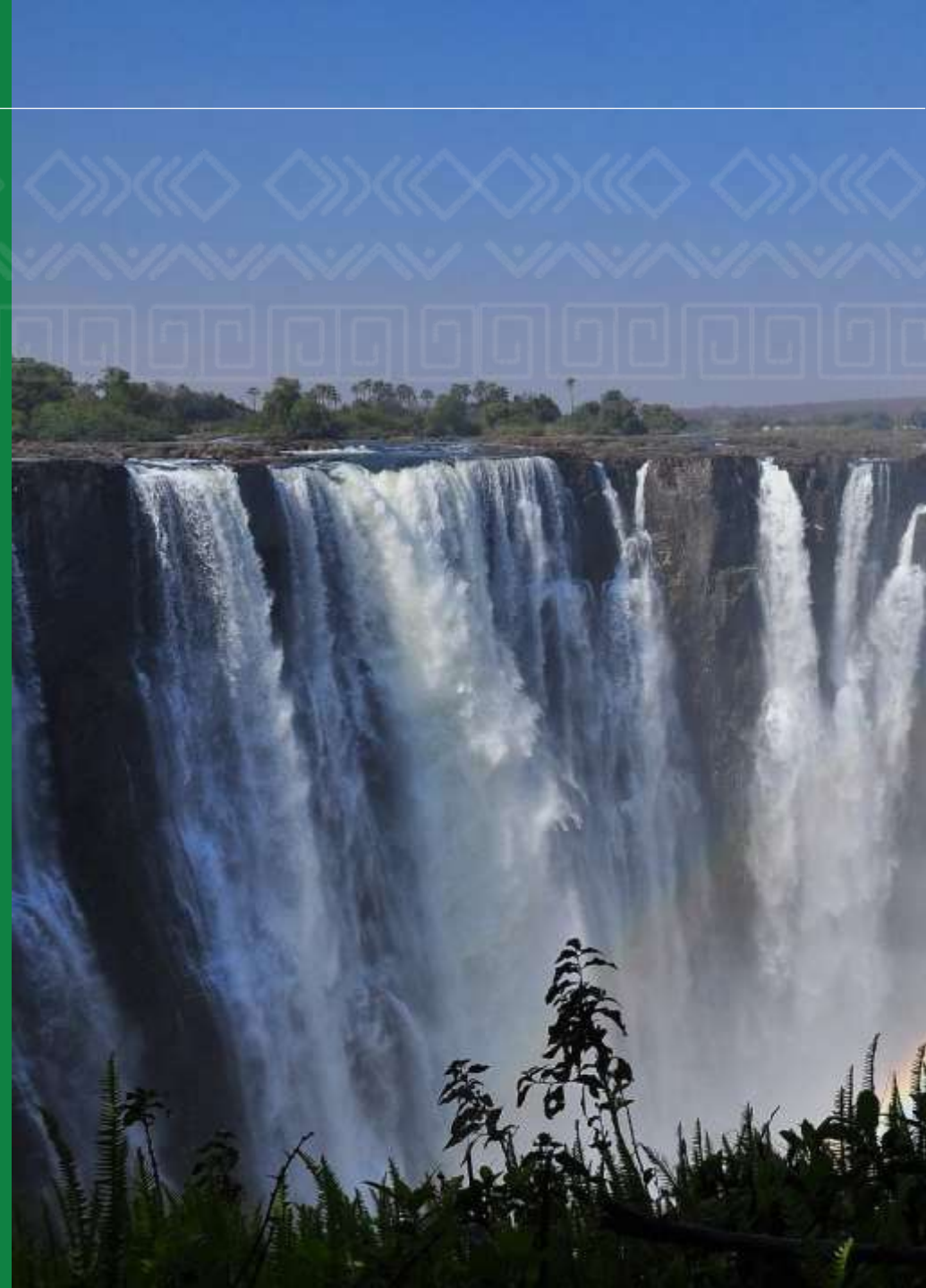


Presentation Minister of Finance and Economic Development

Hon. Prof. M. Ncube



# NATIONAL DEVELOPMENT STRATEGY 1 (2021-2025) (NDS1): AN OVERVIEW



# Presentation Outline

 **Vision 2030**

 **National Development Strategy 1 (2021 – 2025)**

 **NDS1 Architecture**

 **NDS1 Development Process**

 **Pathway to the Realisation of the 14 National Priorities**



# Vision 2030

His Excellency, the President, Cde. E.D. Mnangagwa enunciated **Vision 2030**

- ❖ **Vision 2030** reflects the collective **aspirations** and **determination** of the people of Zimbabwe *Towards a Prosperous & Empowered Upper Middle Income Society by 2030.*
- ❖ **Vision 2030** will be realised through the **TSP (2018-2020)** and two successive *Five-Year National Development Strategies*; **NDS1 (2021-2025)** and **NDS 2 (2026-2030)**
- ❖ **The main objectives of TSP was stabilising the economy and creating a solid foundation for the Medium Term Plans, namely NDS1 and NDS2.**
- ❖ Notable progress has been made in the implementation of the TSP, including fiscal consolidation, exchange rate stability and a number of achievements in various pillars.



# Vision Goals & Targets



- ❖ **Overall Vision Target:** *prosperous and empowered upper middle income society by 2030, with job opportunities and a high quality of life. (With less income disparities)*
- ❖ GNI per capita of above \$4,000
- ❖ Employment rate of more than 80%.
- ❖ Reduction in the **Poverty Rate**, to under 25 percent of the population from 62.5 percent (2012), consistent with upper middle income economies.
- ❖ Increasing the number of households accessing electricity from 52.2 percent in 2017 to over 72 percent by 2030. **Universal Access** to improved sources of water, up from 77.3% in 2020 to 90% in 2025.
- ❖ **Average Life Expectancy** of over 65 years from 61 years.
- ❖ **Stable Macro-economic Environment** and economic transformation sustained by high productivity levels.
- ❖ A fiscal policy framework that allows for realisation of budget savings.
- ❖ Speeding up the ongoing **Ease of Doing Business** reforms to reduce the cost of doing business.
- ❖ Successful **Engagement and Re-Engagement** with the international community.



