

Republic of Zimbabwe

VISION 2030

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

SEPTEMBER 2018

FOREWORD

The month of November 2017 saw the advent of a new era in Zimbabwe, with a new Dispensation.

The priorities of the new Dispensation are:

- Re-orientation of the country towards democratisation;
- Respect for human and property rights;
- Freedom of expression and association;
- Rule of law;
- Redressing economic challenges;
- Championing investment and business;
- Improving the livelihoods of the ordinary citizenry; and
- Re-engaging with the international community.

Under this new Dispensation, my Government is working towards building a new Zimbabwe, a country with a thriving and open economy, capable of creating opportunities for investors and employment. In this regard, my Government will leave no stone unturned in transforming Zimbabwe into a knowledge driven and industrialising *Upper Middle Income Economy* by 2030.

As a new Administration we were categorical from the onset that focus would be on putting in place policies and measures to regain investor confidence lost over the last two decades.

This, as I already alluded to, would be buttressed by upholding *Democratic Principles*, *Rule of Law and Property Rights*.

The international community responded positively to these developments, thereby opening prospects for new co-operation.

It is, therefore, critical that as a country, we position ourselves to maximise on the goodwill of our people and the rest of the world. This calls for us to break from the past and move along a commonly shared Vision to take forward the destiny of our Nation.

My Government has, therefore, developed Zimbabwe's **Vision** beyond the next decade. In this regard, I am pleased to unveil our **Zimbabwe Vision 2030.**

Vision 2030 reflects the collective aspirations and determination of the people of Zimbabwe towards a *Prosperous Upper Middle Income Nation by 2030*.

The objectives of **Vision 2030** align with those of **Agenda 2063**, which is the African Union's 50 year Vision, running from 2013 to 2063.

Vision 2030 also takes into cognisance the United Nations' Sustainable Development Goals covering the period 2016-2030.

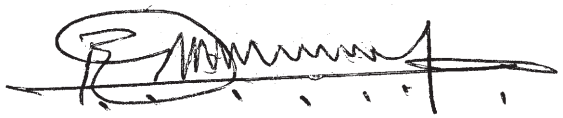
The realisation of **Vision 2030** will depend on the actions and measures that we undertake through *Short and Medium-Term National Development Plans* as Government, private sector, cooperating partners, civil society and as individuals.

Hence, **Vision 2030** will guide our Transitional Stabilisation Programme (2018-2020), and successive *Five-Year Medium-Term Development Strategies* (2021-2025) and (2026-2030). These Development Strategies will outline policies, projects and programmes upon which long term objectives and targets will be realised.

Accordingly, I as President, will provide the necessary leadership and guidance for the realisation of this **Vision** towards a *Prosperous Upper Middle Income Nation by 2030*.

I, therefore, call upon all Zimbabweans, from all spheres of life not to be left behind and collectively take up this challenge and elevate this Nation to new prosperity.

God bless this great and peace-loving Nation.



Emmerson Dambudzo Mnangagwa

President of the Republic of Zimbabwe

September 2018

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ACRONYMS

AIDS	Acquired Immuno Deficiency Syndrome
BEAM	Basic Education Assistance Module
CAADP	Comprehensive African Agriculture Development Programme
COMESA	Common Market for Eastern and Southern Africa
GDP	Gross Domestic Product
HIV	Human Immunodeficiency Virus
ICT	Information and Communication Technology
IFIs	International Financial Institutions
IMF	International Monetary Fund
IPP	Independent Power Producer
MSMEs	Micro, Small and Medium Enterprises
PPP	Public, Private Partnership
PWD	People With Disability
SADC	Southern African Development Community
SDGs	Sustainable Development Goals
SEZs	Special Economic Zones
SOEs	State Owned Enterprises
STEM	Science, Technology, Engineering and Mathematics
ZIMSTAT	Zimbabwe National Statistics Agency
ZISCO	Zimbabwe Iron and Steel Company

VALUES OF VISION 2030

Zimbabwe shall be guided by the following set of cardinal values, which are also reinforced in the Constitution.

Constitutionalism

The Government and people of Zimbabwe aspire to embrace and foster a culture of constitutionalism, which encourages the citizens to know their rights and obligations to others, as provided for in the Constitution.

This enjoins the Zimbabwean people to take responsibility for ensuring that whatever they are involved with is constitutional, to resist non-constitutionalism, and to see themselves as both beneficiaries and the custodians of the Constitution.

As a people, Zimbabweans view the Constitution as sacrosanct, and commit themselves to observe it both in its spirit and letter.

Democracy

Government will ensure that free, fair, credible and violence free Presidential, Parliamentary and Council elections are held as and when they are due.

Decentralisation & Devolution

Drawing from the Constitution, Governmental powers and responsibilities will, whenever appropriate, be devolved to Provincial and Metropolitan Councils and Local Authorities which are competent to carry out those responsibilities efficiently and effectively.

Human Rights

Government and all public and private institutions in Zimbabwe undertake to observe and respect human rights in all their endeavours, whether in law enforcement or in delivery of services.

Property Rights

Government, public and private institutions as well as individuals undertake to observe and respect property rights in accordance with the laws of the country and international conventions.

Rule of Law

All Zimbabweans are mandated to subordinate their power and will to the guidance of the laws made and enforced, and to serve their proper purpose, which is the public good and service to the community as a whole. They shall, at any point, strive to abide by the dictum that no one is above the law and the law should protect everyone.

Freedom of Expression & Association

Zimbabweans from all walks of life fully subscribe to the genuine belief that people's freedoms of expression and association are not a privilege granted by the State, but a fundamental right safeguarded by it.

Responsiveness of Public Institutions

In discharging its mandate, the Public Service of Zimbabwe and Local Authorities shall strictly observe the public's inalienable rights to efficient service delivery and that public servants have the responsibility to deliver mandated services according to public demand.

Unity in Diversity

The people of Zimbabwe, in their diversity, have equal rights and entitlement, and every population group is an integral part of the whole.

Participatory Decision Making

Government upholds the rights of all citizens to participate in decision making on issues that affect them, as enshrined in the Constitution.

Social Contract

Government upholds the cardinal principle of consensus building through support for development of Social Contracts among stakeholders, also embracing Business, Labour and Civic Society.

Responsible Citizenry

Citizens acknowledge their responsibilities with regards to honouring their obligations, be it financial, social or developmental, within their communities.

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INTRODUCTION

1. The ushering in of a new Dispensation on 24 November 2017 marked the dawn of a new era of renewed hope for a better life for all Zimbabweans premised on a Vision for realisation of rapid economic growth and development.

2. This came against the background of a declining economy, a toxic political environment, endemic corruption, scant foreign direct investment inflows and a prolonged state of the country's isolation from the global community.

