



Civil Society Organisations' Model

National Development Strategy 1

(2021 – 2025)

Supported by



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1.0 Introduction and Background

The National Association of Non-Governmental Organisations (NANGO) as an umbrella body representing Non-governmental Organisations (NGOs) in Zimbabwe conducted national consultations to come up with a Civil Society Organisations (CSOs) position to inform the development of the National Development Strategy 1 (NDS 1) (2021-2025). The consultations were carried out from 26 to 29 May 2020 on virtual platforms in a bid to abide by the measures put in place to curb the spread of the COVID-19 pandemic. The four series consultations contributed towards the development of key national priorities, policies, programmes and projects in the productive, social and governance sectors for the next five years.

Cognisant of the fact that the Transition Stabilisation Programme (TSP) elapses at the end of 2020 and will be succeeded by NDS 1 and that the Constitution of Zimbabwe obliges the Government to ensure that citizens' voices are incorporated in national development processes, CSOs play an important role insuring that this is realised. It is against this background that NANGO facilitated the collection of citizen aspirations through CSOs for onward submission to the Ministry of Finance and Economic Development. It is anticipated that these submissions will contribute immensely to the final national strategy to be adopted and launched during the 3rd or 4th quarter of the year. CSOs believe that any national development plan and process should be a result of effective public participation.

CSOs and the general public have expressed concerns over how previous economic blue prints suffered from lack of effective and full implementation. Thus, it is CSOs' submission that the NDS 1 should not suffer the same fate; as such solid and practical actions must be taken to ensure that the national strategy is effectively and fully implemented.

NANGO extends gratitude to all the membership in the Eastern, Midlands, Northern, Southern and Western Regions who dedicated their time towards the consultative process and whose contributions have been collated into this position.

1.1 Macroeconomic Environment Contextual Analysis

The country's macroeconomic environment is characterised by hyperinflation, liquidity crunch, foreign exchange and market distortions, high unemployment, current account deficit and low industrial capacity utilization. Majority of the population is employed in the informal sector and there is no clear modality of transforming or regularizing it. The national budget has remained predominantly consumptive and import oriented. The levels of exports have gradually declined due to industrial incapacitation. The pricing model used in the country has remained an issue as exemplified by the high price volatility. Currency stability has not been achieved as the foreign currency parallel market rates remain very high and volatile as opposed to the Reserve Bank of Zimbabwe (RBZ) official rate. It is the desire of CSOs that through the National Development Strategy 1 all these structural bottlenecks should be dealt with to create an enabling environment that spurs productivity.

1.2 National Development Strategy 1 National Priorities

NDS 1 should be premised on strong and inclusive national priorities that address the key aspirations of citizens and bottlenecks constraining growth and development. Broadly, the proposed priorities are aimed at contributing towards economic growth and development, reducing poverty and inequality and transforming institutions to enhance public sector efficiency and effective service delivery. The following are the national priorities identified as the foundations upon which the NDS 1 must be premised.

1.2.1 Infrastructure Rehabilitation and Development

Recognizing that adequate and world class infrastructure is a key enabler for sustainable development, NDS 1 should prioritize infrastructure rehabilitation and development. Adequate infrastructure guarantees increased production and productivity in both the productive, social and governance sectors. The infrastructure development initiative should also take into consideration the requirements of people with disabilities in order to improve accessibility. Up-to-date infrastructure will also place Zimbabwe at a competitive position on the regional trade arena as the country seeks to move from an import based to an export-based economy. Government should therefore prioritise infrastructure development in the Energy, Agriculture, Education, Health, Transport, And Information Technology sectors.

1.2.2 Macroeconomic Stability

Macroeconomic stability is at the core of economic growth and sustainable development. There is therefore need for government to proffer a long lasting solution to address inflation, exchange rate volatility, liquidity challenges and most importantly public debt which is stifling economic growth and sustainable development. This can be achieved through harmonisation of the monetary and fiscal policies which must be in a complimentary relationship to address the systemic economic challenges. This will go a long way in promoting sustainable financing mechanisms, promoting savings, attracting domestic and foreign investment and lines of credit key for the success of the National Development Strategy.

1.2.3 Productive Sector Growth and Development

Reforms in the agriculture, mining and manufacturing sectors are long overdue and pivotal in the medium term. These sectors lay a solid foundation for long term growth and development.

Zimbabwe is an agro-based economy hence it is imperative to ensure prioritisation of support towards agriculture. Apart from agriculture, Zimbabwe is endowed with vast mineral and metal resources which have the potential to turn around the country's economy. Therefore, NDS 1 must proffer impactful policies and programmes that enhance the contribution of the mining sector to economic development. Furthermore, the manufacturing sector has the potential to contribute significantly to the Gross Domestic Product in the medium to long term. Thus, NDS 1 should create more incentives for the manufacturing sector to trigger substantial growth and development of the sector. Production of raw materials and value addition will go a long way in generating foreign currency, reducing unemployment, enhancing production and boosting local consumption. This will also help in stabilizing the economy and alleviating poverty and hunger.

