as ensure that their operations are in line with the prevailing socio-economic environment.

Reform Categories

1092. The categorisation of state enterprises and parastatals under the Framework is already provided for as approved by Cabinet in 1994.

1093. Under this, entities such as Air Zimbabwe (Pvt) (Ltd), CMED (Pvt) (Ltd), Printflow (Pvt) (Ltd), became 100% Government owned companies operating on a commercial basis under the Companies Act.

1094. The above reforms notwithstanding, all these companies remain undercapitalised and, hence, opportunities to bring in other investors, and strategic partners will be promoted during the Framework period.

1095. This will allow fresh injections of additional capital to allow acquisition of new equipment and capacities to enable these entities to compete on an equal footing in the current harsh and globalised business environment.

1096. The approved list to guide the process of state enterprises and parastatals' reform categorises institutions into those to be Commercialised, Restructured or Privatised.

Commercialisation

1097. Commercialisation of the identified enterprises will entail separation of commercial and developmental activities, and adoption of measures that ensure sustainable cost recovery.

Restructuring

1098. Government will enhance the operations of those public enterprises to be restructured through rationalisation, re-capitalisation, unbundling, concessioning, and strategic alliances, among others.

Privatisation

1099. Government will for companies already operating under the Companies Act, though owned 100% by Government, invite private sector participation through strategic partners, joint ventures, listing on the Zimbabwe Stock Exchange or disposal of some shareholding.

RESTORING BASIC SOCIAL SERVICES

EDUCATION, SPORTS, ARTS & CULTURE

1100. Severe economic challenges since 2000 eroded Zimbabwe's gains with regards to historical high literacy rates of 98%, which had benefited from high investment and appropriate policies in education during the 1980s, leaving the country with the current skills deficit which STERP and this Framework seek to overcome.

1101. Focus will be on consolidating the initiatives embarked upon under STERP, which include improving conditions of service for education personnel, effective administration, management and processing of public examinations.

1102. Provision of adequate teaching and learning material, as well as strengthening social protection programmes, through improved safety nets, especially for the Orphaned and Vulnerable Children and the disadvantaged, including the girl child, will also be undertaken.

1103. Improved education delivery will also be sought through provision of functional, accessible and affordable pre-school education, non-formal and special needs education, as well as the establishment of Academies/Centres of Excellence, including child friendly school programmes.

Education Infrastructure Rehabilitation

1104. Schools infrastructure has deteriorated over the past decade, owing to little investment and maintenance. In some areas, children have to walk long distances of over ten kilometres to the nearest schools, while others still practice 'hot-sitting' as a result of lack of adequate education infrastructure.

1105. Lack of investment in education infrastructure has also led to situations where ablution facilities in most schools have seriously deteriorated, posing potential massive health hazards for children and teachers.

1106. This has compromised qualitative learning environment for children and will ultimately affect the quality of future human capital resource base.

1107. Under this Framework, support for the rehabilitation and development of education infrastructure, including the rehabilitation of ablution facilities will be a top priority for 2010.

1108. Thereafter, attention will be paid to the provision of science laboratories, technical-vocational workshops, as well as appropriate accommodation for pre-schools.

1109. This responsibility will be shared between Government, local authorities, and parents. Co-operating partners will also be invited to assist.

1110. Overall, rehabilitation of school infrastructure is estimated to cost US$300 million during the Framework period.

Examinations Management

1111. The credibility of the local examination system continues to deteriorate owing to a number of challenges facing the examinations board, ZIMSEC.

1112. These evolve around planning and management weaknesses as well as lack of adequate resources necessary for effective administration, management and processing of public examinations. As a result, schools continue to face delays in conduct, marking and processing of examinations.

1113. In order to enhance the credibility of the local examination management system, Government will undertake reforms at

ZIMSEC, as well as the overall education examination system, with a view of bringing on board other players.

Learning Materials

1114. The provision of adequate learning and teaching materials facilitates a normal and conducive learning environment.

1115. As under STERP, the provision of adequate teaching and learning materials will remain a priority in order to improve the learning environment.

1116. Estimated requirements for teaching and learning materials during 2010 - 2012 are put at US$500 million.

Curriculum

1117. Government will review and develop a curriculum that aligns skills to relevant new demands of the productive sectors of the economy.

1118. The objective is to prepare and empower school children with the relevant and requisite skills for future employment and job creation.

1119. This will focus on strengthening the teaching and learning of mathematics, science, practical subjects such as conservation, agriculture, metalwork, carpentry, food and nutrition, information communication technology (ICT), e-learning and civic education.

1120. Sports, arts and culture, civic education, and gender perspectives will also be part of this programme to create a healthy mind for the pupils.

1121. In broad terms, there will be a shift away from an almost exclusive academically oriented education system to one whose balance is oriented almost equally between academic and vocational education.

Schools Supervision

1122. Schools inspection and supervision programmes by the Ministry responsible for Education offer an effective monitoring and evaluation system of schools' operations and management.

1123. However, this important programme has almost collapsed owing to funding and other challenges, leading to reduced standards of schools’ management and, hence, compromising the quality of education.

1124. Under the Framework, Government will strengthen the internal and external systems for inspection, supervision, monitoring and evaluation of educational institutions through provision of adequate resources to the respective personnel.

1125. This will be supported by programmes on capacity building for schools’ Management, School Development Committees and supervisors to enable them to enforce accountability and demand effective and efficient management of schools and utilisation of public resources.

1126. The above arrangements will be complemented by legislation which will seek to grant more power in the running of schools to parents, and which will generally enable a more transparent and accountable system of schools’ governance.

Capacity Building

1127. Similarly, Government under this Framework will support capacity building programmes which include systematic in-service training, Teacher Exchange Programmes, the Better Schools Programme, workshops, seminars, conferences and the Head Teacher Training Programme.

