

# **CHAPTER 2: PUTTING STRUCTURAL TRANSFORMATION AND VALUE CHAINS OF NATIONAL DEVELOPMENT STRATAGEM IN ZIMBABWE SINCE 1990**

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## **ABSTRACT**

Development approaches and models influence the nature and rate of socio-economic transformation of a country. This chapter seeks to evaluate the National Development Strategy 1 (2020-2025) (NDS1) that was implemented by the Government of Zimbabwe in 2021 and draw lessons from other economic blueprints prior to it. The chapter explores four economic blueprints that were put in place prior to the NDS1: the Economic Structural Adjustment Programme (ESAP), the Zimbabwe Programme for Economic and Social Transformation (ZIMPREST), the Zimbabwe Agenda for Sustainable Socio-Economic transformation (ZIMASSET) and the Transitional Stabilisation Programme (TSP). Zimbabwe has endured economic instability since the Fast Track Land Reform Programme (FTLRP) of 2000. This has resulted in numerous policy transformations to try to restore stability. The chapter adopts desk review of secondary sources to collect data from academic journals, papers and policy documents. Furthermore, some data were drawn from interviews made by economic analysts, government officials and academics. Success stories and challenges from the different economic policies were noted. The chapter argues that Zimbabwe's socio-economic policies have been affected by poor implementation strategies, corruption and excessive political expediency. Thus, the chapter concludes that Zimbabwe's economic status continues to degenerate despite several economic blueprints implemented from the year 2000. This is attributed to policy reversals and a lack of protection and security of property rights, leading to a lack of investor confidence.

## **INTRODUCTION**

Economic blueprints started to be more visible in Zimbabwe in the 1990s with the introduction of the infamous ESAP. This was followed by several

similar economic programmes like ZIMPREST, National Economic Revival Programme (NERP), Millennium Economic Recovery Programme (MERP), Short Term Emergency Recovery Programme (STERP), ZIMASSET (Munro, 2014) and, TSP. Despite the introduction of all these economic blueprints, Zimbabwe has over the years failed to achieve sustainable economic growth. The macroeconomic environment in the country has largely been too unstable (Ministry of Finance and Economic Development (MoFED), 2019). The economy was characterised by many socio-economic challenges like unemployment, poverty, poor service delivery in urban areas and high inflation, among many others. As revealed by Chukwuemeka and Ugwuanyi (2013), if public policies are properly implemented, they determine the level of provision of social services, industrialisation, employment opportunities, social security, social or economic equality, availability of financial services for economic activities, the availability of health facilities and the pace of educational development. As the country moves towards the realisation of Vision 2030, the introduction of the NDS1 marks a new journey in sustainable economic transformation. Consistent with the aspirations of the Zimbabwean people to achieve an upper middle-income economy by the year 2030, the government launched Vision 2030 to pave the way to transform the economy. The NDS1 runs under the theme “Towards a Prosperous and Empowered Upper Middle-Income Society by 2030” (MoFED, 2020).

To achieve the set objectives for Vision 2030, the strategy endeavours to steer the economy to maintain growth rates above 5% of Gross Domestic Product (GDP) per year. The vision seeks to be inclusive and intends to leave no one behind through expanding opportunities for Zimbabweans. Among other objectives the NDS1 seeks to achieve a single digit inflation, increasing foreign currency reserves and creating 760 000 jobs in the coming in the next five years (*ibid.*). Prior to the introduction of the NDS1, the Transitional Stabilisation Programme (TPS) was introduced to guide the reform programme during the period 2018-2020. The main objectives of TSP were stabilising the economy and creating a solid foundation for the medium-Term Plans, namely NDS1 and NDS2. As a country, significant progress was made but challenges were met along the way.

