An Overview of National Development Strategy (NDS1) 2021-2025 &
its alignment to Agenda 2063 and Sustainable Development Goals (SDGs)
Introduction and Background

- Since 1980, Zimbabwe has come up with several economic blueprints.
- Unfortunately, most of the blue prints have failed to yield sustainable economic growth.
- Some of the reasons include:
  - Lack of adequate funding;
  - Indiscipline in the implementation of the policy;
  - Lack of consultation and buy-in from various critical stakeholders; and
  - Lack of co-ordination between the private sector and Government.
- The graph on the next slide shows Zimbabwe economic blueprints and corresponding growth rates from 1980 to 2020.
Real GDP growth rate for Zimbabwe: 1980-2020 vs NDPs
Vision 2030

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

<table>
<thead>
<tr>
<th>YEAR</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
<th>2026</th>
<th>2027</th>
<th>2028</th>
<th>2029</th>
<th>2030</th>
</tr>
</thead>
<tbody>
<tr>
<td>GNI PER CAPITA INCOME (US$)</td>
<td>1842.16</td>
<td>2137.08</td>
<td>2712.65</td>
<td>2960.74</td>
<td>3207.33</td>
<td>3396.91</td>
<td>3571.23</td>
<td>3721.25</td>
<td>3883.16</td>
<td>4034.90</td>
</tr>
</tbody>
</table>

### Our Journey towards Vision 2030

- **2018 –2020**: Transitional Stabilisation Programme (TSP)
  - Macro-stabilisation
  - Foundation for sustainable strong shared growth

- **2021-2025**: First Five Year Development Strategy (NDS1)
  - NDS1 is now under implementation

- **2026-2030**: Second National Five Year Development Strategy (NDS2)

#### DESIRED STATE BY 2030

Vision 2030
Upper-Middle Income Society
GNI per capita of $3,956 - $12,235 (World Bank)

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The National Development Strategy 1

- His Excellency, the President, Cde E. D. Mnangagwa launched NDS1 on 16 November 2020.
- NDS1 is running under the Vision 2030 theme “Towards a Prosperous and Empowered Upper Middle-Income Society by 2030.”
- In the same spirit, provinces are not going to be left behind
- NDS1 lays out policies, institutional reforms and 14 national priorities for the next 5 years.
The major thrust of NDS1 is to “leave no-one and no place behind.” in line with the Sustainable Development Goals (SDGs) principle.

National Development Strategy 1 (NDS1), for the first time in the country’s history of economic planning, was crafted through a thorough stakeholder consultative process.

NDS1 was built on the successes realised under the TSP, as well as addressing the TSP challenges and unfinished business.
Thrust of NDS1 to “Leave no-one and no place behind”

- NDS1 emphasises *Macro-economic stability* as a key ingredient in the realisation of the Strategy outcomes and targets.
- The emphasis of the NDS1 is on *Bold Strategies, that will change the status quo*
- NDS1 is underpinned by a robust *Monitoring and Evaluation framework*.
- NDS1 is underpinned by *Managing for Development Results* being implemented through the *Integrated Results Based Management (IRBM)* system.
IRBM Key Components

1. Integrated Development Planning
   - Systematic & Structured approach to Development Planning with full vertical-horizontal integration and focus on outcomes and impacts

2. Results Based Budgeting
   - Provides an integrated Outcome-Based Programme Budgeting system for planning and management of financial resources to turn policies to reality

3. Personnel Performance System
   - Ensures personnel performance at every level is linked systematically with substantive programme performance

4. Monitoring and Evaluation
   - Mandates structured monitoring and evaluation to support systematic programme performance management

5. Management Information Systems
   - Provides critical information to support informed decision making for programme improvement and adjustments to strategies and policies

IRBM
NDS1 National Priority Areas

ECONOMIC GROWTH & STABILITY
INFRASTRUCTURE AND UTILITIES
GOVERNANCE
HOUSING DELIVERY
DEVOULTION
HEALTH & WELLBEING
HUMAN CAPITAL DEVELOPMENT
ENVIRONMENTAL PROTECTION, CLIMATE RESILIENCE AND NATURAL RESOURCE MANAGEMENT
FOOD & NUTRITION SECURITY
SOCIAL PROTECTION
DIGITAL ECONOMY
YOUTH, SPORT, ARTS & CULTURE