The next bold step towards  
**Realisation of Vision 2030.....**  
**National Development Strategy 1**  
**(2021-2025)**

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
GNI Per Capita (US\$)	1190	934	1156	1835	2129	2704	2951	3199	3388	3562	3712	3874	4026

**DESIRED STATE BY 2030**





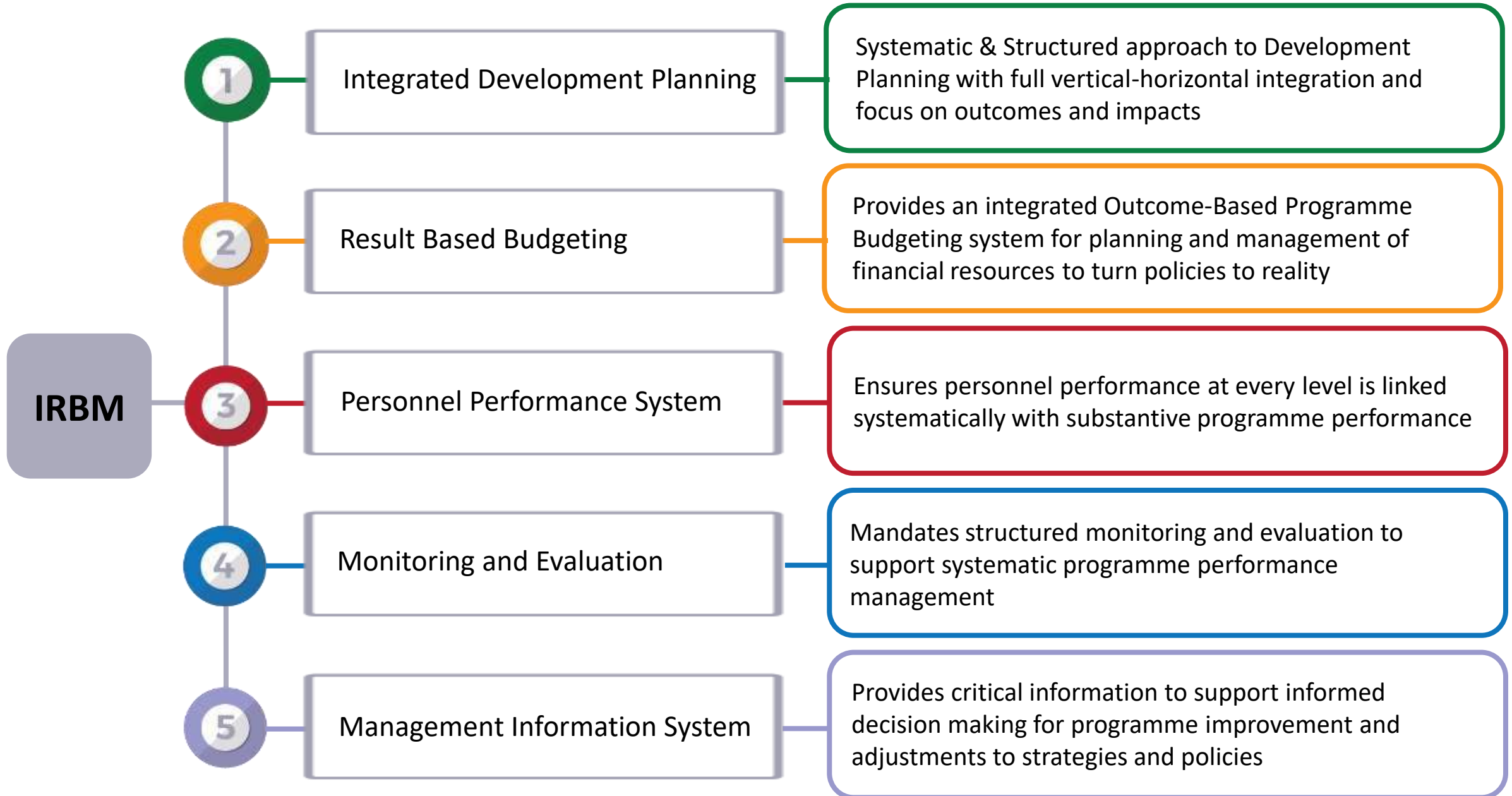
# The next step towards realisation of Vision 2030....NDS1

- ❖ Zimbabwe's next step towards **Vision 2030** is the Five year National Development Strategy of 2021-2025 (NDS1).
- ❖ The NDS1 is the successor to the TSP and will be underpinned by 5 annual National Budgets.
- ❖ The NDS1 will contain strategies, programmes & projects aimed at eradicating poverty and promoting sustainable livelihoods of the poor, women and youths empowerment and support to people living with disabilities, in line with **Vision 2030**.
- ❖ The emphasis of the NDS1 is on **Bold Strategies**, i.e. strategies that will change the *status quo*.
- ❖ The NDS1 is building on the successes realised under the TSP, as well as addressing the TSP challenges and unfinished business, particularly consolidating macroeconomic stability.

# Thrust of National Development Strategy 1

- ❖ Since sustained macro-economic stability is a prerequisite to long term national developing planning and implementation, the NDS1 envisages economic stability and growth rates of above 5% in order to achieve the **Vision 2030** objectives.
- ❖ This will be premised on adoption and swift implementation of bold policies, underpinned by Managing for Development Results
- ❖ Government has also developed a robust Monitoring and Evaluation system that will anchor the NDS 1.
- ❖ To this end, the NDS1 will be **Integrated Results Based Management** (IRBM) compliant.
- ❖ IRBM inculcates a culture of high performance, quality service delivery, measurement, goal clarity, continued improvement and accountability across the public sector.





# IRBM International and Regional Experiences

- ❖ A number of countries have successfully implemented the IRBM system.
- ❖ Malaysia, Tanzania, Namibia, Zambia, Rwanda and Botswana have implemented IRBM to varying degrees.
- ❖ This has been a game changer as it has led to effective and efficient use of resources through the budgetary process, improvement in the human resources capacity and improvement in the monitoring and evaluation systems.
- ❖ These countries have had sustained growth rates of more than 6% over the past years.



