



ZIMBABWE

MID-TERM REVIEW

JANUARY 2021-JUNE 2023

NATIONAL DEVELOPMENT STRATEGY 1

AUGUST 2023

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ZIMBABWE FACT FILE



Population	15 178 957 (2022)
Total Land area	390 580 km ²
Land	386 670 km ²
Water	3 910 km ²
Border countries and Length	Botswana 813 km, Mozambique 1,231 km, South Africa 225 km, Zambia 797 km
Climate	Tropical; moderated by altitude; rainy season (November to March)
Terrain	Mostly high plateau with higher central plateau (high veld); mountains in east
Natural Resources	Diamonds, coal, chromium ore, asbestos, gold, nickel, copper, iron ore, vanadium, lithium, tin, Platinum Group Metals
Zimbabwe Geographic coordinates	Zimbabwe is located at latitude -19.015438 and longitude 29.154857
Officially recognised languages in Zimbabwe	English, Shona, Ndebele, Chewa, Chibarwe, Kalanga, Koisian, Nambya, Ndau, Shangani, sign language, Sotho, Tonga, Tswana, Venda and Xhosa
Key Economic sectors	Mining, Manufacturing, Agriculture and Tourism

ZIMBABWE MAP



FOREWORD

The National Development Strategy 1 (NDS 1) is the First Five-Year National Development Plan towards Vision 2030, which leaves no one and no place behind.

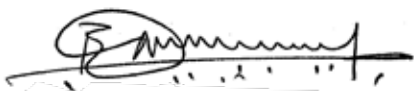
On 28th February 2023, Cabinet approved an NDS 1 mid-term review concept note, which marked the commencement of the mid-term review process. The main objective of the review process was to assess progress made during the first half of implementation of the Five-Year National Development Strategy. The results of this review will give us lessons to inform the remainder of the second half of NDS 1 implementation.

Most of our targets set under NDS 1 were met, while valuable lessons were learnt as a result of this mid-term review. In particular are those related to how implementing agencies can through the various thematic working groups enrich implementation during the second half of NDS 1.

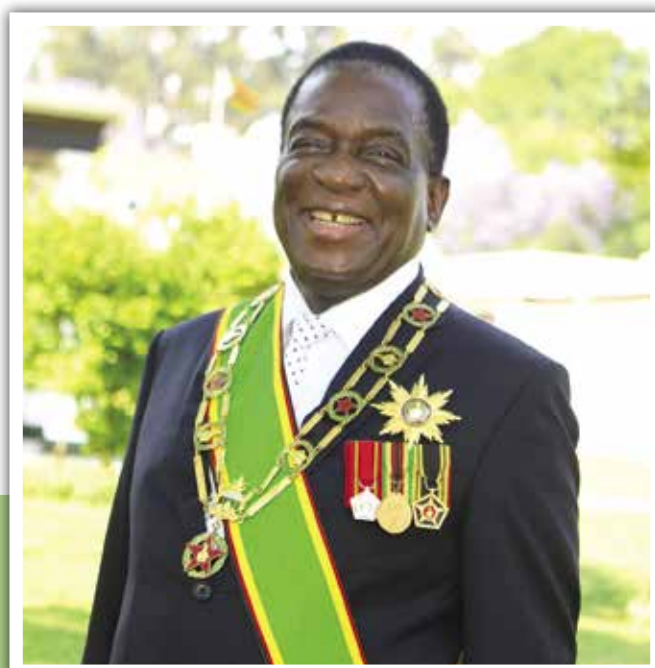
External shocks, such as COVID-19, the Russian-Ukraine conflict and climate change experienced during the first half of NDS 1 require us to adopt new and responsive strategies as outlined in this mid-term review to ensure that we meet our NDS 1 objectives as we march towards Vision 2030.

I call upon all Zimbabweans to re-double their efforts in support of the realisation of NDS 1 objectives as outlined in this mid-term review, in order to realise our aspirations under Vision 2030.

I Thank You.



Emmerson Dambudzo Mnangagwa
President of the Republic of Zimbabwe
August 2023



PREFACE

The Second Republic undertook, in the march towards Vision 2030, a Mid-Term Review of the National Development Strategy 1 (NDS 1) to assess progress in meeting the objectives of NDS 1 as we implement our development agenda.

The NDS 1 mid-term review process was inclusive and consultative. It involved consultation of a broad range of stakeholders, with the various thematic working groups collaborating collectively to obtain views from Government, the private sector, civil society, labour, academia, as well as our development partners.

The Government of Zimbabwe would like to express profound gratitude to all stakeholders, development partners, the United Nations (UN) family, in particular the United Nations Development Programme (UNDP), who complemented Treasury resources by giving us some financial support to facilitate consolidation of the report of the Mid-Term Review of the National Development Strategy 1.

Government calls upon all stakeholders who actively participated during the review process to remain in the same spirit during implementation, as we embark on the second half of the National Development Strategy 1 in our march towards the realisation of the expectations of the citizenry under Vision 2030.

I thank you.



Hon. Prof. Mthuli Ncube (MP)
Minister of Finance & Economic Development
August 2023



ACKNOWLEDGEMENT

The Government of Zimbabwe recognises the critical role consultative processes play towards enhancing citizenry participation in socio-economic development. This is reflected in the Guiding Principle of National Development Strategy 1, Leaving No One and No Place Behind, as we march towards the realisation of the national aspirations of our Vision 2030 for a Prosperous and Empowered Upper Middle-Income Society.

The consultative conduct of the Mid-Term Review of the National Development Strategy 1 embraced a broad range of stakeholders; inclusive of Government, business, labour, academia, civil society, as well as such special interest groups as the youth, women, persons with disability, among others, and representatives of development partners.

I, therefore, extend my sincere gratitude to all the above stakeholders for their participation in the important process of the Mid-Term Review of the National Development Strategy 1 as part of monitoring and evaluation of the implementation to inform interventions during the second half of the Strategy.

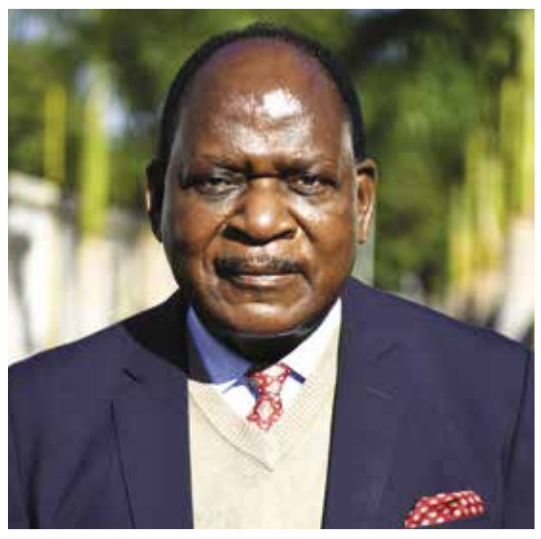
I extend a special appreciation and thank you to the Deputy Chief Secretary for Policy Analysis, Coordination, Devolution & Development Planning in the Office of the President & Cabinet, Mr. W.L. Manungo, who led the Mid-Term Review process of the National Development Strategy 1.

Furthermore, I also extend my appreciation to the representatives of the Tripartite, comprising of the Chief Secretary to the President & Cabinet, the Chairman to the Public Service Commissions, and the Secretary for Finance & Economic Development.

Lastly but not least, a special recognition is also extended to all the chairs and co-chairs of the 14 Thematic Working Groups of the National Development Strategy 1, as well as representatives of the development partners who participated in the Mid-Term Review.



Dr. M.J.M. Sibanda
Chief Secretary to the President & Cabinet
OFFICE OF THE PRESIDENT & CABINET.
August 2023



EXECUTIVE SUMMARY

1. The year 2023 marks the mid-point in the implementation of National Development Strategy 1 (NDS 1), the second of three successive National Development Plans towards the realisation of the aspirations of Zimbabwe's National Vision for a Prosperous and Empowered Upper Middle-Income Society by 2030.
2. The country undertook the mid-term review of the National Development Strategy 1 over March - June 2023, to evaluate performance with implementation during 2021 to mid-year 2023. The review offers opportunity for stock taking of highlights of progress and identification of gaps, that way indicating areas for remedial action for the full realisation of NDS 1 objectives during the remainder of implementing the Strategy.
3. The mid-term review process of the National Development Strategy 1 was inclusive and consultative. It involved consultation of a broad range of stakeholders, with the various thematic working groups of NDS 1 collaborating collectively to obtain views from Government, business, labour, academia, civil society, as well as development partners.
4. Significant progress was made across all the 14 thematic priority areas. During the review process, stakeholders under each of the 14 thematic areas critically reviewed and revised their strategies as outlined in this Mid-Term Review and committed to strengthening collaboration under the Whole of Government and Whole of Societal approaches in order to accelerate implementation of programmes and projects that deliver on NDS 1 national outcomes during the last half of implementation, up to the end of 2025.

Economic Growth & Stability

5. Notwithstanding external global shocks which were experienced during implementation of NDS 1 from 2021, the economy remains resilient and on a positive growth trajectory.
6. During the first half of NDS 1, the economy exhibited high performance, with real GDP growth of 8.5% in 2021, 6.5% in 2022 and 6.2% in the first quarter of 2023, anchored on agriculture and mining sectors. This propelled Zimbabwe's performance to among the faster regional growing economies.
7. A number of policy measures were introduced by the Second Republic during the first half of NDS 1, in order to engender macro-economic stability.

8. Average annual inflation declined from 557% in 2020 to 98.5% in 2021. The favourable performance was attributable to the introduction of the foreign exchange auction system in mid-2020, which reduced the negative influence of parallel exchange rate determination on pricing developments.
9. Challenges related to commodity price shocks, mainly driven by geo-political tensions, underpinned a rise in the annual average rate of inflation in 2022. These saw an increase in fuel prices, as well as such imported agriculture inputs as fertilizers. Furthermore, wanton forward pricing and speculative tendencies by unscrupulous dealers and some suppliers exacerbated the situation.

Food & Nutrition Security

10. The country largely remains on-track to achieve food security, self-sufficiency, as well as nutrition security by 2025. This is notwithstanding challenges posed by the continued devastating effects of climate change, coupled with conflict in Eastern Europe.
11. The impact of the COVID-19 pandemic on food security was minimised as the sector was declared a reserved sector, which allowed food production activities, and production support to continue on farms during periodic lock downs.
12. The quest for self-sufficiency in maize production saw overall output go up from 907 629 tons in 2020 to 2.7 million tons in 2021, well in excess of NDS 1 targeted levels of 1.8 million tons.
13. Notwithstanding the climate induced below normal rainfall season, Government interventions towards drought proofing agriculture saw resilience in production during the 2021/22 and 2022/23 farming seasons, with 1.5 million tons and 2 million tons harvested, respectively.
14. This achievement benefitted from adoption by Government of climate smart conservation agriculture practices implemented under the Pfumvudza/Intwasa scheme, coupled with continuation of input support programmes for farmers, including the vulnerable.
15. Zimbabwe achieved wheat self-sufficiency during the first half of NDS 1, with record breaking wheat production of 337 212 tons and 375 131 tons in the 2021 and 2022 winter seasons, respectively. The projected harvest of 400 000 tons in 2023 will further open up scope for the country to produce both for wheat self-sufficiency and exporting.

16. Government support for self-sufficiency in wheat production was complemented by initiatives from the private sector, as well as those by individual farmers, inclusive of self-financing.

Moving the Economy Up the Value Chain & Structural Transformation

17. During the first half of NDS 1, the manufacturing sector has been recording gains in capacity utilisation as evidenced by increased availability of domestically produced goods in supermarket shelves, accounting for about 80%. Capacity utilisation increased from 36.4% registered in 2020 to 66% in 2022.
18. The improved performance of the manufacturing sector was mainly driven by continued Government support towards retooling and domestication of value chains, coupled with improved levels of investment and market access to foreign currency.
19. Positive gains were also experienced with regard to the mining value chains. Earnings from beneficiated minerals increased from US\$1.157 billion in 2020 to US\$4.6 billion in 2022, with contributions from gold and platinum group of metals, each accounting for US\$2 billion. This was followed by high carbon ferro-chrome registering US\$347.6 million; coking coal, US\$130.7 million; and diamonds, US\$121.7 million.
20. The commissioning of the Arcadia lithium mine concentrator project in Goromonzi by His Excellency President E.D. Mnangagwa bears testimony to the NDS 1 thrust for improved mineral beneficiation. This US\$300 million investment ushers in further downstream investment opportunities for Zimbabwe to consolidate its position as a player in global battery materials supply.
21. During the first half of NDS 1, capacity utilisation in the iron and steel value chain stood at 51%. Further positive performance is on the horizon, with the DINSON iron and steel plant at Manhize between Chivhu and Mvuma now at 90% completion stage. This project will represent a major integrated steel plant on the African continent, supplying over 1.2 million tons of steel annually during the first phase, radically expanding capacity in the iron and steel value chain.

Human Capital Development & Innovation

22. Despite the challenges posed by the COVID-19 induced restrictions during the first half of NDS 1, the education sector adopted a blended learning model to support teaching methods during the pandemic.

23. Furthermore, the reconfiguration of Education 5.0, complemented by the construction of supporting education infrastructure, has increased innovative and industrialisation learning opportunities.
24. During the first half of NDS 1, 13 innovation hubs and industrial parks were established at tertiary institutions. Furthermore, the policy on intellectual property rights by Government provided access to financing and technical facilities, thus enabling registered innovators to improve negotiation capacities and maintaining research collaborations as well as commercialisation partnerships.

Infrastructure & Utilities

25. NDS 1 recognises infrastructure as integral to overall economic development, with the African Development Bank's Zimbabwe Infrastructure Report for 2019 indicating existence of a one-to-one relationship between investment in public infrastructure and overall growth performance.
26. Strategic interventions by the Second Republic in the infrastructure area during the first half of NDS 1 resulted in the country beginning to implement investments into projects to close the infrastructure deficit in the country.
27. Cumulative capital expenditure for infrastructural development in the first half of NDS 1 implementation went towards the following key interventions among others:
 - Road development programmes, notably the Harare-Masvingo-Beitbridge high way, and road rehabilitation works across both rural and urban areas, under the Emergency Road Rehabilitation Program (ERRP).
 - Dam construction projects, notably Marovanyati, Muchekeranwa, Chivhu, Gwayi-Shangani, Kunzvi, among others.
 - Construction and rehabilitation of such public amenities as recreational facilities in schools and information communication technologies (ICT) kiosks in both urban and rural areas.
 - Construction and rehabilitation of schools, hospitals and clinics through Devolution inter-governmental fiscal transfers.
 - Irrigation development.
28. During the first half of NDS 1 implementation, 62% of the population had access to electricity, surpassing the set targets of 42%. The positive performance was largely attributable to the uptake of off-grid technologies, anchored on the implementation

of the Renewable Energy Policy, which underpins the supportive environment in the use of renewable energy. In addition, the rolling out of electricity distribution and transmission in previously marginalised areas also contributed to the positive performance.

29. Furthermore, 670 megawatts were added onto the national grid during the first half of NDS 1, as Hwange 7 & 8 came on-stream mid-2023. This has seen the end of load-shedding in Zimbabwe, save for sporadic disruptions related to full synchronisation of the new thermal power plants.

Housing & Social Amenities

30. The number of housing units completed and fully serviced at end December 2022 stood at 153 308 and 190 760, respectively, giving a total delivery of 344 068 across all provinces. During the second half of NDS 1 implementation, efforts by Central Government, local authorities, businesses and individual home builders will see a total one million flats, houses and serviced stands delivered by 2025, in line with the Second Republic's thrust of achieving a prosperous and empowered upper middle-income society by 2030.
31. Government interventions saw commendable increase in the percentage of households accessing basic water and sanitation services during the first half of NDS 1.
32. In terms of access to water and sanitation services, 96% of the urban population and 64% of rural population had access to basic water services during the first half of NDS 1, while 51.1% of the urban population and 54% of the rural population had access to basic sanitation services.
33. Government interventions in support of households' access to basic water and sanitation services during the first half of NDS 1 included the Presidential Borehole Drilling Scheme launched by His Excellency E.D. Mnangagwa, among other development initiatives. These saw more than 1 000 boreholes having been drilled across the country during the first half of NDS 1.

Digital Economy

34. Government recognises information communication technologies (ICTs) as key enablers of economic development, hence, deliberate efforts were made by Government to promote the usage of ICTs since 2021.

35. During the first half of NDS 1 implementation, significant progress was made by both Government and the private sector to enhance use of ICTs through deployment of backbone infrastructure, installation of broadband base stations, as well as laying of fibre optic infrastructure. As a result, there was a huge shift in adoption of ICTs by stakeholders during the first half of NDS 1, with ordinary citizens and businesses operating remotely, also in response to face-to-face restrictions posed by the COVID-19 pandemic.
36. In 2021, the internet penetration rate exceeded the projected target of 62.06% to reach 63.1%. Deployment of communication infrastructure facilitated growth in the level of active internet subscriptions and uptake of digital services.
37. In 2022, the internet penetration rate increased to 65.3%. Going forward, Government will continue to promote efficiency and effectiveness through measures which will attract investment in new technologies and lower the cost of internet services.

Health Delivery

38. Government made commendable efforts towards overall improvement in health delivery systems during the first half of the implementation of NDS 1. These gains strengthened domestic response to the COVID-19 pandemic, and facilitated the amelioration of the impact of the disease to world-wide acclaim. Lessons learnt in COVID-19 containment by Zimbabwe will be applied in addressing challenges in other priority areas during the second half of NDS 1.
39. Improvement in the health delivery system also saw the country realise positive strides in the development of open heart and hip replacement surgeries. These will go a long way in benefiting the health and well-being of citizens previously unable to access such health services. Furthermore, this should lower the medical costs incurred by residents seeking treatment outside the country.
40. In addition Government stepped up efforts to build and equip services for the development of appropriate local health care facilities during the first half of NDS 1. This is being achieved in collaboration with the United Kingdom based medical infrastructure development concern, NMS Infrastructure. The target is delivery of five 60-bed district hospitals and thirty 20-bed health centres in the country under a US\$210 million facility.

41. During the first half of NDS 1, Government introduced a policy of buying drugs directly from local manufacturers to reduce the costs and improve drugs availability in public institutions, while at the same time propping up participation of local companies in drug manufacturing. This will see growth in the contribution of the domestic pharmaceutical industry in public health, as well as improve the availability of essential medicines in the country during the second half of NDS 1.
42. The percentage of locally produced essential medicines reached 46.9% in 2021, exceeding the NDS 1 set target of 35%, as companies became more seized with domestication of production of COVID-19 medicines and medical accessories. Entry of new players into the pharmaceutical industry during the second half of NDS 1 will witness local companies producing 60% of Zimbabwe's pharmaceutical requirements by 2025.

Image Building, Engagement & Re-engagement

43. NDS 1 targets to improve Zimbabwe's image and international relations. During the first half of NDS 1 implementation, the country's image was enhanced through interventions such as increased radio coverage across the country and abroad, as well as increased TV coverage in the country.
44. The mid-term review of the National Development Strategy highlights that social media impressions of the country monitored during the first half of NDS 1 indicate an improving country image.
45. During the first half of NDS 1, 14 million social media impressions were realised, against a target of 8 million, largely benefitting from increased use of social media during the COVID-19 era. The impressions also helped to spread the correct authentic information on the ground with regards to Government policies, programmes and projects.
46. International relations improved significantly during the first half of NDS 1 as evidenced by high number of re-engagement meetings held, the number of high-level visits and engagements achieved, the high number of bi-national and joint commissions convened, as well as increased foreign direct investment (FDI) inflows.
47. During the first half of NDS 1, Government accelerated the re-engagement drive with a view to improve international relations. With regards to re-engagement meetings, the actual performance was 13 meetings for 2021 against a target of 6. The positive variance of 7 was due to Government's strengthened commitment to engage and resolve the long outstanding external arrears.

48. In 2022, the target was 5 meetings and an actual performance of 8 was realised. The positive performance was attributed to the warming up of relations between Zimbabwe and the external creditors, including the Paris Club Members, through the structured dialogue platform meetings, as well as Government commitment towards undertaking token payments.

Social Protection

49. NDS 1 identifies effective social protection as key in reducing poverty and vulnerability, re-dressing inequality, as well as promoting inclusive growth and development. During the first half of NDS 1, 3 million and 3.2 million households benefited from food assistance in 2021 and 2022, respectively.
50. Furthermore, 3 218 267 children were covered through the Basic Education Assistance Module (BEAM) during the first half of NDS 1.

Devolution & Decentralisation

51. During the first half of NDS 1, 100% of inter-governmental fiscal transfers were disbursed to local authorities, while provincial and metropolitan councils could not access the inter-governmental fiscal transfers as the legal framework to operationalise them is still with the Attorney General's Office.
52. During the first half of NDS 1, 858 projects were funded through the utilisation of inter-governmental fiscal transfers. Of these, 296 projects were completed, while 562 are at various stages of completion.
53. It is important to note that all disbursed funds to local authorities were utilised in the rehabilitation and construction of schools, health facilities and road infrastructure, among others, notwithstanding challenges of insufficiency to meet all obligations.

Youth, Sport & Culture

54. The proportion of the population who participated in youth, sport, arts and recreation activities increased during the first half of NDS 1, as Government recognised the role of youths in decision making and development processes. The positive increase in youth participation also benefited from the opening up of public spheres that promotes social gatherings as a result of the relaxation of the COVID 19 restrictions from 2022.

55. A Cabinet directive for Ministries, departments and agencies to have youth desks operational resulted in more youth focal desks being established across Government during the first half of NDS 1. Furthermore, youths were trained in leadership skills, with most training conducted virtually.
56. The revised National Youth Policy and the National Youth Service Policy were developed and disseminated during the first half of NDS 1 implementation, whilst the development of the Youth Development and Economic Empowerment Strategy is ongoing.
57. During the first half of NDS 1, the Chambuta Interact Centre was established in Chiredzi to enhance youth sport, arts and cultural activities, in partnership with the Angel of Hope Foundation.
58. To further enhance the capacity of vocational training centres (VTCs) to deliver on their mandate, the thematic working group refurbished and re-tooled VTCs.
59. In addition, a draft Vocational Training Transformation Framework was developed. The framework provides for the harmonisation and standardisation of technical and vocational education and training across institutions within Zimbabwe. The curriculum on vocational training was also reviewed, with 8 training modules being developed and approved by the Zimbabwe National Qualifications Framework.

Drug & Substance Abuse

60. During the first half of NDS 1, the country witnessed a challenge of youth drug abuse, with greater challenges experienced across urban and peri-urban areas. If not contained urgently, this would represent a major challenge to the socio-economic fabric of the nation, in the process undermining realisation of the aspirations towards Vision 2030. Government spearheaded the establishment of rehabilitation centres across the country.
61. The mid-term review of the National Development Strategy 1 identified several causality factors for youth drug abuse, chief among them being high levels of unemployment, fragmentation of society's culture and values, as well as family breakdown with prolonged separation of families based differently in Zimbabwe or the diaspora.
62. On a positive trajectory, the proportion of youths abusing drugs decreased from 57.1% in 2021 to 51% in 2022. This was also against the background of awareness campaign programmes conducted across provinces.

Environmental Protection, Climate Resilience & Resource Management

63. Government pursued various strategies and programmes to address environmental and climate change related challenges during the first half of implementing NDS 1.
64. Substantial resources were mobilised in strengthening hydro-meteorological early warning systems and wetlands mapping. International cooperating partners also came on board with additional resources to complement Government efforts. This saw the target coverage for 2021 of 10% being met, with much more progress realised during 2022.
65. The positive performance was also attributable to Government procuring five (5) weather radars for monitoring and supporting disaster preparedness for citizens. The three completed and now functional radars covered Harare, Victoria Falls and Joshua Mqabuko Nkomo airports. Expectations are that outstanding works will be completed during 2023, with implementation at Buffalo Range and Kariba at 95% and 60% levels of completion, respectively.
66. The NDS 1 mid-term review indicates that 58 320 hectares of forest area under rural district councils' jurisdiction was protected in 2021.
67. In 2022, intensification of engagements with rural district councils (RDCs), as well as other land holders with forests, facilitated management and protection of two forests with a combined total hectareage of 54 985 hectares, against the NDS 1 target of 49 500 hectares.
68. A total of 17.4 million trees and 19.7 million trees were planted in 2021 and 2022, respectively, notwithstanding COVID-19 induced lockdowns. Disbursement of resources under the Afforestation Fund facilitated tree planting initiatives.

Governance

69. The first half of NDS 1 witnessed an overall improvement in the country's level of disaster preparedness. This saw the disaster preparedness target of 60% surpassed, with the actual performance at 70%. Improved preparedness enhanced domestic capacity to respond and cope with natural disasters, drawing on lessons from the disastrous effects of Cyclone Idai.
70. During the first half of NDS 1, 87.3% Court cases were cleared. This performance was due to the introduction of the integrated electronic case management system which assisted in clearing a backlog of cases that had arisen in most Courts across the country.

Strategic Positioning During the Second-Half of NDS 1

71. The mid-term review of NDS 1 also identifies strategies, policies and interventions to be implemented during the second half of NDS 1 towards the realisation of Vision 2030 aspirations under the 14 thematic working groups.

Mobilisation of Resources

72. Successful implementation of NDS 1 in the second half will require significant financial resources. In recognition of the fiscal constraints during the first half of NDS 1, Government will mobilise domestic and external complementary funding options in addition to the budget provision of fiscal resources.

Implementation, Monitoring & Evaluation

73. To enable effective monitoring of progress in implementation of NDS 1, as well as allow terminal evaluation of the Strategy, measures will be put in place to strengthen monitoring and evaluation.
74. Furthermore, steps will be undertaken during the second half of implementing NDS 1 to improve the sequencing of national planning, national budgeting and performance contracting for Ministers, Heads of Ministries and chief executive officers (CEOs) of public enterprises, to enhance delivery of NDS 1 objectives.
75. As part of the preparations for NDS 2, the following will be undertaken during the second half of NDS1: -
- Conducting a Terminal Evaluation of NDS 1.
 - Setting new National Priorities for NDS 2.
 - Conducting National Consultations for NDS 2.

ACRONYMS

ARDA:	Agricultural & Rural Development Authority
BEAM:	Basic Education Assistance Module
BIPPAs:	Bilateral Investment Protection & Promotion Agreements
COVID-19:	Corona Virus Disease-2019
CSOs:	Civil Society Organisations
EIA:	Environmental Impact Assessment
GBV:	Gender Based Violence
ICTs:	Information Communication Technologies
IRBM:	Integrated Results Based Management
NDS 1:	National Development Strategy 1
NGOs:	Non-Governmental Organisations
NRZ:	National Railways of Zimbabwe
PRAZ:	Procurement Regulatory Authority of Zimbabwe
PWD:	Persons with Disabilities
STEM:	Science, Technology, Engineering and Mathematics
UNDP:	United Nations Development Programme
UNESCO:	United Nations Educational, Scientific and Cultural Organization
VAT:	Value Added Tax
WASH:	Water, sanitation and hygiene
ZIDA:	Zimbabwe Investment Development Agency
ZIMSTAT:	Zimbabwe National Statistics Agency
ZIMVAC:	Zimbabwe Vulnerability Assessment Committee
ZINWA:	Zimbabwe National Water Authority
ZPC:	Zimbabwe Power Company

INTRODUCTION

76. The National Development Strategy 1, which came into effect in January 2021, is now in its third year of implementation.
77. To ensure efficacy in its implementation and in line with international best practices, Government undertook a mid-term review of the NDS 1 during the period April to June 2023.
78. The main objectives of the Mid-Term Review of the NDS 1 were to assess: -
- The extent to which the planned outcomes of NDS 1 were realised across the 14 thematic working groups during the first two and half years of implementation.
 - The effectiveness and efficiency of the monitoring and coordination structures of NDS 1.
79. The mid-term review report provides information on progress that was witnessed during the first half of implementing NDS 1, the challenges encountered during implementation, the necessary strategic interventions for the remainder of the last half of NDS 1 over July 2023 to end 2025, as well as resource mobilisation strategies to realise NDS 1 objectives.



The Cyclone Idai Damaged Mvumvumvu Bridge in Manicaland was reconstructed during the First half of NDS 1

PART I

REVIEW PROCESS

80. The NDS 1 mid-term review process started off with the approval of the mid-term review concept note by Cabinet on 28 February 2023. This approval marked the commencement of the NDS 1 mid-term review process.
81. The next step was the convening by the Chief Secretary to the President and Cabinet of an NDS 1 mid-term review inception meeting of Heads of Ministries, chairs of thematic working groups and co-chairs, which was held on 23 March 2023.
82. The inception meeting was held in order to receive the terms of reference (ToR) of the mid-term review, technical guidelines to carry out the Mid-Term Review of NDS 1 and the roadmap for the mid-term review process.
83. The mid-term review inception meeting signified the commencement of the NDS 1 mid-term review.
84. The inception meeting was followed by consultative meetings. The consultations, which were inclusive and participatory, were conducted by all the 14 thematic working groups and were in line with the 14 national priority areas of NDS 1. The consultations commenced on 3 April 2023 and were completed on 11 May 2023.
85. After completion of the consultations, the next stage was consolidation of the mid-term review report. This process involved submission of consultation reports by all thematic working groups, which were consolidated into a draft of the NDS 1 mid-term review.
86. The draft NDS 1 mid-term review report was considered by Cabinet, before its approval.
87. Following the approval of Cabinet, the NDS 1 mid-term review was then launched by His Excellency, President E.D. Mnangagwa.

Design of Review Process

88. The NDS 1 review process was designed in accordance with the integrated development planning approach, which is a component of the Integrated Results Based Management (IRBM) System.

89. In this regard, templates which were IRBM compliant were designed as tools for consultation and data gathering during the consultative stage of the mid-term review.
90. A key design feature of NDS 1 implementation is the structure of the thematic working groups, which are charged with the responsibility to implement NDS 1 and deliver on its identified 14 national priority areas during the Plan period, 2021-2025. The thematic working group structure breaks the silo mentality in implementation and delivery of developmental results, in line with the NDS 1 objectives.
91. The mid-term review was designed to focus on assessing the performance of planned national outcomes of all the thematic working groups, as well as evaluating the effectiveness of the coordination architecture of the thematic working groups, as a tool for delivery of Zimbabwe's national priorities during NDS 1 implementation.
92. To be inclusive in the review process, consultations were held by all the thematic working groups using designed templates to obtain quantitative, as well as qualitative data on how far the planned outcomes met the set NDS 1 targets during the first half of NDS 1.
93. The performance of the planned national outcomes at mid-term was ranked into 3 categories, namely: -
 - On-track.
 - Partially on-track.
 - Off-track.
94. The categorisation of performance of the planned national outcome at mid-term was coloured green for on-track, brown for partially on-track, and red for off-track. The colouring assisted in ensuring easy identification of national outcome performance, as well as enhancing analysis.

Methodology & Conduct of Review

95. The methodology to the review process was participatory and consultative, involving all the 14 thematic working groups.
96. During consultations by the 14 thematic working groups, an integrated results-based management compliant template was used to gather data to evaluate the NDS 1 Outcome Performance at mid-term for all the 14 Thematic Working Groups to

establish whether the Outcomes were on-track, partially off-track or off-track. This was done by comparing the planned national outcome data and actual performance data of NDS 1 during the first half of the Plan period.

97. The data analysis assisted in mapping the way forward as part of the consultative process. All thematic working groups were required to come up with strategic interventions to be implemented during the last half of NDS 1.
98. Strategic interventions ensure that those targets which were off-track at mid-term as well as partially off-track at mid-term get back on-track, while those targets which were on-track at mid-term are strengthened and replicated across the other NDS 1 priority areas. This ensures that the objectives of NDS 1 are realised, and progress is ultimately made towards the attainment of Vision 2030.
99. Thematic working groups then compiled mid-term review thematic reports from the data gathered during consultations, detailing the extent to which national outcomes were met during the first half of NDS 1 and also include interventions and strategies to be implemented during the last half of NDS 1 to get back on track and meet the original objectives of NDS 1.
100. After the consultations, a consolidation exercise was conducted to come with the report of the Mid-Term Review of the National Development Strategy 1 for the appreciation of Cabinet.

Structure of Thematic Working Groups

101. The membership of the thematic working groups is drawn from the following: -
 - Central Government.
 - Local authorities
 - Public enterprises
 - Private sector.
 - Labour.
 - Academia.
 - Civil society organisations (CSOs).
 - Development partners, both bilateral and multilateral.
102. The thematic working groups are aligned to the NDS 1 14 national priority areas and are as follows: -

- Economic Growth and Stability.
- Food and Nutrition Security.
- Environmental Protection, Climate Resilience and Natural Resource Management.
- Moving the Economy Up the Value Chain and Structural Transformation.
- Human Capital Development and Innovation.
- Infrastructure and Utilities.
- Digital Economy.
- Housing Delivery.
- Health and Well-Being.
- Image Building, Engagement and Re-Engagement.
- Social Protection.
- Youth, Sport and Culture.
- Devolution and Decentralisation.
- Governance.

Construct of Thematic Working Groups

103. The thematic working groups are the workhorses of NDS 1, as planned national outcomes are achieved through their performance and efforts. Their construct, hence, recognises that the delivery of developmental outcomes requires inputs and participation from various stakeholders and sectors. In this regard, thematic working groups are constructed to ensure realisation of identified national priorities.
104. The multi-stakeholder approach was adopted in the construction of thematic working groups to ensure delivery of identified national outcomes during the implementation of NDS 1, as well as overcome silo-mentality across the public service.

PART II

NATIONAL DEVELOPMENT STRATEGY 1 IMPLEMENTATION & PERFORMANCE OVER 2021 - MID-2023

OVERVIEW OF CORE PERSPECTIVES

Performance of the Economy

105. During the first half of NDS 1, the economy exhibited high performance, with real GDP growth of 8.5% in 2021, 6.5% in 2022 and 6.2% in the first quarter of 2023, anchored on agriculture and mining sectors. This propelled Zimbabwe's performance to among the faster regional growing economies.
106. The positive impact of economic growth was, however, constrained by wanton price escalations with negative effect on disposable incomes. The instability in the pricing environment also led to the rise in the cost of doing business.

Youth & Women Empowerment

107. The NDS 1 envisaged progress on youth and gender mainstreaming across various national projects, including infrastructure and related projects. The objective was to create a growing tide of formalised youths and women also involved in infrastructure development and related supply chains.
108. In the first half of NDS 1, however, there was no material inclusion of youth and women in many of the infrastructure projects, thereby perpetuating the marginalisation of these key stakeholder segments.

National Competitiveness

109. During the first half of NDS 1, the economy was characterised by inefficiencies and costly overheads which form an integral part of the national input costs build up. These include key input costs such as electricity and water, charges, rates and fees by municipal and local authorities.
110. High-cost drivers across all sectors of the economy put Zimbabwe on an uncompetitive position when compared to regional countries.
111. By way of illustration, observations were made with regards to the cost of cement which in the domestic market averaged US\$12 per 50 kg bag, while in some neighbouring countries it was retailing around US\$6.

112. Another observation related to loss of competitiveness on account of charges by local authorities and other quasi government entities through various levies, such as those levied on firms forced into self-reliance through drilling of own boreholes.
113. Closely related to lack of competitiveness during the first half of NDS 1 was low productivity across most sectors of the economy, which had a negative bearing on Zimbabwe's competitiveness when compared to regional countries.
114. The lack of competitiveness was also observed in labour market rigidities, which had a negative cascading effect across all sectors of the economy.
115. In the absence of corrective interventions, the domestic economy would not be able to compete effectively both in export and domestic markets, against the background of the African Continental Free Trade Area (AfCFTA). This would have long term negative implications for growth, exports, output and employment.
116. While capacity utilisation in the manufacturing sector increased during the first half, submissions were made over the recognition that it is not sustainable to realise capacity utilisation targets through perpetual protection, but rather through visible and deliberate cost control and productivity gains.
117. Global competitiveness remains central to entrenching the economy's various business activities. Implementation of NDS 1, hence, remained cognisant of ensuring this, with 2022 seeing the preparations for carrying out the 2023 Executive Officer Survey.
118. The results emanating from this survey will provide an indicator of Zimbabwe's global competitiveness index ranking by the World Economic Forum during the first quarter of 2024.

Public Procurement Processes

119. The NDS 1 envisaged improved procurement processes as a necessary step to enhance the ease of doing business across all sectors of the economy.
120. Improved procurement processes were envisaged to facilitate public entities deliver on set targets during the first half of NDS 1 implementation.
121. However, the bureaucratic and often inordinately cumbersome procurement processes were observed as undermining public enterprises delivery capabilities, especially with regards to commercial entities. This greatly contributed to public enterprises under-performance in key sectors of the economy during the first half of NDS 1.

Local Authorities

122. NDS 1 envisaged local authorities playing a critical role towards contributing to the NDS 1 objectives. Local authorities are mandated to drive key NDS 1 priorities through sustained and efficient delivery of public infrastructure and utilities.
123. However, during the first half of NDS 1, the dearth in local governance leadership, neglect and dereliction of duty was observed as evident in the following key areas, among others: -
- Local infrastructure dilapidation, such as potholed roads and pavements.
 - Erratic water provision.
 - Run-down social amenities and health facilities.
124. The non-delivery of public services by local authorities, therefore, was observed to constitute a material dislocation in the NDS 1 delivery matrix during the first half of NDS 1.

CHAPTER 1

ECONOMIC GROWTH & STABILITY

125. Economic growth and stability plays a pivotal role in the attainment of NDS 1 targets, through creating an enabling environment for sustainable socio-economic growth and development.
126. The economy witnessed overall positive growth across all key sectors, including agriculture, mining, manufacturing and construction notwithstanding the adverse effects of COVID-19, which was experienced from the onset of NDS 1 implementation.
127. Furthermore, gains were also made in taming inflation in 2021 and part of 2022. However, during the first half of 2023, challenges emerged which de-stabilised the macro-economic environment and NDS 1 implementation.

Economic Growth & Stability

128. The following national outcomes were monitored during the first half of NDS 1 implementation: -
 - Decline in general price level.
 - Maintenance of sustainable fiscal deficit.
 - Decline in debt levels.
 - Improved balance of payments.
 - Increased GDP.
 - Increased per capita incomes.
 - Improved investment.
 - Increased decent jobs.
 - Improved financial inclusion.

Price Stability

129. The average rate of annual inflation declined from 557% in 2020 to 98.5% in 2021. This was a positive performance against the targeted average annual inflation rate of 134.8%. The favourable performance was attributable to the introduction of the foreign exchange auction system in mid-2020, which reduced the negative influence of parallel exchange rate on inflation.

130. Challenges related to commodity price shocks, mainly driven by geo-political tensions, under pinned a rise in the annual average rate of inflation in 2022. These saw growth in fuel prices, as well as imported agriculture inputs such as fertilizers. Furthermore, wanton forward pricing and speculative tendencies by unscrupulous dealers and some suppliers exacerbated the situation.

Fiscal Consolidation

Fiscal Developments

131. The tightening of the fiscal stance during the first half of NDS 1 saw the fiscal deficit which had been contained at 1.96% of GDP in 2021 reduced to 1.71% by the end of fiscal year 2022.
132. This positive development was also against the background of increased revenue collections, up from 15.3% of GDP in 2021 to 16.5% in 2022, in consistency with the NDS 1 target.



Upgrading of the Beitbridge Border Post enhances revenue collection and ease flow of people and traffic at the border

133. Budget management measures during the first half of NDS 1 resulted in total expenditure levels of Z\$2.249 trillion at the end of 2022, notwithstanding rising inflation developments fuelled in part by supply chain disruptions as a result of geo-political tensions in Europe, and movements in the exchange rate.

External Debt

134. Over the years, the economy has accumulated external payment arrears in respect of both bilateral and multi-lateral obligations. The total external arrears cumulatively amounted to about US\$6.68 billion as at end December 2022. The accumulation of external arrears has been an albatross inhibiting the country's access to balance of payments support and access to international capital markets.
135. Over the past twelve months, the Government has embarked on an arrears clearance and debt resolution initiative under the Structured Debt and Arrears Clearance Programme to engage all creditors, with the objective of coming up with an agreed external payment clearance roadmap.
136. The initiative has high level representation as facilitated by the former Head of State of Mozambique, His Excellency, President Joachim Chissano and championed by the President of the African Development Bank, Dr Akinwumi Adesina. The Structured Dialogue has three main pillars, namely, economic growth and stability reforms; governance reforms; and land tenure reforms, compensation of former farm owners and resolution of BIPPAs.

Debt to GDP

137. The ratio of public debt to GDP was 58.43% in 2021 against a target of 64.5%, posting a positive variance of 6.07%. This was attributable to prudent borrowing, improved debt management and debt service payments to creditors.
138. In 2022, the debt to GDP ratio rose to 101.6%. This outcome was largely driven by the assumption of the Reserve Bank legacy debts, increased foreign debt component due to depreciation of the exchange rate, and contraction of new commercial loans by Government to finance critical capital projects.

Coordination of Development Cooperation

139. In 2021, the level of coordinated development cooperation was US\$842 million against a target of US\$600 million. This increased to US\$886 million in 2022 against a target of US\$700 million, translating to positive variances of US\$242 million and US\$186 million for 2021 and 2022, respectively.
140. The positive performance was attributed to the implementation of various strategies to improve the management and coordination of development cooperation in the country through the operationalisation of dialogue platforms between the Government and international cooperating partners.

141. The platforms which include Sector Working Groups, National Development Cooperation Forum, and Diplomatic Heads of Cooperation Forum improved information sharing between Government, private sector, development partners and the civil society organisations. This in turn resulted in increased flow of development cooperation into the country.

External Balance

142. A positive external current account balance of 1% to GDP was realised during the first two years of implementation of NDS 1, in line with the broad objective of NDS 1 to maintain a sustainable current account balance and build-up of foreign reserves.
143. The positive performance was attributable to complementary factors that included import containment measures, as well as favourable international mineral commodity prices, and increased remittance inflows.

Output & Growth

144. During the first half of NDS 1, overall economic performance was measured through the following indicators: -
- Overall real GDP growth rate.
 - Sectoral growth rates.

GDP Growth

145. Overall economic performance during the first half of NDS 1 was higher than initial anticipations. In this regard, real GDP grew by 8.5% in 2021, against the target of 7.4%.
146. In 2022, GDP growth surpassed the NDS 1 target of 5.5%, to register a growth of 6.5%. This was driven by strong performance in the wholesale and retail sector which contributed 18.7% to total GDP; mining, 13.2%; agriculture, 12%; manufacturing, 11.2%; as well as finance and insurance, 8.2%.

Growth in Agriculture

147. The agricultural sector grew by 17.5% in 2021, with the positive performance benefiting from above-normal rainfall, coupled with strong Government inputs support under various agricultural production support schemes, such as Pfumvudza/ Intwasa which resulted in surplus cereal production.

148. The positive outturn in agricultural output draws from the New Dispensation's policy thrust on localisation of value chains, part of the broader interventions to strengthen domestic food security away from import of food commodities. Government support was complemented by increased participation of banks in funding agriculture.
149. In 2022, the sector maintained a positive growth trajectory at 6.2%, notwithstanding below normal rainfall season experienced in 2021/2022. The poor rainfall distribution pattern across most parts of the country exacerbated the situation.
150. Furthermore, climate proofing strategies which were implemented in 2022 contributed to a greater extent in curbing the negative impact of the below normal agricultural season. Crops that recorded significant growth during the 2021/2022 agricultural season were wheat at 11.3%, maize, 6%, and soya beans, 15.5%.
151. The mid-term review of the NDS 1 noted an even greater recovery in agricultural production during the 2022/23 cropping season, with 2 million tons of maize recorded. In the case of tobacco, a record crop of 291 million kgs was sold as at 21 July 2023 - closer to the 2025 target of 300 million kgs. Similarly, wheat production exceeded, for the first time, domestic consumption levels, with output of 400 000 tons being realised.
152. This strong performance at mid-term reflects that measures and strategies under NDS 1 to spur the agricultural sector and ensure food security are bearing fruit. These measures include timely distribution of inputs under various Government support programmes, as well as improved availability of inputs on the market during the agricultural season. The normal to above normal rainfall which was received during the period 2022/23 agricultural season also enhanced the sector's performance.

Growth in Mining

153. During 2021, mineral production recorded a growth of 5.9%, in spite of logistics restrictions due to health related COVID-19 management restrictions. Value addition measures by Government to ban exports of chrome ores and chrome concentrates had a temporary impact on production levels.