1.2.4 Governance, Rule of Law and Human Rights

Democratic governance is pivotal for sustainable development. A conducive environment for development and growth is therefore one that is anchored on inclusivity, good governance, transparency, accountability, participation, effectiveness and efficiency, social cohesion, peace and security. Efforts must therefore be directed towards putting in place a system of democratic governance premised on constitutionalism, rule of law, public participation and respect for human rights. In this regard, there is need for strengthening autonomy, effectiveness and efficiency of democratic institutions like Parliament, Auditor General's Office, and other constitutional bodies during the whole tenure of NDS 1.



1.2.5 Environmental Protection and Climate Change adaptation and mitigation

Climate change is a reality and its devastating effects are evident in the increased cases of natural disasters like drought, floods, heat-wave among others. Livelihoods and well-being of citizens are equally affected by climate change either directly and indirectly. There is, therefore, need for the government to prioritize climate adaptation and mitigation strategies in order to ensure sustainable growth and development as well as human security and safety. Consented efforts are also a necessity in protecting the environment against climate change induced degradation and dilapidation. The plan needs to seriously consider increasing support for institutions, policies and plans responsible for addressing disaster and risk management.



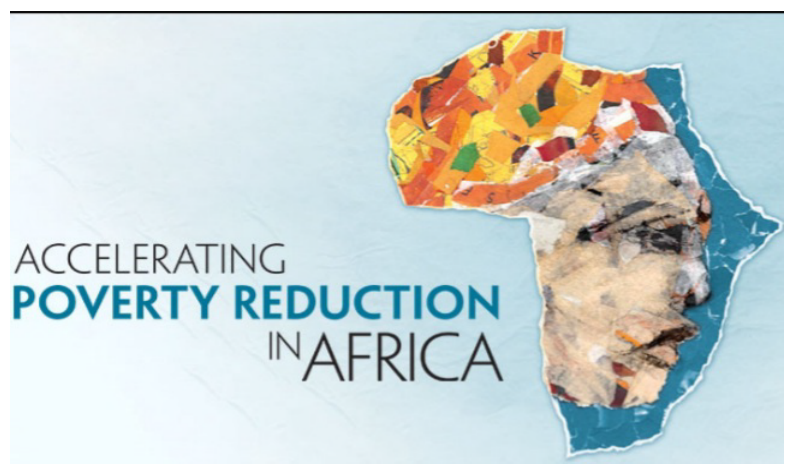
Informal Sector Transformation

Zimbabwe is a highly informalized economy and the informal sector provides employment for the majority of citizens in an environment where formal unemployment rate is above 90%, according to anecdotal evidence. Despite the informal sector sustaining the economy, the

sector has not been fully receiving support from the government let alone integrated in the mainstream economy. Lack of effective policies and programmes to support the sector is a major challenge. There is need for a clear informal sector inclusion and support strategy so that the sector can contribute meaningfully to growth and development. The strategy should also help informal businesses to transform into institutions that are respected and recognised by relevant authorities as key actors crucial for national development.

1.2.6 Poverty Reduction, Social Service Delivery and Food Security

Poverty remains a daunting challenge in the country despite the fact that poverty reduction was at the priority list in previous development plans. Over the years, poverty levels are at unprecedented levels with urban poverty now widespread. Access to basic social services such as water and sanitation, health and education have turned out from being a right into a privilege and ineffective provision of these is exacerbating poverty in both rural and urban areas. The deteriorating macro-economic environment and the increased occurrences of drought have adversely affected the resilience of households, leaving them exposed to food insecurity which is fast deteriorating into a humanitarian crisis. Thus, the NDS 1 should guarantee support towards addressing social service delivery gap, poverty eradication and strengthening household resilience.



2.0 Productive Sector

2.1 Introduction

The productive sector remains a key pillar to economic transformation. Rebuilding the economy is essential for the attainment of Sustainable Development Goals (SDGs). This is attainable only if NDS 1 policies and programmes are people centred since economic transformation requires concerted efforts from citizens across the social, economic and political divide. Vibrant productive sectors with potential to drive the economy which should be prioritised include agriculture, manufacturing and mining. Service sectors including transport, tourism, banking and finance and Information Communication Technology (ICT) equally play an important role in driving development, therefore demand considerable attention and support.