# The National Development Strategy Formulation Process

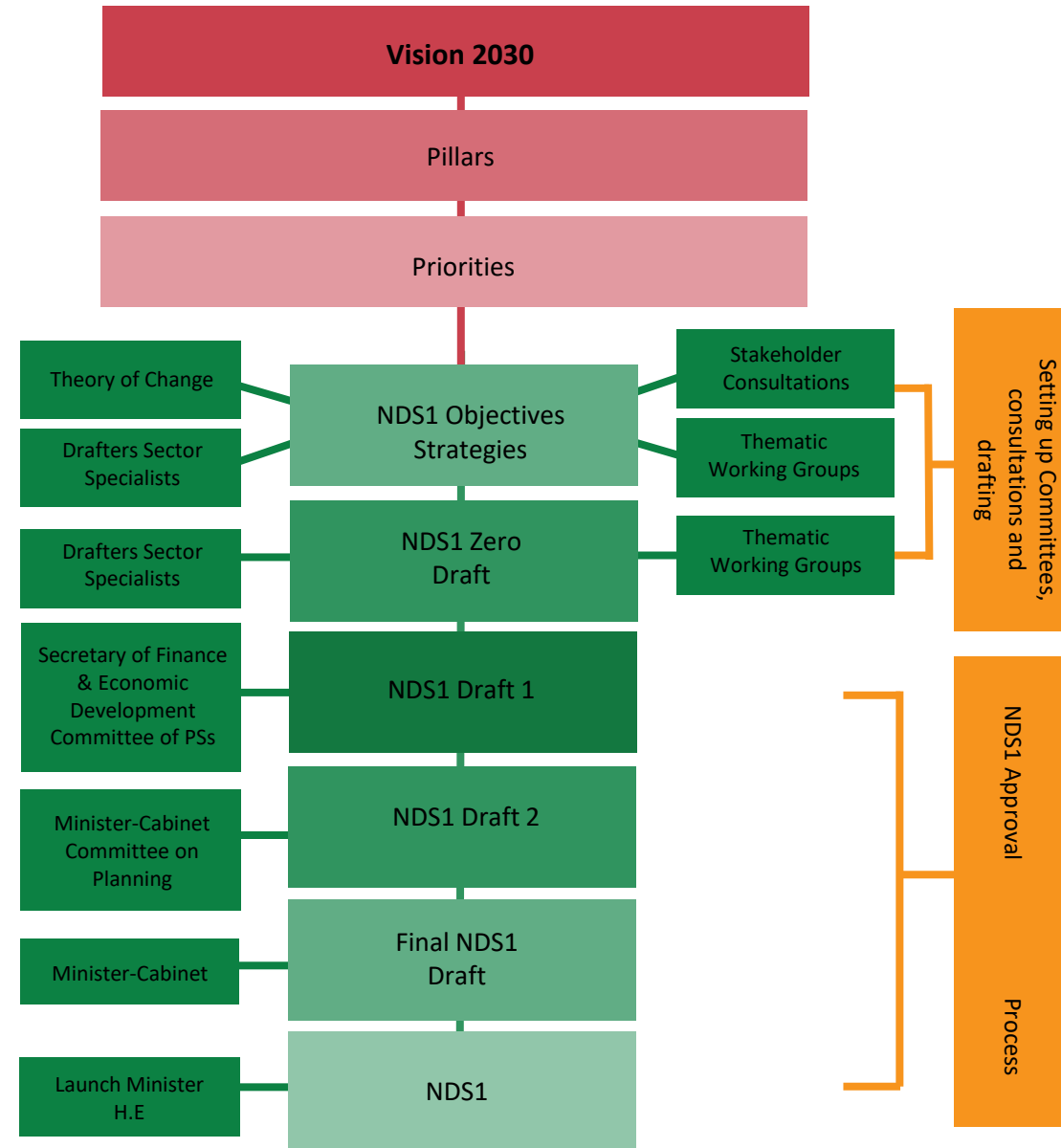
# Institutional Arrangements in the Crafting of NDS1



# NDS1 Process...

In coming up with NDS1, the following steps were followed, and are being followed:-

- ❖ Crafting of indicative National Priorities;
- ❖ Approval of the Concept Note by Cabinet;
- ❖ Setting up of NDS1 National Steering Committee;
- ❖ Appointing of Thematic Working Group (ThWGs) Chairs and Co-Chairs;
- ❖ Tier 1 and Tier 2 Consultations;
- ❖ Drafting of NDS1;
- ❖ Cabinet Approval; and
- ❖ Launch of NDS1.



Timeline    OCT 2019    NOV 2019    DEC 2019    **JAN 2020**    FEB 2020    MAR 2020    APR 2020    MAY 2020    JUN 2020    JUL 2020    AUG 2020    SEP 2020    OCT 2020    NOV 2020

<p>National Priority Setting, NDRF and SDRF guided by <b>Vision 2030</b>, TSP Mid-Term Review, SDGs, Africa Agenda 2063, SADC Draft Vision 2050, SADC RISDP 2020-2030, provincial and District Profiles</p>	<p>Engagement of Development Partners Consultations – World Bank, UNDP, etc</p>	<p>NDS1 Approach ed Paper &amp; Further engagement with development partners – Theory of Change</p>	<p>Cabinet Approval of a Concept paper on the Guidelines of Coming up with IRBM Compliant NDS1</p>	<p>Hiring of Consultants First Meeting of the National Steering Committee on NDS1 at Announcement of Thematic working group Chairs &amp; Co-Chairs</p> <p>First Tier Level Consultations</p>	<p>Second Meeting of the National Steering Committee</p> <p>Second Tier Level Consultations</p>	<p>Their Meeting of the National Steering Meeting of NDS1 and starts of Drafting of NDS1</p>	<p>Further Consultations Drafting, Further NDS1 Approval processes Printing, Launching and Dissemination of NDS1</p>
<p>National Priorities, NDRF and SDRF Framework</p>	<p>National Priorities, NDS1 Objectives, Theory of change</p>	<p>NDS1 Framework/ Approaches Paper</p>	<p>Consultants engaged and TWGs in Place</p>	<p>NDRFs &amp; SDRFs, Consultations Report</p>	<p>ThWGs Programmes and projects, Consultations Report</p>	<p>NDS1 Draft</p>	<p>Printed NDS1</p>

