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COMPLIANCE ASSESSMENT SURVEY REPORT

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**CORPORATE GOVERNANCE
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**Public Entities Corporate Governance
Act [Chapter 10:31]
Compliance Assessment Survey Report
2021
For State Enterprises and Parastatals
“SEPs”**

**Issued by: Corporate Governance Unit
Office of The President and Cabinet
15 December 2023**

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SEP Acronyms

Table 1: SEP Acronyms

Shortened Name	Full Name	Category
ACZ	Airports Company of Zimbabwe	Commercial with Public Policy Role
AFC	AFC Commercial Bank	Purely Commercial
AIR ZIM	Air Zimbabwe (Pvt) Ltd	Purely Commercial
Allied Timbers	Allied Timbers Zimbabwe (Pvt) Ltd	Purely Commercial
AMA	Agricultural Marketing Authority	Regulators, Licensing & Certification
ARDA	Agricultural Rural Development Authority	Commercial with Public Policy Role
AUREX	Aurex (Pvt) Ltd	Purely Commercial
BAZ	Broadcasting Authority of Zimbabwe	Regulators, Licensing & Certification
CAAZ	Civil Aviation Authority of Zimbabwe	Regulators, Licensing & Certification
CMED	CMED (Pvt) Ltd	Commercial with Public Policy Role
CTC	Competition and Tariff Commission	Regulators, Licensing & Certification
CCZ	Consumer Council of Zimbabwe	Regulators, Licensing & Certification
COTTCO	COTTCO (Pvt) Ltd	Commercial with Public Policy Role
DM	Defold Mine (Pvt) Ltd	Purely Commercial
DPC	Deposit Protection Commission	Regulators, Licensing & Certification
EmpBank	Empower Bank Limited	Commercial with Public Policy Role
EMA	Environmental Management Agency	Regulators, Licensing & Certification
FPR	Fidelity Printers and Refiners (Pvt) Ltd	Purely Commercial

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Shortened Name	Full Name	Category
FNC	Food and Nutrition Council	Public Policy & Research
FC	Forestry Commission	Regulators, Licensing & Certification
GMB	Grain Marketing Board	Commercial with Public Policy Role
HOMELINK	Homelink (Pvt) Ltd	Purely Commercial
IDCZ	Infrastructure Development Corporation of Zimbabwe	Commercial with Public Policy Role
IDBZ	Infrastructure Development Bank Zimbabwe	Commercial with Public Policy Role
IPEC	Insurance and Pensions' Commission	Regulators, Licensing & Certification
Kingstons	Kingstons (Pvt) Ltd	Purely Commercial
LGB	Lotteries and Gaming Board	Regulators, Licensing & Certification
MTB	Management Training Bureau	Commercial with Public Policy Role
MCAZ	Medicine Control Authority of Zimbabwe	Regulators, Licensing & Certification
MMCZ	Mineral Marketing Corporation of Zimbabwe	Commercial with Public Policy Role
MPC	Mining Promotion Council	Purely Commercial
Mosi Oa Tunya	Mosi Oa Tunya Development Company (Pvt) Ltd	Purely Commercial
NAC	National AIDS Council	Public Policy & Research
NBS	National Building Society	Commercial with Public Policy Role
NACZ	National Arts Council of Zimbabwe	Regulators, Licensing & Certification
NBA	National Biotechnology Authority	Regulators, Licensing & Certification
NGZ	National Gallery of Zimbabwe	Public Policy & Research
NMMZ	National Museums and Monuments of Zimbabwe	Public Policy & Research

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Shortened Name	Full Name	Category
NSSA	National Social Security Authority	Commercial with Public Policy Role
Natpharm	National pharmaceutical Company	Commercial with Public Policy Role
NCC	National Competitiveness Commission	Public Policy & Research
NETONE	Netone (Pvt) Ltd	Purely Commercial
New Ziana	New Ziana	Commercial with Public Policy Role
NHS	National Handling Services (Pvt) Ltd	Purely Commercial
NOIC	National Oil Infrastructure Company of Zimbabwe	Commercial with Public Policy Role
NRZ	National Railways of Zimbabwe	Commercial with Public Policy Role
POSB	Peoples Own Savings Bank	Commercial with Public Policy Role
PETROTRADE	Petrotrade (Pvt) Ltd	Purely Commercial
PIB	Pig Industry Board	Public Policy & Research
POTRAZ	Postal & Telecommunications Regulatory Authority of Zimbabwe	Regulators, Licensing & Certification
POWERTEL	Powertel Communications (Pvt) Ltd	Purely Commercial
PRAZ	Procurement Regulatory Authority of Zimbabwe	Regulators, Licensing & Certification
Printflow	Printflow (Pvt) Ltd	Purely Commercial
RPAZ	Radiation Protection Authority of Zimbabwe	Regulators, Licensing & Certification
RCZ	Research Council of Zimbabwe	Regulators, Licensing & Certification
ARCZ	Agricultural Research Council of Zimbabwe	Regulators, Licensing & Certification
RMS Pvt Ltd	Road Motor Services (Pvt) Ltd	Purely Commercial

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Shortened Name	Full Name	Category
REF	Rural Electrification Fund	Public Policy & Research
SIRDC	Scientific and Industrial Research and Development Centre	Public Policy & Research
SECZ	Security and Exchange Commission of Zimbabwe	Regulators, Licensing & Certification
Silo Foods	Silo Foods Industries Ltd	Purely Commercial
SMEDCO	Small and Medium Enterprises Development	Commercial with Public Policy Role
SRC	Sports and Recreation Commission	Regulators, Licensing & Certification
State Lotteries	State Lotteries Zimbabwe	Commercial with Public Policy Role
Telone	Telone (Pvt) Ltd	Purely Commercial
TIMB	Tobacco Industry Marketing Board	Regulators, Licensing & Certification
TSCZ	Traffic Safety Council of Zimbabwe	Regulators, Licensing & Certification
Transmedia Corp	Transmedia Corporation (Pvt) Ltd	Purely Commercial
TRB	Tobacco Research Board	Public Policy & Research
UDCORP	Urban Development Corporation	Commercial with Public Policy Role
VE	Verify Engineering (Pvt) Ltd	Purely Commercial
VLS	Veterans of the Liberation Struggle	Commercial with Public Policy Role
ZARNET	Zimbabwe Academic Research Network	Purely Commercial
ZBC	Zimbabwe Broadcasting Corporation	Commercial with Public Policy Role
ZENT	ZESA Enterprises	Purely Commercial

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Shortened Name	Full Name	Category
ZERA	Zimbabwe Energy Regulatory Authority	Regulators, Licensing & Certification
ZESA	Zimbabwe Electricity Supply Authority	Commercial with Public Policy Role
ZIDA	Zimbabwe Investment Development Authority	Regulators, Licensing & Certification
ZAMCO	Zimbabwe Asset Management Company	Commercial with Public Policy Role
ZCDC	Zimbabwe Consolidated Diamond Company (Pvt) Ltd	Purely Commercial
ZDI	Zimbabwe Defence Industries	Commercial with Public Policy Role
ZETDC	Zimbabwe Electricity Transmission Distribution Company	Commercial with Public Policy Role
ZITF	Zimbabwe International Trade Fair	Commercial with Public Policy Role
ZIMDEF	Zimbabwe Manpower Development Fund	Public Policy & Research
ZMMT	Zimbabwe Mass Media Trust	Public Policy & Research
ZMDC	Zimbabwe Mining Development Corporation	Commercial with Public Policy Role
ZINARA	Zimbabwe National Roads Administration	Regulators, Licensing & Certification
ZIMSTAT	Zimbabwe National Statistics Agency	Public Policy & Research
ZNWBCB	Zimbabwe National Wrestling & Boxing Control Board	Regulators, Licensing & Certification
ZPC	Zimbabwe Power Company	Commercial with Public Policy Role

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Shortened Name	Full Name	Category
ZTA	Zimbabwe Tourism Authority	Regulators, Licensing & Certification
ZUPCO	Zimbabwe United Passenger Company	Commercial with Public Policy Role
ZWMFB	Zimbabwe Women's Micro-Finance Bank	Commercial with Public Policy Role
ZYC	Zimbabwe Youth Council	Public Policy & Research
ZIMCHE	Zimbabwe Council for Higher Education	Regulators, Licensing & Certification
Zimpapers	Zimbabwe Newspapers (1980) Limited	Purely Commercial
ZIMPARKS	Zimbabwe Parks and Wildlife Management Authority	Commercial with Public Policy Role
ZIMPOST	Zimbabwe Posts Pvt Ltd	Commercial with Public Policy Role
ZIMRA	Zimbabwe Revenue Authority	Regulators, Licensing & Certification
Zimtrade	Zimtrade	Regulators, Licensing & Certification
ZINWA	Zimbabwe National Water Authority	Commercial with Public Policy Role
ZIPAM	Zimbabwe Institute of Public Administration Management	Public Policy & Research
ZISCO	Zimbabwe Iron & Steel Company	Purely Commercial
ZNFPC	Zimbabwe National Family Planning Council	Public Policy & Research

1. Overview from the Permanent Secretary (Head) Corporate Governance Unit

The Public Entities Corporate Governance Act [Chapter 10:31] (referred to interchangeably in this report as the PECG Act or simply the Act) was promulgated into Law by His Excellency, the President Dr. E. D. Mnangagwa on 08 June 2018, as a reform initiative aimed at strengthening the governance and performance of public entities in an effort to enhance service delivery to the citizenry.

The good governance of public entities is also aimed at safeguarding public resources invested in these entities, ensuring their sustainability and reducing fiscal risks to limited treasury resources.

1.1. Methodology

The Compliance Assessment Survey Report 2021 only covers State Owned Enterprises and Parastatals (SEPs) and does not extend to all public entities as defined under section 2 of the PECG Act. A total of 104 SEPs, which form the bulk of public entities, participated in this exercise out of a potential 109 SEPs. Only five (5) entities, owing to various reasons of incapacitation, did not participate in the survey.

SEPs were presented with corporate governance self-assessment questionnaire on web-based CGU System developed by the Ministry of Information Communication Technology, Postal and courier Services (MICTPCS) in June 2022 to assess the level of compliance of public entities during the 2021 calendar year with provisions of the PECG Act.

The questionnaire was designed by the Corporate Governance Unit (referred herein as the CGU or simply as the Unit) to assess strict compliance by all public entities with the provisions of the PECG Act. A total of seventy-eight (78) questions were posed and SEPs were required to complete the self-evaluation web-based questionnaire.

Responses by respondents were placed in three categories for rating: -

- Yes: If affirmative to the applicable question. These are converted by the system to binary 1s,
- No: If contrary to the posed question. These are converted by the system to binary 0s, and

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- Not Applicable (N/A): If the question is does not apply to the responding institution. These are converted by the system to binary 2s.

Responses were then aligned to compliance and/ or non- compliance, that is where response `Yes` is non- compliance, the system convert them to 0s and where `No` is compliant the system convert to 1s. In the end all 1s represented compliance and 0s representing non-compliance to the respective question.

These results are then accessed by CGU Data Model (Excel- based Power Query) for analysis. The model works with Power Tables (excerpts of which are occasionally tabulated in this report) and Power Charts (chart shown herein). The model make use of different excel formulas and developments to come up with verified results. For ranking of SEPs and questions, the following scale was used: -

Table 2 Rating Scale

High Compliance – A	Medium Compliance – B	Low Compliance – C
Rating between 71 – 100%	Rating between 51 – 70%	Rating between 0 – 50%

The following rationale was used to come up with the compliance percentage (%):

Count number of respondents questions posed to get the total,

- Count number of respondents (SEPs)/ questions posed to get the total,
- Count number of Not Applicable responses,
- Subtract (b) from (a) to get the denominator,
- Count the number of 1s (compliant) to get the numerator,
- Divide (d) by (c) to get the performance.

Example: All SEPs were posed with 78 questions. If 2 are not applicable and 60 are compliant then the total score was: $(60 / (78-2)) * 100 = 78\%$.

1.2. Assessment Pillars

The compliance assessment survey for 2021 was done for four primary pillars, namely:

i. Institutional Compliance

All participating SEPs were ranked according to their percentage of compliance to the Act depending on how they scored on the seventy-eight corporate governance questions.

ii. Sectoral Compliance

All the 104 SEPs surveyed were placed in the following categories:

- a. Commercial (Public Policy)
- b. Purely Commercial
- c. Regulatory (Licensing and Certification)
- d. Public Policy (Research and Social)

Each SEP belongs to one of these four (4) categories. Using results from the categories above, the results were summarized by sector to get the sectoral ranking and performance.

iii. Act- Derived Questionnaire

The questionnaire completed by the 104 SEPs, comprised of seventy-eight questions and the compliance performance of these question was analyzed in-order to find out which areas of the Act are highly or poorly complied to.

iv. Act- Classification Compliance

Questions in section 3 (iii) above were put in categories according to their similarity. Twenty classes were defined and each corporate governance assessment question belongs to one of these.

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The following are the question classifications and their respective compliance rankings for year 2021:

Table 3: Compliance Summary Dashboard

#	Classification	Total Responses	Total Compliance Responses	Compliance %	A- B- C
1.	Board Appointments	312	215	79	A
2.	Board Composition	1352	1016	93	A
3.	Condition of service	208	197	94	A
4.	Conduct of business	520	310	57	B
5.	Resignation and dismissal	208	191	93	A
6.	Appointment of senior staff	624	487	78	A
7.	Conditions of service of senior staff	520	424	86	A
8.	Strategic plans	624	526	96	A
9.	Performance contracts of board members	208	74	42	C
10.	Boards charters and codes of ethics	213	231	88	A
11.	Meetings of boards	416	269	80	A
12.	Performance evaluation of board meetings	208	87	37	C
13.	Board committees	208	160	80	A
14.	Annual general meetings	312	190	53	B
15.	Declaration of assets	208	151	78	A
16.	Conflict of interests	416	329	90	A
17.	Company Secretary	312	258	75	A
18.	Internal audit	208	165	78	A
19.	Annual reporting	312	185	72	A
20.	General	624	459	90	A

1.3. Purpose of the Report

The 2021 Compliance Assessment Survey Report is intended to assess the level of SEPs compliance with the provisions of the PECO Act. This will guide the Office of The President and Cabinet and the CGU in making the following interventions:

- Strengthening corporate governance standards across all public entities.
- Building capacity and strengthening effectiveness of boards.
- Identifying training requirements.
- Development of policy and legislation.
- Monitoring and strengthening of performance of entities, their boards, management and staff.
- Strengthening of compliance monitoring.

The CGU is very mindful of the need to reduce the administrative burden of compliance and costs thereof. In other words the costs relating to compliance should not outweigh the benefits accruing thereto. Additionally, there should be both penalties and incentives for non-compliance and compliance, respectively.

1.4. Compliance and Financial Performance

While the Compliance Assessment Survey Report is not a performance monitoring tool, empirical evidence at hand, however, suggests that there is a positive correlation between high compliance levels and financial performance and service delivery outcomes, which in turn impact on attainment of National Development Strategy 1:2021-2025 (NDS1) and national developmental aspirations of attaining Vision 2030 – an upper middle-income society by 2030.

The good governance of SEPs is therefore critical in achieving the following objectives:

- Enhancing SEPs financial performance and sustainability.
- Enhancing service delivery to citizens
- Enhancing accountability and transparency in conduct of business.
- Promoting good stewardship of public resources and reducing incidences of corruption.
- Enhancing management of SEPs contingent liabilities.
- Reduction of fiscal risks posed by SEPs.

- Enhancing SEPs contribution to GDP.
- Provision of efficient public service delivery.

The survey report shows that SEPs with high compliance levels tend to perform better in terms of both financial performance and efficient service delivery to the public.

However, it has also been noted from the compliance assessment survey report that there is a handful of entities who scored higher in the compliance assessment survey but are not performing well financially and delivering efficient services to the citizenry.

A comprehensive study however needs to be conducted to establish the correlation between increased levels of compliance with the provisions of the PEEG Act and financial performance and efficient public service delivery outcomes.

1.5. Outcome

The Compliance Assessment Survey Report shows that the level of compliance increased from 60% (2020) to 73% (2021) showing that public entities have embraced good corporate governance practices and realize value of meeting the requirements of the PEEG Act. A handful of entities that are not trading performed badly in the performance ranking.

1.6. Gender Mainstreaming

The Government of Zimbabwe has taken bold measures to ensure that there is gender balance in all and institutions and agencies of Government at all levels.

In line with constitutional provisions which mandate for gender balance in all institutions and agencies of Government, the Unit has observed that line Ministries have taken bold steps to ensure that there are more women appointments to public entity boards. The Unit continues to monitor compliance with constitutional provisions including advocating for inclusion and gender balance on public entity boards.

The number of women on boards and senior staff positions in public entities continues to increase progressively as Government has made commitment to achieving gender parity in all institutions and agencies of Government in line with constitutional requirements.

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A lot more progress has been achieved in bringing gender balance on public entity boards, though wide gaps still exist on board chairmanship, chief executive and senior staff positions which are dominated by males.

It is however encouraging to note that, for Corporate Secretaries, the custodians of corporate governance in public entities, females are in the majority at 58%, compared to males at 42%.

A summary of the 2021 statistics from the 104 entities surveyed is given below.

Table 4: 2021 Gender Balance Survey

SEGMENT	COMBINED	MALES	FEMALES	PERCENTAGE WOMEN
Board Membership	961	607	354	37%
Board Chairmanship	104	69	28	27%
Chief Executive Officers	104	90	14	13%
Corporate Secretaries	104	44	60	58%

The Unit projects that by 2025, the gaps in gender balance on public entity boards and senior management positions would have been narrowed and nearly achieved across all entities.

1.7. Compliance

The Unit expects that public entities will continue with voluntary compliance initiatives and use corporate governance as a driver to enhance financial oversight, performance, efficient public service delivery to the citizenry and that entities will significantly contribute to the attainment of national development outcomes envisioned under NDS1.

1.8. Acknowledgments

Consistent with Zimbabwe's development cooperation policies, the Corporate Governance Unit appreciates and acknowledges support received from Zimbabwe's development partners, namely the African Development Bank (AfDB) and the World Bank, in preparation of this report.



Allen M. Choruma
Permanent Secretary (Head) Corporate Governance Unit
Office of the President and Cabinet
December 2023



2.

2. Summary of Compliance Assessment Survey Report Observations

The following is a summary of key observations made from the Compliance Assessment Survey Report for 2021:

2.1. Positive outcomes

The Compliance Assessment Survey Report for 2021 produced the following key positive outcomes:

- Levels of compliance with PEGG Act increased from 60% (2020) to 73% (2021) resulting in upliftment of corporate governance standards, accountability, performance and service delivery across all entities.
- 68% of SEP population scored above 70% compliance levels, 32% scored below 70% and only 8% scored below 50%.
- Gender balance on boards increased from 33% (2020) to 37% (2021).
- Gender balance on Corporate Secretaries positions was surpassed by having 60 out of 104 Corporate Secretaries being female, constituting 58%, while 44 or 42% were male.
- 61% of entities produced annual reports.
- All entities (100%) produced strategic plans.
- 76% of entities submitted asset declarations forms for board members, CEO s and Senior staff.
- 86% of entities had substantive Corporate Secretaries.
- Increased entity awareness of the provisions of the PEGG Act.

2.2. Areas of Concern

Despite positive outcomes listed above, the CGU noted areas of concern which need to be addressed to enhance good corporate governance in SEPs in line with the provisions of PEGG Act. A summary of these concerns, noted in some public entities, is highlighted below:

- Compliance being taken as a tick box approach as opposed to being a voluntary exercise.

- Payment of salaries and benefits outside provisions of model service conditions and remuneration framework.
- Increased compliance levels were not correlated to enhanced entity financial performance and efficient public service delivery.
- A handful of entities slipping backwards in their compliance ranking.
- 7 out of 104 entities had no boards of directors in contravention of section 11 of the PEGG Act..
- 32 out of 104 entities had acting CEOs.
- Less inclusion of youths below 35 years on entity boards, with most boards having concentration of board members within the 35-65 age group range.
- Board members continuing to serve on boards after expiry of terms of office, with some exceeding the maximum eight years allowable.
- Failure by line Ministers to extend or renew the term of office of board members within the stipulated time limits.
- Summary dismissal of board members by some line Ministers without following provisions of Section 16 of the PEGG Act.
- Failure by some entities to produce annual audited financial statements within the prescribed time limits (i.e., by 30 June after the end of the calendar financial year).
- Failure to conduct annual general meetings within the prescribed time scales.
- Delays in security vetting resulting in long delays in appointment of board members, chief executive officers and senior staff.
- Failure to submit resolutions to the Unit timeously, i.e., as soon as they are passed by boards.

2.3. Most Improved SEPs

It is pleasing to note that a number of SEPs during the period under review improved in their levels of compliance with provisions of the PECG Act. These entities are highlighted below: -

Table 5: Most Improved SEPs

SEP NAME	2020 Score	2021 Score	Percentage Increase in compliance level
NRZ	49	85	73%
PETROTRADE	34	81	138%
ZITF	39	83	113%
BAZ	47	81	72%
ZIMSTAT	48	79	65%
POWERTEL	39	79	103%
SECZ	29	79	172%
ZIDA	31	78	152%

2.4. Lowest Compliant SEPs (Below 50%)

A total of 8 entities remained low in compliance during the 2021 survey period, scoring below 50%. This is a cause for concern for the CGU as these entities were also highlighted for low levels of compliance in the 2020 Compliance Assessment Survey Report.

Table 6: Lowest Compliant SEPS Year to Year Comparison

SEP	2020 Score %	2021 Score %
ARCZ	47	44
ZIMDEF	14	42
ZNWBCB	10	41
NMMZ	20	33
Printflow	22	33
Kingstons	12	26
New Ziana	2	22
State Lotteries	55	21

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3. SEPs Compliance Score for the Year 2021 (all 104 SEPs)

Table 7: SEPs Compliance score Ranking for year 2021

SEP	2021 Survey Score %	Ranking #
IPEC	96	1
Telone	95	2
ARDA	94	3
MMCZ	94	4
Zimtrade	94	5
PRAZ	92	6
TSCZ	92	7
TRB	92	8
DPC	91	9
SIRDC	91	10
ZWMFB	91	11
IDCZ	90	12
RPAZ	90	13
TIMB	90	14
POSB	88	15
ZMDC	88	16
CTC	87	17
ZINARA	87	18
Silo Foods	86	19
ZERA	86	20
ZIMPOST	86	21
IDBZ	85	22
Mosi Oa Tunya	85	23
NETONE	85	24
NRZ	85	25
RCZ	85	26
VE	85	27
ZCDC	85	28
ZIMPARKS	85	29
ZINWA	85	30
FNC	83	31
POTRAZ	83	32
ZITF	83	33
ZIMRA	83	34
EmpBank	82	35
GMB	82	36
Allied Timbers	81	37
BAZ	81	38
CMED	81	39
EMA	81	40
NACZ	81	41
PETROTRADE	81	42

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SEP	2021 Survey Score %	Ranking #
ZIPAM	81	43
NBA	79	44
POWERTEL	79	44
SECZ	79	44
ZIMSTAT	79	44
ZIDA	79	44
FC	78	49
MCAZ	78	49
Transmedia	78	49
CAAZ	77	52
NAC	77	52
NOIC	77	52
ZIMCHE	77	52
NGZ	76	56
NHS	76	56
UDCORP	76	56
AMA	74	59
NBS	74	59
Natpharm	74	59
ACZ	73	62
AUREX	73	62
NSSA	73	62
SRC	73	62
ZESA	73	62
AFC	72	67
FPR	72	67
ZBC	72	67
PIB	71	70
REF	71	70
HOMELINK	69	72
SMEDCO	69	72
ZAMCO	69	72
ZETDC	69	72
ZPC	69	72
ZTA	69	72
ZUPCO	69	72
COTTCO	68	79
MTB	68	79
MPC	68	79
NCC	68	79
Zimpapers	67	83
DM	65	84
ZISCO	65	84
ZNFPC	65	84
LGB	64	87
ZDI	60	88
ZENT	59	89

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SEP	2021 Survey Score %	Ranking #
VLS	56	90
RMS Pvt Ltd	53	91
ZARNET	50	92
CCZ	46	93
ARCZ	44	94
ZIMDEF	42	95
ZYC	42	96
ZNWBCB	41	97
ZMMT	40	98
AIR ZIM	33	99
NMMZ	33	99
Printflow	33	99
Kingstons	26	102
New Ziana	22	103
State Lotteries	21	104

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4. Compliance Assessment comparison 2020 vs 2021 (all 104 SEPs)

Table 8: Compliance Assessment comparison 2021 vs 2020

SEP	2021 Survey Score %	2020 Survey Score %	Yearly Average Compliance
IPEC	96	82	89
Telone	95	76	86
ARDA	94	53	74
MMCZ	94	77	86
Zimtrade	94	51	73
PRAZ	92	69	81
TSCZ	92	67	80
TRB	92	55	74
DPC	91	82	87
SIRDC	91	82	87
ZWMFB	91	*	91
IDCZ	90	58	74
RPAZ	90	61	76
TIMB	90	64	77
POSB	88	80	84
ZMDC	88	70	79
CTC	87	73	80
ZINARA	87	65	76
Silo Foods	86	67	77
ZERA	86	66	76
ZIMPOST	86	73	80
IDBZ	85	76	81
Mosi Oa Tunya	85	55	70
NETONE	85	57	71
NRZ	85	49	67
RCZ	85	45	65
VE	85	64	75
ZCDC	85	77	81
ZIMPARKS	85	64	75
ZINWA	85	75	80
FNC	83	*	83
POTRAZ	83	80	82
ZITF	83	39	61

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SEP	2021 Survey Score %	2020 Survey Score %	Yearly Average Performance
ZIMRA	83	81	82
EmpBank	82	61	72
GMB	82	71	77
Allied Timbers	81	*	81
BAZ	81	47	64
CMED	81	71	76
EMA	81	76	79
NACZ	81	52	67
PETROTRADE	81	34	58
ZIPAM	81	64	73
NBA	79	71	75
POWERTEL	79	39	59
SECZ	79	29	54
ZIMSTAT	79	48	64
FC	78	71	75
MCAZ	78	59	69
Transmedia Corp	78	63	71
ZIDA	78	31	55
CAAZ	77	63	70
NAC	77	70	74
NOIC	77	*	77
ZIMCHE	77	61	69
NGZ	76	47	62
NHS	76	57	67
UDCORP	76	39	58
AMA	74	67	71
NBS	74	75	75
Natpharm	74	57	66
ACZ	73	46	60
AUREX	73	*	73
NSSA	73	65	69
SRC	73	40	57
ZESA	73	47	60
AFC	72	69	71
FPR	72	*	72
ZBC	72	47	60
PIB	71	52	62
REF	71	55	63
HOMELINK	69	-	69
SMEDCO	69	43	56
ZAMCO	69	-	69
ZETDC	69	42	56
ZPC	69	-	69
ZTA	69	57	63
ZUPCO	69	-	69
COTTCO	68	52	60

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SEP	2021 Survey Score %	2020 Survey Score %	Yearly Average Performance
MTB	68	*	68
MPC	68	*	68
NCC	68	39	54
Zimpapers	67	42	55
DM	65	29	47
ZISCO	65	34	50
ZNFPC	65	52	59
LGB	64	36	50
ZDI	60	*	60
ZENT	59	42	51
VLS	56	*	56
RMS	53	48	51
ZARNET	50	41	46
CCZ	46	73	60
ARCZ	44	47	46
ZIMDEF	42	14	28
ZYC	42	*	42
ZNWBCB	41	10	26
ZMMT	40	*	40
AIR ZIM	33	20	27
NMMZ	33	*	33
Printflow	33	22	28
Kingstons	26	12	19
New Ziana	22	2	12
State Lotteries	21	55	38

NB: * entity did not participate in the 2020 compliance survey.

4.1. SEPs 2021 Overall Compliance Scores

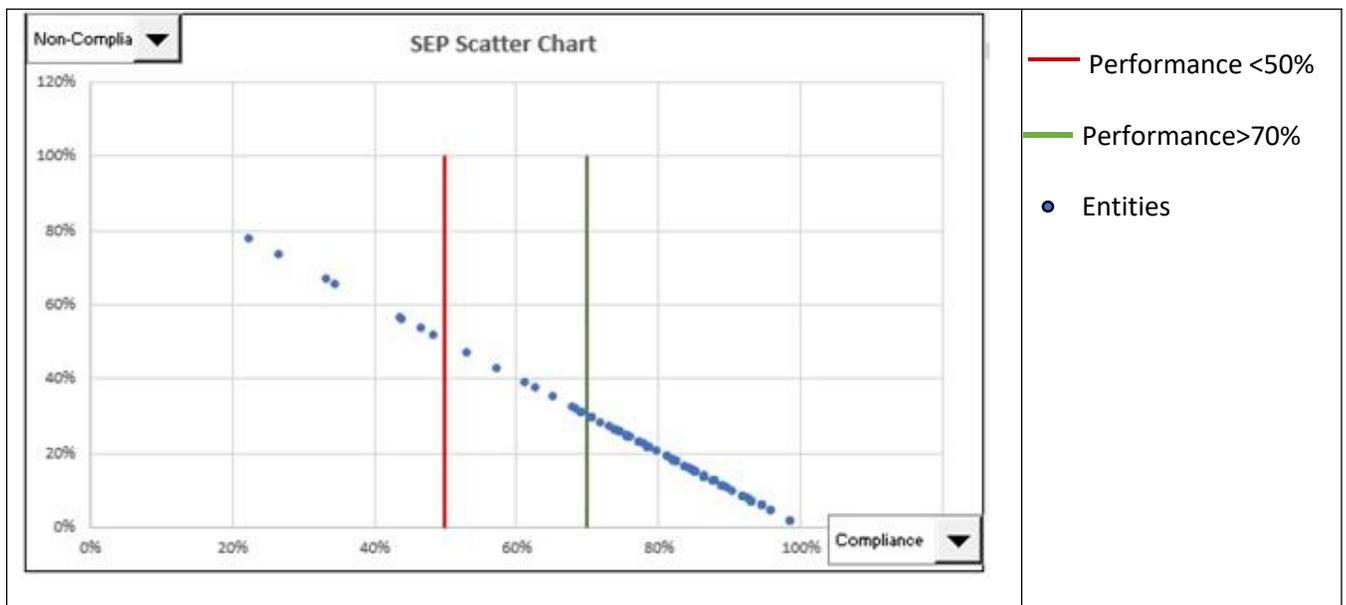
Compliance Assessment survey for year 2021 recorded 104 SEPs participants. The overall result on compliance can be summarized on the scatter chart below. It is noticeable that the 68% of SEP population scored above 70% compliance, 32% scored between 0% and 70% score. Only 8% scored below 50%.

However, performance for those that scored poorly is widely spaced while performance of those institutions that scored above 70% are crowded closer to each other.

Table 9:SEP Compliance (Statistics)

SEP Description	Average Compliance	A	B	C
		71-100%	51-70%	0-50%
ALL SEPs (104)	73%	71	20	13
Purely Commercial (20)	68%	12	4	4
Regulators (Licensing & Certification) (30)	75%	25	2	3
Commercial (Public Policy) (39)	75%	25	12	2
Public Policy & Research (15)	67%	9	2	4

Figure 1: SEPs Compliance Scatter Graph



4.2. TOP Performers (Overall >= average compliance)

The following graphs highlight SEPs compliance against overall average.

Figure 2: Top Compliance Performers (90-100%) Ranking

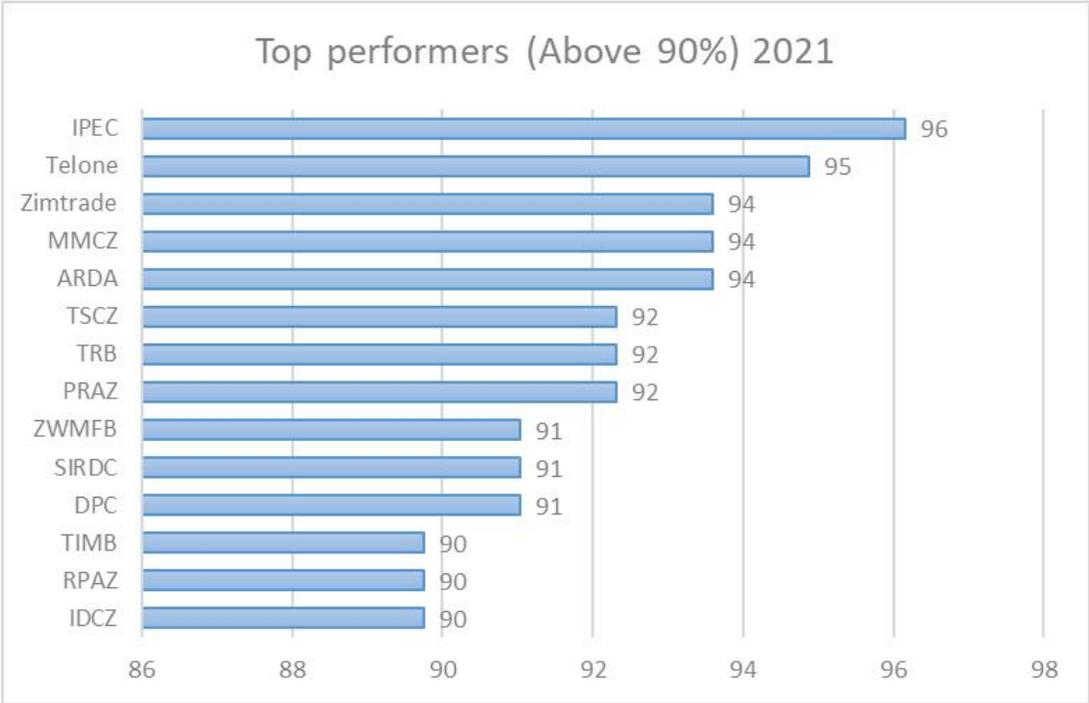
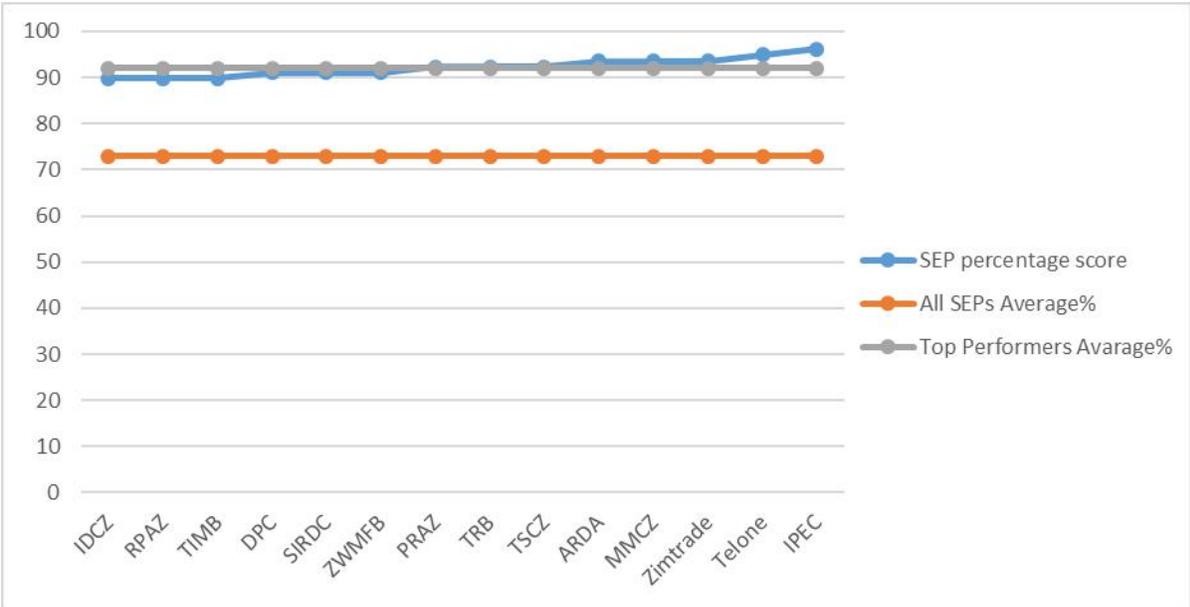


Figure 3: Top Performers Average Compliance: (90-100%)



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Figure 4: Top Compliance Performers (80-89%) Ranking

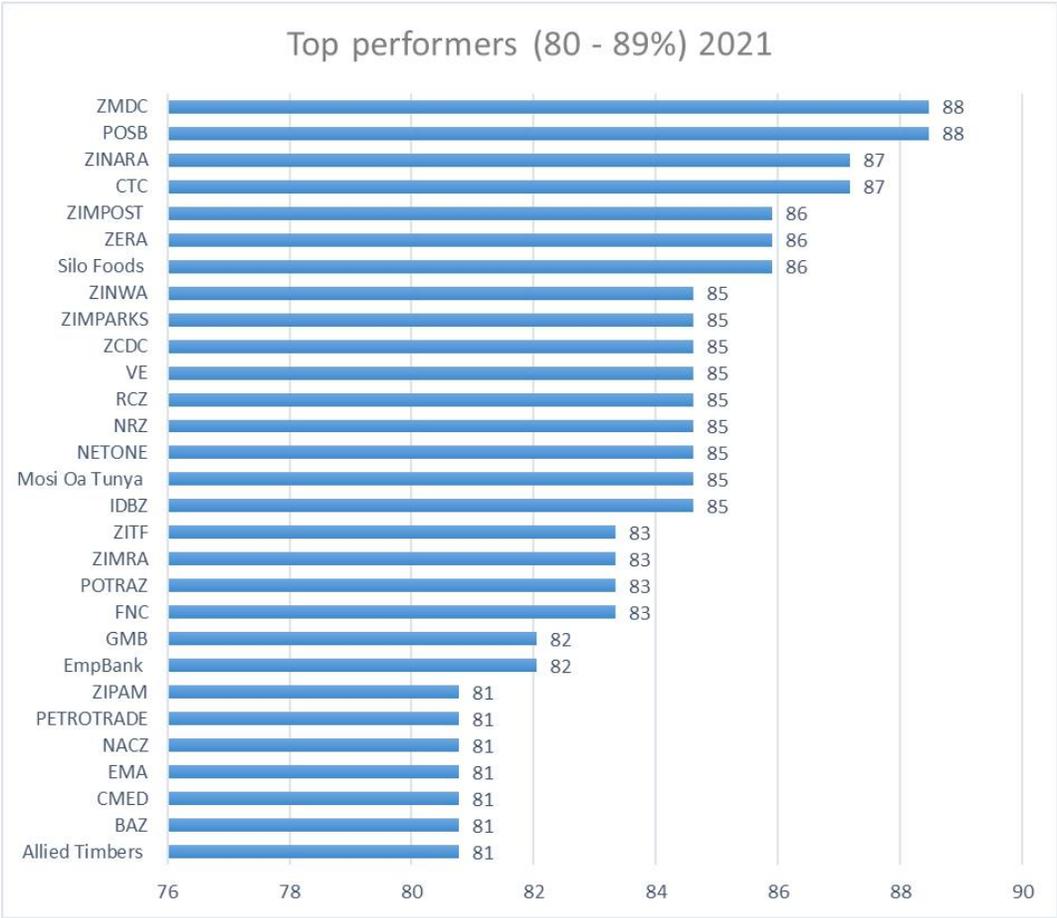
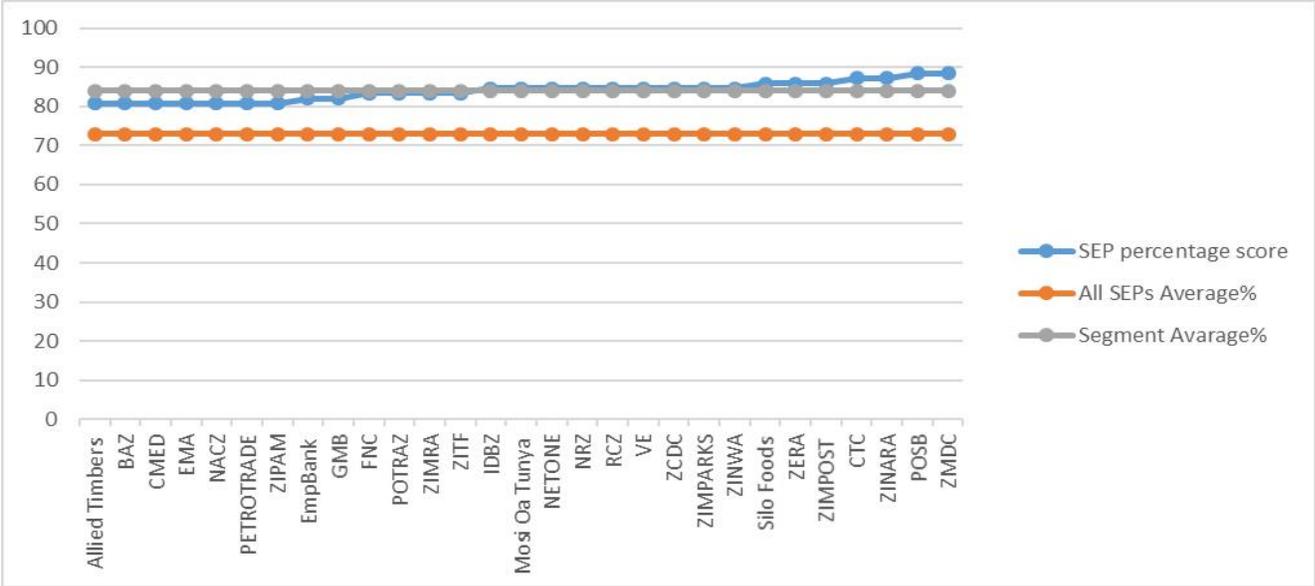


Figure 5: Top Performers Average Compliance: (80-90%)



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Figure 6: Top Performers (70-79%) Ranking

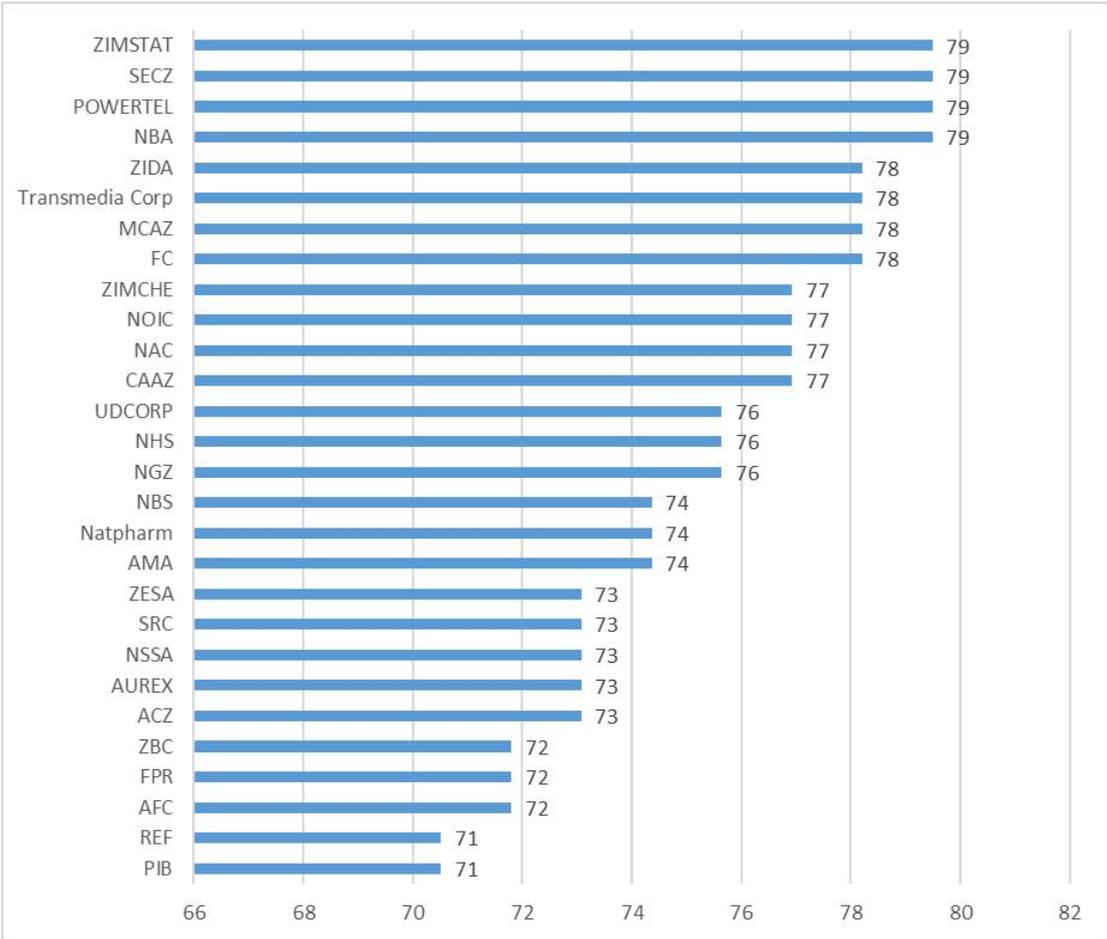
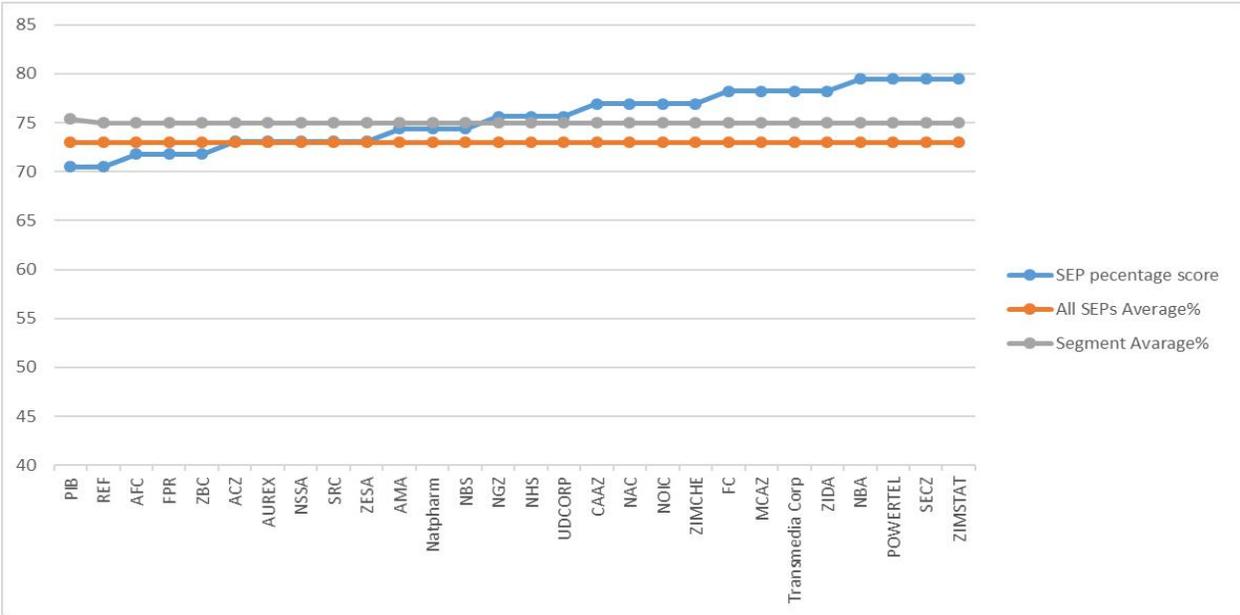


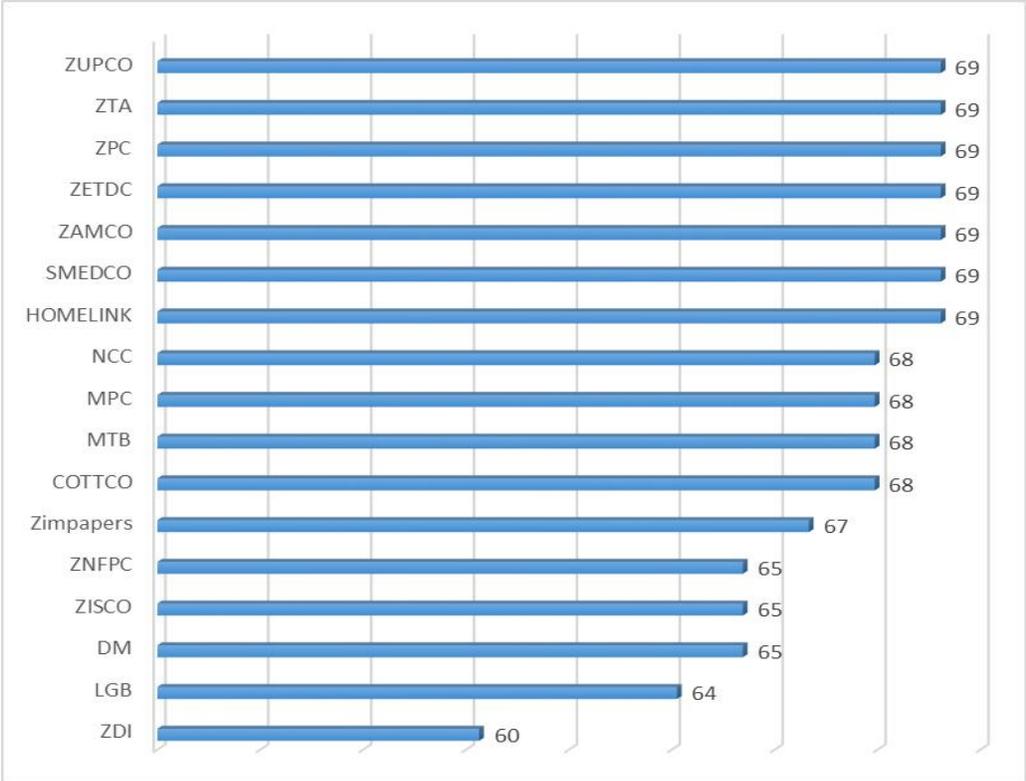
Figure 7: Top Performers Average Compliance: (70-79%)



4.3. Middle Performers (50-69%)

21 entities out of the 104 SEPs that participated in 2021 survey scored below general average of 73%, but above 50% compliance. Figures 8 - 10 below highlight these SEPs compliance against overall average and their respective category average compliance.

