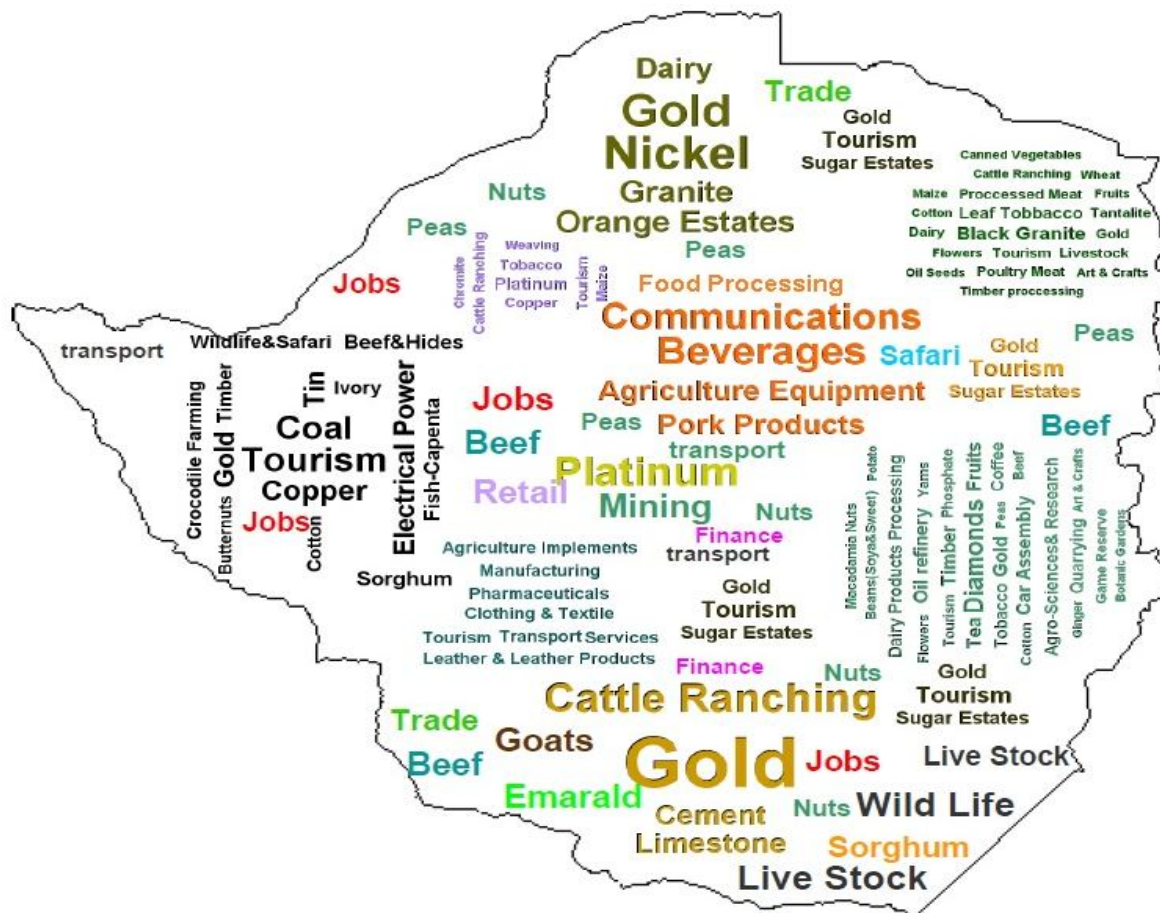




GOVERNMENT OF ZIMBABWE



Zimbabwe Agenda for Sustainable Socio-Economic Transformation (Zim Asset)

"Towards an Empowered Society and a Growing Economy"

OCTOBER 2013- DECEMBER 2018

Contents

| | |
|---|-----|
| List of Acronyms..... | 3 |
| Foreword..... | 6 |
| EXECUTIVE SUMMARY..... | 8 |
| Chapter 1..... | 12 |
| 1.0 Introduction..... | 12 |
| Chapter 2..... | 16 |
| 2.0 Situational Analysis..... | 16 |
| Chapter 3..... | 26 |
| 3.0 Towards an Empowered Society and a Growing Economy:..... | 26 |
| Chapter 4..... | 45 |
| 4.0 Implementation Structure..... | 45 |
| Chapter 5..... | 47 |
| 5.0 Monitoring and Evaluation..... | 47 |
| Chapter 6..... | 48 |
| 6.0 Funding and Debt Management..... | 48 |
| Chapter 7..... | 50 |
| 7.0 The Results Matrices..... | 50 |
| 7.1 Food Security and Nutrition Cluster..... | 50 |
| 7.2 Social Services and Poverty Eradication Cluster..... | 61 |
| 7.3 Infrastructure and Utilities Cluster..... | 77 |
| 7.4 Value Addition and Beneficiation Cluster..... | 102 |
| 7.5 Fiscal Reform Measures Sub-Cluster..... | 115 |
| 7.6 Public Administration, Governance and Performance Management..... | 118 |

List of Acronyms

| | |
|---------------|--|
| AMA | Agricultural Marketing Authority |
| ARDA | Agricultural Rural Development Authority |
| ART | Anti Retroviral Therapy |
| BEAM | Basic Education Assistance Module |
| CAAD | Comprehensive African Agricultural Development Programme |
| CAAZ | Civil Aviation Authority of Zimbabwe |
| CID | Criminal Investigation Department |
| COMESA | Common Market for Eastern and Southern Africa |
| ECD | Early Childhood Development |
| EIA | Environmental Impact Assessment |
| EMA | Environmental Management Agency |
| EmONC | Emergency Obstetric and Neonatal Care |
| FAO | Food and Agriculture Organisation |
| GDP | Gross Domestic Product |
| GMB | Grain Marketing Board |
| GoZ | Government of Zimbabwe |
| HIV | Human Immunodeficiency Virus |
| ICTs | Information Communication Technologies |
| ICTPCS | Information Communication Technology, Postal and Courier Services |

| | |
|----------------|--|
| IDBZ | Infrastructural Development Bank of Zimbabwe |
| IDC | Industrial Development Corporation |
| IFIs | International Financial Institutions |
| KRAs | Key Result Areas |
| KSFs | Key Success Factors |
| MDGs | Millennium Development Goals |
| MMCZ | Minerals Marketing Corporation of Zimbabwe |
| MT | Metric Tonnes |
| MW | Mega Watt |
| NRZ | National Railways of Zimbabwe |
| OPC | Office of the President and Cabinet |
| PAMUST | Pan African Minerals University of Science & Technology |
| PFMS | Public Finance Management System |
| PMTCT | Prevention of Mother to Child Transmission |
| PPPs | Public Private Partnerships |
| PSIP | Public Sector Investment Programme |
| R&D | Research and Development |
| RBB | Results Based Budgeting |
| REA | Rural Electrification Agency |
| SADC | Southern Africa Development Community |
| SACCOs | Savings and Credit Cooperatives |
| SEDCO | Small Enterprise Development Corporation |

| | |
|------------------|--|
| SIRDC | Scientific and Industrial Research and Development Centre |
| TB | Tuberculosis |
| ZAADDs | Zimbabwe Accelerated Arrears Clearance, Debt and Development Strategy |
| ZAREP | Zimbabwe Accelerated Re-engagement Economic Programme (ZAREP) |
| ZESA | Zimbabwe Electricity Supply Authority |
| ZETDC | Zimbabwe Electricity Transmission and Distribution Company |
| Zim Asset | Zimbabwe Agenda for Sustainable Socio-Economic Transformation |
| ZMDC | Zimbabwe Mining Development Corporation |
| ZIMVAC | Zimbabwe Vulnerability Assessment Committee |
| ZINWA | Zimbabwe National Water Authority |
| ZPC | Zimbabwe Power Company |

Foreword

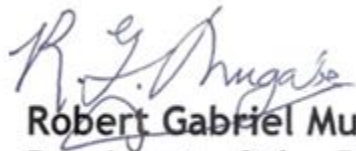
In pursuit of a new trajectory of accelerated economic growth and wealth creation, my Government has formulated a new plan known as the Zimbabwe Agenda for Sustainable Socio-Economic Transformation (Zim Asset): October 2013 - December 2018. Zim Asset was crafted to achieve sustainable development and social equity anchored on indigenization, empowerment and employment creation which will be largely propelled by the judicious exploitation of the country's abundant human and natural resources.

This Results Based Agenda is built around four strategic clusters that will enable Zimbabwe to achieve economic growth and reposition the country as one of the strongest economies in the region and Africa. The four strategic clusters identified are: Food Security and Nutrition; Social Services and Poverty Eradication; Infrastructure and Utilities; and Value Addition and Beneficiation.

No doubt, this cluster approach will enable Government to prioritise its programmes and projects for implementation with a view to realizing broad results that seek to address the country's socio-economic challenges. Given the resource constraints, Government will come up with robust and prudent fiscal and monetary policy measures to buttress and boost the

implementation of Zim Asset. Government ministries and agencies, the private sector and development partners, and the nation at large are therefore called upon to work together in championing the implementation of this Results Based Agenda.

The Office of the President and Cabinet will play a leading and coordinating role as overseer of the implementation process to ensure attainment of set targets of the Plan. Our guiding Vision is *“Towards an Empowered Society and a Growing Economy”*.



Robert Gabriel Mugabe
President of the Republic of Zimbabwe

EXECUTIVE SUMMARY

Zimbabwe experienced a deteriorating economic and social environment since 2000 caused by illegal economic sanctions imposed by the Western countries. This resulted in a deep economic and social crisis characterised by a hyperinflationary environment and low industrial capacity utilization, leading to the overall decline in Gross Domestic Product (GDP) by 50% in 2008.

After the landslide victory by the ZANU PF Party in the 31st July 2013 harmonised elections, the Party was given the mandate to govern the country for a five (5) year term. To guide national development for these five years, Government has crafted a new economic blue print known as the Zimbabwe Agenda for Sustainable Socio-Economic Transformation (Zim Asset).

This economic blue print was developed through a consultative process involving political leadership in the ruling ZANU PF Party, Government, Private Sector and other stakeholders. Source documents recognize the continued existence of the illegal economic sanctions, subversive activities and internal interferences

from hostile countries. This therefore calls for the need to come up with sanctions busting strategies, hence Zim Asset's focus will be on the full exploitation and value addition to the country's own abundant resources.

The Vision of the Plan is *"Towards an Empowered Society and a Growing Economy"*. The execution of this Plan will be guided by the following Mission: *"To provide an enabling environment for sustainable economic empowerment and social transformation to the people of Zimbabwe"*.

The implementation of Zim Asset will be underpinned and guided by the Results Based Management (RBM) System and will be used as a basis for the macroeconomic budgetary framework by Treasury, commencing with the 2014 fiscal year.

Zim Asset is a cluster based Plan, reflecting the strong need to fully exploit the internal relationships and linkages that exist between the various facets of the economy. These clusters are as follows:

- Food Security and Nutrition;

- Social Services and Poverty Eradication;
- Infrastructure and Utilities; and
- Value Addition and Beneficiation.

To buttress the aforementioned clusters, two sub-clusters were also developed namely Fiscal Reform Measures and Public Administration, Governance and Performance Management. To ensure the successful implementation of Zim Asset, key strategies, success factors and drivers have been identified as implementation pillars.

For easy conceptualisation, comprehension and appreciation of the key result areas, outcomes as well as outputs, Zim Asset is set out in Matrix form to ensure the institutionalization and mainstreaming of a results based culture in the public sector in conformity with the Results Based Management System.

Under this arrangement, initiatives identified under each Cluster will be implemented immediately to yield rapid results (Quick Wins) in the shortest possible time frame (October 2013 - December 2015),

with the other deliverables targeted up to December 2018. In the process, Government will undertake blitz interventions in the delivery of services.

In order to ensure that the Plan is fully funded, the following, *inter-alia*, have been identified as financing mechanisms: tax and non tax revenue, leveraging resources, Sovereign Wealth Fund, issuance of bonds, accelerated implementation of Public Private Partnerships, securitization of remittances, re-engagement with the international and multilateral finance institutions and other financing options, focusing on Brazil, Russia, India, China and South Africa (BRICS).

The Office of the President and Cabinet will monitor and evaluate the implementation, monitoring and evaluation of the Plan.

Chapter 1

1.0 Introduction

1.1 The Government of Zimbabwe, in pursuit of the policy of empowering its people, embarked on the Land Reform Programme which resulted in Britain and its allies imposing illegal economic sanctions on the country after year 2000. The resultant sanctions brought about poor economic performance and untold suffering to the populace.

1.2 As the country moves forward, post the 31st July 2013 Harmonised Election, there is urgent need to put in place an economic blue-print that is guided by the ZANU PF Manifesto and the Presidential Vision as encapsulated in His Excellency the President's Inauguration Speech delivered on 22 August 2013. The blue-print will be focused on a People Centered Government that prides itself in promoting equitable development and prosperity for all Zimbabweans, whilst leveraging own resources. Additionally, the Plan must ensure

that there is sustainable growth and development of the economy by, among other things, engendering unity of purpose among the different stakeholders.

1.3 Going forward therefore, institutional structures and systems will be strengthened through the establishment of a Results Based Government that seeks to optimise utilisation of scarce resources allocated in order to reinforce the achievement of the indigenization, empowerment and employment creation agenda.

1.4 This will be achieved through re-orienting Government Ministries to formulate policies and programmes guided by the Results Based Management (RBM) system, which focuses on clear organisational visions, missions, values, key result areas, goals and objectives, which are translated into a results framework of outcomes, outputs, strategies and resources. In addition, Government will ensure that the budgetary process is aligned to the programming requirements of the Plan.

- 1.5 To ensure that Government is totally committed towards building a robust and sustainable results oriented socio-economic growth and performance management culture, performance contracts will be introduced at all senior management levels in the public sector.
- 1.6 Additionally, a National Corporate Governance Framework will be launched and implemented resulting in the re-invention of Government and private sector business to be more citizen friendly.
- 1.7 A wider consultative process within Government and the private sector and a review of previous national development programmes, greatly informed the formulation of this blueprint, aptly named the Zimbabwe Agenda for Sustainable Socio-Economic Transformation (Zim Asset): October 2013 - December 2018 whose implementation will be cluster based.
- 1.8 Through Zim Asset, Government will immediately implement initiatives that can yield rapid results (Quick-Wins). Given the

aforesaid, all clusters have indicated in their matrices the Quick-Wins to be implemented from October 2013 up to December 2015.

