REPUBLIC OF ZIMBABWE













NATIONAL DEVELOPMENT STRATEGY 2

January 2026 – December 2030



Towards a Prosperous & Empowered Upper Middle Income Society by 2030

Front Cover

Mabvuku Interchange—Ministry of Transport & Infrastructure Development
Railway Infrastructure—Ministry of Transport & Infrastructure Development
Agriculture Drone Spray—Thembani Media
Tobacco Processing—Ministry of Industry and Commerce
Museum of African Liberation—Museum of Liberation City
Gwayi-Shangani Dam— Thembani Media



NATIONAL DEVELOPMENT STRATEGY 2 (NDS 2)

January 2026 – December 2030

27 November 2025

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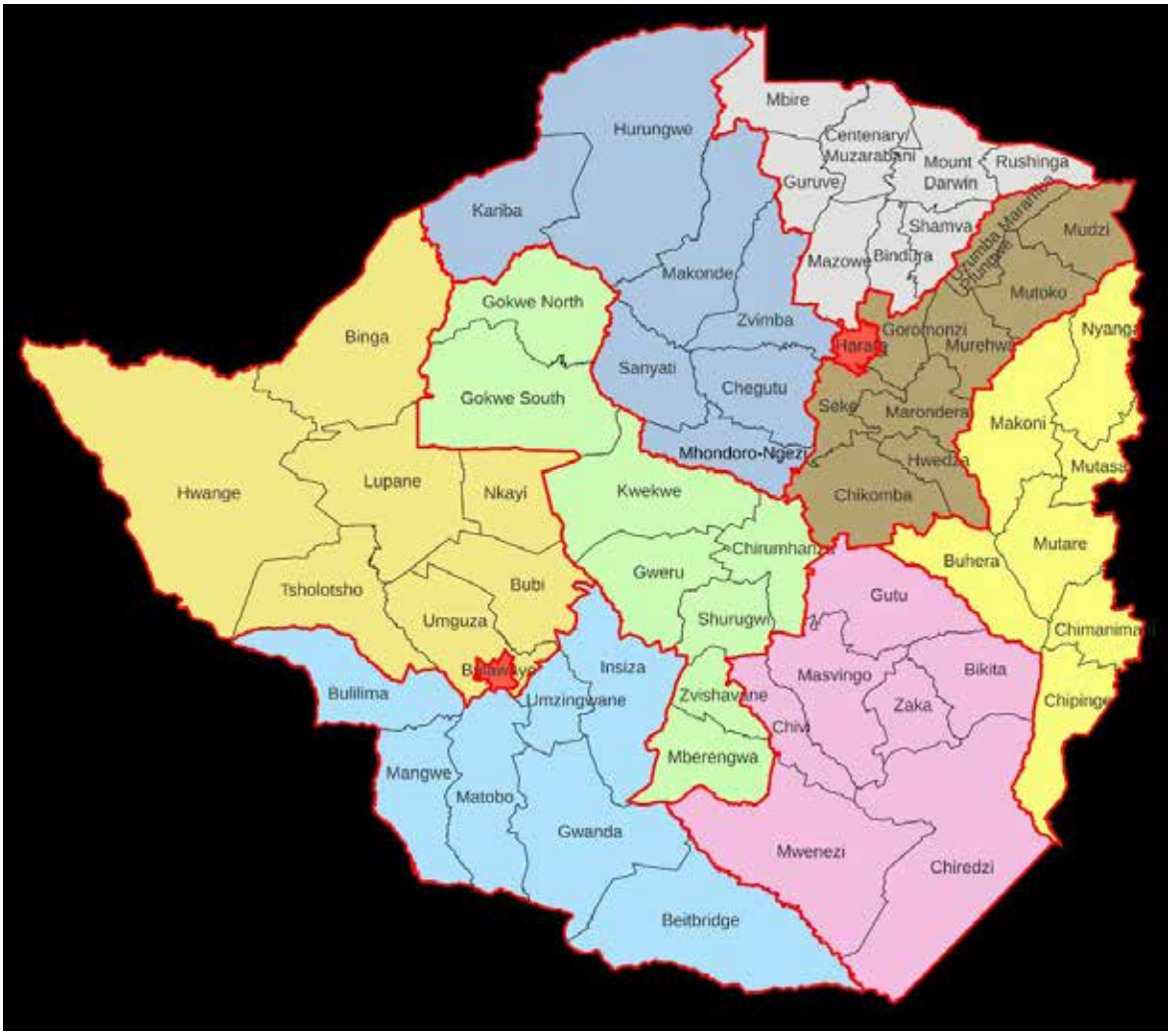
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ZIMBABWE FACT FILE



Population	15 923 444 (2025 Population Projections)
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	gold, diamonds, coal, chromium ore, asbestos, nickel, copper, iron ore, vanadium, lithium, tin, platinum group metals, fertile agricultural land, forests, wildlife, water
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, Koisan, Nambya, Ndau, Shangani, sign language, Sotho, Tonga, Tswana, Venda and Xhosa
Key Economic sectors	manufacturing, mining, agriculture, energy, transport, financial and tourism

MAP OF ZIMBABWE BY DISTRICT



FOREWORD

The National Development Strategy 2 (NDS 2) signifies our resolve as a Nation to transition towards a *Prosperous and Empowered Upper Middle-Income Society* as enunciated in Vision 2030. This National Development Strategy builds on the solid foundation laid by the Transitional Stabilisation Programme (2018-2020) and the National Development Strategy 1 (2021-2025), consolidating the gains achieved over the last five years in macro-economic stability; infrastructure development; climate proofing agriculture; structural transformation, underpinned by value addition and beneficiation; and the ease of doing business.

The Strategy is premised on our national priorities that span across all dimensions of development, and is fully aligned with regional, continental and global development frameworks, including the SADC Regional Indicative Strategic Development Plan (2020-2030), the African Union Agenda 2063 and the United Nations Sustainable Development Goals (2015-2030).

In pursuit of equitable development, NDS 2 embraces devolution and decentralisation, and promotes empowerment programmes that also address the needs of women, youth, persons with disabilities and other vulnerable groups. Its implementation is anchored on stakeholder participation, value for money and timely delivery and benchmarking of projects and programmes.

Successful implementation of NDS 2 requires that we embrace the tenets of good governance, and upholding transparency and accountability over the utilisation of scarce public resources. This shall be underpinned by inculcating the culture of discipline, responsiveness, hard and honest work, zero tolerance to corruption and rent-seeking behaviours.

NDS 2 will further strengthen social cohesion through a renewed social contract anchored on trust, dialogue and shared national values. Guided by the Tripartite Negotiating Forum, Government will deepen collaboration among the State, business and labour to foster mutual accountability and collective action towards inclusive and sustainable national development.

In line with our Zimbabwe is Open for Business drive, NDS 2 builds upon the milestones achieved under NDS 1 in improving the ease of doing business. The Strategy continues to advance reforms aimed at enhancing competitiveness and reducing the cost and complexity of doing business. Priority will be given to rationalising overlapping licences, streamlining regulatory requirements and reforming the national licencing framework to eliminate bureaucratic inefficiencies and duplication.

The private sector remains the principal driver of economic growth and transformation. Accordingly, NDS 2 provides a strengthened framework for continuous engagement and collaboration with the private sector as a trusted partner in promoting investment, driving structural transformation and advancing national development.

In pursuit of a modern, efficient and accountable public sector, NDS 2 requires all public institutions to develop and implement Service Delivery Standards aligned with regional and global best practices. This will ensure that public services are delivered consistently, efficiently and with excellence across all Ministries, Departments, Agencies and Local Authorities. Through this commitment, Government assures citizens of timely, people-centred and high-quality service delivery befitting an empowered and prosperous upper middle-income society.

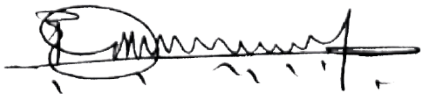
Guided by the principle of inclusivity and leaving no one and no place behind, NDS 2 is the outcome of broad-based national consultations. It reflects the voices and aspirations of Government institutions, the private sector, civil society, political actors, faith-based organisations, the diaspora and the general public. True to our national philosophy that *"Nyika inovakwa nevene vayo/Ilizwe lakhiwa ngabanikazi balo"*, this Strategy embodies unity, self-reliance and shared responsibility.

The formulation of NDS 2 embraced a *Whole-of-Government and Society* participatory approach to national planning led by the Office of the President and Cabinet, in liaison with the Ministry of Finance, Economic Development & Investment Promotion.

As Zimbabwe embarks on this developmental lap towards realisation of our Vision 2030, I call upon all stakeholders, inclusive of our cooperating partners, to put *all-hands-on-deck* and rally behind NDS 2 with *unity of purpose and unwavering determination*. Together, let us accelerate progress, surpass expectations and realise our cherished Vision 2030,

leveraging on our domestic resource endowments, inclusive of our diaspora, innovative and other emerging financing strategies, as well as support from cooperating partners.

It is with great humility and honour that I present to you the National Development Strategy 2 that we will be implementing over 2026–2030. Let us move forward*, hand in hand,* building our country *brick by brick*, *stone upon stone* towards the Zimbabwe that we all want – *a Prosperous and Empowered Upper Middle-Income Society by 2030*.





Dr. Emmerson Dambudzo Mnangagwa
President of the Republic of Zimbabwe
27 November 2025
Harare

PREFACE

The National Development Strategy 2 is Zimbabwe's second five-year plan towards the realisation of Vision 2030, through the transformation of the economy to *a Prosperous and Empowered Upper Middle-Income Society*. NDS 2 is the successor to NDS 1 that introduces innovative measures to accelerate inclusive, sustainable and resilient economic transformation, underpinned by enhanced monitoring and evaluation systems.

The formulation of NDS 2 was broad-based, drawing on extensive consultations of stakeholders, also benefiting from the country's first-ever National Economic Census in 2024. National Economic Census provided details of all business establishments across sectors, both formal and previously excluded informal – that way capturing the actual structure and size of the national economy.

These assessments provided critical insights into sectoral performance, institutional capacities and structural bottlenecks. Guided by this evidence, NDS 2 is designed to define strategic interventions, strengthen coordination, monitoring and evaluation mechanisms for more effective implementation. It also outlines strategies for *win-win* public private partnerships, as well as involvement of cooperating partners.

NDS 2 focuses on ten national priority areas, down from fourteen under NDS 1, anchored on the Integrated Results-Based Management (IRBM) framework which integrates planning, budgeting, human resource management, information systems and performance monitoring. Each NDS 2 priority area is underpinned by clearly defined outcomes, measurable indicators and time-bound targets to reinforce

implementation, monitoring and evaluation and real-time tracking of performance by each of the ten Thematic Working Groups.

NDS 2 prioritises consolidation of macroeconomic stability as the foundation for sustainable development. Through prudent fiscal and monetary management, NDS 2 ensures a stable economic environment that supports investment, job creation, inclusive growth and equitable wealth distribution, while safeguarding the national currency and strengthening financial sector resilience.

During NDS 2, Government will strengthen transparency, accountability and efficiency in public financial management. This policy ensures that public resources are optimally mobilised and effectively utilised to deliver high-quality services while upholding sound fiscal discipline.

Trade and investment facilitation will be prioritised under NDS 2 as key drivers of economic growth and structural transformation. Government will leverage regional and international economic agreements to expand market access, attract sustainable capital inflows and promote competitive, value-added production. By creating an enabling environment for trade and investment, NDS 2 seeks to stimulate private sector-led growth, enhance export performance and integrate Zimbabwe more effectively into global value chains.

The Strategy is anchored on robust data and knowledge systems, drawing from the results of the 2024 National Economic Census which provides baseline data on the distribution of economic agents by size, industry, type of ownership, capacity utilisation and location, classified into either formal or informal establishments. The compilation of disaggregated performance data, under NDS 2, across multiple

dimensions, including sex, age group, geographical location and special populations such as persons with disabilities, will facilitate systematic tracking of economic performance across sectors and Provinces.

NDS 2 outlines institutional roles in data provision and validation, clearly delineated for coordinated contributions by ZimStats, Ministries, Departments and Agencies, local authorities and other stakeholders. To support monitoring and evaluation, data units across Ministries, Departments and Agencies will be capacitated by ZimStats on data collection, analysis and reporting on the implementation of NDS 2 interventions and performance.

Resource mobilisation is a central component to the successful implementation of NDS 2 programmes and projects. Pursuant to this, the financial architecture for NDS 2 is diversified, drawing from fiscal revenues, investable domestic surpluses leveraged through development of innovative instruments, diaspora participation in local investments, domestic and offshore money and capital markets, as well as public private partnerships.

To strengthen investor confidence and crowd-in private capital, Government will continue to implement measures that safeguard positive return on investment. For energy infrastructure, this will be underwritten by bankable power purchase agreements, predictable cost-recovery tariff arrangements and mechanisms for currency access, complemented by ongoing improvement to the ease of doing business.

Decentralisation and devolution are central pillars of NDS 2. Government commits to timely disbursement of devolution funds to

support transformative provincial programmes, guided by the Inter-Governmental Fiscal Transfers System Administrative Manual. This will ensure transparent, efficient and equitable distribution of resources, so that all communities benefit from national development and no one is left behind.

The effective implementation of NDS 2 will require a *Whole of Government and Society* approach, with the active participation of all stakeholders remaining invaluable. NDS 2 implementation is, therefore, not only the responsibility of Government, but a national compact built on unity of purpose, collective responsibility and inclusive participation.

Through discipline, innovation and collaboration, NDS 2 builds on the achievements of NDS 1 to accelerate progress towards Vision 2030. The Strategy promotes sound macroeconomic management, good governance, private sector-led growth, social cohesion and inclusive service delivery, providing the foundation for an empowered and prosperous upper middle-income society where all citizens actively participate in and benefit from Zimbabwe's socio-economic transformation.



Hon. Prof. Mthuli Ncube (M.P.)
Minister of Finance, Economic Development & Investment Promotion
27 November 2025
Harare

ACKNOWLEDGEMENT

The formulation of the National Development Strategy 2 (NDS 2) stands as a testimony to the spirit of collective effort, national unity and a shared Vision for Zimbabwe. This Strategy is the outcome of an extensive, consultative and participatory processes that draw upon the contributions of a broad spectrum of stakeholders.

I acknowledge with deep respect the visionary leadership of His Excellency, the President of the Republic of Zimbabwe, Cde. Dr. E. D. Mnangagwa and the entire Cabinet, whose guidance, steadfast commitment and strategic direction anchored the formulation of NDS 2 and continue to inspire the pursuit of inclusive and sustainable development.

The formulation of NDS 2 adopted a *Whole of Government and Society* approach, which will continue to guide its implementation. Broad consultations were undertaken with Government institutions, the private sector, civil society, academia, faith-based organisations, professional bodies, cooperating partners and the general public. Their constructive input ensured that the Strategy embodies the nation's collective aspirations and development priorities. I express my sincere appreciation to all stakeholders for their meaningful participation and for upholding the spirit of shared responsibility and collaboration.

The Chairpersons and Co-Chairpersons of the ten National Priority Areas also merit special acknowledgment for their leadership in guiding Technical Working Groups, coordinating sectoral input and aligning submissions with national priorities. Their dedication ensured

that the Strategy is coherent, inclusive and responsive to Zimbabwe's developmental agenda.

Recognition is extended to the consolidation and drafting team, ably led by the Deputy Chief Secretary to the President & Cabinet, Dr. W. L. Manungo, for its professionalism, dedication and commitment in consolidating contributions from multiple stakeholders, ensuring coherence and maintaining high-quality standards in the formulation of NDS 2.

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Equally, I recognise the invaluable contributions of our cooperating partners, whose technical and financial support enhanced the quality of this Strategy and strengthened national institutional capacities for its implementation. I further acknowledge the solidarity of friendly nations and regional, continental and global partners who continue to stand with Zimbabwe as it advances its national development goals in line with Africa's Agenda 2063 and the Sustainable Development Goals.

Finally, I convey appreciation to all individuals and institutions, too numerous to mention, whose intellectual, material and moral support made the formulation of NDS 2 possible.

The success of this Strategy rests on our collective resolve to implement it with unity of purpose and determination. As Zimbabweans, let us take full ownership of NDS 2, for it is only through shared responsibility that we shall realise the modern, prosperous and empowered society envisioned under Vision 2030.



Dr. Martin Rushwaya
Chief Secretary to the President & Cabinet
27 November 2025
Harare

ACRONYMS

ABAO	Agricultural Business Advisory Officers
AfCFTA	African Continental Free Trade Area
AFU	Asset Forfeiture Unit
AI	Artificial Intelligence
AIDI	Africa Infrastructure Development Index
AIDS	Acquired Immuno Deficiency Syndrome
AYP	Adolescents and Young People
AU	African Union
BIPPAs	Bilateral Investment Promotion and Protection Agreements
CAMPFIRE	Community Areas Management Programme for Indigenous Resources
CBM	Coal Bed Methane
CLTS	Community-Led Total Sanitation
CPI	Consumer Price Index
CSO	Civil Society Organisations
DSA	Drug and Substance Abuse
DISCO	Dinson Iron and Steel Company
DOTS	Directly Observed Therapy
DRE	Distributed Renewable Energy
EDDC	External and Domestic Debt Management Committee
EMIS	Education Management Information System
ESAAMLG	Eastern and Southern Africa Anti-Money Laundering Group

ESG	Environmental, Social and Governance
ETFs	Exchange Trade Funds
EmONC	Emergency Obstetric and Neonatal Care
ECD	Early Childhood Development
EIAs	Environmental Impact Assessments
FATF	Financial Action Task Force
FCTC	Framework Convention on Tobacco Control
FDI	Foreign Direct Investment
GBV	Gender-Based Violence
GDP	Gross Domestic Product
GMB	Grain Marketing Board
GPSA	Government Project Support Agreements
HEMIS	Higher Education Management Information System
HEXCO	Higher Education Examinations Council
HIV	Human Immunodeficiency Virus
IATA	International Air Transport Association
ICT	Information Communication Technology
ICU	Intensive Care Unit
IFIs	International Financial Institutions
ILO	International Labour Organization
IPPs	Independent Power Producers
ISSA	International Social Security Association
ITU	International Telecommunication Union
IRBM	Integrated Results Based Management
km	Kilometres
KPI	Key Performance Indicator

KRA	Key Result Area
LPG	Liquefied Petroleum Gas
MDA	Ministries, Departments and Agencies
M&E	Monitoring and Evaluation
MIF	Mutapa Investment Fund
MPC	Monetary Policy Committee
MW	Mega Watts
NatPharm	National Pharmaceutical Company
NCC	National Competitiveness Commission
NCDs	Non-Communicable Diseases
NDS	National Development Strategy
NEETs	Not in Education, Employment or Training
NNCDs	Non-Negotiable Certificates of Deposits
NMS	National Medical Services
NPAZ	National Prosecuting Authority
NSSA	National Social Security Authority
OMO	Open Market Operations
PEDPs	Provincial Economic Development Plans
PEN-Plus	Package of Essential NCD Interventions
PGMs	Platinum Group of Metals
POS	Point of Sale
PPP	Public Private Partnership
PSIP	Public Sector Investment Programme

PSPs	Payment System Providers
RBZ	Reserve Bank of Zimbabwe
REIT	Real Estate Investment Trust
RIA	Regulatory Impact Assessment
RISDP	Regional Indicative Strategy Development Plan
RMNACH-N	Reproductive, Maternal, Newborn, Adolescent, Child and Nutrition Health
SADC	Southern Africa Development Community
SDGs	Sustainable Development Goals
SECZim	Securities & Exchange Commission of Zimbabwe
SEZs	Special Economic Zones
SI	Statutory Instrument
SRC	Sport and Recreation Commission
STEM	Science, Technology, Engineering and Mathematics
TB	Tuberculosis
TOUCs	Tertiary Outcomes
TPT	TB Preventive Therapy
TVET	Technical and Vocational Education and Training
TWG	Thematic Working Group
UN	United Nations
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCAC	United Nations Convention Against Corruption

UNCCD	United Nations Convention to Combat Desertification
UNFCCC	United Nations Framework Convention on Climate Change
UNODC	United Nations Office on Drugs and Crime
UNSPC	United Nations Staff Pension Committee
VBUs	Village Business Units
VID	Vehicle Inspectorate Department
VFEX	Victoria Falls Stock Exchange
WASH	Water, Sanitation and Hygiene
WHO	World Health Organisation
ZACC	Zimbabwe Anti-Corruption Commission
ZIMCHE	Zimbabwe Council for Higher Education
ZimStats	Zimbabwe National Statistics Agency
ZIMSEC	Zimbabwe School Examinations Council
ZIDA	Zimbabwe Investment and Development Agency
ZiG	Zimbabwe Gold
ZIMSAT	Zimbabwe Satellite
ZINGSA	Zimbabwe National Geospatial and Space Agency
ZSE	Zimbabwe Stock Exchange

EXECUTIVE SUMMARY

1. The National Development Strategy 2 (NDS 2) is Zimbabwe's second five-year developmental plan designed to accelerate progress on the country's aspiration of transforming into a *Prosperous and Empowered Upper Middle-Income Society*, towards the realisation of Vision 2030.

2. NDS 2 will consolidate the achievements of NDS 1 and address the unfinished business across the previous 14 Thematic Areas. The performance of NDS 1 implementation is reflected in the NDS 1 *Mid-Term Review* and the NDS 1 *Terminal Evaluation*.

NDS 1 Achievements

3. During NDS 1, Zimbabwe achieved substantial progress across the 14 thematic areas, reflecting resilience, economic recovery and improved governance *Towards a Prosperous and Empowered Upper Middle-Income Society by 2030*.

Economic Recovery

4. The economy recorded a strong recovery during the NDS 1 five-year period, with average real GDP growth of 5.6%, up from an average of -0.7% recorded over the five-year period prior to NDS 1. Notably, this performance exceeded the annual NDS 1 growth target of 5%, underscoring the effectiveness of ongoing economic reforms and policy consistency.

5. Despite operating in a challenging global environment characterised by the lingering effects of the COVID-19 pandemic, tightening international financial conditions and climate-related shocks, the domestic economy demonstrated remarkable resilience. Strong policy coordination, fiscal prudence and the pursuit of structural reforms helped to anchor macroeconomic stability, restore confidence and sustain recovery across key productive sectors.

6. In 2025, the economy is expected to have expanded by 6.6%, up from 1.7% recorded in 2024. This robust growth performance is underpinned by the recovery in agriculture, strong mining output and renewed investment in the manufacturing sector. The continued rebound in these sectors reflects Government's commitment to fostering inclusive and sustainable development, providing a solid foundation for achieving Vision 2030.

7. The introduction on 5 April 2024 of the domestic ZiG currency to circulate alongside other multi-currencies stabilised the exchange rate and restored confidence in the local currency. Foreign reserves rose from about $276 million in April 2024 to over US$900 million by October 2025, prompting the World Bank to rank Zimbabwe first among the top 10 countries in the world that had made significant progress in foreign currency reserves accumulation.

8. The consistent and sustained build-up of foreign currency reserves amidst increased exchange rate stability resulted in annual ZiG

inflation declining from 85% in April 2025, to 32.7% by October 2025 and is projected to be around 20% by end December 2025, confirming entrenchment of macro-economic stability.

Infrastructure Development

9. On infrastructure, development of most projects was successfully undertaken during NDS 1, notwithstanding absence of concessional development financial support to Zimbabwe. This was underpinned by leveraging domestic resources and participation of local contractors, complemented by commercial financing arrangements.

10. Notable infrastructure projects were completed in the transport, energy, water and sanitation, inclusive of the Trabablas Interchange completed at a cost of US$140 million in 2025, the R.G. Mugabe International Airport Expansion at a cost of US$153 million in 2023, commissioning of Hwange Units 7 & 8 in 2023, which added 600 MW to the national grid, as well as extensive road rehabilitation undertaken through the Emergency Road Rehabilitation Programme I and II, covering both urban and rural road infrastructure.

11. Significant progress was realised towards the construction of the Harare–Masvingo–Beitbridge highway which stood at 85% completion as of October 2025, while the Gwayi-Shangani dam and the Kunzvi dam was at 72.5% and 65%, respectively.

Manufacturing

12. Manufacturing capacity utilisation increased from 36.4% prior to NDS 1 in 2019 to 54.7% in 2024, against the background of the quest for increased investment in value-addition of the country's agricultural and mineral commodities.

Diaspora Participation

13. The diaspora community registered an increased presence in domestic economic development through remittances sustaining family livelihoods as well as funds channelled into investment initiatives in the productive sectors back home. This was largely driven by His Excellency the President's active engagement with the diaspora community and a supportive policy which enhanced confidence and encouraged greater participation in national development.

14. The country realised diaspora remittances rising from US$1.4 billion in 2021 to US$2.2 billion in 2024, projected to surpass US$2.7 billion by end of the NDS 1 period. This demonstrates the growing confidence the diaspora community has in participating in investment opportunities ushered under NDS 1, that way contributing to the country's foreign currency generation.

Agriculture

15. In agriculture, productivity rose outside the El Nino induced drought years, with maize output rising to a peak of 2.7 million tons in 2021, whilst wheat production achieved national self-sufficiency of 375 000 tons in 2022 and rising to an estimated

650 000 tons by 2025, with growing prospects during NDS 2 of exporting surpluses to the region.

16. Furthermore, NDS 1 witnessed growing performance of tobacco production and contribution to foreign exchange earnings. During 2025, the tobacco crop rose to 355 million kgs exceeding the NDS 1 target of 300 million kgs, and a 51% increase from the previous year, which raised more than US$ 1.2 billion in foreign exchange earnings.

17. Tobacco production, underpinned by small-holder farmers, is envisaged to experience further growth under NDS 2, benefiting from the Tobacco Value-chain Transformation Plan targeted at increasing both the output and economic value of the crop through production, value-addition and local processing.

18. Major gains have also been realised in horticulture, with blueberry production growing from 2000 tons in 2018 to 12 000 tons in 2025, that way establishing Zimbabwe among the fastest growing blueberry producing countries in the world. Zimbabwe's ideal agro-climatic conditions enable the country to supply international markets off-season, thereby benefiting from favourable prices.

Information Communication Technology

19. Information communication technology (ICT) access expanded, with internet penetration rising from 59% prior to NDS 1 in 2020 to 83.5% in 2024, with full connectivity across tertiary institutions.

Education

20. During NDS 1, Government introduced *Heritage Based Education 5.0*, a transformative model that embraces teaching, research, community service, innovation and industrialisation to drive economic growth, tackle real-world challenges and contribute to the country`s economic development. This has yielded significant gains in terms of access to quality education, skills development and the application of advanced technologies in support of industrialisation.

21. Provision of student accommodation increased from 14% in 2018 to 30% by December 2024, which significantly improved the learning environment.

22. The NDS 1 period also saw the registration of over 300 new schools and the deployment of *Moodle-based* e-learning - a free and open-source learning management system that creates and delivers online educational courses.

23. The *Moodle-based* e-learning platform sustained education through the COVID-19 pandemic period, leading to increased enrolments at all levels. The provision of 200 assistive devices for students with disabilities facilitated inclusivity in access to education.

24. Under NDS 2, Government will strengthen the quality and inclusivity of education to support human capital development and innovation. The National Qualifications and Credential Framework will be improved, in line with regional and global standards.

25. Furthermore, Government will expand access to online and hybrid learning in promotion of inclusive learning. Partnerships with the private sector will also be encouraged in providing education infrastructure in compliance with universal design standards.

Health

26. Life expectancy increased from 58.5 years in 2021 to an average of 65 years in 2024, with the country achieving the UNAIDS 95-95-95 targets. The UNAIDS 95-95-95 is a set of goals to end the AIDS pandemic aiming for 95% of all people with HIV to know their status, 95% of those diagnosed to be on antiretroviral therapy and 95% of those on ART therapy to have achieved viral suppression.

27. Substantial investments were made in health infrastructure, including the establishment of new primary and tertiary health facilities, while local production of medicines and medical supplies was enhanced to improve affordability and accessibility of essential drugs nationwide.

Governance

28. Zimbabwe has demonstrated its commitment to governance standards of transparency, accountability and sustainable development, in alignment with the country's long-term Vision of becoming an *Empowered and Prosperous Upper Middle-Income Society by 2030*.

29. Pursuant to this, Government approved in 2024, the establishment of the National Institutional Framework for the Zimbabwe African Peer Review Mechanism (APRM), which it acceded to in 2020, under the auspices of the African Union.

30. The African Peer Review Mechanism focuses on six (6) thematic areas where a country could be peer-reviewed on, and these are:

- Democracy and political governance.
- Economic governance and management.
- Corporate governance.
- Socio-economic development.
- State resilience to disasters and shocks.

31. During NDS 2, the African Peer Review Mechanism governance framework will provide the country with periodic opportunities to assess its governance performance, identify areas for improvement and implement strategies that boost economic management, attract investment and promote regional integration.

32. Already, during 2025, Zimbabwe has been peer reviewed on Economic Governance and Management.

33. During NDS 1, governance indicators for the country improved, with a Citizen Satisfaction Index averaging 67.7, whilst the delivery of justice improved through decentralisation of Courts and digitalisation of the Court systems, which helped clear case backlogs through ICT-enabled systems.

International Relations

34. Zimbabwe, *a friend to all and an enemy to none*, maintained its diplomatic engagement drive during NDS 1, with 1 200 high-level engagements undertaken to improve the country's image and international relations.

Tourism

35. Investments made under NDS 1 in tourism infrastructure and facilities positioned the country as a leading global destination, recognised as the top-must-visit country by the Forbes Magazine in 2025.

36. This was reflected in increased tourist arrivals, which rose from around 1 million in 2022 to 1.6 million in 2024, representing 60% surge in tourist arrivals over the NDS 1 period.

NDS 1 Challenges

37. Notwithstanding the above achievements, NDS 1 developmental trajectory experienced some challenges. During NDS 1, the economy experienced episodes of price and exchange rate instabilities, which were eventually addressed with the corrective macro-economic measures, including entrenching fiscal discipline, implementing supportive monetary policy and the adoption of the ZiG currency.

38. The Covid 19 pandemic had a major impact on NDS 1 implementation, through widespread disruption of economic activities as a result of lockdowns and global value chain disruptions.

39. Furthermore, the *El Niño* induced drought of 2023/24 agricultural season affected agricultural production and related value chains, which weighed down economic performance.

40. The Russia-Ukraine conflict also negatively impacted NDS 1 performance, largely through global commodity price shocks in fertilizer supply as well as grain. Furthermore, the conflict disrupted global supply chains and exposed the country to imported inflation, thus impeding the realisation of some NDS 1 targets.

NDS 2 Objectives

41. NDS 2 overarching objectives that will guide the country's developmental agenda over the next five years are to:

(i) Sustain a stable and predictable macro-economic environment that promotes investment, innovation, productivity and resilience, while strengthening, diversifying and deepening the financial sector to enhance domestic resource mobilisation and broaden financial inclusion.

(ii) Transform the economy from a primary commodity-based to a diversified, broad-based, modern upper middle-income country through accelerating value addition and beneficiation.

(iii) Develop a strong, modern and resilient infrastructure backbone across all sectors of the economy to support productivity and sustainable socio-economic development.

(iv) Increase agricultural productivity to achieve food and nutrition security, promote sustainable agro-processing value chains as well as strengthen climate resilience and environmental sustainability.

(v) Promote science, technology, innovation and human capital development to build a knowledge-driven and digitally enabled economy.

(vi) Strengthen and entrench devolution and decentralisation to promote balanced regional development and inclusive participation for equitable and inclusive national development.

(vii) Accelerate job creation, youth development and entrepreneurship to reduce unemployment and promote sport participation, creative and cultural industries.

(viii) Enhance social development, gender equality and social

protection to promote equity and universal access to quality health and social services.

(ix) Enhance *Brand Zimbabwe*, strengthen international relations and regional integration, attract foreign direct investment, promote tourism and advance diplomatic and trade development to achieve sustainable socio-economic development.

(x) Strengthen governance and security institutions to promote peace, stability and social cohesion.

42. The successful implementation of the NDS 2 will be hinged on a number of key success factors which include the following:

- Stable macro-economic environment with single digit inflation rates.
- Provision of enabling infrastructure such as energy, transport, ICT, water and sanitation.
- Strong institutions and governance systems for effective implementation and coordination in the execution of planned interventions.
- Availability of fit for purpose human capital and financial resource mobilisation to fund the programmes.
- Competitive business environment that attracts domestic and foreign investment.
- Structural transformation through moving the economy up the value chain.

- Whole of Government and Society approach to ensure coordination and inclusiveness.

- Robust data provision and integrated monitoring, evaluation and learning to track performance.

NDS 2 National Priorities

43. NDS 2 objectives will be achieved through ten (10) national priorities whose developmental impact transcends across all sectors of the economy.

44. Premised on the *Whole of Government and Societal* approach and ensuring that *no one and no place is left behind*, the national priorities formulation was undertaken through an inclusive, consultative process that included Government, business, labour, civil society, the academia, cooperating partners and several interest groups.

45. NDS 2 national priorities are aligned with regional, continental and global frameworks, namely the SADC Regional Indicative Strategic Development Plan (RISDP) 2020–2030, the Africa Union Agenda 2063-*The Africa We Want* and the United Nations Sustainable Development Goals (SDGs) 2015-2030. This ensures that Zimbabwe delivers on regional, continental and global developmental aspirations and obligations.

46. The National Priorities are summarised below:

Macro-Economic Stability & Financial Sector Deepening

47. NDS 2 emphasises consolidating macro-economic stability through prudent fiscal and monetary management, coordination between Treasury and the Reserve Bank and maintaining the stability of the local currency-the Zimbabwe Gold (ZiG).

48. The Strategy targets annual inflation of 5%, budget deficits below 3% of GDP and revenue above 20% of GDP by 2030.

49. Financial sector deepening will be achieved through deepening and broadening money and capital markets, promoting domestic savings, expanding financial inclusion, supporting fintech, green finance and strengthening banking sector resilience.

50. Furthermore, reforms in pensions, insurance and capital markets will support long-term investment, financial sector deepening as well as enhance financial inclusion to above 90% by 2030.

Inclusive Economic Growth & Structural Transformation

51. NDS 2 will prioritise industrialisation, modernisation, value addition and beneficiation predominantly of agricultural and mineral commodities, as well as promotion of rural industrialisation through establishment of Village Business Units in rural communities.

52. Economic transformation will diversify the country's economic base, enhance productivity in agriculture, mining, manufacturing and tourism sectors.

53. Higher productivity achieved through structural transformation will feed into employment generation and enhanced earnings, that way, underpinning the realisation of the NDS 2 *inclusive growth* priority area.

Infrastructure Development & Housing

54. Infrastructure will be a cornerstone of NDS 2. The Strategy prioritises interventions in energy, transport, ICT, water and sanitation as well as housing development as enablers for inclusive economic growth and structural transformation.

55. Strategic interventions include expanding renewable energy capacity, rehabilitating roads and rail networks, improving urban and rural water supply and promoting affordable housing delivery through a hybrid of Government funding and private sector partnerships.

56. The NDS 2 target is to provide 1 million new housing units by 2030, under the framework of sustainable and climate-resilient urban planning.

Agriculture, Food, Climate & Environment

57. NDS 2 seeks to ensure food and nutrition security through increased agricultural productivity, modern storage infrastructure and enhanced climate resilience.

58. Focus will be on promoting climate-smart agriculture, sustainable irrigation and integrated land and water management.

59. Nutrition interventions will address dietary and social behavioral challenges, while strengthening post-harvest handling and strategic grain reserves.

60. Environmental protection will be mainstreamed through enforcement of environmental impact assessments, responsible mining, reforestation, restoration and protection of wetlands.

Science, Technology, Digital, Innovation & Human Capital Development

61. NDS 2 will promote enhancement of the quality of education through science, vocational education training and lifelong learning, while strengthening the link between academia, industry and innovation.

62. The Strategy focuses on digitalisation, expansion of ICT infrastructure and digital literacy to drive the transition to a knowledge-based economy. Investments in research, artificial

intelligence and innovation hubs will boost productivity, entrepreneurship and youth employment.

Job Creation, Youth Entrepreneurship & Development, Creative Industry, Sport and Culture

63. NDS 2 prioritises job creation through value addition in support of industrialisation, entrepreneurship development and targeted youth programmes. The creative and cultural industries are recognised as growth drivers, with interventions to formalise creative enterprises, protect intellectual property and promoting sport as an economic sector.

64. Skills development, internships and youth innovation grants will help reduce number of youths that are not engaged in any employment, education, training or productive activities, while promoting inclusion and social cohesion.

Regional Development & Inclusivity Through Devolution & Decentralisation

65. Devolution and decentralisation are core priorities of NDS 2. The Strategy will strengthen the devolution and decentralisation agenda through developing the necessary supportive legislation, policies and other administrative instruments that will guide effective coordination of devolved structures that develop, drive and implement the Provincial Economic Development Plans.

66. Provincial Economic Development Plans will guide investment and service delivery in Provinces to ensure balanced regional growth aligned to the national priorities. This will reduce inter-provincial inequalities, improve service delivery and strengthen local governance capacities.

Social Development, Gender & Social Protection

67. Social development, gender and social protection priority under NDS 2 will target to enhance health, education, gender and social inclusion. Strategic interventions include modernising healthcare infrastructure, ensuring essential medicine availability, expanding health insurance coverage and implementing gender-responsive policies.

68. The Strategy also strengthens social protection systems on pensions, social insurance and care for vulnerable populations to promote equity and resilience for all, including the informal sector.

Image Building, International Relations & Trade

69. Zimbabwe will enhance its international image and competitiveness through branding, diplomacy and trade development. The Strategy targets strengthening *Brand Zimbabwe* and promoting engagement with the global community. Furthermore, strategies for debt resolution and clearance of arrears will continue to be pursued.

70. Export diversification and promotion of tourism will be enhanced by undertaking ease of doing business reforms. Furthermore, international trade will be promoted through participation in regional and global markets, thus positioning Zimbabwe as a preferred destination for tourism, trade and investment in line with the principle of *Zimbabwe is open for business.*

Governance, Institution Building, Peace & Security

71. Good governance, peace and institutional integrity are the foundation for successful NDS 2 implementation.

72. The Strategy will engender transparency, accountability and zero tolerance for corruption across the public and private sectors.

73. NDS 2 will promote decentralisation of services, digitalisation of Government processes and the strengthening of oversight institutions. Zimbabwe will also uphold its international commitments on human rights, peace and security, while fostering dialogue, national unity and rule of law.

NDS 2 Implementation Supportive Structures

74. The implementation of the NDS 2 will be anchored on robust and well-coordinated supportive structures that promote coherence, accountability and inclusivity in delivering the Strategy's national priorities.

75. These supportive mechanisms are designed to ensure that NDS 2 is effectively executed through *a Whole-of-Government and Society* approach, underpinned by strong institutional frameworks, sound resource mobilisation systems and comprehensive monitoring and evaluation mechanisms.

Institutional Coordination & Oversight

76. Implementation of NDS 2 will be driven by an integrated institutional framework. Cabinet will provide strategic oversight and policy direction, supported by Cabinet Coordinating Committees chaired at Vice President level.

77. These committees will oversee ten Thematic Working Groups aligned to NDS 2 priority areas. Provincial, District and Ward Coordinating Committees will ensure that subnational implementation aligns with national priorities in line with the Integrated Results-Based Management framework.

Financing & Resource Mobilisation

78. NDS 2 financing will combine domestic and external funding sources, moving beyond fiscal dependency, leveraging innovative instruments and private sector capital through partnerships between Government and the private sector. The funding will support the Strategy in such key areas as infrastructure development, particularly in transport, energy, agriculture and housing, amongst others. Government will also introduce

infrastructure and diaspora bonds as part of innovative funding options.

79. The Public Service Pension Fund will play a catalytic role in infrastructure-led development through strategic investments in renewable energy, housing, tourism and agro-industrial value chains.

80. Complementary institutional investors such as pension and insurance funds will align their portfolios with NDS 2 priorities to accelerate capital formation.

Monitoring, Evaluation & Learning

81. To strengthen performance management and accountability, NDS 2 will be monitored and evaluated through an Integrated Results-Based Management monitoring and evaluation framework that is integrated in Government systems, supported by digital tools.

82. The e–Whole of Government Performance Management System will enable real-time tracking of key performance indicators, quarterly and annual reporting and automated data analysis to inform timely policy adjustments.

Provision of Data

83. Reliable, disaggregated and timely data is essential to evidence-based planning. ZimStats will strengthen the National Statistical System by integrating big data, geo-spatial analytics and AI-enabled platforms for real-time information management.

84. Dedicated data units will be established in all Ministries, Departments and Agencies to strengthen data collection, validation and reporting, that way enhancing transparency and performance monitoring.

PART I: BACKGROUND & DEVELOPMENT CONTEXT

INTRODUCTION

85. Vision 2030 stands as an unwavering commitment to usher Zimbabwe towards the realisation of the aspirations of the Nation for a *Prosperous and Empowered Upper Middle-Income Society by 2030*.

86. Pursuant to the journey towards Vision 2030, the Second Republic adopted a sequenced and transformational development planning agenda which began with the Transitional Stabilisation Programme (2018-2020), building into the National Development Strategy 1 (2021-2025) and now the National Development Strategy 2 (2026-2030).

87. The transformational and strategic framework towards Vision 2030 is designed to consolidate the achievements of each planning phase to address the fundamental socio-economic challenges of the country by outlining the policies and measures to achieve sustainable progression to an *Upper Middle-Income Society*.

88. Building on the achievements of NDS 1, the National Development Strategy 2 articulates further bold, transformative, sustainable, inclusive and impactful interventions, to drive far-reaching reforms, central to attaining Vision 2030.

89. The implementation of the National Development Strategy 1, as highlighted in the *Mid-Term* and *Terminal Evaluation Reports,* as well as the *2024/2025 Economic Census* demonstrates significant progress across all the 14 national priorities.

90. The consistent implementation of macro-economic and sectoral reforms during the NDS 1 period set the economy on a path of accelerated and inclusive growth, driven by higher productivity which saw a rebound in key sectors of the economy, leap-frogging Zimbabwe's economic performance above several regional economies.

91. The realisation of achievement across the various sectors, in the absence of access to concessional financing from bilateral and multilateral sources of development finance, propelled Zimbabwe to realise annual average GDP growth of 5.6% during NDS 1, surpassing the annual average target of 5%.

92. NDS 2 annual average growth rates of over 5% indicate the economy is on target towards upper middle-income status, in line with the country's National Vision 2030.

93. The benchmarks for the realisation of NDS 2 aspirations towards the realisation of a prosperous upper middle-income society by 2030 draw guidance from global practice measurement indices on national economic performance. In this regard, the World

Bank defines upper middle-income economies as those attaining thresholds of Gross National Income (GNI) per capita of at least US$4 516.

94. The review of NDS 1 indicates the Zimbabwe economy's Gross National Income per capita estimated at $3 242 by end of 2025, benefiting from an outturn of annual average real growth of 5.6% experienced over the five years, 2021 to 2025. This was underpinned by recovery in agriculture, solid mining performance and the easing of inflation under a stable exchange rate.

95. Building on this faster than expected rebound of the economy, NDS 2 interventions for economic structural transformation through investment across value chains for the realisation of sustainable inclusive growth aim for the attainment of overall annual average real economic growth rates in excess of 5%. This is projected to yield Gross National Income per capita of over US$4 000 by 2028, rising to an estimated US$4 900 by 2030.

96. In particular, the economy greatly benefited from improved fiscal management during NDS 1, which allowed for sustainable coordination of fiscal and monetary policies. This ushered in stable macro-economic conditions underpinning price stability during NDS 1 across the labour, goods and foreign exchange markets.

97. Overall, NDS 1 delivered on macro-economic stability, strong economic growth, infrastructure, food security, mining investment, value addition and beneficiation, as well as on human capital development, among others.

98. Importantly, Zimbabwe`s strong economic performance demonstrated resilience to global head winds underpinned by geo-political tensions and supply chain interruptions and growing trade protectionist policies.

99. Furthermore, disruptions caused by the *COVID-19* pandemic during the first half of implementation of NDS 1, as well as the *El Niño* induced drought conditions and erratic weather patterns experienced during the 2021/22 and 2023/2024 agricultural seasons, which threatened agri-business and overall economic performance.

100. The gains of NDS 1 provide a solid foundation for sustainable inclusive growth and changing lives in Zimbabwe, as NDS 2 forges the economy forward towards the attainment of Vision 2030. Hence, going into NDS 2, the country is on an accelerated path of sustained economic growth.

101. Sustaining rapid economic growth into NDS 2 will require enhanced bold, transformative and far-reaching impactful reforms

and interventions under all the priority areas, cognisant of the impact of climate change on sustainable resource management.

102. The NDS 2 trajectory is underpinned by the *founding values and principles* of the Republic of Zimbabwe as enshrined in Section 3 of the Constitution which bind the State and all institutions and Government at every level in respect of the:

- Supremacy of the Constitution.
- Rule of law.
- Fundamental human rights and freedoms.
- Nation's diverse cultural, religious and traditional values.
- Recognition of the inherent dignity and worth of each human being.
- Recognition of the equality of all human beings.
- Gender equality.
- Good governance.
- Recognition of and respect for the liberation struggle.

103. Based on the above *founding values and principles*, the National Development Strategy 2 implementation will be anchored on the following ten National Priority areas, from which implementing Ministries, Departments, Agencies and stakeholders will draw their respective interventions:

- Macro-economic stability and financial sector deepening.
- Inclusive economic growth and structural transformation.

- Infrastructural development and housing.
- Agriculture, food, climate and environment.
- Science, technology, digital, innovation and human capital development.
- Job creation, youth entrepreneurship and development, creative industry, sport and culture.
- Regional development and inclusivity through devolution and decentralisation.
- Social development, gender and social protection.
- Image building, international relations and trade.
- Governance, institution building, peace and security.

104. The successful implementation of the National Development Strategy 2 will be hinged on a number of key success factors, which include the following:

- *Whole of Government and Society Approach* to ensure effective coordination.
- Stable macro-economic environment with single digit inflation rates.
- Effective innovative resource mobilisation and timely disbursements to fund the National Development Strategy 2 interventions.
- Value addition and beneficiation to draw more value from resources.
- Efficiency in economic development enablers such as energy, transport, ICT, water and sanitation.

- Competitive business environment and on-going ease of doing business reforms that attract domestic and foreign investment.
- Transitioning the economy from informality to formality to broaden the tax-base.
- Development of human capital.
- Strong institutions and governance systems for effective implementation and coordination.
- Robust data provision and integrated monitoring, evaluation and learning to track performance.

CHAPTER 1: CONSULTATIVE PROCESS & STAKEHOLDER ENGAGEMENT

105. The NDS 2 formulation was consultative and underpinned by broad-based stakeholder engagement, following the approval of the NDS 2 Roadmap by Cabinet on 17 September 2024 marking the commencement of the Strategy`s development process.

106. The key milestones of the NDS 2 formulation and implementation roadmap entailed the following:

- National priority setting through consultative stakeholders' fora.
- Consideration and approval of national priorities by Cabinet.
- Constitution of thematic working groups and appointment of Chairpersons and Co-Chairpersons.
- Stakeholder consultation to inform on interventions, policies and strategies under NDS 2.
- Development of the national and sectoral results frameworks to map-out the strategic focal areas, outcomes, key performance indicators and targets to be achieved during NDS 2.
- Terminal evaluation of NDS 1 to inform on NDS 2 interventions.
- Consolidation and drafting of NDS 2.
- Consideration of NDS 2 by the Cabinet Committee on Development Planning.
- Consideration and approval of NDS 2 by Cabinet.

- Launch of the NDS 2 blueprint by His Excellency, the President.
- Dissemination of priorities, programmes and interventions under NDS 2.
- Implementation of NDS 2 programmes, projects and interventions.

107. The formulation process of NDS 2 was led by the Office of the Chief Secretary to the President and Cabinet, in liaison with the Ministry of Finance, Economic Development and Investment Promotion, also drawing insights from the NDS 1 Mid-Term Review, NDS 1 Terminal Evaluation, SADC RISDP, Agenda 2063 and the United Nations Sustainable Development Goals (SDGs).

108. This approach ensured that Zimbabwe's development trajectory remains aligned with regional and global development aspirations.

National Priority Setting

109. National priorities provided the foundation for NDS 2 towards sustained economic transformation and inclusive socio-economic development, with the national priority setting process informed by an extensive stakeholder consultative forum from 14 October 2024.

110. This allowed for coordination of stakeholder inputs on sectoral priorities by Government, embracing a broad spectrum of economic and social actors drawn from business, labour, civil society, academia, faith-based organisations and cooperating partners.

111. A broad-based priority setting forum was constituted over 28-31 January 2025 in Kadoma to facilitate participation of stakeholders to deliberate on key sectoral priorities and align and consolidate them towards defining the national priorities for NDS 2.

112. The above consultative process culminated in the Cabinet approval on 11 March 2025 of the ten national priorities.

113. The national priorities of NDS 2 are as follows:

- Macro-economic stability and financial sector deepening.
- Inclusive economic growth and structural transformation.
- Infrastructural development and housing.
- Agriculture, food, climate and environment.
- Science, technology, digital, innovation and human capital development.
- Job creation, youth entrepreneurship & development, sport, creative industry and culture.
- Regional development and inclusivity through devolution and decentralisation.
- Social development, gender and social protection.
- Image building, international relations and trade.
- Governance, institution building, peace and security.

Development of Results Frameworks

114. The process of developing the National and Sectoral Results Frameworks was initiated following approval of the ten national priorities by Cabinet.

115. The Results Frameworks outline the strategic focal areas, expected outcomes, key performance indicators, targets and impacts to be achieved through the implementation of NDS 2, in accordance with the principles of Integrated Results-Based Management (IRBM).

Constitution of Thematic Working Groups

116. Ten thematic working groups which are aligned to the 10 national priorities were constituted, following the approval of the national priorities by Cabinet.

117. Each thematic working group is coordinated by a Chairperson and Co-Chairperson.

118. Membership of the thematic working groups comprises representatives from Government, the private sector, civil society, academia and development partners. The full membership is detailed in Annexure 1 of this document.

119. The thematic working groups played a pivotal role in guiding the formulation and consultative process of NDS 2.

120. Thematic working groups will foster the integration and coordination of the implementation of NDS 2, ensuring a *Whole-of-Government and Society* approach to overcoming challenges related to silo mentality.

Terminal Evaluation of NDS 1

121. Government engaged an independent consultant to carry out the Terminal Evaluation of NDS 1. The findings of the Terminal Evaluation were incorporated in the development of NDS 2.

Integrated Results Based Management

122. The consultation process of NDS 2 was designed in line with the integrated development planning approach of Integrated Results-Based Management (IRBM).

123. During the NDS 2 formulation process, IRBM compliant templates were developed and utilised as tools for consultation and systematic collection of both quantitative and qualitative data.

Consultative & Participatory Process

124. The NDS 2 formulation process followed a consultative and participatory methodology, engaging all ten thematic working groups to ensure broad-based input and ownership.

125. All thematic working groups were required to map strategic focus areas, expected outcomes and strategic interventions to realise these outcomes and solutions which would result in realisation of the respective priority areas.

126. Thematic working groups compiled consultation reports through their Chairpersons and Co-Chairpersons, detailing the strategies to be implemented over the next five years to achieve the outcomes of their assigned priority areas.

Consolidation of the National Development Strategy 2

127. The consultative process for the development of NDS 2 was followed by the consolidation of consultation reports to ensure comprehensive input from all stakeholders.

128. The consolidated findings informed the drafting of the NDS 2 blueprint, culminating in the preparation of the Draft NDS 2 document for consideration by the Cabinet Committee on Development Planning.

129. Cabinet provided the necessary guidance and approval of the policies and interventions that underpin the NDS 2.

Structure of Thematic Working Groups

130. The membership of thematic working groups is drawn from:

- Central Government.
- Local authorities.
- Public enterprises.
- Private sector.
- Labour.
- Academia.
- Civil society organisations.
- Multi-faith-based organisations.
- Cooperating partners, both bilateral and multilateral.

131. The thematic working groups are aligned to the NDS 2 ten national priority areas and are as follows:

- Macro-Economic Stability and Financial Sector Deepening.
- Inclusive Economic Growth and Structural Transformation.
- Infrastructural Development and Housing.
- Agriculture, Food, Climate and Environment.
- Science, Technology, Digital, Innovation and Human Capital Development.
- Job creation, Youth Entrepreneurship and Development, Creative Industry, Sport and Culture.
- Regional Development and Inclusivity through Devolution and Decentralisation.
- Social Development, Gender and Social Protection.
- Image Building, International Relations and Trade.
- Governance, Institution Building, Peace and Security.

CHAPTER 2: REGIONAL, CONTINENTAL & GLOBAL IMPERATIVES

132. The National Development Strategy 2 sets out ten national priorities that embody a holistic approach, integrating economic, social, environmental and governance dimensions, thereby reinforcing Zimbabwe's obligations towards advancing development in a way that *leaves no one and no place behind*.

133. In pursuit of coherence and integration within the broader international development architecture, NDS 2 is aligned to regional, continental and global agendas to which Zimbabwe is signatory, namely the:

- SADC Regional Indicative Strategic Development Plan (RISDP) for 2020-2030.
- African Union's Agenda 2063.
- UN's Sustainable Development Goals (SDGs) for 2015-2030.

134. Accordingly, NDS 2 mainstreams and integrates the SADC, AU and UN development benchmarks, that way facilitating tracking, monitoring and evaluation of the effectiveness of interventions.

135. Alignment of NDS 2 with international agendas enables the country to meet its regional, continental and global development obligations in support of sustainable inclusive growth and development.

136. Table 1 shows the alignment of NDS 2 national priorities to regional, continental and global development agendas.

Table 1: NDS 2 Benchmarking to Regional, Continental & Global Development Agenda

NDS 2 National Priorities	SADC RISDP 2020–2030 Pillars	AU Agenda 2063	UN SDGs
Macro-economic Stability and Financial Sector Deepening.	**Pillar I**: Industrial Development & Market Integration (agro-processing, value chains, trade integration, climate-smart agriculture).	**Goal 9**: Key Continental Financial and Monetary Institutions established and functional. **Goal 20**: Africa takes full responsibility for financing her development.	**Goal 17:** Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development.
Inclusive Economic Growth and Structural Transformation.	**Pillar I:** Industrial Development & Market Integration (agro-processing, value chains, trade integration, climate-smart agriculture)	**Goal 1**: A High Standard of Living, Quality of Life and Well Being for All. **Goal 4**: Transformed Economies and Job Creation.	**Goal 8:** Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. **Goal 9:** Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation. **Goal 10:** Reduce inequality within and among countries.

NDS 2 National Priorities	SADC RISDP 2020–2030 Pillars	AU Agenda 2063	UN SDGs
Infrastructure and Housing.	**Pillar II:** Infrastructure Development in Support of Regional Integration (transport, energy, ICT, water).	**Goal 10**: World Class Infrastructure criss-crosses Africa.	**Goal 6:** Ensure availability and sustainable management of water and sanitation for all. **Goal 7:** Ensure access to affordable, reliable, sustainable and modern energy for all. **Goal 9:** Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation. **Goal 11:** Make cities and human settlements inclusive, safe, resilient and sustainable.
Agriculture, Food, Climate and Environment.	**Pillar I**: Industrial Development & Market Integration (agro-processing, value chains, trade integration, climate-smart agriculture). **Pillar III**: Social & Human Capital Development (Objective 4: Improved food and nutrition security for the socio-economic well-being of people in the region). **Cross-cutting**: Environment and Climate Change (Objective 4: Strengthened climate change adaptation and mitigation). **Pillar III**: Social & Human Capital Development (Objective 4: Increased job creation with decent work opportunities for full and productive employment in the region).	**Goal 3**: Healthy and Well-Nourished Citizens. **Goal 5**: Modern agriculture for increased productivity and production. **Goal 6**: Blue/ ocean economy for accelerated economic growth. **Goal 7**: Environmentally sustainable climate resilient economies and communities.	**Goal 2:** End hunger, achieve food security and improved nutrition and promote sustainable agriculture. **Goal 12:** Ensure sustainable consumption and production patterns. **Goal 13:** Take urgent action to combat climate change and its impacts.

NDS 2 National Priorities	SADC RISDP 2020–2030 Pillars	AU Agenda 2063	UN SDGs
Science, Technology, Innovation and Human Capital Development.	**Pillar 1**: Industrial Development and Market Integration (Enhanced regional technological capability and capacity through science, technology, and innovation). **Pillar III**: Social & Human Capital Development (Increased access to quality and relevant education and skills development, including in science and technology, for SADC citizens).	**Goal 2:** Well Educated Citizens and Skills revolution underpinned by science, technology and innovation.	**Goal 4:** Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.
Job Creation, Youth Entrepreneurship & Development, Creative Industry, Sport and Culture.	**Pillar III**: Social & Human Capital Development (Objective 4: Increased job creation with decent work opportunities for full and productive employment in the region). **Cross-cutting**: Youth (Objective 3: Improved youth empowerment and participation of young people and people with disabilities in all aspects of social and economic development, and enhanced welfare of senior citizens).	**Goal 16**: African cultural renaissance is pre-eminent. **Goal 18**: Engaged and empowered youth and children.	**Goal 8:** Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
Regional Development and Inclusivity through Devolution and Decentralisation.	**Pillar II**: Infrastructure Development in Support of Regional Integration (transport, energy, ICT, water).	**Goal 1**: A High Standard of Living, Quality of Life and Well Being for All.	**Goal 10:** Reduce inequality within and among countries. **Goal 11:** Make cities and human settlements inclusive, safe, resilient and sustainable.

NDS 2 National Priorities	SADC RISDP 2020–2030 Pillars	AU Agenda 2063	UN SDGs
Social Development, Gender and Social Protection.	**Pillar III**: Social & Human Capital Development (Improved, accessible, and responsive regional health systems). **Cross-cutting**: Gender (Objective 1: Enhanced gender equality as well as women's empowerment and development, and elimination of gender-based violence).	**Goal 3**: Healthy and Well-Nourished Citizens. **Goal 17**: Full Gender Equality in All Spheres of Life.	**Goal 3:** Ensure healthy lives and promote well-being for all at all ages. **Goal 5:** Achieve gender equality and empower all women and girls.
Image Building, International Relations and Trade.	**Pillar I**: Industrial Development & Market Integration (economic transformation, trade, and industrialisation).	**Goal 8**: United Africa (Federal or Confederate). **Goal 19**: Africa as a major partner in global affairs and peaceful co-existence.	
Good Governance, Institution Building, Peace and Security.	**Foundation**: Peace, Security & Good Governance (rule of law, democracy, anti-corruption, conflict prevention).	**Goal 11**: Democratic values, practices, universal principles of human rights, justice and the rule of law entrenched. **Goal 12**: Capable institutions and transformed leadership in place at all levels. **Goal 13**: Peace, Security and Stability are preserved. **Goal 14**: A Stable and Peaceful Africa. **Goal 15:** A Fully Functional and Operational African Peace and Security Architecture.	**Goal 16:** Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

Sources: SADC RISDP (SADC Secretariat, 2020), Agenda 2063 (Africa Union Commission 2015) and SDGs (United Nations 2015)

Alignment to SADC Regional Indicative Strategic Development Plan

137. The NDS 2 priority on *macro-economic stability and financial sector deepening* draws from the RISDP's Pillar I on financial integration, macro-economic convergence and a conducive investment climate – enhancing scope for regional industrial development and integration. This will necessitate harmonising NDS 2 financial policies in consistency with the SADC macro-economic convergence criteria.

138. The NDS 2 priority on *inclusive economic growth and structural transformation* aligns with the RISDP Pillar I on industrialisation, agro-processing, value addition and market integration. The interventions under NDS 2, therefore, prioritises the transformation of the critical production sectors, in particular agro-processing and mineral beneficiation, to enhance domestic value chains that move the economy up the value chain away from exporting raw commodities.

139. Interventions in support of enhancing connectivity through projects that feed into cross-border initiatives and regional corridors under the NDS 2 priority, *infrastructure development and housing*, correspond directly with RISDP Pillar II prioritising regional transport, ICT, energy and water networks.

140. The *agriculture, food, climate and environment* priority under NDS 2 draws from RISDP Pillar III commitments on environment, climate change, food security and natural resource management.

This alignment strengthens early warning systems and cross-border food security initiatives.

141. The *science, technology, digital, innovation and human capital development* priority of NDS 2 aligns with RISDP Pillars I and III, which promote innovation, ICT infrastructure and human capital development. NDS 2 interventions will leverage on SADC platforms on science, technology and training, that way ensuring that innovation policies are regionally integrated.

142. NDS 2 prioritises interventions for *job creation, youth entrepreneurship & development, creative industry, sport and culture* in line with RISDP Pillar III on recognition of opportunities for youth development, as well as culture - an emerging creative industry.

143. RISDP Pillar III on human and social capital development aligns with NDS 2 priorities for *education, health and social protection* systems under *social development, gender and social protection***.**

144. NDS 2 focus on *regional development and inclusivity through devolution and decentralisation* is in congruence with RISDP's cross-cutting themes of equity and participation.

145. NDS 2 thrust on *image building, international relations and trade* will leverage SADC platforms to boost trade and investment.

146. RISDP is founded on peace, security and governance as prerequisites for sustainable development and hence *good*

governance, institution building, peace and security under NDS 2 underscores Zimbabwe's commitment to strengthening institutions, promoting rule of law and enhancing national security.

Alignment to African Union's Agenda 2063

147. NDS 2 is also aligned to the African Union's Agenda 2063, which reinforces Africa's aspirations for inclusive prosperity, integration, sustainability and good governance.

148. NDS 2 prioritises macro-economic stability, inclusive growth and structural transformation which aligns with Agenda 2063 Aspiration 1, Goals 9 and 20, of a prosperous Africa based on inclusive growth and sustainable development by fostering industrialisation, value addition and financial resilience.

149. Agenda 2063 Aspiration 2, Goal 10, envisages an integrated continent with developed transport, energy, water and ICT network infrastructure, in line with NDS 2 priority on *infrastructure development and housing*.

150. Aspiration 7, Goals 3, 5, 6 and 7, of Agenda 2063 targets Africa realising sustainable agriculture, environmental protection and climate adaptation which is aligned to NDS 2 priority of *agriculture, food, climate and environment***.**

151. NDS 2 priority on *science, technology, digital, innovation and human capital development* is in line with Aspiration 1, Goal 2, of

Agenda 2063 which emphasises education, science, technology and innovation as drivers of socio-economic transformation.

152. Aspiration 6, Goals 16 and 18, of Agenda 2063 envisages Africa relying on the potential of its youth and women, while also promoting African identity and cultural heritage. This is in line with NDS 2 priority on *job creation, youth entrepreneurship & development, creative industry, sport and culture***.**

153. NDS 2 prioritises *social development, gender and social protection* which is in line with Aspiration 1, Goals 3 and 17, of Agenda 2063 on improving health, education and social safety nets to enhance well-being and human security.

154. Goal 1 of Agenda 2063 aspires for an Africa which fosters balanced development within States, as well as strengthening the continent's integration efforts. This is in consistency with NDS 2 priority on *regional development and inclusivity through devolution and decentralisation*.

155. Image building, international relations and trade priority of NDS 2 reflects Aspiration 7, Goals 8 and 19, of Agenda 2063 which envisages Africa enhancing its global influence and intra-African trade through the Africa Continental Free Trade Area (AfCFTA).

156. Aspiration 3 and Aspiration 4, Goals 11 to 15, of Agenda 2063 envisage Africa pursuing interventions which promote good

governance, democracy, as well as a peaceful and secure continent. This is in line with NDS 2 priority on *good governance, institution building, peace and security***.**

Sustainable Development Goals

157. The national priorities of NDS 2 are aligned with the Sustainable Development Goals (SDGs), ensuring that Zimbabwe's development agenda contributes to the attainment of its international commitments under the 2030 Agenda for Sustainable Development.

158. NDS 2 integrates the *Six Transitions,* identified by the United Nations as critical accelerators for the achievement of the 17 Sustainable Development Goals by 2030, across all pillars and strategies of the NDS 2.

159. The *Six Transitions* are mainstreamed as follows:

- *Food Systems,* are addressed under Chapter 6 on *Agriculture, Food, Climate and Environment*, focusing on enhancing agricultural productivity, food resilience and sustainable resource management.
- *Energy Access and Affordability,* covered in Chapters 5 on *Infrastructural Development & Housing*, which prioritises the expansion of access to reliable, affordable and sustainable energy.

- *Digital Connectivity,* embedded in Chapter 7 on *Science, Technology, Digital, Innovation and Human Capital Development* which advances digital infrastructure and promote a knowledge-driven economy.
- *Education,* is articulated under Chapter 7, which advances the knowledge-economy hinged on a highly skilled work force.
- *Jobs and Social Protection*, is provided for under Chapters 8 and 10 on *job creation, youth entrepreneurship & development, creative industry, sport and culture; and Social Development, Gender and Social Protection,* respectively, focusing on inclusive employment creation and comprehensive social safety nets.
- *Climate Change, Bio-diversity Loss and Pollution*, are reflected in Chapter 6 on *Agriculture, Food, Climate and Environment*. Climate issues are also mainstreamed as a cross-cutting phenomenon across other priority areas.

160. Drawing from the *Six Transitions*, NDS 2 integrates all the Sustainable Development Goals, ensuring that national priorities collectively advance Zimbabwe's obligations under the global UN 2030 Agenda.

161. SDG 8 and SDG 10 aspire for decent work, rapid economic growth and equity, aligning with NDS 2 priorities of *inclusive economic growth and structural transformation*, *macro-economic stability and financial sector deepening*, job creation and youth development.

162. NDS 2 prioritises *infrastructure development and housing* which aligns with SDG 9 and SDG 11 on sustainable cities and communities, as well as SDG 6 on clean water and sanitation.

163. The priority of *agriculture*, *food, climate and environment* under NDS 2 is in line with SDG 2 on zero hunger, SDG 13 on climate action and SDG 15 on life on land.

164. SDG 4, SDG 8 and SDG 9 call for quality education, skills development, digitalisation and innovation as drivers of long-term growth. This is in line with NDS 2 priority on *science, technology, digital, innovation and human capital development*.

165. The priority of *job creation, youth entrepreneurship & development, creative industry, sport and culture* is aligned to SDG 8, SDG 10 and SDG 4 which promote skills development and lifelong learning to unlock the potential of young people, while expanding decent work opportunities and supporting cultural industries.

166. SDG 1 on no to poverty, SDG 3 on good health and well-being, SDG 4 on quality education and SDG 10 on equity are in line with NDS 2 priority on *social development, gender and social protection* which strengthens social protection, builds resilience and promotes equity.

167. *Regional development and inclusivity through devolution and decentralisation* under NDS 2 aligns with SDG 10 and SDG 11 which promote inclusive and spatially balanced development, that way reducing inequality within the country while strengthening local governance.

168. NDS 2 priority of *image building, international relations and trade* advances SDG 17 by promoting partnerships and SDG 8 through enhanced trade and investment. This creates opportunities for Zimbabwe to integrate into global and regional markets.

169. *Good governance, institution building, peace and security* aligns with SDG 16 on peace, justice and strong institutions, which underpins all other goals by ensuring effective, accountable and transparent institutions.

170. All ten NDS 2 priorities map directly onto one or more SDGs, reflecting Zimbabwe's commitment to global sustainable development. Strongest synergies exist on economic growth (SDG 8), infrastructure (SDG 9, 11) and governance (SDG 16). Effective monitoring, policy coherence and targeted financing are essential to ensure that NDS 2 implementation delivers measurable progress towards the SDGs.

PART II: NATIONAL PRIORITIES & STRATEGIES

CHAPTER 3: MACRO-ECONOMIC STABILITY & FINANCIAL SECTOR DEEPENING

171. Macro-economic stability and financial sector deepening are pillars driving Zimbabwe's long-term growth and transformation agenda towards realisation of the country's Vision 2030. Hence, NDS 2 recognises the mutual and reinforcing impact of macro-economic stability and financial sector deepening on long-term growth and development.

172. A stable macro-economic environment creates the foundation for sustained investment, innovation, productivity, efficient resource deployment and support resilience of the economy from both domestic and external shocks. It also ensures predictable conditions that foster confidence among investors, businesses and households, thereby supporting inclusive and sustainable economic development.

173. NDS 2 recognises macro-economic stability as a pre-requisite for financial deepening by promoting predictable real return on investments, efficient financial market infrastructure and increased confidence in the financial system.

174. Financial sector deepening supports macro-economic stability by increasing the economy's resilience to external shocks, as well as promoting and sustaining inclusive economic growth. Furthermore, financial sector deepening enhances the efficiency,

accessibility and resilience of financial systems, enabling the mobilisation of domestic resources, expansion of credit to productive sectors and broadening of financial inclusion.

175. Against this background, NDS 2, over and above focusing on achieving and maintaining macro-economic stability, will put in place targeted interventions to strengthen macro-economic stability and financial sector deepening nexus, critical to underlying inclusive and sustained growth. As such, the NDS 2 is expected to consolidate and entrench macro-economic stability, while promoting financial sector deepening to reinforce the stability momentum, thus enabling mobilisation of resources for the required growth over the Strategy period.

Situational Analysis

Macro-Economic Stability

176. During NDS 1, the country registered significant progress in macro-economic stabilisation, underpinned by monetary discipline and fiscal consolidation. The implementation of prudent macro-economic policies by the Second Republic reversed the hyperinflationary and exchange rate instability trends that had previously undermined savings and investments.

Inflation Developments

177. Zimbabwe made notable progress in stabilising annual inflation, with domestic currency inflation registering significant decline from triple digits at the onset of NDS 1 to an estimated 20% by

December 2025, reflecting sustained disinflation and growing confidence in the economy.

178. This outcome was achieved notwithstanding persistent global shocks related to commodity prices, geo-political tensions and the COVID-19 pandemic which exacerbated inflationary pressures during the first half of the NDS 1.

Currency Reforms

179. The introduction of the structured currency, the Zimbabwe Gold (ZiG), in April 2024 was a pivotal reform in stabilising the monetary system. The ZiG, anchored on foreign currency reserves and precious minerals mainly gold, provided a credible and transparent mechanism for currency management and inflation control.

180. By September 2025, foreign currency reserves backing the ZiG had increased from about US$276 million in April 2024 to over US$900 million. This represented nearly four times the cover of local currency reserve money (ZiG 4.7 billion) and fully covered local currency broad money (ZiG 16.8 billion). The stability of ZiG improved market confidence and contributed to price stability.

Exchange Rate Stability

181. Exchange rate stability improved markedly following the introduction of the ZiG and implementation of market-oriented foreign exchange reforms. The adoption of a floating exchange rate under the Willing-Buyer Willing-Seller system supported interplay of market forces and greater exchange rate flexibility.



Gold Reserves Backing ZiG

182. In addition, the strategic accumulation of foreign currency reserves enhanced interbank market liquidity and allowed for strategic intervention in the foreign exchange market. Consequently, the formal foreign exchange market was able to meet all bona fide import requirements, reducing dependency on the parallel market.

183. As a result, the foreign exchange parallel market premium narrowed to below 20% consistent with regional and international experiences, signalling growing convergence between interbank and parallel market exchange rates.

Foreign Exchange Reserves

184. As reflected above, the build-up of foreign currency reserves to US$ 900 million in September 2025 is equivalent to 1.1 months on import cover, an improvement from 0.08 months of cover at the onset of NDS 1.

185. The increase in foreign currency reserves has benefited from historically high gold bullion prices. This is having a positive effect on accumulation of foreign currency reserves, critical to support lasting exchange rate stability and ultimately market confidence.

Fiscal Consolidation & Policy Coordination

186. The stability of the domestic currency was reinforced by prudent fiscal management and discipline which resulted in limited recourse to Central Bank financing.

187. Macroeconomic stability was further strengthened by enhanced coordination between fiscal and monetary authorities through the Liquidity and Cash Flow Management Committees of the Reserve Bank of Zimbabwe and the Ministry of Finance, Economic Development and Investment Promotion.

Financial Sector Deepening

188. The economy has a well-diversified financial sector, which is critical for mobilising domestic savings in support of investment to sustain inclusive economic growth.

Confidence in Financial Systems

189. Confidence in domestic money and capital markets was, however, generally subdued during NDS 1, and is expected to improve in line with greater macro-economic stability and interventions to enhance financial inclusion.

190. The lack of confidence in the formal financial services largely reflected the higher levels of bank and transactional charges which in some instances eroding individual deposit holdings. This has had the effect of economic agents opting to hold hard currency surplus financial savings *under mattresses* and through safety deposit box custodial services.

Transactions & Bank Charges

191. A combination of high bank charges and limited payment of interest on deposits has resulted in economic agents preferring to keep their savings outside the formal banking system, perpetuating financial disintermediation. This has material adverse effects on the available pool of domestic investable surpluses to underpin growth in the economy's production capacity.

192. The Reserve Bank has, however, been implementing banking sector policies and measures to ameliorate the problem of high bank charges. The measures include the requirement for banks to exempt from bank charges, all accounts that maintain a balance below US$100 or its equivalent in ZiG.

193. In addition, all *point-of-sale* transactions for amounts less than US$5 or its equivalent in ZiG are also exempted from transaction charges, for both banking institutions and payment system providers. Recognising the need to improve the payment of interest for deposit holders the Reserve Bank set mandatory minimum deposits rates for time and savings deposits in both local and foreign currency.

Financial Inclusion

194. The financial sector recorded important gains in financial inclusion, which rose from 69% in 2014 to 84% in 2024. This improvement was driven by increased adoption of mobile money, wider financial awareness campaigns and enhanced interoperability of payment systems through the national switch, *ZimSwitch*, under which all *payment service providers* route their transactions.

195. Notwithstanding the gains made on financial inclusion, there are marginalised groups that remain underserved, particularly in remote and rural communities, women, youth and vulnerable groups.

Financial Innovation

196. To foster innovation, the Reserve Bank and the Securities and Exchange Commission established financial technology (fintech) facilitators during NDS 1. This was supported by the issuance of Fintech Regulatory Sandbox Guidelines by the Reserve Bank to cover providers of banking and payment services, and Innovation and Regulatory Sandbox Guidelines by the Securities & Exchange Commission to embrace capital market service providers.

197. Fintech facilitators are designed to encourage innovations in the financial services sector by providing a platform for engagement between innovators and financial sector regulators.

198. Importantly, the *regulatory sandboxes* facilitate the controlled testing of emerging technologies that enable participating financial institutions to evaluate new products, services and solutions in a contained environment under the regulatory oversight of the Reserve Bank and the Securities and Exchange Commission.

199. The Innovation Office, underpinned by the introduction of Innovation Guidelines, serves as a dedicated platform for engagement between regulators and market innovators, facilitating the development and testing of innovative financial products, services and technologies in a controlled environment.

200. The introduction of the Innovation Office was upscaled to a Regulatory Sandbox, a fintech innovative framework that promotes fintech firms to test innovative products or services on a small scale and for a limited time, under regulatory supervision. The necessary Regulatory Sandbox Guidelines were introduced in 2024.

201. This framework offers benefits like fostering financial innovation, providing regulatory certainty for innovators and informing regulators about new technologies, while also ensuring consumer protection by mitigating potential risks in a contained environment.

Savings Mobilisation

202. Establishing and supporting the development of a savings culture in Zimbabwe is an essential ingredient to the deepening of the

financial sector, critical for financial intermediation and growing the pool of domestic resources available for capital formation.

203. The challenge for NDS 2 is to overcome the shortfall in domestic savings witnessed during NDS 1 under which gross national savings remained low at below 10% of GDP. This is particularly so as shortfalls in domestic savings increases reliance on external savings which exposes the economy to debt that poses sustainability risks.

Insurance & Pensions

204. The pension industry performance during NDS 1 exhibited an upward trend for the period 2022 to 2025, following the recovery from COVID-19 with total assets increasing from US$ 1.6 billion to US$ 2.6 billion in 2025. Concomitantly, membership for the sector also grew from 916 991 members recorded in 2021 to 991 821 members in 2025. In this regard, coverage, as measured by the proportion of active contributors to the working age population, hovered around 4% as at June 2025.

205. Similarly, total assets in the insurance sector recorded steady growth from US$ 0.7 billion in 2022 to US$ 1.1 billion in 2025. Insurance sector revenue also rose by 14% from US$378 million underwritten in 2023 to US$430.6 million underwritten in 2024.

206. During NDS 1, reforms were implemented to enhance regulatory oversight across the insurance and pension sector.

207. The reforms included:

- Expansion of regulatory authority for IPEC through Insurance and Pensions Commission Amendment Bill, 2024.
- Pensions and Provident Funds Act [*Chapter 24:32*].
- Revision of capital requirement through Statutory Instrument 67 of 2025.
- Micro pensions for financial inclusion.

Capital Market Development

208. NDS 1 saw important milestones in capital market development. The launch of the Victoria Falls Stock Exchange (VFEX) at the onset of NDS 1, widened access to foreign currency denominated funding for listed companies, thereby supporting economy activity.