Mining to meet NDS 1 objectives

154. In 2022, mineral production went up by 10.5%, exceeding NDS 1 set targets of 7.4%. Metal ores contributed the most, accounting for 78.1%, followed by coal and lignite at 5.2%, other mining and quarrying, 8.6%, and mining services, 8.1%. The strong growth in mineral output was underpinned by coming on board of expansion projects at a number of mines, which included Blanket, Murowa Diamond, and RioZim, amongst others.
155. Furthermore, gold deliveries to Fidelity Gold Refiners increased from 29.6 tons in 2021 to 35.2 tons in 2022, on account of the introduction of gold delivery incentives, as well as timeous payment to gold producers.

Growth in Manufacturing

156. The manufacturing sector posted a growth of 1.2% in 2021, overcoming supply chain disruptions posed by measures to contain the COVID-19 pandemic.
157. Growth in manufacturing further improved during 2022, with the sector posting a growth of 1.6%, notwithstanding the adverse effects emanating from power supply constraints, as well as continued geo-political tensions in Eastern Europe.



Locally produced products now constitute about 80% of products on supermarket shelves

158. Major contributors to manufacturing industry value added were beverages and tobacco at 50.5%; food products, 18.5%; basic metals, metal products and machinery, 9.6%; informal manufacturing, 8.5%; and chemical petroleum, plastic and rubber products, 7.5%.

Energy Supply

159. The energy sector grew by 33.9% in 2021 against a target of 18.8%. The strong growth was attributable to power generation at Kariba which ramped up generation to maximum capacity of 1 050 megawatts. In addition, growth was driven by improved power generation at Hwange which was operating at an average of 550 megawatts.
160. In 2022, the energy sector recorded a growth of only 3.5%, reflecting in part the impact of low water levels on generation at Kariba. This was during the same period when increased reliance on the thermal power stations at Hwange could not be realised as scheduled plant overhaul and maintenance works were awaited, a situation that forced introduction of heightened load-shedding of power supplies.



Kariba South Hydro Power Station Expansion Completed

Accommodation & Food Services

161. National accounts classification captures accommodation and food services as a sector, in line with the International System of National Accounting (2008). This addresses mis-representation under the previous classification of distribution, hotels and restaurants.
162. The accommodation and food services sector, tracked by the Economic Growth & Stability Thematic Working Group as an indicator of developments in the tourism sector, registered strong performance during the first half of the implementation of NDS 1.
163. In 2021, a substantial growth of 38.5% was realised in accommodation and services. Further growth was experienced in 2022, with a positive performance of 23.7% being recorded. Food services, contributed 60.8% while accommodation accounted for 39.2%.
164. Growth in tourism during the first half of NDS 1 was reflected through improved bed occupancy rates and customer count at restaurants.
165. These gains benefited from onset of a rise in tourist arrivals from 2022, as the global travel and tourism industry began to recover from the impact of the negative travel restrictions to contain the spread of the COVID-19 pandemic.

Savings & Investment

166. Savings play a critical role in economic development of the country. In the first half of NDS 1, savings increased from Z\$465 billion in 2021 to Z\$1.4 trillion in 2022.
167. On the other hand, gross fixed capital formation, an indicator of investment, decreased from Z\$27 billion in 2021 to Z\$20 billion in 2022, on account of high interest rates.
168. During the first half of NDS 1, foreign direct investment increased by 38.1% from US\$237.5 million in 2021 to US\$327.9 million in 2022, on account of Government efforts to improve the investment climate through the implementation of ease of doing business reforms.
169. The value of shares purchased by non-residents on the Zimbabwe Stock Exchange during the first half of NDS 1 increased from US\$18.1 million to US\$36.68 million in 2022, posting a growth of 102.7%.
170. Under portfolio investment, the participation by foreign investors on the Zimbabwe Stock Exchange in 2022, realised inflows of US\$14.4 million compared to outflows of US\$58.1 million, registering a negative net outflow of US\$44 million.

Employment & Jobs

171. NDS 1 tracks several key performance indicators under the increased decent jobs outcome. These consist of the:
 - unemployment rate.
 - informal employment in non-agricultural employment.
 - women in managerial positions.
 - labour productivity.

Unemployment Rate

172. The rate of unemployment was contained at 19.2%, by the end of the year 2022. This was notwithstanding retrenchments induced by COVID-19 restrictions on economic activity and reduced business viability in sectors such as tourism.
173. The challenges related to COVID-19 also forced significant casualisation of labour for some sectors of the economy, with employers opting away from permanent engagements towards more shorter-term arrangements.

Informal Employment in Non-Agricultural Employment

174. The implementation of various programmes across the economy's non-agricultural sectors during the first half of NDS 1, saw a reduction in the percentage of informal employment in non-agricultural employment. In 2020, informal employment in non-agricultural sectors was 75.6%. This fell to 72% in 2021 and 68% in 2022.
175. The decline was attributable to increased formalisation initiatives by Government targeting the informal sector in various sectors such as the mining and retail sector through the implementation of the National Formalisation Strategy.

Informal employment

176. Informal employment has played a significant role in sustaining livelihoods in the country. Government will continue to intervene and support the informal sector so that they graduate to formal small-scale businesses, creating formal employment and contributing more to the economy.

Women in Managerial Positions

177. The first half of NDS 1 saw the effective implementation of the National Gender Policy. This facilitated growth in the proportion of women engaged in managerial positions.
178. In 2020, women in managerial positions had accounted for 33.7% of total posts. This rose to 35% and 36.9% in 2021 and 2022, respectively, as more employers embraced skilled and experienced women into managerial ranks.
179. In the public sector, gender inclusivity facilitated employment of more women in senior level positions across Ministries, departments and agencies.

Labour Productivity

180. NDS 1 recognises growth in labour productivity as essential to improving economic performance. The Mid-Term Review of NDS 1 indicates labour productivity rising by 1.8% in 2021 and 2% in 2022.
181. Further scaling up of labour productivity during the second half of NDS 1 will be necessary for leap frogging Zimbabwe into an Upper Middle-Income Country by 2030.

Public Enterprises

182. Public enterprises, with footprint in agriculture, mining, transport, energy, manufacturing, tourism, water, telecommunication, financial services and education, remain anchors and key enablers to overall economic activity across the various sectors.
183. Given their potential to account for over 40% of GDP, NDS 1 situates public enterprises as an integral and critical cog in the development agenda by strengthening sectoral linkages and underpinning economy wide growth.
184. In the first half of NDS 1, public enterprises were observed as not effectively contributing towards the aspirations of Vision 2030, towards a prosperous and empowered upper middle-income society.
185. The sub-optimal performance was reflected by the sharp deterioration in the estimated average aggregate revenue of commercial public enterprises, as a percentage to GDP, from 15.4% in 2019 to 10% in 2020, and further down to 8.9% in 2021. Furthermore, the efficiency levels of public enterprises remained subdued at an average profit to GDP ratio of a negative 0.5 % in 2021.
186. Over 16 public enterprises requested for financial assistance from Treasury under the public sector investment programme (PSIP), recurrent expenditure, debt takeover and loan guarantees during the first half of NDS 1. Their overall funding requirement was over US\$8 billion.
187. Given the lack of capacity by Treasury to meet all the financial requirements of public enterprises, Cabinet approved alternative capitalisation strategies for 21 public enterprises. These alternative recapitalisation strategies include partial privatisation, public private partnerships, equipment procurement contracts (EPCs) initiatives and mergers.
188. NDS 1 Mid-Term Review consultations indicate little progress, and in some instances no progress at all, in the implementation of Cabinet approved recapitalisation strategies.
189. An assessment¹ on the progress made in the implementation of alternative recapitalisation strategies in 21 public enterprises revealed the following status: -
 - No commitment to implement reforms at nine (9) entities.

¹ The assessment included submissions of assessment templates by line Ministries to the Office of the President & Cabinet in 2021.

- Slow progress on implementing reforms at ten (10) entities.
 - Only two (2) entities demonstrated some commitment to implementing reforms.
190. Lack of progress in the implementation of the far-reaching Cabinet approved public enterprise reforms, resulted in failure to realise the intended turnaround benefits.
191. Furthermore, it was noted during the first half of NDS 1, that structural weaknesses in the current shareholding arrangement perpetuates the status quo being motivated by vested interests across line Ministries, as well as slow bureaucratic decision-making processes.
192. It was also noted that 13 of the 21 identified enterprises had been incurring losses, while five out of eight public enterprises which made marginal profit had received financial assistance from Treasury.
193. There has been weak monitoring of commercial public enterprises as revealed by delays by the entities in timeously producing audited financial statements. There were 11 public enterprises that did not comply with statutory timelines of producing audited financial statements over the period.
194. Notwithstanding the effects of under-capitalisation on the undesirable performance of the sector, the other challenges that affected their efficiency and effective service delivery was attributable to the following: -
- The high indebtedness level in the sector negatively affected the ability to contract both commercial and concessionary loans, as an alternative recapitalisation option.
 - Un-intended consequences of public procurement procedures on commercial public enterprises, in particular those operating in competitive markets where they are required to disclose their proposed project specifications through adverts, as well as protracted procurement process turnaround, which results in an uneven playing field against their private sector competitors.
 - Corporate mal-practices in public enterprises, as evidenced by failure to adhere to the requirements of the Public Entities Corporate Governance Act and best practices, resulting in weak shareholder and boards oversight function.
 - Un-economic pricing of goods and services due to delays in reviewing fee structures in alignment to the obtaining economic and market developments.
 - Lack of transparency and accountability in the use of public resources that have exposed the entities to abuse as manifested by incidences of corruption across all sectors.

- Lack of role clarity in the performance monitoring of the sector, with many players exercising overlapping and uncoordinated roles.
- Un-competitive remuneration which resulted in failure to attract and retain requisite skills across most entities.
- COVID-19 effects, which negatively affected the operational performance of some public enterprises by disrupting the supply chains of entities.

195. Some transformation at public enterprises was realised, notably through:

- De-merger of GMB.
- Engaging a strategic partner for the Zimbabwe Mining Development Corporation (ZMDC) subsidiaries through a joint venture partnership arrangement.
- Standardisation and harmonisation of aviation standards, procedures and practices through Civil Aviation Authority of Zimbabwe (CAAZ) unbundling into the Civil Aviation Authority of Zimbabwe and the Airports Management Company.
- Re-bundling of ZESA which is nearing completion.

196. Government also made some notable progress towards attracting potential investors into the People's Own Savings Bank (POSB), the Infrastructure Development Bank of Zimbabwe (IDBZ), Allied Timbers, NetOne, TelOne, and subsidiaries of the Industrial Development Corporation of Zimbabwe (IDCZ).

197. Furthermore, to bring more order, discipline and rationality to the public entities sector as a whole, Government ushered in a paradigm shift in how the entities are held to account with respect to performance and the use of public resources. In this regard, the operationalisation of the Public Entities Corporate Governance Act (PECG) has been an all-encompassing instrument which should holistically address the rampant past and current corporate governance malpractices.

198. The notable corporate governance reform milestones achieved to date include the extensive dissemination of the PECG Act to all line Ministries and public entities, introduction of a centralised electronic data base of prospective board members, and adherence to the Cabinet approved new remuneration framework for entities senior staff.

199. The mid-term review consultative process noted positive effects of the PECG Act towards inculcating a culture of good practices as demonstrated in some boards appointment, holding of annual general meetings, risk management and audit and the development and review of strategic plans and signing of performance contracts.

Financial Inclusion

200. A key lesson from the Mid-Term Review of NDS 1 has been the reality of our domestic financial system failing to incentivise citizenry deferment of consumption by encouraging savings mobilisation through financial deposits with banks.
201. Instead, those that have made deposits with banks for longer periods have actually found them severely eroded by bank charges in an environment of non-payment of interest.
202. Experiences of positive deposits in hard currency ending up as liabilities of banks customers were shared during NDS 1 consultations.
203. Furthermore, experiences were shared to the effect that economic agents are finding it cheaper to hold hard currency surplus financial savings through the custody of banks safety boxes, rather than through depositing with the same institutions.

Financial Intermediation

204. NDS 1 envisaged a critical role of the financial sector in driving the economy's growth prospects through savings mobilisation, expanded financial inclusion and intermediation. The potential contribution of the sector was premised on a strong financial system with a diverse products and banking services.
205. During the first half of NDS 1 implementation, submissions were made to the effect that deposit taking financial institutions were not making significant contributions to the NDS 1 growth agenda. During the first half of NDS 1, stakeholders witnessed material disintermediation, low savings mobilisation and minimal progress in channelling domestic savings in support of domestic infrastructure development projects.
206. Notably, the financial sector has been observed as characterised by high bank and service charges and other exclusionary tendencies that have discouraged savings mobilisation and sustained financial exclusion. The majority of the population face high bank service charges that are decidedly prohibitive.
207. In addition, submissions were made to the effect that a significant proportion of the deposits accrue zero interest, instead some deposits are levied exorbitant charges leading to negative balances. As a result of the disproportionate charges, the financial sector is seen as witnessing increasing financial dis-intermediation, with the public opting to store (rent a box) rather bank their money.

208. High levels of dis-intermediation would have material adverse effects on the economy's production capacity during the first half of NDS 1 implementation.

Savings Mobilisation

209. NDS 1 growth targets are anchored on mobilisation of domestic savings, critical for growth in investment in the economy. Hence, the country's overall economic trajectory is premised on growing national savings through inculcation of a domestic savings culture, complemented by recourse to foreign savings.

210. NDS 1 mid-term review stakeholder observations through the economic growth and stability thematic working group noted the need for enhancing policy interventions towards growing savings mobilisation as envisaged in Vision 2030, towards a prosperous and empowered upper middle-income society.

CHAPTER 2

FOOD & NUTRITION SECURITY

Land Utilisation

211. During the first half of NDS 1 implementation, the New Dispensation undertook interventions to overcome land under-utilisation that had been observed previously, against a background of lack of security of tenure, inadequate mechanisation, irrigation equipment, and limited access to agriculture financing credit, compounded by recurring farm disputes, and incidences of illegal settlements.
212. Notwithstanding the gains realised over 2021 and 2022, Government continued to institute measures to enhance utilisation of all agricultural land across the various regions. This benefitted improved agricultural productivity, and ultimately enhancing food and nutrition security.
213. During the first half of NDS 1, the national outcomes monitored under the food and nutrition security priority were: -
- Improved food security.
 - Improved food self-sufficiency from own production.
 - Improved nutrition status.
214. The mid-term review of NDS 1 indicates that Zimbabwe remains on-track towards achieving food security, self-sufficiency, as well as nutrition security by 2025. This is notwithstanding challenges posed by the continued devastating effects of climate change, coupled with conflict in Eastern Europe.
215. Food and nutrition security during the first half of implementing NDS 1 was boosted by increased domestic production across a wide range of agricultural commodities embracing maize, wheat, livestock and dairy. Expansion in production of maize witnessed doubling of output from 907 629 tons in 2020, prior to onset of NDS 1, to an annual average 2 million tons for the three cropping seasons 2021-2023.
216. Similarly, wheat output jumped from import supplementation levels of 94 685 in 2020, to self-sufficiency levels of 375 131 tons in 2022. Government supportive interventions underpinned further growth to a historic surplus position of 400 000 tons in domestic wheat production by end of 2023, allowing capacity for exporting wheat for the first time.

217. Further strides towards entrenching domestic production capacity for food and nutrition security were also realised in beef and milk output, also enabling domestic self-sufficiency.
218. Beef production rose from 49 115 tons in 2020, to 64 994 tons in 2021 and 81 756 tons in 2022. Indications for 2023 are for further growth to 90 000 tons.
219. Milk production was also on a sustained upward trend during the first half of NDS 1, with output rising from 79.9 million litres in 2020 to 91.4 million litres by 2022. Growth in the dairy sector is envisaged to see production of milk rise to reach 103 million litres by end of 2023.

Food Security

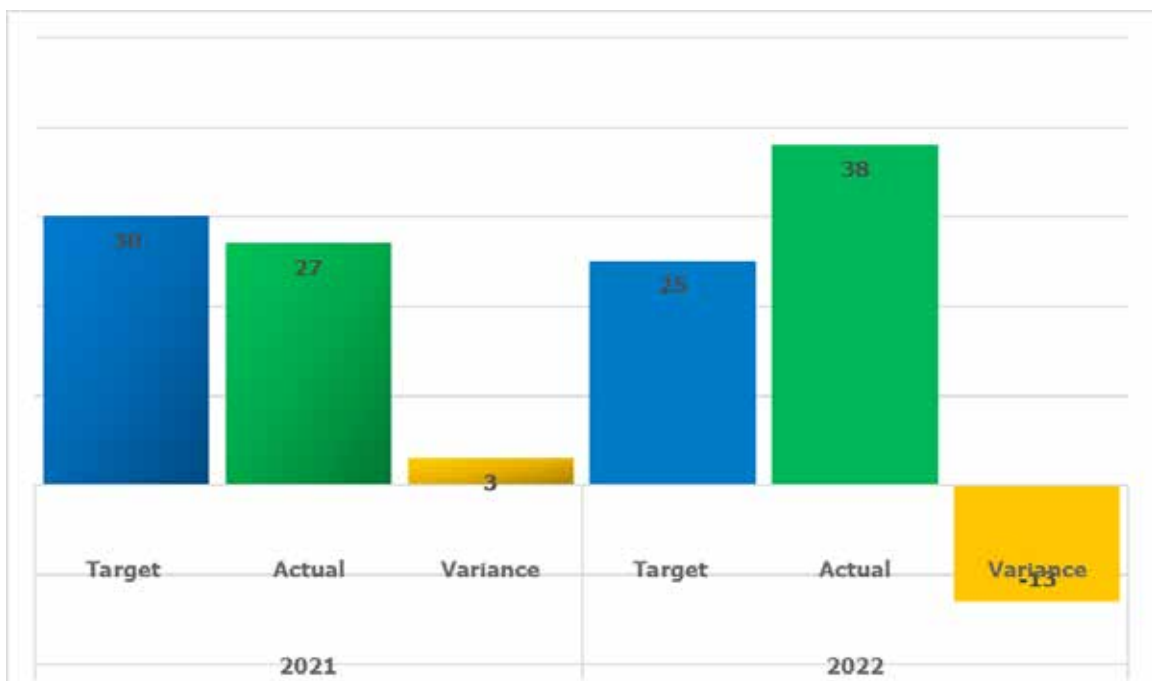
220. NDS 1 defines food security as all people, at all times, having physical and economic access to sufficient, safe, and nutritious food to meet their dietary needs and food preferences for an active and healthy life. This draws from the Rome Declaration on World Food Security adopted at the 1996 Rome World Food Summit organised by the Food and Agricultural Organisation (FAO). These parameters are underpinned by the FAO four pillars of food security, namely, availability, access, utilisation and stability.
221. The thrust of NDS 1 interventions, under food security as an outcome, is to reduce the percentage of the population requiring food assistance. NDS 1 targeted lowering food insecurity from the 59% of people in need of food distribution recorded in 2020 during the monitored peak hunger period of January - March, to less than 10% by 2025.
222. During 2021, a dramatic improvement in food security was realised, with the composition of food insecure people declining to 27% of the total population. This reflected surplus cereal production, benefitting from the introduction of the conservation agriculture based Pfumvudza/Intwasa input support scheme. Improvement in weather patterns to a normal rainfall also supported recovery of food production.



Pfumvudza/Intwasa

223. In 2023, food insecurity is further targeted to come down to 14%, as NDS 1 food security interventions overcome periodic seasonal shocks which manifest in the form of drought, intra-seasonal dry spells, localised floods, water logging, as well as sporadic outbreaks of crop and livestock diseases.

Percentage of Food Insecure Population



Source: Zimbabwe Vulnerability Assessment Committee (ZIMVAC)

Strategic Grain Reserves

224. During the first half of NDS 1, maintenance of adequate food reserves remained central to achieving food security for vulnerable groups, notwithstanding incidences of drought.
225. The country recorded a strategic grain reserve of 1 307 886 tons of maize in 2021, well above 500 000 tons of physical stock holdings in 2021, which were used for food assistance to food insecure households during the height of the COVID-19 pandemic.
226. The holding of strategic grain reserves not only facilitated grain distribution through social welfare, but also allowed access to grain for millers and stock-feed manufacturers.

Food Self-Sufficiency

227. NDS 1 monitors food self-sufficiency in terms of the ability of households and regions to maintain food requirements, providing Government with measurements for contingency interventions to overcome shortfalls and supply disruptions.
228. During the first half of NDS 1, key areas monitored under improved self-sufficiency were self-sufficiency in crop and livestock production.

Self-Sufficiency in Crop Production

229. The improvement in crop production and productivity during the first half of NDS 1 paved way for improved self-sufficiency and nutrition status. The Table below shows the production levels for strategic crops.

Production of Strategic Crops

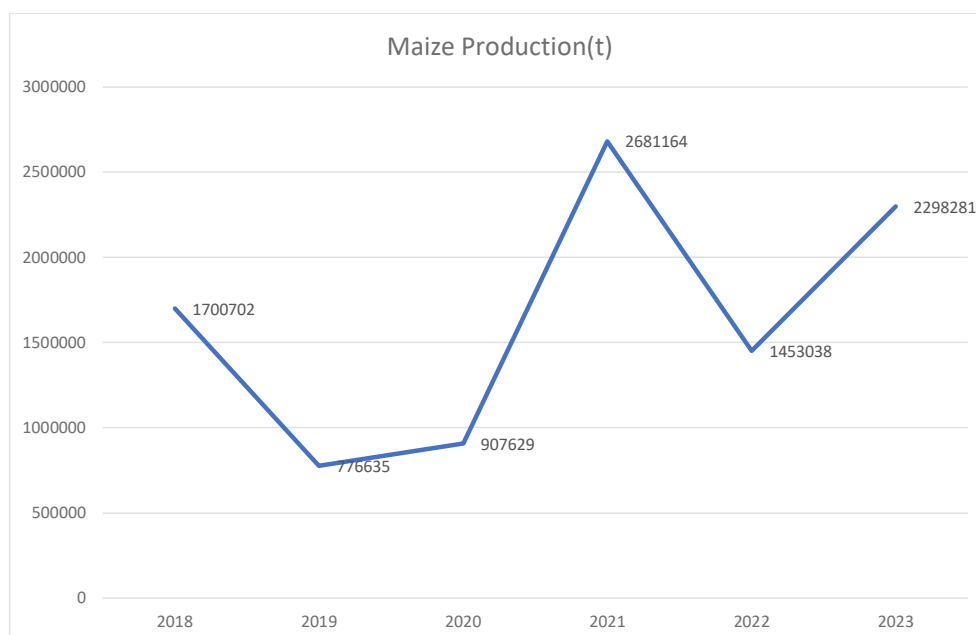
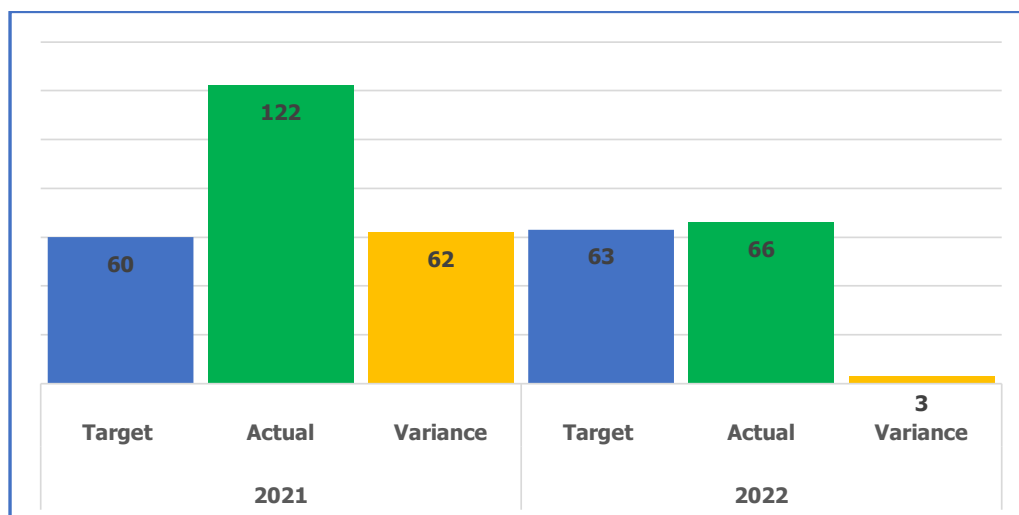
	2020/2021			2021/2022			2022/2023		
	Target (tons)	Actual (tons)	Variance	Target (tons)	Actual (tons)	Variance	Target (tons)	Actual (tons)	Variance
Maize	1 800 000	2 700 000	50%	2 000 000	1 500 000	-27%	2 400 000	2 298 281	-4.24%
Wheat	120 000	337 212	181%	200 000	375 131	88%	400 000	-	-
Traditional grains	300 000	347 968	16%	500 000	194 126	-61%	500 000	280 956	-43.81%
Tobacco	175 000	200 245	14%	200 000	212 703	6%	250 000	234 745	-6.10%
Seed cotton	120 000	135 000	63%	150 000	55 000	-63%	250 000	152 470	-39.01%
Soya beans	100 000	71 290	-29%	250 000	82 028	-67%	250 000	93 086	-67.19%

Source: Ministry of Lands, Agriculture, Fisheries, Water & Rural Development

Maize

230. The NDS 1 envisages to increase food self-sufficiency in maize production from the 2020 level of 45% to 100% by 2025. The Graph below shows that self-sufficiency improved from 45% in 2020 to 66% of national requirement in 2022, and the country remains on-track to achieve 100% self-sufficiency by 2025.

Maize Production (%)



Source: Ministry of Lands, Agriculture, Fisheries, Water & Rural Development

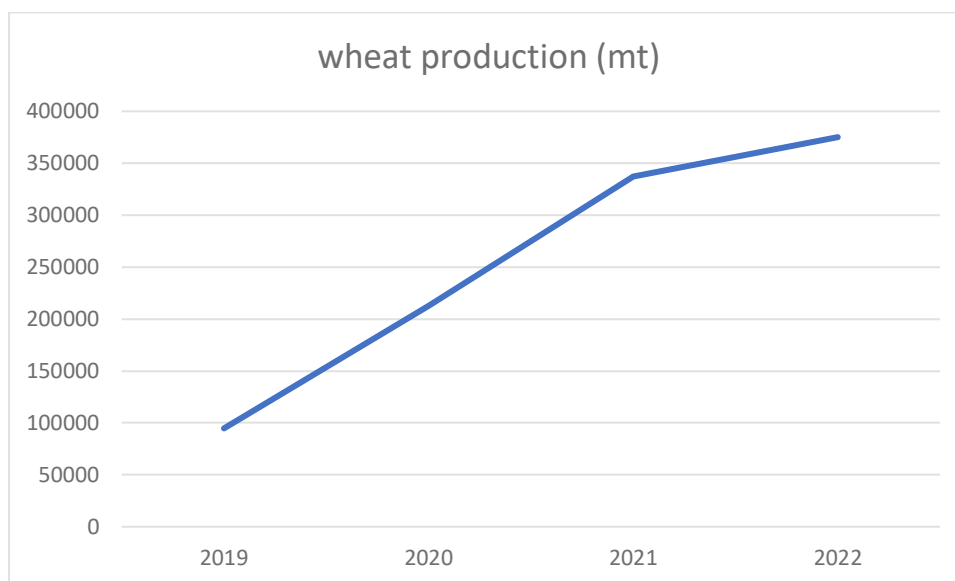
231. The quest for self-sufficiency in maize production saw overall output go up from 907 629 tons in 2020 to 2.7 million tons in 2021, well in excess of NDS 1 targeted levels of 1.8 million tons.
232. Notwithstanding the climate induced below normal rainfall season, Government interventions towards drought proofing agriculture saw resilience in production

during the 2021/22 and 2022/23 farming seasons, with 1.5 million tons of maize and 2 million tons harvested, respectively.

233. This achievement benefitted from adoption by Government of climate smart conservation agriculture practices implemented under the Pfumvudza/Intwasa scheme, coupled with continuation of input support programmes for farmers, including the vulnerable.

Wheat

234. As already alluded to above, Zimbabwe achieved wheat self-sufficiency during the first half of NDS 1, with record breaking wheat production of 337 212 tons and 375 131 tons in the 2021 and 2022 winter seasons, respectively. The projected harvest of 400 000 tons in 2023 will further open up scope for the country to produce both for wheat self-sufficiency and exporting.
235. Record breaking wheat production during the first half of NDS 1 was attributed to good and timely planning of the wheat season by Government.



Source: Ministry of Lands, Agriculture, Fisheries, Water & Rural Development

236. Government support for self-sufficiency in wheat production was complemented by initiatives from the private sector, as well as those by individual farmers, inclusive of self-financing.
237. The ring-fencing of such utility enablers as electricity and water supply for irrigation facilitated introduction of wheat production clusters, that way allowing successful growth of the crop's overall output.

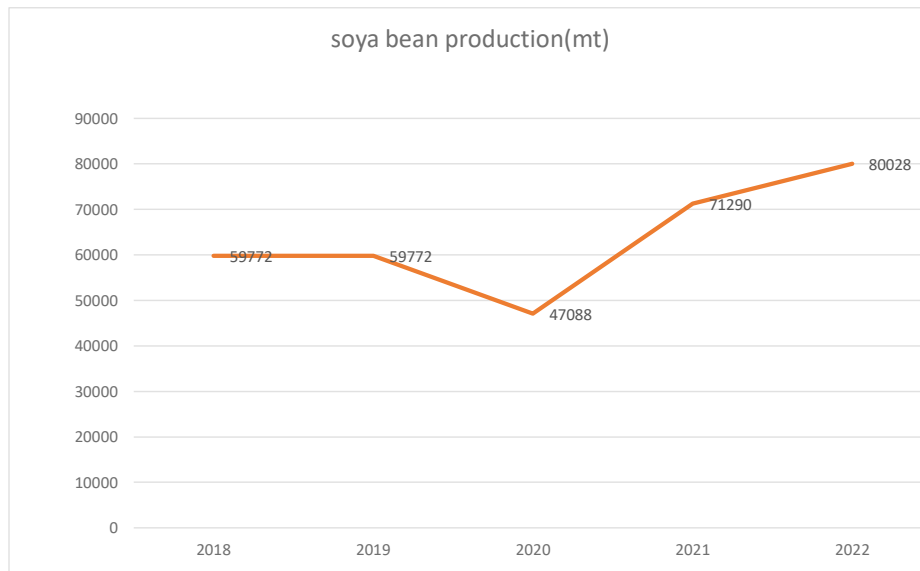


Irrigation development was key in ensuring that Zimbabwe becomes wheat self sufficient

238. Furthermore, the establishment of the Migratory Bird Control Department in the Ministry of Lands, Agriculture, Fisheries, Water & Rural Development made a significant improvement in reducing crop loss through the management of quelea birds.
239. Interventions towards the management of veld fires to control significant threats on land utilisation also remain necessary.
240. Furthermore, interventions to enhance positive performance in wheat production will entail overcoming various periodic challenges to the winter wheat season. Late onset of winter wheat planting has previously been experienced due to delayed harvesting of the summer crop. Investments in additional drying facilities should overcome this. Sustained timely disbursements of inputs will boost productivity, while expeditious payment for wheat deliveries will overcome levying of penalties on loan repayments to banks.

Soya-Bean

241. Soya-bean production for the 2020/21 and 2021/22 seasons was 71 290 tons and 82 028 tons, respectively. This was in spite of poor rainfall patterns



Source: Ministry of Lands, Agriculture, Fisheries, Water & Rural Development

242. Government policy support towards soya-bean is alongside that for sunflower, as part of interventions for improved oilseed production.

Traditional Grains

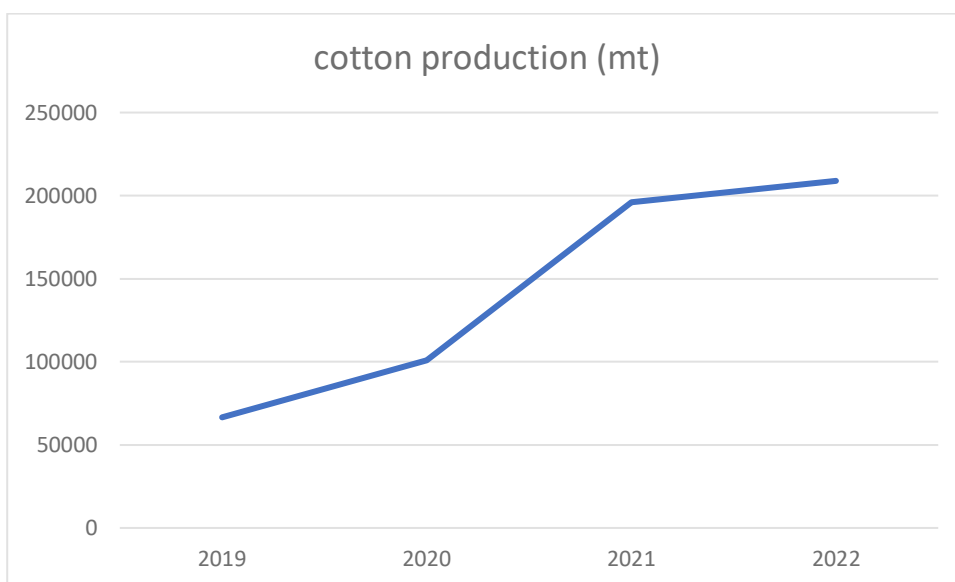
243. Government also championed the production of traditional grains as part of implementation of NDS 1 over 2021-2023 to improve productivity and output levels.
244. Pursuant to this, several impactful projects introduced during the first half of NDS 1, over and above climate-proofing technologies such as Pfumvudza/Intwasa, included enhanced extension services underpinned by use of ICT and introduction of blitz soil re-conditioning programmes. Resultantly, output of traditional grains more than doubled, from 152 515 tons harvested during the 2019/20 agricultural season, to 347 968 tons for 2020/21.
245. Growth in production of traditional grains will be supported by introduction of adequate and appropriate equipment for planting, harvesting, storage, threshing and processing.



Manicaland University of Applied Science and Technology 160 hectares of tobacco crop

Cotton

246. During the 2020/21 season, cotton production was 135 000 tons, reflecting a steady increase from the 101 000 realised in 2019/20 season. The cotton crop is further estimated to have recovered to 152 470 tons for the 2022/23 season.



Source: Ministry of Lands, Agriculture, Fisheries, Water & Rural Development

247. Growth in cotton farming benefitted from a combination of timely distribution of inputs, which underpinned increased uptake by farmers. Interventions by Government to underwrite recovery of cotton saw widened distribution of cotton seeds, fertilizers and chemicals under the Presidential Input Support Schemes.

Tobacco

248. During the first half of NDS 1, successful implementation of the Tobacco Value Chain Transformation Strategy, also embracing planting of higher yielding varieties, saw production of tobacco going up significantly.
249. The tobacco crop, which was only 154.9 million kgs tons in the 2019/20 farming season, expanded to 200.2 and 212.7 million kgs over the 2020/21-2021/22 farming seasons, respectively. During 2023, a record crop of 290 million kgs is anticipated, with 283.4 million kgs of tobacco already delivered by end of June.

Livestock Production

250. Livestock production remains an integral source of rural livelihoods, and contributing 15% to agriculture GDP, as well as overall sustainable economic growth and development.
251. The country has made some notable progress towards enhancing both beef and milk production, and is on-track to achieve self-sufficiency by 2025. The national beef herd stands at 5.66 million animals, while the dairy herd stands at 53 250, of which 35 100 are milking cows.

Beef and Milk Production

Key Performance Indicator	Baseline 2020		2021		2022	
	Year	Value	Target	Achieved	Target	Achieved
Percentage of milk production over total requirement	2020	66.7%	68.3% (82 m)	66.3% (79.6 m)	75% (90 m)	76% (91.35 m)
Percentage of beef production over total requirement	2020	41.1%	48%	52%	58%	68%

Source: Ministry of Lands, Agriculture, Fisheries, Water and Rural Development

Milk Production

252. During the first half of NDS 1 implementation, 79.6 million litres and 91 million litres of milk were produced in 2021 and 2022, respectively.



Increased milk production will ensure food security and adequate throughput into the dairy value chain

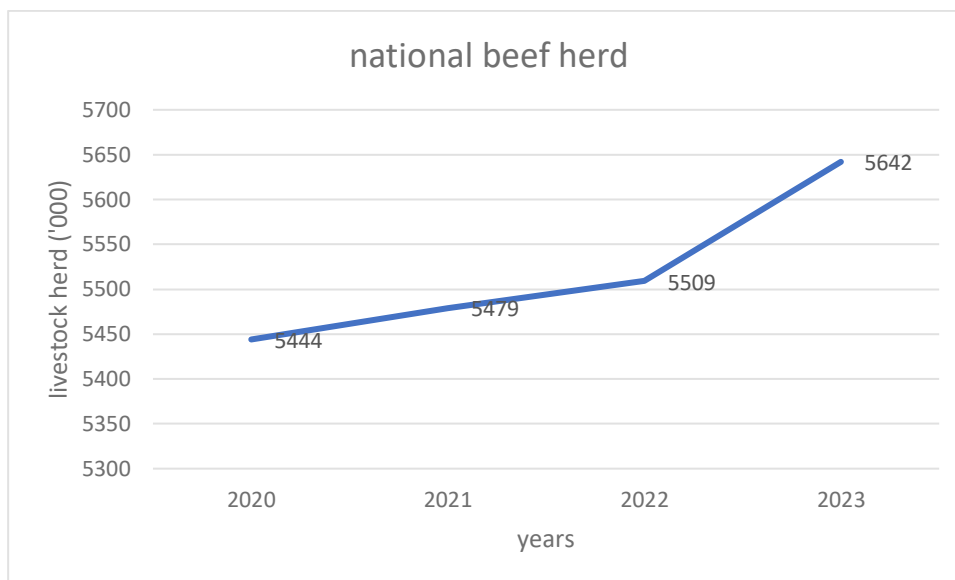
253. Growth in milk production was due to the increase in the milking herd as a result of the importation of in-calf dairy heifers over the first half of NDS 1. Furthermore, increased adoption of artificial intelligence technologies in the smallholder dairy sector, development partner participation and the Presidential Smallholder Silage Programme, contributed towards improving dairy production.
254. There was also an increase in the number of smallholder farmers engaging in dairy production supported through creation of aggregation centres, as well as milk collection and processing centres.

Beef

255. During the first half of NDS 1, beef production increased from 49 115 tons in 2020, to 64 994 tons in 2021 and 81 756 in 2022. Further growth to 90 000 tons is anticipated to the end of 2023, against the background of supportive veterinary interventions by Government to reduce cattle mortality and improve animal health, resulting in an increased national beef herd.



Gwanda State University Beef Production Project



Source: Ministry of Lands, Agriculture, Fisheries, Water & Rural Development

256. The Blitz Tick Grease Programme which was introduced in 2021 benefited more than 1 million cattle owners across all rural provinces, with each cattle owner receiving 1 kg of tick grease. There was also a drive towards rehabilitation of dip tanks through the Accelerated Dip Tank Rehabilitation Programme which resulted in 952 dip tanks being rehabilitated.
257. The Blitz Tick Grease Programme and the Accelerated Dip Tank Rehabilitation Programme helped to reduce cattle mortalities due to Theileriosis (January Disease) and other tick-borne diseases.
258. Furthermore, the fencing of 234 km of Gonarezhou drastically reduced the number of foot and mouth disease outbreaks from the south eastern Lowveld.

Nutrition

259. NDS 1 defines nutrition security as adequate nutritional status in terms of macro and micro-nutrients. Nutrition security is determined by access to adequate and safe food; care and feeding practices; sustainable water; sanitation and hygiene (WASH) services; as well as health care services.
260. NDS 1 targets to achieve long-term nutrition security by addressing the structural drivers of poor nutrition and health. This is entailing the mainstreaming of nutrition and health across Government sectoral policies, underpinned by interventions to overcome poverty and inequitable distribution of resources.
261. In this regard, progress with interventions to improve nutrition security, outside of access to adequate and safe food; care and feeding practices, is also being tracked through the following key performance indicators:
- Percentage of children stunted.
 - Prevalence of childhood obesity.
 - Children consuming acceptable diets.
 - Childhood wasting.
 - Iron deficiency in women of child bearing age.
 - Percentage of households using a basic water service, in both rural and urban areas.
 - Number of boreholes drilled and equipped.

Stunting Prevalence

262. NDS 1 targeted to reduce stunting prevalence to 20%, for both the rural and urban population during the first half of NDS 1. Implementation of Government interventions will continue to benefit from the guidance provided under the classifications of the World Health Organisation.

Childhood Obesity

263. The mid-term review of the NDS 1 indicates that COVID-19 control measures contributed towards inducing sedentary lifestyles which played a part in increased overweight amongst young children. During the first half of NDS 1, prevalence of childhood obesity stood at 4.2% for the rural and 3.1% for the urban population.

264. In order to reduce childhood obesity, Government is intensifying efforts to curb inappropriate marketing of unhealthy foods, especially for young children which results in high levels of consumption of sugar, fat and salt, contributing to the increase in obesity.

Children Consuming Minimum Acceptable Diets

265. NDS 1 embraces interventions towards nutrition sensitive social protection, complemented by creation of an enabling environment for adequate and safe diets for children.
266. The 2023 Urban Livelihood Assessment undertaken by the Zimbabwe Vulnerability Assessment Committee (ZIMVAC) indicates that 1.3% of children are consuming a minimum acceptable diet. ZIMVAC membership is drawn from Government, development partners, non-governmental organisations (NGOs), technical agencies and the academia.

Childhood Wasting

267. The mid-term review of NDS 1 indicates that Zimbabwe is on course towards reducing childhood wasting, which remained below the 5% threshold for emergency response during the first half of NDS 1.

Iron Deficiency Anaemia in Women of Child-Bearing Age

268. NDS 1 tracks the prevalence of iron-deficiency anaemia in women of child bearing age. To this end, lower numbers of women of child bearing age consuming iron rich foods would contribute to increased prevalence of iron-deficiency anaemia.
269. To mitigate on the effects of iron deficiency in women and new-born babies, Government is implementing iron folate supplementation to pregnant women. An increased number of women received supplements, with NDS 1 review data for the year 2022 indicating improvement in those receiving supplements to 92%, from 86% in 2019.
270. This performance was attributed to maintenance of the essential medicines supply chain to all health facilities that provide ante-natal care services.

Access to Safe Water

271. Provision of water, sanitation and hygiene services is a key determinant of improving nutrition status. Access to safe water was at 79% in rural areas and 97.5% in urban area; while access to sanitation services was at 65% in rural areas, and 97% in urban areas for the year 2022.

Borehole Drilling

272. NDS 1 targeted to improve the supply of safe water during the first half of its implementation. There was a marked improvement in safe water supply, due to the introduction and implementation of the Presidential Borehole Drilling Scheme, launched in Glen View during the first half of NDS 1. In 2022, 775 boreholes were drilled.
273. Access to water supply also benefited from self-financed construction of boreholes and wells at individual household level.

CHAPTER 3

ENVIRONMENTAL PROTECTION, CLIMATE RESILIENCE & NATURAL RESOURCE MANAGEMENT

274. During the first half of implementing NDS 1, environmental protection, climate resilience & natural resource management thematic working group thrust to achieve sustainable natural resources utilisation, environment and climate protection as well as sustainable tourism development among others.
275. Government, during the first half of NDS 1, had to grapple with the residual effects of extreme weather events, ranging from tropical cyclones, with the flooding and strong winds effects of Cyclone Idai most devastating; erratic rainfall patterns; and environmental degradation, partly on account of de-forestation and veld fires. Government, hence, pursued various strategies and programmes to address environmental and climate change related challenges.
276. In addressing these challenges, Government invested substantial resources in strengthening hydro-meteorological early warning systems and wetlands mapping. International cooperating partners also came on board with additional resources to complement Government efforts.
277. NDS 1 recognises the need for the country to participate in the climate economy, and facilitate implementation of inclusive people centric interventions, in consistency with Zimbabwe's Vision 2030, the Africa Agenda 2063 and the Sustainable Development Goals (SDGs). Solutions that are co-ordinated at a national level enhance cooperation at both the regional, continental and global levels to help all countries move towards a low carbon economy.
278. In this regard, Government, alongside other climate players, is fighting to conserve forests and allow the participation of local communities and traditional leaders who have indigenous knowledge systems and local conservation strategies which have proved effective.
279. NDS 1 interventions have seen Zimbabwe being ranked number 12 among countries that trade in carbon credits in the world. Carbon credits refer to the mechanism in which companies, Governments and individuals make payments to enable others to reduce greenhouse gas emissions on their behalf, thus, allowing them to receive recognition for their contributions towards climate action.

