

BUDGETING/FINANCING OF THE NDS1 AND THE SDGs By N. Machinjike





"Towards a Prosperous & Empowered Upper Middle Income Society by 2030"





January 2021 - December 2025

16 NOVEMBER 2020 HARARE

Presentation Outline

- Introduction (Previous state of Planning and Budgeting)
- Integrated Results Based Management (IRBM) approach
- NDS1 Financing Framework
- Medium Term Expenditure Framework
- Example: Ministry of Health and Child Care

Previous state of planning & Budgeting

Gender & Development Plan

Poverty Reduction

Action Plan

Revenue Generation Plan

Environmental Management Plan low Cost Housing Plan

TRAFFIC **MANAGEMENT** PLAN Food Security Plan

THER GOVERNMENT PLANS

Disaster Management Plan

NATIONAL PLAN

Tourism Development Plan



SMALL & MEDIUM ENTERPRISE **DEVELOPMENT PLAN**

> Plan for the Elderly

Public Safety Plan

Information & Communicatio n Technology

NATURAL RESOURCES MANAGEMENT PLAN

Nutrition Action Plan

National Budget

Thrust of NDS1

- Macro-economic stability.
- Adoption and swift implementation of bold policies, underpinned by Managing for Development Results.
- Robust NDS1 Monitoring and Evaluation system.
- To this end, the NDS1 is Integrated Results Based Management (IRBM) compliant.
- ❖ IRBM inculcates a culture of high performance, quality service delivery, measurement, goal clarity, continued improvement and accountability across all sectors.



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

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

Ensures personnel performance at every level is linked systematically with substantive programme performance

Mandates structured monitoring and evaluation to support systematic programme performance management

Provides critical information to support informed decision making for programme improvement and adjustments to strategies and policies

Table 1: Relationship between Vision 2030, SDGs and National Priorities

Vision 2030 Pillar	SDG	National Priority
Inclusive Growth	SDG 2,13	Food and Nutrition Security
	SDG6, 7, 9, 11	Infrastructure & Utilities
	SDG 8, 9, 12	Moving the Economy up the Value Chain
		& Structural Transformation
Governance	SDG 10, 16	Governance
	SDG 11, 12, 13, 14, 15	Environmental Protection, Climate
		Resilience & Natural Resource
		Management
Infrastructure and Utilities	SDG 9 , 11	Housing Delivery
Social Development	SDG 3, 5, 6	Health & Well-being
	SDG 4, 8, 17	Human Capital Development
	SDG1,2, 10, 11	Social Protection
	SDG 8, 10	Devolution
Macroeconomic Stability &	SDG 10, 17	Image Building & International Re-
Financial Re-engagement		engagement
	SDG 8, 10, 17	Economic Growth & Stability
Cross-cutting	SDG 11	Youth, Sport & Culture
		Digital Economy

Source: Ministry of Finance and Economic Development, 2020

Our Journey Towards Vision 2030.

YEAR	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
GNI PER CAPITA INCOME													
(US\$)	1189.84	933.64	1159.81	1842.16	2137.1	2712.65	2960	3207.33	3396.91	3571.2	3721.25	3883.2	4034.9







2022 National Budget 2023 National Budget 2024 National Budget 2025 National Budget

NDS1 is now under implementation

Second Five Year National Development Strategy (NDS2)

2026 National Budget 2027 National Budget **2028 National Budget** 2029 National Budget 2030 National Budget



GNI per capita of \$3,956 - \$12,235 (World Bank)



2019 National Budget 2020 National Budget

Medium Term Macroeconomic Framework

		revised 7.8%				this is around	/	
	2018	2019	2020	2021	2022	2023	2024	2025
Real GDP Growth (%)	4.8	-6.1	-5.3	7.4	5.5	5.2	5.2	5.0
Inflation (Annual Average) %	10.6	255.3	557.2	134.8	23.7	10.5	7.5	5.8
Revenues as % of GDP	15.0	12.3	15.8	16.3	16.8	17.8	18.5	19.3
Expenditures % of GDP	21.0	12.0	14.1	17.6	18.4	19.5	19.5	20.0
Recurrent Expenditures % of GDP	14.1	7.4	9.4	12.1	12.7	13.6	13.5	14.0
Employment Costs % of GDP	10.7	3.8	5.5	7.2	7.2	7.2	7.5	7.7
Capital Expenditure % of GDP	6.9	4.6	4.7	5.5	5.7	5.8	6.0	6.0
Overall Balance % of GDP	- 6.0	0.2	1.7	- 1.3	- 1.5	- 1.7	- 0.9	- 0.7
Public Debt % of GDP	46.9	55.1	61.0	64.5	64.8	64.5	63.6	61.4