Outputs

# Setting up of National Priorities

- ❖ The first step in coming up with the NDS1 was coming up with Indicative National Priorities.
- ❖ This process was a technical process which was chaired by Senior Officials from OPC and it involved all Line Ministries as well as the other Members of the Tripartite, namely the OPC, PSC and the Ministry of Finance and Economic Development.
- ❖ In coming up with Indicative National Priorities this technical group also took into consideration the TSP Mid-Term Review, **Vision 2030**, Africa Agenda 2063, SDGs, SADC RISDP as well as provincial and district profiles.
- ❖ The Indicative Priorities were then brought to Cabinet for discussion and approval through the Cabinet Concept Note of April 28, 2020 “A Concept note on the National Development Strategy, 2021-2025: A successor to the Transitional Stabilisation Programme (TSP)”.
- ❖ The priorities were further discussed and firmed up during the consultative process which followed the approval of the NDS1 Concept Note.



# Setting up of NDS1 National Steering Committee and appointing of Thematic Working Group (ThWGs) Chairs and Co-Chairs

- ❖ To kick start the NDS1 Consultative Process, a National Steering Committee (NSC) was formed and was chaired by the Chief Secretary to the President and Cabinet.
- ❖ The NSC had its first meeting on May 28, 2020 during which 14 Thematic Working Groups (ThWGs) which were in line with the 14 National Priorities were formed.
- ❖ During this inaugural NSC meeting the 14 ThWG Chairs and the Co-Chairs of the Thematic Groups were appointed.
- ❖ The Thematic Working Groups were made up of members from Government Ministries, Provincial Authorities, the Private Sector, Labour, Civic and Community Organization, Development Partners and Academia.

# NDS1 Consultative Process

- ❖ To ensure a consultative process, in line with SDGs theme of *“living no-one and no place behind”*, nationwide consultations were done through the respective Thematic Areas.
- ❖ As outlined in the NDS1 Concept Note, the crafting of the NDS1 followed an IRBM approach which required us to undertake National and Sectoral Consultations (1st Tier Consultations) and Ministries, Agencies, Departments, Contributing Partners (Developmental Partners, Private Sector and labour) and Provincial Structures Consultations (2nd Tier Consultations).
- ❖ The various Thematic Working Groups undertook consultations where they came up with Desired National and Sectorial Outcomes which we need to achieve during the next 5 years beginning 2021 as we march towards **Vision 2030**.
- ❖ In line with the Devolution Agenda, NDS1 consultations also included the Provinces.
- ❖ Contributions to the NDS1 are also coming from submissions made through the Ministry’s web mail [NDS1@zimtreasury.gov.zw](mailto:NDS1@zimtreasury.gov.zw)

# NDS1 Consultative Process cont'd...

- ❖ Development partners also assisted especially in comprehensive background materials , base line setting as well as the Macroeconomic Framework underpinning NDS1.
- ❖ The consultations were undertaken between November, 2019 and September 2020 across the country. Stakeholders consulted included Government (MDAs), Labour, the private sector business organisations, Civic Society, POLAD, Development Partners and Provincial Structures.
- ❖ Through the stakeholder consultative process, Government, for the first time designed National and Sectoral Results Frameworks to systematically guide the formulation and the implementation process of NDS1.
- ❖ Through this process, Planning and Budgeting were integrated, which is a departure from the past where planning and budgeting were not speaking to each other.

# NDS1 Consolidation and Drafting

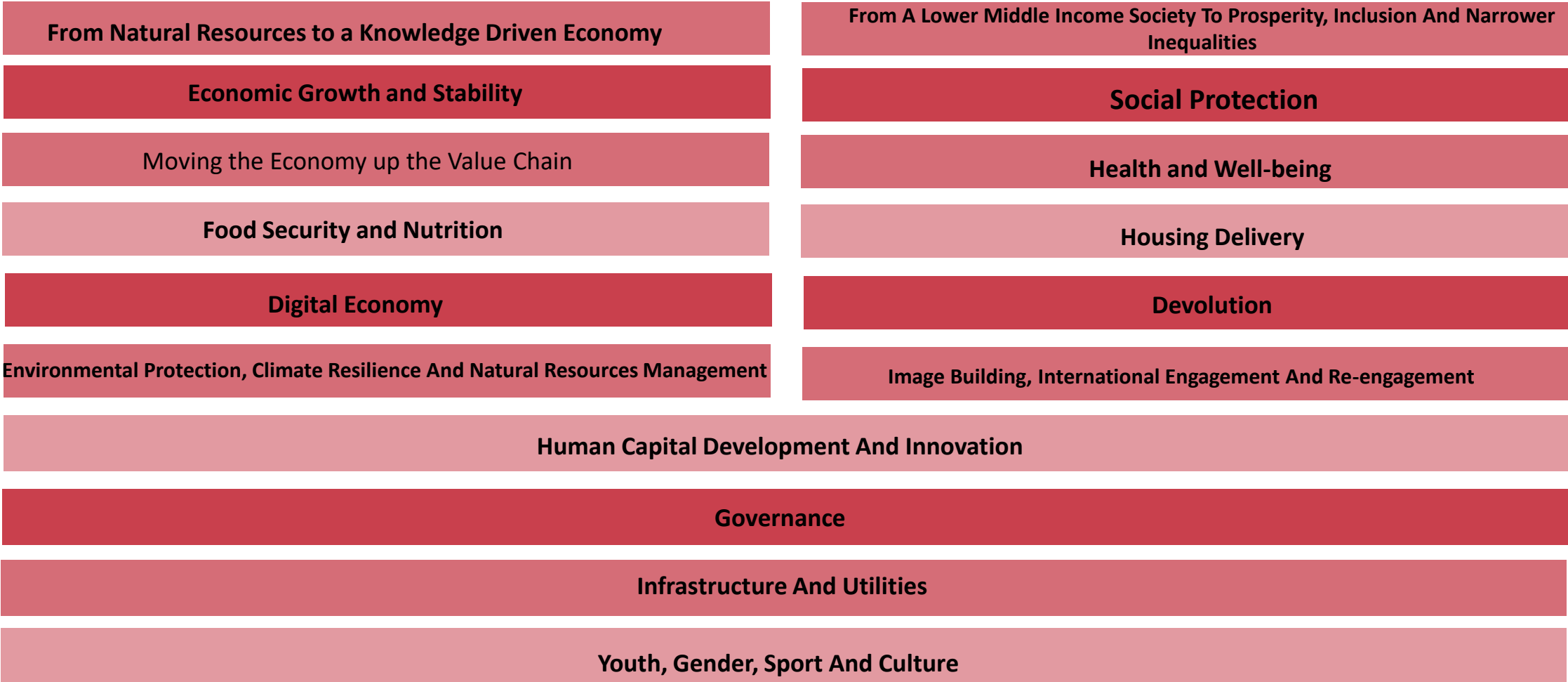
- ❖ After completion of the Consultations, the drafting process took place which involved all the Thematic Group Chairpersons and their Co-Chairs and the NDS Secretariat. The drafting process culminated in the Draft NDS1 which was tabled before Cabinet for discussion and approval.
- ❖ The NDS1 is supported by comprehensive IRBM compliant national and sectoral development results frameworks.