280. The mid-term review of NDS 1 indicates the need for sustained participatory climate actions that avoid surges in global external carbon traders taking advantage of local communities to unjustly access millions of dollars on the basis of natural resource endowment protected and preserved by Government and its communities. On the other hand, mineral resources accrued to un-informed local communities, some in the form of provision of tsetse stoves.
281. During the second half of NDS 1, critical local skills base to enhance accountable cataloguing of the country's resources in a manner that can allow for access to carbon trading related international financing will be developed.
282. During the first half of NDS 1, three (3) outcomes namely, improved environmental protection; improved bio-diversity health; as well as increased tourism contribution to the economy, were reviewed.

Environmental Protection

283. During the first half of NDS 1 implementation, the outcome on environmental protection was measured by the following four key performance indicators: -
- Functional early warning systems.
 - Districts capacitated on integrating climate change in development planning.
 - Area of land under protection.
 - Percentage of area mapped for background radiation.

Early Warning Systems

284. NDS 1 gives prominence to enhancement of the country's hydro-meteorological early warning system, through the establishment of weather radars, given the increased frequencies of extreme weather and climate events that have resulted in the loss of lives and serious damage to property.
285. Substantial resources were mobilised in strengthening hydro-meteorological early warning systems and wetlands mapping. International cooperating partners also came on board with additional resources to complement Government efforts. This saw the 10% coverage realised in 2021 increased to 60% in 2022.
286. The positive performance was also attributable to Government procuring five (5) weather radars for monitoring and supporting disaster preparedness for citizens. The three completed and now functional radars covered Robert Gabriel Mugabe,

Victoria Falls and Joshua Mqabuko Nkomo airports. Expectations are that outstanding works will be completed during 2023, with implementation at Buffalo Range and Kariba at 95% and 60% levels of completion, respectively.

Automation of District Weather Stations

287. Automating meteorological equipment was prioritised during the first half of NDS 1. In 2021, the target of automating 10 weather stations at district level was achieved. In 2022, automation at district levels saw 30 weather stations covered, against a target of 28.
288. The successful implementation of the automation of weather stations was a result of support from co-operating partners such as the United Nations Development Programme, Terres Des Hommes Italia, and the Green Climate Fund. The process of recapitalisation of the Meteorological Services Department laid a solid foundation to broaden the scope of weather and climate services' support to agriculture, aviation, health, tourism and energy, among other sectors.

Early Civil Protection Warning Systems

289. In 2021, a total of 56 district civil protection committees using early warning radio systems were operational, in line with the NDS 1 target for that year. In 2022, an additional 10 radio systems were deployed successfully, to meet the target of that year. In this regard, the support of the Chinese Government is acknowledged.
290. The deployment of early warning radio systems also assists with the dissemination of hydro-meteorological hazards in local languages.

Hydro-Meteorological Hazard Alerts

291. The NDS 1 target for 2022 was to install one platform through which the Common Alert Protocol disseminates hydro-meteorological hazard warnings in the country. The target was successfully met, with Common Alert Protocol available for use in sharing hydro- meteorological advisories, alerts, and warnings on email for the of the Meteorological Services Department.

Mainstreaming Climate Change

292. During the first half of NDS 1, all the country's 60 rural districts were trained on mainstreaming climate change in their developmental plans.

293. In 2021, 30 sessions on capacitating districts on integrating climate change in development planning were conducted, against a target of 12. Capacity building for 27 districts was conducted in 2022, against a target of 15 districts. The positive performance largely benefitted from the support received from the Green Climate Fund, and National Adaptation Plan Readiness Support Programme.
294. In addition, 10 provincial development committees were also trained. The support programme provided resources for the development of a Climate Change National Adaptation Plan, its Financing Strategy and Monitoring and Evaluation Framework.

Land Under Protection

295. During the first half of NDS 1, area of land under protection was monitored through forestry area protected, wetlands protected, area burnt by veld fire, mined areas rehabilitated and trees planted

Forestry

296. The NDS 1 mid-term review indicates that 58 320 hectares of forest area under rural district councils' jurisdiction was protected in 2021.
297. In 2022, intensification of engagements with rural district councils (RDCs), as well as other land holders with forests, facilitated management and protection of two forests with a combined total hectarage of 54 985 hectares, against the NDS 1 target of 49 500 hectares.

Wetlands

298. NDS 1 sensitisation of the National Wetland Policy across provinces and districts underpinned increased support of community livelihood projects for wetland management, with the hectarage of wetlands under protection in 2021 rising to 743 866 hectares. Further progress was made during 2022, with an additional 252 855 hectares of wetlands also coming under protection, giving a positive variance of 152 855 hectares. In total, the first two years of NDS 1 saw 996 721 hectares of wetlands protected, benefitting from the collaboration of Government and active stakeholder participation.

Veld Fires

299. To improve environmental protection, NDS 1 targeted to reduce area burnt by veld fires to 1 million hectares and 900 000 hectares in 2021 and 2022, respectively.

300. However, the effects of climate change and start of uncontrolled fires in farming communities left the area burnt by uncontrolled veld fires in 2021 and 2022 at 1 033 000 hectares and 1 752 000 hectares, respectively.
301. In particular, NDS 1 mid-term review noted challenges related to failure by farming communities to take ownership and responsibility over management and initiatives to contain veld fires, inclusive of putting in place of fireguards. Artisanal mineral exploratory ventures were also observed as being responsible for start-up of some veld fires.

Rehabilitation of Mined Areas

302. With regards to rehabilitation of mined areas, the NDS 1 target for 2021 was 5 000 hectares and the actual performance was 5 501 hectares. In 2022, 5 500 hectares were targeted, with 6 029 hectares of mined areas being rehabilitated.
303. The positive performance was mainly as a result of compliance with the environmental impact assessment (EIA) statutes, against the background of co-ordinated enforcement initiatives implemented under the umbrella of joint law agencies.
304. NDS 1 engagements of communities also facilitated development of local based friends of the environment to provide leadership over compliance.

Trees Planted

305. During the first half of NDS 1, a total of 17.4 million trees and 19.7 million trees were planted in 2021 and 2022, respectively, notwithstanding COVID-19 induced lockdowns. Disbursement of resources under the Afforestation Fund facilitated tree planting initiatives.

Radiation Mapping

306. During the first half of NDS 1 implementation, a mapping exercise was initiated to determine natural background radiation across the country. To date, 29% of the country has been mapped and the exercise is expected to be complete by 2025.

Bio-Diversity

307. During the first half of implementing NDS 1, Government reviewed the National Wildlife Policy, Forestry Policy, Human and Wildlife Conflict Policy, and the Parks and Wildlife Act [Chapter 20:14] in support of improved bio-diversity.

308. Furthermore, Government approved the establishment of a Human Wildlife Conflict Relief Fund which is meant to assist persons affected by rising cases of human-wildlife conflicts, which have been fatal in cases. Human fatalities were recorded at 68 and 67 in 2021 and 2022, respectively. Human-wildlife conflicts have been noted in areas of increased human settlement and population, in particular around areas adjacent to wildlife protected areas.
309. During the first half of NDS 1, the national outcome of bio-diversity health was measured by the following keystone species: -
- Number of elephant population maintained.
 - Number of rhino population protected.
310. NDS 1 targeted to maintain the elephant population at 83 678. During the first half of NDS 1, the elephant population grew to 83 831.
311. Enhanced law enforcement and collaborations with key stakeholders underpinned rhino protection interventions. During the first half of NDS 1, rhino population protected increased from 880 realised in 2020 to 950 in 2022.

Tourism

312. NDS 1 interventions in support of the recovery of tourism were underpinned by implementation of the National Tourism Recovery and Growth Strategy (2020), with focus on opening up access to global tourism markets.
313. The NDS 1 mid-term review indicates notable recovery in tourism from 2022. Although Zimbabwe is yet to reach the pre COVID-19 levels, the recovery was way above the global level of 101% growth in tourist arrivals.
314. The sustainable tourism outcome for NDS 1 has 4 key performance indicators, namely:
- Value of tourism investments.
 - Value of tourism receipts.
 - Number of tourist arrivals.
 - Level of employment in tourism.

Tourism Investment

315. Growth in the number of local investors exploiting NDS 1 investment opportunities in the tourism the sector during 2021 and 2022 saw investment in tourism facilities valued at US\$280 million and US\$312.5 million, respectively.

Tourist Arrivals

316. NDS 1 targeted to increase the number of tourist arrivals into the country. During the first half of NDS 1, tourist arrivals significantly improved from 639 000 tourists realised in 2020 to 1 043 781 in 2022. This benefited from the relaxation of COVID-19 travel restrictions, aggressive implementation of the National Tourism Recovery and Growth Strategy, as well as the growing confidence in Zimbabwe as a destination of choice.

Tourism Receipts

317. During the first half of NDS 1 implementation, the value of tourism receipts went up from US\$360 million registered in 2020 to US\$397 million in 2021. There was marked improvement in 2022, with the value of tourism receipts increasing to US\$911 million, largely as a result of the global easing of COVID-19 travel restrictions. The NDS 1 target for the year 2022 had been US\$620 million.

Domestic Tourism

318. NDS 1 interventions in tourism also underscored the growing importance of the contribution of domestic tourism, to augment growth of international tourism. In particular, the NDS 1 mid-term review noted the role played by domestic tourism underpinned by conferencing following the outbreak of the COVID-19 pandemic.
319. The COVID-19 pandemic had also subdued domestic tourism activity during 2021. NDS 1 interventions in support of significant uptake in domestic tourism also focus on overcoming inhibitive pricing structure in the tourism sector.

Employment in Tourism

320. In 2022, the tourism sector employed 96 801 people. Growing competitiveness in tourism necessitates sharpening of required relevant skilled and experienced manpower.

CHAPTER 4

MOVING THE ECONOMY UP THE VALUE CHAIN & STRUCTURAL TRANSFORMATION

321. Value addition remains the linch-pin of the envisaged NDS 1 industrial transformation in support of the achievement of the national Vision towards an empowered upper-middle income society by 2030.
322. NDS 1 interventions during the first half of the NDS 1 towards moving the economy up the value chain sought to overcome the following challenges: -
- Improved supply of utilities to enhance production efficiencies.
 - Sustainable financial facilities for domestic production.
 - Adequate generation of foreign currency.
 - Improved disposable incomes and aggregate demand.
 - Investment in new technologies and industrial plants.
 - Competitiveness of domestic cost structures.
323. The acceleration towards a structurally balanced economy during the first half of the NDS 1 was pursued through the monitoring of the following national outcomes: -
- Improved national competitiveness.
 - Increased contribution of manufacturing to GDP.
 - Increased contribution of value-added exports to total exports.
 - Increased earnings from beneficiated minerals.
 - Increased value addition.

Manufacturing

324. During the first half of NDS 1, the manufacturing sector has been recording gains in capacity utilisation as evidenced by increased availability of domestically produced goods in supermarket shelves, accounting for about 80%. Capacity utilisation increased from 36.4% registered in 2020 to 66% in 2022.
325. The improved performance of the manufacturing sector was mainly driven by continued Government support towards retooling and domestication of value chains, coupled with improved levels of investment and market access to foreign currency.

326. Manufacturing sector growth rate was recorded at 1.2% in 2021 and improved to 1.6% in 2022, notwithstanding supply chain disruptions emanating from the negative effects of COVID-19.

Employment in Manufacturing

327. Notwithstanding the competitiveness challenges encountered during the first half of implementing NDS 1, the manufacturing sector recorded 265 530 new jobs in 2022.

Value-Added Exports

328. NDS 1 efforts to overcome reliance on exporting predominantly raw and semi-finished commodities by business left the contribution of value-added exports to total exports in 2021 and 2022 recorded at 4.8% and 5.2%, respectively. Initiatives to significantly boost the contribution of valued added exports remain central to realise economic return to the country.

Value Addition

329. During the first half of implementing the NDS 1, the manufacturing sector demonstrated confidence in the NDS 1 investment facilitation initiatives, with a number of projects across the various sectors of the economy.
330. Recently, renewed buoyancy in the economy's prospects was demonstrated by the US\$70 million investment in three high technology industrial plants in soft drink, sorghum and lager beers at Delta Beverages. Furthermore, investment into additional cement production expansion at the Khayah plant in Manresa will go a long way in supporting the country's physical infrastructure development projects.

Fertilizer Production

331. During the first half of NDS 1 implementation, the production of phosphates and Nitrogen, Phosphorus and Potassium (NPK) blends and compounds were cumulatively recorded at 607 375 tons during 2021 and 2022. The geo-political tension in Eastern Europe impacting on global supply chains of fertilizers highlight the urgency of the need for investment into additional capacity in domestic production.

Soya Value Chain

332. NDS 1 targets reduced dependency on the volume of imported soya crude oil, as part of the country's import substitution strategy that seeks to increase local production of soya beans.

Cotton Value Chain

333. NDS 1 initiatives under the cotton value chain are seeing provision for support for the re-opening of David Whitehead. This should allow for complementary contract farming arrangements with cotton farmers, which will see cotton production increasing during the second half of NDS 1.
334. Growth in support of the cotton value chain should lead to increased uptake of cotton by local spinners. The benefits arising out of the cotton value chain extend to increased cotton seed crushed into edible oils.



Cotton spinning process

Dairy Value Chain

335. The first half of NDS 1 witnessed increase in the domestic production of raw milk from 79.6 million litres in 2021 to 90.6 million litres in 2022, facilitating decline in the import volumes of milk powders and enhancing progress with import substitution.
336. The effect of the import substitution strategy has also been at play as there has been a decline in the volume of cheese imported from 250 tons in 2021 to 165 tons in 2022 compared to targets of 375 tons and 265 tons for 2021 and 2022, respectively.

Sugar Value Chain

337. Sugar production in 2021 was 390 000 tons, with output rising to 397 000 tons the following year.

Plastic Waste Value Chain

338. The manufactured high-value products from plastic waste reached 4 560 tons and 5 000 tons in 2021 and 2022, exceeding the set targets of 1 200 tons and 1 500 tons, respectively. This was due to more players being involved in plastic waste management.
339. Furthermore, 30 ventures which convert plastic waste into recycled plastic products were undertaken under the plastic waste value chain in 2021 and 2022. The coming on board of the additional ventures into recycling was as a result of increased focus on waste management following the Presidential Declaration, as well as growing demand for recycled content in packaging in the economy.

Engineering Iron & Steel Value Chain

340. During the first half of NDS 1, capacity utilisation in the iron and steel value chain stood at 51%. Further positive performance is on the horizon, with the DINSON iron and steel plant at Manhize between Chivhu and Mvuma now at 90% completion stage. This project will represent a major integrated steel plant on the African continent, supplying over 1.2 million tons of steel annually during the first phase, radically expanding capacity in the iron and steel value chain.



Construction of Manhize Iron & Steel Manufacturing Plant

341. In 2021, employment in the value chain stood at 14 313 against a target of 13 000, surpassing the target by 9%. In 2022, marginal growth in the employment level in the engineering iron and steel value chain was experienced to 14 389.

Pharmaceutical Value Chain

342. During the first half of NDS 1, Government introduced a policy of buying drugs directly from local manufacturers to reduce the costs and improve drugs availability in public institutions, while at the same time propping up participation of local companies in drug manufacturing. This will see growth in the contribution of the domestic pharmaceutical industry in public health, as well as improve the availability of essential medicines in the country during the second half of NDS 1.
343. The percentage of locally produced essential medicines reached 46.9% in 2021, exceeding the NDS 1 set target of 35%, as companies became more seized with domestication of production of COVID-19 medicines and medical accessories. Entry of new players into the pharmaceutical industry during the second half of NDS 1 will witness local companies producing 60% of Zimbabwe’s pharmaceutical requirements by 2025.



Established National Pharmaceutical Warehouse

Bus & Truck Assembly Value Chain

344. NDS 1 has also set out a number of fiscal incentives in support of the domestic bus and truck assembly value chain. The cluster has the installed capacity to assemble at least 300 buses per annum and 450 prime mover and freight trucks in various configurations. This has facilitated take-off of initial investment projects, with 7 buses and 3 trucks produced in 2021, and in the following year, 19 buses and 5 trucks.



Vehicle assembly at Willowvale Motor Industries

Minerals Beneficiation

345. During the first half of NDS 1, Government's thrust was to reduce exports of raw mineral ores and increase exports of beneficiated minerals.
346. Positive gains were also experienced with regard to the mining value chains. Earnings from beneficiated minerals increased from US\$1.157 billion in 2020 to US\$4.6 billion in 2022, with contributions from gold and platinum group of metals, each accounting for US\$2 billion. This was followed by high carbon ferro-chrome registering US\$347.6 million; coking coal, US\$130.7 million; and diamonds, US\$121.7 million.
347. The commissioning of the Arcadia lithium mine concentrator project in Goromonzi by His Excellency President E.D. Mnangagwa bears testimony to the NDS 1 thrust for improved mineral beneficiation. This US\$300 million investment ushers in further downstream investment opportunities for Zimbabwe to consolidate its position as a player in global battery materials supply.

CHAPTER 5

HUMAN CAPITAL DEVELOPMENT AND INNOVATION

348. Human capital development and innovation play an important role in increasing the skills needed to achieve a knowledge-based economy for sustained growth and economic development.
349. Despite the challenges posed by the COVID-19 induced restrictions during the first half of NDS 1, the education sector adopted a blended learning model to support teaching methods during the pandemic.
350. Furthermore, the reconfiguration of Education 5.0, complemented by the construction of supporting education infrastructure, has increased innovative and industrialisation learning opportunities.
351. During the first half of the NDS 1, human capital development and innovation aimed to achieve an innovation and knowledge driven economy through tracking the following national outcomes: -
- Specialised workforce.
 - Improved access to quality, equitable and inclusive education.
 - Improved access and utilisation of advanced knowledge & technologies.
 - Increased innovation for industrialisation.

Specialised Workforce

O Level & A Level Pass Rates

352. During the first half of NDS 1 implementation, 'O' Level pass rate targeted 33.6% in 2021 and the actual was 26.34%. Regarding 'A' Level pass rate, the NDS 1 targeted 84.7% and the actual was 83.13%.
353. The negative performance was attributable to the negative effects of the COVID-19 induced restrictions, which impacted on conducive teaching and learning, inadequate preparation for e-learning and lack of capacity for most teachers to operate in a blended learning model, as well as the shortage of e-learning gadgets.
354. In 2022, the 'O' Level pass rate target was 45% and the actual pass rate was 28.96%. With regards to 'A' Level pass rate, the target was 87% and the actual performance was 88%.

355. The downside performance of 'O' level was due to the pandemic induced lock-downs that disrupted the school calendar and saw most candidates writing examinations without adequate curriculum coverage.

Completion Rate

356. The 63% target completion rate for 2021 was achieved. The achievement was attributable to the efforts by students, parents and lecturers in implementing blended learning methodology for both students and teachers.

Skilled Workers

357. The planned target for number of skilled workers candidates assessed and certified in 2021 was 2 729 and the actual was 6 493, giving a positive variance of 3 764 skilled candidates. The positive performance was due to strengthened relations and improved support between Industry and Government that saw more trade test facilities being availed by industry for trade test.

358. In 2022, the percentage of skilled worker candidates assessed and certified targets were 45% for higher and tertiary institutions, 65% agricultural colleges and 9% for health nursing schools.

359. The actual performance was 77.8% for higher and tertiary education giving a positive variance of 36.85%; 70% for agricultural colleges, giving a positive variance of 5% and 10% for health nursing schools, giving positive variance of 1%. The upward performance was due to the mindset shift that saw the reconfiguration of Zimbabwe's higher and tertiary education curriculum to heritage-based education 5.0. Focus on the universality of science but with local application was critical.

360. In addition, the critical skills audit informed areas of focus, and continued professional development coupled with improved conditions of service for teaching staff contributed to the achievement.

Quality, Inclusive & Equitable Education

Registration of Schools

361. In 2021, the NDS 1 target to register 200 schools was achieved. The performance was attributable to the promotion of registration of new schools and technical vocational education and training institutions, as stipulated in the Manpower Planning and Development Act [28:02] 1995, amended in 2021.

362. The positive performance was also enhanced by the implementation of Zimbabwe National Qualifications Framework statutory instruments, SI 132, SI 133, SI 137 and SI 140 of 2018. Support from education partners and enhanced political will, which saw utilisation of Constituency Development Funds to establish new schools.

Skills Proficiency

363. NDS 1 targeted reconfiguring standard skills proficiency schedules and course regulations to heritage-based education 5.0 and ensure compliance to the Zimbabwe National Qualifications Framework. In 2021, the target was 80%, and the actual was 90%, recording a positive variance of 10%. The positive variance was attributable to acceptance/buy-in from the targeted stakeholders, namely students, higher and tertiary education institutions, employer organisations, as well as industry and commerce, who participated in development of qualification standards and released experts to develop the same.

Schools Enrolment

364. The NDS 1 envisages to increase secondary schools' enrolment of both girls and boys by 2025. In 2022, the enrolment for 'O' Level students stood at 34% of the population against a target of 33.6%, giving a positive variance of 0.4%. The recorded success was due to deliberate policy interventions by Government of registering 200 new satellite schools across all provinces of the country.

Enrolment of Apprenticeship Students

365. The enrolment of apprenticeship students during 2021 totalled 1 406, of which 750 apprentices were under the Government Special Scheme Apprenticeship Programme, while 656 were apprentices supported and funded by the private sector. The positive variance of 406 is in line with Government's policy towards employment generation oriented vocational training.

Knowledge & Technologies Utilisation

Procurement of High-End Servers

366. NDS 1 targeted to procure high-end servers for higher and tertiary education institutions. In 2021, 5 high-end servers were procured against a target of 4. The positive performance was justified by improved efficiency in procurement processes and timeous disbursement of funds by Government. Furthermore, performance was improved due to access to ICT resource sharing and technical support.

Public Internet Access Centres

367. During the first half of NDS 1, Government targeted to increase the number of higher and tertiary education institutions with public internet access centres to 96%, and primary and secondary schools with public internet access centres to 80%.
368. In 2022, all higher and tertiary institutions had public internet access centres, while 81.5% of primary and secondary schools had access to public internet.

Science, Technology, Engineering & Mathematics

369. NDS 1 targeted increasing the number of students taking up science, technology, engineering and mathematics (STEM) subjects. In 2022, the proportion of higher and tertiary education students taking up STEM subjects by gender was 15% against a target of 14%, registering a positive variance of 1%.
370. With regards to basic education, the proportion of students taking up STEM subjects was 30%, against a target of 26%, surpassing the target by 4%. The positive performance was attributable to the introduction of a quota system that ensures the girl child is given special consideration.

Innovation for Industrialisation

Innovation Hubs, Industrial Parks & Technology Centres

371. The mid-term review of the NDS 1 highlighted that innovation hubs, industrial parks and technology centres play a critical role in development of science and technology.
372. During the first half of NDS 1, 13 innovation hubs and industrial parks were established at tertiary institutions.



Bindura State University Innovation Hub



Chinhoyi University Innovation Hub

373. This positive performance was attributable to enhanced project management and use of own Government internal human capital through industrial training and trade testing building brigades, as opposed to engaging private contractors. This approach greatly cut on infrastructure expenditure for certificates with improved efficiency, risk apportionment and completion rate, whilst maintaining good quality infrastructure.



Laparoscopy Centre

Intellectual Property Rights

374. During the first half of NDS 1, the objective was to increase issuance of commercialised international intellectual property rights (IPRs). In 2021, 182 IPRs were issued against a target of 28. This strong performance was attributable to the introduction of the Innovation Pillar under Heritage Based Education 5.0 that made it mandatory for institutions to register their intellectual property rights.
375. Furthermore, the policy on intellectual property rights by Government provided access to financing and technical facilities, thus, enabling registered intellectual property rights strong negotiation position for entering into and maintaining research collaborations and commercialisation partnerships.

CHAPTER 6

INFRASTRUCTURE & UTILITIES

376. NDS 1 recognises infrastructure as integral to overall economic development, with the African Development Bank’s Zimbabwe Infrastructure Report for 2019 indicating existence of a one-to-one relationship between investment in public infrastructure and overall growth performance.
377. Cumulative capital expenditure for infrastructural development in the first half of NDS 1 implementation went towards the following key interventions among others:
- Road development programmes, notably the Harare-Masvingo-Beitbridge high way, and road rehabilitation works across both rural and urban areas, under the Emergency Road Rehabilitation Programme (ERRP).
 - Dam construction projects, notably Marovanyati, Muchekeranwa, Chivhu, Gwayi-Shangani, Kunzvi, among others.
 - Construction and rehabilitation of such public amenities as recreational facilities in schools and information communication technologies (ICT) kiosks in both urban and rural areas.
 - Construction and rehabilitation of schools, hospitals and clinics through Devolution inter-governmental fiscal transfers.
 - Irrigation development.
378. Strategic interventions by the Second Republic in the infrastructure area during the first half of NDS 1 resulted in the country beginning to implement investments into projects to close the infrastructure deficit in the country.



Centre Pivots supplied through MAKa Mechanisation Facility

Maintenance & Rehabilitation of Public Infrastructure

379. The mid-term review of the NDS 1 identified the following causality factors for public infrastructure projects implementation:
- Business-as-usual approach to delivery of infrastructure projects, with the Norton Tollgate Plaza still incomplete more than a year after project commencement.
 - Costly delays in take-off of projects.
 - Cumbersome processes in implementation, resulting in most projects being observed to take unacceptably longer timeframes to completion. While some challenges have been attributed to inadequate disbursement of resources, delays have also applied to projects where funding is available.
 - Absence of effective systems for efficient implementation of public projects, including expeditious weeding out of non-performing contractors. NDS 1 consultations cited perceptions of winning bidders being less focussed on delivery on awarded public projects, and more on maximisation of income through numerous claims, including on idle time.
 - Weak monitoring and evaluation for quality, value for money and adherence to delivery of agreed contract terms.

Electricity

Access to Electricity

380. During the first half of NDS 1 implementation, 62% of the population had access to electricity, surpassing the set target of 42%. The positive performance was largely attributable to the uptake of off-grid technologies, anchored on the implementation of the Renewable Energy Policy, which underpins the supportive environment in the use of renewable energy.
381. In addition, the rolling out of electricity distribution and transmission in previously marginalised areas also contributed to the positive performance.

Units of Electricity Added into the National Grid

382. During the first half of NDS 1, 670 megawatts were added onto the national grid, as Hwange 7 & 8 came on-stream mid-2023. This has seen the end of load-shedding in Zimbabwe, save for sporadic disruptions related to full synchronisation of the new thermal power plants.



Investment in electricity generation resulted in more power added to the national grid

Transport

Road Network

383. During the first of NDS 1 implementation, Government has been maintaining, re-gravelling, resurfacing, rehabilitating and upgrading the road network through the Emergency Road Rehabilitation Programme (ERRP 2) and the Road Development Programme (RDP) towards achieving NDS 1 objectives.
384. The initiatives resulted in the rehabilitation of 613 km, re-gravelling of 3 304 km and routine maintenance of 18 000 km.
385. Much faster progress towards the development of the road network was, however, impeded by various challenges that included heavy rains, COVID-19 restrictions, inflation, delays in payment of contractors, as well as delays in tender processes.

Roads Upgrading

386. In the first half of NDS 1, the target for upgraded roads was 200 km, with the actual performance being 127 km, indicating a shortfall of 73km. The target was not achieved primarily as a result of obtaining inflationary pressures, COVID-19 induced restrictions, as well as delays in tender procedures.



NDS 1 prioritised upgrading of roads as a critical ingredient to economic growth and development

Rail Network

387. During the first half of implementing the NDS 1, the National Railways of Zimbabwe embarked on the onset of the rehabilitation of the rail network using internally generated resources.
388. The large outlay of required resources for rail network rehabilitation has necessitated Government initiatives towards underwriting access to the required capital. Already, the National Railways of Zimbabwe signed in June 2023 a US\$81.2 million train deal with Indian rail firm Rites for the supply of 9 locomotives and 315 wagons.

International Airports Capacity

389. During the first half of implementing the NDS 1, the set target for passenger traffic was 1 300 000 and the actual performance recorded was 1 303 929 passengers, surpassing the target by 3 929 passengers. The strong performance was attributable to the resumption of flights after the relaxation of COVID-19 induced restrictions, entry of new airlines into the country, and increase in frequency by existing airlines.



Upgraded Inside View of Robert Mugabe International Airport

Inbound & Outbound Flights

390. The country targeted to attract and facilitate the entry of 20 airlines during the review period, in line with the Open Skies Policy. By the end of 2022, the country witnessed a significant inbound air traffic of 18 airlines from 12 in 2020. This performance, although below the set target, was significant showing progress in this area.

Water & Sanitation

Potable Water Availability

391. NDS 1 targeted to increase access to clean and safe drinking water. During the first half of NDS 1 implementation, the 77.7% target of the population with access to clean and safe drinking water was achieved. The performance was attributable to interventions that included borehole drilling per each village, rehabilitation of existing boreholes, as well as rehabilitation of water treatment plants and reticulation systems in urban areas and growth points.

Sanitation Services

392. Improved sanitation infrastructure plays a critical role in combating incidences of water borne diseases. During the first half of implementing the NDS 1, the targeted population using improved sanitation service was 73% and the actual performance

was 71.8%. This performance, although below the target, was within the allowable variance, with the marginal mismatch being explained by dilapidated sanitation infrastructure and rapid urbanisation.

Construction of Water Reservoirs

393. The planned target for the first half of NDS 1 implementation was to increase national water capacity by 11 339 mega litres. The actual performance was 26 000 mega litres, surpassing the set target by 14 661 mega litres. The strong performance was attributed to the completion of Chivhu, Marovanyati and Muchekeranwa dams.

CHAPTER 7

DIGITAL ECONOMY

394. Government recognises information communication technologies (ICTs) as key enablers of economic development, hence, deliberate efforts were made by Government to promote the usage of ICTs since 2021.
395. During the first half of NDS 1 implementation, significant progress was made by both Government and the private sector to enhance use of ICTs through deployment of backbone infrastructure, installation of broadband base stations, as well as laying of fibre optic infrastructure. As a result, there was a huge shift in adoption of ICTs by stakeholders during the first half of NDS 1, with ordinary citizens and businesses operating remotely, also in response to face to face restrictions posed by the COVID-19 pandemic.



A digitally enabled Zimbabwean economy will leapfrog the country into the Fourth Industrial Revolution

396. While the ICTs sector generally performed well during the first half of NDS 1, investment in backbone infrastructure lagged behind in some remote areas of the country. In addition, the telecommunication sub-sector grappled with power outages during the greater part of the first half of NDS 1, thereby increasing operational costs.

397. Government, working with the private sector will, therefore, intensify development of digital infrastructure, particularly in rural disadvantaged communities to facilitate access to digital services and bridge the digital gap. Efforts will also be directed towards reducing telecommunication service charges through addressing the cost push factors.
398. During the first half of NDS 1 implementation, 19 key performance indicators were used for monitoring the performance of the digital economy.

Access & Usage of ICTs

Internet Penetration

399. NDS 1 targeted to increase internet penetration rate throughout the country. In 2021, the internet penetration rate exceeded the projected target of 62.06% to reach 63.1%. Deployment of communication infrastructure facilitated growth in the level of active internet subscriptions and uptake of digital services.
400. In 2022, the internet penetration rate increased to 65.3%. Going forward, Government will continue to promote efficiency and effectiveness through measures which will attract investment in new technologies and lower the cost of internet services.

Broadband Internet

401. In 2021, the NDS 1 target for broadband internet subscriptions was met at 62.06%. Policy interventions in the rollout of broadband infrastructure contributed to the achievement of the set target.
402. In 2022, the 60% planned target was surpassed to reach 60.8%. The positive performance was attributable to infrastructure sharing, high speed technologies and a rise in demand for broadband services.

International Internet Bandwidth

403. During the first year of implementing the NDS 1, the target for international internet bandwidth was 134 597 Mbps, and the actual performance was 496 916 Mbps, surpassing the target by 269%. The performance was attributed to massive tele-communication expansion projects, which resulted in additional 140 000 Mbps capacity.

404. In 2022, the projected target of 49.5 Kbps was exceeded by 4.7% to reach 54.2 Kbps. The positive performance was a result of increased demand for internet services.

Mobile Subscribers

405. Mobile subscriptions reached 94.4% in 2021, further rising to 96% in 2022, notwithstanding pricing and operational challenges. Apart from adopting alternative forms of energy, mobile network operators require recapitalisation and broader incentives to enhance further rollout of communications infrastructure.

Mobile Cellular Telephony Coverage

406. The mobile penetration rate rose to 93.5% during the first half of NDS 1, as the roll-out of base stations extended into under-served areas.
407. In 2022, the percentage population covered by broadband network surpassed the planned target of 84.02% to reach 84.08%. The roll-out of 3G/LTE/5G and fibre infrastructure by operators during the year contributed to the achievement of the set target.

Land Area Covered by Mobile Network

408. The 2021 planned target of 72% was surpassed to reach 72.1%. The set target was exceeded due to new technological developments, which addressed issues of inclusivity.
409. In the monitoring and evaluation for 2022, the key performance indicator was adjusted to focus only on broadband. The deployment of mobile 3G/4G/LTE/5G and fixed broadband infrastructure resulted in a marginal growth above the planned target of 70.61%.

Public Internet Access Centres

410. In 2022, the definition of the key performance indicator was revised to make it more specific, and clear the ambiguity on the meaning of locality. The thematic working group agreed to adopt the country's administrative wards as the basic unit of a locality.
411. Based on the revised key performance indicator definition and targets, the number of public internet access centres increased to 12.2% in 2022, from the planned target of 8%. New internet hotspots and community information centres set up

by the Government and private sector players in Bulawayo, Harare and Gweru contributed to the increase.

Expenditure on ICTs

412. During the first half of NDS 1, expenditure on ICTs was excluded from the consumer basket surveys, hence, data could not be provided to track this indicator. During the second half, ZIMSTAT will devise instruments that collect this data regularly since ICTs have become an integral component of consumer spending.

Mobile Money Subscribers

413. During the first half of NDS 1, active mobile money subscribers surpassed the planned target of 48.1% to reach 55%. This was partly attributed to the revision of conditions on registration and deployment of enabling infrastructure.

Mobile Money Transactions

414. The target for mobile money transactions volumes as a percentage of electronic transactions was 80% in 2022. This was exceeded by 3% to reach 83%. Restrictions imposed by the COVID-19 pandemic and the convenience of mobile payment methods were push factors for the increase in the volume of transactions.

Government Digital Services

415. Government digital services accessible to citizens were targeted at 40% in 2022 and the actual performance was at 41%, as indicated by a preliminary survey conducted in 2022. However, the survey was limited in scope and coverage, therefore, a more comprehensive survey will be conducted to obtain accurate and verifiable data to assess progress on this key performance indicator.

E-Government

416. During the first half of NDS 1, web presence of Government line Ministries reached 100%, indicating a 41% increase above the planned target of 59%. However, the indicator was limited in scope since the focus was only on-line Ministries.
417. Ideally, all Government entities, including local authorities need to have official websites which adhere to a set standard that addresses issues of content quality, relevance and security, hence, the decision to adopt key performance indicators that relate to the quality and value derived from the information contained on official websites.

Government Digital Services

418. During the first half of NDS 1, the target to digitally enable 41% of Government services was not met. It should be noted that this key performance indicator is similar to the one on digital services in terms of the data requirements, therefore, it was recommended that the two be synchronised.

Government Online Services

419. The percentage availability of government online services was met at the set target of 98% during the first half of NDS 1. However, despite the level of systems availability being maintained at the 98% threshold, no empirical evidence exists from the perspective of end users.
420. Hence, implementation of a robust end to end monitoring mechanism for the entire e-Government ecosystem, focusing mainly on the e-services, back-end infrastructure and platforms, will be prioritised.

Whole-of-Government Performance Management System

421. During the first half of NDS 1, all line Ministries were enrolled onto the Whole-of-Government Performance Management System. The system is being cascaded down to other Government entities, such as local authorities.

Internet Access for Pedagogical Purposes

422. The extension of internet connectivity to institutions of higher learning reached 100%, and there are considerations for further infrastructure upgrades to cater for issues of internet speed.
423. However, the target to boost the internet rollout to primary and secondary schools of 50% in 2022 was not attained, with actual performance at 43.5%. Implementing entities will improve on coordination to harmonise strategy execution.

Local Area Network

424. During the first half of NDS 1, an assessment was conducted for all line Ministries and a verification exercise will be undertaken to determine the level of connectivity in Ministries, departments and agencies. Furthermore, an analysis and verification exercise has also been scheduled for 2023.

Employees Per Computer in Central Government

425. The ratio of computers per employee in Government was targeted at 22% from a baseline of 18.6% in 2020. However, due to the unavailability of data, the key performance indicator could not be monitored and reported during the first half of NDS 1.
426. Due to the importance of this indicator in measuring the technology maturity of Government, the e-Government Technology Unit has planned a comprehensive survey in 2023 to establish the accurate position across all Ministries, departments and agencies.

CHAPTER 8

HOUSING DELIVERY

427. Shelter is a basic human right as pronounced in the Constitution of Zimbabwe, and its provision is a collective responsibility with the Government creating a conducive environment that promotes pluralism in the built environment.
428. Thus, NDS 1 is pursuing to achieve the national outcome of improved access to affordable and quality housing and social amenities.

Housing & Social Amenities

Housing Units & Serviced Stands

429. During the first half of NDS 1, Government targeted to increase the number of housing units and serviced stands. In 2021, the number of new housing units delivered was 117 482, against a target of 5 000 and the number of new serviced stands delivered was 53 910, against a target of 15 000, respectively.



National Building Society Dzivarasekwa Housing Project Completed

430. In 2022, a total of 35 826 new housing units were delivered against a target of 10 000 and the number of new serviced stands delivered was 136 850 against a target of 30 000, respectively. The positive performance was attributable to Government support, as well as enhanced coordination between relevant stakeholders in the built environment.

Regularisation of Informal Settlements

431. NDS 1 envisages regularisation of various urban settlements, inclusive of:-

- Gimboki, Mutare.
- Cowdray Park, Bulawayo.
- Hatcliff Extension and Southlea Park, Harare.
- Caledonia, Mashonaland East.

Smart Cities

432. NDS 1 targeted Melfort, Chirundu and Figtree to pilot the smart city concept in the country. This will necessitate handover of land for the three sites by the responsible authorities.

433. Already, a conceptual framework for the development of Melfort has been produced. NDS 1 mid-term review indicates that private sector participation is encouraging, with various projects receiving funding commitment and other forms of support.

Urban Housing Renewal

434. During the first half of NDS 1, Government targeted to undertake urban housing renewal in dilapidated old sections of the country's urban areas, with positive achievement realised at the Mandava renewal project in Zvishavane.

Human Settlements Densification

435. The promulgation of the Human Settlement Policy promoted the availing of land for densification through the reservation of 40% of all housing proposals for densification, with a total of 63.8 hectares was availed for densification in 2022. Provision of additional land will require coordination and cooperation between land authorities.

Basic Water & Sanitation Services

436. Government interventions saw commendable increase in the percentage of households accessing basic water and sanitation services during the first half of NDS 1.

437. In terms of access to water and sanitation services, 96% of the urban population and 64% of rural population had access to basic water services during the first half

of NDS 1, while 51.1% of the urban population and 54% of the rural population had access to basic sanitation services.

438. Government interventions in support of households access to basic water and sanitation services during the first half of NDS 1 included the Presidential Borehole Drilling Scheme launched by His Excellency E.D. Mnangagwa, among other development initiatives. These saw more than 1 000 boreholes having been drilled across the country during the first half of NDS 1.

Households Relocated from Wetlands

439. During the first half of NDS 1, Government intensified the drive to protect wetlands and free them from human settlement. By 2022, 1 000 hectares had been freed from settlements.

CHAPTER 9

HEALTH & WELL-BEING

440. Government made commendable efforts towards overall improvement in health delivery systems during the first half of the implementation of NDS 1. These gains strengthened domestic response to the COVID-19 pandemic, and facilitated the amelioration of the impact of the disease to world-wide acclaim.
441. Lessons learnt in COVID-19 containment by Zimbabwe will be applied in addressing challenges in other priority areas during the second half of NDS 1.
442. Improvement in the health delivery system also saw the country realise positive strides, including the establishment of open heart and hip replacement surgeries. These will go a long way in benefiting the health and well-being of citizens previously unable to access such health services. Furthermore, this should save the medical costs incurred by residents seeking such treatment outside the country.
443. Furthermore, Government stepped up efforts to build and equip appropriate health care facilities across the country during the first half of NDS 1. The target is delivery of five 60-bed district hospitals and thirty 20-bed health centres in the country under a US\$210 million facility. To date, health centres in Stoneridge in Harare and Cowdary Park in Bulawayo have been completed and are providing services to the public.



Constructed & Equipped Refurbished Ward B5 at Mpilo Hospital

Containment of COVID -19

444. Economies worldwide were plagued by a COVID-19 pandemic which claimed millions of lives with serious adverse implications on the health sector and debilitating effects on the global economy. In this regard, Zimbabwe took decisive measures to contain this global health scourge through elevated preventive and curative measures.
445. Zimbabwe's interventions gained international acclaim for mounting one of the most successful COVID-19 responses on the African continent. To better coordinate the response to COVID-19 and any future public health emergencies, Government established a vibrant National Public Health Emergency Operations Centre in Harare. The establishment of such centres at subnational levels is already under way and will be completed during the second half of the NDS1.
446. The rapid rollout of the vaccination programme, fully funded by Government, and provided free of charge to all, as well as the widespread provision of public private partnerships reduced the death rate.
447. In addition, the close coordination and cooperation between Government and the private sector to fight the pandemic went a long way in ensuring the containment of the pandemic.

Quality of life

448. During the first half of NDS 1, Government emphasised enhancement of quality of life. Under this outcome, performance was monitored through the following indicators: -

Life Expectancy at Birth

449. During the first half of NDS 1, life expectancy at birth for females increased from the baseline of 65 years to 68 years in 2022, while life expectancy at birth for males remained in the 61 years margin.

Maternal Mortality

450. During the first half of NDS 1, the maternal mortality ratio declined from 462 deaths per 100 000 live births in 2019 to 363 deaths per 100 000 live births in 2022.

Institutional Maternal Mortality

451. Institutional maternal mortality ratio was 122 deaths per 100 000 births in 2021 and it declined to 107 deaths per 100 000 births in 2022.

Institutional Perinatal Mortality

452. The institutional perinatal mortality rate for 2021 was 30 deaths per 1 000 births.
453. The institutional perinatal mortality rate increased to 32 in 2022. This alarming trend occurs against the background of challenges with quality of care during pregnancy, labour and delivery, late bookings by pregnant mothers, high turnover of midwives and nurses, as well as a shortage of essential equipment and supplies for managing delivery of pregnant mothers and care of the newborn.

Institutional Deliveries

454. In 2021, institutional deliveries recorded 88%, surpassing the planned target of 87.3%. In 2022, the rate increased to 89%. This means that the proportion of pregnant women who deliver in health institutions steadily increased during the first half of NDS1.

Antenatal Care

455. The proportion of pregnant women booking early for antenatal care was very low, at 28% in 2021.
456. In 2022, the proportion of pregnant women booking early for antenatal care slightly decreased to 27.2% on account of measures instituted to overcome socio-cultural factors which discourage women from booking early.

Under 5 Mortality

457. In 2021 and 2022, the under 5 mortality rate remained at 65 deaths per 1 000 live births. Continued child-health interventions and immunisation coverage by Government, businesses and NGOs in remote areas should further see under 5 mortality improving in the country in the second half of the NDS1.

Low Birth Weight

458. During the first half of NDS 1, the proportion of babies with low birth weight below 2.5 kg was 9.7%. Contributing factors to low birth weight include poor maternal nutrition and the rising prevalence of teenage pregnancy.

Vitamin A Supplements

459. The coverage for children aged 6-59 months supplemented with Vitamin A was 30% in 2021. The coverage increased to 53% in 2022. The improvement is attributable to intensification of Vitamin A supplements provision in the community by village health workers in all the districts, including cities.

Malnutrition Treatment Success Rate

460. In 2021 and 2022, 70% of children under five years who were diagnosed with severe acute malnutrition were successfully treated. Challenges encountered included stock-out of nutrition commodities in health facilities, ineffective linkages with other sectors, such as social protection and follow up within the community.

Child Immunisation Coverage

461. The percentage of children who have been immunised with three doses of the combined diphtheria, pertussis and tetanus toxoid vaccine increased from 76% in 2021 to 80% in 2022, though still below the set target of 93% for both years. COVID-19 challenges contributed to the lower performance in 2021.