ECONOMY
PROJECTS
DELIVERY
GOVERNANCE
ECONOMIC GROWTH & STABILITY
INFRASTRUCTURE AND UTILITIES
GOVERNANCE
HOUSING DELIVERY
DEVOULTION
HEALTH & WELLBEING
HUMAN CAPITAL DEVELOPMENT
ENVIRONMENTAL PROTECTION, CLIMATE RESILIENCE AND NATURAL RESOURCE MANAGEMENT
FOOD & NUTRITION SECURITY
SOCIAL PROTECTION
DIGITAL ECONOMY
YOUTH, SPORT, ARTS & CULTURE

MINISTRIES DEPARTMENTAL WORKPLANS/MDA WORKPLAN/ DEVELOPMENT PARTNERS WORK PLANS/ PRIVATE SECTOR

Programme/Project Outcomes

MDA Outcomes

Sector Outcomes

42 National Outcomes

22 National KRAs

14 National Priorities
Economic Growth and Stability

NATIONAL PRIORITY
ADDRESSING A CURRENT CHALLENGE

AREAS OF FOCUS FOR THE NEXT 5 YEARS

...addressing unsustainable economic growth and instability.

Economic Growth and Stability

Macro-economic Stability

• Agriculture
• Mining
• Tourism
• Manufacturing
• Formalisation of the informal
• Decent Work Country Programme
• Rural development
• Policy and regulatory framework review

Sustainable Economic Growth

• Exchange Rate Stability
  • Financial Sector Stability
• Import Substitution
• Revenue enhancement measures
• Expenditure measures
  • Public Debt Management

Inclusive Economic Growth

• Agricultural
• Mining
• Tourism
• Manufacturing
• Formalisation of the informal
• Decent Work Country Programme
• Rural development
• Policy and regulatory framework review
Food and Nutrition Security

Promoting resilience and sustainable agriculture & Livestock production through:

- restructure and re-invigorate the horticulture sector
- agriculture knowledge, technology and innovation systems
- Agricultural Engineering and Infrastructure Development
- Facilitating access to land and security of tenure
- Irrigation Development and Water Harvesting
- Home nutrition and schools gardening, including traditional vegetables;
- Maternal Micronutrient Supplementation;
- Nutrition sensitive social assistance and protection;
- Adapt and Adopt the Complementary Feeding Framework for improving young children's diets;
- Implementation of National Food Based Dietary Guidelines (FBDGs) in various sectors - agriculture, health, education; and Production and consumption of bio-fortification of foods.
Value Chains and Structural Transformation

**NATIONAL PRIORITY ADDRESSING A CURRENT CHALLENGE**

Moving the economy up the Value Chain and Structural Transformation

**AREAS OF FOCUS FOR THE NEXT 5 YEARS**

Structurally balanced economy

Transforming the Economy through

- *Value Addition*
- *Mineral Beneficiation*
- Enhancing Competitiveness

addressing de-industrialization and informalization
Infrastructure and Utilities

Provision of Improved Infrastructure and Service
- Energy Supply
- Water Supply
- Roads and Bridge Infrastructure
- Rail Transport
- Air Transport Infrastructure and Services
- Marine Infrastructure and Services

Improved infrastructure and access to services

NATIONAL PRIORITY
ADDRESSING A CURRENT CHALLENGE

Addressing infrastructure bottlenecks and availability of enablers

AREAS OF FOCUS FOR THE NEXT 5 YEARS

DESIRED FELT CHANGE
Digital Economy

NATIONAL PRIORITY ADDRESSING A CURRENT CHALLENGE

Addressing Digitalization huddles for economic growth

Digitally enabled economy

AREAS OF FOCUS FOR THE NEXT 5 YEARS

Through:

- Government Enterprise Architecture and Interoperability Framework
- e-Government Whole of Government Performance Management System (WoGPMS)
- ICT Infrastructure Development and Maintenance;
- ICT innovation hubs;
- ID verification linked to the Registrar General’s Office;
- Digital Deeds Database;

DESIRED FELT CHANGE

Improved access and usage of ICTs
Housing Delivery

NATIONAL PRIORITY ADDRESSING A CURRENT CHALLENGE

AREAS OF FOCUS FOR THE NEXT 5 YEARS

STRATEGIES BEING IMPLEMENTED TO ADDRESS IDENTIFIED CHALLENGES

DESIRED FELT CHANGE

Reducing Housing waiting lists and improve services in settlements

Housing Delivery

Delivery of affordable and quality settlements in urban and rural areas

Delivery of Affordable and Quality Settlements in Urban and Rural Areas

Government pool houses

Land Delivery for Urban and Rural Housing

Government Housing Revitalisation

Regularisation of Informal Settlements

Improved access to affordable and quality housing and social amenities
Human Capital Development and Innovation

NATIONAL PRIORITY ADDRESSING A CURRENT CHALLENGE

Innovation for industrialization....