Figure 8: Middle Performers (60-69%) Ranking



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Figure 9: Middle Performers Average Compliance: (60-69%)

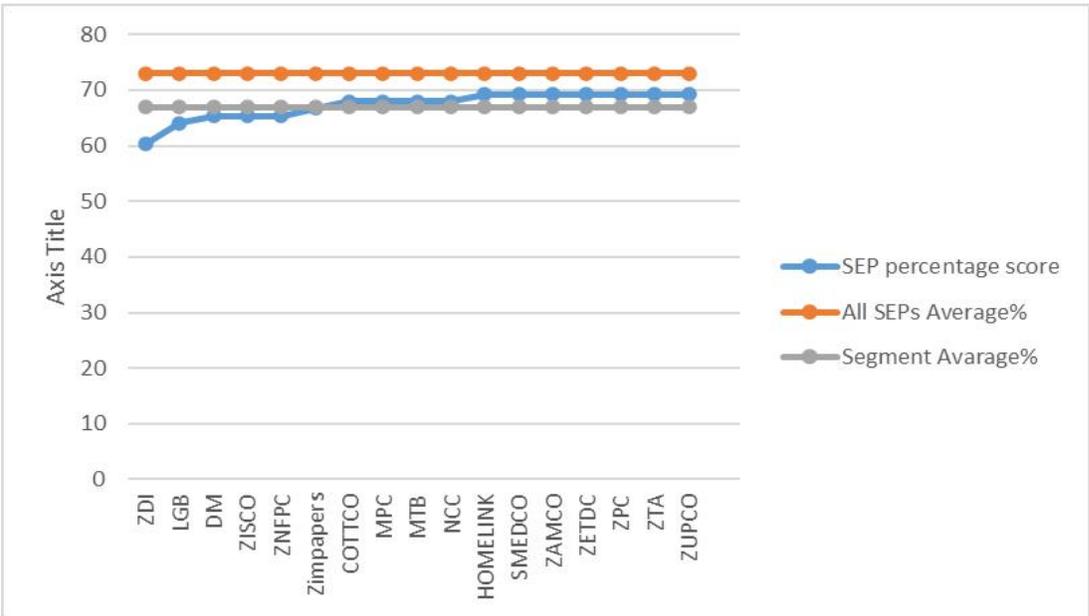
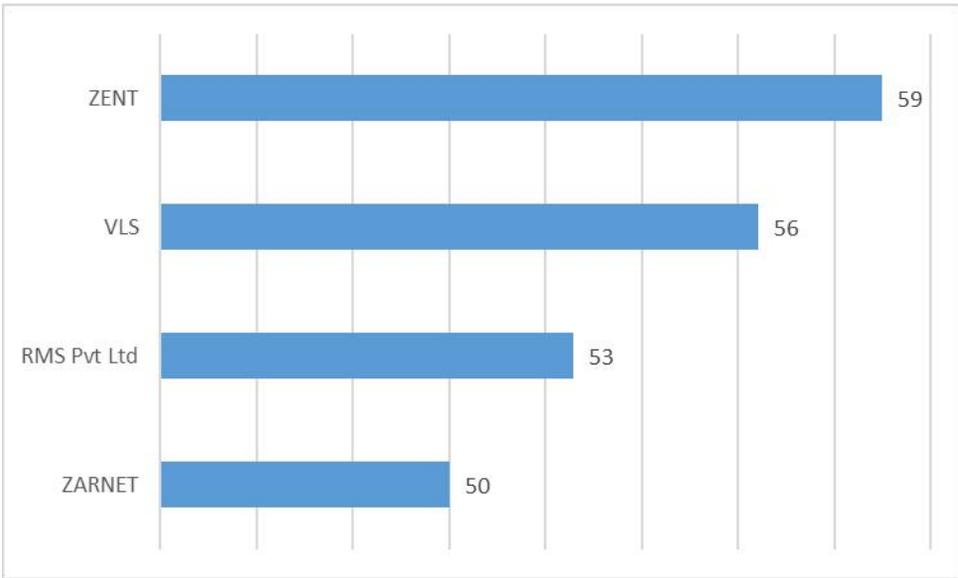
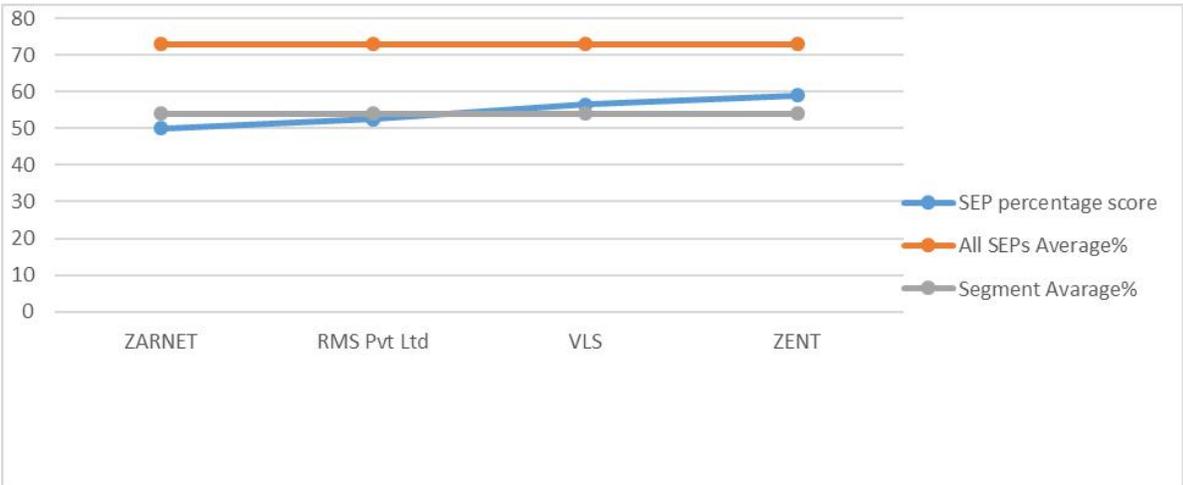


Figure 10: low Performers (50-59%) Ranking



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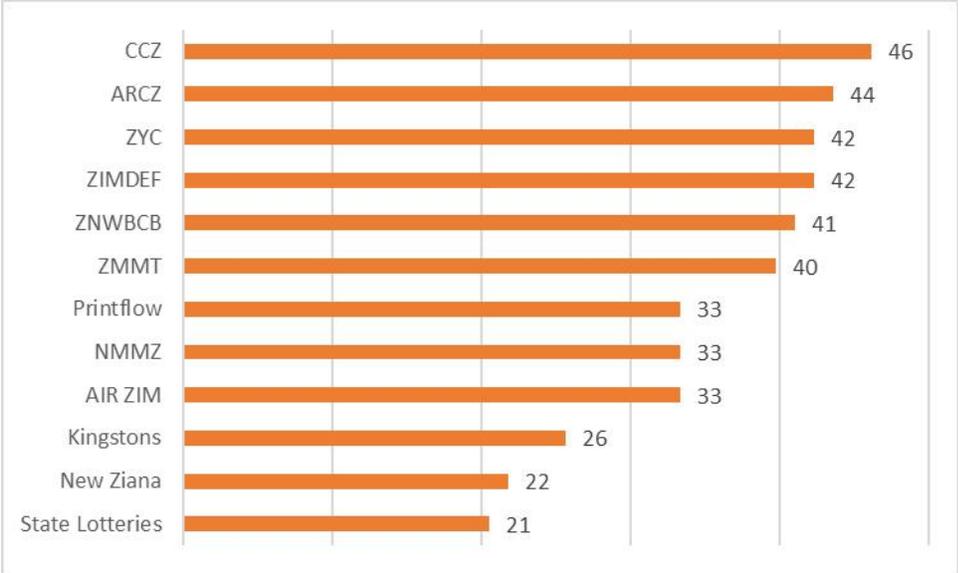
Figure 11: Low Performers Average Compliance :(50% - 59%)



4.4. Lowest Performers (below 50%)

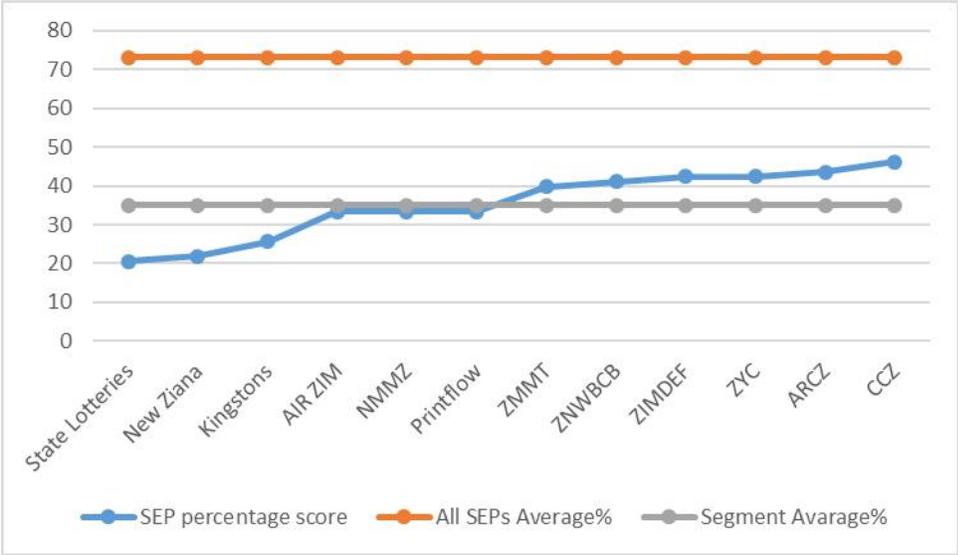
8% (12 in number) of the institutions that participated in 2021 survey scored below 50% compliance. The graph below highlights these SEPs compliance against overall average and their respective sector average compliance:

Figure 12: Lowest Performers (Below 50%) Ranking



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Figure 13: Lowest Performers Average Compliance:(<50%)



5. Compliance by Sector

5.1. Regulatory SEPs Compliance

Regulatory entities (30 in number) constituted 29% of the SEPS that participated in the 2021 Compliance survey. Overly 24% of regulatory entities were top performers (70%-100%), 2% were middle performers (50% to 69%) and 3% among the lowest performers. Within the sector 90% scored above 60% compliance and 10% of the SEPs were among the lowest performers.

Figure 14: Performance of the Regulatory Sector

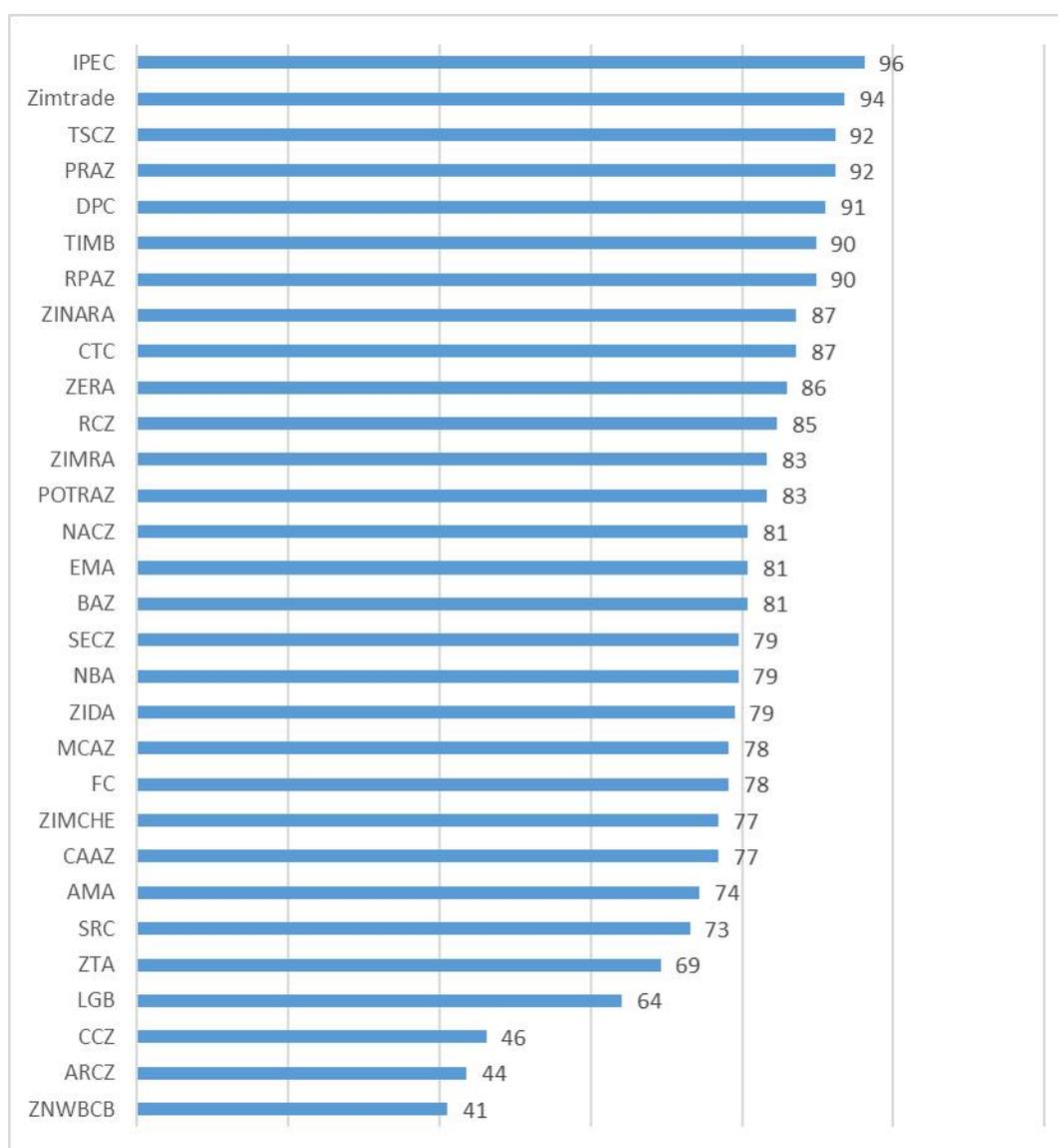
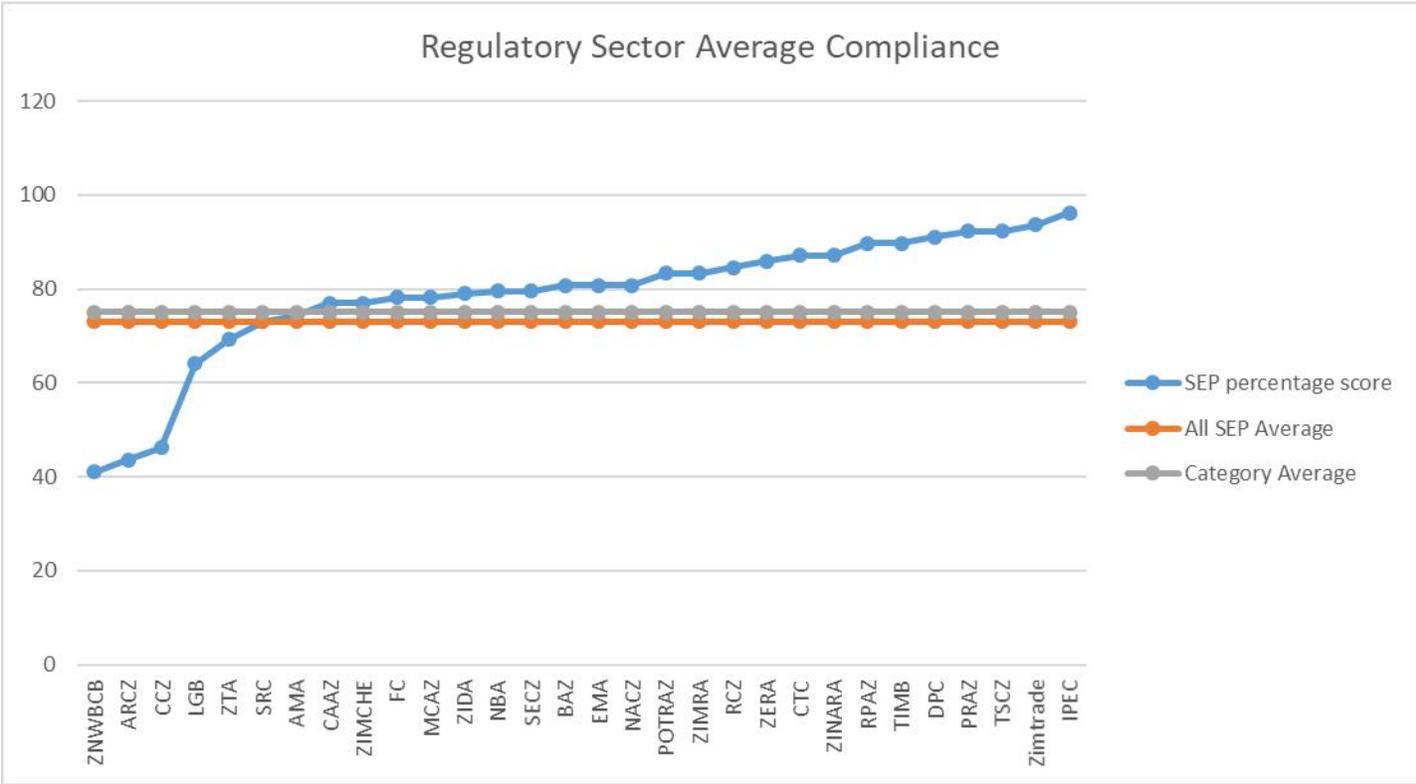


Figure 15: Regulatory Sector Average Compliance



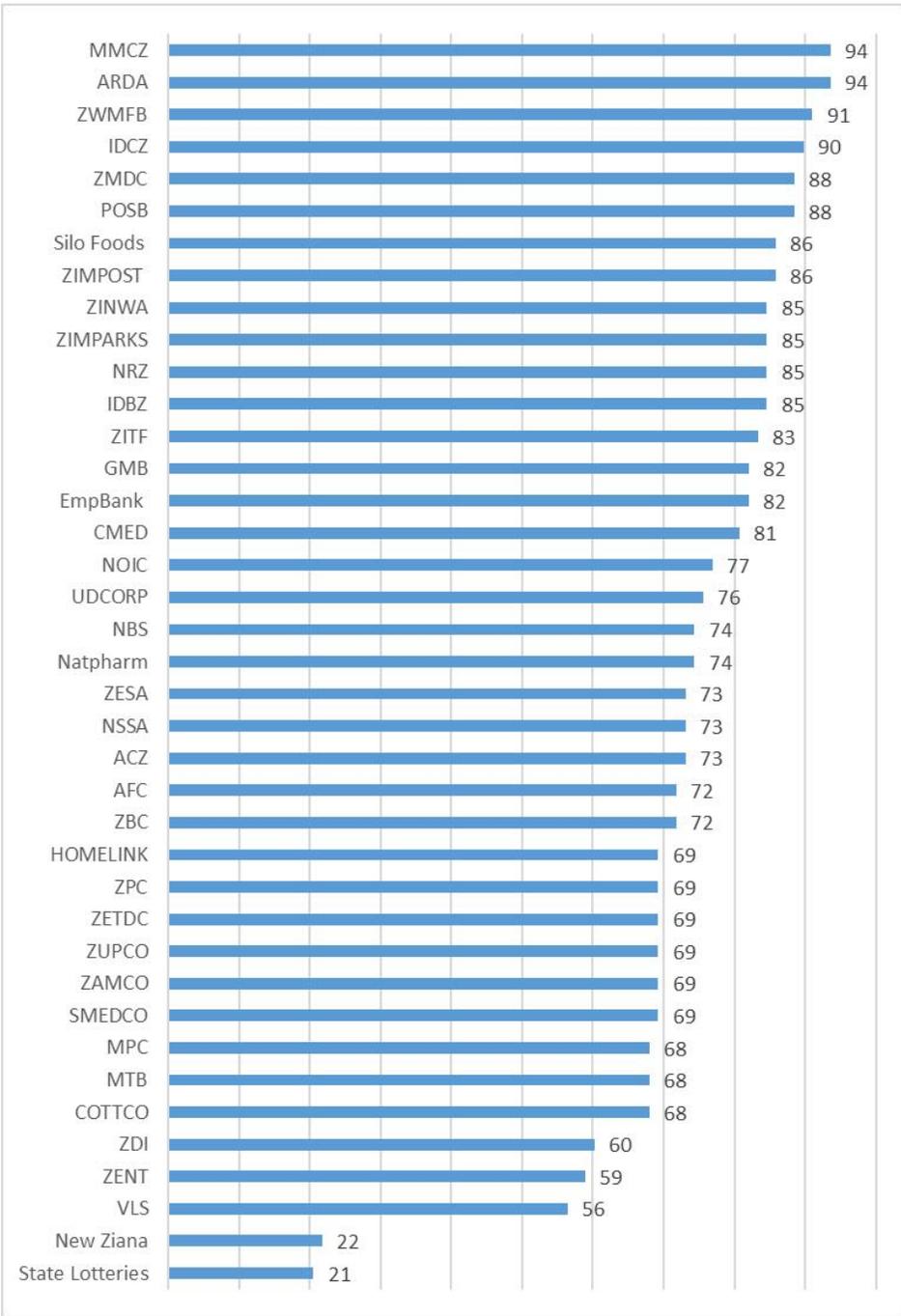
5.2. Commercial with Public Policy Role Sector Compliance

Entities within the Commercial (Public Policy Role) category 39 in number, constituted 38% of the SEPS that participated in the 2021 Compliance survey. Overly among the 104 SEPs 24% of the entities in this category were top complaint performers and 12% being the middle performers and 2% lower performers.

Within this sector, 64% were top performers and 31% were middle performers and only 5% was a low performer.

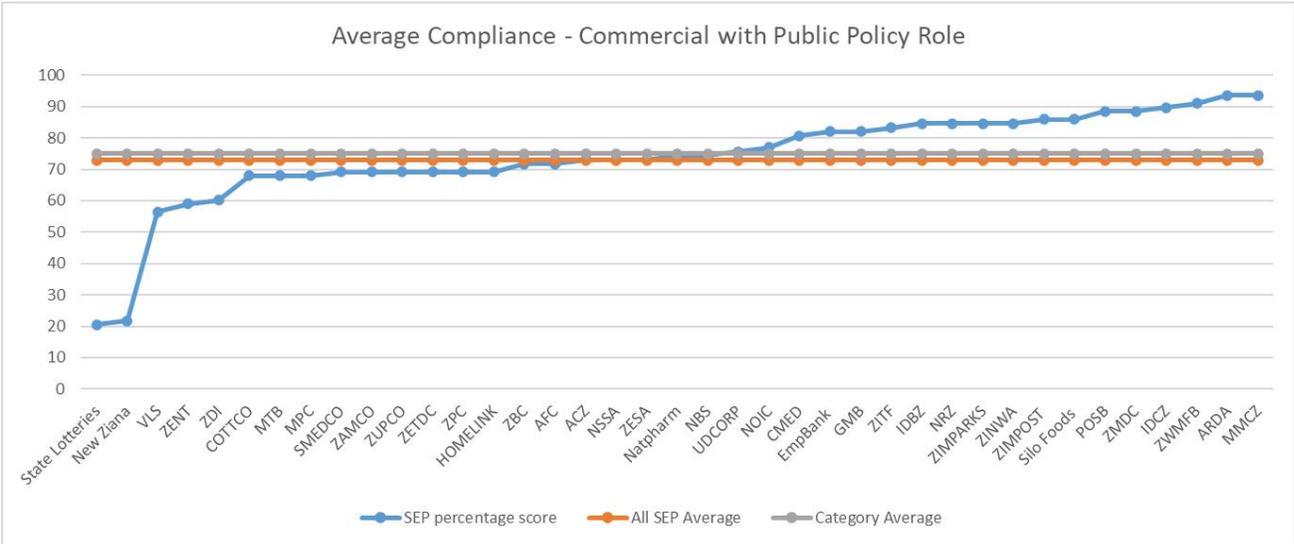
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Figure 16: Performance of the Commercial with Public Policy Role Sector



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Figure 17: Average compliance of the Commercial with Public Policy Role Sector



5.3. Purely Commercial Sector Compliance

Entities within the Purely Commercial category (20 in number) constituted 19% of the SEPS that participated in the 2021 Compliance survey. Overly among the 104 SEPs, 12% of the entities in the Purely Commercial category were among top compliance performers, 5% being the middle performers and 2% low performers.

Within the commercial sector 60% were top performers and 25% were middle performers and 15% were low performers.

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Figure 18: Performance of SEPs in the Purely Commercial Sector

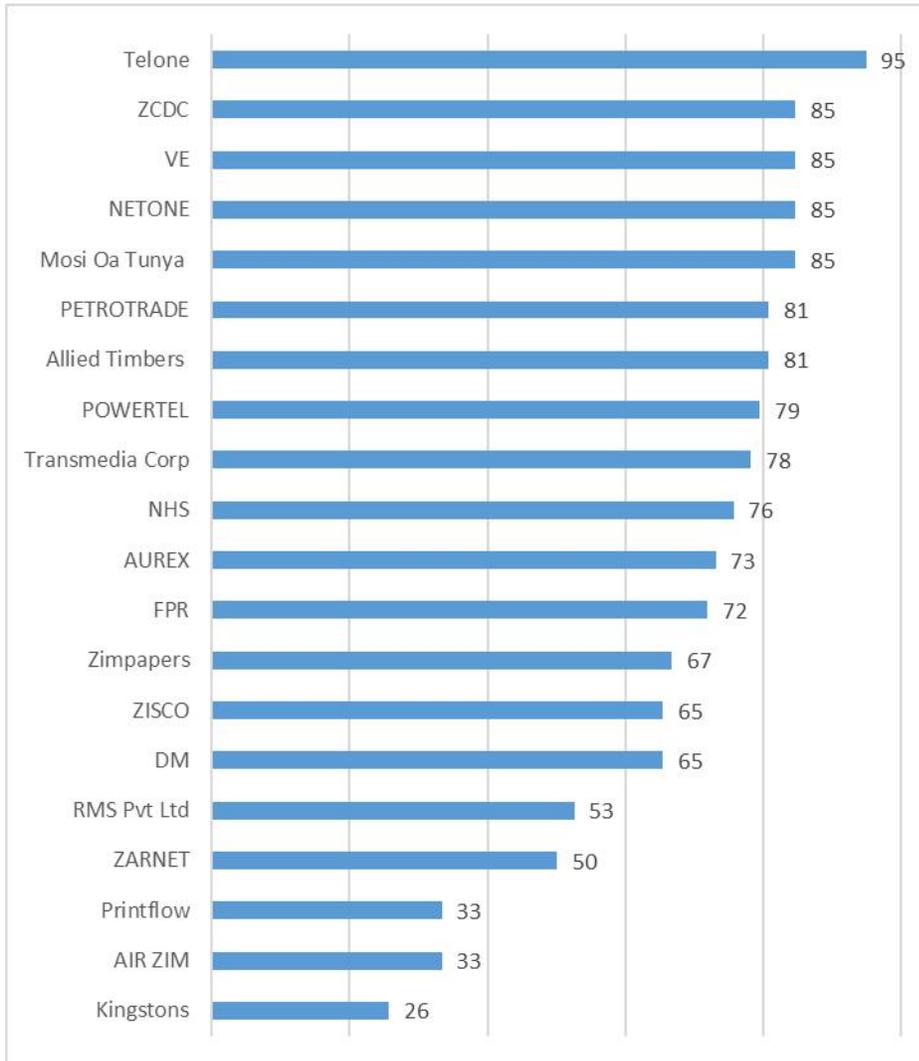
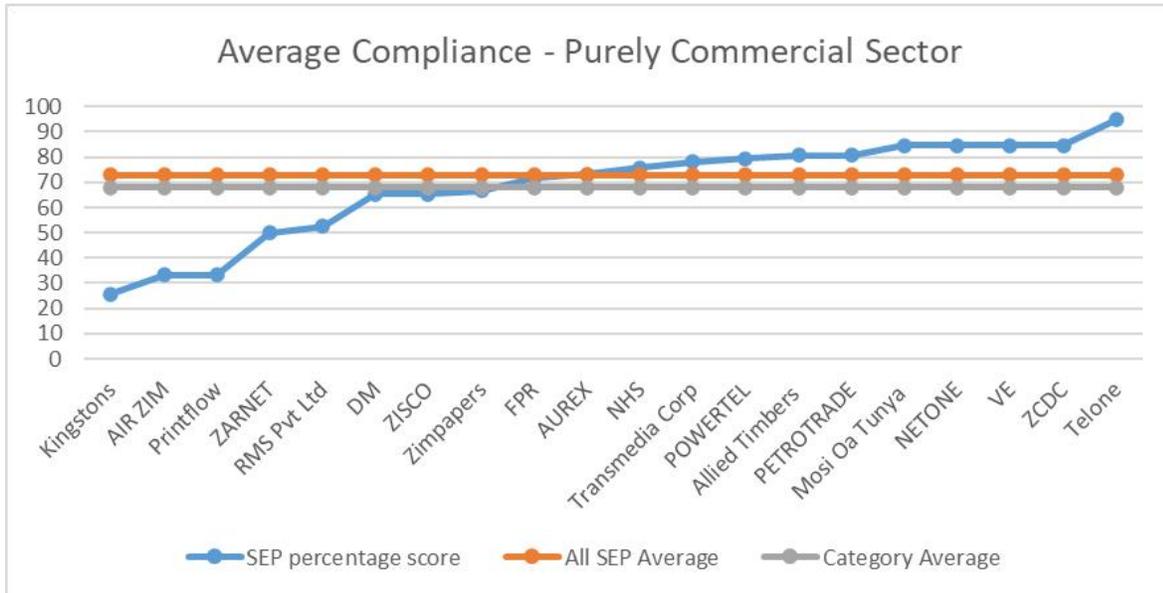


Figure 19: Average compliance of the Purely Commercial Sector



5.4. Public Policy and Research Sector Compliance

Entities in the Public Policy and Research category, (15 in number) constituted 14% of the SEPS that participated in the 2021 Compliance survey. Overly among the 104 SEPs, 10% of the entities in the sector were among the top performers and 4% being the lowest performers.

Within the sector 73% were above 50% level of compliance and 27% were lower performers.

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Figure 20: Performance of SEPs in the Public Policy and Research Sector

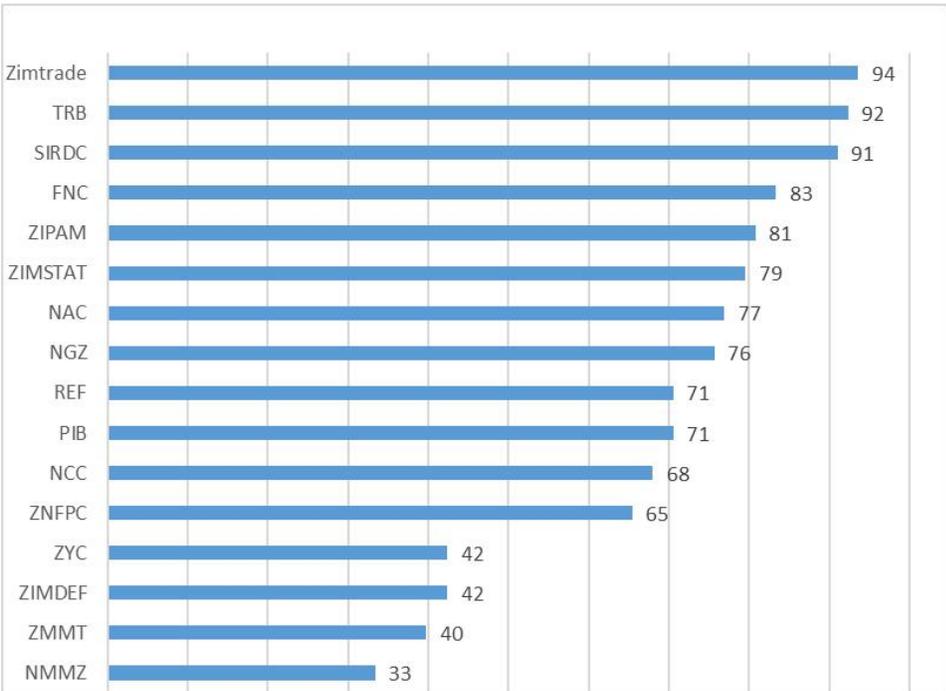
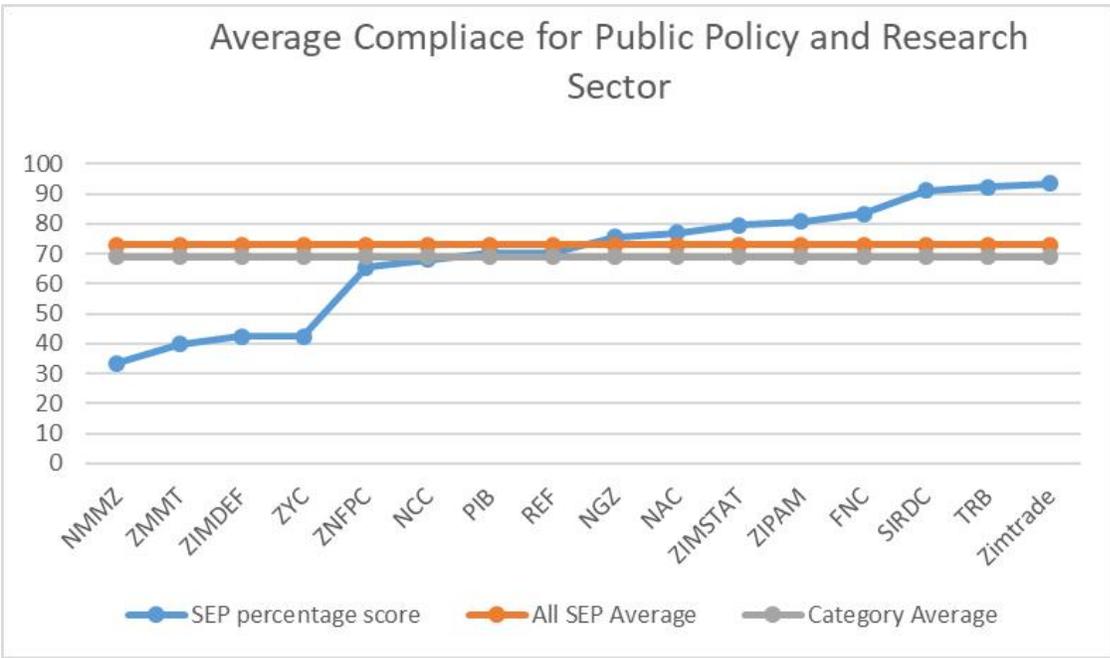


Figure 21: Average Compliance for the Public Policy and Research Sector



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Figure 22: SEP Annual Average Compliance (2020 vs 2021)

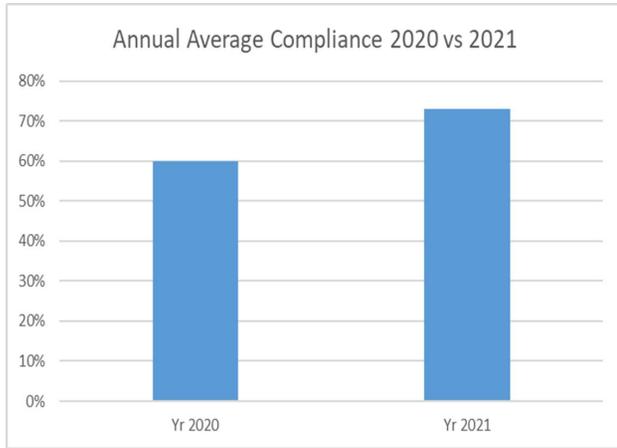


Figure 23: SEPs Year 2021 Compliance Score above 60%

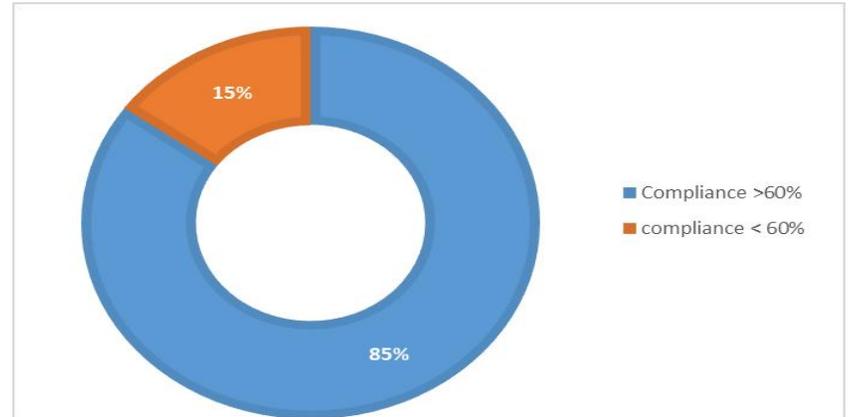


Figure 23: Sector Average Compliance, Year 2021

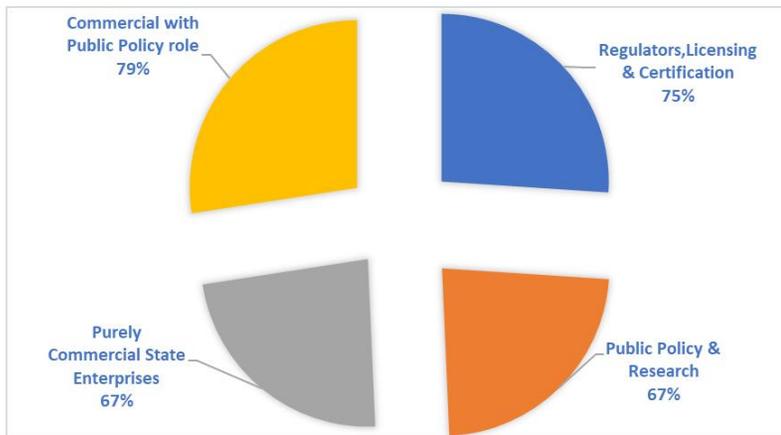
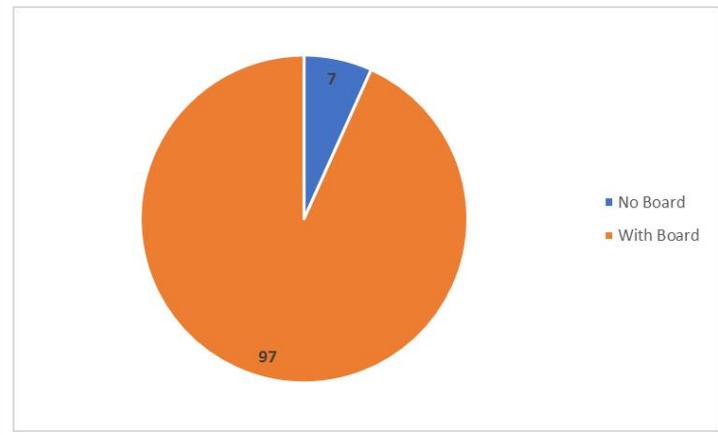