Health Staff Vacancy Rate

462. The overall staff vacancy rate in the public health system in 2021 was 11%, against a target of 6%. The vacancy rate increased to 13% in 2022. The high vacancy rate was mainly due to the high staff attrition rates experienced in the sector.

AIDS Mortality

463. AIDS mortality rate continued to decline from 120 in 2021 to 119 in 2022. This success is due to improved ART coverage, "test-and-treat" strategy, the introduction of new and more effective medicines and multi-month dispensing of the drugs.

Antiretroviral Therapy Coverage

464. During the first half of NDS 1, a 98% Antiretroviral Therapy (ART) coverage for people living with HIV was achieved, surpassing the NDS 1 target of 92%.

TB Mortality

465. There was a significant reduction in TB mortality, from 32 to 13 deaths per 100 000 population. The success was a result of strengthened TB community screening and

diagnosis through use of modern equipment such as GeneXpert machines, and the consistent supply of TB drugs.

TB Cases

466. The health and well-being sector missed the TB case detection target of 23 782 by 7 241 cases in 2021. Challenges were around COVID-19 restrictions, inadequate staff, and competition with COVID-19 for the same diagnostic equipment.

Epidemic Prone Diseases Case Fatality

467. During the first half of NDS 1, the targets for 2021 and 2022 were met, as no cholera cases were reported. However, Government has intensified measures to counter recent reports of cholera cases.

COVID-19 Case Fatality

468. In 2021, the NDS 1 target for COVID-19 case fatality was less than 4% and actual case fatality was 1.7%. In 2022, the target was met at less than 3% COVID-19 case fatality.
469. The whole of Government approach, the massive efforts by Government to procure COVID-19 vaccines and roll-out the vaccination programme was a major success which greatly contributed to the reduced case fatality rate.

Cervical Pre-Cancerous Lesions Treatment

470. In 2021, actual performance for proportion of visual inspection with acetic acid and cervicography (VIAC) positive women treated for pre-cancerous lesions of the cervix was surpassed at 108%, against a target of 79%. This dramatic rise to above 100% was because of a backlog of patients from the previous year (2020) who could not get treatment that year and were carried over and got treatment in 2021. In 2022 the performance was 79%, meaning that 79% of women who tested positive for precancerous lesions of the cervix were treated.

Adult Sexual Violence Survivors

471. In 2021 the percentage of adult sexual violence survivors who access health services within 72 hours was 17.5% which was below set target of 24%. In 2022, the target was met at 30%. These levels still remain unacceptably low.

Children Sexual Violence Survivors

472. The problem of delayed access to health services among sexual violence survivors is worse among children, compared to adults. In 2021, the percentage of children sexual violence survivors who accessed health services within 72 hours was below target at 15% against a target of 24%. In 2022, the performance was above target at 30% against a target of 20%.

Malaria Mortality Rate

473. In 2021, the malaria mortality rate was 0.85/100 000 population, against a target of 1.3/100 000 population. This was attributable to quality assured diagnostic services, appropriate case management protocols at health facilities and community, commodity supply and improved access to care, investigations of all reported deaths, as well as training of health workers, among other activities. Village health workers continue to play a key role in diagnosing and treating malaria in the community.

Malaria Cases

474. In 2021, the proportion of malaria cases reported at community level was 99.5, surpassing the target of 30%. This notable achievement is attributable to the great contribution by community health workers, especially the village health workers, in line with Zimbabwe's primary health care approach.

Vital, Essential and Necessary Tracer Medicines

475. Availability of selected vital, essential and necessary tracer medicines was at 54.3% on target in 2021, notwithstanding global supply chain constraints.

Public Health Expenditure

476. NDS 1 targets increase expenditure towards public health in line with the Abuja Declaration. In 2021, public health expenditure per capita met the target at US\$48.94, against a target of US\$35. The positive performance was attributable to increased domestic resources allocated towards health during the peak of the COVID-19 pandemic.
477. The increased domestic funding by Government reiterates its commitment towards improving health and well-being in line with the aspirations for Vision 2030.

Specialised Care Services

478. In 2021, proportion of tertiary hospitals offering selected specialised care services expected at that level of care was only 12.5%. The low performance was due to challenges with adequacy of equipment supply, amidst frequent breakdown of the obsolete equipment.

Sanitation Coverage

479. NDS 1 interventions saw sanitation coverage improve from 54.25% in 2021 to 68.78% in 2022.

Potable Water Supply Coverage

480. The potable water coverage in 2021 was 73.75%. However, this decreased to 70.67% in 2022.

Client Satisfaction

481. In 2021, the client satisfaction index of 0.815 in the public health sector surpassed the set target of 0.76. The growth in client satisfaction with regards to health services was attributable to service readiness, the improvement in medicines availability, as well as access to equipment.

Community Maternal Deaths

482. The number of community maternal deaths was 730 per 100 000. NDS 1 interventions remain focused towards overcoming challenges related to religious beliefs and socio-cultural factors, access to health facilities, as well as those attributable to levying of user fees in some health facilities.

Family Planning

483. Family planning coverage during the first half of NDS 1 was 1 590 226. Broadening coverage will require overcome of challenges related to human resource constraints, staff attrition, as well as inadequate demand for services.

Radiation Monitoring

484. The proportion of occupationally exposed workers under radiation monitoring was on target at 100%, as all employees were under radiation monitoring.

CHAPTER 10

IMAGE BUILDING, INTERNATIONAL ENGAGEMENT & RE-ENGAGEMENT

485. The advent of the Second Republic ushered in a strategic opportunity to improve the country's image and international relations. NDS 1 recognises that a good image and improved international relations provide leverage for the country's quest for competitiveness to attract investment, promote economic growth and national wealth within the context of globalisation. Similarly, a robust information management and dissemination strategy makes Zimbabwe an attractive investment and tourist destination.
486. The mid-term review of NDS 1 indicated that building a highly competitive national brand bolstered by the implementation of the image building, international engagement and re-engagement drive in support of a shift from traditional diplomacy to economic diplomacy improved the country's image and strengthened the country's global relations in line with the aspirations of Vision 2030.
487. The image building, engagement and re-engagement thematic working group, therefore, was created to ensure that Zimbabwe comfortably fits into the international comity of nations.
488. The Second Republic is alive to the fact that NDS 1 success requires interface with the global community to which its image had been undermined and required mending to bring about friendly international relations. The image building, international engagement and re-engagement thematic working group is implementing two national outcomes which are country image and international relations.

Image Communication

489. During the first half of NDS 1 implementation, communication of the country's image was enhanced through such interventions as increased radio coverage across the country and abroad, as well as increased TV coverage.
490. In this regard, NDS 1 interventions aim at ensuring that radio and television coverage reaches out to all Zimbabweans in order for them to be able to make their contribution towards the development of their country.

National Radio Coverage

491. The percentage of national radio coverage performed above target during the first half, as a result of Government support which saw national radio coverage reaching 76% of total population in 2021 against a target of 81%.

492. In 2022, the key performance indicator was changed to reflect performance focussing on geographical area coverage in order to resolve reception challenges in remote and rural areas of the country in line with the “leaving no one and no place behind” thrust by His Excellency, President E.D. Mnangagwa.
493. A geographical area coverage target of 70% was set and the actual performance was 72%. The success was largely due to the installation of three additional campus radio stations at the National University of Science and Technology, the Midlands State University and the Lupane State University. This was over and above the initial targeted six community radio transmitters at Garawa in Chipinge, Ntepe-Manama in Gwanda, Chimanimani, Nyangani, Hwange and Avuxeni in Chiredzi.
494. Progress registered with licencing and installation of community radio stations recorded during the first half of NDS 1 also contributed to the improvement in national radio coverage in the country.

National Television Coverage

495. The national television coverage in the first half of NDS 1 recorded 38% by the end of 2022 against a target of 44%. The variance was attributable to limited funding towards the expansion of digital transmitters and base stations.

Social Media Impressions

496. The mid-term review of the National Development Strategy noted that social media impressions of the country monitored during the first half of NDS 1 confirmed an improving country image.
497. During the first half of NDS 1, 14 million social media impressions were realised, against a target of 8 million, largely benefitting from increased use of social media during the COVID-19 era. The impressions also helped with reflections and spread of authentic information with regards to Government policies, programmes and projects.

Inflow of Visitors

498. NDS 1 interventions to improve the country’s image are also benefitting growth in international tourism arrivals as already alluded to under the report on tourism.

Representation in International Organisations

499. The number of Zimbabweans securing high level positions in international bodies to which Zimbabwe is a member increased during the first half of NDS 1 from 5 in 2021 to 9 in 2022, thereby fostering increased representation of the country on the global stage. This was attributable to continuous support by Government of those candidates demonstrating potential, and also warranting regional and continental support.
500. The increase in participation of Zimbabweans in international bodies indirectly improves the country's portrayal, providing Zimbabwe with opportunity to overcome mis-information.

Upgrading of Ports of Entry & Exit

501. In order to improve the country's image and facilitate the movement of tourists and goods, NDS 1 targeted to upgrade 2 ports of entry namely, Kanyemba and Beitbridge in 2021. The upgrade of Beitbridge border post which included staff accommodation, freight terminal, bus and passenger terminal, and light vehicle terminal, was completed on schedule.



Completed Beitbridge Port of Entry

502. During the first half of NDS 1, the refurbishment of office and residential accommodation, solar lighting at the offices and borehole installation at Kanyemba border post were completed, guaranteeing improved service delivery.

503. Furthermore, the upgrading and expansion of R.G. Mugabe International Airport was successfully completed in May 2023, with commissioning by His Excellency the President E.D Mnangagwa undertaken in July 2023.



The refurbished R. G. Mugabe International Airport will improve international travel

Maintenance & Refurbishment of Diplomatic Missions

504. During the first half of NDS 1, the target of refurbishing 6 diplomatic missions was achieved.

International Relations

BIPPAs, International Treaties & Protocols

505. During the first half of NDS 1 implementation, 8 bilateral investment promotion and protection agreements (BIPPAs), international treaties and protocols were signed and ratified, against a target of 6 in 2021. The positive variance was due to the facilitation and speeding up of processes in Parliament, as well as the use of virtual meetings during the COVID-19 pandemic period.
506. In 2022, the target was 7 and 1 was signed, while 3 were initiated and are at different stages of internal legal processes at the Attorney General's office.

Re-Engagement Meetings

507. During the first half of NDS 1, Government accelerated the re-engagement drive with a view to improve international relations. With regards to re-engagement meetings, the actual performance was 13 meetings during 2021 against a target of 6. The positive variance of 7 was due to Government's strengthened commitment to engage and resolve the issue of long outstanding external payment arrears.
508. In 2022, the target was 5 meetings and an actual performance of 8 was realised. The positive performance was attributed to the warming up of relations between Zimbabwe and the external creditors, including the Paris Club, through the structured dialogue platform meetings, as well as Government commitment on token payments.

Debt Re-Payment

509. Government targeted to pay US\$69.96 million to international creditors as token payments during the first half of NDS 1. The external token payments to international creditors, namely the international financial institutions and the 16 Paris Club creditors amounted to US\$88.3 million, resulting in a positive variance of US\$18.35 million.

High Level Visits & Engagements

510. With reference to high level visits and engagements, the target for 2021 was 40 engagements and an actual performance of 83 was attained, giving a positive variance of 43. This was as a result of warming of relations with the international community. The conduct of virtual meetings facilitated the re-engagement process during the COVID-19 period.



Engagement in action, His Excellency Dr. E. D. Mnangagwa (centre) in Dubai, as he implements the engagement and re-engagement policy thrust

511. In 2022, the target was 150 engagements and the actual performance was 171, giving a positive variance of 21. The positive variance was due to the opening up of borders after the relaxation of the COVID-19 pandemic restrictions and the scaling up of the engagement and re-engagement thrust.

Bi-National & Joint Commissions

512. The country's number of bi-national commissions and joint commissions convened have been on an incremental path since the inception of NDS 1.

513. In 2021, the targeted number of bi-national commissions and joint commissions convened was 8, and 7 were achieved. During the COVID-19 period, the majority of the joint commissions were conducted virtually.

514. As for 2022, the target was 5 and the actual meetings held were 8, also benefitting from the opening up of borders which allowed for physical meetings and visits.

Foreign Direct Investment

515. In 2022, foreign direct investment of US\$327.9 million was realised, against a target of US\$237.5 million. The positive variance of US\$90.4 million was attributable to the improved investment climate which was attained through a raft of reform measures which included: -

- Improved ease of doing business.
- Establishment of a one-stop investment services centre.
- Repeal of adverse policies.
- Guaranteeing repatriation of dividends.

516. The engagement and re-engagement drive, supported by the laudable mantra of "Zimbabwe is open for business," also yielded some incremental foreign direct investment fruits across all sectors of the economy during the first half of NDS 1 implementation, in particular mining.

CHAPTER 11

SOCIAL PROTECTION

517. NDS 1 identifies effective social protection as key in reducing poverty and vulnerability, re-dressing inequality, as well as promoting inclusive growth and development.

Inclusive Social Protection

518. During the first half of NDS 1, the outcome performance was measured by four key performance indicators, namely, social assistance; social care and support services; livelihoods, and social insurance.

Social Assistance

519. Social assistance was monitored through the provision of food assistance to food insecure households, school feeding programme, social cash transfers and basic education assistance module (BEAM).

Food Assistance

520. Provision of food assistance to food insecure households is a major aspect under social assistance in a bid to ensure no one is left behind. In 2021, 2.3 million households were set to benefit under food assistance. Of that target, 3 million were reached, giving a positive variance of 665 418.
521. In 2022, 3.2 million beneficiaries were reached, giving a positive variance of 839 988. The performance was attributed to Government's quick response to distress calls from communities that experienced food insecurity outside the usually targeted caseload.

School Feeding Programme

522. The implementation of the school feeding programme earmarked for primary schools saw 4 249 schools covered during 2021.
523. In 2022, 4 601 schools implemented the feeding programme, notwithstanding constraints due to COVID-19 induced lockdowns, as well as challenges with the procurement processes.

Social Cash Transfers

524. The social cash transfer indicator tracks chronically poor and labour constrained households who receive cash transfers, to enable them to lead a decent life. In 2021 and 2022, the number of beneficiaries reached were 243 094 and 435 837 households, respectively. However, there were concerns of under reporting by some agencies, and consideration of involving mobile money operators will be pursued during the second half of NDS 1

Education Assistance

525. The education assistance indicator monitors support given to children of school going age in the form of tuition fees, levies and examination fees. During the first half of NDS 1 implementation, 3.2 million learners out of a target of 3 million learners were supported, notwithstanding COVID-19 induced lockdowns which saw schools being closed during the first term of 2021, consequently affecting registration of some learners.

Care & Protection

Gender Based Violence

526. NDS 1 requires strengthening of reporting and provision of services to gender-based violence survivors, notably physical, psychological, economic, and sexual abuse. In 2021, issues to do with gender-based violence were reported under social care and protection.
527. However, in 2022, gender-based violence survivors was considered a stand-alone category, with the target for survivors provided with the requisite services set at 50 836. The actual performance for that year was 54 003, giving a positive variance of 3 167. The positive variance was attributed to strengthened coordination between stakeholders who are engaged in programming gender-based violence.

Child Care & Protection Services

528. In 2021, the target with regards to children reached with care and protection services was 45 000. The actual performance was 59 495, giving a positive variance of 14 495. In 2022, 64 566 children were reached with care and protection, giving a positive variance of 19 566.

529. The increased support and strengthening of the National Case Management System effected success on the provision of protection services to children. In addition, the utilisation of community child care workers contributed to the success of the same.

Persons with Disabilities

530. In relation to the provision of care and protection to persons with disabilities, the target in 2021 was 4 352 of which 5 832 persons were reached with services, giving a positive variance of 1 480. In 2022, the target was 5 835 with an achievement of 7 818, resulting in a positive variance of 1 983, benefitting from launch of the Zimbabwe National Disability Policy in June 2021. This strengthened disability programming interventions across all sectors.



Government has continued to provide care and protection for persons with disabilities

Drug & Substance Abuse Rehabilitation & Re-integration

531. In 2021, the number of survivors of drug and substance abuse rehabilitated and re-integrated was tracked under social care and protection.
532. Due to the severity of substance abuse, the indicator was considered as a stand-alone in 2022, for ease of tracking and ensuring effective implementation of programmes related to management of substance abuse. A total of 2 029 survivors against a target of 2 000 was reached.
533. This was as a result of the support from such partners as Regional Psychosocial Support Initiative among others, and the establishment of a Psychosocial Support Centre in Harare which enables provision of addiction counselling, family therapy, information dissemination and social protection services.

Sustainable Livelihoods

534. The initiatives for sustainable livelihoods included the Presidential inputs scheme, Pfumvudza/Intwasa; empowerment loans; access to productive assets; skills training; as well as other empowerment opportunities for access by the youths across sectors of the economy. These initiatives were meant at addressing poverty by improving resilience at community level.

The Presidential Input Scheme

535. The target for the Presidential inputs scheme was to reach 2.3 million small holder farmers with inputs, with 3.5 million benefitting, against the background of timeous provision of resources for early preparations of the 2022/23 summer cropping season.

Empowerment Loans

536. NDS 1 prioritises empowerment of youth through provision of loans and opportunities across sectors of the economy. In 2022, 89 600 youths were targeted and 1.1 million benefited, giving a positive variance of about 1 million. The high performance was attributed to the establishment of youth focal desks in line Ministries, which facilitated data collection on youth empowerment initiatives conducted.

Productive Assets

537. A target of 3 000 was set for youths to benefit from creation of productive assets in 2021, whilst the target was 10 000 in 2022. The performance was 26 428 and 29 138 in 2021 and 2022, respectively, owing largely to the support of the initiative by development partners.

Skills Training

538. In 2022, 135 000 individuals were targeted for training and 187 611 were trained, giving a positive variance of 52 611. This was as a result of the employment of a two-pronged approach to training, which involved institutional based and community skills outreach trainings for all beneficiaries identified.

Social Insurance Coverage

539. In 2021, the target of the population covered by social insurance, excluding the informal sector, was 10%, of which the performance was 5%. The target for 2022 was 5%, and the actual performance was at 4%.

CHAPTER 12

YOUTH, SPORT & CULTURE

540. During the first half of NDS 1, the youth, sport and culture thematic area envisaged the following four national outcomes: -

- Increased youth participation in development and decision-making processes.
- Increased promotion and safeguarding of cultural and creative practices, goods and services.
- Increased levels of participation in sport and recreation activities.
- Increased social cohesion, sense of national identity and pride.

Youth Participation in Development & Decision-Making Processes

Participation in Decision Making & Development Processes

541. NDS 1 recognises the role of youths in decision making and development processes. The set target for the indicator youth in decision making processes was 5%, and the actual performance was 36% in 2021, further rising to 47.2% in 2022.

542. With regards to youth participation in development processes, the set target for 2021 was 25 000, with an achievement of 18 930. The target was not achieved due to COVID-19 restrictions which negatively affected youth mobilisation under such programmes as the Youth Build Zimbabwe initiative being spearheaded by the Zimbabwe Youth Council.

Leadership Skills

543. In 2021, 66 470 youths were trained in leadership skills and in 2022, a total of 64 825 youths went through the same programme, against targets of 40 660 and 36 000, respectively. In both instances, performance exceeded the planned targets. This was largely due to cooperation with development partners over training programmes, with most training conducted virtually.

Interact Centres

544. During the first half of NDS 1, the Chambuta Interact Centre was established in Chiredzi to enhance youth sport, arts and cultural activities, in partnership with the Angel of Hope Foundation.

545. NDS 1 recognises the urgency of having fully functional centres and proposes partnering with the Ministry of Information & Communication Technology for the utilisation of information centres.

Legislative Frameworks

546. In 2021, NDS 1 targeted to come up with a Youth Act, with the principles of the Act developed and approved by Cabinet. As the thematic working group champions the formulation of a National Youth Service Bill, the Attorney General's Office and other relevant stakeholders will expedite the outstanding legal processes.
547. The revised National Youth Policy and the National Youth Service Policy were developed and disseminated during the first half of NDS 1, whilst the development of the Youth Development and Economic Empowerment Strategy is on course.

Youth Focal Desks

548. A Cabinet directive for Ministries, departments and agencies to have youth desks operational resulted in more youth focal desks being established across Government during the first half of NDS 1. Furthermore, youths were trained in leadership skills, with most training conducted virtually.

Incubation Hubs

549. In 2021, three incubation hubs were established, namely, the Mutoko Vegetable Processing Plant; the Umguza Dairy Plant; and the Phangani Goat Hub. The Mutoko Hub was commissioned by His Excellency, President E.D. Mnangagwa in October 2021.

Vocational Training Centres

550. The draft Vocational Training Transformation Framework was developed during the first half of NDS 1. The framework provides for the harmonisation and standardisation of technical and vocational education and training across institutions within Zimbabwe.
551. Furthermore, the curriculum on vocational training was also reviewed, with 8 training modules being developed and approved by the Zimbabwe National Qualifications Framework.

552. To further enhance the capacity of vocational training centres (VTCs) to deliver on their mandate, coordination by the thematic working group saw 25 VTCs refurbished and re-tooled during the first half of NDS 1.

Technical & Vocational Education Skills

553. A combined 22 380 youths were trained in technical and vocational education skills in 2021 against a target of 19 000 youths, giving a positive variance of 3 380. This also benefitted from complementary partnering with development partners.
554. In 2022, 1.1 million youths were trained, notwithstanding COVID-19 lockdown restrictions.

Youths Not in Education, Employment or Training

555. In 2022, the proportion of youths not in education, employment or training was 52.2%. This necessitates further mainstreaming youths empowerment processes and development programmes across line Ministries and the private sector.

Drug & Substance Abuse

556. During the first half of NDS 1, the country witnessed a challenge of youth drug abuse, with greater challenges experienced across urban and peri-urban areas. If not contained urgently, this would represent a major challenge to the socio-economic fabric of the nation, in the process undermining realisation of the aspirations towards Vision 2030.
557. The mid-term review of the National Development Strategy 1 identified several causality factors for youth drug abuse, chief among them being high levels of unemployment, fragmentation of society's culture and values, as well as family breakdown with prolonged separation of families based differently in Zimbabwe or the diaspora.
558. On a positive trajectory, the proportion of youths abusing drugs decreased from 57.1% in 2021 to 51% in 2022. This was also against the background of awareness campaign programmes conducted across provinces.
559. Furthermore, Government spearheaded the establishment of rehabilitation centres across the country for identified youths drug abusers.

Sport & Recreation

Sport & Recreation Programmes & Activities

560. The proportion of the population who participated in youth, sport, arts and recreation activities increased during the first half of NDS 1, as Government recognised the role of youths in decision making and development processes.
561. In 2021, there was an increase in the number of participants involved in sport and recreation programmes and activities. There were 2.4 million participants in sport and recreation against a set target of 2.3 million. The 2021 target was met as the easing of the COVID-19 restrictions saw the gradual approval of programmes and events on a case-by-case basis.
562. In 2022, the number of participants involved in sport and recreation programmes and activities recorded further growth, with 4 million people participating against the set target of 2.5 million.

Sport & Recreation Facilities

563. In 2021, three standard sport and recreation facilities were refurbished. This was underpinned by Government support under the public sector investment programme. In 2022, a further four facilities were refurbished.

Revenue from Sport & Recreation Activities

564. The first half of NDS 1 witnessed challenges with regards to generation of sustainable revenues through sport and recreation activities for the youth. This was also against the background of COVID-19 lockdown restrictions on participatory sport.

Sport & Recreational Events

565. In 2021, the number of sport and recreational events participated in or hosted at national, regional and international level was above the set target of 15 events. The Sport and Recreation Commission and the Zimbabwe National Boxing & Wrestling Control Board sanctioned 52 events in line with COVID-19 protocols, giving a positive variance of 37. In addition, this led to the realisation of a total of 49 medals at the African Union Sports Council games hosted by Lesotho.
566. In 2022, 84 medals were won in Malawi across main stream sporting disciplines, such as athletics for the visually impaired, boxing, swimming, tennis, netball, gymnastics, judo, volleyball and taekwondo.

Consumption of Local Sport & Recreation Goods & Services

567. In 2021, the consumption of local sport and recreation goods and services was set at 30%. There was a positive variance of 2% from the set target, realising 32%. The gradual resumption of sports activities led to the increase in the uptake of sport and recreation goods.

Promotion & Safeguarding of Cultural & Creative Practices, Goods & Services

Cultural Heritage Sites & Centres

568. In 2021, five cultural and heritage centres were established, namely, Zvishavane Community Archive; Kariba Community Archive; Tengenenge Sculptor Park; Makaha Cultural Village; and Mbuya Nehanda National Monument. Development of Bolamba Culture Centre in Gwanda, Matabeleland South, was deferred to the second half of NDS 1.

Cultural Creative & Heritage Marketing Platforms

569. The number of active cultural creative and heritage marketing platforms held were 11, from an initial planned target of 10 in 2021. Public private partnerships were crucial to both the planning and the execution of the cultural creative and heritage marketing platforms.

Consumption of Cultural Products & Services Revenue

570. In 2021, a total of US\$30 million was realised from the consumption of cultural products and services, highlighting the potential contribution from the cultural creative industry.



Government continues to promote production and consumption of cultural products

Arts, Culture & Heritage

571. There was a significant number of people participating in arts, culture and heritage activities in 2021. A total of 2.2 million people participated against a target of 2 million.

Culture for Development Indicators Survey Reports

572. During 2021, there were no culture for development indicators survey reports produced, against the background of the relative time-consuming nature of the surveys which made conduct in one year not feasible. There were also no national or international standards and protocols dealing with culture and heritage ratified in the same year.

Culture & Creative Industries Training

573. In 2021, the thematic working group on culture achieved its target of 6% in training and capacitating culture and creative industries' practitioners. The thematic working group will continue to lobby for public private partnerships to train and build practitioners' capacities, as well as implement incubator and mentorship programmes for young culture and creative industries practitioners at Government run institutions and centres.

Government Buildings & Foreign Missions

574. The number of foreign missions and Government buildings adorned with artworks in 2021 was 19. Pursuant to further works, the legislative framework will be reviewed.
575. Government will require that Zimbabwean cultural artwork adorn public buildings across Ministries, departments and agencies.

Research Papers & Publications on Cultural & Creative Industries

- In 2021, two research papers and publications on cultural and creative industries and heritage were published. Going forward, undertakings and research partnerships with universities to document, preserve, revitalise and intellectualise Zimbabwean languages will be pursued.

Social Cohesion, Sense of National Identity & Pride

576. The mid-term review of NDS 1 recognises the role social cohesion, sense of national identity and pride plays towards realising the aspirations of Vision 2030.

577. During 2021, the target for the national population participating in youth, sport, arts and recreation programmes was met at 20.1%.
578. In 2022, the proportion of the population who participated in youth, sport, arts and recreation activities was 22%, against a target of 21%. The positive performance was attributable to the opening up of public spheres to social gatherings, following the relaxation of the COVID 19 restrictions from 2022.

CHAPTER 13

DEVOLUTION & DECENTRALISATION

579. The Second Republic gives due prominence to devolution as a key inclusiveness pillar for the attainment of societal aspirations towards realisation of Vision 2030.
580. His Excellency, President E.D. Mnangagwa has declared that in the process of implementing Vision 2030, “no one and no place will be left behind”. This requires that every citizen of the country be allowed opportunity and space to play a role in the development of their respective areas.
581. Devolution and decentralisation, hence, seek to empower local communities to promote inclusive socio-economic development across the country, in line with Sections 264, paragraph (a) and 301, subsection (3) of the Constitution.
582. During the first half of NDS 1, the devolution and decentralisation thematic area had one national outcome, inclusive governance and socio-economic development.

Inclusive Governance & Socio-Economic Development

583. The following key performance indicators were tracked: -
- Completion level of alignment of legislation to the Constitution.
 - Percentage utilisation of disbursed funds per quarter, disaggregated by local tier of Government, i.e. provincial councils, metropolitan councils and local authorities.
 - Percentage allocation of inter-governmental fiscal transfers against total national revenue raised in any financial year.
 - Inter-governmental fiscal transfers per quarter, disaggregated by local tier of government.
 - Number of completed projects funded through inter-governmental fiscal transfers, disaggregated by sector and local tier of Government.
 - Citizens’ participation in key decision-making and development of priorities, disaggregated by village assembly, local leadership and local authority.
 - Percentage utilisation of funds disbursed per quarter, disaggregated by local tier of Government.
584. The performance of the devolution and decentralisation thematic working group during the first half of NDS 1 was largely affected by limitations on legislation and financial resources.

Governance & Socio-Economic Development

Alignment of Legislations to the Constitution

585. In order to operationalise the Provincial structures countrywide, the principles of the Act which will align the Provincial Councils and Administration Act to the Constitution were approved by Cabinet and sent to the Attorney General's Office for drafting into a Bill in 2021.
586. In 2022, the principles to align the following Acts to the Constitution were approved by Cabinet: -
- Rural District Council Amendment Act.
 - Urban Councils Amendment Act.
 - Regional Town and Country Planning Amendment Act.
 - Traditional Leaders Act.
 - Disaster Risk Management Bill.
 - Municipal Police and Courts Bill.
587. However, the alignment process of the above six pieces of legislation to the Constitution was stalled due to human resources constraints at the Attorney General's Office.

Inter-Governmental Fiscal Transfers

588. Section 301(3) of the Constitution provides that, "not less than 5% of the national revenues raised in any financial year must be allocated to the provinces and local authorities as their share in that year".
589. Pursuant to this, 858 projects were targeted for implementation through the inter-governmental fiscal transfers across all provinces during the first half of NDS 1.
590. However, the target for allocation of funds towards devolution from the National Budget was not met on account of competing resource constraints.
591. Hence, of the targeted projects, only 296 were completed by the end of 2022, while 562 projects were at various stages of completion.

Inter-Governmental Fiscal Transfer Projects by Province

Quarterly Inter-Governmental Fiscal Transfers to Provincial Councils, Metropolitan Councils & Local Authorities

592. During the first half of NDS 1, 100% of inter-governmental fiscal transfers were disbursed to local authorities, while provincial and metropolitan councils could not access the inter-governmental fiscal transfers as the legal framework to operationalise them is still with the Attorney General's Office.

Utilisation of Inter-Governmental Fiscal Transfers

593. During the first half of NDS 1, all disbursed funds to local authorities were utilised, notwithstanding challenges of insufficiency of resources to meet all obligations.
594. The funds disbursed to local authorities were utilised in the rehabilitation and construction of schools, health facilities and road infrastructure, among others.



*Mandihongola RHC Staff Houses,
Gwanda RDC, Matabeleland South*



*Chirarwe - Nyamazi Causeway,
Mutasa District, Manicaland*

Socio-Economic Development Plans at District Level

595. The critical role of planning at the provincial and local levels of Government cannot be over-emphasised. Pursuant to this, 10 provinces developed their provincial economic development plans. In 2022, 38 local authorities managed to draft and implement their local economic development plans.

Access to Services

596. NDS 1 targets to track the number of people benefitting from inter-governmental fiscal transfer funded projects. In 2022, 6 million people were targeted to benefit directly from inter-governmental fiscal transfer funded projects and the actual performance was 6.5 million, giving a positive variance of half a million beneficiaries.

Performance over local authorities' implementation of citizen-centric projects, directly benefitting people in their local areas, profited from consultation of local communities.

Citizens' Participation

597. The first half of NDS 1 witnessed improved citizen participation in key decision-making on development priorities at local authority level. In this regard, a target of 60% was introduced in 2022 to track the proportion of local leaders, inclusive of the traditional leadership, involvement in decision-making on development priorities.
598. Actual performance indicates that 74% of local leaders were involved in decision-making across all provinces, giving a positive variance of 14%.
599. The local leaders' involvement in decision-making, disaggregated by province, is presented in the Table below:

PROVINCE	ACTUAL PERFORMANCE (%)
Manicaland	9.53
Mashonaland Central	5.81
Mashonaland East	11.41
Mashonaland West	5.88
Masvingo	14.87
Matabeleland North	8.08
Matabeleland South	5.02
Midlands	13.77
Total	74.37

Source: Ministry of Local Government and Public Works

CHAPTER 14

GOVERNANCE

600. In the governance area, the focus of the NDS 1 mid-term review has been on three national outcomes, namely enhanced service delivery, improved justice delivery and enhanced social cohesion.



The introduction of the Integrated Electronic Case Management System will improve justice delivery in Zimbabwe

601. During the first half of NDS 1, considerable progress was made in the Governance priority area, resulting in improved service delivery, justice delivery and social cohesion across communities.
602. In particular, justice delivery benefitted from decentralisation of State institutions and introduction of the Integrated Electronic Case Management System, part of the digital revolution across the judiciary, correctional and police services. Adoption of the digital Integrated Electronic Case Management System also helped overcome challenges resulting from health-related measures to combat the spread of the COVID-19 pandemic.

Citizen Satisfaction

603. In order to monitor progress over enhanced service delivery, NDS 1 tracks through online surveys a citizen satisfaction index. Actual performance for 2021 reflected a satisfactory level of 48%. Further gains were witnessed during the year 2022,

with the citizen satisfaction index registering 68.5%, a positive variance of 13.47%, against the target of 55%. The satisfaction index falls within the internationally acceptable range of 60-70%.

Disaster Preparedness

604. The first half of NDS 1 witnessed an overall improvement in the country's level of disaster preparedness. This saw the disaster preparedness target of 60% surpassed, with the actual performance at 70%. Improved preparedness enhanced domestic capacity to respond and cope with natural disasters, drawing on lessons from the disastrous effects of Cyclone Idai.
605. Furthermore, the New Dispensation's readiness to embrace and overcome challenges brought about by COVID-19 bear testimony to domestic disaster preparedness.

Rule of Law

606. During the first half of NDS 1, performance to measure the outcome related to rule of law was tracked through the following indicators:
- Clearance rate of Court cases.
 - National corruption perception index.
 - Proportion of criminal cases reported and completed, disaggregated by geographical area and type of crime.

Clearance of Court Cases

607. During the first half of NDS 1, 87.3% Court cases were cleared. This performance was due to the introduction of the integrated electronic case management system which assisted in clearing a backlog of cases that had arisen in most Courts across the country.

Corruption

608. To enable regular monitoring of corruption cases during the first half of NDS 1, the following indicators were tracked: -
- Number of corruption cases reported and successfully prosecuted.
 - Digitisation and digitalisation of court cases.

Criminal Cases

609. During the first half of NDS 1, the target was to limit growth of criminal cases to 3%. However, the actual rate of crime growth was 12%, reflecting a negative variance of 9%. This was due to a spike in cyber-crimes attributable to COVID -19 pandemic restrictions.

Penalty Provisions for Traffic Violations

610. NDS 1 mid-term review consultations observed the prevalence of reckless driving and a wanton violation of traffic regulations in the country, especially in cities and towns. These violations include drivers not observing traffic lights, driving against the flow of traffic, parking in the middle of the road and over-speeding, among other offences.
611. The main culprits of these violations are mostly unregistered commuter omnibuses and pirate taxis also known as ‘mushika-shika’, which are often operated by unlicensed drivers, the majority of whom are youths.
612. Notwithstanding the above violations, the penalties for these violations are often not deterrent enough for would-be offenders, while in some cases, culprits take advantage of low police presence to commit road offenses with impunity.
613. While some drivers have been penalised, the frequency for such occurrences have been quite low given the high number of traffic offences being committed.

Social Cohesion & Reconciliation

Conflicts Resolution

614. In 2021, a total of 2 539 incidences of conflicts were reported and resolved against a target of 1 500, surpassing the target by 1 039. This positive performance was due to increased awareness programmes and engagements with communities.
615. In 2022, 73% of incidences of conflicts received in Courts were resolved against a target of 70%. The positive variance was a result of continued strengthening of awareness campaigns, as well as increased creativity and innovativeness in the judiciary delivery system.

PART III

STRATEGIC POSITIONING DURING THE SECOND HALF OF NDS 1

616. The mid-term review of NDS 1 also identifies strategies, policies and interventions to be implemented during the second half of NDS 1, towards the realisation of Vision 2030 aspirations under the 14 thematic working groups.

CHAPTER 15

ECONOMIC GROWTH & STABILITY

Economic Growth

617. The economy has potential to surpass NDS 1 annual growth targets of 5.8% per annum. Currently, the performance of the economy is highly susceptible to both exogenous and endogenous shocks, as well as dependence on primary industry, in particular, agriculture and mining.
618. Moving the economy along the beneficiation value chain will insulate the economy from commodity driven boom and bust cycles. The economy is targeted to realise real GDP growth of 5.2% in 2024 and 5% in 2025.
619. Pursuant to this, the strategic repositioning for the last half of NDS 1 will see adoption of measures to insulate real growth performance from cyclical patterns, create a more integrated economy and move the economy progressively along the sectoral value addition chains.

Productivity

620. Growth in the economy during the second half of NDS 1 will be underpinned by interventions to increase domestic productivity levels, inclusive of labour.
621. These will benefit from the operationalisation of the Productivity Centre, scaling up the adoption of new technological innovations and replacing antiquated equipment across productive sectors of the economy.
622. In particular, labour productivity rates are targeted to increase from 2.8% in 2023 to 3.5% in 2024 and 4% in 2025.

Competitiveness

623. To ensure competitiveness domestically and internationally during the second half of NDS 1, national competitiveness will be strengthened by addressing cost drivers that make Zimbabwe uncompetitive as a member of SADC, COMESA and globally.
624. In addition, Government will structure a tax regime with a view to removing tax induced market distortions and enhance competitiveness.

Price Stability

625. During the second half of NDS 1, the economy's capacity to produce goods and services will be measurably enhanced through achieving and maintaining low and stable inflation. Price stability is critical, not just for sustaining growth but also the realisation of all other NDS 1 objectives.
626. Over the past year two years, the economy was increasingly characterised by high and variable inflation, fuelled by exchange rate depreciation and expectations of further domestic currency decline. The experiences of sustained exchange rate depreciation and currency volatility increased pressures for the economy's re-dollarisation and corresponding marginalisation of the local currency.
627. From May 2023, Government implemented new economic policy measures designed to achieve exchange rate stability and, therefore, inflation stability. Among the measures was the transfer of all Government debt from the Reserve Bank of Zimbabwe to Government where the debt service obligations will be undertaken through fiscal budgetary provision during the second half of NDS 1.
628. The objective of NDS 1 is to achieve single digit inflation by December 2024. This will be realised through measures that collapse annual reserve money growth to single digit levels by December 2023, as necessary to stabilise the exchange rate, and collapse inflation expectations, thus, allowing sustained inflation deceleration to single digit levels by the last quarter of 2024.
629. In this regard, the following measures will be implemented during the second half of NDS 1:

Fiscal Consolidation with Clear Focus on Achieving & Maintaining Price Stability

630. Government will sustain fiscal consolidation and expenditure rationalisation to ensure the budget deficit is maintained at levels below 2.5% of GDP. Part of the measures will entail expenditure switching, to accommodate the new obligations as carried over from the Central Bank.
631. Government will also cut on fiscal waste through adoption of direct cash transfer subsidies that can be quantified and budgeted for.
632. Government will explore expenditure cuts, without undermining the economy's productive capacity while seeking to expand social protection safety nets.

Creating Fiscal Space to Accommodate the Obligations Taken on Board by Government from the Central Bank Including Debt Service Obligations

633. Government will implement measures to raise additional revenues, enhance revenue collection and collection efficiencies to expand the fiscal revenue envelope.
634. Government will also enforce fiscal revenue collection compliance and close loopholes for revenue exemptions, across all sectors, in particular, the mining sector, where tax concessions and exemptions will be reviewed.

Single Digit Reserve Money Targets

635. Following the migration of all debt obligations to Government, the Central Bank will focus on its core mandate of price and financial stability during the second half of NDS 1. To achieve this objective, the Central Bank will achieve low single digit reserve money targets by December 2023.

An Effective & Functioning Interbank Market for Foreign Exchange

636. Monetary authorities and the banking sector will continue to strengthen measures to have an effective and functioning interbank market. This will ensure an exchange rate determination mechanism which is not subject to high volatility or controls in place.

Value for Money Audits

637. During the second half of NDS 1, Government will continue to strengthen the value for money audit measures, necessary to ensure that Ministries, departments and agencies are not overcharged in respect of payments for goods and services.

Stimulating Domestic Aggregate Demand

638. Towards the end of the first half NDS 1, the economy was characterised by low domestic demand, as result of variable real GDP growth and high inflation. In the second half of NDS 1, Government will adopt interventions to expand aggregate demand including further draw down of available SDR resources to support agriculture and industry growth initiatives.

Reform of Public Enterprises

639. In view of ongoing efforts to stimulate the productive sectors of the economy through a robust, functional, relevant and efficient public enterprises sector, NDS 1

introduced various reform initiatives targeted at overcoming current limitations in the sector, that way, improving performance.

Resuscitation of Public Enterprises

640. Cognisant of the current challenges bedevilling the sector, the resuscitation of all the strategic public enterprises has been identified as critical, given their centrality in underpinning the country's productive capacities. This is to be realised through the provision of universally accessible and affordable goods and services, especially in the area of electricity generation, rail freight services, telecommunications, water, agriculture, mining, among others.
641. In pursuit of these re-invigorating initiatives, the New Dispensation is implementing strategic and quick-wins transformational strategies targeting the recapitalisation of identified entities through mobilising private sector capital and technology, required for the expansion and rehabilitation of the much-needed infrastructure.
642. In line with the Zimbabwe is open for business thresholds, the second half of NDS 1 will see extension of invitations to both local and foreign investors to explore partnership investment opportunities across public enterprises.
643. The second half of implementing NDS 1 will also see further adoption of other efficiency enhancement restructuring options, targeted at improving the financial and operational performance of public enterprises.

Shareholder Oversight

644. Despite the various measures introduced in the public enterprises sector, there remains some undesirable shareholder oversight practices that are undermining performance of the public enterprises.
645. The dominant factor behind this continued under-performance of the sector are the outstanding shareholder oversight challenges that are a result of the inadequacy of the current decentralised ownership model on the State's oversight of the public enterprises.
646. Government undertook a study through an independent consultant to review and evaluate the effects of this model on effective oversight, governance and ultimate performance of the sector. The study reveals that the current ownership model is not sustainable, and all the current efforts to enhance governance and implementation of public enterprise reforms will not bear the desired result under the current decentralised ownership model.

Centralised Ownership Model

647. Furthermore, international best practice has shown that countries which migrated to the centralised ownership model have more vibrant state enterprises in comparison with countries that remain with traditional decentralised ownership models.
648. The centralised ownership model is seen to improve exercise of shareholder oversight, whilst at the same time improving its policy and regulatory oversight functions, which would be discharged separately through line ministries.
649. Pursuant to this noble reform, on 10 April 2018, Cabinet approved the conceptual framework to migrate towards a Hybrid Ownership Model that encompasses centralisation of strategic commercial and financial entities under appropriate shareholding agencies. The reform allows line Ministries to concentrate their sectorial expertise on policy formulation, setting standards and regulation. In addition, line Ministries shall continue to exercise delegated shareholder ownership functions in non-commercial entities.
650. Government acknowledges the role of cooperating partners, the African Development Bank the World Bank and all ZIMREF development partners for all the support towards the corporate governance initiatives.
651. In the second half of NDS 1, measures to improve the performance of public enterprises in order to increase their contribution to GDP will be implemented. In this regard, public enterprises aggregate revenues of commercial public enterprises as a percentage of GDP are targeted to increase to 19% in 2023, 20% in 2024 and 23% during 2025.
652. Over the same period, the aggregate efficiency levels of commercial public enterprises, as estimated by aggregate profit as a percentage of GDP, is targeted to improve from 0.5% in 2023, 0.65% in 2024 and 0.9% during 2025.
653. Specific interventions to accelerate public enterprise reforms, as part of measures to achieve targeted public enterprises' performance during the second half of NDS 1 to unlock the economy's growth potential, will encompass the following: -

Ownership Model for Commercial Public Enterprises

654. In line with the already Cabinet approved principle of adoption of a centralised ownership model for commercial public enterprises, Government will create a centralised ownership and management structure for all commercial public enterprises aimed at promoting active shareholding function by Government through dedicated ownership agencies.

655. The implementation of the new ownership model will be guided by the already approved Cabinet framework to mitigate against potential narrow sectoral vested interests, that way allowing for expeditious implementation of Cabinet decisions.