The NDS1 is a five-year plan meant to realise Zimbabwe's vision to attain an upper middle-income economy by the year 2030, whilst simultaneously striving to achieve the goals of Agenda 2063 and the aspirations of the global Sustainable Development Goals (SDGs). The NDS1 is the successor to the TSP and is underpinned by five annual national budgets. The NDS1 is building on the successes realised under TSP and addressing the TSP challenges and unfinished objectives, particularly merging macroeconomic stability. The strategy outlines policies, legal and institutional reforms and programmes and projects that the country seeks to implement during the five-year period. These will help the country to bring accelerated sustainable growth inclusive of socio-economic transformation and development. The strategy focuses on mainstreaming gender, youth, women and stabilising the economy. The NDS1 will contain strategies, programmes and projects aimed at eradicating poverty and promoting sustainable livelihoods of the poor, women and youth's empowerment and support to people living with disabilities, in line with Vision 2030.

## **LITERATURE REVIEW**

Chigudu (2015) uses the content analysis approach to review policy issues and the effectiveness of policy implementation. The study focuses on Africa in general, and Zimbabwe in particular. It reveals that policies have always been formulated to cater for the public to address previous colonial socio-economic imbalances. Findings from the study indicate that policy problems in Zimbabwe are exacerbated by the lack of well-thought out and clear proposals. The study identified implementation gaps that include lack of capacity, inadequate material resources and lack of continuity in government policies. More so, it was revealed that policy is best implemented if it is owned by those charged with the task of implementation.

Imurana *et al.* (2014) contend that public policy implementation problems in developing countries are entangled in basic economic and political conditions, delayed by weak extractive capacity of the state relative to the economy and by the dissipation of public resources through corruption. Agyepong and Adjei (2007) posit that implementation problems in Africa are due to poor leadership, corruption, lack of consensus, rapidity and politicisation of implementation, lack of participation, poor sense of

direction, limited understanding and management of the political challenges, weakened checks and balances and use of shortcuts.

Mupuva (2017) provides a critical analysis of economic policies done prior to ZIMASSET including the notorious Indigenisation and Economic Empowerment Act of 2008 meant to attract foreign direct investment (FDI) but ended up scaring away potential investors. The study indicates that policies in Zimbabwe fail due to challenges like sanctions imposed on Zimbabwe that negatively affects investor confidence and shrinks FDI, the absence of foreign currency that restricts the country's economic endeavours and lack of adequate funding. Additionally, and more important, it is the lack of ease of doing business in Zimbabwe compared to her regional counterparts in the Southern African Development Community (SADC). This culminates in low foreign investment uptake and eventually pushes away potential investors. This concurs with Schneidman (2016), who notes that it takes about 90 days for foreign investors to know their fate regarding prospects of setting up a business in Zimbabwe. Zimbabwe's huge debt overhang is also a challenge that constrains the success of economic policies in the country. The International Monetary Fund (IMF) (2017) notes that Zimbabwe has an unsustainable debt.

Ahsan (2003) analysed the situation of national educational policies and plans in Pakistan. The discussion in the study reveals that poorly produced and inadequate implementation of education policies and plans were major hurdles in the development of the education sector in the country. More so, the study highlights that throughout the history of the country, new policies and plans were often prepared without giving due consideration to the causes of failure of previous policies and plans. The practice of extending the time for unmet targets of previous policies can also be seen on several occasions in the country's history. This situation highlights the need for the formulation of rational policies and plans and an adequate system for their implementation. The study also highlights the poor quality of national statistics. National figures in Pakistan are usually doubtful and a source of confusion. There is dire need to generate a complete and detailed database on education and other basic indicators in the country. The study found that it is difficult to achieve the desired objectives when the problem of poor implementation is old and deeply

rooted. The study recommends that the country should learn from its past failures to succeed in future.

Bao (2018) analyses the development of the urban rail transit industry in China from an overall and macroscopic perspective. The study was done based on the present situation of the urban rail transit and future development trends in the country. The analysis is based on national policies and strategic plans between 2016 and 2020. Several factors, such as the degree of urbanisation, non-public vehicle ownership, road capacity, and modal share of public transport in international metropolises, and planning and construction of urban rail transit systems in China's large and extra-large cities, are considered. The major aim of the study was to provide a forecast and outlook on the period's 10 major trends.