The following are the major constraints and challenges which the country needs to address in order to achieve sustainable economic transformation and development:

- Domestic liquidity;
- Price and exchange rate volatility;
- Limited access to lines credit;
- Confidence and trust deficit which has negatively impacted the investment climate resulting in low Foreign Direct and Domestic Investment;
- Policy inconsistencies and implementation of wrong policies;
- Poor execution of the national budgets and policies;
- High marginal propensity to import, low capacity utilisation and low foreign reserves.



2.3 Mining

The mining sector has great potential to contribute significantly to GDP, total exports and raw materials for local industry. However, this potential is constrained by numerous challenges bedevilling the sector that need to be dealt with to unlock the sector's positive influence to the economy. The sector has great potential to attract both domestic and foreign investment and also to have spill over effects on other sectors. Mining is anchored on utilisation of finite natural resources. There is therefore, adopt measures that ensure that mining activities are done in a manner that protects the environment and preserve resources for future generations.

The following are the major constraints and challenges within the mining sector which the country needs to address in order to achieve sustainable economic transformation and development:

2.3.1 Challenges and Constraints

- Poor access to capital especially by small scale and artisanal miners.
- Domination of informal miners who seem to have low consideration on issues to do with personal safety and health as well as impact of their operations on the environment. This has exposed them, other citizens, animals and the environment to hazardous chemicals and fatalities like mine collapses.
- Low prices of minerals such as gold and diamond in the local formal market has pushed some producers to smuggle the precious minerals and sell them outside the country.

2.3.2 Opportunities

- Zimbabwe is endowed with vast mineral resources with an approximate of more than 60 minerals.
- There is increased global demand for minerals like gold, platinum, lithium and diamond.

2.3.3. Strategies

- The government should ensure value addition on mineral exports through beneficiation in order to increase returns from mineral exports. This can be achieved through the development of a comprehensive mineral beneficiation and value addition policy for the country.
- There is need for innovative and sustainable financing mechanism for the mining sector. Government and the private sector to cooperate in mobilising domestic resources to finance the sector.
- Develop and implement policies and regulatory frameworks that restrict environmental degradation caused in the mining sector, change from one land-use to another especially the clearance of forests and woodlands to other land-uses)

2.4 Agriculture

The country is currently battling with challenges of food insecurity, poverty and hunger. Strategic support to the agriculture sector in order to enhance production will assist in eradicating, food insecurity, hunger and starvation in both rural and urban communities. The sector is crucial in providing raw materials to the manufacturing sector, creating employment and enhancing livelihoods.

The following are the major constraints and challenges within the agriculture sector which the country needs to address in order to achieve sustainable economic transformation and development:

2.4.1 Challenges and constraints

- Limited access to agricultural markets by farmers mainly due to poor road networks and limited information.
- High prices of farming inputs especially agricultural machinery, fertilisers, agro-chemicals and seed varieties have made farming unprofitable.
- Livestock production is affected by pests, diseases, and poor genetics of animals, high costs of animal feed and unavailability of comprehensive veterinary services.
- Persistent droughts and regular occurrence of natural disasters such as cyclones and floods neg-

- Inconsistency between land allocation and land utilisation has resulted in underutilization of the arable land.
- The land reform issue has not been conclusively dealt with.

2.4.2 Opportunities

- Availability of water bodies with high water storage capacity for irrigation
- Availability of arable land for farming
- Availability of large areas with high carrying capacity for animal husbandry
- Technology has the potential to support expansion in the agricultural sector notably in areas of product traceability, crop and land mapping and markets information sharing.
- Development partners willing to support the agricultural sector and to contribute to climate change mitigation and adaptation.

2.4.3 Strategies

- There is need for creating a conducive legal and policy environment to attract private investment in agriculture. Priority should be given to the rehabilitation and development of irrigation schemes and other agricultural infrastructure
- Land ownership must be made bankable through ensuring security of land ownership. This will go a long way in unlocking funding for farmers who will now be in a position to use land as collateral security.
- Land audit must be finalized and this should inform land reallocation to allow for maximum utilisation of arable land.
- Input support and mechanisation program must be done in a transparent and accountable manner to increase agricultural production. Selection of beneficiaries must be based on merit for efficient utilisation of inputs.
- There is need to invest in Research and Development through institutions such as AGRITEX and academic institutions. Research will go a long way in the fight against pests and diseases affecting the agriculture sector and mitigate against impacts of climate change.

Use of technology in agriculture must be embraced to improve access to information on markets, weather patterns and other relevant information in agriculture.

2.5 Manufacturing

The manufacturing sector has the opportunity to generate decent employment to the Zimbabwean citizens and to provide a market for the mining and agricultural sectors. Improved production in the manufacturing sector will also contribute to increased exports and reduction of imports resulting in an improved balance of payment for the country. Government should therefore, prioritize this sector in order to promote growth and development.