Figure 24: Number of SEPs with Boards and no Boards



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Figure 25 Number of :CEO positions: Occupied vs Vacant positions

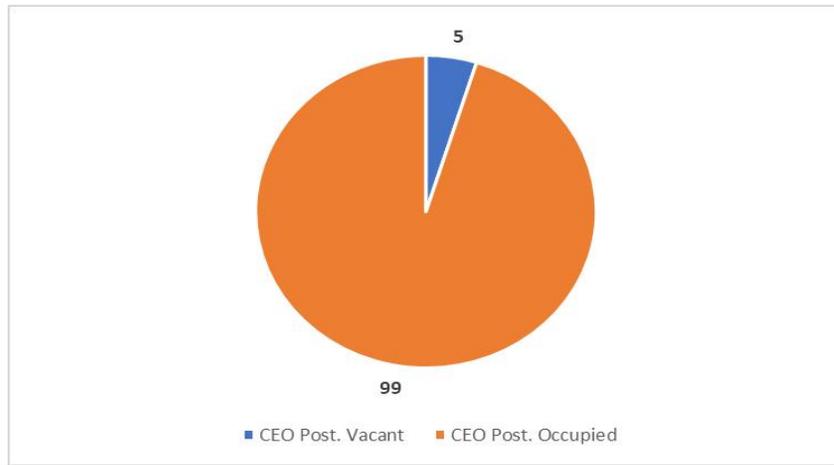
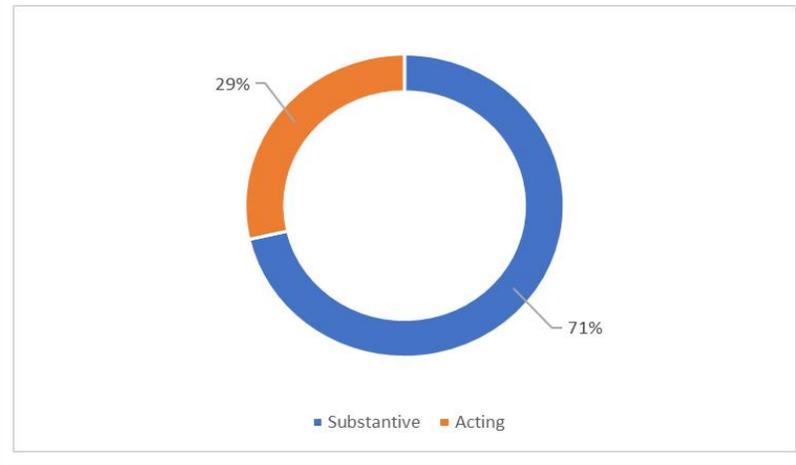


Figure 26: CEO Employment Status: Substantive vs Acting positions



6. Supplementary Analysis

6.1. SEPs without boards (2021)

A total of seven (7) SEPs had no boards in 2021 survey. These were:

- Kingstons
- National Museums and Monuments of Zimbabwe (NMMZ)
- New Ziana
- Printflow
- State Lotteries
- ZARNET
- Zimbabwe Manpower Development Fund (ZIMDEF)

6.2. Persons Living with Disabilities on SEPs Boards

Table 10: Persons Living with Disabilities on SEP Boards

SEP	Total Members per Board	Total Board Members Living with Disabilities
LGB	6	1
NSSA	10	1
ZITF	8	1

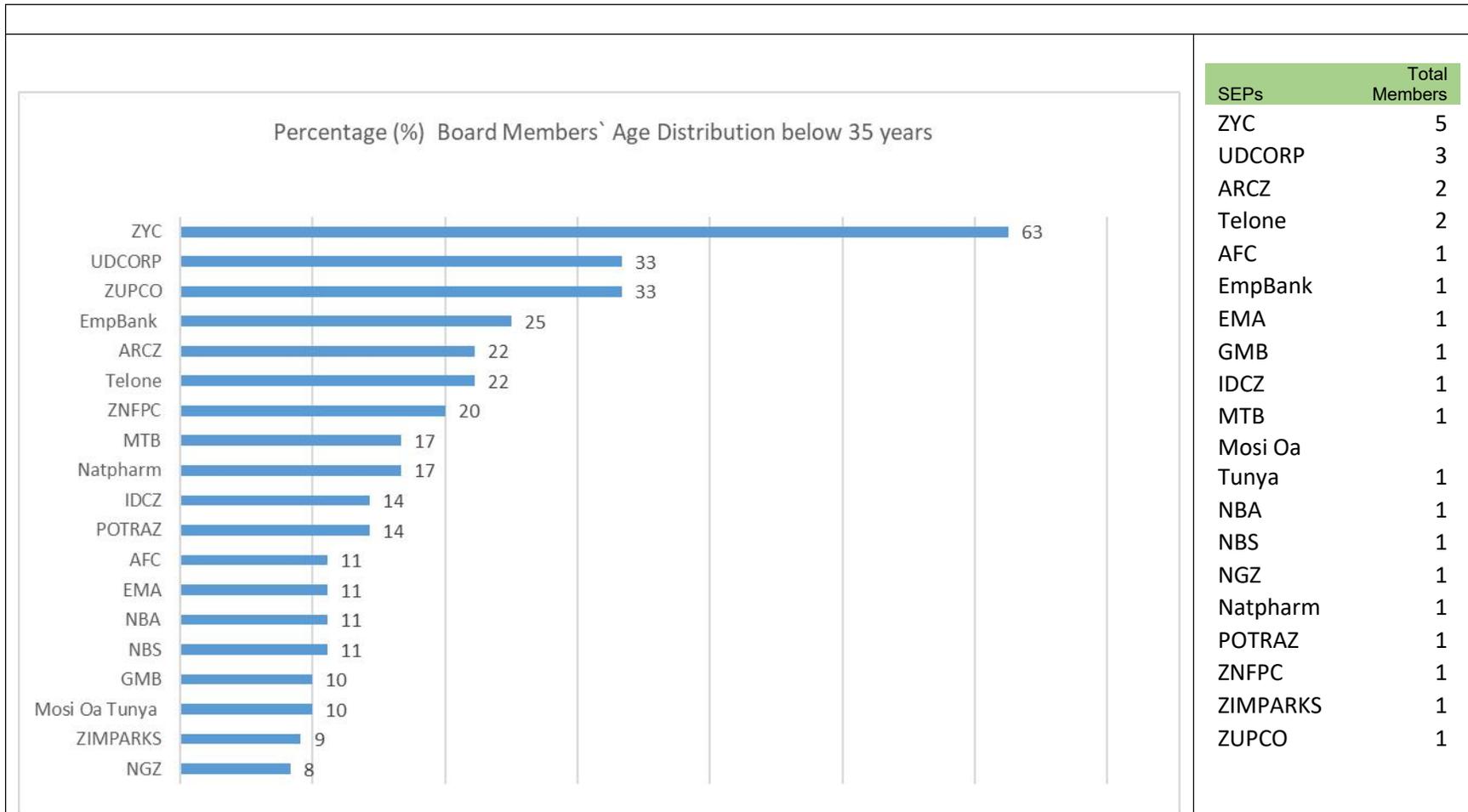
Three (3) out of the 104 SEPs have board members living with disabilities. These are: LGB, ZITF and NSSA with the statistics shown on the above table (showing percentage of members living with disabilities).

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6.3. Board Members` Age Distribution

This section reflects the distribution of age group across SEPs` board. The age groups have been divided into three categories that is less than 35 years, between 35 and 65 years, and above 65 years.

Table 11: Percentage (%) Board Members` Age Distribution (<35 Years Old):

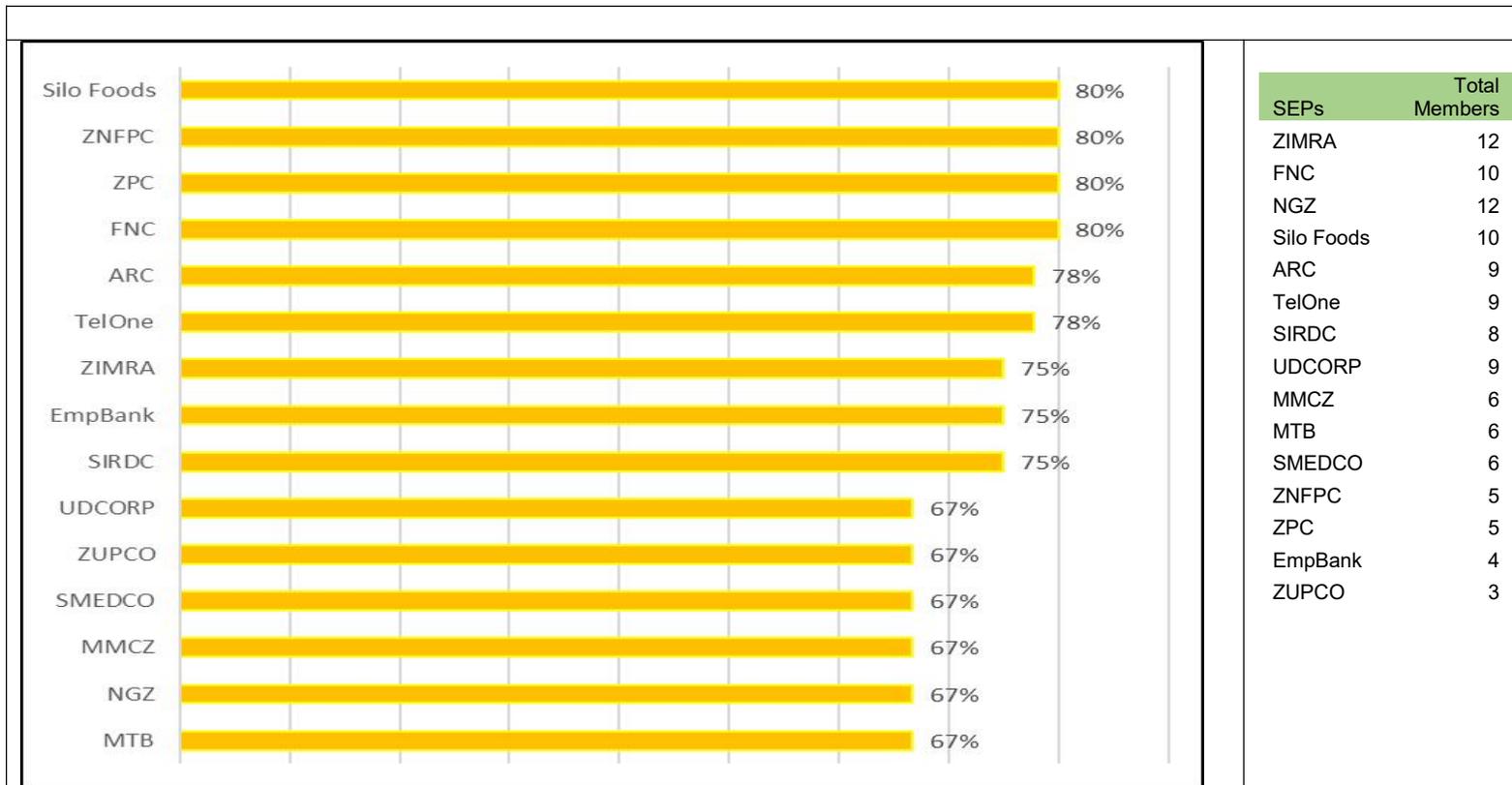


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The survey indicated that only 18% of SEPs had at least 1 board member below the age of 35 years. Topping the list is Zimbabwe Youth Council whose board constituted 63% youths (5 members out of 8).

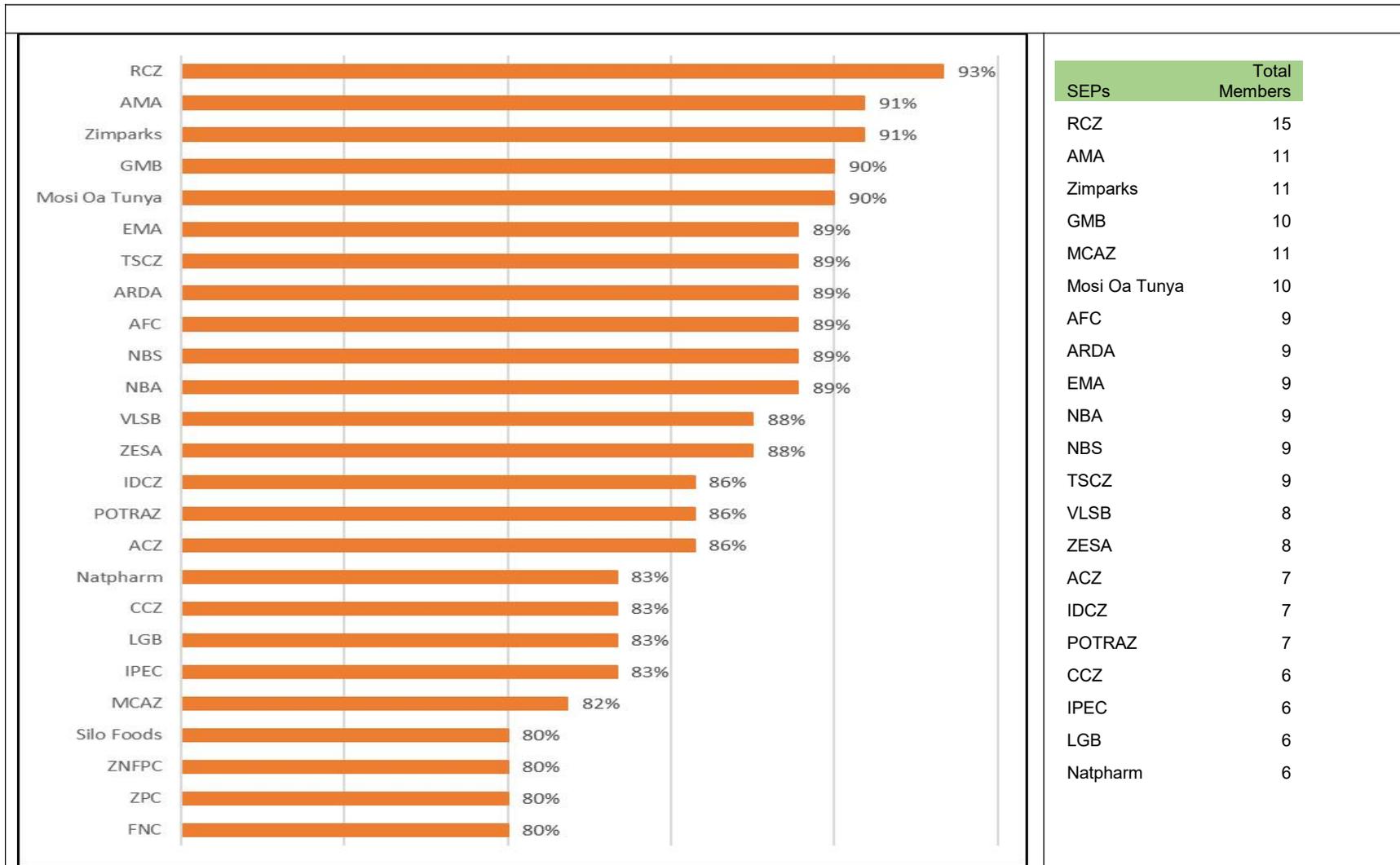
Reflections that came out of the survey indicated that there was massive concentration of board members between the ages of 35 and 65 years old. The survey showed that 54% of SEPs boards had 100% all board members in this age group. Furthermore, 95 out of 104 SEP boards were composed of board members aged between 35 and 65 years old.

Table 12: SEPs with 61-81% Board Members` Aged 35-65 Years Old



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Table 13: SEPs with 81-99% Board Members` Aged 35-65 Years Old



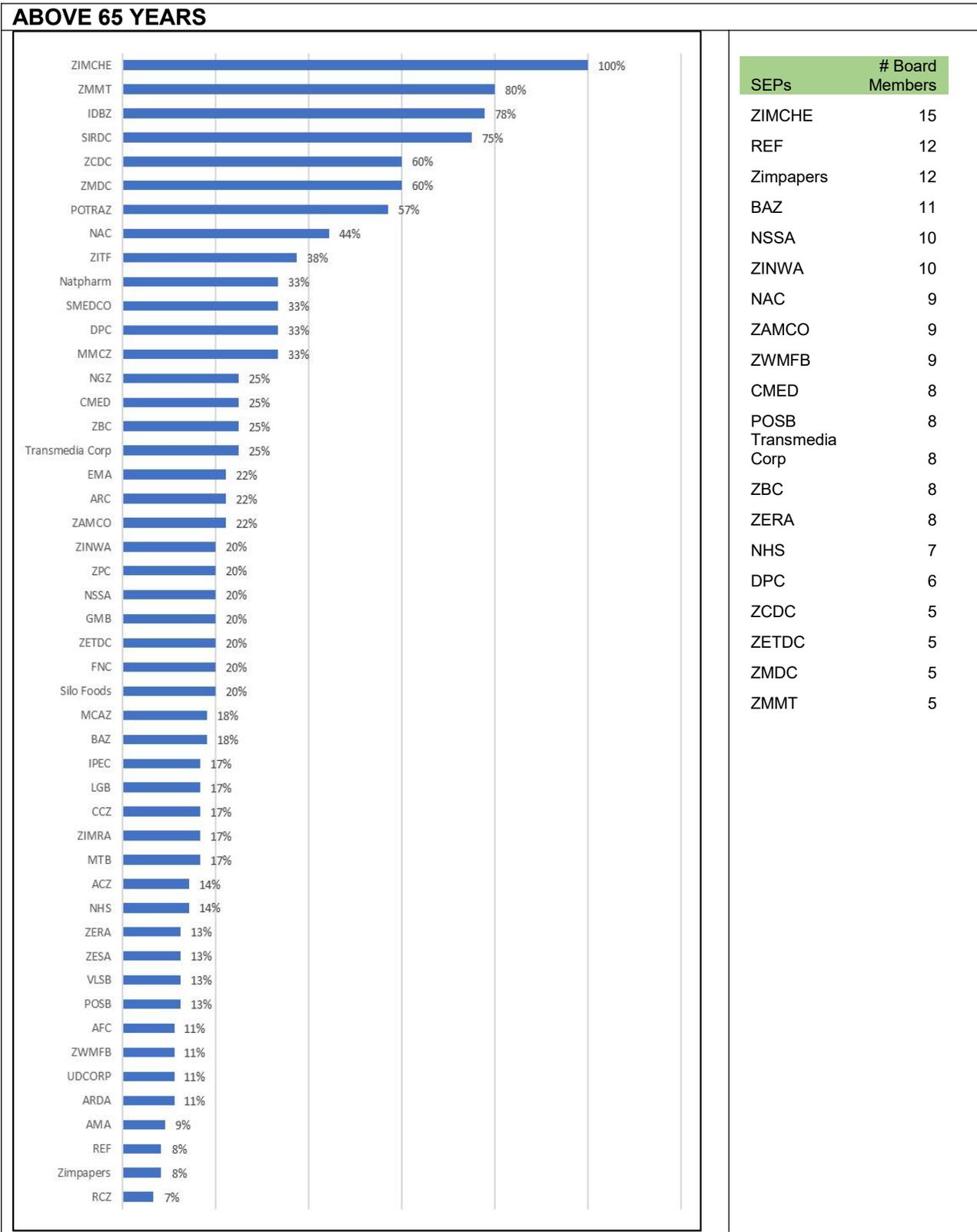
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Table 14: SEPs with Board Members` Aged 35-65 Years Old:

ZWMFB	100%
PIB	100%
ZTA	100%
CTC	100%
ZNWBCB	100%
NACZ	100%
ZMMT	100%
REF	100%
ZMDC	100%
NOIC	100%
ZISCO	100%
FPR	100%
ZIPAM	100%
Aurex	100%
ZINWA	100%
Powertel	100%
ZINARA	100%
NSSA	100%
ZIMTRADE	100%
NetOne	100%
ZIMSTAT	100%
MPC	100%
Zimpost	100%
DPC	100%
Zimpapers	100%
CAAZ	100%
ZIMCHE	100%
AIR Zim	100%
ZIDA	100%
PRAZ	100%
ZETDC	100%
POSB	100%
ZERA	100%
PETROTRADE	100%
ZENT	100%
NRZ	100%
ZDI	100%
NHS	100%
ZCDC	100%
NCC	100%
ZBC	100%
NAC	100%
ZAMCO	100%
Homelink	100%
Verify	100%
FC	100%
TRB	100%
DM	100%
Transmedia Corp	100%
CMED	100%
SRC	100%
BAZ	100%
SECZ	100%
Allied Timbers	100%
RPAZ	100%
RMS Pvt Ltd	100%

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Table 15: SEPs with Board Members` Aged Above 65 Years Old :



Compliance Assessment Survey Report 2021 For State Enterprises & Parastatals

7. Board Gender Distribution

Table 16: Overall Gender Distribution across SEP Boards

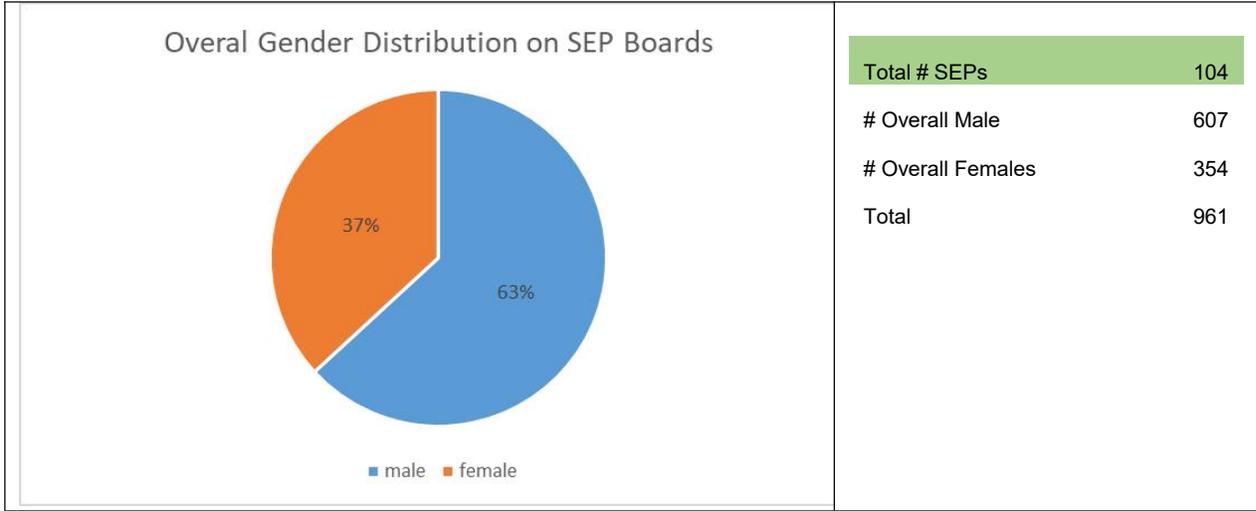
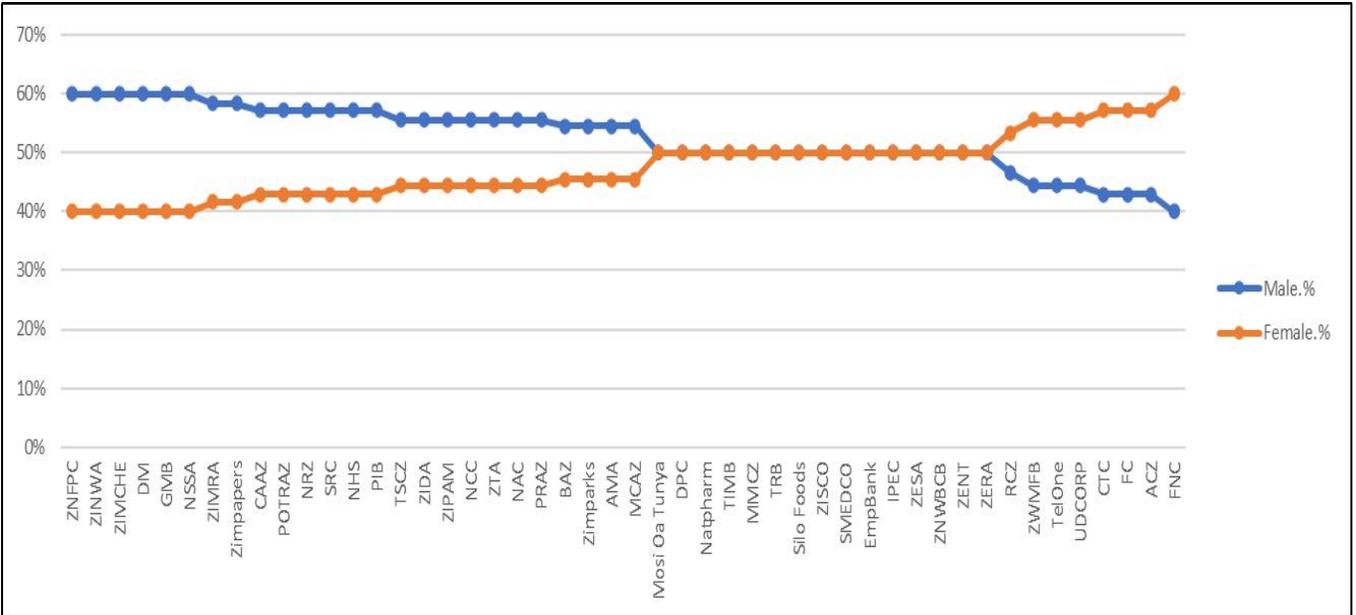


Figure 27: Relatively Balanced Boards (With 40:60 Ratio)



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Figure 28: Female Skewed Boards

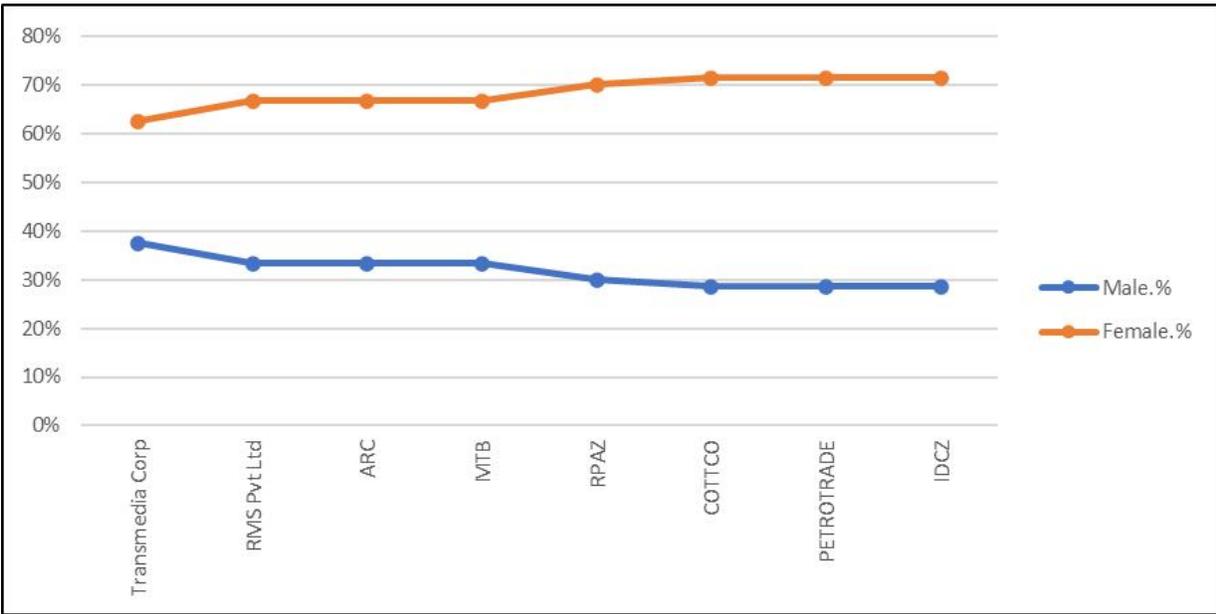
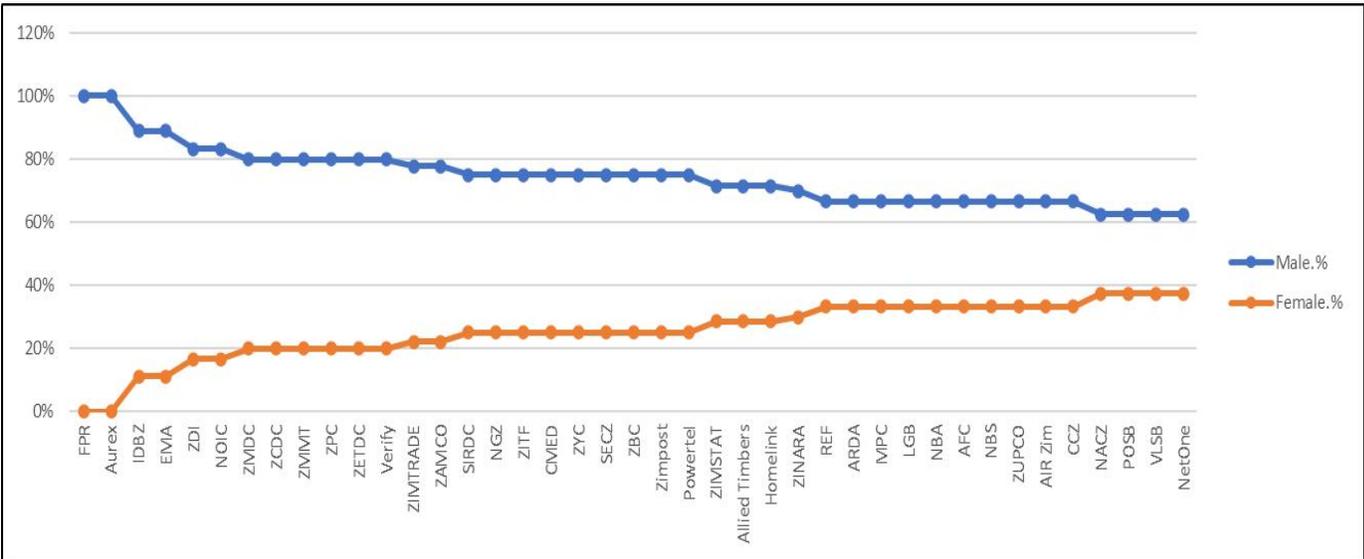


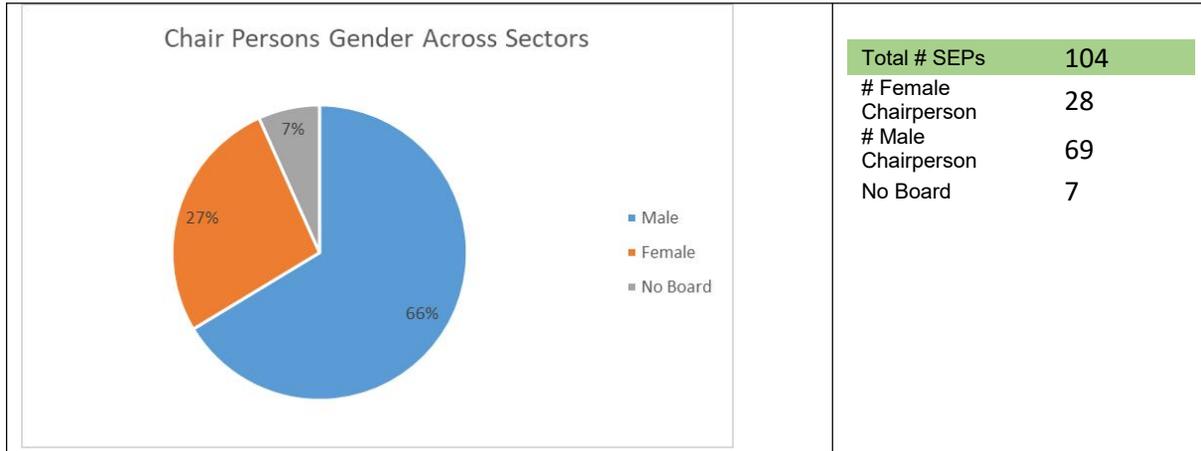
Figure 29: Male Skewed Boards



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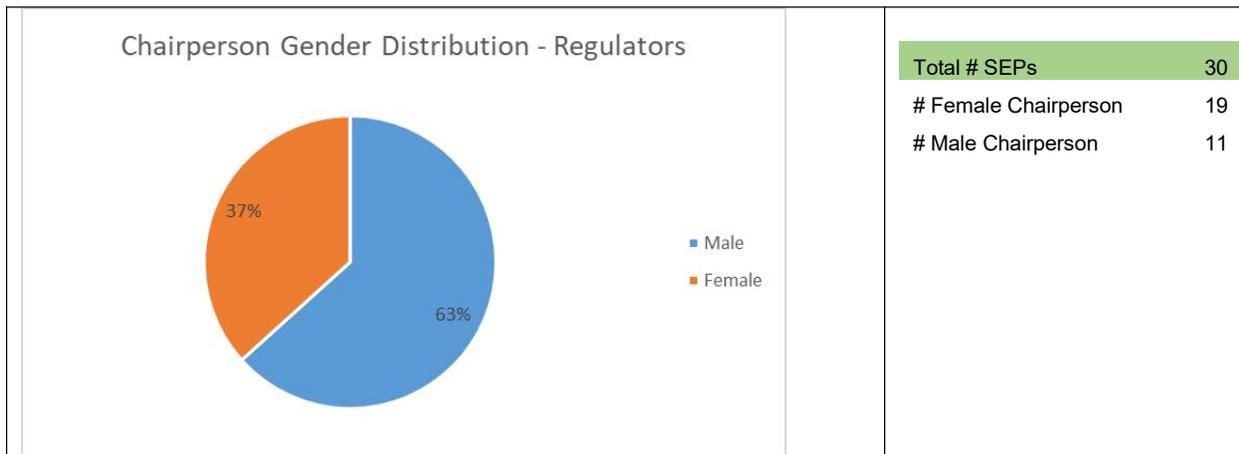
7.1. Chairperson Gender Distribution across All Sectors

Table 17: Overall Chairperson Gender Distribution across Sectors



7.1.1. Chairperson Gender Distribution By Sectors

Table 18: Regulators SEPs` Chairperson Gender Distribution



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Table 19: Commercial Public Policy SEPs` Chairperson Gender Distribution

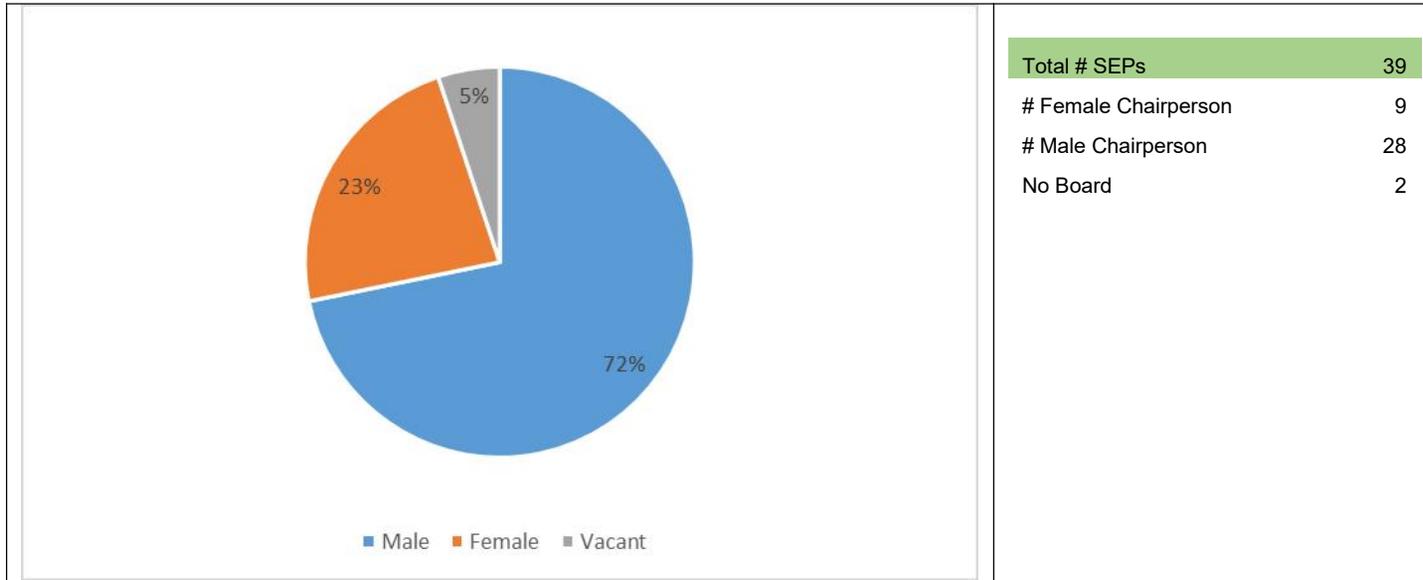
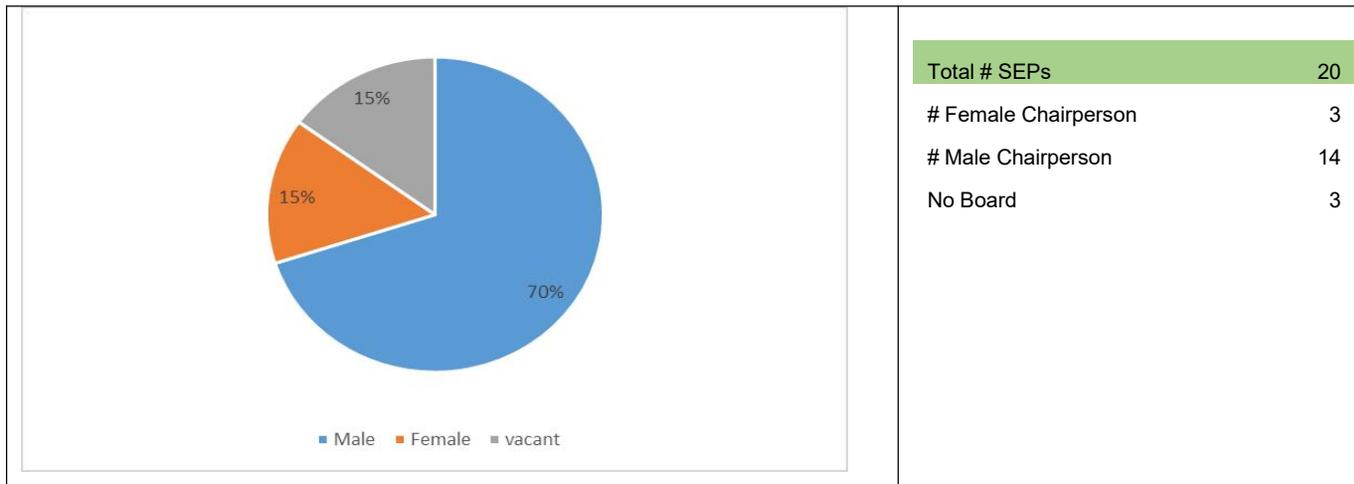
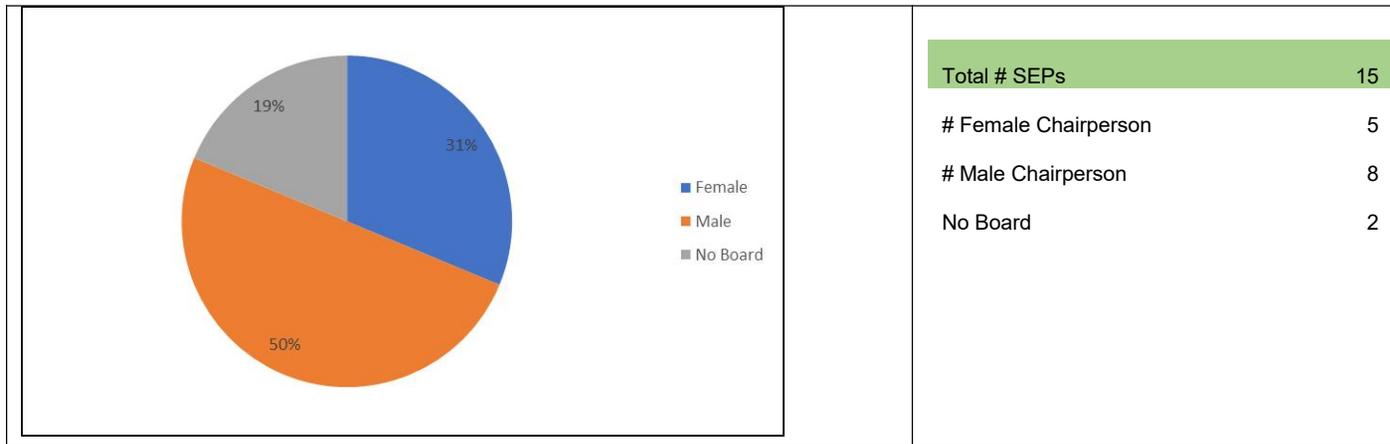


Table 20: Purely Commercial State Enterprises SEPs` Chairperson Gender Distribution