Chapter 2

2.0 Situational Analysis

2.1 Zimbabwe is endowed with natural resources that are in abundance and these include rich mineral deposits, arable tracks of land, flora and fauna, abundant sunlight and water. Furthermore, one of the resources that gives Zimbabwe a comparative advantage over regional and other international countries is its economic complexity, that includes the strong human resource base, which is an outcome of a deliberate educational policy instituted by the ZANU PF Government at Independence in 1980.

2.2 Zimbabwe's economic complexity as defined in the *"Atlas of Economic Complexity, Mapping Paths to Prosperity"*, reflects the immense social accumulation of knowledge that has been embedded in the socio-economic ecosystem and productive structures of its economy. This may explain the resilience of the economy in the face of the debilitating illegal economic

sanctions. Given the knowledge base and productive resource endowment of Zimbabwe, the country is projected to be a growth leader in Sub-Saharan Africa towards 2020.

2.3 Fundamentally, the effective and efficient utilisation and exploitation of these comparative advantages places Zimbabwe on a pedestal for robust economic growth, development, and prosperity as well as social cohesion.

2.4 Zimbabwe experienced a deteriorating economic and social environment since 2000 that was caused by illegal economic sanctions imposed by the Western countries. This resulted in a deep economic and social crisis characterised by a hyperinflationary environment, industrial capacity utilization of below 10% and an overall cumulative Gross Domestic Product (GDP) decline of 50% by 2008.

2.5 In the social sector, health and education were also adversely affected with people succumbing to cholera and other epidemic diseases, while the quality of education was

compromised, as evidenced by the growing number of school dropouts and low pass rates in primary and secondary levels.

2.6 Agricultural production was also severely affected, resulting in the country depending on imports to meet the demand for domestic consumption and industrial needs. Furthermore, these challenges led to significant skills flight and erosion of private and public financing, thereby negatively affecting quality service delivery and achievement of the United Nations (UN) Millennium Development Goals (MDGs).

2.7 The cocktail of measures that were adopted by Government in 2009 resulted in some modicum of economic stabilisation, with Zimbabwe achieving a real GDP growth rate of 5.4% in 2009, 11.4% in 2010, reaching a peak of 11.9% in 2011. However, the recovery remained fragile as growth declined from 11.9% in 2011 to 10.6% in 2012 and 3.4% in 2013.

2.8 Despite the economy having shown some degree of stabilization, with inflation modestly below 5%, it still

experiences a myriad of challenges, which if not addressed, will reverse the marginal gains recorded so far.

2.9 The manufacturing sector remains in crisis with capacity utilisation declining from an average of 57% in 2011, 44% in 2012 and 39% in the 3rd quarter of 2013. This is attributable to structural and infrastructural bottlenecks such as erratic power supply, obsolete machinery and dilapidated infrastructure as well as lack of and high cost of capital, hence negatively affecting value addition and beneficiation as well as employment creation.

2.10 Fiscal space remains severely constrained due to poor performance of revenue inflows against the background of rising recurrent expenditures and a shrinking tax base. The economy has also been saddled with a high debt overhang with an estimated debt stock of US\$10 billion as at December 2012 caused by the country's failure to access international capital and investment inflows as illegal economic sanctions have not been removed.

2.11 The agricultural sector, being the backbone of the economy underpinning economic growth, food security and poverty eradication, continues to experience severe systemic challenges within its entire value chain ranging from lack of agricultural financing to lack of affordable inputs. This has also been exacerbated by prolonged periods of drought caused by climatic changes.

2.12 The mining sector continues to be a major foreign currency earner and has potential to become the pillar for economic growth through value addition and beneficiation. However, the sector continues to be constrained by energy and transport infrastructure challenges, depressed international mineral prices and shortage of utilities among other factors.

2.13 Tourism has, as a sector, demonstrated tremendous potential, particularly benefiting from the successful co-hosting of the 20th Session of the United Nations World Tourism Organisation (UNWTO) General Assembly by Zimbabwe and Zambia. The sector however, still faces some challenges, key among them,

perceived country risk, poor connectivity of local destinations and absence of a revolving fund to support the hospitality industry, especially SMEs and Co-operatives in tourism.

2.14 In the social sector, some measure of progress was achieved on MDG 6 on Combating HIV and AIDS, Malaria and Other Diseases; and MDG 2 on Achieving Universal Primary Education, among others. However, the health delivery system continues to be adversely affected by sporadic outbreaks of epidemics such as typhoid and dysentery, increased maternal mortality, shortage of funds to procure essential drugs and equipment and to rehabilitate dilapidated infrastructure.

2.15 On the housing front, the country faces a huge backlog estimated at 1,25 million units due to rising housing demand in urban and resettled areas as a consequence of the Land Reform Programme.

2.16 Whilst the nation prides itself with a literacy rate of 92%, there is need to ensure that schools are built and equipped

particularly in the new resettlement areas. The sector still faces a challenge of a curriculum that does not match the developmental needs of the country. The Nziramasanga Commission of Inquiry's recommendations in this respect should be fully implemented.

2.17 As for water, sanitation and hygiene, high levels of pollution continue to affect urban drinking water. In rural and farming communities, some of the sources of clean water such as boreholes are now ageing or are dysfunctional forcing people to utilise unprotected sources of drinking water. Social protection programmes such as the Basic Education Assistance Module (BEAM) have also been heavily affected by limited fiscal space and the liquidity crunch in the economy, hence adversely affecting the welfare of the poor, orphans and vulnerable children.

2.18 The utilities and infrastructure sector has also not been spared, as roads, civil aviation and railway networks across the country have not seen major improvements and modernisation due to

shortage of capital and long term investment opportunities. In the urban areas, capacity challenges exacerbated by the corruption of erstwhile councillors also affected the efficient operation of councils resulting in poor water and sewerage reticulation systems.

2.19 Energy is a key enabler to productivity and socio-economic development. However, the sector has experienced challenges largely due to dilapidated and obsolete generation equipment and infrastructure as well as inadequate financing and capitalisation and other structural bottlenecks.

2.20 The transport sector continues to face challenges owing to resource constraints, obsolete equipment, corruption, mismanagement, vandalism and absence of a robust corporate governance policy.

2.21 The nexus of economic stabilisation without increased production in key sectors has not helped the situation as unemployment remains high above 50%, thereby requiring

Government to implement policies that must turnaround the fortunes of the key productive agricultural, mining, manufacturing and tourism sectors in the near future.

2.22 More immediately the key infrastructural areas of energy and power development, roads, rail, telecommunications, water, and sanitation will require urgent attention. In view of the foregoing, it is imperative for Government to adopt a two phased plan with Quick Wins being implemented between 2013 and 2015, whilst the second phase covers the period 2016 to 2018.

2.23 Despite Zimbabwe being endowed with abundant natural resources, the country continues to face multiple environmental management challenges that include pollution, poor waste management, deforestation and land degradation, veldt fires, poaching and biodiversity loss. Furthermore, the country is susceptible to perennial floods and droughts caused by climatic changes emanating from global warming. The climatic changes affect the country's agro-based economy

whose livelihoods largely depend on rain fed agriculture and livestock production.

2.24 Zimbabwe has enjoyed peace and stability since Independence, which has led to the creation of a conducive environment for sustainable socio-economic growth and development. Although the country is enjoying peace and tranquility, the country continues to face the threats of interference, subversion and economic sabotage. In view of this, the security and defence forces will continue to safeguard the country's hard won Independence and maintain peace and security that will guarantee Zimbabwe's sovereignty and territorial integrity, economic growth and prosperity.

Chapter 3

3.0 Towards an Empowered Society and a Growing Economy: October 2013 - December 2018

- 3.1 By coming up with Zim Asset, Government seeks to address on a sustainable basis, the numerous challenges affecting quality service delivery and economic growth. The Plan is expected to consolidate the gains brought about by the Land Reform, Indigenisation and Economic Empowerment and Employment Creation Programmes, which have empowered the communities through Land Redistribution, Community Share Ownership Trusts and Employee Share Ownership Schemes, among others.
- 3.2 The interventions identified for implementation in this Plan are mainly informed by the ZANU PF Central Committee Report to the 13th National Peoples Conference of 2012 which gave birth to the ZANU PF Manifesto, His Excellency the President's speeches at the occasion of his inauguration and the Official Opening of the First Session of the 8th Parliament of Zimbabwe,

National Development Priorities and the UN Millennium Development Goals (MDGs) as well as the new Constitution.

3.3 During the plan period, the economy is projected to grow by an average of 7.3%. It is expected to grow by 3.4% in 2013 and 6.2% in 2014 and continue on an upward growth trajectory to 9.9% by 2018 as shown in table 1 below.

Table 1: Growth targets for Zim Asset

| Sector | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 |
|--------------------------------------|------------|------------|------------|------------|------------|------------|
| | Proj. | Proj. | Proj. | Proj. | Proj. | Proj. |
| | % | % | % | % | % | % |
| Agriculture, hunting and fishing | -1.3 | 9.0 | 5.1 | 7.0 | 8.0 | 12.5 |
| Mining and quarrying | 6.5 | 11.4 | 9.2 | 6.5 | 12.0 | 12.6 |
| Manufacturing | 1.5 | 3.2 | 6.5 | 7.5 | 8.4 | 9.5 |
| Electricity and water | 4.2 | 4.5 | 7.0 | 9.8 | 11.0 | 16.0 |
| Construction | 10.0 | 11.0 | 13.5 | 12.0 | 13.0 | 15.0 |
| Finance and insurance | 2.6 | 6.4 | 6.2 | 6.2 | 8.1 | 10.3 |
| Real estate | 10.0 | 11.0 | 13.5 | 12.0 | 13.0 | 15.0 |
| Distribution, hotels and restaurants | 3.4 | 5.2 | 5.0 | 5.0 | 7.1 | 9.3 |
| Transport and communication | 3.4 | 4.4 | 5.5 | 5.3 | 5.4 | 8.0 |
| Public administration | 5.2 | 4.2 | 4.5 | 3.5 | 2.4 | 2.5 |
| Education | 5.5 | 4.0 | 4.5 | 5.0 | 4.5 | 4.4 |
| Health | 4.3 | 3.4 | 4.3 | 6.2 | 2.0 | 4.0 |
| Domestic services | 1.5 | 1.5 | 3.0 | 1.8 | 2.1 | 2.2 |
| Other services | 2.5 | 2.5 | 3.0 | 2.5 | 2.8 | 2.8 |
| GDP at market prices | 3.4 | 6.1 | 6.4 | 6.5 | 7.9 | 9.9 |

Source: Ministry of Finance and Economic Development

The above growth projections are anchored on the successful implementation of Zim Asset.

3.4 Overall Assumptions of the Zim Asset Plan

3.4.1 The following broad assumptions will anchor the growth of the economy during the period 2013 - 2018:

- i. Improved liquidity and access to credit by key sectors of the economy such as agriculture;
- ii. Establishment of a Sovereign Wealth Fund;
- iii. Improved revenue collection from key sectors of the economy such as mining;
- iv. Increased investment in infrastructure such as energy and power development, roads, rail, aviation, telecommunication, water and sanitation, through acceleration in the implementation of Public Private Partnerships (PPPs) and other private sector driven initiatives;
- v. Increased Foreign Direct Investment (FDI);
- vi. Establishment of Special Economic Zones;
- vii. Continued use of the multi-currency system;
- viii. Effective implementation of Value Addition policies and strategies;

- ix. Improved electricity and water supply.

3.5 Key Drivers for Projected Growth Targets.

3.5.1 The key drivers for this growth and employment creation will be accelerated development through value addition processes in the:

- i. Mining sector;
- ii. Agriculture sector;
- iii. Infrastructural sectors primarily focusing on power generation;
- iv. Transport sector;
- v. Tourism sector;
- vi. ICT sector and
- vii. Enhanced support for the SMEs and Co-operatives sector.

3.5.2 In addition to the aforementioned, Peace, Security and Defence are also key drivers in ensuring a conducive environment for macro-economic growth as these are important in protecting the country's socio-political environment, sovereignty and territorial integrity.

3.6 Key Success Factors

3.6.1 The implementation of this Plan will rely on the following Key Success Factors (KSFs):

- i. Political commitment and leadership from the highest level.
- ii. Strong collaborative partnerships among Government agencies, the private sector, citizens and other stakeholders;
- iii. Human capital development programmes to enhance the acquisition of requisite skills;
- iv. Scientific research and development;
- v. Continued use of the multi-currency regime to consolidate macroeconomic stabilization;
- vi. Introduction of Special Economic Zones;
- vii. Creation of special funding vehicles such as acceleration of the implementation of PPPs;

- viii. Establishment of the Sovereign Wealth Fund;
- ix. Institutionalization of RBM across the public sector (civil service, parastatals, state enterprises and local authorities);
- x. Value addition and beneficiation in productive sectors such as mining, agriculture and manufacturing;
- xi. Rehabilitation, upgrading and development of key infrastructure and utilities comprising power generation, roads, rail, aviation and water;
- xii. Deliberate implementation of supportive policies in key productive economic sectors such as agriculture, mining, manufacturing and tourism in order to quickly grow the economy;
- xiii. Alignment of legislation, policies and guidelines by all Government ministries and departments in line with Constitution Amendment (No 20) Act 2013.

3.7 Strategic Direction

3.7.1 In implementing this Plan, Government envisions the growing of a robust economy that is highly competitive in the region and the rest of Africa, as well as the building of an empowered society that owns the means of production.

3.7.2 The Vision of the Plan is *“Towards an Empowered Society and a Growing Economy”*.

3.7.3 The execution of this Plan will be guided by the following Mission: *“To provide an enabling environment for sustainable economic empowerment and social transformation to the people of Zimbabwe”*.

3.8 Key Strategies

The Plan seeks to boost economic growth and development and will be guided by the following strategies that are aligned to cluster priorities:

- i. Investing in sustainable and robust solutions in order to address the challenges of food insecurity and undernourishment;

- ii. Implementing the Presidential Agricultural Input Support Scheme;
- iii. Providing social services encompassing construction of housing, schools, hospitals and other social amenities particularly in the new resettlement areas;
- iv. Availing and increasing economic opportunities for women, youths and the physically challenged in communities in conformity with the Indigenisation, Empowerment and Employment Creation thrust;
- v. Expanding the accessibility and utilisation of ICTs to improve service delivery and accelerate economic growth;
- vi. Building and rehabilitating infrastructure and utilities as enablers for economic growth and prosperity;
- vii. Establishing Special Economic Zones;
- viii. Improving production and export of goods and services through value addition and beneficiation;

- ix. Implementing an Import Substitution programme (particularly to address machinery, equipment, fuels, chemicals and consumer products);
- x. Fostering strategic linkages and formalization among SMEs and Co-operatives across all sectors of the economy;
- xi. Recapitalising and capacitating the Industrial Development Corporation (IDC), Infrastructural Development Bank of Zimbabwe (IDBZ), AgriBank, Small Enterprise Development Corporation (SEDCO), the Minerals Exploration Company, Zimbabwe Mining Development Corporation (ZMDC) and the Minerals Marketing Corporation of Zimbabwe (MMCZ) to grow the economy and create employment;
- xii. Re-inventing the business of Government through the Integrated Results Based Management (IRBM) System;
- xiii. Accelerating the implementation of Public Private Partnerships (PPPs) to fund economic revival and infrastructure development.