209. On the Zimbabwe Stock Exchange, listing expanded trading instruments to include Exchange Trade Funds and Real Estate Investment Trusts (REITS), expanding investment options and market depth for investors due to increased diversity of equities.

210. These developments enhanced the attractiveness of the capital markets for both domestic and foreign investors, contributing to financial sector deepening. The domestic stock markets experienced mixed performance during NDS 1.

211. The VFEX showed strong growth over the NDS 1 period as depicted in both increased listings and market capitalisation. Precisely, the VFEX listings increased from 5 counters in 2022 to 15 counters by October 2025 and market capitalisation increased from US$ 273 million to US$ 1.9 billion.

212. At the same time, ZSE recorded lukewarm performance as some counters de-listed and re-listed on the VFEX. In this regard, listings on the ZSE which stood at 53 counters in December 2020, declined to 39 counters by October 2025 which was also reflected in a decline in the market capitalisation from US$ 3.9 billion to US$ 2.5 billion, over the same period.

213. During NDS 2, increased investor participation will improve secondary market activity, the efficient utilisation of liquidity and the ability of capital markets to mobilise requisite long-term financing for investment.

Strategies for Macro-Economic Stability

214. Macro-economic stability will remain a key priority for NDS 2, as it provides the necessary environment for sustained economic growth, structural transformation and development.

215. The nascent macro-economic stability attained following the introduction of ZiG in 2024 will be consolidated and sustained

during NDS 2, in order to entrench lasting price and exchange rate stability.

216. NDS 2 seeks to achieve sustained low and stable inflation, with annual ZiG inflation targeted to decelerate from 20% in December 2025, to single digit levels of about 5% by December 2030, in line with the SADC macro-economic convergence targets of 3-7%.

217. NDS 2 will entrench macro-economic stability through coordinated harmonisation of monetary, fiscal, foreign reserves and exchange rate management and financial sector policies.

218. In this regard, sustained macro-economic stability in terms of prices for goods, labour, as well as foreign exchange, among others, will be centred on the following strategic focal areas:

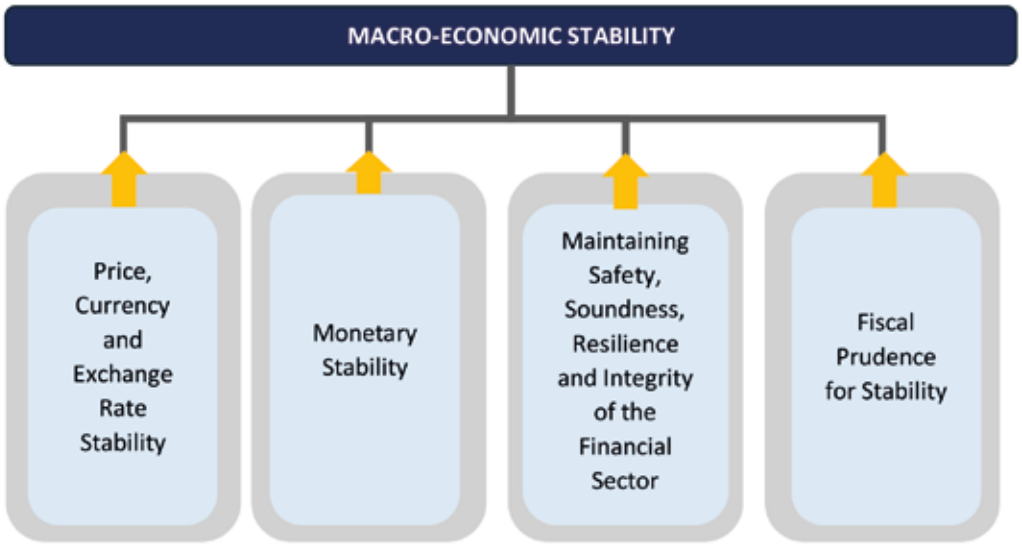
(i) Fiscal prudence.

(ii) Money supply growth consistent with targeted inflation.

(iii) Maintaining safety, soundness, resilience and integrity of the financial sector.

(iv) Price, currency and exchange rate stability.

Figure 1: Strategic Focal Areas for Macro-Economic Stability



Price Stability

219. Under the price, currency and exchange rate stability focal area, specific strategies will be pursued during NDS 2 to consolidate macro-economic stability.

Interest Rate Policy

220. During NDS 2, interest rates will be sustained above inflation to enhance domestic savings mobilisation in support of investment for long-term sustainable economic growth and contain money supply growth by managing credit creation, in particular, non-productive borrowing.

221. Pursuant to this, the Reserve Bank will, through the Monetary Policy Committee (MPC), ensure appropriate calibration of the interest rate policy to maintain positive real interest rates and to

discourage speculative borrowing, protect the value of savings and channel credit towards productive sectors.

222. Positive real interest rates will also anchor inflation expectations, which is critical to guarantee medium-term price stability. In this regard, under NDS 2, the Reserve Bank will strengthen the use of indirect monetary policy instruments, such as use of Open Market Operations (OMO) to support the interest rate channel of monetary policy.

223. Overall, the Reserve Bank will, under NDS 2, transition to inflation targeting, with increased reliance on use of indirect monetary policy instruments. This will see a departure away from the current hybrid monetary policy framework, where reserve money is the operational target and the exchange rate is the nominal anchor.

Foreign Exchange Management

224. During NDS 2, the Reserve Bank will continue to enhance its operations and efficiency to improve confidence and support the increased supply of foreign currency in the foreign exchange interbank market.

225. The management of the exchange rate, under NDS 2, will be market based, and anchored on the *willing-buyer willing-seller* interbank market system that was adopted under NDS 1 in April 2024. This will go a long way in improving price discovery in the foreign exchange market and strengthen transparent and efficient exchange rate determination.

226. Pursuant to this, the Reserve Bank will play its role to intervene in the interbank foreign exchange market, as necessary, to ensure that the market clears and smoothen experiences of any excess volatility in the exchange rate.

227. The alignment of macro-economic fundamentals should underpin experiences of sustained exchange rate stability in the economy, with the interbank market for foreign exchange adequately providing for all bona fide import requirements.

Foreign Exchange Reserves

228. During NDS 2, the Reserve Bank will ensure adequate growth of foreign currency reserves and precious minerals, largely comprising of gold, that anchor the ZiG currency, thereby supporting increased stability of the exchange rate.

229. To safeguard currency stability and strengthen the external position, the Reserve Bank will continue to prioritise its accumulation of foreign currency holdings from in-kind royalties, export surrender requirements and other non-inflationary sources to build-up reserves.

230. The target would be to increase foreign currency reserves anchoring ZiG, from around 1.1 months of import cover as of end of NDS 1, to the international benchmark of 3 months and SADC target of 6 months of imports cover.

231. Long-term foreign currency reserve adequacy and sustainability will be underpinned by promoting value addition, diversifying exports and implementing import substitution measures to improve the trade balance and reduce reliance on imports.

Promotion of Domestic Currency

232. The economy has witnessed improved confidence in the local currency since the introduction of ZiG. Reflecting on this, usage of the local currency increased from around 26% in April 2025 to above 40% in June 2025.

233. In this regard, NDS 2 contains measures to enhance the wider use of ZiG in the economy, supported by strategic interventions and initiatives aimed at creating demand for ZiG.

234. Furthermore, the development and issuance of attractive local-currency-denominated savings and investment instruments will be undertaken to encourage asset holding in ZiG.

235. Government through all its tiers will take a leading role in transacting in ZiG for the procurement of goods and services. By prioritising the use of ZiG in all Government payments, including supplier contracts and service fees, the public sector will significantly enhance the currency's circulation and acceptance across all sectors of the economy.

236. This will enhance confidence in the local currency, encouraging the public and private sector to adopt ZiG in their commercial

transactions and reduce reliance on conducting domestic payments in foreign currencies.

237. Making ZiG more accessible and attractive for all domestic financial transactions will also be accompanied by printing of improved quality ZiG bank notes, with enhanced security features and a broader range of denominations to maintain public confidence in the national currency.

238. Pursuant to the above, the proportion of ZiG notes and coins in issue will be gradually increased to around regional benchmarks of about 5% of money supply in order to support growing use of the local currency in transactions in the economy.

239. Under NDS 2, the promotion of financial inclusion will also entail implementation of measures to reduce the cost of digital payments, alongside other bank charges - that way enhancing public confidence in undertaking domestic financial system transactions in ZiG.

Monetary Stability

240. The conduct of monetary policy is critical to guaranteeing long-term sustainable macro-economic stability. Prudent and optimal money supply management since April 2024 has resulted in sustained dissipation of inflation and exchange rate pressures in the economy. As such, under NDS 2, monetary authorities will ensure that money supply growth remains consistent with the envisaged economic growth and price stability objectives.

241. During NDS 2, in line with annual inflation target levels of around 5% and overall economic growth rates above 5%, annual money supply growth will be maintained between 10-15%.

Money Supply & Liquidity Management

242. The Reserve Bank has been relying on non-negotiable certificates of deposits (NNCDs) to manage liquidity in the economy. While, NNCDs have been helpful in mopping liquidity, to enhance the effectiveness of liquidity management, during NDS 2, monetary authorities will progressively shift from direct controls to indirect, market-based instruments. This will strengthen monetary policy transmission mechanisms and enhance its effectiveness in support of inflation control efforts.

Liquidity & Cash Flow Management

243. During NDS 1, Treasury and the Central Bank revived the *Liquidity* and *Cash Flow Management Committees*. These have been critical in supporting enhanced liquidity management through synchronisation of Government payments and liquidity targets.

244. This will be continued over the NDS 2 period to strengthen liquidity forecasting, as well as establishing a robust Government borrowing plan and strengthening cash flow management to ensure fiscal operations do not undermine monetary policy objectives.

245. Furthermore, the *Liquidity and Cashflow Management Committees* will enhance transparency, accountability and coordination

among fiscal and monetary authorities thus ensuring overall macro-economic stability through disciplined and timely financial management.

Deficit Financing

246. During NDS 2, to strengthen money supply management, Central Bank lending to Government will be limited to levels below 5% of the previous year's revenues, consistent with SADC macro-economic convergence criteria.

247. In this regard, this policy measure will be reinforced through amendments to the Reserve Bank of Zimbabwe Act [*Chapter 22:15*] to limit Government financing by the Bank and allow the Central Bank to focus exclusively on its mandate of price stability.

Financial Sector Soundness

248. NDS 2 envisages a safe, sound and resilient financial sector, supportive of the economy's growth potential required to achieve Vision 2030 aspirations.

249. The financial sector has generally been safe and sound and well capitalised during the NDS 1. The capitalisation of the banking sector has witnessed the capital adequacy ratio rise to 33.8%, against the international benchmark of 12%. Non-performing loans (NPLs) in the banking sector have been well contained at 2.9%, within the international benchmark of 5%.

250. During NDS 2, the capital markets and insurance sector will be capitalised to levels aligned to international benchmarks of 100%, from 60% and 50%, respectively, achieved during NDS 1. This will be further supported by the implementation of risk-based capital regime for banks, insurance and capital markets.

251. In order to strengthen financial sector stability during the NDS 2 period, financial sector regulators will strengthen risk-based financial supervision and enhance stress test tools to assess the resilience of financial institutions under different economic scenarios.

252. Throughout the NDS 2 period, financial sector resilience will continue to be enhanced through the judicious application of macroprudential tools, including countercyclical capital buffers, sectoral capital requirements and loan-to-value or debt-to-income limits.

253. Furthermore, the Multi-Disciplinary Financial Stability Committee will be required to enhance coordination among financial sector regulators during NDS 2.

254. The regulators comprise of:

- The Reserve Bank of Zimbabwe oversees and supervises commercial banks, merchant banks, building societies, savings banks, development finance institutions and microfinance banks as well as payment system service providers.

- The Securities and Exchange Commission of Zimbabwe exercises oversight function over securities dealing firms and dealers, securities client liaison officers, transfer secretaries, trustees, custodians, investment advisers, securities service providers, stock exchanges and the central securities depository.
- The Insurance and Pensions Commission regulating insurance companies as well as pension and provident funds, including private occupational pension schemes and individual pension policies.
- The *Deposit Protection Corporation* provides deposit insurance cover for deposit-taking institutions to protect depositors against loss in the event of institutional failure.
- The Postal and Telecommunications Regulatory Authority of Zimbabwe oversees mobile network operators offering mobile money services, mobile virtual network operators providing financial services, fintech service providers (value-added service partners) and postal financial services.

Integrity of Financial Sector

255. Supervisory effectiveness and regulatory compliance will be strengthened during NDS 2, benefiting from the significant progress made in enhancing *anti-money laundering, combating the financing of terrorism and countering proliferation financing* under NDS 1.

256. The country will continue to enhance its *anti-money laundering, combating the financing of terrorism and countering proliferation financing* through ensuring full compliance with the 40 recommendations of the Financial Action Task Force, through the Eastern and Southern Africa Anti-Money Laundering Group.

257. This will involve strengthening oversight of Virtual Assets and Virtual Asset Service Providers through fast-tracked legislation, improving beneficial ownership transparency to prevent misuse of legal entities and fostering greater collaboration among domestic regulators.

258. Virtual Assets refer to any digital representation of value that can be digitally traded, transferred or used for payment, not including digital representations of *fiat* currencies. As such, Virtual Asset Service Providers are natural or legal persons that provide services such as the transfer, exchange, administration or storage of virtual assets, among others.

259. Furthermore, international cooperation will be enhanced through partnerships with foreign regulators and technical assistance providers to build capacity for monitoring, detecting and acting against illicit financial activities.

Fiscal Prudence

260. Fiscal prudence is a critical success factor for macro-economic stability. In this regard, fiscal sustainability will be maintained throughout the NDS 2 period to anchor sustainable macro-economic stability.

261. Government has been largely living within its means, recording manageable fiscal deficits of less than 3% during the NDS 1 period. During NDS 2, priority will be to ensure that fiscal policy remains supportive of growth without compromising macro-economic stability through growing the tax base, strengthening expenditure control and enhancing the optimal use and efficiency of public sector investments.

262. During NDS 2, revenue-to-GDP ratio will increase from around 16% in 2025 to above 22% by 2030, in line with SADC macro-economic convergence targets. Government revenue to GDP had been steadily increasing during NDS 1, reflecting incremental improvement in revenue collection.

263. Revenue mobilisation will focus on tax system reform, aimed at simplifying legislation, streamlining tax expenditures and optimising contributions from key sectors such as mining. Efforts will be made to broaden the tax base and improve compliance among both formal and informal businesses, while leveraging technology to improve tax administration efficiency.

264. Public expenditure will be rationalised to align with revenue growth, within an expenditure to GDP ratio ranging over 15-20%, through prioritising infrastructure and social sector investments, while restraining recurrent expenditure growth. Strengthening expenditure controls will be a priority, supported by the adoption of accrual accounting to improve accuracy and credibility of

fiscal reporting. Budget transparency and accountability will be enhanced to ensure responsible public financial management.

265. Sustaining fiscal deficits below 3% of GDP will facilitate containment of growth in domestic public debt to restore fiscal space and improve debt sustainability. This will be complemented by Government initiatives to advance clearance of external payment arrears and debt resolution, which will open access to critical external lines of credit, as well as concessional development financing. In this regard, timely reporting of public debt by the Zimbabwe Public Debt Management Office will remain critical for monitoring debt sustainability.

266. During NDS 2, new borrowing sourced from concessional lenders will be targeted at high economic impact projects with strong repayment potential, thereby safeguarding further accumulation of excessive debt.

Medium-Term Debt Management

267. During NDS 2, the Medium-Term Debt Management Strategy (2026-2030) will guide and underpin prudent public debt management practices, including aiming to achieve the objective of meeting Government's financing needs at the lowest possible cost, with a prudent degree of risk, as well as promoting the development of the domestic debt market.

268. The debt management strategies going forward are as follows:

- Re-introduction of the Treasury bill auction system for price discovery.
- Policy of no recourse to Central Bank financing.
- Prioritisation of concessional financing.
- Limiting non-concessional borrowing to commercially viable projects.
- Issuance of partial guarantees to reduce moral hazards to the fiscus.
- Credit risk assessment for all new borrowing requests through the External and Domestic Debt Management Committee.
- Setting annual borrowing limits.
- Listing of Treasury bonds on the securities exchange to promote secondary market trading.
- Promotion of transparency and accountability in public debt management, through regular reporting and publication of public debt statistics and information.

Domestic Payment Arrears

269. NDS 2 contains measures to overcome challenges related to the accumulation of domestic payment arrears by Government, targeting stricter controls on incurring of expenditure where there is no budget provision and where there is no upfront Treasury concurrence to accrual of debt.

Expenditure & Commitment Control

270. During NDS 2, Government will enhance expenditure management by enforcing strict commitment control systems across all Ministries, Departments and Agencies (MDAs)

271. MDAs will not be permitted to enter into any contractual obligations or commitments arising out of acquisition of goods and services in the absence of Treasury concurrence to confirm budget allocation and availability of resources.

272. During NDS 2, Government will employ automation to promote real-time monitoring of spending commitments, against available resources through the Public Finance Management Information System (PFMIS).

Institutional Accountability & Oversight

273. MDAs will be held accountable for any unauthorised commitments that result from un-sanctioned arrears accumulation.

274. Internal audit and monitoring functions will be strengthened to detect and address non-compliance with expenditure controls. Regular arrears monitoring reports will be produced and submitted to Cabinet for enforcement.

Procurement & Supplier Compliance

275. To curb the creation of new arrears, public procurement regulations will be strengthened to prohibit the supply of goods and services without confirmed budgetary support.

276. Suppliers and service providers who transact outside approved budget allocations, where the responsible MDA do not have a corresponding Treasury concurrence, will be restricted or blacklisted from future transactions with Government.

277. Awareness programmes will also be undertaken to ensure all suppliers understand the new compliance requirements.

Settlement of Arrears

278. For arrears already incurred, Government will establish a transparent arrears management framework covering verification, reconciliation and classification of outstanding obligations.

279. Contract renegotiation will be considered in cases where terms are unsustainable or delivery was made outside approved budget provisions. Where appropriate, arrears may be restructured or converted into medium-term payment plans or other settlement instruments.

280. During NDS 2, arrears payments will be prioritised based on social and economic impact of the goods procured.

Strategies for Financial Sector Deepening

281. NDS 2 recognises that a resilient and diversified financial sector enables efficient mobilisation of domestic savings, broadens access to affordable credit and channels resources towards productive investment in key sectors of the economy.

282. A resilient and diversified financial sector also fosters innovation through digital finance and fintech solutions, expands financial inclusion to underserved communities and strengthens long-term savings markets such as pensions and insurance.

283. Hence, entrenching macro-economic stability, complemented by implementation of initiatives towards financial sector deepening, will go a long way in restoring confidence in the financial sector, critical to reviving a culture of long-term savings in the economy during NDS 2.

284. NDS 2 will follow a bold and holistic policy mix that leverages digital finance, builds confidence in the financial sector, cultivates a savings culture, deepens financial markets and supports investment in critical growth-enhancing sectors.

285. In this regard, strategic focal areas under *financial sector deepening* during NDS 2 are as follows:

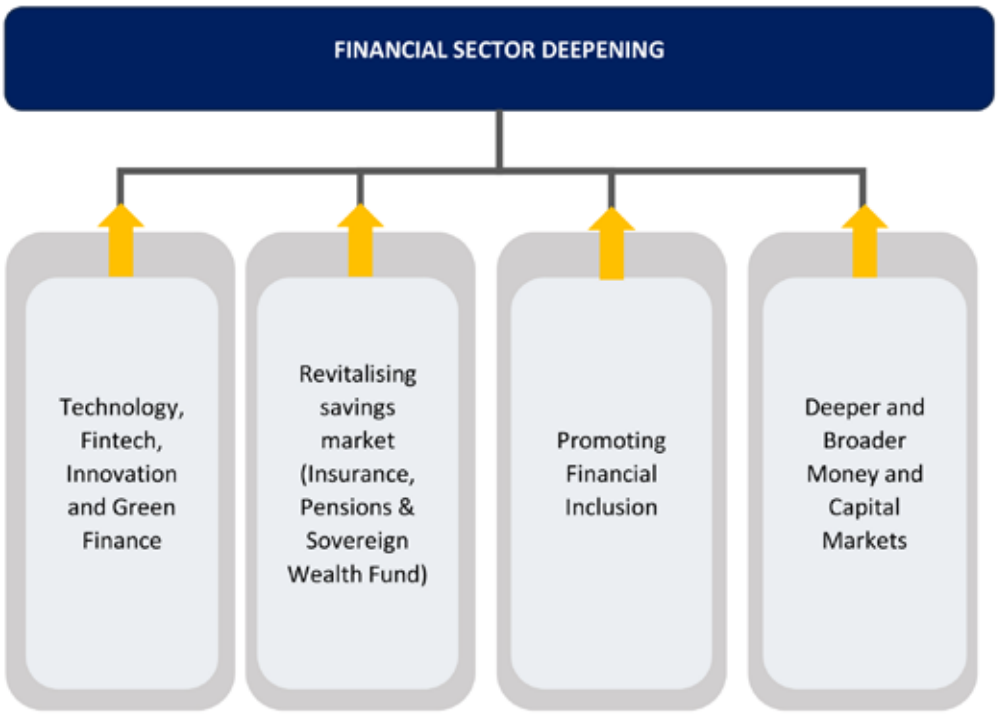
(i) Technology, fintech, innovation and green finance.

(ii) Revitalising savings market.

(iii) Promoting financial inclusion.

(iv) Deeper and broadened money and capital markets.

Figure 2: Strategic Focal Areas for Financial Sector Deepening



Technology, Fintech, Innovation & Green Finance

286. NDS 2 targets to increase the usage of technology and innovation to support financial sector deepening, given the significant role that technology-enabled finance is playing in the development of new financial services and products that are more tailored to customer and client needs.

287. Furthermore, harnessing and developing fintech and green finance will be key to support wider objectives of climate proofing the economy *vis-a-vis* finance for climate mitigation and adaptation measures.

Technology & Digitalisation

288. A key pillar of financial sector transformation during NDS 2 will be the expansion of digital infrastructure to ensure nationwide connectivity. As such, broadband fibre-optic coverage will be extended to urban, peri-urban and rural areas, complemented by mobile broadband expansion and the installation of solar-powered digital kiosks in off-grid and underserved communities.

289. Infrastructure-sharing arrangements among telecommunication providers will also be critical to accelerate coverage and reduce costs of internet and digital services to address the urban–rural digital divide.

290. Furthermore, digital literacy will be prioritised through structured programmes in communities, schools and business hubs to equip citizens with the skills to participate in the digital economy.

291. Mobile broadband and agent banking will be promoted in rural areas to extend formal financial services to enhance inclusivity and ensure *no one and no place is left behind*.

292. Partnerships with telecommunication operators will facilitate zero-rated mobile money services, while payment system interoperability will be enhanced and electronic transaction costs reduced.

Fintech Innovation

293. The strengthening of fintech facilitators under NDS 2 will be vital to ensuring that the country leverages technology and digitalisation to drive financial innovation and inclusion.

294. The adoption of financial technology will be accelerated through modernising policy and regulatory frameworks that encourage innovation, while safeguarding stability. Specifically, the Reserve Bank and the Securities and Exchange Commission will expand the use of Regulatory Sandbox programmes, enabling the controlled testing of innovative products before full-scale market rollout.

295. Furthermore, the Insurance and Pensions Commission will introduce a fintech framework to promote responsible innovation in the insurance and pensions industry.

296. Priority will be given to support inclusive fintech solutions designed to meet the needs of marginalised groups, including Micro, Small and Medium Enterprises, rural communities, women and youth entrepreneurs.

297. Public awareness campaigns and innovation challenges will be promoted to stimulate local solution development, while the process for registering and licensing fintech companies will be streamlined to attract investment. Furthermore, innovative financial solutions including venture capital will be explored to support fintech start-ups.

Green Finance

298. Recognising the vulnerability of the economy to climate change induced shocks, bold mitigation and adaptation strategies to transition to a more sustainable green economy will be critical for the realisation of the country's growth and development aspirations as espoused under Vision 2030, towards a *Prosperous and Empowered Upper-Middle Income Society*.

299. The financial sector will play a critical role in mobilising resources in support of transition to a sustainable green economy. Digital technology, green financing policy and deeper money and capital markets will be key enablers under NDS 2.

300. During NDS 2, the Ministry of Finance, Economic Development & Investment Promotion will establish the framework for green finance supported by a comprehensive green taxonomy that clearly defines eligible climate-related investments.

301. Policy and regulatory reforms will facilitate both domestic and foreign investment in environmentally sustainable projects, including those capable of generating carbon credits.

302. Collaboration between financial authorities and the Ministries responsible for Environment and Climate will ensure alignment with Zimbabwe's Nationally Determined Contributions under the Paris Agreement.

303. Innovative financial products will be promoted, such as climate-smart agricultural loans, green bonds for inclusive infrastructure like solar micro-grids, and index-based insurance products to mitigate weather-related risks.

304. Environmental, Social and Governance (ESG) principles will be mainstreamed into corporate governance, lending practices and investment decision-making to embed sustainability across the financial sector.

Money & Capital Markets

305. Deeper and broader money and capital markets will enhance the transmission of monetary policy, alleviate liquidity constraints on industry and commerce, thereby supporting inclusive growth. In addition, well-developed capital markets will also ensure that fiscal authorities have more stable and non-inflationary sources of budget financing, which can support fiscal consolidation efforts.

306. Greater macro-economic stability is critical to support the issuance of Government securities through auction to support the yield curve and sovereign debt market development.

307. Furthermore, the Securities and Exchange Commission will introduce an enabling incentive structure to encourage the attraction of new company listings, including small and medium enterprises and the listing of bonds on the stock market.



Zimbabwe Stock Exchange Trading Board

308. Importantly, the coordination between the Public Debt Management Office, the Liquidity Management Committee and the Reserve Bank will enhance the efficient operation of the money and capital markets for the development of the broader market for public bonds. This will facilitate meeting the twin objectives of mopping up excess liquidity and stimulating demand for domestic Government securities.

309. During NDS 2, Government will review regulatory requirements to encourage and support the establishment of crowd-funding platforms to finance start-ups and critical investments in the country.

Savings Mobilisation

310. During NDS 2, the mobilisation of domestic savings will be prioritised to sustain higher levels of investment and economic growth.

311. NDS 2 investment programmes will be underpinned by domestic resource mobilisation through deepening savings. Gross national

savings are targeted to increase to 25% of GDP by 2030. This growth will be driven by deepening the financial sector, increasing financial inclusion from 84% under NDS 1 to above 90% by 2030 and the development of a strong long-term savings market.

312. Enhancing savings mobilisation will strengthen the breadth, depth and inclusivity of the financial system, thereby supporting private sector development and sustainable economic transformation.

Restoring Confidence in Long-Term Savings

313. A robust insurance and pension funds industry will be central to mobilising long-term savings, given the sustained contribution and investment potential of insurance and pension products.

314. During NDS 2, Government will implement a comprehensive strategy to revitalise the long-term savings market as a key source of financing for national development as well as supporting financial sector growth.

315. The strategy will focus on strengthening the insurance and pensions industry to improve governance, transparency and accountability in the management of savings.

316. Government will rebuild public confidence by resolving outstanding pre-2009 pension and insurance compensation cases, ensuring fair compensation to affected policyholders and pensioners.

317. Furthermore, innovative long-term investment products will be introduced to diversify savings options and attract broader participation, including from the diaspora.

318. To ensure the integrity and stability of the savings system, Government will enhance regulatory oversight and consumer protection, while promoting sound corporate governance across financial institutions.

319. Financial literacy and awareness programmes will also be intensified to encourage a culture of savings and increase participation in formal long-term savings and investment schemes.

Pension Industry

320. During NDS 2, the pension industry will be revitalised to increase coverage, sustainability and its contribution to national development.

321. Pension coverage, which as of 2025 stood below 40% of the working population, is targeted to rise to at least 45% by 2030. This will be achieved through mandatory occupational pension schemes, complementing the National Social Security Authority's first-pillar provision.

322. To preserve the real value of retirement savings, Government will introduce inflation-hedged and index-linked bonds and implement pension portability, allowing members to retain accrued benefits when changing employment or schemes.

323. Development of inflation-hedged and diversified assets will include gold, property and equity indices, to preserve pension value amid price volatility.

324. These measures will enhance security and flexibility of pension savings while building confidence in the pensions and insurance industry.

Public Service Pension Fund

325. The Public Service Pension Fund, as the country's largest institutional investor with a membership of over 400 000 public servants, will anchor domestic savings mobilisation and serve as a key driver of long-term capital formation.

326. The transition from an unfunded pay-as-you-go civil service pension model to a funded scheme will allow for the accumulation of savings that would otherwise have been consumed. This transition enhances fiscal sustainability while restoring confidence in pension funds as vehicles for sustainable domestic resource mobilisation and investment.

327. During NDS 2, the Public Service Pension Fund will strengthen its investment governance framework, mobilise long-term savings, deepen participation in capital markets and uphold transparency and actuarial discipline. The Fund will act as a catalyst for infrastructure-led growth that supports macro-economic stability, devolution and employment creation.

328. To expand productive investment, the Fund will develop and participate in long-term financial instruments such as infrastructure bonds, Real Estate Investment Trusts (REITs) and green bonds. These instruments will promote financial deepening, enhance asset valuation capacity and support project costing and long-term investment planning.

329. In addition, Government will ensure timely remittance of pension contributions by Treasury to strengthen liquidity and actuarial solvency.

330. The Public Service Pension Fund will align its investments with national development priorities, focusing on climate-resilient infrastructure, clean energy, agro-industrial value chains, housing and health infrastructure, and export competitiveness. The Fund's diaspora-linked housing and investment products will further enhance foreign exchange inflows and support economic growth.

331. Pension-backed public private partnerships will be expanded under NDS 2, leveraging Public Service Pension Fund resources to co-invest in large-scale infrastructure projects and crowd-in private sector capital while maintaining prudent risk management.

332. These interventions will strengthen the link between pension savings, infrastructure investment, and industrial development, stimulating domestic credit markets and employment creation across downstream industries.

Insurance Market

333. Macro-economic stability will provide the foundation for a vibrant insurance market. This will entail specific measures aimed at supporting the insurance sector including:

(i) Review of regulatory requirements to reduce the administrative burden on insurers.

(ii) Domestication of marine insurance to retain premiums within the country.

(iii) Insurance of public assets, including those under the Mutapa Investment Fund.

(iv) Introduction of compulsory insurance schemes in high-risk sectors such as artisanal mining and tailored products for small and medium enterprises.

(v) Expansion of agricultural index-based insurance to offer affordable climate risk protection to farmers.

Sovereign Wealth Fund

334. During NDS 1, Mutapa Investment Fund was fully operationalised under the Sovereign Wealth Fund of Zimbabwe Act [Chapter 22:20] to anchor establishment of a national Stabilisation Fund in support of funding national development objectives underpinned by unlocking the commercial value of state-owned enterprises, thereby securing wealth for future generations. The Fund targets to raise over US$1 billion to support NDS 2 programmes that uplift the livelihoods of the people.

335. The Mutapa Investment Fund is mandated to make strategic investments that align with NDS 2, aiming for long-term value creation while generating sustainable financial returns and promoting positive social and environmental outcomes.

336. In this regard, Mutapa Investment Fund will leverage on its grouped balance sheet of over 30 state-owned enterprises transferred from line Ministries to the Fund to raise financial resources under NDS 2. The proceeds from revival of portfolio companies under its ambit realised through dividends, asset disposals and bond issuances will be channelled towards foreign reserve accumulation.

337. Already, comprehensive valuation of assets conducted as of June 2024 through reputable local and international accounting firms indicated a gross asset value of US$16 billion. Mutapa Investment Fund will, during NDS 2, be required to leverage these assets to raise capital to invest and grow investible surpluses under the Sovereign Wealth Fund.

338. The Mutapa Investment Fund will be required to undertake comprehensive performance audits of portfolio companies under their ambit and benchmark with a view to restructuring, undertaking governance reforms, enhancing financial viability and eventually listing on stock markets.

339. Improved performance of assets under Mutapa Investment Fund will lead to increased contribution to the fiscus, job creation, export growth and service delivery, among others. The Fund will, under NDS 2, be required to engage both local and foreign investors to mobilise and deploy capital to underperforming portfolio companies, thereby reducing fiscal risk and ultimately the need for Budget support.

340. Government will continue to enhance the transparency of the Fund through regular public reporting, also benefiting from the Fund`s membership of the continental African Sovereign Investors Forum. This also enhances credibility of the Fund, facilitating tapping into investment opportunities and mitigate risks, among other benefits.

Banking System

341. During NDS 2, the banking sector will remain a critical enabler of economic activity and financial inclusion through providing efficient and effective financial intermediation. However, high transactional costs and service charges, coupled with low interest on deposits and high lending rates, have been imposing some constraints on smooth intermediation.

342. The high bank account maintenance fees, which average US$15 and US$20 for individuals and business respectively, coupled with transaction charges of up to 1.65% on foreign currency transactions and 3% on local currency payments discourage both households and enterprises from utilising formal banking services and promote informality in the economy.

343. Under NDS 2, Government, through the Reserve Bank, will continue to institute targeted reforms to reduce banking costs, rationalise loan interest rates and promote an environment of positive real interest rates on deposits. Engagements with the banking sector through the Bankers Association of Zimbabwe will further promote the extension of loan tenors from short-term to medium and long-term financing.

344. These measures will deepen use of banking services, promote financial inclusion, as well as complement the ease of doing business agenda that is being pursued by Government.

Financial Inclusion

345. The current financial system is largely geared towards urbanised and formal communities. While financial inclusion has risen significantly during NDS 1, there remains scope during NDS 2 to widen access to financial services for rural and marginalised communities.

346. In this regard, under NDS 2, financial inclusion strategies will increase the focus on usage of financial services including credit, savings instruments, investment and insurance products.

347. Consequently, financial inclusion efforts will focus on developing products tailored to micro, small and medium enterprises, informal traders and underserved communities. These would include micro-loans, savings and trade finance, complemented by introduction of innovative tools such as digital book-keeping and alternative credit scoring systems to help integrate informal businesses into the formal economy.

348. Furthermore, priority will be given to support the development of digital savings and lending platforms to target women, youth and micro, small and medium enterprises and specialised agricultural insurance products for young farmers.



ZiG Launch, Reserve Bank Governor

Cost of Remittances

349. International remittances play an essential role in supporting financial inclusion. As such, during NDS 2 efforts will continue to be directed towards reducing the cost of remittances through increased competition among service providers, enhanced transaction tracking and the promotion of digital remittance platforms.

350. Furthermore, Government will continue to work with mobile network operators, banks and other providers to reduce the cost of digital transactions to encourage greater participation in formal financial services. Lowering these costs will improve affordability

and accessibility of financial products, particularly for underserved populations such as small businesses, women, youth and rural communities.

Financial Literacy

351. Overall, financial inclusion will be supported by the implementation of the National Financial Literacy Framework, which encompasses:

- Development of digital financial literacy tools.
- Upscaling of participation in *Global Money Week*.
- Sustained media financial literacy campaigns.
- Enhanced joint financial literacy awareness campaigns.
- Development and implementation of a gender-based financial literacy framework.
- Conducting annual financial capability assessments.

Financial Services Protection

352. Equally important to driving financial inclusion, is consumer protection. In this regard, efforts will be directed towards enhancing the current Consumer Protection Framework for the financial sector and aligning it to the Consumer Protection Act [*Chapter 14:14*].

353. During NDS 2, financial sector regulators will, therefore, implement market conduct supervision of financial institutions to enforce compliance with the Consumer Protection Act.

Transition to Mono-Currency

354. The transition to a mono-currency will be a gradual and market-led process, anchored on macro-economic stability and will only happen when Government has successfully met the necessary criteria for a sustainable mono-currency system.

Conditions Precedent

355. NDS 2 recognises that the conditions precedent to a sustainable mono-currency system include:

- Durable macro-economic stability, characterised by low and stable inflation at single-digit levels.
- Adequate foreign currency reserves of at least 3-6 months of imports cover, in the medium to long-term.
- Efficient foreign exchange management system that eliminates foreign exchange market segmentation and promotes ease of access to foreign currency by importers and for other bona fide requirements.
- Stable exchange rate dynamics, with minimum over or under-valuation of the ZiG.
- Increased demand for ZiG through recalibration of the percentage of Government taxes and broadening payment of public sector goods and services in local currency.

- Financial sector stability.
- Efficient and secure National Payments System, to promote ease of payment in ZiG locally.
- Fiscal and monetary policy cohesion, with low and sustainable National Budget deficits.

356. Government has made significant progress towards meeting the conditions precedent since the introduction of the ZiG in April 2024, and will remain steadfast in its commitment to ensure that all the conditions precedent are met, to create the much-needed market confidence in the domestic currency, which makes the transition to a mono-currency market-driven.

357. Government is putting in place, under NDS 2, the requisite conditions for a market-driven transition to a mono-currency by 2030, to provide clarity, engender certainty and predictability in business decision-making and financial planning.

358. Pursuant to this, the transition to mono-currency entails the exclusive use of the local currency, ZiG, in the payment and settlement of domestic goods and services, with foreign currency primarily reserved for external payment of goods and services.

Protection of Financial Assets

359. The transitioning from a multi-currency environment, in which many financial assets are denominated and predominantly held

in US dollars, including the savings of corporates and individuals, will ensure that such assets will continue to be protected and maintained in foreign currency.

360. The transition to a mono-currency does not, therefore, entail doing away with foreign currency accounts; holdings of pension funds denominated in foreign currency; and holdings of US dollar-based stocks, shares and bonds, such as shares held on the Victoria Falls Stock Exchange (VFEX), including Treasury bills issued to smoothen National Budget financing.

361. Government assures all stakeholders that all the prior contractual obligations, including bank loans and advances made prior to the final date, will be preserved and honoured and economic agents will not lose money or value due to the transition to mono-currency.

Quality of ZiG Currency Bank Notes

362. A critical success factor for a smooth transition to a mono-currency is the availability of high-quality and durable bank-notes.

363. In this context, and as already communicated by the Reserve Bank in its Monetary Policy Statement of February 2025, the Bank is at an advanced stage towards the production of high-quality ZiG notes.

364. Pursuant to this, the roll out of the high-quality ZiG notes will be undertaken during the first half of 2026.

365. The roll-out plan, modalities and timing for the issuance of the high-quality ZiG notes will be communicated to stakeholders by the Governor in his Monetary Policy Statement of February 2026.

366. The issuance of improved high-quality ZiG bank-notes to ensure durability and align with Zimbabwe`s national identity, does not entail the introduction of a new currency.

CHAPTER 4: INCLUSIVE ECONOMIC GROWTH & STRUCTURAL TRANSFORMATION

367. *Inclusive Economic Growth and Structural Transformation* is a central pillar of NDS 2, which will anchor Zimbabwe's growth prospects towards the attainment of the aspirations of Vision 2030 for a *Prosperous and Empowered Upper Middle-Income Society*. In this context, NDS 2 will prioritise moving the economy up the sectoral value chains and shifting the economic structure to be more diversified and inclusive.

368. The mutually reinforcing relationship between structural transformation and inclusive growth will yield a diversified, competitive and services-driven economy that generates employment, reduces inequality and delivers broad-based prosperity for all citizens.

369. Consistent implementation of macro-economic and sectoral reforms under NDS 1 has laid a solid foundation for strong inclusive growth, structural transformation and resilience, which contributed to improved livelihoods of the citizenry.

370. Under NDS 2, the structural transformation agenda will focus on enhancing productivity, promoting value addition and beneficiation as well as deepening linkages across sectors, that way moving the economy up the value chain. While NDS 1 recorded progress

in some sectors, the economy remained heavily dependent on primary production, particularly in agriculture and mining.

371. The limited diversification and high dependence on primary exports characterising NDS 1, underscores the need to accelerate economic structural transformation through enhanced domestic value addition, modernisation and industrialisation, leading to a more resilient and diversified economy.

372. NDS 2 will spur inclusive growth through consolidating industrialisation and transforming domestic value chains.

373. This transformation will leverage Zimbabwe's vast resource endowments and skilled human capital to drive value creation in agriculture, mining, manufacturing and services. Harnessing these strengths will accelerate economic transformation and sustainable industrial development, positioning Zimbabwe for rapid growth.

374. Enhanced structural transformation will underpin inclusive economic growth that empowers and benefits all citizens, including women, youth, rural communities and other marginalised groups, entrenching equity in line with the principle of *leaving no one and no place behind*.

375. In this regard, inclusive economic growth and structural transformation represent a transformative pathway through

which NDS 2 will unlock the full potential of Zimbabwe's human capital, natural endowments and strategic geographic position to achieve sustainable prosperity and realise the aspirations of Vision 2030.

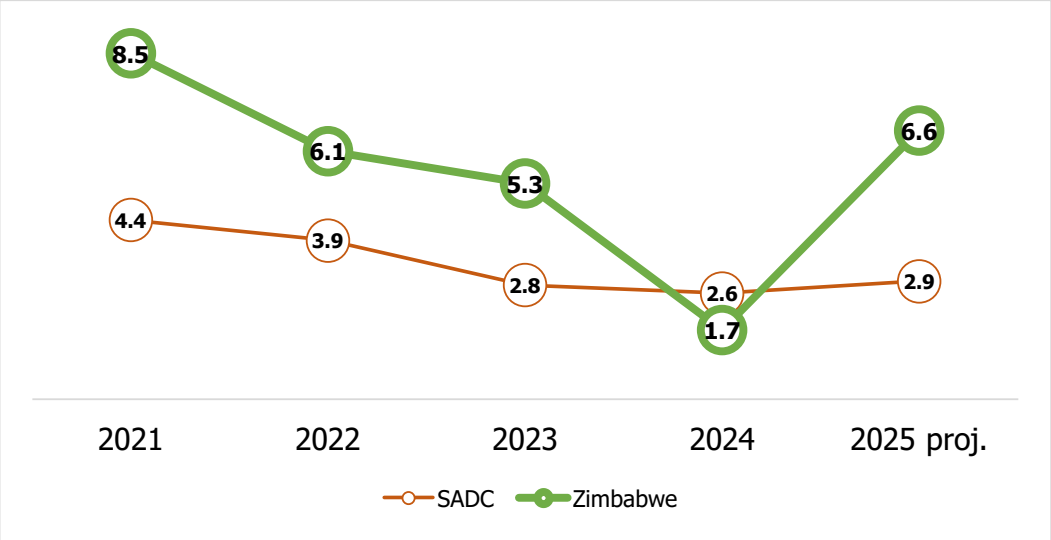
376. Overall, the key NDS 2 themes for inclusive growth focus on trickle down of broad-based benefits of inclusive growth, that is, spreading the benefits of economic growth more fairly across society, not just concentrating wealth among a few. This will require ensuring that everyone participate in the process of development and benefit from outcomes of economic growth equitably.

Situational Analysis

377. As already alluded to, the consistent implementation of macro-economic and sectoral reforms during the NDS 1 period 2021-2025 set the Zimbabwe economy on an accelerated sustainable inclusive growth path, driven by higher productivity across major sectors of the economy, leap-frogging Zimbabwe above several regional economies.

378. The average economic growth during NDS 1 stood at 5.6% surpassing the target of 5%, underpinned by strong performance in agriculture, mining, manufacturing, retail and wholesale services, as well as tourism, propelling GDP to US$52.3 billion in 2025, making Zimbabwe`s economy a strong performer in the region.

Figure 3: SADC Real GDP Growth



Data Source: IMF Regional Economic Outlook 2025

379. Signalling resilience and improved living standards during NDS 1, GNI per capita rose from US$1 789.5 in 2020 to US$3 242 by 2025.

Agriculture

380. During NDS 1, agriculture experienced significant growth, underpinning food security, rural livelihoods and export earnings. The sector registered a growth of 17.5% in 2021, before contracting by 18.1% in 2024, largely due to the adverse effects of the 2023/2024 *El Niño*-induced drought. The sector experienced a rebound in 2025, which is estimated to have grown by 24%, contributing 10.8% to overall GDP, up from 9.3% in 2024.

Policy & Strategic Framework

381. The sector's performance during NDS 1 was anchored by the implementation of the Agriculture and Food Systems Transformation Strategy (2020-2025), which sought to attain an agricultural sector contribution to the economy of US$13.75 billion by 2025.

382. The transformation strategy focused on improving productivity, strengthening value chains and deepening linkages between agriculture and industry. These measures were aimed at facilitating structural transformation and sustainable agricultural development.

Government Support & Inclusive Participation

383. Furthermore, the performance of the agriculture sector during NDS 1 benefited from Government flagship programmes such as *Pfumvudza/Intwasa*, the National Enhanced Agricultural Productivity Programme and the Presidential Input Schemes. These interventions significantly broadened access to critical inputs, enhanced smallholder productivity and promoted equitable participation in agricultural production.

384. Furthermore, the initiatives also enhanced the resilience of rural communities and reinforced the national commitment to inclusive growth, ensuring that *no one and no place is left behind*.

Agriculture & Industry Synergies

385. The agriculture sector provided essential raw materials for the food processing, beverages, edible-oils refining, local cigarette manufacturing and textiles industries during the period under review. These agro-industrial linkages reinforced Zimbabwe's industrialisation agenda, that way enabling the economy to move up the value chain.

386. Exports of value-added agricultural products increased from US$74 million in 2022 to approximately US$106 million in 2023, reflecting progress in agro-processing and market diversification. However, the majority of agricultural exports continued to be raw or semi-processed, as over 70% of agricultural output was sold in raw form without significant value addition, reflecting an opportunity for increasing agro-processing value chains.

387. In 2024, tobacco export earnings increased to US$1.4 billion, with about 92% derived from semi-processed tobacco leaves while fully processed cigarette exports accounted for only around 8% of total export earnings, reflecting limited value addition within the industry.

388. Similarly, cotton exports were dominated by raw lint and low value linter products, while high value textile exports such as yarn, fabric, garments and finished apparel remained minimal due to under investments in ginning, spinning and weaving.

Employment & Inclusivity

389. During NDS 1, the agriculture sector continued to dominate employment contributing approximately 24% of the national labour force and serving as the primary source of livelihood for the majority of rural households. In this regard, value addition and beneficiation in this sector will create high value employment opportunities for women, youth and smallholder farmers.

Mining

390. The mining sector offers higher income potential through downstream beneficiation and value addition, drawing from Zimbabwe's endowments in such critical minerals as platinum group metals, gold, diamonds, lithium, coal and base metals indicating that employment in the sector is not only at the extractive stage but also during value addition and beneficiation.

Performance & Contribution

391. The contribution of mining and quarrying to GDP rose from 13% in 2023 to estimated 14.5% in 2025, while its share of total export earnings grew from 68% in 2018 to 76% in 2024, underscoring its critical role in sustaining external sector stability and foreign currency generation. Overall, the mining sector grew by an average growth rate of 8.4%.

392. Increased exploration in base metals and critical minerals, including iron ore, coal, lithium and rare earth elements, provides scope for greater contribution to mining income and employment opportunities.

Investment & Beneficiation

393. The growth of the mining sector during NDS 1 was driven by investments inflows that supported the opening of new mines, resuscitation of closed operations and expansion of existing mines across Zimbabwe.

394. These investments across key mineral sub-sectors underscored the country's potential to leverage its vast mineral resources for broader structural transformation and industrialisation.

395. Significant progress was achieved in mineral beneficiation and value addition, particularly in lithium, iron and steel, platinum, chrome and coal value chains. However, some mineral continued to be exported in raw form.

396. This points to considerable potential during NDS 2 to enhance domestic value addition, strengthen linkages with manufacturing and services, promote technology transfer and avoid exporting jobs.

Iron & Steel

397. The Dinson Iron and Steel Company (DISCO) investment represented a landmark achievement in Zimbabwe's mining value addition drive. The integrated steel plant, one of the largest in the region, was developed with a total investment of approximately US$1.5 billion.



Molten Metal Processing at Dinson Iron and Steel Company

398. During NDS 1, Zimbabwe has emerged as a major player across the Sub-Saharan region in iron and steel industry, largely as a result of investment by Dinson Iron and Steel Company with an installed capacity of 600 000 tons of carbon steel per year. As at third quarter of 2025, the company had directly created over 2 000 jobs, thereby contributing significantly to local employment growth.

399. Under NDS 1, the iron and steel sector recorded notable growth, with production by the third quarter of 2025 exceeding 50 000 metric tons per month of various value-added steel products, including pig iron, steel billets and deformed bars. As at third quarter of 2025 capacity utilisation stood at 46%, reflecting significant potential for expansion.

400. The first phase of domestic steel production commenced in early 2025. At full capacity in subsequent phases, the plant is projected to produce 1.2 million tons of steel annually, create over 5 000 direct jobs, stimulate downstream industries, position Zimbabwe as a net steel exporter and contribute significantly to GDP growth.

401. Furthermore, in 2025 Dinson Steel's contribution to the economy's import substitution was estimated at over US$100 million, reinforcing the sector's strategic importance to the economy.

Lithium

402. Lithium emerged as a strategic growth sub-sector during NDS 1, positioning Zimbabwe among the leading global producers of battery minerals.

403. Restrictions on export of raw lithium during NDS 1 are anchoring significant investment into lithium beneficiation across such mines as Bikita Minerals, Kamativi, Sabi Star, Zulu and Arcadia.

404. Processing of lithium ore into lithium concentrate and lithium sulphate, enhances the country's export portfolio of value-added products.

405. The growth of the lithium industry during NDS 1 established a strong foundation for the domestic manufacturing of batteries towards a green-energy-driven industrialisation pathway.

Platinum

406. During NDS 1, PGMs producers, including Zimplats, Unki and Mimosa, expanded their local smelting capacity to process all the PGMs concentrate in the country in alignment with Government beneficiation policy.

Coal

407. The operationalisation of the Mucheso coal mine expanded both energy and coke supply for domestic consumption and export, reinforcing linkages between mining and manufacturing industries.

Gold

408. Gold production increased during NDS 1, from about 31 tons in 2021 to 38 tons by 2024 driven by the expansion and re-opening of mines, including Caledonia, Jena, Sabi, Blanket and Eureka.

Table 3: Gold Production

Period	2021	2022	2023	2024	2025 (Est)
Gold (Kg)	31 477.24	37 265.24	32 391.25	38 454.48	45 000.00

Source: Ministry of Finance & Reserve Bank of Zimbabwe

409. The artisanal and small-scale mining sub-sector, notwithstanding that it has remained largely informal, is now the major contributor to gold production, also positively impacting on rural community livelihoods. Artisanal and small-scale mining supplied in excess of an estimated 60% share of gold output during NDS 1.

410. The non-compliance of artisanal and small-scale mining has posed challenges of exposure of miners to unsafe working conditions, environmental degradation and limited access to formal financial and technical support systems.

Leakages & Illicit Flows

411. The prevalence of leakages, smuggling and illicit financial flows, undermines fiscal revenues and weakens the developmental impact of mining sector.

Environmental Sustainability

412. Environmental sustainability, compliance and enforcement challenges persisted across the mining sector during NDS 1.

413. Weak adherence to Environmental Impact Assessment (EIA) regulations, inadequate mine rehabilitation and pollution

from mining activities continued to threaten eco-systems and community livelihoods, undermining the broader national goal of green and climate-resilient growth.

Manufacturing

Industrial Policy

414. During NDS 1, the recovery of manufacturing activities was anchored on the National Industrial Development Policy (2019-2023) and the Industrial Reconstruction & Growth Plan (2024-2025). These two interwoven policies provided a coherent framework for re-industrialisation, structural transformation and inclusive economic growth.

415. The policy frameworks encompassed the following strategies:

- Local content.
- Cotton-to-clothing.
- Leather sector.
- National pharmaceutical manufacturing.
- Engineering, iron and steel sector.

416. Collectively, the policy framework focused on deepening value addition and beneficiation, strengthen domestic value chains, enhance industrial competitiveness and position the manufacturing sector as a key driver of structural economic transformation.

417. Consequently, the interventions supported the retooling, industrial modernisation, value addition and beneficiation across key manufacturing sub-sectors.

418. The initiatives led to the revitalisation of some companies such as David Whitehead Textiles which resuscitated agro-value chain in the textile industry.



Retooling and Modernisation of David Whitehead Textiles

Sector Performance

419. Reflecting the positive impact of the industrial policies implemented during NDS 1, the manufacturing grew by 1.6% in 2024 and is expected to grow by 4.2% in 2025, becoming the largest contributor to GDP at 15.3% in 2024.

420. This notwithstanding, manufacturing exports remained concentrated in a few sub-sectors, namely, food processing, beverages and metals, reflecting limited diversification.

Capacity Utilisation

421. Capacity utilisation of the manufacturing sector rose from around 35% pre-NDS 1 to close to 60% by end of NDS 1, driven by improved access to raw materials and increased foreign currency availability.

422. In 2025, capacity utilisation in some sub-sectors exceeded 60%, indicating a notable rebound in productive capacity. This performance underlined the positive impact of policy reforms and retooling programmes aimed at revitalising industrial output and competitiveness.

423. Overall, the implementation of value addition and beneficiation strategies in both the mining and agricultural sectors increased manufacturing activities during NDS 1.

Special Economic Zones

424. The development of the requisite infrastructure such as roads, utilities, water supply, sewer systems and communication networks, within Special Economic Zones and industrial parks remained below potential during NDS 1.

425. This has curtailed opportunities for clustering industries, integrating value chains and attracting large-scale investment.

Tourism

426. During NDS 1, the tourism sector demonstrated resilience and sustained recovery following a significant decline in 2020 and 2021 due to the COVID-19 pandemic, reflecting gains from implementation of the Tourism Recovery and Growth Strategy.

427. Throughout the NDS 1 period, tourism continued to play a key role in employment creation, directly and indirectly supporting an estimated 300 000 jobs across both formal and informal enterprises, contributing to livelihoods and local economic development.

428. The country`s natural rugged scenery and deep ancestral heritage spurred the surge in global traveller interest, buoyed by NDS 1 investments into tourism infrastructure and facilities, culminating in *Destination Zimbabwe* topping Forbes Magazine list of *must visit destinations* and the *world`s best country to visit* in 2025.

Policy & Regulatory Environment

429. During NDS 1, Government reviewed the National Tourism Policy to strengthen the policy and regulatory environment. This contributed to a more inclusive and balanced tourism sector.

430. To improve the ease of doing business in the sector, regulatory fees related to licencing, registration and grading were revised downwards, reducing the cost of compliance for operators, encouraging formalisation and investment.

431. Furthermore, the *National Tourism Satellite Account*, an internationally recognised tool which measures the economic contribution of tourism to the national economy was launched. This strengthens sector planning, monitoring and data-driven decision-making to drive sector performance.

Sectoral Performance

432. The sector rebounded, with tourist arrivals increasing from 390 000 in 2021 to 1.63 million in 2024 and activity levels recovering to 96% of pre-Covid 19 pandemic levels. This resulted in tourism receipts rising from US$500 million in 2021 to US$1.2 billion by 2024, representing a 140% increase.

Marketing

433. The increase in international tourist arrivals has been buoyed by entry of new airlines flying into Zimbabwe which stood at 22 in 2025, benefiting from the country`s adoption of an *open skies policy* in line with the *Yamoussoukro Decision* as well as upgrading of international airports, namely, Victoria Falls, JM

Nkomo and RG Mugabe. The *Yamoussoukro Decision* of 1999 liberalises air transport services in Africa, removing restrictions and promoting air competition between airlines.

434. Aggressive and targeted destination marketing efforts strengthened Zimbabwe's visibility in key source markets, supported by an expanded physical presence at major global tourism platforms and enhanced digital marketing channels.

435. Digital transformation enhanced the sector's market outreach and service delivery initiatives, with increased use of online promotion, booking platforms and information services improving visitor engagement and facilitating a shift towards a more digitally-enabled tourism eco-system.

436. The *Experience Zimbabwe* campaign underpinned the showcasing of unique attractions, stimulating demand and shielding the sector from global downturns, that way sustaining growth in domestic and international tourist arrivals.

Tourism Facilities & Infrastructure

437. Strategic developments of tourism facilities, complemented by investments in such supportive infrastructure as roads, airports and ports of entry and exit improved destination accessibility, supporting the sector's overall expansion.

438. Notable investments in tourism facilities under NDS 1 totalled US$950 million between 2021 and 2024, signalling upturn in business opportunities and strong investor confidence. As a result, the sector registered increased investments in lodges and hotels across the country, attracting international brands such as the Hyatt Regency and the Radisson hotels.

Domestic Tourism

439. Initiatives to promote domestic tourism served to reduce seasonality, cushioning external shocks, that way emerging as significant contributor to the country`s tourism industry.

Inclusivity

440. Community-based tourism initiatives played a pivotal role in promoting inclusive participation and ensuring that rural households accessed tourism-generated income.

441. In this regard, women and youth benefitted from opportunities in the tourism sector through participating in travel services, arts and crafts.

Small & Medium Enterprises

442. During NDS 1, Government supported micro, small and medium enterprises through targeted financing, training and clustering initiatives which enhanced their participation in the economy.

443. Efforts were also made to link micro, small and medium enterprises to agro-processing value chains, particularly those involving smallholder farmer supply networks. This laid the groundwork for integrated rural industrialisation, inclusive economic participation, that way increasing the resilience of rural economies and reducing poverty.

Inclusive Growth Strategies

444. During NDS 2, real GDP is projected to grow at an annual average upwards of 5%, underpinned by structural transformation that integrates value chains across manufacturing, agriculture and mining.

445. NDS 2 interventions target equitable growth and development, that way overcoming income inequality, as measured by the Gini coefficient. ZimStats' Poverty Atlas had reflected worsening income distribution, with the Gini coefficient going up from 0.44 in 2021 to 0.50 in 2025.

446. Achieving inclusive growth, defined as economic growth that creates economic opportunities accessible to all and in particular the poor, through the reduction of poverty and the depth of inequalities is central to the action plans of the NDS 2 economic development policies and programmes. Inclusive growth illustrates a process of economic growth that creates significant

socio-economic opportunities and ensures fair access to these opportunities.

447. The quest for resilient and inclusive growth that delivers social benefits, tackles inequalities and spreads benefits more fairly between people and places underpins initiatives supporting the realisation of the 10 NDS 2 priorities towards contributing to Zimbabwe's sustainable economic development and social progress. Pursuant to this, the attainment of overall growth is an important requirement for shared prosperity, with NDS 2 initiatives to promote inclusive growth focusing on ensuring that the country grows at a strong and sustainable rate.

448. Hence, NDS 2 represents a redesign of economic policy that centres on context-specific approaches to diagnose economic challenges and to build the capability to implement economic policies that deliver on the aspirations of Vision 2030. This requires that NDS 2 interventions towards inclusive growth focus on ensuring that economic growth benefits a wider range of people, not just a select few, by promoting widespread participation and reducing disparities in income and opportunities.

449. Building on the successes of NDS 1, NDS 2 strategies for inclusive growth are under pillars that target to reduce poverty, build social cohesion and achieve sustainable development by

integrating social and economic policies. These relate to the following, among others:

- Economic growth.
- Social inclusion.
- Environmental sustainability.
- Ensuring prosperity leaves no one and no place behind.
- Safeguarding resources for future generations.

450. During NDS 2, the key initiatives and building blocks for sustaining high economic growth, critical for inclusive growth and the realisation of upper middle income status levels by 2030 will centre on the following:

Macro-Economic Stability

451. Chapter 3 on creating and ensuring stable macro-economic conditions is a fundamental prerequisite for the achievement of inclusive growth during the implementation of NDS 2 interventions.

Human Capital Development

452. Investing in human capital through education and healthcare will be crucial for creating opportunities for everyone. NDS 2 interventions in Chapters 7 and 10 will attend to addressing to the requirements for investing in education, healthcare and

skills development to empower individuals and equip them for a productive workforce.

Physical Infrastructure

453. NDS 2 recognises that developing and investing in improved physical infrastructure will be central to connect people and markets.

Private Sector Engagements

454. The financing of infrastructure development under NDS 2 also embraces the engagement of the private sector. Encouraging private sector involvement in partnership with public entities to drive inclusive development will be underpinned by alignment of private sector business interests with societal needs.

Strengthening Financial System

455. Financial intermediation is an important mechanism in the NDS 2 processes towards the redistribution of wealth and households inter-temporal decisions.

456. In this regard, the relationship between financial inclusion and economic growth under NDS 2 is marked by the acknowledgment of the crucial role of financial inclusion in sustainable development, poverty reduction and fostering shared prosperity. Hence,

strengthening the financial system is vital to ensure everyone has access to financial resources.

457. Improving and strengthening the financial system under NDS 2 will also require initiatives towards improving financial infrastructure to ensure access to services like banking and credit.

Devolution & Decentralisation

458. Stemming pressures of rural to urban migration will be realised through NDS 2 initiatives for rural industrialisation and development of village business units.

ICT & Innovation

459. The adoption of modern technologies and ICT will spur innovation during the implementation of NDS 2. Pursuant to this, interventions will foster innovation that reaches marginalised populations, through sustainable business models and inclusive technologies, to help them participate in the economy.

Effective Institutions

460. The success of NDS 2 initiatives for inclusive growth will require building of strong and effective institutions.

Environmental Sustainability

461. NDS 2 interventions across all the priority areas integrate the enhancement of environmental sustainability.

Social Protection

462. The implementation of policies under NDS 2 that create jobs and more equitable social safety nets is central to the realisation of inclusive growth. This includes strengthening social services under which social safety nets are effective to protect the most vulnerable.

Governance

463. NDS 2 focus on good governance and regulation will create a fair and enabling environment with equitable access to markets and a strong regulatory framework. This also includes ensuring effective governance initiatives.

Strategies for Structural Transformation

464. Structural transformation under NDS 2 seeks to systematically shift the economy from primary to secondary production, characterised by value-added agricultural products and beneficiated minerals - diversifying the economy to create broad-based employment opportunities.

465. In this regard, facilitating transformation from reliance on natural resource endowments from agriculture and mining to manufacturing value addition is a cornerstone of NDS 2, towards the country's further industrialisation. This is consistent with the SADC RISDP and the AU Agenda 2063 of promoting sustainable growth, job creation and economic resilience.

466. Pursuant to this, NDS 2 contains specific strategies aimed at increasing the contribution of the value-added products in the economy. This will entail increased value addition and beneficiation of agricultural and mineral products.

467. Specifically, the outcomes for structural transformation include improved:

- Contribution of manufacturing to GDP from 15.3% at the end of NDS 1 to 18% by end NDS 2.
- Contribution of value-added exports to total exports from 5.5% in 2025 to 18.4% in 2030.
- Competitiveness of value added and beneficiated products.
- Export diversification.

468. The movement of the economy from reliance on primary products to increased value added production will require an enabling environment that will attract both domestic and foreign investment.

469. Zimbabwe's economic growth and development under NDS 1 relied heavily on primary sectors, notably agriculture and mining. While these sectors remain critical to national production and employment, reliance on primary commodities exposes the economy to global price volatility and limits domestic value retention.

Enablers & Critical Success Factors

470. In addition to overarching macro-economic stability, structural transformation of the economy will be hinged on the following enablers and critical success factors:

- Policy and regulatory framework.
- Ease of doing business.
- Infrastructure development.
- Skills and training.
- Retooling and upgrading of production facilities.
- Local content in value addition
- Investment promotion.
- Mineral exploration.
- Standards and competitiveness of value-added products.
- Automation and artificial intelligence (AI).
- Trade and export market integration.

- Special economic zones.
- Small and medium enterprises.

Policy & Regulatory Framework

471. Robust predictable policy and regulatory environment will be critical to support the structural transformation agenda.

472. Government will be issuing a successor to the National Industrial Policy to catalyse the strengthening and integration of value chains, value addition and beneficiation.

473. In this regard, the policy will align agriculture, mining, industry and trade policies to promote consistent support for manufacturing and industrialisation.

474. The Ministries responsible for agriculture, mining, tourism and trade will coordinate closely with the Ministry responsible for industry and commerce to ensure harmonised policies that foster growth and value addition. This coordination will support the country's industrialisation agenda by ensuring policy and regulatory consistency.

Ease of Doing Business Reforms

475. During NDS 2, Government will accelerate implementation of comprehensive business environment reforms aimed at reducing the cost and complexity of doing business.

476. Government will introduce measures to curb the proliferation of licences, levies, permits, fees and other regulatory instruments that hinder the ease of doing business. Any proposed introduction or review of such instruments will be subject to a Regulatory Impact Assessment (RIA) by the National Competitiveness Commission prior to implementation.

477. Furthermore, Government will undertake a comprehensive review of the regulatory institutional framework in order to rationalise the number and functions of regulatory bodies to eliminate duplicity, overlaps and strengthen regulatory collaboration in line with best practices.

478. Under NDS 2, creation of an enabling environment for competition and trade that fosters competition and open trade allows for wider participation in the economy.

Infrastructure Development

479. To support competitiveness of value added and beneficiated products, maintenance, upgrade, rehabilitation and expansion of infrastructure will be critical. As such, priority will be given to putting in place infrastructure in power supply, transport, water and sanitation and communications system to support industrialisation.

Retooling & Upgrading of Production Facilities

480. To support competitiveness, efficiency and product quality NDS 2 will also prioritise upgrading and retooling of existing facilities, plant and equipment across industries. In addition, under NDS 2, efforts will be directed towards attracting investment in modern and energy-efficient technologies, plant and equipment to develop high-tech enabled industries.

Skills & Training

481. Under NDS 2, Government will prioritise skills development as a key enabler of industrial transformation and competitiveness in the manufacturing sector. The Strategy will build a skilled, adaptable and innovation-driven workforce capable of supporting value addition, technological upgrading and sustainable industrial growth.

482. Skills development initiatives will focus on aligning training programmes with the needs of industry through close collaboration with manufacturers and industry associations, demand-driven curricula, apprenticeships and work-based learning.

Local Content & Buy Zimbabwe

483. To deepen industrial linkages and fully optimise value chains, Government will operationalise the Local Content Strategy

by enforcing mandatory local content thresholds for strategic sectors, specifying requirements for use of local raw materials.

484. This will promote local content and inculcate the *Buy Zimbabwe* culture to increase the uptake of domestic raw materials, services and components in locally manufactured goods, thereby fostering inter-industry linkages and supporting a wider base of local businesses.

485. In this regard, Government will strengthen local content and procurement frameworks to include compliance incentives and consolidating procurement to prioritise local sourcing, which uses the Government's significant purchasing power to create a stable, large market for local manufacturers.

486. During NDS 2, intervention to promote procurement of locally produced goods and services will be introduced to stimulate demand for domestically produced products that way supporting enterprise growth, creating decent jobs and moving the economy up the value chain towards inclusive and sustainable industrialisation.

487. Recognising that Government is the single largest buyer of goods and services in the country, NDS 2 will strategically leverage public procurement to facilitate industrialisation of key value chains and create jobs.

488. Government will require that a defined proportion of purchases by MDAs be sourced from certified local manufacturers. Pursuant to this, procurement of uniforms by the uniformed forces and students would protect jobs in the cotton-to-clothing value chain. Similarly, with procurement of boots and accessories from certified local manufacturers, in support of the leather value chain.

489. Furthermore, Government will also ensure that bids from domestic producers for items like school furniture and hospital linens are competitively evaluated against imports.

490. Government will also develop a system of smart incentives and disincentives, offering preferential access to Government contracts and fiscal benefits for compliant firms, while applying restrictions on those that fail to meet thresholds.

491. Pursuant to the above, Government will launch a digital local content platform on which companies can register their production processes for official rating and certification, creating a verifiable database to guide both public procurement and private sector sourcing.

Standards

492. The local procurement policy will be buttressed by ensuring that local product meet international standards in respect of competitiveness and product quality.

493. In this regard, during NDS 2, Government will strengthen quality control, product certification and standards enforcement through collaboration with the Standards Association of Zimbabwe to ensure locally produced materials meet national and regional specifications.

Counterfeit Products

494. The surge of counterfeit products which come to the market well packaged and cheaper to unsuspecting buyers is flooding Zimbabwe`s markets, posing challenges and risks that demand expeditious interventions. Counterfeits often leave customers complaining over the performance of such goods, most of which are sub-standard. Challenges posed by counterfeits extend into regional export markets, undermining *Brand Zimbabwe*.

495. NDS 2 interventions will target counterfeit products, that are now undermining legitimate business operations and inflicting significant damage on financial health, brand reputation and customer trust.

496. Pursuant to the above, Government will intensify, during NDS 2, the fight against counterfeit goods through a robust and *Whole-of-Government* multi-agency strategy. This will build on and expand anti-smuggling operations, underpinned by physical inspections initiated under NDS 1 to ensure full compliance with national standards and consumer protection laws.

497. Government will enforce strict penalties against the manufacture, importation, distribution and sale of counterfeit products. Coordination among key institutions, including the Consumer Council of Zimbabwe, the Consumer Protection Commission, the Standards Association of Zimbabwe, the Zimbabwe Revenue Authority, the Zimbabwe Republic Police and other regulatory bodies, will be strengthened to ensure information sharing, joint operations and prosecution of offenders.

498. Furthermore, partnerships with industry players will be enhanced to trace and eliminate counterfeit supply chains, protect consumers and safeguard legitimate enterprises, thereby promoting a fair, competitive and transparent market place.

Protection of Consumers

499. NDS 2 initiatives on consumer protection will focus on strengthening the rights of consumers and curbing illicit market practices, such as the spread of counterfeit goods. Consumer protection will also extend to embrace manufacturers of sub-standard products targeting markets where consumers may be less aware or discerning.

500. During NDS 1, some businesses were observed to be selling counterfeit products that included food, beverages, vehicle parts and electronic gadgets, among others.

501. The implementation of protection of consumers under NDS 2 builds on the country's existing legal framework established by the Consumer Protection Act of 2019. This outlines consumer rights to quality goods, safety, fair value, information and redress.

502. Consumer protection will focus on safeguarding consumers from deceptive, fraudulent and improper trade practices, to inculcate and build a transparent market place where both consumers and businesses comply with regulations.

503. Government will target the major drivers of the illicit supply chains of counterfeit goods being smuggled into the country and repackaged under fraudulent labels, with law enforcement and other agents conducting raids and crackdowns on outlets selling such goods.

504. Furthermore, the Consumer Protection Commission will carry out awareness campaigns to educate consumers on the effects of counterfeit products.

Facilitating & Promoting Investment

505. During NDS 2, investment is targeted to rise steadily from projected 9.8% of GDP in 2025 to above 13.1% of GDP beyond 2026, under promotion initiatives that benefit from a conducive environment of a Zimbabwe that is open for business.

506. To achieve the investment target, Government will strengthen the country`s investment environment through reforms that promote and protect investors.

507. The measures include reviewing of the legislative framework to streamline investment procedures, simplify customs procedures and strengthen dispute resolution mechanisms.

508. Government will also improve the attractiveness of the country`s business and investment climate by honouring obligations under bilateral and multilateral agreements, to ensure that investments are safeguarded in line with global standards.

509. Furthermore, high-level targeted global investment promotion initiatives will be undertaken to market bankable project proposals, targeting strategic investments into production of fertilizers, lithium batteries and enhanced cotton-to-textile manufacturing value-chains, among others.

510. This deliberate shift from passive promotion to active deal-making will secure the anchor investments needed to fundamentally transform and diversify the country`s value chains and industrial base.

Mineral Exploration

511. During NDS 2, Government will consolidate and scale up the mineral exploration agenda initiated under the NDS 1, to rebuild a strong pipeline of quantified mineral resources and enhance the long-term growth of the mining sector.

512. The focus during NDS 2 will be on strengthening geological mapping and mineral resource evaluation, supported by dedicated and sustainable funding mechanisms to enable early-stage exploration.

513. The Mining Promotion Corporation (MPC) and the Zimbabwe Geological Survey will be capacitated to undertake systematic exploration, develop bankable mineral projects and package them for competitive investments.

514. The Exclusive Prospecting Order (EPO) framework will be strengthened to enforce performance obligations and eliminate speculative holding.

515. This strategy will increase resource discovery, attract responsible investment and promote greater value-addition and beneficiation retention for the country.

Automation & Artificial Intelligence

516. Under NDS 2, systematic investments by Government and the private sector in digital technologies, automation and advanced skills to boost factory efficiency and ensure the manufacturing sector remain globally competitive.

517. In this regard, digitalisation will be mainstreamed across value chains through the adoption of *Industry 4.0* technologies including artificial intelligence, robotics, big data analytics and the Internet of Things which instrumental in driving productivity gains.

518. These technologies will improve production planning, quality control, resource management and product traceability that way positioning domestic industries to compete effectively in regional and global markets.

Trade & Export Market Integration

519. Coordination among institutions such as ZIMTRADE and other trade agencies will be strengthened to support market access, brand development and participation in regional and global value chains, particularly under the AfCFTA and the SADC Industrialisation Strategy.

Special Economic Zones & Industrial Parks

520. During NDS 2, Government will facilitate the development of industrial parks to drive industrialisation. The industrial parks will

link production, processing and marketing within priority value chains to improve competitiveness.

521. Industrial parks will be strategically located near key primary production areas and supported by reliable infrastructure, including feeder roads, rail, power supply and other logistics facilities.

522. During NDS 2, Government will strengthen the Special Economic Zones policy to make Zimbabwe a competitive destination for export-oriented manufacturing. Furthermore, concerted efforts will be directed to establish bulk infrastructure in SEZs to attract targeted high-tech investments.

Small & Medium Enterprises

523. Micro, small and medium enterprises are central to promoting structural transformation, job creation and local economic diversification.

524. During NDS 2, Government will support micro, small and medium enterprises by establishing targeted financing windows including venture capital, capacity-building programmes and business incubation centres.

525. These initiatives will nurture entrepreneurship, provide technical assistance, facilitate access to modern technology and expand market linkages and opportunities.

Integrated Value Chains

526. In order to accelerate value addition and beneficiation, priority will be given to those value chains that have shown potential to integrate upstream and downstream activities.

527. Furthermore, the strategy will include promotion of manufacturing of intermediate goods, which are the components, chemicals and semi-processed materials required by other local industries.

Leather & Footwear

528. During NDS 2, Zimbabwe will revitalise the leather and footwear industry as a key driver of value addition, employment creation and export diversification.

529. The Strategy aims to transform the country from an exporter of raw hides and skins into a competitive producer and exporter of high-quality leather products.

530. The proportion of processed leather is targeted to increase from below 10% in 2024 to at least 60% by 2030.

531. Investment in modern tanneries, footwear factories and environmentally sustainable production technologies will be prioritised, alongside upgrading existing facilities and developing new leather clusters near livestock-producing regions.

532. Backward linkages with livestock farming will be strengthened to ensure a consistent supply of high-quality raw hides and skins.

533. Micro, small and medium enterprises will be integrated into the value chain through common facility centres, skills development and technology access.

534. Quality assurance, standardisation, branding and marketing will enhance competitiveness in domestic and regional markets.

Tobacco Value Addition & Sustainability

535. Tobacco, benefiting from an organised marked, has earned a strategic position in the economy because of its contribution to GDP and foreign currency earnings. The land reform of year 2000 has seen indigenous farmers growing the once elite crop, with over 3 million people economically empowered to depend on the industry for their livelihoods. Interventions during NDS 2 will focus on increasing the share of domestic financing of the tobacco crop to retain more value locally.

536. Pursuant to this, the tobacco value chain is poised for further growth under NDS 2, with focus on value addition drawing from technological advancements to navigate the evolving global market and ensuring the industry's long-term sustainability. This will see reduction in reliance on income from export of raw leaf

to higher realisations through increasing cut-rag and cigarette manufacturing.

537. The NDS 2 Tobacco Value-Chain Transformation Plan targets increasing both the output and economic value of the crop through value-added local processing. Investment in tobacco value addition aligns with Vision 2030 aspirations of transitioning from exporting raw materials to producing value-added goods, transforming Zimbabwe's potential in tobacco manufacturing and positioning the country as an exporter of high-value finished products.

538. Investment initiatives under the Tobacco Special Economic Zone target launch of nicotine extraction processing plants that convert tobacco waste into nicotine and organic fertilizers, raising value addition from 2% to over 30%. The upgrading of tobacco processing plants to enhance domestic production of value-added tobacco products and finished cigarettes will mark a significant milestone in Zimbabwe's industrial transformation and economic development. Already, the on-going resurgence of investment into value chains is testament to Government's pro-business reforms and commitment to industrial transformation, demonstrating that Zimbabwe is Open for Business.



Tobacco Processing Plant. Source: Ministry of Industry and Commerce

539. NDS 2 initiatives underwriting state-of-art value addition cigarette manufacturing plants will create new employment opportunities in processing, packaging, logistics and engineering - contributing to the country's overall economic growth and development. This will build on Zimbabwe's achievement of a record-breaking 355 million kilograms of tobacco production in 2025, valued at US$1.2 billion, solidifying the country's position as the world's sixth-largest producer. The tobacco sector already accounts for over 25% of Zimbabwe's foreign currency earnings.