The following are the major constraints and challenges within the manufacturing sector which the country needs to address in order to achieve sustainable economic transformation and development:

2.5.1 Challenges and constraints

- The sector is highly informal and it is characterised by small scale and unregistered players such that most players are operating in unstructured areas.
- Lack of an informal sector inclusion framework makes it difficult for the players to be regulated, access financial services and contribute meaningfully to tax revenue.
- Poor supply of basic utilities like water and electricity increase the costs of production making local products uncompetitive at the local and international market.
- Obsolete machinery and lack of up-to-date technology in the industry has contributed to increased costs of production and has resulted in poor quality products produced in the country.

2.5.2 Opportunities

- The country is endowed with vast natural resources like forestry and wildlife which can be used as raw materials for production.
- Value addition and beneficiation for raw materials from agriculture and mining provides an opportunity for growth in the manufacturing sector.

2.5.3 Strategies

- The government must continue improving ease of doing business through fostering policy consistency and cultivating a predictable macro-economic environment.
- Deliberate efforts must be directed towards funding and providing technical support to retool the manufacturing industry towards production of quality and competitive products at low costs.
- Government should ensure that financial capital and money markets work well so that both large and small sector players can get access to affordable and adequate funds to support short- and long-term financial needs.



2.6 Transport

Transport is regarded as a crucial enabler for trade and development as it allows movement of people and commodities from one point to another. Improvement in the sector will help in creating a conducive environment for business through reducing costs of production and increasing efficiency in trading and commerce.

The following are the major constraints and challenges within the transport sector which the country needs to address in order to achieve sustainable economic transformation and development:

2.6.1 Challenges and constraints

- Poor rural and urban road network makes mobility difficult and expensive.
- Railway infrastructure is dilapidated and abandoned which makes it difficult for both government and private sector to transport bulky commodities like coal and mineral ores.
- Air Zimbabwe is inefficient owing to poor corporate governance.

2.6.2 Opportunities

- Public Private Partnership (PPP) in road and rail construction could provide the funding much needed to revamp the transport infrastructure.
- Revenue generation through tourism can assist in revamping the aviation sector.

2.6.3 Strategies

- The government must take advantage of Private Public Partnerships to finance major road construction projects.
- To ensure the success and effectiveness of PPPs, there is need to develop and implement a PPP operational framework.
- The government must avail adequate funds through the national budget to finance road construction and rail refurbishment projects because this is a key enabler for growth and development.
- Introduce a transport policy framework that encourages use of transport with low carbon emission and integrate climate resilience into transport planning and infrastructural development
- Transport system in the country should be friendly for people with disability and children especially those in the school.

2.7 Tourism

The natural resources that Zimbabwe is endowed with including the good climatic conditions set up the country as a destination of choice for tourists. The sector can therefore, contribute meaningfully to foreign currency generation for the country if the challenges being currently faced in this sector are dealt with. The sector however, relies very much on the creation of a positive emerge for the country in the international platform.

The following are the major constraints and challenges within the tourism sector which the country needs to address in order to achieve sustainable economic transformation and development:

2.7.1 Challenges and constraints

- The negative image affect tourism sector in Zimbabwe. Incidences of violence and human rights abuses have portrayed the country as an unsafe tourist destination.

- Lack of financing has seen tourism players finding it difficult to upgrade properties to meet international standards.
- The volatile macroeconomic environment has made pricing of the local tourism services exorbitant compared to what is obtaining in international market making the country uncompetitive.

2.7.2 Opportunities

- The country has hosts some of the globally recognised tourist destinations like the Victoria Falls which is among the 7 Wonders of the World.
- The favourable climate conditions in the country makes it a tourist destination of choice.

2.7.3 Strategies

- Efforts must be directed towards rebuilding Zimbabwe's image to increase tourist arrivals into the country. The re-engagement exercise is therefore crucial.
- There is need to promote domestic tourism through marketing of tourism services to the local market.
- There is need to come up with policies, incentives and programmes that promote domestic tourism.
- Promote and strengthen Zimbabwe's tourism sector's resilience to climate change



2.8 Banking and Finance

The financial sector plays a key role of mobilizing savings from entities with excess income and giving it to individuals and firms in need of financial resources. All the other sectors therefore rely on banking and finance to get adequate and affordable financial resources for investment. The sector assists business in providing safe and reliable platforms for sending and receiving payments. A strong financial system is a panacea to the creation of a conducive business environment.

The following are the major constraints and challenges within the banking and finance sector which the country needs to address in order to achieve sustainable economic transformation and development:



2.8.1 Challenges and constraints

- The poor macro-economic environment in the country has impacted negatively on the banking sector making it difficult for financial institutions to effectively carry out their role of providing finance to other sectors of the economy.