3.9 Being cognisant of the fact that Government will continue to experience fiscal space challenges going into the near future, there is great need to optimize utilisation of the scarce revenue streams that flow into the fiscus. This Plan, as reiterated, will be greatly guided by the Results Based Management System and Results Based Budgeting (RBB) which emphasises achievement of tangible and high quality results from limited resources.

3.10 Additionally, the Plan seeks to address systemic institutional weaknesses by allowing the full exploitation of benefits arising from horizontal and vertical linkages, hence fostering the spirit of collaboration and partnerships among Government Agencies.

3.11 To ensure food and nutrition security, Government will continue to defend the gains of the country's hard-won Independence by making sure that the agricultural sector remains the beacon of the economy. The Government will re-establish financial support for agriculture so that farmers will increase production, productivity and product quality.

3.12 In order to stimulate agricultural productivity and safeguard food security, Government will recapitalize and capacitate AgriBank and the Grain Marketing Board (GMB), the Agricultural Marketing Authority (AMA) and the Agricultural Rural Development Authority (ARDA). While the Plan will ensure that the Presidential Input Support Scheme focuses on supporting the vulnerable groups at household and community level, it will also ensure that other farmers timeously access affordable inputs. Policies will also be put in place to promote contract farming initiatives. The anticipated growth within the Agricultural Sector will be underpinned by the following sectoral assumptions:

- i. Improved agricultural infrastructure to mitigate against drought through rehabilitation and expansion of irrigation projects and increased construction of dams;
- ii. Timeous availability of inputs on the market at affordable prices;
- iii. Continued use of the multiple currency system;

- iv. Agriculture being taken as a priority sector by Government including addressing funding issues;
- v. Increased own farmer financing;
- vi. Strengthened and capacitated key institutions such as Agribank, Agricultural Marketing Authority, Agricultural Rural Development Authority and Grain Marketing Board.
- vii. Increased contract farming arrangements (tobacco and cotton);
- viii. Cancellation of the US\$80 million electricity owed to ZESA by farmers; and
- ix. Full operationalization of the Chisumbanje - Middle Sabi Sugarcane Project to boost sugar cane production.

3.13 In the social services and poverty eradication sphere, Zim Asset will ride on the opportunities of the Indigenisation and Economic Empowerment Programme for the funding of public utilities in the communities such as schools, hospitals, housing and other social amenities with the intention of creating employment for the youth and women thereby improving the

standards of living of the populace. Government will continue to improve the quality of education from Early Childhood Development (ECD) to vocational and tertiary levels to enhance literacy levels and skills development.

3.14 A robust infrastructure network and system plays a fundamental role in the socio-economic development of Zimbabwe. To this end, Government will rehabilitate, upgrade and develop the national power grid, road and railway network, water storage, supply and sanitation, buildings as well as ICT related infrastructure. Accordingly, the Infrastructural Development Bank of Zimbabwe (IDBZ) will need to be recapacitated to enable it to strategically fulfill its mandate in infrastructural development.

3.15 In the Energy Sector the Plan will in addition prioritise attainment of optimal generation of power, the production and use of bio-fuels as enablers for economic productivity and growth. The following assumptions will underpin the optimal generation and use of energy in the economy:

- i. Raising the installed generation capacity of existing power stations to their optimum;
- ii. Expansion of existing power stations such as Hwange and Kariba;
- iii. Completion of new big and mini-hydro-power projects such as Batoka and Gairezi respectively;
- iv. Resuscitating small thermal power stations of Harare, Bulawayo and Munyati to full power generation capacity;
- v. Full utilization of alternative forms of energy such as Coal Bed Methane Gas; and
- vi. Deliberate development of solar and wind energy initiatives.

3.16 One of the focus areas of the Plan is to ensure that all primary commodities across sectors create more value through processing and beneficiation. Given the country's abundant mineral resource base, Government foresees this sector

contributing immensely towards GDP growth. This will be achieved by establishing indigenous mining syndicates, consortia, SMEs and Co-operatives, hence resonating well with the Government's thrust of indigenization, empowerment and employment creation.

3.17 In view of the foregoing, national institutions such as the Mineral Exploration Company, Zimbabwe Mining Development Corporation (ZMDC) and the Minerals Marketing Corporation of Zimbabwe (MMCZ), will play a pivotal role in management of the minerals value chain system in terms of creating a conducive environment for minerals exploitation, value addition and marketing. The continued growth of the mining sector will be underpinned by the following assumptions:

- i. Recovery in international commodity prices;
- ii. Improved electricity and water supply;
- iii. Strengthening and capacitating the key mining institutions of Minerals Exploration Company, ZMDC and MMCZ;

- iv. Improved liquidity conditions resulting in availability of finance for the sector; and
- v. Increased support to the SMEs and Cooperatives in the mining sector.

3.18 In the manufacturing sector, Government is totally committed to resuscitating distressed and closed companies with a view to increasing capacity utilization to optimum levels, generating employment and substituting imports as well as building a sustainable basis for export led growth. In this regard, the Industrial Development Corporation (IDC) will be recapitalized and its operations refocused as one of the key investment vehicles to assist ailing industries. The resuscitation and growth of the manufacturing sector will be premised on the following conditions:

- i. Resumption of operations at New ZimSteel (formally ZISCO-Steel);
- ii. Establishment of new iron and steel companies;
- iii. Improved electricity and water supply;

- iv. Strengthening and capacitating key institutions such as IDC, IDBZ and other financial institutions, and
- v. Resuscitation and recapitalisation of the local industry.

3.19 In the wake of the successful co-hosting of the 20th Session of the UNWTO General Assembly by Zimbabwe and Zambia, the tourism sector has proven to be a major economic pillar currently contributing 10% of the Gross Domestic Product. The contribution is expected to increase to 15% by 2015. Furthermore, this key economic driver will be supported by implementing a National Tourism Policy, continued improvement of the country's image and aggressive marketing efforts. Key institutions in this sector such as the Zimbabwe Tourism Authority (ZTA) and the National Conventions Bureau (NCB) will play a paramount role in ensuring the sustainable contribution of the tourism sector to the GDP of the country.

3.20 The successful implementation of the Zim Asset Plan will be anchored on sustainable economic empowerment and employment creation programmes for the citizenry. The main

thrust of the SMEs and Co-operatives policy will be on creating and growing opportunities for business, skills development and provision of funding for indigenous business ventures especially start-ups and those run by previously disadvantaged individuals. In order to achieve financial inclusion of innovative youth and women in the formal sector, SEDCO will be recapitalized to finance the development of these projects. In pursuance of the aforementioned sustainable developmental thrust, Government will continue with the "Look East" Policy to unlock the inflow of potential investment into the country.

Chapter 4

4.0 Implementation Structure

4.1 The Office of the President and Cabinet (OPC) will have an oversight, co-ordinative and policy guidance role in the implementation of the Plan which will be carried out by Government Ministries and Agencies categorised into four clusters as follows:

- i. Food Security and Nutrition;
- ii. Social Services and Poverty Eradication;
- iii. Infrastructure and Utilities;
- iv. Value Addition and Beneficiation.

4.2 In an effort to engender team spirit in the operations of Government, Ministries and Government Agencies have been put into clusters which relate to the Cabinet Committee system. The clusters are called upon to eliminate compartmentalization and the silo mentality by creating strong synergistic relationships that fully exploit the benefits of both

horizontal and vertical linkages as a way of institutionalising harmonised approaches to Government programming.

Chapter 5

5.0 Monitoring and Evaluation

- 5.1 The Government in pursuit of this Plan, will take a deliberate position of reforming and harmonising existing laws and other pieces of legislation in order to strengthen existing structures and systems to create an enabling environment for quality service delivery.
- 5.2 To this end, the Office of the President and Cabinet as the Lead Government Agency will provide the necessary leadership and guidance in the formulation, implementation, monitoring and evaluation of the Plan. It will be critical for the Plan's Monitoring and Evaluation system to regularly input into the Cabinet decision making process in order to achieve tangible results on the ground.

Chapter 6

6.0 Funding and Debt Management

6.1 The Government will mobilise funding from domestic resources, which are in abundance and readily available for full exploitation and utilisation. The creation of a Sovereign Wealth Fund will be given priority under this Plan to backstop and provide predictability and sustainability to Government innovative funding. Additionally, Government will continue to collaborate with all the development partners that have been rendering technical and financial assistance to different sectors of the economy, as well as pursuing investment vehicles such as Public Private Partnerships (PPPs), particularly in the proposed Special Economic Zones.

6.2 Going forward, Government will also undertake a number of fiscal reform measures in order to improve fiscal policy management and financial sector stability. There will also be need to accelerate the progress which the country has registered in the re-engagement process with the International

Financial Institutions (IFIs) and creditors. This will be done through the policy thrusts that Government has finalized with these institutions under the auspices of the Cabinet approved Zimbabwe Accelerated Arrears Clearance, Debt and Development Strategy (ZAADS) and the Zimbabwe Accelerated Re-engagement Economic Programme (ZAREP).

Chapter 7

7.0 The Results Matrices

In order to realise tangible results on this Plan, Results Matrices have been developed for each cluster highlighting major Cluster Key Results Areas (KRAs), Outcomes, Outputs, Strategies and the Lead Institution that will be spearheading the implementation of this Plan. During implementation, each cluster will be required to develop a comprehensive implementation matrix which will incorporate other critical targets, which have not been captured in the document. The cluster implementation matrices will form the basis for regular monitoring as well as periodic review and evaluation.

7.1 Food Security and Nutrition Cluster

7.1.1 The thrust of the Food Security and Nutrition Cluster is to create a self-sufficient and food surplus economy and see Zimbabwe re-emerge as the “Bread Basket of Southern Africa”. Ultimately, it seeks to build a prosperous, diverse

and competitive food security and nutrition sector that contributes significantly to national development through the provision of an enabling environment for sustainable economic empowerment and social transformation. The cluster programmes are aligned to and informed by the Comprehensive African Agricultural Development Programme (CAADP), Draft Comprehensive Agriculture Policy Framework (2012-2032), the Food and Nutrition Security Policy, the Zimbabwe Agriculture Investment Plan (2013-2017), SADC and COMESA Food and Nutrition Frameworks.

Food Security and Nutrition Cluster Matrix

| Cluster Key Result Areas | Cluster Outcomes | Cluster Outputs | Strategies | Lead Institution |
|-------------------------------|---|---|---|--------------------------------------|
| Crop Production and marketing | <ul style="list-style-type: none"> • Increased Cereal crop production; • Increased Minor crop production. | <ul style="list-style-type: none"> • Maize - 1.95 million MT • Wheat - 200 000 MT • Small grains - 400 000 MT • Compound D - 300 000 MT • Top Dressing - 300 000 MT, • Seed - 50 000 MT | <ul style="list-style-type: none"> • Avail adequate and affordable inputs timeously; • Capacitate AGRIBANK to provide concessionary loan facility; • Implement Contract Farming; • Implement Presidential Input Support Scheme for Vulnerable groups; • Provide Smallholder Farmers with subsidized agriculture inputs; • Prepare summer and winter input programmes; • Promote production of drought, high yielding and heat tolerant varieties; • Institute measures for all the beneficiaries of the Land Reform Programme to dedicate a certain quota to cereal a certain quota to cereal crop and small grains production. | Ministry responsible for Agriculture |

| Cluster Key Result Areas | Cluster Outcomes | Cluster Outputs | Strategies | Lead Institution |
|-------------------------------|---|---|---|--------------------------------------|
| Crop production and marketing | <ul style="list-style-type: none"> • Improved organization of marketing systems. • Improved market liquidity through a tradable warehouse receipt system. | <ul style="list-style-type: none"> • 800 Agro Dealers networked; • Agricultural Commodity Exchange in place; • 360 warehouses resuscitated; • Market Information System established; • Warehouse Receipt Act and Warehouse Receipt System operationalised. | <ul style="list-style-type: none"> • Establish Agro-dealer networks; • Strengthen agro-dealer networks throughout the country; • Facilitate establishment of an agricultural commodities exchange market; • Disseminate market information to farmers and other stakeholders; • Mobilize resources to capitalize GMB; • Train agro dealers in business management and Association building; • Establish Market linkages between input suppliers and farmers. • Operationalise Warehouse Receipt Act and Warehouse Receipt System; | Ministry responsible for Agriculture |

| Cluster Key Result Areas | Cluster Outcomes | Cluster Outputs | Strategies | Lead Institution |
|---------------------------------|--|--|--|--------------------------------------|
| Crop production and marketing | <ul style="list-style-type: none"> Improved distribution of maize. | <ul style="list-style-type: none"> Maize distributed/Communities fed. | <ul style="list-style-type: none"> Import maize grain; Distribute maize to needy provinces; Provide food relief to vulnerable social groups from Stocks in GMB depots. | Ministry responsible for Agriculture |
| | <ul style="list-style-type: none"> Improved access to funding for revenue and capital expenditure. | <ul style="list-style-type: none"> A1 permits and 99 year leases issued. | <ul style="list-style-type: none"> Assess new investments on the farms. | |
| | <ul style="list-style-type: none"> Improved access to utilities. | <ul style="list-style-type: none"> Concessionary utility charges implemented; Council levies reviewed; Affordable inputs supplied timeously. | <ul style="list-style-type: none"> Review of utility charges and tariffs; Review fees, levies and charges; Supply affordable Inputs. | |
| | <ul style="list-style-type: none"> Improved access to domestic, regional and international markets. | <ul style="list-style-type: none"> Labour laws aligned to productivity; Interest rates on loans reviewed; Fees, levies and charges rationalized; Policies reviewed - G.M.Os. | <ul style="list-style-type: none"> Align labour laws to productivity; Review labour laws; Review interest rates on loans and transaction costs; Improve access to finance. | |