Financing of NDS1

- Fiscal revenues
- Fiscal concessions (exemptions)
- Loans (Both domestic and foreign)
- Grants
- Public entities own resources (including communities and individuals)
- Private sector resources
- Public Private Partnerships (PPPs)
- Foreign Direct Investment
- Diaspora investments
- Development partners
- But what are we financing under NDS1 with these resources???

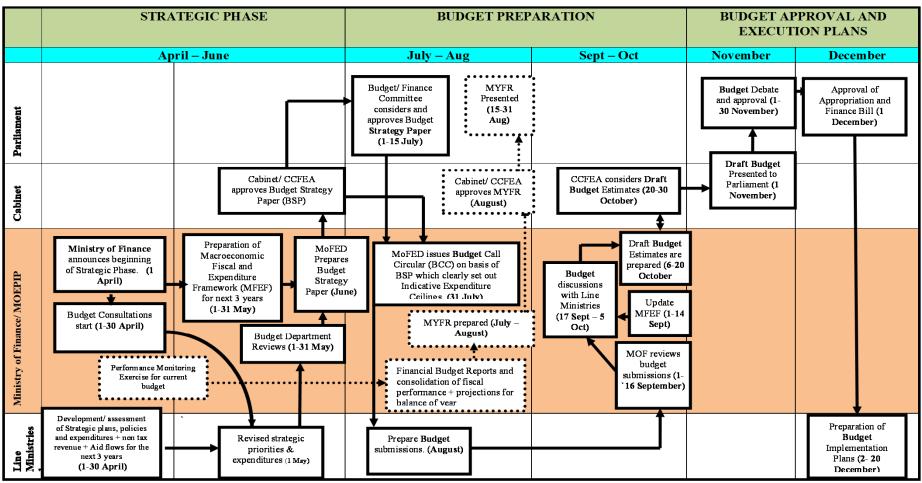




Medium Term Expenditure Framework

- Government adopted Results Based Budgeting (Programme Approach) which involves a multi-year dimension for achieving programme outcomes. In line with this, all budgets are being developed using a multi-year time dimension.
- Just after the launch of the NDS1, all MDAs have been asked come up with their five year strategic plans aligned to the five year National Plan. In this regard MDAs prepare a medium-term budget to be submitted to MoFED in line with its strategic performance plan over the planned period with clear details of deliverables of its Programmes for the medium term. The submission will be examined to check for consistency in relation to achieving the medium-term strategies and deliverables as outlined in the NDS1.
- The medium term budgeting is equally important in preparation of the development budget. Implementation of development programmes and projects often takes more than one year to complete hence the medium term approach to budgeting is critical. The medium term approach to budgeting is therefore, essential in the planning process to ensure predictability of future funding requirements for implementing the national development plan.