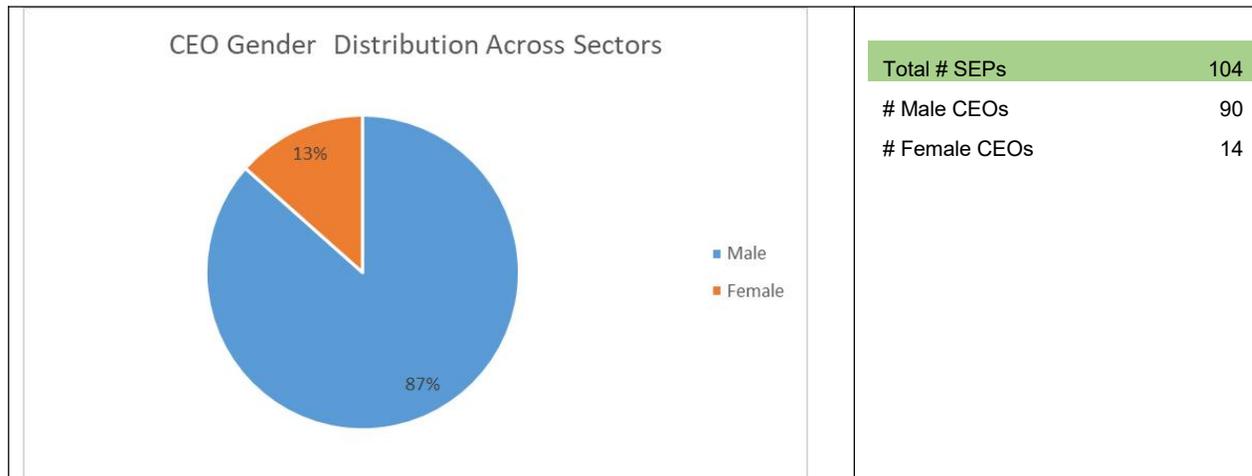
**Compliance Assessment Survey Report 2021 For
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Table 21: Public Policy & Research SEPs` Chairperson Gender Distribution



CEO Gender Distribution across All Sectors

Table 22: CEO Gender Distribution across Sectors



**Compliance Assessment Survey Report 2021 For
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7.1.2. CEO Gender Distribution by Sector

Table 23: SEPs CEO Gender Distribution - Regulators

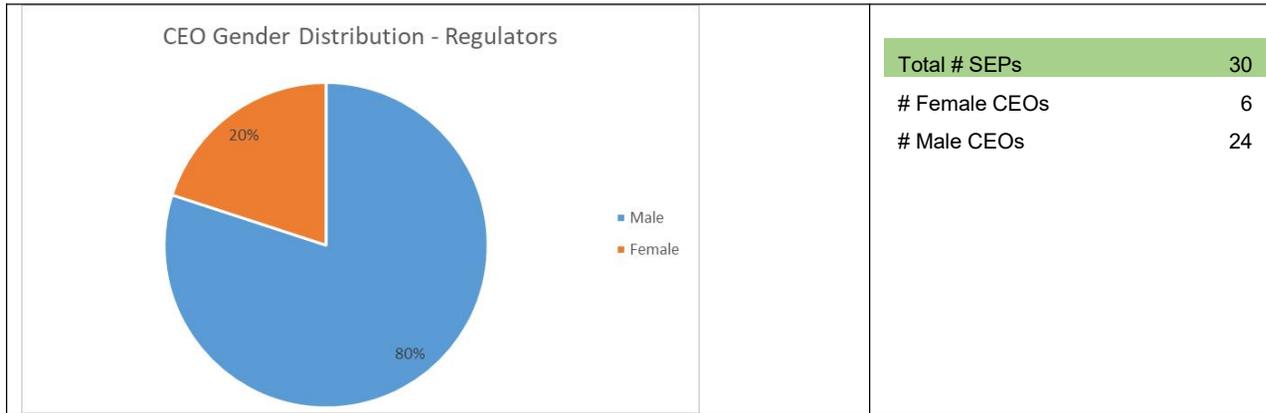
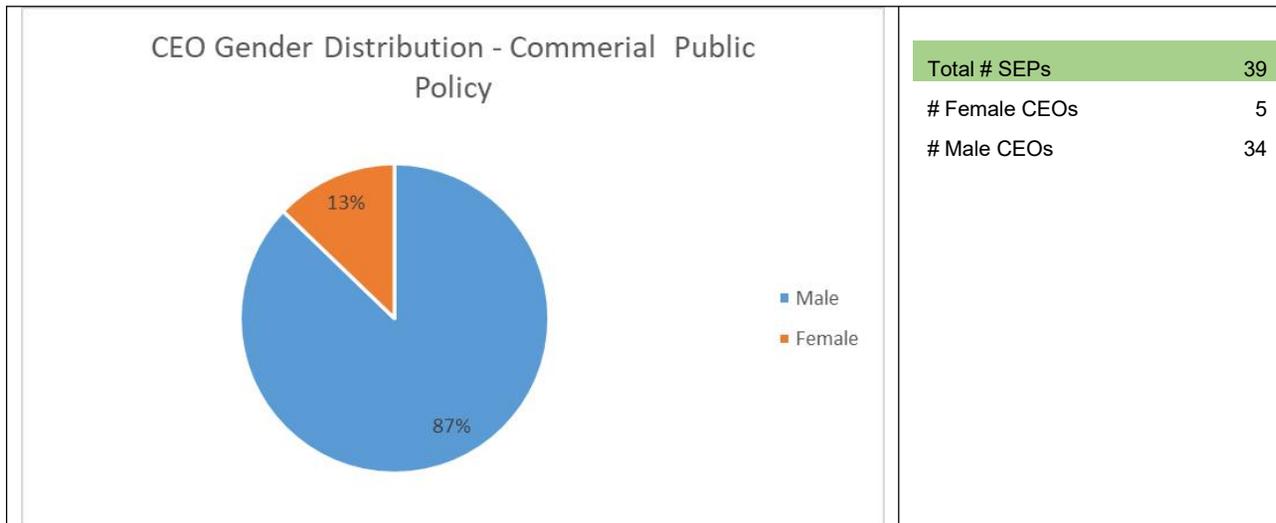


Table 24: SEPs CEO Gender Distribution - Commercial Public Policy



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Table 25: SEPs CEO Gender Distribution - Purely Commercial

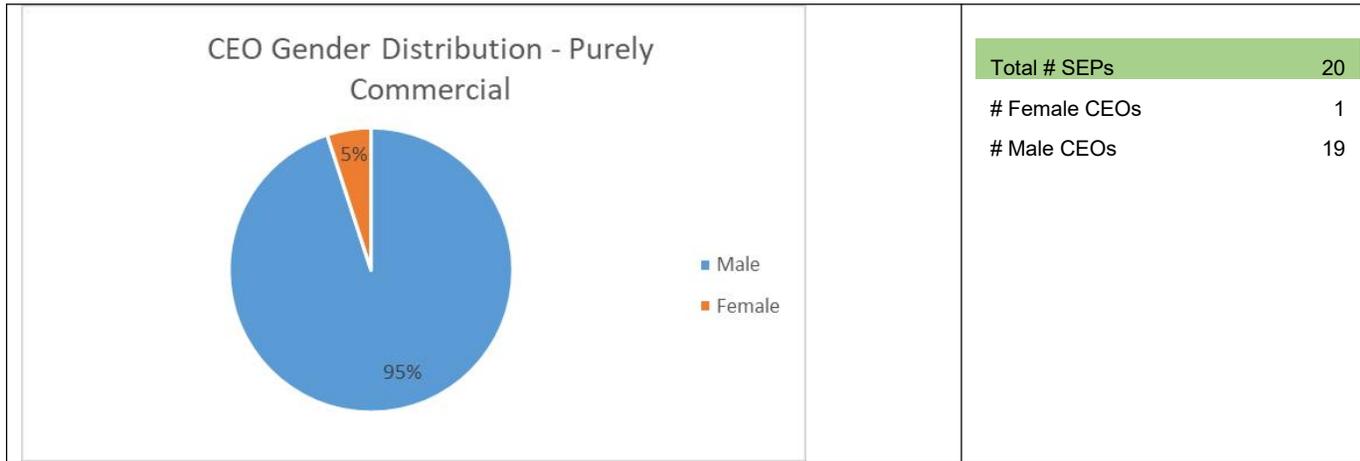
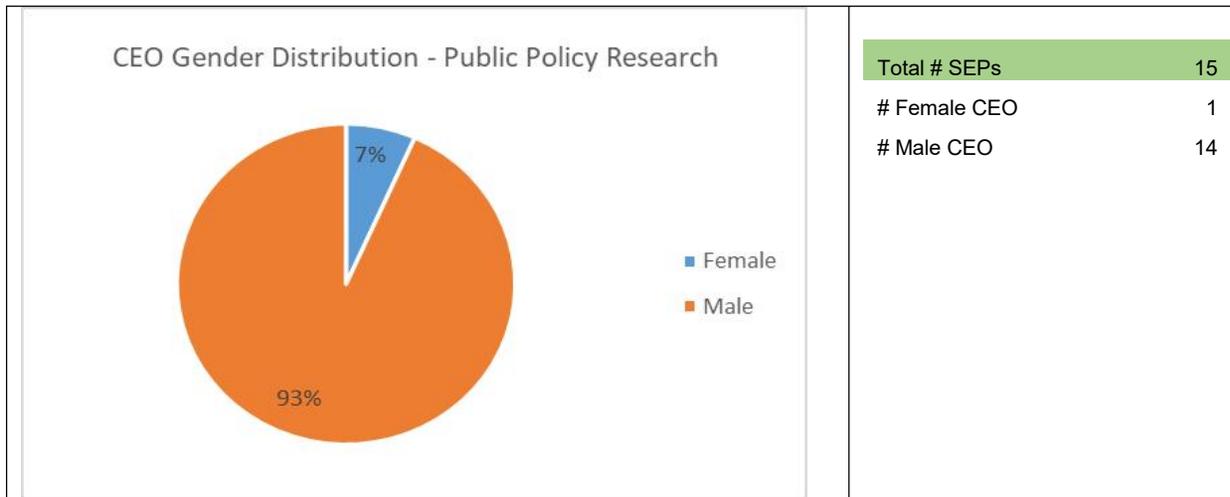


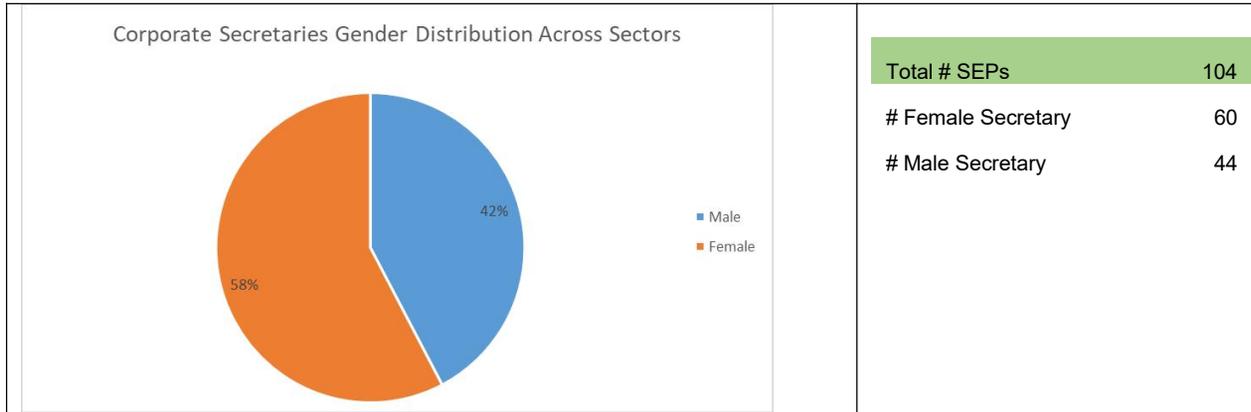
Table 26: SEPs CEO Gender Distribution - Public Policy & Research



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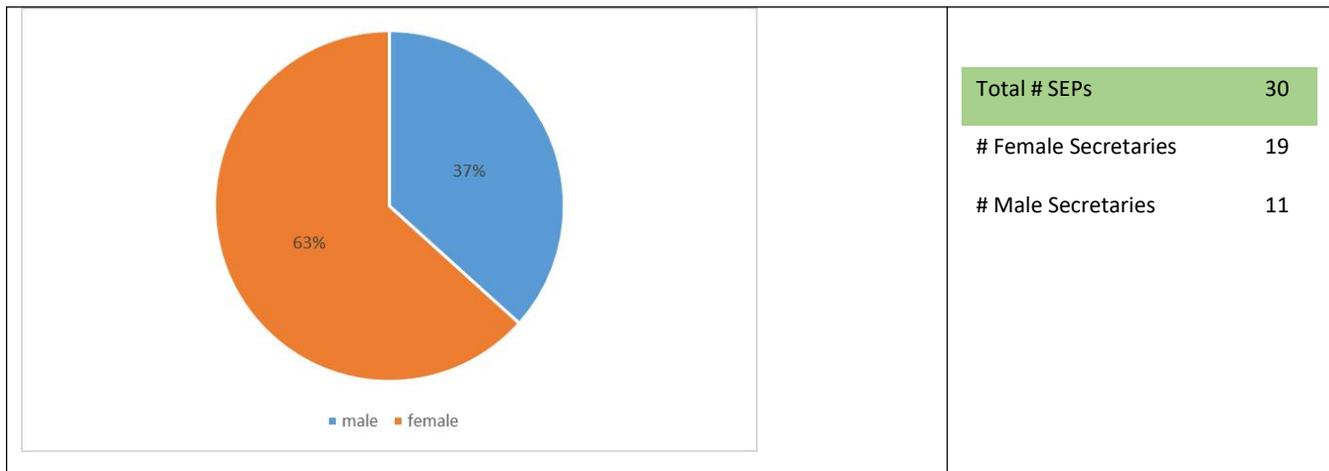
7.2. Corporate Secretaries Gender Distribution Across All Sectors

Table 27: Corporate Secretaries Gender Distribution Across All Sectors



7.2.1. Corporate Secretaries Gender Distribution by Sector

Table 28: Corporate Secretaries Gender Distribution - Regulators



**Compliance Assessment Survey Report 2021 For
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Table 29 Corporate Secretaries Gender Distribution - Commercial (Public Policy)

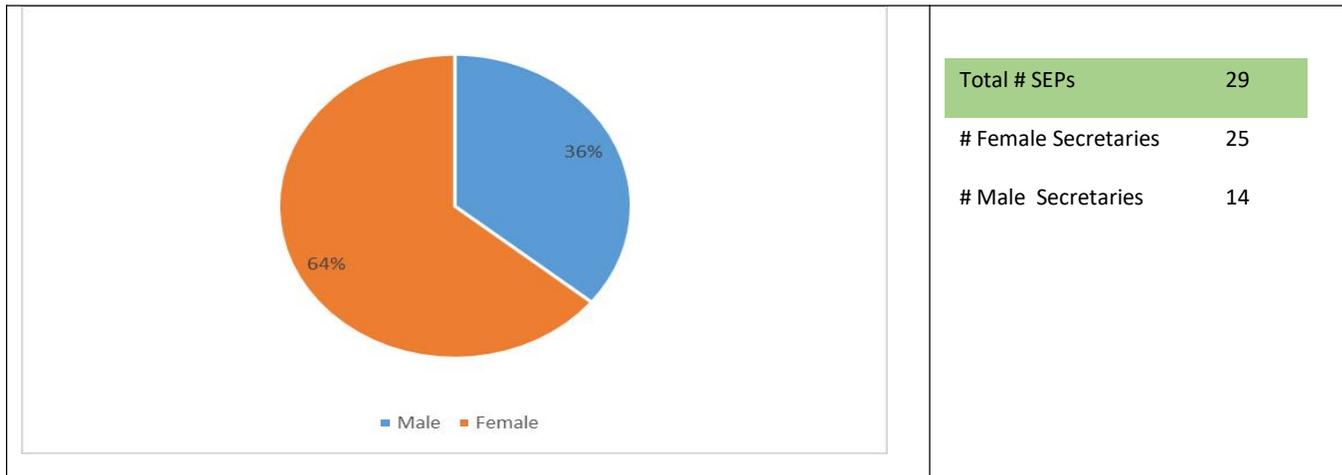


Table 30 Corporate Secretaries Gender Distribution - Purely Commercial

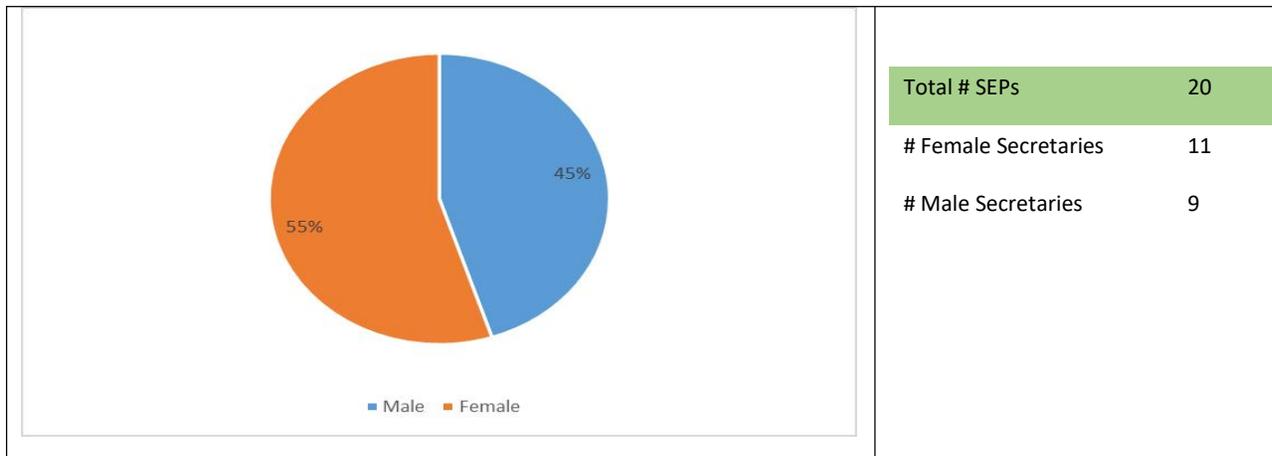
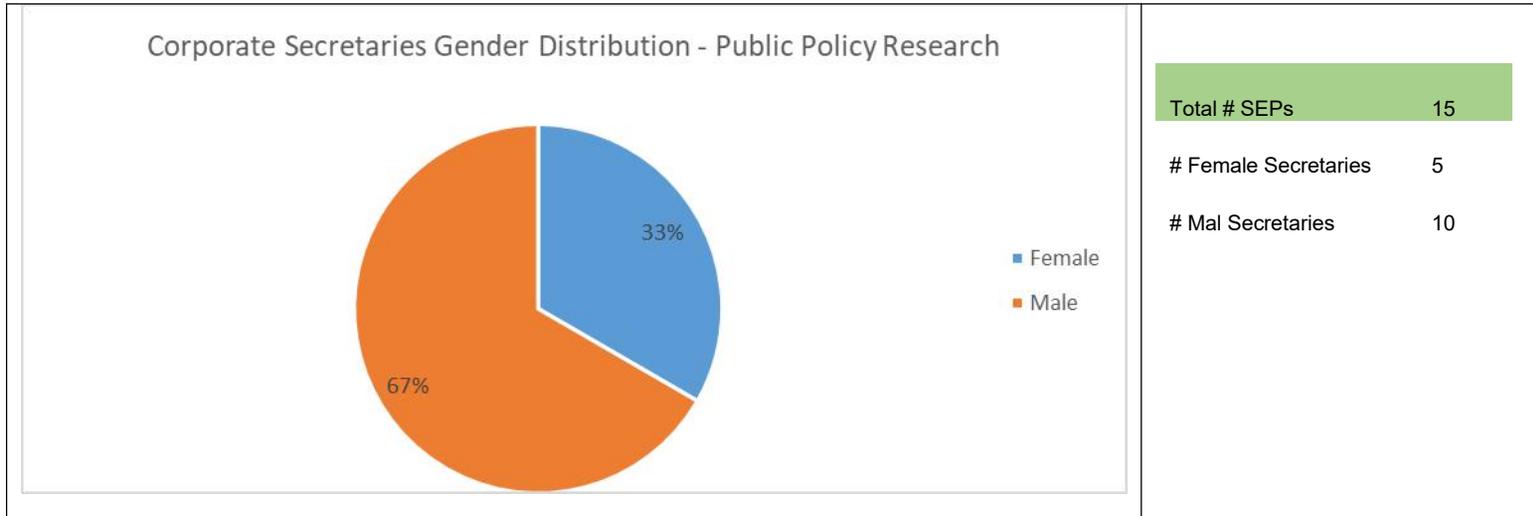
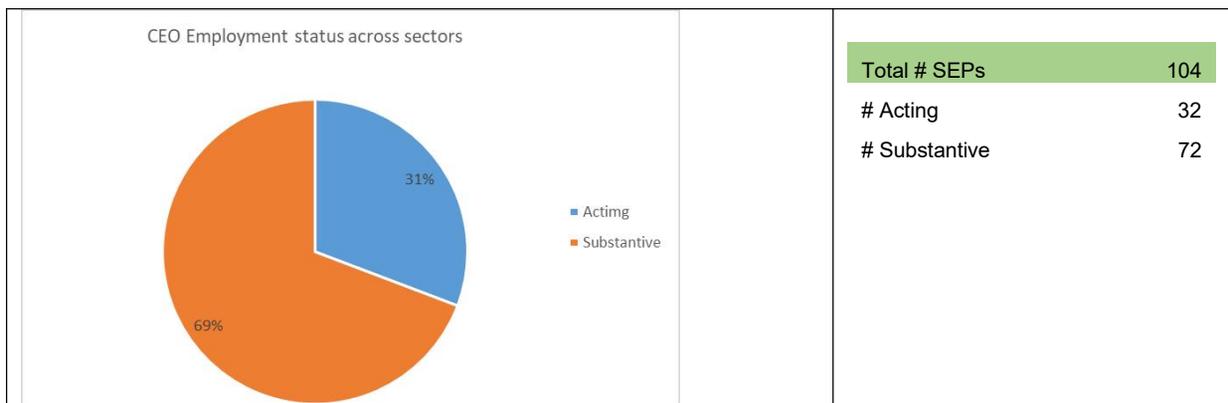


Table 31: Corporate Secretaries Gender Distribution - Public Policy Research



7.3. CEO Employment Status

Table 32: CEO Employment status across sectors



**Compliance Assessment Survey Report 2021 For
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Table 33: Entities with Acting CEOs (2021 Compliance Survey)

	Entity Name	Appointment status
1.	AIR ZIM	Acting
2.	ARCZ	Acting
3.	BAZ	Acting
4.	CCZ	Acting
5.	DM	Acting
6.	FPR	Acting
7.	HOMELINK	Acting
8.	IDCZ	Acting
9.	Kingstons	Acting
10.	LGB	Acting
11.	MCAZ	Acting
12.	MPC	Acting
13.	MTB	Acting
14.	Natpharm	Acting
15.	NBS	Acting
16.	New Ziana	Acting
17.	NSSA	Acting
18.	PETROTRADE	Acting
19.	RMS Pvt Ltd	Acting
20.	SECZ	Acting
21.	SMEDCO	Acting
22.	SRC	Acting
23.	TSCZ	Acting
24.	VLS	Acting
25.	ZENT	Acting
26.	ZIMPOST	Acting
27.	ZIMRA	Acting
28.	ZNFPC	Acting
29.	ZPC	Acting
30.	ZTA	Acting
31.	ZUPCO	Acting
32.	ZYC	Acting

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7.3.1. CEO Employment Status by Sector

Table 34: Regulators SEP's CEO Employment Status

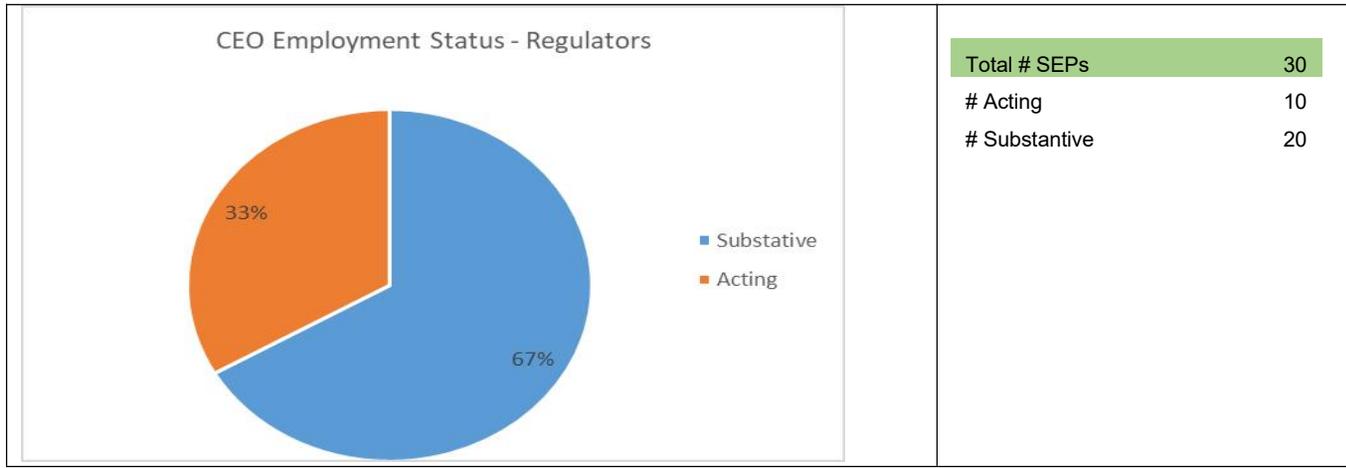
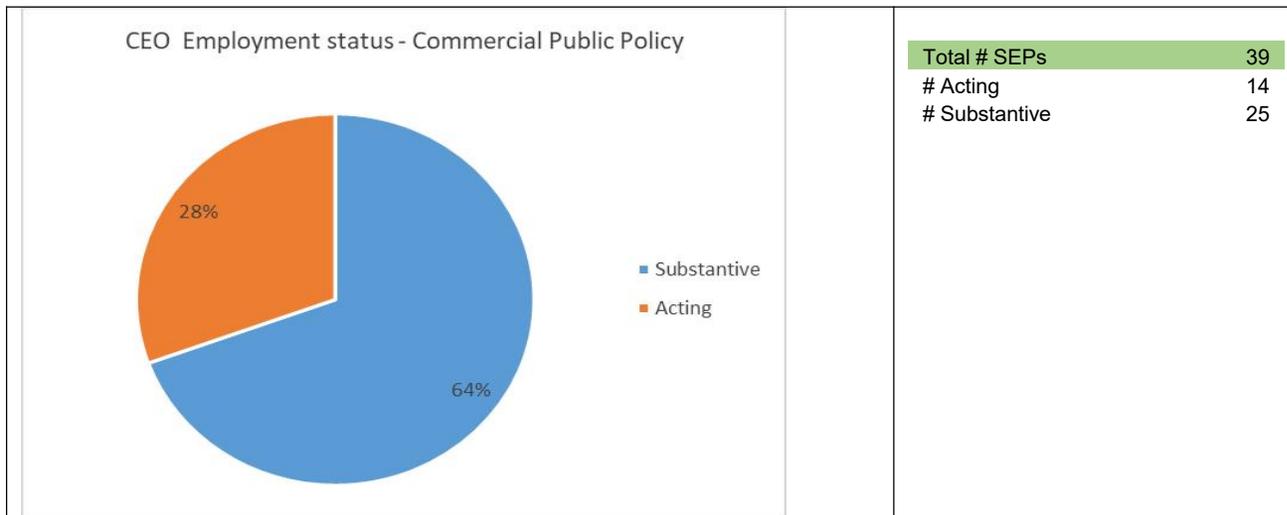


Table 35: Commercial Public Policy SEP's CEO Employment Status



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Table 36: Purely Commercial State Enterprises SEP's CEO Employment Status

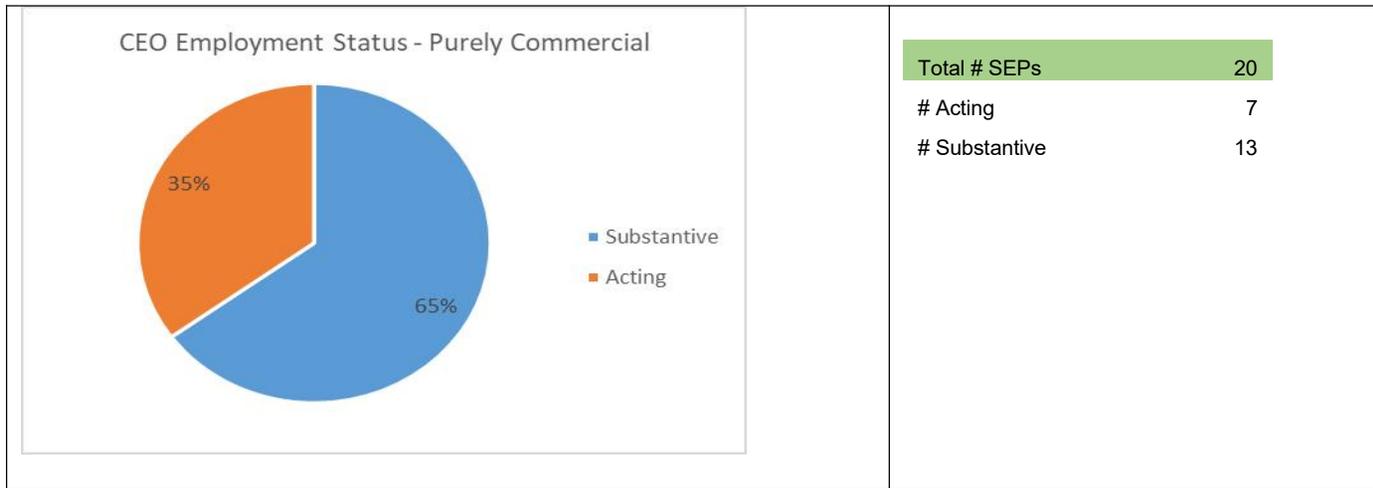
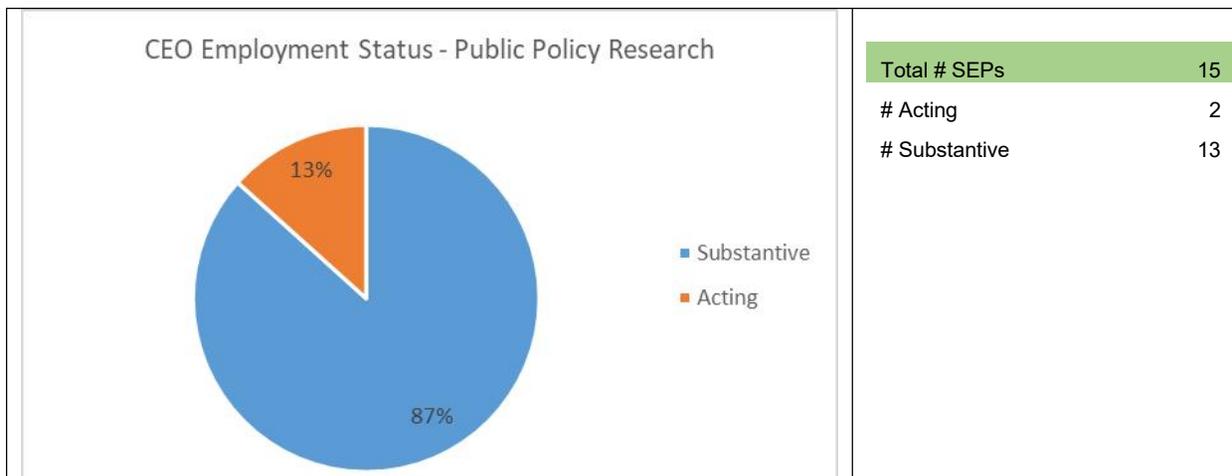


Table 37: Public Policy & Research SEP's CEO Employment Status



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The table below shows sectoral compliance comparison using selected elements (question classes) and shows that Regulators, Licensing and Certification sector performed significantly better than the rest of SEP Sectors:

Table 38: SEP Selected Key Compliance Elements

CORPORATE GOVERNANCE ELEMENTS CATEGORY	ALL SEP	COMMERCIAL (PUBLIC POLICY)	PUBLIC POLICY&RESEARCH	PURELY COMMERCIAL	REGULATORS, (LICENSING &CERTIFICATION)
Board Appointments	79%	79%	67%	85%	80%
Board Composition	93%	95%	87%	90%	97%
Condition of service	94%	95%	93%	90%	97%
Conduct of business	57%	59%	53%	55%	57%
Resignation and dismissal	93%	97%	80%	95%	93%
Appointment of senior staff	74%	69%	93%	75%	70%
Conditions of service of senior staff	86%	79%	87%	85%	93%
Strategic plans	96%	95%	93%	100%	97%
Performance contracts of board members	42%	41%	33%	35%	53%
Boards charters and codes of ethics	88%	92%	80%	90%	87%
Meetings of boards	80%	87%	67%	70%	83%
Performance evaluation of board meetings	37%	38%	27%	20%	50%
Board committees	72%	67%	73%	75%	77%
Annual general meetings	53%	56%	27%	45%	67%
Declaration of assets	78%	82%	67%	60%	90%
Conflict of interests	90%	95%	67%	90%	97%
Company Secretary	75%	85%	60%	75%	70%
Internal audit	78%	82%	73%	75%	77%
Annual reporting	72%	64%	80%	55%	90%
General (Compliance Issues)	90%	92%	80%	90%	93%

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The table below shows a summary of common areas of high compliance and least compliance:

Table 39: Summary of Common Compliance & Non- Compliance Areas

Common Areas of High Compliance	Out of 104 SEPs (%)	Common Areas of Least Compliance	Out of 104 SEPs (%)
Does the public entity have its Strategic Plan in place? (Section 22)	100	Have new board members been gazetted by notice in the Gazette specifying the person's name and duration of appointment? (Section 11)	72
Does the public entity retain records of current and previous Board sittings of each Board Member?	100	Are there equal numbers of men and women on the Board? (Section 11)	67
Does the public entity retain records of all sitting allowances given to Board Members after every meeting?	99	Were the Board Members Performance Contracts between Board Members and Line Minister entered within two months after a Board Member's appointment?	66
Has any Board Member extended any loan or credit or received any loan or credit from the public entity? (Section 14)	99	Has the performance of the entire Board been evaluated in the last 12 months?	59
Has any Board Member received remuneration or benefits in excess of applicable standards of remuneration fixed by the Minister responsible for the Act? (Section 12)	99	Has the annual report of the public entity been submitted to the line minister within 3 months after the end of the public entity's financial year end? (Section 24)	56
Have any Board Members been absent, without just cause and without leave of the Board or its chairperson, from three or more consecutive meetings of the Board (Section 16)	99	Do existing Board Members have a written performance contract signed by line Minister in terms of the Act? (Section 25)	53
Is the public entity's Strategic Plan aligned to National Development Plans?	99	Does the Board evaluate the performance of the Chairperson?	50
Has the line minister during the period under review, directed that a special investigation be conducted into matters	98	Has the public entity's Board Charter and the Code of Ethics been approved by the line minister and submitted to the CGU?	49

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Common Areas of High Compliance	Out of 104 SEPs (%)	Common Areas of Least Compliance	Out of 104 SEPs (%)
concerning the operations of the public entity in terms of section 41 of the Act? (Section 41)		(Section 28)	
Have there been instances where Board Members have failed to show sound judgment, an objective mind and the ability to represent the interests of all shareholders rather than the interests of particular constituencies?	98	Have Board Members undergone any Board Development Programs during the year under review? (Section 7 General Regulations)	45
Has any Board Member been dismissed due to under performance? (Section 16)	97	Were all of the current Board Members appointed from the CGU Database? (Section 6)	45
Have there been instances where Board Members have failed to exhibit Integrity; Competence; Responsibility; Accountability; Fairness; and Transparency?	97	Has the Board convened the Annual General Meeting (AGM) during the period under review? (Section 33)	44
Does the public entity have an executive Board Chairperson?	96	Has the Board of the public entity made their charter and Code of Ethics readily available for inspection, free of charge, by members of the public at its offices and website? (Section 30)	43
Does the public entity have resumes for all Board Members on file?	95	Does the public entity have the procedure to be followed by a Board Member who may, if necessary, solicit independent professional advice at the expense of the entity?	40

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Common Areas of High Compliance	Out of 104 SEPs (%)	Common Areas of Least Compliance	Out of 104 SEPs (%)
Has the public entity received any request for financial support, (such requests often entail entities being called upon to meet costs related to stationery, travel and subsistence for both internal and external travels, procurement of vehicles and other ministry expenses) from the line Ministry? If yes provide details in the (additional info/comments column and attach written copies of such requests)	95	Is the Public Entity "up to date" in terms of production of audited financial statements?	37
Has there been any dismissals or removal from office of any Board Member or suspension of the entire Board or some Board Members during the year under review? (Section 16)	95	Has the Board met at least twice with the line minister during the year under review? (Section 33)	37
When drawing the Strategic Plan, did the Board consult and pay due regard to representations and recommendations made by the line minister and the Minister responsible for Finance (Section 22)	95	Does the public entity submit signed resolutions to the line minister and to the CGU soon after they have been adopted by the Board? (Section 35)	32
		Are all Zimbabwe's regions fairly represented in the composition of the Board? (Section 11)	32

8. Performance Assessment

Each SEP falls under a particular Line Ministry and, in line with the PECG Act, it is an embedded responsibility of the Line Minister to monitor compliance and ensure performance of SEPs under their purview.

However under section 6 of the PECG Act, the Unit has the responsibility to advise line Ministries on compliance and the regular evaluation of the performance of public entities, their boards, senior staff and employees.

8.1. SEP Year to Year Comparison (2020 versus 2021)

A total of 104 SEPs participated in Compliance Assessment Survey carried out for year 2021 which is 16% increase in participants compared to year 2020 (*refer to Table 7: Compliance Assessment comparison 2021 vs 2020*).

The Institutions that did not participate in 2020 survey, but participated in 2021 survey were:

1. Air Zimbabwe
2. Aurex Jewelers
3. Fidelity Printers and Refiners
4. Food and Nutrition Council
5. Homelink
6. Management Training Bureau
7. Mining Promotion Council
8. NOIC
9. Veterans of the Liberation Struggle
10. Zimbabwe Asset Management Company
11. Zimbabwe Defense Industries
12. Zimbabwe Mass Media Trust
13. Zimbabwe Power Company
14. Zimbabwe United Passenger Company
15. Zimbabwe Youth Council

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In addition to the increase in number of participants, average corporate governance compliance score for SEPs increased from 55% recorded for year 2020 survey to 73%. This shows significant improvement in levels of compliance given the fact that the number of participants were higher.

The following analysis is for the SEPs that participated both in 2020 and 2021. The intention was to review progress made between the two years in their levels of compliance.

8.2. Improvements in Compliance Levels

Ninety (90%) of the institutions improved in corporate governance practices between the two years under review (2020 and 2021).

The table below shows SEPs that scored 50% and above improvement between year 2020 and 2021

Table 40: SEP Year 2020/2021 Compliance Summary

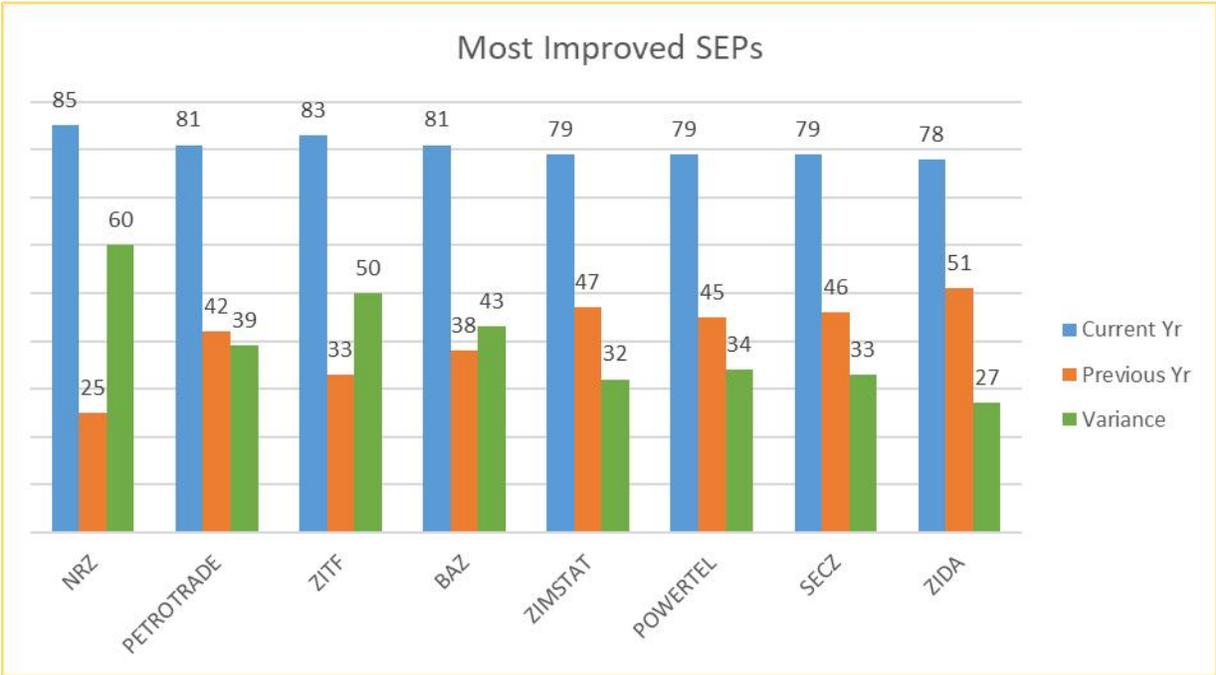
		Year: 2020	Year: 2021
Total	Participating SEPs	90	104
#Improvers	SEPs	-	83
#Decliners	SEPs	-	7

Table 41: Sector Comparison-Year 2020/2021 Compliance Summary

		Year: 2020	Year: 2021
#Improvers	Commercial (Public Policy)	-	22
	Regulators	-	27
	Public Policy & Research	-	12
	Purely Commercial	-	22
#Decliners	Commercial (Public Policy)	-	0
	Regulators	-	2
	Public Policy & Research	-	1
	Purely Commercial -	-	1

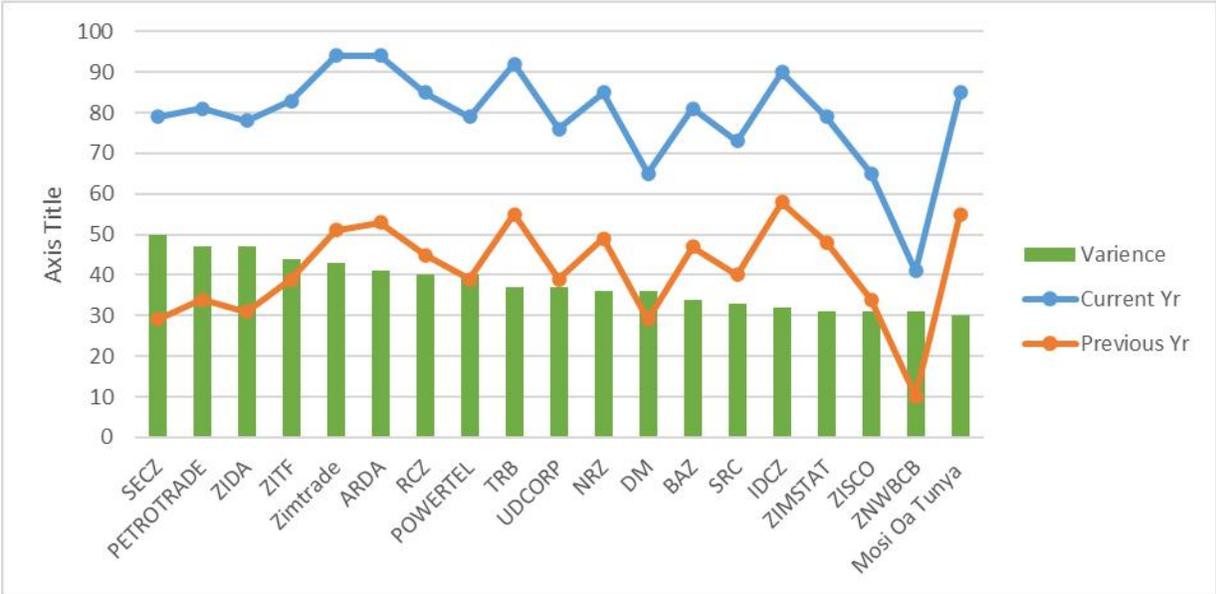
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Figure 30: SEPs with Most Improved Compliance Score (2020/2021):



The chart below shows entities with 30%-49% improvement score between year 2020 and 2021.

