-	-	2	-	-	1	7	-	+/-1
OP 2.2.3	Consultancy work outsourced			-		-	-	-	-	-	-	-	-	-	-	-	1	1	-	0

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

12. Human Resources

12.a – Budget Year

No..	Category ⁴	Programme 1				Programme 2				UDCORP			
		Total Establishment	Filled Positions	Vacant Positions	Positions requested	Total Establishment	Filled Positions	Vacant Positions	Positions requested	Total Establishment	Filled Positions	Vacant Positions	Positions requested
1	Executive Management	4	2	1	1	1	0	1	1	5	2	2	2

⁴Category 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.

2	Middle Management	7	5	2	-	4	3	1	-	11	8	3	-
3	Supervisory Management	4	3	1	-	4	-	0	-	8	3	1	-
4	Operational and Support Staff	19	17	2	2	5	4	1	1	24	21	3	3
5	Total	34	27	6	3	14	7	3	2	48	34	9	5

12.b – Current Year

No..	Category5	Programme 1				Programme 2				UDCORP			
		Total Establishment	Filled Positions	Vacant Positions	Positions requested	Total Establishment	Filled Positions	Vacant Positions	Positions requested	Total Establishment	Filled Positions	Vacant Positions	Positions requested
1	Top Management	2	1	1	-	2	1	1	-	4	2	2	-

⁵Category 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.

2	Middle Management	2	2	-	-	4	3	1	-	6	5	1	-
3	Supervisory Management	-	-	-	-	4	4	0	-	4	4	0	-
4	Operational and Support Staff	6	5	1	-	14	14	0	-	20	19	1	-
5	Total	10	8	2		24	22	2	-	34	30	4	-

12.c – Previous Year

No..	Category6	Programme 1				Programme 2				UDCORP			
		Total Establishment	Filled Positions	Vacant Positions	Positions requested	Total Establishment	Filled Positions	Vacant Positions	Positions requested	Total Establishment	Filled Positions	Vacant Positions	Positions requested
1	Top Management	2	1	1	-	2	1	1	-	4	2	2	-
2	Middle Management	2	2	-	-	4	3	1	-	6	5	1	-
3	Supervisory Management	-	-	-	-	4	4	0	-	4	4	0	-
4	Operational and Support Staff	6	5	1	-	14	14	0	-	20	19	1	-
5	Total	10	8	2		24	22	2	-	34	30	4	-

⁶Category 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.

13. Outcomes and Impact Analysis

No.	Outcome / Impact Description	Reference to Outcome (OUC):	Cross-Linkages			Linkage to Sector/ National Outcomes
			Shared Outcome/s	Contributing Entity	Contribution	
	Programme 1: Governance and Administration					
	Impact					
1.	Sound Governance	Enhanced Organizational Capacity and Administration		-Office of the President and Cabinet (OPC)- Corporate Governance Unit – OPC-CGU -Ministry of National Housing and Social Amenities. -Ministry of Local Government and Public Works -Procurement Regulatory Authority of Zimbabwe	-Policy direction -Oversight and supervisory -Regulatory and supervisory -Oversight -Regulatory -Quality Assurance	SOUC 1-6 NOUC 1

No.	Outcome / Impact Description	Reference to Outcome (OUC):	Cross-Linkages			Linkage to Sector/ National Outcomes
			Shared Outcome/s	Contributing Entity	Contribution	
				(PRAZ) -Office of the Auditor General (AG) -Public Service Commission	-Capacity building	
	Programme 2: Urban Development					
	Impact					
2.	High quality of life	Increased revenue from urban infrastructure, housing & services		-Office of the President and Cabinet (OPC)	-Policy direction	SOUC 1-6 NOUC 1
3.	Economic growth			-Ministry of National Housing and Social Amenities. -Ministry of Local Government and Public Works	-Oversight and supervisory -Regulatory and	

No.	Outcome / Impact Description	Reference to Outcome (OUC):	Cross-Linkages			Linkage to Sector/ National Outcomes
			Shared Outcome/s	Contributing Entity	Contribution	
				-Procurement and Regulatory Authority (PRAZ) -) -Local Authorities	supervisory -Oversight -Regulatory -Quality Assurance	
				-Environmental Management Agency (EMA) -Financial Institutions	-Regulatory -Supervisory -Technical -Partnerships -Regulatory -Credit arrangements	

No.	Outcome / Impact Description	Reference to Outcome (OUC):	Cross-Linkages			Linkage to Sector/ National Outcomes
			Shared Outcome/s	Contributing Entity	Contribution	
4.		Increase Revenue from External Audit, Capacity Building and Other Advisory Services		Office of the Auditor General (AG)	Quality Assurance	

SECTION C: STRATEGIES, ASSUMPTIONS AND RISKS

14. Strategies, assumptions and risks

No.	Strategy	Assumptions	Risks	Mitigation
Programme Outcome 1: Enhance Organisational Capacity and Administration				
1.	Intensify Project funding efforts to local, regional, and International Financial Institutions	UDCORP meets the funding criteria required by Financial Institutions	Low credit rating	Engage experts in the preparation of project documents to enhance credit ratings