Budget Cycle

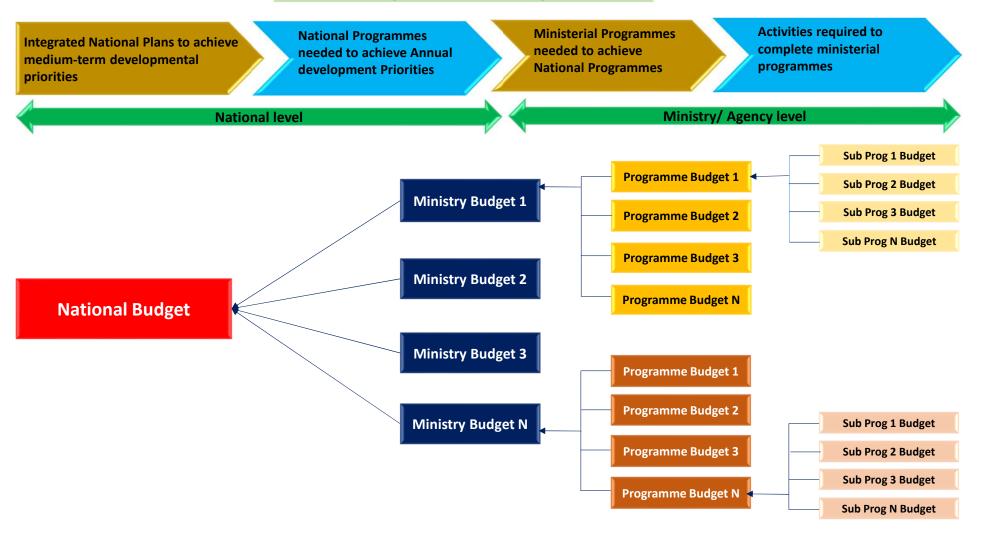


Compendium of Programmes and Projects under NDS1

- ✓ The NDS1 provides the basis upon which programmes and projects included in annual budget provisions are crafted over the next five years.
- ✓ Development of a compendium of programmes and projects underpinning NDS1 strategies and outcomes is still to be completed and will be published as a Supplement to the NDS1 covering the five year planning period. The plan is to publish during the same time as 2022 budget presentation.
- ✓ In this regard, MDAs will, as part of their strategic planning process, have been developing a prioritized, high impact and annually costed list of programmes and projects to be included in the Supplement. This exercise was also done at provincial level. However, costing is still a challenge.

PROGRAMME BASED BUDGETING

Programmes and Budget



Mapping of Programmes by MDA

Audit Office	Defence and War Veterans Affairs	Energy and Power Development	Environment, Climate Change, Tourism & Hospitality Industry
 Auditing Services Policy and Administration 	 Defence and Security Policy and Administration War Veterans Affairs 	 Energy Supply and Security Policy and Administration 	 Environment and Natural Resources Management Policy and Administration Tourism Development and Promotion Weather, Climate and Seismology Services

Finance and Economic Development	Foreign Affairs and International Trade	Health and Child Welfare	Higher & Tertiary Education, Innovation, Science and Technology Development
 Economic Planning Financial Sector Supervision and Regulatory Services National Budget Formulation and Implementation Policy and Administration Public Accounting, Compliance and Reporting 	 International Cooperation and Diaspora Engagement Policy and Administration 	 Bio-Medical Engineering, Bio- Medical Science, Pharmaceutical, Bio- Pharmaceutical Production Curative Services Policy and Administration Public Health 	 Policy and Administration Skills Training and Development STEM for Industrialization and Modernization

Home Affairs and Cultural Heritage	Industry and Commerce	Information Communication Technology & Courier Services	Information, Publicity and Broadcasting Services
 Civil Registration and Travel Documentation Migration Management National Heritage Management Police Services Policy and Administration 	 Industrialization Policy and Administration Trade Promotion and Development 	 Information Communication Technology Development and Promotion Policy and Administration 	 Information and Publicity Policy and Administration

Judicial Services Commission	Justice, Legal and Parliamentary Affairs	Lands, Agriculture, Water and Rural Resettlement	Local Government and Public Works
 Governance and Administration Justice Delivery 	 Access To Legal Services Incarceration and Rehabilitation Of Offenders Policy and Administration Registration Of Proprietary Rights 	 Agricultural Engineering and Farm Infrastructure Development Agriculture Education Animal Production, Health, Extension and Advisory Services Crops and Livestock Production, Extension and Advisory Service. Crops and Livestock Research and Technology Development Integrated Water Resources Management Land Resettlement and Security Of Tenure Land Survey and Mapping Policy and Administration 	 Construction, Maintenance and Management of Public Buildings Disaster Risk Management Local Governance Policy and Administration Spatial Planning

Mines & Mining Development	National Housing and Social Amenities	National Peace and Reconciliation Commission	National Prosecuting Authority
Mining Development	National Housing	Governance and	 Governance and
and Management Policy and	Delivery Policy and	Administration National Peace and	Administration Public Prosecution and
Administration	Administration	Reconciliation	Asset Forfeiture

Office of the President and Cabinet	Parliament of Zimbabwe	Primary and Secondary Education	Public Service Commission
 Policy and Governance Presidency and Administration 	 Legislative and Oversight Services Policy and Administration 	 Education Research, Innovation and Development Infant Education Junior Education Learner Support Services Policy and Administration Secondary Education 	 Governance and Administration Human Capital Management and Development Pay and Benefits Development and Management