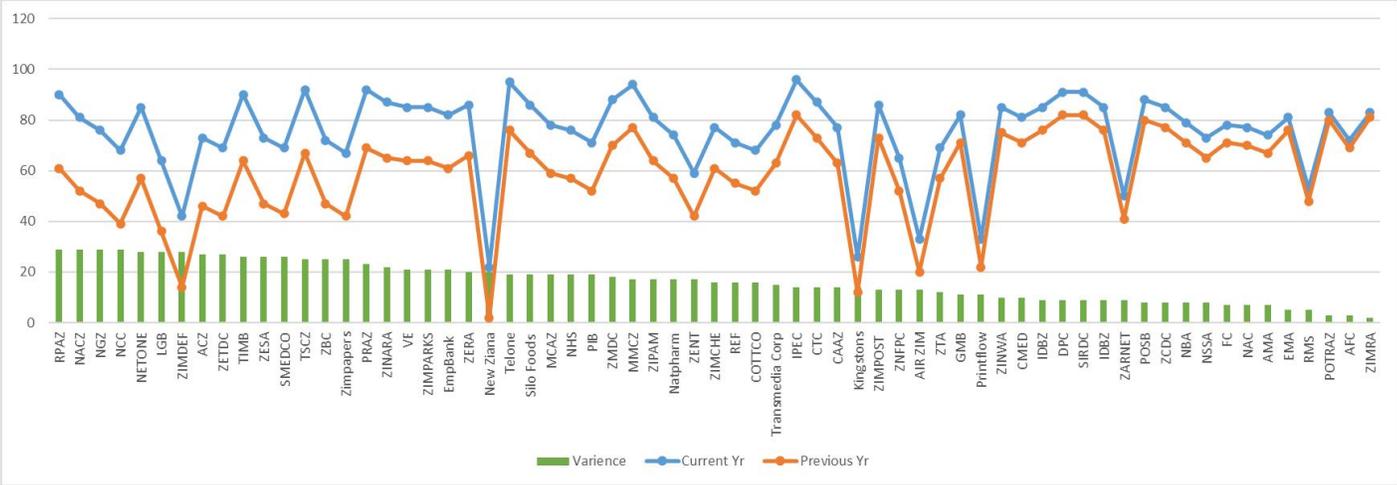
Figure 31: Improved Compliance: SEPs (30-50% Annual Performance Score Increase)



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The chart below shows entities with 0%-29% improvement score between year 2020 and 2021

Figure 32: Improved SEPs (0-29% Annual Increase)

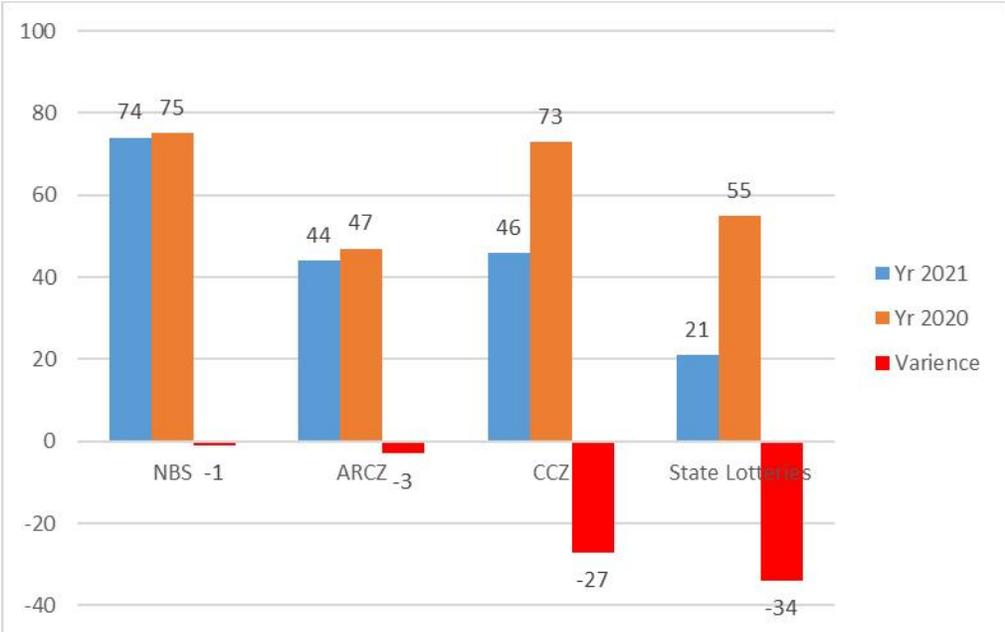


8.3. Decliners

About 9% of SEPs that participated both in year 2020 and 2021 surveys recorded a decline in corporate governance practices.

The chart below shows entities that had a negative compliance variance between 2020 and 2021.

Figure 33: Decliners SEPs (Annual Decline)



8.4. Sector 2021 Compliance Score

A total of 7508 questions were responded to across all SEP Sectors. The table below shows the breakdown of these responses and compliance figures:

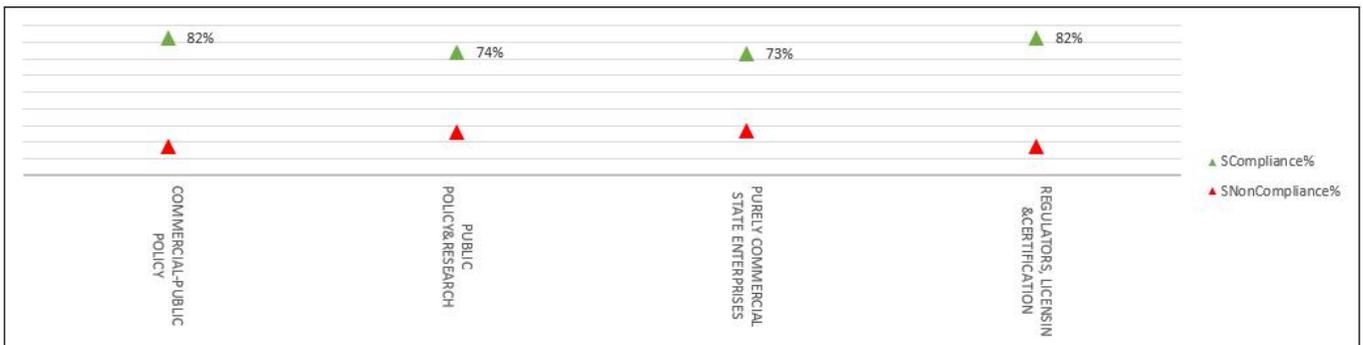
Table 42: Sectoral Compliance Statistics

Sector	Response Proportion	Total Response	Compliant	Compliance %
Regulators (Licensing & Certification)	28%	2132	1755	82%
Commercial (Public Policy)	27%	2060	1696	82%
Public Policy & Research	15%	1146	846	74%
Purely Commercial	29%	2170	1582	73%

The table above shows that Regulators, Licensing and Certification responded to majority of the questions and in spite of this have highest compliance, 82%. Second is Commercial (Public Policy) which responded to 27% of the total questions with 82% compliance. On the bottom half is Public Policy & Research SEPs which responded to 15% of total questions with 74% compliance, followed by Purely Commercial (State Owned Enterprises) which topped the list in terms of answered questions (29%) but has least compliance of 73%.

Survey carried out for year 2021 showed that all four (4) sectors recorded over 70% compliance levels as shown below:

Figure 34: Sectors Compliance



8.5. Compliance to PECG Act

A total seventy-eight (78) questions were posed to the SEPs and these were categorized under twenty (20) classes. Therefore, the analysis of results is done likewise.

8.5.1. Classification Analysis

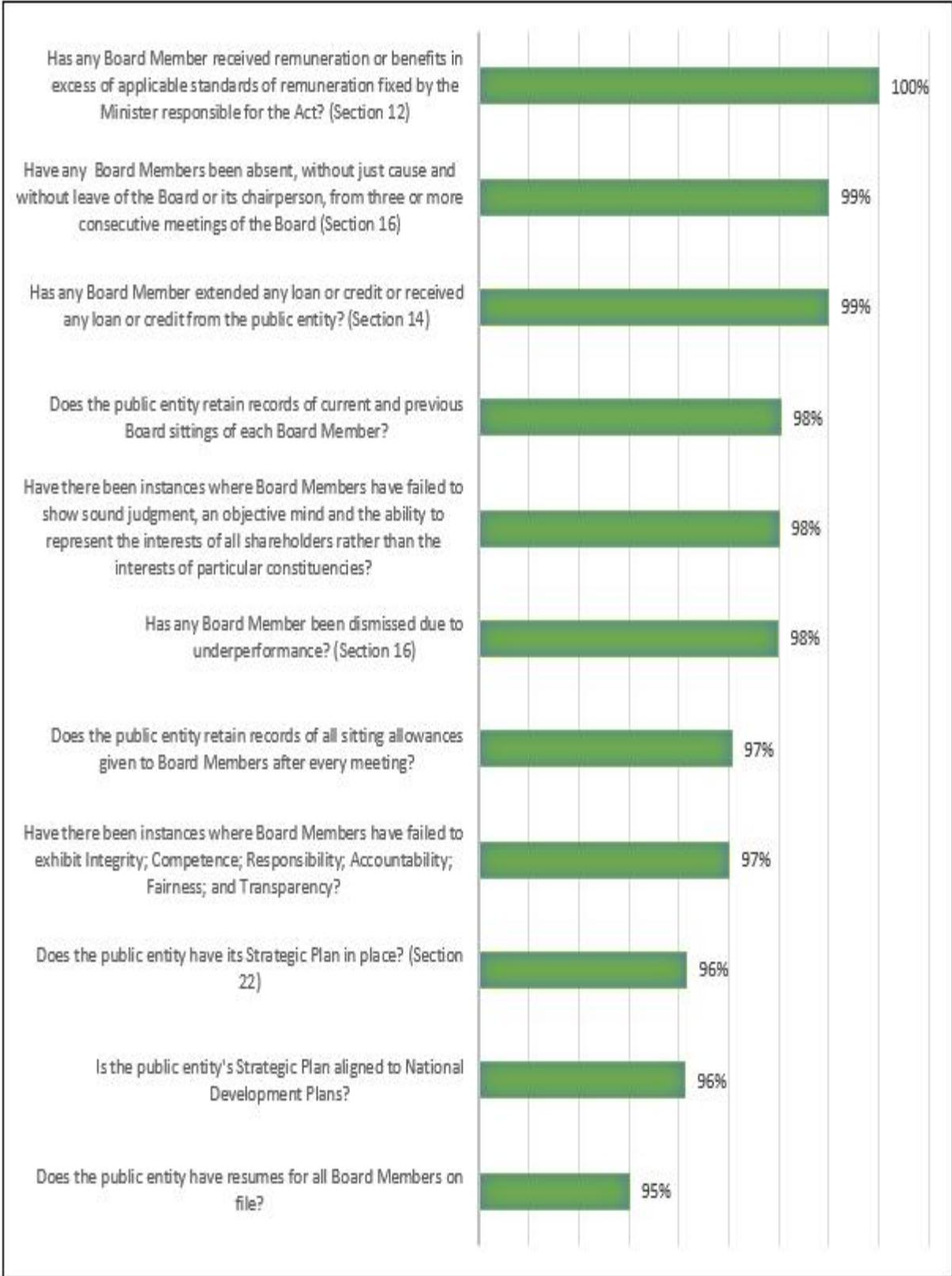
Of the twenty (20) classes of questions, conditions of service of board members have significant compliance of 94%. Of the 20 categories, 8 recorded over 80% compliance while the rest of the categories show generally high compliance as well with the least being Performance evaluation of board meetings and Performance contracts of board members with 37% and 42% compliance respectively.

Table 43 : Questionnaire Classification analysis

Classification /Category <i>(20 Categories)</i>	Class #	# Compliance	Compliance %	A-B-C
Board Appointments	1.	215	79	A
Board Composition	2.	1016	93	A
Condition of service	3.	197	94	A
Conduct of business	4.	310	57	B
Resignation and dismissal	5.	191	93	A
Appointment of senior staff	6.	486	73	A
Conditions of service of senior staff	7.	424	86	A
Strategic plans	8.	526	96	A
Performance contracts of board members	9.	74	42	C
Boards charters and codes of ethics	10.	231	88	A
Meetings of boards	11.	269	80	A
Performance evaluation of board meetings	12.	87	37	C
Board committees	13.	160	80	A
Annual general meetings	14.	190	53	B
Declaration of assets	15.	151	78	A
Conflict of interests	16.	329	90	A
Company Secretary	17.	258	75	A
Internal audit	18.	165	78	A
Annual reporting	19.	185	72	A
General (Compliance Issues)	20.	459	90	A

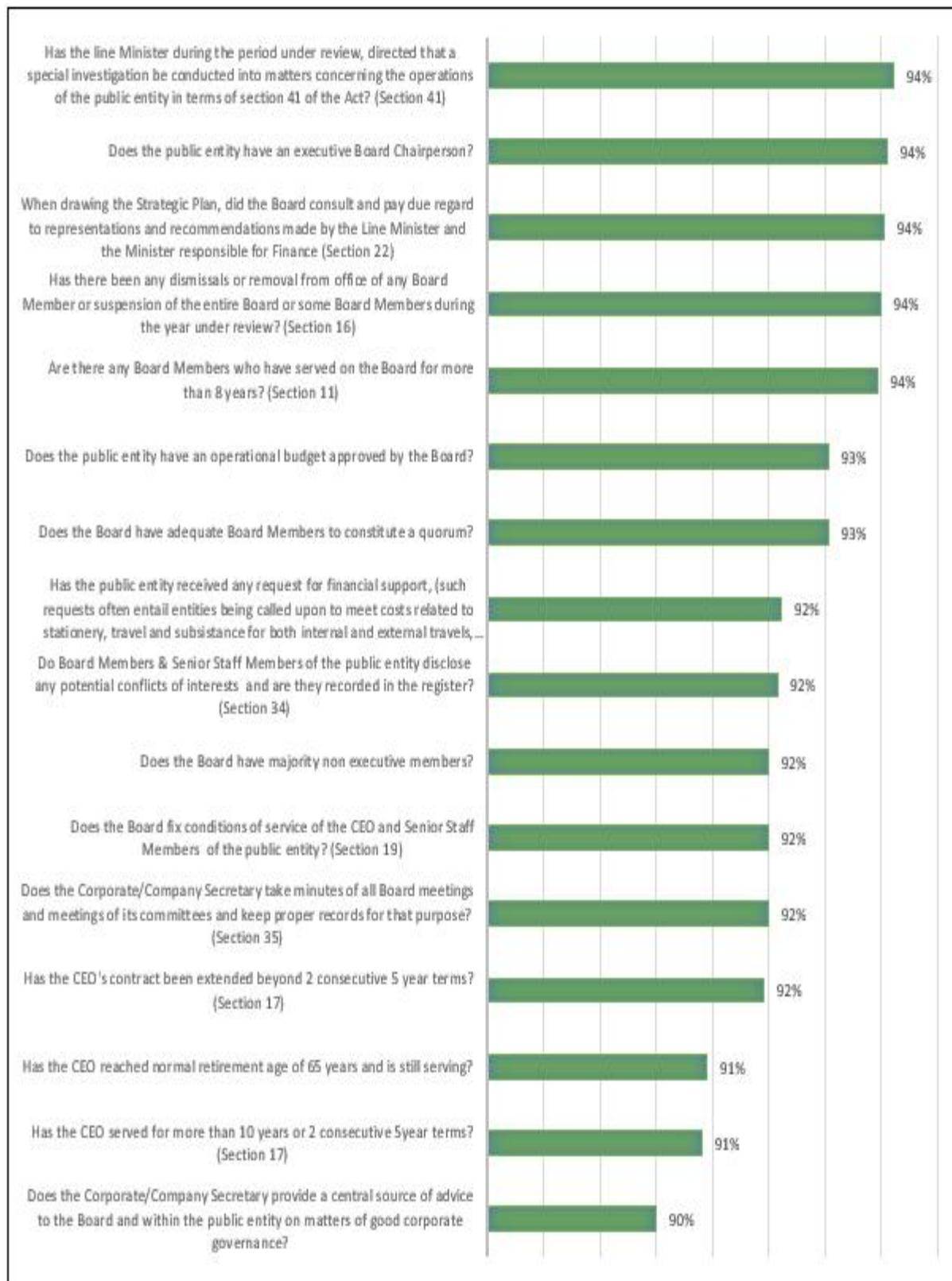
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Figure 35: Question Compliance Ranking (Above 95%)



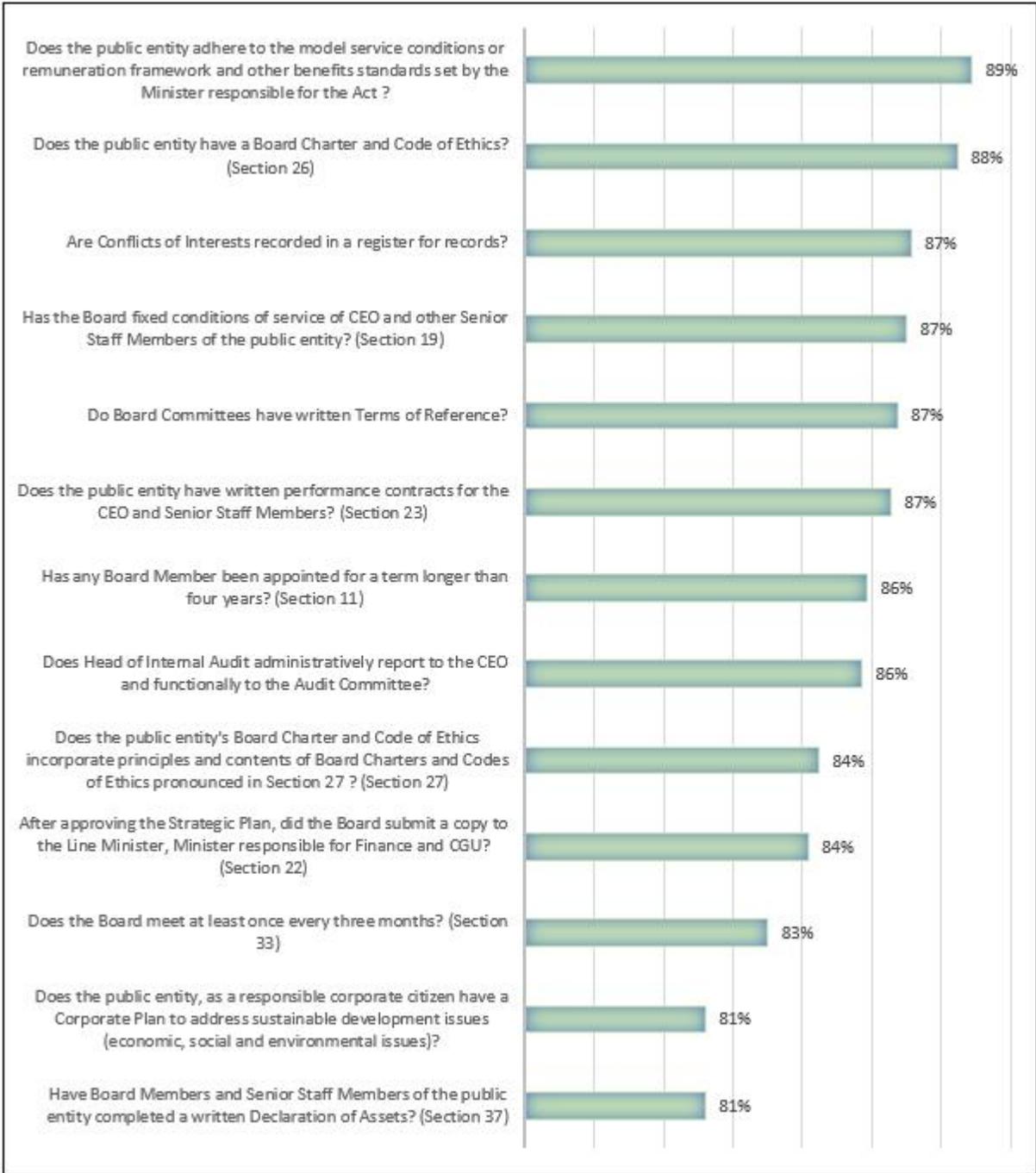
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Figure 36: Question Compliance Ranking (90- 94%)



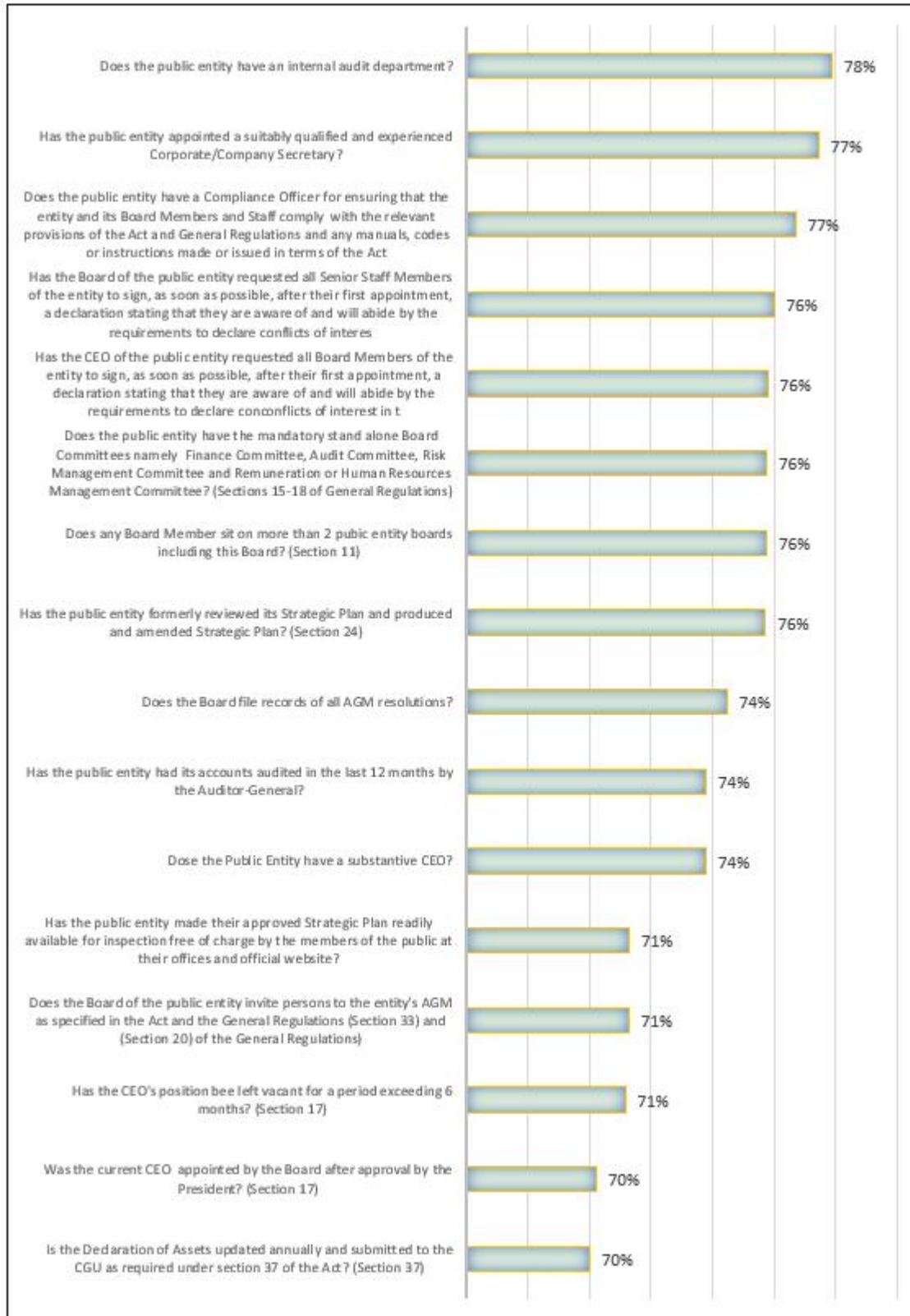
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Figure 37: Question Compliance Ranking (80-89%)



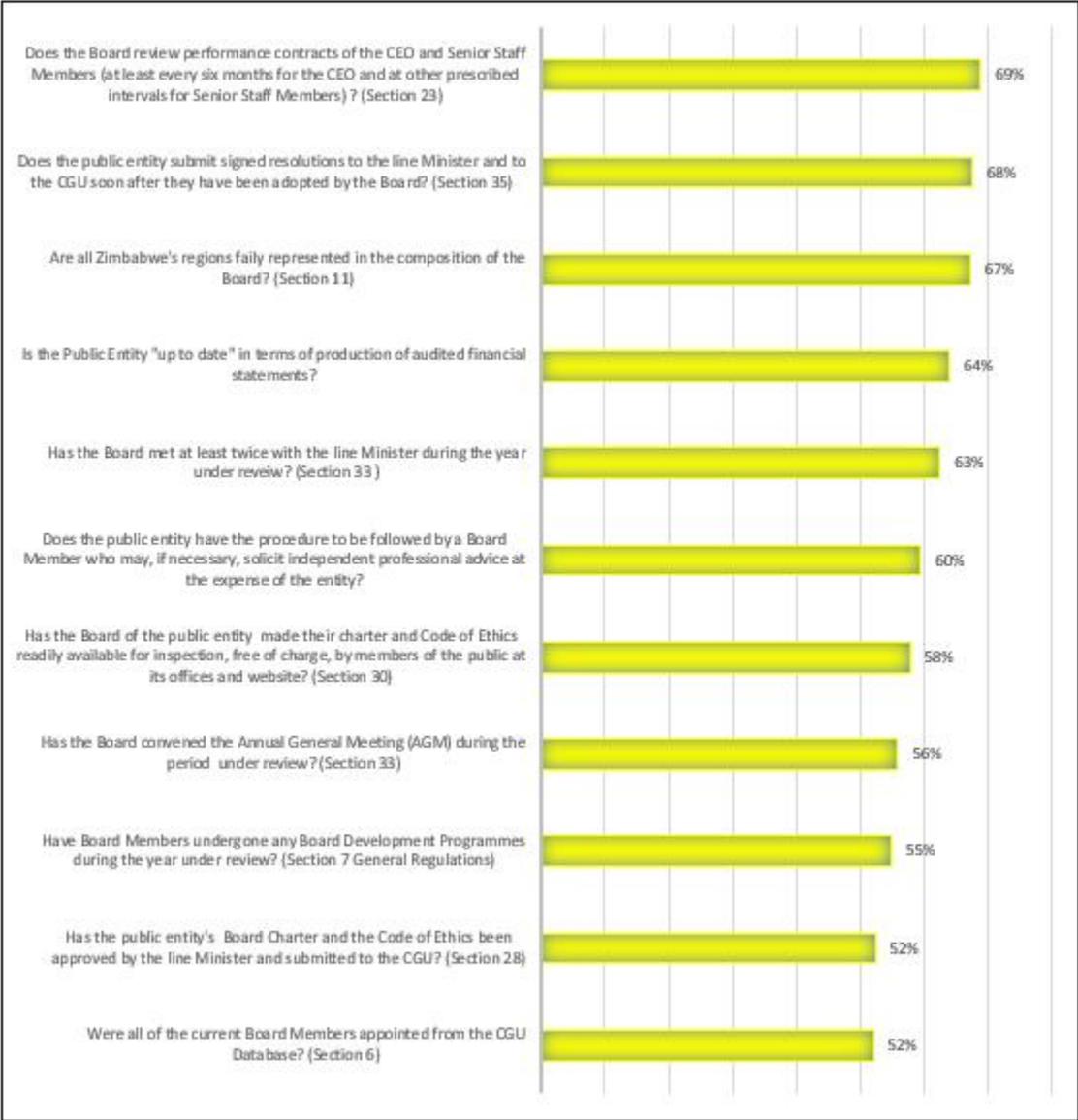
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Figure 38: Question Compliance Ranking (70-79%)



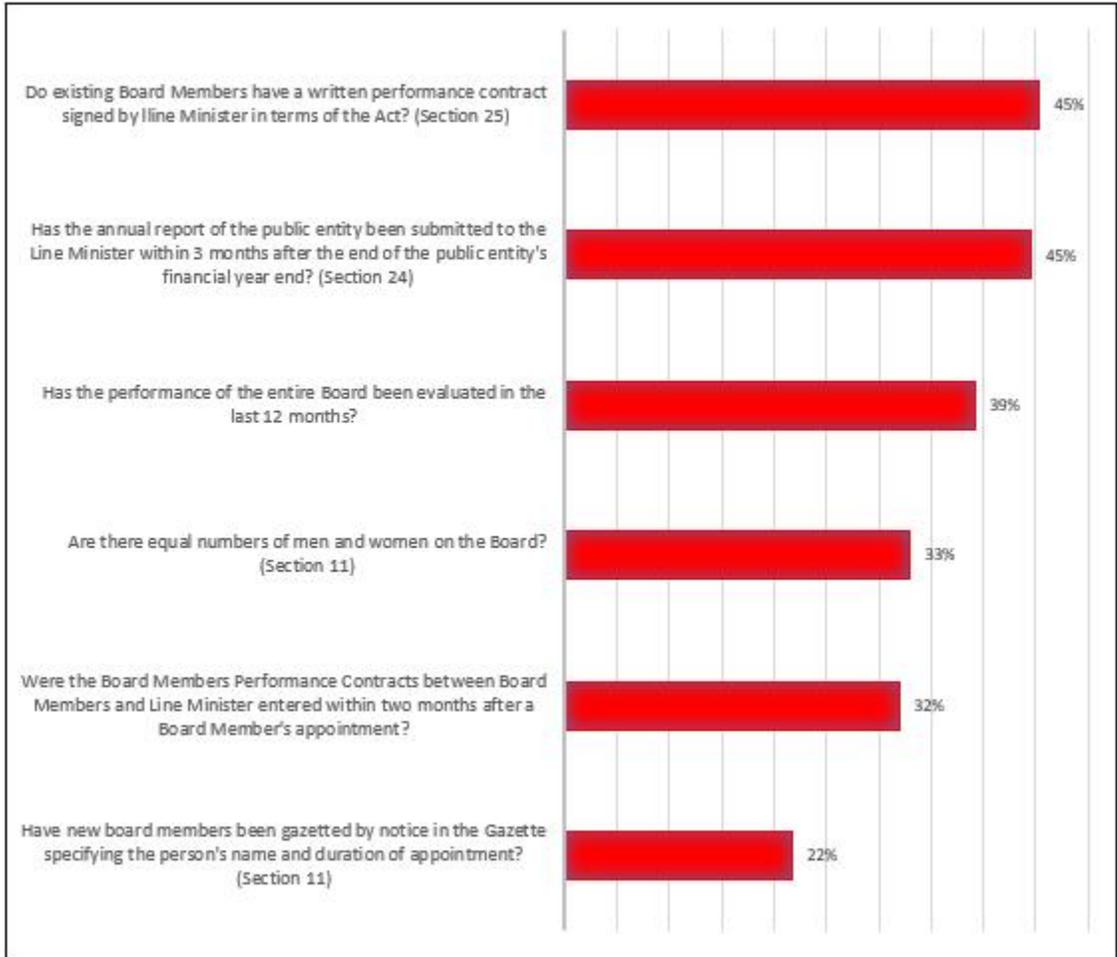
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Figure 39: Question Compliance Ranking (50-69%)



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Figure 40: Question Compliance Ranking (Below 50%)



9. ANALYSIS OF FINDINGS

This section further discusses the findings of the 2021 survey. This discuss two broad areas namely SEPs Compliance and Question Compliance which further are broken down into high, mid and low compliance sub components.

9.1. SEPs OVERALL COMPLIANCE SCORE BY SECTOR

9.1.1. Upper High Compliance SEPs by Sector (90-100%)

Figure 41:Regulators SEPs by Sector (90-100%)

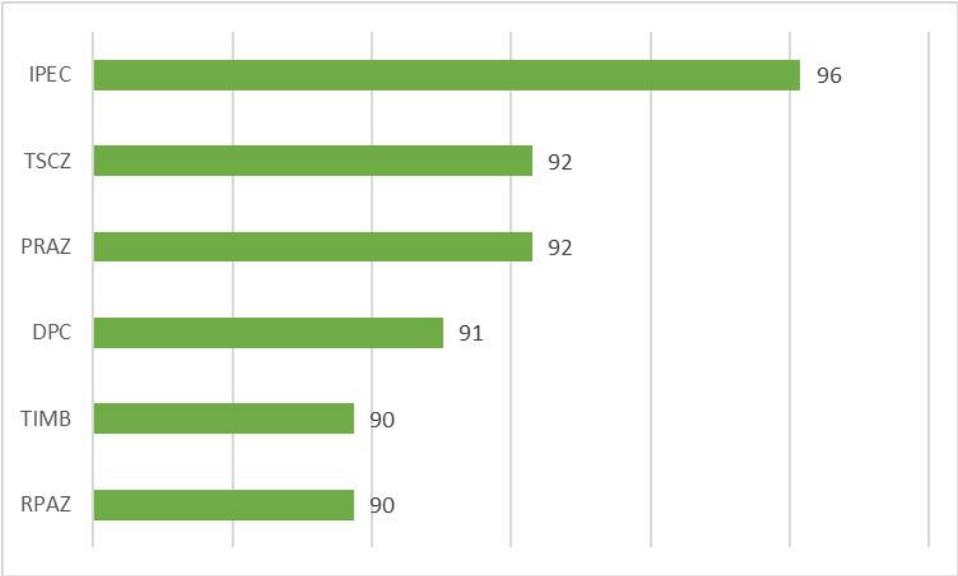


Figure 42: Commercial Public Policy SEPs by Sector (90-100%)

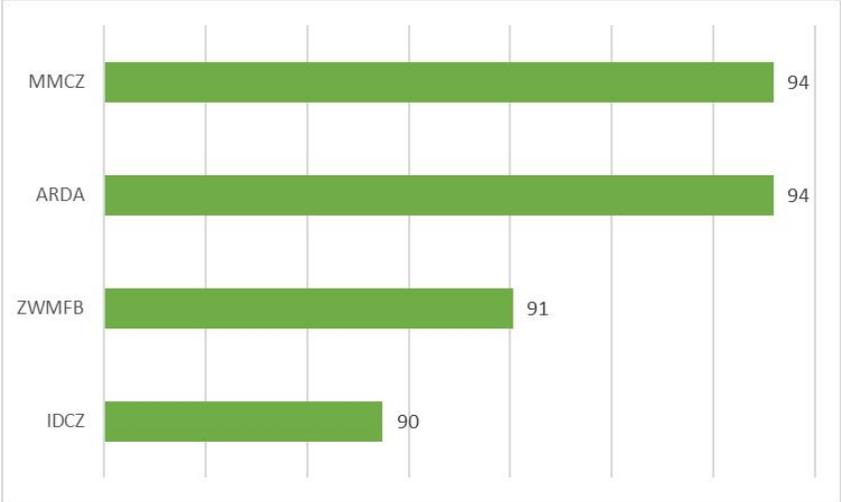
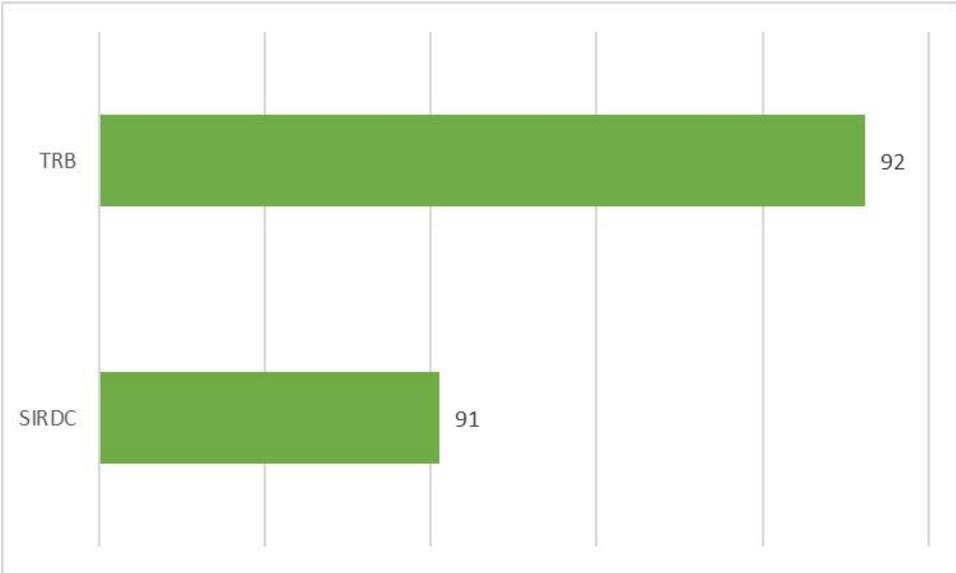


Figure 43: Purely Commercial State Enterprises SEPs by Sector (90-100%)



Figure 44: Public Policy & Research SEPs by Sector (90-100%)



9.1.2. Mid- High Compliance SEPs by Sector (80-89%)

Figure 45: Regulators SEPs (80-89%)

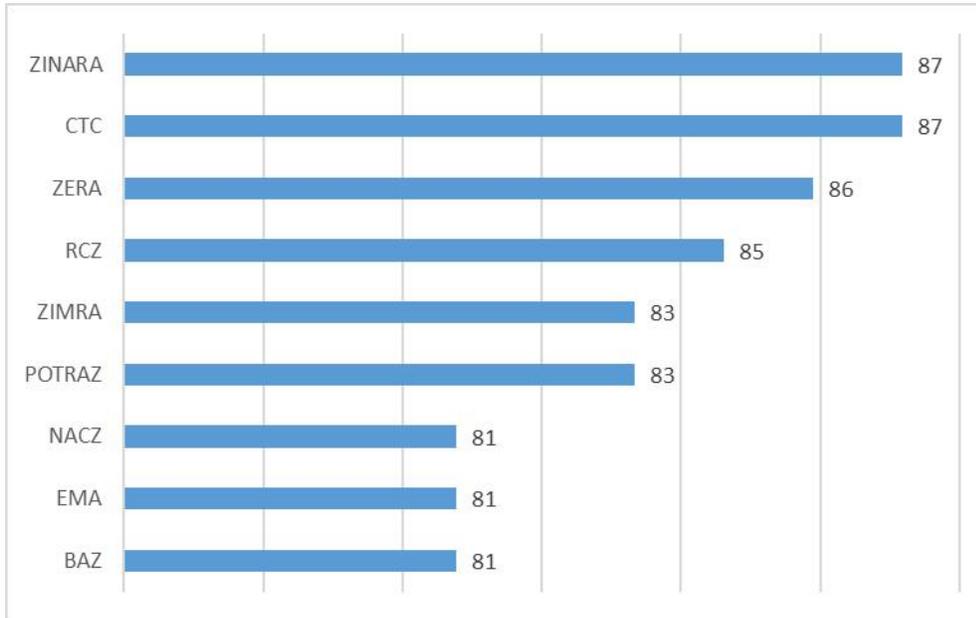
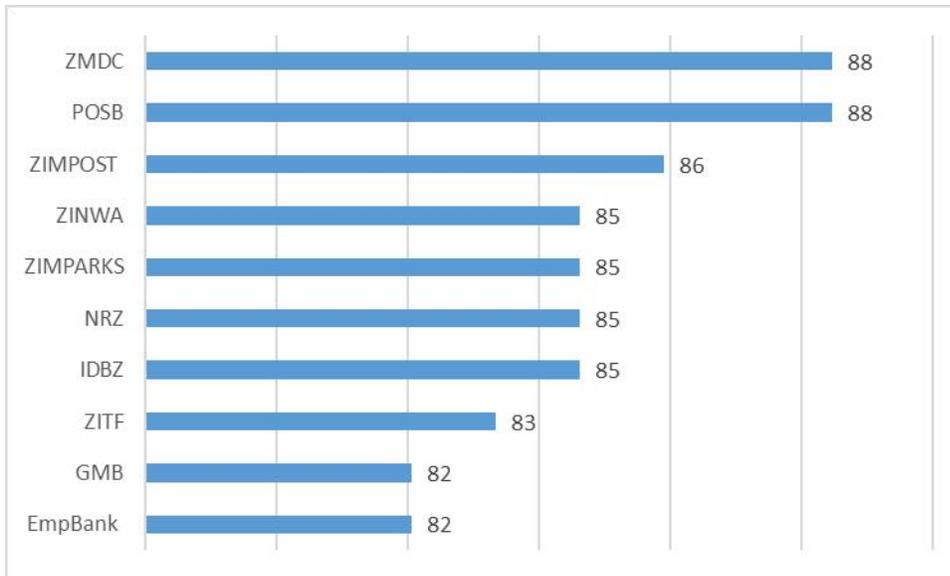


Figure 46: Commercial Public Policy SEPs (80-89%)



Compliance Assessment Survey Report 2021 For State Enterprises & Parastatals

Figure 47: Purely Commercial SEPs (80-89%)

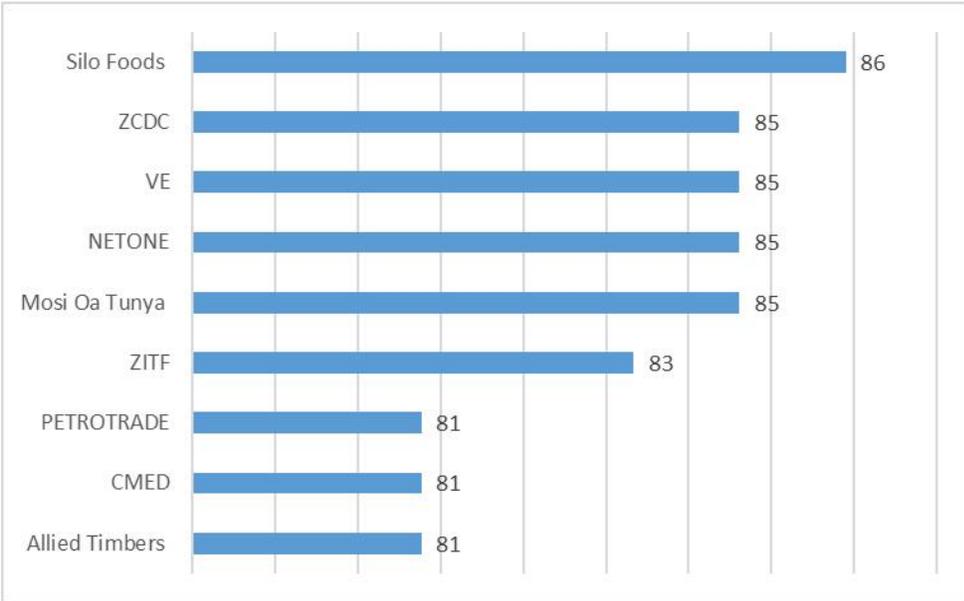
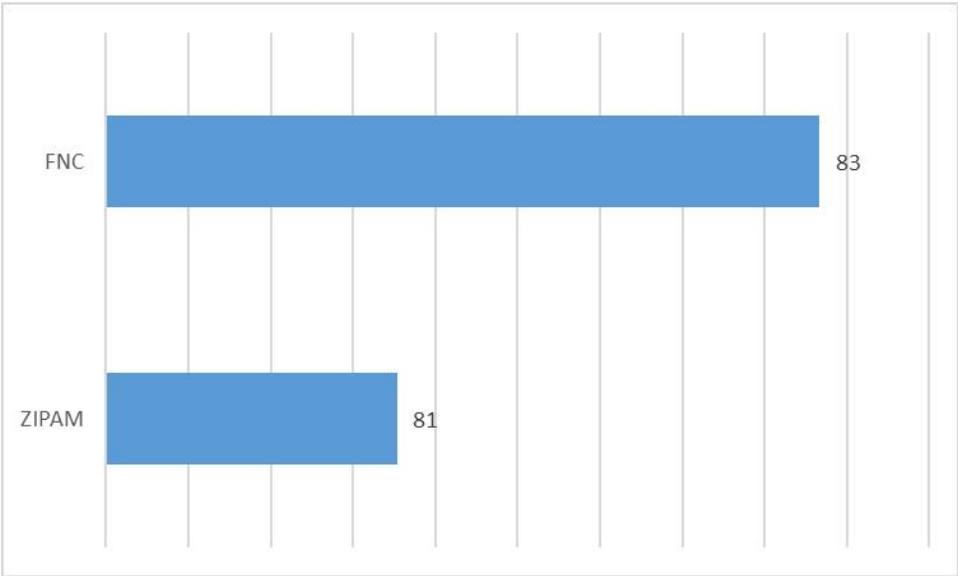