1128. These capacity building programmes previously contributed immensely to enhancement of teaching skills, the management of schools and also upgraded the education system to international standards.

1129. From 2011, the Framework will focus more on rehabilitation and construction of schools, particularly in the newly resettlement areas.

1130. Construction of science laboratories, technical/vocational workshops as well as appropriate accommodation for teaching staff will be given priority.

Academies/Centres of Excellence

1131. Starting in 2010, Government will identify some schools with extensive infrastructure and boarding facilities for rehabilitation and development into Academies with particular Centres of Excellence.

1132. Concurrently, a scholarship programme which will identify disadvantaged but talented children will be introduced and developed to offer bursaries channelled through schools rehabilitated into Academies with particular Centres of Excellence.

1133. The ultimate intention of Government is to develop a network of Academies throughout the country, offering equal opportunities for both boys and girls, and seeking to attain the highest possible standards, in terms of academic, sporting and artistic disciplines.

HIGHER & TERTIARY EDUCATION

1134. Zimbabwe's post independence reputation with regard to provision of quality higher and tertiary education has so far been underpinning the high demand for skilled Zimbabwean labour at home and abroad.

1135. This was a result of running an effective quality higher and tertiary education and training system, capable of developing and producing well trained human personnel that meet international standards.

1136. However, as with primary and secondary education, the good reputation has been eroded during the past decade as

Government failed to adequately provide resources to institutions of higher learning.

1137. As a result, some institutions were run with inadequate teaching and learning materials, furniture and equipment.

1138. Furthermore, a large number of the teaching staff left the country, seeking for better opportunities in other countries.

1139. Consequently, many of the training programmes were severely affected, with some closing, whilst others had to scale down operations, thereby limiting student intakes.

1140. Furthermore, most on-going construction projects in institutions were suspended, with only partial rehabilitation of buildings being implemented.

1141. Modernisation programmes, essential for enhancing quality learning, such as computerisation, internet services and other ICT schemes were curtailed due to insufficient funds.

1142. Insufficient funding also restricted the introduction of new courses that require acquisition of modern equipment and new technologies – critical for the continued development of high quality education.

Skills Attraction & Retention

1143. This Framework prioritises attraction and retention of skilled personnel through appropriate incentives and training in order to ensure continuation of quality learning.

Infrastructure Rehabilitation

1144. The completion of on going infrastructure projects and rehabilitation of some institutional infrastructure and other facilities, including water reticulation systems, and refurbishment of buildings, will also be at the centre of this Framework's priorities. Financial requirements are estimated at over US$550 million during 2010 - 2012.

PPPs in Education

1145. Given Government's limited resources, other players such as the private sector, donors and parents will be invited to augment Government support.

1146. Hence, Public Private Partnerships (PPPs) will be extensively promoted in a number of higher education areas such as maintenance, rehabilitation and construction of infrastructure.

Complementary Programmes

1147. Other complementary programmes to be pursued will include promotion of co-operation with other regional and international institutions, enhancing monitoring and evaluation as well as strengthening life skills and training, including in HIV/AIDS and other life threatening diseases.

Accreditation

1148. Over the last two to three years, massive proliferation of independent colleges, from 360 in 2006 to 544 by September 2009, has stretched capacity to monitor the Technical and Vocational Education and Training Institutions, with a negative effect on the quality of vocational education and training in the country.

1149. Therefore, capacity for accreditation and monitoring of Technical and Vocational Education and Training institutions will be built for effective assessment, monitoring and evaluation of these institutions.

Trade Testing

1150. There is a serious backlog in trade testing of candidates owing to the shortage of skilled examiners and trade testing facilities such as workshops and factory premises.

1151. Lack of consumables for use in the practical trade tests, such as timber for the wood trades, steel for the metal fabrication trades, conduits and wiring for the electrical trades, chemicals for the hairdressing and beauty trades, food provisions for the hospitality trades, bricks and cement for the construction trades, are also a challenge.

1152. Hence, resources will be mobilised for the expansion of trade testing capacity through booking more testing facilities, engaging more qualified experts and procuring more testing consumables.

Computerisation

1153. The Framework will also support provision of resources for the computerisation of higher learning institutions in support of improved quality and timeous conduct of National Examinations and other projects.

Cost Recovery

1154. In order to sustain HEXCO examinations whose cycle include setting, compilation, printing, distribution, writing, marking, moderation, external assessment (validation), results processing, ratification, release and certification, a programme for cost recovery in support of the substantial funding requirements will be introduced.

National Education & Training Fund

1155. In support of needy students without capacity to pay fees at universities, teacher's colleges and polytechnics, the National Education and Training Fund, formerly Vocational Training Loans, will be re-capitalised.

1156. However, recovery measures will be strengthened in order to enhance the sustainability of the Fund.

HEALTH

1157. Quality, affordable and readily available health care and delivery remain a priority for Government under the Framework, consistent with the Millennium Development Goals.

1158. Challenges for the Framework include restoration of the gains the country's health delivery system had witnessed since independence and up to year 2000.

1159. Central to this was a well developed and integrated health care system, which operated from rural health centres to district, provincial, and through to central/referral hospitals.

1160. Compromising these gains were the economic challenges that the launch of STERP set out to address, with regards to the human resource base, supply of drugs, health equipment and infrastructure, and conditions of service for health personnel.

1161. Already, some initial progress has been made towards the reversal of deterioration in the health delivery system, with improvements noted on all the above milestones during implementation of STERP.

1162. The Framework will, therefore, build and consolidate on the achievements already realised under STERP.

1163. In this regard, the Framework will focus on the three critical health delivery areas relating to human resources, medicines and medical supplies, as well as medical equipment and infrastructure.

1164. Construction and rehabilitation of hospitals and clinics will cost US$540 million during the Framework period, while drugs will require US$450 million, and equipment and machinery, US$351 million.