| Cluster Key Result Areas | Cluster Outcomes | Cluster Outputs | Strategies | Lead Institution |
|--------------------------------------|--|---|--|--------------------------------------|
| Crop production and marketing | <ul style="list-style-type: none"> Improved access to domestic, regional and international markets. | <ul style="list-style-type: none"> Agribank recapitalized; Quality produce supplied; Institutions for integration of smallholder farmers established; Agriculture Marketing Information system developed. | <ul style="list-style-type: none"> Improve quality of produce and consistency of supply; Establish institutions for integration of smallholder farmers into the domestic, regional and international agricultural commodity markets; Develop agricultural market information systems. | Ministry responsible for Agriculture |
| Livestock Production and Development | <ul style="list-style-type: none"> Increased National cattle herd; Increased National meat production. | <ul style="list-style-type: none"> Livestock Support Programmes produced; National herd increased; Livestock Breeding and multiplication centres set; Meat -production increased by 400 000 tonnes; Livestock Drought Mitigation programmes implemented. | <ul style="list-style-type: none"> Institute measures for livestock restocking to all the beneficiaries of the Land Reform programme; Resuscitate the Cold Storage Company; Establish livestock breeding and multiplication centres; Strengthen livestock pest and diseases surveillance programme; Strengthen livestock research and extension services; Implement livestock drought mitigation programmes. | Ministry responsible for Agriculture |

| Cluster Key Result Areas | Cluster Outcomes | Cluster Outputs | Strategies | Lead Institution |
|--------------------------------------|--|---|---|--------------------------------------|
| Livestock Production And Development | <ul style="list-style-type: none"> • Increased National egg production; • Increased National layers flock. | <ul style="list-style-type: none"> • Suitable Layer Breeds produced; • 20 million layers produced; • Up to 50 million dozen eggs produced; • Sexed pullets produced; • Feeds and chemicals produced. | <ul style="list-style-type: none"> • Ensure availability of suitable layer breeds; • Promote production of sexed pullets; • Support the production of feeds and chemicals. | Ministry responsible for Agriculture |
| Infrastructure Development | <ul style="list-style-type: none"> • Increased functional irrigation Area. | <ul style="list-style-type: none"> • From 150 000 to 220 000 ha irrigated. | <ul style="list-style-type: none"> • Rehabilitate, build and modernize irrigation schemes; • Increase power available and affordable for irrigation. | |
| | <ul style="list-style-type: none"> • Increased area under mechanised agriculture. | <ul style="list-style-type: none"> • Farms mechanised; | <ul style="list-style-type: none"> • Establish loan facilities for farmers to access machinery at low cost; • Increase mobile workshops to repair and maintain farm equipment; • Acquire and install solar powered and alternative source of energy equipment. | |
| | <ul style="list-style-type: none"> • Improved proper storage of harvested crops. | <ul style="list-style-type: none"> • Silos for post-harvest storage-Tin Silos built; | <ul style="list-style-type: none"> • Conduct awareness/demos on improved grain storage facilities. | |

| Cluster Key Result Areas | Cluster Outcomes | Cluster Outputs | Strategies | Lead Institution |
|---------------------------------|---|---|--|--------------------------------------|
| Infrastructure Development | <ul style="list-style-type: none"> Increased number of farmers adopting conservation agriculture. | <ul style="list-style-type: none"> Conservation agriculture promoted. | <ul style="list-style-type: none"> Undertake Awareness/demo on conservation agriculture machinery. | Ministry responsible for Agriculture |
| | <ul style="list-style-type: none"> Increased yield from conservation agriculture. | <ul style="list-style-type: none"> Average yield of 2t/ha realised. | <ul style="list-style-type: none"> Manufacture conservation agriculture machinery. | |
| Environmental Management | <ul style="list-style-type: none"> improved natural resources management. | <ul style="list-style-type: none"> Climate and disaster management policy strengthened and implemented; A comprehensive veldt fire management framework put in place; Local authorities and EMA capacitated to manage pollution and waste. | <ul style="list-style-type: none"> Continue advocacy and awareness campaigns; Enact legislation to effectively manage the environment; Formulate national climatic change policy. | Ministry responsible for Environment |
| Protection and Conservation | <ul style="list-style-type: none"> increased ecosystem representations in the parks estate; improved park protection. | <ul style="list-style-type: none"> Optimal populations of key species specified; Updated reports of on ecosystems and preservation produced. | <ul style="list-style-type: none"> Capacitate National Parks and Wild Life to combat poaching; Institute methods of increasing wildlife species, flora and fauna; Update reports of the ecosystem and its preservation. | Ministry responsible for Environment |

| Cluster Key Result Areas | Cluster Outcomes | Cluster Outputs | Strategies | Lead Institution |
|--------------------------|---|---|---|---------------------------------|
| Nutrition | <ul style="list-style-type: none"> Reduced stunting Levels of children. | <ul style="list-style-type: none"> 80% pregnant and lactating women attending MCH receive nutrition assessment, education and counselling; At least 95% of children aged 6-59 months receive 2 doses of Vitamin A; 85% of pregnant women receive Vitamin A Capsules and appropriate supplements. | <ul style="list-style-type: none"> Provide pregnant and lactating women with appropriate nutrition counselling; Provide women with nutrition education on consumption of diversified diet and Infant and Young Child Feeding (IYCF); Provide routine monitoring of nutrition status of women and children; Provide Vitamin A Supplementation and appropriate supplements for children and pregnant women. | Ministry responsible for Health |
| | <ul style="list-style-type: none"> Improved availability of quality food and nutrition data. | <ul style="list-style-type: none"> Areas and populations at risk of increased malnutrition identified; Appropriate response provided to the vulnerable populations. | <ul style="list-style-type: none"> Conduct quality nutritional surveillance, monitoring and evaluation on a regular basis; Avail timely food and nutrition data; Produce regular nutrition updates and reports. | |

| Cluster Key Result Areas | Cluster Outcomes | Cluster Outputs | Strategies | Lead Institution |
|---------------------------------|--|---|---|--------------------------------------|
| Policy and Legislation | <ul style="list-style-type: none"> Improved enabling legal, policy and food and nutrition regulatory environment. | <ul style="list-style-type: none"> Enabling Legislations developed; Irrigation Dev. Policy developed; Climate Change Policy developed; Horticultural Development Policy developed; Subsidies Policy developed. | <ul style="list-style-type: none"> Develop and review appropriate legislation, regulations guidelines and policies; Regulate food imports to promote local production; Monitor food imports and exports; Invest in research, science and technology for agricultural development. | Ministry responsible for Agriculture |
| | <ul style="list-style-type: none"> Increased contribution of agriculture to GDP. | <ul style="list-style-type: none"> Livestock Production and Development Policy put in place; Research and extension Policy developed; Agriculture Trade Policy developed; Contract Farming Policy Framework developed. | | |
| | <ul style="list-style-type: none"> Improved resource allocation. | <ul style="list-style-type: none"> Agricultural Fund put in place. | | |
| Policy and Legislation | <ul style="list-style-type: none"> Improved enabling legal, policy and food and nutrition regulatory environment. | <ul style="list-style-type: none"> Pre-shipment inspection of imported food items guidelines available; Food Fortification strategy and regulations developed; National Nutrition Strategy developed. | <ul style="list-style-type: none"> Develop and review appropriate legislation, regulations guidelines and policies. | Ministry responsible for Health |

7.1.2 Quick Wins to be implemented within the Food Security and Nutrition Cluster include the following:

- i. Intensifying collection of maize from Zambia and distribution of the same to needy provinces;
- ii. Providing food relief to vulnerable social groups from GMB stocks;
- iii. Working out vulnerable groups and smallholder subsidized agriculture input schemes for the 2013/2014 cropping season, including the Presidential Input Scheme;
- iv. Setting up an AGRIBANK concessionary funding facility for A2 farmers;
- v. Putting in place a livestock drought mitigation programme for the drier regions of the country;
- vi. Encouraging the establishment of the contract farming programme;

- vii. Operationalising the warehouse receipt system;
- viii. Immediately review the tariff regime that has led to the dumping of foreign products in the market;
- ix. Initiating a programme of rehabilitation of irrigation equipment and adopting low-cost mechanization programmes;
- x. Investing in research, science and technology for agricultural development;
- xi. Formulating and enforcing stringent laws against rampant veldt fires and other environmental crimes such as poaching.

7.2 Social Services and Poverty Eradication Cluster

7.2.1 The thrust of the Social Services and Poverty Eradication Cluster is to enable the Government of Zimbabwe to improve the living standards of the citizenry for an empowered society and a growing economy. The near collapse of public service delivery, deterioration in public infrastructure, increasing poverty and massive skills flight from most

public institutions experienced in the last decade, makes it critical for the Government to implement programs that enhance service delivery by all public institutions.

7.2.2 In this regard, Government will execute robust capacity development initiatives that address issues of recapitalization, engagement and retention of skilled manpower, among other measures. Interventions that seek to address the plight of the poor also need to be taken on board for the purpose of ultimately reversing the situation. In this regard, strategies towards empowerment of the vulnerable will be implemented in the short to medium term.

7.2.3 The Cluster has the following programme areas that will be integrated vertically and horizontally with programmes in other Clusters:

- i. Human Capital Development;

- ii. Indigenization and economic empowerment;
- iii. Access to water and sanitation;
- iv. Infrastructure;
- v. Access to land and agricultural inputs;
- vi. Employment creation;
- vii. Gender mainstreaming;
- viii. Information communication technology;
- ix. Resource mobilization;
- x. Alignment of legislation to the New Constitution.

Social Services and Poverty Eradication Cluster Matrix

| Cluster Key Result Areas | Cluster Outcomes | Cluster Outputs | Strategies | Lead Institution |
|--------------------------------|---|---|--|---|
| Indigenisation and Empowerment | <ul style="list-style-type: none"> Improved economic empowerment and indigenization. | <ul style="list-style-type: none"> Public Service Empowerment Trust Schemes in place; Employee Share Ownership Schemes in place; Community Share Ownership Schemes in place; Sovereign Wealth Fund created. | <ul style="list-style-type: none"> Identify companies to be indigenized; Create an inventory of idle claims. | Ministry responsible for Empowerment and Indigenisation |
| | <ul style="list-style-type: none"> Improved service delivery. | <ul style="list-style-type: none"> Three universities in Matabeleland South, Manicaland and Mashonaland East Provinces established. | <ul style="list-style-type: none"> Improve the quality and increase access to education and training at all levels. | Ministries responsible for Education |
| | <ul style="list-style-type: none"> Improved critical skills deployment. | <ul style="list-style-type: none"> Increased literacy levels: 92% to 95% attained. | <ul style="list-style-type: none"> Improve the supply of relevant skills to meet national demands. | |
| | <ul style="list-style-type: none"> Increased literacy levels. | <ul style="list-style-type: none"> Needs and competence driven curricula produced. | <ul style="list-style-type: none"> Maintain cadetship programmes. | |

| Cluster Key Result Areas | Cluster Outcomes | Cluster Outputs | Strategies | Lead Institution |
|---------------------------------|--|---|---|--|
| Human Capital Development | <ul style="list-style-type: none"> Improved entrepreneurial skills for tertiary students and graduates; Increased special programmes to empower unemployed graduates; Improved public service delivery. | <ul style="list-style-type: none"> Education and training policies reviewed; Public service reoriented. | <ul style="list-style-type: none"> Promote Utilisation of Information Communication Technologies (ICTs); Develop Entrepreneurial skills oriented curricula; Reorient public service to conform to the country's development thrust; Prioritise development of vocational and technical skills, including psychomotor (e.g. artisans). | Ministries responsible for Education |
| Social Service Delivery | <ul style="list-style-type: none"> Improved service delivery by local authorities. | <ul style="list-style-type: none"> Public infrastructure (sewerage system, roads, health facilities, waste management, schools and social amenities) put in place and maintained in all local authorities; Basic local authority services provided consistently, timeously and efficiently. | <ul style="list-style-type: none"> Undertake a national blitz to rehabilitate water supplies, sewerage systems, roads, health facilities, waste management, schools and social amenities in all local authorities; Strengthen Public Private Partnerships; Invest Community Share Ownership in infrastructure development; Effective community engagement; Capacitate Local authority development (finance, equipment and human resources); Institute performance contracts for all senior public sector managers, including parastatals and local authorities. | Office of the President and Cabinet Ministry responsible for Local Government |

| Cluster Key Result Areas | Cluster Outcomes | Cluster Outputs | Strategies | Lead Institution |
|--------------------------|--|--|---|---------------------------------|
| Social Service Delivery | <ul style="list-style-type: none"> • Reduced morbidity and mortality rate; • Reduced HIV infections among children and adults; • Reduced TB prevalence rate; • Reduced maternal mortality rate; • Reduced child mortality rate; • Reduced incidences of other communicable diseases such as Malaria and Diarrhoea. | <ul style="list-style-type: none"> • 1500 facilities are functional to provide comprehensive health services including basic and comprehensive emergency obstetric care emergency EMONC; • 1560 Comprehensive HIV Testing and Counselling sites operational; • 100% of ANC facilities offering comprehensive PMTCT operational; • 85% of adults and 60% of children in need of ART provided; • 90% of HIV positive pregnant women receive ARVs for PMTCT. | <ul style="list-style-type: none"> • Strengthen primary health care; • Provide comprehensive health services at all health institutions including basic and comprehensive emergency obstetric care; • Increase mobile clinics and outreach services ; • Increase spraying coverage; • Increase sanitation and hygiene coverage; • Revamp to international standards health delivery facilities and services; • Improve doctor/patient ratio; • Scale up and strengthening high impact interventions for diseases and conditions responsible for the highest morbidity and mortality namely: <ul style="list-style-type: none"> - HIV, AIDS and STIs; - Tuberculosis. | Ministry responsible for Health |

| Cluster Key Result Areas | Cluster Outcomes | Cluster Outputs | Strategies | Lead Institution |
|--------------------------|--|--|--|---------------------------------|
| Social Service Delivery | <ul style="list-style-type: none"> • Reduced morbidity and mortality rate; • Reduced HIV infections among children and adults; • Reduced TB prevalence rate; • Reduced maternal mortality rate; • Reduced child mortality rate; • Reduced incidences of other communicable diseases such as Malaria and Diarrhoea. | <ul style="list-style-type: none"> • TB defaulter rate reduced; • All detected Multi Drug Resistance cases commenced on treatment ; • IRS coverage above 95%; • Diarrhoea incidence rate reduced by 50% ; • 12000 UBVIPs constructed for the under privileged; • At least 90% of children under the age of one year vaccinated with Pentavalent 3 and Measles vaccine; • 90% of pregnant women receive at least 4 antenatal care visits; • At least 85% of deliveries done in health facilities; • Fully functional Mothers waiting homes are available in all district hospitals by 2015; • Emergency Operations Centre for health emergencies and disasters operationalized. | <ul style="list-style-type: none"> • Scale up and strengthening high impact interventions for diseases and conditions responsible for the highest morbidity and mortality namely: <ul style="list-style-type: none"> - Diarrhoea and other epidemic prone diseases; - Acute Respiratory Infections; - Malaria; - Malnutrition; - Injuries; - Hypertension; - Diabetes; - Pregnancy Related and Maternal Perinatal complications; - Mental Health disorders. | Ministry responsible for Health |