Figure 48: Public Policy & Research SEPs (80-89%)



9.1.3. Lower High Compliance SEPs by Sector (70-79%)

Figure 49: Regulators SEPs (70-79%)

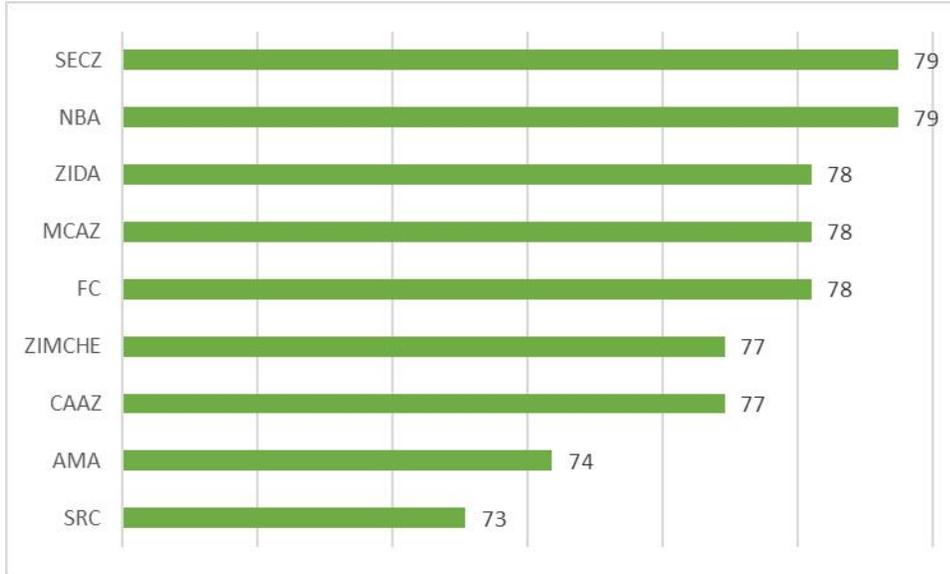
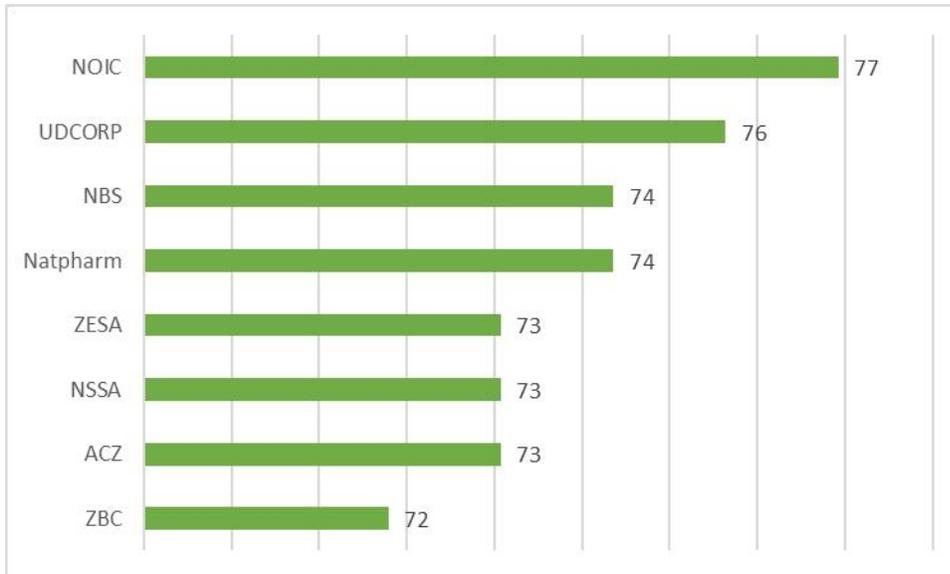


Figure 50: Commercial Public Policy SEPs (70-79%)



**Compliance Assessment Survey Report 2021 For
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Figure 51: Purely Commercial State Enterprises SEPs (70-79%)

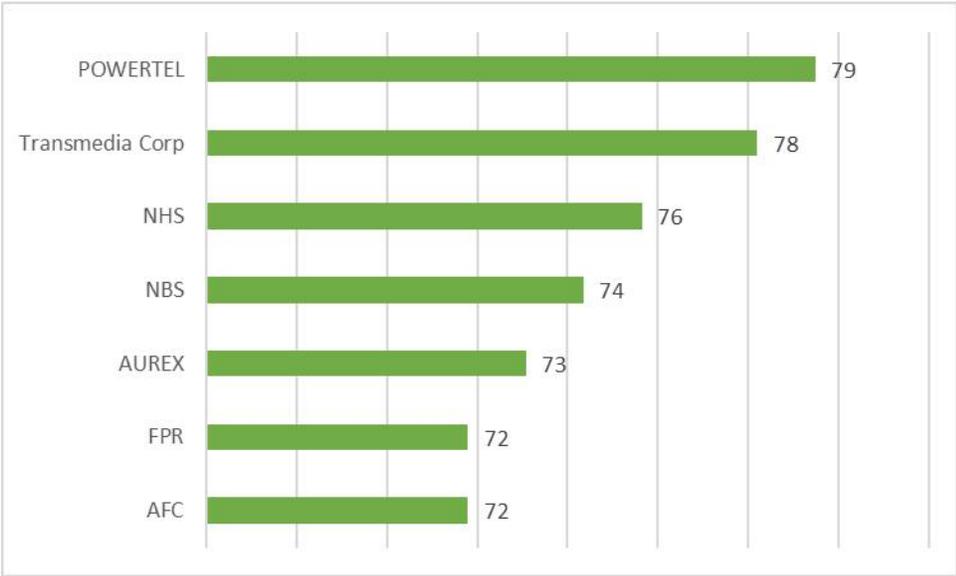
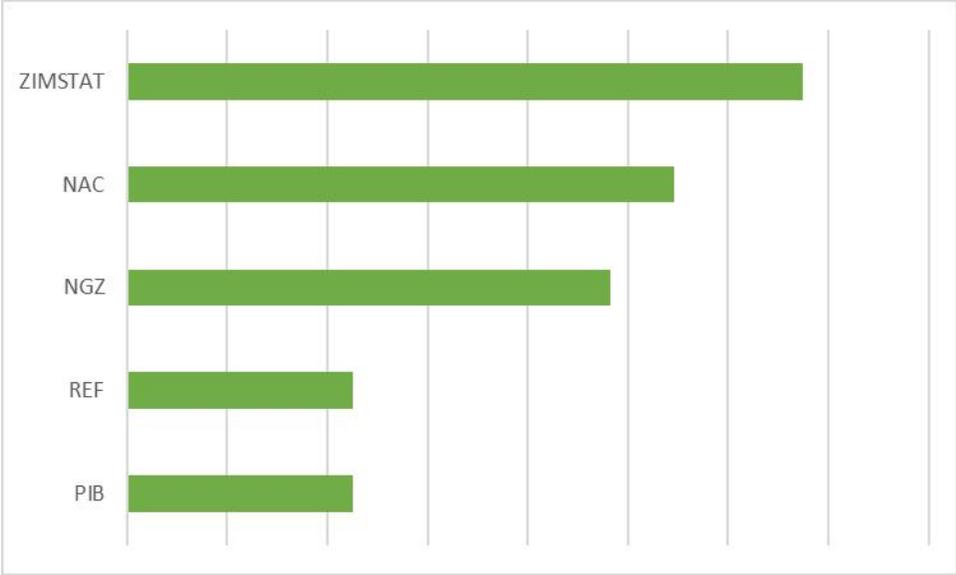


Figure 52: Public Policy & Research SEPs (70-79%)



9.1.4. Average Compliance SEPs by Sector (Score 50-69%)

Figure 53: Regulators SEPs (50-69%)

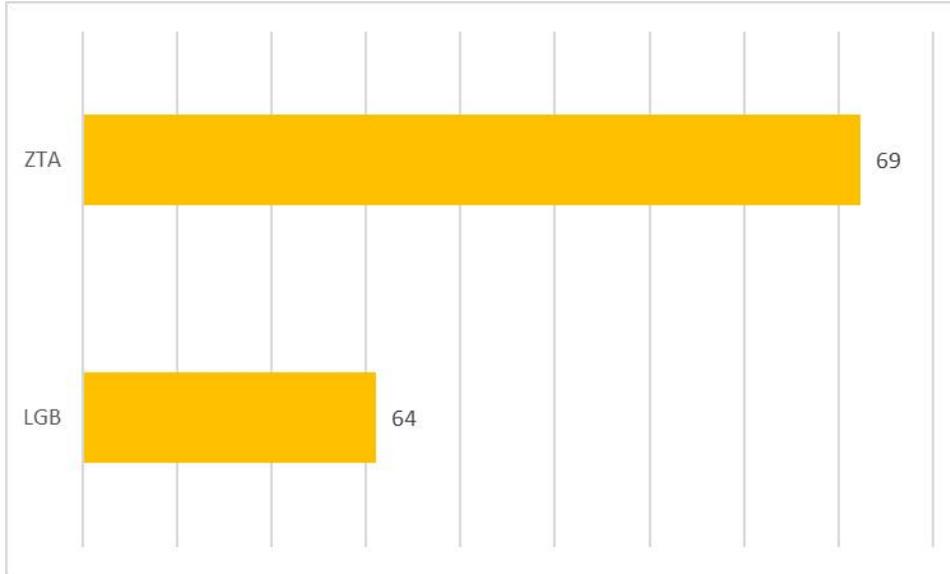
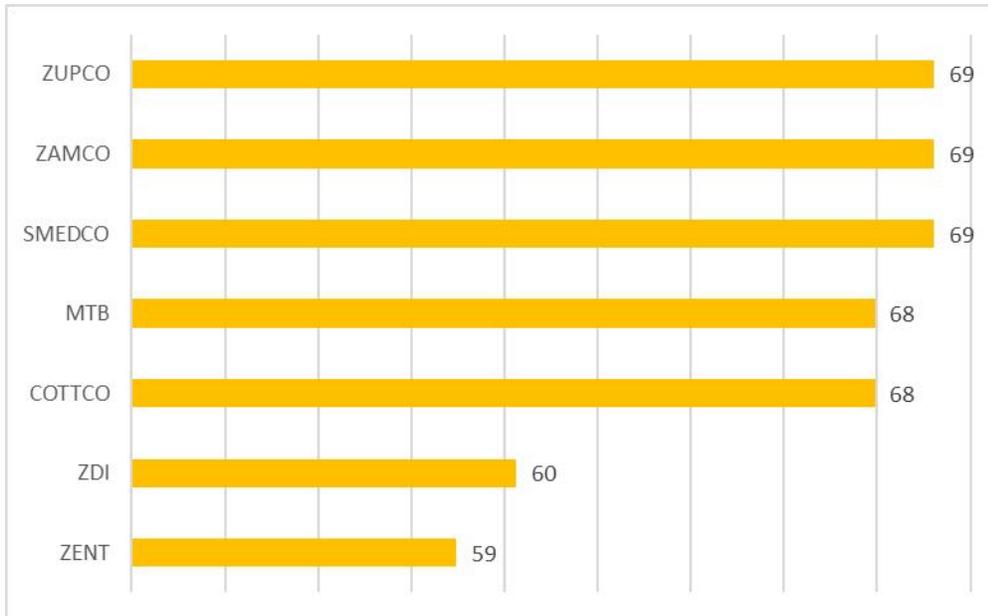


Figure 54: Commercial Public Policy SEPs (50-69%)



Compliance Assessment Survey Report 2021 For State Enterprises & Parastatals

Figure 55: Purely Commercial State Enterprises SEPs (50-69%)

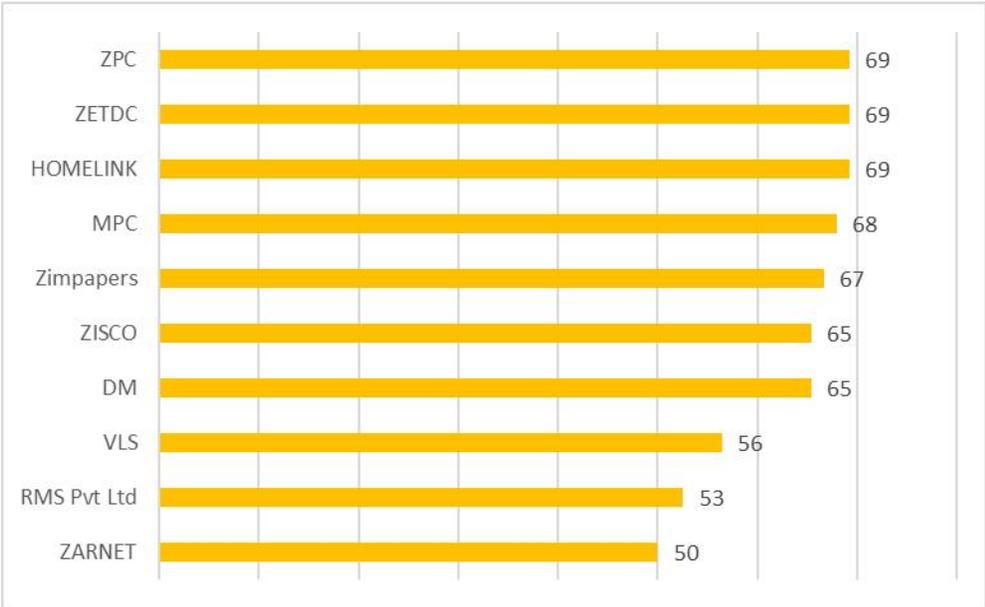
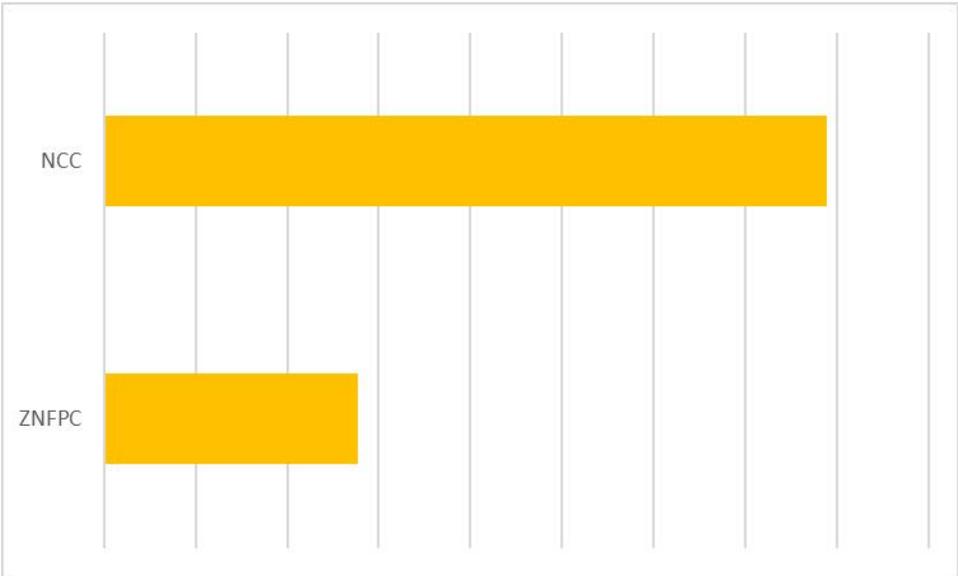


Figure 56: Public Policy & Research SEPs (50-69%)



9.1.5. Low Compliance SEPs by Sector (Score Below 50%)

Figure 57: Regulators SEPs (Below 50%)

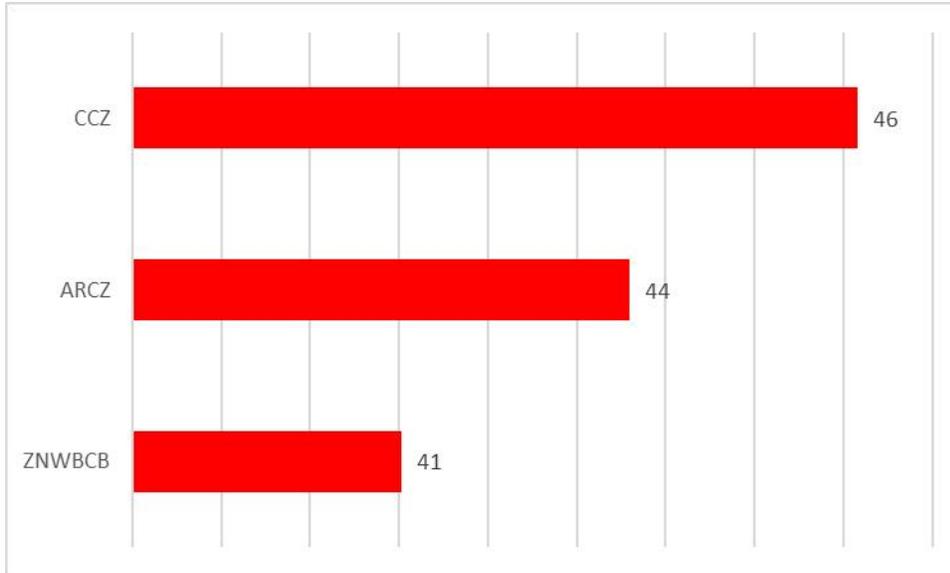
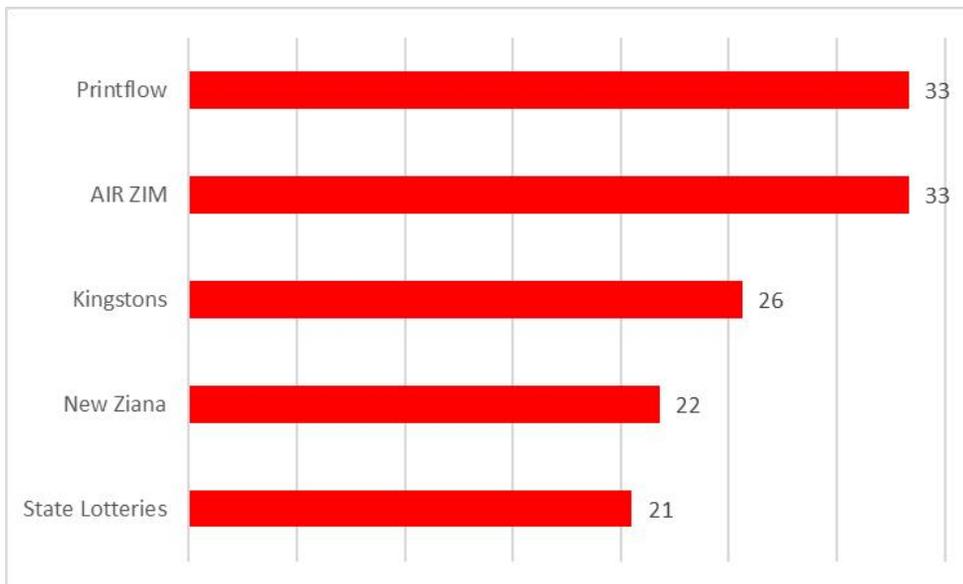
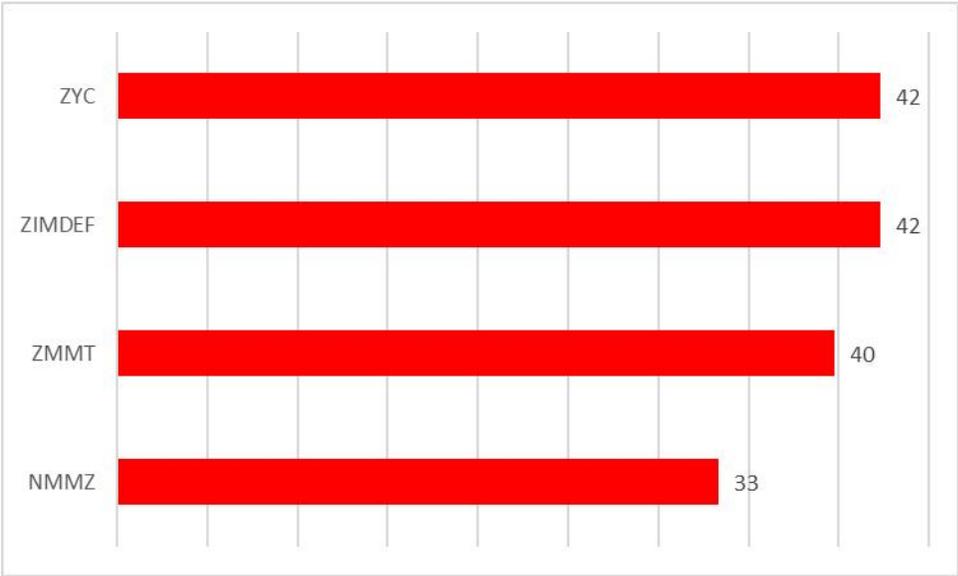


Figure 58: Purely Commercial State Enterprises SEPs (Below 50%)



**Compliance Assessment Survey Report 2021 For
State Enterprises & Parastatals**

Figure 59: Public Policy & Research SEPs (Below 50%)

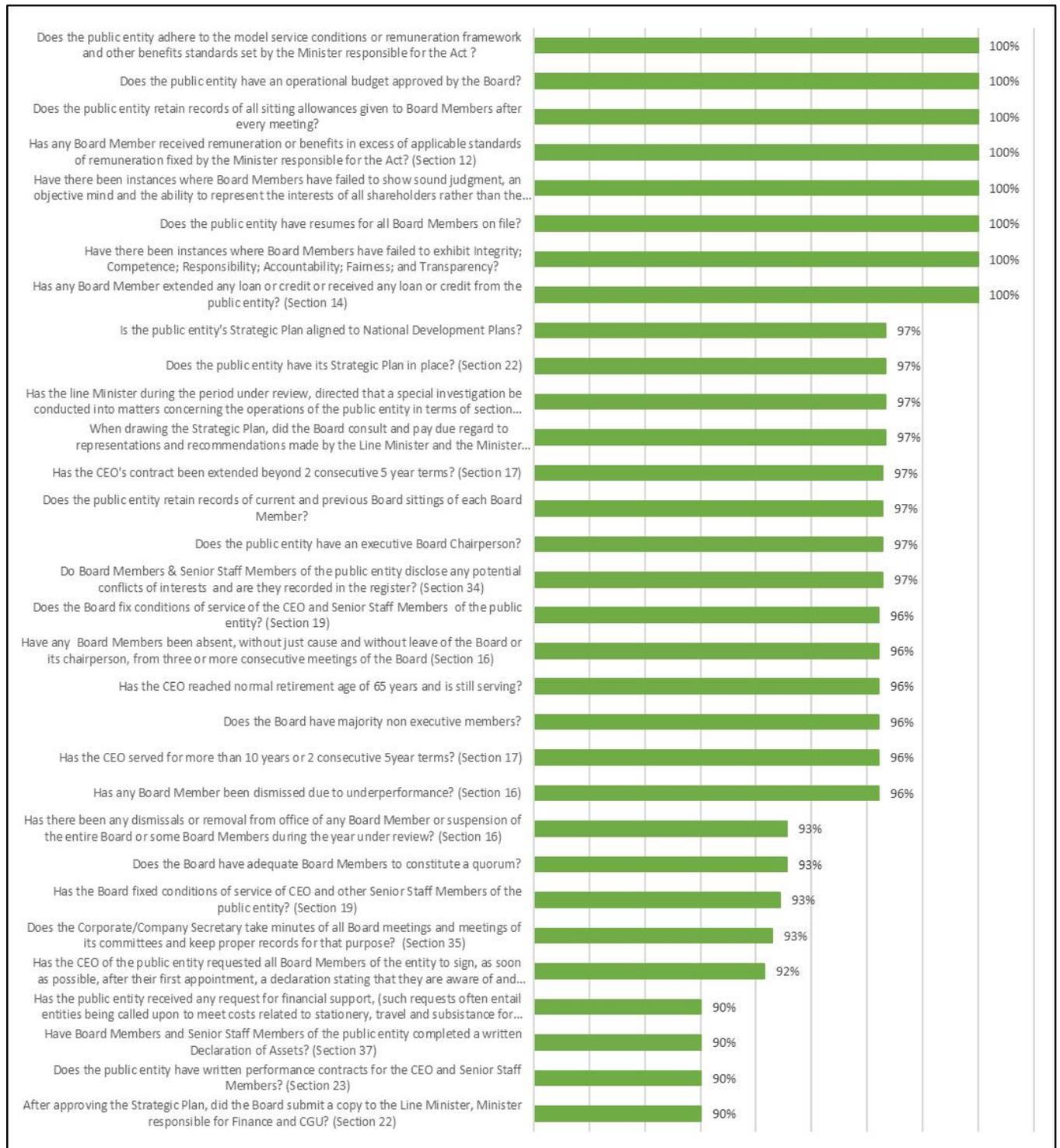


Compliance Assessment Survey Report 2021 For State Enterprises & Parastatals

10. Question Compliance by Sector

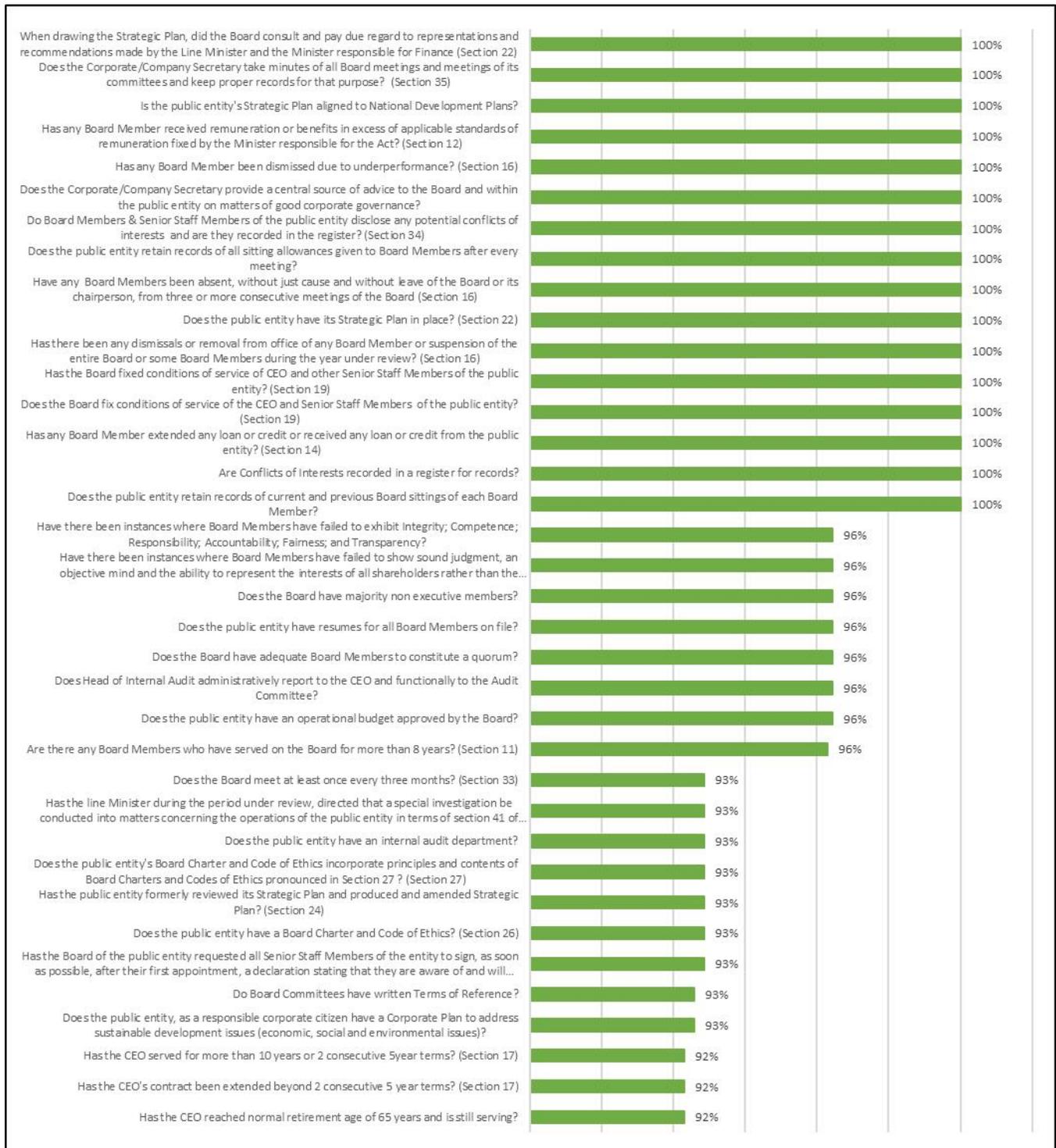
10.1. Upper High Compliance Question Compliance by Sector (90-100%)

Figure 60: Regulators: Question Compliance (90-100%)



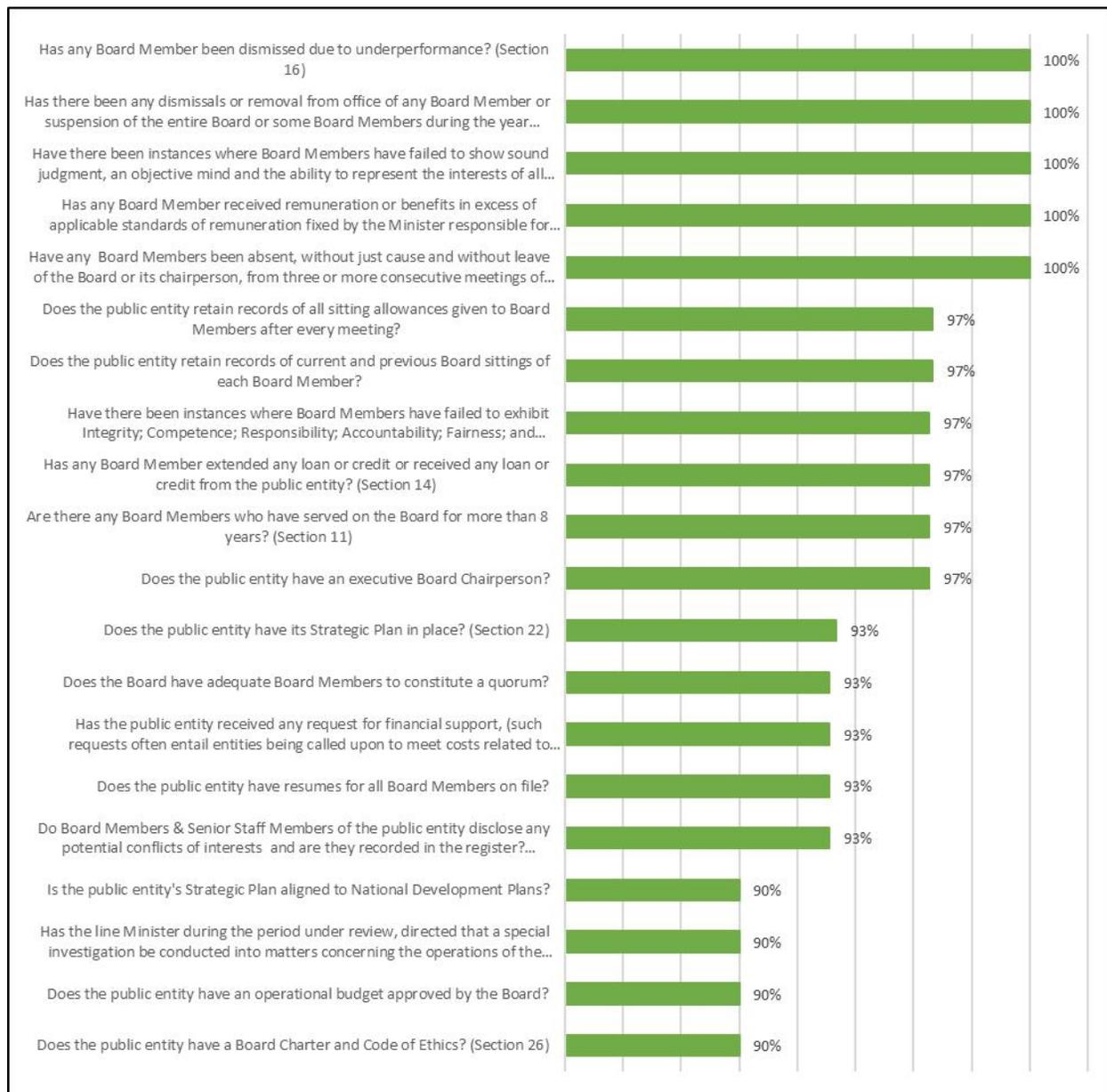
Compliance Assessment Survey Report 2021 For State Enterprises & Parastatals

Figure 61: Commercial Public Policy: Question Compliance by Sector (90-100%)



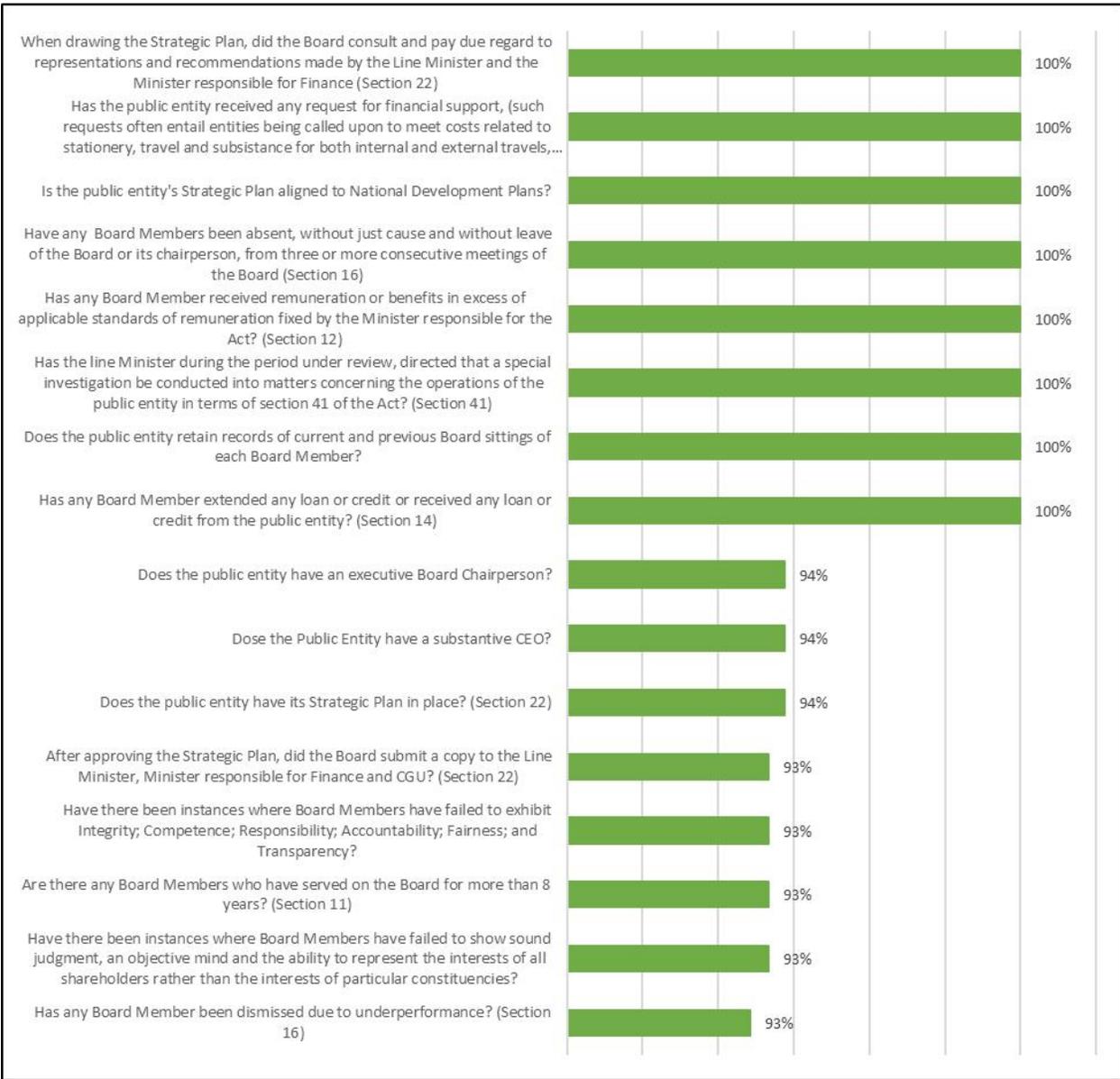
Compliance Assessment Survey Report 2021 For State Enterprises & Parastatals

Figure 62: Purely Commercial State Enterprises: Question Compliance (90-100%)



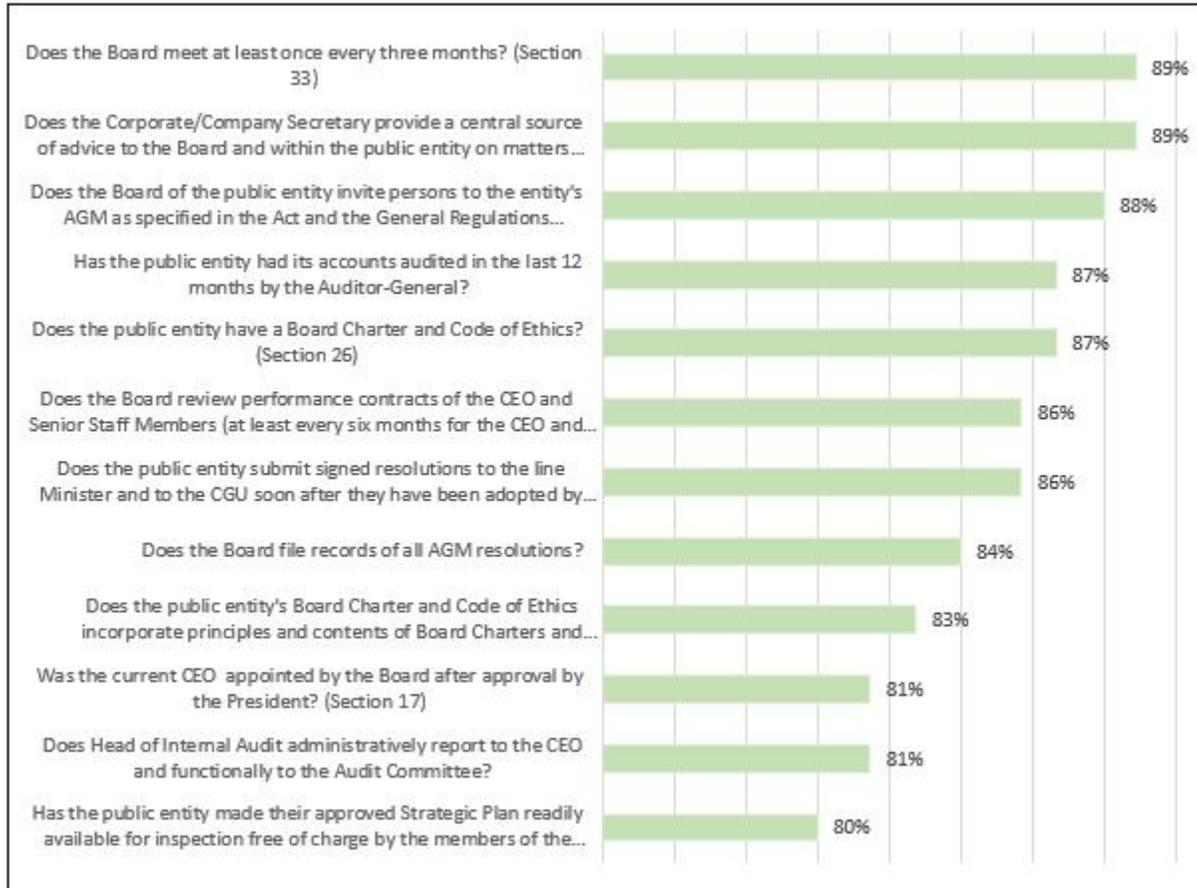
Compliance Assessment Survey Report 2021 For State Enterprises & Parastatals

Figure 63: Public Policy & Research: Question Compliance (90-100%)



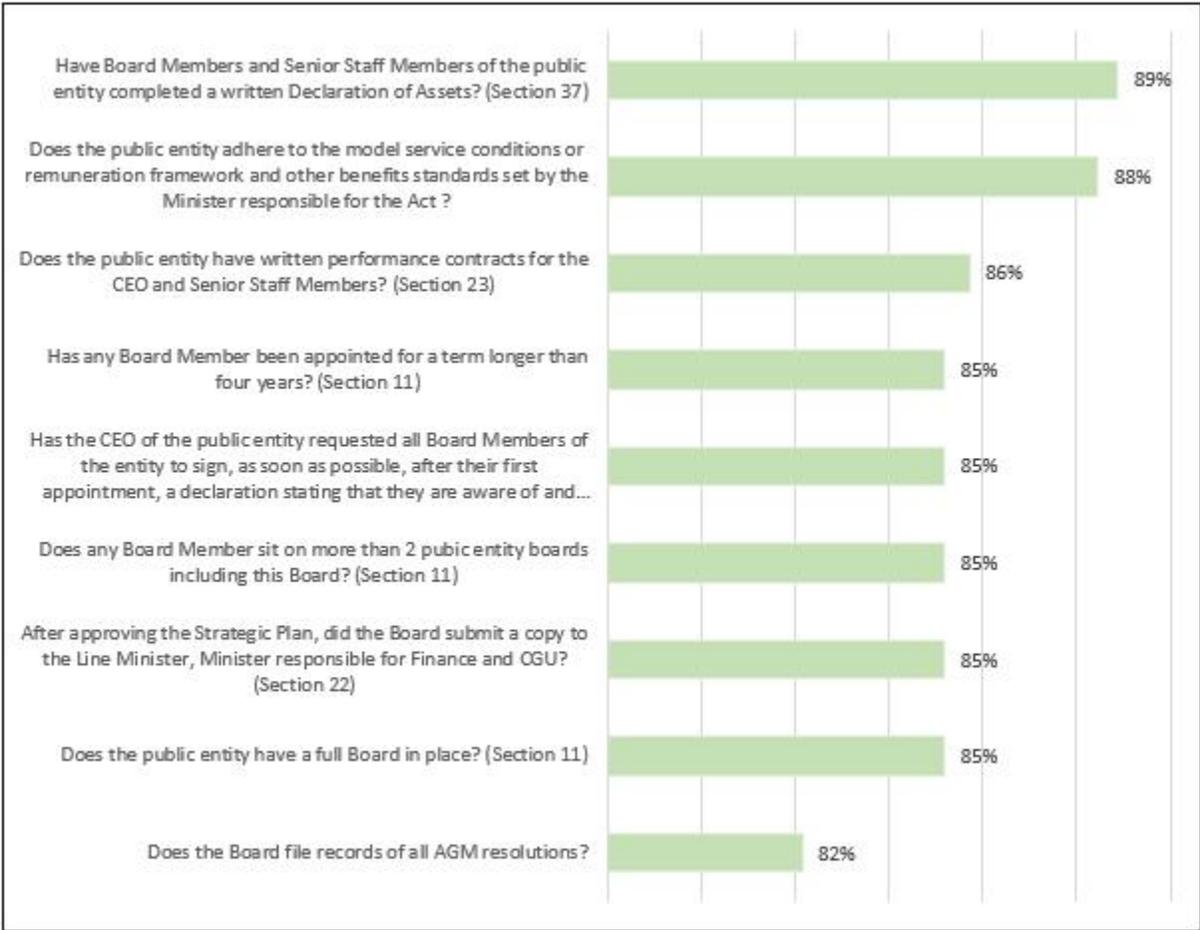
10.2. Mid- High Compliance Question Compliance by Sector (80-89%)