By introducing the NDS1, the government sought to address, on a sustainable basis, the numerous challenges affecting quality service delivery and economic growth in Zimbabwe. Saungweme (2014) saw the Millennium Economic Recovery Programme (MERP) of 2001 in Zimbabwe as a programme aimed at stabilising the economy by speeding land resettlement, reducing duties on all imports, lowering production and capital costs, accelerating privatisation to attract both local and foreign investment, rebuilding confidence in the economy and providing effective and efficient infrastructure services. STERP I and STERP II sought to improve capacity utilisation, promote economic growth and ensure food security, guarantee basic goods and services, strengthen public institutions and re-establish international relations with the western countries, among others (GoZ, Government Political Agreement 2008).

Bonga (2014) analyses the factors that obstruct policy success in Zimbabwe. The chapter discusses the nature of policy formulation, policy support and usefulness of joint policy formulation in Zimbabwe. A critical analysis of the various economic policies adopted by Zimbabwe since 1990s, their success and failure factors are conducted. The study recommends that the business community has to support government policies to reap the desired results. Politics has been found as one of the major constraints of policies through sabotage.

Pedzisai *et al.* (2014) note that there are different ways in which policies can be implemented. These are direct cut-over, parallel, phased and pilot. The choice of the method depends largely on the type of the policy, the implementation approach, whether top-down or bottom-up, and nature of the organisation (Honig, 2006). The direct cut-over method is employed where the new policy's dates and time overrides the old system or in cases where a brand-new system needs to be implemented. For the parallel method, the new policy runs alongside the old system for a given time. It allows the old policy to run as a back-up process as problems of the new system get fixed (Adams and Chen, 1981; Honig, 2006). With respect to the phased method (Bishop, 1995; Honig, 2006), the new system gets implemented stage by stage while the old policy is phased out. According to Bishop (1995) and Honig (2006), the pilot method is put on trial in a particular area before it is implemented on a wider scale.

Chitongo *et al.* (2020) seeks to evaluate the prospects and challenges of TSP implemented by the Government of Zimbabwe in 2019. In doing so, the study seeks to further draw lessons from other economic blueprints implemented prior to it. The study conducted a desk review of secondary sources to collect data in academic journals and papers that were used as data sources. Interviews were also used to complement data collected and to draw views made by economic analysts, government officials and academics. The study reveals that there are success stories and challenges from the different implemented economic policies. The study notes that the policies are affected by poor implementation strategies, corruption and excessive political expediency. High-level corruption is the biggest obstacle to the realisation of the transformation agenda that invariably brought stagnation of economic growth and development (Gyang, 2012; Aloa and Aloa, 2013). The study concludes that Zimbabwe's economic status continues to degenerate despite the implementation of these economic blueprints. This is attributed to policy reversals and a lack of protection and security of property rights, leading to a lack of investor confidence. No meaningful investor is willing to pour out new capital when sovereign risk is high. The research recommends a human factor development approach militating against prudent economic management, while genuinely re-engaging the world.

Zvavahera and Chigora (2015) employed both post positivism and interpretivism philosophies applying quantitative and qualitative approaches in gathering research data for their study on ZIMASSET. The research instruments included documentary evidence, face-to-face in-depth interviews and focus groups. Respondents in the study reported that economic blueprints have not made any significant strides in improving the country's agricultural performance and food security since the inception of ZIMASSET in October 2013. The major reason for its lack of success was due to unavailability of resources to support the programme and the fact that land was allocated to unproductive and cellphone farmers. The study also notes that corruption has taken precedence in the implementation of previous economic policies. The study recommends that the programme be funded adequately, so that the country can become self-sufficient.