# Summary of the National Development Strategy 1

# The Pathway to the Realisation of our 14 National Priorities

## HIGHER INCOME AND CONSUMPTION





# Economic Growth and Stability

**This Thematic area was chaired by Secretary for Finance and Co-Chaired by the Reserve Bank Governor.**

The focus areas under the Economic Growth and Stability priority area are:-

- Macro-economic Stability;
- Sustainable Economic Growth; and
- Inclusive Economic Growth.

Major objectives under Economic Growth and Stability priority area are:-

- ❖ Growing the economy on an average GDP growth rates of above 5%;
- ❖ Stabilising the forex exchange rate and maintain a low inflation.
- ❖ Increased GNI per capita income to levels of more than US\$3 000 by 2025;
- ❖ Create more than 700 000 formal jobs and reducing extreme poverty



# Food Security and Nutrition Security



**This Thematic area was chaired by Secretary for Lands, Agriculture & Rural Resettlement and the Co-Chair was Secretary for Health and Child Care.**

Major objective under Food Security and Nutrition Security is to:-

- ❖ Improve food self-sufficiency and to retain the regional breadbasket status;
- ❖ Increase food self-sufficiency from the current level of 45% to 100%;
- ❖ Reduce food insecurity from the high of 59% recorded in 2020 to less than 10% by 2025;
- ❖ Increase maize production from 907 629 tonnes in 2020 to 3 million tonnes by 2025; and
- ❖ Increase beef production from 49 115 tonnes in 2020 to 110 000 tonnes by 2025.

# Governance

**This Thematic area was chaired by Secretary for Justice, Legal and Parliamentary Affairs and the Co-Chair was Secretary for Foreign Affairs and International Trade.**

The focus areas under Governance include:-

- Public Service Delivery;
- Justice Delivery; and
- National Unity, Peace and Reconciliation.

The following are the objectives within the Governance priority area:-  
Increase the Citizen Satisfaction Index from 60% in 2020 to around 70% by 2025.

- ❖ Improve justice delivery, Human Rights and Freedoms, Public Safety and Order, National Unity, Peace and Reconciliation and Social Cohesion
- ❖ Secure Property Rights and combating corruption in all its forms



# Value Chains and Structural Transformation



This Thematic area was chaired by Secretary for Industry and Commerce and the Co-Chair was Secretary for Mines and Mining Development.

The focus area under Structural Transformation and Value Chains priority area is to have a structurally balanced economy by end of NDS1.

National outcomes under Structural Transformation and Value Chains priority area are:-

- ❖ Improved value addition;
- ❖ Improved Contribution of manufacturing to GDP;
- ❖ Improved contribution of value added exports to total exports;
- ❖ Improved earnings from beneficiated minerals;
- ❖ Improved earnings from trade in goods and services; and
- ❖ Improved Competitiveness.

# Health and Well-being

This Thematic area was chaired by Secretary for Health and Child Care and the Co-Chair was Secretary for Ministry of Public Service, Labour and Social Welfare.

The focus area under Health and Well-being priority area is Public Health and Well Being and the desired outcome is improved quality of life.

Major objectives under this priority area include:-

- ❖ Improving the quality of life, and improve life expectancy at birth from the current 61 years to 65 years.
- ❖ Increase Public Health Expenditure Per Capita from USD\$30.29 in 2020 to USD\$86 by 2025.





# Housing Delivery



**This Thematic area was chaired by Secretary for National Housing and Social Amenities and the Co-Chair was Secretary for Local Government and Public Works.**