Public Service, Labour and Social Welfare	Transport and Infrastructure Development	Women Affairs, Community, Small and Medium Enterprises Development	Youth, Sport, Arts and Recreation
 Labour Administration Policy and Administration Social Welfare 	 Inland Water Infrastructure and	 Policy and Administration Small and Medium Enterprise and Cooperative Development Women Empowerment, Gender Mainstreaming and Community Development 	 Arts and Culture Promotion and Development Policy and Administration Sports and Recreation Promotion and Development Vocational Training and Youth Services Youth Development and Employment Creation

Zimbabwe Anti-	Zimbabwe Electoral	Zimbabwe Gender	Zimbabwe Human Rights
Corruption Commission	Commission	Commission	Commission
 Combatting Corruption Governance and Administration Prevention Of Corruption 	 Governance and Administration Management Of Elections and Referendum 	 Gender Equality Promotion Governance and Administration Legal and Investigation Services 	 Administrative Justice Governance and Administration Human Rights and Freedom

Zimbabwe Land Commission	Zimbabwe Media Commission	National Council Of Chiefs
 Governance and Administration Land Management and Advisory Services 	 Governance and Administration Media Development and Regulation 	Traditional Leadership Governance

Mapping of Programmes to National Priority Areas

Economic Growth and Stability	Digital Economy	Health and wellbeing	Housing Delivery
 Economic Planning Environment and Natural Resources Management Financial Sector Supervision and Regulatory Services International Cooperation and Diaspora Engagement Labour Administration Mining Development and Management National Budget Formulation and Implementation Policy and Governance Small and Medium Enterprise and Cooperative Development Women Empowerment, Gender Mainstreaming and Community Development 	Information Communication Technology Development and Promotion	 Bio-Medical Engineering, Bio- Medical Science, Pharmaceutical, Bio- Pharmaceutical Production Curative Services Public Health 	 National Housing Delivery Spatial Planning

Mapping of Programmes to National Priority Areas cont..

Food and Nutrition Security	Environmental Protection, Climate Resilience and Natural Resource Management	Human Capital Development and Innovation	Image building, International Engagement and Re-engagement
 Agricultural Engineering and Farm Infrastructure Development Agriculture Education Animal Production, Health, Extension and Advisory Services Crops and Livestock Production, Extension and Advisory Service. Crops and Livestock Research and Technology Development Integrated Water Resources Management Land Management and Advisory Services Land Resettlement and Security Of Tenure Land Survey and Mapping Policy and Governance 	 Environment and Natural Resources Management Policy and Governance Tourism Development and Promotion Weather, Climate and Seismology Services 	 Education Research, Innovation and Development Human Capital Management and Development Infant Education Junior Education Presidency and Administration Secondary Education Skills Training and Development STEM for Industrialisation and Mordernisation 	 Information and Publicity International Cooperation and Diaspora Engagement Media Development and Regulation

Mapping of Programmes to National Priority Areas cont...