Uche (2019) critically looks at factors responsible for the development planning failures experienced in Nigeria. The study relies heavily on secondary source of information and identified factors like corruption, policy inconsistency, lack of commitment towards implementation, over-reliance on external doctrines as some of the obstructs on the wheel of Nigeria development. The study recommends that governance in Nigeria must reflect the attribute of a going-concern and not of personal initiatives which can be abandoned at any moment. More so, the study recommends that a home-grown developmental strategy free of external orders, must be initiated and implemented to take Nigeria out of its present situation.

#### **SELECTED BLUEPRINTS IMPLEMENTED BEFORE NDS1**

This section reviews policy thrust in four main documents, namely ESAP of 1991 to 1995, ZIMPREST), launched in 1998, ZIMASSET and the TSP, among other documents. There are, however, many policies from various government entities that have been made in the last three decades. Many of these policies were incorporated or developed from ZIMPREST (1998 to 2000).

#### ***ZIMBABWE'S ECONOMIC STRUCTURAL ADJUSTMENT PROGRAMME. (ESAP)***

The government embarked on an IMF and World Bank-sponsored five-year ESAP aimed at liberalising the economy to a more market-driven one in

1990. The government abandoned policies in favour of a conventional neoliberal approach to economic development (Conyers, 2003:178). A framework for Economic Reform for 1991 to 1995 that sought privatisation of state-owned enterprises was announced. The major actor in this approach was the private sector, with the government creating a conducive business environment for private investment. The target was to make sure that by the end of 1995, the country would have reaped the anticipated benefits in terms of economic growth and prosperity.

Structural exploitation by industrialised countries of underdeveloped countries made difficult to achieve intended objectives. It presented a structure of global economy controlled by the advanced capitalist states determining the track of political and economic development. With the adoption of ESAP, Zimbabwe's debt increased. Rich countries used debt as a tool to impose disastrous neo-liberal economic policies upon developing countries, bringing poverty and ensuring that the debt remains a permanent condition in the developing world, with high interest rates attached (Manji *et al.*, 2010). The issue of the debt trap was an obstacle in promoting economic growth, as the country struggled, not only with external debt, but it was also subjected to enormous domestic debt increases. Due to the failure of ESAP, socio-economic ills such as poverty, unemployment and social unrests worsened in Zimbabwe (Nyoni, 2018). There was no fiscal discipline in Zimbabwe, leading to the failure of ESAP. Mumvuma *et al.* (2006) stipulate that the failure was caused by not consulting key stakeholders, who were not aware of the policy reforms introduced, leading to lack of ownership.

#### ***ZIMBABWE PROGRAMME FOR ECONOMIC AND SOCIAL TRANSFORMATION (ZIMPREST)***

The blueprint was implemented in the second stage of Zimbabwe's ESAP. Chigudu (2015) notes that it focussed on social dimensions like poverty, empowerment, land reform and indigenisation, but the main thrust was on macroeconomic and structural policies, arguably a continuation of ESAP. The rationale behind the adoption of this economic policy was to restore macro-economic stability, poverty alleviation and facilitating public and private savings and investment (Derman *et al.*, 2007). Ruwo (2014) laments that ZIMPREST aimed at creating a stable macroeconomic environment to support increased savings and investment to achieve



higher growth and improvement in the standard of living for the people of Zimbabwe.

Conyers (2001) indicates that the programmes included, among others, the removal of restrictions on foreign trade and currency transactions, the privatisation of parastatals, the removal of price controls and subsidies and various measures to reduce public expenditure. Overall, under ESAP and ZIMPREST, priority was given to poverty reduction and government spending was geared towards social sector expenditures, expansion of rural infrastructure and redressing the social economic inequality, including land reform. The removal of subsidies on basic commodities and an increase in charges for government services (school fees and hospital charges), inflation hit the poorest sector of the population. The removal of government monopoly over the marketing of basic crops benefited mostly large-scale commercial farmers who were able to shop around and get good prices. Derman *et al.* (2007) states that it had a negative impact on small-scale farmers, especially in the remote areas of the country.