| Cluster Key Result Areas | Cluster Outcomes | Cluster Outputs | Strategies | Lead Institution |
|--------------------------|---|---|--|---------------------------------|
| Social Service Delivery | <ul style="list-style-type: none"> • Improved client satisfaction and delivery service | <ul style="list-style-type: none"> • Medicines and medical supplies availed from the current 45% to 100%; • NatPharm re-capitalised, capacitated & well stocked with VEN medicines & medical supplies; • Health institutions especially hospitals capacitated and well stocked with VEN medicines, medical gases, blood and blood products; • The local production of selected vital pharmaceutical products facilitated; • National Blood Services re-capitalized and well stocked with blood and blood products. | <ul style="list-style-type: none"> • Recapitalize public health institutions ; • Strengthen and promote the local production of pharmaceutical products. | Ministry responsible for Health |

| Cluster Key Result Areas | Cluster Outcomes | Cluster Outputs | Strategies | Lead Institution |
|--------------------------|--|---|---|---------------------------------|
| Social Service Delivery | <ul style="list-style-type: none"> Improved client satisfaction and service delivery. | <ul style="list-style-type: none"> Service Charter finalized and widely distributed; Provision of the Client Charter implemented; All central and provincial hospitals patient satisfaction surveys conducted; Toll free lines starting with central and provincial hospitals installed; Weekly analysis of findings from suggestion boxes and toll free lines compiled. | <ul style="list-style-type: none"> Finalize the Service Charter Implement the provisions of the Client Charter; Improve public relations; Improve the health facility environment to promote patient safety and the healing process; Conduct quarterly patient/client satisfaction surveys; Reinforce the use of suggestion boxes; Empower communities through health centre committees. | Ministry responsible for Health |
| | | <ul style="list-style-type: none"> Essential hospital equipment based on the standard equipment list for theatre, maternity, laboratory, casualty and X-Ray departments among others Medical Equipment Inventory procured. | <ul style="list-style-type: none"> Procure diagnostics and life support equipment as well as reagents and consumables and update the list of available medical equipment. | |

| Cluster Key Result Areas | Cluster Outcomes | Cluster Outputs | Strategies | Lead Institution |
|--------------------------|--|--|---|---------------------------------|
| Social Service Delivery | <ul style="list-style-type: none"> • Reduced financial barriers to health services. | <ul style="list-style-type: none"> • Budget allocation to Health Increased (Aim for the Abuja target of 15% of total government allocation); • Domestic Healthcare Financing Policy document to Cabinet presented; • Paper on various healthcare financing options to Cabinet (vat, sin taxes etc) presented; • Framework for Public Private Partnership developed; • National Health Accounts Institutionalised; • User fee policy starting with rural areas enforced; • Essential health care package redefined and costed; • Community ownership schemes health care services supported; • Donor coordination unit strengthened. | <ul style="list-style-type: none"> • Mobilize resources and strengthen Private Public Partnerships (PPP); • Update and cost the Core Health Services package. | Ministry responsible for Health |

| Cluster Key Result Areas | Cluster Outcomes | Cluster Outputs | Strategies | Lead Institution |
|--------------------------|--|---|--|---|
| Social Service Delivery | <ul style="list-style-type: none"> • Improved service delivery. | <ul style="list-style-type: none"> • All vacant posts filled; • Conditions of service improved. | <ul style="list-style-type: none"> • Lobby for Treasury concurrence for: <ul style="list-style-type: none"> - unfreezing of existing vacant posts; - increase the current establishment (by 2015); - creation of Primary Care Nurse (PCN) posts for Mission and Council Health Facilities; - creation of additional posts to cater for new health facilities, new districts; community based cadres and for emerging services; - reintroduction of health specific allowances and non pecuniary conditions of service ; - salaries for all health workers. | <ul style="list-style-type: none"> • Civil Service Commission • Ministry responsible for Health |

| Cluster Key Result Areas | Cluster Outcomes | Cluster Outputs | Strategies | Lead Institution |
|--------------------------|---|---|--|---------------------------------|
| Policy and legislation | <ul style="list-style-type: none"> • Improved enabling legal, policy and regulatory environment. | <ul style="list-style-type: none"> • Regulatory Authority to manage medical aid associations established; • Public Health Act amended ; • Medical Services Act and regulations reviewed ; • Health Service Act amended. | <ul style="list-style-type: none"> • Establish a Regulatory Authority to manage medical aid societies. | Ministry responsible for Health |
| | Improved collaboration and coordination. | <ul style="list-style-type: none"> • Health Management Boards and Community Health Councils appointed; • Leadership training program strengthened; • Donor coordination office strengthened. | <ul style="list-style-type: none"> • Strengthen meaningful community participation in Health; • Strengthen the donor coordination office to coordinate all external support. | |

| Cluster Key Result Areas | Cluster Outcomes | Cluster Outputs | Strategies | Lead Institution |
|---------------------------------|---|--|--|--|
| Social Service Delivery | <ul style="list-style-type: none"> Improved access to justice by the indigent persons. | <ul style="list-style-type: none"> Indigents legally aided; Compliant legislation promulgated; Amended and new Acts put in place. | <ul style="list-style-type: none"> Decentralise legal aid services to all Provinces in Zimbabwe; Research and consultation of relevant stakeholders. | Ministry responsible for Justice and Legal Affairs |
| | <ul style="list-style-type: none"> Improved standard of living. | <ul style="list-style-type: none"> 125 000 housing units constructed. | <ul style="list-style-type: none"> Provide serviced land; Strengthen Public Private Partnerships; Adoption and adaptation of new building technology; Strengthen community based housing organizations; Strengthen micro- housing finance institutions; Adopt densification (vertical expansion); Recapitalization of the National Housing and National Guarantee Fund. | Ministry responsible for National Housing |

| Cluster Key Result Areas | Cluster Outcomes | Cluster Outputs | Strategies | Lead Institution |
|--------------------------|--|--|---|--|
| Social Service Delivery | <ul style="list-style-type: none"> • Improved standard of living. | <ul style="list-style-type: none"> • 1 000 000 people living in extreme poverty Supported (200 000 households receiving social benefits); • 100 000 households (elderly, chronically ill, child headed households) cash transfers and food assistance accessed; • 100 000 households (elderly, chronically ill, child headed households) receiving medical treatment orders annually; • 300 000 households participating in income generating programmes and community works; • 500 000 orphans and vulnerable children accessing education assistance annually • 400 000 households receiving; agricultural inputs. | <ul style="list-style-type: none"> • Increase access to social transfers to households; • Increase economic opportunities for the vulnerable groups; • Increase food aid to vulnerable groups; • Strengthen urban agriculture; • distribute agricultural inputs timeously; • Diversify use of the Community Share Ownership resources; • Mobilize resource including contract farming and strengthening Private Public Partnerships. | Ministry responsible for Social Services |

| Cluster Key Result Areas | Cluster Outcomes | Cluster Outputs | Strategies | Lead Institution |
|--------------------------|--|--|---|---|
| Gender and Development | <ul style="list-style-type: none"> • Improved gender equality and equity. | <ul style="list-style-type: none"> • 1 958 ward level gender based violence awareness campaigns conducted; • Communities aware of gender based violence effects; • Women’s groups funded under the Women Development Fund; • Women groups linked to markets through exhibitions, fairs and expos; • 50% of decision making positions held by women; • Women accessing micro credit; • Women participating in all levels of decision making; • Women participating in key social, economic and political sectors. | <ul style="list-style-type: none"> • Increase community awareness on rights, gender based violence responsive laws, mechanisms and services; • Increase the number of women groups benefiting from the women’s development Fund; Mobilize resources; • Set up a quota system for women in decision making; • Capacity building of elected women MPs and Councilors; • Mainstream Gender in policy formulation implementation, monitoring and evaluation; • Strengthen or establish mechanisms for women to effectively participate and benefit from various empowerment programmes; • Implement sector gender policies and programmes. | Ministry responsible for Women Affairs and Gender |

7.2.4 Quick Wins to be implemented within the Social Service and Poverty Reduction Cluster include the following:

- i. Providing social protection measures to vulnerable groups, including removal of user fees for selected population groups;
- ii. Procuring water treatment chemicals from local producers for all Local Authorities and Zimbabwe National Water Authority (ZINWA);
- iii. Providing land for housing and embarking on aggressive housing programmes;
- iv. Procuring essential drugs and medicines and basic infrastructural services for referral, provincial and district hospitals;
- v. Recapitalizing NATPHARM;
- vi. Clearing outstanding debts to the National Blood Services;
- vii. Procuring essential hospital equipment ;and

- viii. Improving manning levels of essential services.

7.3 Infrastructure and Utilities Cluster

7.3.1 In order for the Zimbabwean economy to register growth in a manner that is both competitive and effective, there is need for the country to undertake work in critical areas such as the development of a robust, elaborate and resilient infrastructure.

7.3.2 The Infrastructure cluster is focused on the rehabilitation of infrastructural assets and the recovery of utility services in Zimbabwe.

These services relate to:

- i. Water and Sanitation infrastructure;
- ii. Public Amenities;
- iii. Public Amenities;
- iv. Information Communication Technology (ICT);
- v. Energy and Power Supply;

vi. Transport (road, rail, marine and air).

Infrastructure and Utilities Cluster Matrix

1. Water Supply and Sanitation

| Sector Key Result Areas | Sector Outcomes | Sector Outputs | Strategies | Lead Institution |
|--|--|--|---|---|
| Dams and Conveyance Systems Construction | <ul style="list-style-type: none"> Improved access to water supply and sanitation services to the people of Zimbabwe. | <ul style="list-style-type: none"> Tokwe- Mukorsi dam in Masvingo Province constructed; Gwayi-Tshangani Dam in Matebeleland North Province constructed; Mutange Dam in Midlands Province Constructed; Mtshabezi Pipeline in Matebeleland South Province Constructed; Wenimbi Pipeline in Mashonaland East Constructed; Semwa Dam in Mashonaland Central Constructed; Marovanyati dam in Manicaland Province Constructed; Beitbridge Water Supply upgraded. | <ul style="list-style-type: none"> Adopt PPPs; Provide concessions to private sector service providers. | Ministry responsible for Water Resources Development. |

Priority Area 1 - Projects In Progress

| Sector Key Result Areas | Sector Outcomes | Sector Outputs | Strategies | Lead Institution |
|--|---|--|--|--|
| Construction of Urban Water Supply and Sanitation Projects | <ul style="list-style-type: none"> Improved water supplies and waste water disposal in towns and cities. | <ul style="list-style-type: none"> Bulawayo Water Supply Project completed: 56 Nyamandhlovu boreholes rehabilitated; Mtshabezi water pipeline for the city completed and commissioned; Bulawayo water supply and sewer systems completed. Harare Water Supply Project completed: Harare water supply and waste water treatment plants rehabilitated. Masvingo, Chitungwiza, Kwekwe, Chegutu, Bindura, Chipinge, Chiredzi, Chivhu, Gokwe, Gwanda, Hwange, Karoi. Mutoko, Mvurwi, Plumtree, Rusape, Shurugwi, Zvishavane, Bulawayo, Gweru, Kadoma, Chinhoyi, Norton, Beitbridge and Kariba water supply and waste water treatment plants rehabilitated. | <ul style="list-style-type: none"> Transfer responsibility of service provision to local authorities. | Ministry responsible for Water Resources Development |

| Sector Key Result Areas | Sector Outcomes | Sector Outputs | Strategies | Lead Institution |
|---|---|--|--|--|
| Construction of Rural Water Supply and Sanitation Schemes | <ul style="list-style-type: none"> • Improved water supplies in rural areas. | <ul style="list-style-type: none"> • Water Supply completed. • Boreholes drilled and broken down pumps rehabilitated in Matebeleland North, Matebeleland South, Mashonaland West, Midlands, Masvingo, Manicaland, Mashonaland Central and Mashonaland West, Midlands and Masvingo. | <ul style="list-style-type: none"> • Mobilise local communities into water points management committees; • Engage private sector to maintain borehole equipment. | Ministry responsible for Water Resources Development |

Priority Area 2 - Planned Projects

| Sector Key Result Areas | Sector Outcomes | Sector Outputs | Strategies | Lead Institution |
|--|--|--|---|--|
| Dams and Conveyance Systems Construction | <ul style="list-style-type: none"> • Improved water supplies in town, cities and rural areas. | <ul style="list-style-type: none"> • Kunzvi Dam in Mashonaland East Province Constructed; • Chivhu Dam in Mashonaland East Constructed; • Tuli -Manyange Dam in Matebeleland South Province constructed; • Bindura Dam in Mashonaland Central Constructed; • Dande Dam and Tunnel in Mashonaland Central province constructed; • National Matebeleland Zambezi Water Project completed; • Shavi Dam in Midlands province constructed. | <ul style="list-style-type: none"> • Adopt PPPs; • Provide concessions to private sector service providers. | Ministry responsible for Water Resources Development |