3. The new Dispensation has its work clearly cut out, with Vision 2030 spelling out Zimbabwe's aspirations.

4. Their realisation will be anchored on:

   - National unity;
   - Broad based citizenry participation in national socio-economic development programmes;
   - Political and economic re-engagement with the global community;
   - Creation of a competitive and friendly business environment;
   - Pro-private sector led rapid economic growth and development;
   - Enhanced domestic and foreign investment, as eminently encapsulated in His Excellency, President E. D. Mnangagwa's mantra "Zimbabwe is open for business"; and
   - An aggressive fight against all forms of corruption.

5. The task of re-uniting the people and re-kindling their hopes and confidence is critical, given the trauma arising out of political polarisation, prolonged economic meltdown, and a state of general uncertainty the Nation has endured over the last two decades.

6. The opening of new horizons under the new Dispensation requires that Vision 2030 guides the revival of Zimbabwe's developmental process, benefitting from the economy's rich human skills base, and abundant natural resource endowment. This includes a diverse mineral deposit base, arable tracts of land, flora, fauna, sunlight and water.

7. The predication of Zimbabwe Vision 2030 on creation of an open, efficient and effective business environment that fosters entrepreneurship and attracts higher flows of foreign direct investment ensures sustained value addition and export led growth.

8. This, coupled with investor confidence, is a prerequisite for generation of increased employment opportunities.

9. Confidence building measures will be developed around policy coherence, consistency, clarity and predictability, and not subject to arbitrary reversals.

10. In this regard, the sustained implementation of fiscal and monetary policy discipline is central to the attainment of Vision 2030.

11. The realisation of the aspirations of Vision 2030 also envisages full use of Zimbabwe's strong human resource comparative advantage, an outcome of a deliberate educational policy instituted by Government at Independence in 1980.

12. Vision 2030 aims to foster inclusive economic growth and address poverty resolutely, thereby transforming Zimbabwe into an industrialising, knowledge based upper middle-income country that provides a high quality of life to all its citizens by 2030.

13. To this end, the Vision is **"*Towards a Prosperous and Empowered Upper Middle Income Society by 2030, with Job Opportunities and a High Quality of Life for its Citizens"***.

14. High economic and social impact flagship projects, by both Government and the private sector, are envisaged to take the lead in generating increased business activity or Vision 2030 rapid and inclusive growth.

15. This resonates well with the aspirations of the African Union's Agenda 2063 for the continent's 50 year strategic framework for socio-economic transformation, as well as the full realisation of Sustainable Development Goals for 2016–2030 under the United Nations.

16. Vision 2030 will be realised through implementation of the Transitional Stabilisation Programme (2018-2020), and successive Five-Year Medium-Term Development Strategies (2021-2025) and (2026-2030),centring on provision of key public infrastructure and services delivery.

17. Annual National Budgets will operationalise the Five-Year Medium-Term Development Strategies, anchoring complementary private sector investments.

18. Vision 2030 is focused on promoting innovation, entrepreneurship, equitable development and prosperity for all, under a market economy that leverages on Zimbabwe's natural resources and abundant human skills.

19. Vision 2030 encapsulates unity, freedom, democracy, equal rights, national peace, reconciliation, economic development and prosperity.

20. Strengthening of institutions will be prioritised to foster transparency, accountability as well as combat corruption and slothfulness in the provision of public services.

21. This requires a very facilitative and effective civil service, as well as strengthened law enforcement, upholding the rule of law and property rights.

22. Given the knowledge base and productive resource endowments of Zimbabwe, the country is well positioned to register phenomenal economic growth and development by 2030.

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

24. Vision 2030 is for Zimbabwe to join the ranks of other knowledge based economies of the world by 2030.

MAJOR CHALLENGES IN THE ECONOMY

25. Over the years, the economy was saddled by challenges that impeded economic growth and development.

26. These include the following:

- Corruption and rent seeking behaviour;
- High unemployment;
- Decaying infrastructure;
- Foreign currency and cash shortages;
- Uncompetitive business environment;
- Uncompetitive exports;
- Under-performing State owned enterprises;
- Sporadic outbreaks of Typhoid and Dysentery;
- Shortages of medical drugs; and
- Internal and external macro-economic disequilibria.

VISION GOALS & TARGETS

27. Vision 2030 seeks to fundamentally transform Zimbabwe to an upper middle income economy,with a *per capita Gross National Income* of over US$5000 in real terms by 2030, from the current US$1 440.

28. The upper middle income economy,with less income disparities, will be underpinned by the development of a middle class.

29. *Employment Rates* will be raised upwards by 80 percent, defined to cover all those in formal employment.

30. Further, there will be a progressive reduction in the *Poverty Rate,* initially to under 25 percent of the population by 2030, from 62.5 percent in 2012, consistent with upper middle income economies. The country will have achieved the SDGs, well on its way to achieving Agenda 2063.

31. Vision 2030 targets increasing the number of households accessing electricity from 52.2 percent in 2017 to over 72 percent by 2030. Rural households' access to electricity will increase to 60 percent from 27.7 percent, while urban households' access will increase to 95 percent from 86 percent.

32. By 2030, it is envisaged that Zimbabwean households will have universal access to improved sources of water, up from 81 percent in 2017.

33. Further, it strives for an average *Life Expectancy* of over 65 years from the current 60 years, and scoring in the upper echelons of the *Happiness and Prosperity Indices*.

34. Noticeable improvements will also be in the areas of awareness, knowledge adoption, food security, affordable and accessible education and health services, infrastructure development, and economic empowerment.

35. To realise the above targets, it is critical that sustainable double digit economic growth rates of between 7 and 12 percent per annum be attained.

36. Fundamentally, this requires a stable macro-economic environment and economic transformation sustained by high productivity levels as pre-requisites.

Savings & Investment

37. The resource requirements for re-building the economy are large, hence, the need to prioritise investment, a key ingredient for powering the economy.

38. Vision 2030 is anchored on a fiscal policy framework that allows for realisation of Budget savings, supportive of re-orienting expenditures away from consumption towards development.

39. The expenditure rationalisation measures announced in the 2018 National Budget mark the onset of the fiscal consolidation reforms under Vision 2030.

Private Sector Led Growth

40. Vision 2030, however, recognises that the private sector remains the engine of sustainable future growth.

41. In this regard, to facilitate domestic private sector investment, the new Dispensation is speeding up the ongoing Ease of Doing Business Reforms to reduce the cost of doing business.

42. Domestic investment, both public and private, will benefit from foreign investment inflows in the form of access to capital, technology and markets.

43. Hence, priority is being accorded to engaging the international community at large for investment and technology transfer under the dictum – *Zimbabwe is Now Open for Business*.

44. In this regard, the review of Zimbabwe's indigenisation legislation as part of the 2018 Budget measures allows for increased foreign investor participation in the domestic economy.