Partial Privatisation

656. NDS 1 has already identified partial privatisation as a strategy towards recapitalisation of some of the public enterprises, also to enhance access to fourth revolution new technologies and access to external markets.
657. The Mid-Term Review of NDS 1 identified some challenges related to inconsistencies over coordination and implementation of Cabinet approved partial privatisation arrangements, resulting in conflicting signals to potential investment partners. A case in point is the mishandling of identified potential partners into Chemplex, following Cabinet approval on 10 April 2018 of invitations to outside investors.

Monitoring of Performance

658. Government will, pursuant to the recently introduced concept of performance contracts, strengthen accountability of line Ministers, boards and senior management over public enterprises' performance.

Commercial Public Enterprises Procurement

659. It was observed during NDS 1 mid-term consultations that public procurement procedures that require commercial public enterprises to disclose their proposed project specifications through public adverts and the procurement turnaround period being relatively long, disadvantages them vis-a-vis private sector competitors.
660. During the second half of NDS 1, Government will review the public procurement legislation to improve efficiency and responsiveness of procurement processes for commercially oriented entities. This should enhance competitiveness of commercial public enterprises vis-à-vis privately owned companies, that way enabling them to compete fairly in a level playing field.

Corporate Governance

661. In order to improve governance across public enterprises during the second half of NDS 1, Government will strengthen good corporate governance practices in line with the provisions of the Public Entities Corporate Governance (PECG) Act. Furthermore, the PECG Act would be strengthened through reviewing some of its provisions in line with best practices.

Tariffs & Fees

662. Government will ensure timely review of tariff and fee structures of all commercial public enterprises to enhance revenue generation in relation to going concern operational viability.

Remuneration

663. To guard against NDS 1 observations of cases of financially unsustainable excessive executive compensation practices approved by boards, public enterprises will also be required to undertake comprehensive disclosure of remuneration to executives in their respective annual reports, inclusive of the approval processes.
664. On its part, Government will ensure timely review of remuneration for executive management of commercial public enterprises, in line with market and macro-economic developments.

Maintenance of Public Assets

665. The NDS 1 mid-term review consultations observed incidences of inefficient systems over maintenance of public assets. Going forward, Government will institute measures to enhance accountability over maintenance of public assets, including at such enterprises as the Central Mechanical Equipment Department, the Grain Marketing Board, the National Railways of Zimbabwe and the Rural Infrastructure Development Agency, (formerly District Development Fund), among others, and at the Zimbabwe United Passenger Company, where the need to avoid newly acquired buses falling into disrepair across the company's depots has been observed.
666. During the second half of NDS 1, all public enterprises will be held accountable for failure to prioritise maintenance to preserve the quality of public assets.



Maintenance of public assets will be key towards the realisation of NDS 1 objectives

Financial Inclusion & Access to Banking Services

667. As reflected in Part II, during the first half of NDS 1 the economy experienced significant reversal of the initial gains on financial inclusion, particularly reflecting elevated levels of financial disintermediation. In particular, financial inclusion had also been constrained by prevailing high bank charges, slow progress on innovation and suitably customised products.
668. Initiatives under the National Financial Inclusion Strategy II call for the deepening of financial inclusion through expanding access to banking and financial services, promoting innovation, digitalisation and entrepreneurship.
669. The following measures will be prioritised under the financial inclusion agenda during the second half of NDS 1: -
- Creating an enabling regulatory environment and financial infrastructure to support financial innovation.
 - Enforcement of visible consumer protection programmes established under National Financial Inclusion Strategy 1.
 - Promotion of financial literacy and education.
 - Development of new innovative financial products.
 - Improving accessibility of banking and financial services.

Financial Inclusion Surveys

670. In order to ensure that no one and no place is left behind with regards to financial inclusion, frequent financial inclusion surveys will be undertaken by ZIMSTAT in collaboration with financial institutions, with data disaggregated by gender, age, sector and geographical area.

Domestic Financial Savings

671. Government will pursue strategies to enhance national savings mobilisation, that will underpin economic growth.
672. In this regard, the New Dispensation will, through the Reserve Bank, decisively develop a raft of measures in support of savings mobilisation through financial inclusion during the second half of NDS 1.
673. The principles underpinning interventions to enhance savings mobilisation will embrace the following, with regards to deposits: -

- Recognising deposits with financial institutions as a cornerstone of domestic savings mobilisation in support of investment.
- Re-defining eligibility of what constitutes an interest earning financial deposit with banks.
- Reviewing the definition of savings to recognise any financial deposit into a bank maintained for 30 days and longer duration, irrespective of the nature of the account.

Bank Charges

674. Drawing from stakeholder submissions of the mid-term review of NDS 1, the Reserve Bank will institute measures to address high banking sector charges which are inconsistent with the financial inclusion agenda, and are not sustainable.
675. The following interventions will be undertaken:—
- Re-orienting financial institutions income away from over dependency on bank charges on deposits towards sweating available deposits as the major source of banks income.
 - Reviewing application of bank charges undermining savings mobilisation, inclusive of exemption categories.

Domestic Money & Capital Markets

676. Government will implement policy measures to deepen domestic money and capital markets as necessary to mobilise resources for NDS 1 implementation during the second half.
677. Strengthening the building blocks for sustainable capital markets development will entail collaboration between Insurance and Pensions Commission (IPEC) and the monetary authorities. The thrust of interventions during the second half of NDS 1 implementation will be on the following: -
- Improving the regulatory framework.
 - Enforcing transparent financial and capital market regulations.
 - Strengthening governance and institutional set up.
 - Improving markets infrastructure and technology.
 - Reviewing taxation and tax incentives to deepen capital markets.

678. The above interventions will be augmented by policy initiatives designed to:-

- Develop a liquid Government debt securities market to cover short term, medium and long-term debt.
- Promote the development of a broad capital market supplier base.
- Encourage healthy competition among market participants.
- Develop a vibrant secondary market.
- Support price discovery through a proper yield curve or term structure.

Debt & Arrears Resolution

679. Zimbabwe's total public external debt, as at December 2022, is estimated at US\$15.9 billion. This debt includes amounts owed to both multilateral (US\$2.7 billion) and bilateral (US\$5.9 billion) creditors.

680. Government has initiated the process of Zimbabwe's arrears clearance, debt relief and restructuring, as part of NDS 1 efforts towards final resolution of the country's long outstanding external debt distress and lack of access to new sources of financing. The overhang of external payment arrears, collectively weighs heavily down on the country's realisation of Vision 2030 aspirations towards an empowered upper-middle income society.

681. During the second half of NDS 1, Government will accelerate implementation of Zimbabwe Arrears Clearance Debt Relief and Restructuring Strategy, whose central elements entail economic reforms, governance reforms, land tenure reforms, compensation of former farm owners and resolution of farms covered under BIPPAs.

682. Zimbabwe takes full ownership of the Arrears Clearance Debt Relief and Restructuring Strategy and Government remains strongly committed to championing implementation of all the measures outlined under the three Sector Working Group reform matrices. Already, milestones are being realised towards implementing various reforms as outlined in NDS 1.

683. The following are some of the identified low-hanging fruits which will be implemented during the second half of NDS 1 under the Arrears Clearance Debt Relief and Restructuring Strategy to be undertaken by Government: -

- Signing onto an IMF Staff Monitored Programme (SMP).
- The conduct of free, fair and peaceful elections in August 2023.
- Combating corruption.

- Draft legislation to provide for transferable and bankable land title.
- Implementation of the Global Compensation Deed.
- Targeted resolution of farms covered under BIPPAs.

684. The successful implementation of the Arrears Clearance and Debt Resolution Strategy will be critical for Zimbabwe during the second half of NDS 1 as it will assist access to international capital markets and unlock of new concessional financing needed to meet NDS 1 objectives and realisation of Vision 2030.

Ease of Doing Business

685. During the first half of NDS 1, Government made important strides towards improving the ease of doing business. This resulted in the country's ranking improving from 155 to 140. The main progress was in respect of company registration, which had been reduced from nearly 30 days to just 3 days.

686. Going forward with implementation of NDS 1, Government will target improvement in other key measures of doing business, namely: access to credit; paying taxes; access to electricity; trading across borders; and enforcing contracts, among other indicators. Government will also escalate measures to fight corruption, in both public and private sectors.

Coordination of Development Cooperation

687. The second half of implementing NDS 1 should see the economy benefit from leveraging on the goodwill from strengthening of re-engagement with the international community, central to positive traction for the Debt Relief and Arrears Clearance Strategy.

688. This will necessitate review of the architecture for the coordination of development assistance, complemented by the operationalisation of the Development Projects Management Information System.

689. In the second half of NDS 1, the level of inflows to be realised through enhanced development cooperation is targeted to increase to US\$750 million, US\$800 million and US\$1 billion in 2023, 2024 and 2025, respectively.

External Balance

690. In the second half of NDS 1 to 2025, Government targets introduction of interventions to improve external balance through a twin strategy of enhanced support for import

substitution characterised by domestication of value chains, and complemented by beneficiation of raw material exports.

691. In the second half of NDS 1 to 2025, the current account balance as a percentage of GDP is targeted at 1% in 2023, 0.3% in 2024 and 0.2% in 2025.

Diaspora Remittances

692. Diaspora remittances have been a growing source of foreign currency receipts for the country, rising from US\$1,002 billion in 2020 and US\$1.43 billion in 2021 to US\$1.658 billion in 2022. The increase was attributable to the liberalisation in the use of free funds in the country and improved remitting of funds through formal channels. South Africa, United Kingdom and the United States of America were the major sources of diaspora remittances for the country.

Formalisation of Informal Activities

693. The National Formalisation Strategy is set for unveiling during the second half of NDS 1, underpinned by the implementation of sustainable livelihoods and self-employment projects.
694. The implementation of the formalisation strategy will entail review of tax policy to incentivise formalisation through differential tax rates, simplified business registration processes, reducing registration costs and improving ease of doing business environment for small scale businesses.
695. Informal employment in non-agricultural employment is expected to decrease from 65% in 2023, to 60% in 2024 and 55% in 2025.

CHAPTER 16

FOOD & NUTRITION SECURITY

Food Security

696. The sustenance of positive performance under the food and nutrition security priority area over the second half of NDS 1 to 2025 hinges on consistent implementation of innovative interventions.
697. Furthermore, the strengthening of the devolved approach to implementation of interventions of agricultural programmes and projects across provinces will also remain paramount.
698. The following interventions will be implemented to achieve the above set targets: -
- Private players will be allowed to have direct access to grain from self-financed farmers.
 - Vulnerable households will receive agro-inputs support.
 - Food assistance will be availed to vulnerable households, through the national social protection unit.
 - Agriculture will be climate proofed through construction of dams, increasing investment in irrigation development and adoption of climate smart agriculture innovations.
 - The Zunde Ramambo concept will be promoted to produce food for the aged, disabled and orphans.
 - Cascade the strategic grain reserve concept to the village and household level.
 - The Pfumvudza/Intwasa will be expanded beyond provision of inputs to also support households with provision of standard storage facilities.



Dam construction will be key in ensuring water for irrigation and food security

699. In 2023, 2024 and 2025 the targeted proportion of food secure people will be 65%, 70% and 75%, respectively.

Land Utilisation

700. Further recovery in agricultural performance will also benefit from Government interventions to enhance productivity and efficient land utilisation. The NDS 1 mid-term review process had noted some pockets of land under-utilisation, which prompted introduction of an additional national outcome on improved land utilisation. This will be monitored closely going forward.

701. To improve the percentage land utilisation to total land holding in the second half of NDS 1, the following strategic interventions will be undertaken: -

- Implement a devolved bottom-up approach to investigate and resolve land disputes.
- Accelerate issuance of 99-year leases and other security of tenure documents.
- Expedite land audits and farm inspections.
- Reallocate underutilised, derelict, and abandoned land.
- Promote joint ventures and investor-landlord match making models.
- Target removal of all illegal settlers especially from grazing lands.
- Implement the ARDA model in irrigation schemes.
- Prioritise surveying of all gazetted land parcels.
- Intensify collection of land rental levy.
- Crowd in the participation of the private sector and the Irrigation Development Alliance.
- Establish an irrigation bond.
- Revive the National Farm Irrigation Fund.
- Increase foreign currency allocations to support importation of agriculture machinery.
- Capacitate research on land utilisation by local institutions.

Food Self Sufficiency

702. To improve food self-sufficiency in the second half of NDS 1 the following strategic interventions will be undertaken: -

Crops Production

- Local industry will be supported to ensure timely production and distribution of adequate agricultural inputs.
- Education and training for farmers will be intensified to ensure improved productivity of crop farming.
- Extension workers will be capacitated through access to appropriate crop production technologies to better serve farmers, that way improving agricultural productivity and crop production.
- Access to sustainable and cost effective seasonal and longer-term financing in support of crop production will be improved.
- The pricing model for all strategic crops will be reviewed to provide guidance in the determination of sustainable viable prices.
- Agro-processing centres will be established for strategic crops.

Livestock Production

- The Gonarezhou game fencing project will be completed, with the concept expanded to Hwange, Chizarira and Chirisa National Parks to control foot mouth disease, and also addressing the human, animal and wildlife conflicts.
- Green pasture belts will be developed, coupled with hay bailing for animal nutrition.
- The local manufacturing of vaccines, coupled with expansion of the tick grease application programme, will be intensified to ensure good animal health.
- Animal breeding programmes will be rolled out, coupled with the use of quality livestock genetics through artificial insemination and natural breeding, as well as genetic preservation.
- Livestock nutrition will be promoted through support for growth of irrigated pastures, on-farm feed formulation, forage and fodder production, as well as veld-fire reduction awareness.
- Livestock disease surveillance systems will be strengthened through real time diagnosis and enhance of high frequency monitoring systems.
- Toll manufacturing of dipping chemicals, coupled with the mandatory and effective dipping programme, will be intensified in support of good animal health.
- Community animal health centres will be equipped with vaccines and medications to improve access by farmers.
- The Cold Storage Company, currently under Bousted Beef caretakership, will be operationalised.



Livestock production will be prioritised to ensure food security

703. Furthermore, regulated cattle auction systems will be resuscitated across rural areas, to guard against farmers being taken advantage of by unscrupulous middleman. In particular, this will allow the smaller rural peasant farmer to discover economic value from their livestock.

Dairy Production

704. During the second half of NDS 1, the growth and improvement of yields of the country's milking herd will be facilitated through support for importation and development of sexed semen.
705. Furthermore, the ARDA dairy development programme will be expanded to promote development of smallholder dairy production schemes.

Nutrition

706. To improve the nutrition status of the population, the following interventions will be implemented during the second half of NDS 1:-

Food Fortification

707. Government will scale-up implementation of the country's Food Fortification Strategy, towards prevention and control of micro-nutrients deficiencies. This will also entail embracement of commercial and industrial food fortification, covering wheat-flour, cooking oils, corn-meal; bio-fortification, and home fortification, to include vitamin D drops.

Indigenous Foods

- 708. Furthermore, implementation of the care group model for maternal, infant, young child and adolescent health and nutrition will be scaled-up, coupled with cooking demonstrations using local indigenous foods.
- 709. A social behaviour change strategy over nutrition, also embracing of indigenous foods, will be communicated in support of consumption of safe and nutritious food to prevent malnutrition in all its forms, as well as promotion and maintenance of good nutrition. This will extend to nutrition advocacy for women of child bearing age, adolescents and children.

Mainstreaming Nutrition

- 710. Mainstreaming and fostering nutrition will require comprehensive multi-sectoral programming that integrates nutrition, with such agencies as those responsible for women's affairs, youth, agriculture, health, industry and education, coordinating.
- 711. In particular, collaborative initiatives will be critical for the success of such programmes as quality nutrition sensitive community supported school feeding, across education institutions.

Access to Safe Water

- 712. Information management systems within the WASH sector will be harmonised to improve access to safe drinking water services, sanitation and hygiene, in order to reduce the risk of human health from water-borne diseases.
- 713. Investment in water and sanitation projects will be ramped up, coupled with procurement of rigs, and training of community-based management of water, sanitation and hygiene (WASH) facilities.
- 714. This will entail scaling-up of community led sanitation and hygiene engagements towards reduction of open defaecation practices and achievement of improved sanitation, across all communities.

Breast Feeding

- 715. Breastfeeding will be exclusively promoted, coupled with ensuring labelling of milk packs, indicating nutrition information and alerts on sugar, salt, and fat levels.
- 716. The Statutory Instrument on marketing of breast-milk substitutes will be reviewed to include regulations against the marketing of unhealthy milk.

CHAPTER 17

ENVIRONMENTAL PROTECTION, NATURAL RESOURCE MANAGEMENT & CLIMATE RESILIENCE

717. During the second half of NDS 1, Government will prioritise sustainable natural resource management, environmental protection and climate resilience to address growing environmental challenges leading to climate change.
718. The mid-term review of NDS 1 identified environmental and natural resource management challenges to include water, land and air pollution; illegal mining and land degradation; deforestation; siltation; mushrooming of illegal waste dumps; littering; veld fires; poaching and bio-diversity loss, among others.

Environmental Protection

719. During the second half of NDS1, the strategies to improve environmental protection will also focus on: -

Early Warning Systems

720. Government will invest more resources towards the strengthening of early warning systems through upgrading of meteorological radar seismology and weather station network, capacitating civil protection committees across all districts; to ensure disaster preparedness for citizens coupled with guarding against induced climate change shocks.
721. Government will facilitate, in collaboration with other stakeholders, community participation, public education and awareness; as well as efficient dissemination of early warnings in support of preparedness against risks of disaster and other emergencies.

Area of Land Under Protection

722. Interventions for environmental protection will extend to restoration of de-graded landscapes and catchment areas, embracing ground water, coupled with capacitation of environmental protection institutions.

Mining & Environment Protection

723. The National Environmental Action Plan to promote responsible and sustainable mining methods will be implemented to ameliorate environmental de-gradation from mining ventures and environmentally un-sustainable mining practices.

- 724. Furthermore, environmental impact assessments for mining projects, including those by small scale miners, on local rivers and water bodies; flora and fauna; soils; air contamination; communities; livestock, will be strictly enforced.
- 725. Monitoring of laws which require the rehabilitation of mined areas will also be strengthened to ensure enforcement.
- 726. Furthermore, an environmental knowledge management system will be developed and equipped to help in the achievement of NDS 1 environmental targets.

Waste Management

- 727. During the second half of NDS 1, Government will capacitate local authorities to enhance oversight and management of the environment. This will extend to targets over requirements for upgrading of waste management infrastructure to improve on the collection, transportation, processing and disposing of waste.

Veld Fires

- 728. Government will strengthen local level fire management committees in order to contain occurrence of uncontrolled widespread of veld fires.

Greenhouse Gas Emissions

- 729. During the second half of NDS 1, the database management system to monitor emissions of greenhouse gases will be in place by 2024.
- 730. This will be complemented by the introduction of a carbon credit trading framework to be implemented to guide carbon trading, for climate change mitigation.

Climate Change Mainstreaming

- 731. During the second half of NDS 1, climate change will be main-streamed across national and sub-national programmes, coupled with capacity building and training of officials in Ministries, departments, agencies and local authorities.
- 732. Main-streaming of climate change will be broadened to also encompass other stakeholders, inclusive of communities and the traditional leadership.

Bio-Diversity

733. The second half of NDS 1 targets interventions to unlock the value chains across the wildlife spectrum to enhance and sustain the bio-diversity economy. This will be underpinned by the Bio-Diversity Strategy and Action Plan, which will be updated and implemented in collaboration with communities and strategic conservation partners.
734. The participation of local communities in bio-diversity strategies aids overcome some of the challenges related to human encroachment into wildlife protected areas.
735. Furthermore, the Forestry & Environmental Management Act, the Parks & Wildlife Act, the Mines & Minerals Act, and the Radiation Protection Act will be reviewed to enhance enforcement.
736. The targets for the improved bio-diversity health outcome going into the second half of NDS 1 are for the maintenance of the elephant population herds at 83 831 for 2023, and modest growth to 83 987 and 84 142 in 2024 and 2025, respectively.
737. In the same vein, conservation interventions for the protection of the rhino should see the population maintained at 950 in 2023, with targets of growth of the rhino population to 974 and 998 rhinos in 2024 and 2025, respectively.

Investment in Tourism

738. During the second half of NDS 1, marketing and promotion of investments into Trans-frontier Conservation Areas will be enhanced, coupled with penetrating such new markets as the Middle East.
739. The National Convention Bureau under the Zimbabwe Tourism Authority will be capacitated to enhance tourism promotion through hosting annual tourism investment conferences, meetings and exhibitions, in collaboration with other stakeholders in the tourism industry.
740. The mid-term review of NDS 1 identified additional nodes where there is potential for development into tourism hubs which will be realised through development and implementation of localised tourism investment plans for the identified areas around Kanyemba along the Zambezi river, Masuwe in Victoria Falls, Tugwi-Mukosi dam and the New City adjacent to Harare.

741. Kanyemba in the Dande safari area provides the end-point for long-haul canoe safaris along the Zambezi river starting from Chirundu or Mana Pools. Already, Kanyemba in the Zambezi basin and bordering Zambia and Mozambique, is benefitting from implementation of significant infrastructural development by Government beginning from the onset of NDS 1. Further infrastructural investments will be undertaken by Government during the second half of NDS 1.
742. Masuwe, 10 km from Victoria Falls, is a 275 ha designated special economic zone, also earmarked for golf, hotel, conference and exhibition facilities. This offers opportunities for private sector investment in tourism alongside Mosi-oa-Tunya Development Company.
743. Tugwi-Mukosi Dam, the largest inland water body with a capacity of 1.8 billion cubic meters, is also designated as an integrated tourism park, offering lucrative investment opportunities.
744. New City, hosting Zimbabwe's iconic new Parliament close to Harare in the Mt Hampden area, is targeted to become a sprawling smart city hub of ICT innovation and technology. During the second half of NDS 1, Government will underwrite and coordinate the development of supportive infrastructure, alongside private partners. The necessary incentive structures will be provided.



The new Parliament Building

745. Overall, NDS 1 interventions in the tourism sector for the second half to 2025 target realisation of tourism investment levels of US\$400 million in 2023, US\$534 million in 2024, and US\$600 million in 2025.

Tourist Arrivals

746. During the second half of NDS 1, destination marketing and promotion of Zimbabwe will be undertaken, also underpinned by such initiatives as VisitZim, ZimBHO

and Meet in Zim campaigns. The interventions to market Zimbabwe as a tourist destination of choice will be across all digital and social media platforms, and also buttressed by deployment of tourism attachés in new and emerging source markets.

747. Furthermore, joint regional marketing of key tourism areas such as the Victoria Falls alongside other regional tourist destinations, as well as the Great Zimbabwe and the Mapungubwe Monuments will be promoted during the second half of NDS 1.
748. The implementation of the above interventions during the second half of NDS 1 will be under the auspices of the national tourism policy and national tourism growth strategy.
749. The registration procedures for designated tourist facilities will be reviewed, to embrace registration of online service providers. This will also facilitate monitoring of take-off of licenced tourism investment projects.
750. The second half of NDS 1 will also see development of the framework and standards for green tourism, part of the initiatives for promotion of sustainable tourism.
751. During the second of NDS 1, annual visitor exit surveys as well as domestic and outbound tourism survey will be undertaken coupled with strengthening of the tourism satellite account system a standard statistical framework and the main tool for the economic measurement of tourism.
752. The exit survey will capture demographic and trip characteristics such as the ages of visitors, travel party size and composition, purpose of trip, regions visited and length of stay, type of accommodations used, activities participated in, expenditures, and trip evaluation. While the domestic trip is one with a main destination within the country of residence of the visitor. An inbound or outbound trip is one with a main destination outside the country of residence of the visitor.
753. The interventions in the tourism sector for the second half to 2025 target realisation of tourist arrivals of 1.4 million in 2023, growing to 2.1 million in 2024, and further to 2.5 million in 2025.

CHAPTER 18

MOVING THE ECONOMY UP THE VALUE CHAIN & STRUCTURAL TRANSFORMATION

754. Moving the economy up the value chain will be underpinned by implementation of interventions that attend to value addition in terms of both internal and external outlook, as part of the structural transformation.
755. Value addition and beneficiation is central to stimulating sustained growth that enables the country to benefit from higher value products. During the second half of NDS 1 and beyond, interventions target to improve the contribution of value addition and commodity beneficiation to GDP, while at the same time increasing the contribution of value-added exports.
756. Internally, the thrust of interventions will be on support for enhancing value addition for the domestic market. Value addition for the domestic market will be implemented alongside development and implementation of strategies that externally transform the economy away from reliance on primary commodities to value added exports. This will be supported by build-up of domestic capacity to penetrate into new external markets and remaining competitive.
757. As such, priority during the second half of NDS 1 will focus on industrialisation initiatives to not only strengthen existing value chains, but also build and develop new ones. The interventions towards the structural transformation of the economy will essentially relate to value addition and beneficiation of agriculture and mining primary output.

Domestic Manufacturing

758. Strategic interventions to enhance the manufacturing sector's contribution to GDP target improving the performance of domestic value chains to accelerate realisation of a structurally balanced economy.
759. Structural transformation will reduce the economy's historical over-dependency on the relative contribution of primary commodities to overall gross domestic product.
760. Strategic interventions to enhance the manufacturing sector's contribution to GDP during the second half of NDS 1 embrace the following:-

Moving Up the Value Chain

761. The strategy to domesticate value chains in order to move the economy up the value chain will be implemented, supportive of the broader aspiration for export of domestic manufactured goods.
762. Interventions will target inculcation of value addition across the following value chains:-
- Fertilizer value chain.
 - Agro-processing value chains, to embrace cotton, soya-bean and sugar cane, among others.
 - Dairy value chain.
 - Pharmaceutical value chain.
 - Engineering, iron and steel value chains.
 - Plastics value chains.
 - Leather value chain.
 - Bus and truck assembling value chains.
763. The interventions to enhance value chains supportive of domestic manufacturing also facilitate containment of unsustainable over-dependency on imports of finished goods.

Fertilizer Value Chain

764. Traction in the fertilizer value chain will be realised through the implementation of the NDS 1 Fertilizer Five-Year Road Map, inclusive of the capacitation of domestic manufacturers to produce high-analysis fertilizers. This will necessitate partnership arrangements with identified regional fertilizer manufacturers to strengthen comparative advantage in fertilizer production beyond the domestic market.

Agro-Processing Value Chains

765. Government will, in the second half of NDS 1, promote contract farming in key agricultural raw materials, embracing cotton, soya-bean and sugar cane. This intervention will provide through-put to agro-based value chains. Furthermore, small-scale farmers will also be capacitated to play their part with regards to contributing towards the growth of throughput for identified value chains.



The baking industry will continue to benefit from increased local wheat production

Dairy Value Chain

- 766. The dairy value chain will see interventions put in place during the second half of NDS 1 to enhance overall milk production by dairy farmers to supply higher volumes of feedstock for the dairy value chain.
- 767. In particular, implementation of the dairy revitalisation programme will also target growth of small-scale dairy farmers into medium-scale milk producers.
- 768. Enhanced throughput of domestic milk volumes during the second half of NDS 1 will be complemented by dairy value chain interventions targeting production of higher volumes of milk powders, and such other dairy products as butter, diverse cheese and yoghurt varieties.
- 769. Domesticating the dairy value chain will reduce unsustainable over-dependency on the importation of milk powders and other dairy products.

Pharmaceutical Value Chain

- 770. The interventions for the pharmaceutical value chain will be underpinned by the implementation of the pharmaceutical development strategy targeting:-

- Recapitalisation of identified firms in the pharmaceutical industry.
- Public procurement of domestically produced medicines.

771. NDS 1 interventions will also facilitate collaboration of industry, academia and indigenous knowledge systems for the development of formulations of new pharmaceutical products.
772. The relevant public institutions with responsibility for quality and standards control, research and development will be capacitated. These would include the Medicine Control Authority of Zimbabwe, the African Institute of Bio-medical Science, as well as pharmaceutical departments at the local universities, to underpin the growth of the pharmaceutical value chain.
773. Success with the interventions in support of the pharmaceutical value chain should lead to the lowering of costs and prices of most medicinal products, for the benefit of affordability of the citizenry. Furthermore, over-reliance on imports of medicines will be addressed, in the process with positive implications for creation of jobs.

Engineering, Iron & Steel Value Chains

774. The Engineering, Iron and Steel Strategy (2022-2027) will be implemented during the second half of NDS 1, to stimulate investment in primary steel production towards the growth of the engineering, iron and steel value chain.
775. The strategy will include resuscitation of steel foundries and adoption of modern technologies in iron and steel production.
776. Furthermore, the strategy, embraces processing of scrap metals into new steel products and strictly controlling scrap metal exports to ensure adequate throughput to domestic foundries.
777. Government will facilitate increased supply of coking coal for local foundries.

Plastics Value Chains

778. During the second half of implementing NDS 1, Government will continue promoting ventures which convert plastics into recycled plastic products through targeted incentives. This will reduce the significant volume of non-biodegradable plastic waste disposed each year.
779. Furthermore, Government will undertake green financing, in collaboration with the private sector, supportive of the plastic value chain projects towards a better

environmental outcome and a more resilient future. Waste recycling plants will also be set up across all towns and cities during the second half of NDS 1.

Leather Value Chain

780. The second half of NDS 1 targets interventions to promote the application of sustainable leather production technologies. This will be achieved through the development of a legal framework for transformation of the leather value chain. Furthermore, leather value chain Apex Body will be created, to effectively coordinate the value chain transformation.



Growth and resuscitation of the leather industry will be prioritised

Bus & Truck Assembling Value Chains

781. The mid-term review of NDS 1 identified the need to support local industry to increase the supply of domestically manufactured buses and delivery trucks. In pursuant of that, Government will facilitate importation of semi knocked down kits for local buses and trucks assembly in order to increase the viability of bus and truck assembling value chain.

Mineral Beneficiation

782. Government will pursue mineral beneficiation interventions anchored on promotion of investment in the mining sector to move the mining sector up the value chain, and improve earnings from minerals.
783. This will be underpinned by implementation of the mineral value addition and beneficiation interventions and strategies in the following minerals:-

- Diamond.
- Coal
- Chrome
- Platinum Group of Minerals.
- Lithium.
- Gold.

Diamond Cutting & Polishing

784. Government will facilitate the establishment of diamond cutting and polishing factories, as well as promote the development of diamond to jewellery value chain.
785. In addition, Government will operationalise the Gemmology Centre in Manicaland aimed at promoting value addition and beneficiation of precious stones in the country.
786. Government will strengthen the monitoring of the 10% quota for local beneficiation, as contained in the diamond policy, to ensure implementation.
787. Furthermore, Government will collaborate regionally in the diamond value chain through pursuing initiatives in cutting and polishing, as well as other diamond industry related activities.

Coal to Coke

788. The intervention will be to restrict export of raw coal and retain a large part for value addition into coke and related products.
789. Furthermore, the number of coke production batteries in existing plants will be increased and facilitation made for new entrants into the value chain by enforcing the policy of not granting coal concessions to any player in the absence of demonstrated concrete programmes for value addition investment

Chrome to Ferrochrome

790. To ensure beneficiation in the chrome value chain, the ban on exportation of raw chrome ore and chrome concentrates will be maintained during the second half of NDS 1.

791. Furthermore, issuance of chrome concessions will be prioritised and restricted to those companies planning to establish and invest in integrated chrome mining and ferrochrome furnaces.
792. The Zim-Alloys high-carbon ferrosilicon chrome and low-carbon ferrochrome processing plants will be resuscitated during the second half of implementing NDS 1.

Platinum Group of Minerals

793. To enhance beneficiation in the platinum group of minerals locally, Government will adhere to the set time lines agreed between Government and the platinum group of minerals houses for the establishment of a PGMs refinery.

Lithium

794. The Lithium Ore Policy, which prohibits exportation of lithium ore, will be pursued to foster beneficiation of lithium ore to increase earnings from the lithium value chain.
795. Furthermore, Government will facilitate the establishment of domestic lithium battery manufacturing plants, during the second half of implementing NDS 1.

Gold Ore to Bullion

796. To increase throughput for gold beneficiation, more gold service centres will be established across the country.
797. Small-scale gold miners will be further capacitated through the operationalisation of the Mining Industry Loan Fund.
798. Additional jewellery factories will be licenced to expand the existing jewellery manufacturing capacity.

Beneficiated Minerals Export Market

799. To develop beneficiated mineral exports, the Victoria Falls Stock of Exchange will be further strengthened with a view to expand global investment in this market.

CHAPTER 19

HUMAN CAPITAL DEVELOPMENT & INNOVATION

Specialised Workforce

800. During the second half of NDS 1, interventions towards human capital development will be underpinned by improved capacitation to deliver on Heritage-Based Education 5.0.
801. The thrust will be on developing a specialised workforce of practitioners and teachers, revolving around their respective disciplines, also embracing the examining bodies, the Zimbabwe School Examinations Council (ZIMSEC) and the Higher Education Examinations Council (HEXCO).
802. Cutting-edge competitive knowledge drawn from global best practices and standards will be applied to the local learning environment to facilitate development of an innovative education system capable of producing learners capacitated for entrepreneurial development and self-employment. Historically, the focus of the education system was on development of human capital for the labour market as job seekers.
803. Furthermore, local scholarships in science, technology, engineering and mathematics (STEM) programmes will be increased during implementation of second half of NDS 1 for the benefit of greater enrolments, also embracing the disadvantaged students with potential to further their studies.
804. Tertiary institutions will be equipped with modern equipment to promote STEM, coupled with adoption of innovative e-learning knowledge and learner management information systems' applications and device technologies that support effective instruction and blended learning (heutagogy) advocacy to undertake STEM subjects in colleges of education.

Quality, Inclusive & Equitable Education

805. During the second half of NDS 1, the policy on having at least one State provincial teachers' college, polytechnic, industrial college and university will be developed and implemented to improve on access to quality, equitable and inclusive education.
806. Blended learning, which embraces face to face and online learning, will be enhanced, coupled with provision of access to internet and radio frequency.

807. Bilateral agreements will be implemented to engage investors to develop state of the art infrastructure for higher and tertiary institutions.
808. The Zimbabwe National Qualifications Framework monitoring and evaluation frameworks will be implemented to ensure skills assessment by the Zimbabwe Council of Higher Education (ZIMCHE) and the Higher Education Examinations Council (HEXCO), coupled with strengthening of audit delivery systems.

Utilisation of Advanced Knowledge & Technologies

809. During the second half of NDS 1, Government will develop adaptive diplomatic policies for technology transfer in order to improve utilisation of advanced knowledge and emerging technologies for the industrialisation and modernisation of the economy.
810. Moreso, the Zimbabwe Centre for High Performance Computing will be restructured and expanded to effectively solve large complex computational problems.
811. Furthermore, resources will mobilised and availed to strengthen research into the creation of information technology platforms for innovative deployment of data and knowledge across various sectors of the economy. This will be realised through the adoption of low bandwidth cost knowledge and learner management information systems built around the approved moodle platform, a learning management system used to manage, deliver and measure training and learning online.
812. In the same vein, higher and tertiary education institutions personnel will be capacitated to effectively use the moodle.

Innovation for Industrialisation

813. During the second half of NDS 1, newly established research institutes such as the Zimbabwe National Geospatial and Space Agency (ZINGSA), the Zimbabwe Centre for High Performance Computing and the Centre for Education Innovation Research & Development will be fully operationalised.



Completed Zimbabwe National Geospatial and Space Agency

814. In the same vein, academies of science and biotechnology, as well as robotics and coding clubs, will be strengthened for the development of improved foundational innovation ecosystems, to establish linkages and trade-offs across sectoral value chains.
815. The heritage technology institutes for scientific research and development will be established to improve the value addition and beneficiation of the nation's natural endowment.
816. Furthermore, Verify Engineering will be capacitated to translate its bankable coal to liquid fuels project into a multibillion-dollar commercial entity through joint ventures.



Constructed Medical Oxygen Production Plant

817. The National Manpower Advisory Council (NAMACO) and HEXCO will be capacitated to improve linkages between industry and higher and tertiary education institutions for a vibrant, relevant and sustainable higher and tertiary education system.
818. The second half of the implementation of NDS 1 will also see the development and implementation of the policy on the adoption and adaptation of emerging technologies, such as big data analytics, artificial intelligence (AI), virtual augmented reality and nano-technology.
819. Innovation for industrialisation will also require that personnel in higher and tertiary education institutions be capacitated on intellectual property rights.

CHAPTER 20

INFRASTRUCTURE & UTILITIES

Infrastructure & Services

820. During the second half of NDS 1, the need to improve the delivery of quality public infrastructure remains the cornerstone of the New Dispensation's policy thrust to promote sustained and shared economic growth in the country.
821. Interventions for expeditious delivery of public infrastructure will be undertaken during the second half of NDS 1, and this will entail tightening of benchmarks for completion and delivery on infrastructure projects, also drawing from best practices in the region and on the continent. This will embrace all infrastructure project rehabilitation works, as well as new construction projects, including works on roads and bridges.
822. Observations were made during NDS 1 mid-term review consultations that while benchmarks for bridge construction in some best practice jurisdictions on the continent are completion in periods of under 180 days, locally delivery has been taking much longer.
823. Furthermore, the implementation framework for infrastructure projects will be reviewed to ensure reduction of unnecessary delays, inclusive of those emanating from such excuses as unavailability of project designs often proffered after project award. Cases where roads rehabilitation and bridge construction works are being held hostage to such excuses have been cited.
824. During the second half NDS 1, implementation of the programmes and projects to ensure improved infrastructure and access to services will be pursued through adoption of strategic interventions to overcome some of the challenges encountered during the first half.
825. These include cross cutting challenges bedevilling the provision of adequate and effective infrastructure services across all the sectors of the economy, chief among them being: -
- Non-cost reflective tariffs which deprive providers the much-needed revenue for upgrade and rehabilitation.

- Deterioration in the quality of infrastructure assets as a result of inadequate resources and lack of institutional capacities for management and regulation to ensure routine and periodic maintenance of the infrastructure networks.
- Lack of human capacity abilities as a result of skills flight which negatively impacted the undertaking, overseeing and managing large infrastructural projects.

Electricity Supply

826. Government will further promote the use of renewable energy and intensification of the rural electrification programmes to schools, health centres, businesses, Government institutions, and community projects, such as irrigation schemes.
827. This will necessitate introduction of new power supply projects to provide for the additional requirements of a growing economy, that way alleviating potential new drivers of the shortage of power supply in the country.
828. During the second half of NDS 1, Government will introduce a cost reflective tariff structure in order to avail the much-needed resources required to undertake regular maintenance on the generating plants and, hence, guaranteeing reliability of power supply. The reviewed structure will, however, continue to maintain the provision of services for low-income households at subsidised rates.
829. Government will also strengthen the enabling environment for private investment, in particular, independent power producers (IPPs), as well as addressing issues related to the perceived country risk.
830. High generation cost of the three small thermal power stations, namely, Harare, Munyati, and Bulawayo thermal power stations will be minimised through introduction of new and efficient technologies.
831. Furthermore, the potential from diversified energy sources including solar mini-grids, mini-hydro and renewable biomass will be further exploited to reduce energy shortfalls that force dependency on imports.
832. The restructuring of the Zimbabwe Power Company (ZPC), inclusive of exploring potential of involvement of a strategic partner, to improve its operational and financial viability, will also be pursued during the second half of NDS 1.

Liquefied Petroleum Gas

833. To ensure uninterrupted supply of liquefied petroleum gas, the country is investing in strategic storage facilities and prioritising the completion of the ongoing tanks construction works by the National Oil Company of Zimbabwe.

Road Network

834. During the second half of NDS 1, Government, in partnership with the private sector, will prioritise completion of ongoing road infrastructure rehabilitation and development projects where significant amount of progress has been made, but could not be completed owing to funding challenges associated with macro-economic volatility.
835. In order to keep the road network in fair condition, resources will be ring-fenced and channelled towards regular maintenance and rehabilitation of damaged sections of trunk roads.
836. This is also in light of the centrality of Zimbabwe's road network towards facilitating regional integration. The New Dispensation is cognisant of the country's obligation, as a member state of SADC, to play its part in the development of adequate transport networks that support socio-economic growth of the region.
837. Furthermore, Government will implement an accelerated emergency roads rehabilitation programme, and also reduce the backlog of roads in need of periodic maintenance.

Rail Network

838. Government realises the importance of rehabilitating rail infrastructure to ease the burden of heavy vehicles on the road networks, as well as reducing the costs of transportation for businesses, especially bulk freight from the mining and agricultural sectors.
839. In this regard, completion of on-going rail infrastructure rehabilitation and development projects will be prioritised during the second half of NDS 1.
840. This will include completion of the on-going recapitalisation of the National Railways of Zimbabwe (NRZ), targeted at refurbishment and replacement of the track infrastructure, signalling, and rolling stock in order to adequately service passenger and freight demands.
841. Interventions will also include restructuring of the rail industry through the unbundling of the NRZ, which operates as both regulator and operator, into two separate entities.

842. This will entail one state owned entity which will be responsible for the operation and maintenance of track and related infrastructure, whilst the other entity operates as a freight and passenger service concessionaire on the entire public rail network.

Ports of Entry & Exit

843. During the second half of NDS 1, resources will be set aside for critical regular upgrading and maintenance of ports of entry/exit and aviation infrastructure.
844. Interventions will also be intensified to ensure completion of on-going initiatives, targeting the expansion of the aviation infrastructure to further enhance the country's international and regional competitiveness.
845. Furthermore, interventions during the second half of NDS 1 will also include recapitalising the national airline with the initial capacity to acquire, using its own bankable balance sheet, an optimal fleet of aircraft in consistency with the market and demand.

Water Storage

846. During the second half of NDS 1, Government will further capacitate the Zimbabwe National Water Authority (ZINWA) to construct and rehabilitate water infrastructure, placing high priority on the completion of ongoing projects.
847. Furthermore, interventions will also include adoption of a cost-reflective water tariff and a user pay regime to ensure that local authorities are able to recoup revenue from water tariffs that are commensurate with the cost of construction, upgrading, extension and/or maintenance of water infrastructure.
848. The regulatory framework for water resources management will also be strengthened through restructuring of ZINWA. The restructuring will entail the separation and transferring of its current responsibilities for regulation to an independent regulatory authority, that way, freeing ZINWA to concentrate on the management and supply of water resources in the country.
849. Government will also empower local communities to actively participate in programmes for routine maintenance of infrastructure existing in their neighbourhoods.

Safe Drinking Water

850. Safe drinking water interventions during the second half of NDS 1 will include prioritisation of borehole drilling, rehabilitation of existing boreholes, as well as rehabilitation of water treatment plants and reticulation systems in urban areas and growth points.
851. Government will also capacitate local communities to ensure routine maintenance of existing infrastructure, that way, promoting community ownership and hence, curbing vandalism and improper use.

Sanitation

852. During the remainder of the NDS 1 implementation period, Government will prioritise completion of the on-going rehabilitation of existing sanitation infrastructure projects, as well as ensuring that routine maintenance of existing infrastructure is undertaken on a regular basis.
853. Government will also strengthen local authorities' capacity for service delivery, including allowing recovery of financial resources, and access to commensurate manpower, technical skills and equipment. Mechanisms will, therefore, be instituted to ensure that local authorities publicly and fully account to their rate payers in the provision of sanitation services.
854. Sanitation interventions will also focus on the use of improved sanitation facilities through provision for a continuing hygiene education programme for rural communities, with particular attention being given to reducing use of open defecation.
855. Government will also strengthen the institutional framework necessary for close collaboration between Government and the donor community in the implementation and funding of identified partnership sanitation programmes.

CHAPTER 21

DIGITAL ECONOMY

856. Bold and strategic policy interventions in support of growth of the digital economy will be adopted and implemented during the second half of NDS 1, to address digital infrastructure investment deficits and achieve the desired transformation of the economy.
857. Performance of the digital economy during the first half of NDS 1 revealed the existence of a number of challenges, which may threaten the realisation of the national outcome of improving access and usage of ICTs.
858. The mid-term review of NDS 1 also revealed that the country still lags behind in terms of investment in digital backbone infrastructure, which is key in making sure that digital services are accessible and affordable.
859. During the second half of NDS 1, Government will further adapt the enabling policy environment in support of development of digital infrastructure, research and innovation hubs. This will include facilitation of mobile network operators' capitalisation efforts through supportive policies such as tax breaks, access to innovative financing and conducive investment regime.
860. Government will also facilitate the effective utilisation of innovation hubs in tertiary institutions to encourage co-creation and commercialisation of technology innovations.
861. The implementation of strategic policy interventions such as infrastructure sharing and incentive schemes to facilitate new entrants and promote service competition will also be pursued during the second half of NDS 1.
862. Furthermore, Government will promote the use of alternative green sources of energy to power digital infrastructure, as enshrined in the energy renewable policy.
863. The Universal Service Fund will also be prioritised towards support for the establishment of digital infrastructure in disadvantaged rural communities, and enabling them to access Government services, thereby bridging the digital gap.
864. Digital economy interventions will also include promotion of access to affordable devices by recapitalising the Zimbabwe Information Technology Company to compete and operate viably both in the local and regional markets.
865. The second half of NDS 1 will also focus on continuous human skills capacitation and upgrading to enhance
866. proficiency in the use of digital tools.