Human Capital Development and Innovation

Innovation and Knowledge Driven Economy

AREAS OF FOCUS FOR THE NEXT 5 YEARS

- Education and Training
  - Application of STEM/STEAM Subjects
  - Provision of Specialist Skills for Industry, Commerce and Public Sector
  - Innovation, Science and Technology Development
  - Innovation Ecosystems

Expected CHANGE

- Specialised Workforce
- Increased Innovation for Industrialisation
- Improved access and utilisation of advanced knowledge and technologies
Health and Wellbeing

NATIONAL PRIORITY ADDRESSING A CURRENT CHALLENGE

AREAS OF FOCUS FOR THE NEXT 5 YEARS

 Access to Essential Medicines
 Access to Primary & Secondary Health Care Morbidity and Mortality due to Communicable and Non-Communicable Diseases
 Healthy Lifestyles and Sport for Health Purposes
 Access to Water, Sanitation and Healthy Environment

DESIRED FELT CHANGE

Improved quality of life
Image building, International Engagement and Re-engagement

NATIONAL PRIORITY ADDRESSING A CURRENT CHALLENGE

Addressing isolation among community of nations

AREAS OF FOCUS FOR THE NEXT 5 YEARS

Image building

International engagement and re-engagement

Image Building
Competitive Branding
Informed Nation and International Community

International Relations
Diaspora Participation in National Development

Improved Country image

Improved international relations
The NDS1 recognises that women and youth still face hurdles in respect of opportunities to ascend to commanding heights in the national economy, including:

i. Limited access to finance;

ii. Limited access to land and freehold property;

iii. Limited opportunities to influence policy; and

iv. Legal, cultural and patriarchal barriers.

During the NDS1 Period, priority will be accorded to Gender Mainstreaming and enhanced youth participation, through visible initiatives that confer equal economic opportunities to women and youth.
Devolution and Decentralisation

NATIONAL PRIORITY ADDRESSING A CURRENT CHALLENGE

Areas of focus for the next 5 years

Desired felt change

Addressing access to services and improving spatial governance

Equitable regional development

Inclusive Governance and Socio-Economic Development

Equitable regional development
Quality and affordable social protection for all

Quality and Affordable Social Protection Reducing Extreme Poverty and Improving Access to Basic Social Services Care and Protection of Vulnerable groups livelihoods for the Poor and Vulnerable Job and Income Security

Improved access to inclusive social protection

Addressing social injustice and eliminate extreme poverty and hunger.......

NATIONAL PRIORITY ADDRESSING A CURRENT CHALLENGE

AREAS OF FOCUS FOR THE NEXT 5 YEARS

EXPECTED CHANGE
Environmental Protection, Climate Resilience and Natural Resource Management

NATIONAL PRIORITY
ADDRESSING A CURRENT CHALLENGE

...addressing environmental degradation and climate resilience....

Environment and Climate Protection

Sustainable Natural Resources Utilisation

Sustainable Tourism Development

AREAS OF FOCUS FOR THE NEXT 5 YEARS

• Protected Environment
  • Climate action
  • Ecosystems Health

 Forest Production and Processing
 Improving Status of Protected Areas

PRODUCT DEVELOPMENT AND DIVERSIFICATION;
MARKETS DEVELOPMENT AND DIVERSIFICATION;
DESTINATION ACCESSIBILITY;
TOURISM INVESTMENTS PROMOTION; AND
TOURISM POLICY AND LEGISLATIVE

DESIRED FELT CHANGE

Environment protected

Improved Biodiversity

Improved Community Livelihood
Governance

NATIONAL PRIORITY
ADDRESSING A CURRENT CHALLENGE

Areas of focus for the next 5 years

Expected change

Enhanced service delivery

Public Service Delivery
• Transparency and Accountability
• Consumer Satisfaction

Justice Delivery
• Strengthen state institutions responsible for Justice Delivery.
  Combating Corruption
  Secure Property Rights
  Public Safety and Order

Social Cohesion
• Promotion of inclusive dialogue and tolerance among citizens;
• Promotion of peace building initiatives among communities;
• Strengthen citizens’ engagement through establishment of Local Peace Committees; and
• Uphold and promote the Constitution as a form of social contract

National Unity, Peace and Reconciliation

Public Service Delivery

Enhanced social cohesion

Improved justice delivery

...addressing governance issues and improve service delivery...
Zimbabwe does not exist in a vacuum and we have signed up to these Agendas.
Both Agenda 2063 and SDGs will be implemented within NDS1, the national development plan architecture which consists of 14 Priority Areas.