External Debt Resolution

45. Vision 2030 is, however, conscious that the magnitude of the required resources for economic reconstruction will require augmenting domestic efforts with catalytic bilateral and multilateral financial injections.

46. Hence, Zimbabwe's quest for final resolution to its external payment arrears.

47. Successful re-engagement with the international community and implementation of a sustainable debt and arrears clearance strategy that will improve the country's risk profile will be pursued.

48. This will address the current debt overhang challenges, thereby enabling the economy to attract investment and access new lines of credit.

49. This would pave way for review of Zimbabwe's external indebtedness of over US$11 billion, all with the objective of attaining debt sustainability and access to new financial flows.

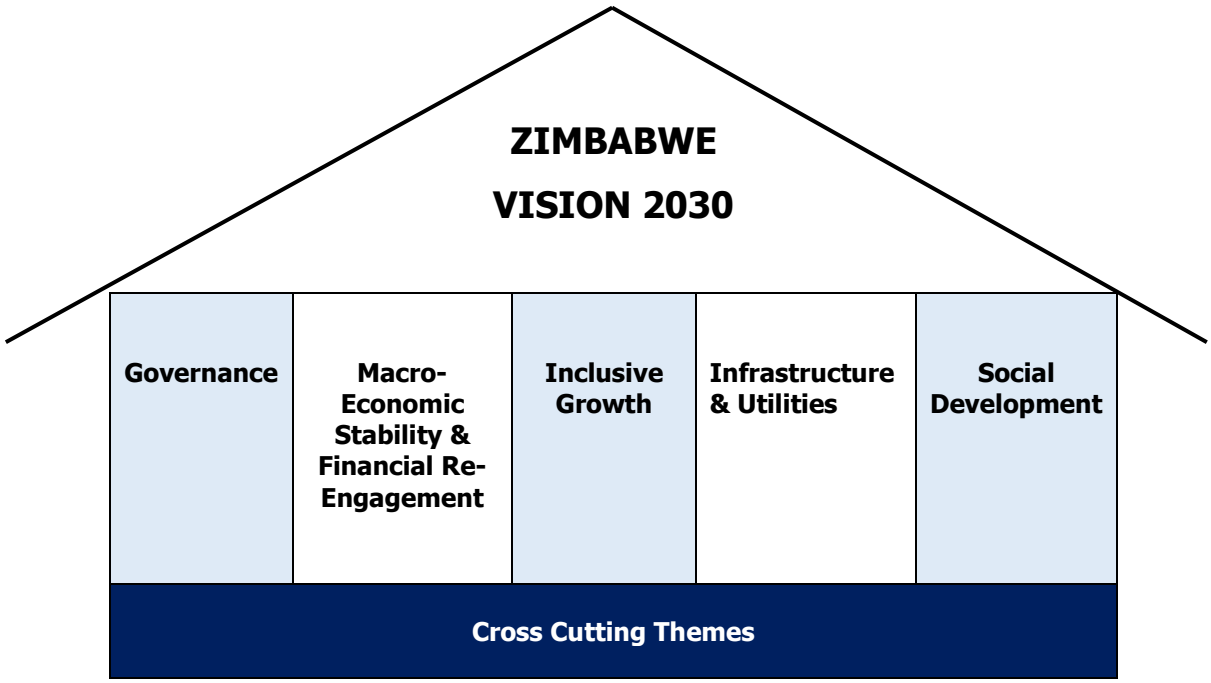
VISION 2030 PILLARS

50. Under Vision 2030, the ZIMASSET Clusters will be replaced by five strategic Pillars.

51. The key aspirations of Zimbabwe Vision 2030 will be realised through five strategic *Pillars*, namely:

- Governance;
- Macro-economic Stability and Financial Re-engagement;
- Inclusive Growth;
- Infrastructure and Utilities; and
- Social Development.

52. The *Pillar* approach enhances coordination and implementation of programmes and projects, central to the realisation of targeted results that address the country's socio-economic challenges.



53. Vision 2030 also provides for the mainstreaming of *Cross Cutting Themes*, namely:

- *Micro, Small and Medium Enterprise Development;*
- *Youth Development;*
- *Gender Equality and Women Empowerment; as well as,*
- *Sports, Recreation, Arts and Culture*.

54. This allows for broader participation and inclusivity in charting forward the National Development Agenda.

GOVERNANCE PILLAR

55. Good governance is the bed-rock for a new democratic and developmental Zimbabwe, based on:

- *Rule of Law, Human Rights and Freedoms;*
- *Transparency and Accountability;*
- *Equity, Inclusivity and Responsiveness; and*
- *Full Participation of the People in socio-economic development*.

56. The Vision 2030 values are enshrined in the Constitution, and the new Dispensation commits to live by them, never overstepping its mandate.

Political Governance & Democratisation

57. Zimbabwe will uphold *Democratic Principles* as defined by the Constitution, with conduct of *Free, Fair, Credible and Violence Free Elections,* as they fall due.

58. During the Vision period, Government will establish strong and independent institutions for a well governed Republic of Zimbabwe, with clearly defined and separation of powers among various arms of the State.

59. Institutions and public service systems that help early detection of corrupt activities will be strengthened in support of closing opportunities and loopholes that facilitate the breeding and spread of the scourge of corruption. This is inclusive of curbing illicit financial flows and smuggling of precious minerals.

60. Accountability institutions and independent commissions that require to be strengthened and capacitated to improve accountability, transparency, impartial enforcement of the law and upholding of property as well as human rights include:

- Zimbabwe Anti-Corruption Commission;
- Zimbabwe Electoral Commission;
- Zimbabwe Human Rights Commission;
- Zimbabwe Gender Commission;
- Zimbabwe Media Commission;
- National Peace and Reconciliation Commission;
- Auditor General; and
- Accountant General;
- Corporate Governance Unit

61. Findings and recommendations of the Auditor General will be followed through and enforced to strengthen public institutions' internal control systems.

62. Enforcement of good corporate governance will be both in the public sectors, as well as the private sectors.

Servant Leadership

63. The political leadership is, under Vision 2030, a *Servant* of the public that it serves, and undertakes to listen, embrace, and engage citizens in an interactive manner.

64. An "*Open Door Policy"* has already been adopted, taking advantage of communication channels with the public, now able to interact with the President through various social media platforms.

65. The spirit of working with all stakeholders, inclusive of *Opposition Political Parties, Churches, Youths, Women Groups, Professional Associations, Students,*

Traditional Leaders, Academia, the Business Fraternity, among others, allows for cross-pollination of views and building of *Trust, Tolerance and Common Understanding* that informs public policy interventions.

Respect for Human Rights

66. Vision 2030 commits Government to uphold the *Rule of Law, Promote Peace, Harmony, Safety, Security and Stability* for the citizenry.