The poor areas (with the majority of poor small-scale farmers) were, therefore, made poorer and this exacerbated spatial inequality. As if this was not enough, the period was also characterised by massive retrenchments that had never been seen since the country got independence, hence considered politically suicidal. Adjustment programmes, in essence, resulted in the infringement of citizens' economic and social rights, namely the right to health and the right to an adequate standard of living (Mupedziswa, 1997). As a result, Mkandawire *et al.* (2003) opines that the issue of causation from structural adjustment programmes (SAPs) to poverty has proved particularly to be a hard nut to crack. Just like ESAP, ZIMPREST failed (Nyoni, 2018)

#### **ZIMBABWE AGENDA FOR SUSTAINABLE SOCIO-ECONOMIC TRANSFORMATION (ZIMASSET)**

In 2013, the government embarked on ZIMASSET. This was a five-year policy that ran from 2013 to 2018, with the sole mandate of driving Zimbabwe "towards an empowered society and a growing economy and sustainable development and social equity anchored on indigenisation, empowerment and employment creation" (ZIMASSET 2013:24). The major

objective was to bring about accelerated economic growth and wealth creation. ZIMASSET projected the economy to grow by an average 7.3% (Mapuva, 2017). The target was to achieve all this on the basis of the careful exploitation of the country's abundant resources.

The blueprint was divided into four strategic clusters: Social Services and Poverty Reduction, Food Security and Nutrition, Infrastructure and Utilities, and Value Addition and Beneficiation. This was done for ease of ordering and parcelling to various line ministries for implementation. The Social Services and Poverty Reduction cluster targeted ending poverty among Zimbabweans in line with the United Nation SDG 1. The aim of the Food Security and Nutrition cluster was to make sure that Zimbabwe reclaims its status of being the breadbasket of Africa. To achieve all this and attain the goals set for the previously discussed clusters, there is need for adequate infrastructure. The African Economic Development Institute (2016) stipulates that attention should be given to infrastructure development because without it, development cannot be achieved. This has to be provided timely in the form of inputs and development of irrigation agriculture and mechanisation. As for the country's need to derive maximum value from its abundant mineral resources, there is need for value addition.

It was, however, difficult to succeed in some areas of ZIMASSET because of a lack of finances and a clear development strategy. Mapuva (2017) argues that ZIMASSET wanted to achieve too much but had too little resources in a short period of time. Bonga (2014) says that it was difficult to achieve what was set, given that the government had very little fiscal space for development of infrastructural and other things.

### ***TRANSITIONAL STABILISATION PROGRAMME (TSP)***

The Transitional Stabilisation Programme was launched in 2018 to run until 2020. The focus was on stabilising the macro-economy and the financial sector, to transform the economy to a private sector-led economy and to introduce institutional reforms to stimulate growth. The TSP prioritised fiscal consolidation, economic stabilisation and stimulation of growth and creation of employment. The programme was underpinned by Vision 2030 which seeks to lead the economy to an upper middle-income

economy. Both fiscal and monetary policies anchor on returning investors who were lost in the past decades, whilst stabilising the economy to create an economic environment conducive to open more businesses. The TSP adopted a fiscal policy that anchors on adherence to fiscal rules in the public finance management Act. This was meant to curb unsustainable and prolonged fiscal deficits that propagate uncontrolled domestic borrowing by Government, crowding out domestic private investment (Chiduku, 2019).

The blueprint targeted the opening of closed mines within the mining sector, whilst expanding those that were operating below capacity (Vu *et al.*, 2022). With respect to infrastructure, the programme prioritised quick-win projects in energy, water and sanitation, information communication technology (ICT), housing and transport, with a focus on expediting completion of ongoing infrastructure projects, thereby contributing to economic recovery (Chitongo *et al.*, 2020). The target was also on restoration of the Zimbabwe's agricultural sector's contribution as a breadbasket of southern Africa. TSP presented some opportunities for Zimbabwe to be self-sufficient, realising food surpluses that would contribute to agricultural production and food security in the region.