Their goals have been integrated into these 14 Priority Areas for ease of implementation and ensuring synergies amongst the SDGs, Agenda 2063 and the country’s economic blue print.

Thematic Working Groups remain tasked to incorporate all the targets, indicators and the M&E modalities into their work-plans and budgets, with a particular focus on the activities outlined in NDS1 and subsequent economic blueprints.
<table>
<thead>
<tr>
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<th>Agenda 2063 Goals</th>
<th>Agenda 2063 Priority Areas</th>
<th>SDGs</th>
<th>National Priorities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inclusive Growth</td>
<td>1. A high standard of living, quality of life and well-being for all citizens.</td>
<td>Incomes, jobs and decent work, Poverty, inequality and hunger, Social security and protection, including persons with disabilities, Modern, affordable and liveable habitats and quality basic services</td>
<td>1. End poverty in all its forms everywhere in the world 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture.</td>
<td>Food and Nutrition Security</td>
</tr>
<tr>
<td></td>
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<td></td>
<td>8. Promote sustained, inclusive and sustainable Economic growth, full and productive employment and decent work for all.</td>
<td>Economic Growth and Stability</td>
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<td></td>
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<td></td>
<td>11. Make cities and human settlements inclusive, safe, resilient and sustainable.</td>
<td>Housing Delivery</td>
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### NDS1 Alignment to Global and Regional Development Frameworks...

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<td><strong>Social Development</strong></td>
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<td></td>
<td></td>
<td><strong>Human Capital Development and Innovation</strong></td>
</tr>
<tr>
<td>2.</td>
<td>2. Well educated citizens and skills revolution underpinned by science, technology and innovation.</td>
<td>• Education and science, technology and innovation (STI) driven skills revolution</td>
<td>4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.</td>
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</tr>
<tr>
<td><strong>Social Development</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>Health and Well-being</strong></td>
</tr>
<tr>
<td>3.</td>
<td>3. Healthy and well-nourished citizens.</td>
<td>• Health and nutrition</td>
<td>3. Ensure healthy lives and promote well-being for all at all ages.</td>
<td></td>
</tr>
<tr>
<td><strong>Inclusive Growth</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>Economic Growth and Stability</strong></td>
</tr>
<tr>
<td><strong>Infrastructure and Utilities</strong></td>
<td>4. Transformed economies.</td>
<td>• Sustainable and inclusive economic growth</td>
<td>8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.</td>
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<tr>
<td></td>
<td></td>
<td>• STI driven manufacturing, industrialization and value addition</td>
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<td></td>
<td></td>
<td>• Economic diversification and resilience</td>
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<tr>
<td></td>
<td></td>
<td>9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.</td>
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## NDS1 Alignment to Global and Regional Development Frameworks...

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<tr>
<td>Inclusive Growth 5.</td>
<td>5. Modern agriculture for increased productivity and production.</td>
<td>- Agricultural productivity and production</td>
<td>2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture.</td>
<td>Food and Nutrition Security</td>
</tr>
<tr>
<td>Cross Cutting</td>
<td></td>
<td>- Port operations and marine transport</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Biodiversity, conservation and sustainable natural resource management.</td>
<td>6. Ensure availability and sustainable management of water and sanitation for all.</td>
<td>Environmental Protection, Climate Resilience and Natural Resource Management</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Water security</td>
<td>7. Ensure access to affordable, reliable, sustainable, and modern energy for all.</td>
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<td></td>
<td></td>
<td>- Climate resilience and natural disasters preparedness</td>
<td>13. Take urgent action to combat climate change and its impacts.</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.</td>
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<tr>
<td>8.</td>
<td>8. A United Africa (Federal or Confederate).</td>
<td>• Frameworks and institutions for a United Africa</td>
<td></td>
<td>Image Building, International Engagement and Re-engagement</td>
</tr>
<tr>
<td>10.</td>
<td>Infrastructure and Utilities</td>
<td>10. World class infrastructure criss - crosses Africa.</td>
<td>• Communications and infrastructure connectivity.</td>
<td>9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.</td>
</tr>
<tr>
<td>11.</td>
<td>Governance</td>
<td>11. Democratic values, practices, universal principles of human rights, justice and the rule of law entrenched.</td>
<td>• Democracy and good governance • Human rights, justice and the rule of law</td>
<td>16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.</td>
</tr>
</tbody>
</table>