67. The law enforcement agencies will focus on their Constitutional mandates, benefitting from far reaching reforms implemented across law enforcement services with a view to instilling professionalism and eliminating corruption.

68. Similarly, the capacity of *Independent Judiciary and Competent Courts* is being enhanced to deal with any injustices and violations of the Law.

69. In support of this thrust, Government will continue to work with *Civil Society and International Organisations*, and also maintain open channels for dialogue with *Opposition Parties* to ensure that *Human Rights* concerns are adequately and timeously addressed.

National Unity, Peace and Reconciliation

70. National cohesion is a necessary condition for a peaceful and developing new Zimbabwe.

71. This entails moving away from the past omissions and commissions to build a new future.

72. Vision 2030 preaches peaceful co-existence of various segments of the society, including people of diverse political views.

73. The National Peace and Reconciliation Act to promote unity in the country and healing wounds of the past is now in place, that way fostering peace, reconciliation and harmony.

74. The respective Commission has been established, and Government is resourcing it for effective discharge of its mandate.

Tolerance, Freedom of Speech and Association

75. In moving away from the past, Vision 2030 pronounces commitment to the promotion of *Tolerance and Freedom of Speech and Association*, and extension of mutual cooperation among different political parties, that way setting the necessary tone for tolerance and co-existence among people of diverse opinion.

76. Furthermore, Government is amending other contentious laws such as the Public Order and Security Act (POSA), the Citizens Act, Access to Information and Protection of Privacy Act (AIPPA), as part of aligning the laws to the Constitution.

Devolution and Decentralisation

77. Reconstructing the State represents the marking of the Second Republic of Zimbabwe where systems of governance are community based and people centred.

78. This represents a new Governance Dispensation where decentralisation becomes a key feature and strategy for fair and just governance.

79. Fulfilment of decentralisation is across its four dimensions, namely administrative, political, fiscal and market.

80. The Provincial, Metropolitan and Local Government structures are already in place, such that what remains would be devolving powers to them and fiscalising that decentralisation, of course consistent with the capacity which is in place.

81. The founding provisions of the Constitution enshrine and provide for giving powers of local governance to the people, enhancing their participation in making decisions on issues that affect them, and in the exercise of the powers of the State.

82. Pursuant to this, Vision 2030 envisages devolution and decentralisation of Governmental powers and functions to communities in furtherance of their development, and in the management of their own affairs, through transfer of some Governmental authority and responsibilities to Provincial and Metropolitan Councils and Local Authorities.

83. In this regard, decision making and authority in the provision of most basic services will be delegated and decentralised to Provincial and District levels.

84. This will bring Government closer to communities, and making it more accessible, that way enhancing responsive, accountable and participatory governance over local development agendas.

85. Currently, centralised essential services which are said to be only readily obtainable in major urban centres include:

- Registration and issuance of Birth Certificates;
- Death registration;
- Passports;
- Liquor licences;
- Trading licences; and
- Mining claims registrations.

Regional Investment & Development Master Plans

86. Decentralisation must be founded on *Regional Investment and Development Plans* derived from a broad National Investment and Development Master Plan.

87. This will entail strengthening Government's planning capacity through Treasury or a National Economic Planning Commission.

88. Regional Investment and Development Master Plans should be produced and adopted by Provincial Councils and speak to the National Investment and Development Master Plan authored by Central Government through the proposed Zimbabwe Investment Development Agency.

89. The Regional Investment and Development Master Plans must be a spatial and environmental plan which is based on:

- the *Resource Endowment* of a given Region;
- a generic *Environmental Impact Assessment Plan*;
- a comprehensive *Supportive Utilities Plan,* which includes power, fuel depots, road and rail network, water sources, telecommunications and all social and recreational amenities;
- an *Investment Opportunities And Beneficiation Plan,* commensurate with a Region's resource endowment or competitive advantage; and
- a *Local Empowerment and Participation Plan,* to ensure that locals are incorporated.

90. Fiscally, Government would have to redraw its National Budget approach towards a spatially decentralised infrastructural utilities budgetary support, in order to underpin Regional Investment and Development Master Plans.

91. What this does is make every Province attractive for both local and foreign investment by ensuring *Ease of Doing Business* and also lowering the costs of establishing business.

92. Market wise, each Province will transform itself into an investment and economic zone, with its own GDP, and with the capacity to venture overseas in its own right for foreign direct investment.

93. Hence, in line with Section 264 of the Constitution on devolution, Central Government will devolve more powers to Provincial Councils that will craft Provincial Economic Development Plans underpinned by resource endowments in the Province.

94. Provincial Economic Development Plans will be characterised by extensive bottom–up consultations at the village/ward, district and provincial levels. The consultations should include the private sector and development partners who are key in resource mobilisation and deployment in the planning process.

95. It is envisaged that ZIMSTAT will come up with GDP figures disaggregated by Province.

Compensation of Former Farm Owners

96. Government is also evaluating obligations to former farmers, affected by the land reform programme, with a view to finalising their compensation.

97. Hence, the new Dispensation has taken the decision to finalise compensation to all former farmers affected by the Land Reform Programme, in accordance with the country's Constitution and Zimbabwe's obligations under bilateral agreements.

98. Cognisant of the reality that a large number of farmers are still to be compensated, given the limited annual budget capacity, Vision 2030 envisages engagement of

bilateral partners over assistance to mobilise the requisite resources in order to finalise the compensation process.

Unlawful Settlements

99. Security of land tenure is a pre-requisite for enhanced investment on farms and agricultural production.

100. Accordingly, Government will be enforcing discipline on farms. This includes respect for 99-Year Leases, A1 Permits and planned Communal grazing land as legal Government documents.

101. Stern measures will be instituted against illegal settlements and, already there is a programme to address issues of illegal settlements and those with multiple farms.

102. Vision 2030 commits to ensuring equal access to land for all Zimbabweans regardless of background or colour, opening access of 99 Year Leases and A1 Permits to all interested citizens.

103. The Zimbabwe Land Commission has also been set up to deal with various land disputes.

Bilateral Investment Protection

104. Vision 2030 reiterates Zimbabwe's commitment to honouring its obligations under various Bilateral Investment Promotion and Protection Agreements.

105. This is to guarantee that all foreign investments, notwithstanding origin, are safe.

106. In this regard, Zimbabwe accedes to:

- Promotion and protection of investments;

- Fair and equitable treatment;
- Treatment no less favourable than that which it accords its nationals' investments;
- Most favoured nation treatment;
- Transparency;
- Compensation for damage or loss;
- Protection against expropriation;
- Dispute settlement.

107. In line with Vision 2030, Government is engaging investors who lost out on their investments, with a view to reaching amicable settlements where violations were made with regards to land under Bilateral Investment Promotion and Protection Agreements.

Institutional Role Clarity

108. Government will institute role clarity in public administration and economic management with respect to the functions of the various arms of the State, i.e., within Central Government, across Local Government and *quasi* Government institutions.