Timber & Paper

540. During NDS 2, Government will revitalise the timber and paper industry from a primarily raw material exporter to a producer of high-value timber products, including furniture, paper and wood-based industrial goods.

541. The sector will focus on increasing domestic processing of timber, pulp and paper products, reducing reliance on imports and promoting export-oriented production. NDS 2 targets increasing local value addition in timber products from approximately 25% in 2024 to over 60% by 2030, while expanding domestic paper and wood-based product manufacturing to meet at least 80% of national demand.

542. Government will facilitate investment in modern sawmills, pulp and paper mills, and downstream wood-processing industries through access to affordable financing and public private partnerships. Emphasis will be placed on retooling existing facilities, establishing new timber-processing clusters and adopting environmentally sustainable production technologies.

543. During NDS 2, Government will strengthen plantation forestry management and promote reforestation, afforestation and responsible harvesting practices through the Forestry Commission in collaboration with the private sector and communities. Traceability and quality control systems will be established to ensure sustainable supply of high-quality raw timber for industrial use.

544. Micro, small and medium enterprises will be integrated into the timber and paper value chains through support for furniture manufacturing, woodcraft and other downstream wood-based industries. Common facility centres and shared processing infrastructure will be developed to enhance efficiency, technology access and skills upgrading.

545. In alignment with green industrialisation, NDS 2 will promote environmentally sustainable practices, including adoption of clean technologies, energy-efficient production processes, recycling of paper and wood waste and development of bio-based products.

Fertilizers

546. Zimbabwe's annual fertilizer demand is estimated at 400 000 tons for basal fertilizer and 380 000 tons for top-dressing, covering both summer and winter cropping seasons. Over the NDS 1 period, the country, remained heavily dependent on imported fertilizer to meet the national demand, spending about US$2 billion on fertilizer imports.

547. During NDS 2, the chemical and fertilizer industries will be revived to promote local production of fertilizer and chemicals leveraging on locally available raw materials to boost agricultural productivity.

548. Government, through the Mutapa Investment Fund, will invest in the revival and modernising of fertilizer plants, blending facilities and distribution networks to leverage on local raw materials such as phosphates and ammonia gas to reduce import dependency.

549. In this regard, private investors will partner Mutapa Investment Fund in capitalising Chemplex Corporation along its fertilizer

value chain comprising Dorowa, Zimbabwe Phosphate Company, Zimbabwe Fertilizer Company and Sables Chemicals Industries. This will enhance and revamp domestic production capacity, that way ensuring Zimbabwe becomes self-sufficient in fertilizer production, with scope to export to the regional market.

550. Given the huge initial capital outlay required for setting up the fertilizer plants, during NDS 2, Government will leverage on public private partnerships to attract investors into this critical industry.

551. Such investment will reduce the country`s dependency on fertilizer imports, while laying strong foundation for increased productivity across the agricultural sector.

552. Public private partnerships in domestic fertilizer production will benefit from the existing vast mineral resource endowments such as phosphates, integral to the viability of the basal fertilizer production value chain.

553. To further support the development of the fertilizer industry during NDS 2, Government will incentivise private players into exploitation of the coal to fertilizer value chain, as well as new technologies in the organic fertilizers.

554. During NDS 2, new projects will also be pursued to significantly boost domestic basal and top-dressing fertilizer production, including:

- Shawa Hills All-in-One phosphate and basal fertilizer plant under Mutapa Investment Fund – the plant will aim to produce over 1.2 million tons of phosphate concentrate and 3.6 million tons of basal fertilizer annually.
- Rusununguko-Nkululeko Holdings (Pvt) Ltd and Verify Engineering Joint Venture – Government, through the joint venture, will spearhead the development of a coal-to-fertilizer facilities in Mkwasine, Chiredzi with a capacity to produce 270 000 tons of ammonium nitrate and 250 000 tons of urea per year.
- Targeted investments – will establish plants in Mazowe and Kwekwe with a total production capacity of 2 million tons per annum, as well as another 1 million tons of organic fertilizer with scope to create over 5 000 direct and indirect jobs.

Pharmaceuticals & Medical Supplies

555. During NDS 2, interventions will be directed towards strengthening local pharmaceutical manufacturing to enhance national health security, reduce import dependency and promote self-sufficiency in essential medicines and medical supplies.

556. Implementation will be guided by the National Pharmaceutical Manufacturing Strategy, which aims to build a competitive and sustainable pharmaceutical industry anchored on quality, innovation and resilience.

557. The strategy will focus on increasing the share of locally produced medicines from less than 30% in 2024 to at least 60% by 2030 through investment in modern production facilities, adoption of good manufacturing practices and promotion of research and development in drug formulation and biotechnology.

558. Government will create an enabling policy and regulatory environment that supports local production by rationalising import controls, strengthening the Medicines Control Authority of Zimbabwe and providing targeted fiscal and non-fiscal incentives for pharmaceutical manufacturers and investors.

559. In line with regional industrialisation frameworks, NDS 2 will support harmonisation of pharmaceutical standards within SADC and the African Continental Free Trade Area (AfCFTA) to expand export opportunities for locally manufactured drugs and medical supplies.

560. Government will also prioritise the local production of medical consumables and supplies such as gloves, syringes, reagents and personal protective equipment (PPEs) through support to micro, small and medium-scale enterprises integrated into national value chains.

561. The National Pharmaceutical Company (NatPharm) will be strengthened to serve as a strategic procurement and distribution hub, ensuring reliable supply chains for locally produced medicines

and promoting efficient stock management across public health institutions. In addition, NatPharm will be capacitated to venture into production of pharmaceutical products during NDS 2.

562. In support of the pharmaceutical value chain, NatPharm will be mandated to procure a minimum of 30% of their essential drugs from local manufacturers, focusing on at least 49 product lines from the Essential Medicines List. This will go a long way in creating guaranteed demand to utilise the industry's capacity for 1 500 medicine lines.

563. Government will establish a dedicated Pharmaceutical Revolving Fund, capitalised by a portion of the sugar tax and the Industrial Development Fund, to directly finance the expansion and modernisation of a domestic pharmaceutical sector.

564. Furthermore, to lower production costs and enhance competitiveness, targeted incentives will be introduced.

565. Government will also promote investment in digital health supply systems and cold-chain infrastructure to support the distribution of temperature-sensitive medicines, vaccines and medical products nationwide.

Motor Vehicle Industry

566. During NDS 2, the motor vehicle industry will be private sector led as a key driver of industrialisation, employment creation and

import substitution. The revitalisation of the motor vehicle value chain will be anchored on a Motor Industry Development Policy which will guide the overall implementation framework.

567. The sector aims to transform Zimbabwe into a regional hub for vehicle assembly and automotive engineering by increasing annual assembly from fewer than 2 000 units in 2024 to over 10 000 units by 2030, while progressively raising local content to at least 40%.

568. Government will promote local production of components, provide targeted incentives for assembly plants and integrate micro, small and medium enterprises into supply chains to strengthen domestic value chains. Priority will also be placed on technology upgrading, skills development and the production of electric and hybrid vehicles.

569. Government will support and incentivise assembling of buses and vehicles in the importation of *Completely Knocked Down* (CKD) and *Semi-Knocked Down* (SKD) kits. This will target the revitalisation of the local motor industry, foster local value addition, downstream supplier networks, create employment and stimulate broader economic activity.

Cotton to Clothing

570. During NDS 2, the textile and clothing industry will be revitalised as a key driver of value addition, employment creation and export diversification.

571. Local value addition of cotton lint is targeted to rise from below 20% in 2024 to at least 60% by 2030 through retooling, modernisation and investment in ginning, spinning, weaving and garment production.

572. Public procurement will support demand for locally made uniforms and garments, while partnerships with tertiary institutions will strengthen technical and design capabilities.

573. During NDS 2, Government will maintain the existing fiscal incentives for the cotton, textile and clothing value chain. These will include manufacturing rebate and a zero percent tax rate on imported capital equipment.

574. Government will enforce the 30/70 lint agreement with ginners under which at least 30% of lint is dedicated towards supply to the local spinners, with export of lint restricted to under 70%. This will improve the availability of lint for domestic processing, critical for support of domestic value-addition.

575. Furthermore, Government will strengthen enforcement of the ban on the importation of second-hand clothing in support of protecting domestic manufacturing.

Sugar

576. During NDS 2, Government will transform and revitalise the sugar value chain, through implementation of the Sugar Value Chain

Strategy (2026-2035). This initiative is designed to capitalise on growing investor interest, actively encouraging flow of new investment capital into the industry.

577. The framework for support to the sugar value chain will include provision of such fiscal incentives as rebate of duty on imported capital equipment, manufacturer rebates on imported raw materials for expansion and establishment of new sugar mills and ethanol plants. This will further enhance the sector's attractiveness, positioning it as a prime destination for investor capital.

Glass Products

578. Increased commercial and residential construction has driven higher demand for glass products. Currently the country imports all its glass requirements, impacting negatively on the trade balance.

579. During NDS 2, targeted investments will be made towards building glass producing capabilities leveraging on the availability of locally available raw materials.

Lithium

580. Under NDS 1, Zimbabwe advanced the beneficiation of lithium from the export of lithium ore to export of lithium concentrate.

581. NDS 2 will prioritise further beneficiation of lithium concentrates to lithium salts. Already, lithium players have made progress towards investing in facilities to beneficiate lithium ore to lithium salts by 2027.

582. In this regard, during NDS 2, Government will phase out the export of lithium concentrates by January 2027 and will support production and export of lithium salts in order to strengthen the lithium value chain.

583. As such, NDS 2 will prioritise moving the value chain upwards from lithium sulphate to lithium carbonate and lithium hydroxide production which are critical components for battery manufacturing.

Platinum Group of Metals

584. During NDS 1, PGM mining houses made progress in beneficiating PGM output. As a result, the country now has adequate capacity to process PGMs from concentrates to matte.

585. In order for the country to realise higher value from its PGMs, during NDS 2 producers will be required to move up the value chain through further beneficiation of PGM matte to residue and ultimately isolate the individual metals including platinum, palladium and rhodium, among others.

586. In this regard, Government will introduce restrictions on exports of PGM concentrate in order to encourage increased beneficiation and curtail the *mine to port strategy*.

Iron & Steel

587. The country attracted significant investments in the iron and steel sector through Dinson Iron and Steel Company (DISCO) with installed capacity of 600 000 tons, during NDS 1.

588. During NDS 2, focus will be on building a vertically integrated iron and steel industry, anchored on beneficiation and value addition through the development of local synergies of DISCO with ferrochrome producers in the production of high-value steel products such as stainless steel and steel bolts, among others.

589. The above steel products will go a long way in supplying the growing mining sector with the required steel consumables thereby localising mining procurement.

590. Furthermore, the iron and steel value chain will create opportunities for downstream industries which include foundries, iron and steel processors, metal fabricators, assemblers, casting, tool and dies, electricals and general engineering sub-sectors.

591. Government will prioritise local procurement support for domestic production by requiring that Government infrastructure projects also source iron and steel materials from local producers.

Coal

592. During NDS 2, Government will formulate and implement a comprehensive coal mining policy that promotes value addition

and beneficiation to support the production of downstream products such as fertilizer, while ensuring the recovery and utilisation of by-products including tar, gas and benzene.

Oil & Gas

593. During NDS 1, progress was made on the Muzarabani oil and gas exploration project. The project was awarded *National Project Status* and this has given impetus to the realisation of the critical investments made.

594. The thrust under NDS 2 will be to maximise value addition and beneficiation, ensuring that extracted resources are processed domestically to retain a greater share of value within the national economy.

595. Specifically, NDS 2 will prioritise the conversion of natural gas from Muzarabani oil and gas project into electricity to strengthen Zimbabwe's energy security and industrial productivity while reducing the cost structure of the manufacturing sector.

Small Scale Mining Formalisation

596. During NDS 2, interventions to formalise and transform artisanal and small-scale mining into a productive and environmentally responsible subsector will be pursued.

597. Simplified licencing, digital registration and cooperative models will be introduced to enhance compliance and reduce informality in artisanal and small-scale mining.

598. Capacity-building programmes will be introduced to train small-scale miners in safe mining, business management and environmental stewardship. In addition, the Mining Industry Loan Fund will be expanded to enable artisanal and small-scale miners access affordable financing for the acquisition of modern mining equipment, prospecting and operational startup costs.

Environmental Sustainability & Climate-Resilient Mining

599. To align with Zimbabwe's climate adaptation and green growth agenda, NDS 2 will enforce environmental safeguards across all mining activities. Environmental impact assessments, environmental management plans and mine closure obligations will be strictly applied. In this regard, Government will implement a *Responsible Mining Initiative*, enforcing zero tolerance for environmental degradation and ensuring sustainable mining practices across the sector.

600. The Environmental Management Agency (EMA) will be strengthened with digital monitoring systems such as *GIS* and remote sensing to track compliance and rehabilitation. Environmental bonds and restoration funds will ensure post-mining recovery of ecosystems.

601. Mining operations will transition towards cleaner production through renewable energy use, water recycling and waste reduction, enhancing climate resilience and supporting low-carbon industrialisation.

Tourism Strategies

602. During NDS 2, the tourism industry will remain a critical pillar in unlocking employment opportunities and generate foreign exchange for the realisation of Vision 2030.

603. The industry is projected to continue growing, driven by strategic interventions anchored on policy and regulatory review, improved tourism facilities and infrastructure, complemented by smart tourism marketing innovations.

Policy & Institutional Reviews

604. In consistency with the National Tourism Policy, Government will transform the tourism sector through adoption of sustainable tourism practices that entrench community participation in tourism development.

605. During NDS 2, the review of the National Tourism Policy will be informed by Tourism Satellite Account (TSA).

606. Government will continue to review the ease of doing business by reducing the cost of compliance for operators, encouraging formalisation and investment in the sector.

607. Furthermore, Government will implement the National Tourism Development Plan to drive product diversification, strengthen human capital development, enhance tourism infrastructure,

provide targeted incentives and scale up marketing efforts across regional and international source markets.

608. Priority will also be placed on expanding air connectivity through agreements with new airlines and facilitating easier travel by reviewing the visa regime applicable to tourists, cognisant of regional and global developments and practices.

Market Development & Diversification

609. Building on NDS 1 successes, Government will continue to implement initiatives targeted at promoting tourism, including marketing the *Experience Zimbabwe* brand and associated cluster products.

610. Heritage-based tourism will be promoted, with emphasis on elements of culture, authenticity, diversity and sustainability.

611. Government will increase participation at international events by organizing delegations and exhibitions, enhance diaspora engagement through structured outreach campaigns and deployment of tourism attaches in emerging markets.

612. Furthermore, investments will be undertaken to enhance digital visibility in source markets and create new strategic partnerships through agreements with regional and global tourism organisations.

613. Government will conduct promotional events to raise investor awareness on opportunities beyond traditional tourism hotspots and special economic zones.

Sustainable Tourism Development

614. Under NDS 2, sustainable tourism development interventions will include the implementation of environmental, cultural and inclusivity programmes, utilising a cluster-based approach.

615. Government will promote community-based tourism projects, while also stimulating entrepreneurship programmes to integrate MSMEs, women and the youth into the tourism value chain.

616. Furthermore, interventions will include facilitating green investments, eco-tourism projects and aligning frameworks with the UN sustainable tourism practices.

Destination Accessibility

617. NDS 2 interventions to enhance destination accessibility will include ongoing targeted facilitation in infrastructure development such as roads, airports, ports of entry and exit, as well as digital infrastructure under the *Whole-of-Government* approach.

618. To support sustainable growth and competitiveness, Government will invest in the rehabilitation, upgrading and modernisation of tourism-supporting infrastructure and facilities, including roads, airports, ports of entry and exit.

619. Priority will be given to public and private investments through targeted investment incentives and SEZ frameworks to accelerate development of such tourism facilities as accommodation, conferencing and eco-tourism.

620. Furthermore, Government will prioritise enhancing destination connectivity and accessibility to boost tourism in the country. In particular, opening up to new airlines to facilitate the provision of more connections between Zimbabwe`s tourism hubs and major source markets will be pursued during NDS 2.

Technology, Innovation & Human Capital Development

621. NDS 2 interventions will enhance technology, innovation and human capital by rolling out skills development programmes in hospitality, tour guide and management through accredited training institutions.

622. The sector will expand the use of digital platforms for marketing, bookings and virtual tourism by establishing partnerships with technology providers.

623. Investments will be made in developing new tourism products by supporting pilot projects and innovation hubs to accelerate sector modernisation and competitiveness.

Tourism Master Plan

624. To guide local tourism investments, Government will work with the private sector and communities to update the Tourism

Master Plan, incorporating emerging tourism zones ensuring coordinated, sustainable and inclusive tourism development across the country.

Product Development

625. Government will stimulate development of community based local tourism products around potential tourism features under a *Whole-of-Government and Society* approach.

626. Targeted sites with tourism potential for product development include tourism economic zones around such dams as Tugwi Mukosi, Kunzvi, Gwayi Shangani, among others.

Tourism Value Chain

627. Under NDS 2, Government will prioritise the strengthening of tourism value chains and linkages with other productive sectors to maximise economic multiplier effects.

628. Tourism enterprises will be encouraged to source goods and services locally, supporting agriculture, manufacturing and creative industries.

629. The development of tourism clusters and corridors will integrate rural and urban economies, foster inclusive growth and promote the production of locally made crafts, food and beverages through the promotion of gastronomy and investment in culinary industry.

630. Clustering will embrace tourism-based activities in business, heritage and culture, food and gastronomy, sports, medical and wellness, religious and eco-tourism.

Domestic Tourism

631. NDS 2 recognises that domestic tourism is the biggest contributor to the industry, accounting for 75% of income largely through hosting of events and conferences. This has seen domestic tourism underpin the sector's resilience in the face of constraints.

632. To enhance the great potential of growth in domestic tourism, legislation is being amended to rationalise pricing in the sector, historically blamed for turning away locals who experience relatively higher charges compared to the region.

Investee Companies

633. During NDS 2, state owned enterprises will play a central role as key enablers of productive sectors and providers of essential public services.

634. In particular, NDS 2 interventions target investee companies under the umbrella of the Mutapa Investment Fund which offer unique opportunity for value addition and beneficiation.

635. Government undertook state owned enterprises and parastatal ownership reforms through centralisation of commercial entities under the Mutapa Investment Fund.

636. The turnaround of state owned enterprises will be critical for structural transformation by anchoring value addition across such industries as:

- Agro-processing.
- Mining.
- Fertilizer.
- Water treatment chemicals.
- Veterinary chemicals.
- Timber.

637. Government will reinforce oversight mechanisms to embed robust systems of incentives and penalties by developing a comprehensive performance management framework over state owned enterprises.

638. To ensure state owned enterprises effectively deliver on their mandates, Government will strengthen the legislative, regulatory and institutional frameworks governing them. This will include the review of the:

- Public Entities Corporate Governance Act [*Chapter 10:31*].
- Public Procurement and Disposal of Public Assets Act [*Chapter 22:23*].

639. Furthermore, to bolster Mutapa Investment Fund's shareholding function in state owned enterprises, the Sovereign Wealth Fund of Zimbabwe Act [*Chapter 22:20*] will be reviewed to:

- Enhance the governance provisions for the Mutapa Investment Fund to ensure robust, transparent and accountable oversight of state owned enterprises.
- Delineate powers of Mutapa *vis-a-vis* the state owned enterprises under its purview.
- Provide for disclosure of the Fund's annual reports, in alignment with the Santiago Principles which requires publication of audited annual financial statements and annual reports on the operations, investment activities and performance of sovereign wealth funds to promote public accountability.
- Introduce procurement regulations, underpinned by external oversight and audit.
- Provide for mandatory publishing of contingent liabilities and borrowings.
- Provide for prior Ministerial approval and Parliamentary notification for borrowings above specified thresholds.
- Introduce guidelines on asset disposals to ensure transparency and value for money.
- Provide processes and procedures for privatisation, strategic partnerships and other restructuring transactions which define roles of stakeholders and promote accountability in administration of national assets.

640. During NDS 2, to improve state owned enterprises performance, Mutapa Investment Fund will:

- Provide financial and technical support towards the implementation of turnaround strategic plans of the entities to achieve commercial viability and optimal performance.
- Ensure improved operational and financial performance, service delivery and citizenry satisfaction, in line with performance targets.
- Pursue partnerships and joint ventures with investors as possible financing mechanisms.
- Dispose some of or acquire equity, as the case demands, as well as divest as part of strategies to deal with its entities to unlock value.
- List some of the performing entities on the stock exchange, in line with the investment strategy, also to deepen and enhance performance of the capital markets.

Performance Incentives

641. To strengthen the performance and accountability of state owned enterprises under NDS 2, Government will implement a comprehensive performance-based incentive framework. The framework will align the interests of state owned enterprises with national priorities, ensuring that improved performance directly translates to national economic development.

642. The performance-based incentive framework will provide for:

- Introduction of a results-based incentives aligned to measurable performance outcomes.

- Implementation of a hybrid reward system combining monetary and non-monetary incentives for boards, executives and employees.
- Establishment of safeguards and clawback provisions to ensure long-term sustainability and ethical performance.
- Undertaking of annual independent board evaluations, with transparent reporting and follow-up action plans.
- Alignment of incentive systems with national economic priorities to enhance efficiency, accountability and value creation across all state owned enterprises.

Penalties for Non-Performance

643. To promote accountability and high performance across state owned enterprises, Government will introduce a deterrent, performance-based penalty regime, including provisions for the dismissal of boards and management in cases of gross underperformance. These measures will ensure compliance, enforce accountability and entrench a culture of performance excellence across the state-owned enterprises sector.

Rural Industrialisation

644. Rural development has benefited from Government's establishment of *village business units* during the NDS 1 period which supported rural community livelihoods.

645. Under NDS 2, Government will accelerate rural industrialisation by establishing *village business units*, targeting two units per village. Government will also put in place enabling infrastructure to enhance marketing of the products across the country. This will connect *village business units* to domestic and export markets, creating integrated and sustainable value chains from production to processing and marketing.

646. Pursuant to this, Government will underwrite the modernisation of *village business units* so that their produce meets local and international market standards.

647. Rural industrialisation will also benefit from community projects undertaken by mines in the areas within which they operate. NDS 2, will target to strengthen the governance of Community Share Ownership to optimise the impact on host communities to directly benefit from mineral wealth through employment creation, investments in local infrastructure, education, healthcare and livelihoods.

648. Under the strengthened framework, local content policies will be reinforced to promote the use of local labour, goods and services in mining operations. Employment quotas, inclusive procurement strategies and support for micro, small and medium enterprises in areas of mining operations will enhance participation of youth, women and rural communities in mining value chains.

CHAPTER 5: INFRASTRUCTURAL DEVELOPMENT & HOUSING

649. Economic growth under NDS 2 will be driven by strengthening linkages across all productive sectors through strategic investments in infrastructure, particularly provision of electricity, transport, water, ICT and housing.

650. Pursuant to this, infrastructural development and housing priority under NDS 2 will be pivotal in advancing the Vision 2030 pillar on infrastructure. Accordingly, NDS 2 prioritises the development, expansion, upgrading and maintenance of key social and economic infrastructure across transport, energy, water and sanitation, ICT, health, education and housing sectors.

651. NDS 2 will focus on providing a strong and resilient national infrastructure backbone which is aligned to regional, continental and global commitments, as espoused in the SADC Regional Indicative Strategic Development Plan (2020-2030), the African Union Agenda 2063 and the United Nations Sustainable Development Goals (SDGs).

Situational Analysis

652. Under-investment in infrastructure development, prior to NDS 1, had witnessed Zimbabwe being successively ranked poorly in infrastructure measurement indices, including the World Economic Forum Global Competitiveness Reports.

653. NDS 1, therefore, marked a turning point in the revamping of the country's infrastructure through increased investment in maintenance and rehabilitation of existing assets and development of new infrastructure.

654. Innovative and strategic interventions during NDS 1 created a new trajectory of robust infrastructural growth, resulting in an Africa Infrastructure Development Index score of 27.9 for Zimbabwe. Continental benchmarks indicate that upper-middle income economies typically achieve a minimum score of 28.5.

655. Zimbabwe possesses an extensive stock of infrastructure facilitating soi-economic activity across all sectors of the economy, which include transport, agriculture, power supply, water, health and housing.

656. Despite limited access to multilateral financing sources during NDS 1, the country leveraged internally generated resources, complemented by bilateral funding facilities, to implement impactful infrastructure projects.

657. Notwithstanding the gains made on infrastructure development during NDS 1, the magnitude of the infrastructural deficit remains. This was against the background of little infrastructural investment in maintenance and rehabilitation of existing infrastructure and neglect prior to the New Dispensation.

658. In this regard, there is much more work to be done to overcome the infrastructure deficit, reclaim and recover lost infrastructure under NDS 2. Interventions will also be necessary to underwrite investment in expansion of infrastructure in consistency with growth in business and the economy.

Transport Infrastructure

659. Notable transport infrastructure projects under NDS 1 included the following:

- Completion and commissioning of the Trabablas Interchange at a cost of US$140 million, wholly funded from domestic resources.



Aerial Picture of the Trabablas Interchange. Source: Thembani Media

- Near completion of the Harare-Masvingo-Beitbridge highway upgrade, with over 530 km already open to traffic and only under 50 km remaining. The final section is expected to be completed in the first quarter of 2026, which will improve road safety and regional connectivity.



Completed section of the Harare-Masvingo-Beitbridge Highway

- Completion of R. G. Mugabe International Airport, at a cost of US$153 million, which increased the airport's passenger handling capacity from 2.5 million to 6 million passengers per annum. This included the construction of the Airport VVIP Pavilion and refurbishment of the domestic terminal.
- Extensive road rehabilitation and upgrading works across both rural and urban areas under the Emergency Road Rehabilitation Programmes 1 & 2, including improvement of rural feeder roads to all-weather standard, thereby increasing rural accessibility.



Golden Valley Sanyati Road

- Construction of the six floor New Parliament Building in Mount Hampden, completed in 2022 at a cost of US$200 million, with capacity to accommodate up to 650 legislators, in addition to offices, conference rooms and meeting spaces.



New Parliament Building in Mount Hampden. Source: Thembani Media

- Construction and completion of Parliament access road and Greater Harare roads at a cost of US$130 million.
- Completion of the reconstruction of the 43 km Shurugwi-Mandamabwe highway, which links Beitbridge border post with Gweru, Kwekwe, Chegutu, Kadoma, Chinhoyi, Karoi and Chirundu border post at a cost of US$41 million.
- Modernisation of the Beitbridge Border Post at a cost of US$302 million, modernising the border post into the busiest land-border in Southern Africa by building separate terminals for freight, buses and pedestrians; installing new scanning equipment and improving ICT systems. This has facilitated trade and ease of doing business by reducing crossing times, cutting costs and increasing fiscal revenue.



Beitbridge Border Post

- Rehabilitation of 55.82 kilometres of railway track on major corridors including Mutare–Harare–Bulawayo, Bulawayo–Victoria Falls and Somabhula–Rutenga–Chicualacuala. This involved re-sleepering, ballast renewal and the installation of a new ballast production plant, which collectively improved safety and reduced derailments by 35%.
- Refurbishment of 11 locomotives through a combination of own funding and public private partnership arrangements.
- Refurbishment of 538 wagons, 4 cabooses and 32 passenger coaches with support from the Mutapa Investment Fund which marginally increased freight volumes that had previously fallen below 2 million tons per year to over 2.3 million tons stable capacity.
- Commissioned fibre infrastructure along the Beitbridge-Victoria Falls-Rutenga and Somabhula-Harare routes, as well introducing an integrated train control system between Plumtree-Bulawayo and Rutenga-Chicualacuala sections, which significantly enhanced train control and operational reliability. The project reached 40% completion during NDS 1.
- Reintroduction of the passenger train services on the Harare–Mutare and Bulawayo–Victoria Falls routes, thereby strengthening regional transit logistics and client confidence.



Refurbished NRZ Coaches

Electricity

660. In order to address the rolling power outages prior to NDS 1, several energy and power projects were implemented and the following key achievements were realised:

- Installed capacity grew from 2 317 MW to 2 950 MW, largely due to Hwange Unit 7 & 8 Expansion Project which added 600 MW of electricity to the national grid.



Hwange 7 & 8 Thermal Power Station

- Electricity access increased from 41% to 62%, with the Rural Electrification Fund supporting the electrification of more than 10 000 rural institutions.
- Construction of captive power projects such as the 235MW Zhongjin Heli Energy project with 100 MW commissioned, as well as the 100 MW Massive Prestige project with 50 MW commissioned.
- Contribution of 28.5 MW from households' surplus solar power fed into the grid under net metering arrangements with ZESA.
- Integration of renewable energy projects, including solar and small hydro installations in the national energy system. Over 170 Independent Power Producers (IPPs) are registered with the Zimbabwe Energy Regulatory Authority, with 48 of these being operational as of 2025, contributing about 4% to the national energy grid.

Petroleum Infrastructure

661. During NDS 1, petroleum infrastructure witnessed significant growth through the following notable projects:

- Establishment of 6 million litre ethanol storage tanks at Mabvuku, commissioned in 2023 at project cost of US$7.3 million.
- Construction of the 2 000 tons LPG depot in Ruwa with an initial operating capacity of 650 tons commissioned in 2024 at a cost of US$10 million. The depot will provide storage for LPG to licensed operators, thereby ensuring security and consistent national supply for LPG and promote the use of cleaner energy.



NOIC LPG Storage Depot in Ruwa

- Expansion of the Feruka-Msasa fuel pipeline capacity, from 2.19 billion litres to 3 billion litres per annum, at a cost of US$17.5 million.

Water, Sanitation & Social Amenities

662. The water, sanitation and social amenities sector achieved major milestones during NDS 1, including:

- Muchekeranwa dam, completed at a cost of US$200 million.



Muchekeranwa Dam in Marondera

- Chivhu dam, completed at a cost of US$120 million.
- Gwayi-Shangani dam, at 72.5% completion at an estimated total cost of US$500 million.



Gwayi Shangani Dam. Source: Thembani Media

- Kunzvi dam, at 65% completion at an estimated total cost of US$600 million.



Construction of the Kunzwi Dam

- Drilling and installation of solarised 3 945 boreholes and establishment of village business units under the Presidential Rural Borehole Programme.



Nyamuroro Village Business Unit, Gokwe

- Rehabilitation of water treatment facilities in urban centres.



Chivu Dam Water Treatment Plant

- Construction and rehabilitation of schools, hospitals and clinics through the National Budget and inter-governmental fiscal transfers.



Rehabilitation of the Parirenyatwa Group of Hospitals

Information Communication Technology

663. The following achievements were realised during NDS 1 in the ICT sector:

- Expansion of broadband network coverage and fibre optic infrastructure.
- Establishment of information communication technologies kiosks across the country.
- Roll-out of the ICT Laboratory Per School Programme aimed at improving the quality of education in marginalised areas.

Housing Delivery

664. During NDS 1, housing programmes, implemented through Government and private sector, delivered over 700 000 affordable units, well above the target of 220 000, across rural and urban areas.



Beitbridge Border Housing. Source: Thembani Media

665. Furthermore, some informal settlements were regularised and upgraded through the provision of basic water and sanitation services.

666. Despite remarkable progress on housing development under NDS 1, proliferation of un-serviced informal settlements across urban and peri-urban areas persists throughout the country as those without housing strive to overcome supply gaps in planning and delivery of affordable housing.

667. The above challenges were exacerbated by rapid urbanisation, in the face of public sector investment programme (PSIP) budgetary constraints, poor oversight by respective local authorities and enforcement of private developer land-servicing obligations in respect of provision of on-site and off-site infrastructure.

668. A multi-faceted approach to addressing the challenges that embraces public and private investments, innovative financing, spatial planning and enforcement of regulatory frameworks will be pursued during NDS 2.

Strategies

669. To achieve improved access to infrastructure services under NDS 2, strategic interventions will be implemented to strengthen infrastructure delivery, enhance service quality and promote economic productivity.

Energy & Power Infrastructure

670. During NDS 2, priority will be placed on achieving universal access to reliable, affordable, sustainable and clean energy for all Zimbabweans by 2030. This will ensure the country transitions towards a resilient, inclusive and low-carbon energy future in line with the *National Energy Compact*.

671. Government will continue promoting the use of renewable energy resources as a primary source of energy, particularly solar, wind and hydroelectric power.

672. During NDS 2, Government will also scale up investment and utilisation of other energy sources to reduce pressure on the national grid, diversify the energy mix and strengthen national energy security.

673. In this regard, NDS 2 will promote the development of requisite infrastructure to support the generation, transmission and distribution of electricity, anchored on five (5) pillars of the *National Energy Compact*, with each pillar focusing on the following key areas:

- Pillar 1: Expand generation and network infrastructure at competitive costs.
- Pillar 2: Leverage benefits of increased regional integration.
- Pillar 3: Embrace Distributed Renewable Energy (DRE) and clean cooking solutions for affordable last mile access. DRE is electricity generated from renewable sources near point of use.
- Pillar 4: Incentivise private sector participation to unlock additional resources.
- Pillar 5: Ensure financially viable utilities that provide reliable and affordable services.

674. The above pillars will crowd in and foster private sector participation, promote optimal least cost energy infrastructure development, leverage geospatial planning underpinned by regulatory reforms, in pursuit of the national vision of universal access to energy for all citizens, that way, *leaving no one and no place behind*.

Electricity Generation

675. During NDS 2, the participation of the private sector in power generation through Independent Power Producers (IPPs) and public private partnerships will be facilitated. This strategic approach will increase the role of the private sector in Zimbabwe's electricity sector, thereby enhancing sustainable and reliable energy supply.

676. To facilitate this strategic transition, Government will continue to provide targeted fiscal incentives such as the Government Project Support Agreements (GPSA), duty exemptions on renewable energy equipment and deferment of VAT obligations to attract and retain private sector investment in power generation.

677. In addition, Government remains committed to ensuring sustainability of IPP power purchase agreements. Furthermore, ZETDC will play the role of off-taker of last resort for excess power beyond own use requirements, over and above maintenance of cost-reflective tariff structures that support viability and investor confidence.

Pipeline Power Generation Projects

678. During NDS 2, national electricity generation capacity is targeted to increase from the current 2 950 MW to 6 000 MW, driven by both Government and private sector led projects.

679. To realise this target, a portfolio of short, medium and long-term electricity generation projects will be implemented across the country.

680. The major pipeline projects for NDS 2 are outlined below:

Public Sector Investment Projects

- The Batoka Hydro Power Project, jointly owned by Zimbabwe and Zambia is scheduled to commence during NDS 2. Zimbabwe will benefit 1 200 MW from the project.
- The Hwange 1–6 rehabilitation project will be implemented through a public private partnership at an estimated cost of US$455 million, with completion expected by 2028. The project will feed 700 MW to the national grid, with an extended operational life of over 20 years.
- Installation of 1 800 MW-hours battery energy storage solution with capacity to provide 600 MW dependable capacity at a cost of US$400 million. The project will be funded through debt financing and is scheduled for completion by 2027.
- Development of 500 MW of gas to power project will be implemented on a phased approach, starting with 100 MW power plant. Priority sources of gas will be Muzarabani and Lupane gas fields. The project will be funded through public private partnership, implementable in 6 years.

- Development of Gwayi-Shangani Hydro Power Project that will generate 10 MW at an estimated cost of US$25 million, with completion targeted for 2028. The project will be implemented through a public private partnership arrangement to leverage private sector financing, technology and operational efficiencies.
- Repair of Unit 4 at Kariba South Power Station at an estimated cost of US$4.4 million, fully funded by the fiscus. The repair works are scheduled for completion by 2027. This intervention is aimed at restoring 125 MW of generation capacity to the national grid, thereby enhancing system reliability and stabilising power supply.
- Implementation of the 15 MW Tugwi-Mukosi Hydro Power Project at an estimated cost of US$32 million with completion targeted for 2027. The project will be financed through public private partnership arrangements to harness private sector participation in renewable energy development.
- Implementation of the 90 MW Mutorashanga solar project at an estimated cost of US$86 million.

Private Sector Electricity Generation Projects

681. Government will facilitate the setting up of *own use power plants* by intensive industrial energy users, with excess power fed into the national grid.

682. The following major IPP-led and *own use power plants* projects form part of the national power generation pipeline projects earmarked for implementation during the NDS 2 period:

- Zimbabwe Zhongxin Electrical Energy in Hwange - implementation of a 200 MW power generation project at an estimated cost of US$360 million and is scheduled for competition in 2027.
- Titan Power in Hwange - development of a 720 MW power generation project valued at US$486 million, with the first phase of 270 MW targeted for completion by 2030.
- Lafrica Energy in Hwange - establishment of a 150 MW power plant at a cost of US$250 million, with completion targeted for 2029.
- Manhize Resources - expansion of the company's power generation capacity through a 200 MW project, which will add to the existing 50 MW in operation in 2025. The project, valued at US$360 million, is targeted for implementation over the period 2026-2027.
- Prestige Massive in Beitbridge - expansion of generation capacity through a 200 MW project, in addition to the existing 50 MW operational in 2025. The project, estimated at US$360 million, is planned for implementation during the 2026-2027 period.

- Bangala in Masvingo - a new 5 MW mini-hydro power plant will be constructed downstream Lake Mutirikwi at Bangala Dam, bringing the combined power generation capacity of the Mutirikwi–Bangala hydro system to 10 MW.
- Development of the 30 MW Gairezi mini-hydropower plant in Nyanga.

683. Consistent with the *National Energy Compact*, NDS 2 will prioritise electricity generation initiatives predominantly led by the private sector. The prioritised projects are expected to deliver a cumulative 2 471 MW of new capacity by 2030, as outlined in Annexure 6.

Transmission & Distribution

684. Under NDS 2, Government will prioritise strengthening the capacity of electricity transmission and distribution grid network through targeted maintenance, rehabilitation and upgrade.

685. These interventions are aimed at ensuring evacuation of power, reducing technical losses, improving supply reliability and facilitating access to electricity for households, industries and other emerging economic zones.

686. During NDS 2, the following strategies will be implemented to enhance electricity transmission and distribution:

Rural Electrification Programme

687. In order to sustain the NDS 1 momentum on rural electrification programme, priority will be given to the on-going grid network transmission and distribution expansion programme to ensure universal access to the grid by previously underserved rural communities funded through the 6% rural electrification levy. This will be complemented by annual National Budget provisions.

Local Components

688. Government will capacitate ZESA Enterprises and promote private sector involvement in the manufacturing of electricity transmission and distribution components, including transformers, cables, concrete poles and tubing points.

Private Sector Participation

689. During NDS 2, a framework to promoting private sector participation in electricity transmission and distribution in new power generation projects will be implemented through concession arrangements under the oversight of the backbone transmission company.

Electricity Transmission Projects

690. Government will, during NDS 2, implement key electricity transmission and distribution projects to expand the national grid by 1 715 km and enhance connectivity between generation sites, urban centres and rural communities.

691. The following are some of the prioritised projects for the country's electricity transmission network during the NDS 2 period:

- Hwange B - Sherwood B 330 KV transmission line project covering 690 km, to be implemented at a cost of US$386 million and scheduled to be completed by 2028.
- Orange Grove - Triangle - Tugwi - transmission project covering 300 km at a cost of US$150 million and scheduled for completion by 2029.
- Hwange - Mukuni project covering 100 km to be implemented at a cost of US$32 million and scheduled for completion by 2029.
- Bindura - Mutoko project covering 70 km to be implemented at a cost of US$22 million and scheduled for completion by 2028.
- Tugwi - Zvishavane project covering 55 km to be implemented at a cost of US$15 million and scheduled for completion by 2028.
- Hwange B - Deka 88 KV transmission line covering 45 km, to be constructed over one year period at a cost of US$18 million.
- Stamford - Westgate-Pomona 132 KV project, covering 23 km and to be implemented at a cost of US$45 million and expected to be completed by 2028.

Energy Efficiency

692. In addition to generation, NDS 2 will also prioritise energy efficiency across industries informed by the adoption of ISO 50001 standard for efficient use of energy focusing on:

- Optimisation of industrial processes and also minimise unnecessary energy losses across all value chains.
- Improving building designs.
- Countrywide awareness on energy conservation.
- Adoption of smart energy saving technologies and practices.
- Adoption of minimum energy performance standards and regular energy audits.

693. Furthermore, the re-purposing and modernisation of the country's traditional coal-fired and hydro-power plants will be undertaken to create a more sustainable and reliable energy supply base, that way improving energy efficiency.

694. Targeted interventions will also be implemented to reduce transmission and distribution losses in the electricity network from the current levels of about 20%.

695. During NDS 2, to complement efforts to promote energy efficiency at industry level, the Strategy will also undertake the following interventions:

- Provide incentives that promote sustainable practices and reduce carbon footprints.
- Promoting investment in cooking infrastructure for sustainable cooking solutions for our citizens.

Petroleum & Bio-Fuels

696. Access to petroleum products will play a critical role in achieving the socio-economic development targets of NDS 2, by supporting industrialisation, transport and energy security.

697. To further promote the production, supply and use of petroleum and bio-fuels, the following strategies will be implemented:

- Government will develop a masterplan for the backbone main pipeline and secondary distribution lines for petroleum supply. The masterplan will also incorporate regional inter-connections, enhancing the reliability, efficiency and accessibility of petroleum products both nationally and regionally.
- Access to LPG will be increased in underserved and rural areas through establishment of increased distribution points in those areas.
- Government will promote the use of biogas through targeted capacity-building programmes, as well as providing technical and financial support for the construction of biogas infrastructure in rural and other identified areas. This initiative

will increase access to clean and sustainable energy, reduce dependence on traditional fuels and support rural enterprise development.

- Government will implement measures to transition from high sulphur D50 diesel to lower sulphur D10 diesel, in order to reduce greenhouse gas emissions and aligning the country with regional best practices in cleaner fuel usage.

Petroleum Projects

698. Key petroleum projects will include the phase 2 upgrading of the current pipeline implemented and funded through the National Oil Infrastructure Company of Zimbabwe at an estimated cost of US$15 million. The pipeline will have a capacity of 5 billion litres from the current 3 billion per annum, that way strengthening national petroleum supply and distribution. Project development processes for a second pipeline will also be undertaken.

699. Furthermore, Government will prioritise conducting feasibility studies for the construction of petroleum production, storage and distribution infrastructure, including pipelines, refineries and storage tanks, to be completed during the NDS 2 period.

700. Coupled with the development of the underlying regulatory framework, these initiatives will provide a firm foundation for the sustainable development of the country's hydro-carbons industry.

Transport Infrastructure

701. With regards to transport infrastructure, Government will partner with the private sector to develop and rehabilitate strategic rail and road corridors to lower logistical costs and enhance competitiveness.

702. During NDS 2, priority areas for transport infrastructure development will focus on enhancing connectivity, reliability and efficiency across all modes of transport, including road, rail, air and inland waterways. These interventions will facilitate the movement of goods and people, support industrialisation and promote regional trade and integration.

Road Network

703. During NDS 2, Government will implement a comprehensive national roads rehabilitation and upgrade programme aimed at improving connectivity, facilitating trade and enhancing regional integration. This will entail the expansion, rehabilitation and maintenance of major trunk roads and rural feeder roads, that way, *leaving no one and no place behind*.

704. The programme will be financed through a combination of public resources and private sector participation through public private partnership arrangements.

705. The following high economic and socially impactful developmental priority projects have been identified for implementation under NDS 2:

- Rehabilitation and upgrade of the Harare-Chirundu highway, including the installation of toll plazas with weighbridges, at an estimated cost of US$900 million. The project will be implemented through public private partnership arrangements over the period 2026-2027. The road rehabilitation will enhance road safety, reduce transport bottlenecks and improve connectivity for the key regional trade corridor.
- Rehabilitation and upgrade of the Beitbridge-Bulawayo-Victoria Falls highway including toll plazas with weighbridges which will be implemented over the period 2026-2030 at a cost of US$1.2 billion through a public private partnership.
- Rehabilitation and upgrade of the Harare-Nyamapanda highway including toll plazas with weighbridges and Nyamapanda Border Post, to be implemented through the private sector funding, at an estimated cost of US$262 million over a four-year period, is expected to be completed by 2029.
- Rehabilitation and upgrade of Gweru-Zvishavane-Rutenga-Boli-Sango road including toll plazas with weighbridges, funded through public private partnership, at a cost of US$450 million, to be completed by 2030.

- Rehabilitation and upgrade of the Harare-Kanyemba highway, including toll plazas with weighbridges and Kanyemba Border Post upgrading, at a cost of US$384 million to be implemented through a public private partnership over a period of 3 years, expected to be completed by 2029.
- Dualisation of the 70 km Harare-Bulawayo highway, between Harare and Chegutu, at a cost of US$105 million through public private partnership to be completed by 2030.
- Dualisation of the 65 km Harare-Mutare highway, between Harare and Marondera, at the cost of US$95 million by 2030.
- Construction of the long outstanding 240 km Kwekwe - Lupane highway by two construction teams, one starting from Lupane and the other from Kwekwe, will reduce the travel distance between Harare to Victoria Falls by 200 km. This will also bring relief to farmers in Nkayi and Lupane, who have for years battled high transport costs when sending produce to markets.
- Construction of the 159 km Bulawayo - Nkayi highway, changing travel and business in Matabeleland North and Midlands provinces to the benefit of communities and motorists alike.
- Construction of the 31.2 km Christmas Pass by-pass in Mutare scheduled for completion by 2027.

- Completion of the construction of Mabvuku Interchange, expected to be completed by 2026.



Mabvuku Interchange Architectural Design. Source: Ministry of Transport and Infrastructural Development

Highway By-Passes

706. To enhance road safety, reduce urban congestion and improve traffic flow along major highways, all highway construction projects will incorporate by-passes to divert through-traffic away from urban centres. Construction of by-passes will be extended to cover completed highways, while ongoing projects will have their designs updated to integrate this provision.

707. Completion of these and other roads infrastructure projects will promote socio- economic activities for the targeted areas, as well as improving the country infrastructure in line with the country's Vision 2030 developmental aspirations.

Transportation of Freight

708. Under NDS 2, Government will prioritise the restoration of rail as the primary mode for transporting heavy cargo through the rehabilitation of NRZ infrastructure and enforcement of regulatory framework mandating the movement of bulk goods by rail.

709. All roads, both existing and new will integrate weighbridges at all tollgates to detect and penalise overloaded trucks.

710. These measures aim to protect national road assets, enhance the efficiency and safety of freight transport and promote a more sustainable and cost-effective logistics system across the country.

Rail Network

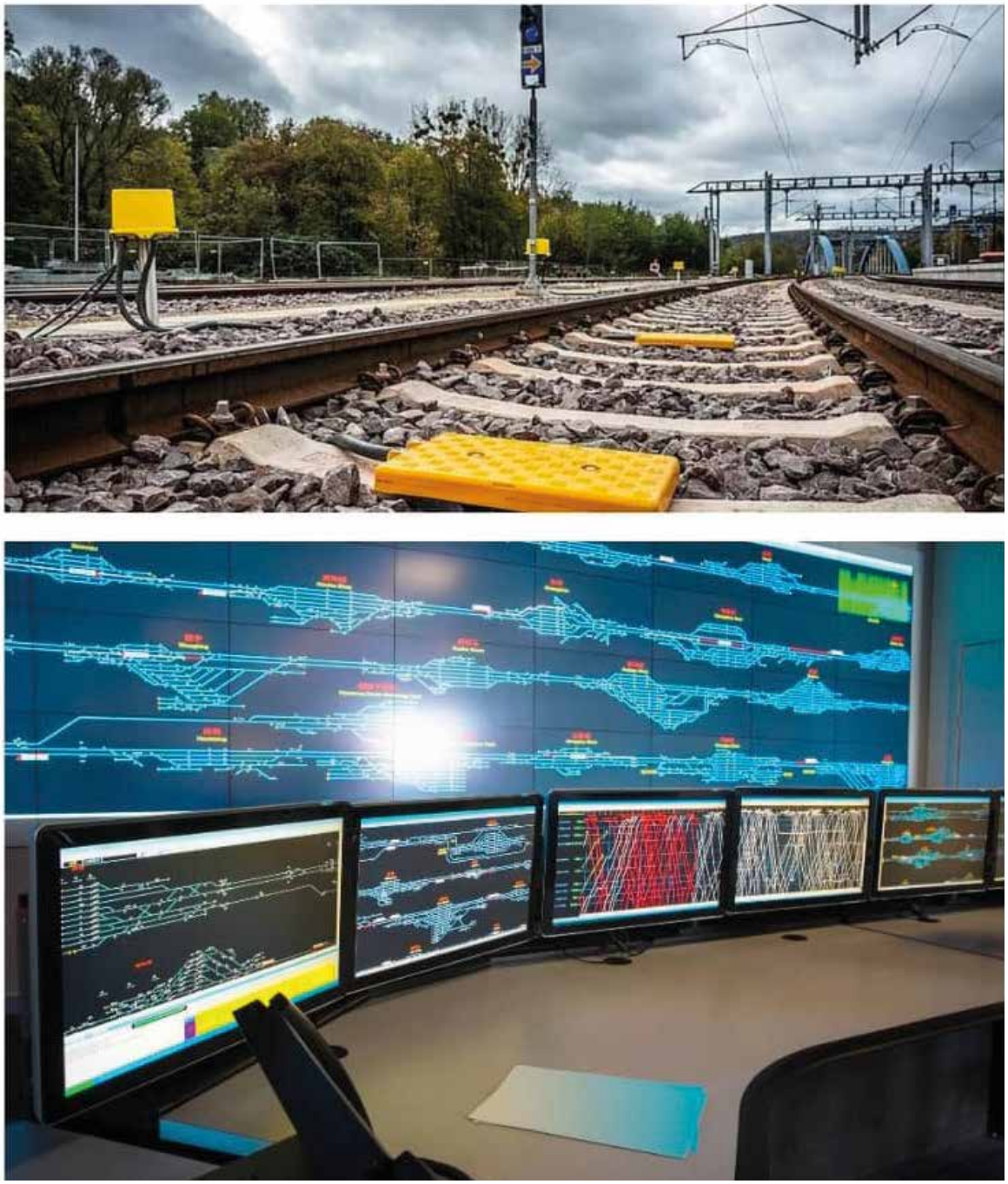
711. The National Railways of Zimbabwe (NRZ) has experienced a sharp decline in freight capacity, falling from over 12.4 million tons in 1998 to below 3 million tons in recent years, well below its installed capacity of 18 million tons. This decline has led to a major shift of heavy freight from rail to road, resulting in extensive damage to road infrastructure, notably the near collapse of the Bulawayo–Hwange highway, among other roads, due to coal and mineral haulage.

712. During NDS 2, Government will implement deliberate interventions to revitalise Zimbabwe's railway infrastructure to ensure efficient movement of goods and passengers, supported by strict

enforcement of regulations governing the transportation of heavy materials by road.

713. The focus will be on the rehabilitation, expansion and maintenance of the national railway network to facilitate the movement of bulk cargo, particularly from the mining sector, thereby preserving road infrastructure.

714. Key policy priorities will include the development of a Railway Safety and Standards Framework aligned with SADC protocols, a Rolling Stock Localisation Strategy to promote domestic manufacturing, a Green Rail Policy to advance energy-efficient and low-carbon transport and a review of the public private partnership policy to encourage sustainable investment partnerships.



Railway Infrastructure. Source: Ministry of Transport and Infrastructural Development

715. NDS 2 will also prioritise upgrading the rail gauge to regional standards, investing in modern signalling systems to improve efficiency and safety and procuring new, modernised locomotives and wagons to enhance capacity and reliability across the rail network.

716. NDS 2 will target to increase freight throughput from the 2025 baseline of 2.1 million tons to 12 million tons by 2030 and passenger numbers from 3 500 to 700 000 annually.

717. During NDS 2, the railway sector will target three core areas namely; rail infrastructure rehabilitation and upgrade; rolling stock recapitalisation; as well as signalling and telecommunications modernisation, through implementation of the following projects:

Rail Infrastructure

- Upgrading of the Mutare–Harare–Chirundu at a cost of about US$1.2 billion over 2027–2030 through a public private partnership or debt finance. This will include the construction of a 217-kilometre new railway line linking Lion's Den in Zimbabwe to Kafue in Zambia which will strengthen SADC interconnectivity, facilitate seamless north–south trade and improve bulk cargo movement between Zimbabwe, Zambia and beyond into the Democratic Republic of Congo (DRC).
- Construction of the Mvuma-Manhize-Rusape railway line at an estimated cost of US$550 million, to be implemented under a public private partnership arrangement, with completion targeted by 2030. This line will provide a critical link connecting iron and steel production at Manhize with domestic and export markets, thereby supporting value addition and industrialisation.

- Rehabilitation of 1 700 kilometres of track, including resleepering, ballasting, tamping and turnout replacement along key export–import corridors, as well as targeted yard rehabilitation at a cost of US$480 million, implemented from 2026 to 2030 funded through Government and Mutapa Investment Fund (MIF) as well as public private partnerships. The project will achieve a 30% increase in train speed and a 50% reduction in derailments.
- Rehabilitation of 60 critical bridges and culverts, estimated at US$60 million, to be implemented over 2026-2028, funded through Government and MIF support. Scoping has been completed and the works will enhance line safety.

Rolling Stock

- Procurement of 30 mainline locomotives at an estimated cost of US$210 million between 2026 and 2029, funded through Government, debt and public private partnerships. This will increase haulage capacity to above 6.7 million tons per year.
- Procurement of 841 new wagons and refurbishment of 1 000 wagons at an estimated cost of US$120 million from 2026 to 2030, funded through Government, the MIF and public private partnership arrangements. The project will boost freight throughput, ease road congestion, reduce accidents and minimise road infrastructure damage.

- Passenger coach modernisation project through refurbishment of 50 passenger coaches, introduce air-conditioning and Wi-Fi facilities and procure modern Diesel Multiple Units (DMUs) at a cost of US$25 million, to be implemented over 2027–2030. This will enhance passenger comfort and ridership growth while reducing road congestion and accidents.

Signalling & Telecommunications

- Installation of entry-level train control and automation system, covering 1 000 km of track at an estimated cost of US$150 million from 2026 to 2029, financed through debt and other funding models. This will enhance train control, safety, real-time information access and automation.
- Complete laying of the 735 km fibre optic network backbone fibre for data and control systems at a cost of US$30 million, to be implemented over 2026–2028 funded through Government or bilateral financing arrangements. The system will provide an integrated communication platform.

Rail Corridor Electrification

718. The 305 km Harare–Dabuka railway line was electrified in 1983, making Zimbabwe one of Africa's early adopters of mainline rail electrification.

719. The electrification improved freight efficiency, reduced operating costs and contributed to boosting rail throughput to 12.4 million

tons in 1998, marking a major step in modernising the national rail system. However, electricity supply challenges, lack of maintenance and widespread vandalism, eventually led to the suspension of electric operations in 2009 and subsequent decommissioning of the electrified section.

720. During NDS 2, Government will focus on modernisation of the rail permanent way through rehabilitation and re-electrification of the entire vandalised section, as well as expanding electrification to other viable corridors.

721. Furthermore, investment in appropriate rolling stock to service the electrified corridors will also be prioritised.

Partnerships in Railway Line Upgrades

722. NDS 2 recognises that an efficient rail system is the lifeblood of the mining sector alongside other industries, allowing for the bulk movement of freight at a fraction of the cost of road transportation. In this regard, the revival of the country's railway network and the National Railways of Zimbabwe (NRZ), whose infrastructure gaps over the years has severely constrained production and export potential for mining houses, is pivotal to easing the major business cost drivers in the economy.

723. Pursuant to this, coal mining companies in Hwange, led by Hwange Colliery Company, will partner Government in ambitious NDS 2 plans to refurbish the critical railway line linking the coal

fields to the markets. Private sector involvement in infrastructure development aligns with broader NDS 2 initiatives to revitalise the country's railway network, also embracing engagement of international investors in the recapitalisation and restoration of NRZ under public private partnerships to its former status as a key economic artery.

724. The private sector partnership to drive rail upgrades from the Hwange coal region to markets will enhance logistics efficiencies for the entire mining sector and ease the prevailing burden of bulk cargo on the national highway infrastructure. This will expand the railway network along the Hwange coal mining eco-system to create an efficient and cost-effective logistics corridor for the buoyant mining industry, as coal and other bulk freight is moved by rail to relieve highways for predominant use by lighter traffic.

725. Incessant high fleet volumes of heavy-laden haulage trucks on the Bulawayo-Victoria highway had accelerated the deterioration of the vital lifeline tourism corridor, posing safety concerns and unsustainable rehabilitation maintenance costs.

Inland Waterways

726. Development of inland waterways infrastructure on major rivers, dams and lakes contribute to providing transport corridors that facilitate inter-regional trade through transportation of heavy goods, tourism and provision of hydro power energy.

727. During NDS 2, Government will prioritise the enhancement of safety and security on all inland waterways through the construction of modern communication and monitoring infrastructure, including control towers and the establishment of automatic weather stations at strategic sites across the country.

728. Furthermore, search and rescue patrol vessels will be deployed on all major waterways to ensure rapid emergency response for protection of lives and property.

729. Key inland water infrastructure projects will be implemented during NDS 2, with the majority of funding provided by Government to strengthen water transport, safety and management systems.

730. The following priority projects will be implemented:

- Government will construct a control tower at Binga-Lake Kariba with completion scheduled for 2027. The project will improve vessel traffic management and enhance operational safety, supporting the development of inland waterway transport and contributing to safer and more efficient movement of goods and people on Lake Kariba.
- Construction of a control tower at Victoria Falls scheduled for completion by 2030, to support efficient navigation and monitoring of tourist and commercial water traffic.

- Completion of the control tower at Tugwi-Mukosi targeted for completion by 2026, enhancing coordination for dam-related water transport and operations.
- Establishment of radio communication systems and automatic weather stations at strategic inland water locations, including Kariba, Binga, Tugwi-Mukosi, Victoria Falls, Lake Chivero and Kanyemba to improve maritime communication, weather monitoring and safety.
- Procurement of 5 marine safety patrol vessels, strengthening enforcement of safety standards and emergency response on inland water bodies.

731. Construction and installation of infrastructure and equipment at the water bodies will enhance safety and strengthen security at the water bodies, improve communication and transportation of goods.

Airport Infrastructure

732. During NDS 2, Government will prioritise the development and modernisation of airport infrastructure, building on the significant achievements under NDS 1.

733. These interventions aim to enhance domestic and international air connectivity, support cargo and passenger transport and contribute to trade, tourism and overall economic growth.

734. Key airport infrastructure projects targeted under NDS 2 include:

- The upgrade and modernisation of Charles Prince International Airport including cargo facilities, at an estimated cost of US$1 billion, to be implemented through a public private partnership over the period 2026-2030. Government has already designated over 300 hectares of land for the expansion of the Airport.
- Upgrade of Grand Reef Aerodrome into an Airport to service Mutare at an estimated cost of US$500 million aimed enhancing regional connectivity.

Ports of Entry & Exit

735. During NDS 2, Government will prioritise the modernisation of ports of entry and exit to facilitate trade in line with global best practices, reduce border bottlenecks and streamline operations in line with regional and international standards and obligations.

Forbes Border Post

736. Upgrading of facilities at an estimated cost of US$232 million, to be implemented over the period 2026-2028, aimed at improving customs processing, security and trade facilitation.

Chirundu Border Post

737. Development and modernisation of Chirundu Border Post at an estimated cost of US$68.8 million will be implemented through a

public private partnership, leveraging private sector expertise and investment to enhance operational efficiency and infrastructure quality.

Nyamapanda Border Post

738. Upgrading works through public private partnership arrangements, focusing on modern customs facilities, improved traffic management and enhanced cross-border trade services will be undertaken. The project is part of the Harare-Nyamapanda Road rehabilitation project at a combined cost of US$262 million to be completed by 2029.

Kanyemba Border Post

739. The upgrade of Kanyemba border post is part of the rehabilitation and upgrade of the Harare-Kanyemba highway, at a combined cost of US$384 million to be implemented through a public private partnership over a period of 3 years, expected to be completed by 2029.

One-Stop Border Posts

740. Regional integration remains central to NDS 2, highlighting ongoing reforms aimed at lowering production and trade costs, enhancing competitiveness and aligning with the African Continental Free Trade Area (AfCFTA). In this regard, coordinated

border management and efficient trade facilitation improve logistics along key trade corridors, reducing transit costs and opening new opportunities for the country's exports.

741. Pursuant to this, NDS 2 will see the establishment of one-stop-border posts at Forbes-Machipanda and Nyamapanda-Cuchamano to facilitate trade by integrated value-added supply chains that drive investment, employment and shared economic prosperity. The necessary framework agreements on the establishment of the one-stop border posts that ensure the seamless movement of goods and people will be concluded by the end of the first quarter of 2026.

742. Plans for the upgrading of Chirundu and Plumtree border posts to one-stop border posts are underway and will be implemented during NDS 2, to maximise on AfCFTA trade opportunities by complementing initiatives that harmonise customs systems and eliminate non-tariff barriers.

Water & Sanitation

743. Infrastructure development in the water and sanitation sector is essential for promoting public health, improving quality of life and supporting sustainable socio-economic development.

744. In this regard, during NDS 2, priority will be given to expanding access to clean and potable drinking water, bulk water supply for

industry and irrigation as well as enhancing sanitation facilities across both urban and rural areas, thereby contributing to the overall resilience and well-being of communities.

745. This will include strategies targeting the construction and rehabilitation of water supply infrastructure, such as dams, pipelines and treatment plants.

746. To ensure availability of water for industrial use during the Strategy period, Government will facilitate setting up of targeted water supply and treatment plants for industrial use in all sectors of the economy.

Dam Construction

747. During NDS 2, Government will intensify the implementation of large-scale dam construction projects across all provinces as a strategic measure to strengthen national water security, expand irrigation capacity and ensure reliable industrial and domestic water supply, that way catalysing urban and rural industrialisation towards sustainable economic transformation.

748. To ensure optimal returns on dam investments and maximise socio-economic benefits, Government will reinforce the integrated approach to water infrastructure development, which forms the basis of project planning, designing and implementation in dam

construction to ensure that treatment plants, water conveyancing, irrigation development and hydro-power stations are undertaken simultaneously.

749. Pursuant to the above, priority on-going dam projects scheduled for completion by 2030 at cost of US$1.7 billion include the:

- Tuli Manyange Dam in Gwanda - will provide water for irrigation and supply water to Gwanda Town and the Gwanda Lithium Mine.
- Vungu Dam in Kwekwe - to provide water for consumption, fisheries project, irrigation and establishment of a mini-hydro plant.
- Bindura Dam - to supply water for mining and irrigation in Bindura and surrounding areas.
- Semwa Dam in Rushinga – to water supply for irrigation and domestic use in Rushinga and Chimhanda.
- Defe Dam in Gokwe - to provide water for irrigation.
- Silverstroom Dam in Centenary- to provide water for irrigation for communities around Muzarabani and Centenary.
- Dande Dam in Guruve – to provide water for irrigation in Guruve and Mbire.
- Zhovhe dam, targeting irrigation as well as guarantee supply to Beitbridge town.

750. The above interventions will be complemented by implementation of measures to desilt and maintain other existing dams to guarantee sustainable water supplies.

Water Treatment & Conveyance

751. During NDS 2, Government will implement new water conveyance and treatment infrastructure projects to enhance urban water supply and agricultural productivity, targeting:

- Kunzvi–Harare Water Supply Project – a 48 km pipeline designed to convey up to 240 megalitres of raw water per day from Kunzvi Dam to a treatment plant at Donnybrook, Harare.
- Muchekeranwa–Wenimbi Pipeline Project – a pipeline linking Muchekeranwa and Wenimbi Dams to facilitate water sharing, with phase 3 extending supply to Chitungwiza town.
- Gwayi Water Treatment Plant – a 252 km pipeline with six booster stations from the dam to Cowdray Park, Bulawayo, capable of conveying 220 megalitres per day while supporting irrigation for 10 000 hectares along the route.
- Dande Dam Tunnel Project – upon completion, the project will irrigate approximately 4 000 hectares of land in Guruve and Mbire Districts, enhancing agricultural productivity in the region.

752. Furthermore, Government will also prioritise the rehabilitation and modernising ageing water supply stations nationwide at an estimated cost of US$98.9 million targeting strategic growth centres and rural service areas.

753. The programme will prioritise Dema, Mutoko, Nyamapanda, Beatrice, Nyamandlovu, Mawabeni, Zezani, Tongwe, Madlambuzi, Tuli-Makwe, Chivhu, Goromonzi, Shamva, Mt Darwin, Mazowe, Mvurwi, Nyanga, Victoria Falls, Mberengwa, Zhombe, among other areas.

Borehole Drilling

754. During NDS 2, Government will accelerate the implementation of the Presidential Rural Development Programme through the drilling of 35 000 boreholes across all Provinces at a total cost of US$160 million. This strategic intervention is designed to guarantee universal access to clean and safe water and promote productive water use through rural enterprise development.

Local Authorities` Water Supply Value Chain

755. Local authorities have encountered persistent challenges in the provision of adequate water supply for both domestic and industrial consumption.

756. These challenges have been attributed to several structural and operational constraints, including limited capacity of existing

water supply sources, ageing and obsolete water treatment and conveyance infrastructure, highly contaminated water sources and limited financial capacity to procure essential water purification chemicals.

757. The water supply challenges have been further exacerbated by the increasing frequency and severity of droughts linked to climate change.

758. In response, Government has adopted a strategic policy position to reform the water supply sector through the privatisation of the water supply value chain.

759. This will be achieved through leveraging on public private partnerships, under which the private sector will be engaged for the development, rehabilitation and operation of water supply infrastructure, as well as the provision of related services including water distribution, metering and billing, wastewater management and infrastructure maintenance.

760. Implementation of this policy has commenced in Harare and will be progressively scaled up to encompass all local authorities across the country.

Fibre Optic & Broadband

761. NDS 2 will target to expand access to information and communication technology services across the country to promote digital inclusion and innovation.

762. In this regard, strategies to extend fibre optic and broadband networks to under-served rural and urban areas, upgrade existing networks to improve speed, reliability, coverage and establishment of Community Information Centres, kiosks and public access points will be implemented.

763. Government will facilitate installation of internet cables on electricity distribution infrastructure to widen internet coverage.

Housing & Social Amenities

764. Under NDS 2, housing development will be a key national priority which aims at overcoming national housing backlog of two million units, thereby ensuring access to affordable, decent and modern housing and social amenities such as water, sanitation, electricity, education and health facilities.

765. Government will, in partnership with other stakeholders, accelerate the provision of affordable low-cost housing, ensuring adequate safe and affordable shelter.

766. In this regard, NDS 2 will focus on expanding access to affordable and quality housing, regularising informal settlements and ensure the provision of associated social amenities, thereby fulfilling both the economic and constitutional imperatives of housing delivery for the country.

Legislative Frameworks

767. During NDS 2, Government will undertake broad based reviews and enforce building codes, land use policies and housing regulations to ensure safety, resilience and inclusivity in housing delivery.

768. Pursuant to the above, the following legislative frameworks and policies will be reviewed:

- Housing and Buildings Act [*Chapter 22:07*] to ensure that the legal framework for housing and construction reflects current standards in safety, sustainability and resilience.
- Housing Standards Control Act [*Chapter 29:08*] targeted at enhancing housing quality control, improving the regulatory framework for residential construction and enforcing building quality standards.
- Model Building By-Laws of 1977 will be revised to integrate modern construction technologies, environmental

sustainability and urban planning principles in line with global best practices.

- Building codes of 1932 -An overhaul of these codes will be undertaken to accommodate modern construction methods, materials and safety standards that cater for climate resilience and disaster preparedness.
- Statutory Instrument 32 of 2007 (Rent Regulations) will be reviewed focusing on the adequacy of the rent control mechanisms, ensuring that they promote affordable housing, secure tenancies and transparent landlord-tenant relations.
- Zimbabwe National Human Settlements Policy will be reviewed to strengthen the country's approach to human settlements, ensuring that urbanisation is managed in a way that promotes sustainable, equitable and inclusive development.

769. Furthermore, in line with the country's ease of doing business initiative, the approval process for housing projects will be streamlined to reduce bureaucratic delays that hinder development, whilst promoting orderly growth of settlements.

Housing Infrastructure

770. During NDS 1, funding for delivery of decent housing had been constrained by absence of adequate infrastructure with regard to sewer and water reticulation, roads and electricity.

771. Under NDS 2, Government will prioritise public private partnerships as vehicle for the provision of enhanced housing infrastructure, critical to development of housing stands.

772. Pursuant to this, infrastructure on land proposed for housing development will be structured as follows:

- Where land belongs to a private developer, onus on infrastructure provision will rest with the developer, anchored on proceeds from sale of demarcated stands. Local authorities will be required to provide oversight with regards to compliance and standards. The necessary framework will be outlined by the Ministry responsible for Housing.
- Where land belongs to the State, a public private partnership arrangement will be developed where the private investor will provide the supportive housing infrastructure and recoup investment through sale of stands to prospective house owners. Local authorities will be required to provide oversight with regards to compliance and standards.
- Where land belongs to local authorities, a public private partnership will be developed where the private investor will provide the supportive infrastructure and recoup the investment through the sale of stands to prospective home owners, while the local authorities will be required to provide oversight with regards to compliance and standards.

773. In the absence of approved minimum development standards by the respective local authorities, no prospective home owner will be permitted to build their home structures.

Housing Units

774. During NDS 2, interventions in the housing sector are targeted at the delivery of one million houses and serviced stands in rural and urban areas, upwards of US$15 billion will be required and will be funded through a combination of fiscus and private sector-led initiatives.

775. This intervention will also prioritise the construction of housing units for low-income groups, ensuring inclusive access to decent and affordable shelter across urban and peri-urban areas.

776. During NDS 2, Government will recapitalise the Housing Guarantee Fund and the National Housing Fund, both established under the Housing and Building Act [*Chapter 22:07*], to strengthen and expand access to housing finance.

777. Through the Housing Guarantee Fund, Government will act as guarantor for individuals seeking mortgage facilities from banks and building societies, thereby enhancing affordability and credit access for home ownership.

778. Furthermore, the National Housing Fund will finance the construction of houses, targeting low and middle-income households.

779. During NDS 2, Government will also strengthen collaboration with private sector stakeholders, including the insurance, pension and financial sectors, to establish robust financing frameworks, incentive structures and partnership models that facilitate sustainable housing delivery.

780. Emphasis will be placed on mobilising long-term capital and leveraging innovative financial instruments to accelerate the implementation of targeted housing projects, thereby contributing to socio-economic development and inclusive urban growth under NDS 2.

781. Leveraging on the Public Service Pension Fund, Government will also expand the civil servants housing facilities targeting the delivery of 1 200 units over the Strategy period.

Rural Housing

782. During NDS 2, Government will promote the construction of modern, cost-effective rural housing using standardised designs which ensure quality, durability and sustainability of rural homes.

783. The programme will be implemented in collaboration with rural district councils and community-based organisations to ensure broad coverage, equitable access and alignment with national settlement planning standards.

Unplanned Urban Settlements

784. Recognising the rapid urbanisation and proliferation of informal settlements, Government will implement regularisation and upgrading programmes. This will include regularisation of 30 informal settlements including Harare South, Caledonia, Epworth, Masvingo Garikai Project, Masvingo Victoria Range, Skei Farm under Chegutu rural district council, among others.

785. The regularisation will include the provision of critical infrastructure such as potable water, sanitation systems, electricity, roads, schools, health centres and recreational facilities across all settlements.

786. Regularisation will be undertaken only on land suitable for human habitation. No regularisation will occur on wetlands, servitudes or land reserved for public and social amenities such as schools, hospitals and recreational facilities.

787. To ensure sustainability and fairness, the *user-pay principle* will guide the funding of the regularisation process, which will be coordinated and led by Government.

788. During NDS 2, to prevent the proliferation of unplanned settlements, local authorities will be mandated to coordinate planning, land servicing and the enforcement of building and settlement standards, ensuring that all residential areas provide acceptable living conditions and sustainable urban development.

789. Furthermore, in pursuit of well-planned and well-governed settlements, Government will continue to review housing policies in the allocation of State land to correct anomalies and compel all local authorities to adhere to housing masterplans and relevant by-laws to support investments in housing development.

Regularisation & Sanitisation Framework

790. The Zimbabwe National Human Settlements Policy mandates the regularisation and sanitisation of informal and dysfunctional settlements and provides for the establishment of a Regularisation and Sanitisation Framework.

791. Under NDS2, Government will prioritise the development and operationalisation of this framework to facilitate a structured and efficient process for regularisation and sanitisation. The framework will define roles and responsibilities, explore alternative funding mechanisms and reduce further land invasions by integrating informal settlements into formal urban planning, embodying the principle of *leaving no one and no place behind*.

Compensation & Relocation

792. During NDS 2, Government will establish and operationalise a comprehensive compensation and relocation framework aimed at addressing the needs of internally displaced persons, resulting from both development-induced and natural disaster-induced displacements in line with the Zimbabwe National Human Settlements Policy.

793. The framework will serve as a strategic guide to ensure the effective and humane relocation of displaced persons while protecting their rights to shelter and livelihood. This framework will ensure that all displaced individuals and communities are provided with equitable compensation and adequate relocation support in line with Zimbabwe's socio-economic development goals.

User Pay Principle

794. During NDS 2, Government will operationalise the user pay principle for compensating landowners whose properties would have been used for housing projects. Under this model, beneficiaries will pay the full development costs, including the land value, servicing and other related expenses.

Serviced Land

795. To address infrastructure gaps in land designated for housing developments, measures will be implemented to ensure that private sector land developers fulfil their obligations by providing adequate on-site and off-site infrastructure, thereby preventing speculative and rent-seeking practices.

Urban Policy

796. During NDS 2, Government will develop and implement a comprehensive Urban Policy in line with the United Nations Human Settlements Programme's New Urban Agenda, a framework for the implementation of Sustainable Development Goal 11 to *make cities and human settlements inclusive, safe, resilient and sustainable*.

797. The Urban Policy will be targeted at transforming all the urban areas by integrating smart technologies, sustainable development practices and environmental sustainability, as well as universal access to essential services.

798. Furthermore, the policy will also focus on the renewal and regeneration of outdated and dilapidated urban infrastructure, such as repurposing underutilised high-rise buildings in central business districts and creating mixed-use developments that contribute to vibrant, sustainable cities.

Urban Densification

799. Under NDS 2, Government will promote urban densification as a key strategy to optimise land use in urban and peri-urban areas in response to population growth, land scarcity and the need to enhance the aesthetic appeal of cities and towns, in line with the National Human Settlements Policy, that was launched in 2020. In this regard, all new urban developments will be guided by densification principles.

800. Open spaces and derelict structures will be redeveloped into high-rise and multi-storey buildings, including modern flats, cluster housing and mixed-use commercial developments, thereby ensuring efficient land utilisation, reduce urban sprawl, modernise cityscapes and facilitate sustainable urban growth.

Innovation & Smart Construction

801. During NDS 2, efficiency, low cost and modern construction methods such as prefabrication and modular housing will be promoted. In this regard, emphasis will be placed on scaling up production and development of domestic building materials, designs and delivery models that are cost-effective and tailored to the country's context.

Social Amenities

802. During NDS 2, access to modern and functional social amenities will be prioritised inclusive of schools, health, recreational,

libraries, community halls, among others, to enhance quality of life and well-being for communities.

803. Policies and appropriate legislation will be mainstreamed to promote disability-friendly and gender-sensitive standards for all new and upgraded social amenities.

Health

804. During NDS 2, interventions target the provision of primary healthcare facilities including the upgrading and rehabilitation of 51 district hospitals and the construction and rehabilitation of 96 clinics mainly in under serviced areas.

805. Furthermore, NDS 2 will rehabilitate and upgrade schools of nursing at district hospitals to ensure increased enrolment and intake of nursing students.

Schools

806. During NDS 2, Government will prioritise the construction, rehabilitation and expansion of educational infrastructure to ensure the provision of modern, high-quality and accessible educational facilities.

807. Under NDS 2, Government will enforce the Minimum Functionality Standards Framework to ensure that all newly constructed and upgraded educational facilities comply with the requisite legal and regulatory requirements for registration.

808. This framework will standardise infrastructure development across all schools, ensuring the inclusion of essential components such as classroom blocks, administration offices, sports and recreational facilities, adequate ablution facilities and staff accommodation.

809. In addition, prioritisation will be given to the construction of facilities that support the Heritage-Based Curriculum, such as science and computer laboratories, among others, that way improving the quality and relevance of the learning environment.

810. NDS 2 will promote the construction of buildings that are durable and resilient to extreme weather and include disability-accessible features such as ramps, to promote inclusive access to education facilities.

811. During NDS 2, construction, rehabilitation and expansion of schools will be funded through the following arrangements:

- Devolution funds.
- School development committees' funds.
- Partnerships with quasi-governmental institutions, such as the National Building Society.
- Private sector entities.