Figure 64: Regulators: Question Compliance (80-89%)



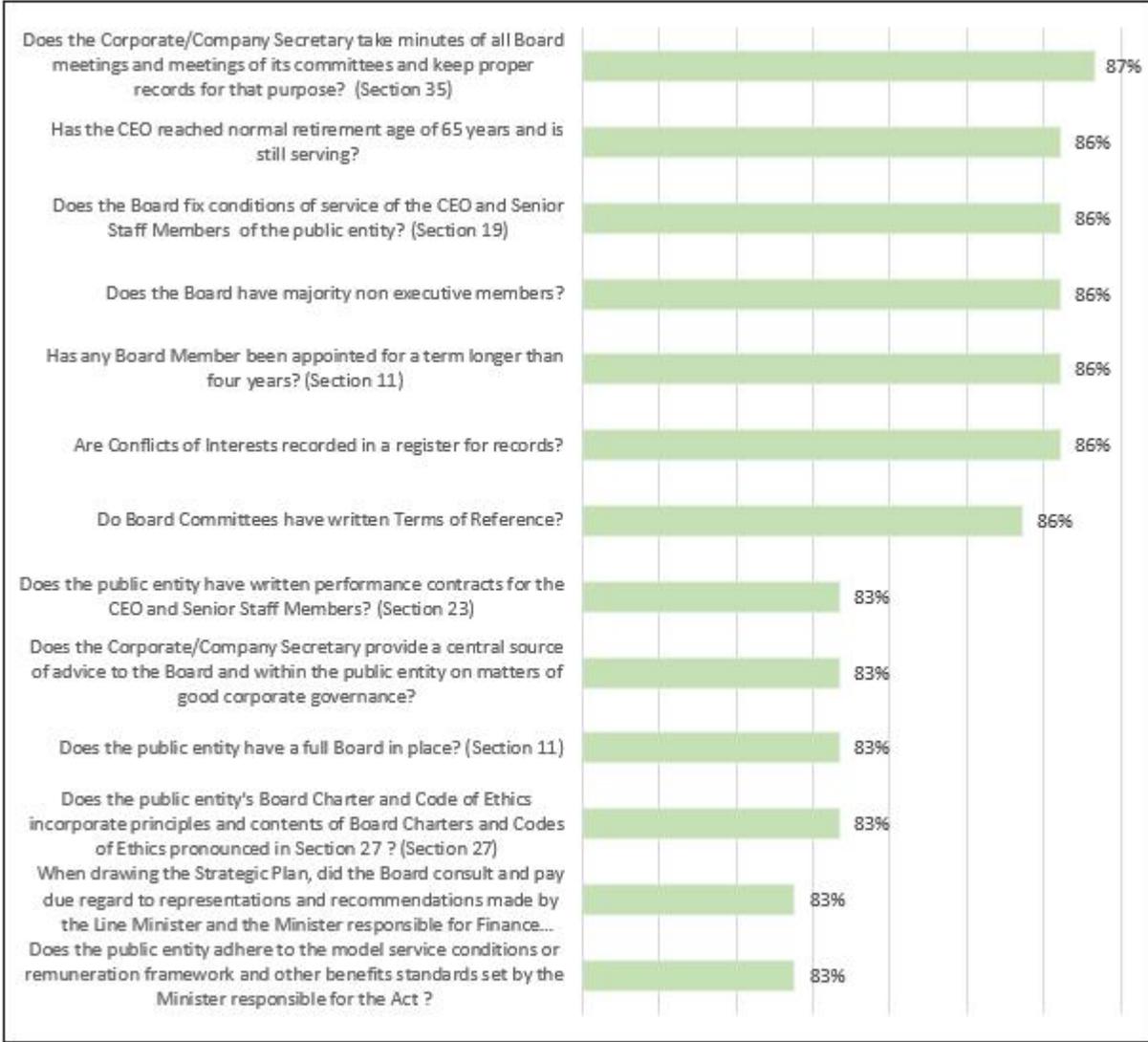
**Compliance Assessment Survey Report 2021 For
State Enterprises & Parastatals**

Figure 65: Commercial Public Policy: Question Compliance (80-89%)



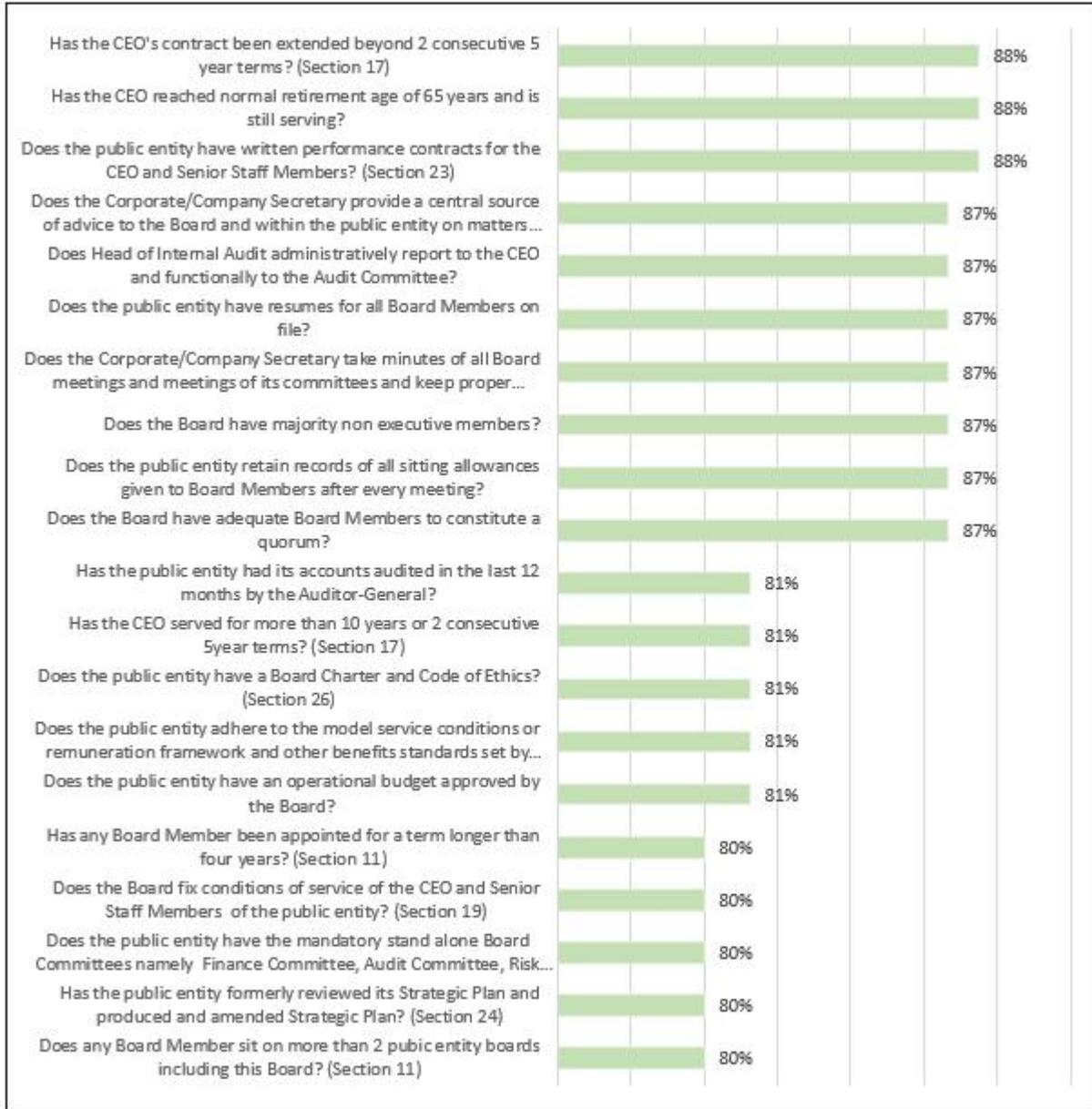
**Compliance Assessment Survey Report 2021 For
State Enterprises & Parastatals**

Figure 66: Purely Commercial State Enterprise: Question Compliance (80-89%)



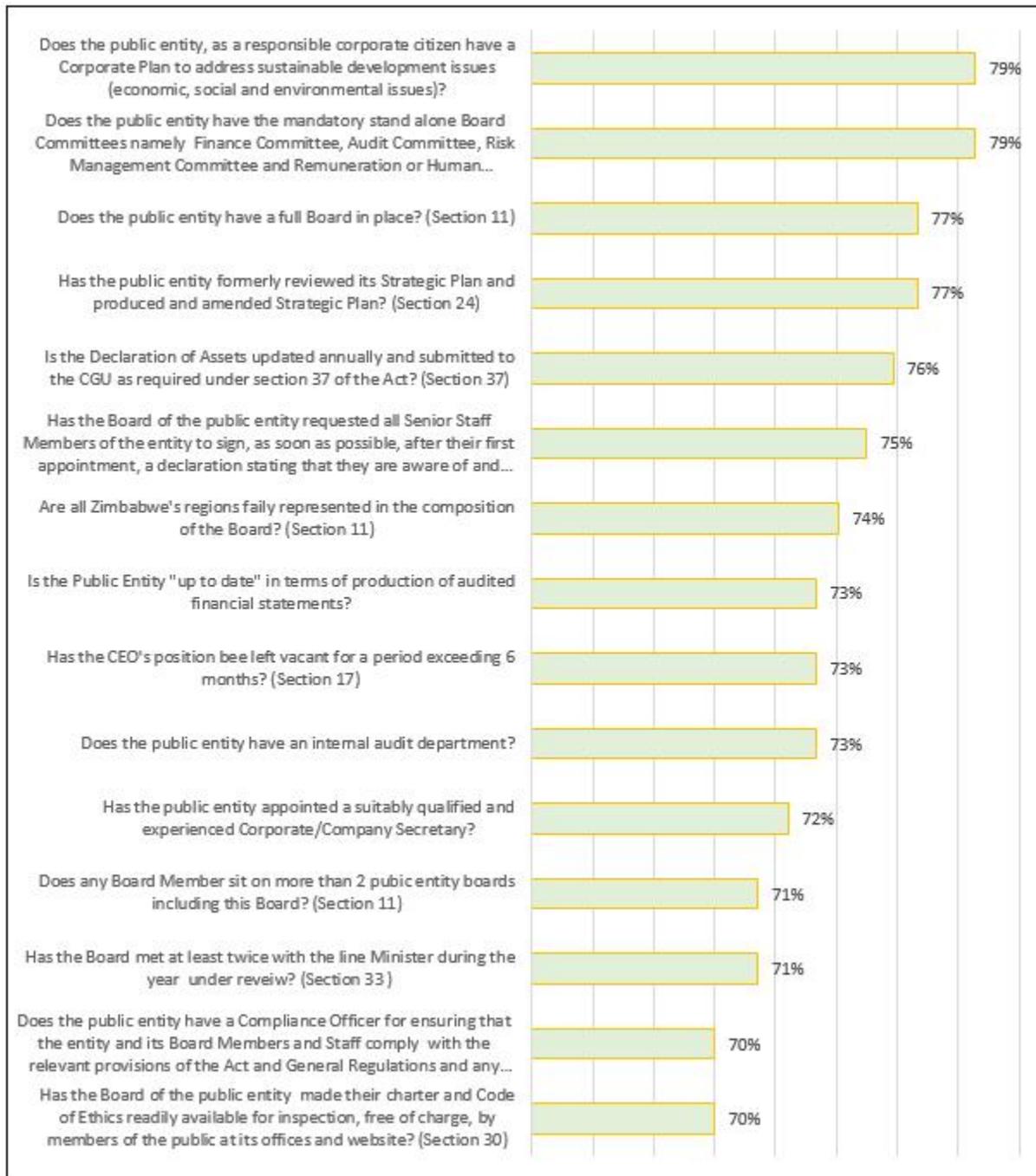
**Compliance Assessment Survey Report 2021 For
State Enterprises & Parastatals**

Figure 67: Public Policy & Research: Question Compliance (80-89%)



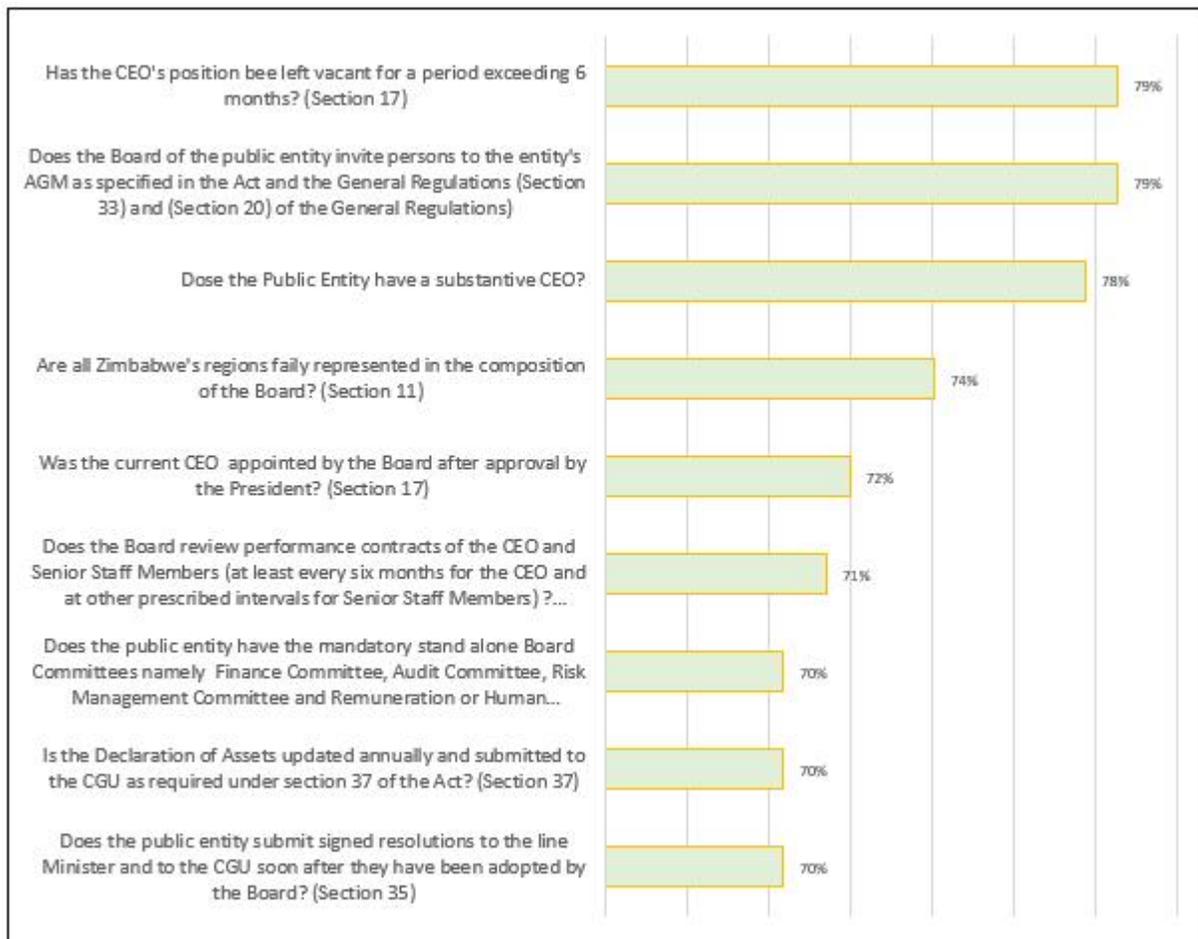
10.3. Lower High Compliance Question Compliance by Sector (70-79%)

Figure 68: Regulators: Question Compliance (70-79%)



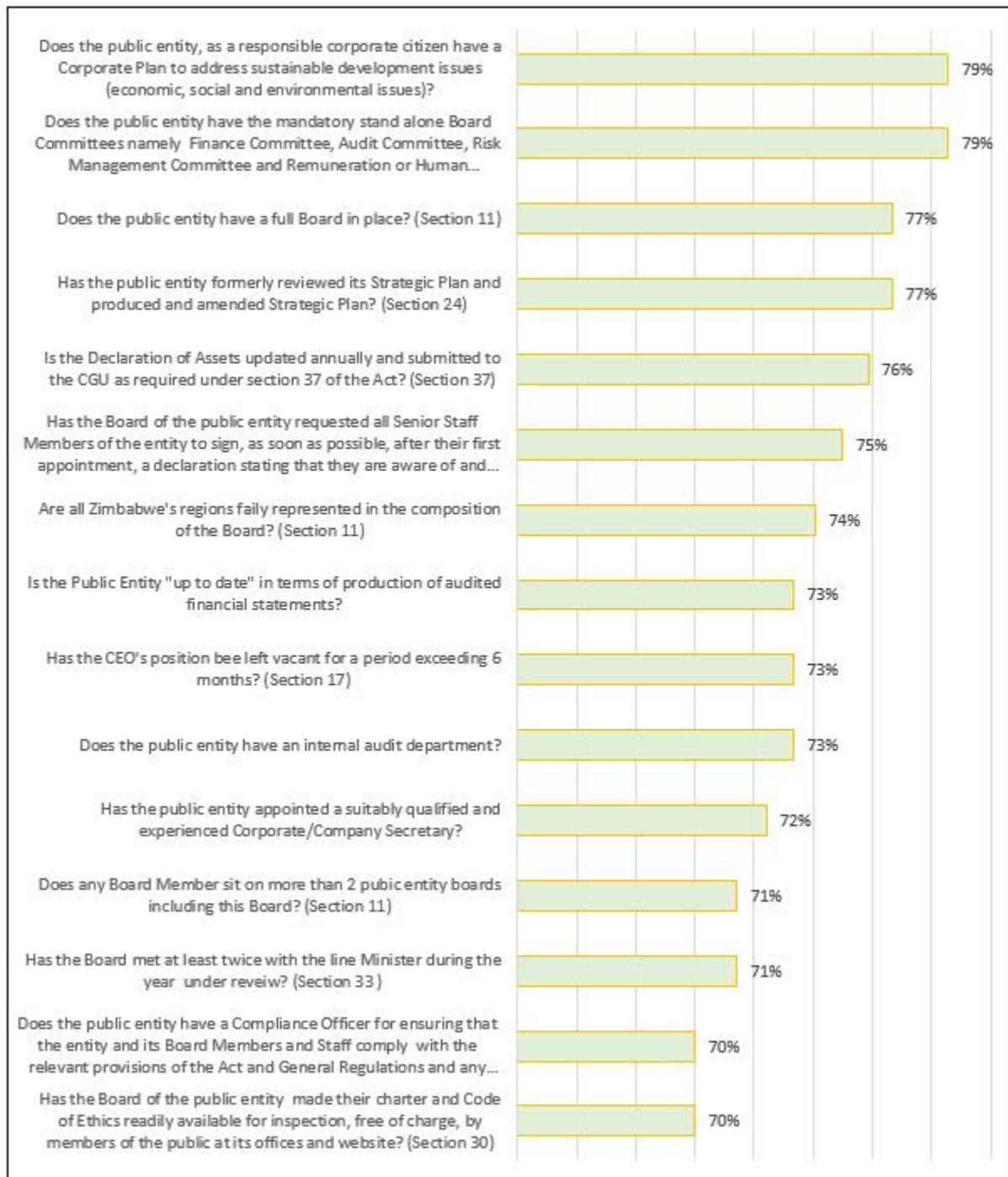
Compliance Assessment Survey Report 2021 For State Enterprises & Parastatals

Figure 69: Commercial Public Policy: Question Compliance (70-79%)



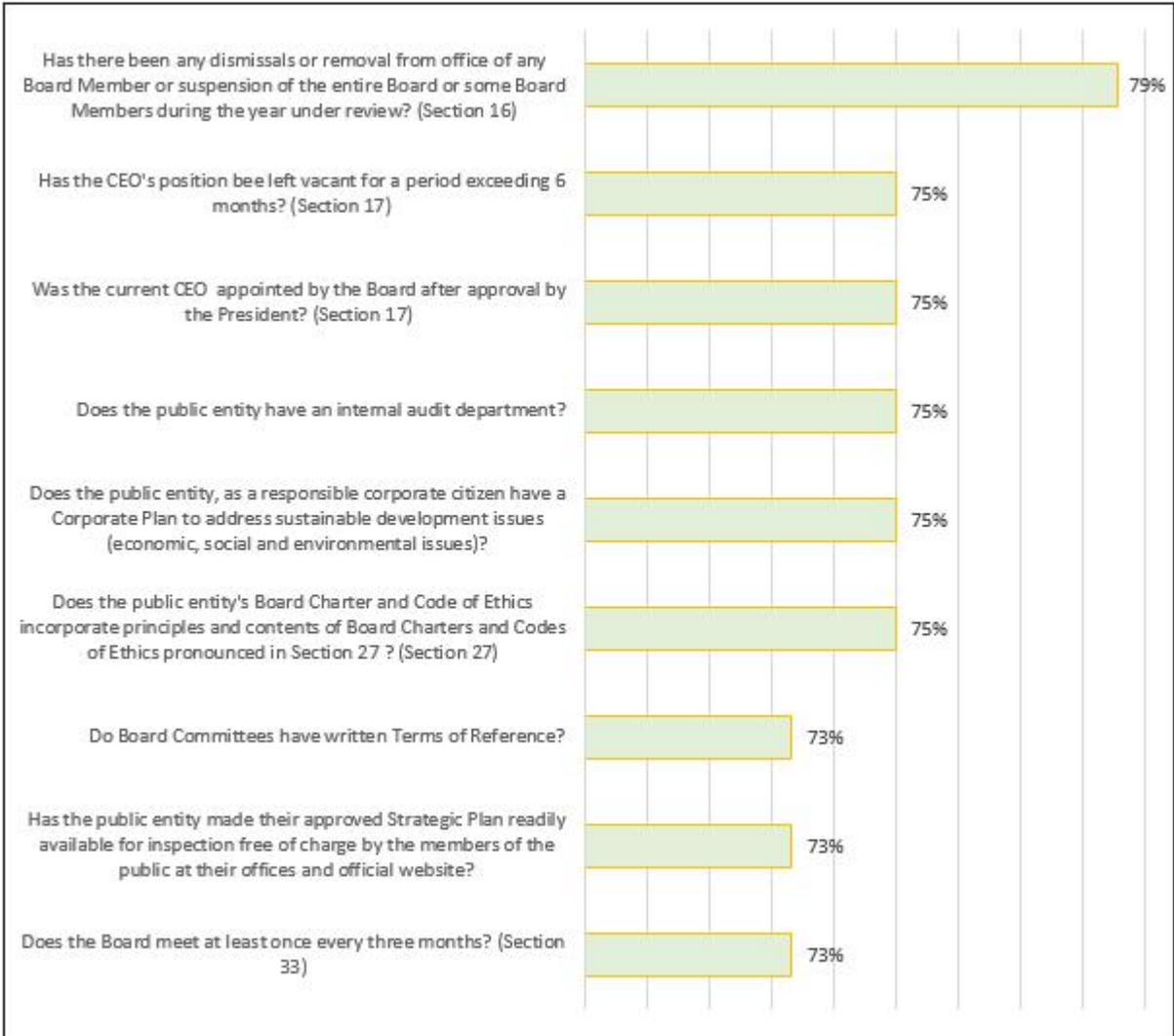
Compliance Assessment Survey Report 2021 For State Enterprises & Parastatals

Figure 70: Purely Commercial State Enterprises: Question Compliance (70-79%)



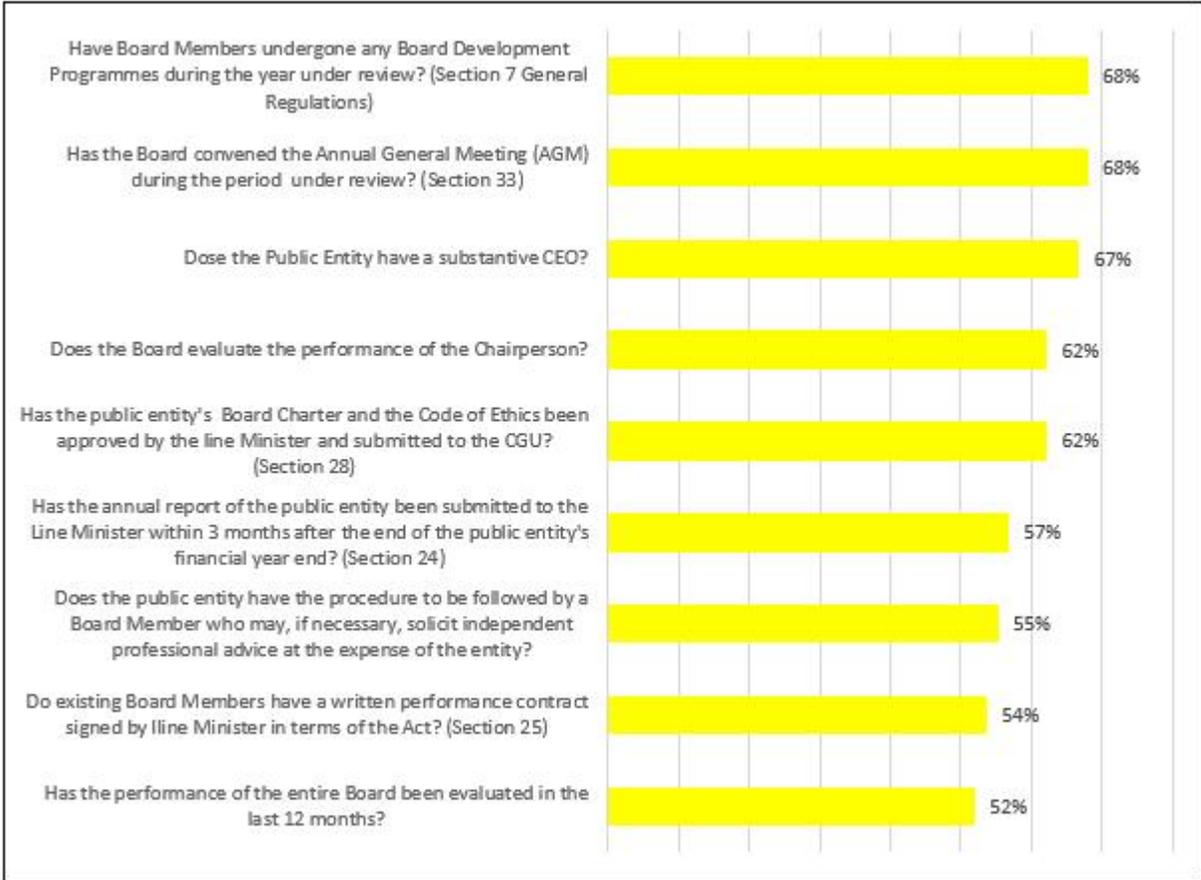
**Compliance Assessment Survey Report 2021 For
State Enterprises & Parastatals**

Figure 71: Public Policy & Research: Question Compliance (70-79%)



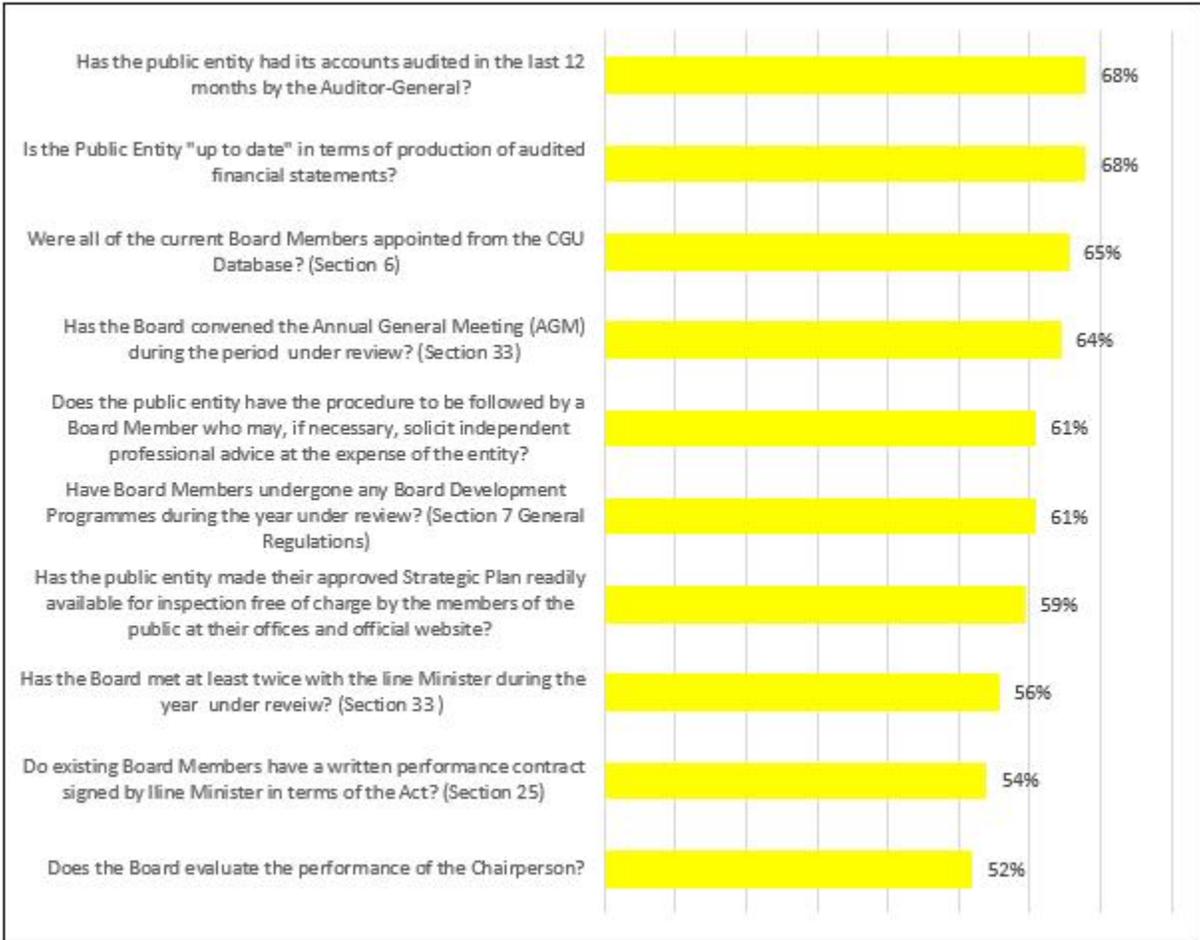
11. Average Compliance Question Compliance by Sector (50-69%)

Figure 72: Regulators: Question Compliance (50-69%)



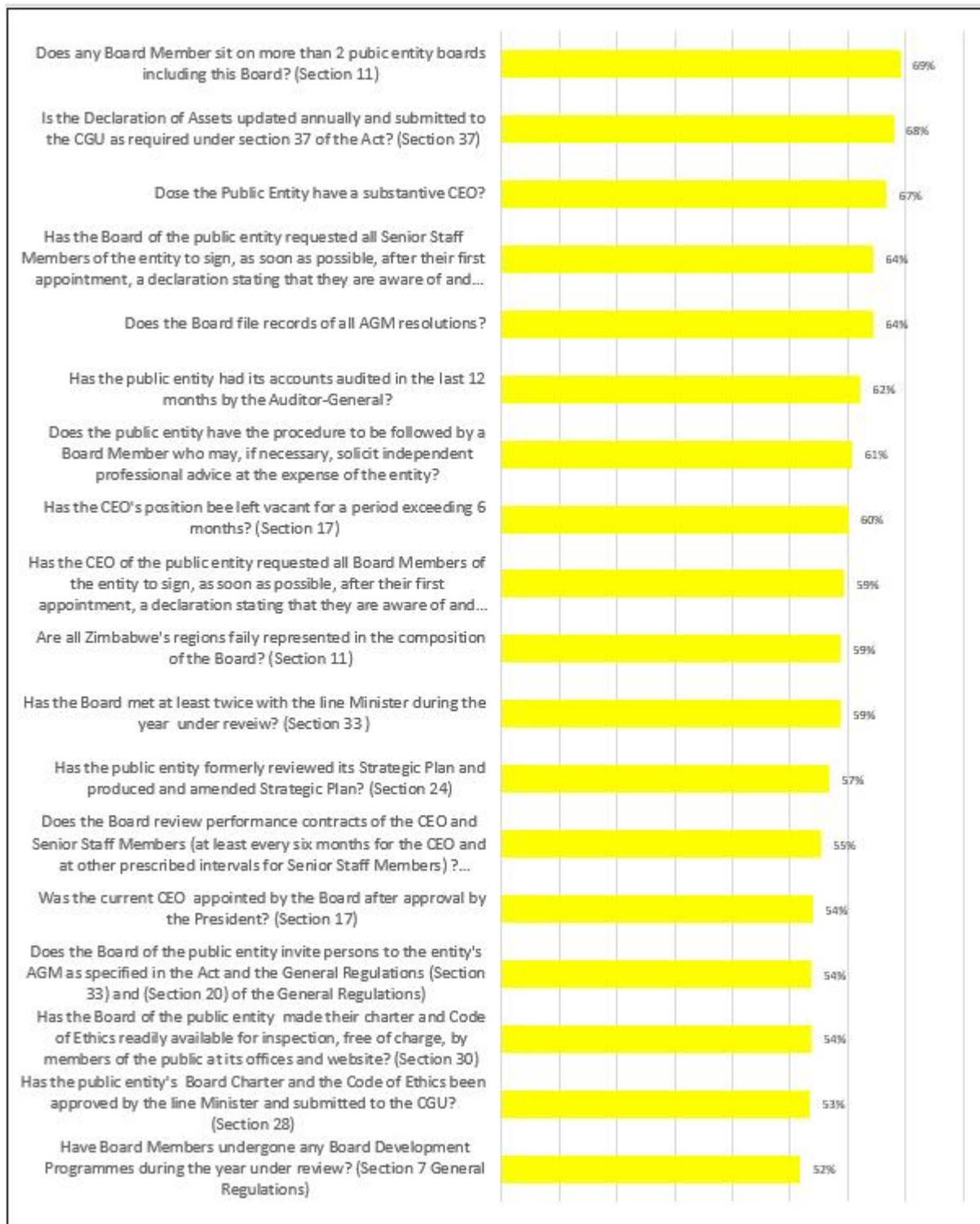
**Compliance Assessment Survey Report 2021 For
State Enterprises & Parastatals**

Figure 73: Commercial Public Policy: Question Compliance (50-69%)



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Figure 74: Purely Commercial State Enterprise: Question Compliance (50-69%)



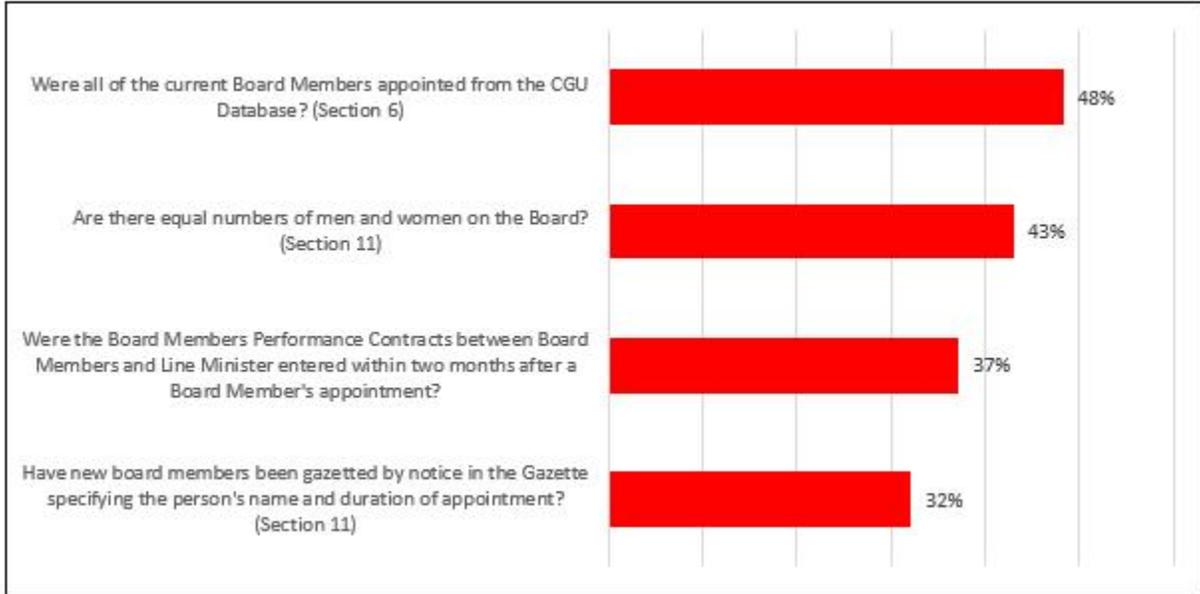
Compliance Assessment Survey Report 2021 For State Enterprises & Parastatals

Figure 75: Public Policy & Research: Question Compliance (50-69%)



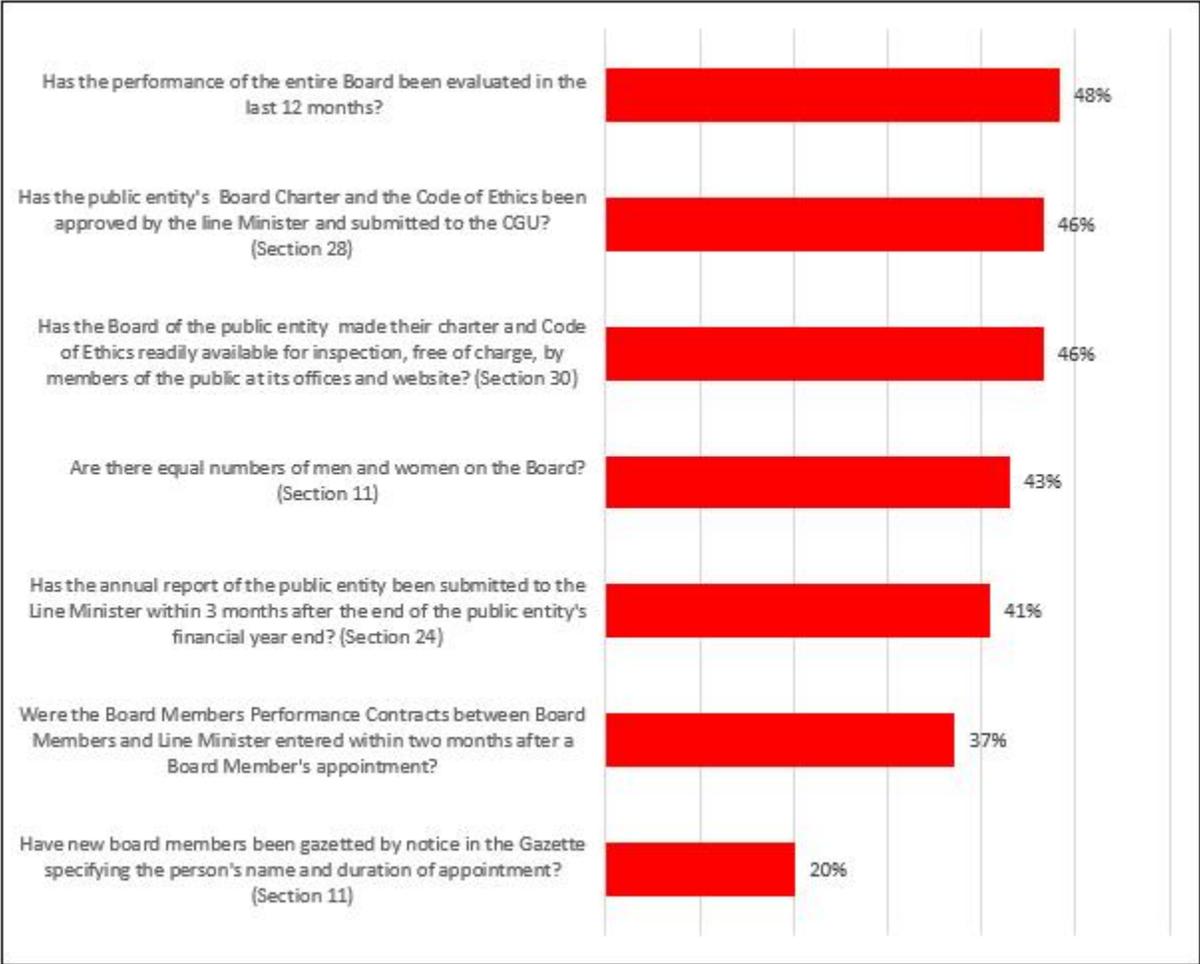
11.1. Low Compliance SEPs by Sector (Score Below 50%)

Figure 76: Regulators: Question Compliance (Below 50%)



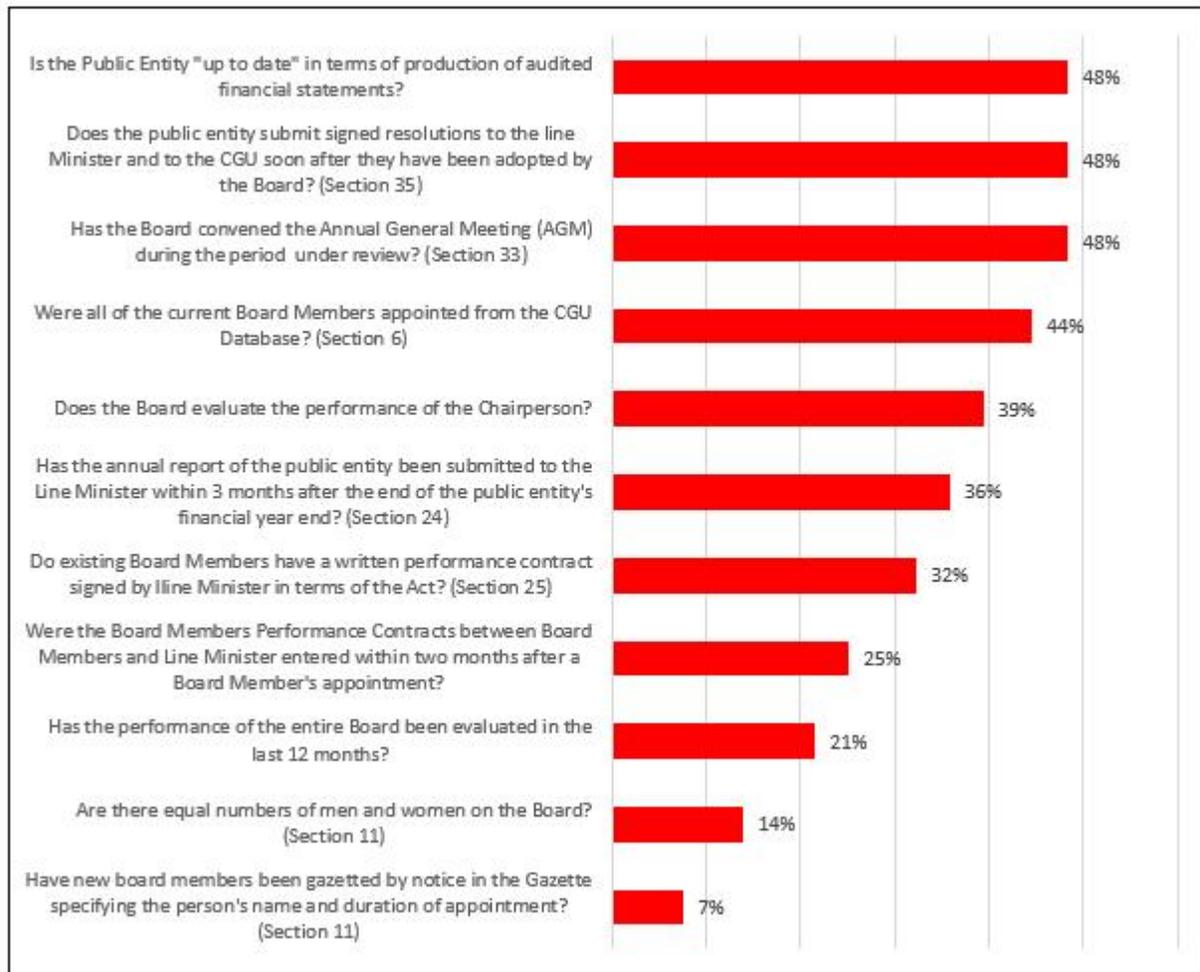
**Compliance Assessment Survey Report 2021 For
State Enterprises & Parastatals**