The decline in the performance of the economy persuaded the government consider the TSP. The level of inflation in the country was steeply rising as most industries were shutting down. The illegal foreign exchange market emerged due to the introduction of a surrogate currency termed the Bond note. The government introduced austerity measures to curtail these challenges. These included a 2% tax introduced on every \$10 transaction (Mangudya, 2019). This, however, created a serious economic crisis in the country where commodities were disappearing from shelves, inflation skyrocketing, and long bank queues were witnessed. The government started to respond to market changes, increasing prices of fuel and other commodities to which citizens protest against. Rampant corruption affected the implementation of TSP (Zaranyika, 2019). The existence of the parallel market affected economic planning in Zimbabwe. A myriad of economic vulnerabilities arose due to informal money markets and the formal electronic payment methods particularly, Ecocash (Chitongo *et al.*, 2020). The implementation of the TSP was followed by the

implementation of the first five-year NDS1 for 2021-2025 and NDS2, covering 2026-2030. Implementation of these economic blueprints is expected to lead to the achievement of the country's Vision 2030 of being an upper-middle-income country (Ncube, 2019).

### **PLANNING, IMPLEMENTATION, MONITORING AND EVALUATION IN NDS1**

At policy level, the coordination, implementation, monitoring and evaluation of the NDS1 is done by the Cabinet. Ministers, permanent secretaries and programme managers are accountable for the delivery of outcomes.

#### ***APPRAISAL OF PLANNING***

Planning is a mindful government effort to influence, direct and, in some cases, control variations in the principal economic variables of a certain country or region over the course of time to achieve a predetermined set of objectives (Todaro, 1992; Jhingan, 2011). These economic variables include consumption, investment, exports and imports, to mention a few. Without planning, activities of organisations, institutions, societies and nations may well become a series of random actions without meaningful objectives (Datta, 2010).

Government ministries, departments and agencies have conducted strategic planning workshops to come up with annual plans for the year 2021. This was based on the first three-year macro-economic framework. To ensure that there were decentralised activities in lower levels of the government pyramid, the development strategy strengthen the planning, financing and the implementation capacities at provincial and district levels. The plan was that NDS1 has to run for five years, from 2021 to 2025, whilst replacing TSP.

#### ***APPRAISAL OF MONITORING AND EVALUATION***

The monitoring of NDS-1) is done by the Cabinet at policy level. To anchor the national development strategy, the government developed a strong Monitoring and Evaluation system. The strategy complies with Integrated Results Based Management (IRBM) which instils a culture of high performance, quality service delivery, measurement, clarity of goals, continued improvement and accountability across the public sector. This

has proved to be a success in countries like Malaysia, Tanzania, Namibia, Zambia, Rwanda and Botswana in the past years (Ncube, 2021). IRBM would be complemented by public sector reforms. The result-based monitoring and evaluation of the development strategy places great emphasis on the measurement of economic livelihoods transformation.

Periodic reports on result-based monitoring and evaluation of the development strategy would be produced. These are set to be considered by the ministerial committee that is chaired by the Minister of Finance and Economic Development in Zimbabwe. Monitoring and evaluation of the national development strategy NDS1 commenced at the beginning of the strategy period. It is set to be conducted through the electronic enabled information management system. The monitoring and evaluation framework of the national development strategy is drawn from the Nation Secretarial Development Results framework. This framework outlines key result areas, key performance indicators, national priorities baselines, targets and the outcomes.

Devolution seeks to make sure that communities and the people are at the centre of and are participating on the issues that affect them. This will also help to preserve national unity in the country. In terms of decentralisation results, the chiefs' council and provincial councils are important in monitoring the outcomes of the NDS1. The NDS1 seeks to maintain Zimbabwe as a single peaceful state, with improved service delivery and good governance.