- Cooperating partners, including the Global Partnership for Education and UNICEF's School Improvement Grants.
- Faith-based organisations.

Satellite Schools

812. Government will implement a targeted programme to upgrade satellite schools through the provision of dedicated funding and technical support.

813. This intervention seeks to transform sub-standard and unregistered temporary learning structures into fully registered, permanent and functional schools that meet the established national standards.

Development of Universities

814. During NDS 2, Government will prioritise funding for the expansion and development of Marondera University of Agricultural Sciences and Technology, as well as Manicaland, Lupane and Gwanda State Universities, to enhance access to higher education, strengthen innovation and skills development.

Tertiary Student Accommodation

815. During NDS 2, Government will strengthen the framework that facilitates investment in affordable and decent hostels at

universities, colleges and vocational centres through public private partnership, drawing from the success recorded during NDS 1 such as the Bulawayo Students' Accommodation City.

Recreational Facilities

816. Government will expand and modernise sports facilities at community levels, ensuring inclusivity and to promote social activities for youth and women thereby enhancing wellness and wellbeing.

Public Office

817. In order to enhance efficiency in public service delivery, Government will spearhead the expansion and modernisation of public offices supported by appropriate ICT infrastructure.

Vandalism

818. During NDS 2, Government will adopt a comprehensive, zero-tolerance strategy to prevent and address the vandalism, theft and destruction of national infrastructure. Security and regulatory frameworks will be strengthened to safeguard critical assets including electricity transmission and distribution equipment, transformers, rail infrastructure, road signage, traffic control systems, municipal property, water and sanitation installations and other public infrastructure.

819. This will be achieved through enhanced surveillance and patrols, tighter coordination with law-enforcement agencies and the deployment of modern monitoring technologies.

820. During NDS 2, Government will introduce stiffer penalties for infrastructure vandalism and illegal trade in stolen equipment. This will be supported by strict regulation and monitoring of scrap-metal dealers and other high-risk markets.

821. Government will also promote structured community participation in reporting and preventing vandalism, while expanding public awareness campaigns.

822. These measures are intended to protect the integrity, functionality and longevity of public infrastructure, ensuring reliable service delivery and supporting national development objectives under NDS 2.

CHAPTER 6: AGRICULTURE, FOOD, CLIMATE & ENVIRONMENT

823. NDS 2 embraces food and nutrition security, climate resilience and environmental protection as interdependent pillars that are essential for achieving sustainable development.

824. As Zimbabwe progresses towards Vision 2030 of becoming a *Prosperous and Empowered Upper-Middle-Income Society*, strengthening the interlinkages between agricultural productivity, climate adaptation and environmental sustainability will be critical.

825. An integrated approach that aligns these three pillars will be essential in safeguarding livelihoods, enhancing economic resilience and driving broad-based economic transformation in the face of climatic variability and environmental pressures.

826. Through a *Whole-of-Government and Society* approach, NDS 2 targets a future where citizens are food and nutrition secure, eco-systems are restored and protected and the country thrives despite the challenges of climate change.

Situational Analysis

827. During NDS 1, notable progress was made in improving agricultural productivity, food self-sufficiency and environmental conservation.

Food Security

828. Agriculture remains the backbone of Zimbabwe's socio-economic landscape, significantly contributing to food security and livelihoods of rural communities.

829. NDS 2 consolidates the progress achieved under NDS 1, including the roll-out of *Pfumvudza/Intwasa* conservation farming and agro-ecology approaches.

830. Under NDS 2, interventions will be targeted at increasing agricultural productivity through mechanisation while simultaneously enhancing climate resilience, thereby supporting sustainable livelihoods and food security.

Maize Production

831. During NDS 1, maize production increased to an annual average of 1.7 million tons, up from 1.2 million tons pre-NDS 1 (2016-2020). This growth was driven by productivity gains from the successful roll-out of the National Enhanced Agricultural Productivity Scheme and *Pfumvudza/Intwasa* Programme.

832. The National Enhanced Agricultural Productivity Scheme played a pivotal role in boosting the country`s agricultural output by providing financial support for inputs, as well as farm mechanisation

and irrigation, targeting mainly commercial farmers. The scheme is funded and administered through commercial banks, with guarantees from Government.

833. The *Pfumvudza/Intwasa* Programme is a cornerstone of Government's adoption of climate-smart agriculture practices, targeting household food security while generating surpluses for the market.



Pfumvudza/Intwasa Programme

834. The *Pfumvudza/Intwasa* Programme relied on fiscal support through the Presidential Inputs Scheme, as such, the continued reliance on Treasury funding highlights the need to broaden the financing arrangements.

835. Deliveries to the Grain Marketing Board (GMB) indicate that a significant portion of maize output under the Programme is not being marketed through the GMB.

836. A major challenge remains delayed payments by the GMB on delivered produce, a major reason for farmers to withhold grain stocks, exaggerating domestic shortfalls of maize in the country.

837. This situation often creates pressures for grain importation by millers, rewarding other countries` farmers. Addressing this challenge is critical to ensuring that the domestic agro-processing value chain draws feedstock from locally produced maize.

Wheat Production

838. During NDS 1, the economy achieved wheat self-sufficiency in 2023, with domestic production rising from 337 000 tons in 2021 to a record 564 000 tons in 2024 and an estimated 650 000 tons in 2025 – representing peak production of winter wheat. Pre-NDS 1, wheat production had remained at modest levels of under 100 000 tons against national annual requirements estimated at 400 000 tons.

839. Strengthened agricultural capacity which has seen production exceeding national wheat requirements provides scope for Zimbabwe to contribute towards addressing regional and

continental wheat deficits. This achievement not only surpasses last year's record but also positions Zimbabwe among a few African countries, alongside Ethiopia, that have graduated beyond self-sufficiency.

840. The country will, however, continue to import limited quantities of high-gluten wheat for specific bread and confectionary formulations.



Wheat Production

Soya Bean

841. While soya bean production improved during NDS 1, national output of soya beans remained insufficient to meet domestic demand, resulting in continued reliance on imports. Soya bean production, under NDS 1 remained below 100 000 tons insufficient to meet the national demand of about 400 000 tons per year.

842. Key constraints included limited access to affordable financing and inadequate mechanisation.

843. Addressing these bottlenecks under NDS 2 will require scaling up of irrigation infrastructure, strengthening of value chains, mechanisation and access to affordable credit.

Other Oil Seeds

844. Groundnut and sunflower output have shown significant signs of improvement in line with increases in productivity supporting food security and nutrition in communities. Groundnut output averaged around 100 000 tons during NDS 1, while sunflower rose from below 10 000 tons at the onset of NDS 1 to 39 000 tons in 2025.

845. On the contrary, cotton output was on a decline during NDS 1 due to subdued prices and other market specific factors including delays in payment for deliveries.

Horticulture

846. During NDS 1, the sector registered notable recovery, particularly in high-value crops such as citrus, blueberries, peas, avocados, macadamia nuts and cut flowers. This growth was driven by targeted Government policy support, increased private sector investment and expanded access to export markets.

847. Major gains have been realised in blueberry production growing from 2 000 tons in 2018, to 12 000 tons in 2025, that way establishing Zimbabwe among the fastest growing blueberry producing countries in the world.

848. However, the sector faced persistent challenges, including limited access to affordable financing, inadequate cold chain and other post-harvest infrastructure, insufficient irrigation coverage, weak extension services and fragmented value chains.

Livestock Production

849. During NDS 1, progress was achieved in expanding beef, pork, goat, poultry and dairy, production through herd growth, veterinary interventions, and improved smallholder participation.

850. The sector benefited from the successful implementation of the Zimbabwe Livestock Growth Programme which aims to improve livestock genetics particularly in the smallholder farming sector which represents 80% of the country's livestock.

Beef

851. During NDS 1, beef production increased by 20% reflecting growth in the national herd. The beef sector, however, continues to face recurrent disease outbreaks particularly Theileriosis *January disease* which undermined herd health, as well as periodic droughts which constrained feed availability.

852. Under NDS 2, strategic focus will be directed towards strengthening disease surveillance and control mechanisms, promoting sustainable rangeland and pasture management, expanding feedlot systems to improve off-take rates and enhancing access to comprehensive animal health services.



Animal Husbandry

Dairy

853. Dairy production steadily increased during NDS 1, from 92 million litres in 2020 to 132 million litres in 2024 driven by deliberate interventions under the Dairy Revitalisation Programme to improve the size and productivity of the national dairy herd through the targeted importation of heifers.

854. Inadequate infrastructure for milk processing, storage and cold chain logistics as well as high regulatory costs, dampened the sector's growth potential under NDS 1.

855. Despite the notable gains in dairy production and the review of regulatory requirements, continued efforts are required under NDS 2 to ensure that the country becomes self-sufficient in dairy.

Aquaculture

856. During NDS 1, Government promoted aquaculture across the country to support small scale fish production to promote improved nutrition, food security and livelihoods.

857. The sector's potential was limited in part by a shortage of technical expertise and suboptimal pond management practices, which adversely impacted productivity and the long-term sustainability of aquaculture operations.

Nutrition

858. During NDS 1, progress was made in improving nutritional status of the general population, benefiting from increased agricultural output, mainstreaming of nutrition and healthy eating practices.

859. Community and school-based nutrition gardens have combated food insecurity, improved nutrition, empowered women as well as boosting income generation especially in drought prone areas.

860. Scaling of the Food Fortification Strategy by Government which entailed bio-fortification to include vitamin D in basic foods such

as white flour, cooking oil and maize-meal, was also instrumental in improving nutrition outcomes through prevention and control of micro-nutrients deficiencies, under NDS 1.

861. Furthermore, the *national school feeding programme* supported efforts that were targeted schools especially in rural areas to reduce malnutrition and enhance children's learning capacity.

862. During NDS 1, inadequate pest controls and poor storage practices in rural communities affected the preservation of food with essential nutrients including protein, vitamins and minerals leading to nutrition deficiencies.

863. The improvement in nutritional outcomes was, however, constrained by the reluctance to adopt behaviour changes related to food choices, infant feeding, food preparation and hygiene.

864. These challenges limited progress in improving dietary diversity, enhancing nutrition security and strengthening community resilience. Addressing both post-harvest losses and behaviour change barriers is essential to achieving sustainable nutrition outcomes during NDS 2.

Traditional Foods

865. The wider cultivation and consumption of traditional foods have benefited from the consistent efforts to promote culinary heritage through the *national cookout programme.*

866. To enhance nutrition and improve the health and well-being of the nation, Government will accelerate the production, value addition, beneficiation, promotion and consumption of traditional foods.

Environmental Protection

867. During NDS 1, efforts were made towards institutionalising climate adaptation, supporting low-emission pathways and establishing early warning systems. Gains were also made in re-establishing woodlots and successful piloting of community waste management and recycling initiatives in urban councils, as well establishment of the environmental monitoring and reporting portal.

868. Notwithstanding the above achievements, the country continues to face environmental challenges, including deforestation driven by high demand for firewood for domestic use and tobacco curing, encroachment on wetlands and unsustainable land use practices.

869. These pressures are exacerbated by weak environmental governance, posing risks to eco-system integrity and long-term sustainability.

Forest Protection

870. Forest protection remained a critical environmental priority during NDS 1, given the high rate of deforestation driven by agricultural expansion, firewood uses for tobacco curing, illegal logging and mining activities.

871. While Government implemented afforestation and reforestation programmes, including community woodlots and tree-planting initiatives, forest loss continued, particularly in resettlement and peri-urban areas.

872. The establishment of environmental management plans and enforcement by agencies like the Environmental Management Agency (EMA) helped curb some illegal activities, but enforcement capacity remained limited.

873. Additionally, weak community involvement, inadequate incentives for sustainable forest use and lack of alternative energy sources further constrained progress.



National Tree Planting Day

Wetlands

874. Zimbabwe has made strides in wetland conservation, aligned with its commitments under the Ramsar Convention, recognising wetlands as vital for biodiversity, water regulation and climate resilience.

875. Under NDS 1, efforts were made to ensure protection of critical wetland eco-systems and promotion of sustainable use practices. However, encroachment from agriculture and urban development continues to threaten wetland integrity. Limited awareness among local communities about the ecological and economic value of wetlands reduces their participation in conservation efforts.

876. Ultimately, weak enforcement of wetland protection laws and regulations threaten existence of wetlands.

Land Use

877. Under NDS 1, Zimbabwe initiated several land rehabilitation efforts aimed at promoting sustainable land management, eco-system restoration and environmental resilience. These interventions marked important steps towards reversing land degradation and enhancing productive land use.

878. However, progress was constrained by fragmented implementation, limited financial and technical resources and weak coordination across sectors. As a result, the scale and impact of land use interventions remained limited, highlighting the need for a more coordinated and well-resourced approach under NDS 2.

Environmental Degradation

879. The mining sector continues to be a fundamental pillar for the nation's socio-economic development. Despite its significant contribution, the proliferation of unregulated mining activities persists across the country, with pronounced impacts observed in areas that include Boterekwa, Christmas Pass, Chegutu and Chinhoyi, among others.

880. These illicit mining operations precipitate extensive environmental degradation, which manifest through widespread deforestation, contamination of water sources, destruction of critical infrastructure and bio-diversities as well as degradation of scenic landscapes, imposing a huge cost to communities and the nation at large.

881. Stakeholders also raised concerns over mining companies limited reporting on Environmental, Social and Governance (ESG) requirements during NDS 1.

Disaster Preparedness

882. NDS 1 witnessed an overall improvement in the country's level of disaster preparedness. Improved preparedness enhanced domestic capacity to respond and cope with natural disasters. Notably, the launch of the *National Emergency Operation Centre* during NDS 1 forms a critical part of coordinating disaster management and response.

883. Furthermore, upgraded weather radar systems enhanced forecasting and early warning systems.

884. Despite progress made under NDS 1, the increased frequency, intensity and magnitude of natural disaster due to climate change call for more work to be done to strengthen the country's disaster preparedness and response capacity.

Institutional Coordination on Climate & Environment

885. Under NDS 1, fragmented coordination across MDAs and local authorities constrained effective management of climate and environmental policies. The absence of a unified framework for climate and environmental governance reduces efficiency and effectiveness of programme implementation and monitoring.

886. Limited community engagement had a negative bearing on ownership of climate initiatives and interventions. Low community participation weakens sustainability and reduces the adoption of climate-smart and conservation practices.

Strategies for Food Security

887. During NDS 2, Government commits to ensuring universal access to adequate, safe and nutritious food. The country will implement a multi-sectoral approach focusing on sustainable agriculture and targeted nutrition programmes to underpin food security and nutrition.

Agriculture, Food Systems & Rural Transformation

888. During NDS 2, renewed emphasis is being placed on ensuring food and nutrition security, sustainable rural livelihoods and agricultural-led economic growth, through the implementation of the Agriculture, Food Systems and Rural Transformation

Strategy, 2026-2030. This builds on the successes of NDS 1, and will strengthen partnerships with farmers and stakeholders to enhance food security, economic growth and rural transformation.

889. The strategy will serve as the key sectoral framework for achieving the NDS 2 objectives on food security and nutrition, outlining a comprehensive roadmap to transform Zimbabwe's agricultural landscape.

890. The strategy focuses on five strategic impact areas that directly align with NDS 2 priorities and these are:

- Food security and sovereignty.
- Nutrition security.
- Improved livelihoods.
- Agriculture-based and led economic growth.
- Land tenure security.

891. Implementation of the above pillars will consolidate gains made under NDS 1, also addressing such persistent structural challenges as climate shocks, low productivity, limited market access and financing constraints.

892. The strategy will increase national food security from 85% in 2025 to 90% by 2030 and improve nutrition to reduce stunting among children from 24% to 20%, over the NDS 2 period.

893. Interventions will focus on strengthening agricultural value chains, promotion of climate-smart practices and enhanced access to productive land and financing.

894. During NDS 2, multi-stakeholder collaboration will bring together MDAs, private sector players, farmer organisations and cooperating partners, to drive inclusive and sustainable agricultural growth.

Rural Development 8.0

895. Strategies for Food Security and Nutrition will be accelerated under NDS 2 riding on the foundation set by Rural Development 8.0 initiatives that began under NDS 1 which include:

- Presidential Climate Proofed Input Scheme – a conservation agriculture initiative that provides smallholder farmers with timely climate resilient agricultural inputs and practices such as seeds, fertilizer and planting techniques like conservation tillage and mulching to improve food security and household incomes.

- Presidential Cotton Scheme – a flagship input support programme to revive and sustain cotton production particularly among small-holder farmers in marginal and semi-arid areas.

- Presidential Rural Development Programme – an accelerator for the attainment of Vision 2030, anchored on access to

safe and clean water by rural communities to enhance food security, poverty alleviation and eradication and employment creation.

- Presidential Household Tick Management Scheme – an initiative under the *livestock growth plan* to provide free tick grease to 1 million cattle owning households to control ticks and prevent the spread of diseases.

- Presidential Community Fisheries Scheme – focused on enhancing food security, nutrition and livelihoods in rural communities by promoting aquaculture through dam stocking, pond construction, fish-farming training and market development.

- Presidential Goat Scheme – launched to boost rural livelihoods, nutrition and incomes by distributing 600 000 improved goat breeds to smallholder farmers across Zimbabwe. The initiative targets especially women and youth promoting goat rearing as drought resilient livestock option.

- Presidential Poultry Scheme – distributes indigenous chicks along with feed and starter packs to beneficiaries such as women and youth to foster economic empowerment and to improve livelihoods. It aims to promote wealth creation, enhance rural food security and building sustainable poultry businesses.

- Vision 2030 Accelerator model – a rural industrialisation and agricultural transformation initiative that converts irrigation schemes into commercially managed irrigation scheme business units by ARDA. Under this model farmers become shareholders who receive dividends while ARDA provides management, technical expertise, funding and marketing linkages to empower farmers to operate as profitable enterprises and contribute to the country's Vision 2030.

Security of Tenure & Land Use

896. Security of tenure assurance will foster confidence in land ownership, unlock affordable financing, stimulate investment in land development and infrastructure and promote the adoption of sustainable land management practices, thereby reinforcing agricultural resilience and national food security.

897. During NDS 2, Government will strengthen and scale up comprehensive land titling and registration systems to provide farmers with legal certainty over their holdings.

898. In line with section 292 of the Constitution, during NDS 2 Government will give security of tenure to all beneficiaries of the land reform programme previously under the 99-year leases, offer letters and permits through issuance of bankable, registrable and transferable tenure documents.

899. The issuance of security of tenure is steered by a Cabinet Oversight Committee and a technical committee, the Land Tenure Implementation Committee. These committees are developing improved security of tenure documents for land beneficiaries, while ensuring that the value of agricultural and urban State land is fully unlocked to guarantee inclusive development.

900. The programme will benefit an estimated 23 500 A2 farmers and 360 000 A1 farmers who will be issued with new tenure title deeds at a cost per hectare differentiated by agro-ecological region.

901. The following are the categories of farmers that will be issued with title deeds during NDS 2:

- Model A2.
- Model A1.
- Old resettlement.
- Commercial settlement farming schemes.
- Small scale commercial farms.

902. The introduction of title deeds will restore farmers' confidence to undertake investments in medium term and long-term infrastructure, transforming and increasing productivity on agricultural land.

903. In this regard, Government will accelerate the implementation of title deeds programmes, recognising the need to empower such stakeholders as the veterans of Zimbabwe`s liberation struggle who will benefit from discounts on both A1 land and A2 farms.

904. During NDS 2, Government will also promote the systematic consolidation of fragmented land holdings into viable commercial farming units.

905. This strategy will unlock economies of scale, facilitate greater adoption of mechanisation and strengthen integration into structured markets.

Agriculture Infrastructure

906. During NDS 2, Government will prioritise agriculture infrastructure development, rehabilitation and effective management to support agricultural productivity, rural livelihoods and climate resilience.

Irrigation

907. During NDS 2, irrigation infrastructure will be enhanced through the construction and rehabilitation of both small and large-scale irrigation schemes to maximise water use efficiency and reduce dependence on rain-fed agriculture.

908. Pursuant to this, Government will expedite the establishment of new irrigation schemes as well as targeting the rehabilitation of existing ones to ensure agricultural productivity and food security.

909. Furthermore, public private partnerships will be leveraged to implement large-scale irrigation projects, improving water availability and agricultural productivity.

910. Special focus will be placed on introducing solar-powered systems and other renewable energy-based irrigation technologies, particularly in off-grid and water-scarce areas, to ensure reliable and sustainable water supply for crop production.

911. Government will support the construction of dams and investment in water conveyancing systems as part of the *dam-as-an-economy* concept to unlock the full economic potential of these water resources.

912. The dam projects highlighted under the *water infrastructure interventions* will be utilised to support irrigation schemes in the surrounding areas.

913. This will be complemented by capacity-building initiatives for farmers and water management personnel to embrace best practices in irrigation scheduling, maintenance and climate-smart water management.



Tugwi-Mukosi Dam



Chivhu Dam

Rural Infrastructure

914. During NDS 2, focus will also be on construction and rehabilitation of dip tanks to support animal health, expand *village business units* and ward-level drought mitigation centres to strengthen local capacity for disaster response.

915. The *village business unit's* initiative will be underpinned by the development of the necessary infrastructure including modern storage and warehousing facilities to preserve perishable agricultural produce and to address the challenge of post-harvest losses.

Farming Mechanisation & Equipment

916. During NDS 2, Government will prioritise comprehensive farming mechanisation in rural communities as a cornerstone of agricultural transformation, productivity and rural industrialisation.

917. The strategy entails modernising the agricultural sector through improved access to affordable, appropriate and climate smart mechanisation solutions. This will enhance efficiency across all stages of the production value chain, from land preparation, planting, harvesting, processing and marketing.

918. During NDS 2, to support the mechanisation in rural communities, Government will capacitate the Rural Infrastructure Development Authority (RIDA) and the Agricultural and Rural Development Authority (ARDA) to assist small scale farmers through tillage and other empowering programmes in order to improve yields.

Capacity Development

Agricultural Extension Services

919. During NDS 2, focus will be on strengthening agricultural extension services to capacitate farmers through modern training methods including the use of digital advisory platforms.

920. Government will improve in-service training for Agricultural Business Advisory Officers to ensure they provide effective technical support to farmers to increase efficiency and productivity, particularly under Government assisted input schemes.

Innovation & Agriculture Modernisation

921. During NDS 2, Government will capacitate research institutions in order to deepen research and innovation that targets modernisation of agriculture into a more efficient, productive, resilient and knowledge-driven industry.



Agriculture drone spray. Source: Thembani Media

922. Specifically, Government will promote deployment of advanced technologies such as satellite-based monitoring, automated irrigation systems, digital platforms and automated weather information services to enhance productivity and improve decision-making at the farm level.

923. Government will also intensify the use of digital advisory platforms to smallholder farmers that include mobile applications

for weather alerts and pest management, as well as Internet of Things sensors for soil and water monitoring to empower farmers in making informed decisions and timely respond to climate induced shocks.

Education & Training

924. NDS 2 will promote an inclusive educational paradigm that blends theoretical knowledge with hands-on, practical skills-embedded across formal education and vocational platforms.

925. Nutrition and food security principles will be integrated into school curriculums, vocational training and adult education, ensuring that future generations understand agro-nutrition linkages, home-based nutrition and community-level food systems. This approach will cultivate and sustain nutrition-sensitive practices across the country.

Climate-Smart Agriculture

926. During NDS 2, the expansion of climate-smart agriculture will be prioritised and strengthened in order to build resilience in the agricultural sector and safeguard national food security in the face of climate change.

927. The use of drought-tolerant crop varieties, sustainable water harvesting, conservation agriculture and agroecological practices

to reduce vulnerability and ensure long-term productivity will be promoted to help farmers adapt to changing weather patterns and reduce crop losses.

928. Government will also operationalise farmer field schools and expand access to climate information services to help farmers make timely, informed decisions.

Production & Supply of Agricultural Inputs

929. During NDS 2, availability of adequate agricultural inputs remain critical to support food security and nutrition. In line with the NDS 2 thrust to localise production, Government will prioritise availability of affordable agriculture inputs.

930. As such, under NDS 2, Government will target interventions to ensure domestic availability and accessibility to critical agricultural inputs including fertilizer, seed, seedlings, herbicides, pesticides and breeding stock, among others.

931. Interventions on domestic fertilizer and chemical production are encompassed in broader strategies for domestic value-addition and structural transformation.

932. Strengthening of seed production will involve up-scaling seed production infrastructure, seed breeding programs including

seed multiplication farms, enhancing seed certification and quality assurance systems and promoting the use of improved and climate-resilient varieties.

Structured Market-Driven Grain Framework

Strategic Grain Reserves

933. Under NDS 2, Government will prioritise the maintenance and strengthening of strategic grain reserves as a safeguard against seasonal food scarcity and a stabilising instrument for food prices during lean periods.

934. To this end, national silos will be upgraded through modernisation of storage infrastructure aimed at minimising post-harvest losses, preserving grain quality and enhancing efficiency. Government will also promote the modernisation of private storage facilities to complement public capacity and expand national storage resilience.

Payment to Farmers

935. To support the strategic grain reserve, prompt payments for maize deliveries to GMB will be given priority.

936. In this regard, at the onset of NDS 2, Government will clear all outstanding payments owed to farmers by the GMB and future deliveries under NDS 2 will be paid within one month of delivery.

Grain Warehousing

937. NDS 2 will see the GMB transitioning to provide national warehouse and secure storage facilities.

938. The new GMB grain warehousing arrangements will be underpinned by the establishment of collection points nationwide, also embracing decentralisation to overcome challenges in grain logistics, access and cost. Millers, processers and stock-feed manufacturers will be able to access grain closer to their localities, dramatically cutting transportation costs and improving efficiency across the supply chain.

939. A feature of the warehousing arrangement will be the introduction of a grain receipt system that transforms grain into a fungible and bankable asset, effectively facilitating collection of grain from GMB locations different from where depositing would have been undertaken. This way the GMB would serve as a facilitator, using its wide national footprint to enhance private sector participation and consequently, the reliability of grain supply.

Post-Harvest Losses

940. During NDS 1 period, the country experienced estimated grain post-harvest losses of up to 40% taking into account storage, in-field and transit losses.

941. The country commissioned Artificial Intelligence (AI) driven silos in Kwekwe and Mutare to ameliorate post-harvest losses under NDS 1.



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

942. Over the period 2026-2030, interventions to buttress food security by eliminating such high levels of grain loss will benefit from investment in the construction of 14 additional GMB modernised silos integrating AI at a cost of US$500 million.

943. Construction of new modernised silos will increase national storage capacity by 1 million tons, pushing the total capacity to 1.75 million tons. This additional storage capacity will position Zimbabwe as a regional distribution hub.

944. AI advanced systems allow for real time monitoring of stored grain, to ensure optimal storage conditions, regulating temperature, moisture and pest control with precision.

Transforming Agriculture

945. During NDS 2, Government will prioritise the transformation of the agricultural sector into a competitive, export-oriented and value-

driven industry that anchors rural industrialisation and growth in trade.

946. To boost agricultural production, focus will be on promoting agricultural activities suited to each agro-ecological zone to optimise production efficiency and sustainability, expanding contract farming and out-grower schemes that provide farmers with technical support, inputs and guaranteed markets and advancing modern farming techniques and climate-smart technologies.

947. Agricultural transformation, underpinning rural industrialisation, will boost production destined beyond the domestic market, particularly cash crops and horticultural products which have significant potential to compete in regional and global markets – enhancing agro-value chains and generation of foreign exchange earnings.

948. The transformation of agriculture during NDS 2 will benefit from interventions to enhance productivity by climate proofing agriculture through support for irrigation around abundant water bodies, anchoring evolution of green-belts across the country. To ensure food self-sufficiency, NDS 2 targets placing 350 000 hectares of land under irrigation by 2026 countrywide.

Leveraging Tugwi-Mukosi Water

949. In the Lowveld, NDS 2 interventions will see transformation of Masvingo Province into an agricultural and agro-industrial powerhouse, with a vast green-belt irrigated by Tugwi-Mukosi dam. The Integrated Lowveld Irrigation Development Masterplan targets development of a 200 000-hectare green corridor to spur large scale food production, agro-processing and rural industrialisation across the southern lowveld.

950. Under the Master Plan, Government will partner private investors to fully utilise Tugwi-Mukosi water to create a green zone stretching from Rutenga in the west to Chiredzi in the east, with Nuanetsi Ranch serving as the nucleolus of development. Already, at Nuanetsi Ranch in Mwenezi, more than 2 000 hectares have been cleared by seven private investors who are establishing sugarcane, citrus and lucerne plantations.

951. Green belts will also be developed around the following completed water bodies:

Osborne Dam

952. A greenbelt will be established around Osborne Dam in Makoni District, Manicaland Province, covering approximately 10 000 hectares. The project will support both smallholder irrigation schemes and commercial farming blocks, benefitting communities in Mutasa, Makoni and Mutare Districts, transforming a previously idle water body.

Muchekeranwa Dam

953. The Muchekeranwa Dam, located on the border of Makoni and Marondera Districts, straddling Manicaland and Mashonaland East Provinces about 50 km from Marondera town, will support a 5 000 hectare greenbelt, benefiting communities in Marondera, Wedza and Makoni.

954. Furthermore, green belts will be developed around the following water bodies once construction is completed:

Gwayi–Shangani Dam

955. The completion of Gwayi–Shangani dam during NDS 2 will allow for the transformation of 10 000 hectares of irrigable land into a green agricultural belt through construction of a 256 km pipeline and pump stations to convey water from the dam to Bulawayo, supplying irrigation water to communities along the route.

956. This will target the production of maize, horticultural crops, fodder and fruit, that way contributing to enhancing food security and generation of employment opportunities.

Tuli–Manyange Dam

957. The completion of the Tuli–Manyange dam, located in Gwanda District will anchor initiatives to irrigate over 2 000 hectares of land to create an integrated greenbelt for the production of maize, wheat, sorghum, horticultural crops, citrus and fodder,

complementing ongoing livestock programmes in Matabeleland South Province.

958. The provision of a reliable source of raw water for year-round agricultural production, essential in light of the region`s climate challenges, will boost food security and transform livelihoods across the Province.

Zhovhe Dam

959. Zhovhe dam, located on a high elevation in Matabeleland South Province, will allow for water to be supplied for irrigation through gravity, reducing the need for extensive pumping. This will support irrigation of a 2 500 hectare green belt in Beitbridge District, with the water conveyed through 63-kilometre canal from the dam to the greenbelt.

960. The greenbelt around Zhovhe dam will support a large-scale citrus project, as well as benefit surrounding communities and contribute to employment creation and enhanced food security. Crops targeted for production include citrus, horticultural produce and fodder, along-side fisheries and aquaculture.

Other Green Belts

961. Several other greenbelts will be developed across the country. These include land around the Vungu Dam in Midlands Province, which will irrigate over 1 200 hectares, the Bindura Dam in Mashonaland Central Province, which will support up to 7 000

hectares and benefit surrounding communities. Other schemes will be around the Semwa Dam in Mashonaland Central Province, which will irrigate up to 12 000 hectares, benefitting Mount Darwin, Rushinga and Mbire Districts.

962. The Silverstroom dam in Matabeleland North Province will cover about 3 000 hectares once completed, serving both smallholder and commercial farmers in Umguza and surrounding districts. Furthermore, the Dande Dam in Mashonaland Central Province will irrigate about 4 000 hectares, benefitting Mbire and Muzarabani Districts.

963. Collectively, these greenbelts will strengthen community food security, promote rural industrial value chains and accelerate the transition towards a climate-resilient, irrigation-driven agricultural economy.

Village Business Units

964. High agricultural productivity will underpin supply of feed-stock into agro-processing industries that stimulate value addition and beneficiation – central to enhancing the sector's contribution to provincial GDP and start-up of *village business units*.

965. The development of *village business units* underpinned by establishment of value addition enterprises and the rural industrialisation drive will, in turn, support investments into

logistics supportive of market linkages that connect farmers to both domestic and export markets. This will integrate and deepen sustainable value chains, from production to processing and marketing.

966. During NDS 2, Government will provide the appropriate monetary and fiscal incentives to support the sustainability of promising but infant *village business units*.

Crop Interventions

Maize Production

967. To sustain the increase in maize production, under NDS 2, efforts target to scale up wider adoption of drought-tolerant and early-maturing maize varieties, especially within the *Pfumvudza/ Intwasa* programme, which has demonstrated improved yields in smallholder settings.

Wheat Production

968. Winter wheat output surpassed national requirement during NDS 1, largely due to coordinated winter wheat programmes supported by Government, the private sector and targeted supply of electricity for irrigation.

969. Under NDS 2, the strategic focus will be on consolidating this momentum by increasing the planted area under irrigation,

improving average yields from per hectare and enhancing competitiveness.

970. As the country sustains wheat production above national requirements, interventions will be targeted at exploring export opportunities within the region.

Small Grains

971. Traditional grains have become increasingly important in Zimbabwe's response to climate change and food insecurity, especially in semi-arid areas. Production of these grains has surged due to targeted input support and improved climate resilience hybrids.

972. Under NDS 2, Government is prioritising the expansion of traditional grains through climate-smart seed systems, early maturing varieties and decentralised seed banks.

973. Improved extension services and community-based agronomy support will ensure adoption of best practices.

974. To maximise value, investments in small-scale milling, packaging and branding during NDS 2 will be encouraged to integrate traditional grains into mainstream urban markets and export-ready value chains.

Soya Bean Production

975. Government will prioritise soya bean as a strategic crop for import substitution, particularly in the oilseed and feed processing sectors.

976. Government aims to expand production to over 120 000 hectares with a view to satisfy national demand of 400 000 tons through access to improved seed and targeted credit-linked input schemes.

977. Government in collaboration with the oil expressers and stock feed producers will roll-out contract and out-growers schemes to revive production of soya bean.

Livestock

978. During NDS 2, Government will enhance livestock production and resilience through expanded availability of fodder and stock feeds, coupled with the modernisation of animal health infrastructure.

979. Existing veterinary facilities across the country will be progressively upgraded and equipped to deliver quality services. These efforts will be complemented by strengthened disease surveillance systems to ensure effective prevention, early detection and rapid control.

980. To address critical gaps in feed supply chains, Government will implement measures to stimulate domestic supply through strengthening value chains.

981. These interventions will ensure steady availability of feed for drought-survival rations and routine livestock maintenance.

982. Under NDS 2, Government in collaboration with private sector will promote investments in modern breeding centres, genetic banks and artificial insemination infrastructure to ensure accessibility for smallholders to improved breeds.

983. Partnerships with research institutions, livestock breeding associations and private sector players will be fostered to improve genetic quality, disease resistance and reproductive efficiency.

984. Furthermore, Government will rollout complementary capacity-building programmes to train farmers, technicians and business advisory officers on best practices in breeding management, artificial insemination application and herd improvement.



Animal Husbandry

Nutrition

Multi-Sectoral Food & Nutrition Security

985. During NDS 2, the Multi-sectoral Food and Nutrition Security Strategy (2023-2025) will be reviewed and strengthened in line with regional and global food and nutrition policies to improve overall nutrition outcomes for the population.

986. The review will aim to strengthen frameworks to promote behaviour change, regulation of marketing of unhealthy foods and promotion of traditional grain consumption.

Promotion of Nutrition-Sensitive Agriculture

987. Under NDS 2, Government will prioritise nutrition-sensitive agriculture to enhance food and nutrition security. This will

include promoting the production and consumption of bio-fortified crops, such as Vitamin A-enriched maize, orange-fleshed sweet potato and iron-rich beans, to address prevalent micronutrient deficiencies, particularly among vulnerable populations.

988. The promotion will be done through national programmes like *Pfumvudza/Intwasa* and school feeding initiatives.

989. To support diverse and nutritious diets, farmers will be encouraged to adopt diversified production systems, incorporating layering and sequencing activities such as aquaculture, beekeeping and small livestock rearing. These measures aim to reduce over-reliance on staple crops while enhancing household nutrition outcomes.

990. School feeding programmes will be linked with local smallholder production, providing healthy meals for children while simultaneously supporting small-scale farmers and stimulating local agricultural markets.

991. Capacity building of agricultural and health extension workers will be strengthened through initiatives such as the *Healthy Harvest Approach*, equipping them with the skills to implement coordinated, community-level nutrition-sensitive interventions.

Nutrition Awareness & Behaviour Change

992. During NDS 2, Government will implement interventions to improve nutrition outcomes through inculcating behavioural change under the Social Behaviour Change and Communication Strategy targeted across all demographics, with particular focus on marginalised and *high-risk* groups.

993. The strategy will draw on global best practices, incorporating behaviour diagnosis, context-specific messaging, and the use of multiple communication channels ranging from mass media to interpersonal networks, in order to effectively influence dietary practices.

994. The nutrition campaign strategy will also embrace proven community-based approaches, including Positive Deviance, Nutrition Impact and Positive Practice and Caregiver models.

995. This will be supported by review of the legislation on food to align with best practice on restricting the marketing of unhealthy foods, such as ultra-processed products high in sugar, salt and fat.

996. The review of food legislation will include, among others, the following:

- Public Health Act [*Chapter 15:17*].
- Food and Food Standard Act [*Chapter 15:04*].

- Animal Health Act [*Chapter 19:01*].
- Dairy Act [*Chapter 18:08*].
- National Biotechnology Act [*Chapter 14:01*].

997. Mandatory front-of-pack nutrition labelling will be introduced and enforced under the review of the legislation to empower consumers make informed choice over healthier foods.

Climate Resilience & Environmental Protection

998. During NDS 2, climate resilience and environmental protection remain strategic to enable the country to adapt to climate shocks and safeguard its natural resource base essential for long-term economic transformation.

999. Interventions for climate resilience and environmental protection, under NDS 2 will be coordinated through a strengthened climate change governance framework.

1000. The governance framework will oversee interventions aimed to support eco-system integrity, disaster preparedness, waste valorisation, restoration of degraded lands, wildlife management, climate displacement, air and water quality, wastewater treatment and veld fire reduction.

National Climate Adaptation

1001. During NDS 2, the provisions of the National Climate Change Adaptation Plan (2024–2030) will be mainstreamed into all aspects of local development and infrastructure planning.

1002. This includes embedding climate-risk assessments at the municipal and district levels and directing investment towards resilient infrastructure such as flood control systems and comprehensive early-warning mechanisms to safeguard communities and the economy against climate disruptions.

Afforestation & Reforestation

1003. To combat deforestation and restore degraded forest lands, focus will be on scaling up the National Tree Planting Programme, ordinarily observed as a special day to be extended to a week of active afforestation and reforestation campaigns.

1004. Afforestation and reforestation initiatives under NDS 2 will give priority to the planting of indigenous species.

1005. During NDS 2, Government will integrate afforestation and reforestation into farming systems to improve microclimates and support eco-system restoration to enhance environmental sustainability and local livelihoods.

Veld Fires

1006. Government will put in place measures to support community-led fire prevention committees, controlled burns and fire-resistant land-use planning to curb destructive veld fires.

1007. During NDS 2, Government will expand and intensify educational and awareness programmes on resilient environmental practices and veld fire prevention to strengthen community capacity for sustainable natural resource management and disaster risk reduction.

Wetland Conservation

1008. During NDS 2, the regulatory framework for wetlands will be strengthened and enforced to ensure that wetlands are protected from human activity encroachment to improve water security and carbon sequestration.

1009. Wetland management will be integrated into national and local land-use planning to enhance eco-system services and climate adaptation.

1010. Government will also encourage investment in wetland restoration projects as well as promote community-led conservation initiatives to strengthen ownership and ensure sustainable resource use.

1011. Furthermore, Government will intensify efforts to restore degraded wetlands by reintroducing native vegetation and removal of invasive species, among others.

1012. These interventions will play a vital role in preserving hydrological integrity and supporting resilient water systems under changing climatic condition.

Community-Based Natural Resource Management

1013. Government will revitalise and strengthen the Community Areas Management Programme for Indigenous Resources (CAMPFIRE) by broadening its scope beyond wildlife to include minerals and other natural endowments.

1014. This expansion targets to enhance community participation in the sustainable management and utilisation of local resources, ensuring that communities derive equitable economic and social benefits consistent with the devolution agenda.

Human-Wildlife Conflict Relief Fund

1015. During NDS 2, Government will operationalise the Human-Wildlife Conflict Relief Fund through the review of Parks and Wildlife Management Act [*Chapter 20:14*].

1016. The Fund targets to provide financial support to individuals and communities who incur physical harm, lose life or suffer some losses due to *human-wildlife conflict*.

Sustainable Land Management Practices

1017. During the tenure of NDS 2, sustainable land-use practices will be underpinned by the promotion of soil conservation techniques such as terracing, cover cropping and widespread use of organic compost in erosion-prone landscapes.

1018. Furthermore, Government will focus on restoring degraded areas, reforming land-use zoning guided by United Nations Convention to Combat Desertification (UNCCD) frameworks on land degradation neutrality to reflect ecological suitability and ensuring that land is utilised according to its capacity for resilience and productivity.

Environmental Degradation Safeguards

1019. To address on-going environmental degradation in mining and surrounding areas, NDS 2 will strengthen regulatory oversight through strict enforcement of relevant provisions under the Environmental Management Act, the Mines and Minerals Act and Local Government legislation, among other statutes, regulations and by-laws.

1020. Government will promote rehabilitation of degraded mining sites, through local communities' involvement by way of restoration programme incentives. Furthermore, Government will enforce the reclamation of abandoned mining sites through appropriate legislative provisions.

1021. The Environmental Management Agency (EMA) and local authorities will be required to strictly monitor all mining operations and institute relevant corrective measures without any exception. This will also involve the strict enforcement of the prohibition of mining operations in riverbeds, national parks, sacred places and the vicinity of key infrastructure establishments.

1022. During NDS 2, community-based participation in environmental governance will be strengthened by ensuring proposed mining operations undergo transparent Environmental Impact Assessments that fully consult communities.

Climate Governance & Legal Framework

1023. As alluded to above, during NDS 2, the initiatives for climate resilience and environmental protection will be coordinated under a strengthened climate change governance framework involving the Ministry responsible for Environment and Climate, Environmental Management Agency, Zimbabwe Parks and Wildlife Management Authority and the Forestry Commission.

1024. Recognising the value of local knowledge, Government will integrate indigenous knowledge systems into climate adaptation strategies, ensuring that traditional practices contribute to building community-level resilience.

Environmental Courts

1025. Furthermore, Government will establish environmental courts that will deal specifically with cases related to environmental law that include violations of environmental regulations, conservation, pollution control, wildlife protection and land use, among others.

1026. These courts will play a critical role in ensuring that environmental laws are upheld, providing a mechanism for resolving environmental disputes in a structured manner.

Bio-Diversity Economy

1027. The bio-diversity economy encompasses the businesses and economic activities that depend on conservation and sustainable use of indigenous biological resources, inclusive of wildlife, forests, aquatic eco-systems and genetic resources to drive economic diversification, community empowerment and ecological sustainability.

1028. During NDS 2, the focus will be on revitalising the wildlife, forestry, fisheries, bio-prospecting and bio-trade through community

participation, value addition and strengthening governance frameworks, thereby positioning bio-diversity as a catalyst for inclusive green growth and national transformation.

1029. NDS 2 initiatives will support the wildlife economy by expanding community custodianship over natural resources through the devolution of Appropriate Authority from Rural District Councils to local communities, enhancing CAMPFIRE initiatives and implementing comprehensive human-wildlife conflict mitigation strategies.

1030. Government will also formalise and grow bio-prospecting and bio-trade to unlock the full economic potential of non-timber forest products and biological resources.

1031. Furthermore, sustainable harvesting, value addition and market development for such products as wild fruits, medicinal plants, fibres and craft materials will be promoted to ensure their integration into both domestic and international trade. Such measures will position bio-diversity as a driver of inclusive growth, ecological sustainability and industrial development.

1032. Fisheries will be positioned as an impetus to the blue growth agenda, which will promote community managed fisheries, the expansion of aquaculture enterprises and the development of value chains to enhance food security, employment creation and export potential.

1033. Building on the country's comparative advantage in inland water bodies, such as Lake Kariba, NDS 2 interventions will prioritise empowering local communities through equitable benefit-sharing, while ensuring the sustainable use and conservation of aquatic bio-diversity.

Disaster Preparedness & Climate Risk Management

1034. Under NDS 2, Government will strengthen disaster preparedness and climate resilience through comprehensive disaster risk reduction strategies, improved monitoring of meteorological, hydrological, seismological and radiological data, and the development of a national background radiation map.

1035. Early warning systems will be reviewed, upgraded and integrated across meteorological, civil protection and social services to reduce displacement and climate-induced losses. Investments in modern weather radar systems and other monitoring infrastructure will further enhance early warning and response capabilities.

1036. Complementing national systems, multi-hazard contingency planning will be expanded, supported by community-level preparedness training and functional multi-sector Disaster Risk Management committees at all administrative levels.

Air Quality

1037. To enhance environmental quality, NDS 2 will prioritise implementation of *ambient air quality* controls through rigorous air pollution controls by strengthening emission standards, promoting cleaner energy sources and expanding monitoring infrastructure.

1038. This will be complemented by the introduction of certification systems to abate pollution, alongside robust legal frameworks and compliance enforcement.

Waste Management

1039. To promote better waste management practices during NDS 2, pollution control and waste management will be strengthened through the enforcement of waste segregation and recycling regulations at municipal levels, the establishment of eco-industrial parks and promotion of cleaner production technologies.

1040. The promotion of cleaner production technologies is anchored on three core principles of *circular economy* that collectively promote sustainable production, efficient resource utilisation and environmental regeneration. These relate to:

- Eliminating waste and pollution by ensuring that economic activities must be designed and regulated to prevent waste

generation and minimise pollution at every stage of the value chain. This involves adopting cleaner production methods, sustainable design practices and environmentally responsible consumption patterns.

- Circulating products and materials which entails that products, components and materials should be kept in use for as long as possible through repair, reuse, re-manufacturing and recycling. This approach ensures that the value of materials is retained within the economy while reducing the demand for virgin resources.

Water Treatment & Waste Water Management

1041. Government will strengthen institutional and legal framework to guide domestic and industrial water waste management and treatment systems. This will promote basin-level water quality monitoring and safeguard eco-systems from contamination.

Local Authorities Solid Waste Management

1042. During NDS 2, Government will require urban local authorities to implement a modern and sustainable waste management that integrates a *waste-to-energy* system, promoting environmental sustainability and improved public health outcomes.

1043. Under this intervention, solid-waste management systems across all local authorities will be transformed to sustainable and technologically enabled waste management system.

1044. This would represent a decisive shift from disposal practices characterised by dumping and inadequate environmental safeguards which often led to spontaneous fire outbreaks and severe air pollution. The system will integrate spatial planning, advanced waste sorting, waste recycling and sound waste disposal methods.

1045. Already, the *Waste-to-Energy* plant under construction at Geo Pomona in 2025 was designed to process approximately 1 000 tons of waste per day, generating between 16 MW and 22 MW of electricity to feed into the national grid.

1046. In order to ensure uniformity in service delivery, compliance with environmental standards and optimisation of resources recovery across all local authorities, Government will develop a framework that will draw guidance from the principles of a *circular economy* in respect of eliminating waste and maximising resource efficiency.

1047. These require promotion of efficient resource utilisation and environmental regeneration of nature by actively restoring and enhancing natural eco-systems through safely returning biological materials to the environment, improving soil health, conserving bio-diversity, promoting the use of renewable energy sources and driving green growth.

1048. Overall, the intervention will ensure that waste management transitions from being a cost centre for local authorities into a *viable economic and environmental value chain,* contributing to employment creation, energy generation, sustainable urban development, public health and climate resilience.

CHAPTER 7: SCIENCE, TECHNOLOGY, DIGITAL, INNOVATION & HUMAN CAPITAL DEVELOPMENT

1049. The integration of science, technology, digital, innovation and human capital development will be instrumental to fostering a knowledge-driven and digitally enabled economy as Zimbabwe strives to achieve the status of an upper middle-income society by 2030.

1050. Focus will be on leveraging human capital development, science and technology, to drive *home-grown* innovative solutions that underpin sustained economic growth and industrialisation.

1051. Adoption of digital technologies across sectors and industries will boost productivity, operational efficiency and open up new business and entrepreneurial opportunities under NDS 2.

Situational Analysis

1052. During NDS 1, significant progress was made on human capital development which saw literacy levels recover from 89.5% in 2020 to 94% in 2024, well above the sub-Saharan Africa average of 69%, reflecting sustained investment in education.

Education 5.0

1053. To ensure that the high literacy rates directly correlate with industry needs and capacity, Government re-oriented the education

model through the implementation of Heritage Based Education 5.0, during NDS 1.

1054. The education 5.0 model aligns education with industrial needs and promotes skills revolution, innovation and a knowledge-driven economy, critical for embracing the 4th Industrial Revolution, which is underpinned by the country's natural resource endowments.

1055. Education 5.0 model embraces teaching, research, community service, innovation and industrialisation which produce innovators and entrepreneurs capable of creating jobs, developing *home-grown* solutions and contributing to socio-economic development.

1056. This was supported by such gender-responsive initiatives as implementation of quotas and the mainstreaming of information communication technologies across all levels of the education system, contributing towards elevating the national literacy rate to 94% during NDS 1.

1057. Under NDS 1, strategic interventions that included integration of ICT and introduction of gender-based quotas for science, technology, engineering and mathematics (STEM) subjects, boosted STEM enrolment to 30% in 2024 from 21% in 2022.

1058. Gaps, however, remain in the equitable distribution of STEM teachers, gender representation and access to digital and blended learning, especially in rural areas.

1059. Despite improvement under Education 5.0, the education curricula still require fine-tuning, to ensure full alignment between graduates and industry needs.

Legislative Reforms

1060. Government enacted foundational legislative reforms, including the 2023 amendment of the Manpower Planning and Development Act [*Chapter 28:02*] and the review of the legislation for all the country`s twelve public universities. This aligned the education system to the Heritage-Based Education 5.0 and the Zimbabwe National Qualification Framework.

1061. The reforms that followed the review of the Manpower Planning and Development legislation facilitated substantial growth in the pipeline of specialised critical skills for industry, commerce and the public sector – with 15 338 artisans and technicians trade tested and industrially certified from 2021.

Innovation Hubs & Industrial Park

1062. During NDS 1, significant investment across institutions of higher learning through the establishment of innovation hubs and industrial parks created pathways for knowledge-based growth.

1063. Under NDS 1, a commitment to homegrown industrialisation was demonstrated across tertiary education institutions, with State universities establishing and operationalising innovation hubs, agro and bio-economy industrial parks. This led to significant advancements in agro-innovative and mineral value chains, also underpinned by integration of advanced technologies.

1064. Innovation hub is a physical space designed to nurture innovation and convert academic research into practical products and services that benefit the economy and society. Innovation hubs reinforced the achievement of home-grown industrialisation solutions within education institutions evidenced by significant advancements in the implementation of agro-innovative value chain, mineral and mining value chain and the integration of advanced technologies for industrialisation.

1065. Industrial parks are an enterprise undertaking that seeks to commercialise research outputs and innovations for economic development. In that way, industrial parks industrialise innovations that come out of innovation hubs.

1066. Several innovation projects were undertaken through innovation hubs at Universities during NDS 1:

- National Transtech Solutions centre at the University of Zimbabwe.

- AI driven agricultural diagnostic tool at the National University of Science and Technology.
- Genomics Centre at the National University of Science and Technology.
- Electronic tolling system at the Bindura University of Science Education.
- Production of Sodium Silicate for Water treatment at the Bindura University of Science Education.
- National Pathology Research and Diagnostics Centre at the Midlands State University.
- Modified Coal Tar Plant at the Midlands State University.
- The Medicinal feed production at the Chinhoyi University of Technology.
- Production of vaccines at the Chinhoyi University of Technology.
- Cattle breeding programme at the Chinhoyi University of Technology.
- Smart devices and biomedical equipment manufacture at the Harare Institute of Technology.
- Production and distribution of transformers at the Harare Institute of Technology.
- National fuel management system at the Harare Institute of Technology.
- Tap card system for public transport at the Harare Institute of Technology.

1067. Under NDS 1, the operationalisation of innovation hubs has supported the development of intellectual property with the potential for commercialisation, with 182 intellectual property rights already filed and ratified between 2021-2025. The commercialisation of intellectual property rights promotes the development of new technologies.

1068. Further investment opportunities remain across institutions of higher learning, where laboratories require equipping and access to cutting-edge technology to accelerate research and development. Registration of more intellectual property rights and commercialisation of innovations in industrial parks also present additional business opportunities.

1069. In addition, staff turnover at institutions of higher learning, particularly researchers with expertise in science and technology have also impeded innovation and the attainment of a knowledge driven economy.



Bindura University of Science Education Innovation Hub

High Performance Computing

1070. During NDS 1, the Zimbabwe Centre for High Performance Computing, hosted by the Zim-Science Park, was launched and serves as the national computing infrastructure dedicated to advancing scientific research, innovation and industrial competitiveness.

1071. The High-Performance Computing Centre was established to provide cutting edge computational resources, that way supporting a wide range of disciplines such as climate modelling, genomics, data science, engineering simulations and artificial intelligence.

1072. Importantly, it enables researchers, universities and industry players to process complex data and solve large scale problems

that are beyond the capabilities of standard computing systems. Harnessing advanced computing technologies will drive innovation and support a globally-competitive digital economy.

1073. High Performance Computing Centre is already hosting the Ministry of Health electronic records and the Civil Registry for smart policing in addition to higher education, science and technology Institutions.



Zimbabwe Centre for High Performance Computing

Space Capabilities

1074. The successful launch of ZIMSAT-1 and ZIMSAT-2, during NDS 1, amply demonstrated application of advanced knowledge and technology. This advanced Zimbabwe's capabilities in smart geospatial agriculture, climate resilience and mining cadastres. The launch saw the completion of the National Wetland Master

Plan and comprehensive aerial cartographic mapping for peri-urban settlements as well as A1 and A2 farms.

1075. ZIMSAT-1 and ZIMSAT-2 were launched through collaboration between universities, research institutions and the Zimbabwe National Geospatial and Space Agency (ZINGSA), supported by international technical partnerships and capacity development initiatives.

Digital Economy

1076. During NDS 1, Government recognised information and communication technologies (ICTs) as fundamental enablers of economic growth and transformation. In this regard, targeted investments were made in ICT infrastructure which led to a significant rise in connectivity. Consequently, the national internet penetration rate rose from 60.9% recorded in 2020 to 81.5% in 2024, while mobile penetration rate reached 101.39% demonstrating widespread access to mobile communication services.

1077. Furthermore, Government has also expanded the provision of digital public services with over 50 e-Government services enhancing service delivery. These initiatives leverage ICTs to improve efficiency and service delivery across various sectors, providing citizens with access to essential e-services in critical areas such as health, education and research.

1078. To bridge the digital divide, Community Information Centres (Digital Centres) were established in underserved areas, providing citizens access to ICT resources, digital literacy training and online Government services.

1079. In tandem with these advancements in internet penetration, Government launched the Cyber and Data Protection Act in 2021, underscoring commitment to robust data governance, privacy protection and cyber security.

Strategies

1080. During NDS 2, the science, technology, digital, innovation and human capital development priority area will focus on strategic technology leap-frogging.

1081. The deployment of AI, blockchain and satellite technology will transform educational curricula, quality assurance and precision agriculture, driving significant gains in productivity and sustainability.

Science & Technology Development

1082. Through prioritising science and technology, NDS 2 interventions aim to enhance Zimbabwe's capacity for scientific research, promote the commercialisation of innovations and strengthen linkages between academia, industry and Government.

1083. This strategic focus is critical towards realising the long-term development goals, including improved service delivery, increased industrialisation, job creation and inclusive growth.

1084. Broadening adoption of science and technology during NDS 2 will enhance overall competitiveness of Zimbabwe's various economic sectors.

Research & Development

1085. Recognising the importance of science and technology, NDS 2 will target interventions to increase funding for research and development.

1086. The goal will be to ensure that budgetary support towards science and technology research increases to at least 1% of GDP, in alignment with the recommendations from the Southern African Development Community (SADC) and the African Union (AU) protocols.

1087. In this regard, during NDS 2, Government will establish a National Research, Development and Innovation Fund to create a dedicated financial mechanism aimed at supporting research initiatives in science and technology to foster innovation and promote the development of home-grown solutions tailored to overcome identified challenges.

1088. The science and technology drive will also benefit from strengthening of public private partnerships to foster collaborations between Government and private sector to enhance resources and technical expertise in science and technology.

1089. Research and development mainstreaming will be accelerated under NDS 2, across all Ministries, Department and Agencies as conduits through which research, development and innovation permeate all facets of public service delivery, both at strategic and operational levels.

1090. This will strengthen the country's governance, adaptability, dynamism and responsiveness to the ever-changing socio-economic environment.

National Policy Observatory

1091. During NDS 2, National Policy Observatory will be established to generate evidence and track performance on research and development.

1092. The National Policy Observatory framework will include:

- Establishment of a monitoring and evaluation framework to assess research impact, ensuring the alignment and oversight of research institutions.

- A peer-review national researcher merit-based rating system to benchmark excellence and reward high-impact research.

1093. Under NDS 2, Government will drive sustained capacity development by establishing long-term Research Chair positions in priority sectors such as agriculture, energy, digital technologies and health.

Space Capabilities

1094. During NDS 2, Government will prioritise the development and deployment of ZIMSAT-3 as part of the national space programme to enhance satellite-based data capabilities for land use planning, agriculture, mineral exploration, environmental monitoring, climate change adaptation and national security.

1095. The satellite will provide high-resolution imagery and improved remote sensing capabilities, enabling evidence-based decision-making across key economic sectors.

1096. Additionally, ZIMSAT-3 will support enhanced connectivity and digital transformation efforts, complement national broadband expansion and contribute to improved access to digital services across rural and urban areas.

Geological Mapping & Mineral Information Systems

1097. NDS 2 will prioritise expansion of Zimbabwe`s mineral base through comprehensive geological surveys to be undertaken, using airborne geophysics, satellite imaging and *GIS*-based modelling.

1098. These interventions will be focusing on under-explored areas with potential for strategic minerals such as lithium, graphite and rare earth elements.

1099. To enhance transparency and investment facilitation, a *National Mineral Information System* will be established as an open-access digital platform consolidating geological data, exploration licences and production statistics.

1100. Furthermore, integration of *National Mineral Information System* with the mining cadastre and fiscal systems will strengthen compliance, data sharing and revenue monitoring.

High Performance Computing

1101. During NDS 2, Government will expand utilisation of high-performance computing (HPC) capabilities to support advanced scientific research and data analytics across strategic sectors of the economy.

1102. The Zimbabwe Centre for High Performance Computing (ZCHPC) will be strengthened through investments in modern computing infrastructure, upgraded processing capacity, enhanced data storage systems and improved cybersecurity protocols to ensure reliable and secure operations.

1103. Government will facilitate deepening of the collaboration between universities, research institutions and industry to promote utilisation of high-performance computing resources for climate modelling, weather forecasting, precision agriculture, mineral exploration, genomics, engineering simulations, artificial intelligence and smart manufacturing.

1104. Capacity-building programmes will be scaled up to train researchers, students and industry professionals in advanced computing and data science skills, enabling broader national participation in high-end research and technology development

Innovation Hubs & Industrial Parks

1105. During NDS 2, Government will enhance and upgrade science, technology and innovation hubs to drive technological advancement in line with the *Heritage 5.0 based model*.

1106. NDS 2 will enhance science and technology innovation eco-systems through implementing and reinforcing institutional

intellectual property rights policies to protect innovations, facilitate commercialisation and bridge the gap between research and market application.

1107. Under NDS 2, special focus will be placed on partnerships between innovation hubs and industrial parks, with the MSMEs sector to foster grassroots innovation.

1108. Government will partner the diaspora community, leveraging on their expertise and resources to strengthen innovation hubs and industrial parks. Furthermore, Government will encourage diaspora participation in existing innovation hubs.

Human Capital Development & Innovation

1109. Human capital development is central to building a knowledge-driven economy under NDS 2.

1110. Efforts will focus on developing a highly skilled and adaptable workforce by strengthening the quality of education and training through inclusive, technology-enabled and industry-aligned approaches.

1111. This will bridge skills gaps, enhance innovation ecosystems and ensure equitable access to lifelong learning opportunities across all sectors.

1112. Strategies to support human capital development will be centred around accelerated implementation of the Heritage based education 5.0 model build on the achievements made under NDS 1.

Education & Training

1113. NDS 2 places a paramount focus on transforming Zimbabwe's education and training landscape in line with the *Heritage based model* to build a seamless pipeline of skilled human capital from basic learning to specialised expertise, aligned with the dynamic needs of the labour market.

1114. The integration of emerging technologies, such as AI and virtual laboratories, will enhance the education experience.

1115. The expansion of internet access through the Presidential Internet Scheme and bandwidth across learning institutions will ensure effective harnessing of emerging technologies.

Basic Learning

1116. During NDS 2, basic learning will be strengthened through effective pedagogies, increasing provision of teaching and learning materials, provision of adequate teachers to lower student to teacher ratio and continuous in-service training programs to ensure educators can deliver quality education.

Inclusivity in Education

1117. During NDS 2, emphasis will be placed on broadening access to blended learning models, particularly through online and hybrid programmes, including the expansion of *Moodle-based* e-learning and the provision of Government funded assistive devices to students with disabilities.

1118. In addition to the above efforts on strengthening education inclusivity, the Inclusive Education Policy will be finalised and implemented to ensure equitable access and adequate support for diverse learners in the education and training system.

1119. NDS 2 will increase financial support for vulnerable students through the expansion of student funding mechanisms, including, but not limited to, scholarship programmes and *work-for-fees* initiatives.

Technical & Vocational Training

1120. During NDS 2, implementation of technical and vocational education, and training policies will be strengthened through development of flexible and inclusive apprenticeship programmes in collaboration with industry partners to address existing skills gaps and industry needs.

1121. To address skills gaps, a critical component of the transformative interventions involves promoting awareness of Technical and Vocational Education and Training (TVET) and trade testing, as well as streamlining the testing administration process to encourage participation and alignment with national qualification standards.

1122. The integrity of the technical and vocational education and training system will be enhanced through the establishment of robust quality assurance mechanisms.

1123. This includes the development of digital systems for managing curriculum, examinations and certification processes, aimed at eradicating qualification fraud and increase credibility of the qualifications obtained by candidates.

1124. Furthermore, Government is committed to increase investments in Technical and Vocational Education and Training institutions to establish common facilities for workshop practice in engineering and to create trade testing facilities for comprehensive assessments across all ten provinces.

1125. Overall, NDS 2 thrust will be to expand and establish rural TVETs, trade testing and assessment centres equipped with testing kits for various disciplines such as plumbing, mechanical engineering, automotive, auto-electrics, hairdressing and construction engineering, among others.

1126. Government will leverage on international exposures and expertise of diaspora TVET specialists to provide virtual teaching and mentorship programmes to complement and enhance the quality of local TVETs and broaden the knowledge base.

Science, Technology, Engineering & Mathematics

1127. Interventions under NDS 2 will create a more robust pipeline of human capital in Science, Technology, Engineering and Mathematics (STEM) fields and build a well-trained workforce to advance the STEM programme. Government will also put in place measures to attract, train and retain STEM teachers and lecturers.

1128. During NDS 2, Government will review university entry requirements to create an additional enrolment pathway for Technical and Vocational Education and Training graduates to pursue STEM degree programmes.

National Qualifications Authority

1129. A robust foundation for human capital development and innovation is anchored on the quality of education provision.

1130. During NDS 2, Government will establish a National Qualifications Authority to uphold the quality assurance compliance with ZIMCHE, HEXCO and ZIMSEC requirements for programmes accreditation.

1131. This will oversee the development of the Zimbabwe National Qualifications Framework, aligned to the regional SADC Qualifications Framework, as well as the Africa Continental Qualifications Framework, ratified by the African Union in July 2023.

1132. A robust National Qualifications and Credentials Platform will be established to enhance systems of data management and skills assessment. This will support regular updates from the Higher Education Management Information System (HEMIS) and the Education Management Information System (EMIS).

1133. The thrust will be to verify, validate and confirm qualifications, conduct periodic sectoral skills needs assessments and review training programmes, to ensure alignment with the demands of the labour market.

Skills Audit

1134. During NDS 2, the focus of human capital development will be on increasing the availability of skilled workforce in order to ensure advancement of a knowledge-driven economy.

1135. To enable the identification of skills gaps and align workforce competencies to the evolving needs of both the public and private sectors, skills audits will be undertaken periodically during NDS 2 for comprehensive critical skills assessments.

1136. In particular, Government in collaboration with the private sector, will put emphasis on sectoral skills assessments and audits to identify specialist skills and tailor make targeted sectoral training and development programmes.

1137. This will be complemented by the development of graduate tracer systems to assess the alignment of education to labour requirements and dynamics to review policy and curricula design.

Talent Identification & Capacity Building

1138. Furthermore, Government will develop a strategic framework for identifying talent, skills gaps and capacity-building requirements to facilitate training and capacity development.

1139. In this regard, Government will strengthen scholarships and capacity development programmes, to target such areas as STEM and other disciplines required to meet the ever-evolving demands of industry.

Innovation & Digital Economy

1140. Digital economy is an economic system where digital technologies drive production, distribution and consumption of goods and services riding on internet backbone, mobile technology, big data and other ICTs which enhance operational efficiency and competitiveness.

1141. In this regard, NDS 2 will target to build a digital economy which is hinged on a resilient information communication technology eco-system, through expanding digital infrastructure and adoption emerging technologies such as AI and blockchain, among others.

1142. During NDS 2, Government will facilitate expansion of digital infrastructure to ensure universal access to high-speed internet and modern technology, to enable the growth of the digital economy

1143. To drive accelerated adoption and utilisation of ICT, Government will target interventions to upscale digital literacy through training of individuals and businesses.

E-Commerce

1144. Government will create the enabling environment for e-commerce under NDS 2 as a strategic driver of inclusive growth and financial inclusion. Government will expand affordable and reliable digital infrastructure across urban and rural areas, bridging the digital divide.

1145. NDS 2 will encourage innovation by supporting localised e-commerce platforms and AI-driven tools adapted to Zimbabwe's economic context and integrating these systems with mobile money, fintech and financial institutions to expand access to formal financial services, particularly in rural areas.

1146. The rollout of secure digital payment platforms will facilitate safe, accessible, and low-cost transactions for businesses and households, with special attention to MSMEs, women and youth entrepreneurs.

1147. Capacity-building programmes, establishment of e-commerce export hubs and simplified regulatory frameworks will support the participation of local enterprises in digital trade.

1148. Nationwide digital literacy campaigns and trustmark certification systems will strengthen consumer confidence in online platforms.

1149. Collectively, these cross-cutting strategies will improve market access, enhance competitiveness, promote inclusive participation in economic growth, deepen financial inclusion and position Zimbabwe as a regional leader in digital trade and e-commerce development.

Digital Centres

1150. During NDS 2, digital centres formerly known as Community Information Centres will be transformed into low-cost digital innovation hubs in underserved areas through enhancing access to technology and upskilling communities to foster entrepreneurship. Furthermore, digital centres will be expanded across the country particularly to remote areas, during the Strategy period.

Incubators & Accelerators

1151. During NDS 2, investing in critical skills training infrastructure such as digital incubation hubs and technology-based accelerators, which are key for skills development, will be prioritised.

Artificial Intelligence

1152. During NDS 2, interventions to promote the adoption of AI throughout the economy will be guided by the National AI Strategy.

1153. The National AI Strategy, which integrates with the country's ICT architecture and aligns with the National Information Communication Technology Policy, entails:

- Implementing nationwide AI education programmes.
- Fostering public private partnerships for AI skills development.
- Integrating AI into the curriculum at primary and secondary school level, as well as at tertiary level.
- Implementing targeted training to re-skill and upskill to ensure the work force remains adaptable and competitive in a rapidly evolving job market.
- Strengthening AI governance frameworks across all sectors of the economy.

1154. Through leveraging information communication technologies and AI, the nation can advance towards an inclusive, knowledge-driven and digitally enabled economy.

Cyber-Security & Governance

1155. During NDS 2, information communication technology governance frameworks will be strengthened to facilitate and accelerate deployment of online public services to enhance public service delivery.

1156. Furthermore, in line with growth in the use of information communication technology, emphasis will be to strengthen regulation and oversight.

1157. NDS 2 will prioritise cyber-security governance and operational readiness through the enforcement of implementation of laws and regulations governing cyber and data protection to create a robust legal framework.

1158. Under the national cyber security framework emphasis will be promoting investment in advanced security technologies to protect critical infrastructure and sensitive data.

Public Institutions

1159. NDS 2 recognises that cyber-security governance in public institutions establishes the framework, policies and processes that guide and control how an organisation manages cyber-security risks and aligns its security posture with its public service mandate.

1160. It forms a critical part of governance, ensuring that public institutions protect critical assets, comply with regulations and maintain operational resilience in the face of evolving cyber threats.

1161. Pursuant to this, public institutions will be required to strengthen cyber-resilience, safeguard national data and maintain public trust in their digital operations consistent with the provision of the Cyber and Data Protection Act [*Chapter 12:07*].

1162. In particular, all public institutions will be required to establish dedicated cyber-security governance structures to provide the foundation for effective oversight and accountability.

1163. Public institutions will be called upon to treat cyber-security as a governance and enterprise risk priority by undertaking the following responsibilities:

- Providing strategic direction and oversight for the organisation's cyber-security strategy and policies.
- Reviewing and approving cyber-security frameworks, risk assessments and mitigation plans.
- Monitoring incident trends and emerging threats, including reviewing major breaches and lessons learned.

- Reviewing resource allocation for cyber-security initiatives, including training, technology acquisition and capacity building.
- Providing updates on risk posture, incidents, compliance status and maturity progress.

Integrating Cyber-Security into National Education System

1164. To strengthen nationwide cyber-security, Government will implement initiatives and training programmes integrating cyber-security into curricula across schools, vocational training centres, polytechnics and universities.

ICT Infrastructure

1165. The implementation of NDS 2 ICT infrastructure development interventions will strengthen and enhance connectivity through investment in the expansion of the national broadband network.

National Broadband

1166. During NDS 2, Government, through POTRAZ, will expand 4G and 5G broadband coverage by allocating additional radio frequency spectrum to improve access in both rural and urban areas.

1167. POTRAZ, in collaboration with International Telecommunication Union (ITU), will develop a comprehensive broadband mapping system to identify coverage gaps, optimise resource allocation and support evidence-based decision-making.

1168. This mapping will guide targeted investments to expand broadband access nationwide stimulate to demand for ICT services, supported by the adoption and promotion of emerging AI technologies.

1169. The Universal Service Fund will support the expansion of network coverage to economically disadvantaged areas. Government will also establish free Wi-Fi hotspots in public spaces to promote digital inclusion and access to information.

1170. Internet access in underserved areas will be further enhanced by opening the satellite broadband market to operators through partnerships with local companies or direct licencing.

1171. Licensing multiple operators to deploy optic fibre infrastructure will foster competition, accelerate network deployment, improve service quality and expand broadband coverage to support economic growth during NDS 2.

Rural Techno-Parks

1172. During NDS 2, Government will introduce solar-powered techno-parks, ICT and science and technology innovation hubs, that will transform rural community centres into low-cost digital hubs. These will enhance technology access, community up-skilling, entrepreneurship and collaboration in digital innovation investments.

CHAPTER 8: JOB CREATION, YOUTH ENTREPRENEURSHIP & DEVELOPMENT, CREATIVE INDUSTRY, SPORT & CULTURE

1173. Zimbabwe's journey towards achieving Vision 2030 of becoming a *Prosperous and Empowered Upper Middle-Income Society* rests on the strategic empowerment of its people, particularly the youth.

1174. Central to this transformation are initiatives that promote job creation, youth entrepreneurship and development and the growth of creative and cultural industries. These pillars are not only vital for reducing unemployment and fostering inclusive economic growth, but also for cultivating a cohesive society and narrowing income disparities.

1175. Capitalising on the foundation laid during NDS 1, where youth, sport and cultural issues were integrated, NDS 2 actively positions youth development and Zimbabwe's diverse cultural heritage as central engines powering sustainable economic transformation. By implementing targeted policies, programmes and projects that stimulate employment and empower youth with relevant skills and opportunities, the country can unlock the full potential of its demographic dividend.

1176. Moreover, investing in creative and cultural industries offers a pathway to economic diversification, innovation and the

preservation of national heritage. These industries hold immense promise for job creation and community empowerment, while also enhancing Zimbabwe's global cultural footprint.

1177. Collectively, these efforts will contribute to improved standards of living, increased economic activity and a more inclusive labour market laying the groundwork for a thriving, equitable society by 2030.

Situational Analysis

Job Creation

1178. During NDS 1, consistent with sustained economic growth formal sector employment improved significantly to 35.8% in the second quarter of 2025 surpassing the NDS 1 target of 30%. The growth in formal employment was driven by resuscitation and expansion of enterprises in various sectors of the economy.

1179. Despite these gains, national unemployment at 20.7% as of the second quarter of 2025, is still high compared to the benchmarks for upper middle-income societies.

1180. Informally employed persons accounted for 65% of all employed persons reported in the 2025 Second Quarter Labour Force Survey report, this represents the ratio of person working outside formal structures.

1181. The unemployment rate was mainly driven by high youth unemployment. Youth unemployment continued to pose a significant development challenge during NDS 1. According to the 2025 Second Quarter Labour Force Survey, the unemployment rate stood at 39.3% for youth aged 15-24 and 28.9% for those aged 15-35. The rate is even higher at 49.2% when considering youths *Not in Education, Employment or Training* (NEET) notwithstanding efforts made by Government to promote youth employment during NDS 1.

1182. Government rolled out several initiatives aimed at addressing youth unemployment, including funding programmes through the Empower Bank and mainstreaming youth employment as a cross-cutting issue.

1183. Employment initiatives during NDS 1 benefited from the establishment of the labour market information systems by Government with technical assistance from the International Labour Organisation, which is designed to improve the availability of labour market data for evidence-based policy. The system is intended to support the promotion of decent work, protection of labour rights and the inclusion of vulnerable groups in the labour market.

Youth Development

1184. Youth development remains a central priority, with a strong emphasis on empowering young people as active agents in the country's socio-economic transformation. The demographic dividend, where over 46% of the population is between the age of 10-35 as shown in the 2022 nation census report, presents a substantial opportunity for economic growth and development.

1185. NDS 1 recognised the role of youths in decision making and development process. During NDS 1, the youth in decision making indicator surpassed the target of 5%. Furthermore, over 3 million youths were trained in leadership skills, mostly through Government initiatives and cooperating partner engagements.

1186. During NDS 1, the Ministry responsible for youth empowerment, development and vocational training reviewed the Vocational Training Framework encompassing:

- Revision of the curricula.
- Staff capacity development.
- Infrastructure upgrades and retooling.

1187. This resulted in over 1.1 million youth trained under the revised curriculum during NDS 1. Vocational training centres continued to play a crucial role in equipping young people with practical skills for employment and entrepreneurship.

1188. The Youth representation in Parliament stood at 2%, below the targeted 25%, underscores the need for deliberate strategies to promote youth participation, civic engagement and their inclusion in governance processes.



Junior Members of Parliament Sessions

1189. Youth empowerment efforts, were however undermined by the prevalence of drug and substance abuse during NDS 1, affecting both urban and rural communities. Youths are increasingly exposed to harmful substances such as crystal meth, marijuana and prescription drug cocktails, often leading to addiction, mental health issues and social disintegration.

1190. The results of the survey done by Government in partnership with *Silveira House,* a faith-based non-governmental organisation, in the final quarter of 2023 showed that drugs and substance

abuse prevalence rate was at 37% of the youth population which is approximately 1.9 million youths.

1191. To address drug and substance abuse during NDS 1, a *Whole of Government and Society* approach was adopted through the Inter-Ministerial Committee on Drug and Substance Abuse where all Ministries, Department and Agencies, communities complemented by cooperating partners raised awareness.

1192. Furthermore, Government launched rehabilitation and reintegration centres during NDS 1 aimed at providing counselling and rehabilitation services for people struggling with drug and substance addiction.

Creative Industry & Culture

1193. NDS 1 witnessed the establishment of several cultural and heritage centres, including the Zvishavane and Kariba Community Archives, Teenage Sculptor Park, Makaha Cultural Village, Mbuya Nehanda Monuments, The Heritage Village and the construction of the Museum of African Liberation, among others.

1194. These developments marked a significant milestone in strengthening the capacity of *cultural and creative industries* to foster cultural exchange and preserve national heritage.



Architectural Impression of Museum of African Liberation, Museum of Liberation City

1195. Utilisation of arts, culture and heritage facilities trends showed an increase throughout NDS 1. This was attributed to the hosting of arts, culture and heritage activities.

1196. Meaningful progress was also achieved in research and publication within the *cultural and creative industries*, reflecting enhanced collaboration with local universities to document, preserve and revitalise cultural knowledge.