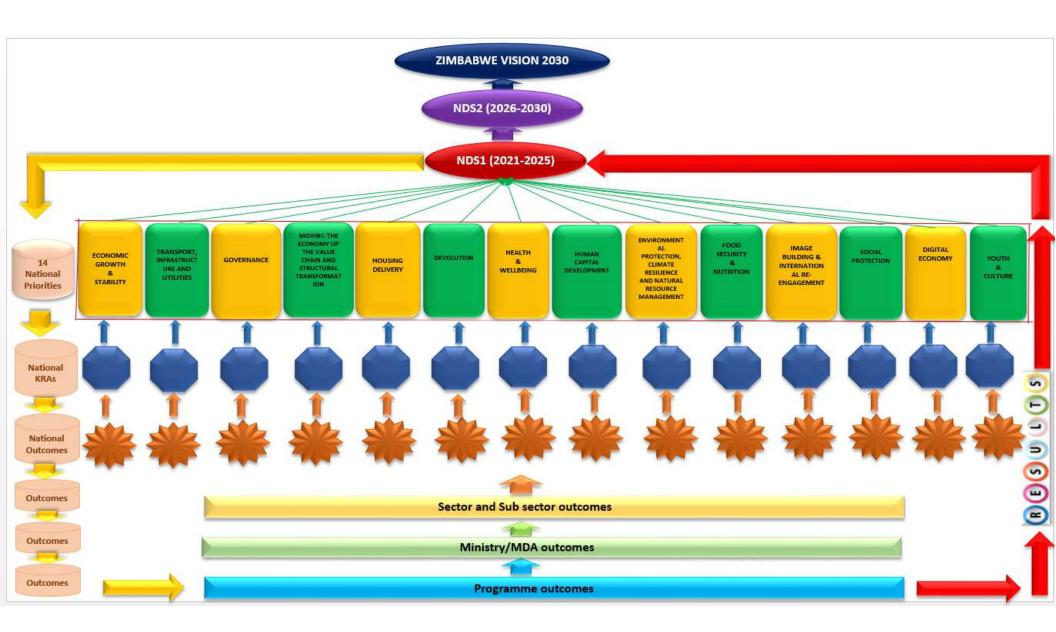
Governance

- Access To Legal Services
- Administrative Justice
- Auditing Services
- Civil Registration and Travel Documentation
- Combatting Corruption
- Defence and Security
- Disaster Risk Management
- Economic Planning
- Energy Supply and Security
- Gender Equality Promotion
- Governance and Administration
- Human Rights and Freedom
- Incarceration and Rehabilitation Of Offenders
- Justice Delivery
- Legal and Investigation Services
- Legislative and Oversight Services
- Local Governance

- Management Of Elections and Referendum
- Migration Management
- National Heritage Management
- National Peace and Reconciliation
- Pay and Benefits Development and Management
- Police Services
- Policy and Administration
- Policy and Governance
- Presidency and Administration
- Prevention Of Corruption
- Public Accounting, Compliance and Reporting
- Public Prosecution and Asset Forfeiture
- Registration Of Proprietary Rights
- Traditional Leadership Governance

Mapping of Programmes to National Priority Areas cont ...

Infrastructure and Utilities	Moving the economy up the value chain and structural transformation	Social Protection	Youth, Sport and Culture
 Construction, Maintenance and Management of Public Buildings Energy Supply and Security Inland Water Infrastructure and Transportation Policy and Governance Rail and Aviation Infrastructure Development and Services Roads Infrastructure and Transportation Spatial Planning 	 Industrialization International Cooperation and Diaspora Engagement Mining Development and Management Policy and Administration Policy and Governance Trade Promotion and Development 	 Learner Support Services Social Welfare War Veterans Affairs 	 Arts and Culture Promotion and Development Sports and Recreation Promotion and Development Vocational Training and Youth Services Youth Development and Employment Creation



Vote Level:

□ ✓	Vote Overview Mandate of the MDA
□ ✓	Establishment Structure by gender and level of management
□ ✓	Programmes These are the programmes at MDA level derived from the functions of the MDA.
	Policy Priorities for medium term aligned to NDS1
	Gender Budgeting (mainstreaming)
□ ✓	Performance Indicators at programme level in the medium term: Outcomes and outcome indicators and targets Output and output indicators and targets
□ ✓	Financial Resource allocations in the medium term: Programme and sub programme level
□ ✓	Notes To explain the allocations to subvention levels, projects and interventions (eg support to central hospitals) (Support to interventions of interest)

Example for Health

Improved public health surveillance and disaster preparedness Percentage of outbreaks detected

and response

within 48 hours in line with IDSR

guidelines

PROGRAMME 2: PUBLIC HEALTH						
The strategic objective of the programme is to prevent disease	se through creating an enabling healthy e	environment and promo	oting healthy lifestyles.			
			g , ,			
The programme comprises four sub-programmes of which the	e purposes and services provided are:					
2.1 Communicable Diseases: Co-ordination of prevention	and control of Communicable Diseases	;				
2.2 Family Health: i mprove reproductive, maternal, newbor	n, child, adolescent health and nutrition s	services				
2.3 Non-Communicable Diseases: Co-ordination of preven	ntion and control of Non Communicable	Diseases				
2.4 Environmental Health: Coordinate public health surveille	ance and emergency response					
Selected performance indicators for the programme are	as follows:-					
0.44	0.4	2019	2020	2021	2022	2023
Outcomes	Outcome Indicator	Actual	Target	Target	Target	Target
Increased access to water, sanitation, and healthy environment.	Sanitation Coverage	2007	070/	-	700/	750/
Deduced weathidity and recording to the Communication and	Aida Martalitura a 100 000	60%	67%	69%	73%	75%
Reduced morbidity and mortality due to Communicable and Non-Communicable Diseases	Aids Mortality per 100 000	2.5	2.04	1.23	1.07	0.94
	Cholera Case Fatality rate	-0.5	-0.5	0	0	0
	NCDs Mortality Rate (Hypertension)	<0.5	<0.5	0	0	0
		265	232	186	161	150
Improved Reproductive, Maternal, New-born, Child and	Institutional Maternal Mortality Ratio					
Adolescent Health and Nutrition		166	102	98	86	73
	Perinatal mortality rate	35	29	26	22	19