**NDGS1 Alignment to Global and Regional Development Frameworks...**
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</thead>
</table>
| Governance  | 12. Capable institutions and transformative leadership in place. | - Institutions and leadership development  
- Participatory development and local governance. | 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. | Governance |
| Governance  | 13. Peace, security and stability is preserved. | - Maintenance and preservation of peace and security | 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. | Governance |
| Governance  | 14. A stable and peaceful Africa. | - Institutional structure for AU instruments on peace and security  
- Defence, security and peace | | Governance |
| Governance  | 15. A fully functional and operational APSA | - Fully operational and functional APSA all pillars | | Governance |
### NDS1 Alignment to Global and Regional Development Frameworks...

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</thead>
</table>
| Cross Cutting | 16. African cultural renaissance is pre-eminent. | • Values and ideals of Pan Africanism  
• Cultural values and African Renaissance  
• Cultural heritage, creative arts and businesses | | Youth, Sport and Culture |
| 16. | | | | |
| Cross Cutting | 17. Full gender equality in all spheres of life. | • Women and girls empowerment  
• Violence and discrimination against women and girls | 5. Achieve gender equality and empower all women and girls. | Youth, Sport and Culture |
| 17. | | | Cross Cutting |
# NDS1 Alignment to Global and Regional Development Frameworks...

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<td><strong>18.</strong> Cross cutting</td>
<td>18. Engaged and empowered youth and children.</td>
<td></td>
<td></td>
<td>Youth, Sport and Culture</td>
</tr>
<tr>
<td><strong>19.</strong> Governance</td>
<td>19. Africa as a major partner in global affairs and peaceful co-existence.</td>
<td>• Africa’s place in global affairs • Partnerships</td>
<td>4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all. 5. Achieve gender equality and empower all women and girls.</td>
<td>Governance</td>
</tr>
</tbody>
</table>
Potential Risks

Downside risks that may negatively affect the anticipated growth in the economy include the following:-

• Continued lingering of COVID-19 pandemic;

• Natural Disasters,

• Anticipated Revenue vs Actual Revenue mismatch;
Potential Risks..

• Continued widening of the exchange rate premium between parallel market and official exchange rate can discourage production and promote rent seeking behaviour in the economy,
Mitigation Strategies

• Continue to adhere to the health guidelines relating to containing the spread of the disease;
• Facilitate early planting through early distribution and availability of inputs,
• In the medium term, the rehabilitation and installation of irrigation infrastructure using existing water sources will reduce reliance on rain-fed agriculture, which continues to suffer from climatic shocks
Mitigation Strategies...

• Realistic projections for financing whilst also ensuring implementation of only budgeted programmes unless there are emergencies;
NDS1 Key Success Factors

NDS1 is preconditioned on a number of **Key Success Factors** including the following:-

- Pace of global economic recovery from COVID-19 pandemic;

- Consolidation of macroeconomic stability to ensure certainty,

- Publicity of key milestones and confidence building;
NDS1 Key Success Factors...

- Production and productivity;
- Strength and effectiveness of NDS1 Monitoring and Evaluation;
- Timeous funding of projects and programmes;
- Efficient provision of key enablers (energy, transport and water).
NDS1 Key Success Factors...

- Well coordinated and directed Government Machinery;

- Public sector transformation that deal comprehensively with aspects of, corruption, silo mentality and accountability; and

- Capacitated, relevant and motivated human resources.
FINANCING OF NATIONAL PRIORITIES

Ability to mobilise financial resources required for the execution of planned programmes and projects is key.

Various financing strategies are aggressively being pursued to ensure timely availability of resources during the Strategy Period,

Possible financing options underpinning the NDS1 include

- fiscal revenues,
- loans, grants, and
- private sector own resources, including PPPs, FDI and Diaspora Investments.
Thank You!