2. Public Amenities

| Sector Key Result Areas | Sector Outcomes | Sector Outputs | Strategies | Lead Institution |
|--|--|--|--|--|
| Construction and maintenance of Government buildings | <ul style="list-style-type: none"> • Reduced rented and alternative accommodation for Government. | <ul style="list-style-type: none"> • Composite Offices constructed: <ul style="list-style-type: none"> - Lupane provincial composite Office; - Hwedza district composite office; - Mutoko and Siyakobvu district composite offices; - New Government Composite Office. • Magistrate/Civil courts constructed: <ul style="list-style-type: none"> - Gwanda Magistrate Court; - Marondera Civil Court; - Chinhoyi Magistrate Court. • District registries: <ul style="list-style-type: none"> - Hwedza, Goromonzi, Guruve and Nkayi district registries constructed. | <ul style="list-style-type: none"> • Central Government to mobilize resources for initial face lift of buildings; • Channel institution rentals towards maintenance; • Private sector to maintain equipment from user fees. | Ministry responsible for Public Works and National Housing |

| Sector Key Result Areas | Sector Outcomes | Sector Outputs | Strategies | Lead Institution |
|--|--|---|---|--|
| Construction and maintenance of Government buildings | <ul style="list-style-type: none"> • Reduced rented and alternative accommodation for Government. | <ul style="list-style-type: none"> • Other Offices constructed: <ul style="list-style-type: none"> - CID Headquarters; - Central Registry and Immigration Control; - Interpol sub-regional police headquarters; - National Heroes acre extension; - Masvingo records centre; - Public Works complex-Lupane; - New Parliament Building. | <ul style="list-style-type: none"> • Central Government to mobilize resources for initial face lift of buildings; • Channel institution rentals towards maintenance; • Maintain equipment from user fees through Private sector. | Ministry responsible for Public Works and National Housing |

| Sector Key Result Areas | Sector Outcomes | Sector Outputs | Strategies | Lead Institution |
|--|---|--|---|--|
| Construction and maintenance of Government buildings | <ul style="list-style-type: none"> • Increased Government Facilities. • Improved conducive working environment. | <ul style="list-style-type: none"> • Institutional Buildings constructed: <ul style="list-style-type: none"> - Lupane Provincial Hospital; - Bindura Provincial Hospital; - Harare and Mpilo mortuaries; - Zimbabwe military academy; - Dzivarasekwa Non-commissioned Officers accommodation; - Bindura, Gweru, Lupane and Masvingo university hostel blocks; - ZRP Tomplison Flats; - Public Service Institute. • Government buildings nationwide maintained; • Elevators in all Government buildings maintained. | <ul style="list-style-type: none"> • Mobilize resources for initial face lift of buildings; • Channel institution rentals towards maintenance; • Maintain equipment from user fees in partnership with the private sector. | Ministry responsible for Public Works and National Housing |

| Sector Key Result Areas | Sector Outcomes | Sector Outputs | Strategies | Lead Institution |
|--|--|--|---|--|
| Construction and maintenance of Government buildings | <ul style="list-style-type: none"> Reduced number of uncompleted institutional infrastructure by 2015 | <ul style="list-style-type: none"> 106 bodies capacity mortuary at Mpilo and Harare Hospitals constructed; Harare Hospital Water augmented; UBH Gas piping and Incinerator upgraded; Mahusekwa Staff Accommodation constructed; Shamva OPD and Incinerator upgraded; Rusape OPD constructed; Mpilo radiotherapy center constructed; Chitungwiza Laundry, toilets and water storage tank constructed ; Chipinge Kitchen constructed; Matutu Rural Health Centre upgraded; Shamrock Rural Health Centre upgraded; Gandavaroyi rural Health Centre upgraded; St Lukes OPD upgraded; Makumbe OPD and theatre refurbished; Central vaccine store expanded; | <ul style="list-style-type: none"> Refurbish, upgrade and construct health facilities Renegotiate the return of staff houses previously reserved for health workers that were taken over by the Ministry of National Housing; Lobby for the creation of a revolving fund from rentals to be used for the maintenance and construction of houses for health staff; Engage local authorities to allocate stands for health workers. | Ministry responsible for Public Works and National Housing |

| Sector Key Result Areas | Sector Outcomes | Sector Outputs | Strategies | Lead Institution |
|--|--|---|---|--|
| Construction and maintenance of Government buildings | <ul style="list-style-type: none"> Reduced number of uncompleted institutional infrastructure by 2015 | <ul style="list-style-type: none"> Parirenyatwa Group of hospitals refurbished, Mpilo Harare Hospitals and Chitungwiza block of flats rehabilitated ; Binga hospital air conditioner refurbished; Tsholotsho School of Nursing refurbished; Lupane Provincial Hospital refurbished; Bindura Provincial Hospital rehabilitated; Mash West (Chinhoyi hospital, Shamrock clinic rehabilitated and Queen Mary Hospital repossessed. Ongoing construction projects completed ; Functional plant and equipment | <ul style="list-style-type: none"> Refurbish, upgrade and construct health facilities | Ministry responsible for Public Works and National Housing |
| | <ul style="list-style-type: none"> Increased Government Facilities. | <ul style="list-style-type: none"> New health facilities in resettlement areas established. | <ul style="list-style-type: none"> Construct new health facilities or renovate farm houses to function as clinics in resettlement areas. | |

3. Information Communication Technology

| Sector Key Result Areas | Sector Outcomes | Sector Outputs | Strategies | Lead Institution |
|---------------------------------|--|--|---|---|
| ICT Governance | <ul style="list-style-type: none"> Improved regulatory environment. | <ul style="list-style-type: none"> ICT Policy revised; ICT Bill developed; Internet Policy developed. | <ul style="list-style-type: none"> Develop and review appropriate ICT legislation and policies; Ensure compliance with ICTPCS policies statutes through quarterly reviews; Establish collaborative links with ICTPCS Institutions at regional and international levels e.g. SADC, COMESA, ITU. | Ministry responsible for Information Communication Technology |
| ICT Backbone and Infrastructure | <ul style="list-style-type: none"> Improved communication (including Access and Utilisation). | <ul style="list-style-type: none"> Optic fibre linking major cities and towns laid; Last Mile Connectivity through PFMS to 20 Districts installed. | <ul style="list-style-type: none"> Capacitate Tel One, Net One and Power Tel; Engage private sector on PPPs; Establishment of an ICT hub; Improve ICTPCS literacy by 10% annually. | |

| Sector Key Result Areas | Sector Outcomes | Sector Outputs | Strategies | Lead Institution |
|---------------------------------|--|---|---|---|
| ICT Backbone and Infrastructure | <ul style="list-style-type: none"> Improved communication (including Access and Utilisation). | <ul style="list-style-type: none"> National Data Centre established. | <ul style="list-style-type: none"> Promote ICTPCS utilization in line Ministries and departments by 20% annually; Establish National Data Centre; Create special economic zones for ICTs; Increase ICTPCS access; Improve broadband capacity realizable at PFMS terminal points to at least 1Mbps; Document, and regularise ICTPCS sectors. | <p>Office of the President and Cabinet ,</p> <p>Ministry responsible for ICTs</p> |

| Sector Key Result Areas | Sector Outcomes | Sector Outputs | Strategies | Lead Institution |
|-------------------------|--|--|---|--|
| E-Government | <ul style="list-style-type: none"> Improved Government Efficiency. | <ul style="list-style-type: none"> E-Government policy developed; Revenue leakages eliminated; Government Data Centre established; Government systems automated; E-Government Flagship projects operationalised; Passport, national identity cards, birth certificates etc application queues at the RG's Offices eliminated; Waiting period for passport reduced to 10 working days. | <ul style="list-style-type: none"> Immediately facilitate the fulfillment of outstanding contractual obligations with service providers; Direct Government institutions to come up with flagships; Engage friendly countries and Development Partners to invest in ICTs. | Office of the President and Cabinet |
| | <ul style="list-style-type: none"> Improved standards of education through the E-learning programme improved school infrastructure | <ul style="list-style-type: none"> Computer literate pupils, teachers and community; Innovative school graduates produced in the market | <ul style="list-style-type: none"> Expand the presidential E-learning programme. Introduce PPPs for the E-Government programme. | Ministries responsible for ICT and Education. Office of the President and Cabinet |

| Sector Key Result Areas | Sector Outcomes | Sector Outputs | Strategies | Lead Institution |
|------------------------------|---|--|---|---|
| ICT Research and Development | <ul style="list-style-type: none"> Improved ICT Standards and Utilisation. | <ul style="list-style-type: none"> ICT Research and Development projects undertaken. National High Performance Computer Centre established | <ul style="list-style-type: none"> Promote 3 national ICTPCS research projects; Quarterly Reviews of ICTPCS indicators; Promote ICTPCS Public, Private Partnerships. | Ministry responsible for Information Communication Technology |

4. Energy and Power Supply

| Sector Key Result Areas | Sector Outcomes | Sector Outputs | Strategies | Lead Institution |
|-------------------------|---|--|---|---|
| Fuel Supply | <ul style="list-style-type: none"> Increased fuel supply in the country. | <ul style="list-style-type: none"> Bio-fuels E10, E15, E20 and E85 Blended fuel produced; Pipeline Capacity <ul style="list-style-type: none"> A drag reducing agent introduced; Pumping capacity increased; A second pipeline from the Port of Beira to Harare constructed; Negotiations on the construction of the second pipeline concluded. | <ul style="list-style-type: none"> Study the feasibilities of blending at these ratios; Develop a bio-fuels policy; Produce legislation for blending at these ratios; Introduce a drag reducing agent; Initiate studies on the construction of the second pipeline; Carry out feasibility study for the pipeline. | Ministry responsible for Energy Ministry responsible for Transport |
| Power Generation | <ul style="list-style-type: none"> Increased access to electricity. | <ul style="list-style-type: none"> Existing Plants refurbished Internal power generation increased by 300MW by December 2015. | <ul style="list-style-type: none"> Refurbish existing power infrastructure; Restore operational efficiency Intensify Demand Side Management (DSM) measures; Install statistical meters; Implement cost-reflective tariff; Negotiate for more power imports; Complete installation of pre-paid meters. | |

| Sector Key Result Areas | Sector Outcomes | Sector Outputs | Strategies | Lead Institution |
|-------------------------|----------------------------------|---|---|---------------------------------|
| Power Generation | Increased access to electricity. | <ul style="list-style-type: none"> • Hwange and Kariba Power Stations Expanded Construction of two units of 150MW each completed at Kariba Power Station; <ul style="list-style-type: none"> - Two units of 300MW each completed at Hwange Power Station. - Financial closure; - Designs approved; - Construction started. • Green Field Power Stations constructed. <ul style="list-style-type: none"> - Processes for the implementation of the following projects concluded: Batoka Hydro Power Station with 1600 MW, - Western Area Power Plant constructed, - Sengwa Power plant constructed; - Feasibility studies of a Lupane gas power plant. | <ul style="list-style-type: none"> • Raise private equity finance for Hwange power station; • Find funding for peaking plant; • Honour ex-CAPCO assets debt settlement; • Make and implement policy framework for Independent Power Producers (IPPs) and PPPs; • Obtain coal and coal bed methane (CBM); concessions; • Implement grid extension projects (transmission, distribution & rural). | Ministry responsible for Energy |

| Sector Key Result Areas | Sector Outcomes | Sector Outputs | Strategies | Lead Institution |
|--------------------------------|--|--|--|---------------------------------|
| Grid Reinforcement | <ul style="list-style-type: none"> Increased power access to rural households and institutes. | <ul style="list-style-type: none"> Substations constructed and existing ones upgraded Grid expansion in rural areas completed. | <ul style="list-style-type: none"> Intensify the rural electrification programme. | Ministry responsible for Energy |
| Renewable Energy | <ul style="list-style-type: none"> Increased usage of alternative forms of energy. | <ul style="list-style-type: none"> Biogas digesters programme for institutions, households and farms implemented; 1 250 biogas plants installed. | <ul style="list-style-type: none"> Select institutions and households; Engage and capacitate biogas digesters constructors; Construct the biodigesters. | Ministry responsible for Energy |

| Sector Key Result Areas | Sector Outcomes | Sector Outputs | Strategies | Lead Institution |
|-------------------------|---|--|--|---------------------------------|
| Renewable Energy | <ul style="list-style-type: none"> • Increased usage of alternative forms of energy. | <ul style="list-style-type: none"> • Mini-hydro Programme for Integrated mini-hydro schemes initiated and functional by 2015. • Solar energy 100 MW solar plant initiated and installed. | <ul style="list-style-type: none"> • Initiate programme for Integrated mini-hydro schemes; • Flight adverts for investors; • Select investors; • Monitor construction of the mini hydros; • Select site for the plant; • Select constructor; • Commission the plant; • Come up with grid code and initiate programme; • Study on solar water heaters; • Policy and regulatory measures on solar water heaters; • Initiate program on solar water heaters. | Ministry responsible for Energy |

| Sector Key Result Areas | Sector Outcomes | Sector Outputs | Strategies | Lead Institution |
|-------------------------|--|---|--|---------------------------------|
| Energy Efficiency | <ul style="list-style-type: none"> • Reduced load shedding; • Improved revenue collection. | <ul style="list-style-type: none"> • Energy conservation/Demand side management Ripple control system resuscitated and extended; • Energy efficiency strategy formulated and functional; • 800 000 prepaid meters installed in households and commercial entities. | <ul style="list-style-type: none"> • Energy efficiency strategy formulated and functional; • Source financing; • Procure and complete meter installation. | Ministry responsible for Energy |

5. Transportation Services

| Sector Key Result Areas | Sector Outcomes | Sector Outputs | Strategies | Lead Institution |
|---|--|--|---|------------------------------------|
| Transport Infrastructure development and management | <ul style="list-style-type: none"> • Improved road network. | <ul style="list-style-type: none"> • 200km road dualised <ul style="list-style-type: none"> - Harare - Beitbridge 120km; - Harare - Mutare - 40km; - Harare - Chirundu- 40km. • 500km road rehabilitated <ul style="list-style-type: none"> - Byo-Victoria Falls 200km; - Nyazura-Dorowa 50km; - Golden Valley-Sanyati 100km; - Gokwe-Siabuwa 100km; - Ngundu-Triangle 50km. • 4000km road resealed 500km/province. • 200km new road constructed: <ul style="list-style-type: none"> - Buchwa - Rutenga - Boli - Sango Border Post - 100km; - Kwekwe - Nkayi - Lupane - 50km; - Mt Darwin - Mukumbura - 50km. • 200 km narrow Mat roads widened: <ul style="list-style-type: none"> - Waddlilove-Hwedza 50km; - Chivhu-Range 10km; - Byo-Kezi 50km; - Guruve-Mahuhwe 50km; - Gutu-Chartsworth 40km. | <ul style="list-style-type: none"> • Adopt PPPs; • Mobilise resources from friendly countries and Development Partners; • Strengthen Public Sector Investment Programme (PSIP); • provide concession to private sector service providers; | Ministry responsible for Transport |

| Sector Key Result Areas | Sector Outcomes | Sector Outputs | Strategies | Lead Institution |
|---|--|---|--|------------------------------------|
| Transport Infrastructure development and management | <ul style="list-style-type: none"> Improved road network. | <ul style="list-style-type: none"> Flood damaged bridges repaired: <ul style="list-style-type: none"> - Runde bridge; - Tuli bridge. 400km of rural road regarded and regravelled - 500km/per province. | <ul style="list-style-type: none"> Adopt PPPs; Mobilise resources from friendly countries and Development Partners; Strengthen Public Sector Investment Programme (PSIPs); Provide concession to private sector service providers; | Ministry responsible for Transport |
| | <ul style="list-style-type: none"> Improved rail network. | <ul style="list-style-type: none"> 400km rail track rehabilitated; Rail equipment procured (Locomotives & wagons); Signaling system installed. | | |
| | <ul style="list-style-type: none"> Improved air network. | <ul style="list-style-type: none"> J.M. Nkomo Airport Building completed and commissioned; Harare International Airport runway upgraded and lighting system rehabilitated; Kariba airport upgraded; Buffalo Range airport upgraded. | | |

| Sector Key Result Areas | Sector Outcomes | Sector Outputs | Strategies | Lead Institution |
|-------------------------------------|---|---|--|---|
| Road Safety & Security Management | <ul style="list-style-type: none"> Improved safety and security on road transport network. | <ul style="list-style-type: none"> 1000km of road carriage marked, signaged & fenced. | <ul style="list-style-type: none"> Adopt PPPs; Provide concession to private sector service providers. | Ministry responsible for Transport and Ministry responsible for Environment, Water and Climate. |
| Public property safety & security | <ul style="list-style-type: none"> Improved & reliable weather information systems. | <ul style="list-style-type: none"> Weather observation equipment automated. | | |
| Road Safety and Security Management | <ul style="list-style-type: none"> Improved co-ordination of road Agencies and law enforcement resulting in increased revenue inflows through ZIMRA. | <ul style="list-style-type: none"> Vehicle registration, driver licensing, vehicle overload fees and vehicle operator and route authorities automated. | | |

7.3.3 Quick Wins to be implemented within the Infrastructure and Utilities Cluster include the following:

- i. Undertaking a national blitz to rehabilitate water supplies, sewerage systems, roads, health facilities and schools in all urban centres;
- ii. Instituting measures to improve processes at the Registrar General's Office by December 2013;
- iii. Construction and maintenance of trunk and feeder roads through funding from Central Government and PPPs;
- iv. Completion of water projects under construction such as Tokwe-Mukosi, Gwayi Shangani, Semwa, Bindura, Dande, Tuli-Manyange and Marovanyati dams and Msthabezi water pipeline;
- v. Prioritising construction of Kunzvi and Nyatana Dams;

- vi. Speedy construction of schools in rural, urban and newly resettled farming areas in order to decongest existing school infrastructure;
- vii. Stabilizing the power situation in the country;
- viii. Prioritizing the construction and maintenance of Government buildings including the new Parliament;
- ix. Prioritising the implementation of the e-Government programme.
- x. Face-lifting all District Health and education infrastructure;
- xi. Immediately seeking the participation of solar companies to light Government buildings;
- xii. Immediately refurbishing elevators in all Government buildings;
- xiii. Intensifying the implementation of the energy conservation measures.