Medicines & Medical Supplies

1165. STERP acknowledged primary health care drugs and medical supplies made available by co-operating partners through the Joint Donor Support Programme involving the UK's Department for International Development (DFID), the European Community Humanitarian Organisation (ECHO), Irish Aid, the Canadian International Development Agency (CIDA) and UNICEF.

1166. This improved overall drugs availability at rural health centres, clinics, and other institutions to between 60% and 80%.

1167. The health delivery system has, however, continued to experience shortfalls of vital life saving medicines in hospitals as the financial support for re-stocking and capacitation of NatPharm is still vulnerable.

1168. Availability at NatPharm has remained low at 50% of requirements for vital drugs against a target of 100%, and 20% against a target of 80% for essential drugs.

1169. Financial requirements to meet hospitals' Essential Drugs List of 436 medicines and supplies in order to deliver basic services over the Framework period are estimated at US$65 million per year.

1170. Given indications of scaling down of support for essential medicines by traditional partners, resource provisions would have to be made by Government.

Donor Support

1171. However, greater co-operation with the international community health bodies such as the World Health Organisation and other co-operating partners will be critical in complementing Government efforts.

Health Care Affordability

1172. In order to make health care affordable, Government will support low cost local production of drugs and other competitive supply arrangements which reduce costs of medical care services.

1173. This will be complemented by promotion of health insurance schemes through medical aid societies in order to reduce emergency and unexpected financial burdens on patients and their respective supporting institutions such as Government and other employers.

Health Equipment

1174. Functional health equipment remains very minimal – a situation that has forced some clinics to scale down operations due to shortage of medical equipment, with staff struggling to make use of antiquated tools.

1175. In this regard, the Framework will prioritise the provision of essential medical equipment, ambulances as well as acquisition of other consumables.

Medical Infrastructure

1176. Major challenges remain with regards to the rehabilitation and re-equipping of medical infrastructure, notwithstanding STERP interventions which have seen restoration of haemodialysis services at both Harare Central and Parirenyatwa Hospitals.

1177. This will be replicated across all the other Central, Provincial and District Hospitals, targeting provision of medical equipment that includes X-rays, CT scans, boilers, steam pipes and rehabilitation of buildings.

1178. The expenditure profile under the rehabilitation of medical infrastructure over 2010 – 2012 will include completion of buildings' on-going works, refurbishment and replacement of both medical and fixed equipment.

1179. New building works will only be embarked upon in line with indications of adequate availability of resources to completion.

Health PPPs

1180. Drawing from experiences of other neighbouring countries and beyond, Government will enhance and strengthen PPPs arrangements in the rehabilitation and development of health infrastructure as well as provision of other health services.

HIV/AIDS & Prevention Programmes

1181. The Framework emphasizes on active prevention, including combating the spread of HIV/AIDS, as a strategy of achieving better and longer life and controlling costs of health care.

1182. Therefore, a number of programmes and other initiatives that include awareness campaigns as well as strengthening the care and support Programme for those living with the disease and their families in order to reduce stigmatisation and enhance prevention will be emphasized in order to further reduce the HIV prevalence rate and other communicable diseases.

1183. This will be supported by increased procurement of anti-retroviral drugs in order to prolong the lives of those living with HIV/AIDS.

Pharmaceuticals

1184. Over and above other critical aspects of the health service, the pharmaceutical industry is critical to the national health delivery system, through the provision of affordable, safe, effective and quality medicinal drugs.

1185. The industry has to continuously adopt new technology and scientific methods in manufacturing, formulation development, analysis and quality assurance systems, providing material support and scope for collaborative research with the School of Pharmacy at the University of Zimbabwe and other research institutions in the country.

1186. Scientific and technology advancements have seen one of the industry's pharmaceutical companies become the first and currently the only one in Sub-Saharan Africa to produce generic three-in-one anti retro-viral drugs.

1187. Other benefits include import substitution of essential drugs and other medicines, employment creation, exports to the SADC region. It also supports other industries, such as packaging, engineering, and tool making industry, ICT, retail and the whole sector, among others.

1188. At current capacity utilisation levels, the industry employs over two thousand highly skilled, degreed graduates, technicians, among others, in such disciplines as pharmacists, chemists, bio-chemists, engineering, accountancy, marketing, management and personnel amongst others.

1189. However, several challenges are hindering local pharmaceutical companies from playing a significant role in improving the availability of affordable essential medicines to the public.

1190. The Framework will, therefore, be addressing these challenges through the following measures:

National Drug Policy

1191. Cognisant of this, the National Drug Policy commits Government to “promote and encourage the most effective local production of safe, effective and good quality drugs in order to achieve optimal self-reliance within the context of the national development goals”.

Essential Drugs

1192. Central to realising this is Government support to the pharmaceutical industry that levels the playing field with imported drugs, especially over the production of the 260 drugs on the country’s Essential Drug List.

1193. Pursuant to this, new product development initiatives under way during the Framework period target to boost local pharmaceutical manufacturing to over 75% of Zimbabwe’s essential drug requirements, from the current 46%.

1194. The quality and safety of the local production facilities is also assured through the effective monitoring and policing of regulatory authorities.

Procurement Policies

1195. Procurement policies of the public sector, which tend to favour foreign producers at the expense of local producers will be reviewed. Cases of foreign suppliers being given irrevocable letters of credit before supply, while local suppliers are required to supply on open credit terms, ranging 30-60 days have been cited.

1196. Similarly, humanitarian assistance procurement policies that support local sourcing of drugs would doubly benefit the revival of the local pharmaceutical manufacturing industry and increased employment.

1197. The Framework interventions in public procurement avoid protectionist measures. Rather, focus is on leveling the playing field between imports and locally produced products.

1198. In this regard, where domestic products have a competitive edge over imports, public and Government tenders by public institutions such as Natpharm should give preference to locally produced goods, with the current 10% threshold remaining applicable.