CHAPTER 22

HOUSING DELIVERY

Housing & Social Amenities

867. Access to housing and social amenities during the first half of NDS 1 was commendable. However, considering the housing backlog and inadequacies of attendant infrastructure, the NDS 1 targets to deliver a total of one million flats, houses and serviced stands by 2025, in line with the Second Republic's thrust of achieving a prosperous and empowered upper middle-income society by 2030.
868. During the second half of NDS 1, strategies to improve access to housing and social amenities will include introduction of new housing delivery technologies, underpinned by enhanced research and development.
869. The interventions to improve housing delivery will also be in partnership with engagement of players in the built environment, as well as the Zimbabwe Investment Development Agency (ZIDA).
870. Furthermore, the Procurement Regulatory Authority of Zimbabwe (PRAZ) will be roped in over review of legislative gaps that govern public private partnerships.
871. Government will also strengthen data collection to cover rural, resettlement and mining areas, as well as regular updating of policies on housing delivery and harmonisation of built environment regulations.
872. This will be complemented by enhanced coordination among land authorities and law enforcement agencies for development control. The necessary complementary capacitation of planning departments especially with regards to spatial planning, will be undertaken.
873. During the second half of NDS 1, Government will continue to ensure decentralisation of layout plan approvals in line with devolution, as well as to promote the building of bulk off-site infrastructure for water and sewer reticulation.
874. This coupled with enactment of legislative framework for social housing provision will expedite the ownership status over houses delivered through Government initiatives.

875. Furthermore, housing delivery will benefit from adoption of building information modelling and lean construction, as well as recourse to lower cost and time, including geographical information systems (GIS) and remote sensing.

Smart Cities

876. During the second half of NDS 1, Government will facilitate in partnership with stakeholders acquisition and reservation of land dedicated for smart city development, with such areas designated as special economic zones, coupled with proclamation of national project status once the land has been handed over to the implementing agency.
877. Furthermore, an inter-Ministerial Taskforce will be set up to ensure effective coordination in the development of smart cities.

Densification

878. The second half of NDS 1 targets interventions to expedite land release for densification, and speedy conclusion of the statutory legislations that promote densification.
879. Furthermore, the upgrading of offsite infrastructure to accommodate densification and enhance state land management will also be undertaken.

Wetlands Protection

880. Government will strengthen enforcement of development control legislation to prevent development on wetlands. Furthermore, use of technology for real time monitoring of wetlands will be made.
881. To ensure conformant with national by-laws on household settlements, interventions will be instituted to promote engagement of town planning, local authorities and land estate agents.

CHAPTER 23

HEALTH & WELL-BEING

882. Health and well-being initiatives during the second half of implementing NDS 1 target a broad range of cross-cutting interventions, inclusive of expenditures in support of establishment of new health facilities, manning levels, and adequate provision of medicines as well as equipment. In this regard, Government recognises the role of partnerships with communities, the private sector and development partners.



University of Zimbabwe Quinary Specialist Hospital Under Construction

883. The management of manning levels at health institutions will also be buttressed by strategies to enhance staff retention.
884. The interventions include measures to alleviate spread of epidemic prone diseases, malaria, tuberculosis, and lowering of related fatalities, as well as both pre and peri-natal maternal mortalities. This will be complemented by increased coverage of vaccination for Diphtheria Pertussis and Tetanus (DPT3).
885. Furthermore, access to anti-retroviral therapy will be increased to reduce the number of people living with HIV, also against the background of spread of cancerous related diseases.

Medical Equipment

886. The breakdown of essential equipment and machinery was one of the challenges facing health institutions during the first half of NDS 1. Government will, therefore, prioritise the service and repair of such essential equipment and machinery with support from the education sector to address this challenge.



Laparoscopy Centre

Quality of Life

Institutional Maternal Mortality

887. During the second half of NDS 1, Zimbabwe plans to reduce institutional maternal mortality ratio to 73 per 100 000 live births in 2023, then to 60 per 100 000 in 2024 and 51 per 100 000 live births in 2025.

Perinatal Mortality

888. During the second half of NDS 1, perinatal mortality will be reduced 19 per 1 000 live births in 2023, then to 15 per 1 000 in 2024 and finally to 10 per 1 000 live births in 2025.

889. In order to meet the above targets for both institutional maternal mortality and perinatal mortality, the following strategies will be implemented: -

- Enhance clinical mentorship.
- Promote maternal and perinatal death surveillance and response.
- Capacitate healthcare workers on effective management of pregnancy related complications while ensuring continuity of essential maternal and newborn health services during emergencies such as the COVID 19 pandemic.
- Enhance strategies for staff retention.
- Conduct training and recruitment of more health care workers (midwives and doctors).

- Procure essential maternal and newborn health equipment, ambulances and supplies.
- Revitalise operating theatres and maternity waiting homes.
- Service and repair essential equipment and machinery with support from the education sector.
- Strengthen comprehensive health and sexuality education in schools and tertiary institutions.
- Reduce teenage pregnancy.
- Promote early detection / diagnosis of pregnancy at community level by village health workers.
- Capacitate village health workers to test for pregnancy and encourage women to book early.
- Enhance multi-sectoral efforts to promote early booking - working with traditional and other community leaders.
- Implement interventions to dispel myths and misconceptions on early booking.
- Implement the supermarket approach/one stop shop strategy for antenatal care.
- Promote good maternal nutrition, including iron-folate supplementation to pregnant mothers during antenatal care.
- Scale up establishment of health posts.
- Procure and distribute solar powered tricycles for use during integrated outreach programmes including immunisations.

Antiretroviral Therapy Coverage

890. During the second half of NDS 1, the proportion of people living with HIV who are on antiretroviral therapy will be increased to 96% in 2023, 96.5% in 2024 and 97% in 2025.

Treatment of Cervical Pre-Cancerous Lesions

891. In the second half of NDS 1, the proportion of visual inspection with acetic acid and cervicography positive women treated for pre-cancerous lesions of the cervix is targeted to increase from 79% in 2022 to 82% in 2023, 83% in 2024 and 85% in 2025.

Medicines Availability

892. The proportion of health facilities with adequate medicines available will be increased from a target of 10% in 2022 to 20% in 2023, 30% in 2024 and 40% in 2025.

893. Going forward, the following strategies will be adopted to achieve the above second half NDS 1 target:-

- Increasing local manufacturing of medicines and commodities.
- Capacitation of the National Pharmaceutical Company of Zimbabwe (NATPHARM).
- Promoting partnerships with private sector and development partners.

CHAPTER 24

IMAGE BUILDING, INTERNATIONAL ENGAGEMENT & RE-ENGAGEMENT

894. During the second half of NDS 1, Government will prioritise improved country image, as well as improved international relations, part of the NDS 1 targets under the image building, international engagement and re-engagement thematic area.

Country Image

895. Government will implement the following interventions to ensure continued improvement of the country's image: -

National Radio & Television Coverage

896. The installation of more digital transmitters, base-stations and gap fillers in all the least accessible areas will increase the national radio coverage from 72% realised in 2022 to 75% in 2023, 80% in 2024 and 85% in 2025.
897. Furthermore, the national television coverage is also targeted to go up from the 38% achieved in 2022, to 55% in 2023, 65% in 2024 and 75% in 2025.

Social Media Impressions

898. Government interventions will continue to improve development of country marketing content so as to increase country visibility through more social media impressions. This is set respectively at 15 million, 18 million and 20 million in 2023, 2024 and 2025; from the 14 million recorded in 2022.

International Tourist Arrivals

899. Initiatives to boost international tourist arrivals during the second half of NDS 1 will include:-
- Investment in upgrades of tourism facilities and infrastructure.
 - Enhancement of destination marketing and promotion.
 - Intensification of international awareness campaigns on Zimbabwe as a safe trade, investment and tourist destination.
 - Attracting international airlines.

900. Government will deploy tourism attachés and engage in other promotional activities across both traditional and emerging markets, to increase international tourist arrivals from 1.044 million realised in 2022 to 2.5 million tourists in 2025.
901. Other interventions to promote tourism and country image to be implemented during the second half of NDS 1 include the incorporation of international high-profile artists, personalities and celebrities in marketing the country.
902. Furthermore, upgrading of ports of entry and exit; as well as maintenance and refurbishment of diplomatic missions are additional interventions to be implemented during the second half of NDS 1 to improve country image.

High Level Positions

903. Zimbabwe will lobby for greater representation in international organisations during the second half of NDS 1.
904. Pursuant to this, NDS 1 targets a minimum number of five for high level positions held by Zimbabwe and Zimbabweans in international organisations.

International Relations

905. Government will implement several interventions to sustain the great strides made during the first half of NDS 1 with regards to improving the country's relations with the international community.
906. During the second half of NDS 1, Government will implement measures to facilitate expeditious BIPPAs examination process for ascension.
907. The relevant Government officials involved in the provision of protocol and diplomatic services will receive the necessary capacitation benchmarked to global best practices.
908. Furthermore, Government will improve the ease of doing business and investment climate in the country, as well as promoting high level visits and engagements.

Diaspora Community

909. During the last half of NDS 1, interventions to further improve relations with the diaspora community through engagements to enhance their participation in national development will be implemented.

External Payment Arrears

910. Government will intensify the structured dialogue process on clearance of external payment arrears and debt relief with creditors and development partners, as well as maintain the token payments to international financial institutions and the 16 Paris Club creditors, as commitment towards resolution of outstanding external payment arrears.
911. The undertaking of token payments on external arrears will continue alongside timely payment of due subscriptions for Zimbabwe's membership to international organisations.

CHAPTER 25

SOCIAL PROTECTION

Inclusive Social Protection

912. In the second half of NDS 1, the following interventions will be pursued to improve access to inclusive social protection: -

Food Assistance

913. Government will accelerate joint programming with development partners to ensure effective planning, implementation and optimum utilisation of scarce resources. This will also entail standardisation of the food basket to encompass cereals, pulses and cooking oil.
914. Furthermore, coordination and reporting will be strengthened to facilitate capturing of development partner assistance.

School Feeding Programme

915. The procurement processes for school feeding under the programme for primary schools will be decentralised to sub national level, with the responsible staff capacitated on the procurement processes for school feeding items. This will also see a rise in the number of schools implementing the programme.
916. The Grain Marketing Board will be engaged on grain procurement modalities so that schools access grain from the nearest depots.
917. Furthermore, local communities will be encouraged to supply locally produced agricultural items needed for respective feeding programmes.

Social Cash Transfers

918. Interventions under the harmonised social cash transfers will include the engagement of mobile money operators to ensure there is efficient processing of beneficiary payouts.
919. The programme for harmonised social cash transfers will also be expanded to increase coverage to all districts, currently at 33 out of 65.

Education Assistance

920. The basic education assistance module (BEAM) introduced by Government to ensure access to education for the vulnerable children across the country will benefit from intervention measures for timeous disbursements of BEAM resources during the second half of NDS 1.

Gender Based Violence

921. To ensure inclusive care and protection, an information system module on gender-based violence (GBV) will be developed. This will be integrated into the Zimbabwe Integrated Social Protection Management Information System.
922. Measures will also be taken to entrench community awareness of gender-based violence (GBV), underpinned by support for community coordination meetings also embracing the traditional leadership, inclusive of the chiefs' indabas.
923. One stop centres and safe shelters will be established across all Provinces and districts, respectively. Furthermore, hotlines will also be established in communities.

Children Reached with Care & Protection Services

924. The National Case Management Information System will be upgraded to become interoperable with other key management information systems, such as the Zimbabwe Integrated Social Protection Management Information System, the Civil Registry System, the Judiciary Services System and the District Health Information Systems, among others.
925. Furthermore, Government probation officers will be capacitated to provide effective services to children, in the process increasing the number of children reached by care and protection services.
926. Volunteer community cadres will be supported with tools of trade to ensure early identification and referral of cases from communities. This will address emerging child protection concerns, such as child labour, drug and substance abuse, as well as teenage pregnancies, among others.

Protection to Persons with Disabilities

927. Government will strengthen collaboration with organisations of people with disabilities (PWDs) during the second half of implementing NDS 1. This will facilitate

PWDs self-representation at all levels, that way also improving the coverage of persons with disabilities (PWDs) accessing specialist care and protection services.

928. The implementation of the National Disability Policy will be enhanced through maximising strengths of institutions contributing towards sustainable livelihoods initiatives.

Sustainable Livelihoods

929. Government will adopt the Agric for SHE, under the sustainable livelihoods programme for women that is set to revolutionize participation and empowerment in the agriculture sector which in turn will ensure increased food security at the household level whilst financially empowering women through women's participation in agriculture activities. The program will see women benefit from small-scale irrigation schemes under Irrigation for SHE, Horticulture for SHE, and cotton for SHE programmes among other agriculture support schemes exclusive for women through the Ministry of Agriculture.
930. Other key interventions for sustainable livelihoods will include rolling out of the informal sector social insurance scheme, as well as upscaling participation of communities in productive assets.
931. The micro-pensions' framework for private players will be finalised and the compensation disbursement coverage for the pension loss in 2006, 2008 and 2009, following the currency erosion due hyperinflation, will be increased.

Child Labour

932. During the second half of NDS1, a National Action Plan on child labour will be formulated and implemented to scale up awareness campaigns against use of child labour. Labour inspections to identify cases of child labour and prosecution of offenders will be enhanced.
933. NDS 1 interventions against child labour are targeted to result in the percentage of children engaged in child labour decreasing from 12% in 2023, to 10% in 2024 and 8% in 2025.

CHAPTER 26

YOUTH, SPORT & CULTURE

Youth Participation

934. Government recognises the importance of youth in decision making processes and, hence, the following interventions will be undertaken during second half of NDS 1 to promote and ensure greater youth participation:-

Enabling Administrative & Legal Frameworks

935. Government will expedite the development of the administrative and legal frameworks enabling increased youth participation in development and decision-making processes.
936. This will be complemented by the finalisation of the Youth Development and Economic Empowerment Strategy, underpinned by the development of a standardised youth leadership development training manual.

Strengthening Partnerships

937. Partnerships with development partners and other non-state actors will be strengthened to facilitate unlocking of the necessary requisite financial support during the second half of NDS 1.
938. Furthermore, Government will partner with development partners to develop economically viable and cost-effective hubs focusing on agricultural projects for the youths.

Decentralisation of Youth Offices

939. During the second half of NDS 1, the Zimbabwe Youth Council offices will be decentralised to reach out more youths in need of leadership training and capacitation.
940. This will ensure mainstreaming youths empowerment processes and development programmes of line Ministries, as well as those of the private sector and continuous capacitation of youth focal persons involving Government and non-state actors.

Vocational Training System

941. Continuous review of vocational training will be undertaken so that the system of training remains relevant to the national goals and needs, while embracing new and contemporary developments. This will assist towards transforming the vocational training system and curriculum during the second half of NDS 1

Drug Abuse

942. During the second half of NDS 1, a multi-sectoral approach to reduce drug and substance abuse amongst the youths will be implemented. Interventions will also include scaling up career guidance and counselling sessions for the youths, as well as development of new rehabilitation centres.

Sport & Recreation

Capacitation of Sports & Recreation Personnel

943. During the second half of NDS 1, sport and recreation personnel will be capacitated to promote sporting activities across all provinces.
944. There will also be introduction of sporting programmes and amenities in marginalised communities, and establishment of a dedicated local sporting television channel, that way promoting active living to instil a culture of physical fitness amongst the youth.
945. Interventions will also include the establishment of a national centralised database for all sporting facilities across the country.

Public Private Partnerships

946. During the second half of the NDS1, Government will promote public private partnerships to ensure equitable access to usable sporting facilities with trust schools and privately-run sports clubs.
947. Furthermore, the thematic working group will spearhead public private partnerships with local authorities, corporates and learning institutions to identify and develop sporting and recreational facilities.

Sport Financing

948. The recreation and wellness fund will be channelled towards supporting sporting activities and development of sporting infrastructure. This will also be complemented

by the adoption of tax incentives and rebates on sport goods and apparels to boost consumption in the sporting industry.

949. Interventions during the second half of NDS 1 will also include promotion and support for delivery agencies' bidding to host regional and international sport events.
950. During the second half of NDS 1, sport and recreation activities and programmes are targeted to increase from 7 000 000 in 2023 to 7 500 000, and 8 000 000 in 2024 and 2025, respectively.

Arts & Culture

951. Government will audit existing private and public infrastructure and facilities across the country, with a view to identify specific infrastructure needs for the arts, culture and heritage sector.
952. Government will develop the enabling policy to require local authorities to designate dedicated facilities for access by the cultural heritage sector.
953. Ministries, departments and agencies will also be required to adorn their buildings with Zimbabwean cultural artwork. This will necessitate development of the requisite policy, and promulgation of the applicable Statutory Instrument.
954. Government will also engage into research partnerships with institutions of higher learning over documentation, preservation, revitalisation and intellectualisation of all indigenous languages. This will enhance appreciation of Zimbabwean arts and culture through collaborative research with local universities.
955. Interventions during the second half of NDS 1 will also include mobilisation of the private and civil society organisations to compliment Government in cultural and heritage centre development.
956. In an effort to promote the sector regionally and internationally, Government will continue to facilitate export promotion and markets development programmes through supporting digital platforms, such as social media and online creative cultural industries media outlets. Focus will also be on coming up with a dedicated local arts, culture and heritage TV channel.
957. The thematic working group will engage local authorities and financial institutions to fund creative cultural industry practitioners, using intellectual property as collateral. This will also include building capacities of creative cultural industry practitioners

on processes towards application for funding opportunities of conventions by the United Nations Educational, Scientific and Cultural Organization (UNESCO).

958. Government will also strengthen public private partnerships towards training and building practitioners' capacities, as well as implementing incubator and mentorship programmes for young culture and creative industries' practitioners across public institutions and centres.

Social Cohesion, Sense of National Identity and Pride

959. Government will facilitate and promote all delivery agencies to bid and host regional and international events, in addition to domestic platforms, to encourage more participation. Interventions will also include establishing supporting grants for holding such events. This will promote social cohesion, sense of national identity and pride among the youth.
960. In the second half of NDS 1, the targets for increasing social cohesion, sense of national identity and pride are 25% in 2023; 30% in 2024 and 35% in 2025.

Youth & Gender Mainstreaming

961. Government will upscale youth and gender mainstreaming initiatives through a number of strategic interventions.
962. Interventions during the second half of NDS 1 will include enhancing access to financing for youth and women in business. This will be achieved through introduction of an active youth and women desk in all financial institutions, as well as implementing financial literacy customer programmes and outreaches through banking and financial institutions.
963. In addition, Government will further capitalise the existing empowerment banking institutions to promote business start-ups for women and youth.
964. Moreover, Government will enhance access to land for youth and women through a quota land allocation system.

CHAPTER 27

DEVOLUTION & DECENTRALISATION

965. The NDS 1 thrust on devolution and decentralisation requires inclusive and people centred governance interventions that embrace community participation in decision making and local development, in consistency with His Excellency, President Mnangagwa's commitment to leaving no one and no place behind.
966. In this regard, the following interventions are targeted for implementation during the second half of NDS 1:

Governance & Socio-Economic Development

Alignment of Legislation

967. The alignment of the legislation relevant to propelling the devolution and decentralisation agenda to the Constitution will be undertaken following observations of the NDS 1 mid-term review.
968. The outstanding pieces of legislation in need of alignment and targeted for completion by December 2023 are the: -
- Provincial Councils Administration Act.
 - Traditional Leaders Act.
969. The following legislation is targeted for alignment to the Constitution by December 2024: -
- Rural District Council Amendment Act.
 - Urban Councils Amendment Act.
 - Regional Town and Country Planning Amendment Act.
 - Disaster Risk Management Bill.
 - Municipal Police and Courts Bill.
970. The Office of the Attorney General will be capacitated to attract, develop and retain the necessary human capital to facilitate alignment of the above pieces of legislations to the Constitution, complemented by outsourcing of legal drafting as necessary.

971. In the absence of supportive legislation aligned to the Constitution to operationalise devolution and decentralisation through provincial councils, inter-governmental fiscal transfer funds envisaged under NDS 1 for disbursement through provincial councils, which are yet to be established, are currently being disbursed to local authorities.

Utilisation of Disbursed Funds

972. During the second half of NDS 1, measures will be put in place to ensure that local authorities submit their budget requests for inter-governmental fiscal transfers timeously and cash flow instruments will be deployed to track releases, to facilitate projects implementation.
973. Once the amendment to the Provincial Councils and Administration Act is in place, the proportion of disbursements to provincial councils will be tracked accordingly.

Inter-Governmental Fiscal Transfer Projects

974. All the 92 local authorities will be required to craft, adopt and implement devolved and decentralised socio-economic development plans that promote equitable development across the country over 2023 to 2025.
975. Local authorities will also be required to develop local initiatives to enhance mobilisation of domestic resources to complement financing of devolved plans, that way reducing over-dependency on development partners' support.
976. NDS 1 targets to complete 187 projects each in 2023 and 2024, as well as 188 projects funded through inter-governmental fiscal transfers in 2025.

Citizens' Participation

977. The NDS 1 target of enhancing the participation of citizens in lower tiers of governance will be bolstered through dedicated awareness programmes over their role and involvement in decision making on matters that affect local communities.
978. At village assembly level, the NDS 1 targets citizens' participation at, 80%, 90% and 100% in 2023, 2024 and 2025, respectively.
979. The participation of citizens at local authority level is planned at 20% in 2023, and grow to 40% in 2024 and 55% in 2025, while the participation of the local leadership in decision making processes is targeted to grow to 90% in 2023, 95% in 2024 and 100% in 2025.

Decentralisation of Ministries, Departments & Agencies

980. Decentralisation of Ministries, departments and agencies is a major tenet of the devolution and decentralisation agenda. Government will, therefore, prioritise the strengthening of coordination and communication among key stakeholders within the thematic working group.
981. In line with the Second Republic's mantra of leaving no one and no place behind, the number of Ministries, departments and agencies targeted for decentralisation to provincial level of Government is 110, while that targeting decentralisation to the district level is 100 during the period 2023, 2024 and 2025.

CHAPTER 28

GOVERNANCE

982. Governance interventions during the second half of NDS1 remain underpinned by the aspirations of Vision 2030 for enhanced public service and judicial service delivery, complemented by measures centred on upholding national unity, maintenance of social cohesion, harmony and peace.

983. Pursuant to the above objectives, Government will implement the following interventions:-

Enhanced Service Delivery

984. Government will expedite the implementation of an integrated e-Government system. Pursuant to this, all online systems will be integrated to the National Data Centre and each online service will be customised to meet end-user needs.

985. Quarterly citizen satisfaction tools will be standardised across Government to facilitate reporting onto the satisfaction index by citizens.

986. Furthermore, contact centres will be established across all Government services to facilitate improved service delivery.

Disaster Preparedness

987. The National Emergency Operation Centre will be operationalised to integrate early warning systems.

988. In pursuant to this, community radio stations that use local languages will also be established to ensure timely and effective dissemination of early warning information and alerts across identified disaster-prone areas.

989. Buildings and institutions that can be used as evacuation centres across the country will also be identified and designated.

Justice Delivery

990. Given the importance of justice delivery in the governance reforms, the second half of NDS 1 will focus on the following strategies towards enhancing justice delivery.

991. The Government will further decentralise and capacitate all State institutions responsible for justice delivery. There will also be human capital development and capacitation targeted at strengthening research on crime developments and patterns.
992. The delivery of justice will also be facilitated through periodic review of conditions of service for judicial officers under the Judicial Service Commission, the Office of the Prosecutor General and the Office of the Attorney General.
993. Furthermore, agencies responsible for law enforcement will be facilitated to increase accessibility, presence and visibility across communities, inclusive of enhanced security services patrols, to deter crime and guarantee public safety.
994. Government will also implement smart policing, largely entailing e-policing through installation of cameras at busy traffic intersections, use of drones, application of electronic transport management systems, among others.
995. Furthermore, the Court system will be digitalised as part of the integrated case management system.

Corruption

996. During the NDS 1 mid-term review consultations, processes to identify and weed out leakages over abuse of public resources were identified as in need of strengthening to buttress effectiveness.
997. This will also be complemented by review of the legislative framework over judicial processes to ensure expeditious adjudication over corruption cases. Currently, cases are viewed as taking a long time to be heard and concluded, undermining transparency and accountability over use of public resources.
998. Government will, hence, strengthen institutions responsible for accountability, inclusive of the Zimbabwe Anti-Corruption Commission, the Auditor General, the National Prosecuting Authority and the Judicial Service Commission. This will ensure expeditious processing of corruption cases in a more transparent and efficient manner, in line with best practices.
999. Furthermore, specialised anti-corruption Courts will also be resourced to ensure speedy prosecution and resolution of all corruption cases.
1000. The national corruption perception index will be finalised by ZIMSTAT and relevant institutions during the second half of implementing NDS 1.

Penalty Provisions for Traffic Violations

1001. Government will review and gazette stiffer penalties to deter motorists from flouting road regulations, which entails upscaling penalties for offences.

Social Cohesion

1002. To further improve social cohesion so as to uphold national unity, peace and reconciliation in the country, Government will promote inclusive dialogue and tolerance among citizens, as well as peace building initiatives among communities.

1003. Furthermore, local peace committees will also be established so as to strengthen citizens' engagement.

1004. Improving social cohesion will also be anchored on upholding and promoting the Constitution as a form of social contract during the second half of NDS 1.

Entry & Exit Formalities

1005. NDS 1 acknowledges the need for entry and exit formalities that are facilitative of tourism, in consistency with regional best practices. Government, hence, remains cognisant of the need for continuous review and benchmarking during the second half of NDS 1.

1006. In the same vein, NDS 1 mid-term review consultations observed anomalies in the ports of entry requirements for returning residents to undertake unnecessary declarations, such as proof of residence and submissions of next of kin. During the second half of NDS 1, Government will review such unnecessary entry requirements for returning residents.

PART IV

THEMATIC WORKING GROUP WORKSTREAMS, ACCELERATORS & GOVERNMENT SERVICES

1007. During the second half of NDS 1, work-streams to ensure delivery of NDS 1 objectives and targets in line with the identified strategic positioning and interventions by the 14 thematic working groups will be enhanced, and cascaded to all stakeholders, inclusive of those outside Government.
1008. To ensure expeditious delivery of development results, accelerators to speed up work-streams being undertaken within the thematic working groups will be developed, with the assistance of the Office of the President & Cabinet.
1009. This will also entail identification of key service deliverables by thematic working groups and Ministries, departments and agencies, for prioritisation of accelerator work-streams to improve delivery to stakeholders' satisfaction.
1010. A happiness index will be developed to monitor delivery on identified key Government services.

PART V

MOBILISATION OF RESOURCES

1011. Successful implementation of NDS 1 in the second half will require significant financial resources.
1012. In recognition of the fiscal constraints encountered during the first half of implementing NDS 1, Government will coordinate mobilisation of domestic and external complementary funding options in addition to the National Budget provision of fiscal resources.
1013. Government will, therefore, collaborate with domestic and external partners to explore multiple initiatives to harness the necessary additional resources for successful implementation of programmes and projects during the second half of NDS 1.

Domestic Resource Mobilisation

1014. A stable and innovative domestic financial system, well integrated with the rest of the economy is indispensable to broadening financial intermediation and pooling domestic savings as a key component to overall mobilisation of domestic investible surpluses.
1015. Hence, introduction of additional financial inclusion measures to enhance domestic intermediation, complemented by the macro-economic stabilisation measures currently under implementation, will anchor the creation of the strong bedrock for mobilisation of domestic financial savings.

Fiscal Revenues

1016. Strategic interventions to be undertaken during the second half of NDS 1 should have a domino effect towards enhancing fiscal revenues.
1017. The specific areas targeted for tax policy review relate to:-

Tax Structure Review

1018. The tax structure will be reviewed to come up with an optimal tax regime that facilitates revenue growth, while also supportive of overall economic growth.

1019. The review will inform interventions on taxation policy, in line with international best practices, in the context of the developmental dynamics of the Zimbabwe economy.
1020. The mid-term review of NDS 1 confirmed the economy has potential to raise additional revenue through innovative and facilitative adjustments to VAT thresholds. VAT is a tax category with the capacity to broaden mobilisation of fiscal revenue from both the formal and informal sector.
1021. The tax intervention measures for consideration would include: -
- Review of value added tax (VAT), to enhance collection from both formal and informal sectors.
 - Cost recovery tariffs for all Government services, except for the vulnerable, such as provision of maternity care to the low-income groups.
 - Establishing sin taxes for high fat, high salt, high caffeine foods and beverages, as well as high sugar foods, and ring fencing of such sin taxes income for supporting health and nutrition initiatives.
 - The introduction of a National Health Insurance Scheme to cater for all.
 - Ring-fencing of revenues collected for the development and upgrading of infrastructure.
 - Adoption of climate change related financing initiatives, such as carbon credits.
 - Introduction of an alcohol levy to address mental health issues related to alcohol abuse.

Financial & Capital Market Instruments

1022. Interventions will be made to develop and deepen money and capital markets, inclusive of development of term and coupon rate structures to guide issuance of market instruments during the second half of NDS 1.
1023. As part of financial markets deepening and development, the Treasury will issue both short term and long dated paper, taking into consideration the interest rate cost to the fiscus.
1024. Issuance of both long dated instruments, zero coupon paper and other types of market products will be explored, while also encouraging private sector bond issuances.

Private Sector Finance

1025. Government will further promote private sector financing of NDS 1 initiatives, both domestic and foreign during the second half of NDS 1 implementation.
1026. Already, the first half of NDS 1 witnessed significant inflows of private sector financing, particularly in agriculture, tourism, as well as housing construction. The surge in demand for cement and other construction materials attests to the large build-up of housing projects during the first half of NDS 1, often on the back of sustained diaspora inflows.
1027. Growth in private sector financing will benefit from the foreign currency interbank policy measures introduced during the first half of NDS 1 to remove distortions in the determination of the exchange rate, and occasion financial markets and currency stability.
1028. Sustenance of these measures during the second half of implementing NDS 1 will be necessary to attract more private sector financing, targeting various sectors, including agriculture and agro-processing.

Leveraging Community Participation

1029. Some private sector corporates, notably those in the extractive sectors, have taken the important steps to invest in communities in which their business operations are located.
1030. This has often taken the form of community projects, out-grower schemes or local community conservation initiatives, financed by private sector business entities.
1031. The private sector community focused investments typically achieve social and environmental benefits in under-served communities and play a critical role in creating an integrated ecosystem of housing, roads infrastructure, power availability.
1032. Such interventions also contribute to growth of small businesses and economic vitality, that would have required local or central Government financing.
1033. Government will strengthen crowd funding initiatives and mobilise support from private capital, banks, insurance companies through tax credit equity and structured investment vehicles and blending multiple sources of funding to uplift marginalised communities.

Coordinated Corporate Social Responsibility Initiatives

1034. The mid-term review of NDS 1 saw stakeholders make calls for corporations to assume responsibility beyond mere financial gains.
1035. Government will coordinate corporate social responsibility initiatives to foster societal development.
1036. This will include encouraging private sector companies, on a voluntary basis, to form partnerships with the Government in order to facilitate social development.

Targeted Infrastructure Bonds

1037. The mid-term review of NDS 1 indicated potential for structured financing in roads infrastructure space, with toll gate plaza receivables as anchoring repayments.
1038. Interventions will be undertaken towards the issuance of targeted infrastructure bonds, particularly for underpinning development of highway roads infrastructure where toll gate plazas will be installed as part of partnership structured financial arrangements.

External Resource Mobilisation

1039. The mobilisation of financial resources in support of NDS 1 will be extended beyond the domestic financial and capital markets, cognisant of inherent capacities.

Diaspora Community

1040. NDS 1 interventions recognise that Zimbabwe has a growing diaspora community, like other developing countries. Diaspora inflows to Zimbabwe currently exceed US\$1.6 billion per annum and have recorded significant annual growth, except for the Covid19 pandemic years.
1041. Though the greater of the diaspora inflows to Zimbabwe are mainly in terms of financial support to relatives, diaspora funds have potential to transform communities and economies if measures to harness this potential source are put in place.
1042. Notwithstanding the growth in diaspora flows across the world, only India and Israel have so far succeeded in issuing diaspora bonds. African countries, notably in Sub Saharan Africa have expanded their efforts to tap into the growing diaspora flows.

1043. During the second half of NDS 1, Government will continue to engage the diaspora community keeping them abreast of developments and opportunities available in Zimbabwe, across all sectors of the economy.

Development Partners

1044. Government has given priority to engagement and re-engagement with the international community, also extending a hand of friendship and partnership, even to those countries which had an adversarial approach towards Zimbabwe.

1045. International development partners have and continue to play a key role in the economic development of Zimbabwe. Much of the financing from development partners is mainly in specific areas of intervention including, support to agriculture, health, education, food security and other humanitarian interventions.

1046. During the second half of NDS 1, Government will strengthen partnership with development partners for better coordination to harness financing in the preferred sectors they choose to support.

Public Private Partnerships

1047. The first half of NDS 1 witnessed fairly limited projects implemented under public private partnership. During the second half of NDS 1, Government will strengthen the public private partnerships (PPPs) framework.

1048. The objective, as before, is to secure the best value for Zimbabwe while encouraging inward investment. This will lead to enhanced synergies and collaboration between Government and the private sector, as well as harnessing competencies and private capital towards projects execution.

1049. The public private partnerships financing structure is particularly suitable for infrastructure projects, such as roads, rail linkages. Government has a strong legal and regulatory framework, which has institutionalised public private partnerships, previously the Joint Venture Act and now consolidated under the ZIDA Act.

1050. In order to accelerate the development of public private partnerships and actualising their evolution into executable projects, Government will during the second half of NDS 1 prioritise: -

- Identification of various national projects that could be considered under public private partnerships projects pipeline.

- Development of information brochure for all projects being considered under public private partnerships.
- Committing to escrow revenue flows from the project as part of the financing structure.
- Committing through the National Budget a fund towards public private partnerships.
- Publicising clear guidelines on the rules governing public private partnerships.
- Articulation of the role of partners under public-private initiatives.
- Engagement of international investors through well publicised international roadshows.
- Undertaking international investment forum within Zimbabwe.

PART VI

IMPLEMENTATION, MONITORING & EVALUATION

1051. It was observed that thematic working group meetings to review and report progress on NDS 1 implementation were not regularly taking place.
1052. In the instances where meetings took place, they were largely attended by lower-level technical officers, impacting on capacity to take concrete decisions, resulting in pronounced and recurring implementation gaps.
1053. Furthermore, attendance by most non-state actors from the private sector and development partners was not taking place effectively. Thematic working groups outcomes, hence, mainly reflected inputs of Government members.
1054. It will be necessary during the second half of implementing NDS 1 that broader participation by non-state actors in the thematic working groups be realised, in consistency with inclusivity.
1055. In addition, capacity gaps were also identified with respect to monitoring and evaluation of NDS 1 implementation by thematic working groups. However, effective and seamless implementation of NDS 1 will require a robust monitoring and evaluation framework underpinned by quarterly progress reporting.
1056. Capacity gaps were also identified with regards to ability to accurately identify key performance indicators which meet citizen centric criteria, are localised and more frequent to allow regular monitoring in order to enable them to measure national outcomes accurately.
1057. In order to enhance monitoring and ensure delivery of planned outcomes by thematic working groups, the following will be pursued during the last half of NDS 1: -
- Conduct of periodic inclusive thematic working group progress meetings, with consistent representation and chaired at appropriate senior levels through the guidance of the Office of the President & Cabinet.
 - Conduct of periodic inclusive thematic working groups joint review meetings, also at appropriate senior levels.
 - Building of capacity in identification of the key performance indicators, for monitoring performance purposes.
 - Requiring that ZIMSTAT produce statistics related to the key performance indicators, for credible NDS 1 monitoring and evaluation.

- Building capacity in thematic working groups for reporting, monitoring and evaluation of progress.
- Ensuring adequate resourcing and timely release of funding to enable thematic working groups progress and monitoring meetings to take place.
- Improving performance monitoring, portfolio management, and information gathering in public enterprises, by assigning this responsibility to an empowered centralised ownership agency.

Sequencing of Planning, Budgeting & Performance Contracting

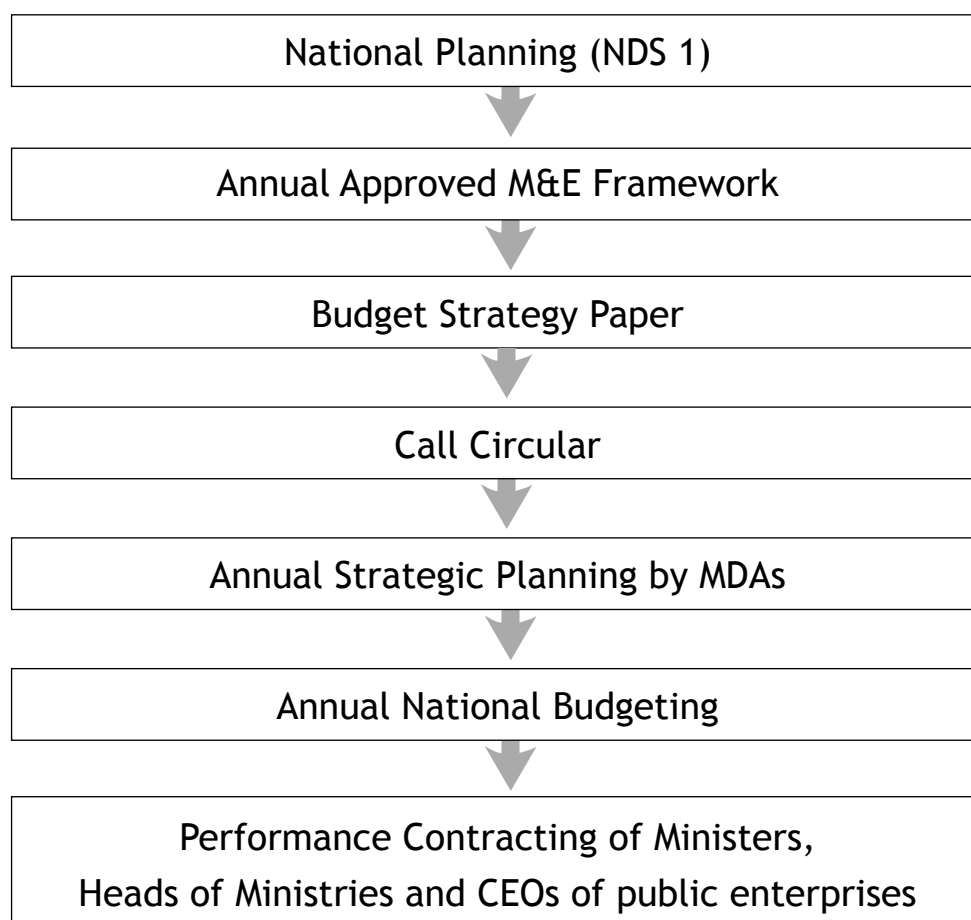
1058. The mid-term review of the NDS 1 observed that the monitoring and evaluation architecture and implementation had shortcomings that required immediate remedial measures.

1059. During the second half of implementing NDS 1, interventions to improve sequencing of national planning, national budgeting and performance contracting for Ministers, heads of Ministries and chief executive officers of public enterprises will be undertaken to enhance delivery of NDS 1 objectives.

1060. The planning process, national budgeting and performance contracting will be sequenced as follows: -

- The national planning through the NDS 1 and the mid-term review will guide the overall development process towards Vision 2030.
- The NDS 1 monitoring and evaluation framework, led by the Office of the President & Cabinet, will be derived from the NDS 1 and NDS 1 mid-term review. The monitoring and evaluation framework with quarterly targets will be approved by Cabinet.
- The approved monitoring and evaluation framework will guide the national budgeting process, beginning with the Budget Strategy Paper, Call Circular and the Cabinet Committee on Financial Affairs Memorandum (CFEA). This sequencing ensures that the national budget supports the realisation of the NDS 1 annual targets.
- The annual strategic planning of Ministries, departments and agencies (MDAs) will draw from the above.
- The performance contracts of Ministers and heads of Ministries and CEOs of state enterprises which are aligned to NDS 1 targets will be drawn.

1061. The flow chart below shows the sequencing to be followed during the second the half of NDS 1 to ensure delivery of NDS 1 objectives.



PREPARATIONS FOR NDS 2

1062. The NDS 1 mid-term review has highlighted important milestones achieved during the first half, notably the importance of integrated development planning as a central tool for national development.

1063. Furthermore, the review has also demonstrated the accruing collective energies of the public and private sector that have to be harnessed in pursuit of transforming the country towards a shared Vision as enunciated in Vision 2030, “Towards an Empowered and Prosperous Upper Middle-Income Society by 2030.”

1064. This notwithstanding, significant gaps which have been identified and are highlighted in this mid-term review will be addressed to give implementation impetus in the second half of NDS 1.

1065. There have been important lessons learnt during the first half of implementing NDS 1, and these will be addressed to improve the effective realisation of NDS 1 objectives.

1066. As part of the preparations for NDS 2, the following will be undertaken during the second half of NDS1: -

- Conducting a Terminal Evaluation of NDS 1.
- Setting new National Priorities for NDS 2.
- Conducting National Consultations for NDS 2.

1067. In conclusion, Government is rallying all stakeholders to roll up their sleeves during the second half of implementing NDS 1 towards the realisation of Vision 2030.