7.4 Value Addition and Beneficiation Cluster

7.4.1 The value addition and beneficiation strategy is anchored on the private sector taking a key role in the funding and execution of the activities contained therein with Government providing the necessary support in terms of alignment, consistency and cohesion of policies that include among others, the Industrial Development Policy, National Trade Policy, National Tourism Policy, Science, Technology and Innovation Policy, Minerals Development Policy, National Procurement Policy, Indigenisation and Economic Empowerment Policy and Local Authority Licensing and Regulation Policy. The success of the value addition and beneficiation cluster is dependent on the availability of key enablers that include energy, water, transport and ICTs.

Value Addition and Beneficiation Cluster Matrix

| Cluster Key Result Areas | Cluster Outcomes | Cluster Outputs | Strategies | Lead Institution |
|--------------------------|--|---|--|---|
| Energy and Power | <ul style="list-style-type: none"> • Improved supply of liquid fuels; • Increased self-sufficiency in production of oxygen supply; • Reduced gas imports; • Improved growth in downstream industry; • Increased source of energy. | <ul style="list-style-type: none"> • Liquid Fuel plant established; • Chemical products produced (Polymers, Olefins, BTX, Waxes, etc); • Co-products produced (Fertiliser, explosives, nitric and sulphuric acid produced, Oxygen); • Fuel (Petrol, diesel, jet fuel, Naphtha, LPG, Paraffin) produced; • Petrochemicals produced (Ammonia, methanol, tar, sulphur); • Electricity generated. | <ul style="list-style-type: none"> • Mobilize resource; • Promotion of alternative sources of energy (bio-gas, solar and wind); • Encourage and enforce the use of solar energy for lighting and heating. | Ministry responsible for Energy and Power Development |

| Cluster Key Result Areas | Cluster Outcomes | Cluster Outputs | Strategies | Lead Institution |
|--------------------------|---|--|--|---|
| Energy and Power | <ul style="list-style-type: none"> Reduced diesel imports. | <ul style="list-style-type: none"> 300 000 litres of Bio- diesel produced /annum; 2000ha of jatropha planted; 600t cake/organic fertilizer produced; 300 jobs created; Jatropha Pilot Processing Plant installed; Jatropha Gene bank opened. | <ul style="list-style-type: none"> Mobilise resource to purchase jatropha seeds from the farmers; Commercialise the growing of jatropha. | Ministry Responsible for Energy and Power Development |
| | <ul style="list-style-type: none"> Increased supply of ethanol blended petrol; Reduced importation of petrol. | <ul style="list-style-type: none"> 120 million litres of petrol/annum produced; 5 000- 6000 jobs created. | <ul style="list-style-type: none"> Increase hectrage of sugar cane plantation from the current 7 000ha increased to 10 000ha; Develop captive water supply for irrigation. | |

| Cluster Key Result Areas | Cluster Outcomes | Cluster Outputs | Strategies | Lead Institution |
|---------------------------------|---|--|---|---|
| Agriculture/ Agro-processing | <ul style="list-style-type: none"> Improved availability of organic fertilizer. | <ul style="list-style-type: none"> 60 000 tonnes of organic fertilizer/annum produced; Stock feed produced; 60 000 tonnes of organic fertilizer/annum produced. | <ul style="list-style-type: none"> Build earthworm breeding plant; Develop MOUs with municipal authorities to guarantee organic waste; Commercialise organic fertilizer production through franchising. | Ministry responsible for Industry |
| | <ul style="list-style-type: none"> Increased revenue from export of honey products; Improved production of pharmaceutical products. | <ul style="list-style-type: none"> At least 500 000 litres of honey per annum produced; Cosmetics and pharmaceutical products produced. | <ul style="list-style-type: none"> Establish honey producing clusters in each province; Capacity building and technical training; Resource mobilization for hives and kits; Facilitate market linkages Establish SACCOs among honey producers; Establish honey processing centres; Research and development. | Ministry responsible for Small to Medium Scale Industries |
| | <ul style="list-style-type: none"> Increased supply of locally produced dairy products. | <ul style="list-style-type: none"> 100 million litres of raw milk and by products produced per year milk processed. | <ul style="list-style-type: none"> Resuscitate the national dairy herd; Apply measures to protect the local dairy industry against imports; Put in place measures to attract and empower new players (farmers). | Ministry responsible for Agriculture |

| Cluster Key Result Areas | Cluster Outcomes | Cluster Outputs | Strategies | Lead Institution |
|-------------------------------------|---|---|--|---|
| Agriculture/ Agro- processing | <ul style="list-style-type: none"> Increased supply of meat in the domestic and export market. | <ul style="list-style-type: none"> 400 000 tonnes of meat produced. | <ul style="list-style-type: none"> Restock the national herd; Provide extension services support to farmers. | Ministry responsible for Agriculture |
| | <ul style="list-style-type: none"> Increased revenue generated from exports of avocado oil. | <ul style="list-style-type: none"> Avocado trees planted; 14 000 tonnes of avocado oil produced per annum; Pharmaceutical products produced; Skin care products produced. | <ul style="list-style-type: none"> Encourage planting of avocado trees; Establish an avocado processing plant in Rusitu Valley (Chimanimani); Mobilise resources; Commercialise the growing of avocados; Establish SACCOs among avocado producers. | Ministry responsible for small to medium industries |
| | <ul style="list-style-type: none"> Increased revenue from fruit juice. | <ul style="list-style-type: none"> 100 million litres of fruit juice per annum produced. | <ul style="list-style-type: none"> Mobilize resources; Operationalise the fruit juice manufacturing project. Operationalise the incubation centre; Capacity building for the fruit juice producers, entrepreneurship, technical and business management; Mobilize resources for acquisition of equipment for small scale producers; Targeted financial support for SMEs in fruit juice production. | Ministry responsible for Industry |

| Cluster Key Result Areas | Cluster Outcomes | Cluster Outputs | Strategies | Lead Institution |
|---------------------------------|---|---|---|-----------------------------------|
| Manufacturing | <ul style="list-style-type: none"> Increased supply of domestically produced cooking oil. | <ul style="list-style-type: none"> 7 million litres of cooking oil produced/month; Stock feeds produced. | <ul style="list-style-type: none"> Resuscitate the Oil Expression Industry. | Ministry responsible for Industry |
| | <ul style="list-style-type: none"> Improved productivity. | <ul style="list-style-type: none"> Synergized informal and formal sectors. | <ul style="list-style-type: none"> Promote strategic linkages between the informal and formal sectors; Support cooperatives and SMEs development. | |
| | <ul style="list-style-type: none"> Increased supply of value added steel products. | <ul style="list-style-type: none"> 700 000 tonnes of liquid steel per annum produced. | <ul style="list-style-type: none"> Operationalise New Zim-Steel; Target financial support to SMEs in metal fabrication; Build capacity (Entrepreneurial technical and business management and training). | Ministry responsible for SMEs |
| | <ul style="list-style-type: none"> Improved supply of locally produced herbs/herbals. | <ul style="list-style-type: none"> Locally produced herbs availed. | <ul style="list-style-type: none"> Capacity building. | |
| | <ul style="list-style-type: none"> Increased capacity utilization in the leather manufacturing industries. | <ul style="list-style-type: none"> Million pairs per annum of leather shoes produced; 5 610 jobs created. | <ul style="list-style-type: none"> Build capacity of Small scale leather products manufactures; Implement the leather strategy. | |

| Cluster Key Result Areas | Cluster Outcomes | Cluster Outputs | Strategies | Lead Institution |
|---------------------------------|---|--|--|-----------------------------------|
| Manufacturing | <ul style="list-style-type: none"> Increased revenue from the gold industry; Increased employment creation. | <ul style="list-style-type: none"> 8 Provincial Gold Processing & Buying Centres set up; 500 syndicates registered (2500 registered small scale miners). | <ul style="list-style-type: none"> Establish Syndication Programmes for small scale gold miners. | Ministry responsible for Industry |
| | <ul style="list-style-type: none"> Improved supply of locally produced drugs. | <ul style="list-style-type: none"> Caps Pharmaceutical Company resuscitated. | <ul style="list-style-type: none"> Mobilise resources; Policy alignment to support the sector. | |
| Mining | <ul style="list-style-type: none"> Increased revenue from the diamonds industry Increased employment. | <ul style="list-style-type: none"> 1.2 million carats polished gem diamonds produced; 1000 jobs created; Value added industrial diamonds produced; Skilled personnel produced. | <ul style="list-style-type: none"> Establish Diamond Cutting & Polishing centres. | Ministry responsible for Mining |
| | <ul style="list-style-type: none"> Improved planning for mineral resources development. | <ul style="list-style-type: none"> Data base on the country's minerals established; Geological Survey Unit strengthened. | <ul style="list-style-type: none"> Evaluate the country's mineral resources. | |

| Cluster Key Result Areas | Cluster Outcomes | Cluster Outputs | Strategies | Lead Institution |
|---------------------------------------|---|---|--|---------------------------------|
| Human Capacity Building & Development | <ul style="list-style-type: none"> • Improved supply of highly trained mineral professionals for: • Universities; • R & D institutions; • Mining industry; • GoZ; • Improved capacity and capabilities for value addition; • Increased development of downstream industries; • Improved linkages among higher & tertiary education, research institutions, industries & government. | <ul style="list-style-type: none"> • World-class training institution for R & D in mineral beneficiation and value addition established; • <200/yr Masters, PhD graduates produced in: • Geo-Sciences; • Mining and extractive Metallurgy; • Mineral Business with entrepreneurial skills; • Database on minerals set up; • Diamond college established; • Diamond specialists produced. | <ul style="list-style-type: none"> • Establish Plan African Minerals University of Science and Technology (PAMUST). | Ministry responsible for Mining |

| Cluster Key Result Areas | Cluster Outcomes | Cluster Outputs | Strategies | Lead Institution |
|---------------------------------------|--|---|---|---|
| Human Capacity Building & Development | <ul style="list-style-type: none"> Increased Indigenous Intellectual property, registration and promotion of indigenous knowledge system. | <ul style="list-style-type: none"> Intellectual property rights registered; Indigenous; knowledge systems promoted. | <ul style="list-style-type: none"> Register property rights; Promote indigenous knowledge systems. | Ministry responsible for Higher Education |
| | <ul style="list-style-type: none"> Increased utilization nano technology skills. | <ul style="list-style-type: none"> Nano technology institute established; Nano technologists trained. | <ul style="list-style-type: none"> Establish a nano technology institute at SIRDC; Train and retain nano technologists. | |

| Cluster Key Result Areas | Cluster Outcomes | Cluster Outputs | Strategies | Lead Institution |
|--------------------------------------|--|---|--|-----------------------------------|
| Marketing & Trade Facilitation | <ul style="list-style-type: none"> Increased markets for locally manufactured goods and services. | <ul style="list-style-type: none"> USD 5bn export revenue realized. | <ul style="list-style-type: none"> Negotiate bilateral, regional and multilateral market access initiatives; Train market access negotiators; Rigorously advertise Zimbabwean made products at national, regional and international expo forums; Establish Port Authorities at various border posts. | Ministry responsible for Industry |
| Tourism Products and diversification | <ul style="list-style-type: none"> Improved product development and diversification. | <ul style="list-style-type: none"> Tourism revenue generated; Capacity building of communities i.e. women, youth and the physically challenged; Employment created; Products diversified. | <ul style="list-style-type: none"> Revival of Community based Tourism Enterprises (CBTEs); Implement training programmes for communities through Sustainable Tourism Eliminating Poverty Programme (ST-EP); Benchmark Products. | Ministry responsible for Tourism |

| Cluster Key Result Areas | Cluster Outcomes | Cluster Outputs | Strategies | Lead Institution |
|---------------------------------|---|---|--|----------------------------------|
| Tourism Promotion | <ul style="list-style-type: none"> Improved marketing, destination promotion and tourism facilitation. | <ul style="list-style-type: none"> Tourism receipts increased; Increased destination preference and accessibility; Visas liberalized. | <ul style="list-style-type: none"> Open new source markets (BRICS economic block and Asia); Open visitors bureaus (foreign tourism offices); Capacitate the Conventions Bureau (to attract meetings incentives, conferences and events); Lobby for increased accessibility; Undertake feasibility study and implement pilot project on UNIVISA. | Ministry responsible for Tourism |
| Tourism Development | <ul style="list-style-type: none"> Increased Tourism investments. | <ul style="list-style-type: none"> Tourism Revolving Fund established; Foreign Direct Investments (FDI) increased. | <ul style="list-style-type: none"> Syndicate resource mobilisation (government, private sector, NGOs, multi-lateral local financial institutions and multi-lateral, individuals). | |
| Policy and Legislation | <ul style="list-style-type: none"> Improved Legislative reforms. | <ul style="list-style-type: none"> Statutory Instruments 124 and 199 reviewed; Tourism Act reviewed; Establishment of a National Tourism Satellite Account (TSA) promoted; Regional spatial Tourism Master Plan developed. | <ul style="list-style-type: none"> Review Statutory Instruments 124 and 199; Align the Tourism Act with the National Tourism policy; Implement stakeholder consultations and conducting exit surveys. | |

| Cluster Key Result Areas | Cluster Outcomes | Cluster Outputs | Strategies | Lead Institution |
|--|--|---|--|----------------------------------|
| Tourism Research and Information management | <ul style="list-style-type: none"> Improved market research and intelligence. | <ul style="list-style-type: none"> Market share increased. | <ul style="list-style-type: none"> Implement market research to increased market share Review of market trends undertaken. | Ministry responsible for Tourism |
| Domestic Tourism Development | <ul style="list-style-type: none"> Increased Community Based Tourism Enterprises (CBTEs). | <ul style="list-style-type: none"> Civil Servants Visitor Scheme established & developed; Dormant CBTEs resuscitated. | <ul style="list-style-type: none"> Raise awareness on Civil Servants Visitor Scheme; Create Civil Servants Visitor Scheme package; Increase support for CBTs. | |
| Regional and International Tourism Cooperation | <ul style="list-style-type: none"> Increased membership to regional and international bodies. | <ul style="list-style-type: none"> Membership renewed; New membership through MoUs and Bilateral Agreements established. | <ul style="list-style-type: none"> Settle membership subscriptions; Sign MoUs and Bilateral Agreements. | |

7.4.2 Quick Wins to be implemented within the Value Addition and Beneficiation Cluster include the following:

- i. The full operationalisation of the Chisumbanje Ethanol Project;
- ii. Operationalising the New ZimSteel project;
- iii. Establishing Diamond Cutting and Polishing Centres;
- iv. Establishing Agro-processing projects (Apiculture, Processing and Canning of fruits and vegetables, Oil Expression, Leather and Leather products);
- v. Strengthening SMEs and Co-operatives to be viable as tools for poverty eradication;
- vi. Intensifying of the implementation of bio-fuels.