- There is general lack of public trust in the banking system. This has resulted in low savings and low demand for financial services by citizens.
- The financial sector has failed to attract the informal sector to fully utilise the available services resulting in low financial inclusion especially in rural areas.

2.8.2 Opportunities

- Having Zimbabwean citizens in the diaspora who are willing to support national development through investment and remittances provides an opportunity for the banking sector to mobilize foreign currency.
- Availability of mobile money platforms can help in tapping funds from the informal sector.
- The advent of advanced information technology systems provides incentives for the finance sector to develop innovative products for the productive and other sectors of the economy.

2.8.3 Strategies

- The financial sector must develop attractive and innovative products to attract the Diaspora investment and remittances.
- Financial and capital markets should be adequately funded and capitalised so that they support productive sector growth through providing affordable short term and long-term finance to the sector.
- The financial sector should be able to provide funding to small and medium scale enterprises in order to make them grow and expand into stable players.
- Monetary and fiscal policies must be made efficient enough to stabilize the economic environment so that the banking sector is made viable to mobilize savings and provide loans to citizens and corporates.

3.0 Social Services Sector

3.1 Introduction

The social services sector divided into 3 major components which are health, education and social protection sectors. These three sectors were identified as critical for the National Development Strategy 1 as they guarantee the wellbeing and wellness of the citizens. On the health sector, issues around investment in domestic health, quality and affordability of services, availability of drugs and essential medicines, distribution of health facilities, rapid response to health emergencies and diseases are critical in identifying key priorities for the NDS1. The education sector focuses more on quality of services provided to learners, teacher-pupil ratios, contents of the curriculum, distribution of schools and state of school infrastructure as well as affordability of education services. Social protection services such as social welfare programmes for marginalised and vulnerable groups including older persons, vulnerable children and persons with disabilities (PWDs) need to be secured. It is the responsibility of the government to safeguard and protect the rights of these marginalized groups.

3.2 Health

Health is regarded as a basic socio-economic right according to section 76 of the Zimbabwean constitution. The government is therefore required to take reasonable legislative and other measures, within the limits of the resources available to it, to achieve the progressive realisation of this right. Investment in health will assist the country in achieving SDG 3 which focuses on good health and well being of citizens.

The following are the major constraints and challenges within the health sector which the country needs to address in order to achieve sustainable economic transformation and development:

3.2.1 Challenges and Constraints

- Shortages of drugs and essential medicines in public health centres lead to erratic supply of drugs and medicines.

- Lack of staff motivation in the public health sector due to low salaries and the general macroeconomic instability.
- Overreliance on external sources of financing for health such as donor funding and support from development partners.
- Increasing burden of non-communicable diseases such as diabetes, hypertension and cancer.
- Dilapidated hospital and clinic infrastructure coupled with obsolete equipment.
- Unavailability of essential services such as x-rays and scans at most public health facilities.
- Corruption continues to prejudice the public health sector as some funds earmarked for the sector are misappropriated.

3.2.2 Opportunities

- The Constitution of Zimbabwe obligates the government to provide basic health services for citizens.
- Global agendas such as the Sustainable Development Goals and the Universal Health Coverage support improvement of public health service delivery in the country.
- Availability of trained and skilled health personnel willing to provide services in the country.
- Willingness of the private sector and Development Partners to complement government efforts in the provision of public healthcare.

3.2.3 Strategies

- There is need to subsidise and incentivise local pharmaceuticals to promote local manufacturing of drugs and medicines which will reduce overreliance on imports of medical supplies.
- Public health infrastructure needs to be revamped through substantive investments in the sector.
- There is need for an institutionalisation of the Anti-Corruption Strategy for the health sector.
- Embracing technology in public health services provision is also imperative.

Resources mobilization for the public health sector must be strengthened through designing health insurance products for the informal sector in the country.

3.3 Education

Zimbabwe is a youthful population with 67.7 percent of its citizens below the age of 35. The country therefore, needs to invest in the education sector in order to ensure that human capital development that is undertaken respond to the needs of the development agenda. Again the constitution through section 75 obligates the state to utilise the available resources to put in place reasonable legislative and other measures, to achieve the progressive realisation of this right.