1199. This will also facilitate greater support by humanitarian assistance organisations and NGOs to take advantage of the logistics of local procurement and source locally for essential drugs, unless it is proven the local industry cannot supply.

1200. In this way, assistance by humanitarian organisations would also become developmental by supporting local production capacities. Furthermore, this will protect the country from the supply of unregistered drugs into the country.

Counterfeit Products

1201. Recurring incidences of infiltration by unregistered and counterfeit and poor quality products, including drugs, necessitate the strengthening of the regulatory authorities, such as the Medicines Control Authority.

1202. This will be complemented by tightening of all the necessary legislation to allow for compulsory registration of imports of essential drugs and medicines protected by international patent for public health reasons.

1203. Furthermore, Government support for the local production of generic versions of patented medicines will also promote technological transfer as multinational companies licence domestic production of their products.

Exports of Pharmaceutical Drugs

1204. Currently, Oliver Tambo International Airport is the only authorised port of entry for the country's exports of pharmaceutical drugs to South Africa.

1205. To reduce export costs involved in air freighting, Government will negotiate with South Africa to allow the Beitbridge/Musina Border Post to be an authorised port of entry for pharmaceutical drug exports into South Africa.

Capacity Support

1206. In support of capacity building, a regime of tax rebates will be considered for professional and highly skilled personnel, to assist special skills retention, critical for recovery and growth.

1207. This will be extended to supporting tertiary education institutions such as the College of Health Sciences, School of Pharmacy at the University of Zimbabwe and Medicines Control Authority of Zimbabwe.

SERVICE DELIVERY BY LOCAL AUTHORITIES

1208. Local authorities are the economic and social hubs of the Nation, as virtually all households and business entities and other institutions rely on their services.

1209. These services, among others, include road maintenance, refuse collection, street lighting, water and sanitation management, health and education, cemetery management, overall urban planning and amenities as well as business development and marketing licencing.

1210. Efficient, sustained and uninterrupted provision of these services requires substantial amount of resources.

1211. The unstable political and macro-economic environment that prevailed during the past decade, however, had a devastating impact on service delivery by local authorities, leaving them in a state of virtual collapse.

1212. Specific contributing factors were:

- Capacity weaknesses;
- Management inefficiencies;
- Unnecessary interventions in day-to-day management of local authorities by the central government;
- Lack of enforcement of by-laws;
- Thin resource base associated with the levying of sub-economic tariffs and hyper-inflation; and
- Lack of effective participation of residents in the operations of their respective local areas.

1213. Hence, this Framework will focus on addressing the above challenges in order to restore efficient and effective service delivery by our local authorities, also promoting greater participation by residents.

Capacity Building in Local Authorities

1214. Capacity limitations in most local authorities, which are directly linked to the loss of skilled personnel, have been a central factor compromising efficient service delivery.

1215. These limitations are evident in all stages of data collection, assessment of challenges, audits, planning, implementation and monitoring of programmes and projects.

1216. Capacity challenges have also contributed to duplications and gaps, now characterising the implementation of emergency service delivery programmes. As a result, Government support to these entities has failed to bring the desired outputs and positive impact.

1217. In view of the challenges alluded to above, the Framework, therefore, supports capacity building efforts of local authorities and the provision of technical support to enable them to carry out practical situation analysis of the current status of service delivery and challenges in all areas.

1218. As part of this process, a consolidated database, informed by a structured baseline audit on the current performance of all local authorities, will be established.

1219. This will culminate in the development of policy and management strategies, an information management system, as well as an integrated and comprehensive monitoring, evaluation and support system with standardised monitoring indicators.

1220. Central will be the establishment of a special Monitoring, Evaluation and Support Unit in local authorities, which will spearhead planning, monitoring and evaluation of programmes and projects.

1221. Furthermore, capacity building will be extended to all local authorities' structures, including Councillors, through extensive and intensive training, which also focuses on achieving harmonious working relations, particularly between management and Councillors.

Resource Mobilisation

1222. Under the current environment of use of stable multiple currencies, resource constraints facing most local authorities are a result of levying of sub-economic charges, weaknesses in revenue collections irrespective of rate-payers' capacity to meet minimal obligations, and a narrow revenue base, as some levies are collected by central government.

1223. On the other hand, rate-payers are reluctant to pay levies for non-existent services.

1224. It is, therefore, critical for local authorities to demonstrate some practical commitment towards providing residents with requisite services, whilst engaging them to meet their obligations through timeous payment of levies.

1225. This will be complemented by timely review and approval of local authority budgets by central government.

1226. In addition, the approval and issuance of borrowing powers will be speeded up to enable resource mobilisation for capital projects. Government and donor support will also be mobilised to augment local authorities' efforts.

1227. Local authorities are owed substantial amounts, which if collected, can immensely contribute to service delivery. Ironically, Government Ministries and Departments are major debtors, enjoying interest free status, which is costly to local authorities.

1228. On the other hand, local authorities also owe Government over borrowed funds which also do not attract interest charges, an unhealthy situation of managing public resources.

1229. Therefore, a debt recovery strategy with provisions for offsetting and time-framed settlement of outstanding net balances will be pursued.

1230. Going forward, local authorities will be empowered to discontinue services for delayed settlements and take other necessary measures for debt recovery as in all other cases.

1231. In this regard, strengthened resource mobilisation empowers local authorities to acquire the requisite equipment, materials and meet other provisions necessary for ensuring efficient service delivery. This will also allow these authorities to retain and attract skilled manpower.

Resource Management & Accountability

1232. Lack of updated and audited accounts, a sign of inefficiencies over resource management and accountability, also contributes to failure to raise the much needed funding from financial markets.

1233. Therefore, transparent forms of resource utilisation and accountability will also be a central component under this Framework, with management contracts and timely audits of local authorities' accounts enforced.