#### ***APPRAISAL OF IMPLEMENTATION***

To ensure that there is effective and efficient implementation of the NDS1, there are plans to make bi-annual reviews, accompanied by mid-term and terminal reviews. The NDS1 is well constructed and excellent on several features that previous economic blueprints have failed to take into account, and it has all the potential to succeed if properly implemented. Firstly, the development strategy clearly pronounces the implementation plan, emphasizing on a strong need for monitoring and evaluation of progress made. Strictly adhering to the implementation plan is essential in the achievement of Vision 2030. Secondly, the Minister of Finance, Professor Mthuli Ncube said that the NDS1 shall be made available in

different Zimbabwean languages which is a positive move, taking into consideration that previous blueprints were available only in English. Thirdly, the plan to hold road shows countrywide to help launch the NDS1 is admirable because it allows citizens to add their voice, thus enabling collective efforts in realising Vision 2030. When public policies are implemented effectively, they determine the level of provision of social services, industrialisation, employment opportunities, social security, social or economic equality, the availability of financial services for economic activities, the availability of health facilities and the pace of educational development (Chukwuemeka and Ugwuanyi, 2013).

However, the NDS 1 comes with its own shortfalls, and the purpose of this chapter is to give a critical analysis of the development strategy from a socio-economic justice perspective. Focus is on health, education, food security and nutrition, housing, poverty alleviation and job creation. There is a national monitoring and evaluation joint Review Committee chaired the Deputy Chief Secretary to the President and Cabinet. The committee consists of the NDS1 thematic working groups, chairs and co-chairs that coordinates the work of the strategy. This team ensures that the implementation of the NDS1 remains consistent with the country's strategic policy directions and will produce the required reports that are considered by the National Steering Committee. In the decentralisation and devolution area, the NDS1 seeks to ensure that there is implementation of a new culture in the management of issues that have to do with public affairs and resources in the government structures.

## **DISCUSSION**

There were several socio-economic blueprints implemented after, with the objective to achieve macroeconomic stability after independence. The problem of implementation in Zimbabwe, like other African countries in Sub-Saharan region, is not about poor policy designs, but failure to implement them. The failure can also be associated with the politics of the country that seems to overlook policy implementation failure. A great deal research has been done to find solutions to solve shortfalls in the political structure. The TSP has also failed to address the socio-economic crisis because the country continues to degenerate in terms of all socio-economic development indicators (Chitongo *et al.*, 2020).

Without planning, the activities of organisations, institutions, societies and nations may well become a series of random actions without meaningful objectives. To ensure that there are decentralised activities in lower levels of the government pyramid, the development strategy strengthens the planning, financing and the implementation capacities at provincial and district levels. The monitoring of the national development strategy is done by the Cabinet at policy level. The government developed a strong monitoring and evaluation system that obeys IRBM which instils a culture of high performance, quality service delivery, measurement, clarity of goals, continued improvement and accountability across the public sector. The result-based monitoring and evaluation of the development strategy places great emphasis on the measurement of economic livelihoods transformation.

Monitoring and evaluation of the NDS1 commenced from the beginning of the strategy. It is set to be conducted through the electronic enabled information management system. This framework outlines the key result areas, the key performance indicators, national priorities Baselines, targets and outcomes. To ensure that there is effective and efficient implementation of the NDS1, there are plans to make bi-annual reviews that are accompanied by mid-term and terminal reviews. The development strategy clearly pronounces the implementation plan, emphasizing on a strong need for monitoring and evaluation of progress made. The NDS1 shall be made available in different Zimbabwean languages, which is a positive move taking into consideration that previous blueprints were available only in English. The plan to hold road shows countrywide will also help launch the NDS1. There is a national monitoring and evaluation joint Review Committee that is chaired by the Ceputy Chief Secretary to the President and Cabinet. This team will ensure that the implementation of the strategy remains consistent with the country's strategic policy directions and will produce the required periodic progress reports that are considered by the National Steering Committee.