1197. Despite the above achievements, there are greater opportunities for the industry to increase the scope and quality of cultural programmes, exhibitions, among other events and initiatives.

1198. The arts and cultural sector benefited from the implementation of the Heritage based education 5.0 which now incorporates arts, culture and heritage across all levels of the education system from primary, secondary, vocational and tertiary, during NDS 1.

1199. These efforts laid a foundation for skills development in the arts and creative sectors. However, mainstreaming of the *cultural and creative industries* require continuous strengthening through talent identification, nurturing and professionalisation to ensure that creative careers are not only viable but also respected and economically rewarding.

1200. Simultaneously, the rise of the digital economy introduced both opportunities and challenges. Digital platforms opened new avenues for artistic expression, content monetisation and global visibility. However, many young Zimbabweans remained excluded due to the persistent digital divide.

1201. Bridging this gap is critical not only for boosting employability and innovation but also for empowering youth to thrive in an increasingly digital global economy.

Sport Development

1202. During NDS 1, notable progress was made in elevating the role of sports within the national agenda. Grassroots talent development was actively promoted and sport was increasingly integrated into the mainstream education system.

1203. Physical education was introduced in schools nationwide and a growing number of tertiary institutions introduced diverse

sporting disciplines, laying the foundation for a more structured and inclusive sporting eco-system.

1204. These efforts not only nurtured physical well-being and discipline among youth but also created pathways for professional development, social mobility and community engagement. Sport remained a platform for instilling values of teamwork, resilience and leadership which are critical attributes for national development.

1205. NDS 1 saw the development and upgrading of some sporting facilities, throughout the country which include the on-going refurbishment of the National Sports Stadium. Many existing facilities, however are outdated, poorly maintained or inaccessible to the broader population.



National Sport Stadium Refurbishment

1206. Despite these strides, persistent infrastructure gaps continue to hinder the full realisation of sport's potential. Rural areas, in particular, remain underserved, with many communities lacking basic recreational facilities such as playing fields, sport courts, gymnasiums, swimming pools and sports equipment. This limits opportunities for talent identification, consistent training and widespread participation, especially among youth in marginalised regions of the country.

Strategic Interventions

Job Creation

1207. NDS 2 will focus on expanding decent work opportunities, promoting entrepreneurship in support of inclusive economic

growth by investing in skills development, infrastructure and innovation to reduce unemployment and under-employment across all demographics.

1208. Interventions to promote creation of jobs will target labour intensive sectors such as construction, agro-processing and infrastructure development to ensure availability of decent jobs in the labour market. Investments in these sectors will stimulate economic activity while directly addressing the challenge of unemployment.

Inclusive & Sustainable Employment

1209. During NDS 2 tenure, focus will be on enhancing inclusive sustainable employment opportunities through increasing the employment-to-population ratio from 38.5% in 2026 to 43.3% by 2030, while concurrently reducing the national unemployment rate from 18.4% to 8.95% over the same period.

1210. Achieving these targets will require a coordinated, multi-sectoral approach anchored on various strategic interventions.

Labour Legislation

1211. During NDS 2, labour and employment-related legislative and policy instruments will undergo a multi-stakeholder comprehensive review, strategic alignment and rigorous enforcement. This helps in enhancing inclusive sustainable employment opportunities.

1212. The objective will be to ensure institutional coherence, eliminate outdated provisions and harmonise laws with international labour standards.

National Employment Policy

1213. During NDS 2, the review of the National Employment Policy will be finalised and fully operationalised as a cornerstone for driving coordinated job creation efforts.

1214. The policy aims to create a coherent framework for job creation, decent work promotion and labour market regulation. It seeks to address unemployment, under-employment, informality and skills mismatches by fostering inclusive economic growth and strengthening institutional coordination.

1215. The policy will serve as a strategic framework for addressing unemployment, promoting decent work and aligning labour market interventions with national development priorities.

Transitioning from Informality

1216. During NDS 2, the National Formalisation Strategy will be finalised and operationalised as a key instrument for addressing the mushrooming informality within country's business environment. The strategy will provide a coherent framework for transitioning business and economic units from the informal to the formal economy.

1217. The strategy will promote inclusive growth by easing the regulatory and business environment, supporting productivity enhancement, enterprise development and improved access to markets and finance for small and informal businesses.

1218. Furthermore, it will focus on strengthening labour market institutions, enhancing labour law compliance and extending social protection coverage to informal workers.

Initiatives in Support of Formalisation

1219. NDS 2 interventions towards the formalisation of the informal sector focus on making it more desirable, affordable, and profitable to operate formally by improving the business environment.

1220. Key interventions will centre around promoting the adoption of more formal structures and legal compliance through incentives and support services. This will entail streamlining business registration and tax systems, and providing technical support.

1221. Streamlining regulations and administration will be underpinned by:

1222. Rationalising official administration to make the process less burdensome and costly.

1223. Simplification of business registration and licencing requirements.

1224. Reducing costs by lowering the overall cost of being formal, including taxes and fees to make it more competitive.

1225. Improving efficiency by reviewing administrative processes and controls on informal traders.

Providing Business Support & Incentives

1226. Government will offer and provide informal traders and enterprises with access to quality support services and technical assistance to assist with transition to formality.

1227. This will be complemented by promoting adoption of formal business practices through awareness campaigns and support for skills and technology development.

1228. Incentives will also be introduced to support transitioning, that way creating a conducive environment that makes the transition to formality profitable and sustainable for enterprises.

Strengthening Social Protection & Rights

1229. NDS 2 interventions will ensure formalisation strategies are integrated within the broader economic and social policies to promote decent work and prevent formal jobs from becoming informal.

1230. In this regard, the implementation of the formalisation strategy will support transitioning of informal workers to formality with access to social protection schemes, including health and pension benefits, which reduces poverty and vulnerability and acts as an incentive to formalise.

1231. Furthermore, to recognise and protect labour rights, NDS 2 interventions will require that informal workers have legal recognition and protection, including occupational health and safety standards and the right to organise and bargain collectively.

1232. Importantly, NDS 2 will promote gender equality by requiring that this be integrated into the formalisation strategy.

Formal Trading Spaces

1233. During NDS 2, support with access to trading spaces will also be prioritised to facilitate relocation of informal businesses, inclusive of those operating in such un-designated spaces as in front of shops.

1234. Pursuant to this, NDS 2 recognises that the implementation of the formalisation strategy will also require fostering of dialogue and partnerships to build greater trust between informal sector operators and regulatory agencies over addressing any other challenges inherent in transitioning to formality.

Bilateral Labour Migration Agreements

1235. Strengthening bilateral labour migration agreements, alongside comprehensive re-integration support for returnees, will be prioritised during NDS 2 to enhance the management of labour mobility and safeguard the rights of migrant workers.

1236. This strategic intervention will involve scaling up the operational capacity of migrant resource centres to provide counselling, skills recognition, job placement and psychosocial support.

Diaspora Engagement for Job Creation

1237. During NDS 2, Government will leverage on diaspora engagement platforms to harness global expertise, networks and financial capital to support domestic employment creation.

1238. Structured platforms will be established to facilitate meaningful participation of diaspora professionals, entrepreneurs and investors in national development under NDS 2.

1239. These platforms will promote mentorship, innovation exchange and targeted funding for local enterprises, particularly in high-potential sectors such as ICT, agriculture, manufacturing and renewable energy.

Innovation & Technology

1240. Recognising the transformative potential of technology and innovation, targeted initiatives will be prioritised to accelerate innovation uptake and technological adoption, particularly in emerging sectors such as green jobs.

1241. Additionally, innovation, technology and the emergence of green jobs will offer new frontiers for youth employment during NDS 2. Green jobs in renewable energy, recycling and climate-smart agriculture present employment opportunities that are aligned with global trends towards sustainability and environmental stewardship.

1242. These efforts will be central to enhancing youth employability and future-proofing the labour market.

Rural Industrialisation

1243. During NDS 2, Government, in collaboration with relevant stakeholders, in line with the thrust on *inclusive economic growth and structural transformation* will promote decentralisation of targeted manufacturing industry into rural areas through support to micro, small and medium enterprises. This will reduce the pressure on rural-urban migration by creating employment opportunities in rural areas that foster balanced regional development.

1244. Strategic support for value addition in agriculture, artisanal industries and agro-processing will be prioritised to unlock the economic potential of rural communities in support of job creation. This approach will transform rural areas into vibrant economic zones, characterised by sustainable livelihoods, increased productivity and reduced poverty.

Micro, Small & Medium Enterprises

1245. Micro, Small and Medium Enterprises (MSMEs) will be supported through a comprehensive programme encompassing retooling, provision of workspaces, standards and product certification, cluster development and formalisation incentives.

1246. Additional support will include provision of incubation centres, venture capital funding, startup development assistance, market access facilitation, business and technical skills training and partnerships with development finance institutions and cooperating partners.

1247. Strengthening access to finance for micro, small and medium enterprises is paramount to support growth of the sector and unlocking its job creating potential.

1248. During NDS 2, to expand access to finance for micro, small and medium enterprises, Government will capitalise SMEDCO, Empower Bank and the Zimbabwe Women Micro Finance Bank

to enhance their capacity to provide funding, workspace and develop a database for MSMEs.

1249. NDS 2 considers capacitation of micro, small and medium enterprises as an empowerment opportunity to ensure that they optimally contribute to overall economic activity and creation of gainful employment.

1250. In this regard, capacity building initiatives will be availed to boost productivity, strengthen resilience and promote upward mobility within the micro, small and medium enterprises.

Youth Entrepreneurship

1251. Youth constitute over 46% of the total population, positioning them as a vital force in driving inclusive national development.

1252. In this regard, during NDS 2 priority will be given to promote youth participation in national development programmes, entrepreneurship and increasing the proportion of youth occupying decision-making positions in both the public and private sectors.

1253. Interventions under NDS 2 targets to reduce the proportion of youth classified as not in employment, education, or training (NEET) from 49.2% to 15%.

Youth Empowerment

1254. During NDS 2, youth empowerment will be guided by the National Youth Empowerment Strategy (2026–2030). The strategy will support the mainstreaming of youth issues into the national development agenda.

Barriers to Entrepreneurship

1255. Government recognises that youth entrepreneurship has the capacity to unlock the economic potential of the youth and serve as an avenue of employment, growth and development, while enhancing their economic self-reliance and independence - that way, serving as an important means of reducing unemployment, crime and brain drain.

1256. NDS 2 interventions on the youth embrace support towards inculcating entrepreneurship amongst the youth to enhance contribution to employment generation. Focus will be on addressing community and societal level barriers to youth entrepreneurship, that include:

- Lack of entrepreneurial skills and education.
- Lack of social support.
- Limited access to social capital.
- Limited access to credit.

- Lack of business support centres and facilities.
- Unsupportive legal framework.

1257. Furthermore, Government will, under NDS 2, encourage the youth to venture into entrepreneurship by providing incentives such as easy access to credit, tax exemptions and fee waivers to business incubating programmes, among others.

Youth Leadership

1258. The establishment of the Youth Leadership Manual will provide structured training, mentorship and practical exposure to governance, entrepreneurship, civic engagement and community development throughout the NDS 2 period.

1259. Through targeted capacity-building interventions, young people will be equipped with critical leadership competencies, strategic thinking skills and the confidence necessary to actively participate in decision-making processes.

Youth Quotas

1260. During NDS 2, leadership positions will be reserved for the youth. This policy will ensure that youth perspectives are actively considered in governance structures.

1261. In addition, during NDS 2, Government will promote youth participation in public procurement.

Infrastructure for Skills Transfer

1262. Strategic investment in skills transfer and infrastructure will be prioritised during NDS 2 in order to equip youth with market-relevant competencies, enhance their entrepreneurial potential and stimulate inclusive economic growth.

1263. By expanding access to quality training and development facilities, this intervention will address structural unemployment, boost productivity and improve livelihoods across urban and rural communities.

Digital Skills Transformation

1264. Under NDS 2, Government will roll out specialised training programmes in high-demand fields such as artificial intelligence, cyber security and data analytics.

1265. These will be delivered through *digital skills hubs* established across the country, designed to equip youth with the critical competencies required to excel in the digital economy.

Youth Financial Inclusion

1266. As alluded to under *Financial Sector Deepening,* financial inclusion interventions targeting the youth will be undertaken during NDS 2.

Creative Industry & Culture

1267. During NDS 2, efforts will be intensified to promote artistic expression, protect cultural heritage and expand market access for creatives. Strengthening this industry will not only enrich Zimbabwe's cultural landscape but also unlock new economic opportunities.

1268. NDS 2 interventions will target to increase professionalism and global competitiveness of the *creative and cultural industries* by enhancing access to essential equipment, production tools and dedicated creative spaces.

Digital Infrastructure Networks

1269. Government will prioritise increased investment in digital infrastructure networks to ensure universal access to high-speed internet during NDS 2.

1270. This strategic focus will unlock new opportunities for artists, creators and cultural entrepreneurs by enabling them to reach wider audiences, monetise their work and collaborate across borders.

Arts & Culture Regulatory Environment

1271. During NDS 2, Government will review and update the policies and legislation governing the arts and culture sector to promote growth and ensure sustainability of vibrant creative industries.

1272. This will include the review of the National Arts Council Act and related frameworks to align them with current sector dynamics and emerging cultural economy opportunities.

1273. Furthermore, Government will develop and implement key legislative instruments aimed at strengthening the arts, culture and creative industries ecosystem.

1274. Priority Bills to be finalised during the NDS 2 period include:

- National Languages Bill.
- National Intangible Cultural Heritage Bill.
- Film Commission Bill.
- Arts and Culture Draft Bill.

1275. NDS 2 interventions will modernise outdated frameworks, promote inclusivity, protect intellectual property rights and encourage public and private sector investment in cultural initiatives.

Culture, Identity & Social Cohesion

1276. Building on the foundations laid during NDS 1, NDS 2 will continue to advance social cohesion, national identity and cultural pride.

1277. A key focus will be on increasing the proportion of the population actively participating in arts, culture and heritage programmes, alongside improving the national social cohesion.

Arts & Cultural Heritage

1278. Encouraging population participation in arts and cultural heritage programmes will be one of the priorities of NDS 2. To achieve this, Government will focus on expanding community-based cultural programmes and festivals to celebrate local traditions, languages and artistic expressions.

1279. In addition, Government will focus on strengthening of arts education, creative skills development and youth centres to nurture talent and cultural appreciation from an early age.

1280. Interventions under NDS 2 will target the revitalisation and preservation of heritage sites and monuments to promote historical awareness and tourism.

Indigenous Languages

1281. To promote inclusive education and cultural preservation under NDS 2, Government will prioritise indigenous language

programmes that support a new generation of educators, linguists and cultural practitioners to foster multilingual education and national identity.

1282. Through these efforts, NDS 2 envisions an education system that not only equips learners with academic skills but also instils pride in their cultural roots and promotes unity in diversity.

Sport Development

1283. During NDS 2, Government will adopt a *Whole of Government and Society* approach which include the Ministries responsible for information, publicity broadcasting, youth, sports, tourism and ICT.

1284. The Strategy prioritises the expansion of sport and recreational activities as a key driver of social cohesion, youth empowerment and healthy lifestyles through increasing participation in sporting activities and enhanced investment in sport infrastructure.

Mass Participation

1285. During NDS 2, Government will develop and implement a Mass Participation Policy aimed at promoting widespread involvement in sports and physical activity across all demographic groups.

1286. This will foster a culture of inclusivity, accessibility and community engagement, ensuring that sport becomes a unifying force for national development.

Media & Broadcasting Sports Coverage

1287. During NDS 2, Government will facilitate enhanced broadcasting and print media coverage of sport across all levels, including grassroots, junior and professional activities. This intervention is intended to broaden visibility, strengthen talent identification pathways, stimulate public interest and promote national awareness of the sports industry.

1288. In addition, the expanded coverage of Zimbabwean sport will underpin the sports related tourism in line with the cluster-based tourism strategy.

Junior Sports

1289. NDS 2 will ensure the development and implementation of a National Junior Sports Policy to promote children and youth opportunities to engage in sports from an early age, with access to training, competitions and development pathways. The policy will also support talent identification and lays the groundwork for future sports performance.

Zimbabwe National Youth & Paralympic Games

1290. During NDS 1, the Sport and Recreation Commission (SRC) developed a concept note on the roll out of the Zimbabwe National Youth and Paralympic Games with a view to develop a policy.

1291. Pursuant to this, during NDS 2, the Zimbabwe National Youth and Paralympic Games Policy will be developed and implemented. The policy will provide a national platform for showcasing youth and *differently-abled* athletes which will promote inclusivity, celebrate diversity and inspire broader participation in sport.

High-Performance Eco-System

1292. During NDS 2, Government will develop and implement a High-Performance Policy as a vital tool for elevating the country's competitiveness in regional and international sport.

1293. This will be anchored by the development of a structured high-performance eco-system to nurture world-class athletes empowered for presence on the global sporting stage.

Sports & Recreation Facilities

1294. Standardisation of sports and recreational facilities is critical during NDS 2 for ensuring quality, safety and accessibility. Standardised infrastructure across schools, communities and public spaces will ensure availability of consistent training environments and equitable access to resources.

1295. During NDS 2, Government will resuscitate, safeguard and ensure the sustainable management of public recreational facilities to promote community well-being, social cohesion and inclusive access to leisure and sporting amenities.

Sports Entrepreneurship Capacity Building

1296. Capacity building in sports entrepreneurship to equip young entrepreneurs and sports professionals with the skills, mentorship and mobilisation of requisite resources to develop innovative and sustainable ventures within the sports sector will be prioritised during NDS 2.

1297. By fostering business insights and linking participants to relevant networks, the initiative will unlock new economic opportunities, stimulate job creation and position sport as a viable contributor to national development.

Bidding & Hosting

1298. During NDS 2, the country will develop and implement the bidding and hosting policy which will be used to attract investment and elevate Zimbabwe's profile in regional and international sporting events.

1299. This policy will provide a structured framework for preparing competitive bids, managing logistics and ensuring successful hosting of tournaments and games.

1300. By leveraging sport tourism and infrastructure development, the policy will support generation of revenue, create employment and promote national pride, while also strengthening the country's capacity to deliver world-class events.

Investing in Sports & Recreation

1301. As part of NDS 2 interventions to support investment in sport, Government will leverage fiscal incentives to encourage private sector investment in sports and recreation. Such measures will be targeted to reduce the financial burden on companies and individuals who invest in sport infrastructure, sponsor teams, or support grassroots initiatives.

1302. Furthermore, incentives will be availed for the funding of sport programmes, constructing sporting facilities as well as on imported sports equipment. These incentives will stimulate broader investment and create a more vibrant sport economy.

Partnerships for Sport & Recreation Infrastructure Development

1303. To accelerate the development of sport and recreational infrastructure, NDS 2 will promote public private partnerships and other collaborative arrangements with investors.

1304. These frameworks will leverage private sector expertise, capital and innovation while ensuring long-term public benefit. Through

public private partnerships, Government will engage private entities to co-finance, construct and manage sport facilities, that way reducing the fiscal burden.

CHAPTER 9: REGIONAL DEVELOPMENT & INCLUSIVITY THROUGH DEVOLUTION & DECENTRALISATION

1305. NDS 2 identifies devolution and decentralisation as a key national focal area for sustainable development and enhancing service delivery through promoting citizen participation in developmental issues within their localities.

1306. Pursuant to this, Government will further promote regional development and inclusivity through the continued implementation of devolution and decentralisation which has been identified as one of the priority areas under NDS 2 aimed at reducing regional economic disparities across communities.

1307. During the Strategy period, the devolution and decentralisation agenda targets improved service delivery at local level. In this regard, local governance will require support and strengthening.

1308. In line with the need to achieve inclusivity, Government remains committed to fulfilling the dictates of Chapter 14, Section 264 of the Constitution of Zimbabwe Amendment (No. 20) Act, 2013 and will expedite interventions during NDS 2 that advance the devolution and decentralisation agenda.

1309. These call for devolution of governmental powers and responsibilities from central Government to sub-national tiers, namely Provincial and Metropolitan Councils and local authorities.

1310. *Leaving no one and no place behind*, NDS 2 is aimed at strengthening public participation and governance in financial matters, a key element in community development strategies, towards realising the goals and aspirations of Vision 2030. The interventions target redress of inequalities, increase economic opportunities and service delivery through public investments across all Provinces.

1311. Pursuant to this, the Ministry of Finance, Economic Development and Investment Promotion has been championing Provincial Investment Conferences. This has been complemented by other agencies of Government, with ZimTrade profiling Provinces to identify trade opportunities in external markets.

1312. Implementation of the devolution and decentralisation agenda presents an opportunity for Government to engage the citizenry at all sub-national levels in community developmental issues. The critical role of citizen participation is inculcated from planning, implementation, monitoring and evaluation of Government projects and programmes.

Situational Analysis

Legal Framework

1313. Promulgation of the Devolution Act to operationalise the Provincial and Metropolitan Councils by clarifying the roles, powers and

the fiscal relationships between different tiers of Government remained outstanding during NDS 1.

1314. The outstanding legal statutes and non-alignment of devolution and decentralisation statutes to the Constitution of Zimbabwe Amendment (No. 20) Act, 2013 have resulted in the delayed establishment of Provincial and Metropolitan Councils.

1315. The Provincial and Metropolitan Councils are necessary to overseeing and guiding provincial development and, hence, remain a critical missing link towards efficient and effective implementation of the devolution and decentralisation agenda.

Inter-Governmental Fiscal Transfers

1316. Section 301 of the Constitution of Zimbabwe Amendment (No. 20) Act, 2013 provides for inter-Governmental fiscal transfers. The provision requires that not less than 5% of the national revenue raised in any financial year must be allocated to the Provinces and Local Authorities.

1317. However, during NDS 1, Government was not able to fully meet this constitutional requirement. This has been a major hindrance to the smooth implementation of the devolution and decentralisation agenda during NDS 1.

1318. This notwithstanding, NDS 1 witnessed in May 2024, the adoption and introduction of the Manual that provides guidance to sub-national tiers of Government over the management of Inter-Governmental Fiscal Transfers.

1319. The preparation of the Inter-Governmental Fiscal Transfers System Administrative Manual benefited from various cooperating partner technical and financial support, inclusive of UNICEF and the World Bank.

Impactful Devolution Projects

1320. During the implementation of NDS 1, a number of impactful infrastructure projects and programmes were completed in the education, health, water, sanitation and transport sectors at provincial, district and ward levels. This was notwithstanding resource constraints experienced during implementation of the Strategy.

1321. During the NDS 1 period, local authorities benefited from disbursement of devolution resources towards enhancing internal capacity to assume responsibility for undertaking maintenance of their regional infrastructure.

Road Networks

1322. In the rural areas, procurement of such vital pieces of equipment as tipper trucks, motorised graders, front-end loaders, back-hoe loaders and water bowsers, among other critical equipment,

allowed district councils to ensure sustainable regular implementation of road and other public infrastructural projects.

1323. Hence, all local authorities benefited from Inter-Governmental Fiscal Transfer disbursement of devolution resources during the NDS 1 period towards the upgrade and rehabilitation of local road networks, facilitating trafficability.



Chegutu RDC, Motorised Grader



Gwanda Municipality, Jacaranda Road construction

Water & Sanitation

1324. During NDS 1, some local authorities were capacitated through use of devolution funds to construct such water and sanitation infrastructure as piped water schemes, drilling and equipping of boreholes and construction of sewer infrastructure.

1325. Furthermore, other local authorities managed to procure such pieces of equipment as refuse trucks, refuse compactors and drilling rigs. The implementation of the above-mentioned projects and procurement of equipment has been vital towards improving service delivery across beneficiary communities.

1326. Some of the water and sanitation projects undertaken through utilisation of devolution funds are reflected below.



Mvurwi Town Sewer Ponds



Solarised Water Boreholes, Ruwa Local Board



Solarised Borehole, Makoni RDC

Health

1327. Given the need to ensure that communities have access to medical care facilities, several rural health centres were constructed and

equipped by local authorities through devolution funding during NDS 1.

1328. In this regard, various rural health centres were completed during the course of NDS 1.



Benzi Clinic, Zaka RDC

Education

1329. During NDS 1, various local authorities managed to construct new schools, upgrade and rehabilitate existing educational facilities through utilisation of Inter-Governmental Fiscal Transfers. This played a pivotal role in addressing the schools backlog as well as reducing the distance travelled by learners to access education.



Novhe Primary School, Beitbridge RDC

Fire Equipment

1330. Central Government facilitated the procurement of over 114 fire trucks for local authorities using devolution funds under the Zimbabwe-Belarus Facility. This capacitated all 92 local authorities during NDS 1 to deal with the fire outbreaks.

Strategies

Entrenching Devolution & Decentralisation

1331. To facilitate the smooth operationalisation of the devolution and decentralisation agenda, Government will address challenges related to absence of the requisite regulatory, institutional and legal frameworks which form part of the necessary and critical statutes towards inclusivity and the achievement of equitable regional development.

1332. The promulgation of the Constitution of Zimbabwe ushered in provisions that speak to decentralisation and devolution in

Zimbabwe. Chapter 14 of the Constitution provides for the framework and broad parameters for the implementation of devolution and decentralisation.

1333. In order to advance the devolution agenda during NDS 2, the following constitutional provisions will guide amendments of all applicable legislation required to roll out of the decentralisation agenda:

- *Section 5*: Provides for the establishment of three interrelated tiers of Government - national, provincial and metropolitan, and local authority - that must cooperate for effective governance.
- *Section 264*: Provides for the devolvement of governmental powers and responsibilities to provincial, metropolitan and local authorities to promote participatory, transparent and equitable governance.
- *Section 264(2)* : Outlines the objectives of devolution, including empowering communities, promoting balanced development and ensuring accountability and transparency.
- *Section 265*: Requires all tiers of Government to cooperate, coordinate activities, and respect each other's authority to achieve good governance.
- *Sections 268–273*: Provide for the establishment and functions of Provincial and Metropolitan Councils responsible for coordinating development and service delivery.

- *Section 274*: Empowers local authorities to govern their jurisdictions, ensuring accountable administration and efficient public service provision.
- *Section 301*: Mandates that at least five percent of national revenues be allocated equitably to provincial and local authorities each year.

1334. Pursuant to this, during the tenure of NDS 2, Government will expedite the alignment of the existing legislation for compliance with the Constitution through the establishment of legal provisions that clearly define roles, responsibilities and powers of sub-national tiers of Government.

1335. Various legislation will be affected by translation of the existing Devolution and Decentralisation Policy into the national devolution and decentralisation legislation. Most of this will require amendment of some existing legislation in alignment with the requirement of Chapter 14 of the Constitution of Zimbabwe on Provincial and Local Government.

1336. NDS 2 will prioritise the promulgation of the Devolution Act to operationalise the Provincial and Metropolitan Councils. This will also articulate the roles, powers and the fiscal relationships between different tiers of Government.

1337. The enactment of the Devolution Act will be an important tool towards the promotion of a decentralised governance system for the efficient implementation of the devolution and decentralisation agenda, promotion of decentralised governance system, as well as enhancing service delivery.

Guidelines

1338. Based on the provisions of the Constitution, the NDS 2 road-map towards enhancing the devolution agenda draws guidance from the Presidential Policy Guidelines on Zimbabwe Decentralisation and Devolution of May 2019 on governance and economic development of Provincial Councils and local authorities.

1339. Paragraph 8 of the Guidelines identifies some "grey areas for further consideration." These grey areas are stated as follows:

- The formulation of legislation that clearly articulates the powers of Provincial and Metropolitan Councils and local authorities on devolution and decentralisation.
- Amendment of the Public Finance Management Act [*Chapter 22:19*] in order to provide for a clear inter-Governmental fiscal system that allocates both conditional and unconditional grants by Central Government to Provincial and Metropolitan Councils and local authorities.

- Clarification of the relationship or interface between the Ministers of State for Provincial Affairs *vis-a-vis* the Chairpersons of Provincial Councils.
- Involvement of Members of Parliament as well as Ministers of State for Provincial Affairs in Metropolitan and Provincial Councils and local authorities needs to be revisited in order to remove possible conflict of interest.
- The need to spell out the place and role of the Minister responsible for Local Government, relative to Metropolitan and Provincial Councils.
- The need to define what *devolution to local authorities* will entail, in succinct terms, as well as clarifying parameters for fiscal devolution and revenue sharing, how the principle of supervision, local autonomy and cooperation can be balanced.
- Providing legal underpinning for the institution of local authorities in order to ensure that they will not be arbitrarily de-established or amalgamated.
- Constitutional or legislative safeguards should be crafted to ensure that devolved powers and responsibilities will not be arbitrarily removed for any reasons other than those provided in the laws of the Republic of Zimbabwe.
- The relationship and jurisdiction of local authorities for rural areas and traditional leaders will also need to be harmonised. Similar issues also arise in the case of Provincial Councils.

Legal Framework for Devolution

1340. The Constitution delineates the powers and responsibilities that are supposed to be devolved to the Provincial and Metropolitan Councils.

1341. In consistency with section 265(2) of the Constitution, Government will put in place an Act of Parliament providing for the establishment, structure and staff of Provincial and Metropolitan Councils, and the manner in which they should exercise their functions.

1342. The said Statute will comprehensively outline the form and structure of a devolved governance system which is peculiar to Zimbabwe, a devolved system that protects and preserves the tenets of the Constitution, with particular reference to Zimbabwe being a *Unitary State*.

1343. Due care will be taken in allotting devolved functions, in keeping with the principles of the Constitution, while at the same time ensuring that there is clarity as to who does what, when and how, leaving no room for duplicity of roles and functions. Appropriate linkages would, thus, be provided, showing the vertical and horizontal relationships between institutions in the different tiers of Government.

1344. The new legislation will identify specific powers and functions which can be devolved and when they should be devolved, in line with section 264(1) of the Constitution.

1345. Section 270 of the Constitution gives the broad functions for Provincial and Metropolitan Councils.

1346. Section 265(3) provides that "An Act of Parliament must provide appropriate mechanisms and procedures to facilitate co-ordination between central Government, Provincial and Metropolitan Councils and local authorities".

1347. Section 273(1) provides that an Act of Parliament must make provisions consistent with Chapter 14 ethos for the establishment and functions of Provincial and Metropolitan Councils.

1348. Section 273(2) provides that the Electoral Law must make provision, consistent with Chapter 14, for the filling of vacancies in the seats of Members of Provincial Councils and in the offices of Chairpersons of Provincial Councils; and lastly Section 301 speaks on provisions for an Act of Parliament for allocation of revenues between Provincial and local tiers of Government.

1349. Government will provide role clarity over the structural linkages between institutions in the three tiers of Government. In particular, the legislation will provide guidance on clarification on

the relationship or interface between central Government, the Provincial and Metropolitan Councils and local authorities and more specifically clarity on the roles of the Ministers of State for Provincial Affairs and Devolution.

1350. The existing legal framework provides legislation for the:

- Provincial Councils and Administration Act [*Chapter 29:11*].
- Urban Councils Act [*Chapter 29:15*].
- Rural District Councils Act [*Chapter 29:13*].

1351. The three Statutes will be amended to reflect the tenets of devolution, amongst other Constitutional amendments, inclusive of what powers and responsibilities will be vested at Provincial level and which ones will remain with the lower tier. These will be incorporated in the envisaged Provincial and Metropolitan Councils legislation and the two Statutes (Urban Councils Act and the Rural District Councils Act).

Devolved Functions

1352. Section 264 (1) provides that "whenever appropriate, governmental powers and responsibilities must be devolved to Provincial and Metropolitan Councils and local authorities which are competent to carry out those responsibilities efficiently and effectively.

1353. Priority will be placed on devolving the following:

- Legislative role (Ordinances).
- Spatial planning and development.
- Provincial economic development planning.
- Environment protection and management.
- Primary and secondary education management.
- Tourism development.
- Roads and infrastructure maintenance.
- Social amenities development.
- Traditional and cultural affairs management.
- Agricultural development.
- Liquor licencing.
- Community development.

1354. The above functions will be devolved first, with more responsibilities apportioned through issuance of Devolution Regulations, dependent upon the proven competence of Provinces.

1355. Ministers of State for Provincial Affairs and Devolution will administer, at Provincial level, Acts of Parliament for the devolved powers and responsibilities, in line and in accordance with the policy guidance of the responsible line Minister at central Government, responsible nationally for the devolved mandate.

Institutional Framework

1356. The Constitution envisages a three-tier system with central Government at the top, the Provincial and Metropolitan Councils as the second tier and local authorities as the third tier.

1357. The Provincial and Metropolitan Councils will act as the legislature at Provincial level, just as the National House of Assembly and Senate do at national level. They will, therefore, provide broad policy oversight in their respective Provinces. They should set standards and enforce the meeting of the standards. They are to be a means of providing checks and balances as an arm of Government at Provincial level.

1358. Provincial and Metropolitan Councils will be underpinned by a secretariat headed by the Clerk of Council. The Council will be accountable and report to the Minister of Provincial Affairs and Devolution. The Minister will in turn be accountable and be reporting to Parliament for the devolved powers and responsibilities, which will be joint-administration of Acts of Parliament guiding devolved powers.

1359. The Ministers of State for Provincial Affairs and Devolution acting as the executive arm at Provincial level, will have an over-arching over-sight role on all Ministries, Departments and Agencies.

1360. They will lead the Government administrative machinery consisting of different devolved and decentralised ministerial officials, to ensure that the Government machinery operates in an efficient and coherent manner. As such, they will be responsible for coordination and monitoring of Government policies, programmes and projects at Provincial level. This will be done by means of a committee comprising of heads of all Ministries, Departments and Agencies in the Province. The Committee will be accountable to the Provincial and Metropolitan Council.

Fiscal Devolution & Decentralisation

1361. Inter-Governmental Fiscal Transfers to sub-national tiers of Government play a pivotal role in ensuring inclusive provincial growth.

1362. Pursuant to this, Government will improve the disbursement of devolution funds through transfer systems that support implementation of transformative infrastructure projects in Provinces.

1363. During NDS 2, emphasis will be placed on improving fiscal devolution and resource mobilisation. Progress will be measured by fiscal transfers as a percentage of national revenue, as well as the allocation and utilisation of decentralised budgets disaggregated across Ministries, Departments and Agencies.

1364. Government will introduce measures to promote fiscal decentralisation, ensuring that lower tiers of Government have the capacity to manage their budgets and expenditures effectively. These measures will strengthen financial autonomy, transparency and accountability at sub-national levels.

1365. Inter-Governmental Fiscal Transfers anchor devolving at least the 5% provided for under the Constitution for disbursement to Provinces and local authorities to empower local communities identify projects for implementation in underserved wards and districts.

1366. Under NDS 2, mechanisms will be put in place to ensure that central Government fully adheres to section 301(3) of the Constitution of Zimbabwe Amendment (No. 20) Act, 2013 which stipulates that not less than five percent of the national revenues raised in any financial year must be allocated to the Provinces and local authorities in a particular financial year.

1367. It will be necessary that the provincial and local authority structures benefiting from the 5% of national revenue be required to provide upfront to Treasury the targeted expenditure items for incorporation in the National Estimates of Expenditure for the coming fiscal year.

1368. Hence, during NDS 2, the Provincial and Metropolitan Councils, once constituted and the local authorities will develop and

submit budgets outlining the Compendium of Devolution and Decentralisation Projects that will be funded through the 5% constitutional provision each fiscal year as part of the National Budget.

1369. This will require that the Ministry of Local Government and Public Works approve the budgets for local authorities well in time for submission and incorporation into the Budget Statement and Estimates of Expenditure for the coming fiscal year.

Service Delivery

1370. During NDS 2, the following strategies will be implemented to facilitate improved service delivery at the local level by decentralising provision of some of central Government services to Provinces and Districts across the country.

1371. The effective utilisation of devolved Inter-Governmental Fiscal Transfers has to be underpinned by requirements over sub-national tiers for attainment of minimum service delivery standards.

1372. During the implementation of NDS 1, Government instituted minimum service delivery standards for local authorities through the Presidential *Call to Action – No Compromise to Service Delivery*, which was subsequently reinforced by the introduction of the *Minimum Service Delivery Standards Framework*.

1373. This was necessitated by the persistent deterioration in service delivery, manifested through weak revenue mobilisation, corruption and mismanagement, illegal land sales, lack of effective spatial planning, substandard provision of infrastructure and widespread non-compliance with statutory financial reporting and procurement regulatory standards.

1374. The cumulative effect of these deficiencies has been the failure by local authorities to provide essential public goods and services, resulting in dilapidated infrastructure, the mushrooming of unplanned settlements, inadequate supply of clean and safe water, poor waste management and insufficient health and social services. This situation has undermined development of planned and new serviced urban centres, eroding public confidence in the systems of local governance.

Service Delivery by Central Government

1375. At central Government level, this will entail decentralisation of some of the services being offered through Ministries, Departments and Agencies to facilitate service provision at Provincial and District level. This will see the representation of Ministries, Departments and Agencies providing Government services decentralised nearer to the communities they serve.

1376. Already, justice delivery and acquisition of key identification documents have been decentralised to Provincial levels during the tenure of NDS 1. This decentralisation initiative has brought such essential services as access to courts, civil registration and identity documentation closer to the people, thereby reducing travel costs, improving turnaround times and enhancing citizens' access to justice and identity services. The measure represents a significant step towards inclusive governance and efficient public service delivery, consistent with the broader objectives of devolution and equitable development outlined in the Constitution.

1377. During NDS 2, Government will consolidate the decentralisation gains achieved under NDS 1, where services such as the issuance of driver's licences and court services were successfully brought closer to citizens. Building on this progress, focus will be on extending access to high-demand services that were previously concentrated mostly in Harare and Bulawayo Metropolitan Provinces.

1378. NDS 2 interventions will build on progress made in decentralisation during NDS 1 to embrace the following, among other services:

- Civil Registration, i.e. passports, births, deaths and marriages.
- Legal Aid Services, under the Legal Aid Directorate.
- Mining title, under the Ministry responsible for mines and mining development.

- Deeds services, property registration and transfer under the Deeds Office.
- Vehicle registration, under the Central Vehicle Registry.
- Vehicle Inspectorate Department, with tests to be done in every District.
- Import and export permits and licences, under the Ministry responsible for industry and commerce and other relevant Ministries, Departments and Agencies.
- Issuance of import and export permits, under the Ministry responsible for agriculture.
- Human resources and payroll administration, under the Public Service Commission.
- Scouting for partnerships and potential investors by MDAs.
- Water, sanitation and hygiene coordination.
- Water resources development and management.
- Local recruitment in terms of human capital.
- Local planning, land use control and development approvals.
- Local licencing and permits for businesses, vendors and construction.

1379. In order to achieve the decentralisation of the above services, relevant Ministries, Departments and Agencies will be empowered

and capacitated with requisite skills, provision of digital infrastructure and the establishment of robust linkages between decentralised offices and head offices. Furthermore, strong accountability and performance monitoring mechanisms will be instituted to guarantee transparency, efficiency and integrity in the delivery of these services.

1380. This strategic shift is aimed at fostering inclusive access to essential public services, reducing transactional costs for citizens, unlocking economic opportunities in all Provinces and accelerating the attainment of Vision 2030.

Service Delivery by Local Authorities

1381. Under NDS 2, local authorities are expected to restore their credibility as the primary drivers of essential public service delivery across their jurisdictions.

1382. A strengthened functional *Minimum Service Delivery Standards* reporting system will be of paramount importance during the implementation of NDS 2 as it enhances the accountability and effectiveness of service delivery through robust reporting mechanisms.

1383. During NDS 2, to improve service delivery across communities, local authorities' operations will also be required to abide by

the requirements under the *Framework on Minimum Service Delivery Standards* for local authorities which was approved by Government under NDS 1 in 2025.

1384. The minimum service delivery by local authorities will be measured through the Local Citizen Satisfaction Index which is targeted to increase from 64% in 2024 to 70% by 2030.

Minimum Service Delivery Standards

1385. The *Minimum Service Delivery Standards Framework* for local authorities which was approved by Government under NDS 1 in 2025 will be enforced to enhance accountability, transparency, consistency and uniformity of service delivery across the country during NDS 2. This will see introduction of penalties against failure to meet defined minimum service levels.

1386. Enforcement of adherence to the Framework will cover such critical areas as water supply, sanitation, roads and public lighting, corporate governance, public health, environmental management, housing and community services.

1387. Furthermore, local authorities will be held accountable for failure to adhere to practices that lower the cost of doing business, in consistency with a Zimbabwe that is *open for business.*

1388. Operationalisation of the framework saw all the local authorities coming up with master plans.

Strengthening Capacity at Local Authorities

1389. NDS 2 will prioritise identification of capacity gaps within sub-national tiers of Government and communities. Tailored interventions will be developed to strengthen human, financial, technical and institutional capacities necessary for effective service delivery at the local level.

1390. Furthermore, priority will be placed on strengthening the capacity of local authorities to deliver quality and sustainable services by reinforcing oversight mechanisms to ensure strict adherence to statutes and by-laws.

1391. NDS 2 will address challenges related to local authorities' incapacitation to generate and collect revenue within their jurisdictions. This is particularly so for urban councils that fail to mobilise resources through timely valuation of properties for rating purposes.

1392. Failure by urban local authorities, under NDS 1, had seen them become overly dependent on central Government for procurement of equipment for provision of basic service delivery for their communities.

Orderly Settlement & Spatial Planning

1393. Initiatives to develop local authority areas will be required to be underpinned by approved master plans that promote orderly settlement patterns, enhance orderly urban development and contain unplanned encroachments into agricultural and communal land in close proximity to urban centres.

Land Administration & Governance

1394. In rural areas, traditional leaders will also be required to desist from abrogating to themselves power over disposal of communal land in contravention of the Communal Land Act [*Chapter 20:04*].

1395. Stiff penalties against emerging trends of illegal land sales that have seen agricultural land for cropping and livestock pasture corruptly sold by chiefs, headmen and village heads, as well as councillors, for development of housing stands will be promulgated. Stakeholders cited incidents of sales of communal and agricultural land to people being accommodated in refugee camps.

1396. In urban areas, local authorities selling and leasing land, some reserved for servitudes, not in compliance with applicable laws will also be penalised.

Good Governance & Accountability

1397. Governance systems will be strengthened through the enforcement of budgetary discipline, the institutionalisation of transparency and accountability measures as well as the application of robust anti-corruption mechanisms. Where violations of laws, regulations and standards are identified, corrective measures and penalties will be applied consistently and without exception, in line with statutory provisions.

Sub-District Structures

1398. Under NDS 2, Government will establish effective sub-district structures to improve service delivery. These structures will provide interface between central Government and local communities, ensuring that essential services are delivered closer to citizens and tailored to their specific needs and priorities.

1399. The initiative will be anchored on robust institutional linkages that ensure effective coordination between central Government, Provinces, Districts and sub-district units. This integrated framework will minimise bureaucratic delays, improve efficiency and ensure timely and accountable service delivery in line with community aspirations.

Inclusive Provincial Development

1400. During NDS 2, a fair and equitable framework for resource distribution will be developed, that ensures all regions benefit from natural resource wealth within their localities while upholding fiscal discipline.

1401. Given the importance of inclusive provincial development towards addressing regional disparities that exist within communities in line with Government's thrust of *leaving no one and no place behind*, focus will be on improving Provincial Gross Domestic Product and improving citizen satisfaction.

1402. In order to achieve improved Provincial GDP during NDS 2, Provinces will be required to actively promote investments within their jurisdictions, recognising the critical role of investment in stimulating economic growth and fostering sustainable development.

1403. To achieve this, Provinces will develop comprehensive Provincial Investment Prospectuses drawn from their Provincial Economic Development Plans outlining and profiling investment opportunities.

1404. This approach will enable all Provinces to continuously showcase the full range of investment opportunities available within their

localities, attracting investors and supporting inclusive regional development.

Provincial Economic Development Plans

1405. The formulation of Provincial Economic Development Plans by all the country's Provinces remains critical to harnessing investments within the Provinces, given that they are a key requisite for potential investors.

1406. During NDS 1, of importance to note was the provincial development profiling undertaken to play a pivotal role in identifying key priority areas for each Province, as informed by their resource endowments.

1407. Under NDS 2, Provinces will align their economic development plans for 2026–2030 with NDS 2 national priorities, building on the frameworks established under NDS 1.

1408. Enhanced provincial economic planning and implementation will be anchored on inclusive citizen engagement platforms and strengthened social accountability mechanisms. This approach will ensure that provincial plans are responsive to local needs, facilitate participatory governance and promote equitable service delivery.

Provincial Gross Domestic Product

1409. Provincial Gross Domestic Product is a key economic indicator that accounts for the value of goods and services produced within a given Province during a given period.

1410. During NDS 2, progress in respect of economic performance at provincial level will be tracked against the following:

- Provincial GDP growth averaging upward of 5% by 2030, from 1.7% in 2024.
- Provincial GDP per capita growth upwards of 5% by 2030, from 1.7% in 2024.
- Provincial investment to GDP growth averaging 13.1% by 2030, from 9.8% in 2025.
- Provincial employment to provincial population ratio of 44% by 2030, from 37% in 2024.
- Provincial ratio of youth (15-35 years) Not in Employment, Education or Training (NEET) 15% by 2030, from 49.2% in 2025

Reserved Sectors

1411. During NDS 2, Government will strengthen enforcement of regulations on reserved sectors across all Provinces and Districts to protect and empower indigenous enterprises,

promoting inclusive and equitable participation in local economic development within the devolution framework.

1412. In this regard, Government will review and enforce existing regulations on reserved sectors to protect indigenous businesses.

Community Engagement & Participation

1413. NDS 1 witnessed a marked improvement in the level of citizen engagement and participation in critical community decision making processes on developmental issues that affect them.

1414. A comprehensive framework that will promote active and effective community participation and engagement in governance to bring transparency in the decision-making processes of devolved structures and systems will be developed for adoption during NDS 2. This will provide a platform for continuous dialogue and feedback to facilitate inclusive citizen and community participation.

1415. Pursuant to the above, Government will engage in community awareness campaigns aimed at promoting citizen participation in local community developmental issues through building capacities on community engagement, development planning and coordination of service delivery across provinces, local authorities, districts and wards.

1416. As the nation moves towards enhancing improved citizen satisfaction during the Strategy period, focus will be on increasing the level of citizen participation in the formulation and implementation of Provincial Economic Development Plans through workshops and public forums aimed at gathering valuable input from local communities and businesses, among other key stakeholders.

1417. Riding on NDS 1, under NDS 2, a formula which takes into account the population size, poverty levels and infrastructure deficit will be applied to distribute Inter-Governmental Fiscal Transfers across Provinces and local authorities.

CHAPTER 10: SOCIAL DEVELOPMENT, GENDER & SOCIAL PROTECTION

1418. Under NDS 2, social development is recognised as a key driver of inclusive and sustainable national progress. Government aims to build a just and inclusive society by investing in quality education, healthcare, housing, water and sanitation and other essential services.

1419. This people-centred approach is designed to foster human capital development, social cohesion and resilience against poverty and vulnerability, ensuring that all citizens, regardless of age, gender, disability or socio-economic background, can actively participate in and benefit from development efforts.

1420. The journey towards universal health coverage is central to improving citizens' quality of life and achieving Vision 2030 and the Sustainable Development Goals (SDGs).

1421. Gender equality is also positioned as both a fundamental human right and a strategic imperative for development in Zimbabwe. The Strategy commits to eliminating discriminatory practices, enforcing gender-based legal protections and promoting women's economic empowerment.

1422. NDS 2 also calls for the integration of gender-responsive planning and budgeting across all sectors to close gender gaps and create equitable opportunities for women and girls.

1423. Social protection is a central pillar of NDS 2, aimed at reducing poverty, economic insecurity and vulnerability to shocks such as climate change. Government is committed to developing comprehensive, lifecycle-based and shock-responsive social protection systems that safeguard the most at-risk populations, including women, children, persons with disabilities, the elderly and forcibly displaced persons.

1424. A *Whole-of-Government and Society* approach will be adopted to deliver inclusive, rights-based social services, supported by community participation and digital innovation to modernise service delivery and enhance resilience across all population groups.

Situational Analysis

1425. During NDS 1, there was notable progress in expanding access to education, healthcare and social assistance programmes, as well as strengthening gender mainstreaming across policy and institutional frameworks.

1426. However, deep-rooted social inequalities, incidents of poverty and persistent vulnerabilities especially among women, youth, persons with disabilities and children continue to undermine the country's inclusive human development.

1427. Poverty, unemployment, drug and substance abuse, gender-based violence, child malnutrition and limited access to quality basic services remain pervasive, particularly in marginalised and rural communities.

1428. These challenges have been exacerbated by economic shocks, public health crises like COVID-19 and climate-induced disasters, all of which challenged Zimbabwe's social protection systems.

1429. In the health sector, Zimbabwe has demonstrated resilience despite fiscal constraints and reduced external funding. Guided by Vision 2030 and NDS 1, the sector registered gains in maternal health, communicable disease control, infrastructure development and the adoption of digital health technologies.

1430. These improvements were critical during the COVID-19 pandemic and helped the country build stronger public health response system. However, health sector financing remained below the Abuja Declaration target of 15% of national budget, compromising service quality and availability.

1431. Maternal mortality dropped significantly from 960 per 100 000 live births in 2010 to 212 in 2023 to 2024, although disparities remain, with rural areas in Midlands and Mashonaland East Provinces still recording the highest rates. The reduction is attributable to increased access to maternal and HIV-related health services.

1432. Despite progress in maternal and adolescent health, challenges persisted during NDS 1. The unmet need for family planning decreased from 15% in 2020 to 9% in 2023 to 2024, yet adolescent pregnancies remain high, particularly in Mashonaland Central, at 37% and Mashonaland West, at 30%.

1433. During NDS 1, life expectancy rose to 65 years, where women averaged 68 years and 62 years for men. Zimbabwe has also achieved the UNAIDS 95-95-95 targets for HIV/AIDS and made commendable strides in expanding specialised services such as open-heart and hip replacement surgeries, previously inaccessible to most citizens.

1434. NDS 1 also highlighted gaps in the provision of infrastructure such as water, sanitation, electricity and road networks which are key enablers of effective healthcare delivery. Moreover, climate shocks and pandemics increased operational burdens, further straining health resources and exacerbating rural-urban disparities.

1435. Nonetheless, opportunities emerged through the establishment of the Health Service Commission, the decentralisation of health training through new medical and nursing schools and the centralisation of procurement via NatPharm. The integration of digital health systems proved to be a cost-effective innovation,

improving service delivery, data collection and efficiency across the sector.

1436. On gender equality, Zimbabwe has made commendable strides in aligning its policies and legislative frameworks with the 2013 Constitution and Vision 2030.

1437. Initiatives such as the Zimbabwe Women Microfinance Bank, the Women Development Fund and the High-Level Political Compact on Ending Gender Based Violence, alongside the adoption of the National Gender Based Violence Strategy (2023-2030) and the National Gender Policy (2025-2030), reaffirm the country's commitment to women's empowerment.

1438. While gender was mainstreamed during NDS 1, its omission as a standalone priority area and the absence of key performance indicators limited institutional accountability and hindered the full operationalisation of gender-responsive budgeting.

1439. Zimbabwe remains vulnerable to multiple hazards including droughts, floods, cyclones and epidemics which disproportionately impact women and girls, deepening sexual reproductive health and rights challenges and increasing exposure to gender-based violence and harmful practices.

1440. In 2025, Zimbabwe ranked 71st on the INFORM Risk Index and 49th on the Global Gender Gap Report. This shows that the

country continues to face challenges in closing the gender gap, despite improvements during NDS 1.

1441. Food insecurity compounded vulnerabilities, particularly for women and children who often bear the brunt of resource scarcity, unpaid care work and limited access to services and opportunities.

Strategies

Health & Well-Being

1442. Under NDS 2, Zimbabwe will intensify its commitment to improving health and well-being as a fundamental pillar of inclusive and sustainable development.

1443. Building on the foundational progress of NDS 1 such as reductions in maternal and under-five mortality, expansion of immunisation coverage and increased access to essential services, NDS 2 seeks to transform the health system into a resilient, equitable and people-centred system that supports the attainment of Vision 2030 aspirations of a *Prosperous and Empowered Upper-Middle Income Society*.

Access to Basic Services

1444. Strategic focus during NDS 2 will be placed on achieving universal health access and service delivery through primary health care

coverage, improving health outcomes across the life course and reducing health inequities, particularly among rural populations, women, children and persons with disabilities.

1445. Government will promote a lifecycle approach to health, focusing on preventive, promotive, curative, palliative and rehabilitative care, with targeted investments in maternal and child health, adolescent health, non-communicable diseases (NCDs), mental health, nutrition and ageing.

1446. Additionally, digital health innovations, public private partnerships and decentralised service delivery will be leveraged to improve efficiency and expand access.

1447. Recognising the nexus between health and broader development, NDS 2 will also promote inter-sectoral collaboration to address the social and environmental determinants of health such as education, WASH, food security and climate resilience while strengthening health system governance, financing and accountability mechanisms to ensure that every Zimbabwean can enjoy the highest attainable standard of health and well-being.

1448. Nutrition will be integrated across sectors, with a focus on reducing stunting, improving adolescent nutrition and expanding community-based nutrition programmes. Multi-sectoral coordination will be enhanced to deliver a holistic response to public health and nutrition challenges.

Maternal Health Care

1449. Under NDS 2, strengthening maternal health will remain a top priority in Zimbabwe's drive towards universal health coverage and reduced maternal mortality.

1450. The Strategy will focus on improving access to *universal affordable maternal health care*, skilled birth attendants by deploying trained midwives and health workers to underserved and rural communities, as well as upgrading emergency obstetric and neonatal care (EmONC) services. This includes equipping maternal health facilities with lifesaving equipment, medicines and transport for referrals.

1451. NDS 2 will also expand access to modern and culturally appropriate family planning services to reduce unmet need, especially among adolescents and rural populations. Maternal health education and community awareness campaigns will be intensified to encourage early antenatal booking, facility-based deliveries and postnatal care uptake.

1452. These interventions will be supported by strengthened community health systems, improved health information management and integration of maternal health into primary health care delivery platforms.

Communicable, Non-Communicable Diseases & Mental Health Conditions

1453. Reducing the burden of communicable and non-communicable diseases, along with promoting mental health, will be a key public health focus during NDS 2. To address communicable diseases, Government will continue implementing the Zimbabwe National AIDS Strategic Plan (ZNASP), scaling up HIV prevention, testing and treatment services including enhanced management of advanced HIV and elimination of mother-to-child transmission (eMTCT).

1454. Tuberculosis (TB) control will be strengthened through expanded Directly Observed Therapy (DOTS), wider use of rapid molecular diagnostics and increased TB Preventive Therapy (TPT) coverage.

1455. During NDS 2, malaria will be reduced through improved vector control and surveillance systems.

1456. In response to the growing threat of NCDs, NDS 2 will prioritise the prevention, early detection and management of conditions such as hypertension, diabetes, cancer and cardiovascular diseases particularly at the primary care level. Government will scale up the implementation of the WHO-recommended Package of Essential NCD Interventions (PEN-Plus) and improve access to essential diagnostics and medicines.

1457. Mental health care will be revitalised through the updated implementation of the National Mental Health Strategy, focusing on risk reduction, rehabilitation and response to emerging challenges such as drug and substance abuse, especially among youth.

1458. Strategic partnerships with communities, the private sector and cooperating partners will be critical in delivering integrated, accessible and affordable services across the country.

Reproductive, Maternal, Newborn, Adolescent, Child & Nutrition Health

1459. NDS 2 will adopt a life-course approach to improving Reproductive, Maternal, Newborn, Adolescent, Child and Nutrition Health (RMNACH-N), with a strong emphasis on reducing preventable deaths and improving the well-being of vulnerable populations.

1460. Government will prioritise the upgrade of neonatal infrastructure and equipment, alongside continuous professional development of healthcare providers in neonatal and paediatric care. Access to integrated child and adolescent health services will be expanded, particularly in rural and hard-to-reach areas, with community-based outreach platforms serving as critical delivery channels.

1461. Nutrition will be mainstreamed across all stages of the life cycle, with increased access to nutrition-specific and nutrition-

sensitive services for pregnant and lactating women, infants and children. These will include therapeutic feeding, micronutrient supplementation and promotion of exclusive breastfeeding. Community-based care systems will be strengthened to enhance outreach, follow-up and continuity of care.

1462. Government will scale up adolescent-friendly services that address sexual and reproductive health, mental health and substance use prevention. Intersectoral coordination will be enhanced to address social determinants of health and nutrition, including food security, WASH and education.

Medicines Availability

1463. Ensuring the consistent availability of safe, effective and affordable medicines is a cornerstone of Zimbabwe's health strategy under NDS 2.

1464. Pursuant to the above, Government will strengthen the funding, procurement, storage and distribution of medicines to ensure availability in all public health institutions.

1465. In response to recurring stockouts, foreign currency shortages and dependence on imports, Government will implement a robust pharmaceutical sector strategy that prioritises increased local manufacturing, improved procurement systems and sustainable financing mechanisms.

1466. A key focus will be on promoting local production of at least 30% of essential generic medicines by 2030, with targeted support to local manufacturers through incentives, regulatory reforms and technology transfer partnerships.

1467. The capacitation of the National Pharmaceutical Company of Zimbabwe (NatPharm) will be central to this agenda, including investments in infrastructure, warehousing and logistics to improve the efficiency and reliability of centralised procurement and distribution.

1468. In line with regional integration objectives, Zimbabwe will also participate in regional pooled procurement mechanisms under the SADC Pharmaceutical Business Plan, which aims to leverage economies of scale and reduce procurement costs.

1469. Strategic partnerships with the private sector, cooperating partners and research institutions will be promoted to facilitate innovation, support local production of new and high-demand medicines and strengthen supply chain resilience.

1470. Furthermore, increased public financing for essential medicines will be prioritised in the national health budget to ensure uninterrupted access to life-saving commodities, particularly in public health institutions and underserved areas.

1471. These interventions will collectively reduce reliance on imports, stabilise supply chains, lower costs and ensure that Zimbabweans have equitable access to quality-assured medicines across all levels of care.

Health Infrastructure & Equipment

1472. Under NDS 2, Government will prioritise the modernisation, expansion and equitable distribution of health infrastructure and equipment as a strategic enabler of primary healthcare, universal health coverage and improved service delivery.

1473. Building on the foundational progress made during NDS 1, Government will accelerate the rehabilitation and upgrading of existing health facilities to meet minimum service delivery standards across all levels of care.

1474. Furthermore, this will include the construction of district hospitals and rural health centres under the National Medical Services (NMS) Infrastructure Programme.

1475. These initiatives target that every district has at least one fully equipped district hospital and a network of functional primary healthcare facilities within a 10 km radius for all communities. Special emphasis will be placed on rural and underserved areas, where access remains limited.

1476. To enhance diagnostic capacity and reduce the referral burden on tertiary facilities, Government will invest in the procurement and deployment of modern medical equipment such as diagnostic imaging (X-rays, CT scans), laboratory infrastructure, ICU equipment and digital health technologies. Strategic partnerships with the private sector, diaspora communities and cooperating partners will be pursued to mobilise capital, technology and skills needed for infrastructure development.

1477. In addition, Government will prioritise maintenance systems for health infrastructure and equipment by institutionalising routine asset management, training biomedical technicians and integrating infrastructure performance monitoring into national health information systems.

1478. Furthermore, all new and rehabilitated health facilities will be climate-smart and gender-responsive characterised by renewable energy systems, disability-friendly designs and adequate water and sanitation infrastructure.

1479. During NDS 2, Government will prioritise increased sub-national health funding to upgrade and modernise local health facilities, ensuring equitable access to quality, affordable and responsive health services across all communities.

Health Financing & Workforce

1480. To ensure sustainable financing of the health system, Government will establish a National Health Insurance Scheme to expand financial protection and reduce *out-of-pocket* expenditures.

1481. Under NDS 2, Government is committed to increase domestic budget allocations to health in line with the Abuja Declaration target of 15% of the National Budget.

1482. Furthermore, partnerships with the private sector, development partners and diaspora will be mobilised to co-finance infrastructure, medical supplies and workforce development.

1483. In support of service delivery, implementation of the Health Workforce Strategy will be accelerated. This includes scaling up the training and equitable deployment of health workers, especially in underserved areas, improving working conditions and retention incentives and increasing investment in continuous professional education.

1484. These actions will be complemented by digital health innovations, enhanced supply chain systems and institutional reforms to improve efficiency and accountability across all health levels.

Access to Safe Water & Sanitation

1485. Improving access to safe water, sanitation and hygiene (WASH) is central to Zimbabwe's health, social development and poverty reduction agenda under NDS 2. In recognition of the critical role WASH plays in reducing disease burden and enhancing human dignity, Government will scale up investments in the rehabilitation, expansion and climate-proofing of water supply and sanitation infrastructure.

1486. Key interventions will include the drilling and equipping of boreholes, protection of community wells, upgrading piped water systems and construction of gender-sensitive and disability-inclusive sanitation facilities in both rural and urban areas.

1487. NDS 2 will also focus on improving the sustainability of WASH services by strengthening the management capacity of local authorities, promoting public private partnerships and supporting community-based management models for water points and sanitation infrastructure.

1488. To reduce the prevalence of waterborne diseases and promote behaviour change, Government will expand community-led total sanitation programmes aimed at eliminating open defaecation and promoting good hygiene practices, particularly in vulnerable communities.

1489. Investments will also be directed towards the procurement of drilling rigs, construction materials and hygiene kits, while strengthening local capacity through training and engagement of village health workers, school health clubs and WASH champions.

1490. In addition, harmonisation and digitisation of WASH information management systems will be prioritised to enable real-time data collection, enhance sector planning, monitor service coverage and ensure accountability.

1491. Through these strategic interventions, NDS 2 aims to achieve universal access to safe water and improved sanitation, reduce the incidence of preventable diseases and contribute to better health, education and gender equality outcomes while advancing national progress towards Vision 2030 aspirations and attainment of SDG 6.

Gender Equality

Gender Equality & Women Empowerment

1492. NDS 2 will elevate gender equality and women empowerment as both a development outcome and enabler. The Strategy will mainstream gender across all sectors and establish gender-specific targets and indicators to ensure accountability.

1493. Furthermore, legal and institutional reforms will be strengthened to eliminate discriminatory practices and protect women's rights. Interventions will include promoting women's access to land, public procurement, finance and markets, increasing representation in leadership and decision-making and scaling up the Women Development Fund and capitalising Zimbabwe Women Microfinance Bank.

Gender-Based Violence & Harmful Practices

1494. Under NDS 2, special attention will be given to eliminating gender-based violence through enforcement of the Gender-Based Violence Act, expanding survivor support services and operationalising the National Gender-Based Violence Strategy (2023–2030).

1495. Building on gains under NDS 1, Government will implement a multi-sectoral gender-based violence prevention and response framework that addresses the root causes of violence and harmful cultural practices.

1496. This includes scaling up the *Spotlight Initiative* legacy. The *Spotlight Initiative* is a global, multi-year initiative launched by the United Nations in partnership with the European Union, aimed at eliminating all forms of violence against women and girls.

1497. The *Spotlight Initiative* represents a significant commitment to addressing the root causes of violence against women and girls. By focusing on prevention, protection and provision of services, it aims to create a safe and enabling environment for all women and girls to thrive.

1498. Furthermore, interventions against gender-based violence will include operationalising the High-Level Political Compact on gender-based violence and increasing access to survivor-centred services such as shelters, hotlines, legal aid and psycho-social support.

1499. In addition, during NDS 2, public education campaigns will be undertaken to promote positive social norms and reduce stigma. Gender-based violence response will be integrated into health, justice and social welfare systems, with stronger coordination at national and community levels.

Strategies Against Gender-Based Violence

1500. One of the foundational strategies is the enforcement of the Gender-Based Violence legislation. This legal framework is vital for protecting victims and ensuring that perpetrators are held accountable. By reinforcing this legislation, Government signals its zero-tolerance stance on gender-based violence, creating a safer environment for women and girls. It also serves as a catalyst

for societal change, encouraging communities to challenge and change harmful behaviours.

Multi-Sectoral Prevention & Response Framework

1501. The implementation of a multi-sectoral gender-based violence prevention and response framework is another key strategy. This approach recognises that gender-based violence is influenced by various factors, including cultural norms and socio-economic conditions. By addressing the root causes of violence, Government aims to create a holistic response that involves multiple sectors, including health, education and justice. This inter-connectedness is essential for effectively combating gender-based violence and ensuring a coordinated response.

Scaling Up the Spotlight Initiative

1502. The *Spotlight Initiative's* legacy is integral to the framework. By building on its successes, Government can enhance existing programs and create new opportunities for prevention and support. This includes operationalising the High-Level Political Compact on gender-based violence, which fosters collaboration among stakeholders and reinforces the commitment to combatting violence against women and girls.

Expanding Survivor Support Services

1503. Increasing access to survivor-centred services is critical for enabling victims to heal and regain control over their lives. By providing shelters, hotlines, legal aid and psycho-social support, the strategy ensures that survivors have the resources they need to navigate their recovery. This comprehensive support not only aids individual healing but also empowers survivors to advocate for their rights and contribute to community resilience.

Public Education Campaigns

1504. Public education campaigns play a vital role in promoting positive social norms and reducing stigma surrounding gender-based violence. By raising awareness and educating communities about the impacts of violence, these campaigns can shift perceptions and encourage individuals to speak out against abuse.

1505. Integrating gender-based violence response into health, justice and social welfare systems further enhances the effectiveness of these campaigns, fostering a culture of support and prevention.

Financial Support for Prevention of Gender-Based Violence

1506. To increase financing in support of prevention of gender-based violence and gender equality under NDS 2, Government will align implementation of financial commitments for gender equality and gender-based violence prevention and response.

1507. Furthermore, there will be strengthened implementation of gender responsive budgeting across all Ministries, Departments and Agencies.

Gender Equality & Women Empowerment

1508. To strengthen accountability mechanisms for gender equality and women empowerment, Government will introduce legislative frameworks that mandate gender accountability at all levels. This will be coupled with strengthened oversight role by institutions with mandates on gender equality and women empowerment as well as strengthen awareness on gender equality and women's rights, targeting both the general public and duty bearers.

1509. During NDS 2, Government will continuously expand support for women's access to soft loans to promote economic empowerment, while fully capacitating the Women's Bank into a robust financial institution that provides accessible credit and financial services to strengthen women-led businesses and entrepreneurial ventures.

1510. Furthermore, Government will prioritise housing allocations for women to promote social equity and economic empowerment. It will establish women-focused agricultural and mining hubs to enhance skills development, productivity and economic participation.

1511. Efforts will be made to achieve gender parity in leadership by ensuring equal representation of women in all decision-making platforms.

1512. Government will also continuously review producer prices for grains, particularly maize and traditional grains, to sustain farmers, the majority of whom are women and strengthen agricultural livelihoods.

Combating Drug & Substance Abuse

1513. NDS 2 recognises that drug and substance abuse has a major impact on individuals, families and communities, as its effects are cumulative, contributing to costly social, physical and mental health problems.

1514. In this regard, unemployment, poor health, accidents, suicide, mental illness and decreased life expectancy all have drug and substance abuse as a major common contributing factor. This culminates in vicious cycles where individuals consumed by drug and substance abuse cease to perform as effective members of society.

1515. Government will intensify the enforcement of all anti-drug and substance abuse legislative frameworks to protect the citizens and safeguard national well-being.

Legislative Framework

1516. The development and approval of the National Drug and Substance Abuse Control and Enforcement Agency Bill in 2025 saw a landmark development during NDS 1.

1517. The primary purpose of the proposed legislation is to establish a specialised National Drug and Substance Abuse Control and Enforcement Agency that will coordinate both enforcement and rehabilitation efforts, as drug use continues to ravage communities, particularly among the youth during NDS 2.

1518. Furthermore, the legislation will modernise the definition of dangerous drugs, expanding its scope to include a broader array of harmful substances. This is expected to strengthen the legal framework governing drug control in the country.

Multi-Sectoral Drug & Substance Abuse Plan

1519. In order to mitigate drug and substance abuse under NDS 2, Government will broaden implementation of the Zimbabwe Multi-Sectoral Drug and Substance Plan (2024-2030). The initiatives undertaken will be directed at reducing the supply and prevalence of illicit drugs and substances, rehabilitation, treatment and awareness.

1520. The operationalisation of the Multi-Sectoral Drug and Substance Abuse Plan will expedite the country's response to the drug crisis during NDS 2, focusing on the following seven strategic pillars:

- Supply reduction.
- Demand reduction.
- Harm reduction and treatment.
- Community re-integration.
- Policy harmonisation.
- Research and surveillance.
- International cooperation.

Control of Supply of Illicit Drugs

1521. During NDS 2, Government will accelerate efforts to reduce the supply of illicit drugs and substances through proactive law enforcement and effective multi-sectoral cooperation and responses to drug related criminal activities.

1522. This will be realised through early detection, surveillance and focused investigations, conduct of raids and searches, as well as arrests to deny and disrupt domestic production, trafficking and distribution of illicit substances.

1523. Furthermore, Government will collaborate and work with the transport and shipping industries, courier services and the private

sector to gather intelligence and deny use of such services for illicit drug trafficking and distribution.

1524. During NDS 2, community-based education initiatives will be undertaken to raise awareness towards preventing drug-related crime and reducing drug use across communities. In this regard, Government will also engage cooperating partners, inclusive of the United Nations Office on Drugs and Crime and Interpol, to tackle emerging challenges arising from regional and global trade in drugs.

Interventions for Drug & Substance Abuse

1525. During NDS 2, evidence-based social and behaviour change interventions will be developed and implemented to reduce substance use disorders in schools, households, workplaces and society.

1526. Government will benefit from the *Whole of Government and Society* approach to fight against drug and substance abuse through implementation of a comprehensive policy framework that includes prevention, treatment and rehabilitation and enforcement.

1527. Prevention efforts will focus on public education campaigns, school-based programmes and community outreach initiatives that promote healthy lifestyles and resilience.

1528. Under NDS 2, the focus of interventions to be implemented will target modifiable risk factors and enhancing protective factors to combat drug and substance abuse through:

School-Based Interventions

1529. School-based primary prevention interventions and programmes will be based on a combination of social competence and social influence approaches. This will also entail understanding the risks of drug and substance abuse for adolescents and young people in educational settings and screening by teachers and parents.

Family-Based Interventions

1530. Intensive family-based interventions will be targeted at addressing family functioning and support.

Community-Based Interventions

1531. Widespread community based preventive programmes will be coordinated by introduction of drug and substance abuse focal persons in communities, embracing both public and private institutions.

1532. This will be complemented by implementation of youth-focused community level interventions to enhance economic and livelihoods empowerment, vocational and technical skills development for drug and substance abuse prevention among adolescents and young people.

1533. Community based multi-sectoral interventions to reduce demand for illicit drugs will also target support for children and young people living on the streets.

Individual Targeted Interventions

1534. Individual targeted interventions will focus on counselling and mentoring.

Engaging Employers

1535. Drug and substance abuse interventions will also engage employers across both private and public sectors on drug and substance abuse and wellness programmes.

Communication on Drug & Substance Abuse

1536. During NDS 2, Government will establish coordinated communication mechanisms on drugs and drug use. These mechanisms will be established through conducting multi-faceted campaigns to prevent drug use and drug-related criminal activities.

1537. Intensive mass media campaigns focusing on early identification, awareness and prevention programmes and routine monitoring of children and adolescents will be undertaken over extensive periods of time, also targeting quality of parenting, peer group influence, among other factors.

1538. This will be complemented by the strengthening of information communication materials starting from early childhood.

1539. Furthermore, Government will, in partnership with stakeholders, develop and mainstream the Positive Parenting Manual to support and encourage community parenting.

Delivery Platforms

1540. Given the prevailing burden and impact of drug and substance abuse in children and adolescents, effective interventions and delivery platforms are essential.

1541. Government will scale up digital technology and communication tools for communication around the harmful effects of drugs.

1542. In this regard, the various delivery platforms that will be utilised during NDS 2 include:

- Mass media campaign platforms.
- Internet based digital platforms that have the potential to improve drug and substance abuse outcomes.
- Web-based cessation platforms.

Treatment & Rehabilitation

1543. During NDS 2, monitoring and evaluation of effectiveness across the various multi-sectoral interventions will be conducted to inform

on appropriateness of treatment and rehabilitation intervention outcome measures in health settings. In particular, this will support drug and substance abuse victims and advancement of mental health support.

1544. Government will establish comprehensive stand-alone drug treatment, rehabilitation and recovery facilities per administrative district, for the benefit of individuals with substance use disorders.

1545. Treatment initiatives will target to reduce harms linked to drug and substance use. This will include preventing people who use or inject drugs from harmful effects of drug and substance use – that way, curbing injury, transmission of infectious diseases and over-dose related deaths.

1546. To adequately deal with the challenges of drug and substance abuse at national and subnational levels, the public health system will be strengthened, inclusive of the human capital and physical infrastructure. This will be complemented by the development and adoption of appropriate drug and substance abuse curriculum for medical, nursing, public health and social work professionals.

1547. Review of treatment protocols will facilitate expansion of access to rehabilitation centres, training of health professionals in addiction management and support re-integration programmes for recovering addicts.

Enforcement

1548. On the enforcement side, NDS 2 interventions will strengthen laws against drug trafficking and illicit distribution, improve border control mechanisms and enhance coordination among law enforcement agencies.

1549. Furthermore, during NDS 2, the penalties for dealing and trafficking in drugs will be elevated to much stiffer levels, with minimum mandatory custodial jail terms replacing fines.

WHO Framework Convention on Tobacco Control

1550. Under NDS 1, Government initiated key measures to address drug and substance abuse through prevention, community awareness, improved surveillance, treatment, harm reduction and enhanced enforcement against illicit supply networks. These efforts laid the groundwork for a coordinated national response. However, the period also saw a sharp increase in the availability of novel and emerging nicotine products, many of which entered the country through product dumping and inadequate import controls, placing adolescents, school children and other vulnerable groups at risk.

1551. Building on these NDS 1 interventions, NDS 2 will adopt a more comprehensive strategy that includes stronger regulation, expanded treatment and rehabilitation services and harm-reduction approaches tailored to national realities. The rise of

purely nicotine-based products - including electronic cigarettes, vapour devices and other non-tobacco nicotine delivery systems - demands a holistic response that goes beyond supply control.

1552. In line with Zimbabwe's obligations under the WHO Framework Convention on Tobacco Control (FCTC), Government will strengthen regulations governing the manufacture, importation, distribution, marketing and use of novel and emerging nicotine products. This includes tighter restrictions on advertising and promotional practices that target non-smokers and the youth. Regulatory measures will apply to both electronic and non-electronic nicotine delivery systems to ensure a unified national control framework aimed at preventing initiation and reducing exposure of non-users to harmful emissions.

1553. Complementing regulatory actions, NDS 2 will expand access to treatment and rehabilitation services, including community-based and institutional care for individuals affected by nicotine dependence and broader substance-use disorders. Government will also promote harm-reduction interventions, such as early identification, counselling, psycho-social support and evidence-informed public health messaging, to minimise health risks for individuals already using these products.

1554. Collectively, these measures will protect vulnerable populations, strengthen national health outcomes and ensure Zimbabwe does

not become a destination for unregulated or dumped nicotine products during NDS 2 and beyond.

Mainstreaming Disability Inclusion

1555. Government will deepen disability mainstreaming during NDS 2 by operationalising the national disability policy and finalising the Persons with Disabilities Bill. The Strategy will enhance access to education, healthcare, assistive devices and economic opportunities for persons with disabilities.

1556. Disability-disaggregated data will inform planning and ensure inclusion in all public programmes and infrastructure development. Public institutions will be supported to meet accessibility standards and capacity building will be extended to service providers to reduce stigma and promote rights-based approaches to disability inclusion.

Empowerment & Resilience Building

1557. During NDS 2, in addition to reducing poverty and vulnerability, Government will also invest in community resilience and livelihood programmes that link social assistance with productive assets, financial inclusion and local economic development. Integrated social protection and livelihoods models such as productive safety nets, community gardens and skills-for-work programmes will be expanded, especially in climate-affected and food-insecure districts.

1558. Stronger links will be forged between humanitarian and development responses to build long-term resilience. Community institutions will be supported to lead local development planning, promote civic participation and foster social cohesion.

1559. Furthermore, to improve social and economic resilience, Government will put emphasis on revamping, modernising, promoting and intensifying vocational and life skills training, as well as strengthening operationalisation of financial inclusion programmes.

1560. Other strategies to be employed will include strengthening community based and adaptation initiatives as well as enhancing public private partnerships and social networks for resilience building.

Social Insurance

Extension of Coverage to the Informal Sector

1561. To enhance social insurance coverage, Government will accelerate the operationalisation of the Formalisation Strategy, which seeks to progressively integrate informal sector workers into the mainstream economy.

1562. In line with this, measures will be put in place to extend social security coverage to informal economy workers through tailored

contributory schemes, simplified registration and payment systems and awareness programmes.