Enforcement of By-Laws

1234. Over the years, local authorities have relaxed in enforcement of by-laws, including those on erection of buildings and other structures, protection of public infrastructure, health and hygiene, environmental protection, littering of public places, waste disposal, informal trading and vending, and other business practices.

1235. This has left a trail of destruction, disorder and litter in residential, recreational and business areas. Sources of water have also not been spared by water pollutants.

1236. Therefore, local authorities will strengthen institutions/ structures for enforcement of by-laws, supported by other incentives to minimise negative externalities.

RURAL DEVELOPMENT

1237. Rural areas bore the hardest brunt of the economic challenges which prevailed over the past decade.

1238. This is evidenced by the obsolete and dilapidated state of most rural infrastructure, including roads, water and irrigation facilities, dip tanks, shop buildings at service centres, social infrastructure such as clinics, schools, and other public facilities.

1239. The crisis also led to the suspension of a number of rural programmes and projects which were under implementation. Most affected projects were the rural electrification programme, roads construction, health amenities, irrigation and dam construction.

1240. Hence, the resuscitation of services in rural areas becomes a major priority of this Framework, with the areas requiring urgent attention cutting across a broad spectrum of Government policy interventions.

1241. In this regard, development of rural areas entails infrastructure rehabilitation to allow for restoration of provision of such services as bus services, support for community development programmes, revitalisation of rural businesses and other income generating projects that stimulate and generate demand.

Rural Businesses

1242. The hyper-inflationary environment had devastated most rural wholesaling and retailing shops.

1243. This was particularly so given the nature of rural business operations, which are normally characterised by weak demand, slow transactions and inefficient information dissemination mechanisms, leading to their failure to cope with the harsh and rapid demands of a hyper-inflationary environment.

1244. As a result, most rural businesses closed shop, leaving only a few operating at very low capacity.

1245. The above challenges deprived most rural people, comprising about 70% of the country's total population, of access to basic and essential services, thereby exposing them to unprecedented hardships.

1246. This development also rendered most rural areas unattractive to the young and economically active segment of the population, culminating in the rural to urban drift, which in turn exerted pressure on urban amenities and the subsequent deterioration of social and physical infrastructure.

1247. Furthermore, the impact of the economic crisis left most rural areas unattractive to potential investors, given the many challenges confronting them, including run down infrastructure and depressed demand.

Re-capitalisation

1248. The Framework prioritises the re-capitalisation of rural businesses through a special and well tailored concessional window, specifically for financing rural businesses. Given the nature of such businesses, the facility will be medium term in order to effectively meet their requirements.

1249. Similarly, as part of the financial deepening and inclusion programme, financial institutions such as banks and micro-finance institutions will be encouraged to re-open and in some cases establish new branches in rural areas, that way providing ready financial services for the rural people.

Rural Infrastructure Rehabilitation

1250. The Framework supports the rehabilitation of rural infrastructure such as roads, water and irrigation facilities, dip tanks, clinics, schools, and other amenities.

1251. The rehabilitation of roads is meant to facilitate efficient links between urban and rural areas as well as intra-rural points, thereby providing access to various markets for rural farmers and other businesses.

1252. The rehabilitation and completion of water and irrigation projects will also allow all season agricultural production, thereby ensuring food security as well as sustainable household incomes which in turn will boost demand in rural areas.

1253. In the case of social infrastructure, most clinics and schools require urgent repair and maintenance works to allow a healthy and conducive environment in the provision of health and education services.

1254. In this regard, the re-capitalisation of key Government institutions responsible for development and maintenance of rural infrastructure and other facilities becomes critical.

1255. Accordingly, Government will be allocating more resources to enhance operations of the District Development Fund (DDF), Rural Development Fund, Veterinary Services, Agritex, Ministries responsible for Health and Education, among others.

1256. Rural District Councils (RDCs) will also be supported in broadening their revenue base by ensuring that all service beneficiaries, including rural businesses, as well as communal and resettled A1 and A2 farmers make their respective contributions through various levies, including the already approved land tax.

1257. This is the only way RDCs would be able to mobilise adequate resources necessary for the restoration of services and the development of their respective areas.

1258. However, given the resource constraints, especially during the initial stages of the economic recovery, Government is inviting the support of co-operating partners to complement its efforts in various sectors in the rural areas for the benefit of the marginalised.

Rural Electrification

1259. The electrification of rural areas is one of the most progressive strategies facilitating rural development and poverty reduction.

1260. Provision of power for rural public amenities, such as clinics and schools, as well as businesses and other private projects, is essential for ensuring improved services and supporting various income generating projects which potentially improve households' incomes and, hence, their standard of living.

1261. Therefore, Government will increase provisions for the Rural Electrification Programme in order to resuscitate and speed up the electrification of most planned rural social and public facilities such as clinics and schools. In the case of commercial projects, provision of power will be done on cost recovery basis.

ENVIRONMENT

1262. Government is aware of the consequences of social and economic activities and their associated impacts on the environment. A comprehensive National Environmental Policy has, therefore, been developed to address the various environmental concerns within the country.

1263. The overall thrust of the policy is to 'avoid irreversible environmental damage, maintain essential environmental processes, and preserve the broad spectrum of biological diversity so as to sustain the long term ability of natural resources to meet the basic needs of people, enhance food security, reduce poverty and improve the general standard of living of Zimbabweans.'

1264. Specific policy objectives include:

- Biodiversity conservation;
- Equitable access to and sustainable use of natural and cultural resources;
- Minimising irreversible environmental damage, waste production and pollution;
- Promotion of public participation; and
- Promotion of a sense of responsibility for the environment through environmental education and awareness.

1265. Therefore, promoting and undertaking strategic Environmental Impact Assessments (EIA) is critical for co-ordinating integrated environmental management with overall development planning in order to minimise the adverse systemic and cumulative impacts of environmental degradation.