The following are the major constraints and challenges which the country needs to address in order to achieve sustainable economic transformation and development:

3.3.1 Challenges and Constraints

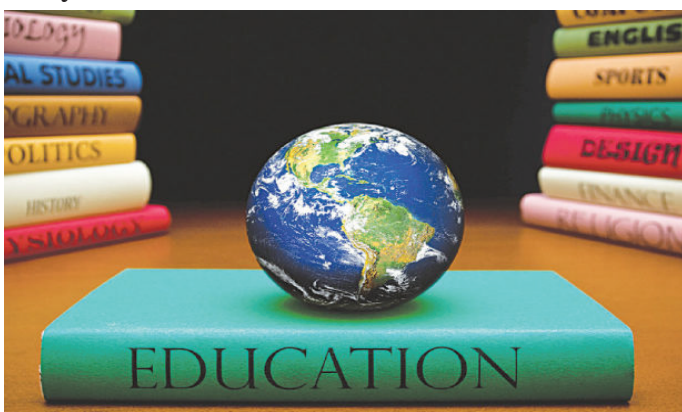
- Uneven distribution of primary and secondary schools across the country has resulted in learners travelling long distances to and from school especially in rural areas.
- Insufficient resources to support the implementation of the new curriculum.
- Poor schools infrastructure especially in hard to reach areas.
- Lack of access to e-learning facilities by learners especially those in remote areas where there is no network coverage.
- Exorbitant school fees which are beyond the reach of many families across the country.
- High variance in pass rates between urban and rural learners.
- Shortage of vocational training centres for skills development and nurturing.
- Low motivation of staff in the education sector due to poor remuneration and economic instability.

3.3.2 Opportunities

- Existence of a new comprehensive curriculum for both primary and secondary education.
- Availability of trained personnel who are able to deliver standard education.
- Improved information communication technology and digital infrastructure that can be used to promote e-learning in schools and tertiary institutions.

3.3.3 Strategies

- Earmarking domestic resources and fundraising to support the new curriculum.
- Addressing inequalities that exist between rural and urban schools in-order to ensure equal access to education between urban and rural learners.
- Addressing constraints that affect learners from hard to reach areas from accessing digital and e-learning platforms. These include unavailability of electricity, poor network coverage and unavailability of electronic gadgets.
- Support research and innovation in learning institutions in order to promote national development.





3.4 Social Protection

The constitution has identified children, youths, elderly persons, persons with disabilities, veterans of the liberations struggle as vulnerable people who need protection. The country is also being exposed to disasters like droughts, cyclones and floods which are exposing citizens to food insecurity, hunger and starvation. There is therefore need for the government to ensure social protection systems for the vulnerable communities in the country.

The following are the major constraints and challenges of social protection nature which the country needs to address in order to achieve sustainable economic transformation and development:

3.4.1 Challenges

- Weak coordination of the country's humanitarian response and furthering corruption in access to support and exclusion of disenfranchised groups.
- Poor monitoring and accountability systems for resources allocated towards social protection.
- Lack of child protection systems resulting in increased child marriages, child labour, school drop-outs, drug and substance abuse among others.
- Lack of coordination of social protection initiatives by different players resulting in double dipping by some beneficiaries.
- Lack of implementation of legal and policy frameworks that guarantee protection of vulnerable groups.
- Deliberate exclusion of marginalised and vulnerable groups in national development processes.

3.4.2 Opportunities

- Development Partners are willing and have been supporting the social protection services sector.
- The Constitution of Zimbabwe mandates the government to provide basic social protection services to citizens as a right.

3.4.3 Strategies

- There is need for developing a community-based feedback mechanism in order to track the impact of social service delivery programs.
- Development of a national anti-corruption strategy to clamp down all forms of corruption in the country.
- Strengthening of child protection systems is imperative.
- There is need to develop and implement a comprehensive social policy and poverty reduction strategy through a consultative process.
- Provide platforms for CSOs to monitor the implementation of social service delivery programs in the country.



4.0 Governance, Rule of Law and Human Rights Sector

4.1 Introduction

The governance, rule of law and human rights sector plays a pivotal role in enhancing sustainable national development and economic growth. Thus, for the National Development Strategy 1 to succeed, there is need for a conducive and progressive governance and human rights framework. Peace and tranquillity are key for national development as such the plan should ensure that these prevail. Corruption, rent seeking and maladministration of public resources impact negatively on the achievement of national development plans and these must be dealt with during the tenure of NDS1. Public participation in national development processes, policy formulation and implementation is paramount in enhancing ownership of these key processes. It is imperative for the government to make deliberate efforts to share comprehensive information with the general public to ensure effective public participation. Participation should be inclusive of all marginalized communities including women, youth, children and people with disabilities.

The following are the major constraints and challenges within the human rights and governance sector which the country needs to address in order to achieve sustainable economic transformation and development:



4.2 Challenges and Constraints

- Inadequate financial support to key institutions responsible for ensuring good governance, rule of law and protection and promotion of human rights.
- Low citizen participation in democratic and governance processes.
- Lack of political will to fully implement and align the Constitution.
- Lack of a conducive environment to conduct free, fair and credible electoral processes.
- High levels of corruption in government institutions.
- Lack of public institutions transparency and accountability in the management of financial and natural resources.
- Human rights abuses and disrespect of freedom of association and assembly.
- Selective application of the law and general disregard for the rule of law.
- Limited access to government information by the general public.