Figure 77: Commercial Public Policy: Question Compliance (Below 50%)



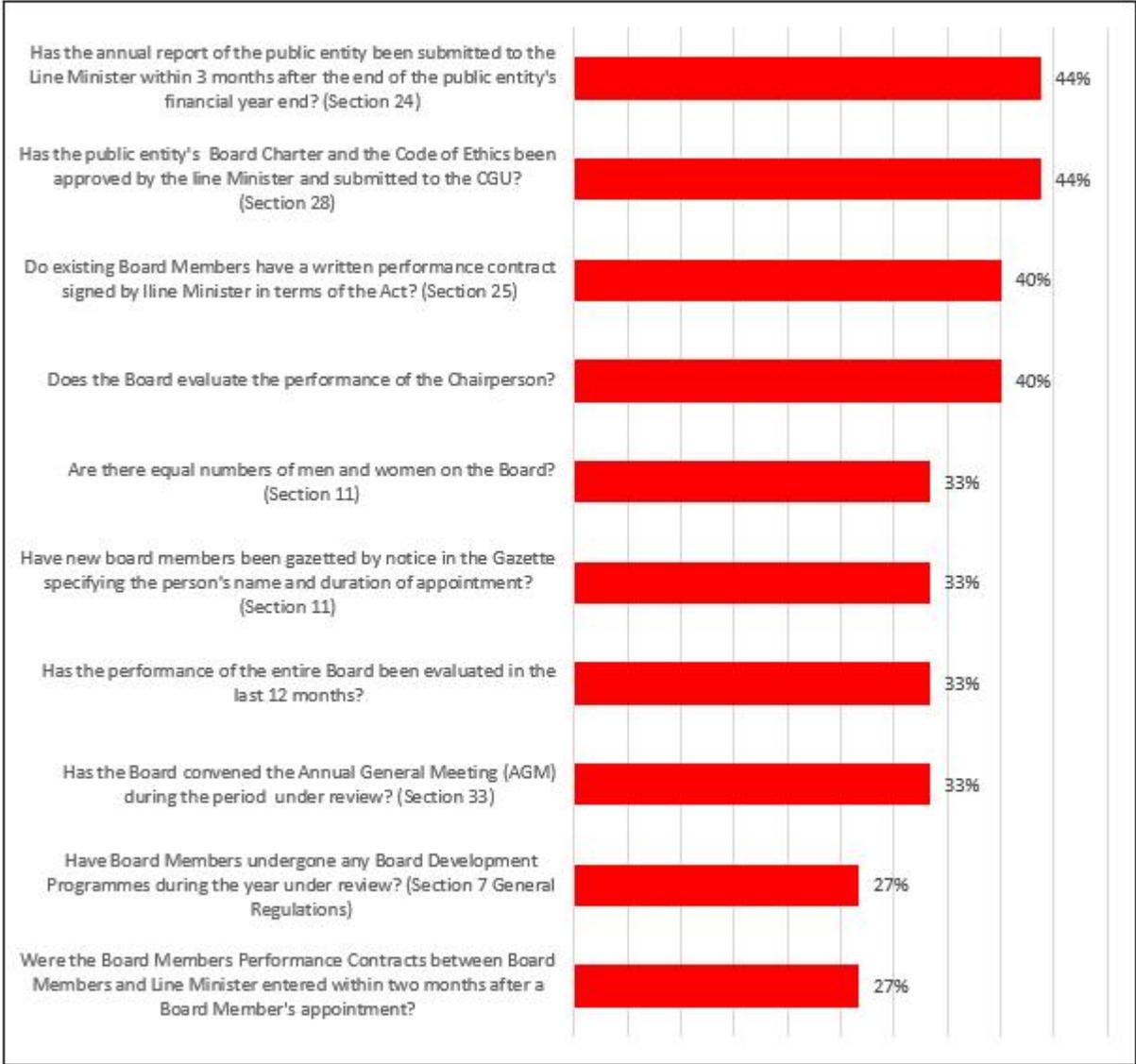
Compliance Assessment Survey Report 2021 For State Enterprises & Parastatals

Figure 78: Purely Commercial State Enterprises: Question Compliance (Below 50%)



**Compliance Assessment Survey Report 2021 For
State Enterprises & Parastatals**

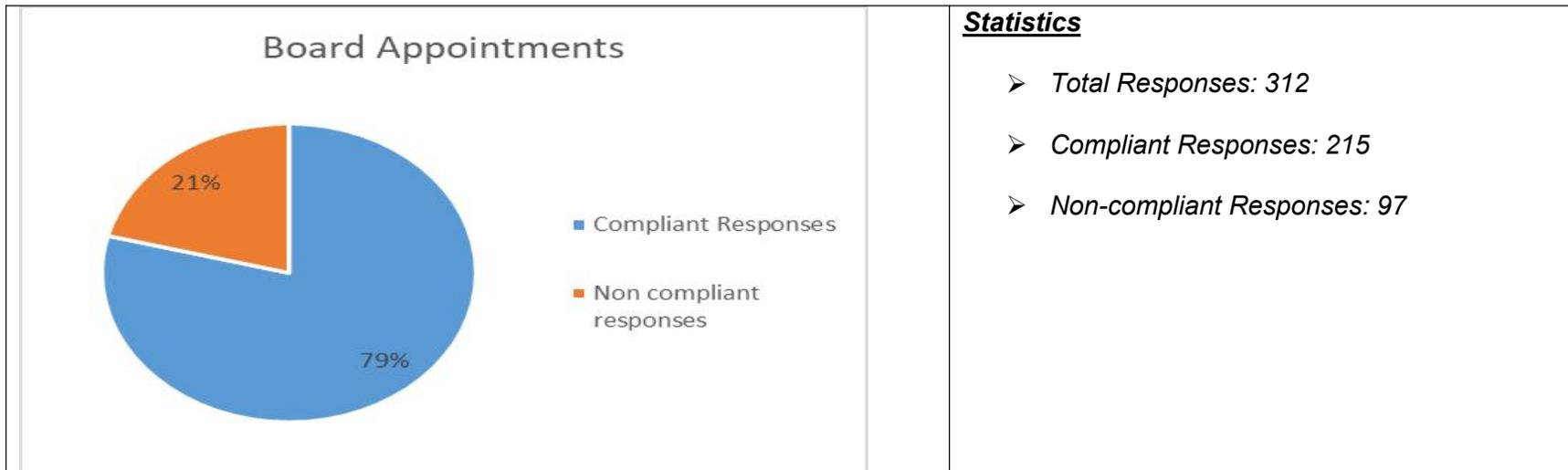
Figure 79: Public Policy & Research: Question Compliance (Below 50%)



12. APPENDIX : QUESTION CLASSIFICATION DASHBOARDS

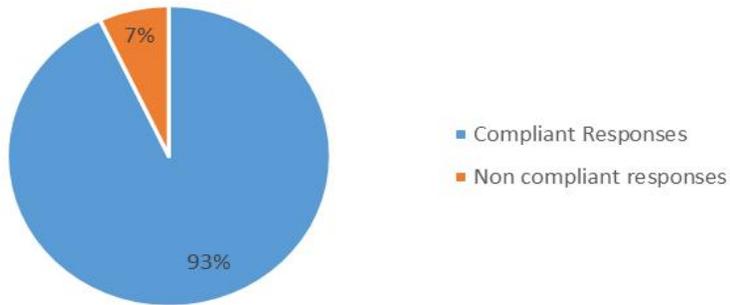
12.1. Question Classification Dashboard

The questions in the compliance assessment survey report were grouped into 20 categories. The classification dashboards below show the level of compliant and non-compliant responses in the 20 categories.



**Compliance Assessment Survey Report 2021 For
State Enterprises & Parastatals**

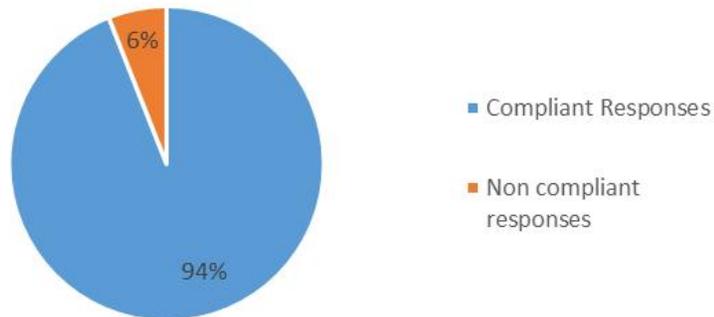
Board Composition



Statistics

- *Total Responses: 1352*
- *Compliant Responses: 1036*
- *Non-compliant Responses: 316*

Conditions of Service

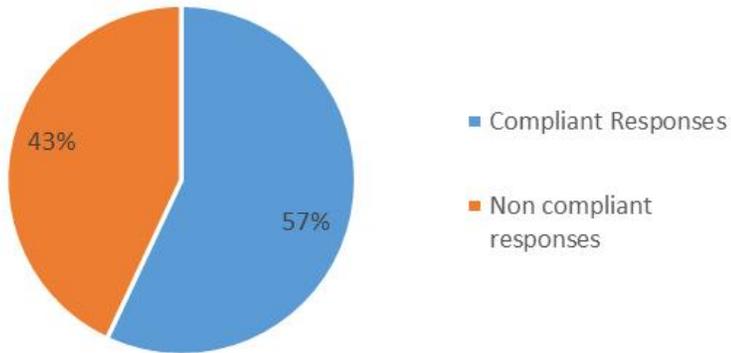


Statistics

- *Total Responses: 208*
- *Compliant Responses: 197*
- *Non-compliant Responses: 11*

**Compliance Assessment Survey Report 2021 For
State Enterprises & Parastatals**

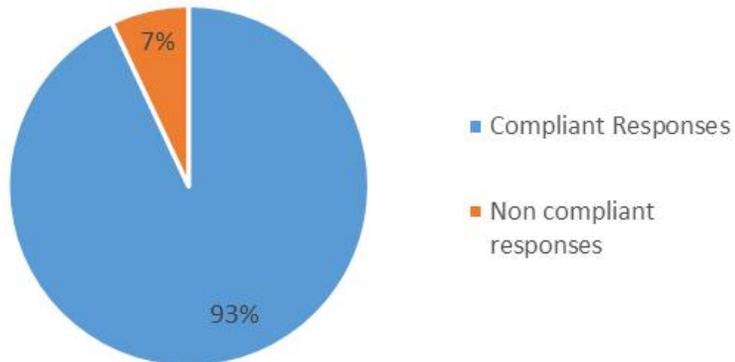
Conduct of Business



Statistics

- *Total Responses: 520*
- *Compliant Responses: 310*
- *Non-compliant Responses: 210*

Resignation and Dismissal

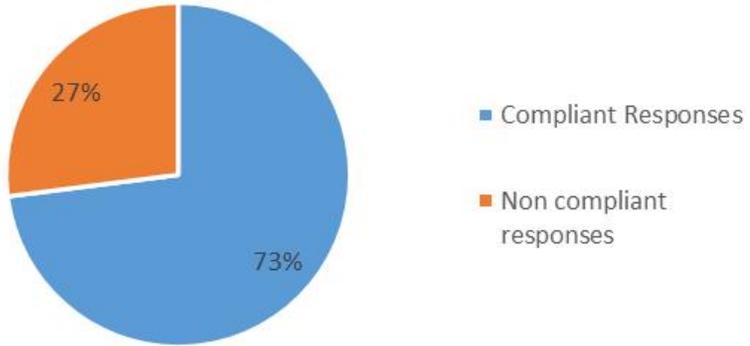


Statistics

- *Total Responses: 208*
- *Compliant Responses: 191*
- *Non-compliant Responses: 17*

**Compliance Assessment Survey Report 2021 For
State Enterprises & Parastatals**

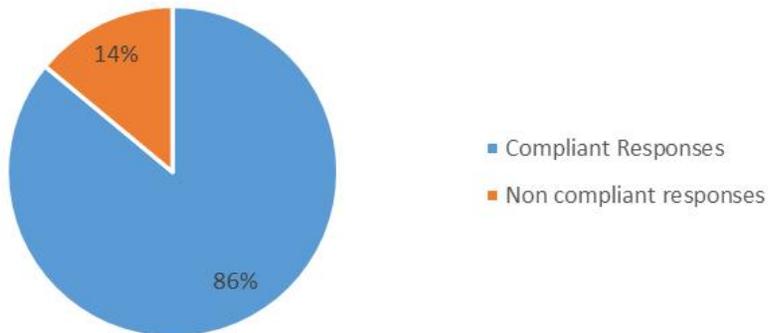
Appointment of Senior Staff



Statistics

- *Total Responses: 624*
- *Compliant Responses: 486*
- *Non-compliant Responses: 138*

Conditions of Service of Senior Staff

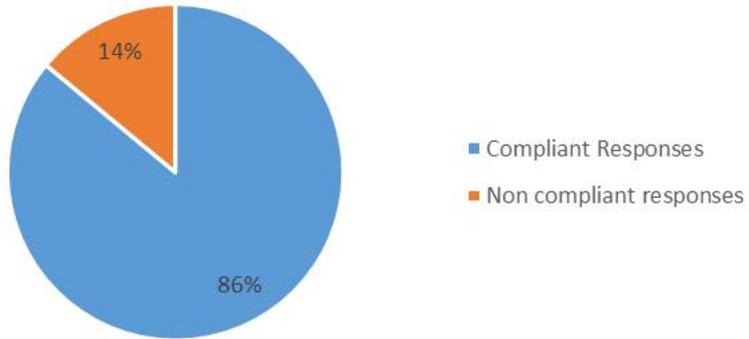


Statistics

- *Total Responses: 520*
- *Compliant Responses: 424*
- *Non-compliant Responses: 96*

**Compliance Assessment Survey Report 2021 For
State Enterprises & Parastatals**

Strategic Plans

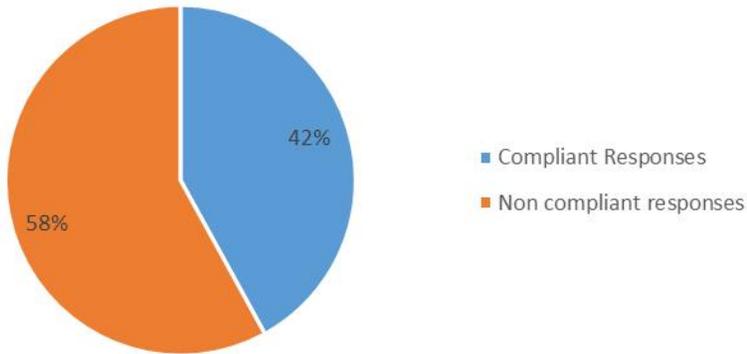


Statistics

- *Total Responses: 624*
- *Compliant Responses: 526*
- *Non-compliant Responses: 98*

**Compliance Assessment Survey Report 2021 For
State Enterprises & Parastatals**

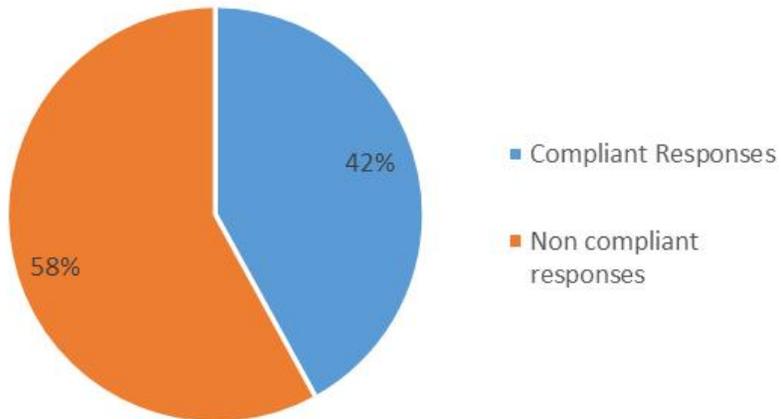
Performance Contracts of Board Members



Statistics

- *Total Responses: 208*
- *Compliant Responses: 74*
- *Non-compliant Responses: 134*

Boards Charter and code of Ethics

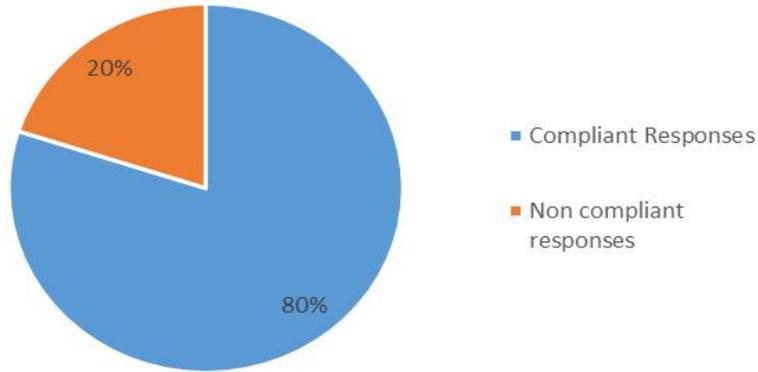


Statistics

- *Total Responses: 312*
- *Compliant Responses: 231*
- *Non-compliant Responses: 81*

**Compliance Assessment Survey Report 2021 For
State Enterprises & Parastatals**

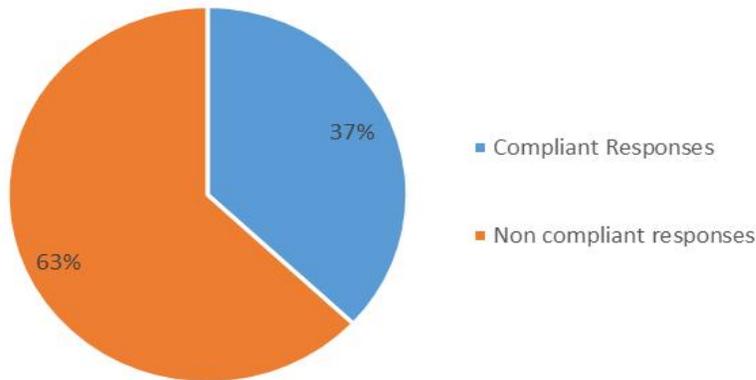
Meetings of boards



Statistics

- *Total Responses: 416*
- *Compliant Responses: 269*
- *Non-compliant Responses: 147*

Performance Evaluation of Board Meetings

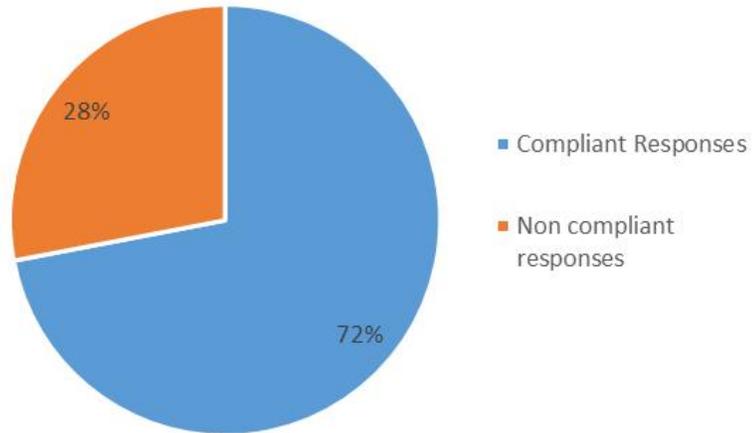


Statistics

- *Total Responses: 208*
- *Compliant Responses: 87*
- *Non-compliant Responses: 121*

**Compliance Assessment Survey Report 2021 For
State Enterprises & Parastatals**

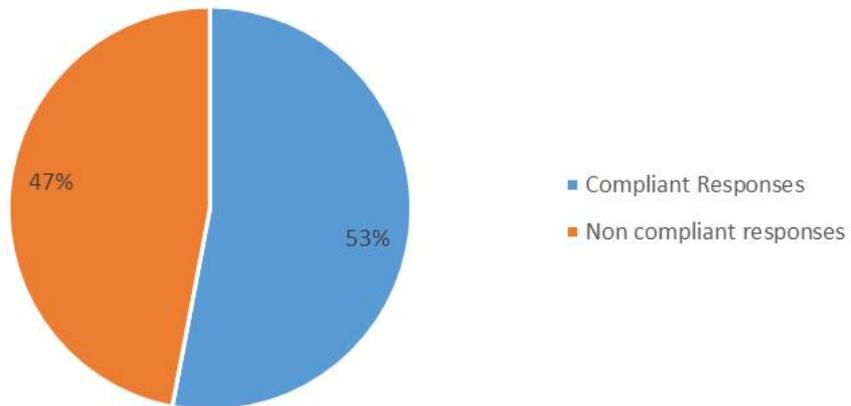
Board Committees



Statistics

- *Total Responses: 208*
- *Compliant Responses: 160*
- *Non-compliant Responses: 48*

Annual General Meetings

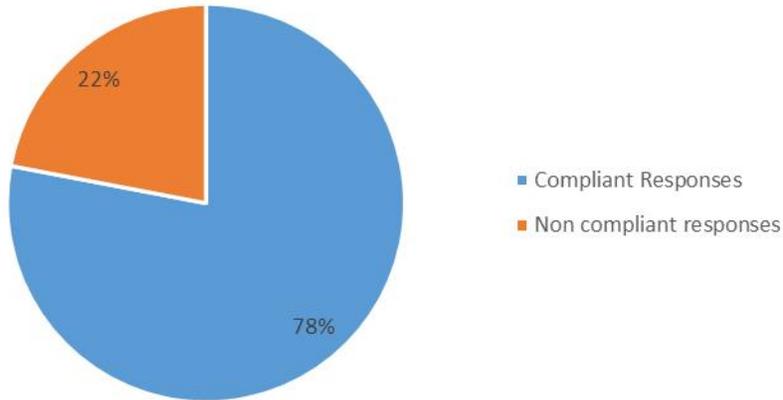


Statistics

- *Total Responses: 312*
- *Compliant Responses: 190*
- *Non-compliant Responses: 122*

**Compliance Assessment Survey Report 2021 For
State Enterprises & Parastatals**

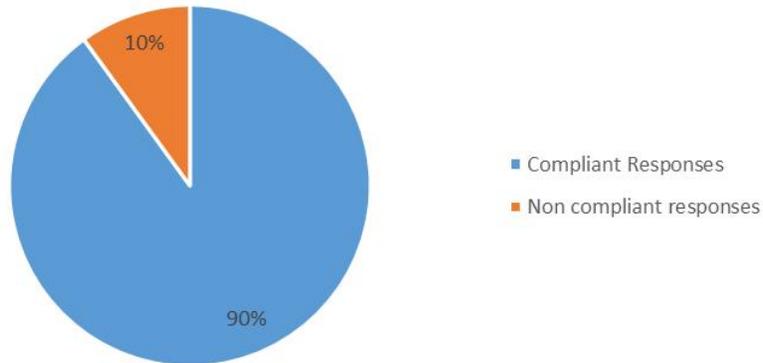
Declaration of Assets



Statistics

- *Total Responses: 208*
- *Compliant Responses: 151*
- *Non-compliant Responses: 57*

Conflict of Interest

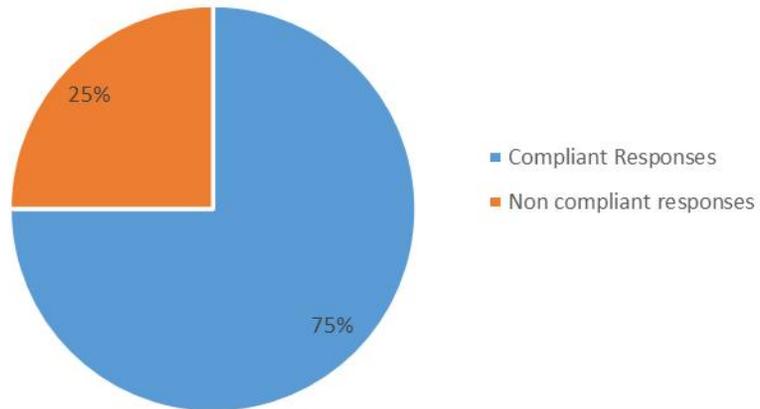


Statistics

- *Total Responses: 416*
- *Compliant Responses: 329*
- *Non-compliant Responses: 87*

**Compliance Assessment Survey Report 2021 For
State Enterprises & Parastatals**

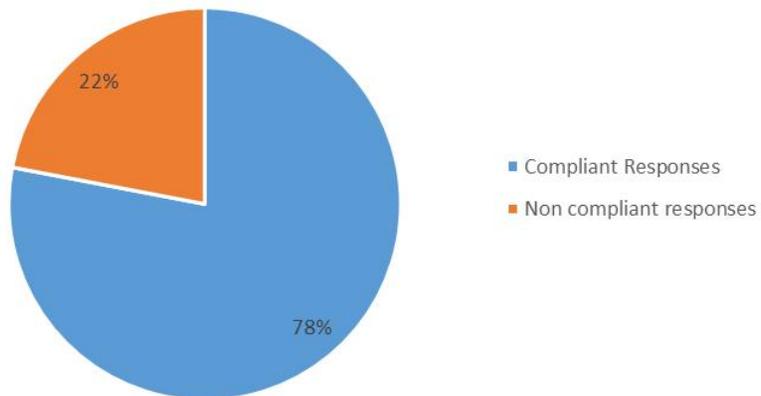
Company Secretary



Statistics

- *Total Responses: 312*
- *Compliant Responses: 258*
- *Non-compliant Responses: 54*

Internal Audit

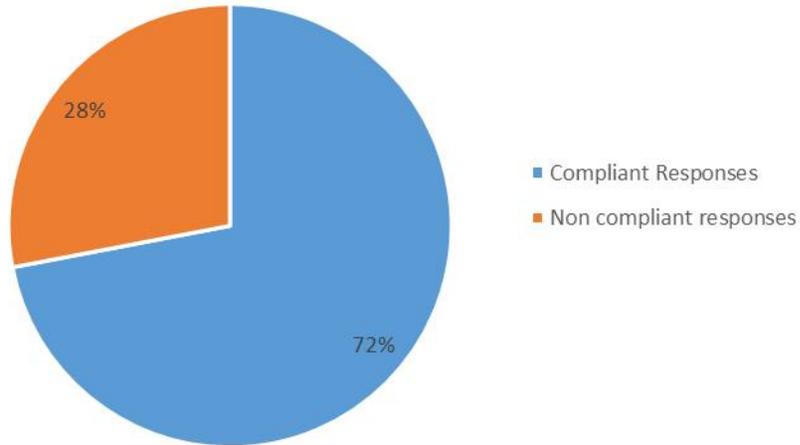


Statistics

- *Total Responses: 208*
- *Compliant Responses: 165*
- *Non-compliant Responses: 43*

**Compliance Assessment Survey Report 2021 For
State Enterprises & Parastatals**

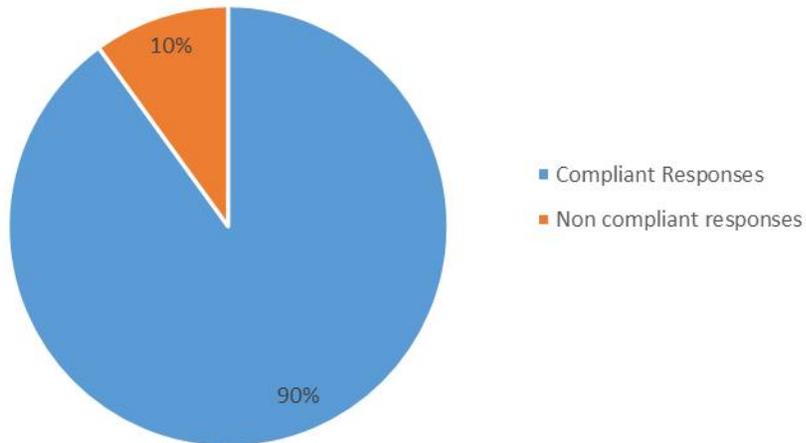
Annual Reporting



Statistics

- *Total Responses: 312*
- *Compliant Responses: 185*
- *Non-compliant Responses: 127*

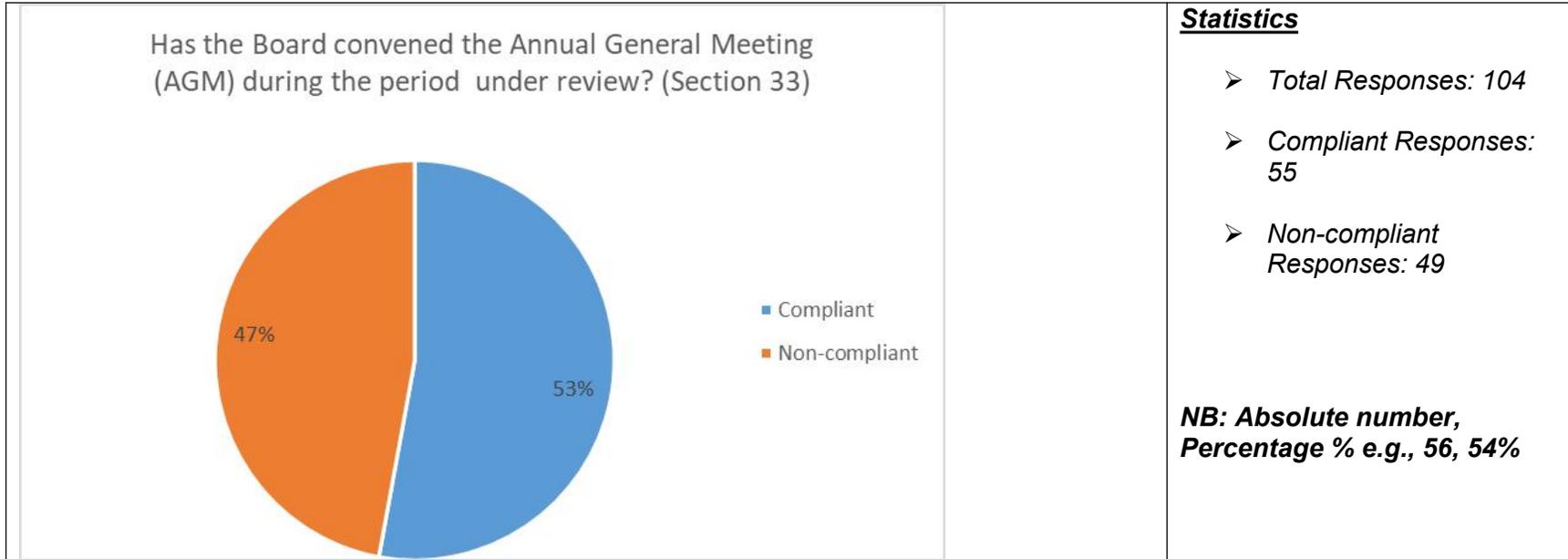
General



Statistics

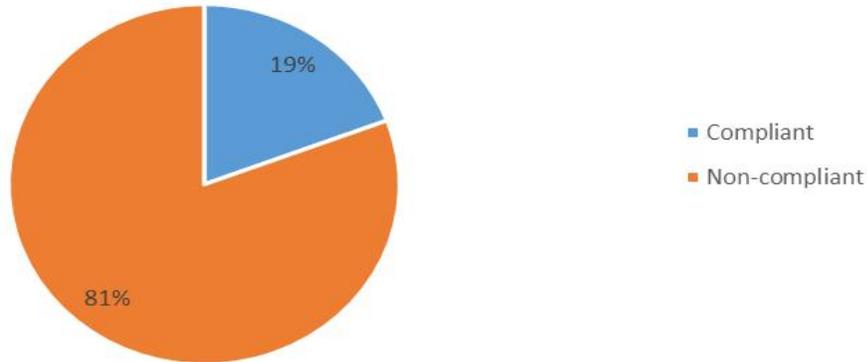
- *Total Responses: 624*
- *Compliant Responses: 459*
- *Non-compliant Responses: 165*

12.2. Key Questions Dashboard



**Compliance Assessment Survey Report 2021 For
State Enterprises & Parastatals**

Have new board members been gazetted by notice in the Gazette specifying the person's name and duration of appointment? (Section 11)

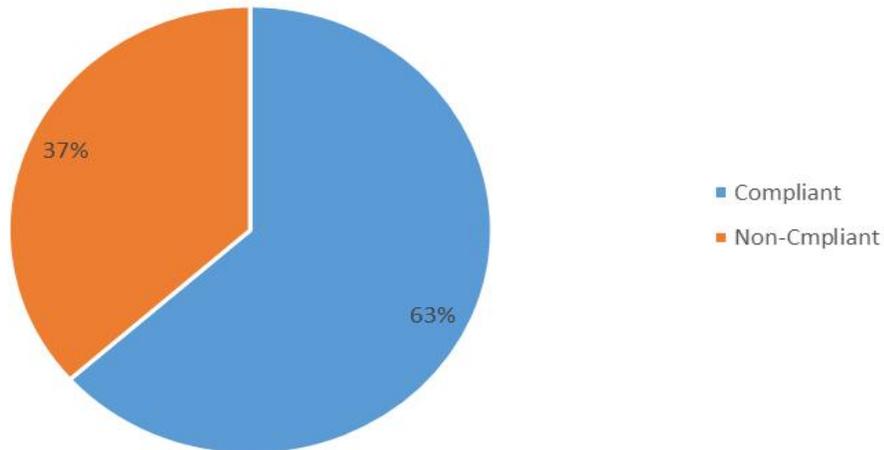


Statistics

- Total Responses 104
- Compliant Responses: 20
- Non-compliant Responses: 84

NB: Absolute number, Percentage % e.g., 56, 54%

Is the Public Entity "up to date" in terms of production of audited financial statements?



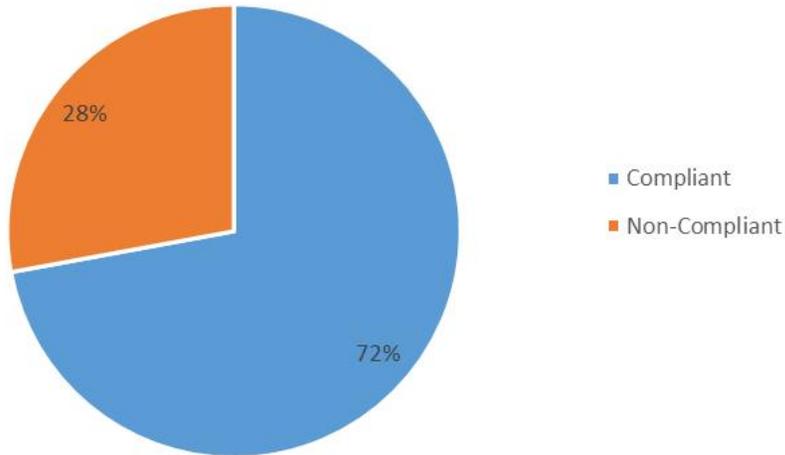
Statistics

- Total Responses: 104
- Compliant Responses: 65
- Non-compliant Responses: 39

NB: Absolute number, Percentage % e.g., 56, 54%

**Compliance Assessment Survey Report 2021 For
State Enterprises & Parastatals**

Has the public entity had its accounts audited in the last 12 months by the Auditor-General?

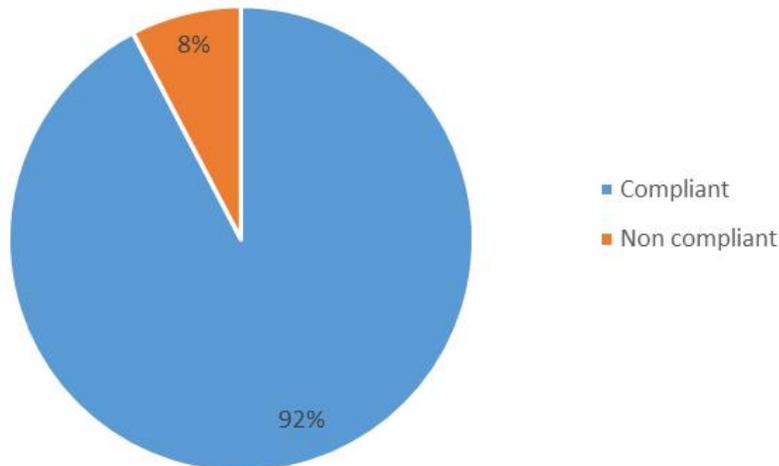


Statistics

- Total Responses: 104
- Compliant Responses: 75
- Non-compliant Responses: 29

NB: Absolute number, Percentage % e.g., 56, 54%

Does the public entity have an executive Board Chairperson?



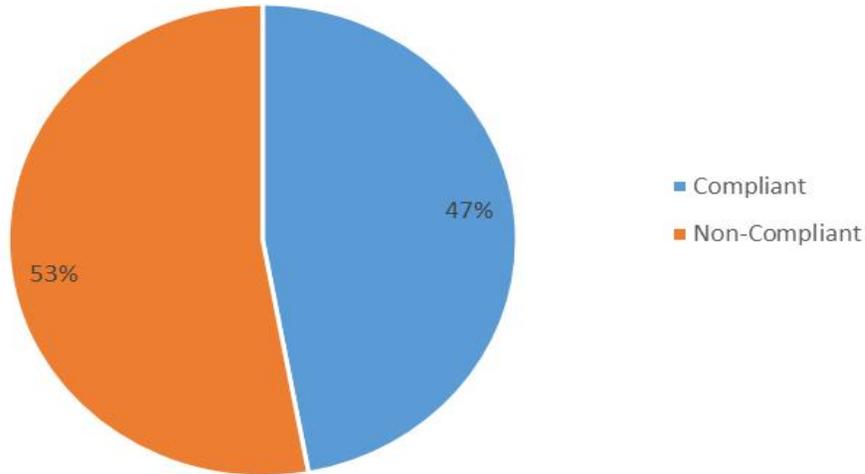
Statistics

- Total Responses: 104
- Compliant Responses: 96
- Non-compliant Responses: 8

NB: Absolute number, Percentage % e.g., 56, 54%

**Compliance Assessment Survey Report 2021 For
State Enterprises & Parastatals**

Does the Board evaluate the performance of the Chairperson?

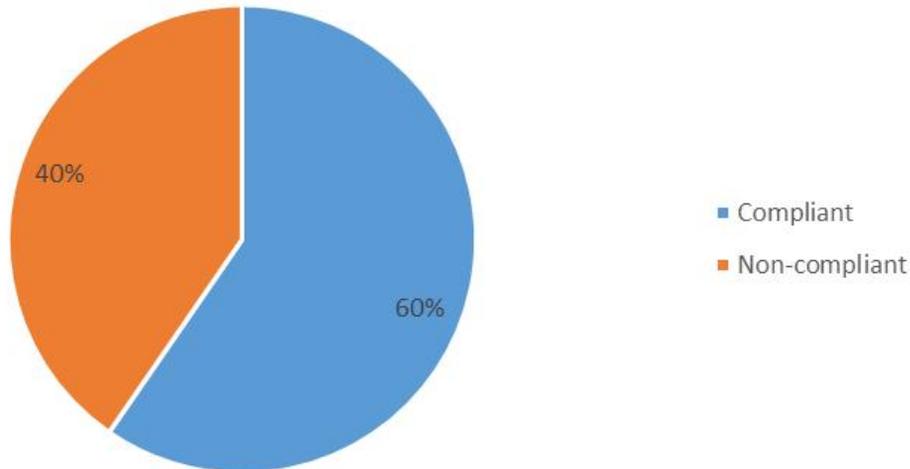


Statistics

- Total Responses: 104
- Compliant Responses: 49
- Non-compliant Responses: 55

NB: Absolute number, Percentage % e.g., 56, 54%

Has the Board met at least twice with the line Minister during the year under review? (Section 33)

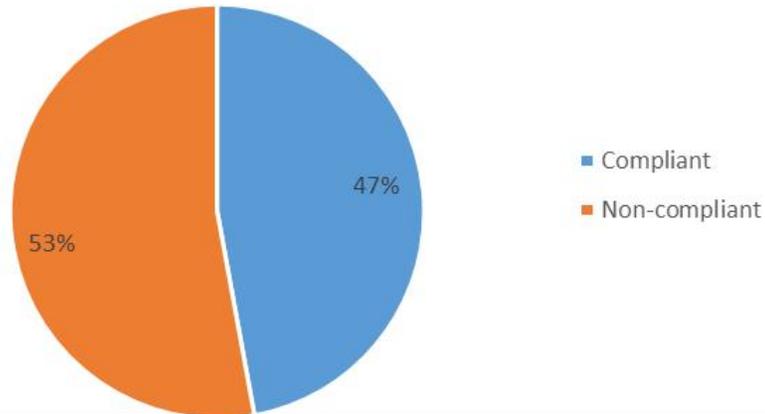


Statistics

- Total Responses: 104
- Compliant Responses: 62
- Non-compliant Responses: 42

**Compliance Assessment Survey Report 2021 For
State Enterprises & Parastatals**

Were all of the current board members appointed from the CGU Database? (section 6)

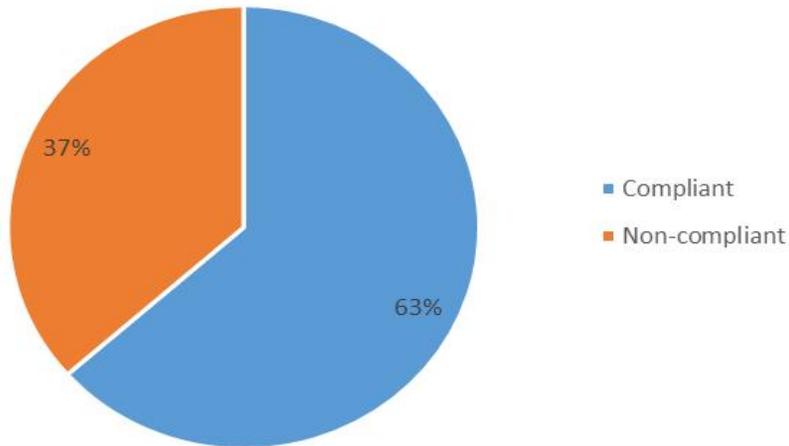


Statistics

- Total Responses: 104
- Compliant Responses: 49
- Non-compliant Responses: 55

NB: Absolute number, Percentage % e.g., 56, 54%

Are all Zimbabwe's regions fairly represented in the composition of the Board? (Section 11)



Statistics

- Total Responses: 104
- Compliant Responses: 66
- Non-compliant Responses: 38

NB: Absolute number, Percentage % e.g., 56, 54%



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