109. These include the Office of the President and Cabinet, Ministries, Treasury, the Central Bank, Local Authorities and State Owned Enterprises, ZINARA and Road Authorities, ZINWA, among others.

Public Administration & Performance Management

110. Government will provide high quality services to citizens in an efficient and effective manner.

111. To this end, Government services will be available online and public sector agencies will be expected to address issues of modernisation and performance management, among others.

112. The Vision will be guided by a Performance Management System that focuses on:

- Policy formulation, advocacy and coordination;
- Policy implementation, monitoring and evaluation;
- Public sector modernisation;
- Building capacities for public sector institutions;
- A lean well remunerated civil service; and
- Making civil servants apolitical, value driven, responsive, incorruptible and reputable.

State Owned Enterprises

113. Restructuring of individual State Owned Enterprises will be pursued in line with the set out parameters for each entity, that is through:

- Liquidation;
- Full privatisation;
- Transformation from player to regulator;
- Restructuring and establishing strategic partnerships;
- Merging and de-merging; and
- Departmentalisation into existing Ministries.

Foreign Policy & Re-engagement

114. Zimbabwe seeks to shed off its pariah status by actively re-engaging the international community on political, social and economic fronts.

115. In this regard, during the Vision period, Government will craft and adopt domestic policy priorities that translate into foreign policy goals to facilitate re-engagement with the international community, especially the Commonwealth, United Nations and Western countries.

116. The re-engagement drive launched by the new Dispensation with spirited missions of Presidential Special Envoys engaging several key countries for removal of sanctions and normalisation of economic and political relations will continue under Vision 2030.

MACRO-ECONOMIC STABILITY & FINANCIAL RE-ENGAGEMENT PILLAR

117. Vision 2030 can only be realised under a stable macro-economic environment, characterised by fiscal prudence, conducive monetary and financial policies, and a sound and solvent banking sector.

Fiscal Space for Development

118. In this regard, National Budget evolvement towards reduced and sustainable fiscal deficits, ranging 3–5 percent of GDP, is central to the achievement of the aspirations of Vision 2030.

119. Anchoring this will be gradual containment of:

- *Total Outstanding Public and Publicly Guaranteed Debt* at under 70 percent as a ratio of GDP, consistent with Section 11(2) of the Public Debt Management Act [Chapter 22:21].
- *Central Bank Overdraft* to under 20 percent of the previous year's Government revenues, as stipulated in Section 11(1) of the Reserve Bank Act [Chapter 22:15].

120. This will allow for the realisation of Reserve Bank monetary policy targets of 3–7 percent inflation, consistent with the SADC inflation convergence targets.

121. Attainment of the above fiscal and monetary policies' Vision 2030 targets will depend on progressive reduction of the share of employment costs in the Budget, central to creating fiscal space to accommodate financing of the Development Budget and other social protection programmes of this Vision.

122. Similarly, containment of the Budget deficit will also require sustainable financing of agriculture, through enhancing the role of private financiers.

Arrears Clearance and Debt Restructuring

123. Implementation of fiscal consolidation will be synchronised with the Programme for Clearance of Arrears, complemented by other structural reforms that the new Dispensation has embarked upon.

124. In this regard, Vision 2030 acknowledges that the complexity of the country's debt challenges requires greater collaboration and cooperation with the international community, through normalising relations for an amicable solution.

Aid Coordination

125. The re-engagement efforts of the new Dispensation open new areas of cooperation with development partners, offering an opportunity for increased engagement with the international community.

126. Vision 2030 requires strengthening capacity of institutions of Government with responsibility for oversight of growing financial flows into Zimbabwe, including the development of a robust aid coordination architecture to buttress re-engagement with Development Partners.

127. This provides for alignment of Development Partners' support to national development objectives and priorities, in order to streamline fragmentation and overlaps, that way allowing for increased aid effectiveness, accountability and transparency.

Anti-Money Laundering

128. Zimbabwe will strengthen the anti-money laundering legal, regulatory and institutional framework.

129. During the Vision period, it will also consolidate capacity building, training and awareness raising programmes on anti-money laundering.

Financial Intermediation, Stability & Inclusion

130. Vision 2030 envisages a sound and stable financial sector which plays a pivotal role of intermediation, supporting all sectors of the economy.

131. This requires institution of interventions to address risks related to weak corporate governance, and strengthening of Central Bank supervisory capacity.

132. The financial sector stability will be upheld to support the productive sectors of the economy, grow exports and accumulate reserves to attain improved financial and country ratings by global financial rating agencies.

133. Further, Vision 2030 envisages deepening the financial inclusion thrust currently underway to encompass all the unbanked, particularly the informal sector and rural areas, benefitting from advances in cellular technology.

Currency Reforms

134. Currently, the economy is using the multi-currency arrangement under which a basket of currencies dominated by the US dollar, as a transactions' medium of exchange and store of value.

135. The multi-currency arrangement has posed a number of challenges, mainly related to export competitiveness, cash shortages, among others.

136. As the economy undertakes reforms and re-engagement efforts bear fruit, the economy's productive capacity is expected to improve and strengthen the economy's external position, thereby creating the necessary conditions to sustain a domestic currency.

137. The key conditions to sustain such domestic currency include:

- Generation of adequate foreign exchange reserves, to anchor the currency;
- Attainment of a sustainable economic growth path;
- Sustained macro-economic stability, of which anchoring fiscal and monetary policy consolidation are critical; and
- Enhanced business confidence.

138. Vision 2030 envisages Zimbabwe undertaking currency reforms during the period to 2030, subject to the economy meeting the above currency anchors.

INCLUSIVE GROWTH PILLAR

Investment Promotion

139. Under Vision 2030, Government is cognisant that investment is an essential ingredient for supporting the productive sectors.

140. Hence, interaction with various stakeholders, inclusive of the business community, centering on private sector investment led growth, will continue.

Pursuing Tenets of a Private Sector Led Market Economy

141. Bold steps are being taken to reduce Government's 'Footprint' in the economy, empowering its entrepreneurs and fostering innovation at every level, guided by the following fundamental principles:

- Liberalisation through introduction of a Market-Based System;
- Respect for property rights and encouragement of private enterprises to thrive;
- Policy Consistency, Predictability, Certainty and Credibility; and
- Transparency and Accountability, underpinned by Fiscal Responsibility and Discipline.

Ease of Doing Business Reforms

142. The Ease of Doing Business reforms are part of broad measures being implemented under Vision 2030 to improve the investment climate. These target administrative and legislative bottlenecks that frustrate both local and foreign investors.

143. Government is drawing lessons from the experiences of other countries ranking high with regards to the Ease of Doing Business.

144. The necessary legislative and administrative reforms will consolidate and harmonise the various scattered investment related legislative pieces into a single Act.