ANNEXURES

1. ECONOMIC GROWTH & STABILITY

ECONOMIC GROWTH & STABILITY: NDS 1 MID-TERM REVIEW NATIONAL DEVELOPMENT RESULTS FRAMEWORK: 2023 - 2025										
National Priority Area	National Key Results (KRA)	National Outcome	Key Performance Indicator	Baseline		Actuals			Targets	
				Year	Value	2021	2022	2023	2024	2025
Economic Growth and Stability	Macroeconomic stability	Declining general price level	1. Average Annual Inflation (%)	2020	557	98.5	193.4	32.2%	7.5%	5.8%
				2020	-1.49	-1.96	-1.71	-1.5	-1.4	-1.3
		Maintaining sustainable fiscal deficit	2. Ratio of Fiscal Deficit to GDP	2020	13.3	15.3	16.5	18.0	18.1	18.1
				2020	11.8			19.5	19.5	19.4
				2020	34.5	39.47	48.9	60	51.6	47.8
		Declining Debt levels	3. Debt to GDP Ratio (%)	2020	78.7	58.43	101.6	80	70	60
				2020	6.23	6.40	84.31	248	250	259
		Central Govt Debt Contraction (Z\$ billions)	2020	38.94	52.53	262.52	575	662	902	

ECONOMIC GROWTH & STABILITY: NDS 1 MID-TERM REVIEW NATIONAL DEVELOPMENT RESULTS FRAMEWORK: 2023 - 2025

National Priority Area	National Key Results (KRA)	National Outcome	Key Performance Indicator	Baseline		Actuals			Targets		
				Year	Value	2021	2022	2023	2024	2025	
Sustainable Economic Growth		Increased GDP	4. Ratio of Current Account balance to GDP (%)	2020	6.3	3.9	1.7	0.4	0.1	0.1	
			5. Real GDP growth rate (%)	2020	-7.8	8.5	6.5	5.3	5.2	5.0	
			Annual productive sector growth rates (%)	2020	9.4	10.4	7.6	6.0	5.7	5.4	
			<i>Agriculture</i>	2020	4.1	17.5	6.2	8.8	3.3	4.1	
			<i>Mining</i>	2020	0.2	5.9	10.5	7.2	9.7	8.8	
			<i>Manufacturing</i>	2020	-18.5	1.2	1.6	2.2	3.5	5.0	
			<i>Energy</i>	2020	-6.3	33.9	3.5	0.9	8.8	4.2	
			<i>Tourism</i>	2020	-61	38.54	23.7	11.1	8.3	7.5	
			6. Gross fixed capital formation as a percentage of GDP	2020	4.0	5.3	3.2	4.0	16	19	
			7. Commercial Public Entities Aggregate Revenue as a % of GDP	2020	10%	8.9%	11.6%	19%	20%	23%	
Improved Investment	Increased Public Entities Performance										

ECONOMIC GROWTH & STABILITY: NDS 1 MID-TERM REVIEW NATIONAL DEVELOPMENT RESULTS FRAMEWORK: 2023 - 2025										
National Priority Area	National Key Results (KRA)	National Outcome	Key Performance Indicator	Baseline		Actuals			Targets	
				Year	Value	2021	2022	2023	2024	2025
			8. Commercial Public Entities Aggregate Profit as a % of Revenue					0.5%	0.65%	0.9%
			9. Unemployment rate (%)	2020	16.4	18.5	19.7	12	10	8
	Inclusive Economic Growth	Increased Decent jobs	Percentage of informal employment in non-agricultural employment	2020	75.6	72	68	65	60	55
			Percentage of women in managerial positions	2020	33.7	35	36.9	37	40	42
			Labour productivity rate (more relevant under sustainable economic growth)	2020	1.4	1.8	2.0	2.5	2.9	3.2
			Percentage of children aged 5-17 years engaged in child labour	2020	26	18	15	12	10	8
		Improved Financial Inclusion	10. Percentage of financially included persons (%)	2020	77	-	83	88	92	97
			Percentage of banked adults (18 and above) as a percentage of total adult population (%)	2020	55.3	-	84	85	90	95

2. FOOD & NUTRITION SECURITY

FOOD & NUTRITION SECURITY: NDS 1 MID-TERM REVIEW NATIONAL DEVELOPMENT RESULTS FRAMEWORK: 2023 - 2025										
National Priority Area	National Outcome	Key Performance Indicator	Baseline		Actuals			Targets		
			Year	Value	2021	2022	2023	2024	2025	
Food Security and Nutrition	Improved food security	Percentage food secure people	2020	41	27	38	65	70	75	
		Percentage of maize production over total requirement	2020	45	122	66	104	100	100	
	Improved Self-sufficiency	Area under productive and sustainable agriculture (Pfumvudza and Command Agriculture)	2021	212,671		353,695	261,103	300,000	320,000	
		Percentage of milk production over total requirement	2020	67	66	76%	78	92	100	
		Percentage of beef production over total requirement	2020	40	52	65	68	92	100	
	Increased farm incomes	Per capita farm income	2020	1440	No means of verification	2,626	3,200	3,740	4,000	
		Number of boreholes drilled (and equipped)	2020	421		800+2% from private sector	8,384	20,116	16,100	

FOOD & NUTRITION SECURITY: NDS 1 MID-TERM REVIEW NATIONAL DEVELOPMENT RESULTS FRAMEWORK: 2023 - 2025										
National Priority Area	National Outcome	Key Performance Indicator	Baseline		Actuals			Targets		
			Year	Value	2021	2022	2023	2024	2025	
		Percentage of households using at least a basic water service (rural)	2020	77.1(ZIMVAC)	54%	79	79	81	90	
		Percentage of households using at least a basic water service (urban)	2020	98.4(ZIMVAC)	95.5	97.5	99	99	99	
		Percentage of children stunted	2019	23.5 (MICS)	23.1	20	19	18	17	
		Prevalence of childhood obesity	2019	2.50% (MICS)	3.9%	3.1%	<2.50%	<2.50%	<2.50%	
		Prevalence childhood wasting	2019	2.90% (MICS)		<5% ⁰ %	< 5%	< 5%	< 5%	
		Percentage of children consuming a minimum acceptable diet	2019	10.70% (MICS)		8%	11%	11.5%	12%	
		Prevalence of iron deficiency anaemia in women of childbearing age	2015	27% (ZDHS)		21%	18%	15%	13%	
		Percentage of pregnant women receiving iron folate supplementation	2020	86%		92%	82%	85%	87%	
	Improved land utilization	Percentage land utilization of total land holding	2020	17%		20%	25%	25%	20%	

FOOD & NUTRITION SECURITY: NDS 1 MID-TERM REVIEW NATIONAL DEVELOPMENT RESULTS FRAMEWORK: 2023 - 2025										
National Priority Area	National Outcome	Key Performance Indicator	Baseline		Actuals		Targets			
			Year	Value	2021	2022	2023	2024	2025	
		Mechanization rate	2020	4%			15%	35%	45%	50%
		Percentage area under irrigation of NDS 1 target (ha)	2020	50%			60%	75%	85%	100%
		Proportion of disputes resolved	2020	7.3%			15%	35%	24%	18%
	Improved security of tenure	Percentage 99 year leases issued of annual target	2020	95%			100%	100%	100%	100%

3. ENVIRONMENTAL PROTECTION, CLIMATE RESILIENCE & NATURAL RESOURCE MANAGEMENT

ENVIRONMENTAL PROTECTION, CLIMATE RESILIENCE & NATURAL RESOURCE MANAGEMENT: NDS 1 MID-TERM REVIEW										
NATIONAL DEVELOPMENT RESULTS FRAMEWORK: 2023 - 2025										
National Priority Area	National Key Results (KRA)	National Outcome	Key Performance Indicator	Baseline Value		Actuals			Targets	
				Year	Value	2021	2022	2023	2024	2025
Environmental protection, climate resilience and natural resources management	Environmental and climate protection	Improved Environmental Protection	Functional early warning systems: i) Percentage coverage of weather Radars	2020	0	10%	60%	100%	100%	100%
				2021	10	10	30	25	15	10
				2020	56	56	10	60	-	-
			(ii) Weather stations automated at district level	2021	10	10	30	25	15	10
			(ii) Number of Rural District Civil Protection Committees using early warning systems	2020	56	56	10	60	-	-

ENVIRONMENTAL PROTECTION, CLIMATE RESILIENCE & NATURAL RESOURCE MANAGEMENT: NDS 1 MID-TERM REVIEW
NATIONAL DEVELOPMENT RESULTS FRAMEWORK: 2023 - 2025

National Priority Area	National Key Results (KRA)	National Outcome	Key Performance Indicator	Baseline Value		Actuals		Targets	
				Year	2021	2022	2023	2024	2025
			iv) Number of platforms through which Common Alert Protocol disseminates hydro-met hazards warnings (CAP)	2020	0	1	1	1	1
			v) Seismic Stations installed for seismicity monitoring.	2020	2	-	-	1	1
			vii) Sector specific weather and climate products and services.	2020	2	-	-	2	2
			Number of Districts capacitated on integrating climate change in development plans	2020	3	30	27(60 cumulative)	-	-
			Number of Ministries and local authorities capacitated on integrating and implementing climate change in their plans	2020	0	-	0	53	NB - Target expected to be achieved by end of 2023. (113) -21 ministries and 92 local authorities
			2. Number of climate resilient ministry and local authorities plans and strategies	-	-	-	-	-	25
			Number of Community information centres incorporating climate change information	2020	0	-	-	10	20

ENVIRONMENTAL PROTECTION, CLIMATE RESILIENCE & NATURAL RESOURCE MANAGEMENT: NDS 1 MID-TERM REVIEW										
NATIONAL DEVELOPMENT RESULTS FRAMEWORK: 2023 - 2025										
National Priority Area	National Key Results (KRA)	National Outcome	Key Performance Indicator	Baseline		Actuals			Targets	
				Year	Value	2021	2022	2023	2024	2025
			Number of entities complying with the Carbon Credit Trading Framework	2022	0	-	0	2	3	3
			Area of land under protection							
			Forestry under rural district jurisdiction council blocks (Ha)	2019	829,000	58,320	54,985	20,649	5,712	1,000
			Wetlands protected (Ha)	2020	743,866	743,866	252,855	100,000	98,153	105,165
			Reduced area burnt by veld fire (Ha).	2020	1,100,000	1,033,722.86	1,753,056	800,000	700,000	600,000
			Mined areas rehabilitated. (Ha)	2021	399	5,501	1,029.05	1,572	1,000	1,000
			Trees planted	2019	24	17.4	19.7	25	25	25
			Hectare coverage	2019	15,000	-	12,325	15,625	15,625	15,625
			Percentage of the country mapped for background radiation.	2020	0	20%	29%	60%	90%	100%
			Number of disused radiation sources under waste management (number)	2020	31	-	30	30	30	30
			Number of elephant population maintained.	2020	83,520	83,678	83,831	83,831	83,987	84,142
			Number of rhino population protected.	2020	880	937	950	950	974	998
			Value of tourism investment (US\$ Millions)	2020	73	142.2	312.5	400	534	600
			Value of tourism receipts (US\$ Billions)	2020	0.36	0.397	0.911	1.4	2.1	3.3
			Number of tourist arrivals (Millions)	2020	0.639	0.381	1.044	1.4	2.1	2.5
			Level of employment in tourism (Thousands)	2020	90	-	96,801	99,106	101,466	103,882
Environmental protection, climate resilience and natural resources management	Sustainable Natural Resources Utilisation	Improved bio-diversity								
	Sustainable Tourism Development	Increased contribution to the economy								

4. MOVING THE ECONOMY UP THE VALUE CHAIN & STRUCTURAL TRANSFORMATION

MOVING THE ECONOMY UP THE VALUE CHAIN & STRUCTURAL TRANSFORMATION: NDS 1 MID-TERM REVIEW NATIONAL DEVELOPMENT RESULTS FRAMEWORK: 2023 - 2025											
National Priority Area	National Key Results (KRA)	National Outcome	Key Performance Indicator	Baseline		Actuals		Targets			
				Year	Unit	Figure	2021	2022	2023	2024	2025
Moving the Economy up the Value Chain and Structural Transformation	Structurally balanced economy	Improved contribution of manufacturing to GDP	2. Manufacturing sector contribution to GDP	2020	%	11.7	11.7	11.3	13.6	14.5	15
			3. Manufacturing Sector Growth Rate	2020	%	-10.8	1.2	1.6	2.2	3.5	5
			4. Level of capacity utilisation	2020	%	36.4	54	66	68	75	85
			5. Change in employment levels in the manufacturing sector (formal and informal employment)	2020	Number	319,276	320,000	262,530	312,530	362,530	412,530

MOVING THE ECONOMY UP THE VALUE CHAIN & STRUCTURAL TRANSFORMATION: NDS 1 MID-TERM REVIEW NATIONAL DEVELOPMENT RESULTS FRAMEWORK: 2023 - 2025												
National Priority Area	National Key Results (KRA)	National Outcome	Key Performance Indicator	Baseline			Actuals			Targets		
				Year	Unit	Figure	2021	2022	2023	2024	2025	
		Improved contribution of value-added exports to total exports	6. Contribution of value-added exports to total exports	2020	Percentage	16.9	4.8	5.2	24.2	25	25.8	
			7. Change in the value of manufactured exports	2020	US\$m	100	200	361	380	400	450	
		Improved competitiveness	8. Global Competitiveness Index	2019	Index	127/141	-	-	110/14	105/141	100/14	
		Improved earnings from beneficated minerals	9. Change in the value of beneficated minerals	2020	(US\$billion)	8.3	1.157	4.6	12.4	13.5	14.1	
		Improved value addition	10. Number of locally produced/assembled buses	2020	Number	55	7	19	54	65	81	

MOVING THE ECONOMY UP THE VALUE CHAIN & STRUCTURAL TRANSFORMATION: NDS 1 MID-TERM REVIEW NATIONAL											
DEVELOPMENT RESULTS FRAMEWORK: 2023 - 2025											
National Priority Area	National Key Results (KRA)	National Outcome	Key Performance Indicator	Baseline		Actuals			Targets		
				Year	Unit	Figure	2021	2022	2023	2024	2025
			11. Number of locally assembled trucks	2020	Number	5	3	5	80	96	120
			12. Number of locally refurbished buses	2020	Number	-	-	37	89	107	134
			13. Number of locally refurbished trucks	2020	Number	-	-	-	20	24	30
			14. Capacity Utilisation for primary and secondary steel production sub-sector	2020	%	15	51	-	30	50	60

MOVING THE ECONOMY UP THE VALUE CHAIN & STRUCTURAL TRANSFORMATION: NDS 1 MID-TERM REVIEW NATIONAL											
DEVELOPMENT RESULTS FRAMEWORK: 2023 - 2025											
National Priority Area	National Key Results (KRA)	National Outcome	Key Performance Indicator	Baseline		Actuals			Targets		
				Year	Unit	Figure	2021	2022	2023	2024	2025
			15. Employment levels for primary and secondary steel production sub-sector	2020	Number	13,579	14,313	14,387	20,000	28,600	40,200
			16. number of ventures which convert plastic waste into recycled plastic products	2021	Number	28	28	30	33	36	39
			17. Change in the volume of manufactured high value products from plastic waste	2020	Mt	1,200	4,561	5,000	4,000	5,500	6,000
			18. Change in the production of phosphates	2020	Mt	44,944	26,518	27,425	80,000	90,000	100,000

MOVING THE ECONOMY UP THE VALUE CHAIN & STRUCTURAL TRANSFORMATION: NDS 1 MID-TERM REVIEW NATIONAL

DEVELOPMENT RESULTS FRAMEWORK: 2023 - 2025

National Priority Area	National Key Results (KRA)	National Outcome	Key Performance Indicator	Baseline		Actuals			Targets		
				Year	Unit	Figure	2021	2022	2023	2024	2025
			19. Change in the production of NPK Compounds	2020	Mt	108,000	146,924	82,231	290,000	301,000	350,000
			20. Change in the production of AN	2020	Mt	31,000	60,289	16,952	150,000	200,000	250,000
			21. Change in the production of NPK Blends	2020	Mt	286,740	41,000	206,036	256,036	286,036	300,000
			22. Volume of imported Urea	2020	Mt	41,107	-	47,922	19,532	13,450	10,000
			23. Volume of Imported AN	2020	Mt	132,454	1,045	52,632	33,816	10,000	10,000
			24. Volume of crude oil extracted from soya	2020	Mt	-	25,600	12,000	14,423	15,000	17,895

MOVING THE ECONOMY UP THE VALUE CHAIN & STRUCTURAL TRANSFORMATION: NDS 1 MID-TERM REVIEW NATIONAL											
DEVELOPMENT RESULTS FRAMEWORK: 2023 - 2025											
National Priority Area	National Key Results (KRA)	National Outcome	Key Performance Indicator	Baseline			Actuals			Targets	
				Year	Unit	Figure	2021	2022	2023	2024	2025
			25. Volume of imported soya crude oil	2020	Mt	-	112,290	136,000	130,000	100,000	70,000
			26. Change in the export sales of leather products by manufacturers and tanneries	2020	%	10	9.5	3	19	22	25
			27. Production capacity utilisation of leather products by manufacturers and tanneries	2020	%	10	2	3.75	43.5	48	52.5
			28. Uptake of cotton lint by local spinners	2020	Mt	9,000	10,000	5,940	6,940	8,940	10,000

MOVING THE ECONOMY UP THE VALUE CHAIN & STRUCTURAL TRANSFORMATION: NDS 1 MID-TERM REVIEW NATIONAL

DEVELOPMENT RESULTS FRAMEWORK: 2023 - 2025

National Priority Area	National Key Results (KRA)	National Outcome	Key Performance Indicator	Baseline		Actuals			Targets		
				Year	Unit	Figure	2021	2022	2023	2024	2025
			29. Volume of Cotton seed crushed into edible oils	2020	Mt	46,800	63,000	7,275	8,500	10,000	12,000
			30. Change in the Milking Dairy Herd	2020	number	25,200	25,200	28,700	32,000	35,500	41,000
			31. Change in the production of raw milk	2020	million litres	80	79.6	90.6	103	118	136
			32. Change in the volume of imported milk powders	2021	Kgs	8,899,921	8,899,921	7,414,684	4,694,980	2,347,495	586,870
			33. Change in the volume of imported Cheese	2020	Kgs	250,000	250,000	165,000	157,500	78,750	19,700

**MOVING THE ECONOMY UP THE VALUE CHAIN & STRUCTURAL TRANSFORMATION: NDS 1 MID-TERM REVIEW NATIONAL
DEVELOPMENT RESULTS FRAMEWORK: 2023 - 2025**

National Priority Area	National Key Results (KRA)	National Outcome	Key Performance Indicator	Baseline			Actuals			Targets		
				Year	Unit	Figure	2021	2022	2023	2024	2025	
			34. Capacity utilization (processing level)	2020	%	40	55	60	70	85	90	
			35. Cow milk productivity (litres/cow/day)	2020	Litres	13	14	15	16	17	18	
			36. Employment levels in the dairy sector (direct and indirect employment)	2020	Number	39,930	40,985	42,315	43,920	47,463	50,310	
			37. Change in the Volume of Sugar Produced	2020	Mt	408,920	31,000	396,683	421,000	471,000	471,000	

MOVING THE ECONOMY UP THE VALUE CHAIN & STRUCTURAL TRANSFORMATION: NDS 1 MID-TERM REVIEW NATIONAL											
DEVELOPMENT RESULTS FRAMEWORK: 2023 - 2025											
National Priority Area	National Key Results (KRA)	National Outcome	Key Performance Indicator	Baseline			Actuals			Targets	
				Year	Unit	Figure	2021	2022	2023	2024	2025
			38. Percentage of locally produced essential medicines	2020	%	30	68	15	50	55	60

5. HUMAN CAPITAL DEVELOPMENT & INNOVATION

HUMAN CAPITAL DEVELOPMENT & INNOVATION: NDS 1 MID-TERM REVIEW NATIONAL DEVELOPMENT RESULTS FRAMEWORK: 2023 - 2025										
National Priority Area	National Key Results (KRA)	National Outcome	Key Performance Indicator	Baseline		Actuals		Targets		
				Year	Value	2021	2022	2023	2024	2025
Human Capital Development and Innovation	Innovation and Knowledge Driven Economy	Specialised Workforce	1. Percentage of specialised staff retained by government	2020	85%	85%	90%	90%	90%	90%
				2018	30,951	55955	57,097	45,028	49,058	53,900
				2021	3,861	3,861	5,098	4,686	5,085	3,862
				2022	183,974	180295	183,974	193,173	202,080	227,280
			2. Number of artisans and technicians certified							
			3. Number of students graduated in critical skill trade areas							
			4. Number of students ,artisans ,technicians and technologists enrolled in critical skills areas							

HUMAN CAPITAL DEVELOPMENT & INNOVATION: NDS 1 MID-TERM REVIEW NATIONAL DEVELOPMENT RESULTS FRAMEWORK: 2023 - 2025

National Priority Area	National Key Results (KRA)	National Outcome	Key Performance Indicator	Baseline		Actuals			Targets	
				Year	Value	2021	2022	2023	2024	2025
			5. Number of members of the public service trained in critical area	2021	40,139	17,000	43,139	66,980	68,480	70,000
		Increased innovation for Industrialization	6. Number of innovations generated	2020	1	1	6	45	56	60
			7. Number of innovation and intellectual property registered and commercialised	2020	4	4	15	9	12	15
			8. Number of start-ups/spin offs companies established	2020	2	2	4	10	15	20
			9. Number of Innovation Hubs, Industrial Parks and technology centres	2021	5	5	8	7	1	1

HUMAN CAPITAL DEVELOPMENT & INNOVATION: NDS 1 MID-TERM REVIEW NATIONAL DEVELOPMENT RESULTS FRAMEWORK: 2023 - 2025															
National Priority Area	National Key Results (KRA)	National Outcome	Key Performance Indicator	Baseline		Actuals			Targets						
				Year	Value	2021	2022	2023	2024	2025					
			(CEIRD etc) established												
		Access to quality, inclusive and equitable education	10. Students enrolled	Primary	2021	3,526,382	3,526,382	3,598,349	3,778,267	3,967,180	4,165,539				
				Secondary	2021	1,099,163	1,099,163	1,121,595	1,177,675	1,236,558	1,298,386				
				HTEIs	2021	180,298	180,298	183,974	187,653	191,406	195,234				
				VTCs	2021	22,851	22,851	22,851	25,000	26,500	28,000				
				Agric	2021	1,651	1,651	1,685	1,600	1,600	2,000				
				Health	2021	1,557	983	1,590	1,700	2,000	2,250				
				Mining	2021	1,100	1,100	1,149	1,180	1,190	1,200				
				Grade 7	2021	41%	41.3	40.09%	40.5%	41%	41.05%				
				O Level	2021	26.34%	26.34%	28.96%	29%	27%	29%				
				A LEVEL	2021	83.1%	83.1%	88%	90%	87%	89%				
		HTEIs	2021	56,028	56,028	74,892	76,390	77,917	79,475						
		AGRIC	2021	96%	96%	96%	98%	98%	99%						
		HEALTH	2020	96.6%	86%	98%	98%	98%	99%						
		MINING	2021	64%	64%	67%	66%	68%	64%						
		Primary	2021	7,238	7,238	7,386	7,446	7,506	7,566						
			11. Pass rates\ graduates produced												

HUMAN CAPITAL DEVELOPMENT & INNOVATION: NDS 1 MID-TERM REVIEW NATIONAL DEVELOPMENT RESULTS FRAMEWORK: 2023 - 2025										
National Priority Area	National Key Results (KRA)	National Outcome	Key Performance Indicator	Baseline		Actuals			Targets	
				Year	Value	2021	2022	2023	2024	2025
			12. Number of learning institutions in relation to the population	2021	3,099	3,099	3,131	3,171	3,211	3,251
				2021	8	8	8	8	8	9
				2021	16	16	17	17	18	18
				2021	5	5	7	7	8	9
				2021	21	21	21	22	25	26
				2021	10	10	10	10	10	10
				2021	35	33	35	35	35	35
				2021	139,765	139,765	140,464	141,350	141,500	141,650
				2021	306	306	310	313	316	317
				2020	31328	31968	32,620	32,946	33,604	34,277
		Improved access and	14. Number of students							

HUMAN CAPITAL DEVELOPMENT & INNOVATION: NDS 1 MID-TERM REVIEW NATIONAL DEVELOPMENT RESULTS FRAMEWORK: 2023 - 2025										
National Priority Area	National Key Results (KRA)	National Outcome	Key Performance Indicator	Baseline		Actuals		Targets		
				Year	Value	2021	2022	2023	2024	2025
		utilisation of advanced knowledge and technologies	taking up STEM subjects in Higher Education (HTEIs)							
			15. Number of students taking up STEM subjects in basic education (BE)	BE	681,175	345727	620,000	632,400	638,724	645,111

6. INFRASTRUCTURE & UTILITIES

INFRASTRUCTURE AND UTILITIES										
NDS 1 MID-TERM REVIEW NATIONAL DEVELOPMENT RESULTS FRAMEWORK: 2023 - 2025										
National Priority Area	National Key Results (KRA)	National Outcome	Key Performance Indicator	Baseline		Actuals		Targets		
				Year	Value	2021	2022	2023	2024	2025
Infrastructure and Utilities	Provision of improved infrastructure and services	Improved infrastructure and access to services	1. Percentage of road network in good condition (Cumulative)	2017	15	15	19	!	23	25
				2020	130	138	127	200	200	
				2020	53	56.8	57	60	65	70
				2021	2	2	2	3	3	
			4. Number of ports of entry/exit upgraded (Percentage completion level)							

INFRASTRUCTURE AND UTILITIES										
NDS 1 MID-TERM REVIEW NATIONAL DEVELOPMENT RESULTS FRAMEWORK: 2023 - 2025										
National Priority Area	National Key Results (KRA)	National Outcome	Key Performance Indicator	Baseline		Actuals			Targets	
				Year	Value	2021	2022	2023	2024	2025
			5. Number of passengers handled by International Airports	2021	747,404	747,404	1,560,170	1,716,187	1,801,997	1,892,096
			6. Number of megawatts added into the national grid	2020	7	53	70	638.8	183.5	815
			7. Proportion of population with access to electricity	2020	44	55	62	64	66	68
			8. National LPG strategic storage capacity (MTs)	2020	0	371	480	500	500	2000
			9. Volume of water stored in constructed	2020	15.3X10 ⁶	10.589x10 ⁶	10.615x10 ⁶	11.305x10 ⁶	11.3235x10 ⁶	11.4704x10 ⁶

INFRASTRUCTURE AND UTILITIES										
NDS 1 MID-TERM REVIEW NATIONAL DEVELOPMENT RESULTS FRAMEWORK: 2023 - 2025										
National Priority Area	National Key Results (KRA)	National Outcome	Key Performance Indicator	Baseline		Actuals		Targets		
				Year	Value	2021	2022	2023	2024	2025
			reservoirs (mega litres) (cumulatively)							
			10. Percentage of population using improved drinking water source	2020	77.1	77.4	77.7	79.2	80.7	82.2
			11. Percentage of population using improved sanitation service	2020	68.8	70	71.8	73.3	74.8	76.3

7. DIGITAL ECONOMY

DIGITAL ECONOMY									
NDS 1 MID-TERM REVIEW NATIONAL DEVELOPMENT RESULTS FRAMEWORK: 2023 - 2025									
National Key Result	National Outcome Result	Key Performance Indicator	Baseline		Actuals		Targets		
			2020	2021	2022	2023	2024	2025	
Digital Economy	Improved ICT access, usage and literacy	1. Internet penetration rate	60.90%	-	68.20%	72.8%	74.4%	76%	
		2. ICT literacy rate	-	-	-	Survey	30%	40%	
		3. Proportion of MDAs with a Local Area Network (LAN)	30.6%	-	35%	40.4%	42.7%	45.7%	
		4. Number of digital terrestrial television transmitters	-	-	0	1	2	3	
		5. E-commerce transactions as a proportion of total digital revenue	-	-	-	-	-	-	
	Increased ICT investments Improved efficiency and effectiveness of service delivery by Government through online digital platforms Increased consumer satisfaction and protection in the use of ICTs	Increased consumer satisfaction and protection in the use of ICTs	6. Geographic broadband network coverage	70.51%	-	70.61%	71.5%	72.4%	73.3%
			7. Government digital services accessible to citizens	125	40	40	96	140	200
			8. Consumer satisfaction index	-	-	70.1%	70.5%	71.0%	71.5%

8. HOUSING DELIVERY

HOUSING DELIVERY: NDS 1 MID-TERM REVIEW NATIONAL DEVELOPMENT RESULTS FRAMEWORK: 2023 - 2025

National Priority Area	National Key Results (/KRA)	National Outcome	Key Performance Indicator	Baseline		Annuals			Targets	
				Year	Value	2021	2022	2023	2024	2025
Housing Delivery	Delivery of affordable and quality settlements in urban and rural areas	Improved access to affordable and quality housing and social amenities	1 a. Number of new housing units delivered 1 b. Number of new serviced stands delivered 2. Number of informal human settlements regularised	2020	49,870	117,482	35,826	55,000	55,000	55,000
				2020	37,403	53,910	136,850	164,000	164,000	164,000
				2020				1	2	2
				2020						
Housing Delivery	Delivery of affordable and quality settlements in urban and rural areas	Improved access to affordable and quality housing and social amenities	3. Funding availed for Housing Finance 4 a. Percentage completion of the smart cities piloted in Melfort 4 b. Percentage completion of the smart cities piloted in Chirundu 4 c. Percentage completion of the	2020	359m		5,701,346	1.6 bln	1.6 bln	1.6 bln
				2020 (Z\$)	-					
				2020	-			20%	30%	40%
				2020	-			10%	20%	30%
			4 c. Percentage completion of the	2020	-			10%	20%	30%

HOUSING DELIVERY: NDS 1 MID-TERM REVIEW NATIONAL DEVELOPMENT RESULTS FRAMEWORK: 2023 - 2025

National Priority Area	National Key Results (/KRA)	National Outcome	Key Performance Indicator	Baseline		Annuals			Targets			
				Year	Value	2021	2022	2023	2024	2025		
			smart cities piloted in Figtree									
			Number of rural settlements upgraded to smart villages	2020	-							
			5. Percentage completion of 5 targeted urban housing renewal projects	2020	-			30%		70%		100%
			6. Land allocated/ reserved for densification (Ha)	2020	-		63.8 Ha	800		1000		1000
			7 a. Percentage Households accessing Basic water services urban.	2020	77%			98%		99%		99%
			7 b. Percentage Households accessing Basic water services rural	2020	51%			66%		68%		70%
			8 a. Percentage Households	2020	43%			53%		55%		58%

HOUSING DELIVERY: NDS 1 MID-TERM REVIEW NATIONAL DEVELOPMENT RESULTS FRAMEWORK: 2023 - 2025

National Priority Area	National Key Results (/KRA)	National Outcome	Key Performance Indicator	Baseline		Annuals			Targets			
				Year	Value	2021	2022	2023	2024	2025		
			accessing basic sanitation services urban									
			8 b. Percentage Households accessing basic sanitation services rural	2020	34%		54%	56%	58%	61%		
	Environmental and Climate Protection	Improved Wetland Area Under Protection	9. Households relocated from wetlands (Ha)	2020		1.18Ha	1,000	6,000	10,000	10,000		

9. HEALTH & WELL BEING

HEALTH & WELLBEING: NDS 1 MID-TERM REVIEW NATIONAL DEVELOPMENT RESULTS FRAMEWORK: 2023 - 2025									
National Key Results (KRA)	National Outcome	Key Performance Indicator	Baseline		Actuals			Targets	
			Year	Value	2021	2022	2023	2024	2025
Public Health and Wellbeing	Improved quality of life	Institutional maternal mortality ratio (per 100 000)	2020	104	122	107	73	60	51
		Perinatal mortality rate (per 100 000)	2020	28	30	32	19	15	10
		DPT3 coverage (proportion of children who receive pentavalent 3 vaccine)	2020	86%	73.5%	78%	88.67%	88.67%	88.67%
		Proportion of people (Children and adults) living with HIV who are on Antiretroviral Therapy (ART)	2021	98%	98%	98.5%	99%	99.5%	
		Proportion of VIAC-positive Women Treated for pre-cancerous lesions (%)	2021	108%	108%	79%	82%	83%	85%

									50
Number of new health facilities established	2020		5	12	10	30	42		
Proportion of facilities with adequate medicines available (at least 80% of essential (VEN) medicines above minimum levels)	2020		14%		10%	20%	30%		40%
Epidemic prone diseases case fatality (Cholera case fatality rate)	2020		0.9999%	-	-	0.9999%	0.9999%		0.9999%

10. IMAGE BUILDING, INTERNATIONAL ENGAGEMENT & RE-ENGAGEMENT

IMAGE BUILDING, INTERNATIONAL ENGAGEMENT & REENGAGEMENT: NDS 1 MID-TERM REVIEW NATIONAL DEVELOPMENT RESULTS FRAMEWORK: 2023 - 2025											
National Priority Area	National Key Results (KRA)	National Outcome	Key Indicator	Performance	Baseline		Actuals			Targets	
					Year	Value	2021	2022	2023	2024	2025
Image Building, International Engagement and Re-Engagement	Image building	Improved Country image	<ol style="list-style-type: none"> 1. Percentage of national radio coverage 2. Percentage of national television coverage 3. Number of social media impressions per month 4. Number of international tourist arrivals 5. Number of ports of entry/exit upgraded (Percentage completion level) <ol style="list-style-type: none"> a) Beitbridge b) Plumtree c) Chirundu d) Nyamapanda e) Victoria Falls f) Kazungula g) Forbes h) RGM International Air Port (new terminal) 	2020	70%	76%	72%	75%	80%	85%	
				2020	40%		38%	55%	65%	75%	
				2020	New	14m	15m	18m	20m		
				2020	285,000	380,820	1.04m	1.4m	2.1m	2.5m	
				2020	2		2	3	3	3	
				2020	60%		78%	100%	--	--	
				2020	--		--				
				2020	--		--	25%	75%	100%	
				2020	--		--				
				2020	--		--				

IMAGE BUILDING, INTERNATIONAL ENGAGEMENT & REENGAGEMENT: NDS 1 MID-TERM REVIEW NATIONAL DEVELOPMENT RESULTS FRAMEWORK: 2023 - 2025													
National Priority Area	National Key Results (KRA)	National Outcome	Key Indicator	Performance	Baseline Value		Actuals		Targets				
					Year	2021	2022	2023	2024	2025			
			i) Kanyemba										
			6. No. of positions held by Zimbabwean/Zimbabwe in international bodies to which Zimbabwe is member			2020	5	9	5	5	5	5	5
			7. Number of Diplomatic Missions maintained/refurbished			2020	6	6	6	6	6	6	6
	International engagement and re-engagement	Improved international relations	8. Number of BIPPAs, international treaties and protocols initiated			2020	6	3	8	8	8	8	8
			9. Number of BIPPAs, international treaties and protocols signed and/or ratified				2020	2	8	1	3	4	4
			10. Number of re-engagement meetings with creditors and IFIs			2020	5	13	8	25	25	25	25
			11. Amount paid to creditors (token payments)			2020	New	88.3m	130m	135m	140m	140m	140m
			12. Number of high-level visits/engagements			2020	160	83	171	179	190	200	200
			13. Number of Bi-national and/or joint commissions convened			2020	6	7	8	7	8	8	8

IMAGE BUILDING, INTERNATIONAL ENGAGEMENT & REENGAGEMENT: NDS 1 MID-TERM REVIEW NATIONAL											
DEVELOPMENT RESULTS FRAMEWORK: 2023 - 2025											
National Priority Area	National Key Results (KRA)	National Outcome	Key Indicator	Performance	Baseline		Actuals		Targets		
					Year	Value	2021	2022	2023	2024	2025
			14. Amount of remittances received		2020	1.643 b		1.97b	2.040b	2.07b	2.100b
			15. Foreign Direct Investment inflows (US\$)		2020	237.5m		327.9m	342.1m	379.2m	400m

11. SOCIAL PROTECTION

SOCIAL PROTECTION: NDS 1 MID-TERM REVIEW NATIONAL DEVELOPMENT RESULTS FRAMEWORK: 2023 - 2025												
National Priority Area	National Outcome	Key Indicator	Performance	Baseline		Actuals			Targets			
				Year	Value	2021	2022	2023	2024	2025		
Social Protection	Improved Access to Inclusive Social Protection	1.Number of people receiving social assistance across all interventions					5,674,666	6,793,853	8,018,053	5,542,053		
						ZIMVAC (2020)	1,188,455	2,985,418	3,159,988	3,800,000	5,000,000	2,500,000
						2021	70,000	243,094	435,837	452,000	466,000	480,000
						2021	1,500,000	1,360,000	1,858,267	1,600,000	1,600,000	1,600,000
						2021	830,500		220,574	941,853	952,053	962,053
						2021	5,880	4,249	4,601	6,400	6,450	6,500
								59,495	128,416	154,514	161,560	168,795
						3.Number of people receiving care and						

SOCIAL PROTECTION: NDS 1 MID-TERM REVIEW NATIONAL DEVELOPMENT RESULTS FRAMEWORK: 2023 - 2025													
National Priority Area	National Outcome	Key Indicator	Performance	Baseline		Actuals			Targets				
				Year	Value	2021	2022	2023	2024	2025			
		protection within set standards											
		Number of Gender Based Violence (GBV) cases reported to responsible authorities	2020	44,197			54,003	53,000	53,000	53,000			53,000
		Number of children reached with care and protection services	2021	59,000	55,000	64,566	68,724	73,930	79,135				
		Number of Persons with Disabilities (PWD) reached with care and protection services (specialist services)	2019	4,170	5,832	7,818	17,145	17,865	18,680				
		Number of Survivors of Drug and Substance Abuse reached with Rehabilitation, Counselling, Reintegration and PSS (Psycho-Social Support) Services	2022	2,029		2,029	3,000	3,500	4,000				
		4. Number of beneficiaries supported with sustainable livelihoods initiatives			26,428	2,337,666	4,682,700	5,693,785	6,699,870				

SOCIAL PROTECTION: NDS 1 MID-TERM REVIEW NATIONAL DEVELOPMENT RESULTS FRAMEWORK: 2023 - 2025

National Priority Area	National Outcome	Key Indicator	Performance	Baseline		Actuals			Targets	
				Year	Value	2021	2022	2023	2024	2025
		i) Residential Inputs (Pfumvudza)		2021	1,800,000		3,500,000	3,500,000	3,500,000	3,500,000
		ii) Agric For SHE (number of women)		-	-	-	-	1000,000	2,000,000	3,000,000
		iii) Empowerment Loans		2020	44,197		1,137,614	30,700	41,785	47,870
		iv) Participation In Productive Assets		2021	1,890	26,428	29,138	152,000	152,000	152,000
		5. % population covered by social insurance programmes		-	-	5%-	4%	18%	23%	30%
		% development of National Health Insurance Scheme			%			5%	80%	100%
		% Development of additional social insurance branch (e.g Unemployment benefit)			%			0%	50%	100%

12. YOUTH, SPORT & CULTURE

YOUTH, SPORT & CULTURE: NDS 1 MID-TERM REVIEW NATIONAL DEVELOPMENT RESULTS FRAMEWORK: 2023 - 2025										
National Priority Area	National Key Results (KRA)	National Outcome	Key Performance Indicator	Baseline		Actuals		Targets		
				Year	Value	2021	2022	2023	2024	2025
Youth, Sport and Culture	Youth, Sport and Culture promotion and development	Increased youth participation in decision-making processes	Number of youth in leadership positions	2021	157,040			200,000	300,000	500,000
				2021	3,200,000			2,800,000	2,200,000	1,600,000
		Increased youth participation in development programmes	Number of youth abusing drugs and substance abuse among youth	2021	1,000,000	18,930		2,400,000	2,600,000	2,700,000
				2021	56,064	66,403	56,064	540,000	810,000	1,080,000
		Number of youth who accessed economic empowerment opportunities	2021	9,000			30,000	50,000	80,000	
		Number of youth facilitated to get employment in various sectors of the economy	2022							

YOUTH, SPORT & CULTURE: NDS 1 MID-TERM REVIEW NATIONAL DEVELOPMENT RESULTS FRAMEWORK: 2023 - 2025

National Priority Area	National Key Results (KRA)	National Outcome	Key Performance Indicator	Baseline		Actuals			Targets	
				Year	Value	2021	2022	2023	2024	2025
			Number of youth trained in vocational skills	2021	1,762,000	22,380	1,137,614	1,731,665	1,836,000	1,938,500
	Youth, Sport and Culture promotion and development	Increased levels of participation in sport and recreation activities.	Number of accessible sport and recreation facilities being utilised in Zimbabwe.	-	-			10,000	10,000	15,000
			Number of people participating in sport and recreation programs and activities.	2021	2,530,000	2,396,012	3,957,200	7,000,000	7,500,000	8,000,000
			Number of sport and recreation facilities standardised to host community, national, regional and international events	-	-	3	4	10	20	30
		Improved Sports performances	Number of athletes participating at regional, continental and	-	-	49	84	150	350	200

YOUTH, SPORT & CULTURE: NDS 1 MID-TERM REVIEW NATIONAL DEVELOPMENT RESULTS FRAMEWORK: 2023 - 2025

National Priority Area	National Key Results (KRA)	National Outcome	Key Performance Indicator	Baseline		Actuals		Targets					
				Year	Value	2021	2022	2023	2024	2025			
			international events										
			Number of teams qualifying or improving in ranks for and at regional, continental and international events					8		8		10	
			Amount of Revenue generated through sport and recreation activities (Z\$)	2020	19,575,300 (6.9%)	312,000	445,882	20,000,000 (6.9%)	20,000,000 (6.9%)	20,000,000 (6.9%)		20,000,000 (6.9%)	
			Number of Bids for hosting of major sporting events to promote sport tourism					10		20		25	
			Number of Arts, Culture and Heritage events held	2020	10	5		12		72		80	
Youth, Sport and Culture	Youth, Sport and Culture promotion and development	Increased promotion and safeguarding of cultural and creative practices, goods and services	Percentage of the national population utilising Arts,	2020	12.4			23.5 (3,525,000)	24.1 (3,615,000)	24.8 (3,720,000)			

YOUTH, SPORT & CULTURE: NDS 1 MID-TERM REVIEW NATIONAL DEVELOPMENT RESULTS FRAMEWORK: 2023 - 2025											
National Priority Area	National Key Results (KRA)	National Outcome	Key Performance Indicator	Baseline		Actuals			Targets		
				Year	Value	2021	2022	2023	2024	2025	
Youth, Sport and Culture	Youth, Sport and Culture promotion and development	Increased social cohesion, sense of national identity and pride	Culture and Heritage facilities								
			Number of Culture and Heritage Sites and Centres developed	2020	2	5	6	7	8	9	
			Percentage of population participating in arts, culture and heritage programs and activities	2020	22.5	(2.2m)	24.6	34.6 (5,190,000)	35.2 (5,280,000)	35.8 (5,370,000)	
			Amount contribution of arts, culture and heritage activities to GDP (%)	2018	6.9	30m	7.25	7.1 (\$17,750,000)	7.25 (\$18,130,000)	7.33 (\$18,330,000)	
			Percentage increase in the national population participating in youth, sport, arts and recreation programmes and activities	2020	20%	20.1%	22	25%	30%	35%	

13. DEVOLUTION & DECENTRALISATION

DEVOLUTION & DECENTRALISATION: NDS 1 MID-TERM REVIEW NATIONAL DEVELOPMENT RESULTS FRAMEWORK: 2023 - 2025												
National Priority Area	National Key Results Area (KRA)	National Outcome	Key Indicator	Performance	Baseline		Actuals		Targets			
					Year	Value	2021	2022	2023	2024	2025	
Devolution and Decentralisation	Equitable Provincial Development	Improved Inclusive Governance and Socio-Economic Development	Completion level of alignment of legislation: <i>Provincial Councils Administration Act</i> <i>Traditional Leaders Act</i> <i>Rural District Councils Act</i> <i>Urban Councils Act</i> <i>Regional Town and Country Planning Act</i> <i>Disaster Risk Management Bill</i> <i>Municipal Police and Courts Bill</i>		2021	25%			100%			
					2020	25%			100%			
									-		100%	
									-		100%	
									-		100%	
									-		100%	
									-		100%	
									-		100%	
									-		100%	
									-		100%	
								Percentage utilization of disbursed funds per quarter disaggregated by local tiers of Government (Provincial/Metropolitan Councils and Local Authorities).	2020			
			Number of projects completed funded from Inter-Governmental Fiscal	2021	100			187	187	188		

DEVOLUTION & DECENTRALISATION: NDS 1 MID-TERM REVIEW NATIONAL DEVELOPMENT RESULTS FRAMEWORK: 2023 - 2025

National Priority Area	National Key Results Area (KRA)	National Outcome	Key Indicator	Performance	Baseline		Actuals		Targets		
					Year	Value	2021	2022	2023	2024	2025
			Transfers disaggregated by sectors and local tiers of Government [(Provincial/Metropolitan Councils and Local Authorities) %]								
			Citizen's participation in key decision-making on development priorities disaggregated by:		50			63		75	85
			<i>Village Assembly</i>		70			80		90	100
			<i>Local Authorities</i>		7	2020		20		40	55
			<i>Local Leaders</i>		74			90		95	100
			Number of local authorities that adopted and implemented formally crafted socio-economic development plans		0	2020		92		92	92
			Number of MDAs decentralised to the local level:								
			<i>Province</i>					110		110	110
			<i>District</i>								
								-		100	100

14. GOVERNANCE

GOVERNANCE: NDS 1 MID-TERM REVIEW NATIONAL DEVELOPMENT RESULTS FRAMEWORK: 2023 - 2025										
National Priority Area	National Key Results (KRA)	National Outcome	Key Performance Indicator	Baseline		Actuals			Targets	
				Year	Value	2022	2023	2024	2025	
Governance	Public Service Delivery	Enhanced Service Delivery	Citizen Satisfaction Index	2017	60%	55%	65%	70%	75%	
			Number of online services provided by MDAs to the citizens disaggregated by sector and province	2021	47	60	106	135	160	
			Level of disaster preparedness	2020	40%	60%	75%	80%	85%	
Governance	Justice Delivery	Improved Justice Delivery	Clearance rate of court cases	2020	95.3	95.5%	96%	96.5%	97%	
			National Corruption Perception Index	Still in progress	-	-	-	-	-	
			Percentage of Completed corruption related crime Dockets referred for prosecution to NPA		63%	75%	65%	66%	67%	
			Proportion of cases reported and completed disaggregated by geographical area	2020	267 829	To limit growth to 3%	To limit growth to 7%	To limit growth to 7%	To limit growth to 7%	

Governance	National Unity, Peace and Reconciliation	Enhanced Social Cohesion	Social Cohesion and Reconciliation Index	Still in progress 2020	-	-	-	-	-
					60%	73%	75%	80%	85%