1266. In this regard, the Framework contains interventions in the following areas:

Air Pollution

1267. Recognising the increasing evidence of deteriorating air quality in the main cities, arising from motor vehicle exhaust fumes, industrial emissions, and both domestic and bush fires, and their detrimental impact on the population, Government will develop an integrated strategy for the control and management of air quality.

1268. In consultation with the Standards Association of Zimbabwe, industry and other stakeholders, air quality standards will be developed and enforced, that way ensuring that environmental impact assessments and appropriate preventative and mitigating measures on air pollution are implemented in accordance with the environmental management plan.

1269. Government will also promulgate regulations on control of gaseous and particulate emissions from point sources, while incentives will be extended to industries which reduce pollution impacts on air.

1270. Furthermore, under the Framework, measures to encourage the replacement of old and inefficient vehicles and industrial plants that cause air pollution will be promoted through appropriate regulations and incentives.

1271. An environment tax to curb the pollution of the urban environment will also be considered as part of this regulatory framework.

Water Pollution

1272. Given the importance of water in sustaining life and economic activities, Government prioritises environmental practices which ensure access to adequate and safe water.

1273. Lack of access to clean water has a number of adverse consequences, most notably for human health as witnessed with the cholera outbreak from 2008 as well as the phenomenal costs of water treatment, particularly for the City of Harare.

1274. In this regard, the Framework seeks to achieve water security to meet both human needs and environmental flow requirements by balancing competing needs of agriculture, industry, domestic users and the environment.

1275. Therefore, in addition to focusing on the supply side management of building dams and drilling boreholes, emphasis will also be directed on:

- Protecting water catchment areas and storage facilities;
- Ensuring equitable access for all to sufficient water of suitable quality to meet basic needs;
- Placing an economic value on water resources used for productive purposes; and
- Managing the risks posed by a variable and unpredictable climate.

1276. Government will also strive to safeguard water quality by setting and enforcing guidelines for water quality and effluent discharge. This will entail strengthening institutions mandated to ensure water quality through enforcement of appropriate standards and regulations.

1277. Furthermore, local authorities will encourage and support industries to adopt water management strategies that promote re-use/multi-purpose use and recycling of water for domestic, agricultural, industrial purposes with the objective of reducing consumption and effluent discharges.

1278. In addition, given the necessity of sustaining clean water production, the Framework provides for regular review of water tariffs as well as pollution penalties by local authorities.

Land Degradation

1279. There is notable deterioration of land, particularly in the newly resettled farming areas, as a result of widespread deforestation, soil erosion, gully formation and siltation of rivers and dams downstream.

1280. This is resulting in loss of quality soil which lowers agricultural production potential, requiring higher investments and more inputs such as fertilizers and chemicals in order to improve soil quality and achieve normal yields.

1281. Land degradation and erosion also arise from other land-use activities which include widespread and uncontrolled gold panning and the reduction in protective plant cover in some wild life areas resulting from growing numbers of species such as elephant.

1282. In this regard, programmes designed to encourage, educate people and enforce sustainable land-use practices will be intensified under this Framework.

1283. Such programmes will include strengthening and enforcement of local conservation by-laws and support for the rehabilitation of arable, grazing, residential and other degraded lands.

1284. In areas where the prospects for sustainable agriculture are marginal, other land-use options will be pursued.

1285. These include the development of forestry out-grower schemes, agro-forestry projects, small-scale wood industries based on sustainable management of woodlands and intensive management of semi-domesticated wild species.

Biodiversity Conservation

1286. Zimbabwe's current biodiversity endowment is estimated at:

- 4 440 vascular plant species, of which 214 are found only in Zimbabwe;
- 672 bird species, of which 450 breed in Zimbabwe, though none are strictly endemic; and
- 196 mammal species, 156 reptile species, 57 species of amphibians, 132 fish species, and uncounted numbers of species in other groups.

1287. The Framework, therefore, prioritises protection of this rich biodiversity which is already vulnerable, with some endangered and may become extinct. These include the black rhino and other plants and animal species.

1288. In line with the provisions of the United Nations Convention on Biological Diversity, Government will implement an integrated strategy for biodiversity conservation consistent with provisions of the Environmental Management Act.

1289. The Ecosystem Approach, as formulated by the Convention of Biological Diversity, will be adopted as the principle framework for integrated environmental conservation and management. This will lead to the establishment of a clear legislative framework for the conservation of biodiversity in Zimbabwe.

1290. Conservation of biodiversity awareness campaigns will be undertaken in communal and privately-owned areas. These campaigns will among other issues, promote equitable access and benefits from local species.

Trans-Boundary Natural Resource Management

1291. Collaboration between countries over shared trans-boundary natural resources is vital for ensuring more effective and sustainable development.

1292. Consistent with the SADC Protocol on Environment and Sustainable Development, Government will work with neighbouring countries to enhance biodiversity conservation in the region through implementing trans-boundary management agreements.

1293. This collaboration will also include developing joint environmental management plans with neighbouring States, harmonising wild life management procedures and sharing information on environmental disasters and major incidents of trans-boundary pollution, as well as co-operate in mitigating their impacts.

Environmental Education

1294. A knowledgeable and well-informed public on environmental issues is essential for effective environmental conservation and management.

1295. Notwithstanding the high levels of literacy in the country, people induced environmental degradation remains a major challenge to our environment.

1296. This is primarily associated with the prevailing high rate of poverty, inadequate awareness, and in some cases lack of appropriate environmental education.

1297. Establishing environmental education centres, from communities upwards, as proposed in Zimbabwe's Environmental Education Policy, is one possible way of raising awareness in all sectors of the population.

1298. Therefore, Government, in partnership with other stakeholders, will launch and intensify a number of environmental education programmes which focus on promoting both scientific and indigenous knowledge and practices in formal, informal and non-formal teaching, learning, training and extension programmes.