The NDS1 is a promising economic policy if it is fully implemented and supported. It is critical for countries to come up with implementable economic policies that bring the desired results. Monitoring and evaluation of all programmes and projects have to be prerequisites if success is to be

achieved. No information is made available to the general public on the performance of economic policies so that they can make informed decisions and come up with better plans in the future. A few risk-takers with political backing have managed to take the chance to establish monopolies in the country's production system. The majority have stayed away due to lack of confidence in the country, policy reversal trends and lack of protection of property rights.

## **CONCLUSION AND OPTIONS**

There is need for rigorous policy implementation and consistence in Zimbabwe. The problem has been of long-term planning and short-term implementation that lead to policy inconsistency, particularly when there are regular changes to the programmes. Even if a policy is poor, if there is rigorous implementation, there will be better results. A perfect policy with poor implementation, or which is never implemented, yields nothing. Experiences shows that it is better to have a poor policy that is rigorously implemented than to have a perfect policy that is never implemented. To this end, Government has to capacitate its programmes with enough funding, human capital and other necessary tools needed to drive the strategy. Without adequate financial support, there should be no dream of better results.

Ibietan and Ekhosuehi (2013) observe financial funding must be made available if governments are to achieve the desired goals and objectives of growing their economies. Planning without resources, especially funding at national level, is catastrophic. It is also critical to apprise the general public on the successes or failures of national programmes so that they improve on future programmes and projects.

There must be initiatives aimed at educating not only the general populace, but also those who conduct day-to-day businesses in line with the blueprint. Civil organisations can play a key role by engaging the public on policy issues inclined to the blueprint articulations. In this case, empowerment first comes with education initiatives in which the people are capacitated with knowledge and skills.



Resistance should be set aside and commitment and support on government initiatives shown. There is need to ensure full participation and commitment from all players, private or public, practising what we preach, engaging the general public on issues that affect them. Politicians should abstain from power struggles as reflected in the current political sphere and show political will towards providing solutions to social and economic problems. As for civil organisations and other stakeholders, notwithstanding political parties, the aspect of resistance should not be the norm. A national development plan that is above politics should be created. From past implemented policies, experience shows that the governing political party always influences policy formulation (Chitongo *et al.*, 2020). This lends such policies to criticism from opposition parties and their supporters. Such policies may run the risk of being aborted since the ruling party can lose elections during the period of policy implementation. This means the country should find a way to make sure that everyone is part of the policy implementation, so that the country's vision is not aborted or affected by politics.

Upholding transparency, accountability and increased service delivery whilst reducing government expenditure, the chapter recommends that Government must reduce expenditure and ensure fiscal transparency to fully support the NDS1. What needs to be considered is that social services, equal redistribution of land and effective use of country's resources must be done in a transparent manner. There is need for real action, walking the talk, not just talking.

To ensure that there is effective implementation of the NDS1, there is need to end corruption and rebrand the country. To attract FDI and improve investors' confidence, the focus has to be on creating a good competitive personality for the country. This will open avenues to attract viable lines of credit. More so, with no possible exclusion, there is dire need to uproot corruption by all possible means. Those condemned of corrupt practices have to be brought to book and face the consequences, regardless of how politically powerful they are.

Given that Zimbabwe, as provided by history, produced and formulated sound policies and strategies, notwithstanding lack of adequate

monitoring an implementation structures, there exists a gap between policy formulation and implementation. This, therefore, calls for the need to come up with effective and appropriate mechanisms that would enhance the coordination and monitoring of the same. The results based management aspect enshrined in the blueprint provides the starting point that is not alien to the country. Rather, this is the time to prove the outside world wrong, given the misconceptions and perceptions already held towards the future of the nation. Audits to assess maximum participation of every stakeholder should be applied. This is because the programme is highly involving with various individuals and organisations dependent on each other for prosperity. Therefore, stakeholder involvement should be improved to achieve the goals. There must be the will to transform and not the will to power. Zimbabwe will have a great potential for growth and development if an all-inclusive integrated approach to planning, development and implementation is adopted.