4.3 Opportunities

- The Constitution of Zimbabwe provides a basis upon which efforts towards the realisation of good governance, human rights and democracy can be premised.
- The international conventions, treaties and protocols that the country ratified provide a framework for improving human rights and governance issues in the country.

4.4 Strategies

- All legislative instruments must be aligned to the constitution during the period of the NDS 1.
- There is need to develop, through wide consultations, a Devolution Framework. Structures that have been set up to implement devolution must be strengthened.
- There is need for commitment to implement recommendations from local and international observers on the country's election processes.
- Government needs to prioritize the integration and computerization of the country's public finance management system across local and central government to enhance the efficient use of government resources. The process must extend to local to ensure efficiency of the local authorities. The independence of governance institutions must be respected as stipulated in the Constitution. This must be coupled with enhancing their capacity through financial support to ensure efficiency and effectiveness the discharge of their constitutional duties.
- The Judicial Services Commission and courts must be well resourced to ensure their independence and effectiveness. Adequate remuneration, skills training and availability of all critical staff must be prioritized.
- An ethics committee for traditional leaders should be established and capacitated to regulate the Conduct of Traditional Chiefs. Chapter 15 Section 282 (4) of the Constitution provides for the

regulation of the conduct of traditional leaders through an Act of Parliament. Traditional chiefs are important agents of human rights enforcement including presiding over traditional courts and settling disputes in communities. It is therefore crucial to monitor their actions so that they do not infringe on the right of citizens.

- There is need for reforming the Security Sector through the adoption of a human rights-based approach in exercising their mandate. Civilian Oversight Mechanism for the security sector must be established in accordance with Section 210 of the Constitution. This will ensure that all complaints against the police, army and other security agents are investigated independently and expeditiously.
- Financial support for the Auditor General's Office must be guaranteed by the Treasury so that their mandate is not impacted incapacitation.
- The government must commit to fighting corruption and abuse of public funds. A system should be put in place to protect whistle blowers who report corruption in the country. This can be achieved through enacting an Act of Parliament on whistle blowers protection.
- There is need to develop and implement an anti-corruption strategy through a consultative and transparent process. The development and implementation of the strategy should be through an inclusive process where all stakeholders can contribute towards the fight against corruption.



5.0 Conclusion

The success of the country's macroeconomic trajectory rests upon good governance anchored on participatory, inclusive, transparency and accountability development framework. Such a framework should be a true reflection of people's aspirations and choices. In the absence of such, the blue prints will not receive the necessary buy-in from relevant stakeholders. Drawing lessons from previous economic policy interventions in which citizens were marginalised, the development outcomes have not been achieved. A comprehensive monitoring and evaluation framework for the national blue prints are equally important and this

should be supported by a comprehensive sustainable financing mechanism. From the perspectives of civil society leaders, these are the key issues that should be included in the NDS1 for the period 2021-2025. They inform the policies, programmes and projects that should drive development for the next five years. Civil Society looks forward to the full implementation of the NDS 1 and will contribute through its various roles that include coordination of the sector, monitoring and direct implementation of certain portions of the strategy including lobby and advocacy for the establishment of key instruments crucial to the success of the NDS.

CONCLUSION

Annex I: Guiding Questions that were used in the development of this Model CSO NDS 1 document.

Guiding questions
Discussion 1: Setting up of national priorities
<ul style="list-style-type: none"> ➤ What are the immediate needs of citizens that you think need to be addressed in the coming five years? ➤ How can these be addressed? ➤ Looking at the government priorities in the previous years, which priorities do you think government should consider for the next five years?
Discussion 2: Social sector reforms (Health, Education, Social Protection, Water And Sanitation)
<ul style="list-style-type: none"> ➤ What are the main challenges in social service delivery in the country? ➤ Which opportunities are there in the social sector focusing on health, education, social protection, water and sanitation? ➤ What strategies should be put in place in the next five years to improve social service delivery in the country?
Discussion 3: Productive and services sector reforms (Mining, Agriculture, Manufacturing, Commerce, Tourism)
<ul style="list-style-type: none"> ➤ What challenges are being faced in the productive and services sector in the country focusing on mining, agriculture, manufacturing, tourism, banking and finance? ➤ What are the opportunities available to grow the productive and services sector of the country for development? ➤ What strategies should be put in place in order to increase production in both the productive and services sector? ➤ Which infrastructure projects should be prioritized in the next five years to support growth of the sector? ➤ What should be done in order to create an enabling environment for growth in the sector?
Discussion 4: Governance framework (Rule Of Law, democratic governance, Public Finance Management, Transparency, Accountability)
<ul style="list-style-type: none"> ➤ What governance issues should be prioritized in the next five years to improve the governance framework in the country? ➤ What lessons can we draw from the current governance framework in the country?