90%

90%

100%

100%

100%

Example: outputs

Travellers screened at the ports of entry

Outputs	Output Indicator	2019	2020	2021	2022	2023
Outputs	Output indicator	Actual	Target	Target	Target	Target
Sub-Programme 1: Communicable Diseases						
Malaria Deaths Reduced	Number of Malaria deaths	192	188	252	190	161
Cholera Cases reduced	Number of Cholera Cases	10,761	9,231	6,432	6,523	4,321
HIV Associated deaths reduced	Number of HIV associated deaths	23,697	21,343	19,689	16,100	14,241
TB Cases notified	Number of TB cases notified	25,775	23,211	25,771	21,876	19,454
Sub-Programme 2: Family Health						
Institutional deliveries increased	Number of deliveries conducted in health facilities	374527	390432	381190	405214	426789
Immunization coverage increased	Proportion of children with primary course completed	80%	85%	83%	85%	85%
Children with severe acute malnutrition treated	Proportion of children with severe acute malnutrition treated	69%	75%	67%	75%	75%
Sub-Programme 3: Non-Communicable Diseases						
NCD policies produced	Number of NCDs policies produced	1	1	1	1	1
NCD policy guidelines reviewed	Number of NCDs policy guidelines reviewed	1	1	1	1	1
Sub-Programme 4: Environmental Health						
Imported food inspected	Proportion of food Inspected	100%	100%	100%	100%	100%

100%

100%

100%

Proportion of Travellers Screened at

Point of Entry

2019

2020

2021

2022

2023

30 100%

100%

Example: Financial Resources

(a,b)	REVISED ESTIMATE Amount ZWL\$ 172,501,000 85,656,000 128,644,000 21,373,000 \$408,174,000	UNAUDITED EXPENDITURE TO SEPTEMBER Amount ZWL\$ 1,095,489,903 55,373,201 901,962 1,899,223 \$1,153,664,290	APPROVED APPROPRIATION Amount ZWL\$ 1,782,181,000 1,862,128,420 145,677,720	STATUTORY AND OTHER RESOURCES Amount ZWL\$ 5,144,467,981 451,377,020	2022 Amount ZWL\$ 2,462,100,000	2023 Amount ZWL\$ 3,445,400,00
(a,b)	ZWL\$ 172,501,000 85,656,000 128,644,000 21,373,000	ZWL\$ 1,095,489,903 55,373,201 901,962 1,899,223	ZWL\$ 1,782,181,000 1,862,128,420 145,677,720	ZWL\$ 5,144,467,981	ZWL\$ 2,462,100,000	ZWL\$
(a,b)	172,501,000 85,656,000 128,644,000 21,373,000	1,095,489,903 55,373,201 901,962 1,899,223	1,782,181,000 1,862,128,420 145,677,720	5,144,467,981	2,462,100,000	
(a,b)	172,501,000 85,656,000 128,644,000 21,373,000	55,373,201 901,962 1,899,223	1,862,128,420 145,677,720	5,144,467,981	2,462,100,000	
	85,656,000 128,644,000 21,373,000	55,373,201 901,962 1,899,223	1,862,128,420 145,677,720			3.445.400.0
	128,644,000 21,373,000	901,962 1,899,223	145,677,720	451,377,020	0.007.400.000	
	128,644,000 21,373,000	901,962 1,899,223	145,677,720	,,	2,397,100,000	2,836,200,0
	21,373,000	1,899,223			199,500,000	273,600,0
		, , -	1,478,439,840		1.894.600.000	
	\$406,174,000	1 01.100.004 /901	\$5,268,426,980	\$5,595,845,002	\$6,953,300,000	2,216,300,0 \$8,771,500,0
		\$., , <u>2</u> , <u>2</u>	\$5,266,426,960	\$5,595,645,002	\$6,955,500,000	φο,771,500,0
	Economic	Classification				
(c)						
+ (-)	1,771,000	1,803,536	2,065,006,000		2,636,500,000	3,052,800,0
	637,000	1,000,000	6,090,980		8,000,000	9,400,0
	\$2,408,000	\$1,803,536	\$2,071,096,980		\$2,644,500,000	\$3,062,200,0
	· · · · · · · · · · · · · · · · · · ·	. , , ,				
	101,970,000	1,095,296,547	1,075,175,000	4,529,776,543	1,486,100,000	2,082,000,
			4,754,000		6,600,000	9,300,0
	3,072,000		15,650,000		21,700,000	30,500,
	196,874,000	3,427,555		451,377,020	469,600,000	658,000,0
			, ,		17,700,000	24,800,0
						23,300,0
			, ,			31,100,0
						1,129,800,0
	\$362,741,000	\$1,098,724,102	\$2,059,313,000	\$5,595,845,002	\$2,846,800,000	\$3,988,800,0
(d)			4 440 04			
-	38,025,000	53,136,652	1,113,017,000		1,429,000,000	1,680,500,0
(h)	5,000,000		25,000,000		33,000,000	40,000,0
	\$5,000,000		\$25,000,000		\$33,000,000	\$40,000,0
	¢400 474 000	¢1 152 664 200	¢5 269 426 000	¢E EOE 94E 000	\$6.0E3.300.000	\$8,771,500,0
	(d) (h)	3,072,000 196,874,000 60,825,000 \$362,741,000 (d) 38,025,000 (h) 5,000,000 \$5,000,000	3,072,000 196,874,000 3,427,555 60,825,000 \$362,741,000 \$1,098,724,102 (d) 38,025,000 53,136,652	(d) (h) 5,000,000 (55,000,000) (15,600,000) (15,650,000) (15,650,000) (15,650,000) (15,650,000) (15,865,000) (12,750,000) (11,998,000) (15,865,000) (15,865,000) (15,865,000) (15,865,000) (15,865,000) (15,865,000) (15,865,000) (15,865,000) (15,865,000) (15,865,000) (15,865,000) (15,865,000) (15,865,000) (15,865,000) (15,865,000) (15,865,000,000)	3,072,000	4,754,000 6,600,000 3,072,000 15,650,000 21,700,000 196,874,000 3,427,555 339,683,000 451,377,020 469,600,000 12,750,000 11,998,000 16,600,000 22,100,000 15,865,000 22,100,000 22,100,000 583,438,000 614,691,438 806,400,000 \$362,741,000 \$1,098,724,102 \$2,059,313,000 \$5,595,845,002 \$2,846,800,000 (d) 38,025,000 53,136,652 1,113,017,000 1,429,000,000 (h) 5,000,000 \$25,000,000 \$33,000,000