1563. This will ensure that workers in the informal sector, who constitute the majority of the labour force, are protected against contingencies such as old age, invalidity, work injury and survivors' benefits.

Pension Portability

1564. Under NDS 2, Government will develop and institutionalise pension portability mechanisms between private and public sector schemes. This will allow workers who change employment between the public and private sectors to seamlessly transfer their accrued pension rights without losing benefits.

1565. Portability frameworks will be supported through harmonised regulatory guidelines, digital systems that track contributions across schemes and strengthened oversight by the Insurance and Pensions Commission (IPEC) and the National Social Security Authority (NSSA). This will promote labour mobility, inclusivity and fairness in pension outcomes.

Harmonisation of Regional & International Pension Portability

1566. Furthermore, Government will strengthen engagement with countries in the SADC region and beyond to promote portability and harmonisation of social security benefits.

1567. This will be pursued through bilateral and multilateral agreements that allow migrant workers to maintain and transfer their social security contributions across borders. Such cooperation will ensure that workers do not forfeit their benefits when they migrate for employment and it will contribute to greater regional integration.

1568. Zimbabwe will also align its frameworks with the SADC Code on Social Security and international standards promoted by the International Labour Organization (ILO) and the International Social Security Association.

Reviving the Pension Sector

1569. NDS 2 will further entrench the revival of Zimbabwe`s pension industry, with the Public Service Pension Fund playing a central role. The Public Service Pension Fund is among the large institutional investors in Zimbabwe's pension landscape, established by Government to spearhead the reform and modernisation of the public sector pension system.

1570. The Public Service Pension Fund is dedicated to preserving and growing value for future public service retirees, that way, ensuring their financial security post-employment.

1571. The State Service (Pensions) Bill is before Parliament for the amendment of State Service (Pensions) Act [*Chapter 16:07*] to

provide the legislative framework for the Fund's full legal and operational consolidation, re-anchoring confidence in Zimbabwe's pension system as a vehicle for domestic resource mobilisation and inclusive investment during NDS 2.

1572. Through this reform, the Public Service Pension Fund will:

- Introduce sound investment governance anchored on an Investment Policy Statement (IPS), covering tactical and risk-based asset allocations, minimum strategic asset allocation and requirements on use of external managers and monitoring cost of services, in compliance with Statutory Instrument 80 of the Pension and Provident Funds (Amendment) Regulations, 2017 No 24.
- Mobilise and deploy contributions from over 400 000 active and deferred members, improving long-term fiscal sustainability.
- Enhance capital-market participation, deepening liquidity and stimulating institutional investor confidence.
- Promote transparency, accountability and actuarial discipline, thereby re-establishing public trust in pension administration.

1573. During NDS 2, Treasury will undertake timely remittance of pension contributions, while at the same time beginning implementation of an arrears-clearance programme to settle outstanding historical obligations, that way enhance liquidity and actuarial solvency of the Public Service Pension Fund.

1574. To ensure actuarial soundness of the Public Service Pension Fund, Government will integrate actuarial assessments into national fiscal planning as part of supporting sustainability of public pensions.

Regulation of Pension Funds

1575. Furthermore, to streamline governance, reporting and valuation standards across pension funds, interventions towards regulatory convergence will enable harmonisation between the Insurance and Pension Commission and the Ministry of Finance, Economic Development and Investment Promotion during NDS 2.

GovPay Roll-Out

1576. During NDS 2, Government will promote digital and financial innovation and expand the roll-out of GovPay as part of the digital administration of benefits, to improve efficiency and transparency of pension fund management systems.

Road Accident Fund

1577. During NDS 2, Government will establish a comprehensive national Road Accident Fund scheme that provides immediate financial relief for medical expenses, rehabilitation costs, burial support and other unforeseen tragedies to victims of road accidents.

Social Inclusion

1578. During NDS 2, Government will promote social inclusion by fostering strategic research and development partnerships between academia and industry to accelerate digitisation, automation and adoption of smart solutions.

1579. Financial literacy campaigns will target women-led enterprises and low-income households, supporting access to credit through registration of moveable assets on the collateral registry.

1580. These measures will enhance participation in expanding value chains and reduce structural unemployment.

Social Assistance, Care & Support Services

Senior Citizens

1581. Recognising the vulnerability of senior citizens and the inadequacy of existing pensions and social support systems, during NDS 2, Government will introduce an older persons' policy.

1582. The policy will provide for awareness on the plight of older persons, promoting the provision of access to universal social protection services including medical, nutrition, care and support services for older persons in Zimbabwe.

1583. Under the policy, older persons will be exempted from standing in queues at health facilities, supermarket stores, banking halls and other public spaces as prescribed in the Constitution.

1584. Furthermore, the policy aims to strengthen older persons' economic well-being through the introduction of policy measures that ensure universal access to old age economic benefits including access to social services under local authorities.

1585. Regarding local authority service charges, a Senior Citizens' Local Authority Support framework will be introduced to provide uniformity across all local authorities.

1586. Through this intervention, Government aims to reduce the financial burden on older persons, promote social inclusion and safeguard their dignity through equitable access to essential services.

1587. Under this framework, all local authorities will provide standardised discounts or exemptions on essential local authority services such as rates, water, parking fees, refuse collection and housing charges for citizens aged 70 years and above.

1588. Local authorities will be required to incorporate these concessions into their annual budgets and collaborate with the Department of Social Development which maintains accurate registers of eligible beneficiaries through the Social Registry. They will also report annually to the Ministry of Local Government and Public Works and the Older Persons Board on implementation progress and fiscal impacts.

1589. To ensure consistency, the Ministry of Local Government and Public Works, in partnership with stakeholders, will develop

operational guidelines harmonising the framework across all 92 councils (60 Rural District Councils and 32 Urban Councils).

Extreme Poverty

1590. Under NDS 2, Government will strengthen and institutionalise an inclusive, comprehensive and shock-responsive social protection system that safeguards vulnerable populations from chronic poverty, economic shocks, climate disasters and social exclusion.

1591. The key interventions will include expanding cash transfers, social assistance and school feeding programmes, harmonising fragmented programmes and adopting a lifecycle approach that covers children, youth, working-age adults and the elderly.

1592. To increase efficiency, transparency and coverage especially in rural and hard-to-reach communities, Government will develop a national social protection registry and improve digital payment systems. Focus will also be placed on building adaptive systems to respond to crises such as droughts and pandemics, with increased domestic and climate-responsive financing.

Social Care & Protection

1593. In order to improve care and protection of vulnerable groups, Government will review and align policy and legislative frameworks, enhance enforcement of laws and policies, strengthen partnerships and coordination mechanisms that enhance stakeholder engagement to improve service delivery.

1594. Government will also institutionalise inclusive one-stop community centres for enhanced access to services and scale up timely, comprehensive response and support services for survivors of violence as per standard operating procedures.

1595. On social services and poverty eradication, Government will ensure timeous, comprehensive and equitable distribution of drought relief and such other social protection measures as harmonised cash transfers, health and safety nets in support of vulnerable communities.

Child Protection & Development

1596. Under NDS 2, Government will prioritise child protection and development, recognising that investing in children is fundamental to sustainable human capital development.

1597. In this regard, the Strategy will strengthen child protection systems, scale up birth registration, prevent child marriages and support vulnerable children including orphans, those with disabilities and street-connected children.

1598. Child-sensitive social protection, early childhood development (ECD) and nutrition programmes will be expanded, while case management systems will be digitised to improve coordination and service delivery. Legal reforms will also be pursued to align child welfare legislation with the Constitution and international standards.

Basic Education Assistance Module

1599. During NDS 2, Government will strengthen and expand the Basic Education Assistance Module (BEAM) as the central pillar of education-related social protection, ensuring that no child is denied access to education due to financial constraints.

1600. The strategy will focus on enhancing the scope, efficiency and sustainability of BEAM to promote inclusive, equitable and quality education for all, in line with Vision 2030 and Sustainable Development Goal 4.

1601. Government will expedite the clearance of all legacy arrears under the BEAM programme.

Recognition of War Veterans

1602. Veterans of liberation struggle made selfless sacrifices for the liberation of our country and will play a critical role in the attainment of Vision 2030.

1603. During NDS 2, Veterans of the liberation struggle, heroes' dependents and war victims will be integrated into the mainstream economy by sustainably implementing quota thresholds.

1604. Pension laws will be reviewed to ensure that dependants of deceased veterans of the liberation war receive the same benefits as living veterans.

1605. Government will institutionalise a comprehensive health insurance scheme to enhance the quality of life and dignity of veterans and their families, and all veterans of the liberation struggle will be provided with State-assisted funerals.

1606. Concurrently, dedicated schemes for the provision of Statutory benefits shall be strengthened during the implementation of NDS 2.

1607. Government will also introduce dedicated financing windows within empowerment financial institutions, including SMEDCO, Empower Bank and the Zimbabwe Women Microfinance Bank, specifically targeted at veterans of the liberation struggle.

1608. This intervention will facilitate access to affordable capital to enable veterans to establish, expand and sustainably manage viable enterprises as part of the empowerment agenda.

1609. Furthermore, memorialisation including reburial of fallen heroes of the liberation struggle will be firmly entrenched to bring closure to families that lost their loved ones.

CHAPTER 11: IMAGE BUILDING, INTERNATIONAL RELATIONS & TRADE

1610. *Image building, international relations and trade* priority area under the NDS 2, will enhance the realisation of the Vision 2030 of transforming the country *Towards a Prosperous and Empowered Upper Middle-Income Society* by 2030.

1611. The *image building, international relations and trade* priority area enhances international relations and regional integration, which facilitate inflows of foreign investment to support sustainable growth and development.

Situational Analysis

1612. Zimbabwe made notable strides during NDS 1 towards countering some of the negative portrayals of the country's image, as part of the strategy to strengthen global relations.

1613. Pursuant to this, several initiatives were implemented towards strengthening engagement and a Zimbabwe that is *open for business*.

1614. This saw Government embarking on initiatives to improve the ease of doing business environment, access external trade markets, facilitate investment in support of value chains, marketing Zimbabwe's natural attractions, offer the country's

tourism facilities as competitive destinations of tourism and enhance access to global financial markets.

1615. Government also embarked on strategies to embrace the diaspora community with regards to participation in domestic investment opportunities.

Image Building

1616. During NDS 1, enhanced media coverage bolstered the *Brand Zimbabwe*, improving information dissemination within the country and beyond. In this regard, national radio coverage increased from 70% in 2020 to 77% in 2024, while TV coverage remained at 38% by 2024.

1617. The improvement in radio coverage was largely attributable to the commissioning of over 14 community radio stations, several campus stations and the upgrading of selected transmitters during the NDS 1 period. This progress is consistent with Government's thrust of *leaving no one and no place behind*.

1618. Efforts were also realised through the use of digital initiatives. In this regard, the number of social media impressions continued on an upward trajectory during the NDS 1 implementation period reaching 244 million in 2024 from 14 million recorded in 2022. This played a crucial role in promoting *Brand Zimbabwe* and diaspora engagement.

1619. Notable strides have also been made in repositioning the country's global brand through the refurbishment of diplomatic missions during the NDS 1. To this end, Government successfully refurbished the chancery and staff residence at Beira and the Johannesburg Consulate.



Refurbished Johannesburg Consulate

1620. Regarding ports of entry and exit, Government successfully upgraded some of the major facilities during NDS 1 including, R. G. Mugabe International Airport, Beitbridge Border Post and Plumtree Border Post. Consequently, border management systems were enhanced, resulting in reduced average processing and clearance times for travellers.



Renovated R.G. Mugabe International Airport

1621. Furthermore, the country recorded an increase in the number of international tourist arrivals since the beginning of NDS 1 implementation, with a total of over 1.6 million tourists recorded in 2024.

1622. The number of influential positions held by Zimbabweans in international bodies continue to grow, further elevating the country's brand globally. Some of the appointments of Zimbabweans on the global stage include the Presidency of International Olympic Committee in March 2025, the Vice Chairpersonship of the Adaptation Fund Board under the United Nations Framework Convention on Climate Change in 2024 and Membership at the UN Staff Pension Committee in November 2024.

1623. Moreover, Zimbabwe assumed the Chairmanship of the Southern African Development Community (SADC) for the period August 2024 to August 2025. Under Zimbabwe's leadership, high-level initiatives were prioritised to foster regional cohesion, strengthen international relations and promote a positive brand of SADC on the global stage. This demonstrates Zimbabwe's commitment to advancing the region's developmental and diplomatic objectives.

Engagement & Re-Engagement

1624. During the first four years of NDS 1 implementation, the country recorded over 1 200 high-level visits and engagements, including meetings with creditors and international financial institutions. This reflects the country's enhanced international profile and deepened diplomatic relations.

1625. Consequently, several Bilateral Investment Promotion and Protection Agreements (BIPPAs), international treaties and joint commissions were initiated, signed and ratified during NDS 1.

1626. In addition, Government paid over US$598.2 million in external debt service during the first four years of NDS 1 implementation. This includes token payments to International Financial Institutions and Paris Club creditors as a demonstration of commitment to the engagement and re-engagement agenda.

1627. Government, in 2024, also disbursed US$20 million towards BIPPA claims under the Structured Dialogue Platform for arrears clearance and debt resolution, covering claims from countries such as Denmark, Germany, Netherlands, Switzerland and former Yugoslavia.

1628. Furthermore, the country recorded substantial diaspora remittance inflows during NDS 1, registering a positive trend from US$1.4 billion in 2021 to over US$2.5 billion in 2024 and projected to surpass US$2.7 billion by end of the NDS 1 period. This growth underscores the critical role of the diaspora in supporting national development and economic resilience.

1629. However, during NDS 1 period, the *image building, international engagement and re-engagement* priority area faced challenges, spanning from natural shocks and economic related factors. The lingering impact of COVID-19 pandemic negatively affected tourist arrivals and also slowed progress on the refurbishment of border and diplomatic infrastructure during NDS 1.

1630. In addition, progress in expanding Digital Terrestrial Television coverage was slowed by high capital cost of equipment and limited funding for transmitter installation.

Brand Zimbabwe, Diplomacy & Trade Development

1631. During NDS 2, Government will build on the achievements of NDS 1 while also addressing unfinished projects that require further intervention.

1632. In this regard, Government will embrace a *Whole of Government and Society* approach to *Brand Zimbabwe* through integrating interventions across MDAs, particularly Ministries responsible for Foreign Affairs, Information, Publicity, Broadcasting, Tourism, Trade and ICT, among others. This will enhance *Brand Zimbabwe* locally and internationally.

1633. Various interventions will be undertaken during the tenure of NDS 2 to enhance *Brand Zimbabwe*.

Coordinated Messaging

1634. During NDS 2, the transformation of the media industry will position Zimbabwe and empower its people to tell their own story with regards to the trajectory towards the attainment of the aspirations of Vision 2030. This is inclusive of internet-based broadcasting, now embraced under the review of the Broadcasting Services Act during NDS 1.

1635. The Whole of Government Messaging Coordination: Home and Abroad System will be implemented, targeting increased media

promotion of Brand Zimbabwe, the country's development programmes and milestones.

1636. Pursuant to this, multimedia productions promoting *Brand Zimbabwe* will be carried out for the benefit of both local and international audiences.

1637. Increased profiling and documentation of historical and contemporary national developments will complement other initiatives to build national consciousness around national events.

Content Creation

1638. During NDS 2, Government will provide structured incentives to artists and content creators to promote increased production of high-quality domestic content for public television and radio broadcasting.

1639. The interventions will focus on telling the Zimbabwean story, inclusive of its cultural heritage, natural wonders, its rich history, oral traditions, as well as contemporary expressions of urban, rural and social life. This will strengthen national pride, preserving cultural values and enhancing the visibility of local creative industries.

1640. Importantly, priority will be given to local content creators that promote factual, ethical and patriotic content that align to country's values and development imperatives.

Broadcasting Infrastructure

1641. During NDS 2, Government will improve broadcasting infrastructure in remote and marginalised areas to enhance access to information, promote national cohesion and ensure inclusive communication coverage across the country.

1642. Pursuant to this, implementation of the recent amendment to the Broadcasting Services Act will see 30% of licence revenue ring-fenced to infrastructure recapitalisation and maintenance.

1643. This will significantly help in modernising and expanding the national broadcasting network, while reducing reliance on the fiscus during NDS 2.

Energy-Efficient Broadcasting

1644. Initiatives to roll out energy-efficient broadcasting equipment will be bolstered during NDS 2, to further enhance operational efficiency in alignment with the green transformation agenda.

1645. The further deployment of renewable energy infrastructure will improve service reliability and reduce the carbon footprint.

Digital Terrestrial Television

1646. Government will also coordinate the release of Digital Dividend Funds, earmarked to accelerate the transmitter roll-out of Digital Terrestrial Television.

1647. To complement this, domestic in-house antenna design and production will be increased, as part of cost-optimisation efforts.

Inclusive Media Landscape

1648. During NDS 2, the legal definition of media will be expanded to encompass advertisers, content creators and online platforms, reflecting the evolving media landscape and ensuring inclusive regulation.

1649. The existing media legislation will also be reviewed to provide promote media houses and practitioners' adherence to established standards and regulations over accountability and ethical conduct.

1650. The regularisation, licencing and accreditation of media houses and practitioners will be reviewed in support of the promotion of positive story-telling about the country, underpinned by a Whole-of-Government and Society Approach to human capacity development initiatives.

1651. Furthermore, professionalisation of media practitioners and the promotion of journalistic ethics will be inculcated through conduct of various capacity building initiatives.

Tourism

1652. During NDS 2 through the *Whole of Government and Society* approach, Government will leverage on tourism to support the *Brand Zimbabwe*.

1653. Government will upscale tourist destination marketing interventions in line with the *Brand Zimbabwe* thrust to boost international tourist arrivals, as well as advance diplomacy and trade development. These interventions will include collaboration and integration of media, broadcasting, tourism, arts and cultural, heritage and sports to showcase the country.

1654. Leveraging on tourism, culture, arts and sports will not only improve *Brand Zimbabwe* but will be a key pillar for trade expansion and export growth, recognising its direct contribution to foreign exchange earnings, job creation and economic diversification.

Diplomatic Missions & Ports of Entry & Exit

1655. During the tenure of NDS 2, Government will prioritise the completion of ongoing projects, such as the construction of the Abuja Chancery, the refurbishment of official residences in London and Berlin, as well as refurbishment works at the Chirundu and Nyamapanda border posts. In this regard, Government will continue to enhance collaboration with stakeholders to ensure timely achievement of refurbishment targets during NDS 2.



Zimbabwe-Abuja Chancery and Staff Apartments

Economic Diplomacy & Trade Development

1656. During NDS 2, efforts to strengthen economic diplomacy and trade development will be intensified. These efforts will not only focus on enhancing international relations but will also place strong emphasis on advancing international trade and economic cooperation.

1657. This will be achieved through strengthening bilateral and multilateral cooperation, leveraging regional and international economic partnerships, expanding access to export markets and mobilising foreign direct investment and development finance.

Economic Hub Missions

1658. During NDS 2, the country's diplomatic missions across the world will transform beyond traditional diplomacy into strategic economic hubs that play a proactive role in advancing national development by driving trade, investment, tourism and innovation, while defending Zimbabwe's sovereignty and projecting a positive image of the country, including the successful milestones of the Second Republic.

1659. Transformation of diplomatic missions under NDS 2 will be anchored on the country's improved ease of doing business environment that is conducive for investment, benefiting from a Zimbabwe that is *open for business*. This will be complemented by establishment of hubs to support product development and quality assurance for diverse export markets, underpinned by reduction of non-tariff barriers, streamlined customs processes, development of e-commerce platforms and use of digital tools to connect local businesses to international buyers.

Representation in International Organisations

1660. Furthermore, Government will pursue the successful placement of Zimbabweans to important positions in international organisations towards growing the country's representation, riding on harnessing the high numbers of skilled and youthful human capital.

1661. Expanding the country's representation in influential positions in critical multilateral organisations of the world will enhance the country's image and strengthen its diplomatic leverage, over and above strengthening global influence within the community of nations.

1662. Securing influential positions in regional and global institutions for skilled and talented young Zimbabweans will also allow for sharing of expertise and experience.

Participation in Expos

1663. During NDS 2, Government will enhance participation in high-profile trade and investment expos to showcase opportunities available in the country. These platforms serve as strategic avenues for attracting foreign investment, as well as enhancing the country's international relations and trade. The use of both traditional and new media platforms will be leveraged in this effort.

1664. Government will also continue to strengthen bilateral and multilateral ties to enhance development cooperation. To this end, Government will actively promote participation in international competitions and cultural exchange programmes, as well as engage and host international opinion leaders, with the aim to enhance Zimbabwe's global visibility.

1665. In addition, a comprehensive geopolitical segmentation for alignment with foreign policy objectives in pursuit of 30 targeted political and diplomatic consultations will also be conducted during NDS 2.

Diaspora Engagement

1666. Government recognises the strategic importance of the diaspora in national development. As such, the country has a significant opportunity to harness the diaspora as a catalyst for investment and national branding during NDS 2.

1667. In this regard, Government will promote diaspora participation in national development, leveraging on their knowledge, skills, investment potential and trade and market linkages.

1668. This will strengthen cultural and diplomatic ties, promoting human capital development, as well as support policy advocacy and formulation towards enhanced international relations and trade development.

1669. These efforts will also uplift the *Brand Zimbabwe*, promote cultural heritage and build stronger international relations.

External Payment Arrears

1670. During NDS 2, Government will continue to implement the Arrears Clearance and Debt Resolution Roadmap through the processes

of the Structured Dialogue Platform. Addressing external debt challenges remains a priority within the economic reform agenda.

1671. In this regard, Government will accelerate payments to creditors as a demonstration of commitment to honouring Zimbabwe's external payment obligations.

1672. Furthermore, Government will continue executing a multi-year payment plan aimed at settling financial obligations arising from BIPPAs, agreements designed to safeguard foreign investments. The agreements have led to compensation claims by former farm owners whose properties were affected by the land reform programme.

Cooperation with the International Community

1673. In order to enhance cooperation with the international community during NDS 2, Government will scale up diplomatic engagement through participation at high level bilateral and multilateral meetings. The efforts will be complemented by other trade and investment initiatives.

1674. In addition, Government will deepen public private sector collaboration in promoting Zimbabweans' participation at international fora and in mobilising resources to fund such initiatives. These partnerships will position the country as an active player in international cooperation and trade.

1675. Improved cooperation with the international community will also be strengthened through compliances to ratified international treaties and associations which align with national interest.

1676. During NDS 2, Government will intensify efforts to improve market access through several initiatives, including identifying countries with potential market for Zimbabwean products. These efforts will be complemented by enhanced trade promotion, branding of local products and support for exporters to meet international standards, thereby increasing the competitiveness of the products on the global market.

1677. Government will also prioritise the development of enabling infrastructure and a conducive business environment. This includes investing in transport networks to facilitate the efficient movement of goods and services, modernising logistics systems and ensuring reliable digital connectivity.



Renovated Beitbridge Border Post

1678. Furthermore, Government is committed to strengthening national brand, international relations and trade through the hosting of strategic regional, continental and global events.

1679. In this regard, having been awarded the rights to permanently host the headquarters of the Intra-African Trade Fair (IATF) company, Government is committed to upholding the responsibilities and obligations associated with such prestigious mandates.

1680. During NDS 2, the ratification and domestication of trade agreements for preferential market access will be prioritised. In this regard, Government will leverage on the African Continental Free Trade Area (AfCFTA) to expand market access, boost international trade and accelerate the country's economic integration.

Trade Promotion & Facilitation

1681. During NDS 2, to successfully compete in regional and global markets Government will promote and facilitate trade in value-added products across export-oriented industries. This will see implementation of cohesive and strategic set of policies that enhance the international competitiveness of domestic firms.

1682. The promotion of valued added exports, will involve provision of targeted support, such as export incentives, fiscal support through

duty drawback or exemption schemes, market access facilitation and export financial facilities to firms targeting to penetrate new foreign markets.

1683. The interventions to facilitate exports of value-added agricultural and mineral products will enable the country to fully benefit from its membership to various regional and international groupings.

Market Access

1684. The respective trade facilitation institutions will be coordinated under the umbrella of ZIMTRADE, embracing Government, border agencies and business organisations – also upscaling the profiling of regional and international export opportunities.

1685. Trade promotion and facilitation will ensure that domestic enterprises are fully cognisant of the available preferential market access and tariffs arrangements under bilateral, regional, continental and international trade agreements including those under SADC, COMESA, AfCFTA, among others.

1686. This will help with identification of specific global market niches where Zimbabwean manufactured goods have a competitive advantage, allowing companies to target their production and marketing efforts effectively.

1687. Government will engage in active market access facilitation through negotiating beneficial trade agreements, funding export promotion agencies to provide market intelligence and supporting firms in meeting stringent international quality standards.

Export Processes

1688. Trade promotion and support, during NDS 2, will focus on simplifying trade processes targeted at improving the speed, cost and efficiency of exporting.

1689. Trade facilitation efforts will focus on streamlining customs procedures and aligning national trade policies with trade agreements, such as the African Continental Free Trade Area. This will enable the country to fully harness opportunities arising from various trade protocols and maximise the benefits of its membership.

Trade Exhibitions

1690. To strategically boost exports by attracting targeted investment into domestic value chains, Government will upgrade the Zimbabwe International Trade Fair as well as enhance the platform for sector-specific matchmaking.

1691. This will be extended to embrace other business platforms that host vibrant exhibitions and expos that bring together a diverse

array of businesses across the various agro and mineral value chains, such as that by the Zimbabwe Agricultural Society and Mine-Entra.

1692. These will serve as platforms for businesses to showcase products and services for trade, over and above providing scope for identification of global original equipment manufacturers in priority value chains, such as automotive component makers, to partner with local steel producers.

Business Readiness

1693. In order to create a conducive business environment that enhances international relations, investment and trade, Government remains committed to improving the ease of doing business by addressing the high regulatory cost through streamlining business regulations, reducing compliance costs and eliminating bureaucratic inefficiencies.

1694. Furthermore, Government will expand implementation of e-Government platforms for permits and license processing. The digitisation of Government processes will enhance transparency, operational efficiency and minimise bureaucratic bottlenecks.

1695. To complement digital transformation, Government will strengthen the implementation of the ZIDA Act to ensure full operationalisation

of the One-Stop Investment Centre, including provincial outreach and digital service delivery.

Inclusive Trade Promotion

1696. Government will promote the integration of local economic activities into formal trade and value chains by supporting community-based enterprises, cooperatives, small and medium-sized businesses and rural industries. Women and youth participation in trade opportunities will be promoted through targeted programmes.

1697. Furthermore, interventions will focus on capacity building, access to finance, market linkages and infrastructure development to enable local producers and traders to compete effectively in domestic and export markets.

1698. All existing and emerging trade opportunities at national and subnational levels will be deliberately aligned with community development priorities, ensuring that growth in trade translates into tangible benefits such as job creation, income generation and local value addition, benefitting all levels of society.

CHAPTER 12: GOVERNANCE, INSTITUTION BUILDING, PEACE & SECURITY

1699. *Governance, institution building, peace and security* is a foundational pillar essential for fostering stability, integrity and sustainable development of the country. These fundamentals underpin effective governance, promote transparency and accountability, social cohesion and create an enabling environment for economic growth.

1700. Strong institutions are critical to ensuring the rule of law, safeguarding human rights and facilitating inclusive participation.

1701. Collectively, these fundamentals form the bedrock upon which a resilient, equitable and prosperous Zimbabwe is built, ensuring that development efforts are sustainable and benefit the citizenry.

1702. In pursuit of this objective, NDS 2 will foster a robust institutional framework that upholds democratic governance and the rule of law, while prioritising conflict prevention, community engagement and the protection of human rights as essential foundations for peace and inclusive development.

1703. Through strategic initiatives and partnerships under NDS 2, Government will remain committed to building resilient institutions that uphold democratic values, ensure social justice and create

a secure environment for all. By enhancing governance and institutional effectiveness, Government will lay a solid foundation for the achievement of sustainable development in line with the country's developmental agenda under Vision 2030.

Situational Analysis

1704. Government's commitment to good governance, peace and security is enshrined in the Constitution of Zimbabwe Amendment (No. 20) Act, 2013.

1705. Section 9 of the supreme law provides for efficiency, competence, accountability, transparency, personal integrity and financial probity, merit-based appointments, combatting corruption and provision of adequate resources for institutions as principles aimed to ensuring that governance is effective, transparent and accountable and fosters trust and integrity in public administration.

1706. Under NDS 1, Government continued to uphold the fundamental constitutional principles of peace and security. These provisions collectively aimed to maintain peace, uphold the rule of law and ensure that the security services operate transparently and responsibly.

1707. The maintenance of a security services architecture, that comprises the National Security Council, the Defence Forces,

Police, Intelligence Services, Correctional Services, and the independent complaints mechanism underscores Zimbabwe's commitment to peace and security.

1708. During NDS 1, significant progress was made towards the alignment of statutes to the provision of the Constitution, where 191 statutes were aligned out of 204 identified statutes.

1709. The decentralisation of the Legal Aid Directorate also enhanced access to justice, particularly for vulnerable groups.

1710. Despite registering significant milestones during NDS 1, Zimbabwe remains saddled with the illegal unilateral cohesive measures. The continued imposition of sanctions had a profound negative socio-economic effect with a bearing on governance. Zimbabwe, however, remains encouraged by the unwavering solidarity of SADC, the African Union and other progressive partners.

International Protocols

1711. Zimbabwe remained firmly committed to international norms, conventions and treaties that promote good governance, institution building, peace and security.

1712. This reflects the country's recognition of the importance of aligning national policies with regional, continental and global frameworks that advance democratic governance, human rights and stability.

Regional & International Governance Frameworks

1713. Zimbabwe's commitment to good governance and institution building is evidenced by its adherence to a number of ratified regional and international frameworks, which include the following:

- The SADC Protocol on Governance of 2015, which advances democratic governance, accountability and transparency within the region.
- The African Charter on Human and Peoples' Rights of 1981, which enshrines the rights and freedoms of individuals while setting out the responsibilities of states to promote governance and human rights.
- The United Nations Convention against Corruption of 2003, a global treaty designed to prevent corruption and strengthen transparency and accountability.

1714. In addition to the above, the country also subscribes to various International Labour Organization conventions that safeguard workers' rights and promote sound labour practices, all of which underpin the principles of good governance.

Stability & Conflict Resolution

1715. Zimbabwe's commitment to peace and security is reflected in its alignment with global instruments that seek to promote stability,

conflict prevention and international cooperation. These include the following:

- The United Nations Charter of 1945, which prioritises the maintenance of international peace and security.
- The Rome Statute of the International Criminal Court of 1998, which provides for the prosecution of individuals responsible for genocide, crimes against humanity and war crimes.
- The Treaty on the Non-Proliferation of nuclear weapons of 1968, which seeks to prevent the spread of nuclear weapons while promoting peaceful applications of nuclear energy.

1716. At the regional and continental levels, Zimbabwe remained committed to the SADC Treaty and its Protocols on Peace and Security, which provide for mechanisms for conflict prevention and resolution as well as the Constitutive Act of the African Union of 2000, which underscores peace, security and stability across Africa.

1717. To this end, under NDS 1, alongside other countries, Zimbabwe actively participated in the resolution of conflicts in the region including Mozambique and the Democratic Republic of Congo, spearheaded through joint diplomatic efforts with the East African Community and SADC.

1718. The adherence to such frameworks reinforces Zimbabwe's determination to foster accountable institutions, uphold human

rights, strengthen social cohesion and make significant contribution to regional, continental and global peace and security.

Governance & Institution Building

1719. During NDS 1, Zimbabwe achieved significant milestones in governance that translated into notable improvements in institutional performance and delivery of public services, as well as justice.

Courts

1720. One of the major accomplishments was the decentralisation of Courts, which significantly reduced the backlog of cases and improved citizens' access to justice across the country.

1721. In this regard, under NDS 1, the following Courts were opened, that way strengthening the country`s justice delivery system:

- Commercial Court, opened on 6 May 2022.
- Lupane Magistrates' Court, opened on 30 September 2022.
- Epworth Magistrates Court, commissioned on 27 March 2023.
- Chikombedzi Magistrates Court, commissioned on 9 October 2023.
- Chiredzi Magistrates Court, completed in 2024.

- Mutare Magistrates Courts, constructed two additional aluminium partitioned courtrooms.
- Mutawatawa Magistrates Court, officially opened on 4 June 2025.



Mutawatawa Magistrates Court

Judicial Reforms

1722. The Judicial Service Commission spearheaded ICT-driven reforms through the Integrated Electronic Case Management System. This innovation enabled more efficient case processing, reduction of backlogs and supported the establishment of anti-corruption courts. The Ministry of Justice, Legal and Parliamentary Affairs also commissioned the first virtual courts in February 2022.

Court Clearances

1723. In 2023 and 2024, the National Prosecuting Authority recorded court clearance rates of 71.83% and 67.97%, respectively. The decline in the clearance rate was attributed to the transfer and resignation of magistrates, in Mashonaland Central, Masvingo and Bulawayo provinces.

Corruption

1724. Efforts to combat corruption were equally significant. The Zimbabwe Anti-Corruption Commission (ZACC) expanded its footprint by establishing provincial offices in Mashonaland West and Mashonaland Central.

1725. During NDS 1, after launching the integrity pledges and committees at the end of 2022, ZACC superintended over the signing of more than 1 100 integrity pledges with public officials across various Ministries, Departments and Agencies as part of efforts to strengthen accountability, transparency and ethical conduct in public service delivery.

1726. Furthermore, ZACC oversaw the creation of 150 institutional Integrity Committees to entrench the culture of preventing corruption and promoting integrity within the institutions' spheres of control.

Gender Equality

1727. Progress was also registered in promoting gender equality in governance and leadership, with an increase in the number of women occupying managerial positions in the public sector.

Service Delivery

1728. Public service delivery showed measurable gains, as evidenced by an average Citizen Satisfaction Index of 67.7 over the NDS 1 period, demonstrating growing confidence in Government institutions.

1729. Despite these achievements, a number of challenges related to budgetary constraints, capacity development and stakeholder consultations hindered the effective implementation of reforms and institutional performance.

1730. During NDS 2, Government will consolidate the gains made during NDS 1 to ensure accountable, inclusive and transparent institutions.

Support to Communities

1731. During NDS 1, the Zimbabwe Defence Forces continued to implement its Community Assistance Programme, initiated in 2001 as part of its civil-military cooperation mandate.

1732. The programme contributes towards improving communities` access to social services through the construction, rehabilitation and maintenance of public infrastructure, particularly schools and clinics.

1733. Some of the notable community support projects completed during the NDS 1 period included the following, among others:

- Kuwadzana 2 High School, a single-storey administration block in Harare.
- Samanyika Primary School, a classroom block in Donzvo-Nyamaropa, Nyanga North.
- St. Charles Luwanga Secondary School, two classroom blocks at the new site in Chimanimani District.
- Tshino Secondary, two classroom blocks in Tsholotsho District.
- Tsungai Primary School, a classroom block in Nembudziya, Gokwe North.

Peace & Security

1734. NDS 2 acknowledges peace and security as fundamental pre-requisites for development because they create a stable environment for essential social and economic progress to occur. In the absence of peace and security, education and health systems collapse, infrastructure breaks down and legal commerce is crippled.

1735. Furthermore, a lack of peace diverts resources to conflict, hindering economic growth and creating a cycle where insecurity deepens poverty.

1736. By providing the stability needed for human capital development, such as education and healthcare and for conflict management, as well as the rule of law to function, peace and security create the foundation for a developmental state.

1737. This not only frees up resources for redirection to development initiatives but also supports economic activity through allowing markets and trade to flourish, contributing to economic growth.

1738. Zimbabwe recorded significant progress in strengthening peace and security under NDS 1.

1739. The Zimbabwe Republic Police successfully contained crime within the targeted 7% growth limit, while recovery of stolen property went up by 18% and the crime detection rate improved to 54%.

1740. These achievements were largely attributable to effective crime-watch campaigns jointly implemented by Government, cooperating partners and civil society.

1741. Progress was also registered in upholding human rights and strengthening accountability. Government remained up to date with its reporting commitments to continental and international human rights bodies.

1742. The establishment and operationalisation of the Zimbabwe Independent Complaints Commission in 2022, in line with Section 210 of the Constitution of Zimbabwe, enhanced oversight and accountability of the security services, further reinforcing human rights protections.

1743. Collectively, the above achievements underscored Zimbabwe's commitment to strengthening the rule of law, maintaining security and fostering social cohesion.

1744. However, several challenges persist, including crime management, which remains constrained by limited resources for the adoption of advanced technologies that would support in countering increasingly sophisticated criminal activities.

1745. Disaster preparedness and response capacities remain being undermined by shortages of skilled personnel, equipment and resources, which impede the country's capacity to effectively respond to climate and disaster induced shocks.

1746. On-going initiatives in this area include the urgent need to improve the operational readiness of the National Emergency Operations Centre, expand early warning systems and strengthen the overall disaster risk management framework.

1747. Deepening social cohesion also remains a priority, with Government continuously promoting inclusive dialogue, tolerance

and community-level peace building initiatives to consolidate national unity.

Strategies

1748. During NDS 2, Government will continue to strengthen governance by building robust institutions and enhancing public service delivery, with the aim of increasing citizens' access to quality services as well as improving public trust and satisfaction through greater transparency and accountability across all public institutions.

Oversight & Governance

1749. To enhance the capacity and independence of oversight institutions, Government will entrench the cardinal values of Vision 2030, which include constitutionalism, democracy, human rights, property rights, the rule of law, unity in diversity, participatory decision-making, responsible citizenry and a strong social contract.

1750. To this end, all institutions with governance oversight will be empowered to exercise their oversight function over Ministries, Departments and Agencies, state owned enterprises and public officials, among others. These include the:

- Parliament of Zimbabwe.
- Office of the Auditor General.

- Judicial Service Commission.
- Zimbabwe Anti-Corruption Commission.
- Zimbabwe Human Rights Commission.
- Zimbabwe Electoral Commission.
- Zimbabwe Gender Commission.
- Health Service Commission
- Public Service Commission.
- Independent Complaints Commission.

Decentralisation of Services

1751. Inclusive service delivery will be advanced through the decentralisation of services, expansion of accessibility to citizens and strengthening of accountability in public service provision.

1752. In the justice system, decentralisation will be further advanced, with resources channelled towards expanding the reach of the Legal Aid Directorate to all Court locations in the country to enhance access to justice, particularly for vulnerable groups.

1753. Furthermore, Government will enhance crime management by capacitating the law enforcement agencies with resources, including advanced technologies to combat the rising sophistication of criminal activities.

Digitalisation & e-Government

1754. The modernisation of public services will be driven by the strengthening of e-Government systems. This will involve the expanded use of ICTs to improve the efficiency, effectiveness and transparency of Government operations.

1755. Leveraging technology will improve service delivery, reduce corruption and increase transparency. To achieve this, the accelerated rollout of an integrated e-Government system, backed by robust performance audits, inspectorate functions and client management mechanisms will be prioritised under NDS 2.

1756. Primary focus will be on digital infrastructure, online service delivery, data management and interoperability of systems, to ensure citizen engagement and awareness. To this end, the establishment and maintenance of online portals for public access to Government data including procurement processes and budget information will be prioritised.

1757. Digital policy development will be undertaken alongside capacity-building programmes and training on e-Government platforms to ensure broader citizen participation. Special attention will be given to accessibility for persons with disabilities, ensuring no citizen is excluded from engaging with governance processes.

Building Confidence in Public Institutions

1758. Confidence in public institutions will be strengthened through the promotion of policy coherence, consistency, clarity and predictability, thereby reducing arbitrary reversals of decisions.

1759. Citizen engagement will be a central feature, ensuring access to information, accountability and active participation in governance. Strengthened citizen feedback mechanisms will be mandatory across all levels of Government to help align public service delivery with the expectations and needs of the people they serve.

1760. During NDS 2, in order to encourage inclusive dialogue and active participation, community engagement and citizens' involvement will be pursued through targeted awareness campaigns using both print and electronic media platforms.

Accountability Over Use of Public Resources

1761. To ensure financial probity and budget oversight and strengthen accountability in the utilisation of public resources, Government, during NDS 2, through the Ministry responsible for finance, will facilitate the conduct of Open Budget Surveys once in every two years. This initiative is aimed at enhancing transparency and fostering greater citizen engagement in fiscal and related matters.

Public Procurement

1762. During NDS 2, Government will transform public procurement through innovation and inclusion in support of sustainability of local value chains as a catalyst for job creation.

1763. This will entail requirements for public procurement preferential treatment of domestic value chains in the provision of goods and services across Ministries, Departments and Agencies. The necessary operational guidelines will be communicated through the Procurement Regulatory Authority of Zimbabwe (PRAZ).

Digital Transformation of Public Procurement

1764. The conduct of public procurement will be enhanced through continued use of the electronic Government Procurement (e-GP) System under NDS 2 interventions towards digital transformation of public procurement for efficient upload and processing of suppliers' tenders.

1765. This will be complemented by continuous sensitisation of public procurement practitioners, as well as the supplier constituency in order to enhance faster decision making by PRAZ and reduce the cost of procurement processes.

Business Environment & Institutional Trust

1766. A transparent, efficient and effective business environment will be fostered to promote entrepreneurship, stimulate investment and build greater public trust in institutions.

1767. By reducing administrative and regulatory inefficiencies, Government will improve the ease of doing business, thereby stimulating investment and reinforcing the role of the public sector as an enabler of sustainable development.

1768. Building on NDS 1 thrust to review licences, permits, levies and fees, under NDS 2, Government will intensify the rationalisation of administrative and regulatory systems to eliminate duplications, inefficiencies and unsustainable costs that impinge on businesses.

1769. Pursuant to this, all Ministries, Departments and Agencies who intend to review licences, permits, levies, fees and bring in new regulations, will be required to submit their proposals for review to the National Competitiveness Commission for regulatory impact assessment before the proposals are submitted to the Attorney General or Cabinet.

1770. Safeguards to ensure that the National Competitiveness Commission review mechanisms are efficient and effective and aligned with national development priorities will be developed.

1771. Furthermore, a comprehensive review of the regulatory institutional framework will also be conducted in order to eliminate inherent duplicative and over lapping regulatory functions, benefitting from best practices.

1772. During NDS 2, measures will be put in place to guard against the excessive proliferation of regulatory bodies that stifle the promotion of private sector investments.

Public Sector Modernisation & Innovation

1773. Public sector modernisation will be prioritised through the re-engineering of institutional processes and the adoption of innovative technologies.

1774. The transformation of public service delivery will be targeted towards achieving top-tier service delivery standards, with emphasis on efficiency, responsiveness and cost-effectiveness. This will include initiatives to reform public entities with a view to improve their performance, that way creating value for the citizenry.

Legislative Frameworks

1775. During NDS 2, all the outstanding legislations identified to be inconsistent with the Constitution will, during NDS 2, be reviewed and aligned accordingly. These include laws in the following areas:

- Persons with Disabilities.
- Parks and Wildlife.
- Medical Services.
- Insurance and Pensions Commission.
- State Services (Pensions).
- Mines and Minerals.
- Public Procurement and Disposal of Public Assets.
- Pipelines.
- Zimbabwe School Examinations Council.
- Climate Change Management.
- Occupational Safety and Health.
- Tourism.
- Public Service.
- Biological and Toxin Weapons Crimes.
- Postal and Telecommunications.
- Police Services.

1776. Where necessary, new laws will be developed to strengthen governance, institutional capacity and accountability in line with the country's objectives.

1777. To this end, the finalisation of the proposed amendment of the Public Service Act to give effect to the mandatory declaration of assets by all public officials will be pursued going into NDS 2.

Peace & Security

1778. Government will prioritise improving access to justice, strengthening the protection and promotion of human rights and ensuring public safety, law and order.

1779. The ultimate goal will be to foster a safe and harmonious environment in which all citizens coexist peacefully, social bonds are strengthened and risks of conflict or insecurity are minimised.

Harmony & Human Rights

1780. Leveraging on NDS 1 national peace and security frameworks, reconciliation, peacebuilding and social cohesion will be prioritised under NDS 2.

1781. Furthermore, the collaboration between the Judicial Service Commission, Zimbabwe Human Rights Commission, Zimbabwe Independent Complaints Commission, Zimbabwe Republic Police, Zimbabwe Prisons and Correctional Services, Zimbabwe Defence Forces and other relevant organisations which promote peaceful existence will be strengthened during NDS 2.

1782. Building on the achievements of NDS 1, these institutions will be strengthened to ensure sustained political and social stability, bridging divisions and promoting justice. Mainstreaming peace education and civic responsibility will be therefore critical under targeted capacity building programmes.

Forensic Science

1783. During NDS 2, public safety will be a top priority with Government pursuing collaborations and partnerships with international organisations in forensic science and technology field in addition to existing conventional law and order mechanisms, to ensure the safety of all.

Regional & Global Peace Commitments

1784. Under NDS 2, Zimbabwe will deepen commitments to regional and global peace in pursuance of a safe and secure world for all. This will be achieved through active participation in peacebuilding initiatives and continued support for multilateral frameworks, including the United Nations Security Council cooperation with regional organisations such as the African Union and SADC to identify and address the root causes of conflict.

1785. The doctrine of *a friend to all and enemy to none* will be entrenched under the country's foreign policy during the NDS 2.

Dialogue & National Unity

1786. During NDS 2, Government will prioritise continuous political dialogue and constructive engagement with key stakeholders, including political actors, civil society organisations, multi-faith-based organisations and cooperating partners.

1787. These platforms will foster tranquillity, mutual trust and inclusivity, thereby creating a foundation for sustained peace.

1788. Furthermore, in order to improve social cohesion that upholds national unity, peace and reconciliation in the country, Government will promote inclusive dialogue and tolerance among the citizenry, as well as peace building and national healing initiatives among communities. To achieve this, Government will build resilient institutions through the establishment of robust platforms for social dialogue, inclusive development planning, transparent and accountability.

1789. Institutions which facilitate dialogue such as Parliament, the Zimbabwe Gender Commission, the National Economic Consultative Forum, the Tripartite Negotiating Forum and community engagement platforms (Ward and Village Development Committees) will be capacitated to enable broad-based dialogue on socio-economic issues.

1790. Outcomes of the engagements with these institutions will be considered into the national governance frameworks to strengthen democracy, close policy gaps and prevent duplicity, while also fostering trust between Government, labour, business and the citizenry.

Social Contract

1791. During NDS 2, Government will strengthen the platform for dialogue through conclusion of the *social contract* as a cornerstone for inclusive, sustainable socio-economic development and nation building.

1792. The *social contract* will embody the collective commitments and shared responsibilities among Government, Organised Business and Organised Labour to promote national cohesion, social justice, economic security and equality.

1793. To this end, the three critical pillars to the Tripartite Negotiating Forum, *social*, *economic* and *labour* will be reinforced to ensure a resilient and mutually beneficial partnership that underpins national cohesion.

1794. In pursuit of this, the Tripartite Negotiating Forum (TNF) will be capacitated to continue facilitating structured dialogue among Government, Organised Business and Organised Labour to foster

consensus on policies and strategies that advance transparent and inclusive national development.

Combatting Corruption

1795. During NDS 2, strategies to strengthen the enforcement of anti-corruption and anti-money laundering laws targeting to eradicate speculation, money laundering, arbitrage and other economic malpractices will be prioritised.

1796. Pursuant to this, an uncompromising fight against corruption will remain at the core of the agenda of good governance during NDS 2. This will be undertaken through a *Whole of Government and Society* approach to embrace a diverse range of stakeholders.

1797. The Zimbabwe Anti-Corruption Commission, the National Prosecuting Authority and other governance institutions will be required to rigorously and decisively combat all forms of corruption, thereby enhancing public trust in adherence to the rule of law – that way fostering a stable, transparent and peaceful society.

1798. Pursuant to this, role clarity between key anti-corruption institutions will be clearly defined to enable seamless execution of their mandates.

Anti-Corruption Courts

1799. The strengthening of anti-corruption courts to effectively deal with corruption cases will be prioritised under NDS 2.

Whistle-Blower Legislation

1800. Furthermore, the enactment of legislation which protects whistle-blowers will be prioritised under NDS 2, critical in promoting transparency, accountability and good governance through encouraging individuals to report corruption, fraud and other unethical or illegal activities without fear of retaliation.

Integrity Pledges

1801. To strengthen systems of integrity and accountability, building on NDS 1 achievements, the administration of periodic integrity pledges will also be carried out under the guidance of the Zimbabwe Anti-Corruption Commission.

Asset Forfeiture & Recovery of Illicit Wealth

1802. During NDS 2, Government will prioritise asset forfeiture mechanisms through the Asset Forfeiture Unit (AFU) of the National Prosecuting Authority (NPA) to ensure the recovery of ill-gotten wealth and reinforce accountability, transparency and integrity in the management of national resources.

1803. Furthermore, the value of recoveries by the Asset Forfeiture Unit and ZACC will be differentiated between locally recovered assets and internationally recovered assets.

1804. In order to recover assets secured internationally, Government will prioritise collaboration with the Southern African Development Community (SADC), the African Union, the United Nations Convention Against Corruption, Interpol and the United Nations Office on Drugs and Crime to combat cross-border financial crimes and illicit financial flows.

Office of the Auditor General

1805. During NDS 2, recommendations of the Office of the Auditor General will be tracked for implementation to ensure compliance by all Ministries, Departments and Agencies.

Peace Building, Ethical Conduct & Zero Tolerance Culture

1806. A culture of peace building, ethical conduct and zero tolerance to corruption will be inculcated across all levels of society through incorporation into all capacity building programmes, reinforcing democratic values and strengthening unity in diversity.

Disaster Preparedness

1807. In order to strengthen disaster risk management, Government during NDS 2 will, prioritise the implementation and mainstreaming of early warning and response systems, alongside integrating disaster risk reduction into development planning.

1808. To this end, the National Emergency Operation Centre that will integrate early warning systems will be fully operationalised. Government will also foster Regional and International Cooperation and Promote Community-Based Disaster Risk Reduction to ensure disaster preparedness.

Access to Justice

1809. During NDS 2, access to justice will be pursued through reduction in number of un-convicted inmates. This will be made possible by the expediting trials. To achieve this, the justice system will leverage on decentralised court services and continuous stakeholder collaboration.



Gwanda Court Complex

1810. Under NDS 2, unfinished courthouses will be prioritised for completion while construction of new ones will be targeted to enhance justice delivery across the country.

PART III: RESOURCE MOBILISATION

CHAPTER 13: FUNDING OF THE NATIONAL DEVELOPMENT STRATEGY

1811. Sufficient and timely mobilisation of financial resources is fundamental to the effective implementation of programmes and projects under NDS 2 and the attainment of Vision 2030.

1812. NDS 2 prioritises the mobilisation, allocation and efficient utilisation of financial resources to support the country's developmental agenda. Building on the lessons from NDS 1, NDS 2 seeks to strengthen sustainability of public finance through diversified revenue sources, enhanced domestic resources mobilisation, prudent debt management and increased participation of private sector in development financing.

1813. The Strategy recognises the need to reduce over-reliance on traditional budget financing, expand the use of innovative financing instruments, deepen financial markets and leverage on public private partnerships to crowd-in private investments.

Situational Analysis

1814. During NDS 1, the financing of development programmes and projects was largely dependent on the fiscus, in the context of limited access to concessional funding from international financial institutions.

1815. The heavy reliance on fiscal resources placed significant pressure on the National Budget amid competing public expenditure demands including essential social spending. This limited the timeous deployment of resources towards large-scale transformative infrastructure projects during NDS 1.

Strategies

1816. Drawing on lessons from NDS 1, the financing of NDS 2 will adopt a diversified resource mobilisation approach that looks beyond traditional National Budget funding.

1817. The Strategy will promote increased private sector participation in financing national development through PPPs and other viable project finance arrangements to support infrastructure development and the expansion of productive sectors.

1818. Market-based financing initiatives will be strengthened through the use of innovative instruments such as infrastructure bonds and other capital market products. This will include the mobilisation of resources from the Zimbabwean diaspora through targeted diaspora investment instruments designed to support national development programmes.

1819. Furthermore, external financing will be enhanced through the attraction of Foreign Direct Investment (FDI) to drive

industrialisation and value addition. Continued reforms aimed at improving the investment climate, reducing the cost of doing business and ensuring regulatory stability will be central to this effort.

1820. The key sources and instruments for financing NDS 2 are outlined below.

National Budget Financing

1821. During NDS 2, Government will prioritise on strengthening revenue mobilisation measures and rationalising public expenditure to ensure efficient allocation of resources.

1822. The focus will be on creating a sustainable fiscal framework that supports inclusive growth, enhances transparency and promotes resilience in public finance management.

Revenue Mobilisation

1823. To support sustainable development, Government will enhance revenue collection by streamlining taxes, fees and charges, resulting in increase in revenue-to-GDP ratio from 18% in 2025 to 22% by 2030.

1824. Simplification and automation of the tax administration system will reduce leakages, enhance compliance and extend coverage

in all sectors including the informal sector, which constitutes a significant portion of the economy.

1825. This approach will broaden the tax base while supporting formalisation and inclusive participation of micro-enterprises and low-income households.

1826. Furthermore, traditional tax revenue-based funding mechanisms will be structured such that tax policies do not counter the efforts being undertaken by Government to improve ease of doing business.

1827. In this regard, tax policy will prioritise enhancing tax administration as well as widening the tax base, while maintaining a growth-supportive and internationally aligned tax system.

1828. The key strategic interventions to be pursued will include:

- Review of tax regime to integrate the informal sector into tax net, thereby widening the base for domestic revenue mobilisation.
- Introduction of cost-recovery tariffs for Government services, while maintaining targeted protection measures for vulnerable groups such as low-income households.
- Ring-fencing of selected revenues for infrastructure development and upgrading, ensuring resources are directed towards long-term productive investments.

- Adoption of climate-related financing instruments, including carbon credits and other innovative tools, to diversify revenue streams while promoting environmental sustainability.
- Undertake special performance reviews of all Agencies that collect levies and fees to assess their efficiency on utilisation of collected resources.

Expenditure Rationalisation

1829. During NDS 2, Government will adopt measures to reduce unnecessary and wasteful public expenditure through significantly curtailing spending on non-essential items such as procurement of luxury vehicles and excessive foreign travel by Government officials.

1830. Government recognises that such expenditures place an unsustainable burden on the National Budget and divert resources away from critical areas such as healthcare, education, infrastructure and social services. As such, strict guidelines will be implemented to limit the acquisition of Government vehicles to only those essential for service delivery. Similarly, foreign travel will be strictly regulated and authorised only when it directly contributes to national development priorities.

1831. These measures are part of a broader effort to promote transparency, accountability and responsible use of public funds.

By prioritising efficiency and eliminating wasteful spending, Government aims to redirect savings towards programmes that directly benefit the people of Zimbabwe and support inclusive economic growth.

1832. The success of these reforms depends on collective discipline and commitment across all levels of Government and all public officials will be called upon to lead by example and support these necessary adjustments as we work together to build a stronger and more self-reliant nation.

Tapping into Domestic Money & Capital Markets

1833. During NDS 2, Government will strengthen interventions to grow the contribution of the domestic financial money and capital markets in mobilising domestic savings as articulated in Chapter 3. In this regard, the role of pension and insurance funds will also be key to long-term financing for national development programmes and projects.

1834. These funds represent a significant pool of patient capital that can be strategically channelled towards productive investments aligned with the country's industrialisation and infrastructure development priorities.

1835. To this end, policies will be introduced to align pension and insurance fund investments with NDS 2 strategic priorities, including manufacturing, agriculture, energy, tourism, housing and infrastructure. The mobilisation of these resources will be guided by sound investment frameworks that ensure both financial returns and developmental impact.

1836. Government will collaborate with regulatory authorities to establish clear investment guidelines and risk management frameworks that promote responsible and sustainable participation of pension and insurance funds in long-term national projects.

1837. Through these measures, NDS 2 seeks to unlock the full potential of pension and insurance funds as catalysts for inclusive growth, infrastructure modernisation and industrial competitiveness, while ensuring the protection of contributors' savings and long-term financial stability.

Role of Public Service Pension Fund in Financing

1838. During the NDS 2 period, the Public Service Pension Fund will play a catalytic role in financing infrastructure-led growth that advances inclusive and sustainable development.

1839. As one of Zimbabwe's largest institutional investors, the Fund will leverage its resources to support national priorities while

balancing commercial returns with developmental outcomes. The Public Service Pension Fund's investment strategy will align with NDS 2 objectives of macroeconomic stabilisation, job creation, regional development and structural transformation.

1840. Building on progress achieved under NDS 1, the Fund has already implemented projects across all provinces, consistent with the Government's Devolution and Rural Industrialisation thrust.

1841. These investments have generated over 7 000 jobs across construction, energy, property, and services sectors, with additional indirect employment through linkages in housing, tourism, logistics and local supply chains. During NDS 2, the Public Service Pension Fund will expand this footprint, reinforcing regional economic resilience and inclusive growth.

Investing in Renewable Energy

1842. In line with the National Energy Policy and the country's green-growth agenda, the Public Service Pension Fund will prioritise climate-resilient investments in renewable energy. Building on the 5 MW commissioned during NDS 1, the Fund will scale up its renewable-energy portfolio under the Energy Compact (M300), targeting an additional 80 MW of solar and hydro capacity.

1843. These investments will contribute to national energy security, reduce import dependence and stabilise energy supply for industrial and commercial operations. The Fund will also

participate in grid rehabilitation and infrastructure upgrading initiatives that enhance the bankability of energy projects for institutional investors.

Participation in Housing & Urban Development

1844. The Public Service Pension Fund will continue to support the national housing programme through large-scale investment in residential and mixed-use developments.

1845. Following the delivery of 700 housing units under NDS 1, the Fund will construct 1 200 additional units during NDS 2, focusing on affordable housing, student accommodation and urban densification projects. These initiatives will stimulate local supply chains, promote orderly urbanisation and improve the living standards of public sector workers and communities.

Financing Agricultural Infrastructure & Food Security

1846. Recognising agriculture's central role in inclusive growth, Public Service Pension Fund will invest in agricultural infrastructure projects that enhance productivity and value addition.

1847. The Fund's pipeline includes irrigation systems, storage and processing facilities and rural logistics infrastructure aimed at strengthening food security, supporting export-oriented value chains and improving rural incomes.

1848. These investments will complement national efforts to modernise agriculture and stabilise the external sector through value-added exports.

Financing Health & Wellness Infrastructure

1849. Under NDS 2, the Public Service Pension Fund will expand its investment portfolio into financing health and wellness infrastructure.

1850. The Fund will develop modern medical centres, clinics and wellness facilities within its property developments to improve access to healthcare and strengthen the national health delivery system.

1851. Furthermore, a Public Service Pension Fund managed medical assurance facility will be introduced to enhance members' access to quality healthcare, aligning pension benefits with broader social protection objectives.

Financing Social & Economic Infrastructure

1852. The Public Service Pension Fund will also invest in social infrastructure that supports community wellbeing and economic empowerment. These include lifestyle centres, shopping malls, market hubs, small and medium enterprises` workspaces designed to stimulate entrepreneurship, support the formalisation of the informal sector and promote local economic activity.

1853. Complementary infrastructure such as roads, sewage and drainage systems will be integrated within Public Service Pension Fund developments to enhance sustainability, land values and fiscal multipliers through local procurement and service-sector expansion.

Mortgage Housing Finance

1854. Under NDS 2, Government's National Housing Delivery Programme will witness introduction of civil servants' mortgage and housing-financing schemes, through enrolment under the Public Service Pension Fund, directly complementing other initiatives in support of provision of decent accommodation to the citizenry in consistency with the objective of NDS 2 of inclusive access to home ownership.

1855. During NDS 2, the Public Service Pension Fund will, through mortgage facilities, integrate its social-welfare and economic development mandates - linking pension savings, housing finance and infrastructure investment to stimulate domestic credit markets and employment creation in the construction sector.

Public Private Partnerships

1856. During NDS 2, public private partnerships will remain a central mechanism for mobilising domestic and external resources to finance infrastructure development and other national priorities.

1857. Well-structured PPPs will serve as strategic instruments for leveraging private sector expertise, technology and capital to bridge the infrastructure investment gap and advance national development objectives.

1858. Government will adopt international best practices in structuring sustainable PPPs, focusing on innovative financing mechanisms such as green bonds, impact investment and blended finance. These instruments will help de-risk projects, enhance bankability and attract long-term private investment.

1859. To enhance project attractiveness, Government will strengthen the enabling environment through clear and transparent PPP guidelines, improved availability of project information and predictable revenue frameworks, including escrow-backed arrangements. In addition, a dedicated National Budget Fund will be established to support strategic partnerships in priority sectors.

1860. Continuous reforms to improve the ease of doing business, streamline regulatory processes and ensure policy consistency will be implemented to sustain investor confidence. Government will also intensify investment promotion efforts through international forums and roadshows aimed at showcasing Zimbabwe's PPP opportunities.

1861. Recognising the role of the diaspora as a vital source of capital and innovation, targeted initiatives will be introduced to facilitate diaspora participation in infrastructure financing and private sector-led development. Building on the progress achieved under NDS 1, PPP arrangements will be expanded across key sectors to accelerate the implementation of transformative infrastructure projects.

AI in Public Private Partnerships

1862. NDS 2 will harness the transformative potential of Artificial Intelligence (AI) to enhance the planning, implementation and management of public private partnerships and infrastructure projects. AI technologies will support data-driven decision-making by improving project identification, forecasting infrastructure needs, optimising stakeholder engagement and enhancing financial modelling for innovative mechanisms such as blended finance.

1863. By enabling predictive analysis and real-time monitoring, AI will help reduce transaction costs, expedite project delivery and strengthen transparency and accountability in project management. However, NDS 2 acknowledges the challenges associated with AI integration, including data privacy, ethical considerations and the digital divide. These will be addressed through appropriate regulatory and institutional frameworks to ensure responsible and inclusive adoption.

1864. Government will draw on emerging best practices to integrate AI into public private partnerships frameworks in a manner that balances innovation with risk management, thereby promoting efficiency, resilience and sustainability in infrastructure development.

Fiscal Sustainability of Public Private Partnerships

1865. Ensuring the fiscal sustainability and affordability of public private partnerships is a key priority under NDS 2. Government will implement strategies that maintain project viability while safeguarding public finances and ensuring equitable access to services.

1866. Transparent reporting of public debt and contingent liabilities will be reinforced to mitigate fiscal risks and prevent the accumulation of hidden debt. Sustainable funding mechanisms will be designed to balance fiscal responsibility with the need for critical infrastructure investment, while tariff structures will be aligned to maintain affordability for users throughout the project lifecycle.

1867. NDS 2 will provide practical guidance on assessing and managing fiscal risks in public private partnerships, drawing on international best practices to ensure that projects remain financially sound and socially equitable. Through these measures, public private partnerships will contribute to inclusive growth, fiscal stability and long-term national development.

PPP Funded Projects

1868. The private sector will play a key role in financing NDS 2 through participation in PPPs, as outlined below.

Power Generation

1869. In order to attract private investor financing into power generation projects through public private partnership arrangements, ZERA will ensure ease of licencing to prospective public private partnership investors.

1870. Further, to secure return on investment in and financing power generation, a cost reflective tariff will be maintained throughout the project life span.

1871. To boost confidence of prospective investors and ensure wider investor participation, Government will provide a policy framework that guarantees cost reflective tariffs and security of investment.

1872. Furthermore, to increase the country`s power generation, transmission and distribution capacity during NDS 2, ZETDC`s capacity to underwrite off-take agreements for independent power producers will be strengthened.

1873. Furthermore, Government will facilitate financing of electricity generation through captive power arrangements, under which

heavy energy-using firms will generate electricity for their own consumption and supply any excess power to the national grid.

Rail Network

1874. During NDS 2, Government will promote public private partnership financing arrangements with the private sector, including *open access* initiative, where producers of bulk goods such as minerals will partner NRZ leveraging on business opportunities in rail transportation to build, rehabilitate and operate the rail network, signalling and wagons.

1875. Such financing initiatives will support the building and rehabilitation of rail infrastructure and equipment, central to realising low costs in transporting bulk commodities. Increased recourse to the rail network for movement of bulk freight will also minimise damage associated with transporting bulk goods by road.

Highways & Trunk Roads

1876. Under NDS 2, Government will continue to underwrite the financing of the rehabilitation and modernisation of all major highways and trunk roads across Zimbabwe.

1877. Pursuant to this, Government will speed up mobilisation of financial resources towards road construction and dualisation of highways in partnership arrangements with other stakeholders,

under which private investors will participate leveraging on toll fee collections.

1878. Government will leverage on toll fees to complement financial resources towards the construction of highway by-passes around the country`s major urban centres. This will reduce interference with local traffic and decongest city centres, that way allowing for smooth flow of traffic on the country`s primary and secondary roads.

1879. The major Metropolitan centres such as Harare would warrant expediting construction of ring roads, while the smaller centres would have by-passes along the lines of the one developed around Chivhu town centre during NDS 1.

Airport Infrastructure

1880. During NDS 2, Government will partner private investors in financing the development, expansion and upgrading of small airports, targeting Charles Prince, Mutare, Hwange, Masvingo, Buffalo Range and Kariba through public private partnerships. This will support the fast-growing tourism industry, as well as export trade in such sectors as horticulture.

1881. Under this arrangement, private investors will be engaged under various public private partnership financial arrangements, such as the build-operate-transfer framework.

Financing Agro-Industrial Parks

1882. During NDS 2, Government will implement initiatives to attract private sector financing for development of agro-industrial parks. This will support investment in agro-processing of such agricultural commodities as cotton, beef and dairy, as well as edible oils under public private partnership arrangements, underpinned by targeted incentives.

Partnerships in Irrigation Development

1883. NDS 2 will also provide initiatives in support of private sector financing partnerships, including under joint venture arrangements, in the development of irrigation infrastructure to enhance productivity in agriculture.

Financing Tourism Facilities

1884. Insurance and pension funds have, historically, been major investors in financing development of hotel infrastructure, essential to the growth of tourism.

1885. During NDS 2, insurance and pension funds, alongside other investors, will be facilitated to play a critical role in financing the development of such tourism facilities as hotels, conferencing and exhibition facilities, leveraging on fast growing opportunities in tourism.

Financing Housing Delivery

1886. During NDS 2, the financing of housing development will target the revival and expansion of long-term housing finance, with building societies and other banking institutions taking a lead role.

1887. The Reserve Bank, in partnership with IPEC and SECZim, will coordinate development and introduction of the necessary medium to long term instruments for the required resource mobilisation from the domestic money and capital markets in support of pre-development housing infrastructure.

1888. Mortgage financing will be structured to support multiple categories of beneficiaries, inclusive of employers ready to provide affordable housing for their staff. Individuals with financial repayment capacity will also be able to obtain mortgages for residences.

Financing Institutional Accommodation

1889. Under NDS 2, Government will fund student and institutional accommodation mainly through public private partnership models such as *build-operate-transfer* and *build-own-operate*, where private investors develop and manage hostels while recovering costs through affordable rentals.

1890. To enhance project bankability, Government will support rental off-take agreements guaranteeing minimum occupancy levels.

1891. In addition, long-term capital will be mobilised through the issuance of student accommodation bonds in both domestic and diaspora markets.

1892. These strategies will attract private capital and ensure sustainable provision of affordable student housing.

Funding Industrialisation

1893. During NDS 2, Government will facilitate strategic manufacturing enterprises to access long-term and low-cost capital for re-tooling and expansion. In this regard, Government will capacitate the Industrial Development Fund to fund strategic manufacturing projects.

1894. Pursuant to this, Government mandated the National Venture Capital Company to channel resources under the Industrial Development Fund towards high-growth sectors, deploying patient capital through tailored instruments like equity and debentures.

1895. This targeted financing will empower viable businesses with strong potential for job creation, import substitution, exports and

value chain development. A joint committee will provide strategic oversight to ensure rigorous project selection and active portfolio management.

Other Financing Instruments

1896. Drawing from NDS 2 initiatives in Chapter 3 towards deepening money and capital markets, Government will coordinate development of innovative financial instruments to mobilise resources to fund NDS 2 interventions.

1897. Such instruments would include long term infrastructure bonds, project-linked securities, blended finance vehicles, diaspora bonds, sovereign wealth bonds and zero-coupon securities. The necessary incentives will be provided, inclusive of designation of prescribed asset status, to facilitate participation in bankable projects.

1898. To ensure investor confidence, a vibrant secondary market will be developed to encourage participation and uptake by institutional investors, particularly pension funds and insurance companies.

1899. The provision of private sector financing of NDS 2 critical projects in transport, energy and public utilities infrastructure, through targeted innovative instruments, will be underwritten by sustainable flow of proceeds from revenue streams drawing from toll fees, utility payments and other ring-fenced resources.

Asset Recycling

1900. Under NDS 2, Government will implement a comprehensive asset recycling strategy aimed at unlocking the value of existing public assets to finance new infrastructure and development projects. This approach recognises that the State holds a large portfolio of valuable assets which, if optimally managed, can generate significant resources for future investments without placing additional strain on the National Budget.

1901. The measures that will be pursued to unlock value for further investments include partial privatisation, disposal of public assets, leasing and concession. The revenue proceeds generated from asset recycling will be ring-fenced into a dedicated Infrastructure Development Fund managed transparently by Treasury in collaboration with the Mutapa Investment Fund.

1902. The funds would be reinvested in priority infrastructure projects that include energy generation, water and sanitation, road and rail rehabilitation and ICT infrastructure. The regulatory and policy framework governing asset recycling will be strengthened to ensure transparency, investor confidence and protection of public interest.

Climate Smart Agricultural Financing

1903. Under NDS 2, targeted financing mechanisms such as climate risk insurance and carbon credit lines will be introduced to support the adoption of climate-resilient practices.

1904. Government will scale-up de-risking measures to encourage private sector participation and establish index-based crop and livestock insurance schemes, to cushion farmers against climate shocks.

1905. Other complementary measures will include competitive pricing policies, expanded value chain financing, and strengthened public private partnerships to ensure affordability, accessibility and long-term sustainability of input supply.

Diaspora Resources

1906. The issuance of financial products tailored at our diaspora community recognises the strategic role of the diaspora in participating in domestic investment opportunities.

1907. Pursuant to this, Government will leverage on the potential of remittances to establish a dedicated investment fund. Complementary engagement platforms will ensure access to timely information on viable opportunities, thereby strengthening the diaspora's contribution to national development.

Debt Resolution & International Financing

1908. During NDS 2, Government will prioritise expanding fiscal space through concessional financing and structured engagement with international partners to mobilise resources for inclusive and sustainable development programmes.

1909. Zimbabwe's access to international capital markets has remained limited due to accumulated external payment arrears, which continue to constrain funding for priority projects. As of December 2024, the total public and publicly guaranteed debt stood at US$21.5 billion (47.1% of GDP), comprising US$13.2 billion in external debt, of which US$7.4 billion are arrears and US$8.3 billion in domestic debt.

1910. During NDS 1, Government demonstrated commitment to engagement and re-engagement by servicing part of its external debt. A total of US$598.2 million was paid in external debt service, including token payments to International Financial Institutions and Paris Club creditors.

1911. In addition, through the Structured Dialogue Platform process, Government paid US$20 million in 2024 towards Bilateral Investment Protection and Promotion Agreements (BIPPAs) claims from Denmark, Germany, Netherlands, Switzerland and the former Yugoslavia.

1912. Building on these efforts, NDS 2 will institutionalise engagement on economic and governance reforms through the Structured Dialogue Platform to operationalise the Roadmap for Arrears Clearance and Debt Resolution. This platform will bring together Government, creditors and development partners to ensure coordinated implementation of agreed reforms.

1913. The overall goal of the strategy is to restore debt sustainability, clear arrears and unlock external concessional financing to support NDS 2 priorities and the broader inclusive growth agenda.

1914. Drawing from NDS 1, implementation of NDS 2 reforms to enhance access to cooperating partner finance will be under the following strategic pillars, supported by the respective sector working groups:

- Bolstering macro-economic stability for sustainable inclusive economic growth, while ensuring social protection of the vulnerable.
- Governance reforms
- Land tenure reforms, benefiting from introduction of issuance of title deeds, honouring continuation of payments of compensation to former farm owners under the Global Compensation Deed and also payment to Bilateral Investment Protection and Promotion Agreements (BIPPAs) protected farms, through the multi-year payment plan.

1915. The Office of the President and Cabinet will play a central oversight and coordination role in implementing the arrears clearance roadmap, monitoring governance and macroeconomic reform progress and managing compensation obligations.

1916. Government will continue to make token payments to International Financial Institutions and Paris Club creditors as a demonstration of its ongoing commitment to re-engagement and debt resolution.

1917. Through these coordinated measures, Government aims to restore Zimbabwe's international creditworthiness, expand fiscal space and mobilise concessional and structured financing to fund NDS 2 priority programmes and projects.

1918. Overall, the debt resolution and access to international financing under NDS 2 seek to rebuild trust with international partners, enhance access to global financial markets and secure sustainable funding to advance Zimbabwe's inclusive and resilient development agenda.

PART IV: IMPLEMENTATION, COORDINATION, MONITORING, EVALUATION & DATA PROVISION

1919. Section IV outlines the framework for implementation and coordination, as well as that on monitoring and evaluation and the modalities for data provision during implementation of NDS 2.

1920. This will enable coordinated implementation of NDS 2 and the tracking of performance during the Strategy period to ensure that the country remains on course to realise Vision 2030.

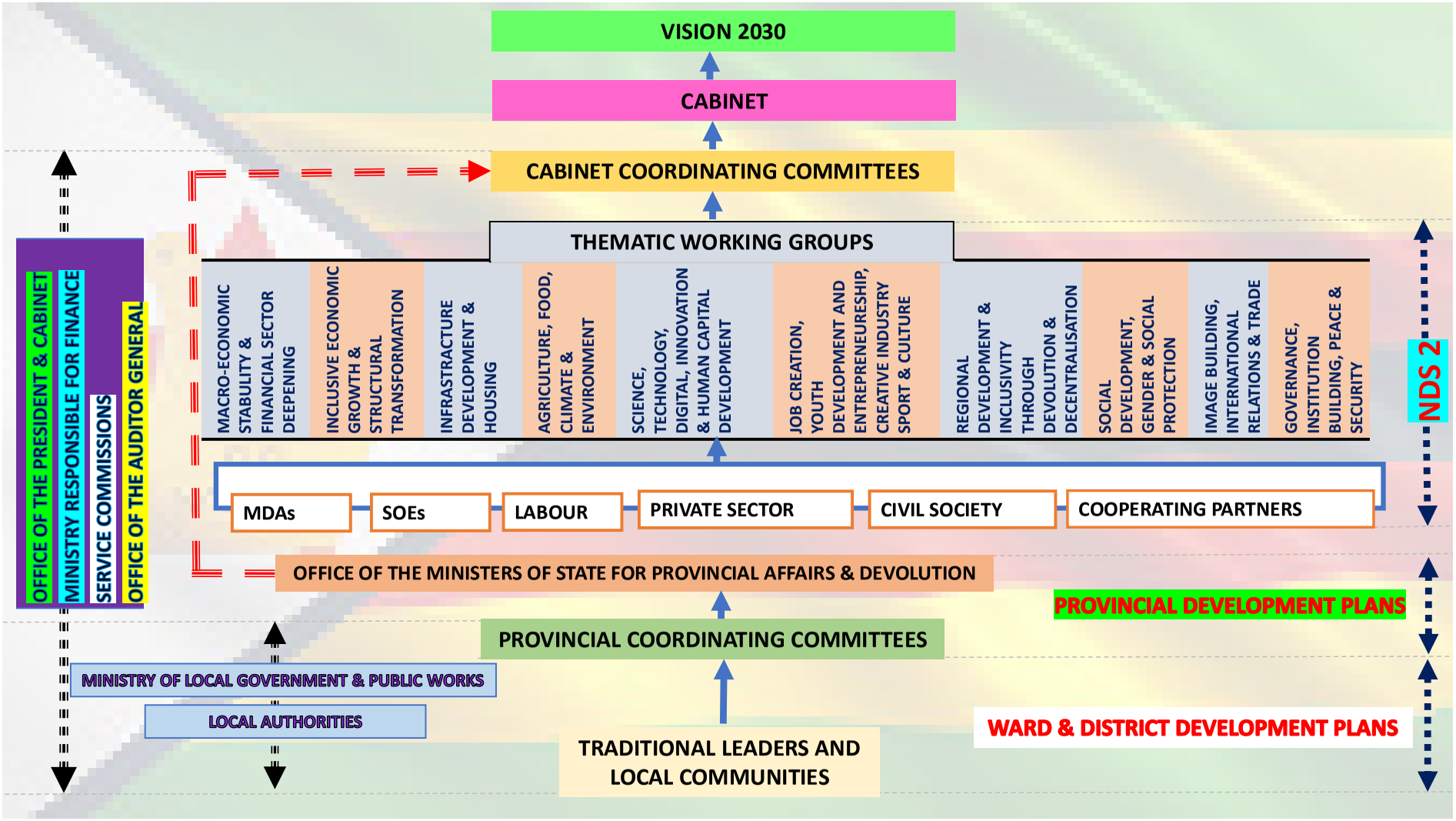
CHAPTER 14: IMPLEMENTATION & COORDINATION FRAMEWORK

1921. NDS 2 envisions a *Whole of Government and Society Approach* to development that will be supported by a comprehensive and well-coordinated implementation and monitoring framework. The framework for implementation and coordination ensures coherence, accountability and inclusivity in the execution of national priorities across all thematic areas.