1299. This will be further strengthened by integrating relevant environment management issues into the education curriculum at all levels.

Indigenous Technical Knowledge

1300. Indigenous technical knowledge and traditional practices offer valuable contribution in the management and sustainable use of natural resources as also acknowledged by the Convention on Biological Diversity (CBD).

1301. Therefore, respect, preservation and maintenance of such indigenous knowledge, innovations and practices become critical under the environmental management agenda.

1302. In this regard, the Framework promotes wider application of indigenous knowledge and practices in sustainable management and use of natural resources, particularly where these are integral to local cultures. This will also include the documentation, dissemination and use of indigenous technical knowledge.

SOCIAL PROTECTION PROGRAMMES

1303. One of the major pillars of STERP was Social Protection whose focus was to mitigate poverty and suffering by resuscitating public services delivery, and strengthening humanitarian assistance, particularly focusing on Specially Targeted Vulnerable Groups, including women, children, the disabled, the elderly and child-headed families.

1304. Government will continue to give high priority to social protection programmes to ensure that the poor and vulnerable members of society get the requisite humanitarian support, and where appropriate, are adequately capacitated to enable them to gradually manage risks and stand on their own after being weaned off from humanitarian handouts.

1305. The thrust under this Framework will be on preventive safety nets and capacitating productive programmes.

Public Works

1306. The review of Social Protection Programmes under STERP has already alluded to the resource constraints which undermined the implementation of cash transfers through public works. The Framework, therefore, prioritises the funding of this programme during 2010 – 2012.

1307. Vulnerable able-bodied households and households with labour but headed by disabled persons, chronically ill and older persons will participate in cash transfer based public works provided by local authorities for a 15 day working month in exchange for allowances of US$20.

1308. This allowance is based on the average cost of a food basket as reflected in the section on Social Protection Programmes, which comprises 30 kg mealie meal, 2 litres cooking oil, 2 kg beans and 500g salt.

1309. In terms of the 2009 ZIMVAC assessment, these households are estimated to be about 200 000.

1310. This programme will be complementary to the agricultural crop input scheme which is expected to benefit 800 000 small holder farmers annually.

1311. Beneficiaries of cash transfer will participate in the input-for-work scheme during the three months that the agricultural input scheme is expected to operate. Thereafter, they revert back to their cash-for-work programme.

Basic Education Assistance Module (BEAM)

1312. In education, BEAM will remain one of the fundamental pillars for supporting vulnerable school children under the Social Protection Programme. This is meant to ensure that the poverty cycle within the poor households is broken.

1313. The programme will, therefore, target to assist about 1 million primary and secondary pupils, which is about 25% of the total, with some co-operating partners pledging to complement Government efforts.

Institutions for Vulnerable Groups

1314. Children's homes, older persons' homes and institutions for people living with disabilities will remain a Government third-tier Social protection pillar.

1315. The current state of Government institutions, especially children's homes, urgently requires rehabilitation of infrastructure, which had over the years deteriorated.

Public Assistance

1316. Vulnerability in the country is more likely to be on the upward trend in the short to medium-term, despite the envisaged macro-economic stabilisation and gradual economic recovery.

1317. Therefore, a number of persons are likely to become vulnerable either through retrenchment and general unemployment, ageing population, HIV and AIDS and other terminal and serious illnesses or general decline in incomes, thus joining the already swelling army of the poor and vulnerables requiring social assistance.

1318. It is estimated that demand for public assistance will increase from 11 000 in 2009 to 20 000 during 2010, 25 000 in 2011 and 30 000 during 2012.

1319. Accordingly, Government will mobilise the necessary corresponding resources, also with the support of co-operating partners.

1320. Similarly, economic challenges will see more and more people requiring public assistance for health services, especially as health institutions continue levying cost recovery based charges introduced under STERP.

1321. Accordingly, under the Assisted Medical Treatment Orders Programme, Government will make provisions to cater for increased applicants estimated at 80 000 for 2010, 90 000 in 2011 and 95 000 during 2012.

HUMAN RESOURCES & THE LABOUR MARKET

National Employment Framework

1322. STERP acknowledged the impact of the slow down in economic activity on unemployment levels, currently estimated at over 70%. Beyond reduction of job opportunities, other challenges relate to the distortions effected on the country's labour market.

1323. Given the correlation between growth, employment and poverty reduction, a strategy that fully employs the country's human resources and raises the returns to labour, through meaningful wages, will be embraced.

1324. This Framework contains a number of interventions aimed at harmonising Labour laws, enhancing skills training consistent with the objectives of attaining high productivity, generating employment and reducing poverty.

Human Resources Development

1325. As already alluded to in STERP, the country has suffered from loss of a large number of skilled personnel to neighbouring countries and beyond in search of better working conditions over the past decade.

1326. This development has incapacitated virtually all productive sectors of the economy from health, education, to manufacturing, mining, tourism, construction, agriculture, just to mention a few. The transport sector has also lost a large number of skilled road engineers, technicians and artisans.

1327. Similarly, health professionals who remain one of the cornerstones and pillars of Zimbabwe's health service delivery mechanism have been lost to other countries.

1328. It is, therefore, imperative that the country re-builds the human resource base with professionals capable of driving the various sub-sectors of the economy.

1329. This requires stemming further skills loss, attraction of lost skills, as well as increased training at technical related institutions.

Skills Retention

1330. Retention of skills will be a combined public and private sector effort, with companies also progressively reviewing emoluments and other benefits for critical staff, taking cognisance of improvements in productivity.

1331. On its part, Government has already established a website dedicated to attracting and inducing back lost skills, with strategies to attract and retain critical skills earmarked to be implemented during the Framework period.

1332. In the public service, programmes targeted at skills retention include in-service training, professionalisation, career development programmes, among others.