- What governance issues should be prioritized in the next five years to improve the governance framework in the country?
- What lessons can we draw from the current governance framework in the country?
- What key steps should the government take in the next five years in order to improve the governance indicators of the country?
- What should be the role of CSOs and citizens in the process?

Discussion 5: Institutional framework to support implementation (role of civil society and other stakeholders, prioritized projects and programs)

- What approach to development should the government take (public sector led/private sector led)?
- Which institutions should be created/strengthened/abolished in order to achieve growth and development?
- What should be done to ensure full implementation of the NDS1?
- How can the Monitoring, Evaluation Accountability and Learning system be strengthened for the NDS1?
- What should be the role of the three arms of government in the implementation of the NDS1, how should these arms be strengthened?
- What are the financing options available for the NDS1, how can the government leverage on them?
- What should be the role of CSOs in implementation of the NDP, how can the government ensure effective participation of CSOs in NDP1 implementation?

Annex II: List of NANGO Members and Partners who contributed to the development of this CSO Model NDS 1 Document

1.	African Self-help Assistance Programme – Zimbabwe
2.	Bulawayo Vendors and Traders Association
3.	Catholic Commission for Justice and Peace
4.	Christian Legal Society
5.	Counselling Services Unit
6.	Ebenezer Women’s Entrepreneurship Trust
7.	Emthonjeni Women’s Forum
8.	Evangelical Fellowship of Zimbabwe
9.	Federation of Organisation of Disabled People in Zimbabwe
10.	Gwanda Community Economic Justice Development Trust
11.	Gwanda Residents Association
12.	Gweru Residents and Ratepayers Association
13.	Gweru Residents Forum
14.	Harare Residents Trust
15.	Jointed Hands Welfare Organisation
16.	Masvingo Association of Residential Care Facilities Trust
17.	Masvingo Association Residential Care Facilities Trust
18.	Masvingo Building Bridges Zimbabwe Trust
19.	Masvingo United Residents and Ratepayers Alliance
20.	Midlands Association for the Promotion of Rights and Welfare of the Blind
21.	Mwenezi Development Training Centre
22.	National Association of Youth Organisations
23.	National Informal Economy Union of Zimbabwe
24.	Omni Village Rehabilitation and Skills Development Centre
25.	Organisation of Collective Cooperatives in Zimbabwe
26.	Partnership for Development Initiative Trust
27.	Public Service Accountability Monitor
28.	Quadriplegics and Paraplegics Association of Zimbabwe
29.	Real Agenda For Youth Transformation Trust

30.	Ruvheneko Rwenyenyedzi Trust
31.	Self Help Development Foundation
32.	Sesithule Vamanani Caring Association
33.	Simukai Child Protection Programme
34.	St Daniels Rehabilitation and Vocational training centre
35.	Transparency International – Zimbabwe
36.	United Mutare Residents and Ratepayers Trust
37.	Windows of Hope
38.	Women and Law in Zimbabwe
39.	Women’s Coalition of Zimbabwe
40.	Young Women Christian Association
41.	Youth Alive Zimbabwe
42.	Youths of Today and Tomorrow
43.	Zimbabwe AIDS Network
44.	Zimbabwe Chamber of Informal Economy Associations
45.	Zimbabwe Climate Change Coalition
46.	Zimbabwe Coalition of Debt and Development
47.	Zimbabwe Community Health Intervention Research
48.	Zimbabwe Congress of Trade Unions
49.	Zimbabwe Human Rights Association
50.	Zimbabwe Lawyers for Human Rights
51.	Zimbabwe National Council for the Welfare of Children
52.	Zimbabwe Human Rights NGO Forum
53.	Zimbabwe Organisation for Youth in Politics
54.	Zimbabwe United Nations Association
55.	Zimbabwe Women Lawyers Association (Gweru)
56.	Zimbabwe Women Resource Centre and Network
57.	Zimbabwe Women’s Bureau
58.	ZimCare Trust

This image shows a full page of dot grid paper. The background is white, and it is covered with a uniform grid of small, dark gray dots. The dots are arranged in straight horizontal and vertical lines, creating a pattern of small squares across the entire page. There are no margins, text, or other markings present.

NOTES

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This image shows a full page of white paper with horizontal dotted lines. The dots are small, black, and evenly spaced along each line. There are approximately 20 lines across the page, providing a guide for handwriting practice. The margins are consistent on all sides.



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