1922. The implementation of NDS 2 will be centred around thematic working groups, underpinned by Ministries, Departments and Agencies, local authorities, as well as partners in the private sector, inclusive of participation under public private partnerships.

1923. The implementation of NDS 2 will require coordination of the respective agencies, institutions and other players. Pursuant to this, the coordinating bodies will include Cabinet Coordinating Committees mandated with NDS 2 oversight, Provincial Coordinating Committees, District Coordinating Committees and Ward Coordinating Committees.

NDS 2 IMPLEMENTATIO



Cabinet

1924. Cabinet will provide overall policy direction and strategic oversight in the implementation of NDS 2.

1925. It will ensure policy coherence across sectors, approve key policy and programme proposals and facilitate an enabling environment for the execution of the Strategy.

1926. Cabinet will consider implementation progress reports submitted by NDS 2 Cabinet Coordinating Committees.

1927. NDS 2 will be underpinned by a robust coordination mechanism that will ensure coherence and delivery of impactful results across all thematic areas.

1928. The framework for the implementation of NDS 2 comprises of entities with defined roles to ensure that national priority targets are realised.

Cabinet Coordinating Committees

1929. There will be NDS 2 Cabinet Coordinating Committees chaired at Vice President level that will report to Cabinet on progress in the implementation of NDS 2.

1930. A Working Party of officials under the oversight of the Chief Secretary to the President and Cabinet will provide technical input into NDS 2 Cabinet Coordinating Committees.

1931. Furthermore, the Working Party of the NDS 2 Cabinet Coordinating Committees will review NDS 2 implementation progress reports from the thematic working groups and make recommendations to their respective NDS 2 Cabinet Coordinating Committees to ensure coherence in the realisation of priorities and achievement of NDS 2 objectives.

Thematic Working Groups

1932. Thematic working group chairpersons will submit NDS 2 implementation progress reports to Cabinet for consideration, through the NDS 2 Cabinet Coordinating Committees.

Ministry Responsible for Finance

1933. The Ministry responsible for finance will undertake the following during NDS 2:

- Mobilise domestic and external resources to finance NDS 2 programmes and projects.
- Appraise and approve public investment projects to ensure value for money.
- Align annual and medium-term budgets with NDS 2 priorities.

- Provide technical guidance to Ministries, Departments and Agencies on result-based budgeting, monitoring and utilisation of financial resources.

Service Commissions

1934. During NDS 2 implementation, the Service Commissions will be responsible for the following:

- Providing fit for purpose human capital to drive implementation of NDS 2

- Undertaking performance management across the service commissions for effective delivery of NDS 2.

1935. In this regard, Government will continuously review and improve the conditions of service for all members of the public service, judicial service, security service, among other independent commissions as well as pensioners, including competitive remuneration and non-monetary benefits in order to enhance motivation, improve service delivery and stem the brain drain from the public sector.

Ministries, Departments & Agencies

1936. Ministries, Departments and Agencies will be responsible for the implementation of NDS 2 interventions within their mandates.

1937. Pursuant to this, Ministries, Departments and Agencies will:

- Develop institutional strategic and implementation plans consistent with NDS 2 targets.
- Coordinate the designing of programmes, budgeting, implementation and performance monitoring within their mandates.
- Collaborate amongst themselves, as well as with non-state actors, to ensure coherent multi-stakeholder delivery.

Ministry Responsible for Local Government

1938. The Ministry will ensure that district and operationalised ward development plans are consistent with Provincial plans.

1939. The Ministry will coordinate the implementation of NDS 2 by local authorities, district and ward development committees, as well as provide oversight on the integration of local development initiatives with national targets.

State Owned Enterprises

1940. In line with the objectives of NDS 2, state owned enterprises will play a strategic role in advancing national development priorities and driving inclusive economic growth.

1941. State owned enterprises will act as key enablers of economic transformation by ensuring efficient and reliable service delivery,

supporting industrialisation, and promoting value addition and beneficiation across priority sectors.

1942. They will contribute to macro-economic stability through foreign currency generation, import substitution, and enhanced fiscal revenues, while also fostering employment creation and supporting private sector development.

Provincial Coordinating Committees

1943. Provincial Coordinating Committees will oversee the coordination and implementation of Provincial Economic Development Plans which are aligned to NDS 2.

1944. Provincial Coordinating Committees will monitor progress informed by provincial development indicators, prepare and submit periodic reports to the Working Party of the NDS 2 Cabinet Coordinating Committee for consideration.

Office of the Auditor-General

1945. The Office of the Auditor-General will play an oversight role in ensuring the efficient, effective and transparent utilisation of public resources during the implementation of NDS 2, in accordance with applicable laws, regulations and public finance management standards.

1946. The Office will conduct financial and performance audits, including special audits of selected flagship programmes under NDS 2, to assess value for money, efficiency, and effectiveness in programme delivery.

1947. Audit findings and recommendations will inform corrective policy measures and strengthen accountability, thereby enhancing the overall integrity and effectiveness of NDS 2 implementation.

Private Sector

1948. In accordance with Section 13 of the Constitution of Zimbabwe Amendment (No. 20) Act, 2013, the private sector will be encouraged to actively participate in national development and contribute to the effective implementation of NDS 2 objectives.

1949. The private sector will play a pivotal role in mobilising financial and technical resources for investment, production and value addition, supported by Government initiatives that enhance the ease of doing business and ensure alignment with national development priorities.

1950. The private sector will collaborate with Government in financing infrastructure development and productive sectors through public private partnerships and other strategic joint arrangements, thereby strengthening coordination and promoting inclusive economic growth.

Traditional Leaders

1951. In accordance with Section 282(1)(c) of the Constitution of Zimbabwe Amendment (No. 20) Act, 2013, traditional leaders will play a pivotal role in facilitating community development and promoting inclusive participation in the implementation of NDS 2.

1952. They will identify and recommend local development priorities, mobilise communities for programme participation and work collaboratively with local authorities to ensure effective implementation of community-based development initiatives.

1953. Traditional leaders will also promote social cohesion, uphold cultural values and support sustainable utilisation of local resources in advancing the objectives of NDS 2.

Civil Society

1954. Civil society organisations will play a complementary role to Government in the implementation of NDS 2 by supporting the delivery of social and community development programmes, promoting transparency, accountability and inclusive participation in national development processes.

1955. Civil society organisations will collaborate with national and sub-national governance structures to enhance service delivery,

facilitate citizen engagement in development planning, monitoring, evaluation and strengthen community capacities for resilience and sustainable livelihoods.

1956. Civil society organisations will promote the principles of good governance and social justice, thereby fostering participatory, equitable and inclusive national development in the implementation and coordination of NDS 2.

Cooperating Partners

1957. Cooperating partners will play a supportive role in the implementation of NDS 2 through the provision of financial resources, capacity building and technical assistance aimed at advancing national development priorities.

1958. Collaboration with international cooperating partners will be deepened to mobilise financial and technical assistance in key areas such as agriculture, health, education, food security and climate resilience. Partnerships will be structured to harness the comparative advantage of each cooperating partner in delivering targeted interventions.

1959. Government will engage cooperating partners through structured coordination frameworks to ensure alignment of external assistance with NDS 2 objectives, national systems and priorities.

1960. To ensure maximum developmental impact, NDS 2 will establish robust coordination frameworks that align cooperating partners' support with national priorities. These mechanisms will enhance transparency, reduce duplication and improve efficiency in the deployment of external resources.

1961. Development cooperation will be guided by the principles of national ownership, mutual accountability and integrated results-based management to promote effective partnerships that contribute to sustainable and inclusive national development.

CHAPTER 15: MONITORING, EVALUATION AND LEARNING

1962. *Monitoring, Evaluation and Learning* will be a critical tool in tracking progress in the implementation of programmes and projects during NDS 2, while also generating *lessons* to strengthen policy-making and ensuring that Zimbabwe remains on course towards achieving its Vision of becoming a *Prosperous and Empowered Upper-Middle Income Society By 2030*.

1963. The *Monitoring, Evaluation and Learning* framework will be anchored on the principles of Integrated Results-Based Management (IRBM), which include results orientation, participation and inclusivity, value for money, learning and adaptation. It is designed to promote accountability, transparency, learning and evidence-based decision-making throughout the implementation of the Strategy.

1964. In line with the *Whole of Government and Society* approach, monitoring and evaluation of NDS 2 will be undertaken at national, provincial, district and ward levels, with an emphasis on accountability and timeliness in the delivery of results taking into account priority areas, key result areas, outcomes and targets based on the NDS 2 Results Framework.

1965. The evidence gathered will be used to strengthen performance management and track progress across all levels of the development process.

1966. NDS 2 recognises the critical role of *Monitoring, Evaluation and Learning* in ensuring that development programmes and projects deliver results and quality services to the citizenry in an effective, efficient, sustainable and life-transforming manner – hence, a backbone of accountability and adaptive management during implementation.

1967. The framework for *Monitoring, Evaluation and Learning* supports the attainment of NDS 2 targets by enabling an integrated approach to monitoring of progress, evaluation and lesson learning during implementation.

1968. This will leverage on advances in ICT digital tools, to inform reporting on effectiveness, identify challenges and generate insights for informed sustainable interventions.

1969. The monitoring and evaluation framework for NDS 2 provides the institutional, methodological and operational mechanisms for tracking progress towards the achievement of the country's development objectives and targets.

Situational Analysis

1970. Lessons from monitoring and evaluation of implementation under NDS 1 showed that funding constraints, delayed disbursements, inadequate allocations and scaling down of planned activities hampered the delivery of outcomes.

1971. Furthermore, coordination and collaboration among Ministries, Departments and Agencies, as well as local authorities, was weak - resulting in duplication of efforts, operational inefficiencies and wasted resources.

1972. NDS 1 thematic working groups often lacked effective governance, as meetings were not consistently chaired at senior levels, thereby undermining decision-making authority.

1973. Weak monitoring and evaluation systems further compounded these challenges, with inadequate frameworks making it difficult to track progress accurately, ensure accountability and make timely evidence-based adjustments.

1974. Stakeholder engagement was limited, with local authorities, partners and communities not sufficiently involved at the outset. This compromised on ownership, generating resistance and threatening long-term sustainability of interventions.

1975. Data collection and management were also inadequate, with limited capacity and weak systems producing unreliable or inconsistent information. The absence of standardised methodologies and centralised repositories made it difficult to monitor impact or identify areas requiring attention.

1976. Monitoring and evaluation personnel also encountered significant capacity gaps in terms of skills, training and resources. This undermined the quality of monitoring reports and limited the use of digital tools for data analysis. Compounding this was the absence of clear and measurable performance indicators, which made systematic progress tracking and accountability difficult.

1977. The challenges identified during implementation of NDS 1 hampered effective tracking of progress, timely identification of problems and informed decision-making processes. Going into NDS 2, these challenges will be addressed to improve accountability and overall effectiveness during implementation.

Monitoring and Evaluation Policy

1978. Monitoring, Evaluation and Learning under NDS 2 will be underpinned by the National Monitoring and Evaluation Policy, to ensure accountability by tracking, implementation and utilisation of public resources.

1979. The experiences drawn from monitoring and evaluation under NDS 1 provide some valuable insights for enhancing implementation effectiveness for NDS 2.

1980. The lessons emerging from NDS 1 to shape the implementation of NDS 2 include the importance of stronger strategic planning,

budgetary control and relating provision of resources to the national priorities at MDAs level.

1981. The Strategy acknowledges the role and impact of the private sector in strengthening the monitoring and evaluation of NDS 2 through their participation in the thematic working groups. Their participation will include provision and validation of data for monitoring and evaluation as well as contributing private sector perspectives on the impact of policy interventions.

Mainstreaming Monitoring, Evaluation and Learning

1982. The NDS 2 *Monitoring, Evaluation and Learning* framework will relate its processes to Zimbabwe`s regional, continental and global commitments, in particular, the SADC Regional Indicative Strategic Development Plan, Africa's Agenda 2063 and the UN Sustainable Development Goals.

Results Framework

1983. The Monitoring, Evaluation and Learning architecture of NDS 2 is anchored on a foundation of National and Sectoral Results Frameworks that define national and sector priorities, outcomes, performance indicators, baselines and targets.

1984. Emphasis will be placed on outcomes that tangibly improve livelihoods and foster economic transformation. Cross-cutting

issues such as gender, youth and disability inclusion will be mainstreamed, each with clear indicators.

1985. NDS 2 will be monitored through a Results Framework provided in Section V Chapter 17, defining the hierarchy of expected results, including priorities, key result areas and outcomes.

Monitoring System

1986. Monitoring and evaluation will be undertaken at national, provincial, district, and ward levels, guided by the institutional coordination structures established for NDS 2.

1987. Monitoring under NDS 2 will involve continuous and systematic tracking of the implementation of policies, programmes and projects to assess progress against set targets. Monitoring will focus on physical on-site visits, electronic off-site and financial performance, providing feedback to decision-makers for timely corrective action.

1988. During NDS 2, effectiveness of the ten thematic working groups will be monitored through performance reviews that will be undertaken on a quarterly basis.

1989. A *Whole of Government and Society* approach will be undertaken, with Ministries, Departments and Agencies as well as local

authorities required to submit performance reports to the Office of the President and Cabinet, also informed by stakeholder engagements.

1990. Furthermore, complementary validation visits will be conducted by the *Monitoring and Evaluation* team resident in the Office of the President and Cabinet to confirm progress on implementation.

Electronic Monitoring

1991. The *e-Whole of Government Performance Management System* to automate data collection, processing, analysis and reporting on the performance of NDS 2 will:

- Serve as the national digital platform for real-time tracking of progress against indicators.
- Integrate data from Ministries, Departments and Agencies, local authorities and other stakeholders.
- Support performance analysis of outcomes linked to national, regional and global commitments, including SDGs and Agenda 2063.
- Generate quarterly and annual progress reports for submission and processing through the thematic working groups and the Cabinet Coordinating Committee with NDS 2 oversight, for submission to Cabinet by the respective Vice Presidents.

1992. The quarterly and annual progress reports generated from e-Whole of Government Performance Management System will:

- Highlight performance, against indicators, targets and budget utilisation.
- Identify areas of under-performance and corrective measures.

Physical Monitoring

1993. Complementary periodic validation visits will also be undertaken, embracing the national, provincial, district and ward levels, to verify programme performance and identify implementation challenges.

1994. Thematic Working Groups, Ministries, Departments and Agencies and sub-national coordination structures will carry out coordinated site visits and field assessments to confirm that planned outputs and outcomes are being achieved.

1995. Monitoring reports generated from validation visits will highlight progress, bottlenecks and lessons learned to inform adaptive management and future programming.

Evaluation Framework

1996. The evaluation framework will employ both formative and summative evaluation methodologies to generate evidence-based decision-making, resource allocation and policy adjustments.

1997. The focus of the NDS 2 evaluation framework is on assessing the relevance, efficiency, effectiveness, impact and sustainability of policies and programmes implemented under the Strategy.

Mid-Term Review

1998. A Mid-Term Review will be conducted through a comprehensive stakeholder consultation involving communities, the private sector, labour, academia and cooperating partners.

1999. The Mid-Term Review will be undertaken in the third quarter of 2028 to provide a comprehensive assessment of progress made towards the attainment of NDS 2 outcomes and Vision 2030 objectives during implementation in the first half of the Strategy.

2000. The Mid-Term Review will, through Cabinet processes, generate actionable recommendations to strengthen implementation during the remainder of the NDS 2 period and inform the formulation of the next National Development Strategy.

Terminal Evaluation

2001. A comprehensive Terminal Evaluation for NDS 2 will be conducted in mid-2030, to measure impact, assess achievements against targets and determine the strategy and realisation of Vision 2030.

2002. The conduct of a comprehensive evaluation of NDS 2 performance, will use the agreed KPIs, outcomes and impact indicators to generate an NDS 2 Terminal Evaluation Report capturing achievements, lessons learnt and areas requiring policy review.

2003. The findings from the NDS 2 Terminal Evaluation Report will be used to inform the design of NDS 3 and ensure better preparedness for future national development strategies.

Devolution and Decentralisation

2004. In line with the implementation of the decentralisation and devolution thrust, lower-level tiers of Government will be guided by the national and sectoral results frameworks in the monitoring, evaluation and learning of policies, programmes and projects under NDS 2. This approach will ensure that contributions from Wards, Districts and Provinces are effectively measured against national targets.

2005. The Provincial and Chiefs Councils will play a critical role in monitoring NDS 2 at the lower tiers of Government. Additionally, planning, financing and implementation capacities at the Provincial and District levels will be strengthened to support devolved functions through Inter-Governmental Fiscal Transfers.

Provision of Data

2006. As articulated in Chapter 16 on Data Provision for Planning and Monitoring Performance, generation of accurate, relevant and timely data will be critical to inform monitoring and evaluation of NDS 2 implementation. Pursuant to this, ZimStats will take a leading role in ensuring availability of data on KPIs through surveys at national and sector levels. This will be complemented by provision of data by the respective Ministries, Departments and Agencies.

CHAPTER 16: DATA PROVISION FOR PLANNING AND MONITORING PERFORMANCE

2007. During NDS 2, provision of reliable and timely statistical data will be central in guiding planning, monitoring and evaluation of national development programmes.

2008. Quality data will enable effective progress assessment, decision making and resource allocation towards the attainment of NDS 2 targets and realisation of national development priorities.

2009. During NDS 2, stakeholders will be provided with accessible and credible data to support evidence-based advocacy and to hold institutions accountable. This will ensure that policies and interventions are well informed, results-oriented and responsive to citizens' quest for public service delivery.

Situational Analysis

Demand for Data

2010. During NDS 1, there was a high demand for data by MDAs to track various key performance indicators in the results framework to support effective decision-making. In addition, there was increasing demand for timely, disaggregated and reliable statistics by businesses and citizens to monitor progress on NDS 1.

2011. Despite these data requirements, ZimStats was unable to provide statistics on some key performance indicators, in particular those which exceeded the scope of periodic surveys and censuses. This include disaggregated data at low tiers of Government.

Coordination and Governance

2012. During NDS 1, data integration and sharing in the *National Statistical System* was limited due to weak coordination by MDAs, local authorities, cooperating partners and private sector entities which largely operated in silos. This resulted in duplication of efforts, inconsistencies and inefficiencies that undermined the production of comprehensive, timely and reliable national statistics.

Disaggregation of Data

2013. During NDS 1, while progress was made in producing national and provincial-level data, statistical disaggregation remained limited, particularly at sub-national levels such as districts, wards and villages.

2014. This lack of disaggregated data undermined efforts to evaluate outcomes for vulnerable groups, including women, youth, persons with disabilities and populations in rural and marginalised areas. As a result, capturing and assessment of the extent of

socio-economic inequalities to determine whether development outcomes upheld the principle of *leaving no one and no place behind* remains outstanding.

2015. In this regard, limited availability of disaggregated data constrained NDS 1 monitoring and tracking of disparities to inform on differentiated impact of development interventions across communities.

2016. This has a bearing on country's capacity to report on global and regional obligations arising under the United Nations Sustainable Development Goals (SDGs), as well as the African Union Agenda 2063.

Legal Framework

2017. The legal framework governing the collection of data in Zimbabwe, the Census and Statistics Act [*Chapter 10:29*] of 2007, requires review to ensure that statistical data provision is relevant, timely, accurate and harmonised to support planning, policy formulation and decision-making for the effective implementation of NDS 2 – in consistency with Government`s principles of IRBM.

2018. Pursuant to this, the review under NDS 2 of the Census and Statistics Act of 2007, which transformed the then Central Statistical Office (CSO) into the Zimbabwe National Statistics

Agency (ZimStats), will harmonise the legislation to the global UN Fundamental Principles of Official Statistics and its framework that guides the production and management of official statistics.

2019. Concomitantly, the review will also serve to align with the African Charter on Statistics, and the SADC Protocol on Statistics of 2021, as well as the National Constitution.

2020. Some of the provisions of the Census and Statistics Act of 2007 are not fully aligned with the Constitutional principles relating to devolution, transparency, access to information and data protection rights.

Capacity Constraints

2021. During NDS 1, ZimStats, the core institution of the country`s National Statistical System, faced significant human resource and technical capacity constraints, exacerbated by limited ability to harness such emerging technologies as artificial intelligence, geospatial analytics and machine learning.

2022. These limitations were compounded by skills gaps, inadequate infrastructure and constrained financial resources, which affected the timeliness, granularity, and overall quality of statistical outputs.

Strategies

2023. The strategies to strengthen Zimbabwe`s statistical systems and institutions will focus on supporting coordinated data generation, validation and dissemination to enable consistent tracking of progress during implementation of NDS 2, as well as assessment towards the realisation of national development outcomes. This will also help reporting on achievements of development outcomes and impact of policies and programmes and adjusting interventions as necessary.

National Statistical System

2024. During NDS 2, strengthening governance and modernising institutional arrangements within the *National Statistical System* is, therefore, a critical step towards providing timely, disaggregated and high-quality data.

2025. In this regard, NDS 2 recognises that to maximise the data impact on development, statistics will be treated as an essential cross cutting development area, prioritised for development through policy, legislation, systems, infrastructure and capacity building.

2026. Under NDS 2, ZimStats, as a key agency within the *National Statistical System*, will coordinate the provision of statistics for key performance indicators (KPIs) for each thematic working

group. The KPIs serve as a measurable benchmark to assess progress towards strategic objectives. A detailed list of the KPIs aligned to each thematic area is provided in Annexure 2.

2027. During the implementation of NDS 2, ZimStats will:

- Regularly produce and disseminate official statistics aligned to NDS 2 KPIs through surveys, censuses and administrative data.
- Operate and expand the National Data Portal and dashboards to track progress in real-time.
- Lead monitoring and evaluation processes, ensuring evidence-based reporting on progress, bottlenecks and emerging priorities.
- Provide technical backstopping to Ministries, Departments and Agencies to address data gaps in gender, youth, climate resilience and governance indicators.

Legal and Institutional Framework

2028. During NDS 2, Census and Statistics Act of 2007 [*Chapter 10:29*] will be reviewed to align to the:

- Constitution of Zimbabwe Amendment (No. 20) Act, 2013 principles relating to devolution, transparency, access to information and data protection rights.

- UN Fundamental Principles of Official Statistics of 2014 and the framework that guides the production and management of official statistics.
- SADC Protocol on Statistics of 2021.
- Cyber and Data Protection Act of 2021 [*Chapter 12:07*].

2029. The review will also provide a framework for coordination within the *National Statistical System* to enable data sharing through structured mechanisms and enforce the collection of administrative data from public institutions.

2030. Furthermore, the review will also embrace the establishment of a National Statistics Council that will provide high-level oversight and advisory services, as well as the credibility of the country's national statistical data.

Strengthening Data Units

2031. NDS 2 is premised on the recognition that statistical evidence supports efficient resource allocation and results-based budgeting, ensuring public resources are directed where they have the most impact. Hence, Government will expand the establishment and operationalisation of *Data Units* across all Ministries, Departments and Agencies within the IRBM monitoring and evaluation framework.

2032. These *Data Units* will serve as an interface between ZimStats and Ministries, Departments and Agencies for systematic data collection, analysis and reporting, ensuring that information on NDS 2 implementation is timeously transmitted to ZimStats.

2033. ZimStats will continue to play a central coordinating and capacity-building role to support functional *Data Units* by providing training on data management methodologies and metadata standards to improve the quality of administrative and sectoral data.

2034. Furthermore, *Data Units* will be strengthened to ensure the standardisation of data collection tools, harmonisation of data classifications, interoperability, comparability and integration of sectoral data into the national statistical data.

Disaggregating Data Sources

2035. Under NDS 2, Government will support systematic disaggregation of data to the smallest administrative and economic units, including Provinces, districts, wards and village business units to promote inclusivity.

Expanding Data Coverage

2036. Mechanisms will be introduced to integrate private sector data, administrative records and emerging big data sources into official statistics.

2037. Furthermore, the introduction of quarterly reporting cycles will facilitate more timely tracking of progress across sectors and regions, enabling responsive policy adjustments.

Statistical Infrastructure and Systems

2038. During NDS 2, Government will facilitate the modernisation of statistical infrastructure, targeting the introduction of advanced digital technologies, geospatial systems, sensor-based methods and frontier innovations in data collection, processing and dissemination at ZimStats and across *Data Units* domiciled in MDAs.

2039. To improve disaggregation of statistics to inform policy formulation, ZimStats will systematically integrate non-traditional data sources, including big data, artificial intelligence, machine learning and citizen-generated information.

Capacity Building

2040. ZimStats institutional capacity will be strengthened through targeted training of statisticians, data scientists and related professionals. This will embrace the entire national statistical system, inclusive of all *Data Units* across MDAs and local authorities.

2041. The thrust will be on advanced analytical skills, geospatial technologies and digital platforms, to ensure the equipping of generation, analysis and reporting of reliable sectoral and sub-national data.

2042. This will be complemented by partnerships with academic and other relevant research institutions to foster methodological innovation and enable independent validation of gathered statistics.

2043. Government will provide the necessary financial support to enable ZimStats to harness advances in technology for modernisation of data collection, processing, dissemination and accessibility of official statistics.

Monitoring & Evaluation

2044. The provision of high-quality, timely and disaggregated data will be central to strengthening monitoring and evaluation (M&E) processes to ensure data validity and reliability, that way avoiding policies rooted in misinformed conclusions.

2045. Introduction of *Data Units*, coupled with disaggregation of statistics down to ward and district levels, will require monitoring and evaluation, underpinned by periodic validation to ensure that evidence generated by the national statistical system appropriately informs evidence-based NDS 2 interventions.

2046. This will be through systematic reliance on statistics to track progress, assess impact and performance towards the attainment of the aspirations of an *Empowered and Prosperous Upper Middle-Income Society by 2030*.

Data Security, Ethics and Dissemination

2047. During NDS 2, Government will entrench safeguards on ethical management and secure handling of data, drawing guidance from cyber-security protocols.

2048. Periodic audits across *Data Units* will be conducted, with personnel capacitated on data ethics, methodologies and protection requirements over data sources.

2049. Furthermore, ZimStats will be required to promote data transparency, underpinned by periodic release of data collected through national and sub-national surveys.

2050. Awareness campaigns will be carried out to promote statistical literacy and citizenry engagement. Dissemination of data down to community level will enhance wider use of official statistics, critical to inform participation in sub-national development planning, monitoring and evaluation.

PART V: RESULTS FRAMEWORKS

CHAPTER 17: PERFORMANCE MEASUREMENT MATRICES

2051. The National and Sectoral Results Frameworks for NDS 2, as articulated in Chapter 15 on Monitoring and Evaluation, provides a structured approach to tracking progress, assessing performance and ensuring accountability in the implementation of Zimbabwe's national development priorities.

2052. The Results Frameworks assure that performance is measured consistently at each level of the results chain and that accountability for results is clearly assigned to implementing and oversight institutions.

Key Results Areas

2053. Anchored on Vision 2030 *Towards a Prosperous & Empowered Upper Middle-Income Society*, the NDS 2 Results Frameworks define clear *key results areas*, expected *outcomes*, *key performance indicators*, and corresponding *targets* across all the ten priority areas.

2054. The Results Frameworks serve as a critical tool for guiding evidence-based planning, resource allocation and performance management across institutions, partners and stakeholders. Through the Results Frameworks, NDS 2 reinforces the

commitment to results-oriented development and sustainable socio-economic transformation.

Integrated Results Framework

2055. National, provincial, district and ward indicators are aligned to national priorities, ensuring an integrated results measurement framework. Progress will be reported on a quarterly and annual basis through structured reporting templates and dashboards, through the *e-Whole of Government Performance Management System*.

2056. Hence, the Results Frameworks take into account the NDS 2 national priority areas, key result areas, outcomes and targets defined as follows:

- Priority areas represent high-level strategic areas that direct national efforts towards specific long-term outcomes which guided the formulation of NDS 2 and resource allocation.
- Key result areas identify focus areas that related to the priority areas for implementation during NDS 2.
- Outcomes represent the changes that are expected to happen as a result of the interventions implemented under NDS 2.
- Key performance indicator metrics measure progress and effectiveness towards the realisation of outcomes within the Key Result Areas.

- Baseline represents the initial set of data or conditions that provide the starting point from which measurement of change or progress of a particular key performance indicator.
- Targets are numerical values assigned to each respective key performance indicator in a specified period expected to be realised during NDS 2.

National Results Frameworks

2057. The National Results Frameworks in Table 4 to Table 13 provides the national key result areas, tertiary outcomes, key performance indicators, baseline and targets for each of the ten thematic areas.

Sectoral Results Frameworks

2058. Furthermore, the Sectoral Results Frameworks in Table 14 to Table 23 provides the sector key result areas, intermediate outcomes, key performance indicators, baseline and targets for the ten thematic areas.

TABLE 4: MACRO-ECONOMIC STABILITY AND FINANCIAL SECTOR DEEPENING										
NATIONAL RESULTS FRAMEWORK										
National Priority Area	National Key Result Areas (NKRAs)	Tertiary Outcomes (TOUCs)	Key Performance Indicators (KPIs)	Baseline		Annual Targets				
				Year	Value	2026	2027	2028	2029	2030
Macroeconomic Stability & Financial Sector Deepening	Macro-economic Stability	Sustained low and stable general prices	Annual ZiG CPI inflation (%) (End Period)	2025	20	12	10	7	5	5
			Annual average ZiG CPI inflation (%)	2025	69	17	12	8	5	5
			Exchange Rate Variability (+/-%)	2025	<20	<20	+/-15	+/-15	+/-10	+/-10
	Financial Deepening	Increased access to affordable and diversified financial services	Gross national savings to GDP (%)	2025	8	10	13	17	22	25
		Increased financial system depth and breadth	Percentage of adult population with access to formal financial services including all digital and mobile platforms (%)	2025	84	85	86	87	88	90

TABLE 5: INCLUSIVE ECONOMIC GROWTH AND STRUCTURAL TRANSFORMATION										
NATIONAL RESULTS FRAMEWORK										
National Priority Area	National Key Result Areas (NKRAs)	Tertiary Outcomes (TOUCs)	Key Performance Indicators (KPIs)	Baseline		Annual Targets				
				Year	Value	2026	2027	2028	2029	2030
Inclusive Economic Growth and Structural Transformation	Inclusive and Sustainable Economic Growth	Enhanced Inclusive, Equitable and Sustainable Economic Growth	Real GDP growth rate (%)	2025	6.6	6.0	6.0	6.0	6.1	6.2
			GNI per capita (US$)	2025	3 242.2	3 502.7	3 802.9	4 133.5	4 478.3	4 851.4
			Gross fixed capital investment as a % of GDP	2023	9.8	9.83	11	12.1	12.5	13.1
			Level of formal Employment (%)	2025	38.7	41.6	42	43.4	44.9	45.3
			Women employment (%)	2025	33.7	34.2	36.5	38.4	39.7	40.1
			Gini Coefficient	2025	0.51	0.50	0.45	0.44	0.43	0.41
	Economic Structural Transformation	Enhanced Structural Transformation	Manufacturing value added as a % of GDP	2025	15.3	16	17	17.5	17.6	18.0
			Share of manufactured exports to total exports (%)	2025	5.5	7.5	9.5	13.8	16.6	18.4
			Export diversification (according to their concentration index)	2025	7.8	7	6.4	5.9	5.5	5.2
			Share of the service sector to GDP (%)	2024	59.7	59.8	59.7	60.1	60.6	61.1

TABLE 6: INFRASTRUCTURAL DEVELOPMENT AND HOUSING										
NATIONAL RESULTS FRAMEWORK										
National Priority Area	National Key Result Areas (NKRAs)	Tertiary Outcomes (TOUCs)	Key Performance Indicators (KPIs)	Baseline		Annual Targets				
				Year	Value	2026	2027	2028	2029	2030
Infrastructural Development & Housing	Infrastructural Development	Improved access to basic infrastructure services	Infrastructure development index for Zimbabwe (AIDI)	2024	27.69	28.53	28.95	29.39	29.83	30.28
	Housing Delivery	Improved access to affordable, decent housing	Percentage of households in affordable, quality housing with access to essential social amenities	2025	50	60	70	80	90	91

TABLE 7: AGRICUTURE, FOOD, CLIMATE AND ENVIRONMENT										
NATIONAL RESULT FRAMEWORK										
National Priority Area	**National Key Result Areas (NKRAs)**	**Tertiary Outcomes (TOUCs)**	**Key Performance Indicators (KPIs)**	**Baseline**		**Annual Targets**				
				Year	**Value**	**2026**	**2027**	**2028**	**2029**	**2030**
Agriculture, Food, Climate and Environmental	Food and Nutrition Security	Improved Food security	Percentage of food secure rural households (%)	2025	85	86	87	88	89	90
			Percentage of food secure urban households (%)	2025	72	75	80	85	88	90
		Improved Nutrition security	Percentage of stunted children under five years (%)	2024	24	23	22	21	20	20
	Climate and Environmental Protection	Improved Climate Resilience and Environmental Sustainability	Percentage of land under sustainable management (%)	2025	27.2	28.3	28.9	29.5	29.7	30.4

TABLE 8: SCIENCE, TECHNOLOGY, DIGITAL, INNOVATION AND HUMAN CAPITAL DEVELOPMENT

NATIONAL RESULTS FRAMEWORK

National Priority Area	National Key Result Areas (NKRAs)	Tertiary Outcomes (TOUCs)	Key Performance Indicators (KPIs) Year		Baseline Value	Baseline 2026	Annual Targets 2027	2028	2029	2030	
Science, Technology, Innovation, Digital and Human Capital Development	Science and Technology Development	Enhanced science & technology innovation eco-systems for global competitiveness	R&D expenditure as percentage of GDP (%)		2024	0.5	0.6	0.7	0.8	0.9	1
			R&D personnel per million of national population		2024	355	400	450	500	600	700
			Percentage of revenue from commercialised goods and services (%)	Basic Education	2024	0	5	8	10	15	20
				HTEIs	2023	3.04	4.53	5.23	5.9	6.84	8.14
	Human Capital Development	Increased availability of skilled workforce	Percentage of critical skilled experts available (%)		2018	38	54	57	60	63	66
			Digital literacy rate (%)		2024	37.26	55	65	75	85	95
			Percentage uptake of technical vocational education (%)	HTE	2024	60	65	68	70	72	75
				VTCs	2024	10	15	20	30	40	50
		Improved access to quality education	Enrolment rates (%)	Infant-net enrolment rate (ECD A-Grade 2)	2024	65.25	65.26	65.3	65.5	65.7	66
				Junior-net enrolment ratio (Grade 3-7)	2024	80.59	80.60	80.80	81.00	81.10	81.12
				Secondary –net enrolment ratio (Forms 1-4)	2024	54.03	54.05	54.1	54.2	54.3	54.4
				Secondary –net enrolment ratio (Forms 5-6)	2024	8.27	8.3	8.4	8.45	8.5	8.55
				HTEIs (TVET enrolment only)	2025	28,846	28,990	29,280	29,719	30,313	31,374

TABLE 8: SCIENCE, TECHNOLOGY, DIGITAL, INNOVATION AND HUMAN CAPITAL DEVELOPMENT

NATIONAL RESULTS FRAMEWORK

National Priority Area	National Key Result Areas (NKRAs)	Tertiary Outcomes (TOUCs)	Key Performance Indicators (KPIs) Year		Baseline Value	Baseline 2026	Annual Targets 2027	2028	2029	2030	
				HTEIs (University enrolments including teacher's colleges)	2025	126,432	127,696	128,973	130,263	131,566	132,882
				VTCs	2024	23,083	27,000	35,000	40,000	60,000	90,000
				Agric	2025	1 800	1 850	1 900	1 950	2 000	2 050
				Health	2022	3 334	3 500	4 000	5 000	6 000	7 000
				Mines	2024	1 050	1 070	1 090	1 110	1 150	1 200
			Completion Rate (%)	Grade 7	2024	91.44	91.5	91.6	92.0	92.1	92.3
				O Level	2024	64.9	65.1	65.6	66.0	66.7	67.0
				HTEIs TEP	2024	92	93	94	95	96	98
				HTEIs HEP	2024	89	90	92	94	96	97
				VTCs	2024	95	96	97	98	99	99
				Agric	2024	98	99	99	99	99	99
				Health	2024	95	98	98	98	98	98
				Mines	2024	90	91	92	93	94	95
	Digital Economy	Increased National Digitalisation	National ICT Development Index		2024	47.7	49.0	51.0	53.0	55.0	57.0
			e-Government Development Index		2024	0.45	0.5	0.6	0.7	0.8	0.85
			Integrated index for postal development (2IPD)		2024	22.5	32.67	40.84	51.05	66.36	82.26
		Increased ICT Security	Global cyber security index		2024	40	50	65	70	80	85
		Enhanced Artificial Intelligence (AI) driven economic growth initiatives	AI penetration index (adoption rate)		2024	0.3	0.35	0.4	0.5	0.6	0.65

TABLE 9: JOB CREATION, YOUTH ENTREPRENUERSHIP & DEVELOPMENT, CREATIVE INDUSTRY SPORTS AND CULTURE

NATIONAL RESULTS FRAMEWORK

National Priority Area	National Key Result Areas (NKRAs)	Tertiary Outcomes (TOUCs)	Key Performance Indicators (KPIs)	Baseline		Annual Targets				
				Year	Value	2026	2027	2028	2029	2030
Job Creation, Youth Development & Entrepreneurship, Creative Industry Sport and Culture	Job Creation	Enhanced Inclusive Sustainable Employment Opportunities	Employment to population ratio (%)	2025	37	39	40	41	43	44
			Unemployment rate (%)	2025	20.7	20.1	19.8	19.5	19	18.5
	Youth Development	Enhanced youth participation in national development	Proportion of youth occupying decision making positions in public and private institutions (%)	2023	5	7	9	11	13	15
			Proportion of youth not in education, employment or training (NEETs), %	2025	49.2	42	35	28	21	15
	Sport Development	Increased participation in sport and recreational activities	Percentage of national population participating in sport and recreation activities (%)	2025	35	38	42	47	53	58
		Increased investment in sport and recreation	Percentage of the national budget allocated to sport and recreation (%)	2023	4	5	6.5	8.3	9.5	10
	Creative Industry and Culture	Strengthened creative economy	Contribution of the creative industry to GDP (%)	2023	0.02	0.03	0.04	0.05	0.06	0.07
		Increased social cohesion, sense of identity and pride	Percentage of population participating in arts, culture and heritage programs and activities (%)	2023	23	36	38	40	42	44

TABLE 10: REGIONAL DEVELOPMENT AND INCLUSIVITY THROUGH DEVOLUTION & DECENTRALISATION

NATIONAL RESULTS FRAMEWORK

National Priority Area	National Key Result Areas (NKRAs)	Tertiary Outcomes (TOUCs)	Key Performance Indicators (KPIs)	Baseline		Annual Targets				
				Year	Value	2026	2027	2028	2029	2030
Regional Development and Inclusivity through Devolution and Decentralisation	Devolution and Decentralisation	Enhanced Local Governance	Percentage community participation in key decision-making on development priorities (%)	2024	57	77	92	95	98	98
			Percentage MDAs functions decentralised to Sub-National levels	2025	35	40	50	70	90	100
		Improved service delivery at local level	Attainment of minimum service delivery standards (%)	2023	48	55	65	75	90	100
	Inclusive Provincial Development	Improved Provincial GDP	Average GDP growth rate (%), disaggregated by province	2025	6.6	6.0	6.0	6.0	6.1	6.2
			Average Investment growth rate (%), disaggregated by province	2025	9.8	9.83	11	12.1	12.5	13.1
			GDP per capita growth rate (%), disaggregated by province	2025	6.6	6.0	6.0	6.0	6.1	6.2
			Employment population ratio (%), disaggregated by province	2025	38.7	41.6	42	43.4	44.9	45.3
		Improved Citizen Satisfaction	Citizen satisfaction index by province	2024	64	66	67	68	69	70
			% of national budget allocated and disbursed to lower tiers of Government (disbursement of Inter-Governmental Fiscal Transfers)	2024	0.2	5	5	5	6	6

TABLE 11: SOCIAL DEVELOPMENT, GENDER & SOCIAL PROTECTION										
NATIONAL RESULT FRAMEWORK										
National Priority Area	National Key Result Areas (NKRAs)	Tertiary Outcomes (TOUCs)	Key Performance Indicators (KPIs)	Baseline		Annual Target				
				Yea	Value	2026	2027	2028	2029	2030
Social Development, Gender and Social Protection	Health and Wellbeing	Improved quality of life	Life expectancy at birth (Years)	2022	64.5	66	67	68	69	70
			Maternal Mortality ratio/100 000	2023-24	212	180	150	120	90	70
			Under 5 mortality/1000	2023-24	69	63	58	45	37	25
			Universal health coverage service index coverage (index)	2021	65	70	73	75	78	80
			Total health expenditure per capita (US$/person)	2020	48	51	54	57	61	64
			Sanitation coverage (%)	2024	64	66	68	70	72	74
Gender	Gender Equality	Improved Gender Equality	Gender inequality index	2024	0.532	0.499	0.462	0.425	0.388	0.350
Social Development, Gender and Social Protection	Inclusive and Sustainable Social Development across the life cycle	Improved Quality of Life	Percentage population covered under social insurance (%)	2024	16	17	18	20	25	30

TABLE 12: IMAGE BUILDING, INTERNATIONAL RELATIONS & TRADE

NATIONAL RESULTS FRAMEWORK

National Priority Area	National Key Result Areas (NKRAs)	Tertiary Outcomes (TOUCs)	Key Performance Indicators (KPIs)	Baseline			Annual Targets			
				Year	Value	2026	2027	2028	2029	2030
Image Building, International Relations and Trade	Image Building	Improved Country Image	Percentage of radio coverage nationally (%)	2025	80	82	86	90	94	100
			Percentage of TV coverage nationally (%)	2025	28	43	56	65	73	80
			Number of social media and digital impressions (million)	2025	250	225	260	265	270	275
			Number of diplomatic missions maintained and refurbished	2025	3	3	3	3	3	3
			Number of Zimbabweans receiving international recognition	2025	5	5	5	5	5	5
	International Relations and Trade	Enhanced diplomacy and trade development	Percentage of travellers cleared within 3 minutes (%)	2025	78	80	83	85	87	90
			Total remittances flow (US$ billions)	2024	2.5	2.7	2.7	2.7	2.8	2.8
			International tourist arrivals (million)	2024	1.62	1.80	1.90	1.95	2.00	2.10
			International tourist receipts (billion)	2024	0.73	0.85	0.89	0.92	0.96	1.00
			Number of political and diplomatic consultations	2025	5	6	6	6	6	6
			Amount of debt service to external creditors (token payments, payments for compensation for former farmer owners) (US$ million)	2025	140	160	170	180	190	200
			Annual exports growth rate (%)	2025	2.9	10	10	10	10	10
			Total FDI inflows (US$ million)	2025	465.43	578.53	607.85	654.53	687.42	722.1

TABLE 13: GOOD GOVERNANCE, INSTITUTION BUILDING, PEACE & SECURITY										
NATIONAL RESULTS FRAMEWORK										
National Priority Area	National Key Result Areas (KRA)	Tertiary Outcomes (TOUCs)	Key Performance Indicators (KPIs)	Baseline		Annual Targets				
				Year	**Value (%)**	**2026**	**2027**	**2028**	**2029**	**2030**
Good Governance, Institution Building, Peace and Security	Public Service Delivery	Enhanced Inclusive Service Delivery	Percentage of citizens accessing public services (%)	2022	79	81	83	85	87	90
			Citizen satisfaction index	2025	64	66	67	68	69	70
	Peace and Security	Enhanced Peace; Security and Social Cohesion	Citizen satisfaction index	2025	64	66	67	68	69	70
			Percentage of incidents of conflicts received and resolved (%)	2023	75.7	78	80	83	87	90

TABLE 14: MACRO-ECONOMIC STABILITY & FINANCIAL SECTOR DEEPENING										
SECTOR RESULTS FRAMEWORK										
Sector	Sector Key Result Areas (SKRAs)	Intermediate Outcomes (IOUCs)	Key Performance Indicators (KPIs) Year	Baseline		Annual Targets				
				Value	2026	2027	2028	2029	2030	
Economic	Macroeconomic stability	Sustained Price Currency and Exchange Rate Stability	Real Interest Rate (%)	2025	>0	>0	>0	>0	>0	>0
			Foreign Exchange Reserves months of import cover (moths)	2025	1.2	1.5	3	4	6	6
			ZiG Currency issued as a percentage of local currency broad money (%)	2025	3	3	5	5	5	5
		Monetary Stability Maintained	Annual money supply growth rate end period (ZiG broad money %)	2025	60	25	20	15	12	12
			Central Bank credit to Government (%)	2025	0	<5	<5	<5	<5	<5
		Safety, Soundness, Resilience and Integrity of the Financial Sector Maintained	Non-performing loans to total loans (%)	2025	2.9	<5	<5	<5	<5	<5
			Capital Adequacy Ratio (banks) %	2025	38.8	>12	>12	>12	>12	>12
			Capital adequacy ratio (capital markets), %	2025	60	80	90	100	100	100
			Capital adequacy ratio (Insurance),%	2025	50	70	90	100	120	150
			Technical compliance to 40 FATF recommendations	2025	37	38	39	40	40	40
		Improved Fiscal Prudence for Stability	Fiscal deficit to GDP (%)	2025	0.4	<3	<3	<3	<3	<3
			Expenditure to GDP ratio (%)	2025	16.3	18.5	19.5	20.5	21.5	23.5
			Revenue to GDP ratio (%)	2025	15.9	17	18	19	20	22
			Debt to GDP ratio (%)	2025	45.9	<60	<60	<60	<60	<60

TABLE 14: MACRO-ECONOMIC STABILITY & FINANCIAL SECTOR DEEPENING										
SECTOR RESULTS FRAMEWORK										
Sector	Sector Key Result Areas (SKRAs)	Intermediate Outcomes (IOUCs)	Key Performance Indicators (KPIs) Year	Baseline		Annual Targets				
				Value	2026	2027	2028	2029	2030	
	Developed & Sustainable Financial Sector	Use of Technology, Fintech, Innovation and Green Finance Improved	Internet access per capita (urban/rural) %	2025	40	50	55	60	65	70
			Usage of fintech product (% of approved applications (central bank)	2025	20	23	25	30	35	40
			Usage of available fintech platforms in capital markets (%)	2025	1	3	5	6	8	10
			% of the value of green projects over total loans (banking)	2025	0	0.5	1	2	3	3
			% of the Value of green projects over market capitalisation	2025	0	0.5	1	2	3	3
			% of the value of green projects over total assets	2025	0	0.5	1	2	3	3
		Long-term savings market (Insurance, Pensions & Sovereign Wealth Fund) Revitalised	Gross insurance premium written to GDP (%)	2025	1	1.5	2.0	2.5	3	3
			Pension coverage of total working population (active employment) (%)	2025	40	42	44	45	45	45
			Resolution of pre-2009 pension compensation (% of total legacy compensation)	2025	15	55	100	0	0	0
			Number of companies under Mutapa listed on the stock market	2025	4	4	5	6	7	8
			Annual Resource mobilisation to support Government programmes (US$ million)	2025	100	150	150	200	230	270

TABLE 14: MACRO-ECONOMIC STABILITY & FINANCIAL SECTOR DEEPENING										
SECTOR RESULTS FRAMEWORK										
Sector	Sector Key Result Areas (SKRAs)	Intermediate Outcomes (IOUCs)	Key Performance Indicators (KPIs) Year		Baseline		Annual Targets				
					Value	2026	2027	2028	2029	2030	
		Improved Financial Inclusion	% of adult population with active transactional account (disaggregated by sex)	Total	2025	75	76	77	80	85	90
				Female	2025	70	75	77	80	85	90
				Male	2025	78	80	82	85	87	90
			Cost of Remittances (%)		2025	12	8	7	6	5	3
			Loans to women as % of total loans		2025	9.2	12	15	20	25	30
			Loans to youth as % of total loans		2025	5.9	8	10	12	14	15
			Loans to MSMEs as % of total loans		2025	7.0	9	11	13	15	20
			Number of digital financial service (DFS) access points per 100,000 members of the adult population.		2025	2 800	3 000	3 200	3 350	3 800	4 000
			Percentage of population with trading accounts or with investments in capital markets (%)		2025	1	1.2	1.5	2	2.5	3
			% of adult population with insurance		2025	33	38	43	48	53	58
		Deepened and Broadened Money and Capital Markets	Private sector credit as a percentage of GDP (%)		2025	6.3	10	15	20	25	30
			Stock market capitalisation as percentage of GDP (%)		2025	9	12	15	20	25	30
			Stock market turnover as percentage of GDP (%)		2025	5	8	10	12	15	20
			Pension fund Assets percentage of GDP (%)		2025	20	22	24	25	27	30

TABLE 15: INCLUSIVE ECONOMIC GROWTH AND STRUCTURAL TRANSFORMATION										
SECTOR RESULTS FRAMEWORK										
Sector	Sector Key Result Areas (SKRAs)	Intermediate Outcomes (IOUCs)	Key Performance Indicators (KPIs)	Baseline		Annual Targets				
				Year	Value	2026	2027	2028	2029	2030
Economic	Production and Productivity	Improved Manufacturing Productivity	Manufacturing sector growth rate (%)	2025	4.2	4	5	6	6	6
			Capacity utilisation of the manufacturing sector (%)	2025	57.3	58	63.5	66.7	70	75
			Manufactured exports as a percentage of GDP (%)	2025	0.9	1.2	2.6	3.8	4.4	5
			Manufacturing employment as a proportion of total employment (%)	2025	7	9	10.2	12.8	13.9	15
			SMEs contribution to GDP	2025	60	60.5	61	61.5	62	63
			Proportion of SMEs to total manufacturing value added	-	-	25	27	30	33	35
	Inclusive Economic Growth	Enhanced Industrial Growth	Mining sector growth rate (%)	2025	5.3	5.7	5.9	6.3	6.5	6.9
			Mining contribution to GDP (%)	2025	14.5	13.5	12.8	12.1	11.7	11.3
			Manufacturing growth rate (%)	2025	4.2	4	5	6	6	6
			Agriculture contribution to GDP (%)	2025	10.8	10.7	10.5	10.3	10.1	9.6
			Agriculture growth rate (%)	2023	6.3	8.9	9.6	6.8	7.6	6.6
			Accommodation and food services growth rate (%)	2025	2.9	3.1	3.9	4.2	4.8	5
			Contribution of wholesale and retail sector to GDP (%)	2025	11.9	12.5	13.8	15.8	16.3	16.8
	Expenditure Management Trade in Services		Wholesale and retail growth rate (%)	2025	5.4	6.5	7.2	8.1	8.5	8.8
		Improved Expenditure Management	Revenue as a percentage of GDP (%)	2025	15.9	17	18	19	20	22
			Expenditure as percentage of GDP (%)	2025	16.3	18.5	19.5	20.5	21.5	23.5
			Debt to GDP ratio (%)	2025	45.9	<60	<60	<60	<60	<60
			Fiscal deficit to GDP (%)	2025	0.4	<3	<3	<3	<3	<3
		Enhanced Competitiveness	Manufactured export to total exports (%)	2025	5.5	7.5	9.5	13.8	16.6	18.4
			Value of services to GDP (%)	2025	1.04	1.4	1.6	1.7	2.1	2.2
			Value of services to exports (US$ million)	2025	506.5	690.5	863.0	950.0	1,250.2	1,379.9

TABLE 16: INFRASTRUCTURAL DEVELOPMENT & HOUSING										
SECTOR RESULTS FRAMEWORK										
Sector	Sector Key Result Areas (SKRAs)	Intermediate Outcomes (IOUCs)	Key Performance Indicators (KPIs)	Baseline		Annual Targets				
				Year	Value	2026	2027	2028	2029	2030
Transport	Transport Infrastructure Development	Improved Connectivity	Percentage change in all-weather roads coverage (%)	2025	20	23	26	29	32	35
			Percentage change modernised of ports of entry (%)	2025	6	10.4	14.8	19.2	23.6	28
			Percentage of rail network in good condition (%)	2025	59	69	73	76	78	81
			Percentage change in air passenger movement per year (%)	2025	9	5	5	5	5	5
			Percentage change of cargo handled (air and rail), %	2025	7.66	11.20	11.46	11.71	11.96	12.23
		Improved safety and security on inland water ways	Percentage change in inland waterways safety infrastructure (%)	2025	10	25	35	50	60	75
Water and Sanitation	Water and Sanitation Infrastructure Development	Increased access to clean and portable drinking water	Percentage of population with access to basic water services (%)	2024	88.4	92	95	97	99	100
			Percentage change in water storage (%)	2024	88	94	96	98	99	100
		Improved Sanitation facilities	Percentage of population accessing basic sanitation services (%)	2024	77.1	83	87	91	95	100
Agriculture	Agriculture infrastructure Development	Improved agricultural infrastructure	Capacity of grain reserve silos (metric tons)	2024	751 500	1 087 500	1 311 500	1 535 500	1 535 500	1 535 500
			Percentage change of irrigable land (%)	2024	55	56	67	77	88	100
Energy	Energy Infrastructure Development	Increased access to reliable and sustainable energy sources	Percentage of population with access to basic electricity (%)	2022	62	70	77	84	91	100
			Rate of energy supply (%)	2022	66.7	73	80	87	93	100
		Increased energy production capacity	Percentage change of installed conventional power (%)	2025	53.8	59.1	64.4	69.6	74.9	80.2
			Percentage change of installed renewable energy capacity (%)	2025	6	8.7	11.5	14.3	17	19.8

TABLE 16: INFRASTRUCTURAL DEVELOPMENT & HOUSING										
SECTOR RESULTS FRAMEWORK										
Sector	Sector Key Result Areas (SKRAs)	Intermediate Outcomes (IOUCs)	Key Performance Indicators (KPIs)	Baseline		Annual Targets				
				Year	Value	2026	2027	2028	2029	2030
ICT	ICT Infrastructure Development	Expanded access to Information Communication Technology services	Percentage change in geographic broadband network coverage (%)	2024	55	60	65	70	75	80
Housing and social amenities	Housing and social amenities Development	Increased availability of affordable and modern housing	Percentage of urban population living in informal settlements or slums like conditions (%)	2025	1.1	1.0	0.8	0.6	0.4	0.1
		Improved access to social amenities facilities	Percentage of school going age children with access to primary and secondary educational facilities (%)	2024	74.92	80	83	86	89	95
			Percentage change of students with access to higher and tertiary educational facilities (%)	2025	18	18.5	19	20	21	22
			Health facility density per 10 000 population	2025	3.2	3.2	3.4	3.6	3.8	4
			Percentage change in the national population participating in sport and recreation programmes and activities (%)	2024	17.6	20	25	35	45	60
			Percentage change on provision of public office accommodation (%)	2025	60	68	76	84	92	100

TABLE 17: AGRICULTURE, FOOD, CLIMATE & ENVIRONMENT											
SECTOR RESULTS FRAMEWORK											
Sector	Sector Key Result Areas (SKRAs)	Intermediate Outcomes (IOUCs)	Key Performance Indicators (KPI)	Baseline		Annual Targets					
				Year	Value	2026	2027	2028	2029	2030	
Food Security, Climate Resilience and Environmental Management	Agricultural Production and Resilience	Improved food self-sufficiency	Proportion of cereal (maize, sorghum, pearl millet, finger millet, wheat) production over national requirements %	2025	180	163	149	116	191	183	
			Proportion of beef production over national requirement (%)	2025	89	175	118	126	134	141	
			Proportion of milk production over national requirement (%)	2025	92	93	100	105	110	115	
	Nutrition	Improved Nutrition Status	Prevalence of childhood overweight (%)	2025	6	5	5	4	4	3	
			Prevalence childhood wasting	2025	4	4	4	3	3	3	
			Proportion of children consuming a minimum acceptable diet (%)	2025	12	15	18	20	23	25	
			Prevalence of adolescent (10-19yrs) overweight (%)	2025	11	10	9	8	7	6	
	Environmental Protection	Improved Climate Action	Level of disaster preparedness (%)	2025	55	65	75	85	95	99	
			Proportion of water bodies with good ambient water quality levels (%)	2024	72	72	74	76	78	80	
			Proportion of domestic and industrial waste water flows safely treated (%)	2024	30	40	50	60	70	80	
			Percentage land degradation neutrality levels (UNCCD) (soil organic carbon, land productivity, land cover), %	2023	9.2	8.96	8.73	8.49	8.26	8.02	
			Percentage of waste repurposed (%)	2024	30	40	50	60	70	80	
			Percentage reduction in area burnt by veld fires (%)	2024	24.39	25.51	26.63	27.76	28.88	30	
			Mined Area rehabilitated (Hectares)	2024	5 283.04	6 973.612	8 981.16	10 988.72	12 996.27	14 951.00	

TABLE 18: SCIENCE, TECHNOLOGY, DIGITAL INNOVATION & HUMAN CAPITAL DEVELOPMENT											
SECTOR RESULTS FRAMEWORK											
Sector	Sector Key Result Areas (SKRAs)	Intermediate Outcomes (IOUCs)	Key Performance Indicators (KPIs) Year		Baseline		Annual Targets				
					Value	2026	2027	2028	2029	2030	
	Research and Technology Development	Improved science and technology innovation ecosystems	% of commercialised goods and services derived from local research and technology (5)		2023	8	6.7	7.7	8.8	9.8	10
			% filing of intellectual property		2025	8	10	11	12	13	14
			% investment in RD & I infrastructure		2024	0.5	0.6	0.7	0.8	0.9	1
			% of RD&I personnel		2024	355	13	13	11	20	17
	Education and Training	Improved access to quality, equitable and inclusive education	Literacy rate in basic education (%)		2024	73	75	77	78	79	80
			Numeracy rates in basic education (%)		2024	70	73	75	77	78	80
			Pupils/students taking technical vocational education	HTEIs (%)	2024	60	62	63	64	68	75
				Basic education (%)	2024	40.0	42.0	42.9	43.9	44.4	46.7
				Agric (%)	2025	100	100	100	100	100	100
				VTCs	2024	120 000	140 000	150 000	160 000	170 000	180 000
			% of qualified professionals in post	Total	2025	93	93	94	95	95	96
			Completion rate of apprentices (%)	HTEIs	2024	1 667	40	50	60	70	80
				Agric	2024	99	99	99	100	100	100
				Mining	2024	90	91	92	93	94	95

TABLE 18: SCIENCE, TECHNOLOGY, DIGITAL INNOVATION & HUMAN CAPITAL DEVELOPMENT											
SECTOR RESULTS FRAMEWORK											
Sector	Sector Key Result Areas (SKRAs)	Intermediate Outcomes (IOUCs)	Key Performance Indicators (KPIs) Year		Baseline		Annual Targets				
					Value	2026	2027	2028	2029	2030	
			% of reviewed training programmes	Basic Education	2024	70	70	80	85	90	100
				HTEIs	2024	79	80	82	83	85	95
				VTCs	2024	38	48	58	78	88	100
				Agric	2024	45	50	50	0	0	50
				Health	2024	18	100	100	100	100	100
				Mines	2024	50	30	20	50	30	20
			% of institutions with equipped science labs, innovation hubs or ICT infrastructure	Basic education	2024	30	35	50	70	80	100
				HTEIs (Tertiary Education)	2025	75	76	77	78	79	80
				HTEIs (University Education)	2025	75	76	77	78	79	80
				VTCs	2024	15	30	50	70	90	100
				Agric	2025	66.7	77.8	80	90	100	100
				Health	2025	10	90	95	98	98	100
			% of institutions connected to the internet	Primary	2024	39.99	40	50	70	80	90
				Secondary	2024	52.49	53	60	70	80	90
				VTCs	2024	25	40	80	100	100	100
			% of institutions using ICT supported instruction	Basic Education	2024	29	30	50	70	80	90
				HTEIs	2024	75	86	90	92	94	98
				VTCs	2024	5	10	30	40	50	60

TABLE 18: SCIENCE, TECHNOLOGY, DIGITAL INNOVATION & HUMAN CAPITAL DEVELOPMENT											
SECTOR RESULTS FRAMEWORK											
Sector	Sector Key Result Areas (SKRAs)	Intermediate Outcomes (IOUCs)	Key Performance Indicators (KPIs) Year		Baseline		Annual Targets				
					Value	2026	2027	2028	2029	2030	
				Agric	2025	16	40	60	85	90	100
			Student to ICT device ratio	Health	2025	10	20	40	50	70	90
				Basic education	2024	1:50	1:20	1:15	1:8	1:3	1:2
				HTEIs	2024	1:10	1:8	1:6	1:4	1:4	1:2
				VTCs	2024	1:80	1:50	1:25	1:10	1:5	1:2
				Agric	2025	1:20	1:10	1:8	1:6	1:2	1:1
				Health	2025	1.100	1:50	1:40	1:10	1:5	1:2
				MINES	2025	1:10	1:8	1:6	1:4	1:2	1:1
			% of registered institutions	Basic education	2025	40	55	70	85	100	100
				VTCs	2024	75	75	90	95	100	100
			Teacher/tutor to student ratio	HTEIs (Tertiary Education)	2024	1:20	1:20	1:20	1:20	1:20	1:20
				HTEIs (university education)	2024	1:50	1:50	1:50	1:50	1:50	1:50
				VTCs	2024	1:120	1:100	1:80	1:50	1:30	1:20
				AGRIC	2025	1:25	1:15	1:15	1:15	1:15	1:15
				HEALTH	2025	1:20	1:15	1:15	1:15	1:15	1:15
				MINES	2024	1:50	1:50	1:50	1:50	1:50	1:50
		Increased Availability of Specialist Skills for Industry, Commerce, and Public Sector	Artisans, technicians and technologists pass rate (%)	HTEIs	2024	62.7	62.9	63.1	63.4	63.7	64
				Agric	2024	98	99	99	99	99	99
				Mines	2024	70	72	75	78	80	82

TABLE 18: SCIENCE, TECHNOLOGY, DIGITAL INNOVATION & HUMAN CAPITAL DEVELOPMENT											
SECTOR RESULTS FRAMEWORK											
Sector	Sector Key Result Areas (SKRAs)	Intermediate Outcomes (IOUCs)	Key Performance Indicators (KPIs) Year		Baseline		Annual Targets				
					Value	2026	2027	2028	2029	2030	
		Increased availability of Human Capital for Science, Technology, Engineering and Mathematics	% of new programmes in critical skills	HTEIs	2024	27	30	33	40	45	50
			% of learners/ students enrolling in STEM disciplines	Basic education	2024	49.8	60.7	61.2	63	64.5	65.4
				HTEIs	2024	36.5	37	38	40	42	45
				Agric	2025	1800	100	100	100	100	100
			% graduation in STEM fields at all Levels of national education (%)	Basic education	2024	49.8	60.7	61.2	63	64.5	65.4
				HTEIs (tertiary education)	2024	65	67	68	69	70	75
				HTEIs (university education)	2024	27	30	35	40	45	50
				Agric	2024	98	98	99	99	99	99
				Mines	2024	70	72	75	78	80	82
			% of qualified STEM teachers		2024	65	65.1	80	85	90	100
	ICT Development	Increased Information Communication Technology Infrastructure and Platforms Development	Capital investment in ICT sector as a percentage of GDP (%)		2024	19.4	22.4	25.4	28.4	31.4	34.4

TABLE 18: SCIENCE, TECHNOLOGY, DIGITAL INNOVATION & HUMAN CAPITAL DEVELOPMENT											
SECTOR RESULTS FRAMEWORK											
Sector	Sector Key Result Areas (SKRAs)	Intermediate Outcomes (IOUCs)	Key Performance Indicators (KPIs) Year		Baseline		Annual Targets				
					Value	2026	2027	2028	2029	2030	
			Contribution of ICTs to GDP (%)		2024	8	9	10	11	12	13
			% of population covered by broadband		2024	88.8	90	92	94	96	98
			Broadband penetration rate (%)		2024	75.55	80	85	90	95	100
			% of digitally enabled Postal and Courier Services (outlets)		2024	49	65	72	80	88	95
			e-Commerce growth rate (%)		2024	20	22	24	26	28	30
		Strengthened Cyber Security Governance and Operational readiness	% of population demonstrating awareness of cyber and data protection risks		2024	5	6	10	15	20	25
			% of public digital platforms using secure platforms		2024	1	5	10	30	50	70
			% of sectors with operational sectoral CIRTS		2024	0.5	5	10	15	20	50
			% of institutions compliance with national ICT governance standards, frameworks and reporting mechanisms		2024	5	10	20	30	50	70

TABLE 19: JOB CREATION, YOUTH DEVELOPMENT AND ENTREPRENUERSHIP, CREATIVE INDUSTRY SPORTS AND CULTURE										
SECTOR RESULTS FRAMEWORK										
Sector	Sector Key Result Areas (SKRAs)	Intermediate Outcomes (IOUCs)	Key Performance Indicators (KPIs)	Baseline		Annual Targets				
				Year	Value	2026	2027	2028	2029	2030
Economic (Job Creation)	Decent Work	Increased decent jobs	Growth rate of jobs created (%)	2024	1.77	2	2.5	3	3.5	4
			Proportion of informal employment in non-agriculture employment (%)	2025	61.1	60.5	59.5	58.5	57.5	55
	Skills Development	Improved employability and skills of the workforce	Absorption rate (%)	2023	20	25	30	35	40	45
			Skill availability rate	2023	65	68	71	74	77	80
	Workspace Provision	Increased Productivity	MSMEs productivity rate (%)	2023	15	18	22	25	28	30
		Enhanced formalisation	Proportion of MSMEs allocated workspace (%)	2022	67.3	67.80	68.20	68.70	69.20	70
	Access to Finance	Increased Access to finance for MSMES	Proportion of MSMEs loans to total bank loans (%)	2023	7	7.5	8	8.5	9	10
Youth Empowerment	Entrepreneurship	Increased youth owned enterprises	Proportion of enterprises owned by youth (%)	2023	30	32	34	36	38	40
	Technology and digital transformation	Improved youth participation in digital economy	Percentage of youth gainfully engaged in the digital workspace (%)	2023	0.5	4	9	14	19	25
	Health and wellbeing	Improved access to SRHR and mental health information and services	Percentage of youth accessing SRHR information and services (%)	2023	60	70	75	80	90	97
			Percentage of youth accessing mental health information and services (%)	2023	55	60	65	75	85	94
			Drug and substance abuse prevalence rate (%)	2023	37	32	26	20	15	10

TABLE 19: JOB CREATION, YOUTH DEVELOPMENT AND ENTREPRENUERSHIP, CREATIVE INDUSTRY SPORTS AND CULTURE										
SECTOR RESULTS FRAMEWORK										
Sector	Sector Key Result Areas (SKRAs)	Intermediate Outcomes (IOUCs)	Key Performance Indicators (KPIs)	Baseline		Annual Targets				
				Year	Value	2026	2027	2028	2029	2030
	Sport Investment	Increased investment in sport and recreation	Sport and recreational contribution as a percentage to GDP (%)	2023	3.1	3.2	3.25	3.28	3.3	3.35
		Enhanced sport performance	Percentage change of podium performance at regional, continental and international events (%)	2023	23	27	28	29	30	31
		Improved sporting facilities	Percentage of sport and recreation facilities standardised to host community, national, regional and international events (%)	2023	34	49	54	64	79	84
Social (Creative and Cultural Industry	Creative Industries	Strengthened, inclusive and economically productive creative economy	Proportion of creative industry jobs created to total employment	2023	0.5	0.6	0.7	0.8	0.9	1
	Culture Promotion	Improved representation of diverse cultures	Percentage change of examined local indigenous languages in the education system (%)	2023	57	64	71	85	100	100
		Sustained cultural heritage	Growth rate in utilisation of arts, culture and heritage facilities (%)	-	-	1	2	3	4	5

TABLE 20: REGIONAL DEVELOPMENT AND INCLUSIVITY THROUGH DEVOLUTION & DECENTRALISATION

SECTOR RESULTS FRAMEWORK

Sector	Sector Key Result Areas (SKRAs)	Intermediate Outcomes (IOUCs)	Key Performance Indicators (KPIs)	Baseline		Annual Targets				
				Year	Value	2026	2027	2028	2029	2030
Public administration	Social Inclusion and Equity	Strengthened local governance institutions	Percentage of local authorities meeting minimum service delivery standards (%)	2023	48	55	65	75	90	100
			Statutory compliance levels (%)	2024	100	100	100	100	100	100
			Percentage of local authorities with fully functional integrated ERP systems (%)	2024	45	80	100	100	100	100
	Fiscal Devolution and Resource Mobilisation	Improved fiscal devolution and resource mobilisation	Fiscal transfers as a percentage of national revenue collected (%)	2024	0.2	5	5	5	6	6
			Decentralised budgets disaggregated by MDAs (%)	2024	0	100	100	100	100	100
	Provincial Economic Planning and Implementation	Enhanced provincial Economic planning and implementation	Proportion of provinces with updated and implemented Provincial Economic Development Plans (%)	-	-	100	100	100	100	100

TABLE 21 SOCIAL DEVELOPMENT, GENDER & SOCIAL PROTECTION

SECTOR RESULTS FRAMEWORK

National Priority Area	Sector Key Result Areas (SKRAs)	Sectoral Outcomes	Key Performance Indicator (KPIs) Year Value		Baseline		Annual Targets				
					2026	2027	2028	2029	2030		
Social	Health	Reduced Disease Burden	HIV incidence by sex and age (per 100,000)	Total	2024	0.91	0.81	0.76	0.70	0.65	0.6
				Males	2024	1.10	1.06	0.94	0.93	0.87	0.79
				Females	2024	1	0.64	0.62	0.61	0.56	0.51
			TB incidence by sex and age (per 100,000)	Total	2024	219	195	160	145	115	80
				0-14 yrs	2024	70	60	55	40	20	15
				15+yrs	2024	322	250	190	120	90	80
		Increased access to water, sanitation and healthy environment	Proportion of household with access to safely managed drinking water services (%)	Rural	2024	81	85	88	91	94	95
				Urban	2024	67	72	77	83	90	95

TABLE 21 SOCIAL DEVELOPMENT, GENDER & SOCIAL PROTECTION										
SECTOR RESULTS FRAMEWORK										
National Priority Area	Sector Key Result Areas (SKRAs)	Sectoral Outcomes	Key Performance Indicator (KPIs) Year Value	Baseline		Annual Targets				
				2026	2027	2028	2029	2030		
		Strengthened health systems	UHC Service Coverage Index	2021	65	70	75	80	85	90
			Health workforce density (per 10,000)	2022	1.8	2.0	2.5	3.0	3.5	4.0
		Improved access to basic services	% population with safe water by sex and age	2025	81	85	88	91	94	97
		Improved availability of medicines	% of facilities with 80% tracer medicines with month of stock greater or equal to 3 months	2025	53	60	66	72	76	80
	Gender Equality	Improved gender equality	Percentage increase of women in leadership roles in public and private sector (%)	2025	30	36	42	45	48	50
			Percentage of the national budget allocated to Gender equality and women's empowerment (%)	2025	30	32	34	36	38	40
		Improved participation of women in local governance structures	% of women in leadership roles in local authorities	2023	42	43	44	48	49	50
	Gender Based Violence	Increased domestic funding for Gender Based Violence (GBV) response	% increase in domestic funding for GBV	2024	0.2	0.4	0.7	0.9	1.2	1.5
		Improved access to GBV support services	Proportion of victims of Gender Based Violence (Aged 18 and above) who reported victimisation to responsible authorities (%)	2024	44	48	50	56	58	60
		Improved access to justice by Gender Based Violence (GBV) Survivors	% of GBV court cases prosecuted and cleared	2024	28	32	38	46	55	60
			Proportion of safe shelters/one stop centre institutionalised and supported by Government (%)	2025	0	40	50	60	80	100
			Proportion of women with a lifetime experience of GBV disaggregated by type of violence — Physical	2025	27	25	23	20	18	15
			2025	9	8	7	6	5	4	
			2025 Sexual Psychological	23	21	18	17	16	15	
			Proportion of women aged 20-24 years who were married or in a union before age of 18 (%)	2024	32.8	32.7	32.6	32.5	32.3	32

TABLE 21 SOCIAL DEVELOPMENT, GENDER & SOCIAL PROTECTION										
SECTOR RESULTS FRAMEWORK										
National Priority Area	Sector Key Result Areas (SKRAs)	Sectoral Outcomes	Key Performance Indicator (KPIs) Year Value		Baseline		Annual Targets				
					2026	2027	2028	2029	2030		
	Social Assistance, Care and Support Services	Improved care and protection of vulnerable groups	% of people receiving social assistance across all interventions		2025	31	32	33	34	35	36
			Number of learners receiving school meals by primary and secondary schools (million)		2021	2.6	2.8	3	3.2	3.4	3.6
			Number of food insecure people reached with assistance (million)		2025	2.5	2.5	2.5	2.5	2.5	2.5
			Number of female pupils receiving sanitary wear (million)		2021	0.83	1.1	1.2	1.3	1.4	1.5
			Number of people receiving assistive devices PSLSW Other Players	PSE	2021	6 000	8 000	8 500	9 000	9 500	10 000
				2024	565	600	650	700	750	800	
				-	-	300	350	400	450	500	
			Number of learners receiving education Assistance Work for fees, Higher and Tertiary Education	BEAM (million)	2025	1.5	0.9	0.75	0.65	0.55	0.45
				2025	1 562	1 950	2 700	3 100	3 880	4 658	
			Number of people receiving cash transfers		2023	379 800	379 800	379 000	304 000	228 000	152 000
			Number of schools implementing school feeding programmes		2021	4 500	7 200	7 400	7 600	7 800	
			Children reached with rights based specialised care and protection services (disaggregated by sex and case type i.e. all forms of violence against children, adoption custody, children in conflict with the law, children in the streets, children in alternative care, Psychosocial support among others)		2025	77 000	79 000	81 000	83 000	85 000	87 000

TABLE 21 SOCIAL DEVELOPMENT, GENDER & SOCIAL PROTECTION										
SECTOR RESULTS FRAMEWORK										
National Priority Area	Sector Key Result Areas (SKRAs)	Sectoral Outcomes	Key Performance Indicator (KPIs) Year Value	Baseline		Annual Targets				
				2026	2027	2028	2029	2030		
			Number of pupils reached through special assemblies on drug and substance abuse awareness campaign (million)	2023	1.5	3.2	3.6	4	4.4	4.8
			Number of persons using drugs and substances with files opened and case managed, reached with psycho-social support services	2025	10 000	10 000	12 000	15 000	18 000	21 000
			Forcibly displaced persons reached with social protection services (%)	2025	100	100	100	100	100	100
			Percentage of PVOs compliant with the new PVO Act	2025	29	35	41	47	53	59
	Empowerment and Resilience Building	Improved social and economic resilience	Household resilience index					50%		
			Village Business Units	2025	500	4 000	5 000	10 000	10 000	5 500
			School Business Units	2025	100	2 000	2 500	3 000	1 000	1 000
			Youth Business Units	2025	10	800	1 000	1 200	1 100	690
			Sustainable livelihoods	2025	19	25	31	36	41	46
			Community members trained by sex and age	2025	500,000	580,000	660,000	720,000	800,000	900,000
			Number of ISALS established	2025	500	550	1050	1600	2100	2650
			Irrigation schemes business	2024	110	70	80	100	50	50
			Number of farmers receiving Presidential inputs (million)	2024	3.5	3.0	3.0	2.9	2.5	2.0
			% of working age covered by social insurance	2024	15	16	18	20	22	25
	Social insurance	Enhanced social insurance	% of working age covered by social insurance	2024	15	16	18	20	22	25
			(Micro pensions) informal pensions enrolment rate	2024	0	1	1	1	2	3
			(Micro pensions) informal pensions contributions consistency	2024	0/12	5/12	5/12	5/12	7/12	9/12
			Proportion of aged members of the population receiving social insurance benefits	2024	10	22	23	25	25	25
			% of development of national health insurance	2024	10	20	30	50	90	100