1333. The expansion of such non-salary benefits as housing schemes, transport, motor vehicle loans, educational and health support facilities will also be necessary.

Skills Audit

1334. Implementation of a Payroll Audit has already been alluded to as part of the expenditure measures to manage the Government wage bill, with the audit focussing on manpower levels in the Public Service.

1335. This exercise will be extended to include audit of skills levels in both the public and private sectors, that way facilitating planning and training of the economy's manpower requirements.

1336. In Government, the Skills Audit will be targeted towards assessing the skills levels of the Public Service, the associated gaps, and the critical shortage areas. In this regard, Government will explore measures for addressing skill gaps Service wide.

Training

1337. In order to enhance the stock of productive skills and technical knowledge as well as increase returns to labour, more investment in human capital will be accelerated through the re-organisation of technical and vocational education.

1338. Furthermore, various other training programmes will be reviewed to make them more demand driven and responsive to the needs of the economy.

1339. In this regard, the National Productivity Institute through which training of manpower will be conducted will be operationalised during 2010.

1340. In addition, the capacity of local tertiary institutions, especially universities, will be strengthened to offer graduate and post graduate degree programmes relevant to the economy's requirements.

1341. Government will also liaise with relevant regional institutions in order to increase co-operation and harmonisation of training programmes.

Training in the Public Service

1342. In the Public Service, training of human resources is underpinned by the existing National Training Policy and the

Human Resources Development Policy.

1343. The new thrust under this Framework is the development of a comprehensive policy which will clearly outline the developmental stages of programmes and level of training offered at all the Public Service Institutes and ZIPAM.

1344. This will be complemented by review and alignment of all the training and development programmes offered in the Public Service, as well as review of recruitment, induction, advancement and promotion systems and procedures. Review of training curricula will also be undertaken.

1345. Implementing these policy changes in support of human resources management and development will enhance accountability, as well as ensure that Public Servants deliver on their mandates – which are all critical for economic recovery.

1346. Government on its part will adequately invest in training institutions such as the Institute of Mining Research, Universities, Technical Colleges and the School of Mines, which previously suffered from under-funding in order to ensure that these institutions effectively play their role of supporting industry with the requisite skilled personnel.

Apprenticeships

1347. Another central component of skills formation will be through apprenticeship training programmes, which will be revamped and expanded.

1348. Already, the policy provision for levying cost reflective tariffs by training institutions providing such programmes is strengthening their training capacities through improved resources.

1349. In the medium term, the Framework target is to establish at least one vocational training centre in every district.

Public Service Conditions

1350. As acknowledged in STERP, chronic erosion of conditions of service across the entire economy played its part in sustaining the massive brain drain of skilled personnel, undercutting a critical cornerstone and pillar to the public service delivery system.

1351. In the difficult financial environment, meaningful review and improvement of public servants' conditions of service inclusive of remuneration and other benefits like transport and housing allowances, training loan and pension benefits, could not be fully implemented.

1352. As part of consolidating the gains made under STERP, Government will continue paying attention to improving conditions of service for public servants.

1353. Review of remuneration and other benefits to attract and retain skills in the Public Service, therefore, remains one of focal areas during the Framework period.

1354. While the introduction of salary scales as a shift from the previous payment of a flat allowance of US$100 across the board, irrespective of grade, skills and experience, had resulted in a steady increase in recruitment at all levels and continued reduction in vacancy rates, interventions to improve on this remain critical.

1355. Measures to attract and retain critical and prime skills through a phased approach of de-bunching salary structures, taking account of members' experience and grades, are therefore, part of this Framework.

1356. In education, this will gradually erode the need for distortions being created through unco-ordinated allowance payments to teaching staff by parents.

1357. Review of other benefits, include introduction of a Funeral Assurance Scheme for public servants, which is an improvement from the current Funeral Assistance.

1358. In the health sector, measures in support of retaining professionals during the Framework period will include provision of housing and motor vehicle loan schemes, as well as investment in the development of medical villages at major health institutions.

Labour Laws

1359. The country's Labour laws will be strengthened to comply with the International Labour Organisation (ILO) Conventions.

1360. Specifically, the Framework will ensure conformity with the ILO Convention 150 and Recommendation 158 of 1978 through developing, adopting, and reviewing labour standards, including all relevant laws.

1361. Similarly, the multiplicity of institutions dealing with labour issues requires rationalisation in order to make it easier to create conditions for a co-ordinated effort and to develop a common vision.

1362. The Framework targets Government harmonising all of the country's Labour laws by end of 2010.

Labour Administration

1363. In this regard, labour administration systems will be streamlined into a unitary system in line with the Convention which provides detailed functions of a Co-ordination Unit of the labour administration system under the Ministry responsible for Labour.

1364. The Convention also emphasizes on consultation, co-operation and negotiation between the public and public authorities and the most representative organisations of employers and workers as essential at national, regional and local levels within the various sectors.

1365. Furthermore, labour administration will be decentralised through empowering National Employment Councils at sector levels and Works Councils at shop floor level.

1366. Terms and conditions of employment will be regulated through collective bargaining and, hence, the Framework will also strengthen free exercise of employers' and workers' right of associations.

1367. In order to promote harmony in labour relations, advisory services' programmes that support and strengthen conciliation and mediation in resolving disputes and also promote productivity, better working conditions will be undertaken.

1368. This will entail streamlining of labour administration, establishment of an independent secretariat and the restructuring of the Tripartite Negotiating Forum (TNF) itself.

Harmonisation with Public Service Act

1369. The Framework recognises the need to align current negotiation and collective bargaining processes in the Public Service with provisions of the Labour Act.

1370. Broad principles on harmonisation of the Public Service Act with the Labour Act were approved and are being finalised under the General Laws Amendments.

1371. Resulting from this exercise, Government will proceed to review the Public Service Act and related statutes and policies in order to align them to the provisions of the harmonised Labour Act.