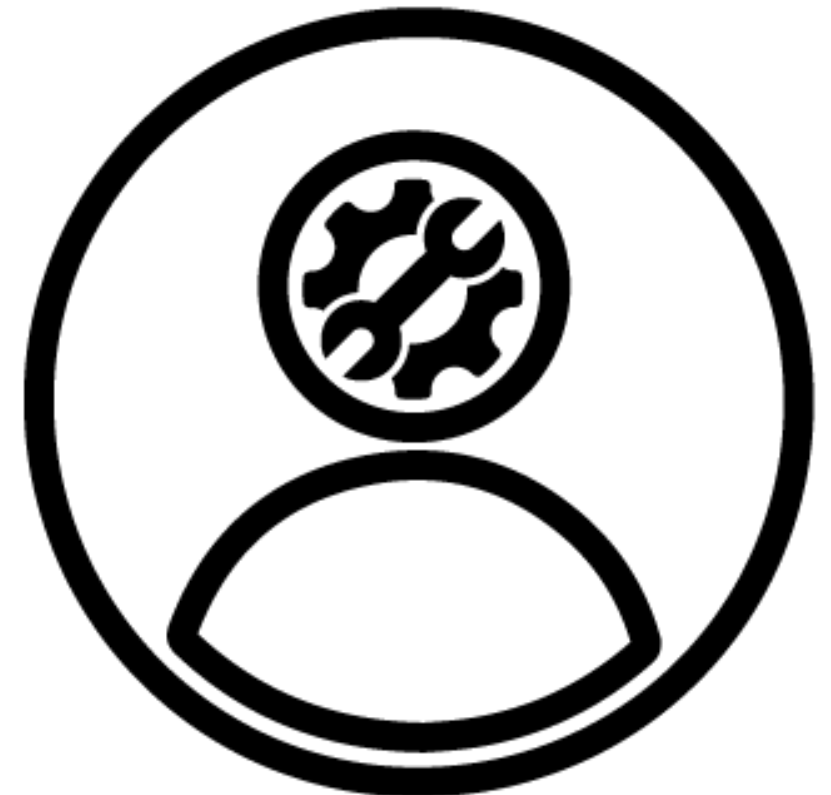
- ❖ The focus area under this thematic area is delivering affordable and quality settlements in urban and rural areas.
- ❖ Desired outcomes under this priority area are:-
- ❖ Improved access to affordable and quality housing and social amenities.
- ❖ NDS1 targets a cumulative of 220 000 housing units, for both rural and urban, to be delivered by 2025

# Human Capital Development

**This Thematic area was chaired by Secretary for Higher and Tertiary Education, Innovation Science and Technology Development and the Co-Chair was Secretary for Public Service, Labour and Social Welfare.**

The focus area under Human Capital Development priority area is Innovation and Knowledge Driven Economy. The following are the desired outcomes:-

- ❖ Specialised Workforce;
- ❖ Increased Innovation for Industrialisation; and
- ❖ Improved access and utilisation of advanced knowledge and technologies.



# Image building and International Engagement and Re-engagement



This Thematic area was chaired by Secretary for Foreign Affairs and International Trade and the Co-Chair was Secretary for Finance and Economic Development.

The focus areas under image building include:-

- Image building; and
- International engagement and re-engagement.

The following are the desired outcomes are:-

- ❖ Improved Country image; and
- ❖ Improved international relations.



# Digital Economy

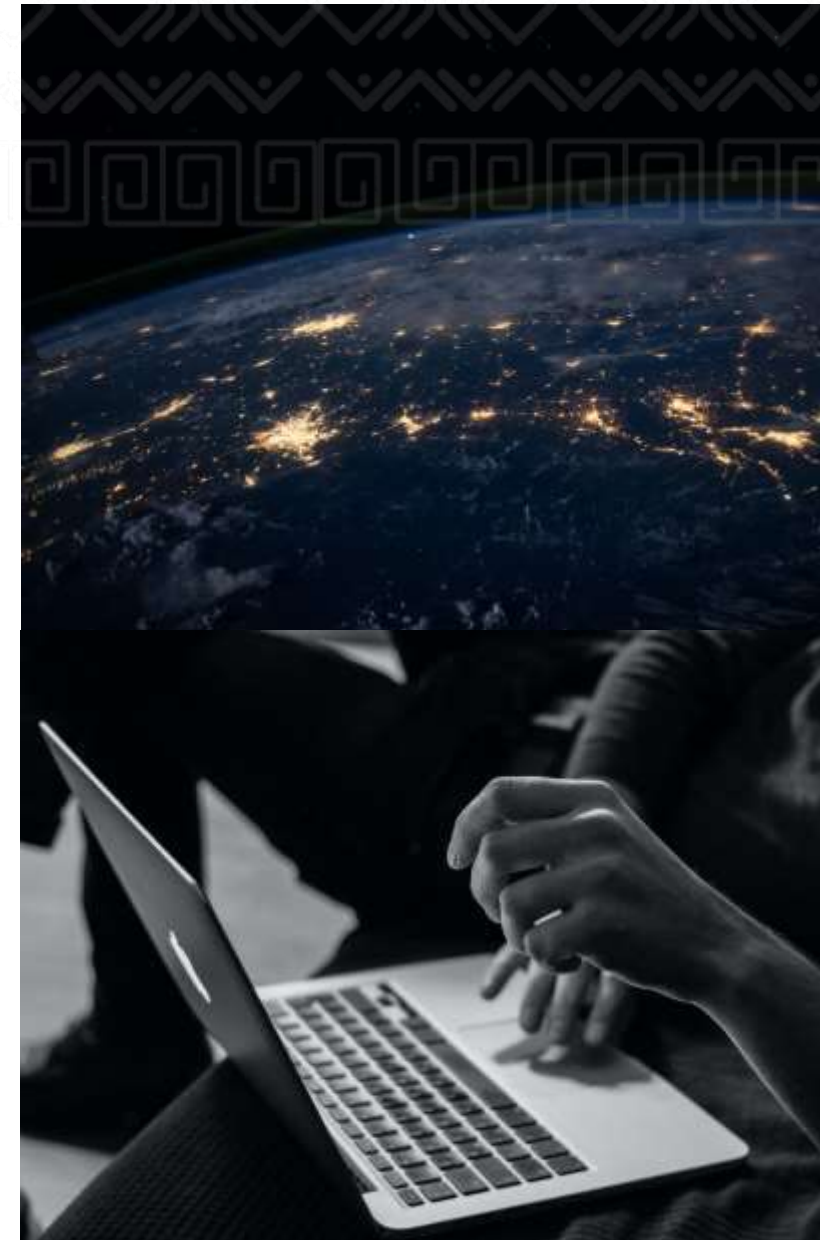
**This Thematic area was chaired by Secretary for E-Government and Technology Unit in the Office of the President and Cabinet and the Co-Chair was the Secretary for Information Communication Technology and Courier Services.**

The thrust of NDS1 is to facilitate achievement of an e-enabled economy where all sectors embrace ICT to improve efficiency in line with the global trends.