PARTICIPATING STAKEHOLDERS

PARTICIPATING STAKEHOLDERS FOR NDS 1 MID-TERM REVIEW CONSULTATIONS 2023				
THEMATIC WORKING GROUP	PARTICIPANTS	ORGANISATION	DATE	VENUE
MOFED & OPC 3 - 5 April 2023, Kariba, Caribbea Bay				
	Mujajati C.M	MOFED		
	Munoda N	MOFED		
	Dzvukutu T	MOFED		
	Matombo M	MOFED		
	Garanganga P	OPC		
	Cheuka C	OPC		
	Chivaura Irvine	OPC		
	Machoko O	OPC		
	Ziki L	OPC		
	Kawazva J	OPC		
	Masvaure T	MOFED		
	Chaparadza T	OPC		
	Nyajina L	MOFED		
	Mutengwa P	MOFED		
	Mutanho Shawn	MOFED		
	Chiyanike Tracy	MOFED		
	Takaruva I.	MOFED		
	Tinarwo Anna	OPC		
	Joto Robbert	MOFED		
Governance			3 - 5 April, 202223	Kariba, Caribbea Bay

PARTICIPATING STAKEHOLDERS FOR NDS 1 MID-TERM REVIEW CONSULTATIONS 2023

THEMATIC WORKING GROUP	PARTICIPANTS	ORGANISATION	DATE	VENUE
	Mabiza V	Secretary for Justice, Legal & Parliamentary Affairs		
	Magumise N	A.G's Office		
	Chiteya K	A.G's Office		
	Shingirai J	ZPCS		
	Chiwanga M	MOJLPA		
	Mbanga P	ZHRC		
	Machinjike N	President's Department		
	Bore Kumbirai	PSC		
	Betera L	MOLGPW		
	Mpofu E	MODWVA		
	Shamhu O	ZDF MODWVA		
	Matangira T	ZIMSTAT		
	Basa Netty	MOJLPA		
	Chauke J	MOJLPA		
	Magorimbo H	ZACC		
	Godzi T. F	MOJLPA		
	Gukwe F. T	MOJLPA		
	Chimuriwo N	Civil Protection Unit		
	Muponde F	NPA		
	Mugaviri M	NPRC		
	Zimbiru T	ZRP		
	Kuzenga C	MOJLPA		
	Ndhlovu S	MOJLPA		
	Mutanga S	MOHACH		
	Chadya M	PSC		
	Chikutsa A	ZEC		
	Mugwagwa K.M	MOJLPA		

PARTICIPATING STAKEHOLDERS FOR NDS 1 MID-TERM REVIEW CONSULTATIONS 2023

THEMATIC WORKING GROUP	PARTICIPANTS	ORGANISATION	DATE	VENUE
	Motsi M	MOLGPW		
	Shava R	MOJLPA		
	Chirongoma T	Protocol		
	Nyamubarwa D			
	Makuwanise L	Protocol		
	Masvaure T	A/OAG		
Environmental Protection, Climate Resilience and Natural Resources			3 to 5 April 2023	Kariba, Caribbea Bay
	Amb. Faranisi R.T	Secretary for Environment, Climate, Tourism & Hospitality Industry		
	Masoka M	MOECTHI		
	Eng. Paskwawaviri	MMMD		
	Machigere R	ZTA		
	Mazengeza P	MOECTHI		
	Dzinoreva T	MOECTHI		
	Dhliwayo B	MOECTHI		
	Gopo L	Met Department		
	Zhakata W	MOECTHI		
	Ndizano K	MOECTHI		
	Chikokoko N	MOECTHI		
	Twamba O	MOECTHI		
	Kanembera M	MOECTHI		
	Satambara S	MOECTHI		
	Matingo T	MOECTHI		
	Moyo T	MOECTHI		

PARTICIPATING STAKEHOLDERS FOR NDS 1 MID-TERM REVIEW CONSULTATIONS 2023

THEMATIC WORKING GROUP	PARTICIPANTS	ORGANISATION	DATE	VENUE
	Mpandanyama R, L	RPAZ		
	Mutepfa E	EMA		
	Mundoga T	MOECTHI		
	Bimba M	MOECTHI		
	Chikwanha M	Zim Parks		
	Ruwoko L	MOECTHI		
	Gombe J	Forestry Commission		
	Mavhembu D	MOECTHI		
Youth, Sport, Arts and Culture			3 to 5 April 2023	Kariba, Caribbea Bay
	Dr. T. Chitepo	Secretary for Youth, Sport, Arts & Culture		
	Chapfumbwa T	MOYSAC		
	Nyamasiwa A	MOYSAC		
	Moyo N	MOYSAC		
	Mudzamiri N	NACZ		
	Musemwa F	MOYSAC		
	Mandaza D	NGZ		
	Nyagwande B	MOPSE		
	Mhembere S	Zimbabwe Youth Council		
	Murinda E	Empowerbank		
	Garira N	MOYSAC		
	Mpofu T	ZTA		
	Tanyanyiwa P	MOFAIT		
	Dr. E. Chidhakwa	MOYSAC		
	Chadenga L	MOYSAC		
	Zimudzana L	ZNBWCB		

PARTICIPATING STAKEHOLDERS FOR NDS 1 MID-TERM REVIEW CONSULTATIONS 2023

THEMATIC WORKING GROUP	PARTICIPANTS	ORGANISATION	DATE	VENUE
	Mufunde S	MOYSAC		
	Nyamundanda I	MOYSAC		
	Mapanda P	MOYSAC		
	Manomano K	MOYSAC		
	Manodo B	MOYSAC		
	Nyanhonho S	MOYSAC		
	Jawa	MOHACH		
	Samwanda B	MOYSAC		
	Nyambizi C	MOYSAC		
	Mutirori T	MOYSAC		
	Bura R.Z	NMMZ		
	Dr. B.M. Dube	MOYSAC		
	Chakona S	MOYSAC		
	John P	MOYSAC		
	Pepukai N	MOYSAC		
	Garikai S	MOYSAC		
	Negosha I.E	SRC		
MOFED & OPC, 12 - 14 April, Mont Claire, Nyanga				
	Mujajati C	MOFED		
	Tinarwo A	OPC		
	Chiyanike T	MOFED		
	Munoda N	MOFED		
	Pesanai M	OPC		
	Mudzindiko D	MOFED		
	Makani B	OPC		
	Dr. M. Muradzikwa	OPC		

PARTICIPATING STAKEHOLDERS FOR NDS 1 MID-TERM REVIEW CONSULTATIONS 2023

THEMATIC WORKING GROUP	PARTICIPANTS	ORGANISATION	DATE	VENUE
	Bonde S	OPC		
	Joto R	MOFED		
	Matombo M	MOFED		
	Cheuka C	OPC		
	Makuvire C	OPC		
	Motsi C	OPC		
	Chikondo A. T	Secretary in the OPC		
Image Building, Engagement & Re-engagement			12 - 14 April 2023	Mont Claire, Nyanga
	Amb. Manzou J	Secretary for Foreign Affairs & International Trade		
	Mangwana N	Secretary for Information, Publicity & Broadcasting Services		
	Chafumbwa T.	MOYSAC		
	Karise T	MOFED		
	Cephas H	OPC		
	Mapaona B.D	President's Department		
	Nyandoro P	MOFAIT		
	Shumba H	ZIDA		
	Gurungo D.O	OPC		
	Mukomondera G.	MOFAIT		
	Mugwagwa M	Immigration		
	Manjengwa J	ZTA		
	Kachinga M	President's Department		
	Muchineuta B	MOIPBS		
	Munyoro N	MOPAH		
	Bhowa L	MIPBS		

PARTICIPATING STAKEHOLDERS FOR NDS 1 MID-TERM REVIEW CONSULTATIONS 2023

THEMATIC WORKING GROUP	PARTICIPANTS	ORGANISATION	DATE	VENUE
	Mutanga S	MOHACH		
	Mavhembu D	MOECTHI		
	Kupenya M	MOECTHI		
	Mupanduki T	MOYSAC		
	Mandebvu L	MIPBS		
	Mugwagwa M	Immigration		
	Manjengwa J	ZTA		
Moving up the Value Chain & Structural Transformation			12 - 14 April 2023	Mont Claire, Nyanga
	Kunaka P	Secretary for Mines & Mining Development		
	Kaerezi W	MOIC		
	Nyamukapa A	MOIC		
	Mpakame L	MOIC		
	Bokosha M	MOIC		
	Mhonderwa B	MOIC		
	Chaderopa B	MWACSMED		
	Magenga T	NCC		
	Nhema D	MC		
	Ntini B	FMPZ		
	Mushoperi C	Agriculture		
	Zimunya L	MMMD		
	Makwindi C			
	Marimo P	MIC		
	Marecha T.C	ZDIT		
	Uta W	MOJIC		
	Mazemo M	MOMMID		

PARTICIPATING STAKEHOLDERS FOR NDS 1 MID-TERM REVIEW CONSULTATIONS 2023

THEMATIC WORKING GROUP	PARTICIPANTS	ORGANISATION	DATE	VENUE
	Runyowa D	MOIC		
	Dzimwasha B	MOIC		
	Munyati P	Bus And Truck		
	Mafara E	MMCZ		
	Munyaradzi P	Bus And Truck		
	Mutseyi P	MOFAIT		
	Manda S	RBZ		
	Chiyanike K	HTEISTD		
	Kuvarika S	CZI		
	Chiriki T	MIC		
Social Protection			12 - 14 April 2023	Mont Claire, Nyanga
	Masanga S	Secretary for Public Service, Labour & Social Welfare		
	Takangovada M	MPSL&SW		
	Makwarimba H	MPSL&SW		
	Musariri Y	MPSL&SW		
	Manyika S	WFP		
	Matomgera M.F	MPSL&SW		
	Chiza V.M	MPSL&SW		
	Matsinde G	ZIMSTAT		
	Zimudzi T	MPSL&SW		
	Mapanda P	MOYSAC		
	Matanhike R	MLATLRD		
	Gwatura P	MWAGMSD		
	Masaya H	NASCOH		
	Wutete R	UNICEF		

PARTICIPATING STAKEHOLDERS FOR NDS 1 MID-TERM REVIEW CONSULTATIONS 2023

THEMATIC WORKING GROUP	PARTICIPANTS	ORGANISATION	DATE	VENUE
	Makoni C	MPSLSW		
	Mukurazhizha T	MOPSLSW		
	Takavarasha M	IPEC		
	Chilimanzi Y	UNHCR		
	Mukondo W	NSSA		
	Maposa L	MPSLSW		
	Chinenga M	MPSLSW		
	Makonese L	UNWOMEN		
	Chikova H	PSC		
	Murovi K	MOPSE		
	Mangwende F	MPSLSW		
	Chenge R	MPSLSW		
	Zimhunga T	MPSLSD		
	Moyo B	WHO		
	Sithole Z	WHO		
	Bandama T	UNRCO		
	Mutsikwa E	MPSLSW		
MOFED & OPC, 3 - 5 May 2023, Mutare, Golden Peacock				
	Manungo W. L	Deputy Chief Secretary		
	Mujajati C	MOFED		
	Tinarwo A	OPC		
	Makuvire C	OPC		
	Nyajina L	MOFED		
	Chiraya A	OPC		
	Madame G.T	OPC		
	Mtero C	MOFED		

PARTICIPATING STAKEHOLDERS FOR NDS 1 MID-TERM REVIEW CONSULTATIONS 2023

THEMATIC WORKING GROUP	PARTICIPANTS	ORGANISATION	DATE	VENUE
	Kawazva J	OPC		
	Marufu H	OPC		
	Dzvukutu T	MOFED		
	Chipindirwe P	OPC		
	Chivaura I	OPC		
	Chaparadza T	OPC		
	Cheuka C	OPC		
	Bonde S	OPC		
	Kumire P	OPC		
	Mashonganyika M	MOFED		
	Mudzindiko D	MOFED		
	Munoda N	MOFED		
	Chiyanike T	MOFED		
	Mashavave T. C	MOFED		
	Nyanningwe S	OPC		
	Simbabure L	MOFED		
	Matambanashe J	POL		
National Housing			3 - 5 May 2023	Mutare, Golden Peacock
	Eng. J.P. Makumbe	Secretary for National Housing & Social Amenities		
	Rimai K	MONHSA		
	Mutenga M	MONHSA		
	Rwafa M	MONHSA		
	James M	UNCORP		
	Godzongere T	MLAWFRD		

PARTICIPATING STAKEHOLDERS FOR NDS 1 MID-TERM REVIEW CONSULTATIONS 2023

THEMATIC WORKING GROUP	PARTICIPANTS	ORGANISATION	DATE	VENUE
	Kagurabadza J	Mutare RDC		
	Matowe F	MONHSA		
	Ncube B	Umguzo RDC		
	Takaruva M	Gokwe South Rdc		
	Z.R. Churu	Secretary for Local Government & Public Works		
	Jengwa T	MONHSA		
	Shoko T	MWACSMED		
	Brown N	MONHSA		
	Gatora P	MONHSA		
	Murjanga E	Chipinge Town		
	Nkomo M	MONHSA		
	Makanda O	Zvimba RDC		
	Munhangu J	MONHSA		
	Nkowo M	MONHSA		
	Dangare K	MONHSA		
	Maoneni N	Chikomba RDC		
	Munhangu J	MONHSA		
	Munhangu J	MONHSA		
Food & Nutrition Security			3 - 5 May 2023	Mutare, Golden Peacock
	Bwenje C.T	MLAFWRD		
	Manyama A	MOFED		
	Nguchini A	MLAFORD		
	Mbatha J	ZINWA		
	Muchechemera C	GMB		
	Makwata T	GMB		

PARTICIPATING STAKEHOLDERS FOR NDS 1 MID-TERM REVIEW CONSULTATIONS 2023

THEMATIC WORKING GROUP	PARTICIPANTS	ORGANISATION	DATE	VENUE
	Hove T	PIB		
	Masimba O	MLAFWRD		
	Zvigadza P	MLAFWRD		
	Christopher	ARDA		
	Myokow I	MLAFWRD		
	Mutasa P	Silo Foods		
	Ruzario R	AMA		
	Kunaka F	MLAFWRD		
	Rupfutse M	MLAFWRD		
	Mapfiza A	AFC		
	Dimba C	COTTOCO		
	Chisorochengwe N	MLAFWRD		
	Mwanza F	MLAFWRD		
	Murambiwa W	MLAFWRD		
	Mavhunga Y	FNC		
	Mazuru T	MLAFWRD		
	Hove Muza	PIB		
	Masika T	ARC		
	Samakande N	DVS MLAFWRD		
	Gandashanga K	MLAFWRD		
	Taderera J	LPD		
	Mvira B	MLAFWRD		
	Chipinda G	MOHCC		
	Tawodzera M	MOHCC		
	Njovo H	MOHCC		
	Tsikayi P	MOHCC		
	Kaitano B	MLAFWRD		
	Siziba T	MLAFWRD		

PARTICIPATING STAKEHOLDERS FOR NDS 1 MID-TERM REVIEW CONSULTATIONS 2023

THEMATIC WORKING GROUP	PARTICIPANTS	ORGANISATION	DATE	VENUE
	Gwenhure A	ZLC		
	Mugara A	MLAFWRD		
	Zigora R	MLAFWRD		
	Masuku M	MLAFWRD		
	Mashumba A	MLAFWRD		
	Fred T	MLAFWRD		
	Samundani M	MLAFWRD		
	Mutumhe V	MWACSMED		
	Kabudura C	MIC		
	Manomano K	MOYSAC		
	Masheka T	PSC		
	Mashavave T	MOFED		
Devolution & Decentralization			3 - 5 May 2023	Mutare, Golden Peacock
	Churu Z.R.	Secretary for Local Government & Public Works		
	Chikono E	OPC Mash East		
	Chapfumbwa T	MOYSAC		
	Masona N	PSC		
	Shumba H	Foreign Affairs		
	Sanyika A	MMMD		
	Mutengwa P	MOFED		
	Karwi E	MLGPW		
	Ngwaradi E	MLGPW		
	Maregere T	OPC		
	Dhondo K	MLGPW		

PARTICIPATING STAKEHOLDERS FOR NDS 1 MID-TERM REVIEW CONSULTATIONS 2023

THEMATIC WORKING GROUP	PARTICIPANTS	ORGANISATION	DATE	VENUE
	Masinire A	MNHSA		
	Kubiku T	MOTID		
	Nhundu T	MLGPW		
	Nyabvure N	GIZ		
	Sibiya D	PSC		
	Mushamba S	MLGPW		
	Ncube K	MLGPW		
	Munemo J	Harare Metro		
	Noko B	OPC Byo Metro		
	Muredzi I	MOHACH		
	Chingwara C	OPC		
	Ncube R	OPC		
	Rubaya M	OPC		
	Mtisi K	OPC		
	Masinire A	MONHSA		
	Nyajina L	MOFED		
	Matsilele I	ARDCZ		
	Maposa L	MOPSLSW		
	Mutumhe P	MHESTD		
	Chingwara C	OPC		
	Mademe G	OPC		
	Matekede L	UCAZ		
Digital Economy			3 - 5 May 2023	Mutare, Golden Peacock
	Dr. T. Matekaire	Head e-Governance Unit OPC		
	Jowar E	ZIAPA		
	Rukande R	Trans Media		

PARTICIPATING STAKEHOLDERS FOR NDS 1 MID-TERM REVIEW CONSULTATIONS 2023

THEMATIC WORKING GROUP	PARTICIPANTS	ORGANISATION	DATE	VENUE
	Moyo T.R.	CCZ		
	Benhura A	OPC		
	Mfumu S	MICTPCS		
	Ganye C	NHTEISTD		
	Jambawo M	OPC		
	Katerere R	RBZ		
	Panavanhu R	POTRAZ		
	Takawira V	BAZ		
	Dr. N. Silukhoni	MIPBS		
	Mangono T	OPC		
	Ndhlovu F	CSZ		
	Chingonzo G	MICTPCS		
	Masuka R	ZIDA		
	Matambanashe J	PSC		
	Zimbizi N.D.	OPC		
	Hamamiti K	OPC		
	Muguna E	OPC		
	Munoti T	ZIMRA		
	Mupfugami N	ZIMSTAT		
	Nyanzunda N	GISP		
	Sherman T J	MWACSMED		
	Madziva S	OPC		
	Chademana G	MOPSE		
	Mambo I	TelOne		
	Moemhini Willard	Netone		
	Bokosha M	MIC		
	Matope F	Netone		

PARTICIPATING STAKEHOLDERS FOR NDS 1 MID-TERM REVIEW CONSULTATIONS 2023

THEMATIC WORKING GROUP	PARTICIPANTS	ORGANISATION	DATE	VENUE
	MOFED & OPC, 9 - 11 May 2023, Mutare, Golden Peacock			
	Mujajati C	MOFED		
	Munoda N	MOFED		
	Mudhunguyo C	MOFED		
	Dzvukutu T	MOFED		
	Mutengwa P	MOFED		
	Mndola M	MOFED		
	Nhamo S	MOFED		
	Pasipamire D	MOFED		
	Ncube G	MOFED		
	Kuwanga M	MOFED		
	Zamila E	MOFED		
	Garanganga P	OPC		
	Makani B	OPC		
	Pesanai M	OPC		
	Mademe T	OPC		
	Chigamba G	OPC		
	Chikandwa T	OPC		
	Cheuka C	OPC		
	Matunja P	OPC		
	Chavhunduka M	OPC		
	Tinarwo A	OPC		
	Chiraya A	OPC		
	Dr. M. Musanzikwa	OPC		
	Machoko O	OPC		
	Moyo M	PSC		

PARTICIPATING STAKEHOLDERS FOR NDS 1 MID-TERM REVIEW CONSULTATIONS 2023

THEMATIC WORKING GROUP	PARTICIPANTS	ORGANISATION	DATE	VENUE
	Samanjese R	PSC		
	Matambanashe J	PSC		
	Nyajina L	MOFED		
	Masheka T	PSC		
	Mazambani D	OPC		
	Chipindirwe P	PSC		
Human Capital Development & Innovation			9 - 11 May	Mutare, Golden Peacock
	Prof. F. Tagwira	Secretary for Higher & Tertiary Education, Innovation, Science & Technology Development		
	Prof W. Paravira	ZIMCHE		
	Dr. D. Murekachiro	MHTEISTD		
	Nyamungo K	MOPSE		
	Damba D	MHTEISTD		
	Nyanyiwa D	MHTEISTD		
	Dr. Shekode M	ZINGSAUZ		
	Dr. J. Rurinda	UZ		
	Dr. W.M. Gariwondo	PVC-IBD		
	Nago E	MHTEISTD		
	Chirapa M	MHTEISTD		
	Mwimbika R	MHTEISTD		
	Matemedanda N	MHTEISTD		
	Nyerenyere Z	MHTEISTD		
	Mangoma S	MHTEISTD		
	Murondeza I	MHTEISTD		
	Moyo L	MHTEISTD		

PARTICIPATING STAKEHOLDERS FOR NDS 1 MID-TERM REVIEW CONSULTATIONS 2023

THEMATIC WORKING GROUP	PARTICIPANTS	ORGANISATION	DATE	VENUE
	Mufunguri B	MHTEISTD		
	Mudimu C	MOHCC		
	Dr. T. J. Zendah	Morgan ZINTEC		
	Eng. C Muzongondi	Masvingo Polytechnic		
	Dr. T. Garikayi	HIT		
	Prof. I. D. T. Mpofu	CUT		
	Watema P	Mutare Polytechnic		
	Masanganise C	Bulawayo Polytechnic		
	Chimutengeza F	MHTEISTD		
	Muchenje S	MHTEISTD		
	Tapfumaneyi P	VERIFY		
	Nyoni C	MHTEISTD		
	Charumbira G	HTEISTD		
	Zareta T	HTEISTD		
	Marufu W	NBA		
	Pasipamire T	HTEISTD		
	Ganye C	HTEISTD		
	Nyambuya C	MOPSE		
	Rudhumbu N	HTEISTD		
	Gonese J	HTEISTD		
	Mudimu C	MOHCC		
	Nyamuda T	HTEISTD		
	Nhengo E	HTEISTD		
	Marume S	ZIMDEF		
	Mpala E	FINEALT		
	Nyamayevu T	FINEALT		
	Kamudende P	HTEISTD		
	Makuvire M	HTEISTD		

PARTICIPATING STAKEHOLDERS FOR NDS 1 MID-TERM REVIEW CONSULTATIONS 2023

THEMATIC WORKING GROUP	PARTICIPANTS	ORGANISATION	DATE	VENUE
	Sambo F	ZCHDC		
	Muzongondi C	HTEISTD		
	Mpala P	FINEALT		
	Terera K	HTEISTD		
	Machingura R	HTEISTD		
Health & Wellbeing			9 - 11 May	Mutare, Golden Peacock
	Kangwende R	MOHCC		
	Sisimayi T	WHO		
	Chimbwanda C	HPA		
	Mafaune P	GFF		
	Choto J	MOHCC		
	Njaro H	MOHCC		
	Muguruma O	MOHCC		
	Mushopery C	MLAFWRD		
	Gonese G	ZIM-TECH		
	Matikiti H	MOHCC		
	Tshuma C	MOHCC		
	Mandaza D	MOPSE		
	Nyamani V	MOHCC		
	Chikati B	ZNAPC		
	Chindara T	MLGPN		
	Hondo R	MHEISTD		
	Chirombe W	MOHCC		
	Munyanyi M	MOHCC		
	Tenesgen A	UNDP		

PARTICIPATING STAKEHOLDERS FOR NDS 1 MID-TERM REVIEW CONSULTATIONS 2023

THEMATIC WORKING GROUP	PARTICIPANTS	ORGANISATION	DATE	VENUE
	Sisimayi C	World Bank		
	Chiwara N	MOHCC		
	Mpofu A	NAC		
	Sande M	HSC		
	Mwendamberi C	MOHCC		
	Mundandishe C	NATPHARM		
	Mukuzunga M	MOHCC		
	Enduz S	CORDAIZL		
	Nkala E	MOHCC		
	Pinru	HQ		
	Mukwada P	ZDF		
	Nyadunda S	MOHCC		
	Kadzere T	MOHCC		
	Nhamo S	MOFED		
	Adjagba A	UNICEF		
	Dyese C	MOHCC		
	P Tennis	MOHCC		
	Mbara N	MOD&WVA		
	Madzima B	NAC		
	Chiku F	MOHCC		
Infrastructure & utilities			9 - 11 May	Mutare, Golden Peacock
	Chinyanga T	Secretary for Transport & Infrastructural Development		
	Magombo G	Secretary for Energy & Power Development		

PARTICIPATING STAKEHOLDERS FOR NDS 1 MID-TERM REVIEW CONSULTATIONS 2023

THEMATIC WORKING GROUP	PARTICIPANTS	ORGANISATION	DATE	VENUE
	Machoko O	OPC		
	Nhandara C	REA		
	Zendera N	MOT		
	Mabukwa T	RMS		
	Rugube P	MOEPD		
	Siyakatshana M	ZERA		
	Maradzika R	Petrotrade		
	Mhlanga N	MOEPD		
	Zuze T	Air Zimbabwe		
	Sadza S	TSCZ		
	Gwaindepi M	NOIC		
	Mupani M	Zesa Holdings		
	Chigonyat M	ZINARA		
	Jaji U	City Of Gweru		
	Matanga T	OPC-SERA		
	Dr. M. Musadzikwa	OPC		
	Eng. E. Chinyadza	ACZ		
	Wilo P	NECF		
	Shava S	NRZ		
	Shenje E	MOTID		
	Mafusire D	MOTID		
	Kurewa C	MOTID		
	Masimba H	MOTID		
	Nyamande O	CMED		
	Ziswa L	ZIMSTAT		
	Chatsama M	MOEPD		
	Maisera Q	NHS		
	Nguchi A	MLAFWRD		

PARTICIPATING STAKEHOLDERS FOR NDS 1 MID-TERM REVIEW CONSULTATIONS 2023

THEMATIC WORKING GROUP	PARTICIPANTS	ORGANISATION	DATE	VENUE
	Masomafada T	MLAFWRD		
	Goddzongere	MLAFWRD		
	Nyikadzino C	MOEPD		
	Nyageudom S	MOEPD		
	Manyundo M	MOEPD		
	Joto R	MOEPD		
	Chamisa W	MOEPD		
	Ngwarai B	CAAZ		
	Murindagomo H	CAAZ		
Economic Growth & Stability			9 - 11 May	Mutare, Golden Peacock
	Kateera J	Non-Accounting Secretary, MOFED		
	Nyagondore S	MOEPD		
	Mudzungairi M	MOFED		
	Masvaure T	MOFED		
	Chikonho R	MOFED		
	Shaya M	MOFED		
	Manyanya A	MOFED		
	Dube C	CZI		
	Masoka M	MOECTHI		
	Murehwa G	NECF		
	Mudhunguyo C	MOFED		
	Gumbo T	ZIMSTAT		
	Chinoda L	MOFED		
	Bangwaya E	UNDP		
	Bobo M	OPC		

PARTICIPATING STAKEHOLDERS FOR NDS 1 MID-TERM REVIEW CONSULTATIONS 2023

THEMATIC WORKING GROUP	PARTICIPANTS	ORGANISATION	DATE	VENUE
	Chikwanha C	MOFED		
	Rumutsa M	MOFED		
	Vhezha T	MOFED		
	Mndola M	MOFED		
	Mupunga G	ZIMRA		
	Chitanda T	MOFED		
	Shumbaimwe M	MOFED		
	Mirendo G	MOFED		
	Matanda E	MOFED		
	Odhambo O	UNDP		
	Manyika N	MOFED		
	Ngorima L	MOLG&PW		
	Uta W	MOFED		
	Gwasira V	MOFED		
	Mazhandu B	SMEDCO		
	Mudakureva T	MOLG&PW		
	Magara M	MWACSMED		
	Zahwe D	RBZ		
	Miyazo R	Mines		
	Manjera A	Chamber Of Mines		
	Mazuru T	MLAFWRD		
	Uta W	MOJ&C		
	Gono R	MOFED		
	Mboko R	MOFED		
	Gwandiregera B	MOFED		
	MASOKA M	MOFED		
	Chikwanha C	MOFED		
	Munaki I	MOFED		

PARTICIPATING STAKEHOLDERS FOR NDS 1 MID-TERM REVIEW CONSULTATIONS 2023

THEMATIC WORKING GROUP	PARTICIPANTS	ORGANISATION	DATE	VENUE
	Nhamo S	MOFED		
	Bobo N	OPC		
	Kupeta K	RBZ		
Consolidation Team: 21 - 27 May, Mutare, Golden Peacock				
	Mujajati C	MOFED		
	Tinarwo A	OPC		
	Chaparadza T	OPC		
	Mazambani D	OPC		
	Munoda N	MOFED		
	Chiyanike T	MOFED		
	Mutengwa P	MOFED		
	Zamila E	MOFED		
	Mtero C	MOFED		
	Mudzindiko D	MOFED		
	Dzvukutu T	MOFED		
	Matombo M	MOFED		
	Chisosa A	MOFED		
	Vhezha T	MOFED		
	Garanganga P	OPC		
	Makuvire C	OPC		
	Dr. N. Bobo	OPC		
	Matanga T	OPC		
	Kawazva J	OPC		
	Pesanai M	OPC		
	Muzite M	OPC		

PARTICIPATING STAKEHOLDERS FOR NDS 1 MID-TERM REVIEW CONSULTATIONS 2023

THEMATIC WORKING GROUP	PARTICIPANTS	ORGANISATION	DATE	VENUE
	Murehwa G	OPC		
	Mademe G	OPC		
	Cheuka C	OPC		
	Tapera K	OPC		
Final Consolidation Team, 31 May to 4 June, Mutare, Golden Peacock				
	Manungo L	Deputy Chief Secretary		
	Mujajati C	MOFED		
	Tinarwo A	OPC		
	Mverecha J	AFC		
	Bobo N	SERA		
	Matanga T	SERA		
	Munoda N	MOFED		
	Chiyanike T	MOFED		
	Mutengwa P	MOFED		
	Dzvukutu T	MOFED		

MEMBERSHIP OF THEMATIC WORKING GROUPS

THEMATIC WORKING GROUPS MEMBERSHIP	
1.	<p>Economic Growth and Stability</p> <p>Chair of ThWG - Ministry of Finance and Economic Development</p> <p>Co-Chair- Reserve Bank of Zimbabwe</p> <p>Ministry of Industry and Commerce</p> <p>Ministry of Public Service, Labour and Social Welfare</p> <p>Ministry of Lands, Agriculture, Water and Rural Resettlement</p> <p>Ministry of Mines and Mining Development</p> <p>Ministry of Local Government and Public Works</p> <p>Ministry of Foreign Affairs and International Trade</p> <p>Ministry of Environment, Climate, Tourism and Hospitality Industry</p> <p>Ministry of Transport and Infrastructural Development</p> <p>Ministry of Youth, Sport, Arts and Recreation</p> <p>Ministry of Women Affairs, Community, Small and Medium Enterprise Development</p> <p>Ministry of Information Communication Technology and Courier Services</p> <p>Ministry of Energy and Power Development</p> <p>Ministry of National Housing and Social Amenities</p> <p>Ministry of Industry and Commerce</p> <p>Zimbabwe Revenue Authority</p> <p>Zimbabwe Statistics Agency</p> <p>Confederation of Zimbabwe Industries</p> <p>Zimbabwe National Chamber of Commerce Chamber of Mines</p> <p>Banker Association of Zimbabwe</p> <p>Consumer Council of Zimbabwe</p>

THEMATIC WORKING GROUPS MEMBERSHIP

SMEDCO
 Zimbabwe Gender Commission
 ZEPARU
 NECF
 ZMF
 AGRIBANK
 IPEC
 ZIMSTAT
Development Agencies- World Bank, IMF, UNDP, AfDB, ILO
Bilateral development Partners-EU, DfID, USAID, SIDA

THEMATIC WORKING GROUPS MEMBERSHIP

Food and Nutrition Security

Chair of ThWG - Ministry of Lands, Agriculture, Water and Rural Resettlement

Co-Chair- Ministry of Health and Child Care

Ministry of Industry and Commerce

Ministry of Finance and Economic Development

Ministry of Higher and Tertiary Education

OPC

Zimbabwe Land Commission

GMB

AMA

ARDA

Agribank

ZFU

CFU

ZINWA

SIRDIC

COTCO

Food and Nutrition Council

Consumer Council of Zimbabwe

PIB

BAZ

TIMB

IFAD

DDF

2.

THEMATIC WORKING GROUPS MEMBERSHIP	
	ZIMSTAT <u>Development Agencies</u> –WFP, FAO, UNICEF

THEMATIC WORKING GROUPS MEMBERSHIP	
3. Environmental Protection, Climate Resilience and Natural Resource Management	<p>Chair of the ThWG- Ministry of Environment, Climate, Tourism and Hospitality Industry</p> <p>Co-Chair- Ministry of Mines and Mining Development</p> <p>Ministry of Lands, Agriculture, Water and Rural Resettlement</p> <p>Ministry of National Housing and Social Amenities</p> <p>Ministry of Finance and Economic Development</p> <p>Ministry of Local Government and Public Works</p> <p>Ministry of Industry and Commerce</p> <p>EMA</p> <p>Chamber of Mines</p> <p>Small Scale Miners Association</p> <p>ZTA</p> <p>ZINWA</p> <p>Forestry Commission</p> <p>ZIMSTAT</p> <p><u>Development Agencies</u>-UNESCO, UNICEF, WFP, FAO</p> <p><u>Bilateral Development Partners</u>- GTZ</p>

THEMATIC WORKING GROUPS MEMBERSHIP	

THEMATIC WORKING GROUPS MEMBERSHIP	
4.	<p>Moving the economy up the Value Chain and Structural Transformation</p> <p>Chair of the ThWG- Ministry of Industry and Commerce</p> <p>Co-Chair- Ministry of Mines and Mining Development</p> <p>Ministry of Energy and Power Development</p> <p>Ministry of Higher and Tertiary Education, Science, Innovation and Technology Development</p> <p>Ministry of Lands, Agriculture, Water and Rural Resettlement</p> <p>Ministry of Environment, Climate, Tourism and Hospitality</p> <p>Ministry of Primary and Secondary Education</p> <p>Ministry of Mines and Mining Development</p> <p>Ministry of Information Communication Technology and Courier Services</p> <p>Ministry of Finance and Economic Development</p> <p>Ministry of Youths and Sports</p> <p>Confederation of Zimbabwe Industries</p> <p>Zimbabwe National Chamber of Commerce</p> <p>Chamber of Mines</p> <p>Zimbabwe Investment and Development Agency</p> <p>ZIMTRADE</p> <p>MMCZ</p> <p>ZIMSTAT</p> <p>Development Agencies-UNIDO, World Bank, AfDB, UNECA</p>

THEMATIC WORKING GROUPS MEMBERSHIP	
5.	<p>Human Capital Development and Innovation</p> <p>Chair of the ThWG- Ministry of Higher and Tertiary Education, Innovation Science and Technology Development</p> <p>Co-Chair- Ministry of Primary and Secondary Education</p> <p>Ministry of Information Communication Technology and Courier Services</p> <p>Ministry of Youth, Sport and Culture</p> <p>Ministry of Health and Child Care</p> <p>Ministry of Finance and Economic Development</p> <p>PSC</p> <p>VCTs</p> <p>Agriculture Training Centres</p> <p>National</p> <p>Biotechnology Authority</p> <p>Blended Education College of Southern Africa (BECSA) & EDULOAN</p> <p>Health Services Board</p> <p>ZIMSTAT</p> <p>Development Agencies - UNICEF, UNDP, UNFPA</p> <p>Bilateral Development Partners- EU, DfID</p>

THEMATIC WORKING GROUPS MEMBERSHIP	
6.	<p>Infrastructure and Utilities</p> <p>Chair of ThWG- Ministry of Transport and Infrastructural Development</p> <p>Co-Chair- Ministry of Energy and Power Development</p> <p>Ministry of Local Government and Public Works</p>

THEMATIC WORKING GROUPS MEMBERSHIP	
	<p>Ministry of Industry and Commerce</p> <p>Ministry of Lands, Agriculture, Water and Rural Resettlement</p> <p>Ministry of Information Communication Technology and Courier Services</p> <p>Ministry of Higher and Tertiary Education, Science, Innovation and Technology Development</p> <p>Ministry of Primary and Secondary Education</p> <p>Ministry of National Housing</p> <p>Ministry of Finance and Economic Development</p> <p>ZESA</p> <p>ZERA</p> <p>ZPC</p> <p>IDBZ</p> <p>ZINWA</p> <p>ICT</p> <p>DDF</p> <p>ZIMSTAT</p> <p>Development Agencies: UNDP</p>

THEMATIC WORKING GROUPS MEMBERSHIP	
7. Digital Economy	<p>Chair-E-Government and Technology Unit, Office of the President and Cabinet</p> <p>Co-Chair- Ministry of Information Communication Technology and Courier Services</p> <p>Ministry of Higher and Tertiary Education, Science, Innovation and Technology Development</p> <p>Ministry of Information Publicity and Broadcasting Services</p>

THEMATIC WORKING GROUPS MEMBERSHIP	
	<p>Ministry of Industry and Commerce</p> <p>Ministry of Home Affairs and Cultural Heritage</p> <p>Ministry of Justice, Legal and Parliamentary Affairs</p> <p>Ministry of Health and Child Care</p> <p>Ministry of Finance and Economic Development</p> <p>Ministry of Transport and Infrastructural Development</p> <p>OPC</p> <p>POTRAZ</p> <p>ZINARA</p> <p>CAAZ</p> <p>ZIDA</p> <p>ZIMSTAT</p>

THEMATIC WORKING GROUPS MEMBERSHIP	
8. Housing Delivery	<p>Chair of the ThWG- Ministry of National Housing and Social Amenities</p> <p>Co-Chair- Ministry of Local Government and Public Works</p> <p>Other Members</p> <p>Women affairs, Community, Small and Medium Enterprise Development</p> <p>Ministry of Transport and Infrastructural Development</p> <p>Ministry of Energy and Power Development</p> <p>Ministry of Finance and Economic Development</p> <p>Ministry of Youth, Sport, Arts and Recreation</p> <p>Ministry of Environment, Climate, Tourism and Hospitality Industry</p>

THEMATIC WORKING GROUPS MEMBERSHIP	
	<p>Environment Management Agency (EMA) Provincial Focal Persons on Wetlands Zimbabwe National Statistics Agency (ZIMSTAT) Urban Councils Association of Zimbabwe (UCAZ) Association of Rural District Council (ARDC) Housing Directors' Forum for Urban and Rural Local Authorities Zimbabwe Association of Housing Financiers Development Agencies-AfDB, UNDP, UN Habitat</p>

THEMATIC WORKING GROUPS MEMBERSHIP	
9. Health and Wellbeing	<p>Chair of the ThWG-Ministry of Health and Child Care Co-Chair- Ministry of Public Service, Labour and Social Welfare Ministry of Women Affairs, Community, Small and Medium Enterprise Development Ministry of Finance and Economic Development Ministry of Local Government and Public Works Ministry of Higher and Tertiary Education, Innovation Science and Technology Development Ministry of Primary and Secondary Education Ministry of Youths and Sports DDF Harare City Kadoma City All councils Association of Rural and Urban Councils</p>

THEMATIC WORKING GROUPS MEMBERSHIP	
	Private Hospital Association AFHOZ ZNFPC MCAZ NARTPHARM NAC ZIMSTAT Community Working Group on Health Zimbabwe Network of People Living with HIV Youth Advocacy Core Group (the consortium) Development Agencies- World Bank, UNICEF, WHO, UNDP, UNAIDS, NHS Consultant Bilateral Development Partners- USAID, DfID

THEMATIC WORKING GROUPS MEMBERSHIP	
10.	Image Building, International Engagement and Re-engagement Chair of the ThWG-Ministry of Foreign Affairs and International Trade Co-Chair- Ministry of Finance and Economic Development: Ministry of Information Publicity and Broadcasting Services Ministry of Home Affairs and Cultural Heritage Ministry of Justice, Legal and Parliamentary Affairs Ministry of Youths, Sports and Culture Ministry of Environment, Climate, Tourism and Hospitality Industry ZTA OPC

THEMATIC WORKING GROUPS MEMBERSHIP	
	<p>RBZ</p> <p>ZIMSTAT</p> <p>Zimbabwe Media Commission</p> <p>Development Agencies - UNDP, World Bank, IMF, AFDB</p>

THEMATIC WORKING GROUPS MEMBERSHIP	
11. Social Protection	<p>Chair-Ministry of Public Service Labour and Social Welfare</p> <p>Co-Chair- Ministry of Primary and Secondary Education</p> <p>Ministry of Home Affairs and Cultural Heritage</p> <p>Ministry of Justice and Parliamentary Affairs</p> <p>Ministry of Youth, Arts, Sport and Culture</p> <p>Ministry of Higher and Tertiary, Science, Innovation and Technology Development</p> <p>Ministry of Health and Child Care</p> <p>Ministry of Women Affairs, Community, Small and Medium Enterprises</p> <p>Ministry of Land, Agriculture, Water, Fisheries and Rural Resettlements</p> <p>Ministry of Local Government and Public Works</p> <p>MoDWW</p> <p>MoFAIT</p> <p>DDF</p> <p>Older Persons Board</p> <p>NANGO</p> <p>EMCOZ</p>

THEMATIC WORKING GROUPS MEMBERSHIP	
	<p>ZCTU</p> <p>Netone</p> <p>Disability Board</p> <p>Child welfare Board</p> <p>Council of Chiefs</p> <p>Development Agencies:- World Bank, ILO, Unicef, UNwomen, UNDP, WFP, LNGOs, INGOS, ZGC</p>

THEMATIC WORKING GROUPS MEMBERSHIP	
12.	<p>Youth, Sport and Culture</p> <p>Chair – Ministry of Sport, Arts and Culture</p> <p>Co-Chair - Ministry of Home Affairs and Cultural Heritage</p> <p>Ministry of Industry and Commerce</p> <p>Ministry of Women Affairs, Community, Small and Medium Enterprises</p> <p>Ministry of Land, Agriculture, Water, Fisheries and Rural Resettlements</p> <p>Ministry of Home Affairs and Cultural Heritage</p> <p>Ministry of Justice, Legal and Parliamentary Affairs</p> <p>ZYC</p> <p>Empower Bank</p> <p>Sport and Recreation Commission (SRC) Zimbabwe</p> <p>National Boxing and Wrestling Control Board (ZNBWCB)</p> <p>Zimbabwe Olympic Committee (ZOC)</p> <p>Zimbabwe Tourism Authority (ZTA)</p> <p>ZIMRA</p> <p>ZESA</p>

THEMATIC WORKING GROUPS MEMBERSHIP	
	<p>ZINWA Registrar General CAAZ National Parks <u>Development Agencies</u> – UNFPA, UNV, UNICEF, UNDP, SNV</p>

THEMATIC WORKING GROUPS MEMBERSHIP	
13. Devolution	<p>Chair of the ThWG-Ministry of Local Government and Public Works Co-Chair- Ministry of Lands, Agriculture, Water and Rural Resettlement Ministry of Women Affairs, Community, Small and Medium Enterprise Development Ministry of Public Service, Labour and Social Welfare Ministry of Mines and Mining Development Ministry of Foreign Affairs and International Trade Ministry of Environment, Climate, Tourism and Hospitality Industry Ministry of Industry and Commerce Ministry of Transport and Infrastructural Development Ministry of Youth, Sport, Arts and Recreation Ministry of Women Affairs, Community, Small and Medium Enterprise Development Ministry of Information Communication Technology and Courier Services Ministry of Energy and Power Development Ministry of National Housing and Social Amenities ZIMSTAT</p>

THEMATIC WORKING GROUPS MEMBERSHIP	
	<u>Development Agencies</u> -World Bank, UNICEF, WHO, UNDP

THEMATIC WORKING GROUPS MEMBERSHIP	
14. Governance	<p>Chair of ThWG- Ministry of Justice, Legal and Parliamentary Affairs</p> <p>Co-Chair- Public Service Commission</p> <p>Ministry of Local Government and Public Works</p> <p>Ministry of Transport and infrastructural Development</p> <p>Ministry of Home Affairs and Cultural Heritage</p> <p>Ministry of Defence and War Veterans Affairs</p> <p>Zimbabwe Investment and Development Agency</p> <p>Ministry of Finance and Economic Development</p> <p>Ministry of Information Communication Technology and Courier Services</p> <p>Parliament</p> <p>Auditor General</p> <p>ZACC</p> <p>PSC</p> <p>NPRC</p> <p>CPU</p> <p>OPC</p> <p>JSC</p> <p>PSC</p> <p>NPA</p> <p>CCZ</p>

THEMATIC WORKING GROUPS MEMBERSHIP	
ZRP	
OPC	
ZEC	
ZIMSTAT	
<u>Development Agencies</u> –UNDP, World Bank, NANGO, ZHRC	
Bilateral Development Partners - EU	