2021 Budget support to National Priority Areas

Row Labels	2020 Revised Budget	2020 Expenditure to September	2021 Appropriation	2022 Indicative Estimates	2023 Indicative Estimates
Image building, International Engagement and Re-engagement	1,793,859,000	1,578,040,826		13,143,670,000	15,114,522,000
Health and wellbeing	6,661,639,000	6,857,243,889		70,841,097,000	86,363,972,000
Governance	25,527,644,300	37,251,205,979	144,296,314,300	188,565,516,200	224,739,418,200
Housing Delivery	2,379,679,000	3,362,626,887	14,838,380,000	18,435,340,800	23,490,568,800
Economic Growth and Stability	8,791,149,700	6,898,773,907	39,308,280,000	57,753,811,000	92,413,917,000
Food and Nutrition Security	3,851,768,000	4,628,555,219	30,409,238,000	39,982,218,000	45,467,731,000
Moving the economy up the value chain and structural transformation	519,100,000	6,739,090,587	3,040,061,000	4,309,347,000	5,095,075,000
Social Protection	3,821,106,000	1,621,065,179		12,175,134,000	15,650,878,000
Human Capital Development and Innovation	9,506,890,000	9,082,841,472		82,013,183,000	95,836,948,000
Digital Economy	85,828,000	40,213,762		2,206,279,000	2,647,497,000
Environmental Protection, Climate Resilience and Natural	619,140,000	76,897,225	1,851,600,000	2,389,404,000	2,821,473,000
Resource Management Devolution					
	2,932,000,000	668,435,652		25,758,000,000	31,800,000,000
Economic Growth and Stability	503,976,000	289,125,570		2,787,000,000	3,291,000,000
Youth, Sport and Culture	330,187,000	322,382,794		4,403,000,000	5,116,000,000
Infrastructure and Utilities	3,224,178,000	8,121,876,594		39,859,000,000	47,786,000,000
Grand Total	70,548,144,000	87,538,375,542	429,341,300,000	564,622,000,000	697,635,000,000

Thank You!