TABLE 22: IMAGE BUILDING, INTERNATIONAL RELATIONS AND TRADE										
SECTOR RESULTS FRAMEWORK										
Sector	Sector Key Result Areas (SKRAs)	Intermediate Outcomes (IOUCs)	Key Performance Indicators (KPIs)	Baseline		Annual Targets				
				Year	Value	2026	2027	2028	2029	2030
Governance	Business Readiness	Improved investment environment	Number of digitalised MDAs	2025	3	3	3	3	4	4
			Percentage of investment applications processed through one-stop centres (%)	-	-	10	35	53	71	100
	Diplomacy and Trade Development	Improved cooperation with the international community	Number of bilateral, regional, continental and multilateral agreements initiated	2025	71	75	77	77	80	80
			Number of trade agreements signed/activated	2025	2	1	1	1	1	1
		Improved market access	Number of Bi-National and/ or joint commissions convened	2025	10	4	4	6	6	6
			Merchandise exports growth rate (%)	2025	2.4	10	10	10	10	10
		Improved export trade	Services exports growth rate (%)	2025	14	10	10	10	10	10
			Value added exports growth (%)	2025	2.5	15	15	15	15	15

TABLE 23: GOOD GOVERNANCE, INSTITUTION BUILDING, PEACE & SECURITY

SECTOR RESULTS FRAMEWORK

Sector	Sector Result Areas (SKRAs)	Intermediate Outcomes (IOUCs)	Key Performance Indicators (KPIs) Year		Baseline		Annual Targets				
					Value	2026	2027	2028	2029	2030	
Good Governance	Public Service Delivery	Enhanced Inclusive Governance and Accountability	Proportions of positions in public institutions	Women	2025	36.08	37	38	48	49	50
				People with disability	2023	1 253	1 277	1 312	1 352	1 395	1 440
				Youth	2022	5	7	9	12	13	15
			Institution capacity index		2024	5	6	7	8	9	10
			% of local authorities with timely audited and approved financial statements		2025	50	55	60	65	70	75
			Number of laws developed and aligned to the Constitution of Zimbabwe		2025	16	3	4	3	4	2
		Enhanced transparency and accountability	Open budget survey score/100 (transparency)		2023	63	64	65	66	67	68
			Open budget survey score/100 (budget oversight)		2023	56	58	-	58	-	60
		Anti-corruption Institutions effectiveness	Total value of inward and outward illicit financial flows (US$ million)		2023	1.124	1.5	1.75	2	2.5	2.75
			Existence of a National Anti-Corruption Strategy and associated M&E framework		2023	Yes	Yes	Yes	Yes	Yes	Yes
			Percentage of concluded investigations in one year versus number of corruption cases authorized for investigations (%)		2024	57.5	60	65	70	75	80
			Proportion of the national budget allocated to Anti-Corruption efforts.		2024	0.1	0.2	0.3	0.4	0.5	0.6
			Staffing complement of the anti-corruption agency constituted as a proportion of its approved establishment (%)		2024	52	60	70	80	90	95

TABLE 23: GOOD GOVERNANCE, INSTITUTION BUILDING, PEACE & SECURITY									
SECTOR RESULTS FRAMEWORK									
Sector	Sector Result Areas (SKRAs)	Intermediate Outcomes (IOUCs)	Key Performance Indicators (KPIs) Year	Baseline		Annual Targets			
				Value	2026	2027	2028	2029	2030
			Average time of investigations (from logging into the case to submitting the docket) 60 days (medium level cases) 90 days (high level cases)	30 days (low level cases)	30	30	25	25	21	21
				60 days (medium level cases)	60	50	45	45	45	45
				90 days (high level cases)	90	90	90	85	80	75
			Awareness level of corruption	2025	52	58	63	70	73	75
			National corruption perception level	2025	30	31	34	36	38	40
2Peace, Security and Social Cohesion	Justice Delivery	Improved Access to Justice	Percentage of unconvicted inmates as a proportion of overall prison population (%)	2025	20	18	15	12	8	5
			Percentage of population with access to justice services (%)	2024	60	70	75	76	80	82
			Case clearance and disposal rates (%)	2024	86	85	86	90	90	90
			Number of district offices established to provide decentralised legal aid services	2025	6	2	2	2	2	2
			Number of people receiving legal aid services	2025	20 000	23 000	26 000	29 000	32 000	35 000

TABLE 23: GOOD GOVERNANCE, INSTITUTION BUILDING, PEACE & SECURITY										
SECTOR RESULTS FRAMEWORK										
Sector	Sector Result Areas (SKRAs)	Intermediate Outcomes (IOUCs)	Key Performance Indicators (KPIs) Year	Baseline		Annual Targets				
				Value	2026	2027	2028	2029	2030	
		Enhanced Human Rights protection and promotion	Level of compliance with national, regional and international standards (%)	2023	80	82	84	86	80	90
			Extent of human rights awareness	2024	63	67	69	70	72	75
			Percentage of human rights complains received and resolved (ZHRC)	2024	58	60	65	70	75	80
			Percentage of human rights complains received and resolved (ZGC)	2024	94	94	95	96	96	97
	Law and Order	Enhanced Public Safety	Percentage of citizens satisfied with public safety and security services disaggregated by sex, age and disability (%)	2024	51	55	58	60	62	65
	Disaster Risk Management	Enhanced Disaster Risk Management	Level of preparedness (%)	2025	55	60	65	70	75	80
			Investment in inclusive risk reduction and recovery (early warning systems and response mechanisms) (% of national budget)	2025	50	55	65	75	85	100
			Percentage of mobile and vulnerable population/assets insured against losses (%)	2024	25	30	35	40	50	60

ANNEXURE 1: MEMBERSHIP OF THEMATIC WORKING GROUPS

Macro-Economic Stability and Financial Sector Deepening

THEMATIC WORKING GROUP MEMBERSHIP							
1	**NDS 2 PRIORITY AREA**	**CHAIR**	**CO-CHAIR**	MEMBERSHIP			
				GOVERNMENT		PRIVATE SECTOR	COOPERATING PARTNERS
				Ministries	Departments & Agencies		
	Macro-Economic Stability and Financial Sector Deepening	Governor, Reserve Bank of Zimbabwe, Dr. J. Mushayavanhu	CEO, Bankers Association of Zimbabwe, Mr. F. Mutogo	Min of Finance Economic Development and Investment Promotion Min. Industry and Commerce Min of Lands, Agriculture and Fisheries, Water and Rural Resettlement Min of Mines and Mining Development Ministry of Information Communications Technology, Postal and Courier Services Min of Energy and Power Development	Securities and Exchange Commission Insurance and Pensions Commission Mutapa Investment Fund Zimbabwe Revenue Authority Zimbabwe National Statistical Agency Small and Medium Enterprises Development Corporation National Social Security Authority Competition and Tariff Commission Zimbabwe Investment and Development Agency Consumer Council of Zimbabwe Insurance Brokers Association of Zimbabwe (IBAZ)	First Capital Bank of Zimbabwe Limited FBC Crown Bank Limited Stanbic Bank Zimbabwe Limited ZB Bank Limited CBZ Holdings CBZ Bank Limited FBC Bank Limited MetBank of Zimbabwe Limited NMB Bank Limited AFC Commercial Bank NedBank Zimbabwe Limited BancABC Limited Steward Bank Ltd Ecobank Zimbabwe Limited Time Bank Zimbabwe Limited CABS National Building Society IDBZ AFC Land & Development Bank POSB The Chamber of Mines of Zimbabwe Capital Markets Association of Zimbabwe Confederation of Zimbabwe Industries	International Monetary Fund (IMF) World Bank (WB) United Nations Development Programme (UNDP) African Development Bank (AfDB)

THEMATIC WORKING GROUP MEMBERSHIP							
					Insurance Council of Zimbabwe (ICZ) Zimbabwe Association of Reinsurers Deposit Protection Corporation	Zimbabwe National Chamber of Commerce Zimbabwe Association of Micro Finance Confederation of Zimbabwe Retailers Retailers Association of Zimbabwe Zimbabwe Association of Microfinance Institutions Women's Coalition of Zimbabwe	

Inclusive Economic Growth and Structural Transformation

THEMATIC WORKING GROUP MEMBERSHIP							
2	**NDS 2 PRIORITY AREA**	**CHAIR**	**CO-CHAIR**	MEMBERSHIP			
				GOVERNMENT		PRIVATE SECTOR	COOPERATING PARTNERS
				Ministries	Departments and Agencies		
	Inclusive Economic Growth and Structural Transformation	Secretary for Finance, Economic Development & Investment Promotion, Mr. G. T. Guvamatanga	Secretary for Industry and Commerce, Dr. T. U. Wushe	Ministry of Lands, Agriculture, Fisheries, Water and Rural Development. Ministry of Mines and Mining Development. Ministry of Women Affairs, Community, Small and Medium Enterprise Development. Ministry of Energy and Power Development.	Zimbabwe Electricity Supply Authority (ZESA) Zimbabwe National Water Authority (ZINWA) Small and Medium Enterprises Development Corporation (SMEDCO) Zimbabwe Economic Policy Analysis and Research Institute (ZEPARI) National Economic Consultative Forum (NECF) Zimbabwe Miners Federation (ZMF)	Confederation of Zimbabwe Industries (CZI). Zimbabwe National Chamber of Commerce (ZNCC). Employers' Confederation of Zimbabwe (EMCOZ). Chamber of Mines of Zimbabwe (CoMZ) Bankers Association of Zimbabwe (BAZ) Hospitality Association of Zimbabwe (HAZ)	International Monetary Fund (IMF) World Bank (WB) United Nations Development Programme (UNDP) African Development Bank (AfDB) International Labour Organization (ILO) European Union (EU). Foreign, Commonwealth and Development Office (FCDO) United States Agency for International Development (USAID)

THEMATIC WORKING GROUP MEMBERSHIP							
2	**NDS 2 PRIORITY AREA**	**CHAIR**	**CO-CHAIR**	MEMBERSHIP			
				GOVERNMENT		PRIVATE SECTOR	COOPERATING PARTNERS
				Ministry Tourism and Hospitality Industry. Ministry of Transport and Infrastructural Development. Ministry of Information Communication Technology, Postal and Courier Services. Ministry of Environment, Climate and Wildlife. Ministry of Local Government and Public Works	Insurance and Pensions Commission (IPEC) Zimbabwe Tourism Authority (ZTA) Grain Marketing Board (GMB) Agricultural Marketing Authority (AMA) Agricultural and Rural Development Authority (ARDA) Scientific and Industrial Research and Development Centre (SIRDC) Cotton Company of Zimbabwe (COTCO) Food and Nutrition Council (FNC) Public Investment Board (PIB) National Competitiveness Commission (NCC) Competition and Tariff Commission (CTC). Zimbabwe Investment and Development Agency (ZIDA). Consumer Protection Commission (CPC). Consumer Council of Zimbabwe (CCZ). Zimbabwe Statistical Agency (ZmStats).	Tourism Business Council of Zimbabwe (TBCZ) AFC Commercial Bank Zimbabwe Farmers Union (ZFU) Zimbabwe Commercial Farmers Union (ZCFU) Tobacco Industry and Marketing Board (TIMB) Livestock Producers Association (LPA) Small and Medium Enterprises Association of Zimbabwe (SMEAZ) Young Entrepreneurs Association of Zimbabwe (YEAZ) CEO Africa Round Table (CART)	International Organization for Migration (IOM) United Nations Human Settlements Programme (UN-Habitat) United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) World Food Programme (WFP) International Fund for Agricultural Development (IFAD) United Nations Industrial Development Organisation (UNIDO) Common Market for Eastern and Southern Africa (COMESA) Southern African Development Community (SADC) African Continental Free Trade Area (AfCFTA) United Nations Conference on Trade and Development (UNCTAD) United Nations Economic Commission for Africa (UNECA)

Infrastructural Development and Housing

THEMATIC WORKING GROUP MEMBERSHIP							
3	**NDS 2 Priority Area**	**Chair**	**Co-Chair**	MEMBERSHIP			
				Government		Private Sector	COOPERATING PARTNERS
				Ministries	Departments & Agencies		
	Infrastructural Development & Housing	Secretary for Transport & Infrastructural Development, Eng. J.P. Makumbe	Secretary for Housing & Social Amenities, Eng. T.K. Chinyanga	Ministry of Energy and Power Development Ministry of ICT, Postal and Courier Services Ministry of Lands, Agriculture, Fisheries, Water and Rural Development Ministry of Health and Child Care Ministry of Local Government and Public Works Ministry of Environment, Climate and Wildlife Ministry of Primary and Secondary Education	Rural Infrastructure Development Agency (RIDA) National Oil Infrastructure Company of Zimbabwe (NOIC) Local Authorities Zimbabwe National Road Administration (ZINARA) National Railways of Zimbabwe (NRZ) Zimbabwe National Water Authority (ZINWA) Civil Aviation Authority of Zimbabwe (CAAZ)	Petrotrade (Private) Limited Private developers & contractors	Bilateral & multilateral agencies

THEMATIC WORKING GROUP MEMBERSHIP							
				Ministry of Higher and Tertiary Education, Innovation Science and Technology Development Offices of the Ministers of State for Provincial Affairs and Devolution (OPC)	National Handling Services - Air Zimbabwe - Traffic Safety Council of Zimbabwe - Powertel - Rural Electrification Fund (REA) Zimbabwe Energy Regulatory Authority (ZERA) Zimbabwe Electricity Supply Authority (ZESA) Airports Company of Zimbabwe ZESA Enterprises (ZENT)		

Agriculture, Food, Climate and Environmental

THEMATIC WORKING GROUP MEMBERSHIP							
4	**NDS 2 Priority Area**	**Chair**	**Co-Chair**	MEMBERSHIP			
				Government		Private Sector	COOPERATING PARTNERS
				Ministries	Departments & Agencies		
	Agriculture, Food, Climate and Environment	Secretary for Lands, Agriculture, Fisheries, Water & Rural Development,	Secretary for Environment, Climate & Wildlife, Amb. T.T. Chifamba	Ministry of Health and Child Care Ministry of Industry and Commerce.	Zimbabwe Electricity Supply Authority (ZESA). Zimbabwe Energy Regulatory Authority (ZERA). Zimbabwe National Water Authority (ZINWA).	Grain Millers Association of Zimbabwe (GMAZ), Bankers Association of Zimbabwe (BAZ). Livestock and Meat Advisory Council (LMAC), Zimbabwe Poultry Association (ZPA)	World Food Programme (WFP). Food and Agriculture Organization (FAO). United Nations Children's Fund (UNICEF). United Nations Development Programme (UNDP). IFAD World Bank AFDB

THEMATIC WORKING GROUP MEMBERSHIP							
		Prof. O. Jiri		Ministry of Energy and Power Development. Ministry Tourism and Hospitality Industry. Ministry of Mines and Mining Development. Ministry of Transport and Infrastructural Development. Ministry of Public Service Labor and Social Welfare Ministry of Local Government and Public Service Ministry of Finance, Economic Development and Investment Promotion Ministry of Home Affairs and Cultural Heritage	National Parks and Wildlife Management Authority (NPWMA). Environmental Management Authority (EMA). Forestry Commission Company (FCC). Zimbabwe Land Commission (ZLC). Grain Marketing Board (GMB). Agricultural Marketing Authority (AMA). Agricultural and Rural Development Authority (ARDA). AFC Commercial Bank. Zimbabwe Farmers Union (ZFU). Commercial Farmers Union (CFU). Scientific and Industrial Research and Development Centre (SIRDIC). Cotton Company of Zimbabwe (COTCO).	Zimbabwe Farmers Union (ZFU), Commercial Farmers Union of Zimbabwe (CFUZ). Food Crop Contractors Association (FCCA) Bankers Association of Zimbabwe IPEC ICZ Zimbabwe Seed Association Stock Feed Manufacturers Association Zimbabwe Dairy Association of Dairy Farmers ZIMTRADE Small Millers Association of Zimbabwe Zimbabwe Oil Expressers Association Bankers Association of Zimbabwe Zimbabwe Fertilizer Manufacturers Association Zimbabwe Industry Hemp Trust Zimbabwe Dairy Association of Dairy Farmers Small Millers Association of Zimbabwe Kavango-Zambezi Transfrontier Conservation (KAZA) Zambezi River Authority (ZRA) Safari Operators Association of Zimbabwe (SOAZ)	Afrexim bank European Union Fambidzai Permaculture Swedish International Development Agent CYMMT Practical Action Aid Action Aid JICA CTDO International Fund for Animal Welfare (IFAW) World Food Programme (WFP) Unite Nations International Children's Fund (UNICEF) DanChurchAid Birdlife Carbon Green Africa Environment Africa Enviroserve Friends of the Environment Global Environment Facility (GEF) SGP United Nations Environmental Programme (UNEP) World Wild Fund for Nature (WWF) Zimbabwe Environmental Law Association (ZELA) Wildlife Conservation Action Centre for International Research and Agriculture Development (CIRAD) JAMAA International United Nations Framework Convention on Climate Change (UNFCCC) International Union for

THEMATIC WORKING GROUP MEMBERSHIP							
				Ministry of Higher and Tertiary Education, Innovation, Science & Technology Development Ministry of Youth Empowerment, Development and Vocational Training	Food and Nutrition Council (FNC). Pig Industry Board (PIB). Broadcasting Authority of Zimbabwe (BAZ). Tobacco Industry and Marketing Board (TIMB). Rural Infrastructure Development Agency (RIDA).	Zimbabwe National Society for the Prevention of Cruelty to Animals (ZNSPCA) Zimbabwe National Society for the Prevention of Cruelty to Animals (ZNSPCA) Business Council for Sustainable Development in Zimbabwe Confederation of Zimbabwe Industries (CZI)	International Union for Conservation of Nature (IUCN) Convention on Biological Diversity (CDB) Peace Parks Foundation African Wildlife Foundation (AWF) Catholic Relief Services SNV Zimbabwe United Nations Educational Scientific and Cultural Organisation (UNESCO) Frankfurt Zoological Society United Nations Industrial Development Organisation (UNIDO) Foreign Commonwealth & Development Office (FCDO) Zimbabwe Climate Change Coalition Green Impact Trust Terre des Hommes Italy (TDHI) Regional Psychosocial Support Initiative (REPSSI) Welthungerhilfe (WHH) Dialogue on Shelter for the Homeless Trust (DoST), Zimbabwe Homeless People's Federation (ZHPH)

Science, Technology, Digital, Innovation and Human Capital Development

THEMATIC WORKING GROUP MEMBERSHIP							
5	NDS 2 Priority Area	Chair	Co-Chair	MEMBERSHIP			
				Government		Private Sector	COOPERATING PARTNERS
				Ministries	Departments & Agencies		

THEMATIC WORKING GROUP MEMBERSHIP							
	Science, Technology, Innovation, Digital and Human Capital Development	Secretary for Higher & Tertiary Education, Innovation, Science & Technology Development, Prof. F. Tagwira	Secretary for Information Communication Technology & Courier Services, Dr. B. Chirume	Office of the President and Cabinet. Ministry of Primary and Secondary Education Ministry of Skills Audit and Development Public Service Commission Ministry of Finance, Economic Development and Investment Promotion Ministry of Mines and Mining Development Ministry of Youth Empowerment, Development and Vocational Training Ministry for Lands, Agriculture, Fisheries, Water and Rural Development	Department of Scholarships (OPC) E-Government Unit Zimbabwe National Statistics Agency (ZimStats) Parliament of Zimbabwe Deeds, Companies & Intellectual Property Office Zimbabwe Gender Commission Zimbabwe Human Rights Commission Government Internet Service Provider (GISP) ZESA National Training Centre TelOne Training Centre Broadcasting Authority of Zimbabwe National Economic Consultative Forum (NECF) Zimbabwe National Geo-Spatial Space Agency Centre for Education Innovation Research and Development Zimbabwe Centre for High Performance Computing National Bio-technology Authority National Manpower Development Advisory Council (NAMACO) Zimbabwe Development Fund Tertiary Education Service Council (TESC) Zimbabwe Council for Higher Education Verify Engineering Finealt Engineering Management Training Bureau Zimbabwe School Examination Council (ZIMSEC) Postal and Regulatory Authority of Zimbabwe (POTRAZ) Broadcasting Authority of Zimbabwe (BAZ)	Zimbabwe Chambers of Mines Zimbabwe National Chamber of Commerce Small to Medium Enterprises Association of Zimbabwe Confederation of Zimbabwe Industries Employers' Confederation of Zimbabwe (EMCOZ) Econet Wireless Liquid Intelligent Technologies Liquid Telecom Dandemutande Africom DHL Dexel Oracle Twenty Third Century Systems E-Learning Solutions Mastercard Zimswitch Technologies (Private) Limited Education Coalition of Zimbabwe (ECOZI) Women's Coalition of Zimbabwe Barefoot Education for Afrika Trust (BEAT) Internet Society (ISOC) Zimbabwe Chapter ICT Association of Zimbabwe (ICTAZ) Information Society Initiatives Trust (ISIT) Media Institute of Southern Africa—Zimbabwe Chapter (MISA Zimbabwe)	UNESCO UNICEF UNFPA IOM WFP FAO United Nations Development Programme ITU Area Office for Southern Africa UPU Area Office for Southern Africa International Labour Organization OBREAL African Development Bank (AFDB) AfriExim Bank African Regional Intellectual Property Organization (ARIPO) Erasmus Mundus

THEMATIC WORKING GROUP MEMBERSHIP							
				Ministry of Industry and Commerce Ministry of Health and Child Care Ministry of Foreign Affairs and International Trade	Transmedia TelOne/Telecommunications Operators Association of Zimbabwe (TOAZ) Scientific & Industrial Research & Development Centre (SIRDC) Research Council of Zimbabwe (RCZ) CID Commercial Crimes & Cyber Unit, Southern Region NetOne ZARNet Zimpost PowerTel All State Universities All Private Universities All State and Private Teachers' Training Colleges	Computer Society of Zimbabwe ZICT Zimbabwe Internet Governance Forum Secretariat ICT Suppliers Association of Zimbabwe	Africa Capacity Building Foundation UNECA World Bank European Training Foundation)

Job Creation, Youth Entrepreneurship & Development, Creative Industry, Sport & Culture

THEMATIC WORKING GROUP MEMBERSHIP							
6	**NDS 2 PRIORITY AREA**	**CHAIR**	**CO-CHAIR**	MEMBERSHIP			
				GOVERNMENT		PRIVATE SECTOR	COOPERATING PARTNERS
				Ministries	Depart.& Agen.		
	Job Creation, Youth Entrepreneurship & Development, Creative Industry, Sport & Culture	Secretary for Youth Empowerment, Development & Vocational Training, Mr. S. Mhlanga	Secretary for Sport, Art & Recreation, Mr. N. Moyo	Ministry of Public Services, Labour and Social Welfare.		Zimbabwe Youth Council (ZYC). Empower Bank. Sport and Recreation Commission Zimbabwe (SRC).	International Labour Organization (ILO). United Nations Development Programme (UNDP). United Nations Population Fund (UNFPA).

THEMATIC WORKING GROUP MEMBERSHIP							
				Ministry of Information Communication Technology, Postal and Courier Services. Ministry of Industry and Commerce. Ministry of Women Affairs, Community, Small and Medium Enterprises. Ministry of Lands, Agriculture, Fisheries, Water and Rural Development. Ministry of Home Affairs and Cultural Heritage. Ministry of Mines and Mining Development. Ministry of Skills Audit and Development.		Zimbabwe National Boxing and Wrestling Control Board (ZNBWCB). Zimbabwe Olympic Committee (ZOC). Zimbabwe Tourism Authority (ZTA). National Gallery of Zimbabwe Small and Medium Enterprises Association of Zimbabwe (SMEAZ). Young Entrepreneurs Association of Zimbabwe (YEAZ), Employers' Confederation of Zimbabwe (EMCOZ). Zimbabwe Congress of Trade Unions (ZCTU). Zimbabwe Federation of Trade Unions (ZFTU). Zimbabwe Labour Federation (ZLF).	United Nations Volunteers (UNV). United Nations Children's Fund (UNICEF). Stichting Nederlandse Vrijwilligers (SNV

Regional Development and Inclusivity through Devolution and Decentralisation

THEMATIC WORKING GROUP MEMBERSHIP							
7	**NDS 2 Priority Area**	**CHAIR**	**CO-CHAIR**	MEMBERSHIP			
				Government		Pvt Sector	COOPERATING PARTNERS
				Ministries	Departments & Agencies		
	Regional Development and Inclusivity through Devolution and Decentralisation	Secretary for Local Government and Public Works, Dr. J. Basera	Secretary to the Public Service Commission, Mrs. S. Zembe	Office of the President and Cabinet. Ministry of Finance, Economic Development and Investment Promotion Ministry of Information Communication Technology, Postal and Courier Services Ministry of National Housing and Social Amenities Ministry of Transport and Infrastructural Development Ministry of Mines and Mining Development Ministry of Women Affairs, Community, Small and Medium Enterprise Development Ministry of Lands, Agriculture, Fisheries, Water and Rural Development Ministry of Environment, Climate and Wildlife Presidential Affairs and Devolution Provincial Affairs and Devolution Bulawayo Metropolitan Provincial Affairs and Devolution Harare Metropolitan Provincial Affairs and Devolution Midlands Provincial Affairs and Devolution Manicaland Provincial Affairs and Devolution Masvingo Provincial Affairs and Devolution Mashonaland Central	Zimbabwe National Statistics Agency (ZimStats) Zimbabwe Council for Higher Education (ZIMCHE) Zimbabwe Economic Policy Analysis and Research Institute (ZEPARI) Rural Infrastructure Development Agency (RIDA) Zimbabwe National Roads Administration (ZINARA) Zimbabwe Investment and Development Agency (ZIDA) Zimbabwe Local Government Association (ZILGA) Urban Development Corporation (UDCORP)		German Agency for International Cooperation (GIZ) Commonwealth Local Government Forum (CLGF) World Bank European Union (EU) United Nations Human Settlements Programme (UN Habitat) United Nations Development Programme (UNDP) United Nations Children's Fund (UNICEF)

THEMATIC WORKING GROUP MEMBERSHIP							
				Provincial Affairs and Devolution Mashonaland East Provincial Affairs and Devolution Mashonaland West Provincial Affairs and Devolution Matabeleland North Provincial Affairs and Devolution Matabeleland South	National Economic Consultative Forum (NECF)		

Social Development, Gender and Social Protection

THEMATIC WORKING GROUP MEMBERSHIP							
8	**NDS 2 Priority Area**	**Chair**	**Co-Chair**	MEMBERSHIP			
				GOVERNMENT		Private Sector	COOPERATING PARTNERS
				Ministries	Departments and Agencies		
	Social Development and Social Protection	Secretary for Public Service, Labour & Social Welfare, Mr. S. Masanga	Secretary for Health & Child Care, Dr. A. Maunganidze	Office of the President and Cabinet. Ministry of Finance, Economic Development and Investment Promotion Public Service Commission Parliament of Zimbabwe Ministry of Primary and Secondary Education Ministry of Higher and Tertiary Education	ZIMSEC National Social Security Authority (NSSA) Older Person Board (OPB) Employers Confederation of Zimbabwe (EMCOZ) Zimbabwe Congress of Trade Unions (ZCTU) Zimbabwe Labour Federation (ZLF) National Disability Board (DB) Child Welfare and Protection Council (CWPC) Council of Chiefs (CoC) Council of Social Workers (CSW) Private Voluntary Board (PVO Board)	-	World Bank (WB) Food and Agriculture Organization (FAO) International Organization for Migration (IOM) International Labour Organization (ILO) United Nations Entity and the Empowerment of Women (UN Women) Joint United Nations Programme on HIV and AIDS (UNAIDS) United Nations Development Programme (UNDP) United Nations Educational, Scientific and Cultural Organization (UNSECO)

THEMATIC WORKING GROUP MEMBERSHIP

				Ministry of Foreign Affairs and International Trade Ministry of Sport, Recreation, Arts and Culture Ministry of Veterans of the Liberation Struggle Affairs Ministry of Women Affairs, Community, Small and Medium Enterprises Ministry of Lands, Agriculture, Fisheries, Water and Rural Development Ministry of Local Government and Public Works Ministry of Home Affairs (Civil Registry, ZRP, Immigration) Ministry of Skills, Development and Audit Ministry of Youth Ministry of Transport and Infrastructural Development Ministry of National Housing and Social Amenities Ministry of Justice, Legal and Parliamentary Affairs	Sports and Recreation Commission Zimbabwe Youth Council Zimbabwe Gender Commission Zimbabwe Human Rights Commission Insurance and Pensions Commission ZimStats Food and Nutrition Council Empower Bank Urban Development Cooperation (UDCORP) Tripartite Negotiating Forum Sports and Recreation Commission Urban Councils Association in Zimbabwe Association of Rural District Councils Zimbabwe Women Microfinance Bank National Handicraft centre Zimbabwe Youth Council SMEDCO Union of informal Workers Women's Action Group Zimbabwe Business Council Premier Service Medical Aid Society (PSMAS) Zimbabwe National Family Planning Council National Aids Council Health Professions Authority Medical Research Council of Zimbabwe Medicines Control Authority of Zimbabwe National Pharmaceutical Company NATPHARM Health Service Commission Medical Aid Insurance Association Zimbabwe Medical Association (ZiMA)		United Nations Population Fund (UNFPA) United Nations High Commission for Refugees (UNHCR) United Nations Children's Fund (UNICEF) United Nations Office for Project Services (UNOPS) World Food Programme (WFP) World Health Organisation (WHO) Foreign Commonwealth and Development Office (FCDO) United States Agency for International Development (USAID) UN Habitant Korean International Cooperation Agency (KOICA) Japan International Cooperation Agency (JICA) The Swiss Agency Development and Cooperation (SDC) Swedish International Development Agency (SIDA) NANGO FoDPZ GOAL Higher Life Foundation World Vision Zimbabwe Council of Churches Shelter Afrique Msasa Zimbabwe Women's Lawyers Association FACT Mavambo

Image Building, International Relations and Trade

THEMATIC WORKING GROUP MEMBERSHIP							
9	**NDS 2 PRIORITY AREA**	**CHAIR**	**CO-CHAIR**	MEMBERSHIP			
				GOVERNMENT		PRIVATE SECTOR	COOPERATING PARTNERS
				Ministries	Departments and Agencies		
	Image Building, International Relations and Trade	Secretary for Foreign Affairs and International Trade, Amb. A.R. Chimbindi	Secretary for Information, Publicity and Broadcasting Services, Mr. N.N. Mangwana	Office of the President and Cabinet. President's Department. Ministry of Finance, Economic Development and Investment Promotion. Ministry of Industry and Commerce. Ministry of Home Affairs and Cultural Heritage. Ministry of Justice, Legal and Parliamentary Affairs. Ministry of Mines and Mining Development. Ministry of Tourism and Hospitality Industry. Ministry of Public Service, Labour and Social Welfare. Ministry of Sports, Arts and Recreation.	Zimbabwe Tourism Authority (ZTA). Reserve Bank of Zimbabwe (RBZ). Zimbabwe National Statistics Agency (ZimStats). Zimbabwe Media Commission (ZMC). Zimbabwe Investment Development Agency (ZIDA). ZIMTRADE.		United Nations Development Programme (UNDP) World Bank (WB) International Monetary Fund (IMF) African Development Bank (AfDB)

Good Governance, Institution Building, Peace and Security

THEMATIC WORKING GROUP MEMBERSHIP							
10	**NDS 2 PRIORITY AREA**	CHAIR	CO-CHAIR	MEMBERSHIP			
				GOVERNMENT		PRIVATE SECTOR	COOPERATING PARTNERS
				Ministries	Departments and Agencies		
	Good Governance, Institution Building, Peace and Security	Secretary for Justice, Legal and Parliamentary Affairs, Mrs. V. Nyemba	Secretary for Home Affairs and Cultural Heritage, Amb. R.T. Faranisi	Office of the President and Cabinet. Ministry of Finance, Economic Development and Investment Promotion Ministry of Women`s Affairs, Community, Small and Medium Enterprises Development Judicial Service Commission Ministry of Local Governance and Public Works Ministry of Defence Ministry of Veterans of the Liberation Struggle Affairs	Public Service Commission Auditor General Office of the Attorney General Zimbabwe Human Rights Commission Zimbabwe Anti-Corruption Commission Zimbabwe Republic Police Zimbabwe Prisons and Correctional Service National Prosecution Authority Civil Protection Unit President`s Department Zimbabwe Statistical Agency Civil Registry	Law Society of Zimbabwe Research Institute of Zimbabwe	UNRCO UNDP International Organisation for Migration (IOM) International Labour Organisation (ILO) World Bank European Union (EU) Common Wealth Local Government Forum Lawyers for Human Rights United State Resident Coordinator Trade Unions African Development Bank Church Organizations - Zimbabwe Christian Ministers Association CSOs-NANGO Zimbabwe Development Partner Forum- Embassies Agencies

THEMATIC WORKING GROUP MEMBERSHIP							
				Ministry of Information Communication Technology, Postal and Courier Services Ministry Public Service Labour and Social Welfare Parliament of Zimbabwe Ministry of Youth Empowerment, Development and Vocational Training	Zimbabwe Gender Commission Department of Immigration Zimbabwe Local Government Association –ZILGA Traditional Leadership Association ZIMRA Mutapa Investment Funds		Persons with Disability - NASCHOH UN Women UNICEF Transparent International of Zimbabwe – TIZ Germany Development Cooperation – GIZ Elders Forum UNFPA UNHCR

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ANNEXURE 2: KPIs, DATA SOURCE & FREQUENCY

Thematic Working Group	KPI	Sources of Data	Ministries, Departments & Agencies Providing data	Frequency
Good Governance, Institution Building, Peace and Security	Anti–corruption Institutions effectiveness	Administrative data	ZACC	Annual
	Case Clearance and Disposal rates	Administrative data	Ministry of Legal, Justice and Parliamentary Affairs	Annual
	Citizen satisfaction index	Survey	Public Service Commission	Annual
	Investment in inclusive risk reduction and recovery (early warning systems and response mechanisms) (Percentage of National Budget)	Administrative data	Department of Civil Protection	Annual
	Level of compliance with national, regional and international standards	Administrative data	Ministry of Legal, Justice and Parliamentary Affairs	Annual
	Level of Preparedness	Survey	Department of Civil Protection	Annual
	Number of laws developed and aligned to the Constitution of Zimbabwe	Administrative data	Ministry of Legal, Justice and Parliamentary Affairs	Annual
	Open budget survey score (budget OVERSIGHT)	Survey	MOFEDIP	Every two years
	Open budget survey score (TRANSPARENCY)	Survey	MOFEDIP	Annual
	Percentage of citizens accessing public services	Survey	Public Service Commission	Annual
	Percentage of citizens satisfied with public safety and security services disaggregated by sex, age and disability	Survey	Ministry of Home Affairs	Annual
	Percentage of concluded investigations in one year versus number of corruption cases authorized for investigations	Administrative data	ZACC	Annual
	Percentage of mobile and vulnerable population/assets insured against losses	Administrative data	IPEC	Annual
	Percentage of population with access to justice services	Administrative data	Ministry of Legal, Justice and Parliamentary Affairs	Annual
	Proportion of the national budget allocated to Anti-Corruption efforts.	Administrative data	ZACC	Annual

Thematic Working Group	KPI	Sources of Data	Ministries, Departments & Agencies Providing data	Frequency
	Proportions of positions in public institutions (Women, People with Disability, Youths)	Administrative data	Public Service Commission	Annual
	Staffing complement of the anti-corruption agency constituted as a proportion of its approved establishment	Administrative data	ZACC	Annual
	Total value of inward and outward illicit financial flows (in current United States dollars)	Administrative data	RBZ	Monthly
Image Building, International Relations, and Trade	Amount of debt service to external creditors (token payments, payments for compensation for former farmer owners)	ZADMO Admin data	ZADMO	Annual & Quarterly
	Annual Exports growth rate	ZIMRA Trade data	ZimStats/ZIMRA	Annual & Quarterly
	International tourist arrivals	ZTA Quarterly Report	ZTA	Annual & Quarterly
	International tourist receipts	ZTA Quarterly Report	ZTA	Annual & Quarterly
	Level of participation by Zimbabweans at international for a	Ministry of Foreign Affairs Admin data	Ministry of Foreign Affairs	Annual & Quarterly
	Merchandise Exports growth rate	ZIMRA Trade data	ZIMRA/ZimStats	Annual & Quarterly
	Number of bilateral, regional, continental and multilateral agreements initiated	Ministry of Foreign Affairs Admin data	Ministry of Foreign Affairs	Annual & Quarterly
	Number of Bi-National and/ or joint commissions convened	Ministry of Foreign Affairs Admin data	Ministry of Foreign Affairs	Annual & Quarterly
	Number of digitalised Ministries, Departments and Agencies	Ministry of Information	Ministry of Information	Annual & Quarterly
	Number of diplomatic missions maintained/ refurbished	Administrative data	Ministry of Foreign Affairs	Annual & Quarterly
	Number of Political and Diplomatic consultations	Ministry of Foreign Affairs Admin data	Ministry of Foreign Affairs	Annual & Quarterly
	Number of social media and digital impressions (millions)	Administrative data	Ministry of Information	Annual & Quarterly
	Number of trade agreements signed/ activated	Ministry of Foreign Affairs Admin data	Ministry of Foreign Affairs	Annual & Quarterly
	Number of Zimbabweans receiving international recognition	Administrative data	Ministry of Information	Annual & Quarterly

Thematic Working Group	KPI	Sources of Data	Ministries, Departments & Agencies Providing data	Frequency
	Percentage of investment applications processed through one-stop centres	ZIDA Report data	ZIDA	Annual & Quarterly
	Percentage of radio coverage nationally	Administrative data	Ministry of Information	Annual & Quarterly
	Percentage of travellers cleared within 3 minutes	Immigration Administrative Data	Department of Immigration	Annual & Quarterly
	Percentage of TV coverage nationally	Administrative data	Ministry of Information	Annual & Quarterly
	Services Exports Growth Rate	RBZ BOP Survey data	RBZ	Annual & Quarterly
	Total FDI inflows (US$ million)	ZIDA Report data	ZIDA	Annual & Quarterly
	Value Added Exports Growth	ZIMRA Trade data	ZIMRA/ZimStats	Annual & Quarterly
Inclusive Economic Growth and Structural Transformation	Accommodation and Food Services Growth Rate	ZTA data	ZTA/ ZimStats	Annual & Quarterly
	Agriculture Growth Rate	Agriculture and Livestock Survey (ALS)	Ministry of Agriculture/ZimStats	Annual & Quarterly
	Capacity Utilisation of the Manufacturing Sector	ZimStats Business Tendency Survey/CZI	ZIMRA/ ZimStats/ CZI	Quarterly
	Contribution of Wholesale and Retail Sector to GDP	ZIMRA Turnover data/ ZimStats GDP	ZIMRA/ ZimStats	Annual & Quarterly
	Debt to GDP ratio	ZADMO Debt/ ZimStats Debt	ZADMO/ ZimStats	Annual & Quarterly
	Expenditure as a percentage of GDP	Budget Outturn /GDP	MOFED/ ZimStats	Annual & Quarterly
	Export Diversification (According to Theil Concentration Index)	ZIMRA Trade Data/ ZimStats	ZIMRA/ ZimStats	Monthly
	Fiscal deficit to GDP	Budget Outturn deficit /GDP	MOFED/ ZimStats	Annual & Quarterly
	Gini Coefficient	Household Budget Survey (HBS)	ZimStats	Every 5 years
	GNI per capita (US million)	ZIMRA Turnover data/ ZimStats GDP	ZIMRA/ ZimStats/ IPEC/MOFED	Annual & Quarterly
	Gross Fixed Capital Investment as a percentage of GDP	ZIMRA Turnover data/ ZimStats GDP	ZIMRA/ ZimStats/ IPEC/MOFED	Annual
	Level of Formal Employment	Quarterly Labour Force Data/NSSA Reports	ZimStats	Annual & Quarterly
	Manufactured Export as a percentage of GDP	ZIMRA Trade Data/ ZimStats/GDP	ZIMRA/ ZimStats	Annual & Quarterly
	Manufactured Exports to Total Exports	ZIMRA Trade Data/ ZimStats GDP	ZIMRA/ ZimStats	Annual & Quarterly
	Manufacturing Employment as a proportion of Total Employment (Disaggregation)	Quarterly Employment Inquiry (QEI)	ZimStats Quarterly Employment Inquiry	Annual & Quarterly

Thematic Working Group	KPI	Sources of Data	Ministries, Departments & Agencies Providing data	Frequency
	Manufacturing Growth Rate	Ministry of Mines data/ ZimStats	ZIMRA/ ZimStats	Annual & Quarterly
	Manufacturing Sector Growth Rate	ZIMRA Turnover data/ ZimStats GDP	ZIMRA/ ZimStats	Annual & Quarterly
	Manufacturing Value Added as a percentage of GDP	ZIMRA Turnover data/ ZimStats GDP	ZIMRA/ ZimStats	Annual & Quarterly
	Mining Contribution to GDP	Ministry of Mines data/ ZimStats	Ministry of Mines/ ZimStats	Annual & Quarterly
	Mining Sector Growth Rate	Ministry of Mines data/ ZimStats	Ministry of Mines/ ZimStats	Annual & Quarterly
	Real Gross Domestic Product (RGDP) growth rate	ZIMRA Turnover data/ ZimStats GDP	ZIMRA/ ZimStats / IPEC/MOFED	Annual & Quarterly
	Revenue as a percentage of GDP	Budget Outturn /GDP	MOFED/ ZimStats	Annual & Quarterly
	Share of manufactured exports to total exports	ZIMRA Trade Data/ ZimStats	ZIMRA/ ZimStats	Monthly
	Share of the Service Sector to GDP	ZIMRA Turnover data/ ZimStats GDP	ZIMRA/ ZimStats	Annual & Quarterly
	Value of Services to Exports (US million)	ZIMRA Trade Data/ ZimStats GDP	ZIMRA/ ZimStats	Annual & Quarterly
	Value of Services to GDP	ZIMRA Turnover data/ ZimStats GDP	ZIMRA/ ZimStats	Annual & Quarterly
	Wholesale and Retail Growth Rate	ZIMRA Turnover data	ZIMRA/ ZimStats	Annual & Quarterly
	Women Employment	Quarterly Labour Force Data/NSSA Reports	ZimStats	Annual & Quarterly
Infrastructural Development and Housing	Health facility density per 10 000 population	National Health Profile	MOHCC	Annual
	Infrastructure development index for Zimbabwe (AIDI)	Administrative data and Infrastructure Statistics Survey	ZimStats /MOT/ MOLG	Annual
	Percentage Change Modernisation of Ports of Entry	Department of Immigration Control	Department of Immigration Control	Continuous
	Percentage change in air passenger movement per year	Administrative data	Ministry of Transport	Quarterly
	Percentage change in geographic broadband network coverage	Administrative data	POTRAZ/ ZimStats	Annual
	Percentage change in inland waterways safety infrastructure	Administrative data	Ministry of Transport	Annual
	Percentage change in the national population participating in sport and recreation programmes and activities	(blank)	(blank)	(blank)
	Percentage change in water storage	Administrative data	Local Government	Annual
	Percentage change of cargo handled (air and rail)	Administrative data	Ministry of Transport	Quarterly

Thematic Working Group	KPI	Sources of Data	Ministries, Departments & Agencies Providing data	Frequency
	Percentage change of grain storage capacity	Administrative data	Ministry of Agriculture	Annual
	Percentage change of installed conventional power	Administrative data	Ministry of Energy	Annual
	Percentage change of installed renewable energy capacity	Administrative data	Ministry of Energy	Annual
	Percentage change of irrigable land	Administrative data	Ministry of Agriculture	Annual
	Percentage change of students with access to higher and tertiary educational facilities	Administrative data	MOHTESTD	Annual
	Percentage change on provision of public office accommodation	(blank)	(blank)	(blank)
	Percentage of population accessing basic sanitation services	ZDHS/MICS	ZimStats	5 Years
	Percentage of population with access to basic electricity	ZDHS/MICS	ZimStats	5 Years
	Percentage of population with access to basic water services	ZDHS/MICS	ZimStats	5 Years
	Percentage of rail network in good condition	Administrative data	Ministry of Transport	Annual
	Percentage of School Going Age children with access to primary and secondary educational facilities	EMIS	MOPSE	Annual
	Percentage of urban population living in informal settlements or slums like conditions	Population and Housing Census (PHC)	ZimStats	10 Years
	Rate of energy supply	Administrative data	Ministry of Energy	Annual
Job Creation, Youth Development, Creative Industry, and Culture	Absorption Rate	Quarterly Labour Force Survey & QEI	ZimStats/ MPSLSW/ MOFED/ Ministry of Sports and Culture	Annual & Quarterly
	Contribution of the creative industry to GDP	Quarterly Labour Force Survey & QEI	ZimStats/ MPSLSW/ MOFED/ Ministry of Sports and Culture	Annual & Quarterly
	Drug and substance abuse prevalence rate	Ministry of Health Administrative data	ZimStats/ MPSLSW/ MOFED/ Ministry of Sports & Culture	Annual & Quarterly
	Employment to population ratio	Quarterly Labour Force Survey & QEI	ZimStats/ MPSLSW	Annual & Quarterly
	Growth rate in utilisation of arts, culture and heritage facilities	Ministry of Sports and Recreation Administrative Data	ZimStats/ MPSLSW/ MOFED/ Ministry of Sports & Culture	Annual & Quarterly

Thematic Working Group	KPI	Sources of Data	Ministries, Departments & Agencies Providing data	Frequency
	Growth rate of jobs created	Quarterly Labour Force Survey & QEI	ZimStats/ MPSLSW/ MOFED/ Ministry of Sports and Culture	Annual & Quarterly
	Percentage change in the national population participating in sport and recreation programmes and activities	Ministry of Sports and Recreation Administrative Data	ZimStats / MPSLSW/MOFED/ Ministry of Sports & Culture	Annual & Quarterly
	Percentage change of examined local indigenous languages in the education system	Ministry of Higher Education, Admin data	ZimStats / MPSLSW/MOFED/ Ministry of Sports & Culture	Annual & Quarterly
	Percentage change of podium performance at regional, continental and international events	Ministry of Sports and Recreation Administrative Data	ZimStats/ MPSLSW/ MOFED/ Ministry of Sports & Culture	Annual & Quarterly
	Percentage of population participating in arts, culture and heritage programs and activities	Quarterly Labour Force Survey & QEI	ZimStats/ MPSLSW/ MOFED/ Ministry of Sports and Culture	Annual & Quarterly
	Percentage of sport and recreation facilities standardised to host community, national, regional and international events	Ministry of Sports and Recreation Administrative Data	ZimStats/ MPSLSW/ MOFED/ Ministry of Sports & Culture	Annual & Quarterly
	Percentage of the national budget Allocated to sport and recreation'	Administrative Data	ZimStats/ MPSLSW/ MOFED/ Ministry of Sports and Culture	Annual & Quarterly
	Percentage of youth accessing SRHR and mental health services	Ministry of Health Administrative data	ZimStats/ MPSLSW/ MOFED/ Ministry of Sports & Culture	Annual & Quarterly
	Percentage of youth gainfully engaged in the digital workspace	Ministry of Health Administrative data	ZimStats/ MPSLSW/ MOFED/ Ministry of Sports & Culture	Annual & Quarterly
	Proportion of creative industry jobs created to total employment	MPSLSW/Quarterly Labour Force Data	ZimStats/ MPSLSW/ MOFED/ Ministry of Sports & Culture	Annual & Quarterly
	Proportion of enterprises owned by youth	Finscope MSMEs Survey FinMark Trust/ RBZ/ZimStats	ZimStats/ MPSLSW/ MOFED/ Ministry of Sports & Culture	Annual & Quarterly
	Proportion of Informal employment in non-agriculture employment	Quarterly Labour Force Survey & QEI	ZimStats/ MPSLSW/ MOFED/ Ministry of Sports anDCuilture	Annual & Quarterly
	Proportion of MSMEs allocated workspace	Ministry of Local Government	ZimStats/ MPSLSW/ MOFED/ Ministry of Sports & Culture	Annual & Quarterly

Thematic Working Group	KPI	Sources of Data	Ministries, Departments & Agencies Providing data	Frequency
	Debt to GDP ratio	Administrative data	ZimStats, Ministry of Finance	Annual & Quarterly
	Exchange Rate Variability (+/-%)	RBZ Surveys	RBZ	Annual & Quarterly
	Expenditure to GDP ratio	Budget Outturn/GDP data	ZimStats, Ministry of Finance	Annual & Quarterly
	Fiscal deficit to GDP	Budget Outturn/GDP data	ZimStats, Ministry of Finance	Monthly
	Foreign Exchange Reserves months of import cover	Administrative data	RBZ	Monthly
	Gross Insurance premium written to GDP (%)	IPEC Quarterly Reports	IPEC/ZimStats	Annual & Quarterly
	Gross National Savings to GDP (%)	Turnover Administrative Data	ZimStats/ZIMRA	Annual & Quarterly
	Internet access per capita (urban/rural) %	ICT Survey and HBS Surveys	ZimStats and PORTRAZ	Annual & Quarterly
	Loans to MSMEs as % of total loans	Administrative data	RBZ	Monthly
	Loans to women as % of total loans	Administrative data	RBZ	Monthly
	Loans to youth as % of total loans	Administrative data	RBZ	Monthly
	Non-performing loans to total loans (%)	RBZ Monetary Survey	RBZ	Monthly
	Number of companies under Mutapa listed on the stock market	ZSE Administrative data	Mutapa Investment/ ZSE	Monthly
	Number of digital financial service (DFS) access points per 100,000 members of the adult population.	Administrative data	RBZ	Monthly
	Pension coverage of total working population (active employment) (%)	Quarterly Labour Force/NSSA Reports	NSSA/ZimStats	Monthly
	Pension coverage of total working population active (employment) %	Quarterly Labour Force/NSSA Reports	NSSA/ZimStats/ MPSLSW	Monthly
	Pension fund Assets percentage of GDP (%)	ZSE Data/ ZimStats GDP data	NSSA/IPEC/ ZimStats	Annual & Quarterly
	Percentage of adult population with access to formal financial services including all digital and mobile platforms	Administrative data	RBZ	Monthly
	Percentage of adult population with active transactional account (Female)	Administrative data	RBZ	Monthly
	Percentage of adult population with active transactional account (Male)	Administrative data	RBZ	Monthly

Thematic Working Group	KPI	Sources of Data	Ministries, Departments & Agencies Providing data	Frequency
	Percentage of adult population with active transactional account (overall)	Administrative data	RBZ	Monthly
	Percentage of adult population with insurance	Administrative data	IPEC/ZimStats	Monthly
	Percentage of population with trading accounts or with investments in capital markets (%)	Administrative data	RBZ	Monthly
	Percentage of the Value of green projects over market capitalisation	Administrative data	RBZ	Monthly
	Percentage of the Value of green projects over total assets	Administrative data	RBZ	Monthly
	Percentage of the Value of green projects over total loans (banking)	Administrative data	RBZ	Monthly
	Private sector credit as a percentage of GDP	RBZ data/ZimStats GDP data	RBZ/ZimStats	Annual & Quarterly
	Real Interest Rate (%)	Administrative data	RBZ	Monthly
	Resolution of pre-2009 pension compensation (percentage of total legacy compensation %)	Administrative data	NSSA/ZimStats / MPSLSW	Monthly
	Revenue to GDP ratio (%)	Administrative data	ZimStats, Ministry of Finance	Annual & Quarterly
	Stock Market Capitalisation as Percentage of GDP (%)	ZSE Data/ ZimStats GDP data	ZSE/ZimStats	Annual & Quarterly
	Stock Market Turnover as Percentage of GDP (%)	ZSE Data/ ZimStats GDP data	ZSE/ZimStats	Annual & Quarterly
	Technical compliance to 40 FATF recommendations	Administrative data	RBZ	Monthly
	Usage of available fintech platforms in capital markets %	Administrative data	RBZ/ZSE	Monthly
	Usage of fintech product (percent of approved applications %) (central bank)	Administrative data	RBZ	Monthly
	ZiG Currency Issued as a percentage of local currency broad money (%)	RBZ Monetary Survey	RBZ	Monthly

Thematic Working Group	KPI	Sources of Data	Ministries, Departments & Agencies Providing data	Frequency
Regional Development and Inclusivity through Devolution and Decentralization	% attainment of Minimum Service Delivery Standards (disaggregated by indicators for each service standard)	Administrative data	Ministry of Local Government	Annual & Quarterly
	% Community participation in key decision-making on development priorities (disaggregated by administration levels)	Administrative data	Ministry of Local Government	Annual & Quarterly
	% Ministries, Departments and Agencies functions decentralised to appropriate levels	Administrative data	Ministry of Local Government	Annual & Quarterly
	% of national budget allocated and disbursed to Lower tiers of Government (disbursement of Inter-Governmental Fiscal Transfers)	MOFED Budget Outturn	MOFED	Annual & Quarterly
	Decentralised budgets disaggregated by Ministries, Departments and Agencies	MOFED Budget Outturn	MOFED/Ministry of Local Govt	Annual & Quarterly

Thematic Working Group	KPI	Sources of Data	Ministries, Departments & Agencies Providing data	Frequency
	Employment Population Ratio Disaggregated by Province	Quarterly Labour Force Survey	ZimStats	Annual & Quarterly
	Fiscal transfers as a percentage of national revenue collected	MOFED Budget Outturn	MOFED/Ministry of Local Govt	Annual & Quarterly
	GDP Growth Rate disaggregated by province	ZIMRA Turnover/ ZimStats data	ZimStats	Annual & Quarterly
	GDP per capita growth rate disaggregated by province	ZIMRA Turnover/ ZimStats data	ZimStats	Annual & Quarterly
	Investment Growth Rate disaggregated by province	Import data/Govt accounts MOFED	ZimStats/MOFED	Annual & Quarterly
	Local Citizen Satisfaction Index by Province	Min of Local Government Admin data	Ministry of Local Government	Annual & Quarterly
	Percentage of local authorities holding at least one public consultation per quarter	Min of Local Government Admin data	Ministry of Local Government	Annual & Quarterly
	Percentage of local authorities meeting minimum service delivery standards	Min of Local Government Admin data	Ministry of Local Government	Annual & Quarterly
	Percentage of local authorities with fully functional integrated ERP systems	Min of Local Government Admin data	Ministry of Local Government	Annual & Quarterly
	Percentage of population using safely managed drinking water and sanitation	MICS, HBS Surveys, Min of Health data	ZimStats	Annual & Quarterly
	Proportion of provinces with updated and implemented Provincial Economic Development Plans	MOFED Budget Outturn/	MOFED/Ministry of Local Govt/ Provincial Affairs	Annual & Quarterly
	Statutory compliance levels	Min of Local Government Admin data	Ministry of Local Government	Annual & Quarterly
Science, Technology, Digital Innovation, and Human Capital Development	% graduation in STEM fields at all levels of national education (Basic Education, HTEIs (Tertiary Education), HTEIs (University education), AGRIC, MINES)	Ministry of Higher Education Administrative Data	ZimStats/Ministry of Higher Education/ Ministry of Information	Annual & Quarterly

Thematic Working Group	KPI	Sources of Data	Ministries, Departments & Agencies Providing data	Frequency
	% of digitally enabled Postal and Courier Services (outlets)	ZimStats/Portraz ICT surveys	ZimStats/ Ministry of Higher Education/Ministry of Information/ PORTRAZ	Annual & Quarterly
	% of institutions compliance with national ICT governance standards, frameworks and reporting mechanisms	ZimStats/Portraz ICT surveys	ZimStats/ Ministry of Higher Education/Ministry of Information/ PORTRAZ	Annual & Quarterly
	% of learners/ students enrolling in STEM disciplines (Basic Education, HTEIs, AGRIC)	Ministry of Higher Education Administrative Data	ZimStats/Ministry of Higher Education/ Ministry of Information	Annual & Quarterly
	% of new programmes in critical skills (HTEIs)	Ministry of Higher Education Administrative Data	ZimStats/Ministry of Higher Education/ Ministry of Information	Annual & Quarterly
	% of population covered by broadband	ZimStats/Portraz ICT surveys	ZimStats/ Ministry of Higher Education/Ministry of Information/ PORTRAZ	Annual & Quarterly
	% of population demonstrating awareness of Cyber and Data Protection risks	ZimStats/Portraz ICT surveys	ZimStats/ Ministry of Higher Education/Ministry of Information/ PORTRAZ	Annual & Quarterly
	% of Public digital platforms using secure platforms	ZimStats/Portraz ICT surveys	ZimStats/ Ministry of Higher Education/Ministry of Information/ PORTRAZ	Annual & Quarterly
	% of qualified STEM teachers	Ministry of Higher Education Administrative Data	ZimStats/ Ministry of Higher Education/Ministry of Information/ PORTRAZ	Annual & Quarterly
	% of Registered Institutions (Basic Education, VTCs)	Ministry of Higher Education Administrative Data	ZimStats/Ministry of Higher Education/ Ministry of Information	Annual & Quarterly
	% of sectors with operational sectoral CIRTS	ZimStats/Portraz ICT surveys	ZimStats/ Ministry of Higher Education/Ministry of Information/ PORTRAZ	Annual & Quarterly
	Artisans, Technicians and Technologists pass rate (HTEIs, AGRIC, MINES)	Ministry of Higher Education Administrative Data	ZimStats/Ministry of Higher Education/ Ministry of Information	Annual & Quarterly
	Broadband penetration rate	ZimStats/Portraz ICT surveys	ZimStats/ Ministry of Higher Education/Ministry of Information/ PORTRAZ	Annual & Quarterly

Thematic Working Group	KPI	Sources of Data	Ministries, Departments & Agencies Providing data	Frequency
	Capital Investment in ICT Sector as a percentage of GDP	ZimStats/Portraz ICT surveys	ZimStats/ Ministry of Higher Education/Ministry of Information/ PORTRAZ	Annual & Quarterly
	Contribution of ICTs to GDP	ZimStats/Portraz ICT surveys	ZimStats/ Ministry of Higher Education/Ministry of Information/ PORTRAZ	Annual & Quarterly
	e-Commerce growth rate	ZimStats/Portraz ICT surveys	ZimStats/ Ministry of Higher Education/Ministry of Information/ PORTRAZ	Annual & Quarterly
	Teacher/tutor to student ratio (HTEIs (Tertiary Education), HTEIs (University education), VTCs, AGRIC, HEALTH, MINES)	Ministry of Higher Education Administrative Data	ZimStats/Ministry of Higher Education/ Ministry of Information	Annual & Quarterly
Social Development, Gender and Social Protection	% facilities with functional medical equipment	Administrative data	MOHCC	Annual
	% of beneficiaries graduating into sustainable livelihoods of economic inclusion programmes	Administrative data	Department of Social Welfare (DSW)	Annual
	% of development of national health insurance	Administrative data	Department of Social Welfare (DSW)	Annual
	% of medicines filled in a patient	Administrative data	MOHCC	Annual
	% of people reached with Assistance through the Food deficit Mitigation strategy in rural and cash Based Transfers in Urban out of the ZIMLAC projection	Administrative data	Department of Social Welfare (DSW)	Annual
	% of people receiving social Assistance across all interventions (disaggregated by sex, persons with disabilities, forcibly displaced etc.)	Administrative data	Department of Social Welfare (DSW)	Annual
	% population covered under social insurance	MICS	ZimStats	5 Years
	(Absorptive, adaptive, transformative (disaggregated by sex, age, disability, forcibly displaced)	Administrative data	Department of Social Welfare (DSW)	Annual

Thematic Working Group	KPI	Sources of Data	Ministries, Departments & Agencies Providing data	Frequency
	(Micro pensions) Informal pensions contributions consistency	Administrative data	Department of Social Welfare (DSW)	Annual
	(Micro pensions) Informal pensions enrolment rate	Administrative data	Department of Social Welfare (DSW)	Annual
	Children reached with rights based specialised care and protection services (disaggregated by sex and case type i.e. all forms of violence against children, adoption custody, children in conflict with the law, children in the streets, children in alternative care, Psychosocial support among others)	Administrative data	Department of Social Welfare (DSW)	Annual
	Client Satisfaction Index	Survey (CGU)	OPC	Annual
	Community Members Trained (000)	CLAFA/ALS	ZimStats/ MOLAWFRD	Annual
	Cure rate of Severe acute malnutrition	Administrative data	MOHCC	Annual
	Diphtheria, Tetanus, and Pertussis (DTP3 Coverage)	ZDHS/MICS	ZimStats	5 Years
	Forcibly displaced	Administrative data	Department of Social Welfare (DSW)	Annual
	Health facilities with at least 80% of tracer medicines above minimum levels	Administrative data	MOHCC	Annual
	Health facility Density (population to facility)	Administrative data	MOHCC	Annual
	Health Workforce density	Administrative data	MOHCC	Annual
	HIV incidence per 1 000 uninfected population	DHIS	MOHCC	Annual
	Hypertension Treatment coverage	Administrative data	MOHCC	Annual
	IHR Core Capacity Index	Administrative data	MOHCC	Annual
	Incidence rate per 1 000 population for Malaria	DHIS	MOHCC	Annual
	Incidence rate per 1 000 population for TB	DHIS	MOHCC	Annual
	Institutional Maternal Mortality Ratio	DHIS	MOHCC	Annual
	Irrigation schemes business	Administrative data	MOLAWFRD	Annual

Thematic Working Group	KPI	Sources of Data	Ministries, Departments & Agencies Providing data	Frequency
	Life expectancy at birth	Population and Housing Census (PHC)	ZimStats	10 Years
	Lifetime experience of gender-based violence (Physical, Sexual, Psychological)	ZDHS	ZimStats	5 Years
	Local manufacturing of medicines	Administrative data	MOHCC	Annual
	Maternal Mortality ratio	ZDHS	ZimStats	5 Years
	National Medicines procurement rate	Administrative data	MOHCC	Annual
	Neonatal mortality rate	MICS/ZDHS/DHIS	ZimStats/MOHCC	5 Years
	Number of learners receiving Education Assistance (Basic Education, Higher Education)	EMIS	MOPSE	Annual
	Number of learners receiving school meals (million)	EMIS	MOPSE	Annual
	Number of people receiving Assistive devices (Education, Social Welfare)	(blank)	(blank)	(blank)
	Number of people receiving cash transfers	MICS	ZimStats	5 Years
	Number of people receiving health assistance	Administrative data	Department of Social Welfare (DSW)	Annual
	Number of Projects funded WDF & ZCDF	CLAFA/ALS	ZimStats/ MOLAWFRD	Annual
	Number of pupils reached through special assemblies on Drug and Substance Abuse awareness campaign (millions)	Administrative data	Department of Social Welfare (DSW)	Annual
	Number of Schools implementing school feeding	(blank)	(blank)	(blank)
	Outpatient utilization rate	Administrative data	MOHCC	Annual
	Overall Digital Health Index (Phase)	Administrative data	MOHCC	Annual
	Percentage of people with improved Resilience	Administrative data	Department of Social Welfare (DSW)	Annual
	Percentage of population living below the national poverty line (by sex age, disability)	HBS	ZimStats	5 Years

Thematic Working Group	KPI	Sources of Data	Ministries, Departments & Agencies Providing data	Frequency
	Percentage of population using safely managed sanitation	Administrative data	MOHCC	Annual
	Poverty Gap Index	HBS	ZimStats	5 Years
	Presidential inputs	Administrative data	MOLAWFRD	Annual
	Prevalence of Mental Health disorders	MICS	ZimStats	5 Years
	Proportion of aged members of the population receiving social insurance benefits	Administrative data	Department of Social Welfare (DSW)	Annual
	Proportion of households with access to safely managed drinking water services	ZDHS/MICS/PHC	ZimStats	5/10 Years
	Proportion of population covered by social protection floors/systems by sex, distinguishing children, older persons, persons with disabilities, forcibly displaced, the poor and the vulnerable)	MICS	ZimStats	5 Years
	Proportion of Safe shelters/one stop centre institutionalised and supported by Government	(blank)	(blank)	(blank)
	Proportion of secondary care facilities performing C-section on pregnant women	Administrative data	MOHCC	Annual
	Proportion of tertiary hospitals with specialised care services (renal dialysis, echocardiograph, CT Scanning, HDU/ICU)	Administrative data	MOHCC	Annual
	Proportion of total Government spending on essential services	Administrative data	ZimStats	Quarterly/ Annual
	Proportion of victims of Gender based Violence (aged 18 and above) who reported the victimisation to responsible authorities (disaggregated by sex, age and type of violence experienced)	MICS	ZimStats	5 Years

Thematic Working Group	KPI	Sources of Data	Ministries, Departments & Agencies Providing data	Frequency
	Proportion of women of reproductive age (aged 15-49 years) who have their need for family planning satisfied with modern methods	ZDHS	ZimStats	5 Years
	Proportion of Women screened for cervical cancer	Administrative data	MOHCC	Annual
	School Business Units	CLAFA/ALS	ZimStats/ MOLAWFRD	Annual
	Social Inclusion Index	HBS	ZimStats	5 Years
	Social Insurance Coverage Ratio- % of working age covered by social insurance	Administrative data	Department of Social Welfare (DSW)	Annual
	Social Protection Performance Index	HBS	ZimStats	5 Years
	Sustainable livelihoods	CLAFA/ALS	ZimStats/ MOLAWFRD	Annual
	Total government health expenditure as a proportion of total health expenditure	Administrative data	MOHCC	Annual
	Total health expenditure as a proportion of GDP	NHA/Administrative Data	ZimStats/MOFEDIP/ MOHCC	5 Years/ Annual
	Total health expenditure per capita	Administrative data	ZimStats	Annual
	Traditional medicines use prevalence	Administrative data	MOHCC	Annual
	Under 5 mortality	ZDHS/MICS/PHC	ZimStats	5 Years/ 10 Years
	Universal Health Coverage Service Index	NHA/Administrative Data	ZimStats/MOFEDIP/ MOHCC	5 Years
	Village Business Units	CLAFA/ALS	ZimStats/ MOLAWFRD	Annual
	Women Empowerment Clubs strengthened	Administrative data	MWACSMED	Annual
	Youth Business Units	CLAFA/ALS	ZimStats/ MOLAWFRD	Annual
Food Security, Climate Resilience and Environmental Protection	Percentage ambient air quality levels	Administrative data	Ministry of Agriculture	Quarterly
	Percentage increase in Community Based Natural Resources Management (CBNRM) benefits (US$ Millions per year)	Survey	Ministry of Environment/ ZimStats	Annual
	Percentage Land degradation neutrality levels (UNCCD) (soil organic carbon, land productivity, land cover)	Administrative data	Ministry of Environment	Annual

Thematic Working Group	KPI	Sources of Data	Ministries, Departments & Agencies Providing data	Frequency
	Percentage of mined Area rehabilitated	(blank)	(blank)	(blank)
	Percentage of waste repurposed	Administrative data	Local Government	Quarterly
	Percentage reduction in Area Burnt by Veld Fires	Administrative data	Ministry of Environment	Annual
	Proportion of beef production over national requirement	CLAFA/ALS	ZimStats/Ministry of Agriculture	Quarterly
	Proportion of cereal (maize, sorghum, pearl millet, finger millet, wheat) production over national requirement	CLAFA/ALS	ZimStats/Ministry of Agriculture	Annual
	Proportion of domestic and industrial waste water flows safely treated	Administrative data	Local Government	Quarterly
	Proportion of milk production over national requirement	CLAFA/ALS	ZimStats/Ministry of Agriculture	Quarterly
	Proportion of water bodies with good ambient water quality levels	Administrative data	Ministry of Environment	Annual

ANNEXURE 3: RISDP 2020 – 2030

Pillar	Explanation
The Foundation: Peace, Security, and Good Governance	SADC aims to remain a peaceful and stable region, enabling the further prioritisation, pursuit and achievement of its objectives of socio-economic development, poverty eradication and regional integration
Pillar 1: Industrial Development and Market Integration	Envisions SADC to become an industrialised and integrated region. Citizens will equitably benefit from a stable regional market aligned with AU strategies.
Pillar 2: Infrastructure Development in Support of Regional Integration	Seeks to establish efficient, effective and technology-driven cross-border infrastructure services and networks that enhance and accelerate deeper regional integration.
Pillar 3: Social and Human Capital Development	Aims to build a community where SADC citizens enjoy a high quality of life with regards to education, life expectancy, health and productivity among others.
Cross-Cutting Issues: Gender, Youth, Environment and Climate Change, and Disaster Risk Management	The socio-economic transformation of the SADC region is reliant on a number of issues that cut right across each of the aforementioned pillars. These aspects are central to ensuring that the formulation, deliberation, adoption and implementation of regional protocols, strategies, policies and programmes, are undertaken in a manner that does not marginalise sections of region's population.

ANNEXURE 4: AFRICA AGENDA 2063

Goal	Explanation
Goal 1: A High Standard of Living, Quality of Life and Well-Being for All Citizens	Ensures access to basic needs such as food, shelter, water, sanitation, and affordable healthcare, with rising incomes and reduced poverty.
Goal 2: Well, Educated Citizens and Skills Revolution Underpinned by Science, Technology and Innovation	Focuses on universal access to quality education, research, and innovation to build a skilled and productive workforce.
Goal 3: Healthy and Well-Nourished Citizens	Aims to eradicate hunger and malnutrition, ensure access to quality healthcare, and promote preventive health measures.
Goal 4: Transformed Economies	Seeks to diversify economies, promote industrialisation, value addition, and structural transformation for job creation and resilience.
Goal 5: Modern Agriculture for Increased Productivity and Production	Promotes sustainable, mechanised, and technology-driven agriculture to achieve food security and raise farmers' incomes.
Goal 6: Blue/Ocean Economy for Accelerated Economic Growth	Focuses on sustainable use of marine and aquatic resources to enhance trade, tourism, and employment opportunities.
Goal 7: Environmentally Sustainable and Climate Resilient Economies and Communities	Aims to promote green growth, renewable energy, and climate adaptation to protect ecosystems and livelihoods.
Goal 8: United Africa (Federal or Confederate)	Envisions a politically integrated continent with strong institutions, shared values, and a collective identity.
Goal 9: Key Infrastructure Connects Africa	Focuses on developing regional and continental transport, ICT, and energy networks to enhance trade and mobility.
Goal 10: World-Class Infrastructure Criss-crosses Africa	Aims to establish efficient infrastructure systems—transport corridors, energy grids, and ICT backbones—to support industrialisation and trade.
Goal 11: Democratic Values, Practices, Universal Principles of Human Rights, Justice and the Rule of Law Entrenched	Promotes democratic institutions, citizen participation, and protection of human rights and freedoms.
Goal 12: Capable Institutions and Transformative Leadership in Place at All Levels	Seeks to build accountable, transparent, and effective governance structures led by visionary leadership.
Goal 13: Peace, Security and Stability are Preserved	Aims for a conflict-free continent with robust mechanisms for preventing and resolving disputes.
Goal 14: A Stable and Peaceful Africa	Promotes social cohesion, inclusive societies, and political stability as foundations for sustainable development.
Goal 15: A Fully Functional and Operational African Peace and Security Architecture (APSA)	Strengthens continental and regional peace and security systems for early warning, mediation, and peacekeeping.
Goal 16: African Cultural Renaissance is Pre-eminent	Promotes African languages, heritage, and values while combating cultural domination and promoting Pan-African unity.

Goal	Explanation
Goal 17: Full Gender Equality in All Spheres of Life	Ensures equal access for women and girls to education, resources, leadership, and economic opportunities.
Goal 18: Engaged and Empowered Youth and Children	Seeks to harness the demographic dividend by empowering youth through education, skills, and participation in governance.
Goal 19: Africa as a Major Partner in Global Affairs and Peace	Aims for Africa to have a strong voice in global governance and contribute meaningfully to world peace and development.
Goal 20: Africa Takes Full Responsibility for Financing Her Development	Encourages domestic resource mobilisation, reduced aid dependence, and sustainable financing for development initiatives.

ANNEXURE 5: SUSTAINABLE DEVELOPMENT GOALS

Goal	Explanation
Goal 1. End poverty in all its forms everywhere	This goal seeks to eliminate extreme poverty and ensure that all people, everywhere, have equal access to economic resources, basic services and social protection.
Goal 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture	This goal aims to end hunger and malnutrition by ensuring everyone has access to sufficient, safe, and nutritious food. It promotes sustainable agricultural practices, improved productivity and resilient food systems.
Goal 3. Ensure healthy lives and promote well-being for all at all ages	This goal focuses on expanding universal access to quality, affordable and equitable healthcare services. A healthy population is key to productivity and human capital development.
Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	This goal promotes inclusive, equitable and quality education for all, ensuring that learners acquire the knowledge and skills needed for employment, innovation, and global citizenship. Education is a key driver of human capital development and inclusive growth.
Goal 5. Achieve gender equality and empower all women and girls	This goal aims to eliminate all forms of discrimination and violence against women and girls and to ensure their full participation in socio-economic development.
Goal 6. Ensure availability and sustainable management of water and sanitation for all	Access to clean water and adequate sanitation is vital for health and dignity. This goal seeks to ensure sustainable management of freshwater resources, universal access to safe drinking water and improved hygiene. Water security is vital for public health, agriculture and industry.
Goal 7. Ensure access to affordable, reliable, sustainable and modern energy for all	This goal promotes access to affordable, reliable and sustainable energy while increasing the share of renewable energy in the global energy mix. Energy is a strategic enabler of industrialisation and rural transformation.
Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	This goal encourages sustained economic growth, higher productivity and technological innovation while promoting full employment and decent work opportunities for all people.
Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	This goal focuses on developing quality, reliable and resilient infrastructure and promoting inclusive and sustainable industrialisation.
Goal 10. Reduce inequality within and among countries	The goal seeks to reduce inequality in income and opportunities within and among countries by promoting social, economic, and political inclusion, as well as fair policies and international cooperation. Reducing inequality fosters social cohesion and inclusive growth.

Goal	Explanation
Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable	Urban development is key to productivity and liveability. This goal promotes sustainable urbanisation, affordable housing, and improved public transport and services.
Goal 12. Ensure sustainable consumption and production patterns	Sustainable production underpins long-term economic growth and environmental health. This goal promotes efficient use of natural resources, reduction of waste and sustainable lifestyles. It encourages responsible consumption and production to reduce environmental impact and support green growth.
Goal 13. Take urgent action to combat climate change and its impacts	Climate resilience is vital for economic stability and human security. This goal urges urgent action to strengthen resilience, reduce greenhouse gas emissions and integrate climate measures into national policies.
Goal 14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development	This goal focuses on reducing marine pollution, protecting coastal ecosystems and ensuring sustainable use of marine resources.
Goal 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	Land, forests and biodiversity are critical economic assets. This goal aims to protect, restore and sustainably manage forests and land ecosystems, combat desertification and halt biodiversity loss to sustain life on earth.
Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	Peace, justice and strong institutions underpin economic stability and investor confidence. This goal promotes the rule of law, reduces violence and corruption and ensures inclusive, participatory governance.
Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	Global partnerships are critical for financing, trade and technology transfer. This goal emphasises global cooperation in finance, trade, technology and capacity building. It seeks to strengthen partnerships among governments, the private sector and civil society to achieve the SDGs.

ANNEXURE 6: ELECTRICITY GENERATION PRIORITY PROJECTS

PROJECT NAME	TECHNOLOGY	CAPACITY(MW)
Prospect Lithium	Thermal	70
Manhize Resources (Pvt) Ltd	Thermal	50
Huoyuntong	Thermal	300
Titan Power (Pvt) Ltd	Thermal	270
Zhongjin Heli Energy Coal	Thermal	100
Prestige Massive (Pvt) Ltd	Thermal	300
Geo Pomona Waste Management	Waste to Energy	22
Tokwe Mukorsi Hydroelectric	Mini Hydro	15
Gwayi Shangani	Mini Hydro	10
Solgas Energy (Pvt) Ltd	Solar PV	10
Grindpro (Pvt) Ltd	Solar PV	56.25
Energywise Equipment (Pvt) Ltd	Solar PV	30
Equinox Energy (Pvt) Ltd	Solar PV	10
Murombedzi Solar Park (Pvt) Ltd	Solar PV	10.5
Cam and Motor Solar (Pvt) Ltd	Solar PV	30
Renco Solar (Pvt) Ltd	Solar PV	15
Murowa Solar (Pvt) Ltd	Solar PV	15
Dalny Solar (Pvt) Ltd	Solar PV	15
Zimbabwe Platinum Mines (Pvt) Ltd	Solar PV	105
Zimbabwe Platinum Mines (Pvt) Ltd	Solar PV	45
Centrawest (Pvt) Ltd	Solar PV	12
Centrawest (Pvt) Ltd	Solar PV	20.8
CDF Resources (Pvt) Ltd	Solar PV	12
Ravensus (Pvt) Ltd	Solar PV	50
Centrachine (Pvt) Ltd	Solar PV	100
Bindura Solar (Pvt) Ltd	Solar PV	25
Guarantee Risk Solar Energy (Pvt) Ltd	Solar PV	10
London Bridge Power (Pvt) Ltd	Solar PV	40
Dolcin Trading (Pvt) Ltd	Solar PV	50
ZETDC (Competitive procurement)	Solar PV	370
Munyati Evergreen Energy (Pvt) Ltd	Solar PV	100
Other Solar Projects	Solar	102.45
Wind Projects (Competitive procurement)	Wind	100
TOTAL		2 471

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Digital Silos—Ministry of Lands, Agriculture, Fisheries, Water & Rural Development
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