145. Bureaucratic bottlenecks at ZIMRA, Municipalities, EMA, ZESA, AMA, NECs, NSSA, Liquor Licencing Board, have served to undermine ordinary business undertakings by households and individuals.

146. Hence, a lot of administrative procedures, timelines and costs will be reviewed and streamlined to facilitate the Ease of Doing Business.

147. These include registration of property, granting of construction permits, public procurement reforms, starting a business and ease of trading.

One Stop Shop Investment Centre

148. A One Stop Shop Investment Centre is being operationalised as part of Vision 2030, through the Zimbabwe Investment and Development Agency.

149. The new Zimbabwe Investment and Development Agency will embrace and integrate the following institutions:

- The Special Economic Zones Authority;
- Zimbabwe Investment Authority; and
- The Joint Venture Unit.

150. The necessary Statutes to give legal effect to the new Zimbabwe Investment and Development Agency will be enacted by December 2018.

151. The operationalisation of the Zimbabwe Investment and Development Agency is being facilitated by secondment of personnel from various Ministries, Departments and Agencies.

152. Inter-agency personnel was seconded from:

- Office of the President and Cabinet;
- Ministry of Finance and Economic Development;
- Ministry of Industry, Commerce and Enterprise Development;
- Ministry of Local Government, Public Works and National Housing;
- Ministry of Lands, Agriculture, water, Climate and Rural Resettlement;

- Ministry of Justice and Parliamentary Affairs;
- Reserve Bank;
- Zimbabwe Revenue Authority;
- Attorney General's Office;
- Environmental Management Agency;
- Deeds Office; and
- Department of Immigration.

Indigenisation Legislation Reform

153. Vision 2030 recognises the need to open investment to all investors, regardless of origin.

154. Zimbabwe's legislation on indigenisation had constrained foreign ownership of local businesses and discouraged much needed investment.

155. Following repeal of the Indigenisation and Economic Empowerment Act through the Finance Act of 2018, a new policy on diamonds and platinum is now in place.

Agriculture

156. The thrust of agriculture,under Vision 2030, is to create a self-sufficient and food surplus economy that will see the re-emergence of Zimbabwe as the '*Bread Basket*' of Southern Africa.

Land Utilisation

157. Following completion of the land allocation phase of the Land Reform Programme, the thrust is on full, efficient and sustainable utilisation of allocated land, leading to increased production and investment on the land.

Farm Mechanisation

158. Vision 2030 will prioritise improving agricultural productivity through promotion of market based investments in sustainable farm mechanisation programmes that improve farmer access to agricultural equipment and implements, under either purchase or leasing arrangements.

Agricultural Research & Development

159. The attainment of food security and nutrition will be premised on strong research and development undertakings, coupled with the use of advanced technologies, including at the village level.

Agriculture Financing & Farmer Incubation

160. Government recognises that in the interim, the new farmer would need to be incubated and learn the ropes, necessitating adoption of collaborative financing models by Government and the private sector.

161. Vision 2030 focuses Government on supporting vulnerable households, while private sector and commercial bank finance will be required to fully take up its rightful role of adequately financing agriculture, particularly A2 and A1 farmers.

162. In this regard, Government recognises 99 Year leases and A1 Permits as legal and bankable documents that should facilitate farmers' access to financing.

163. The individual farmer will remain responsible and accountable for honouring repayment of obligations arising under extended financing facilities.

Extension Services

164. Government will, however, continue with its facilitative role in the areas of:

- Agricultural research;
- Farmer education, crop agronomy and animal husbandry best practices;
- Disease and pest control; and
- Public infrastructure facilities, such as provision and seasonal maintenance of roads.

Marketing

165. Vision 2030 also envisages Government improving farmer access to markets for agricultural produce.

166. The range of commodities benefitting from current marketing arrangements is limited to dairy,cotton, tobacco and such grains as maize, soya beans and wheat.

167. Lack of market access increases post-harvest losses, undermining farmers' earnings, as absence of markets often leaves farm produce to either rot or disposed at give-away prices.

168. Expansion of marketing arrangements to close marketing gaps will also encompass re-establishment of commodity exchange markets.

Climate Change Mitigation

169. Government, in conjunction with development partners, will broaden climate change mitigation and adaptation activities to include critical elements such as water management and harvesting measures to mitigate the effects of drought, respect for biodiversity and wetland management issues.

Irrigation Development

170. Vision 2030 recognises that absence of irrigation infrastructure facilities increases vulnerability of agriculture to droughts. This is notwithstanding substantial Government investments in the development of water bodies with irrigation potential.

171. To address this, Government will implement an Irrigation Master Plan to rehabilitate and establish smallholder farmer irrigation facilities covering 200 hectares per Administrative District, per year for the next 10 years.

172. Vision 2030 also prioritises facilitation of access to financing by A2 and large scale farmers for the rehabilitation, resuscitation, modernisation and development of end-use irrigation infrastructure.

Horticulture & Livestock

173. Vision 2030 also prioritises resuscitation of horticulture production and exports, as well as livestock development, targeting dairy production anchored on small scale dairy farmers, as well as resuscitation of the Cold Storage Company, also targeting resumption of beef exports.

Mining

174. Vision 2030 will leverage on its diversified mineral resource base of over 55 exploitable minerals to help grow the economy.

Beneficiation

175. The thrust of Vision 2030 will be on exports of beneficiated minerals, and away from raw mineral exports, that way enhancing benefits from the country's minerals.

176. This will be realised through support for local processing of Zimbabwe's diverse mineral resource endowment, with thresholds for beneficiation and value addition spelt out.

177. Envisaged investments involve beneficiation of such minerals as platinum, chrome, lithium,nickel, diamond cutting and polishing, copper, gold and coal, with strengthening of linkages along the mineral value chain.

178. Investors should, therefore,take advantage of the smelting and refining opportunities this presents, including increased scope for exploration.

Artisanal Miners

179. Further, while ensuring that there is no degradation of the environment, Government will harness the potential of artisanal, small scale miners and cooperatives to grow the mining sector, thus, providing throughput for value addition and beneficiation.

Mining & the Environment

180. Vision 2030 will ensure sustainable mining by stakeholders through a well governed mining sector which is ethically inclusive, environmentally friendly, socially responsible and appreciated by surrounding communities.

Exploration

181. Effective exploitation of Zimbabwe's diverse underground mineral resource endowment will be enhanced through concerted investment in geological surveys and mineral exploration.

Manufacturing

182. Vision 2030 posits increased use of ICT, innovation, technological advancement, research and development in order to boost productivity, competitiveness and efficiency levels in the manufacturing industry.

183. A diversified and competitive manufacturing sector will be the key driver of economic transformation, from a largely commodity dependent economy to a knowledge driven secondary and tertiary economy.