The focus area under Digital Economy is digitally enabled economy and the desired outcome is improved access and usage of ICTs.

The main objective of NDS1 is to:-

- ❖ Increase internet penetration rate from 59.1% in 2020 to 75.42% by 2025. Increase mobile penetration rate to 100% by 2025.
- ❖ Increase percentage compliance to ICT policies and regulations from 75% to 85%.



# Infrastructure & Utilities

**This Thematic area was chaired by Secretary for Transport for Transport and Infrastructure Development and the Co-Chair was Secretary for Energy and Power Development.**

Main targets include:-

- ❖ Increase power supply from the current installed capacity of 2317MW to 3467 MW by the year 2025
- ❖ Construction of additional 280km of transmission and distribution network by 2025.
- ❖ Increasing access to potable water from 77.3% to at least 78.3% by 2025 and water storage capacity from the current  $15.423 \times 10^6$  mega litres to  $16.979 \times 10^6$  mega litres by 2025.
- ❖ Expand access to improved sanitation facilities from 70.22% to 77.32% in both urban and rural areas, with particular attention to reducing open defecation in rural areas.
- ❖ Increase the number of kilometres of road network converted to meet STCC standards from 5% to 10% by 2025 and to increase the number of kilometres of road network in good condition from 14 702km to 24 500km by 2025.



# Youth, Sport and Culture

**This Thematic area was chaired by Secretary for Sport, Arts and Culture and the Co-Chair was Secretary for Information Publicity and Broadcasting Services.**

The focus area under Youth, Sport and Culture promotion and development.

The desired outcomes are:-

- ❖ 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; and
- ❖ Increased social cohesion, sense of national identity and pride.



# Environmental Protection, Climate Resilience and Natural Resource Management

This Thematic area was chaired by Secretary for Environment, Climate, Tourism and Hospitality Industry and the Co-Chair was Secretary for Mines and Mining Development.

The focus areas under Environmental Protection, Climate Resilience and Natural Resource Management include:-

- Sustainable Natural Resources Utilisation;
- Environment and Climate Protection; and
- Sustainable Tourism Development.

The following are the desired outcomes:-

- ❖ Environment protected;
- ❖ Improved Biodiversity;
- ❖ Improved Community Livelihood; and
- ❖ Increased contribution to the economy/GDP.





# Social Protection

**This Thematic area was chaired by Secretary for Public Service Labour and Social Welfare and the Co-Chair was Secretary for Primary and Secondary Education.**

Under Social protection, the focus area is on Quality and affordable social protection for all and the desired outcome is improved access to inclusive social protection.

NDS1 targets to:-

- ❖ Reduce the number of people below the food poverty line;
- ❖ Increase the number of people (men, women, persons with disabilities and children of all ages) receiving social assistance across all the social protection interventions from 65% in 2020 to 85% by 2025;
- ❖ Increase proportion of population with access to social care and support services from 15% in 2020 to 75% by 2025;
- ❖ Increase social insurance cover to 67% by 2025; and
- ❖ Increase Livelihoods support from 3% to 17% by 2025.



# Devolution and Decentralisation

**This Thematic area was chaired by Secretary for Local Government and Public Works and the Co-Chair was Secretary for Lands, Agriculture, Water and Rural.**

Devolution seeks to make the system of governance community based and people centred by enhancing their participation in making decisions on issues that affect them and in the exercise of the powers of the State whilst upholding the preservation of national unity.

Major focus areas include:-

- ❖ Enhanced democratic participation of people in decision making;
- ❖ Improved good governance;
- ❖ Improved service delivery;
- ❖ Maintain Zimbabwe as a single peaceful state;
- ❖ Utilise local competitive and comparative advantages;
- ❖ Stimulate economic development;
- ❖ Fiscal capacitation of the lower tiers of Government;
- ❖ Cohesive policies and legislation for the sector;
- ❖ Configure Government structures at lower levels and
- ❖ Implement a new culture in the management of public affairs and resources in local government structures.



# NDS1 ARCHITECTURE.....



# ZIMABWE VISION 2030

NDS2 (2026-2030)

NDS1 (2021-2025)