7.5 Fiscal Reform Measures Sub-Cluster

7.5.1 The attainment of targets set out in Zim Asset is underpinned by putting in place robust fiscal reform measures that enable Treasury to mobilize resources to finance the different priorities identified by the Clusters. This will be done through the following, among other measures:

- i. Restoring fiscal sustainability and strengthening fiscal management;
- ii. Increasing Financial Sector Stability;
- iii. Tax and Non-Tax Revenue;
- iv. Leveraging Land and Mineral Resources;
- v. Sovereign Wealth Fund;
- vi. Public Private Partnerships (PPPs);
- vii. Special Economic Zones and
- viii. Issuance of Bonds both on the local and International markets.

Fiscal Reform Measures Matrix

| Cluster Key Result Areas | Cluster Outcomes | Cluster Outputs | Strategies | Lead Institution |
|--------------------------|--|--|--|----------------------------------|
| Fiscal Reform Measures | <ul style="list-style-type: none"> Improved Fiscal Management. | <ul style="list-style-type: none"> Strategy to eliminate outstanding domestic arrears developed; Strategy to curb accumulation of new domestic arrears developed; Strong Income Tax Legislation developed; Public Finance Management system strengthened. | <ul style="list-style-type: none"> Finalise the new Income Tax Bill; Boost the efficiency use of Government resources through timely reporting and strengthening the PFMS. | Ministry responsible for Finance |
| | <ul style="list-style-type: none"> Improved Financial Sector stability. | <ul style="list-style-type: none"> Banking Act amended; Troubled Bank Resolution developed; Credit Reference Bureau established; Reserve Balance Sheet restructured; Anti-Money Laundering and Combating Financial Terrorism Framework developed. | <ul style="list-style-type: none"> Strengthen the Corporate Governance Framework in the Financial Sector; Develop a Contingency Planning and Systemic Crisis Management Framework for the banking sector; Establish an Independent Office of the banking (Ombudsman) to enhance consumer protection and transparency; Submit to Parliament the Reserve Bank Debt Relief Bill; Amend the Bank Use Promotion and Suppression of Money Laundering Act; Conduct Financial Stability Assessments regularly. | |

| Cluster Key Result Areas | Cluster Outcomes | Cluster Outputs | Strategies | Lead Institution |
|---------------------------------|---|--|--|----------------------------------|
| Fiscal Reform Measures | <ul style="list-style-type: none"> • Improved Debt Management and access to External Financing; • Improved public resources management. | <ul style="list-style-type: none"> • Sustainable borrowing and external financing strategy developed. | <ul style="list-style-type: none"> • Conduct regular debt sustainability analysis; • Develop a sustainable Medium Term Debt Strategy; • Prioritise grants and concessional financing from development partners; • Restrict non-concessional borrowing to financing of key infrastructure projects such as electricity generation, water supply and sanitation and rehabilitation of roads; • Mobilise resources through issuance of bonds (Industry, Agro etc). | Ministry responsible for Finance |
| Investment Promotion | <ul style="list-style-type: none"> • Improved investments. | <ul style="list-style-type: none"> • Conducive investment environment created. | <ul style="list-style-type: none"> • Improve the country's 'doing business/investment' environment; • Develop measures to encourage remittances from the diaspora. | |

7.6 Public Administration, Governance and Performance Management Sub-Cluster

7.6.1 In order to ensure success in the implementation of this plan, Government will be re-invented to improve general administration, governance as well as performance management. Consequently, key Government agencies whose mandates, among others, are to provide an oversight role in coordinating, monitoring and evaluating policies and programmes, so that they are in harmony with the country's National Vision and priorities, will be expected to lead the formulation and implementation of economic blue prints.

7.6.2 This sub-cluster also deals with ensuring that governance systems are people friendly, by providing high quality services to the citizens in an efficient and effective manner. To this end, all public sector agencies in this category are expected to deal with

issues of corruption, modernization of public sector agencies and performance management among others. More importantly, the overall mandate of the Public Administration, Governance and Performance Management Sub-cluster is to create a conducive environment and build capacity to formulate, implement, monitor and evaluate the Zim Asset Plan.

7.6.3 The operations of the Sub cluster will be guided by the Results Based Management System and will focus on:

- i. Policy formulation, advocacy and coordination
- ii. Budgeting and Resourcing
- iii. Implementation, Monitoring and Evaluation
- iv. Public Sector Modernisation and Civil Service Reform
- v. Combating corruption and fostering good governance.
- vi. Building Capacities for Public Sector Institution

| Key Result Areas | Cluster Outcomes | Cluster Outputs | Strategies | Lead Institution(S) |
|---|--|---|---|---|
| Policy formulation, advocacy and coordination | <ul style="list-style-type: none"> Improved policy coordination. | <ul style="list-style-type: none"> Policy coordination reports produced. | <ul style="list-style-type: none"> Strengthen Policy and Research Departments in Ministries Conduct consultative meetings and workshops; Produce concept papers; Introduce capacity building in integrated development planning and other RBM components. | Office of the President and Cabinet Civil Service Commission |
| | <ul style="list-style-type: none"> Reduced policy inconsistencies | <ul style="list-style-type: none"> Policy and role clarity stated; Strong synergies among agencies established. | <ul style="list-style-type: none"> Review policies of ministries and agencies; Align Government policies to the country's vision and priorities; Conduct intra and inter ministerial meetings. | |
| Resource Mobilization and allocation | <ul style="list-style-type: none"> Improved funding. | <ul style="list-style-type: none"> Programmes and polices funded. | <ul style="list-style-type: none"> Create special investment vehicles such as Sovereign Wealth fund; Engage bilateral and multilateral partners. | Office of the President and Cabinet Ministry responsible for Finance |

| Key Result Areas | Cluster Outcomes | Cluster Outputs | Strategies | Lead Institution(S) |
|--------------------------------------|---|--|--|----------------------------------|
| Resource Mobilization and allocation | Improved allocative efficiency and effectiveness. | <ul style="list-style-type: none"> • Resources equitably allocated. | <ul style="list-style-type: none"> • Allocate resources in keeping with development priorities in line with strict RBB principles; • Develop and implement a financial programme conducive to optimal levels of public and private investment; • Strengthen regulations for ensuring the highest level of prudence, discipline and integrity from the financial sector; • Encourage efficient use of public resources, financial discipline and accountability at all levels of public administration; • Implement government programmes directed at improvements in fiscal and financial management, and tax administration. | Ministry responsible for Finance |

| Key Result Areas | Cluster Outcomes | Cluster Outputs | Strategies | Lead Institution(S) |
|---|---|--|---|---|
| Resource Mobilization and allocation | Improved allocative efficiency and effectiveness. | <ul style="list-style-type: none"> Resources equitably allocated. | <ul style="list-style-type: none"> Integrate human resources and the financial management information systems of the Ministry and its departments; and Provide resources and support for government's initiatives to reform and modernize the public finance management system. | Ministry responsible for Finance |
| Implementation, Monitoring and Evaluation | Improved programme performance. | <ul style="list-style-type: none"> Monitoring and evaluation tools developed; Monitoring and evaluation reports produced; Corrective measures undertaken. | <ul style="list-style-type: none"> Develop and provide an M&E framework; Adapt contemporary best practices in M&E; Establish an electronic M&E system. | <p>Office of the President and Cabinet</p> <p>Ministry responsible for Finance</p> <p>Civil Service Commission;</p> |

| Key Result Areas | Cluster Outcomes | Cluster Outputs | Strategies | Lead Insitution(S) |
|--|---|--|---|--------------------------------------|
| Public Sector Modernisation and Civil Service Reform | <ul style="list-style-type: none"> • Improved planning in the public sector. | <ul style="list-style-type: none"> • Robust RBM compliant plans produced by ministries; • National Vision reviewed and strengthened. | <ul style="list-style-type: none"> • Introduce Performance Contracts for all senior levels of Government, Boards and CEOs of SEPs and Local Authorities; • Continue building competence for implementing RBM; Mount RBM; • Mount RBM advocacy/publicity campaigns; • Engage and adapt best practices from regional and international initiatives that promote RBM implementation. | Office of the President and Cabinet. |

| Key Result Areas | Cluster Outcomes | Cluster Outputs | Strategies | Lead Institution(S) |
|--|---|--|---|--|
| Public Sector Modernization and Civil Service Reform | <ul style="list-style-type: none"> • Improved planning in the public sector; • Improved service delivery. | <ul style="list-style-type: none"> • Robust RBM compliant plans produced by ministries; • National Vision reviewed and strengthened; • Corporate Governance Framework launched and implemented; • Civil service working conditions improved. • E-government strengthened across the public sector | <ul style="list-style-type: none"> • Strengthen Parliament’s oversight role in public sector performance; • Develop a compendium and launch Client Service Charters; • Develop and implement a Capacity Building programme on Client Service Charters. • Introduce PPPs in implementing e-government. | <p>Office of the President and Cabinet</p> <p>Civil Service Commission</p> |

| Key Result Areas | Cluster Outcomes | Cluster Outputs | Strategies | Lead Institution(S) |
|---|---|--|---|---|
| Public Sector, Modernization and Civil Service Reform | <ul style="list-style-type: none"> Improved public sector governance. | <ul style="list-style-type: none"> Public Sector employees knowledgeable in IRBM; Client service charters developed and implemented. | <ul style="list-style-type: none"> Institutionalise RBM system across the Public Sector. | Office of the President and Cabinet Civil Service Commission |
| Capacity Building and Human Resources Development | <ul style="list-style-type: none"> Improved public sector performance. | <ul style="list-style-type: none"> Reoriented public sector. | <ul style="list-style-type: none"> Develop strategic human resources policies; Resuscitate and recapacitate national training institutions; Reintroduce induction programmes in the civil service at all levels. | Office of the President and Cabinet Civil Service Commission |

| Key Result Areas | Cluster Outcomes | Cluster Outputs | Strategies | Lead Institution(S) |
|---|---|--|---|--|
| Public Sector Accountability and Transparency | <ul style="list-style-type: none"> • Improved citizens satisfaction index; • Improved resource allocative efficiency; • Improved transparency and accountability; • Improved parastatal performance; • Zero tolerance to corruption. | <ul style="list-style-type: none"> • Efficient tender processes adopted; • Code of ethics and values produced and implemented; • National Corporate Governance framework operationalised; • Zero tolerance to corruption; • parastatal and state enterprises restructured; • Citizen charters updated and implemented. | <ul style="list-style-type: none"> • Overhaul the operations of the State Procurement Board; • Develop citizens service delivery empowerment programmes; • Capacitate civil servants on good governance skills; • Review and enforce a code of ethics and values for the Civil Service; • Operationalise corporate governance framework for parastatals, state enterprises and private sector; • Strengthen and capacitate anti-corruption agencies; • Implement parastatal reforms as per Government directive. | <p>Office of the President and Cabinet</p> <p>Ministries of Home Affairs, Justice, Legal and Parliamentary Affairs, and Finance, and Security Agencies</p> |

| Key Result Areas | Cluster Outcomes | Cluster Outputs | Strategies | Lead Institution(S) |
|--------------------|---|---|--|---|
| Peace and Security | <ul style="list-style-type: none"> • Enhanced conducive environment for trade and investment; • Improved economic growth and development prospects. | <ul style="list-style-type: none"> • Secured investment; • Productivity restored to optimal levels. | <ul style="list-style-type: none"> • Train the security agencies on contemporary defence, peace and security systems; • Mainstream peace building mechanism across the nation. | <p>Office of the President and Cabinet</p> <p>Ministries responsible for Home Affairs, Defence and Justice.</p> |

7.6.4 Quick Wins to be implemented within the Public Administration, Governance and Performance Management sub-cluster include the following:

- i. Launching and publicising the Zim Asset Plan October 2013- December 2018 to the citizenry;
- ii. Revamping the operations of State Procurement Board with immediate effect;
- iii. Publishing and implementing Client Service Charters throughout Government;
- iv. Launching and publicizing Clients Service Charters;
- v. Introducing Performance Contracts to Senior Officials in the Public Sector;
- vi. Intensifying institutionalization of RBM in the Public Sector;
- vii. Capacitating the Anti-Corruption Agencies to effectively discharge their mandates;
- viii. Reorienting Public Sector Employees in order to enhance performance;

- ix. Improving the working conditions of Civil Servants;
- x. Capacitating the core departments in the Office of the President and Cabinet to effectively discharge their mandates;
- xi. Urgently putting in place mechanisms for strong interface in public administration between the Government and the citizens; and
- xii. Establishing the National Productivity Centre.