184. The sector is envisaged to contribute at least 25 percent to GDP, and be a major source of decent jobs, as the economy moves from informality to formality.

185. In this regard, Government will provide incentives for research and development to support value addition and beneficiation strategies in such areas as pharmaceuticals.

Special Economic Zones

186. In the manufacturing sector, Government will establish Special Economic Zones and resuscitate distressed and closed companies with a view to generate employment, substitute imports as well as build a sustainable base for high value export led growth.

187. The resuscitation and growth of the manufacturing sector will also be premised on resumption of operations at the Zimbabwe Iron and Steel Company (ZISCO) and designation of Kwekwe as a Special Economic Zone for steel production.

188. The pharmaceuticals subsector will be a key growth area during the Vision period, to ensure availability of drugs, save foreign currency and generate exports for Zimbabwe. Measures will be put in place to support the subsector.

Industrial Hubs

189. The thrust of Vision 2030 with regards to development of industrial hubs is informed by the diversity of the various Provinces' resource endowments and their comparative advantages.

190. This has informed the development of fiscal and other incentives being offered through established Special Economic Zones across the Provinces as follows:

- Bulawayo, heavy industry, leather, footwear, textiles and engineering;
- Harare, information communication technology and health services;
- Manicaland, fruit canning, diamond cutting and polishing;
- Mashonaland Central and East, agro-processing;
- Mashonaland West, agro-processing, chrome, cotton and textiles;
- Masvingo, sugar cane processing;
- Matabeleland South, gold production,and livestock; and
- Midlands, iron and steel corridor, asbestos, gold, leather, footwear and dairy.

191. The Special Economic Zone concept extends to the provision of Financial Services, and developments along theTourism Corridor around the Victoria Falls and parts of the Matabeleland North province.

Tourism

192. Vision 2030 will make Zimbabwe a leading global competitive and preferred tourist destination of choice,while also facilitating domestic tourism.

193. Vision 2030 prioritises developments in:

- The Eastern Highlands, encompassing Nyanga and Vumba;
- Masvingo, covering Great Zimbabwe and the Gonarezhou Trans-frontier National Park;

- Matopo National Parks;
- Victoria Falls-Hwange National Park-Binga-Kariba and Mana Pools Tourism Corridor; and
- The Hwange-Sanyati Biological Corridor.

194. In this regard, connectivity from major tourist source markets to prime tourist resorts will be improved while marketing,branding and perceptions management will be prioritised,augmented by further relaxation of the visa regime.

Tourism Master Plan

195. Tourism will be driven by implementation of the Tourism National Master Plan, including continued improvement of the country's image and aggressive marketing efforts.

196. Vast tourism attractions, ranging from natural to man-made historical sites,offer opportunities for investment in areas such as:

- Hotels and catering;
- Safari and tour operations;
- Gaming;
- Hunting concessions;
- Conferencing and conventions; and
- Production of wildlife documentaries.

Investment in Services

197. In the medium to long term, there is need for an exit strategy from reliance on primary commodities to secondary and tertiary sectors under an ICT driven knowledge based economy.

198. In this regard, policy formulation and implementation will prioritise investment in services.

INFRASTRUCTURE DEVELOPMENT PILLAR

199. Vision 2030 envisages a modern, efficient, reliable, well developed infrastructure which will be an enabler that catalyses Zimbabwe's economic transformation.

200. Government will develop a robust, elaborate and resilient infrastructure through the rehabilitation and development of power, road, rail and air transport, water and sanitation, housing and ICT infrastructure.

Power

201. In the energy sector, Vision 2030 prioritises attainment of optimal generation of power from both renewable and non-renewable sources.

202. This entails raising installed generation capacity, also through development of new power stations to achieve 95 percent urban and 75 percent rural electrification.

203. Investment in electricity generation is also benefitting from private sector involvement through:

- Public Private Partnerships (PPPs);
- Joint Ventures; and
- Independent Power Producers (IPP).

204. Rural electrification, with end use infrastructure development, will target electrification of small holder irrigation schemes, schools, clinics and home industries at rural service centres and growth points.

205. Vision 2030 major power projects include:

- Hwange Thermal Power Station,addition of Units 7 and 8; and
- Batoka Gorge Hydro-Electric Scheme, which involves construction of the dam, power station, and the power evacuation and transmission infrastructure.

Transport

206. Development of a functional road and rail transport infrastructure that fosters competitiveness of domestic produced goods is envisaged in Vision 2030.

207. Furthermore, Zimbabwe is strategically positioned to provide a gateway to transnational road, rail, pipeline and air linkages for the SADC region. Hence, this is also prioritised during the Vision period.

Dualisation & Ring-Roads

208. This entails investment in dualisation of trunk roads, as well as construction of ring-roads around urban centres, benefitting from revenue contributions from Road Tolling.

Urban Mass Transit System

209. Introduction of competent vehicle traffic management systems, underpinned by re-introduction of efficient mass urban transit transportation systems is envisaged to decongest urban centre road networks.

Rail

210. This will be complemented by investment in light rail transport systems in the major urban centres of Harare and Bulawayo, benefitting from already existing rail line infrastructure.

211. Already, investments to resuscitate the National Railways of Zimbabwe and development of rail infrastructure to world class standards are underway.

Ports of Entry

212. The anticipated increase of traffic into and out of Zimbabwe over the Vision period necessitates upgrading of ports of entry and establishment of inland dry ports to decongest border posts and ease the flow of traffic.

Airports Infrastructure

213. Vision 2030 also prioritises upgrading of airports infrastructure, including for the small aerodromes in Mutare, Masvingo and Buffalo Range in Chiredzi to world class standards to ensure improved connectivity, taking advantage of the Open Skies Policy.

Water and Sanitation

214. Provision of adequate water and sanitation infrastructure will be prioritised to address the huge backlog, and meet the high demand of households and industries, emanating from population and urbanisation growth.

215. A Master Plan has been developed to guide realisation of water, sanitation, and waste management deliverables under this Vision.

216. The Vision also envisages investments in the water subsector, benefitting dam construction for water damming beyond the economy's needs, and to include supply to some of the neighbouring countries.

217. In the rural areas,borehole drilling programmes, coupled with development of conveyance systems will be undertaken, also in partnership with the private sector and Development Partners.

218. Vision 2030 targeted major dam construction projects include:

- Kunzvi-Musami;
- Gwayi-Shangani; and
- Kondo-Chitowe.

Information and Communication Technology

219. Vision 2030 embeds Information and Communication Technology (ICT) across all national development strategies as an enabling tool for development, targeting to increase investment in ICT development to enable universal access by 2030.

220. By 2030, Zimbabwe is envisaged to have internet access at village level,through the extension of the fibre optic backbone, and last mile connectivity.

E-Government

221. Efficiency of public services will be increased through the application of a comprehensive e-government system. Critical, will be the need to integrate different systems to interface.