No.	Strategy	Assumptions	Risks	Mitigation
2.	Development of new viable revenue streams	Existence of new viable revenue streams	lack of appropriate skills	Carry out thorough due diligence before implementation
3.	Upscale Building of Strategic Partnerships and Joint ventures with Development Partners and Private Sector Investments	Availability of partners who are willing to accept UDCORP's terms and conditions	Unrealistic demands from potential development partners	Continuous engagements
4.	Intensify engagements with Government for recapitalisation of the Corporation	Availability of fiscal space for recapitalisation.	competing priorities	Continuous engagements
5.	Upscale Staff Training programs	Staff Buy-in	Competing priorities corruption in the value chain	Continuous stakeholder engagement Improve relationships with Local Authorities
6.	Review existing policies	Availability of expertise	competing priorities	Consultation with stakeholders
7.	Develop new comprehensive	Availability of expertise	Resistance to change	Consultation with stakeholders

No.	Strategy	Assumptions	Risks	Mitigation
	internal policies			
8.	Establish a research and development unit	Resource availability	competing priorities	Prioritisation matrix
9.	Cascade IRBM to all Non-Managerial staff	Staff Buy-In	Resistance	Staff training
10.	Procure or construct a property for UDCORP Head Office	Availability of resources	Fluctuations in property prices Inflation	Getting a mortgage Engage property Auctioneers Short term investment
11.	Upscale Digitalisation of Institutional Operations	Availability of resources	Resistance to change	Continuous engagements
Programme Outcome 2.1: Increased Revenue from Urban Infrastructure, housing and services				
1.	Implement the modernisation blueprint	Stakeholder Buy-In	Competition from other developers	Continuous engagement

No.	Strategy	Assumptions	Risks	Mitigation
2.	Research and launch projects outside Harare	Availability of adequate funding	Competing priorities	Consider getting into joint ventures.
3.	Research and identify an area to recommend to the Minister to declare as a development area	Buy-In	Competition	Agility
4.	Redefining the business development according to regions – Northern Region and Southern Region	Stakeholder Buy-In	Competing Priorities	Prioritisation matrix Develop a standard operating procedure for the business development function
5.	Upscale Spatial Development Plans Preparation for Local Authorities	Tender awards for the jobs	Competition from other developers	Tender for more jobs
6.	Upscale unlocking value from the UDCORP Landbank	Availability of funding	Competing priorities	Consider getting into joint ventures.
7.	Operationalise Strategic Partnerships (Norton Water Treatment Plant)	Availability of partners who are willing to accept UDCORP's terms and conditions	Unrealistic demands from potential development partners	Continuous engagements

No.	Strategy	Assumptions	Risks	Mitigation
8.	Research and prepare a business case for the setting up of a Local Governance School	Stakeholder buy-in Availability of funding Skills availability	Competition	Agility
9.	Initiate Urban Renewal and regeneration	Allocated funds from the treasury	Policy inconsistency Natural Disasters	Lobby for convergence of policies Increase stakeholder engagement to obtain stakeholder buy-in Adoption of climate-resilient designs
Programme Outcome 2.2: Increased Revenue from External Audit, Capacity Building and Other Advisory Services				
1	Lobby the parent ministry for the Auditor General's waiver on the PAAB requirement for UDCORP registration	The waiver is given before the department becomes non-viable	The Cabinet may not approve the waiver	Lobby with the Auditor General not to take away our existing clients

No.	Strategy	Assumptions	Risks	Mitigation
	Upscale Capacity Building Programs	Stakeholders Buy-in	Competition corruption in the value chain	Continuous stakeholder engagement Improve relationships with Local Authorities
	Operationalise Strategic Partnerships	Availability of partners who are willing to accept UDCORP's terms and conditions	Unrealistic demands from potential development partners	Continuous engagements

SECTION D: MONITORING AND EVALUATION

15. M&E Plan

A. Evaluation Plan

a. Title of the Programme/Policy:

b. Year of last **Formative** evaluation:

c. Details of **formative** evaluations carried out:

Year	Evaluation Issue Area	Findings	Actions Taken
2024	Knockmalloch phase 1 implemented	Successful implementation with no major issues reported.	Conducting follow-up evaluations and community engagement activities.

2024	Manresa phase 1 constructed	The plan was overtaken by events since the Ministry of National Housing & Social Amenities offered to buy the flats and complete them on their own.	Conducting follow-up on evaluations with the Ministry of National Housing & Social Amenities and payment with the Ministry of Finance Economic Development & Investment Promotion
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Note:

1. Output monitoring plans are prepared and implemented at the Programme level, but not at the Ministry level. This is to avoid duplication.
2. The strategies that have been formulated by the Ministry will also be described in the Strategic Performance Plans (PSPP) of the Programmes.