14 National Priorities

National KRAs

National Outcomes

Outcomes

Outcomes

Outcomes

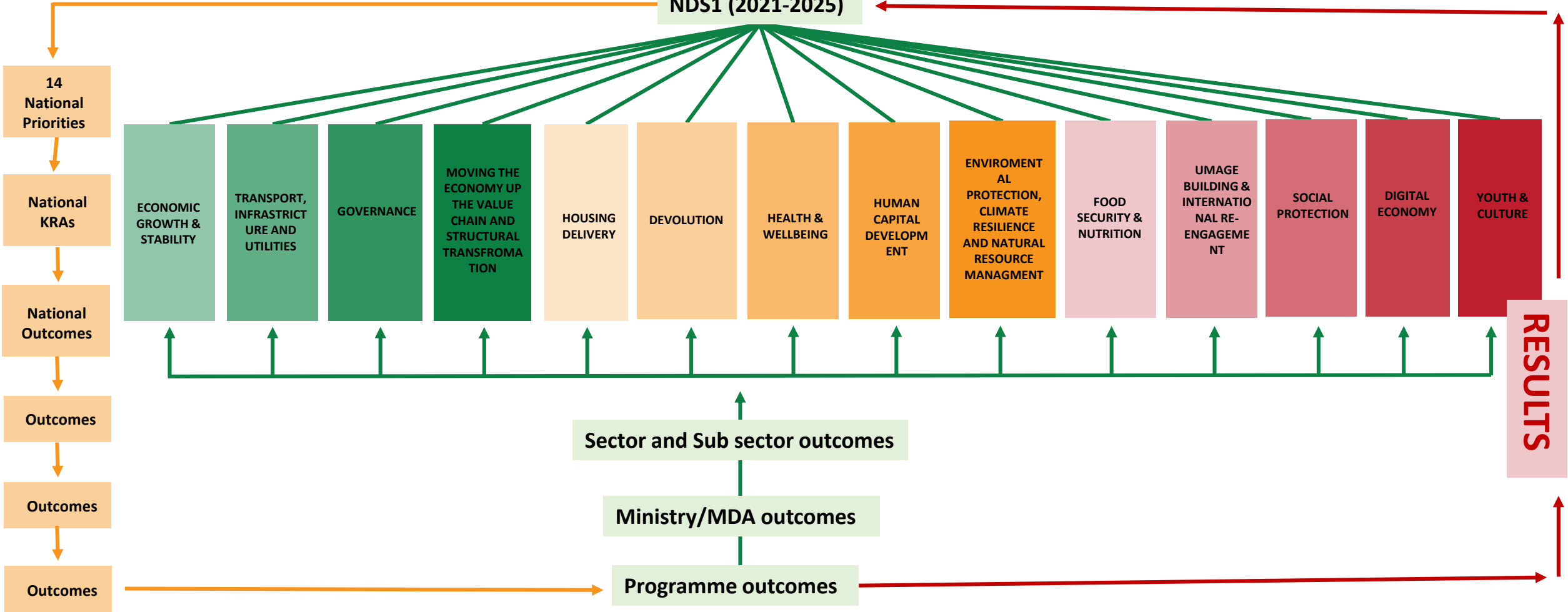


RESULTS

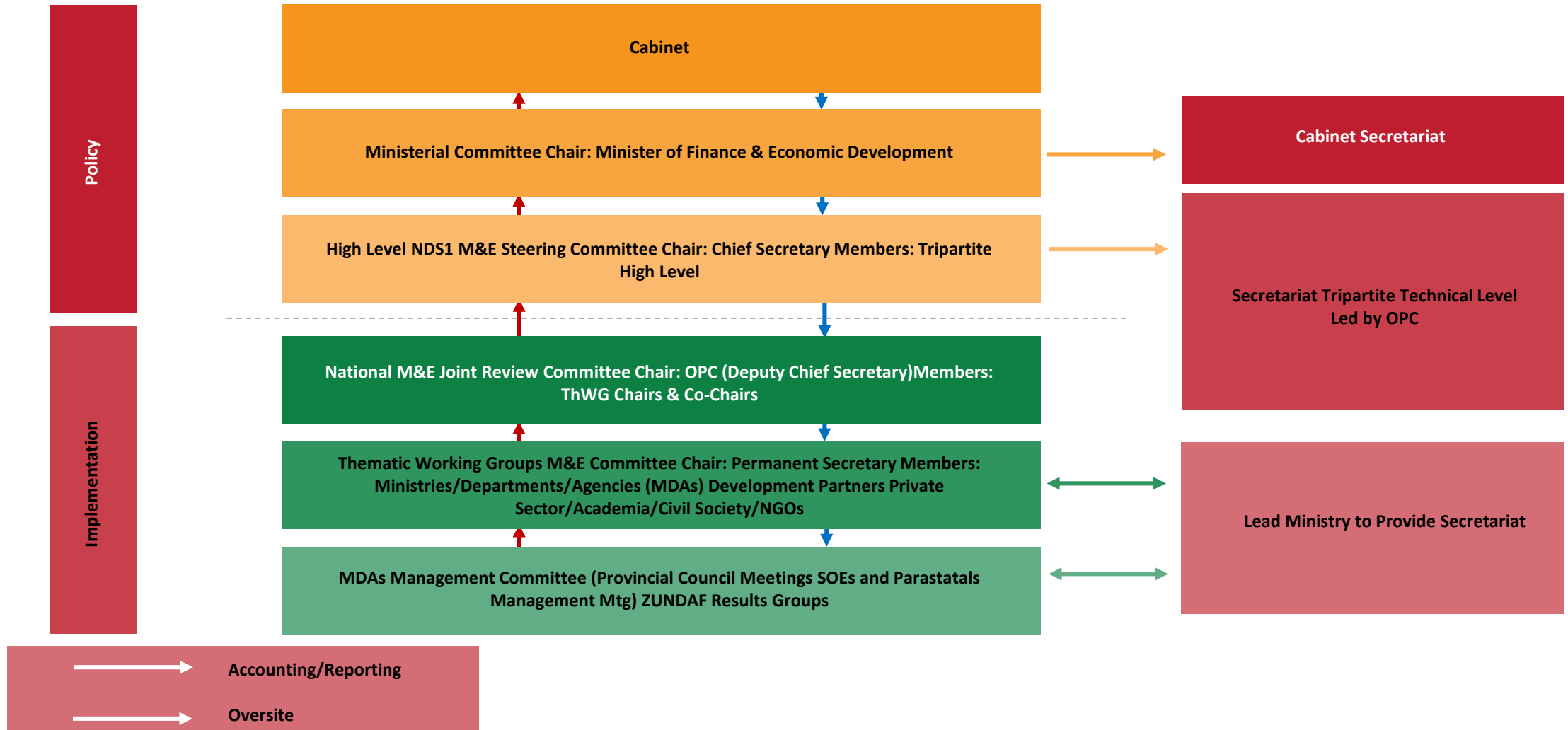
Sector and Sub sector outcomes

Ministry/MDA outcomes

Programme outcomes



# NDS1 Monitoring and Evaluation Framework



# NDS1 Critical Success Factors

**This Thematic area was chaired by Secretary for Public Service Labour and Social Welfare and the Co-Chair was Secretary for Primary and Secondary Education.**

Under Social protection, the focus area is on Quality and affordable social protection for all and the desired outcome is improved access to inclusive social protection.

aNDS1 is preconditioned on a number of **Key Success Factors** including the following:-

- Pace of global economic recovery from COVID-19 pandemic;
- Consolidation of macroeconomic stability to ensure certainty and confidence building;
- Production and productivity
- Efficient provision of key enablers (energy, transport and water)
- Well coordinated and directed Government Machinery;
- Change management;
- Public sector transformation that deal comprehensively with aspects of, corruption, silo mentality and accountability; and
- Relevant and motivated human resources.

2025;

- ❖ Increase social insurance cover to 67% by 2025; and
- ❖ Increase Livelihoods support from 3% to 17% by 2025.

# Thank You!

*“A chain is only as Strong as its Weakest Point”*