222. Policies to encourage development of smart applications that meet economic needs will be promoted.

Digital Banking

223. Increased ICT access and utilisation also enhances financial inclusion, with banking services now digital, and customers' access to internet based facilities, reducing the role of the traditional physical banking halls.

Digital Broadcasting

224. Vision 2030 ICT deliverables will modernise media and broadcasting through migration from analogue to digital broadcasting,lowering costs, increasing quality and coverage, as well as improving the optimal management of the radio frequency spectrum.

ICT Zones

225. Establishment of ICT Special Economic Zones to promote manufacture and assembly of ICT products and development of related software by local industry will be emphasised during the Vision period. This will act as a catalyst for growth in all sectors of the economy.

Housing

226. Given that accommodation is a basic human right, Vision 2030 prioritises investment in construction of affordable housing across the country.

227. In addressing the housing backlog, Government will collaborate with various stakeholders, including financial institutions and other private sector players.

228. This will be underpinned by increased development in public infrastructure, complemented by the adoption of non-budgetary financing mechanisms that include Public Private Partnerships and Joint Ventures.

SOCIAL DEVELOPMENT PILLAR

229. The Vision for Social Development is for Government to invest in sufficient state of the art medical and educational facilities, in collaboration with the private sector, development partners and faith based organisations.

230. Social service facilities for low income citizens will be prioritised, whilst investments in those for the well-resourced will also be undertaken.

Education

Education Curricula

231. Realisation of the Vision for globally competitive, quality education and training facilities will be achieved through development of an education curricula that speaks to the requirements of industry.

232. To increase skills development in the country, emphasis will be placed on Science, Technology, Engineering and Mathematics (STEM) subjects.

Tertiary Education Facilities

233. Upgrading of domestic tertiary education facilities will also overcome the need for a disproportionate share of student numbers seeking university education beyond the country's borders.

234. Government is committed to creating economic opportunities for empowering youths through to broadening the establishment of Vocational Training Centres so that there is a Centre in each Administrative District.

Special Needs & Adult Training

235. Vision 2030 also targets development of key programmes for learners with special needs, as well as those that cater for adult training, again with a view to enhance individuals' capacity to become entrepreneurs.

Health

236. Provision of an efficient, integrated and quality health care system is recognised in Vision 2030, with priority being given to preventive care at community and household levels.

237. This also targets combating of HIV, malaria and other non-communicable diseases.

District Hospitals

238. During the Vision period, specialist health services currently obtainable only at Provincial level will be decentralised to District hospitals.

239. This will entail investment in minimum levels of basic diagnostic facilities, such as imaging scans and x-rays, medical laboratories, among others.

Oncology & Dialysis

240. Vision 2030 envisions set up of oncology and dialysis centres at the eight Provincial hospitals, that way reducing dependency on the Referral Hospitals in Harare and Bulawayo.

241. This will reduce travelling distances for patients seeking access to cancer and renal related health services currently only available in Harare and Bulawayo.

Specialised Health Care

242. Vision 2030 also envisions establishment of specialised, well equipped health care facilities that draw both from internal and external expertise, also taking advantage of such developments in technology as *Tele-Medicine* to reverse increased reliance on outside the country patient management referrals.

243. Improved provision of specialised health care will also entail increasing training of specialised medical personnel across various disciplines.

People with Physical Challenges

244. Vision 2030 recognises that vulnerable groups, such as People with Physical Challenges, will require special support to enable participation in policy formulation, decision making processes, and realisation of their potential towards contributing to Zimbabwe's development.

245. This requires improved awareness, overcoming discrimination and ensuring equitable access to resources.

Vulnerable Groups

246. Vision 2030 programmes for safety nets targeted at protection of vulnerable groups will benefit households with orphaned children, the elderly and other special groups in need of support, that way avoiding the poverty dangers arising out of exclusion.

VISION 2030 CROSS CUTTING THEMES

247. Vision 2030 mainstreaming of cross-cutting themes covers support towards Micro, Small and Medium Enterprises, Youth Development, Gender Equality and Women Empowerment,as well as the development of Sport, Recreation, Arts and Culture.

MICRO, SMALL AND MEDIUM ENTERPRISES

248. Vision 2030 envisages creation of an enabling environment to support Micro, Small and Medium Enterprises so that these contribute meaningfully towards economic growth, value addition,exports,and decent employment creation.

249. In addition, skills development and provision of funding will be key for Micro, Small and Medium Enterprises start-up and businesses run by previously disadvantaged groups.

YOUTH DEVELOPMENT

250. Youth development interventions will be integrated in policy formulation, programmes and strategies at all levels within Government, the private sector and civil society.

251. Realisation of Zimbabwe's demographic dividend from its youthful population will entail improved access by the youth to education, housing, health, and employment opportunities and other essential services.

GENDER EQUALITY & WOMEN EMPOWERMENT

252. The thrust of Vision 2030 is also in sync with the United Nations' Sustainable Development Goal 5 which seeks to "Achieve Gender Equality and Empower all Women and Girls".

253. Vision 2030 will be characterised by mainstreaming gender equality in all sectors of the economy in order to eliminate all negative economic, social and cultural practices that impede equality of sexes.

254. Government will prioritise women's participation in politics and decision making in all development processes, a fundamental prerequisite for the attainment of gender equality and women empowerment.

SPORT, RECREATION, ARTS & CULTURE

255. Sport, recreation, arts and culture play a significant role in human development as they contribute to creating an environment in which people can fulfil their

potential and lead productive and creative lives in accordance with their needs, competencies and interests.

256. In this regard, sports, recreation, arts and culture will be harnessed to contribute positively to economic growth and development.

CONCLUSION

257. Zimbabwe Vision 2030 is a reflection of long-term aspirations of Zimbabweans. During the Vision period, strategies and action plans will be systematically reviewed and adjusted in order to effectively respond to the changing global, regional and local environment.

258. Thus, the Vision will be delivered over:

- A Transitional Stabilisation Programme for 2018-2020; and
- Five Year Development Strategies for 2021-2025, and 2026-2030.

259. Delivering this ambitious process of national transformation will require a fundamental shift from business as usual to a "business unusual" approach.

260. Zimbabwe Vision 2030 is focused at reducing poverty through transformation of Zimbabwe towards an upper middle income country. The aspirations may appear highly pitched, but Zimbabwe has no choice as remaining under the current situation of helplessness is unsustainable.

261. Therefore, there is a need to implement difficult and painful policies that bring about the necessary transformation to achieve the Vision. Those countries that persevered with Visions of development succeeded, notwithstanding seemingly unfavourable initial conditions.

262. It is essential that macro-economic stability is achieved in the shortest possible time in order to regain confidence, attract investment, facilitate technology and skills transfer, grow exports and GDP, create employment and broaden the tax base to realise this Vision.

End